



ROCHESTER
GENESEE REGIONAL
TRANSPORTATION
AUTHORITY

THE NEW RTS

*INNOVATIVE PUBLIC TRANSIT FOR
A BETTER QUALITY OF LIFE*



2022-25
COMPREHENSIVE
STRATEGIC PLAN

2022-23
FINANCIAL PLAN



Regional Transit Service (RTS) is a regional transit authority established by New York State with more than 1,000 employees who proudly serve customers and business partners in Monroe, Genesee, Livingston, Ontario, Orleans, Seneca, Wayne, and Wyoming counties. Recognized as one of the best-run transit systems in the nation, RTS partners with the community it serves to provide vital, safe, and sustainable transportation services to nearly 8 million people each year. We carry out our mission by connecting our customers to jobs, school, healthcare, shopping, and recreational activities every day. For more information, visit **myRTS.com**.

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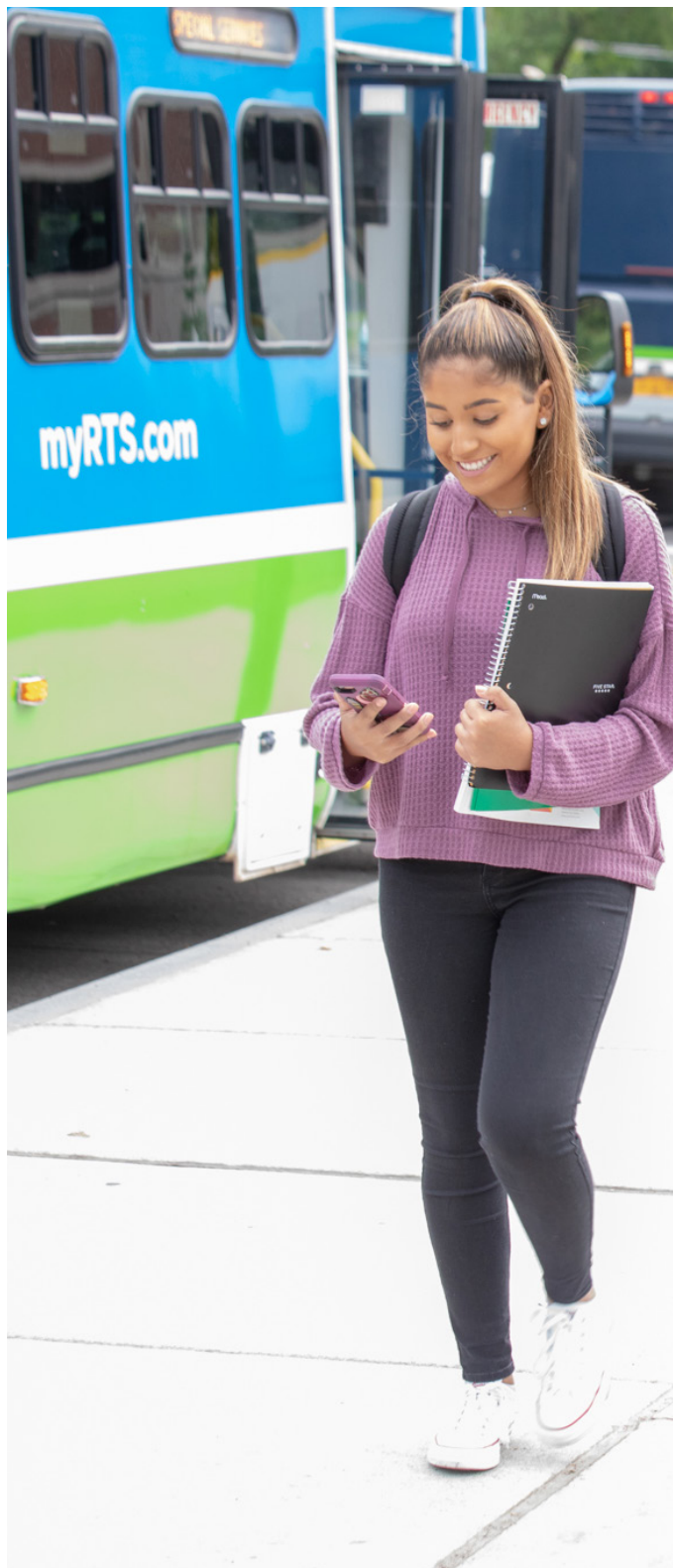
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INTRODUCTION



DISTINGUISHED BUDGET PRESENTATION AWARD*

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Rochester Genesee Regional Transportation Authority, for its annual budget for the Fiscal Year beginning April 1, 2021. To receive this Award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This Award is valid for a period of one year only. We believe our current budget document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**RGRTA has received the Distinguished Budget Presentation Award for 14 consecutive years.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Rochester Genesee Regional Transportation Auth.
New York**

For the Fiscal Year Beginning

April 01, 2021

Christopher P. Morrell
Executive Director

OUR INTENT, MISSION, & VALUES

OUR INTENT STATEMENT

We are an innovative transportation provider and a climate leader in our industry.

OUR MISSION STATEMENT

We provide vital, safe, and sustainable transportation services that connect the community and promote a better quality of life.

OUR VALUES

- **Integrity:** We are responsible stewards of taxpayer revenues. We are transparent and do what we say we are going to do while taking responsibility for our actions.
- **Respect:** We value and appreciate the diversity and opinions of those we work with and those we serve.
- **Diversity and Inclusion:** We embrace our wide variety of cultures, values, skills, thoughts, and experiences, which makes us a strong organization.
- **Engagement and Collaboration:** We actively engage and openly communicate with employees, customers, and the community.
- **Agility and Innovation:** We embrace innovation in all aspects of our work and strive to bring it to life by being adaptive and flexible.
- **Performance Focus:** We establish the outcomes that define our success and use a combination of data-based decision making and fresh thinking to achieve them.



THE RTS WAY: BRINGING OUR VALUES TO LIFE EVERY DAY



We launched the RTS Way in 2019 as an expansion of the C.A.R.E. program to improve employee engagement and recognition, and help build a culture of well-being. The RTS Way is based on 17 specific behaviors that are connected to each of our six values. These values define who we are and what we do. They support our mission and help shape our work environment. Examples of RTS Way behaviors are shared at the beginning of meetings and employees are recognized for their display of these behaviors every month and during employee recognition events.

THE RTS CULTURE AND INCLUSION COUNCIL

A key initiative in our effort to grow the RTS culture involves embracing diversity and promoting inclusiveness in all areas of the organization. That effort is being led by a group of employees known as the RTS Culture and Inclusion Council. The Council is comprised of employees from a variety of locations and departments across the organization. The Council first started its work together in January 2019 and since then has completed formal training and development efforts to work effectively as a group. They also developed vision and mission statements, and goals to guide their work moving forward. These foundational elements of the Culture and Inclusion Council are as follows:

Vision

To create a culture at RTS that brings everyone together.

Mission

Through engagement, resources, and learning, we are creating a positive workplace and culture of inclusion to ensure equity in all we do.

**Click the Screen or Scan the QR Code
to Watch this Short Video About
the RTS Way**



Goals

We identified four initial goals that are connected and inclusive by design:

- **Communication:** This goal focuses on creating respectful ways to discuss challenging or sensitive topics, and the sharing of materials that enhance our vocabulary and awareness of issues related to diversity and inclusion.
- **Opportunities for Building Relationships and Trust:** Through this goal, we aim to create forums that provide a safe space for people to have conversations and express their feelings. People tend to be most honest with people they know and trust. A focus on relationship building and respectful dialogue will help strengthen our culture.
- **Education and Life-Long Learning:** Through trainings and workshops we will improve awareness and understanding of issues related to diversity and inclusion. Some of these sessions will help participants learn how to have difficult conversations with all employees and levels of management.
- **Encouraging Input from Employees:** Our work on this goal will focus on ways to make it easier for employees to share ideas and provide feedback. This will involve the use of drop boxes for comments and a new email (CilCouncil@myRTS.com) for the Council where you can send your ideas, questions, and suggestions.

While it takes many years of work to fully develop a culture of well-being, the RTS team has made great strides towards embracing diversity and promoting inclusiveness to bring about the change we seek. Our dedication and persistence are on display in every meeting and conversation we have, as each passing day brings us closer to meeting our goal.

LETTER FROM CEO



Dear Commissioners,

As we started the last fiscal year, we approached it having adjusted to our new reality due to COVID-19 and with a renewed sense of excitement in anticipation of the launch of Reimagine RTS. Thanks to the RTS team, our customers, and partners throughout the community, we successfully implemented our new transit system. We are now providing our customers with mobility that is more frequent, reliable, and connected. With the New RTS in place and a continued focus on safety for employees and customers, we enter the new fiscal year with an eye towards the future. We also introduce a new mission statement that aligns with our new reality: "We provide vital, safe, and sustainable transportation services that connect the community and promote a better quality of life."

The pages that follow reflect our new reality, our new transit system, a new intent statement that replaces our vision statement, and new strategic pillars that will guide our work over the next three years. The plan continues our commitment to growing our culture through the RTS Way and the RTS Culture and Inclusion Council, transitioning to a zero-emission bus fleet by 2035, and implementing the strategies and tactics that will build on the success of recent years.

This plan is also a reflection of our commitment to the RTS team, a team of tremendous, dedicated heroes. This team has kept our community moving during two years of a global pandemic and while implementing a complete redesign of our transit system. They bring to life our values and show the community each day what it means to live the RTS Way. To build on our award-winning wellness program, we are including in this plan needed investments to support employees and their overall well-being.

With your approval, this plan will embrace innovative technology and software to support employees and improve the customer experience. Our focus on financial sustainability will continue through cost containment efforts and prioritizing our long-term capital needs. We will demonstrate climate leadership with the arrival of ten additional electric buses and investing in the infrastructure necessary to meet our zero-emission bus fleet goals. And we will maximize our impact in the community by addressing service gaps and strengthening partnerships with the community.

The embrace of innovative public transit to promote a better quality of life is underway. Our team is ready to continue growing our system to meet the needs of the people we serve. On behalf of the entire team, I am pleased to present the 2022-2025 RGRTA Comprehensive Strategic Plan, the budget for Fiscal Year 2022-23, and the capital plan for 2022-2032.

Thank you for your continued leadership and support.

A handwritten signature of Bill Carpenter in black ink.

Bill Carpenter
Chief Executive Officer

**Click the Screen or Scan the QR Code
to Watch a Short Video Message
from Bill Carpenter**



LETTER FROM CHAIRMAN



To our Community:

On behalf of the Board of Commissioners, it is my privilege to present you with the RGRTA Comprehensive Strategic Plan for 2022-25 and the budget for Fiscal Year 2022-23.

This plan details the work the Authority will complete over the next three years. It represents an organization that has adjusted to its new reality due to COVID-19 and is looking to the future with a redesigned transit system in place. The comprehensive plan includes new mission and intent statements,

our strategic priorities, the initiatives that will help us advance those priorities, our definition of success, and updated metrics to measure that success.

Thanks to your support of the New RTS and your involvement in the launch of Reimagine RTS, our customers had a smooth transition to a transit system that is more frequent, reliable, and connected. You helped us educate customers on how the new system will work and provided important feedback to help us make improvements once it was put in place. As we begin the new fiscal year, we look forward to continuing our work together to build on our new system by embracing innovation to improve your quality of life.

I thank my fellow commissioners for volunteering their time and talents to the Authority, and I thank each member of the RGRTA team for their continued service to our customers.

Sincerely,

A handwritten signature in black ink, appearing to read "Don Jeffries".

Donald Jeffries
Chairman

Click the Screen or Scan the QR Code
to Watch a Short Video Message
from Donald Jeffries



ORGANIZATIONAL OVERVIEW



BUSINESS STRUCTURE

The Rochester Genesee Regional Transportation Authority (RGRTA) is a public benefit corporation and a component unit of the State of New York. Created in 1969 by an act of the State Legislature, the Authority is charged with the continuance, further development, and improvement of public transportation and other related services within the Genesee/Finger Lakes region. Since 1969, membership in the Authority has grown to eight counties with a total land area of 4,350 square miles and a population of approximately 1.2 million. Current member counties include Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, and Wyoming.

RGRTA's services encompass urban, suburban, and rural areas, as well as complementary paratransit service in compliance with the Americans with Disabilities Act (ADA).



The Authority is comprised of 11 separately incorporated business units:

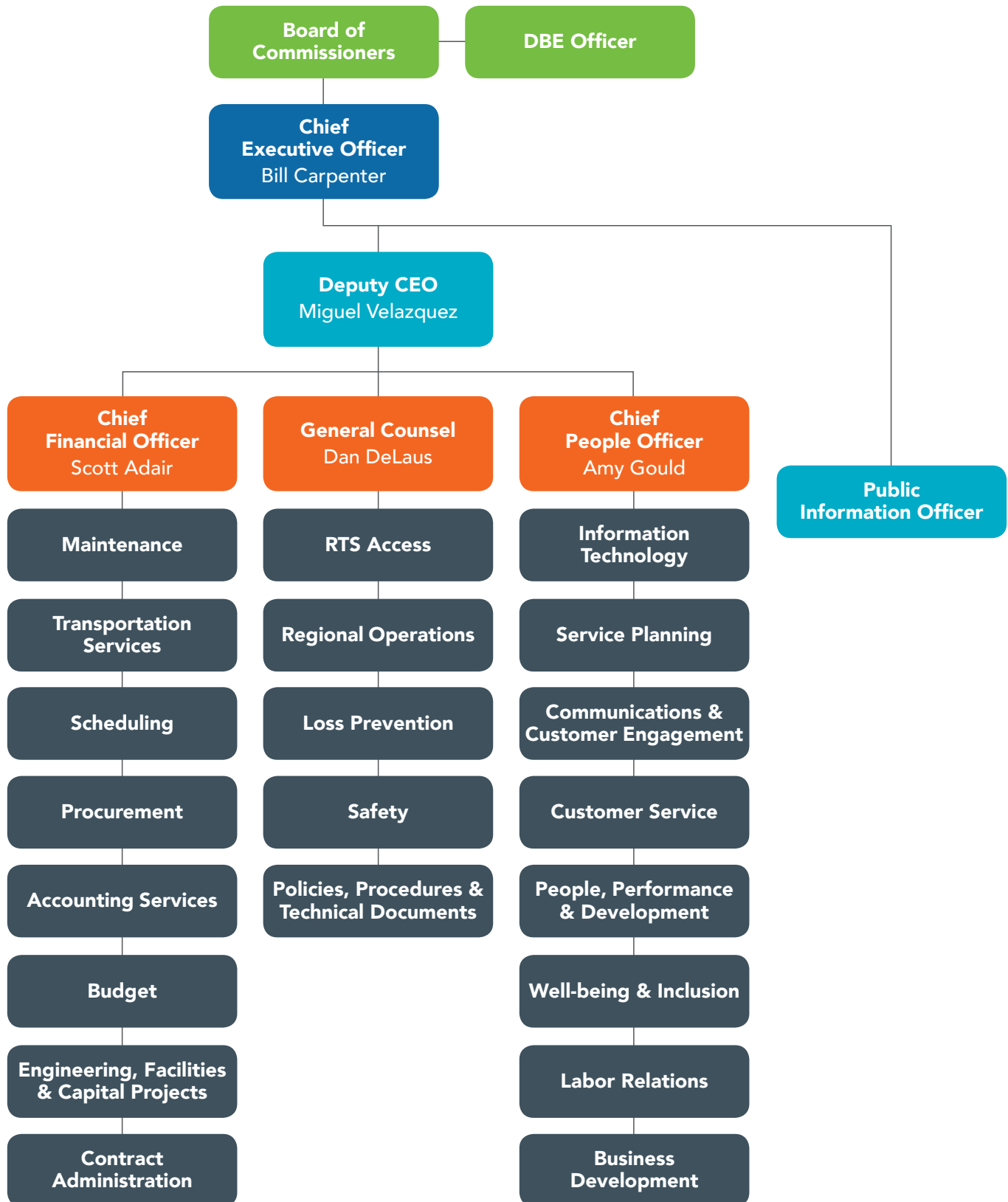
1. Rochester Genesee Regional Transportation Authority (RGRTA)
2. Regional Transit Service, Inc. (RTS)
3. RTS Access (Lift Line, Inc.)
4. RTS Genesee (Batavia Bus Service, Inc.)
5. RTS Livingston (Livingston Area Transportation Service, Inc.)
6. RTS Ontario (County Area Transit Service, Inc.)
7. RTS Orleans (Orleans Transit Service, Inc.)
8. RTS Seneca (Seneca Transit Service, Inc.)
9. RTS Wayne (Wayne Area Transportation Service, Inc.)
10. RTS Wyoming (Wyoming Transit Service, Inc.)
11. Genesee Transportation Council Staff, Inc. (GTCS)

RGRTA Snapshot*

2021 Ridership:	7,778,388
2020 Ridership:	15,064,213
No. of Buses:	375
No. of Employees:	1,000+
Service Area Population:	1,174,144
Annual Miles:	10,330,729
Counties Served:	Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming

**2020 ridership is pre-pandemic and 2021 is during the pandemic.*

ORGANIZATIONAL STRUCTURE



RTS

The largest subsidiary of the Authority, providing 31 fixed routes throughout Monroe County and into adjoining counties.

Created in 1969

2021 Ridership:	7,255,935
2020 Ridership:	14,049,307

No. of Buses:	196
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No. of Employees:	710
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Service Area Population:	739,582
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RTS ACCESS

Provides paratransit service within Monroe County in accordance with the Americans with Disabilities Act (ADA) to eligible customers.

Created in 1985

2021 Ridership:	121,505
2020 Ridership:	238,187

No. of Buses:	53
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No. of Employees:	119
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Service Area Population:	739,582
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RTS GENESEE

Provides service on four deviated routes and Dial-A-Ride service.

Joined RGRTA in 1971

2021 Ridership:	22,298
2020 Ridership:	39,581

No. of Buses:	12
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No. of Employees:	16
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Service Area Population:	57,280
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RTS LIVINGSTON

Provides service on four deviated routes and Dial-A-Ride service.

Joined RGRTA in 1986

2021 Ridership:	52,405
2020 Ridership:	144,256

No. of Buses:	19
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No. of Employees:	26
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Service Area Population:	62,914
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RTS ONTARIO

Provides service on seven deviated routes and Dial-A-Ride service.

Joined RGRTA in 2014

2021 Ridership:	111,242
2020 Ridership:	227,165

No. of Buses:	21
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No. of Employees:	38
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Service Area Population:	109,777
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RTS ORLEANS

Provides service on four deviated routes and Dial-A-Ride service.

Joined RGRTA in 2003

2021 Ridership:	26,685
2020 Ridership:	43,532

No. of Buses:	6
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No. of Employees:	12
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Service Area Population:	40,352
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RTS SENECA

Provides service on three deviated routes and Dial-A-Ride service.

Joined RGRTA in 2004

2021 Ridership:	29,682
2020 Ridership:	60,581

No. of Buses:	8
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No. of Employees:	14
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Service Area Population:	34,016
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RTS WAYNE

Provides service on 10 deviated routes and Dial-A-Ride service.

Joined RGRTA in 1980

2021 Ridership:	73,946
2020 Ridership:	214,809

No. of Buses:	42
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No. of Employees:	61
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Service Area Population:	89,918
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RTS WYOMING

Provides service on seven deviated routes.

Joined RGRTA in 1993

2021 Ridership:	49,439
2020 Ridership:	47,376

No. of Buses:	18
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No. of Employees:	19
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Service Area Population:	40,305
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Note: 2020 ridership is pre-pandemic and 2021 is during the pandemic.

BOARD OF COMMISSIONERS & GOVERNANCE STRUCTURE

A sixteen-member Board of Commissioners* establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the member counties who have been recommended by their respective local governing bodies, appointed by the Governor of New York State, and confirmed by the New York State Senate. Board membership is apportioned among the member counties based in accordance with the Authority's enabling legislation. Current membership is as follows: City of Rochester: three; Monroe County: four**; and one member each from Genesee***, Livingston, Ontario, Orleans, Seneca, Wayne, and Wyoming counties. The Authority has separate legal standing from each of the member counties.

The Board of Commissioners schedules at least one meeting each month that is open to the public. All public meetings of the Board are recorded and streamed live for viewing on the Authority's website: myRTS.com.

**Included on the Board of Commissioners is a representative of the ATU and a representative of transit dependent & paratransit customers.*

***Of the four seats representing Monroe County one is currently vacant.*

****The Genesee County seat is currently vacant.*

COMMITTEES

Four standing committees assist the RGRTA Board of Commissioners in carrying out its duties.

GOVERNANCE COMMITTEE

- Reviews corporate governance trends and keeps the Board of Commissioners informed of current best governance practices
- Updates the Authority's corporate governance principles and practices when necessary
- Formulates and proposes to the full Board for adoption, policies that promote honest and ethical conduct by Authority Commissioners, officers, and employees

AUDIT COMMITTEE

- Represents and assists the Board of Commissioners in its general oversight of the Authority's accounting and financial reporting processes, audits of the financial statements, and internal control functions
- Has direct responsibility for engagement, communication, and oversight of the independent audit function

COMPENSATION COMMITTEE

- Discharges the Board's responsibility related to compensation of the Authority's executive officers and other employees
- Oversees the Authority's succession planning program, and assists in relating Authority performance to executive and employee compensation

FINANCE/INVESTMENT COMMITTEE

- Represents and assists the Board in its general oversight of the Authority's borrowing and investment activities
- Formulates investment policy of the Authority, monitors the system of internal controls with respect to the investment policy, and reviews any independent audits of the investment program



WILLIAM ANSBROW

City of Rochester, Appointed in 2017

CFO, Mary Cariola Children's Center, Inc. • CFO (retired), Rochester City School District • Former Budget Director, City of Rochester • Graduate of Indiana University, Masters of Public Finance • Graduate of Canisius College, B.S.

Community Service:

Board Member, Rochester Children's Scholarship Fund



JAMES BENSLEY

Orleans County, Appointed in 2019

Orleans County Department of Planning and Development Director • Orleans County Recycling Coordinator • Lecturer (adjunct), Buffalo State College • Graduate of Virginia Polytechnic Institute and State University • Masters of Urban and Regional Planning • Graduate of Buffalo State College, B.S.

Community Service:

American Institute of Certified Planners Member; Genesee/Finger Lakes Regional Planning Council Member; County Agricultural and Farmland Protection Board Member; Leadership Orleans Participant



HEATHER BIRD

Non-Voting Member, Appointed in 2022

President, National Federation of the Blind of New York State, Inc., Rochester Chapter • President, New York Association of Guide Dog Users • Secretary, New York Parents of Blind Children • Board Member, National Federation of the Blind of New York State, Inc. Alumnus, The Seeing Eye

Community Service:

BELL Coordinator; National Organization of Blind Veterans; National Organization of Parents of Blind Children; Past Member, Board of the National Association of Guide Dog Users



SUSANNE CARLOCK

Livingston County, Appointed in 2021

Director, Livingston County Office for the Aging • Former CEO, The Community Place of Greater Rochester, Inc. • Graduate of SUNY Geneseo and Keuka College

Community Service:

Board Member, Genesee Valley Health Partnership; Board Member, Association on Aging in New York; Board Member, Livingston County Emergency Food and Shelter Program



JACQUES CHAPMAN

ATU Local 282, Appointed in 2018

RTS Bus Operator • Executive Board • ATU Local 282

Community Service:

President, ATU Local 282; Recording Secretary, ATU New York State Legislative Conference Board; Our Streets Transit Coalition; Executive Board, WIT Federal Credit Union



MICHAEL P. JANKOWSKI

Wayne County, Appointed in 2004

Wayne County Clerk • Graduate of St. John Fisher College and the National Academy for Paralegal Studies, Inc.

Community Service:

Member, New York State County Clerks Association; 2008 Chairman, Wayne County United Way Campaign; Board of Directors, Newark-Wayne Community Hospital; Board of Directors, Wayne County Action Program



DONALD E. JEFFRIES, BOARD CHAIRMAN

Monroe County, Appointed in 2016

President and CEO of Visit Rochester • Graduate of St. John Fisher College

Community Service:

Trustee, St. John Fisher College; Director, Monroe Community College Foundation; Director, Rochester Area Crime Stoppers; Director, Seneca Waterways Council Boy Scouts of America; Commissioner, Brighton Fire District; Member, Brighton Fire Department; Director, Rochester Riverside Convention Center; Director, New York State Hospitality and Tourism Board; President, New York State Destination Management Association; President, ROC 2025 Leadership Group; Rochester Rotary; Director, 911 Operating Board



JERDINE JOHNSON, BOARD SECRETARY

City of Rochester, Appointed in 2017

Manager of Energy Conservation and Deputy Commissioner • Department of Environmental Services at the City of Rochester (retired) • Former Executive Director, Eastside Community Center • Former Executive Director, North East Block Club • Graduate of the Pratt Institute, Masters of Urban and Regional Planning • Graduate of Florida A&M University, B.S.

Community Service:

Past President, National Association of Negro Business & Professional Women, Inc.; Member, National Forum of Black Business Association; Member, HCR Cares Foundation Board



RICHARD D. KOSMERL, BOARD TREASURER

Wyoming County, Appointed in 2016

North American Director of Quality, Plant Manager, Division President, General Manager, and Executive Vice President, Prestolite Electric Inc. (retired)

Community Service:

President, Wyoming County Community Health System Board of Managers; Past Board of Directors and Board VP, Community Action for Wyoming County; Member, Village and Town of Arcade Planning Board; Past Trustee and Mayor, Village of Arcade; Former member of curriculum advisory boards for Business Management and Microelectronic Engineering at Genesee Community College and Rochester Institute of Technology, respectively



WILLIAM P. MCDONALD

City of Rochester, Appointed in 2017

Consultant, Aging Alliance, United Way of Greater Rochester • Executive Director, Medical Motor Service of Rochester and Monroe County, Inc. (retired) • Graduate of SUNY Brockport, Masters of Public Administration • Graduate of University of Detroit, B.A.

Community Service:

Board member of: Community Transportation of America, Coordinated Transportation Solutions, University of Rochester Medical Center: Home Care, Greater Rochester Community Transportation Foundation



TERRENCE RICE, PE

Monroe County, Appointed in 2021

Sr. Managing Engineer for Barton & Loguidice • Monroe County Director of Transportation (retired) • Graduate of Clarkson University

Community Service:

Fellow – Institute of Transportation Engineers (ITE); American Public Works Association Member; New York State Highway Superintendents Association Member and Committee Chair; Legends Golf & Country Club Golf Committee Member; St. John of Rochester Buildings & Grounds Committee Member; Past President, Treasurer, and Legislative Committee Chair of New York State County Highway Superintendents Association; Past Chair of District 1 ITE; Past Chair of St. John of Rochester Parish Council



JUDITH AHLFELD SEIL

Monroe County, Appointed in 2021

First Vice President, Five Star Bank, Credit Manager • Graduate of Nazareth College • Graduate of Leadership Rochester – Executive Director, Monroe County Planning and Development (retired)

Community Service:

Dress for Success; Former Board Member of YWCA, Ronald McDonald House, Visit Rochester, and Greater Rochester Enterprise



EDWARD W. WHITE

Seneca County, Appointed in 2006

Court Attorney, New York State Supreme Court Seventh Judicial District • Graduate of the University of Toledo

Community Service:

Former Junius Town Justice; Former Member, Court Facilities Capital Review Board



BRIAN H. YOUNG, BOARD VICE-CHAIR

Ontario County, Appointed in 2021

Deputy County Administrator (retired), Ontario County • Former Director of Workforce Development, Ontario County • Graduate of St. John Fisher College

Community Service:

Ontario County Traffic Safety Board; Former member Sonnenberg Gardens and Mansion Board of Trustees; Former member and Chairman of the Finger Lakes Addictions Counseling & Referral Agency (FLACRA) Board of Directors; Former Finger Lakes Community College Campus Community Coalition Business Co-Chair

2021: THE YEAR IN REVIEW



RGRTA 2021: THE YEAR IN REVIEW

For the RTS team, 2021 will be remembered as an award-winning year that showcased our ability to partner with the community to provide safe and sustainable mobility that is more frequent, reliable, and connected. In addition to being recognized with eight awards, we successfully launched Reimagine RTS, introduced new technologies to make it easier for customers to plan and enjoy the ride, and supported community efforts to keep people safe during the COVID-19 pandemic.

RESPONSE TO COVID-19

In 2021, we continued our work to ensure public transit is safe for employees and customers. We maintained cleaning and disinfecting protocols that we put in place with the onset of COVID in 2020. We continued following and enforcing state and federal masking requirements, and we continued providing transportation to testing and vaccination sites throughout our service area.

To help improve access to vaccinations for those who live in historically underserved communities, we worked with Monroe County and Trillium Health to host vaccination pop-up clinics at the RTS Transit Center. Through these partnerships, we held more than a dozen pop-up clinics where more than 700 people received the COVID-19 vaccine.

LAUNCH OF REIMAGINE RTS

After a nearly one-year delay due to COVID-19, we launched Reimagine RTS on May 17, 2021. Monroe County's new public transit system is now more frequent, reliable, and connected than before. The new RTS offers routes that run either every 15 or 30 minutes during peak times on weekdays, and each route does the same thing, every trip, regardless of day or time of day. It includes RTS On Demand, a new mobility option that provides curb-to-curb access in seven specifically defined zones, three crosstown routes, commuter routes, connection hubs, and the new RTS On Demand mobile app.

The process of hiring and training employees, educating customers, and completing all the infrastructure and logistical work, required a well-planned and coordinated team effort. It was also an effort that included coordination with dozens of businesses and organizations around the community as they volunteered to help educate customers to make sure as many people as possible were prepared for the new system. With the new system now in place, we are continuing our work with customers and the community to identify gaps that need to be filled and opportunities for expansion.

"RTS is an essential partner in ensuring the residents of Monroe County have access to quality public transportation. When our residents need to get to work, school, or the doctor's office, RTS is always there. Throughout the COVID-19 pandemic they provided critical services, reducing costs for residents, and retooling buses to ensure both driver and passenger safety. RTS drivers and staff are essential workers that have kept this community going, and they are an essential partner in ensuring we Bring Monroe Back and move forward together."

– Adam Bello,
Monroe County Executive

Click the Screen or Scan the QR Code
to Watch this Short Video about the
launch of Reimagine RTS



LAUNCH OF HOPR BIKE & SCOOTER SHARING

Through our continued partnership with the city of Rochester, RTS launched a new bike- and scooter-sharing program in Rochester and the surrounding suburbs with HOPR, our new shared mobility provider. In June 2021, HOPR began to deploy a fleet of 500 shared vehicles including pedal bikes, electric assist bikes, and electric scooters throughout the city and surrounding towns to establish a shared mobility system that is integrated with public transit, convenient, affordable, and safe. In year one of the program, HOPR installed stations throughout the city of Rochester, as well as in Brockport, Fairport, and at the University of Rochester.

The goal of the program is to provide a means of transportation that connects the last mile between a destination and public transportation while encouraging the use of non-polluting vehicles in healthy, active lifestyles. The bike- and scooter-sharing season runs from early April through November, and it's during this season that bikes and scooters will be placed at transit hubs, parks, commercial centers, campuses, and other places that serve as key destinations. In year two of the program, HOPR will continue efforts to expand access to bikes, e-bikes, and e-scooters to suburban areas in Monroe County and key areas in neighboring counties.

TRANSITION TO ZERO-EMISSION VEHICLES

In 2021, we continued our work to meet New York State's goal of having a zero-emission bus fleet by 2035. This included ordering 10 more electric buses to bring our total to 20 and starting the infrastructure upgrades required to prepare for and charge the 10 new buses. We also worked with the New York Power Authority to develop a master plan that details all the actions and funding we need to achieve New York's 2035 goal. To reach that goal, we need to build a new charging depot for the storage and charging of electric buses. In a strong show of support of that facility, Congressman Joe Morelle secured \$800,000 in the INVEST act in the House of Representatives to help us get the project started. While this funding did not make it through the U.S. Senate, having the support of Rep. Morelle and other members of our federal delegation will help us successfully navigate this transition.



"Convenient, reliable, zero-emissions public transit is essential for our region's transition to clean energy. RTS has demonstrated their commitment to this transition, by quickly replacing their diesel buses with cleaner, quieter electric buses. This improves the quality of the air we breathe and eliminates harmful greenhouse gas emissions that cause climate change. I am deeply grateful for their leadership on this issue and look forward to partnering with them to build support for public transit in our region."

– Abigail McHugh-Grifa, Executive Director of the Climate Solutions Accelerator of the Genesee-Finger Lakes Region

AN AWARD-WINNING YEAR

2021 was an award-winning year for RTS as we won eight awards for our collaboration with the City of Rochester as well as Monroe and surrounding counties. These awards were made possible by the hard work and dedication of the RTS team, the support of community partners throughout the service area, and the awarding organizations for recognizing the impact of our efforts.



Monroe County STOP DWI Program Award:

The Monroe County STOP DWI program presented RTS with an award for our continued support and partnership.



The Genesee County Mental Health Association

Constance E. Miller Award: The teams at RTS Genesee and RTS Orleans were recognized for their efforts to promote mental wellness, instill hope, and improve the quality of life for people living in Genesee and Orleans counties.



The City of Rochester Equity & Recovery

Agenda Award: The city of Rochester recognized RTS for our work to support City residents during the COVID-19 pandemic.



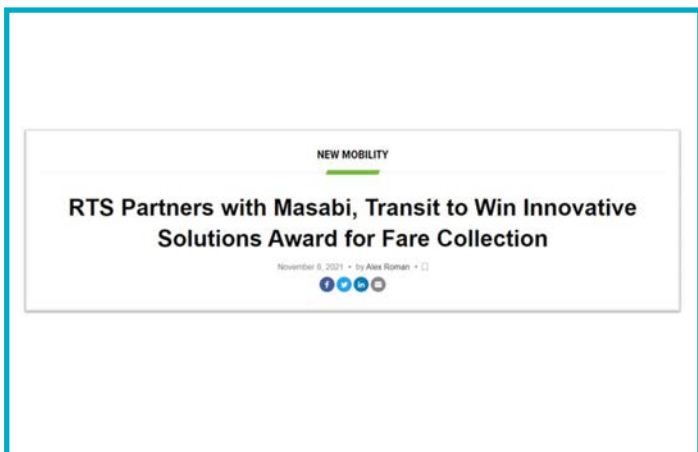
The Community Transportation Association of America 2021 Urban Transportation System of the Year Award:

RTS received this award as a transit system that provides service in an urban area with a population of more than 50,000. The award is based on innovative and creative services in the community and being responsive to the needs of customers and the community.



The United Way of Greater Rochester's Robert J. Flavin Community Service Award with ATU Local 282:

The United Way of Greater Rochester presented us this award in recognition of our spirit of community, collaboration, and generosity to the greater Rochester region during COVID-19.



METRO Magazine's Innovative Solutions Award for Fare Payment with Masabi: METRO Magazine awarded RTS and Masabi for our work on the RTS Go fare payment system. METRO's awards celebrate transportation agencies and their supplier partners who have implemented initiatives that helped them save money, run more efficiently, improve safety during the pandemic, streamline operations, improve customer satisfaction, or increase ridership.

Click the Screen or Scan the QR Code to Watch Our 2021 ETHIE Award Profile Video



Elevate Rochester's 2021 ETHIE Award: The ETHIE awards celebrate organizations in the Rochester region that exemplify high ethical standards. Elevate Rochester presented us this award based on our approach to ethical leadership, organizational excellence, ethical challenges, corporate citizenship, and diversity, equity and inclusion. RBJ Workplace.

Click the Screen or Scan the QR Code to Watch Our 2021 Health and Wellness Champion Video Profile



Workplace Wellness Awards: RTS and the Healthy U Wellness Program was awarded the 2021 RBJ Workplace Wellness Award for Employer of the Year, and Renee Elwood, Director of Well-being & Inclusion, won the award for Health and Wellness Champion of the Year. RTS and Renee received these awards for helping RTS employees improve their health and wellness. This is the seventh year in a row we have been recognized and during that time we have won nine RBJ Workplace Wellness Awards.

STRATEGIC PLAN & OPERATIONAL INITIATIVES



THE NEW RTS STRATEGIC PLAN FOR 2022-25

Our strategic plan for 2022-25 represents a new focus on the future for our new reality due to COVID-19 and redesigned transit systems now in place in each of the counties we serve. While our new strategy is based on our new reality, it also embraces our continued focus on technology, service excellence, diversity and inclusion, and engagement with customers and employees to make it easier for everyone to enjoy the ride.

RGRTA has maintained its solid track record of measurable and sustainable milestones through its commitment to fiscal discipline, quality service, and increased productivity. Now that we have reimagined how we connect our customers to jobs, healthcare, education, shopping, and recreational activities, we have new mission and intent statements to guide our path forward.

As part of that commitment, RGRTA:

- Maintains the \$1 base fare through Fiscal Year 2022-23
- Stabilized and started growing ridership following implementation of Reimagine RTS
- Consistently achieved on-time performance approaching or surpassing 90%
- Committed to enhancing the customer experience through safe, quality service
- Maintained a strong national reputation for its innovative performance management system (TOPS), and exceeded its TOPS goals nearly every quarter for 10 consecutive years
- Maintained our business model to 40 business partner relationships across the Greater Rochester and Finger Lakes region
- Increased its level of engagement in the communities we serve, including partnerships with the Rochester-Monroe Anti-Poverty Initiative, and the United Way Systems Integration Project

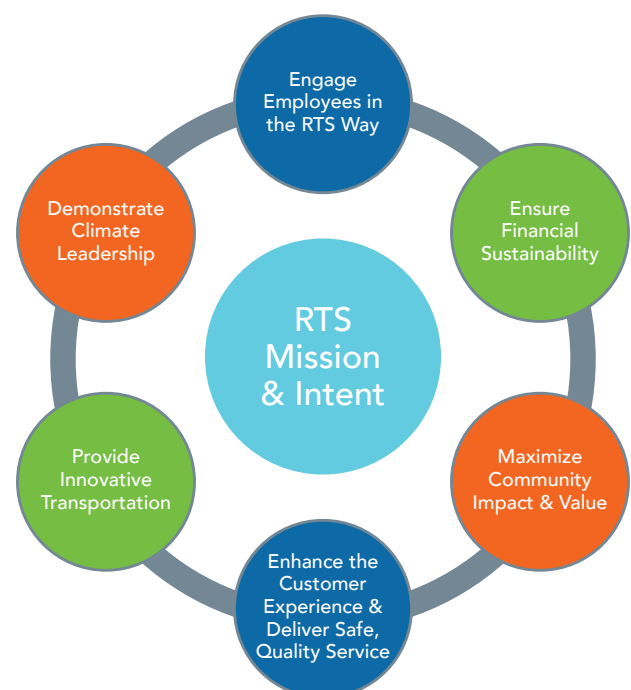
This 2022-25 Strategic Plan is guided by RGRTA's intent, mission, and values, and is built upon the Authority's customer-focused commitment to meet the needs of the community:

- Transit dependent customers and individuals with limited mobility and resources who rely on us as their primary method of transportation
- Business partners, including the Rochester City School District, colleges, employers from all sectors, and other organizations with concentrated populations of students, employees, and customers who need affordable and reliable transportation
- Older adults, who increasingly prefer transportation options other than driving due to their age or health, or to support a desired lifestyle change
- Choice riders, particularly young adults, who increasingly view public transit as a good lifestyle fit and essential to their beliefs about environmental sustainability

Our Board of Commissioners and hundreds of employees from all functional areas participated in our collaborative planning process, consisting of:

- An annual employee engagement survey to gather ideas and feedback on what RGRTA does well and opportunities for improvement
- A comparison of our performance against our fellow members of the American Bus Benchmarking Group, which consists of 23 similar-size transit systems in communities across the nation
- Quarterly customer surveys to gather input and gauge satisfaction
- Daily feedback that provides insights from current customers and business partners, and other community stakeholders

Utilizing that information, the organization set out to identify, prioritize, and establish the annual and longer-range goals and tactics centered on six interdependent strategies, which are further detailed in the following sections:



OUR PLAN IS BASED UPON THE FOLLOWING ASSUMPTIONS

Funding Trends

- After many years of stable annual funding (federal and state), the COVID-19 pandemic has injected a dose of uncertainty and challenge.
- While COVID-19 relief funds from the federal government made it possible to maintain service and begin this plan on steady footing, increased funding from New York State is required to ensure stability in the near- and long-term.
- Relief funds from the federal government represent one-time, stop-gap funding that did what they were intended to do – replace a decline in farebox revenue and cover increased expenses due to the pandemic.
- The authority will continue applying its private-sector business model and mindset to be more productive in using government funds, while supplementing it with other revenue sources as available.
- Continued engagement with lawmakers in Albany and key stakeholders in our service area will ensure public transit needs are considered as part of important funding decisions in our area.

Demographic/Population Trends

- There is an increased need for public transit to support a more diverse population and lifestyles based on these changing demographics.
- The City of Rochester (where our services are concentrated) continues to be the region's economic and cultural center. Most current and potential riders live and work in Monroe County and the City of Rochester. Approximately 63% of the population in the Authority's service area lives in Monroe County; this percentage is expected to hold steady over time.
- The region will continue to see population stagnation with a demographic shift to an older population. The number of adults aged 65+ has averaged 2.5% annual growth since 2012 and represents 16.9% of the service area's population.
- The number of millennials living in the Rochester area is starting to decline due largely to people in their 20's leaving Rochester. Even with this demographic shift, there is still demand from millennials in the Rochester region for better transit and more transportation options.
- More public transportation options exist. Transportation Network Companies (TNC) such as Uber and Lyft now operate in the area. Vanpool and bike share programs are in place and expanding. Scooters and electric scooters are also available.

Business, Higher Education, and Employment Trends

- Long-term growth in employment is expected to mirror the slow overall population growth rate.
- Regional employment will continue to move away from food services and education, while moving more toward healthcare and social services.
- Area colleges and universities will continue to impact the region's economy by growing student populations, providing employment, educating the workforce that employers need, and providing R&D. They also offer innovation and entrepreneurship centers for local businesses. These institutions need reliable public transportation to attract and retain students and employees.
- New sectors of manufacturing such as optics imaging, biofuels, and food and beverage processing, have significant growth potential. These facilities are often located in "clusters."
- There is an increase in service economy jobs, such as call center operations, and retail jobs, many of which require multiple work shifts and reliance on part-time employment.

Regionalization

- Beyond Rochester and its suburbs, agriculture, entertainment/recreation, and manufacturing are growing industries with employees who rely on public transportation to get to work.
- Public transportation services at scheduled times are required by clusters of business employers and medical/health facilities to attract the workforces they need.

ENSURE FINANCIAL SUSTAINABILITY

We manage our finances to be successful for the near and long term.

Financial sustainability over the long term requires us to address specific issues in a tight fiscal environment, one in which revenues have grown more slowly than operating expenses. This reality takes on new meaning thanks to the COVID-19 pandemic. We have established three key goals to ensure financial sustainability:

1. Work toward operating budgets where recurring revenues equal recurring expenses,
2. Maintain a funded ten-year capital plan that incorporates competitive grants,
3. Enhance our financial systems to support decision making.

To achieve both short-term and long-term budget targets, we continue to emphasize prudent planning and set realistic financial targets. Our plan includes tactics that are focused on reducing cost drivers and will help us fund a variety of needs so we can serve current and future generations.

To achieve this, we are continuing our efforts to contain the cost of health insurance through the monitoring and analysis of claims. We will continue our review of our long-term capital funding needs and expand our focus on new facility construction and infrastructure throughout the service area.

Our long-range financial planning will remain consistent with the previous year and involve identifying and prioritizing needs; continuing our successful efforts in securing sources of competitive grants; and developing a continuous improvement process to manage the challenges of public transit funding.

We enter this fiscal year, like past fiscal years, with a focus on prudently managing the funds provided to us by seeking out efficiencies, process improvements, and business partners willing to subsidize additional services.



ENSURE FINANCIAL SUSTAINABILITY

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Ensure cost containment of health insurance through monitoring and analysis of claims.	Ongoing review and analysis of current claims	Q1-Q4 2022-2023	Finance
	Monitor Wellness initiatives against claims data	Q1-Q4 2022-2023	
	Reconciliation of actual costs to expected costs for 2021-2022	Q3 2022-2023	
	Assist in rate setting process for 2023-2024	Q3 2022-2023	
Continuous review of our long term capital funding needs.	Begin capital review for 2022-2023 using the "state of good repair" criteria	Q1 2022-2023	Finance
	Review status of all open 5311 funded projects to determine next appropriate steps	Q2 2022-2023	
	Monitor the 2022-2023 Capital Plan for progress and potential competitive grant opportunities	Q1-Q4 2022-2023	
	Review and finalize the 2023-2024 Capital Plan	Q4 2022-2023	
Design and build a new facility for RTS Access.*	Complete 30% design	Q1 2022-2023	RTS Access, Engineering, Finance
	Complete environmental review	Q3 2022-2023	
	Start final design	Q4 2022-2023	
	Complete final design	Q3 2023-2024	
	Start construction	Q1 2024-2025	
	Complete construction	Q2 2025-2026	
Build a new facility for RTS Wyoming.*	Start construction	Q1 2022-2023	RTS Wyoming, Finance, Engineering
	Complete construction	Q2 2023-2024	
Design and build a new facility for RTS Seneca.*	Complete final design	Q1 2022-2023	RTS Seneca, Finance, Engineering
	Start construction	Q2 2022-2023	
	Complete construction	Q3 2023-2024	
Identify a site for a new facility for RTS Genesee.*	Locate site	Q1 2022-2023	RTS Genesee, Finance, Engineering
	Complete 30% design	Q2 2022-2023	
	Complete environmental review	Q4 2022-2023	
Identify a site for a new facility for RTS Wayne.*	Locate site	Q2 2022-2023	RTS Wayne, Finance, Engineering
	Complete 30% design	Q3 2022-2023	
	Complete environmental review	Q1 2023-2024	

*Project timelines are dependent upon securing needed funding.



"Our relationship with RTS Orleans has grown significantly in the last year. RTS Orleans stepped up to the emergency need for medical transportation for our older adult population. From the office staff to the drivers, we are pleased with the transportation services that are desperately needed. We look forward to the ongoing partnership and seeing how we can expand our transportation options for our clients."

– Melissa Blonar, Director of the Orleans County Office for the Aging

ENGAGE EMPLOYEES ON THE RTS WAY

Engaged employees enthusiastically embrace our mission and feel empowered to go above and beyond while serving our customers.

Within the organization, the RTS Way is how we recognize employees for the behaviors they exhibit that align with our organizational values. By connecting employee behaviors directly to these values, we are able to create a culture that our people embrace as a great place to work and build a career. The way we achieve that goal is through engagement and inclusivity that encourages feedback, understanding, and respectful continuous dialogue.

This approach is consistent with our brand promise. When we invest time and resources in our employees, they pay that engagement forward to provide a better experience for our customers. Building on initiatives that we have completed and those that are currently underway, we will continue providing our people with access to the resources, training, wellness initiatives, and ongoing support they need to be successful in serving our community.

Investing in our people and processes has long been a priority for RTS. It is standard practice for the Authority to develop the pool of talent necessary to meet our customers' needs and achieve our strategic goals. To do this, we developed a robust succession planning process where we identify a diverse cross-section of candidates for future leadership roles. We provided Diversity, Equity, and Inclusion, as well as anti-racism training for our Executive and Leadership teams. We implemented inclusive recruitment and on-boarding processes to include cross-functional interview teams and targeted outreach. And we recently added new members to the RTS Culture and Inclusion Council to further embed the RTS Way as our culture.

As set forth in the following initiatives, we will implement a new Human Resources Information System (HRIS). We will continue nurturing an inclusive culture of total well-being to recruit and nurture high-performing individuals and teams. We will increase our investment in communications focused technology throughout the Authority. And we will continue educating employees on the value of their benefit plans to help them be active consumers and managers of their well-being.

These strategic initiatives were developed based on input from employees and we will continue listening to build a culture of trust, engagement, and success.

ENGAGE EMPLOYEES ON THE RTS WAY

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Implement new HRIS system to improve access and ease of use for employees.	Limited installation and testing	Q1-Q2 2022-2023	People, IT, Accounting
	End user training	Q2-Q3 2022-2023	
	Go-Live	Q4 2022-2023	
Nurture an inclusive culture of total well-being to develop and retain high performing individuals and teams.	Expanded Diversity, Equity, and Inclusion (DEI) training across the organization through community partnerships	Q1-Q4 2022-2023	People, C&I Council
	Culture and Inclusion (C&I) training for new Council members; enrichment and team building training for established members	Ongoing	
	Communications platform for C&I Council members and regionals	Q1-Q4 2022-2023	
Increase communication technology to improve engagement and access to information at RTS Access and the Regional Properties.	Identify technology needs and space requirements at each location	Q1-Q4 2022-2023	IT, People
	Order equipment		
	Install and train		
Enhance the holistic Well-being Program and continue educating employees to be well informed health care consumers.	Education and awareness campaigns directed at Mail Rx programs, telehealth, EAP, preventive screenings and services, and online/mobile apps to manage claims and benefits.	Ongoing	People

"In 2021, the Youth Bureau partnered with RTS to provide transportation for students enrolled in our Genesee Youth Lead program. Monthly sessions give youth an opportunity to meet with businesses, organizations, and individuals across the county. The service from RTS has been reliable and affordable while highlighting a service that most high school students would not be aware of. We look forward to a continued partnership with RTS."

– William Schutt, Executive Director of the Genesee-Orleans County Youth Bureau



ENHANCE THE CUSTOMER EXPERIENCE & DELIVER SAFE, QUALITY SERVICE

We actively engage with our customers to identify ways to improve their experience, and then design and deliver reliable, cost-effective products consistent with our brand promise.

After nearly four years of planning and preparation, and a pause due to COVID-19, we redesigned our transit system in 2021, through the launch of Reimagine RTS. In doing so, we provided our customers with public transportation that is safe, frequent, reliable, and connected.

To ensure the success of this strategic pillar, we need to have a transit system that is financially sustainable. We can then engage with customers and identify innovation and efficiencies that maximize ridership and grow customer satisfaction.

While the COVID-19 pandemic led to the pause in launching Reimagine RTS, we successfully implemented key initiatives in 2020 focused on the satisfaction and safety of our customers. This included the launch of RTS Go, our contactless, mobile fare payment system, and free fares for military veterans. And throughout the 2020-21 fiscal year, we adjusted our launch plan for a 2021 launch of Reimagine RTS to ensure it is implemented successfully in our new environment. And we continued our work with the New York Public Transit Association and the New Yorkers for Better Public Transit coalition to expand our advocacy efforts. This work was critical to ensure lawmakers and community stakeholders recognized the role of public transit in our community and during the pandemic.

COVID-19 emphasized the value of public transportation and provided further proof of the disruptive change in our industry that is driving the reimagining of our public transit system. The RTS Transit Center, our Customer Relationship Management system (CRM), and the initiatives listed on the next page will help us embrace our changing reality while increasing customer satisfaction and maximizing ridership.

RTS utilizes Lean Six Sigma as the foundation for delivering quality service and improving our performance. Our team is relentless in their commitment to achieving continuous improvement by focusing on reliability, increasing consistency, improving our processes, incorporating new technologies, and using data and analytics to make the best possible decisions. Our efforts are informed through our involvement with the American Bus Benchmarking Group, using metrics from the 23 mid-sized agencies that help establish best practices. The goals and tactics listed here reflect that effort and represent our commitment to provide safe and sustainable mobility, offering better access, frequency, and reliability.

The tactics that follow highlight our embrace of new technology to grow the number of zero-emission vehicles in our fleet, our efforts to improve public transit in the rural communities we serve, and our commitment to keep employees and customers safe during the COVID-19 pandemic. Each of these initiatives will help RTS deliver safe, quality service and improve performance so we can continue making it easy for our customers to enjoy the ride.

"As we continue our recovery from the pandemic and seek to revitalize our communities, we know an essential part of that is strengthening our local infrastructure. Modernizing our public transportation helps to meet growing mobility demands, create jobs, reduce our carbon footprint, and grow the economy – all while creating stronger and more inter-connected neighborhoods. I am deeply grateful to the team at RTS for their longstanding commitment to our community, and I look forward to our continued work together as we seek to ensure safe, accessible, efficient transportation for Rochester families."

– Congressman Joe Morelle

Click the Screen or Scan the QR Code to Watch a Short Video Message from Congressman Morelle



ENHANCE THE CUSTOMER EXPERIENCE & DELIVER SAFE, QUALITY SERVICE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Work with HOPR to expand Bike Share program in the RTS service area.	Launch phase 2 of HOPR bike share program	Q1-Q2 2022-2023	Planning
	Integrate bike and scooter reservations to the Transit app	Q1 2022-2023	
Increase the number of electric buses in the RTS fleet to 20.	Delivery of remaining 9 buses	Q1-Q2 2022-2023	Maintenance
	Complete electrical infrastructure for buses 11-20	Q3 2022-2023	
	Electric buses 11-20 put into service	Q3 2022-2023	
Conduct study to evaluate feasibility of a local circulator route in rural villages and cities.	Begin study	Q1 2022-2023	RTS Regionals
	Receive draft recommendations	Q2 2022-2023	
	Receive final recommendations	Q3 2022-2023	
	Study complete, implement changes	Q4 2022-2023	
Conduct study on the need for and feasibility of on demand service in the regional counties.	Select vendor and seek Board approval	Q1-Q2 2022-2023	RTS Regionals
	Begin study	Q2-Q3 2022-2023	
	Receive draft recommendations	Q3-Q4 2022-2023	
	Receive final recommendations	Q4 2022-2023 – Q1 2023-2024	
	Study complete, implement changes	Q1-Q2 2023-2024	
CAD/AVL replacement and implementation of contactless fares for RTS Access.	Design, installation, and configuration (CAD/AVL)	Q2 2022-2023	RTS Access, IT
	Design, installation, and configuration (Contactless Fares)	Q2-Q3 2022-2023	
	Product testing	Q3 2022-2023	
	Training	Q3 2022-2023	
	CAD/AVL pilot	Q3 2022-2023	
	User acceptance testing and changes	Q3-Q4 2022-23	
	CAD/AVL full fleet roll-out	Q4 2022-2023 – Q1 2023-2024	
	Contactless Fares pilot	Q4 2022-2023	
	Contactless Fares roll-out	Q1 2023-2024	
Coordinate with community retail outlets to facilitate increased opportunity for customers to purchase transit fares.	Marketing campaign and customer education	Q1 2022-2023	Marketing
	Distribute RTS Go Cards for retail distribution	Q1 2022-2023	Contractor
Continue efforts to keep employees and customers safe during the COVID-19 pandemic.	Monitor and update COVID-related policies and procedures as needed to adjust to changing realities	Q1-Q4 2022-2023	All Departments

PROVIDE INNOVATIVE TRANSPORTATION

New and innovative technologies are driving a transformation in our industry and helping us operate more efficiently. New mobility options such as Microtransit, electric bikes, pedal bikes, electric scooters, car sharing, and van pool programs are emerging as the norm in more communities throughout New York State. These new options are being supported and the overall experience of our customers improved by new mobile technologies that are helping customers plan their trips with real-time arrival information, pay their fares, track their ridership history, and better manage their overall transit experience.

The emergence of these new and innovative technologies contributed to the decision to redesign service for RTS customers. They are being embraced in order to improve customers' experience with public transit, take advantage of operational efficiencies, and invite new customers to try public transit.

We plan to continue our embrace of innovation through the following tactics. We will design and build a new Hylan Drive connection hub in Henrietta. We will construct a new connection hub near Irondequoit Plaza to replace the existing hub at that location. And we will introduce new software for RTS On Demand to improve the use and operation of this new product. These tactics build on innovations we implemented through Reimagine RTS and will help us improve operational efficiencies and the customer experience.

PROVIDE INNOVATIVE TRANSPORTATION

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Construction of Hylan Drive Connection Hub.	Complete final design	Q2 2022-2023	Engineering, Finance
	Start construction	Q1 2023-2024	
	Complete construction	Q3 2023-2024	
Construction of New Connection Hub near Irondequoit Plaza.	Locate site	Q1 2022-2023	Engineering, Finance, Planning, Transportation
	Complete 30% design	Q3 2022-2023	
	Complete environmental review	Q4 2022-2023	
	Secure property	Q1 2023-2024	
	Start final design	Q1 2023-2024	
	Complete final design	Q3 2023-2024	
	Start construction	Q1 2024-2025	
	Complete construction	Q2 2024-2025	
Replace RTS On Demand software to improve operational efficiencies and the customer experience.	Determine replacement vendor	Q2 2022-2023	Procurement, RFP Scoring Committee
	Setup Sandbox and Operational Ruleset	Q2 2022-2023	Transportation & IT
	Complete production setup, train employees and educate customers	Q3 2022-2023	Transportation, Marketing, Training, IT
	Go-Live	Q3-Q4 2022-2023	Transportation, IT & Marketing

DEMONSTRATE CLIMATE LEADERSHIP

We embrace our role as a climate leader and actively work with lawmakers and environmental leaders to make public transit a key partner in the community's efforts to combat climate change.

When the Climate Leadership and Community Protection Act was signed into law in 2019, it marked New York State's commitment to reducing economy-wide greenhouse gas emissions 40 percent by 2030 and no less than 85 percent by 2050 from 1990 levels. The law established a Climate Action Council that is developing recommendations to meet these targets and place New York on a path toward carbon neutrality.

RTS and its partner transit systems across the state play a significant role in New York's efforts to achieve its climate goals. Additionally, RTS is one of five transit systems in the state working towards the goal of having 25 percent of its bus fleet zero-emission by 2025 and 100 percent by 2035.

The following initiatives will help us continue our work to meet these goals and establish our role as a climate leader in the public transit industry. We will continue our study of on-route charging of electric buses and update the RTS Zero Emission Master Plan with the recommendations from that study. We will design and start building a new charging depot for electric buses. And in partnership with the Federal Transit Administration (FTA), we will develop a climate action and sustainability plan.

Continuing our work with New York State and local climate-related organizations will help us enhance our role as a valuable community partner.

DEMONSTRATE CLIMATE LEADERSHIP

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Update Zero Emission Master Plan for RTS infrastructure needs to meet the New York State goal of having a 25% zero-emission bus fleet by 2025.	Update plan with recommendations from electric bus on-route charging study	Q2-Q3 2022-2023	Maintenance
	Study feasibility of hydrogen fuel cell technology and make determination regarding the addition of this technology to the RTS bus fleet	Q1-Q4 2022-2023	
Conduct study of on-route charging of electric buses.	Research and score locations	Q1 2022-2023	Maintenance, Planning, Engineering
	Summarize recommendations	Q2-Q3 2022-2023	
Design and build a new charging depot for electric buses to help us meet New York's goal of having a zero-emission bus fleet by 2035.	Complete 30% design	Q3 2022-2023	Maintenance, Finance, Engineering
	Complete environmental review	Q1 2023-2024	
	Start final design	Q1 2023-2024	
	Complete final design	Q4 2023-2024	
	Start construction	Q1 2024-2025	
	Complete construction	Q3 2025-2026	
FTA climate action and sustainability plan.	Planning kickoff	Q1 2022-2023	Maintenance, Finance, Engineering
	Gather data	Q3 2022-2023	
	Draft plan	Q4 2022-2023	
	Final plan	Q1 2023-2024	

MAXIMIZE COMMUNITY IMPACT AND VALUE

When we redesigned our transit systems throughout the entire service area, one of the first tasks for each project was to reach out to customers and stakeholders in the community and ask for their input. That set the stage for every phase of these projects starting and ending with conversations with the public. We did that because public transit provides a valuable service for our community and system redesign projects have a significant impact on both employees and customers. That open, transparent approach resulted in an award for our outreach and engagement efforts, and new transit systems that were designed based on the input and needs of our customers.

With these new transit systems in place, along with a heightened level of engagement and two-way communication, we are aligning our community engagement strategy with the benefits of the new transit systems to maximize the impact and value of public transit throughout the community. Part of this effort includes a continued focus on partnering with the community to solve many important issues, including climate change, economic recovery, equity and social justice, mental health, and poverty.

As the following tactics show, we have strategic initiatives planned that will address service gaps for underserved communities, put in place a new strategy to strengthen partnerships with community organizations and non-profits, and develop transportation services that fill gaps in the new system in Monroe County.

MAXIMIZE COMMUNITY IMPACT AND VALUE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Develop and implement new strategy to strengthen partnerships with community organizations.	Formalize SOPs for external engagement (i.e., community organizations, non-profits; businesses, colleges, lawmakers/political entities, RCSD, developers, municipal government)	Q1 2022-2023	Community Engagement, Business Development
	Identify, develop, and refine CRM processes and reports for tracking and responding to service requests	Q1-Q2 2022-2023	Community Engagement, Business Development, Customer Service
	Inventory and update current contact lists; grow connections with community organizations that work with vulnerable populations	Q2-Q3 2022-2023	Community Engagement, Business Development
	Based on community feedback, develop possible service changes based on available resources	Q2-Q3 2022-2023	Planning
	Increase presence at non-profit & community org events (in-person or virtually)	Q1-Q4 2022-2023	Community Engagement
	Implement service changes where resources allow	Q4 2022-2023	Planning

FINANCIAL PLAN



FISCAL YEAR 2022-2023 OPERATING BUDGET

Management is pleased to present a balanced operating budget for the fiscal year 2022-2023 (FY2023) which maintains the existing customer fare structures for our entire service area. This is the thirteenth consecutive year of maintaining the \$1 base adult fare for customers of Regional Transit Service (RTS) in Monroe County, the largest subsidiary.

Total planned operating expenses for FY2023 are \$120.6million, representing an increase of 7.9% from the prior year's budget. Within that total, personnel costs are \$87.5 million, an increase of \$5.3 million from the prior year. Non-personnel costs budgeted at \$33.1 million, increase of \$3.6 million from the prior year.

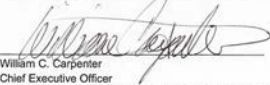
Total estimated revenues supporting operations are \$120.6 million, representing an increase of 7.9% from the prior year's budget.

A more in-depth discussion of the key factors, which affect revenues and expenses, follows. A comparison of the FY2023 Operating Budget versus the prior year is provided on the next page.

THE AUTHORITY'S FINANCIAL PLAN CONSISTS OF THREE ELEMENTS:

1. Operating Budget for Fiscal Year 2022-2023
2. Multi-Year Budget Projection covering fiscal years 2022-2023 through 2025-2026
3. Ten-Year Capital Improvement Plan covering fiscal years 2022-2023 through 2031-2032



RGRTA myRTS.com	
Certification of the Chief Executive Officer	
Fiscal Year 2022-23 Operating Budget and Financial Plan	
As Chief Executive Officer of the Rochester Genesee Regional Transportation Authority, I hereby certify that the Authority's 2022-23 Operating Budget and Financial Plan have been prepared, to the best of my knowledge and belief, after reasonable inquiry, based upon reasonable assumptions and methods of estimation, and in accordance with the requirements of 2 NYCRR, Part 203.	
Signed:	 William C. Carpenter Chief Executive Officer Rochester Genesee Regional Transportation Authority
Date: February 2, 2022	
Commissioners	
Monroe County Donald Jeffries Chairman	
Terrence Rice Judith Ahfeldt Seal	
City of Rochester William J. Ansbrow Jardine Johnson Secretary William P. McDonald	
Genesee County Pendeng	
Livingston County Susanne Carlock	
Ontario County Brian H. Young Vice Chairman	
Orleans County James Bensley	
Seneca County Edward W. White	
Wayne County Michael P. Jankowski	
Wyoming County Richard Kosmarl Treasurer	
ATU Local 282 Jacques Chapman	

Financial Certification of the Chief Executive Officer



SUMMARY FY2021-2022 AND 2022-2023 OPERATING BUDGET COMPARISON (\$ MILLIONS)

	2021-2022 OPERATING BUDGET	2022-2023 OPERATING BUDGET	CHANGE	% CHANGE
REVENUES				
Locally Generated	\$ 16.5	\$ 36.9	\$20.4	124.2 %
Governmental Subsidies	\$ 83.7	\$ 71.8	\$(11.8)	(14.2)%
Mortgage Recording Tax	\$ 11.6	\$ 11.8	\$ 0.2	2.5 %
TOTAL REVENUES	\$111.7	\$120.6	\$ 8.8	7.9%
EXPENSES				
Personnel	\$ 82.2	\$ 87.5	\$ 5.3	6.4 %
Non-Personnel	\$ 29.5	\$ 33.1	\$ 3.6	12.3 %
TOTAL EXPENSES	\$111.7	\$120.6	\$ 8.8	7.9%
NET INCOME (DEFICIT)	\$ -	\$ -	\$ -	

REVENUES SUPPORTING THE AUTHORITY'S OPERATIONS ARE DERIVED FROM THREE MAIN SOURCES:

1. Locally generated, which include customer and special fares;
2. Governmental subsidies provided by member counties, New York State, and the federal government; and
3. Mortgage Recording Tax receipts, which are collected by member counties and distributed to the Authority.

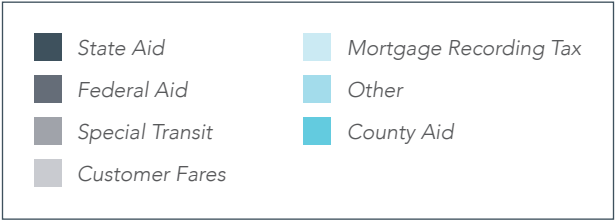
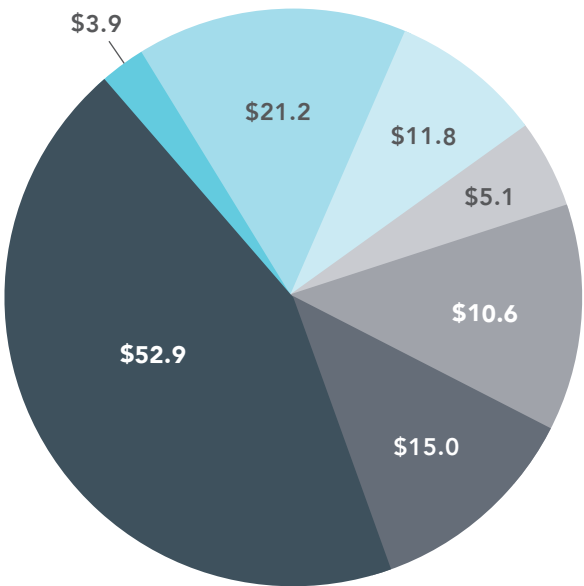
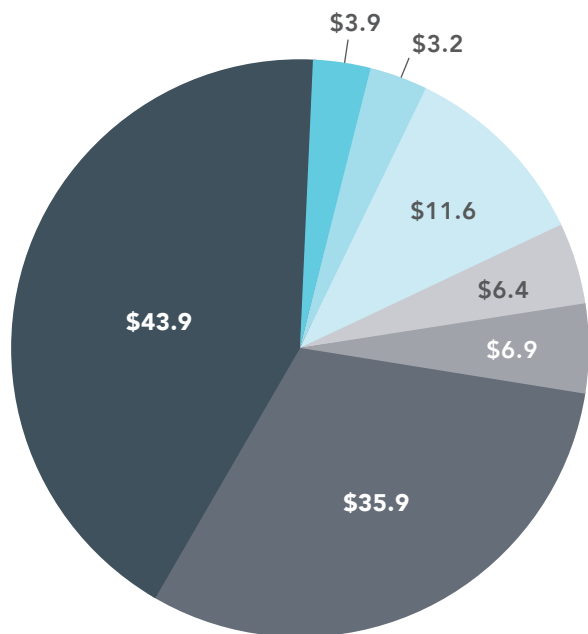
Following is a more in-depth explanation of the key factors which impact revenues and expenses.

REVENUE FACTORS

OPERATING REVENUE SOURCE COMPARISON

2021-22: \$111.7 Million

2022-23: \$120.6 Million



LOCALLY GENERATED

These include the categories of customer fares, special transit fares, and other revenues (including the use of previously recognized federal revenues). A total of \$36.9 million is budgeted for FY2023. Locally generated revenues are expected to support approximately 30.6% of total planned operating expenses for FY2023.

Customer Fares

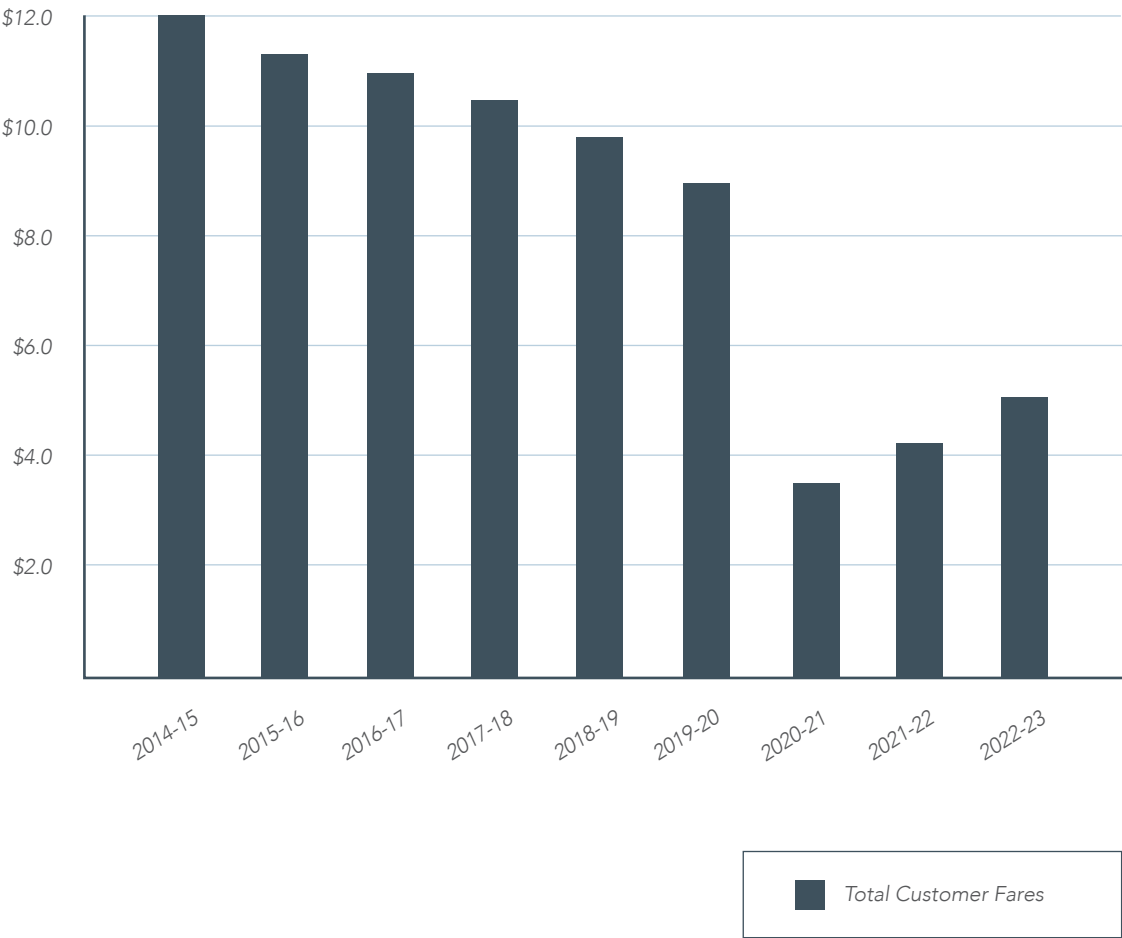
Total budgeted customer fares are estimated to be \$5.1 million, a decrease of approximately \$1.2 million from the 2021.2022 Budget. Customer fare revenue has experienced a decline during the Pandemic, we are anticipating a modest increase over our projected actual for the FY2022. Customer fares are derived from the cash fare and various pass programs offered to our riders depending on their needs.

Special Transit Fares

A total of \$10.6 million is estimated for special transit fares in the FY2023 budget, an increase of approximately \$3.7 million from the prior year budget. This increase is primarily due to anticipated additional service to our largest subsidy agreement and anticipated continuance of this into FY2023.

Special transit fares are derived from route subsidy agreements with community partners, such as educational institutions, private sector firms, and non-profit agencies that benefit from fixed routes services provided by the Authority. Continued emphasis on business development to maintain and grow revenues from subsidy agreements continues to be a critical element of the Authority's business model and financial sustainability.

CUSTOMER FARES (\$ MILLIONS)



GOVERNMENTAL SUBSIDIES

Governmental subsidies are the largest revenue category of the Authority and are expected to support approximately 60% of total operating expenses for FY2023. Governmental subsidies are received from the federal government, New York State, and each member county.

Federal Aid

Federal aid planned for FY2023 totals \$15.0 million, decreasing approximately \$20.9 million from last year's budget. The federal government previously provided multiple stimulus programs that provided additional aid to support Public Transit during the Pandemic. These aid packages were in response to Public Transit being identified as a critical component to keeping other essential businesses open. During, FY2022 the Authority recognized these stimulus funds and in FY2023 and beyond using them to effectively bridge the recovery of lost revenue during the pandemic and offset current operating costs.

The major components of federal aid are annual formula based grants under the urbanized "5307" program and rural "5311" program.

State Aid

State aid planned for FY2023 is \$52.9 million, up approximately \$9.0 million from last year's budget. This increase from FY2022 is due to two components; (1) the State restoring what was an anticipated reduction in State aid in FY2022 based on increased federal stimulus funds to the State; and (2) a proposed 13% increase in State aid in the Governor's Proposed 2022-2023 Budget. The continued economic recovery in New York State will be assisted by the ability of Public Transportation to support communities, as they have during the Pandemic, and the Governor's Proposed budget provides necessary funding to ensure this initiative.

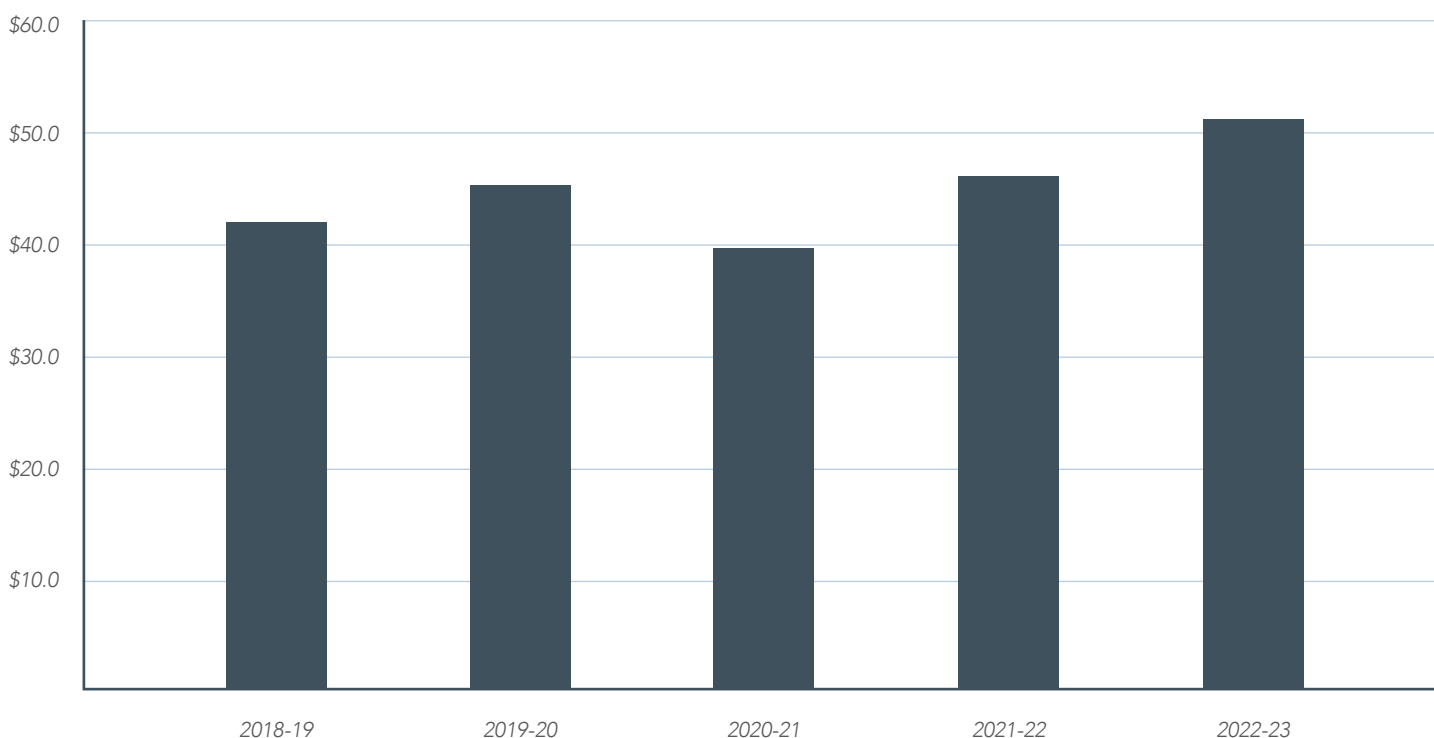
State aid is comprised of an annual state budget allocation under the State Mass Transportation Operating Assistance program (STOA) and mandatory state matching funds for federal preventive maintenance aid.

County Aid

The total amount of county aid to be received by the Authority from all member counties is \$3.9 million and has remained unchanged for several years.

Each of the Authority's member counties are required under New York State Transportation Law to make an annual contribution in support of public transportation services provided within their respective jurisdictions. The amount of county aid can only be altered by an act of the State Legislature.

NEW YORK STATE MASS TRANSPORTATION OPERATING ASSISTANCE (\$ MILLIONS)



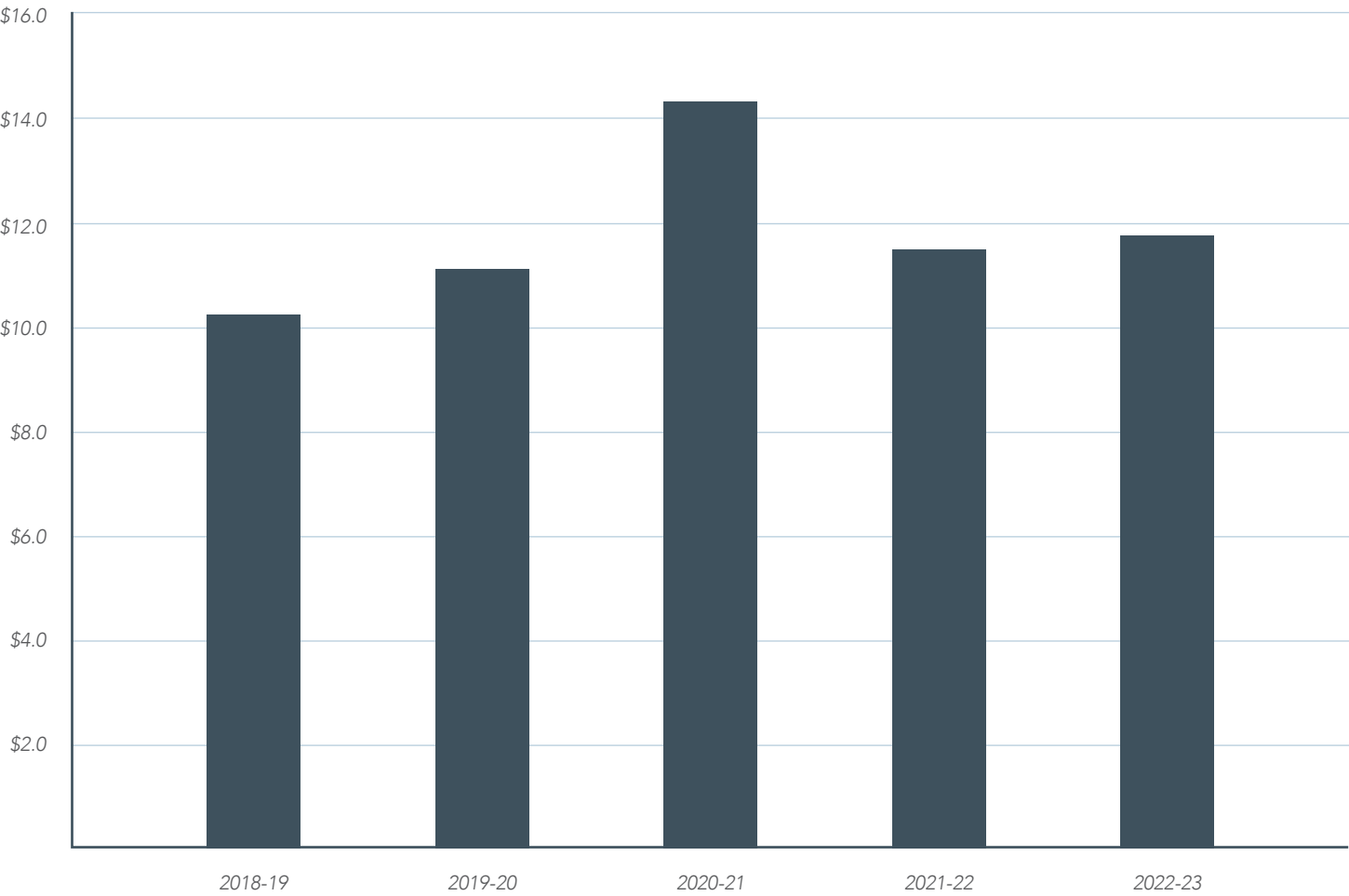


MORTGAGE RECORDING TAX

Mortgage Recording Tax (MRT) is a state tax collected by the county clerks and distributed to municipalities, school districts, and public transportation authorities.

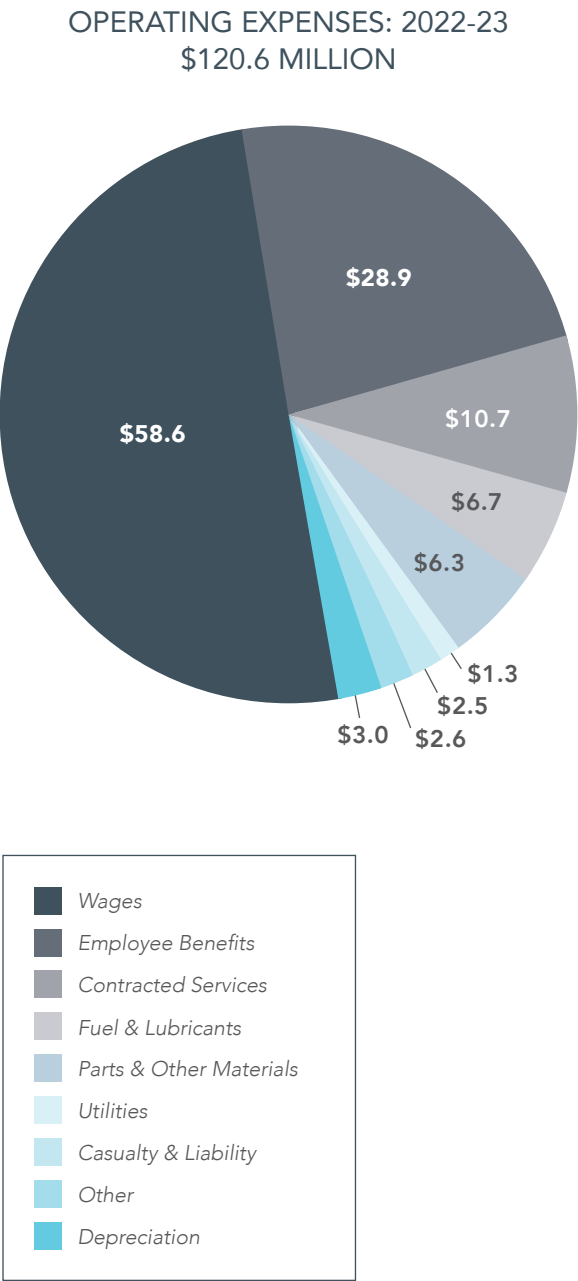
MRT planned for the FY2023 is \$11.8 million, a modest 2.5% increase from last year’s budget based on continued home value increases as noted in prior years.

MORTGAGE RECORDING TAX RECEIPTS (\$ MILLIONS)



EXPENSE FACTORS

The Authority’s operational spending plan for FY2023 was developed with the following key concepts: maintaining the high quality of services customers deserve and restricting cost increases wherever possible. Total estimated operating expenses for the fiscal year are \$120.6 million, representing an increase of \$8.9 million compared to the prior year’s budget plan. The pie chart below illustrates the allocation of planned expenses among the major personnel and non-personnel categories.



PERSONNEL

Total estimated wages and benefits for FY2023 are \$87.5 million, representing an increase of approximately 6.4% from the prior year's budget. The primary driver of this increase is cost of living adjustments to wages, contractual obligations, and health insurance increases.

NON-PERSONNEL EXPENSES

Included in this category are fuel and lubricants, bus parts and shop supplies, contracted services, insurance premiums and liability claims, depreciation, and other miscellaneous expenses. Total estimated cost for non-personnel expenses for FY2023 is \$33.1 million, representing an increase of \$3.6 million compared to the prior year's budget. The chart below provides a detailed year-to-year comparison for each category.

NON-PERSONNEL SUMMARY (000's)

	2021-22 OPERATING BUDGET	2022-23 OPERATING BUDGET	CHANGE	% CHANGE
Contracted Services	\$ 9,921	\$ 10,695	\$ 774	7.8 %
Fuel/Lubricants	\$ 5,591	\$ 6,706	\$ 1,115	19.9 %
Parts	\$ 4,026	\$ 4,499	\$ 472	11.7 %
Depreciation	\$ 2,283	\$ 3,013	\$ 729	31.9 %
Casualty & Liability	\$ 2,452	\$ 2,504	\$ 52	2.2 %
Miscellaneous	\$ 1,789	\$ 1,971	\$ 182	10.2 %
Other Materials/Supplies	\$ 1,878	\$ 1,784	\$ (95)	-5.1 %
Utilities	\$ 1,015	\$ 1,334	\$ 319	31.4 %
Lease/Rental	\$ 541	\$ 627	\$ 85	15.7 %
TOTAL	\$29,496	\$33,130	\$3,634	12.3%

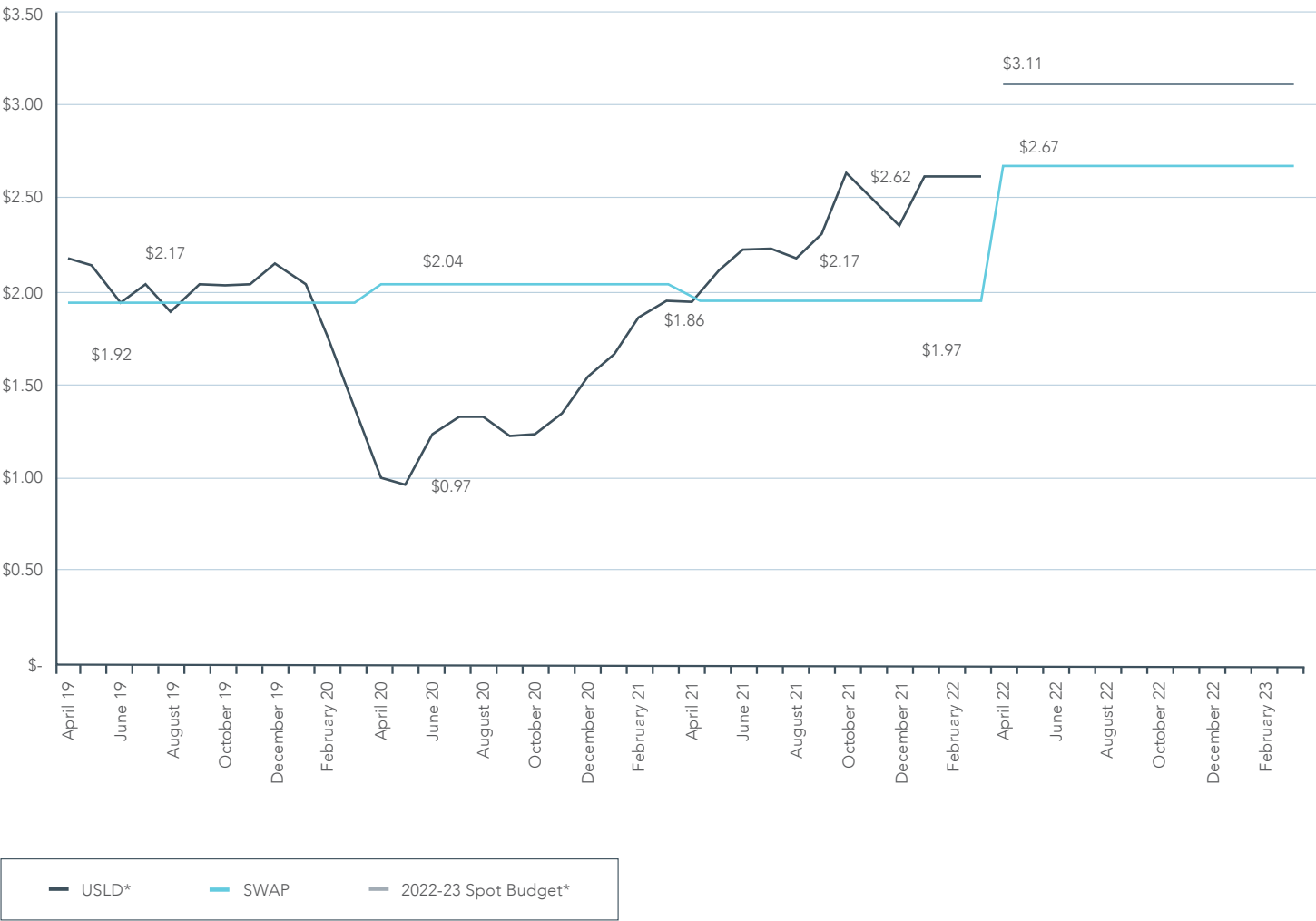


The key drivers of non-personnel expenses are outlined below.

Fuel and Lubricants

Fuel and lubricant costs estimated at \$6.7 million for FY2023, increasing \$1.1 million from the prior year budget. The FY2023 budget is based upon historical and current futures market price indications. The chart below depicts the historical price per gallon over the past three years, as well as the budgeted spot price.

DIESEL FUEL PRICE/GALLON TREND VS. BUDGET



*Inclusive of Transportation & Delivery.

Bus Parts and Other Materials and Supplies

Bus parts and other materials and supplies expenses planned for FY2023 total \$6.3 million, representing a \$0.4 million increase from the prior year's budget.

Contracted Services

Contracted services include professional fees for legal, medical, and governmental relations; contracted vehicle maintenance for regional companies; maintenance services for various building systems and software; custodial and security services; automobile insurance; leases, and parts supply management services. Total estimated FY2023 contracted services expenses are \$10.7 million, an increase of approximately 7.8% due primarily to cost of living adjustments to existing contracts.

Miscellaneous and Other Expenses

Miscellaneous and other expenses during FY2023 are budgeted at \$6.4 million, increasing by \$0.6 million from the prior year's budget. This category includes elements such as liability claims; utilities; marketing; subscriptions; and employee travel and training.

Depreciation

All fixed assets acquired by the Authority are depreciated on a straight line basis over the term of their useful lives. Local depreciation for FY2023 is budgeted at \$3.0 million, increasing by \$0.7 million from the prior year's budget. Local depreciation accounts for the expense associated with past and current year Capital Improvement plans of the Authority.



MULTI-YEAR BUDGET PROJECTION

Fiscal Years 2021-22 – 2024-25

Sound fiscal management practice and regulations for public authorities require the development of a Multi-Year Budget Projection (Multi-Year) to alert the Authority's Board of Commissioners, customers, and the community at large of future challenges and opportunities that may impact the Authority's ability to meet its mission and vision. It is then management's responsibility to develop alternative action plans, as needed, to effectively meet those challenges or opportunities.

The Authority has developed and maintains a multi-year forecast model that spans four fiscal years: the current year plus the next three fiscal years. The model is built from the ground up, starting at the subsidiary company level and rolling into a consolidated summary to present an overall perspective for review and discussion. The Authority periodically updates this fiscal projection to maintain its relevancy in the face of dynamic factors such as the economy, the fiscal health of our key governmental subsidy providers, and internal drivers of both expense and revenue.

It's important to recognize the uncertainties inherent in any projection. The Multi-Year represents a composite look at numerous future estimates of revenue and expense. Some estimates are based on known fact, while others rely on historical trends as well as an educated guess.

The term "Available Unrestricted Net Assets" (AUNA) refers to Authority funds which are not restricted nor committed to specific purposes. These funds are available for future Authority needs as determined by the Board of Commissioners. The level of AUNA is a very important component of the Authority's overall financial health as these assets also represent a potential funding source for future needs. It is estimated that as of March 31, 2022, the Authority's AUNA will total approximately \$67.5 million.

This latest update of the Multi-Year contemplates a continued inherent structural imbalance of public transit revenue growth lagging, exasperated by the Pandemic recovery, behind expenses required to maintain service levels.

The revenues supporting operations are essentially flat, ranging from \$92.0 million to \$93.2 million. Projected annual operating expenses increase from \$127.5 to \$143.9 million over the same period, representing an increase of \$16.4 million. Each year of the projection shows a funding gap that grows from \$34.3 million to \$51.4 million with a cumulative total gap of \$80.8 million.

The Authority's current fiscal strength (represented by \$67.4 million of AUNA) could theoretically close these projected funding gaps through fiscal year 2023-24, and thereby enable the maintenance of service levels and current fare structures for customers – notwithstanding future actions that may be taken by management to reduce projected costs and increase revenues (other than customer fares) that are contained in the projection.

Once again, the Multi-Year Budget Projection provides a view of potential future financial conditions. It's a reminder, too, of the continuing importance of strategic planning to ensure the Authority's ability to provide the scope and quality of public transit services so vital to the well-being of the community.

Key elements/assumptions driving this forecast are as follows:

REVENUES

Locally generated

- No increase in fare structures for all subsidiary companies
- Ridership trends continue
- Maintenance of major subsidy partner revenues

Government Subsidies

- STOA allocation increased in the 2022-2023 State Proposed Budget and then remains flat
- No increase in member county subsidies
- Stimulus Act funding due to the Pandemic is eliminated and approximately 40% of the federal Section 5307 formula aid as contained in the Multi-Year Transportation Authorization utilized for Operations

Mortgage Tax

- An estimated increase of 2.5% annually

EXPENSES

- Scope of transit services planned for 2022-2023 is based on RTS Connect and RTS On Demand service levels.

Personnel

- Stable workforce overall
- Medical insurance premium rates increase 20% annually.
All employees continue to share in premium cost

Non-personnel

- Diesel fuel prices increase 15% annually

CONSOLIDATED MULTI-YEAR BUDGET PROJECTION 2023-24 – 2025-26¹ (\$ MILLIONS)

	PROJECTED 2021-2022	BUDGET 2022-2023 ²	PROJECTION 2023-2024	PROJECTION 2024-2025	PROJECTION 2025-2026
REVENUES					
LOCALLY GENERATED REVENUES					
Fares: Cash, Passes, Subsidy Agreements	\$ 11.2	\$ 15.7	\$ 14.8	\$ 14.8	\$ 14.9
Other (Interest Earnings, Recoveries, Reimbursements)	\$ 3.4	\$ 21.2	\$ 2.2	\$ 2.3	\$ 2.4
LOCALLY GENERATED REVENUES	\$ 14.7	\$ 36.9	\$ 17.0	\$ 17.1	\$ 17.3
GOVERNMENTAL SUBSIDIES					
Federal	\$ 35.9	\$ 15.0	\$ 8.1	\$ 6.4	\$ 6.5
State	\$ 46.8	\$ 52.9	\$ 52.1	\$ 52.1	\$ 52.1
County	\$ 4.0	\$ 3.9	\$ 3.9	\$ 3.9	\$ 3.9
GOVERNMENTAL SUBSIDIES	\$ 86.7	\$ 71.8	\$ 64.0	\$ 62.4	\$ 62.5
MORTGAGE RECORDING TAX	\$ 11.6	\$ 11.8	\$ 12.1	\$ 12.4	\$ 12.8
TOTAL REVENUE	\$113.0	\$120.6	\$ 93.2	\$ 92.0	\$ 92.5
EXPENSES					
PERSONNEL					
Employee Wages	\$ 55.7	\$ 58.6	\$ 60.4	\$ 62.3	\$ 64.2
Medical Insurance	\$ 13.1	\$ 16.0	\$ 18.6	\$ 21.5	\$ 25.0
Other Fringe Benefits	\$ 12.8	\$ 12.8	\$ 13.2	\$ 13.7	\$ 14.1
TOTAL PERSONNEL	\$ 81.7	\$ 87.4	\$ 92.2	\$ 97.5	\$103.3
NON-PERSONNEL					
Fuel & Lubricants	\$ 5.0	\$ 6.7	\$ 7.7	\$ 8.7	\$ 10.0
Other Non-Personnel	\$ 24.3	\$ 26.4	\$ 27.6	\$ 29.2	\$ 30.5
TOTAL NON-PERSONNEL	\$ 29.9	\$ 33.1	\$ 35.3	\$ 38.0	\$ 40.5
TOTAL EXPENSES	\$111.5	\$120.6	\$127.5	\$135.5	\$143.9
NET INCOME (DEFICIT) FROM OPERATIONS & SUBSIDIES²	\$ 1.5	–	\$ (34.3)	\$ (43.5)	\$ (51.4)
ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS BOY	\$ 66.0	\$ 67.5	\$ 48.3	\$ 14.0	\$ (29.5)
ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS EOY	\$ 67.5	\$ 48.3³	\$ 14.0	\$ (29.5)	\$ (80.8)

¹Rounding may cause mathematical errors.

²As of December 31, 2021.

³Locally generated revenues includes use of estimated available unrestricted net assets.

TEN-YEAR CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) is the Authority's ten-year plan of proposed capital investments necessary to maintain and improve the infrastructure. The key elements of this infrastructure are rolling stock, facilities, and technology related equipment and systems. The CIP is fiscally constrained in that the funding schedule and sources for all listed projects have been identified.

The process by which capital needs are identified and solutions are proposed is ongoing. It begins as department heads review asset listings for their area of responsibility. Adjustments are made to reflect their replacement needs and each asset is scored. Additionally, department heads prepare formal requests for any new projects. Capital projects must have a life expectancy of at least one year and a minimum cost of \$5,000.

Utilizing these project listings the CFO and COO sought additional information to verify project scoring. Based on the additional information, final scoring is compiled and the list of funded projects is established. This list is then reviewed by the Executive Management Team before final approval by the Board of Commissioners.

GENERAL OVERVIEW

The CIP is fiscally constrained within available funding over the ten year period. It contains 106 projects with estimated expenses of \$307 million. The first year of the plan including projects in progress is \$105.7 million.

2022-23 CAPITAL EXPENSES BY PROJECT TYPE

PROJECT TYPE	NUMBER OF PROJECTS	\$ (MILLIONS)
Preventive Maintenance	1	\$ 26.4
Rolling Stock	19	\$ 45.0
Facilities	9	\$ 25.5
Equipment	5	\$ 3.4
Transportation Technologies	10	\$ 4.9
Other	7	\$ 0.6
TOTAL	51	\$105.7

Management decisions about the allocation of limited capital resources are tied to the Authority's priorities through the scoring criteria identified in the Transit Asset Management Plan. The results of the project scoring emphasizes the need to replace critical assets including rolling stock, IT and maintenance equipment, and continued investment into facilities to maintain them in a state of good repair.



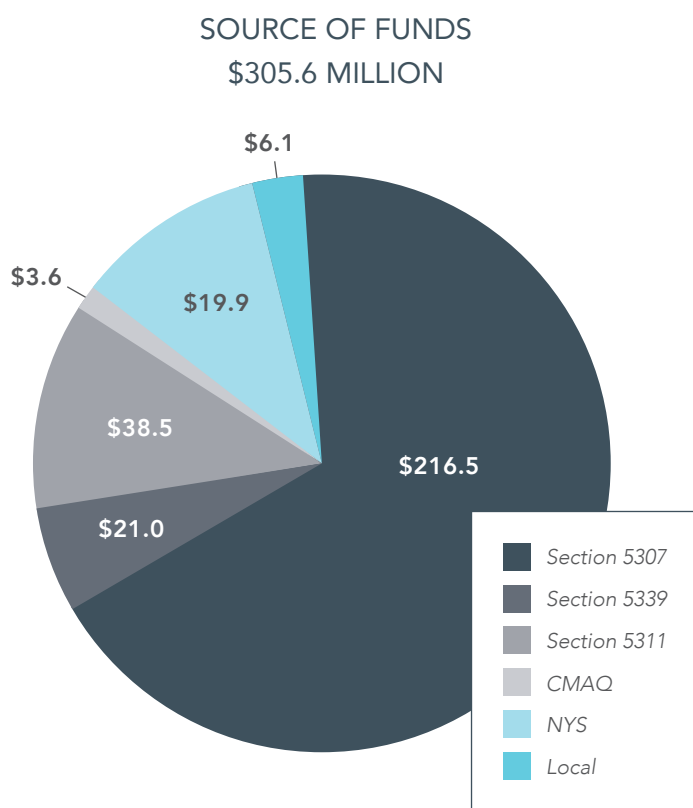
SOURCE OF FUNDS

Capital funding is primarily dependent upon federal grants, which are partially matched by contributions from both New York State and the Authority. Generally, the funding split for capital investments is 80% federal, 10% state, and 10% local. The New York State Department of Transportation provides capital grants to meet the 10% state share of formula derived federally funded projects. The Authority's local capital contributions are funded from its Capital Reserve Fund, supported by annual transfers from working capital in an amount equal to the local depreciation budgeted expense.

In November 2021 the Infrastructure Investment and Jobs Act reauthorizing surface transportation programs through Fiscal Year 2026 was signed into law. This establishment of a long-term funding bill provides stability and allows for better planning. It should be noted that federal grants from the Section 5307/5339 formula grant program represent the primary revenue stream (providing over 77% of total funding) supporting the Authority's Ten-Year Capital Improvement Plan.

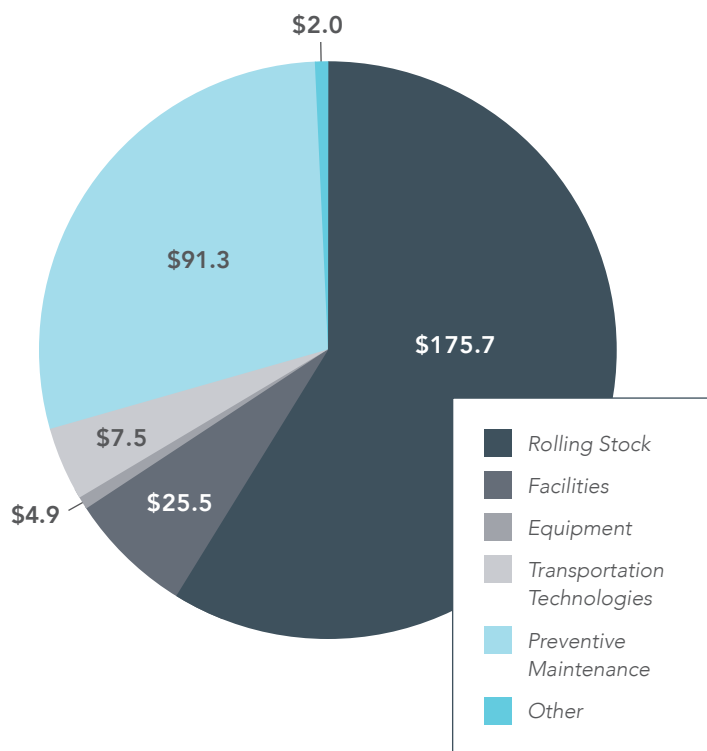
The Authority has made the following assumptions with respect to funding sources for this CIP:

- The Authority's Federal Section 5307 and 5339 formula assistance is based on estimates for federal fiscal years 2022-2026 and then flat based on 2021 funding for the remainder of the plan.
- The Infrastructure Investment and Jobs Act includes funding for the Bus and Bus Facilities Section 5339 federal discretionary program. The Authority will seek funding but no new awards are assumed in the CIP.
- Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds were allocated to the greater Rochester area for transportation improvement projects that will improve air quality standards. This Plan assumes no future allocations of CMAQ funds to the Authority as reflected in the Genesee Transportation Council's regional Transportation Improvement Program (TIP).
- FHWA & STP/FLEX grants, which are federal highway funds flexed for mass transit use, have not been assumed.
- All rolling stock capital needs for the Authority's rural subsidiaries are assumed to be fully funded by the federal Section 5311 non-urbanized area formula program.
- No additional New York State dedicated capital funding is assumed past 2022/23.
- Other CIP funds include distributions from the RGRTA capital reserve fund.



USE OF FUNDS BY OBJECT OF EXPENSE

\$305.6 MILLION



USE OF FUNDS BY OBJECT OF EXPENSE

All capital projects contained within this CIP can be classified among the following categories: Preventive Maintenance, Rolling Stock, Facilities, Transportation Technologies, Equipment, and Other.

Preventive Maintenance

The Authority allocates a portion of its annual Section 5307 formula grant for the Preventive Maintenance (PM) of capital assets. Technically a “capital” expense by federal regulations, PM essentially functions as a subsidy for operating expenses related to the support and preventive maintenance of federally acquired assets. The total PM allocation over the CIP is \$91.3 million.

Rolling Stock

The Authority recognizes that timely replacement of its revenue vehicles is an integral part of maintaining long-term financial stability and providing excellence in customer service. A total of \$175.7 million is planned for the upcoming ten-year period, inclusive of vehicles currently under order. To accommodate the uneven annual fleet replacement schedule, the Authority will, when necessary, carry forward significant grant allocations from year to year. Continual evaluation of the size and make-up of the Authority’s fleet roster to identify the most efficient use of revenue vehicles to satisfy customer demand is essential.

Facilities

The Authority remains committed to improving the quality of transportation service in the community and the quality of the transportation experience for customers through the design and land acquisition of a new facility for RTS Access and construction of the Regional facilities. The CIP contains \$25.5 million to be invested in facilities.



Reimagine RTS Connection Hubs

The changes that are proposed as a result of the Reimagine RTS project will greatly impact the way in which customers travel across the region. The incorporation of alternative methods of transportation to the standard fixed route system served by 40-ft buses will result in the need for locations for customers to transfer between the various transit options. In order to mitigate the impact on customers from this change in service, the Authority has constructed Connection Hubs. During this fiscal year the Authority intends to continue to progress the Hylan Drive Connection Hub and a revised location for the Irondequoit Plaza Connection Hub.

RTS Access Facility

The existing facility for RTS Access is in need of significant renovations to bring it to a state of good repair. Due to the location and size of the existing property, the Authority has determined a new location needs to be found for a future facility that not only meets the current needs to provide paratransit service, but allows for anticipated future growth. The Authority is in the process of finalizing the preliminary design for the new facility and anticipates completing the environmental review of the project shortly thereafter. The funding included in the Capital Plan will allow the Authority to purchase the desired property and progress to final design. Future funding will be needed to construct the facility.

RTS Garage D Addition

RGRTA is progressing the design and environmental review of a new Garage D Addition to the existing Operations Building. This new facility will be designed to support the charging of battery electric buses, allowing for the expansion of the battery electric fleet by up to 80 vehicles. The expansion of the battery electric buses in the fixed route fleet will result in cost savings for operations compared to a diesel powered vehicle while reducing the environmental impact of providing public transportation. Additionally, the construction of Garage D will better position the Authority to meet the NYS mandate to have a 100% zero-emission fixed route bus fleet by 2035. Finally, progressing the design and environmental review of the project to be "shovel ready" will better position the project to compete for discretionary funding opportunities for the construction funding needed.

Transportation Technologies

Mobile Fare Ticketing

The Authority was awarded CMAQ grant funding to design and implement a mobile fare collection system for use in Monroe County. The project is live for RTS. It has improved customer experiences through increased flexibility in fare payments, improved boarding times, and will allow the Authority to gather more detailed ridership data to better structure service to meet the demands of customers. With remaining funding in the initial CMAQ award, the Authority is expanding mobile fare collection options to RTS Access.

Total investment in Transportation Technologies over this CIP is \$7.5 million.

Equipment

This classification contains assets necessary to maintain or increase operational efficiencies, such as routine maintenance facility equipment. The Authority will fund \$4.8 million in equipment needs in this CIP.

Other

Capital projects in this section of the Plan are primarily focused on transit enhancements for the public. Such projects include the installation of bus shelters at RTS and for the regional companies. The total investment in miscellaneous projects is \$2 million in this CIP.



2022/23 – 2031/32 CAPITAL IMPROVEMENT PLAN

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/21	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	TOTAL
Preventive Maintenance	RTS/Access	11,203,447	15,154,723	7,934,017	8,296,608	8,537,732	8,558,263	6,260,396	6,458,220	6,382,651	6,260,396	6,260,396	\$91,306,851
TOTAL PREVENTIVE MAINTENANCE		\$11,203,447	\$15,154,723	\$7,934,017	\$8,296,608	\$8,537,732	\$8,558,263	\$6,260,396	\$6,458,220	\$6,382,651	\$6,260,396	\$6,260,396	\$91,306,851
Replace 10 Battery Electric 40-ft Buses	RTS	\$9,922,460											\$9,922,460
On Demand Vans (10)	RTS	955,500											\$955,500
Replace 15 Transit Buses	RTS	8,355,113											\$8,355,113
Replace 12 Transit Buses	RTS		6,835,466										\$6,835,466
Replace 9 Transit Buses	RTS		9,418,562										\$9,418,562
Replace 20 Transit Buses	RTS			11,852,113									\$11,852,113
Replace 5 Transit Buses	RTS				3,148,325								\$3,148,325
Replace 25 Transit Buses	RTS					15,741,347							\$15,741,347
Replace 20 Transit Buses	RTS						15,493,592						\$15,493,592
Replace 13 Transit Buses	RTS						8,320,914						\$8,320,914
Replace 13 Transit Buses	RTS							8,764,930					\$8,764,930
Replace 10 Transit Buses	RTS								6,845,218				\$6,845,218
Replace 11 Transit Buses	RTS									7,662,838			\$7,662,838
Replace 15 Transit Buses	RTS										10,834,739		\$10,834,739
Replace 10 Transit Buses	RTS											7,472,536	\$7,472,536
Replace 20 On Demand Vehicles	RTS					2,303,472							\$2,303,472
Replace 5 On Demand Vehicles	RTS							1,274,117					\$1,274,117
Replace 6 On Demand Vehicles	RTS							1,113,272					\$1,113,272
Replace 20 On Demand Vehicles	RTS										2,606,168		\$2,606,168
Replace 10 Paratransit Buses	RTS Access	982,909											\$982,909
Replace 10 Paratransit Buses	RTS Access		990,964										\$990,964
Replace 10 Paratransit Buses	RTS Access			1,040,636									\$1,040,636
Replace 10 Paratransit Buses	RTS Access				1,049,182								\$1,049,182
Replace 10 Paratransit Buses	RTS Access					1,079,608							\$1,079,608
Replace 10 Paratransit Buses	RTS Access						1,133,886						\$1,133,886
Replace 10 Paratransit Buses	RTS Access							1,143,225					\$1,143,225
Replace 10 Paratransit Buses	RTS Access								1,200,808				\$1,200,808
Replace 10 Paratransit Buses	RTS Access									1,210,715			\$1,210,715
Replace 10 Paratransit Buses	RTS Access										1,247,036		\$1,247,036
Replace 10 Paratransit Buses	RTS Access											1,284,448	\$1,284,448
Replace 10 Regional Buses	RTS Genesee		1,085,965										\$1,085,965

2022/23 – 2031/32 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/21	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	TOTAL
Replace 2 Regional Buses	RTS Genesee				231,855		255,040						\$231,855
Replace 2 Regional Buses	RTS Genesee												\$255,040
Replace 2 Regional Buses	RTS Genesee							255,040					\$255,040
Replace 2 Regional Buses	RTS Genesee								268,783				\$268,783
Replace 2 Regional Buses	RTS Genesee											295,662	\$295,662
Replace 7 Regional Buses	RTS Livingston	773,873											\$773,873
Replace 3 Regional Buses	RTS Livingston		344,403										\$344,403
Replace 7 Regional Buses	RTS Livingston			820,697									\$820,697
Replace 2 Regional Buses	RTS Livingston				231,855								\$231,855
Replace 3 Regional Buses	RTS Livingston					645,684							\$645,684
Replace 3 Regional Buses	RTS Livingston					645,684							\$645,684
Replace 4 Regional Buses	RTS Livingston						255,040						\$255,040
Replace 3 Regional Buses	RTS Livingston							382,560					\$382,560
Replace 2 Regional Buses	RTS Livingston								268,783				\$268,783
Replace 4 Regional Buses	RTS Livingston											295,662	\$295,662
Replace 8 Regional Buses	RTS Ontario	877,752											\$877,752
Replace 2 Regional Buses	RTS Ontario		229,734										\$229,734
Replace 10 Regional Buses	RTS Ontario			1,162,379									\$1,162,379
Replace 7 Regional Buses	RTS Ontario						892,641						\$892,641
Replace 7 Regional Buses	RTS Ontario							892,641					\$892,641
Replace 7 Regional Buses	RTS Ontario											1,034,816	\$1,034,816
Replace 4 Regional Buses	RTS Orleans	424,792											\$424,792
Replace 1 Regional Buses	RTS Orleans		113,097										\$113,097
Replace 4 Regional Buses	RTS Orleans			450,358									\$450,358
Replace 2 Regional Buses	RTS Orleans						255,040						\$255,040
Replace 2 Regional Buses	RTS Orleans							255,040					\$255,040
Replace 2 Regional Buses	RTS Orleans											295,662	\$295,662
Replace 6 Regional Buses	RTS Seneca	634,688											\$634,688
Replace 5 Regional Buses	RTS Seneca			561,697									\$561,697

2022/23 – 2031/32 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/21	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	TOTAL
Replace 2 Regional Buses	RTS Seneca						255,040						\$255,040
Replace 2 Regional Buses	RTS Seneca												
Replace 7 Regional Buses	RTS Wayne	739,636										295,662	\$295,662
Replace 8 Regional Buses	RTS Wayne		869,772										\$739,636
Replace 4 Regional Buses	RTS Wayne			450,358									\$869,772
Replace 5 Regional Buses	RTS Wayne					1,076,140							\$450,358
Replace 4 Regional Buses	RTS Wayne												\$1,076,140
Replace 4 Regional Buses	RTS Wayne					860,912							\$860,912
Replace 5 Regional Buses	RTS Wayne							637,601					\$637,601
Replace 4 Regional Buses	RTS Wyoming	424,792											\$424,792
Replace 9 Regional Buses	RTS Wyoming		977,868										\$977,868
Replace 7 Regional Buses	RTS Wyoming			784,375									\$784,375
Replace 3 Regional Buses	RTS Wyoming					516,547							\$516,547
Replace 5 Regional Buses	RTS Wyoming						637,601						\$637,601
Replace 5 Regional Buses	RTS Wyoming											739,154	\$739,154
TOTAL ROLLING STOCK		\$24,091,515	\$20,865,831	\$17,122,613	\$4,661,217	\$22,869,393	\$27,498,795	\$14,718,427	\$8,583,593	\$8,873,553	\$14,687,943	\$11,713,600	\$175,686,479

2022/23 – 2031/32 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/21	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	TOTAL
Connection Hubs	RTS	2,363,058	2,865,000										\$5,228,058
Advanced Environmental Service Building	RTS	984,724											\$984,724
Transit Center Planter Infill	RTS	50,000											\$50,000
Garage D Charging Depot	RTS		750,000										\$750,000
RTS Access Facility Design & Property Acquisition	RTS Access	361,113	5,900,000										\$6,261,113
RTS Genesee Facility	RTS Genesee	736,820											\$736,820
RTS Seneca Facility Engineering & Design	RTS Seneca	5,997,682											\$5,997,682
RTS Wayne Facility Design	RTS Wayne	199,824											\$199,824
RTS Wyoming Facility Construction	RTS Wyoming	5,288,468											\$5,288,468
TOTAL FACILITIES		\$15,981,689	\$9,515,000	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$25,496,689
Maintenance Equipment	RTS	414,665	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	\$1,414,665
Replace Road Supervisor Cars	RTS	160,849	99,405		70,306	181,037			197,824	122,255			\$831,676
Electric Bus Charging Infrastructure	RTS	2,553,844											\$2,553,844
Electric Courier Car	RTS	40,000											
Non-Revenue SUV	Regionals	35,000											\$35,000
TOTAL EQUIPMENT		\$3,204,358	\$199,405	\$100,000	\$170,306	\$281,037	\$100,000	\$100,000	\$297,824	\$222,255	\$100,000	\$100,000	\$4,875,185

2022/23 – 2031/32 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/21	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	TOTAL
Replace IT Hardware	RTS	270,093	320,588	223,097	318,219	290,000	290,000	290,000	290,000	290,000	290,000	290,000	\$3,161,997
HRIS Replacement	RTS	1,300,000											\$1,300,000
On-Board Radio & Antenna Replacement	RTS	503,131											\$503,131
Demand Response Software	RTS	212,577											\$212,577
CAD/AVL Upgrade	RTS	195,884											\$195,884
Business Intelligence/Data Warehouse System	RTS	184,369											\$184,369
Contract Management and Vendor Portal Software	RTS	93,926											\$93,926
Digital Display Replacement	RTS	39,281											\$39,281
Mobile Ticketing	RTS & Access	1,598,049											\$1,598,049
RTS Ontario Communications Equipment	RTS Ontario	165,000											\$165,000
TOTAL TRANSPORTATION TECHNOLOGIES		\$4,562,310	\$320,588	\$223,097	\$318,219	\$290,000	\$290,000	\$290,000	\$290,000	\$290,000	\$290,000	\$290,000	\$7,454,214
Transit Enhancement (Bus Shelters)	RTS	170,406	160,860	160,289	160,289	160,289	160,289	160,289	160,289	160,289	160,289	160,289	\$1,773,865
Replace Bus Shelter	RTS Genesee	20,000											\$20,000
Replace Bus Shelter	RTS Livingston	20,000											\$20,000
Replace 3 Bus Shelters	RTS Ontario	60,000											\$60,000
Replace Bus Shelter	RTS Orleans	7,052											\$7,052
Replace Bus Shelter	RTS Seneca	20,000											\$20,000
Replace 5 Bus Shelters	RTS Wayne	100,000											\$100,000
TOTAL OTHER		\$397,458	\$160,860	\$160,289	\$160,289	\$160,289	\$160,289	\$160,289	\$160,289	\$160,289	\$160,289	\$160,289	\$2,000,917
GRAND TOTAL		\$59,440,777	\$46,216,406	\$25,540,016	\$13,606,638	\$32,138,451	\$36,607,347	\$21,529,113	\$15,789,926	\$15,928,748	\$21,498,628	\$18,524,285	\$306,820,334

OPERATING BUDGET IMPACT

VEHICLE REPLACEMENTS

Regular and on time replacement of the buses helps to keep operating costs stable, and maintains the reliability and quality of customer service. New buses require fewer parts and burn fuel more efficiently than older buses. Additionally, there is savings associated with reduced maintenance for newer buses for parts and labor. Finally, the incorporation of additional electric buses in the fleet is anticipated to reduce fuel and maintenance costs.

FACILITY PROJECTS

The completion of the new RTS Access Facility will likely increase utility costs due to the proper sizing of the facility over the current location. Increased efficiency and effectiveness of the operations will likely result in cost savings for the Authority. A formal analysis has not yet been performed to determine the total operating budget impact of the new facility.

The completion of the Connection Hubs will result in some additional expenses for their maintenance as well as utilities to provide real-time bus information.

Progressing the design of the Garage D Addition will allow the Authority to increase the number of battery electric buses in the fleet. Utility expenses will increase for the new facility, and there will be additional cost savings associated with “fueling” and maintenance compared to a comparable diesel vehicle.



“A high quality public transportation system is an essential cornerstone of any thriving city and Rochester is fortunate to have one of the best systems in the nation. Public transit that is efficient, safe, affordable, and accessible provides equity and opportunity for Rochester’s citizens and the entire community. I am thankful for the commitment RTS provides to our community and look forward to continuing our ongoing partnership.”

– Malik Evans, City of Rochester Mayor

OPERATING BUDGET



CONSOLIDATED COMPARISON 2022-23 OPERATING BUDGET (000's)

	2020-21 ACTUAL	2021-22 BUDGET	2021-22 PROJECTION*	2022-23 BUDGET	VARIANCE 2021-22 PROJECTION	VARIANCE 2021-22 BUDGET	% CHG BUDGET
REVENUES							
Customer Fares	\$ 3,453	\$ 6,355	\$ 4,171	\$ 5,122	\$ 952	\$ (1,232)	-19.4 %
Special Transit Fares	\$ 1,028	\$ 6,858	\$ 7,078	\$ 10,553	\$ 3,475	\$ 3,695	53.9 %
Other Revenues	\$ 775	\$ 3,247	\$ 3,440	\$ 21,219	\$ 17,778	\$ 17,972	553.5 %
TOTAL LOCALLY GENERATED REVENUES	\$ 5,256	\$ 16,459	\$ 14,688	\$ 36,894	\$ 22,206	\$ 20,435	124.2%
Federal Aid	\$ 75,439	\$ 35,865	\$ 35,865	\$ 14,975	\$ (20,890)	\$ (20,890)	-58.2 %
State Aid	\$ 47,700	\$ 43,902	\$ 46,826	\$ 52,946	\$ 6,121	\$ 9,044	20.6 %
County Aid	\$ 3,787	\$ 3,910	\$ 4,031	\$ 3,910	\$ (122)	\$ –	–
TOTAL GOVERNMENTAL SUBSIDIES	\$126,927	\$ 83,677	\$ 86,722	\$ 71,831	\$(14,891)	\$(11,845)	-14.2 %
MORTGAGE RECORDING TAX	\$ 14,327	\$ 11,557	\$ 11,557	\$ 11,846	\$ 289	\$ 289	2.5 %
TOTAL REVENUES	\$146,510	\$111,693	\$112,968	\$120,571	\$ 7,604	\$ 8,878	7.9 %
EXPENSES							
Wages	\$ 50,742	\$ 56,292	\$ 55,750	\$ 58,586	\$ 2,836	\$ 2,294	4.1 %
Employee Benefits	\$ 21,455	\$ 25,905	\$ 25,905	\$ 28,856	\$ 2,951	\$ 2,951	11.4 %
TOTAL PERSONNEL EXPENSES	\$ 72,197	\$ 82,197	\$ 81,655	\$ 87,442	\$ 5,787	\$ 5,245	6.4 %
Contracted Services	\$ 9,043	\$ 9,921	\$ 10,344	\$ 10,695	\$ 350	\$ 774	7.8 %
Fuel and Lubricants	\$ 2,698	\$ 5,591	\$ 5,591	\$ 6,706	\$ 1,115	\$ 1,115	19.9 %
Parts and Repairs	\$ 3,571	\$ 4,026	\$ 4,026	\$ 4,499	\$ 472	\$ 472	11.7 %
Other Materials and Supplies	\$ 1,817	\$ 1,878	\$ 1,846	\$ 1,784	\$ (63)	\$ (95)	-5.1 %
Utilities	\$ 999	\$ 1,015	\$ 1,130	\$ 1,334	\$ 204	\$ 319	31.4 %
Casualty & Liability	\$ 1,974	\$ 2,452	\$ 2,300	\$ 2,504	\$ 204	\$ 52	2.1 %
Taxes	\$ 31	\$ 34	\$ 34	\$ 60	\$ 26	\$ 26	76.5 %
Miscellaneous Expenses	\$ 10,224	\$ 1,755	\$ 1,755	\$ 1,911	\$ 156	\$ 156	8.9 %
Lease and Rentals	\$ 302	\$ 541	\$ 541	\$ 627	\$ 85	\$ 85	15.7 %
Depreciation (Local)	\$ 2,173	\$ 2,283	\$ 2,283	\$ 3,013	\$ 729	\$ 729	31.9 %
TOTAL NON- PERSONNEL EXPENSES	\$ 32,831	\$ 29,496	\$ 29,851	\$ 33,130	\$ 3,279	\$ 3,634	12.3 %
TOTAL EXPENSES	\$105,028	\$111,693	\$111,506	\$120,571	\$ 9,065	\$ 8,877	7.9 %
NET INCOME (DEFICIT) BEFORE APPROPRIATION	\$ 41,482	\$ –	\$ 1,462	\$ –	\$ (1,425)	\$ –	

*As of December 31, 2021.

2022-2023 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2020-21 ACTUAL	2021-22 BUDGET	2021-22 ACTUAL THRU 12/31/21	2021-22 PROJECTION	2022-23 BUDGET	BUDGET CHANGE	% CHANGE
Adult Cash	40101-0110	\$ 1,785,647	\$ 3,552,336	\$ 1,753,301	\$ 2,467,336	\$ 2,692,335	-\$860,001	-24.2%
Unlimited Pass 1 Day	40101-0120	234,333	503,884	200,299	286,884	302,262	-201,622	-40.0%
Unlimited Pass 5 Day	40101-0121	14,868	-	-	-	-	-	-
Unlimited Pass 31 Day Adult	40101-0122	588,878	1,394,246	630,392	552,246	690,802	-703,444	-50.5%
Freedom Pass 1 Ride	40101-0130	43,940	135,532	57,478	48,532	63,253	-72,279	-53.3%
Freedom Pass 2 Ride	40101-0131	914	-	-	-	-	-	-
Freedom Pass 2 Plus 2	40101-0132	13,980	-	21,428	47,000	50,113	50,113	100.0%
Stored Value Pass	40101-0150	473,240	543,833	728,436	543,833	993,235	449,402	82.6%
LiftLine Pass \$18.00	40101-0161	20,444	-	3,528	-	-	-	-
LiftLine Pass \$20.00	40101-0162	87,854	144,000	162,400	144,000	240,000	96,000	66.7%
Adult Commuter Tickets	40101-0180	69,196	80,730	72,366	80,730	90,360	9,630	11.9%
State WTW Pass	40101-0199	13,070	-	4,300	-	-	-	-
Senior Cash	40102-0113	88,488	-	112,144	-	-	-	-
Child Cash	40102-0115	3,173	-	3,453	-	-	-	-
Disabled Cash	40102-0116	4,186	-	3,954	-	-	-	-
Unlimited Pass 1 Day Sr/DbI	40102-0123	2,355	-	-	-	-	-	-
Unlimited Pass 5 Day Sr/DbI	40102-0124	532	-	-	-	-	-	-
Unlimited Pass 31 Day Senior	40102-0125	7,812	-	(84)	-	-	-	-
Total Customer Fares		3,452,909	6,354,561	3,753,395	4,170,561	5,122,360	-1,232,201	-19.4%
STF-Colleges & Schools RIT	40203-0220	-	-	69,951	-	26,100	26,100	100.0%
STF-Colleges & Schools	40203-0221	147,221	125,285	154,402	125,285	150,000	24,715	19.7%
STF-Charter Smartcards	40203-0225	4,275	1,500	2,125	1,500	2,000	500	33.3%
STF-Corporate	40203-0240	58,388	18,056	7,038	18,056	600	-17,456	-96.7%
STF-Health Care	40203-0260	63,894	34,859	23,556	34,859	25,500	-9,359	-26.8%
STF-General Regional	40203-0280	651,488	2,157,993	1,100,690	1,395,993	1,622,360	-535,633	-24.8%
STF-RCSD	40203-0290	103,000	4,520,000	5,134,199	5,502,000	8,726,380	4,206,380	93.1%
Total Special Transit Fares		1,028,266	6,857,693	6,491,960	7,077,693	10,552,940	3,695,247	53.9%
Other-Advertising Revenue	40603-0400	593,750	668,750	561,065	668,750	743,750	75,000	11.2%
Total Advertising		593,750	668,750	561,065	668,750	743,750	75,000	-
Oth Rev-Int Earnings Wrkg Capi	40704-0410	16,211	8,761	7,158	8,761	4,710	-4,051	-46.2%
Oth Rev-Int Earnings Capital R	40704-0420	3,784	2,325	668	2,325	425	-1,900	-81.7%
Oth Rev-Int Earnings Self Insu	40704-0421	1,207	759	244	759	168	-591	-77.9%
Oth Rev-Int Earnings OPEB	40704-0422	4,111	2,583	832	2,583	571	-2,012	-77.9%
Oth Rev-Int Earnings Para Tran	40704-0423	910	572	184	572	126	-446	-78.0%
Unrealized Gains (Loss) in Mkt	40704-0430	(217,385)	-	(347,136)	-	-	-	-
Oth Rev-Sp Portfolio Int Work	40704-0441	200,274	212,877	123,487	187,877	144,922	-67,955	-31.9%
Oth Rev-Sp Portfolio IntSelf I	40704-0442	54,354	58,165	34,667	51,665	40,597	-17,568	-30.2%
Oth Rev-Sp Portfolio Int OPEB	40704-0443	133,303	142,648	85,019	127,648	99,564	-43,084	-30.2%
Oth Rev-Sp Portfolio Int Para	40704-0444	46,080	49,310	29,389	42,810	34,417	-14,893	-30.2%
Total Investment Income, Net		242,848	478,000	(65,488)	425,000	325,500	-152,500	-31.9%

2022-2023 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2020-21 ACTUAL	2021-22 BUDGET	2021-22 ACTUAL THRU 12/31/21	2021-22 PROJECTION	2022-23 BUDGET	BUDGET CHANGE	% CHANGE
Recov Rev-Insurance Rev Veh	40797-0481	35,348	60,000	61,044	60,000	60,000	-	-
Recov Rev-Workers Comp	40797-0483	225,808	265,000	378,449	265,000	265,000	-	-
Recov Rev-Other	40797-0484	68,026	70,000	322,642	321,945	70,000	-	-
Reimb Rev-Discounts	40797-0491	2,784	5,000	-	5,000	-	-5,000	-100.0%
Reimb Rev-Employee Related	40797-0492	1,725	2,000	1,550	2,000	2,000	-	-
Reimb Rev-Unleaded Fuel	40797-0493	210,552	418,395	189,060	418,395	497,957	79,562	19.0%
Reimb Rev-Medical Ins Retiree	40797-0494	6,164	10,000	2,024	4,150	4,050	-5,950	-59.5%
Reimb Rev-Pension Fund	40797-0495	6,215	6,000	-	6,000	6,000	-	-
Reimb Rev-Vending Machine	40797-0496	1,328	-	(1,902)	-	-	-	-
Reimb Rev-Warranty	40797-0497	15,701	30,000	12,947	30,000	30,000	-	-
Reimb Rev-Pension Fund Actuary	40797-0498	17,094	18,675	-	18,675	18,675	-	-
Reimb Rev-HRA Income	40797-0499	3,740	1,500	2,680	1,500	1,500	-	-
Total Reimbursement and Recovery		594,487	886,570	968,496	1,132,665	955,182	68,612	7.7%
Other Rev-General	40799-0470	106,059	1,288,625	36,982	1,288,625	19,165,505	17,876,880	1387.3%
Interco Reimb-Salary & Fringe	44002-0810	25,896	28,086	21,064	28,086	28,605	519	1.8%
Total Other/Intercompany		131,955	1,316,711	58,045	1,316,711	19,194,110	17,877,399	1357.7%
Oth Rev-Gain Fixed Price Swap	40707-0000	519	-	222,026	-	-	-	-
Loss From Fixed Price Swap	50997-0000	(1,016,960)	(103,070)	(12,054)	(103,070)	-	103,070	-100.0%
Total Realized Gain on Fuel Swap		(1,016,441)	(103,070)	209,971	(103,070)	-	103,070	-100.0%
Oth Rev-Gain On Sale	40706-0000	11,255	-	27,107	-	-	-	-
Total Gain (Loss) on Disposal		11,255	-	27,107	-	-	-	-
Total Other		557,854	3,246,961	1,759,196	3,440,056	21,218,542	17,971,581	553.5%
Total Locally Generated		5,039,029	16,459,215	12,004,551	14,688,310	36,893,842	20,434,627	124.2%
Federal Project Rev-UPWP	41304-0510	174,353	380,000	76,842	380,000	317,500	-	-
Federal Oth Rev-JARC	41399-0520	32,851	60,000	21,789	60,000	60,000	-	-
Federal Oth Rev-Sec. 5311	41399-0530	1,188,500	1,188,500	891,375	1,188,500	1,188,500	-	-
Federal Oth Rev-Prev Maintenan	41399-0540	5,000,000	10,081,951	7,561,463	10,081,951	11,718,812	-	-
Federal Oth Rev-Grant Chrgback	41399-0550	9,179	24,000	11,663	24,000	24,000	-	-
Federal Oth Rev-5307 Oper Assistance	41399-0570	-	1,666,667	-	1,666,667	1,666,667	-	-
Federal Contribution-Cares Act	41399-0580	69,034,109	22,464,097	-	22,464,097	-	-22,464,097	-100.0%
Total Federal		75,438,992	35,865,215	8,563,132	35,865,215	14,975,479	-20,889,736	-58.2%
State Operating Revenue	41101-0610	47,041,900	42,638,600	34,171,725	45,562,300	51,478,300	8,839,700	20.7%
State Operating Prev Maint	41101-0620	625,000	1,260,244	945,183	1,260,244	1,464,851	204,607	16.2%
State Oth Rev-Grant Chargeback	41101-0660	33,255	3,000	32,303	3,000	3,000	-	-
Total State		47,700,155	43,901,844	35,149,211	46,825,544	52,946,151	9,044,307	20.6%

2022-2023 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2020-21 ACTUAL	2021-22 BUDGET	2021-22 ACTUAL THRU 12/31/21	2021-22 PROJECTION	2022-23 BUDGET	BUDGET CHANGE	% CHANGE
Local Oper Rev-18B Match	40901-0700	3,787,389	3,909,500	3,053,846	4,031,220	3,909,500	-	-
Total County		3,787,389	3,909,500	3,053,846	4,031,220	3,909,500	-	-
Total Government Subsidies		126,926,537	83,676,559	46,766,189	86,721,979	71,831,130	-11,845,429	-14.2%
Mtge Tax Rev-Genesee County	40899-0910	416,551	357,887	475,464	357,887	412,221	54,334	15.2%
Mtge Tax Rev-Livingston County	40899-0911	622,054	493,410	555,764	493,410	414,269	-79,141	-16.0%
Mtge Tax Rev-Monroe County	40899-0912	9,533,046	7,805,370	8,954,219	7,805,370	8,048,894	243,524	3.1%
Mtge Tax Rev-Ontario County	40899-0913	1,969,091	1,532,780	1,801,479	1,532,780	1,571,405	38,625	2.5%
Mtge Tax Rev-Orleans County	40899-0914	241,416	188,542	230,148	188,542	178,269	-10,273	-5.4%
Mtge Tax Rev-Seneca County	40899-0915	316,450	274,735	277,835	274,735	250,861	-23,874	-8.7%
Mtge Tax Rev-Wayne County	40899-0916	943,971	712,521	884,259	712,521	768,215	55,694	7.8%
Mtge Tax Rev-Wyoming County	40899-0917	284,469	192,222	226,862	192,222	202,270	10,048	5.2%
Total Mortgage Recording Tax		14,327,046	11,557,467	13,406,030	11,557,467	11,846,404	-	-
Total Revenue		146,292,612	111,693,241	72,176,769	112,967,756	120,571,376	8,878,135	7.9%
Wage Operator FT-Regular	50101-0100	16,304,400	20,317,136	14,006,323	20,296,136	21,679,765	1,362,629	6.7%
Wage Operator FT-OT	50101-0110	1,633,043	2,869,620	1,834,643	2,819,620	2,835,190	-34,430	-1.2%
Wage Operator FT-Guarantee	50101-0120	1,296,749	736,889	292,544	736,889	418,520	-318,369	-43.2%
Wage Operator FT-Spread	50101-0130	589,557	760,471	327,399	760,471	486,762	-273,709	-36.0%
Wage Operator FT-Retro	50101-0170	79,234	-	50,698	-	-	-	-
Wages Operator PT-Other	50101-0180	112,398	125,515	126,034	125,515	154,900	29,385	23.4%
Wages Operator PT-Regular	50104-0100	2,125,073	2,912,390	1,365,638	2,642,390	2,047,893	-864,497	-29.7%
Wages Operator PT-OT	50104-0110	41,799	272,840	47,423	265,840	87,895	-184,945	-67.8%
Wages Operator PT-Guarantee	50104-0110	74	-	137	-	-	-	-
Wage Operator PT-Spread	50104-0130	9	-	15	-	-	-	-
Wage Operator PT-Retro	50104-0170	17,993	-	26,649	-	-	-	-
Wage Operator Trainee-Regular	50106-0100	175,050	271,429	610,963	271,429	591,468	320,039	117.9%
Wage Operator Trainee-OT	50106-0110	864	-	1,170	-	-	-	-
Wage Operator Retro	50106-0170	-	-	2,532	-	-	-	-
Total Operator Wages		22,376,244	28,266,290	18,692,168	27,918,290	28,302,393	36,103	0.1%
Wage Parts Purchasing-Regular	50107-0100	70,605	83,904	53,211	83,904	77,065	-6,839	-8.2%
Wage Parts Purchasing-OT	50107-0110	1,721	1,760	668	1,760	1,616	-144	-8.2%
Wage Parts Purchasing-Retro	50107-0170	733	-	380	-	-	-	-
Wage Mech Farebox-Regular	50108-0100	329,292	365,346	259,434	365,346	384,673	19,327	5.3%
Wage Mech Farebox-OT	50108-0110	20,409	31,020	21,810	31,020	32,479	1,459	4.7%
Wage Mech Farebox-Retro	50108-0170	-	-	-	-	-	-	-
Wage Mech Svc Bldg-Regular	50110-0100	1,121,262	1,316,187	831,468	1,316,187	1,225,871	-90,316	-6.9%
Wage Mech Svc Bldg-OT	50110-0110	240,695	64,899	149,317	64,899	161,558	96,659	148.9%
Wage Mech Svc Bldg-Retro	50110-0170	13,095	-	1,803	-	-	-	-
Wage Mech Garage-Regular	50112-0100	2,244,010	2,654,482	1,732,405	2,460,482	2,780,024	125,542	4.7%
Wage Mech Garage-OT	50112-0110	462,881	526,962	336,097	526,962	565,837	38,875	7.4%
Wage Mech Garage-Retro	50112-0170	9,926	-	3,956	-	-	-	-
Wage Mech B&G-Regular	50114-0100	267,054	395,060	231,458	395,060	417,986	22,926	5.8%

2022-2023 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2020-21 ACTUAL	2021-22 BUDGET	2021-22 ACTUAL THRU 12/31/21	2021-22 PROJECTION	2022-23 BUDGET	BUDGET CHANGE	% CHANGE
Wage Mech B&G-OT	50114-0110	33,255	50,272	24,089	50,272	53,447	3,175	6.3%
Wage Non-Mech B&G-Regular	50116-0100	670,801	771,404	584,748	771,404	779,149	7,745	1.0%
Wage Non-Mech B&G-OT	50116-0110	181,044	91,750	152,498	91,750	185,454	93,704	102.1%
Wage Mech Overhaul-Regular	50118-0100	739,301	825,586	569,510	825,586	844,076	18,490	2.2%
Wage Mech Overhaul-OT	50118-0110	47,773	74,252	34,006	74,252	60,296	-13,956	-18.8%
Wage Mech Bodyshop-Regular	50120-0100	532,282	600,282	435,689	600,282	676,504	76,222	12.7%
Wage Mech Bodyshop-OT	50120-0110	68,484	56,158	22,108	56,158	63,036	6,878	12.2%
Total Mechanic Wages		7,054,622	7,909,324	5,444,655	7,715,324	8,309,071	399,747	5.1%
Oth Sal & Wage-Regular	50102-0100	8,583,180	9,743,623	6,601,492	9,743,623	10,822,327	1,078,704	11.1%
Oth Sal & Wage-OT	50102-0110	71,458	137,986	151,421	137,986	130,041	-7,945	-5.8%
Oth Sal & Wage-Car Allowance	50102-0160	21,088	21,400	19,038	21,400	26,200	4,800	22.4%
Oth Sal & Wage-Retro	50102-0170	52,305	-	8,090	-	-	-	-
Staff Performance Incentive	50102-0190	175,843	200,000	(2,224)	200,000	200,000	-	-
Covid 19 Payout	50102-0191	808,073	-	-	-	-	-	-
Other Wage-Vacancy Factor	50102-0195	-	(500,000)	-	(500,000)	(250,000)	250,000	-50.0%
Wage Radio Cntrl & Disp-Regula	50121-0100	1,046,032	1,140,658	779,664	1,140,658	1,219,623	78,965	6.9%
Wage Radio Cntrl & Disp-OT	50121-0110	169,171	154,333	250,666	154,333	170,404	16,071	10.4%
Wage Garage Supvr-Regular	50122-0100	844,599	928,977	670,532	928,977	936,304	7,327	0.8%
Wage Garage Supvr-OT	50122-0110	75,919	86,868	86,613	86,868	81,921	-4,947	-5.7%
Wage Road Supvr-Regular	50123-0100	1,370,258	1,583,328	1,110,063	1,583,328	1,688,989	105,661	6.7%
Wage Road Supvr-OT	50123-0110	144,441	139,724	128,470	139,724	151,341	11,617	8.3%
Wage Road Supvr-Retro	50123-0170	-	-	1,399	-	-	-	-
Other Wage ATU-Regular	50124-0100	95,483	94,115	67,092	94,115	95,430	1,315	1.4%
Other Wage ATU-OT	50124-0110	8,507	11,873	10,976	11,873	13,924	2,051	17.3%
Total Other Wages		13,466,357	13,742,885	9,883,292	13,742,885	15,286,504	1,543,619	11.2%
Fringe Benefit-Sick Pay	50209-0000	971,044	971,041	846,174	971,041	1,041,979	70,938	7.3%
Fringe Benefit-Holiday Pay	50210-0000	1,370,487	1,461,371	1,204,634	1,461,371	1,586,702	125,331	8.6%
Vacation Pay	50211-0230	2,226,769	2,226,491	1,890,127	2,226,491	2,284,565	58,074	2.6%
PTO-Paid Time Off	50211-0240	1,565,403	1,639,234	1,329,873	1,639,234	1,706,362	67,128	4.1%
Fringe Benefit-Oth Pd Absence	50212-0000	64,263	75,179	65,112	75,179	68,015	-7,164	-9.5%
Oth Pd Absence-Covid 19 Sick	50212-0250	1,646,580	-	257,843	-	-	-	-
Total Wage Fringe		7,844,545	6,373,316	5,593,763	6,373,316	6,687,623	314,307	4.9%
Total Wages		50,741,769	56,291,815	39,613,878	55,749,815	58,585,591	2,293,776	4.1%
FICA	50201-0300	3,762,559	4,306,325	2,959,980	4,306,325	4,481,798	175,473	4.1%
Pension Cont-Non Union	50202-0305	1,443,556	1,639,000	393,019	1,639,000	1,431,000	-208,000	-12.7%
Pension Cont-Union	50202-0306	1,043,804	1,379,500	949,989	1,379,500	1,220,633	-158,867	-11.5%
Employer Match Teamsters 457	50202-0307	16	-	-	-	-	-	-
Executive 457 Deferral	50202-0308	50,366	52,500	39,268	52,500	52,500	-	-
Health Care-Active	50203-0310	7,234,210	9,666,150	6,289,168	9,666,150	12,230,000	2,563,850	26.5%
Health Care-Retiree	50203-0315	3,294,737	3,447,000	2,719,195	3,447,000	3,808,000	361,000	10.5%
Vision Care-Active	50203-0320	36,743	40,250	27,449	40,250	41,820	1,570	3.9%
Vision Care-Retiree	50203-0325	13,030	13,400	10,116	13,400	14,180	780	5.8%

2022-2023 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2020-21 ACTUAL	2021-22 BUDGET	2021-22 ACTUAL THRU 12/31/21	2021-22 PROJECTION	2022-23 BUDGET	BUDGET CHANGE	% CHANGE
HRA-Health Reimb Acct	50203-0330	721,406	1,000,000	674,213	1,000,000	1,102,000	102,000	10.2%
Dental Plan-Active	50204-0340	232,764	351,060	230,734	351,060	373,950	22,890	6.5%
Dental Plan-Retiree	50204-0345	74,303	128,000	94,019	128,000	140,000	12,000	9.4%
Group Life Pension Ins Group	50205-0350	56,027	55,800	43,917	55,800	58,400	2,600	4.7%
Group Life Insurance	50205-0355	119,887	125,534	93,488	125,534	124,300	-1,234	-1.0%
Short Term Dbl Ins Plan	50206-0360	227,341	229,467	187,804	229,467	260,000	30,533	13.3%
State Unemployment Insurance	50207-0000	(8,361)	283,500	-	283,500	118,720	-164,780	-58.1%
Workers Compensation	50208-0370	667,491	390,000	105,197	390,000	399,000	9,000	2.3%
Workers Comp-Medical	50208-0380	309,117	420,000	225,883	420,000	443,000	23,000	5.5%
Workers Comp-Indemnity	50208-0385	1,843,860	1,933,869	1,408,400	1,933,869	2,109,000	175,131	9.1%
Uniform Allowance	50213-0395	230,452	356,000	282,814	356,000	358,100	2,100	0.6%
Tool Allowance	50213-0396	43,719	50,220	30,975	50,220	50,728	508	1.0%
Smart Phone Reimbursement	50213-0397	57,715	37,740	28,355	37,740	38,940	1,200	3.2%
Other Postemployment Benefits	50214-0390	-	-	-	-	-	-	-
Total Employee Benefits		21,454,740	25,905,315	16,793,982	25,905,315	28,856,069	2,950,754	11.4%
Total Personnel		72,196,509	82,197,130	56,407,860	81,655,130	87,441,660	5,244,530	6.4%
Diesel Fuel-Revenue Vehicles	50401-0410	1,625,023	2,944,368	1,899,508	2,944,368	3,708,619	764,251	26.0%
Unleaded Fuel Revenue Vehicles	50401-0412	657,741	2,000,136	1,112,490	2,000,136	2,229,996	229,860	11.5%
Unleaded Fuel-NonRev Vehicles	50401-0414	210,260	426,505	237,229	426,505	517,927	91,422	21.4%
Motor Oil	50401-0415	50,659	67,000	27,011	67,000	74,500	7,500	11.2%
Trans Fluid & Other Lubricants	50401-0416	154,367	152,500	120,177	152,500	174,500	22,000	14.4%
Total Fuel & Lubricants		2,698,050	5,590,509	3,396,414	5,590,509	6,705,542	1,115,033	19.9%
M&S-Large Bus Tires	50402-0430	275,991	413,121	207,337	413,121	429,382	16,261	3.9%
M&S-Small Bus Tires	50402-0431	-	-	12,973	-	-	-	-
M&S-Camera Repair	50498-0440	131,687	141,500	97,542	141,500	196,000	54,500	38.5%
M&S-Radio Repair	50498-0445	238	25,000	511	25,000	25,000	-	-
M&S-Farebox Repair	50498-0450	(1,380)	20,000	49,622	20,000	20,000	-	-
M&S-Maintenance Rev Vehicle	50498-0452	3,016,312	3,276,260	2,060,960	3,276,260	3,669,285	393,025	12.0%
M&S Interco Repair	50498-0453	1,200	-	892	-	-	-	-
M&S-Maintenance Serv Vehicle	50498-0454	94,348	67,000	85,624	67,000	94,000	27,000	40.3%
M&S-Consumed Rev Vehicle	50498-0460	52,192	83,300	29,649	83,300	65,000	-18,300	-22.0%
Total Parts & Repairs		3,570,587	4,026,181	2,545,110	4,026,181	4,498,667	472,486	11.7%
M&S-Bus Shelter Materials	50498-0435	42,902	45,000	37,718	45,000	45,000	-	-
M&S-Inventory Cost Variance	50498-0997	1,488	-	677	-	-	-	-
M&S-Other	50499-0500	245,479	322,950	193,333	322,950	317,179	-5,771	-1.8%
M&S-Invoice Price Variance	50499-0505	(427)	-	(2)	-	-	-	-
M&S-Office Supplies	50499-0510	83,697	131,000	80,414	131,000	130,800	-200	-0.2%
M&S-Printing Public Schedules	50499-0530	123,195	157,000	39,415	125,000	157,000	-	-
M&S-Printing Tickets & Passes	50499-0535	6,210	87,775	10,415	87,775	127,775	40,000	45.6%
M&S-COVID 19	50499-0536	610,334	384,250	151,544	384,250	260,000	-124,250	-32.3%
M&S-Consumed Bldgs & Grounds	50499-0560	233,254	273,000	185,202	273,000	275,800	2,800	1.0%
M&S-Shop & Build Equipment	50499-0570	72,018	90,000	42,499	90,000	95,000	5,000	5.6%

2022-2023 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2020-21 ACTUAL	2021-22 BUDGET	2021-22 ACTUAL THRU 12/31/21	2021-22 PROJECTION	2022-23 BUDGET	BUDGET CHANGE	% CHANGE
M&S-Maint Shop Supplies	50499-0580	389,321	360,000	237,630	360,000	375,000	15,000	4.2%
M&S-Non Capitalized Equipment	50499-0590	9,271	-	-	-	-	-	-
M&S-Other-Reimagine RTS	50499-0647	-	27,500	2,675	27,500	-	-27,500	-100.0%
Total Materials and Supplies		1,816,742	1,878,475	981,520	1,846,475	1,783,554	-94,921	-5.1%
ProfService-Other	50303-0620	33,700	47,850	10,934	47,850	105,440	57,590	120.4%
ProfService-Govt Relations	50303-0622	113,099	126,000	85,367	126,000	181,000	55,000	43.7%
ProfService-Law General	50303-0623	1,586,922	100,000	9,758	100,000	303,000	203,000	203.0%
ProfService-Law Injury	50303-0624	68,773	256,500	83,524	256,500	231,500	-25,000	-9.7%
ProfService-Law Labor	50303-0625	226,126	468,000	151,470	468,000	468,000	-	-
ProfService-Outside Audit	50303-0626	97,695	97,175	81,983	97,175	97,175	-	-
Legal Affairs-General-Reimagine RTS	50303-0627	69,271	275,000	27,904	275,000	-	-275,000	-100.0%
Pension Actuary	50303-0635	43,120	39,300	37,441	39,300	39,300	-	-
Pension Mgmt Fee	50303-0636	511,092	497,000	459,548	611,000	670,000	173,000	34.8%
Temp Help-Other	50304-0650	1,017	149,000	88,083	149,000	60,000	-89,000	-59.7%
Contracted Services-Other	50305-0641	1,601,892	2,225,389	1,303,682	2,225,389	3,183,223	957,834	43.0%
Software Maintenance Fees	50305-0642	1,431,957	1,492,890	890,747	1,484,890	1,624,878	131,988	8.8%
Hardware Maintenance Fees	50305-0643	185,653	254,500	432,503	572,050	245,250	-9,250	-3.6%
Contracted Services-ARC	50305-0646	34,000	34,000	34,000	34,000	34,000	-	-
Contracted Services-Reimagine RTS	50305-0647	256,361	631,190	432,913	631,190	-	-631,190	-100.0%
Parts Department Management	50305-0648	762,726	816,821	595,195	816,821	834,817	17,996	2.2%
Custodial Services-General	50306-0650	795,524	770,548	585,667	770,548	901,672	131,124	17.0%
Security Services-General	50307-0660	1,108,123	1,147,103	800,416	1,147,103	1,167,876	20,773	1.8%
Connection Hub	50308-0650	-	-	-	-	65,000	65,000	100.0%
Medical Services	50399-0670	116,140	492,500	115,470	492,500	482,500	-10,000	-2.0%
Total Contracted Services		9,043,191	9,920,766	6,226,605	10,344,316	10,694,631	773,865	7.8%
Utilities-Elec Admin Bldg	50502-0800	97,608	102,248	97,759	102,248	136,300	34,052	33.3%
Utilities-Elec Bus Shelter & S	50502-0801	(4,919)	2,000	4,744	2,000	14,000	12,000	600.0%
Utilities-Elec Oper Bldg	50502-0802	229,757	174,000	201,132	194,000	370,000	196,000	112.6%
Utilities-Elec Service Bldg	50502-0803	5,660	3,000	1,381	3,000	6,000	3,000	100.0%
Utilities-Elec Transit Ctr	50502-0804	99,097	106,000	103,471	106,000	133,000	27,000	25.5%
Utilities-Elec AESB	50502-0805	5,891	-	22,457	40,000	41,000	41,000	100.0%
Utilities-Gas Admin Bldg	50502-0810	21,259	24,400	9,660	24,400	25,800	1,400	5.7%
Utilities-Gas Operation Bldg	50502-0812	63,239	57,000	49,116	57,000	75,000	18,000	31.6%
Utilities-Gas Svc Bldg	50502-0813	51,574	50,000	6,395	50,000	54,000	4,000	8.0%
Utilities-Gas Transit Center	50502-0814	17,004	20,000	6,758	20,000	19,000	-1,000	-5.0%
Utilities-Water Admin Bldg	50502-0816	46,972	32,500	62,598	87,500	74,200	41,700	128.3%
Utilities-Water Transit Ctr	50502-0817	4,947	8,000	4,690	8,000	8,000	-	-
Utilities-Telephone Admin Bldg	50502-0820	360,643	435,450	231,354	435,450	377,300	-58,150	-13.4%
Total Utilities		998,731	1,014,598	801,515	1,129,598	1,333,600	319,002	31.4%
Premium Physical Damage Ins	50601-0680	1,170,520	1,433,902	970,075	1,282,258	1,509,827	75,925	5.3%
Payout Uninsured PI&PD	50604-0690	638,436	781,000	496,799	781,000	747,000	-34,000	-4.4%
Payout Emplmnt Practice Exp	50604-0695	164,840	236,700	(142,459)	236,700	246,700	10,000	4.2%
Total Casualty and Liability		1,973,796	2,451,602	1,324,414	2,299,958	2,503,527	51,925	2.1%

2022-2023 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2020-21 ACTUAL	2021-22 BUDGET	2021-22 ACTUAL THRU 12/31/21	2021-22 PROJECTION	2022-23 BUDGET	BUDGET CHANGE	% CHANGE
Leases & Rentals Copier	51212-0850	46,226	70,501	38,022	70,501	70,501	-	-
Office Lease	51212-0852	106,125	164,961	87,194	164,961	158,031	-6,930	-4.2%
Software License Fees	51212-0854	148,345	220,100	100,695	220,100	304,250	84,150	38.2%
IT Disaster Recovery Equipment	51212-0856	1,723	85,820	4,575	85,820	93,820	8,000	9.3%
Total Leases and Rentals		302,420	541,382	230,487	541,382	626,602	85,220	15.7%
Other Taxes	50799-0790	30,919	34,000	19,938	34,000	60,000	26,000	76.5%
Sub & Memberships-General	50901-0700	124,944	131,350	86,165	131,350	140,350	9,000	6.9%
Travel & Meetings	50902-0710	92,524	343,876	160,551	343,876	391,771	47,895	13.9%
Misc. Expense Meetings	50902-0720	13,662	30,000	12,622	30,000	25,000	-	-
Fines & Penalties-General	50906-0760	24	-	2,891	-	-	-	-
Bad Debt Expense	50907-0762	9,138,616	-	(1,261,037)	-	-	-	-
Advertising & Promotion	50908-0750	135,754	254,000	87,277	254,000	298,800	-	-
Employment Advertising	50908-0754	26,858	22,549	12,737	22,549	22,549	0	0.0%
RFP & IFB Advertising	50908-0758	1,499	7,000	1,494	7,000	7,000	-	-
Misc. Service Expansion	50999-0730	23,800	35,400	24,800	35,400	35,400	0	0.0%
Misc Exp-General	50999-0734	218,141	229,100	214,454	229,100	341,100	112,000	48.9%
Misc Exp-Emp Reward & Recogn	50999-0740	6,446	24,000	14,703	24,000	33,500	-	-
Misc Exp-Employee Wellness Pro	50999-0741	95,060	81,228	76,559	81,228	81,228	0	0.0%
Misc Exp-Operations	50999-0743	5,035	5,000	142	5,000	5,000	-	-
UPWP Expense	50999-0770	-	250,000	-	250,000	187,500	-62,500	-
Interest Expense	51101-0780	341,695	341,695	-	341,695	341,695	-	-
Total Taxes and Miscellaneous		10,254,977	1,789,198	(546,705)	1,789,198	1,970,893	181,695	10.2%
Depreciation-Local	51300-0860	2,172,897	2,283,400	1,624,093	2,283,400	3,012,700	729,300	31.9%
Total Local Depreciation		2,172,897	2,283,400	1,624,093	2,283,400	3,012,700	729,300	31.9%
Total Non-Personnel		32,831,391	29,496,111	16,583,453	29,851,017	33,129,716	3,633,605	12.3%
Total Operating Expenses		105,027,899	111,693,241	72,991,313	111,506,147	120,571,376	8,878,135	7.9%
Non-GAAP Budget Schedule Adjustments¹		(217,385)	-	(347,136)	-	-	-	-
Net Income (Loss)		\$ 41,482,098	\$ -	(467,408)	\$ 1,461,609	\$ -	\$ -	-

¹ Unrealized Mark to Market Investment Changes and Non Pay-Go OPEB Expense.



PERSONNEL CHANGE SUMMARY

	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET
RTS	710	710	719
RTS Access	119	119	121
RTS Genesee	16	16	16
RTS Livingston	27	27	27
RTS Ontario	44	44	50
RTS Orleans	12	12	12
RTS Seneca	14	14	14
RTS Wayne	61	63	63
RTS Wyoming	20	19	20
TOTAL	1023	1024	1042

FINANCIAL POLICIES



FINANCIAL POLICIES

BASIS OF ACCOUNTING

In conformance with generally accepted accounting principles, the Authority utilizes an accrual basis of accounting and budgeting, recognizing revenues when earned and expenses when the obligation is incurred. The Authority is engaged only in business-type activities and presents the financial statements required for enterprise funds. Enterprise funds are used to account for the activities of the various business units of the Authority, because Authority expenses are funded through a combination of self-generated revenues and various governmental subsidies provided by New York State, the federal government, and member counties.

In accordance with Governmental Accounting Standards Board Statement No. 62, codification of Accounting and Financial Reporting Guidance contained in pre-November 30, 1989 FASB and AICPA Pronouncements, the Authority applies all applicable Governmental Accounting Standards Board (GASB) pronouncements as well as Financial Accounting Standards Board (FASB) statement and interpretations issued on or before November 30, 1989, that do not conflict with GASB pronouncements. The Authority has elected not to apply FASB Standards issued after November 30, 1989.

INTERNAL CONTROL STRUCTURE

The Authority maintains an internal control system designed to ensure that its assets are protected from loss, theft, or misuse; and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control system is designed to provide reasonable, but not absolute, assurance that these objectives are met. The Board of Commissioners has designated the Chief Financial Officer to also act as Internal Control Officer. An annual program of internal control activities is conducted with oversight provided by the Audit Committee of the Board of Commissioners.

INDEPENDENT AUDIT

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

BUDGETARY CONTROL

The Authority's fiscal year runs from April 1 through March 31. The annual budget preparation process occurs within the development of the Authority's Annual Comprehensive Plan. Operating Plan goals and tactics for the coming year are formulated during August and refined as budget development progresses by the Executive and Leadership teams. Formal budget preparation packages are distributed in mid-September by the Budget Department to each department head of Regional Transit Service and to the managers of the other subsidiary companies.

Operating budget and capital project requests are due by mid-October. Each departmental request is closely analyzed utilizing a process aimed at breaking down the elements of each request; comparison with historical data and recognition of trends and external factors, economic or other that might impact the budget element. Budget staff also meet with department representatives to discuss and review their budget submissions as necessary.

Revenue estimates are subject to the same type of scrutiny and analysis. Documentation is prepared and retained for budget estimates.

Over the course of December and January, the Chief Financial Officer (CFO) submits detailed and summary budget recommendations to the Executive Team. At this stage the budget contains only preliminary estimates of state operating assistance for the coming year, because the Governor's proposed Executive Budget is traditionally submitted to the state legislature in late January. The Authority's proposed budget is then completed and included in its Annual Comprehensive Plan, which is submitted by the CEO to the Board of Commissioners in February for review and adoption prior to the start of the fiscal year on April 1. The completed and approved budget complies with all relevant financial policies.

A balanced budget is achieved when the total of all estimated revenues in support of operations, plus appropriated net assets, if needed and available, equals total estimated operating expenses for the fiscal year.

Budgetary control is maintained at the department level. It is the responsibility of each department to administer its operations in a manner which ensures that the use of funds is consistent with the goals and programs authorized by the Board of Commissioners. An encumbrance accounting system is utilized for budgetary control; unencumbered appropriations lapse at year end.

On a monthly basis, the CFO submits a financial report to the Board of Commissioners which contains fiscal year to date results versus original budget and also projects fiscal year-end results versus the original budget plan as adopted by the Board. These monthly projections enable the Authority to respond in a prompt and orderly manner to changing factors in the business environment. No amendments to the original budget are enacted by the Board unless a major programmatic modification(s) is necessary. The budget amendment process requires the submission of an amendment request by the CEO to the Board for its approval by resolution.

FINANCIAL PLAN CALENDAR

MONTH	ACTIVITY
August	<ul style="list-style-type: none"> • Leadership Team meeting to review issues and programs for inclusion in Strategic, Operating, and Financial plans for the coming fiscal year. • Budget Team updates, as necessary, all budget preparation protocols, documents, and system changes. • Budget staff updates Multi-Year Budget Projection.
September	<ul style="list-style-type: none"> • Distribution of Capital Project Request packages to department heads. • Distribution of Operating Budget preparation packages to department heads.
October	<ul style="list-style-type: none"> • Submission of Capital Project requests to Budget Team. • Budget Team estimates all revenue and expense accounts within its scope of responsibility. • Submission of Operating Budget requests to Budget Team.
November	<ul style="list-style-type: none"> • Budget Team reviews and meets with each department head to review budget request, if necessary.
December	<ul style="list-style-type: none"> • Budget Team concludes analysis and recommendations. • CFO communicates recommendations to Executive Management Team. • Executive Management Team reviews recommendations with departments. • Executive Management Team finalizes budget.
January	<ul style="list-style-type: none"> • Budget Team prepares information for the development of Financial Plan section of Comprehensive Plan. • Budget staff updates Multi-Year Budget Projection. • Governor submits proposed Executive Budget to the Legislature, thereby providing notice to the Authority of the proposed amount of State Operating Assistance for the coming fiscal year. • Finalization of budget for inclusion in the Comprehensive Plan.
February	<ul style="list-style-type: none"> • CEO submits Comprehensive Plan to the Board of Commissioners for review and comment. • Employee meeting to review Comprehensive Plan.
March	<ul style="list-style-type: none"> • Board of Commissioners approves the Comprehensive Plan.
April	<ul style="list-style-type: none"> • Fiscal year begins April 1.

FACTORS AFFECTING FINANCIAL CONDITION

COMPREHENSIVE PLANNING

As noted previously, the Authority annually adopts a Comprehensive Plan, which contains its Strategic Plan, Operating Plan, Financial Plan, and Performance Goals for the coming fiscal year. The Strategic Plan identifies the strategy of the Authority in support of the vision. The Operating Plan outlines the specific objectives and projects to be undertaken in the coming year to advance the strategies. The Financial Plan is then developed in the form of an annual Operating Budget and Ten-Year Capital Plan, which supports the objectives of both the Strategic and Operating Plans. Performance metrics are managed through a complete scorecard approach called TOPS (Transit Organization Performance Scorecard) which tracks the Authority's progress in the attainment of both financial and non-financial goals. TOPS metrics are reported to the Board of Commissioners and to the community on a quarterly basis.

The Authority also maintains a Multi-Year Budget Projection that extends three fiscal years beyond the current year. Using historical data, trends, known and estimated operating revenue and expense factors based on management's judgment, the Multi-Year Budget Projection identifies projected annual net income or deficits from operations, inclusive of governmental subsidies. It is used as a planning tool to identify potential future fiscal challenges and opportunities to assist decision making by the Board and management. The multi-year projection is updated on a semi-annual basis to ensure that it remains current and relevant.

CASH MANAGEMENT

The Authority pursues an active cash management and investment program in order to maximize investment earnings. Available cash balances are invested in various types of low risk investments in accordance with appropriate provisions of law and investment guidelines approved by the Board of Commissioners. The Finance/Investment Committee of the Board assists the Board in its general oversight of investment activities.

RISK MANAGEMENT

Utilizing an internal staff of both legal and claims management professionals, the risk management program is structured to both minimize and manage risk through a combination of purchased insurance, self-insurance, rigorous claims management, and the promotion of safety conscious behaviors.

Formalized policy and procedures have been established for the monitoring, supervision, related proceedings, and settlement of casualty losses, and employment related claims and litigation.

With regard to insurance protection, automobile liability claims are self-insured to a limit of \$1.5 million. Losses in excess of that amount are protected by umbrella insurance coverage with limits of \$15 million. While liability losses are normally paid with operating funds, a self-insurance reserve fund is maintained for significant losses.

The Authority is self-insured for Workers' Compensation losses and medical claims; these costs are paid with operating funds. In regard to medical claims the Authority has both Specific and Aggregate Stop Loss policies with retention points of \$200,000 and 125% of aggregate costs, respectively. Blanket insurance coverage is maintained for property and equipment. In addition, the Authority has insurance to protect against internal losses and Directors and Officers liability.

Use of the Authority's Self Insurance Reserve Fund for the settlement of liability claims requires approval from the Board of Commissioners.

As a transportation provider consuming approximately 1.5 million gallons of fuel each year, fuel price volatility is a major concern for the Authority. Accordingly, a formal policy to guide the use of price risk management tools such as fixed price swaps and forward pricing contracts has been adopted by the Board and is managed under the direction of the Chief Financial Officer.

CAPITAL RESERVE

Annually, the Authority is the recipient of a formula based grant from the United States Department of Transportation, which is primarily directed towards capital investments. This grant requires a local match of 20%, of which 50% is drawn from the Authority's Capital Reserve Fund and 50% provided by the New York State Department of Transportation. The Capital Reserve Fund is itself funded annually by a Board authorized transfer from Working Capital in an amount equal to the depreciation expense contained in the current fiscal year budget. The Board of Commissioners may also authorize additional contributions to the Capital Reserve as recommended by the Chief Executive and Chief Financial Officers. The Capital Reserve Fund also provides 100% funding for capital projects when authorized by the Board of Commissioners.

DEBT MANAGEMENT

Pursuant to law, the Authority has the power to issue debt to achieve its purposes, subject to the approval of the State Comptroller. A formal Debt Policy has been adopted by the Board of Commissioners which contains guidelines for the evaluation, issuance, management, and reporting of debt. The Finance/Investment Committee represents and assists the Board in its oversight of borrowing activities. The Authority has not issued debt and does not have a legal debt limit.

PENSION BENEFITS

The Authority sponsors four separate defined benefit plans to provide pension benefits for various groups of employees among its subsidiary companies.

Annually, an independent actuarial firm prepares a formal valuation report for each plan that includes a calculation of the annual required contribution necessary to ensure that each plan will be able to fully meet its obligations to retirees. The Authority generally funds 100% of the Annual Required Contribution (ARC) for each of the various pension plans.

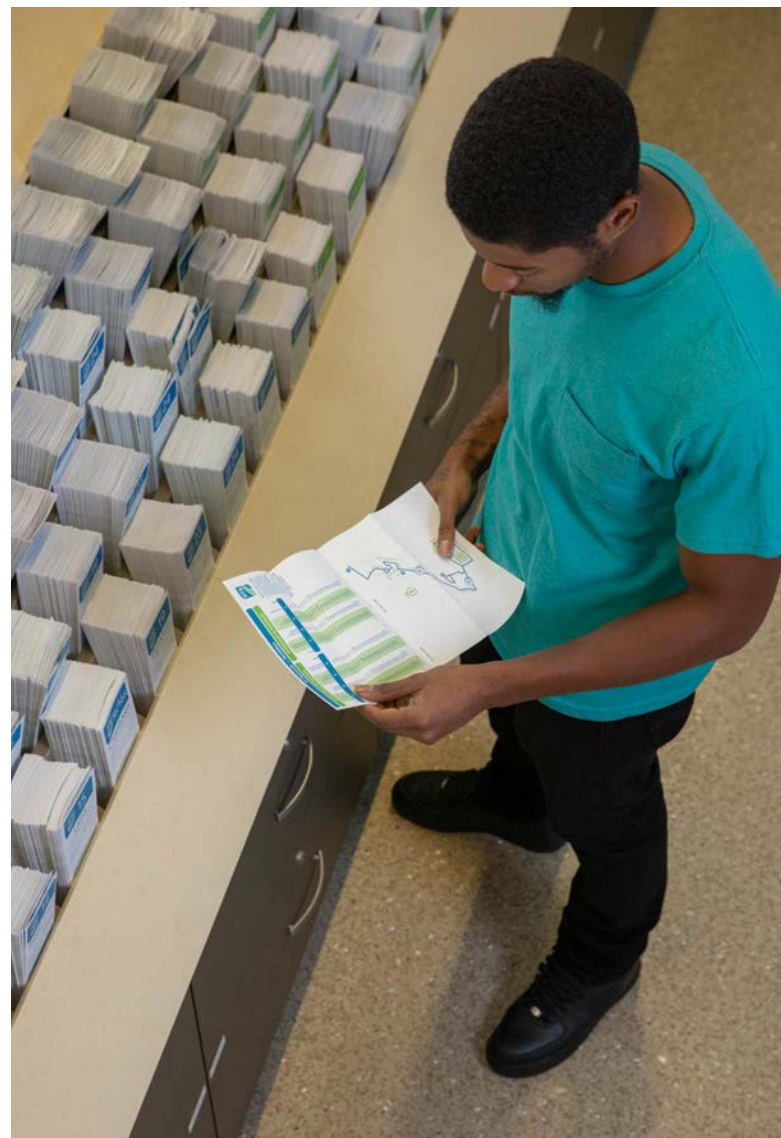
The Authority also participates in the New York State Employees Retirement System (NYSLERS), which is administered by the Office of the New York State Comptroller. The Authority makes annual contributions to the NYSLERS as determined by the State Comptroller.

OTHER POST EMPLOYMENT BENEFITS (OPEB)

The Authority provides other post-employment benefits for retirees hired before April 7, 2016, such as health, life, and dental insurance. As of March 31, 2021, there were 407 active participants. The total actuarial accrued liability for OPEB as of March 31, 2021 was \$154.5 million.

The Authority's Annual Required Contribution (ARC) for OPEB is an actuarially determined amount. Presently, the Authority funds only the current annual cost of insurance premiums for retirees and accrues the balance of the ARC for its Financial Statements as a Net OPEB Obligation.

The New York State legislature has not yet passed legislation to enable public benefit corporations to establish a qualifying irrevocable trust for the purpose of funding future OPEB benefits.



PERFORMANCE MEASUREMENTS



2022-2023 TRANSIT ORGANIZATION PERFORMANCE SCORECARD (TOPS)

The Transit Organization Performance Scorecard (TOPS) is the tool RGRTA uses to measure, monitor, and report, with full transparency, its overall performance as it relates to its progress in achieving the goals that were outlined at the beginning of the fiscal year. This snapshot of the Authority's performance allows for quick response and focused effort to make adjustments as needed. In a very simple and clear way, TOPS conveys how every action taken and every decision made by every employee impacts and contributes to RGRTA's success.

For the 2022-23 fiscal year, we will measure 22 metrics within the four strategic pillars of TOPS. Now that the organization has adjusted to its new reality due to COVID-19 and the redesigned transit system is in place, the metrics for the fiscal year will be more consistent. This will help us ensure accurate and effective measurement of the new system. TOPS is measured by the Financial Performance Index (FPI), Customer Service Index (CSI), and Service Performance Index (SPI) in all four quarters. Additionally, employees are surveyed in quarters 2 and 4. The results of this survey comprise the Employee Engagement Index (EEI). Each metric will be awarded points on a continuous scale.

The performance indexes and their critical success factors for the 2022-23 fiscal year are displayed below by quarter.

 TRANSIT ORGANIZATION PERFORMANCE SCORECARD 2022-2023 • FIRST QUARTER		
KEY RESULTS	SUCCESS INDICATORS	GOAL POINTS
Financial Sustainability	End of Year Net Income	20
Customer Satisfaction	Net Promoter Score (RTS in Monroe) Customer Satisfaction (RTS Access & Regionals)	40
Service Quality	On-Time Performance RTS On Demand Ride Fulfillment	40
Employee Engagement	Employee Engagement & Satisfaction	-
		GOAL 100

Quarter 1: April 1 – June 30, 2022

Pillar Weighting:

FPI = 20 Points

CSI = 40 Points

SPI = 40 Points

Success Indicators:

In the first quarter, RGRTA will measure the FPI, CSI, and SPI. The FPI will measure the End of Year Net Income Projection. The CSI will measure the Net Promoter Score for RTS Monroe, and customer satisfaction for RTS Access and the Regional Operations. The SPI will measure On-Time Performance at all RTS properties and ride fulfillment for RTS On Demand.



Quarter 2: July 1 – September 30, 2022

Pillar Weighting:

FPI = 20 Points

CSI = 30 Points

SPI = 40 Points

EEI = 10 Points

Success Indicators:

In the second quarter, RGRTA will measure the FPI, CSI, SPI, and EEI. The FPI will measure the End of Year Net Income Projection. The CSI will measure the Net Promoter Score for RTS Monroe, and customer satisfaction for RTS Access and the Regional Operations. The SPI will measure On-Time Performance (OTP) at all RTS properties and ride fulfillment for RTS On Demand. The EEI will measure employee engagement and satisfaction through the first employee survey of the fiscal year.



Quarter 3: October 1 – December 31, 2022

Pillar Weighting:

FPI = 20 Points

CSI = 40 Points

SPI = 40 Points

Success Indicators:

In the third quarter, RGRTA will measure the FPI, CSI, and SPI. The FPI will measure the End of Year Net Income Projection. The CSI will measure the Net Promoter Score for RTS Monroe, and customer satisfaction for RTS Access and the Regional Operations. The SPI will measure On-Time Performance (OTP) for all RTS properties and ride fulfillment for RTS On Demand.

 TRANSIT ORGANIZATION PERFORMANCE SCORECARD 2022-2023 • FOURTH QUARTER		
KEY RESULTS	SUCCESS INDICATORS	GOAL POINTS
Financial Sustainability	End of Year Net Income	20
Customer Satisfaction	Net Promoter Score (RTS in Monroe) Customer Satisfaction (RTS Access & Regionals)	30
Service Quality	On-Time Performance RTS On Demand Ride Fulfillment	40
Employee Engagement	Employee Engagement & Satisfaction	10
		GOAL 100

Quarter 4: January 1 – March 31, 2023

Pillar Weighting:

FPI = 20 Points

CSI = 30 Points

SPI = 40 Points

EEL = 10 Points

Success Indicators:

In the fourth quarter, RGRTA will measure the FPI, CSI, SPI, and EEI. The FPI will measure the End of Year Net Income Projection. The CSI will measure the Net Promoter Score for RTS Monroe, and customer satisfaction for RTS Access and the Regional Operations. The SPI will measure On-Time Performance for all RTS properties and ride fulfillment for RTS On Demand. The EEI will measure employee engagement and satisfaction through the second employee survey of the fiscal year.

2021-22 TOPS REVIEW

For the 2021-22 fiscal year, we measured our performance in an environment that included continuing efforts to navigate the COVID-19 pandemic and the implementation of our redesigned transit system. The goals we set for the fiscal year were aligned with these new realities. They focused on identifying areas of adjustment in the new system and defining what success means based on how the new system performed. Because of the significant change that took place and our efforts to define success, we included different metrics to measure in each quarter. Through the change and adjustment that took place, we exceeded goal for quarters one and two, and as expected, finished slightly below goal for the third quarter. Thanks to the adjustments we made to the new system, at the time of this plan being developed, we are on track to meet or exceed our goal for the fourth quarter.

The Financial Performance Index, measured by the projected net income (deficit), along with the Customer Service Index, measured by NPS, the Service Performance Index, measured by On-Time Performance and RTS On Demand ride fulfillment, the Employee Engagement Index, measured by engaged employees, and new metrics among the indices related to the launch of Reimagine RTS result in the TOPS score.

CONCLUSION

TOPS provides the Board of Commissioners, employees, customers, and the community with an industry leading measurement system that is the hallmark of the Authority's success. RGRTA continues to use this measurement instrument to be a leader in the industry as demonstrated by its economic stability, excellent customer service, and low fares. The Authority can only achieve its intent of being an innovative transportation provider and a climate leader in our industry by improving in areas that are key to the organization's success. The only way of implementing improvements is by measuring those areas. TOPS provides the means to keep track of the organization's performance and helps the business make the necessary adjustments to achieve the intent.

The comprehensive analysis provided by TOPS allows management and the Board to monitor the Authority's overall performance, and make timely and informed decisions. This is of added importance in the 2022-23 fiscal year as we continue to monitor the performance of the redesigned transit system and adjust as needed. Success is going to be focused on what is of great importance to the organization: End of Year Net Income Projection, the satisfaction of our customers across the service area, excellent service performance, and Employee Engagement. It provides clarity for our employees, focuses their attention, and directs their efforts. It also makes it clear for the Board and the community on how to hold RGRTA accountable.

TOPS DETAILS QUARTER 1

STRATEGIC PILLARS	METRIC	PLAN GOAL	ACTUAL	POINTS EARNED	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	0			20.00	26.00	14.00
	TOTAL FPI SCORE				20.00	26.00	14.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	33.0%			37.20	48.36	26.04
	Customer Satisfaction – Access	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Genesee	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Livingston	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Ontario	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Orleans	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Seneca	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Wayne	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Wyoming	95.0%			0.35	0.46	0.25
	TOTAL CSI SCORE				40.00	52.00	28.00
SERVICE QUALITY	On-Time Performance – RTS	91.0%			36.60	47.58	25.62
	Ride Fulfillment – On Demand	71.0%			0.60	0.78	0.42
	On-Time Performance – Access	95.0%			0.35	0.46	0.25
	On-Time Performance – Genesee	94.0%			0.35	0.46	0.25
	On-Time Performance – Livingston	95.0%			0.35	0.46	0.25
	On-Time Performance – Ontario	93.0%			0.35	0.46	0.25
	On-Time Performance – Orleans	95.0%			0.35	0.46	0.25
	On-Time Performance – Seneca	97.0%			0.35	0.46	0.25
	On-Time Performance – Wayne	96.0%			0.35	0.46	0.25
	On-Time Performance – Wyoming	97.0%			0.35	0.46	0.25
	TOTAL SPI SCORE				40.00	52.00	28.00
TOPS SCORE					100.0	130.0	70.0

TOPS DETAILS QUARTER 2

STRATEGIC PILLARS	METRIC	PLAN GOAL	ACTUAL	POINTS EARNED	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	0			20.00	26.00	14.00
	TOTAL FPI SCORE				20.00	26.00	14.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	33.0%			27.92	36.30	19.54
	Customer Satisfaction – Access	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Genesee	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Livingston	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Ontario	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Orleans	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Seneca	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Wayne	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Wyoming	95.0%			0.26	0.34	0.18
	TOTAL CSI SCORE				30.00	39.00	21.00
SERVICE QUALITY	On-Time Performance – RTS	91.0%			36.60	47.58	25.62
	Ride Fulfillment – On Demand	71.0%			0.60	0.78	0.42
	On-Time Performance – Access	95.0%			0.35	0.46	0.25
	On-Time Performance – Genesee	94.0%			0.35	0.46	0.25
	On-Time Performance – Livingston	95.0%			0.35	0.46	0.25
	On-Time Performance – Ontario	93.0%			0.35	0.46	0.25
	On-Time Performance – Orleans	95.0%			0.35	0.46	0.25
	On-Time Performance – Seneca	97.0%			0.35	0.46	0.25
	On-Time Performance – Wayne	96.0%			0.35	0.46	0.25
	On-Time Performance – Wyoming	97.0%			0.35	0.46	0.25
	TOTAL SPI SCORE				40.00	52.00	28.00
EMPLOYEE ENGAGEMENT	Employee Engagement	32.0%			5.00	6.50	3.50
	Employee Satisfaction	4			5.00	6.50	3.50
	TOTAL EEI SCORE				10.00	13.00	7.00
TOPS SCORE					100.0	130.0	70.0

TOPS DETAILS QUARTER 3

STRATEGIC PILLARS	METRIC	PLAN GOAL	ACTUAL	POINTS EARNED	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	0			20.00	26.00	14.00
	TOTAL FPI SCORE				20.00	26.00	14.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	38.0%			37.20	48.36	26.04
	Customer Satisfaction – RTS Access	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Genesee	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Livingston	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Ontario	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Orleans	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Seneca	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Wayne	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Wyoming	95.0%			0.35	0.46	0.25
	TOTAL CSI SCORE				40.00	52.00	28.00
SERVICE QUALITY	On-Time Performance – RTS	91.7%			36.60	47.58	25.62
	Ride Fulfillment – On Demand	74.0%			0.60	0.78	0.42
	On-Time Performance – Access	95.0%			0.35	0.46	0.25
	On-Time Performance – Genesee	94.0%			0.35	0.46	0.25
	On-Time Performance – Livingston	95.0%			0.35	0.46	0.25
	On-Time Performance – Ontario	93.0%			0.35	0.46	0.25
	On-Time Performance – Orleans	95.0%			0.35	0.46	0.25
	On-Time Performance – Seneca	97.0%			0.35	0.46	0.25
	On-Time Performance – Wayne	96.0%			0.35	0.46	0.25
	On-Time Performance – Wyoming	97.0%			0.35	0.46	0.25
	TOTAL SPI SCORE				40.00	52.00	28.00
TOPS SCORE					100.0	130.0	70.0

TOPS DETAILS QUARTER 4

STRATEGIC PILLARS	METRIC	PLAN GOAL	ACTUAL	POINTS EARNED	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income	0			20.00	26.00	14.00
	TOTAL FPI SCORE				20.00	26.00	14.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	38.0%			27.92	36.30	19.54
	Customer Satisfaction – Access	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Genesee	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Livingston	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Ontario	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Orleans	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Seneca	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Wayne	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Wyoming	95.0%			0.26	0.34	0.18
	TOTAL CSI SCORE				30.00	39.00	21.00
SERVICE QUALITY	On-Time Performance – RTS	91.9%			36.60	47.58	25.62
	Ride Fulfillment – On Demand	74.0%			0.60	0.78	0.42
	On-Time Performance – Access	95.0%			0.35	0.46	0.25
	On-Time Performance – Genesee	94.0%			0.35	0.46	0.25
	On-Time Performance – Livingston	95.0%			0.35	0.46	0.25
	On-Time Performance – Ontario	93.0%			0.35	0.46	0.25
	On-Time Performance – Orleans	95.0%			0.35	0.46	0.25
	On-Time Performance – Seneca	97.0%			0.35	0.46	0.25
	On-Time Performance – Wayne	96.0%			0.35	0.46	0.25
	On-Time Performance – Wyoming	97.0%			0.35	0.46	0.25
	TOTAL SPI SCORE				40.00	52.00	28.00
EMPLOYEE ENGAGEMENT	Employee Engagement	32.0%			5.00	6.50	3.50
	Employee Satisfaction	4			5.00	6.50	3.50
	TOTAL EEI SCORE				10.00	13.00	7.00
TOPS SCORE					100.0	130.0	70.0

TOPS MATRIX QUARTER 1														
STRATEGIC PILLAR	METRIC	BELOW GOAL						GOAL & POINTS	ABOVE GOAL					
		-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%		5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$ –	\$61	\$122	\$183	\$243	\$304	\$365
		14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	27.0%	28.0%	29.0%	30.0%	31.0%	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%
		26.04	27.90	29.76	31.62	33.48	35.34	37.20	39.06	40.92	42.78	44.64	46.50	48.36
	Customer Satisfaction – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	Customer Satisfaction – Genesee	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	Customer Satisfaction – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	Customer Satisfaction – Ontario	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	Customer Satisfaction – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	Customer Satisfaction – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	Customer Satisfaction – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	Customer Satisfaction – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46

TOPS MATRIX QUARTER 1 CONTINUED

		BELOW GOAL							ABOVE GOAL					
	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
SERVICE QUALITY	On-Time Performance – RTS	88.0%	88.5%	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%
		25.62	27.45	29.28	31.11	32.94	34.77	36.60	38.43	40.26	42.09	43.92	45.75	47.58
	On Demand Ride Fulfillment	63.0%	64.3%	65.7%	67.0%	68.3%	69.7%	71.0%	72.3%	73.7%	75.0%	76.3%	77.7%	79.0%
		0.42	0.45	0.48	0.51	0.54	0.57	0.60	0.63	0.66	0.69	0.72	0.75	0.78
	On-Time Performance – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Genesee	89.0%	89.8%	90.7%	91.5%	92.3%	93.2%	94.0%	94.8%	95.7%	96.5%	97.3%	98.2%	99.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Ontario	88.0%	88.8%	89.7%	90.5%	91.3%	92.2%	93.0%	93.8%	94.7%	95.5%	96.3%	97.2%	98.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Seneca	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Wayne	92.0%	92.7%	93.3%	94.0%	94.7%	95.3%	96.0%	96.7%	97.3%	98.0%	98.7%	99.3%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Wyoming	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46

TOPS MATRIX QUARTER 2

		BELOW GOAL								ABOVE GOAL						
	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS		5.0%	10.0%	15.0%	20.0%	25.0%	30.0%	
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$ –		\$61	\$122	\$183	\$243	\$304	\$365	
		14.00	15.00	16.00	17.00	18.00	19.00	20.00		21.00	22.00	23.00	24.00	25.00	26.00	
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	27.0%	28.0%	29.0%	30.0%	31.0%	32.0%	33.0%		34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	
		19.54	20.94	22.34	23.73	25.13	26.52	27.92		29.32	30.71	32.11	33.50	34.90	36.30	
	Customer Satisfaction – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%		95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.18	0.20	0.21	0.22	0.23	0.25	0.26		0.27	0.29	0.30	0.31	0.33	0.34	
	Customer Satisfaction – Genesee	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%		95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.18	0.20	0.21	0.22	0.23	0.25	0.26		0.27	0.29	0.30	0.31	0.33	0.34	
	Customer Satisfaction – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%		95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.18	0.20	0.21	0.22	0.23	0.25	0.26		0.27	0.29	0.30	0.31	0.33	0.34	
	Customer Satisfaction – Ontario	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%		95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.18	0.20	0.21	0.22	0.23	0.25	0.26		0.27	0.29	0.30	0.31	0.33	0.34	
	Customer Satisfaction – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%		95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.18	0.20	0.21	0.22	0.23	0.25	0.26		0.27	0.29	0.30	0.31	0.33	0.34	
	Customer Satisfaction – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%		95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	Customer Satisfaction – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%		95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	Customer Satisfaction – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%		95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.18	0.20	0.21	0.22	0.23	0.25	0.26		0.27	0.29	0.30	0.31	0.33	0.34	

TOPS MATRIX QUARTER 2 CONTINUED

		BELOW GOAL							ABOVE GOAL					
	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
SERVICE QUALITY	On-Time Performance – RTS Connect	88.0%	88.5%	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%
		25.62	27.45	29.28	31.11	32.94	34.77	36.60	38.43	40.26	42.09	43.92	45.75	47.58
	On Demand Ride Fulfillment	63.0%	64.3%	65.7%	67.0%	68.3%	69.7%	71.0%	72.3%	73.7%	75.0%	76.3%	77.7%	79.0%
		0.42	0.45	0.48	0.51	0.54	0.57	0.60	0.63	0.66	0.69	0.72	0.75	0.78
	On-Time Performance – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Genesee	89.0%	89.8%	90.7%	91.5%	92.3%	93.2%	94.0%	94.8%	95.7%	96.5%	97.3%	98.2%	99.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Ontario	88.0%	88.8%	89.7%	90.5%	91.3%	92.2%	93.0%	93.8%	94.7%	95.5%	96.3%	97.2%	98.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Seneca	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Wayne	92.0%	92.7%	93.3%	94.0%	94.7%	95.3%	96.0%	96.7%	97.3%	98.0%	98.7%	99.3%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Wyoming	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
EMPLOYEE ENGAGEMENT	Employee Engagement	20.0%	22.0%	24.0%	26.0%	28.0%	30.0%	32.0%	34.0%	36.0%	38.0%	40.0%	42.0%	44.0%
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50
	Employee Satisfaction	3.50	3.58	3.67	3.75	3.83	3.92	4.00	4.08	4.17	4.25	4.33	4.42	4.50
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50

TOPS MATRIX QUARTER 3

		BELOW GOAL								ABOVE GOAL						
	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%		
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$ –	\$61	\$122	\$183	\$243	\$304	\$365		
		14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00		
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	40.0%	41.0%	42.0%	43.0%	44.0%		
		26.04	27.90	29.76	31.62	33.48	35.34	37.20	39.06	40.92	42.78	44.64	46.50	48.36		
	Customer Satisfaction – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%		
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46		
	Customer Satisfaction – Genesee	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%		
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46		
	Customer Satisfaction – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%		
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46		
	Customer Satisfaction – Ontario	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%		
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46		
	Customer Satisfaction – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%		
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46		
	Customer Satisfaction – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%		
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46		
	Customer Satisfaction – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%		
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46		
	Customer Satisfaction – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%		
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46		

TOPS MATRIX QUARTER 3 CONTINUED

		BELOW GOAL						ABOVE GOAL						
	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
SERVICE QUALITY	On-Time Performance – RTS Connect	88.7%	89.2%	89.7%	90.2%	90.7%	91.2%	91.7%	92.2%	92.7%	93.2%	93.7%	94.2%	94.7%
		25.62	27.45	29.28	31.11	32.94	34.77	36.60	38.43	40.26	42.09	43.92	45.75	47.58
	Ride Fulfillment – On Demand	66.0%	67.3%	68.7%	70.0%	71.3%	72.7%	74.0%	75.3%	76.7%	78.0%	79.3%	80.7%	82.0%
		0.42	0.45	0.48	0.51	0.54	0.57	0.60	0.63	0.66	0.69	0.72	0.75	0.78
	On-Time Performance – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Genesee	89.0%	89.8%	90.7%	91.5%	92.3%	93.2%	94.0%	94.8%	95.7%	96.5%	97.3%	98.2%	99.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Ontario	88.0%	88.8%	89.7%	90.5%	91.3%	92.2%	93.0%	93.8%	94.7%	95.5%	96.3%	97.2%	98.0%
	0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46	
On-Time Performance – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46	
On-Time Performance – Seneca	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%	
	0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46	
On-Time Performance – Wayne	92.0%	92.7%	93.3%	94.0%	94.7%	95.3%	96.0%	96.7%	97.3%	98.0%	98.7%	99.3%	100.0%	
	0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46	
On-Time Performance – Wyoming	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%	
	0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46	

TOPS MATRIX QUARTER 4

STRATEGIC PILLAR	METRIC	BELOW GOAL						GOAL & POINTS	ABOVE GOAL					
		-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%		5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
FINANCIAL SUSTAINABILITY	End of Year Net Income	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$ –	\$61	\$122	\$183	\$243	\$304	\$365
		14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	40.0%	41.0%	42.0%	43.0%	44.0%
		19.54	20.94	22.34	23.73	25.13	26.52	27.92	29.32	30.71	32.11	33.50	34.90	36.30
	Customer Satisfaction – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	Customer Satisfaction – Genesee	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	Customer Satisfaction – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	Customer Satisfaction – Ontario	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	Customer Satisfaction – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	Customer Satisfaction – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	Customer Satisfaction – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	Customer Satisfaction – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34

TOPS MATRIX QUARTER 4 CONTINUED

		BELOW GOAL						GOAL & POINTS	ABOVE GOAL					
METRIC		-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%		5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
STRATEGIC PILLAR SERVICE QUALITY	On-Time Performance – RTS Connect	88.9%	89.4%	89.9%	90.4%	90.9%	91.4%	91.9%	92.4%	92.9%	93.4%	93.9%	94.4%	94.9%
		25.62	27.45	29.28	31.11	32.94	34.77	36.60	38.43	40.26	42.09	43.92	45.75	47.58
	Ride Fulfillment – On Demand	66.0%	67.3%	68.7%	70.0%	71.3%	72.7%	74.0%	75.3%	76.7%	78.0%	79.3%	80.7%	82.0%
		0.42	0.45	0.48	0.51	0.54	0.57	0.60	0.63	0.66	0.69	0.72	0.75	0.78
	On-Time Performance – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Genesee	89.0%	89.8%	90.7%	91.5%	92.3%	93.2%	94.0%	94.8%	95.7%	96.5%	97.3%	98.2%	99.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Ontario	88.0%	88.8%	89.7%	90.5%	91.3%	92.2%	93.0%	93.8%	94.7%	95.5%	96.3%	97.2%	98.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Seneca	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Wayne	92.0%	92.7%	93.3%	94.0%	94.7%	95.3%	96.0%	96.7%	97.3%	98.0%	98.7%	99.3%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	On-Time Performance – Wyoming	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
EMPLOYEE ENGAGEMENT	Employee Engagement	20.0%	22.0%	24.0%	26.0%	28.0%	30.0%	32.0%	34.0%	36.0%	38.0%	40.0%	42.0%	44.0%
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50
	Employee Satisfaction	3.5	3.58	3.67	3.75	3.83	3.92	4	4.08	4.17	4.25	4.33	4.42	4.50
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50

SERVICE STANDARDS

Each year, the Board of Commissioners adopts measurements that set and measure the goals with respect to desired Service Standards which the Board directs the Authority to work toward achieving. Below are those standards for Regional Transit Service, Inc.

2021-22 RTS SERVICE STANDARDS

METRIC	GOAL	MEASUREMENT DEFINITION
On-Time Performance	88.0%	The percentage of total time points encountered inside the specified parameters of 2:00 minutes early to 5:00 minutes late.
Percent Early	2.5%	The percentage of total time points encountered earlier than the specified parameter of 2:00 minutes early.
Cleanliness of Buses and Shelters	67.0%	Data comes from an independent third party satisfaction survey asking on a scale from 1 to 10 if the respondents are satisfied with the cleanliness. It is calculated as the sum of the percentages of respondents in the top 4 satisfaction levels (7-10).
Pass-Ups	2.0	It is the daily average of the total number of occurrences per day where customers were passed up resulting from a demand in excess of capacity where the following bus was more than five (5) minutes away.
Missed Trips	0.01	It is the daily average of occurrences per day resulting from missing a whole trip either from downtown to the end of the line or the end of the line to the RTS Transit Center.
Bus Operator Customer Service	80.0%	Data comes from an independent third party satisfaction survey asking, on a scale from 1 to 10, five different questions on Bus Operator performance. It is calculated as the equally weighted average of those five scores from the top 4 satisfaction levels (7-10).
Customer Satisfaction	35.0%	The Net Promoter Score (NPS) which is calculated by an independent third party survey firm by taking the percentage of promoters (9-10 on a 0-10 scale) less the percentage of detractors (0-6 on a 0-10 scale).

APPENDIX



FARE STRUCTURE

	ACTUAL	EFFECTIVE
RTS MONROE	2021-2022****	2022-2023
CASH:		
Base Fare	\$ 1.00	\$ 1.00
FIXED ROUTE FARE:		
One Ride Pass	\$ 1.00	\$ 1.00
VALUE PASSES (RTS CONNECT & RTS ON DEMAND)*:		
All-Day Unlimited Pass	\$ 3.00	\$ 3.00
Adult 31 Day Unlimited Pass	\$56.00	\$56.00
CHILDREN UNDER AGE 11**:		
Children Ages 6-11	\$ 0.50	\$ 0.50
Children Ages 5 and under (Limit of 3 children per fare-paying adult)	Free	Free
SENIORS 65+ / DISABLED VALUE PASSES:		
Senior/Disabled 1 Ride	\$ 0.50	\$ 0.50
Senior/Disabled One-Day Unlimited*	\$ 1.50	\$ 1.50
Senior/Disabled Unlimited, 31 Consecutive Days*	\$28.00	\$28.00
VETERANS:		
All RTS Connect and RTS On Demand Rides	Free	Free
RTS ON DEMAND***:		
Connect to or from an RTS Bus Stop	\$ 1.00	\$ 1.00
Curb-to-Curb within the zone	\$ 3.00	\$ 3.00

*Unlimited ride pass purchases are subject to a maximum monthly purchase of 50 passes per organization. Organizations needing more than 50 passes per month require an agreement with RTS to ensure sufficient bus capacity is available for the intended purpose(s) of the passes. Cost for additional passes will be actual cost to provide the necessary capacity, or the unit cost of the passes, whichever is greater.

**Children 11 and under must be accompanied by an adult.

***All RTS On Demand rides must be requested by phone, mobile app, or RTS website.

****The fares listed for RTS Monroe and RTS Access were effective from May 17, 2021 through March 31, 2022.

FARE STRUCTURE

	ACTUAL	EFFECTIVE
RTS ACCESS	2021-2022***	2022-2023
Required Service Area	\$ 2.00	\$ 2.00
Supplemental Area 1	\$ 2.00	\$ 2.00
Supplemental Area 2	\$ 4.00	\$ 4.00
Supplemental Area 3	\$ 8.00	\$ 8.00
Same Day Requests (additional charge)	\$ 6.00	\$ 6.00
RTS GENESEE	2021-2022	2022-2023
CASH:*		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride		
Countywide	\$ 3.00	\$ 3.00
City of Batavia	\$ 2.00	\$ 2.00
Veterans	Free	Free
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
RTS LIVINGSTON	2021-2022	2022-2023
CASH:**		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 2.00	\$ 2.00
Geneseo/Marketplace/Eastview Shuttle	\$ 6.50	\$ 6.50
Veterans	Free	Free
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00

*Half Fare for Seniors and Disabled Persons, except on Route Deviation service.

**Half Fare for Seniors and Disabled Persons, except on Route Deviation and Shuttle services.

***The fares listed for RTS Monroe and RTS Access were effective from May 17, 2021 through March 31, 2022.

FARE STRUCTURE

	ACTUAL	EFFECTIVE
RTS ONTARIO	2021-2022	2022-2023
Base Route Fare*	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride within Zone 1 or 2	\$ 5.00	\$ 5.00
Dial-A-Ride between Zone 1 or 2	\$ 10.00	\$ 10.00
Geneva/Phelps to Rochester	\$ 15.00	\$ 15.00
Clifton Springs/Hopewell/Canandaigua to Rochester	\$ 12.50	\$ 12.50
Shortsville/Manchester/Farmington/Victor to Rochester	\$ 10.00	\$ 10.00
Veterans	Free	Free
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$ 10.00	\$ 10.00
\$23 Value	\$ 20.00	\$ 20.00
Monthly Route Pass	\$ 30.00	\$ 30.00
Dial-A-Ride Passes	\$ 5.00	\$ 5.00
	\$ 25.00	\$ 25.00
	\$ 50.00	\$ 50.00
	\$100.00	\$100.00
RTS ORLEANS	2021-2022	2022-2023
CASH:**		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 3.00	\$ 3.00
Veterans	Free	Free
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$ 10.00	\$ 10.00
\$23 Value	\$ 20.00	\$ 20.00

*Half Fare for Seniors and Disabled Persons.

**Half Fare for Seniors and Disabled Persons, except on Route Deviation service.

FARE STRUCTURE

	ACTUAL	EFFECTIVE
RTS SENECA	2021-2022	2022-2023
CASH:*		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 3.00	\$ 3.00
Veterans	Free	Free
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
RTS WAYNE	2021-2022	2022-2023
CASH:		
Base Route Fare**	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride (Seniors)	\$ 1.50	\$ 1.50
Veterans	Free	Free
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
RTS WYOMING	2021-2022	2022-2023
CASH:***		
Base Route Fare**	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Veterans	Free	Free
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00

*Half Fare for Seniors and Disabled Persons, except on Route Deviation service.

**Half Fare for Seniors and Disabled Persons.

***Unlimited ride pass purchases are subject to a maximum monthly purchase of 50 passes per organization. Organizations needing more than 50 passes per month require an agreement with RTS to ensure sufficient bus capacity is available for the intended purpose(s) of the passes. Cost for additional passes will be actual cost to provide the necessary capacity, or the unit cost of the passes, whichever is greater.

