



CONNECTING COMMUNITIES

Knowing you better to serve you better.

2016-19

COMPREHENSIVE
STRATEGIC PLAN

2016-17

BUDGET





ROCHESTER GENESEE REGIONAL TRANSPORTATION AUTHORITY

Rochester Genesee Regional Transportation Authority (RGRTA) is a regional transit authority established by New York State with more than 900 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, RGRTA provides safe, reliable, and convenient public bus transportation to more than 18 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.

Table of Contents

INTRODUCTION

Distinguished Budget Award	2
Mission, Vision & Values	3
Letter from CEO	4
Letter from Chairman	5

ORGANIZATIONAL OVERVIEW

Business Structure	7
Board of Commissioners & Governance Structure	10
Executive Management Team	15

2015: THE YEAR IN REVIEW	16
--------------------------	----

STRATEGIC PLAN & OPERATIONAL INITIATIVES	18
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FINANCIAL PLAN

Fiscal Year 2016-2017 Operating Budget	33
Multi-Year Budget Projection	43
Six Year Capital Improvement Plan	45

OPERATING BUDGET

Operating Budget Summary	55
Operating Budget Detail	56
Personnel Change Summary	65

FINANCIAL POLICIES	66
--------------------	----

PERFORMANCE MEASUREMENTS

Transit Organization Performance Scorecard (TOPS)	73
Service Standards	82

APPENDIX

Fare Structure	85
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Distinguished Budget Presentation Award*

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Rochester Genesee Regional Transportation Authority, New York for its annual budget for the Fiscal Year beginning April 1, 2015. 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 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 eight consecutive years.

OUR MISSION, VISION & VALUES

OUR MISSION

We are our community's provider and partner for safe, reliable, and convenient public transportation that more and more people can build their lives around.



OUR VISION

The preferred transportation choice.

OUR VALUES

INTEGRITY: We do what we say we are going to do and take responsibility for our actions.

RESPECT: We value and appreciate the diversity and opinions of those we work with and those we serve.

SERVICE EXCELLENCE: We strive to meet the needs of our customers, every day, no exceptions.

PERFORMANCE FOCUS: We establish the outcomes that define our success and use data-based decision making to achieve them.

ENGAGEMENT: We understand how our work impacts customers, and we maintain an environment focused on teamwork, dedication, and fun.

FRESH THINKING: We take time to discover and develop ideas that create value for our company, our customers, and our community.



Letter from CEO



Dear Commissioners:

Thanks to your guidance and counsel, RTS has built a new foundation and transformed the public transit experience for our community. With this period of change behind us, we are bringing our vision to life by connecting communities and getting to know our customers better so we can serve them better.

The RTS Transit Center is more than a year old and is operating exactly as we hoped it would. We have improved the service we provide our customers at the University of Rochester by installing new high tech transit stations around the UR Medical Center and College Town. We expanded our property as part of our Campus Improvement Project to facilitate the necessary improvements of our facility. We have developed new community partnerships, such as

transporting Xerox employees to their call center in Webster, and have also introduced new products for our customers including the limited-stop service, and redesigned routes in Henrietta to provide more reliable service to businesses and customers.

Our strategy for the coming fiscal year can best be described in one word – Engagement. As the following plan details, we will engage our customers across our service area to better connect them to jobs, education, health care, shopping, and recreational activities. We will strengthen our connection to customers by engaging with them more frequently and encouraging real-time feedback. Additionally, we will strengthen our connection to the community by being more engaged with strategic initiatives such as the Finger Lakes Regional Economic Development Council and the Rochester-Monroe Anti-Poverty Initiative.

Even with this enhanced focus on engagement and the big wins at the end of 2015 – a five-year Federal Transportation bill and a long-term contract with the Rochester City School District – we must remain fiscally responsible. This focus becomes even more important as service demand continues to increase to support economic expansion and anti-poverty initiatives. Investments will be made to develop an information repository so that data becomes actionable and results in better decisions. Continuous improvement of our service quality and productivity will decrease our marginal costs and maximize our ability to serve our communities. The addition of a new Customer Relationship Management (CRM) system will help us communicate better with our customers, track those conversations, and utilize their feedback to improve the service we provide. As we focus on becoming more efficient, we will also work with our state and federal representatives to provide the funding necessary to meet the demand for more service while maintaining our \$1 fare, one of the lowest transit system fares in the country.

Our team has achieved award-winning results, building on a new foundation of recent successes, I look forward to what the future holds for RTS. On behalf of the entire team, I am pleased to present the 2016-19 RGRTA Comprehensive Strategic Plan and the budget for Fiscal Year 2016-17.

Thank you for your continued support.

Sincerely,

A handwritten signature in black ink that reads "Bill Carpenter". The signature is fluid and cursive, with a large, sweeping "B" and "C".

Bill Carpenter
Chief Executive Officer

Letter from Chairman



To Our Community:

On behalf of the entire Board of Commissioners, it is our privilege to present you with the RGRTA Comprehensive Strategic Plan for 2016-19 and the budget for Fiscal Year 2016-17.

This plan represents the strategic priorities we have identified for the Authority for the next three years, and details the goals we aim to achieve, how we define success, and the metrics we'll use to measure that success.

Our organization and customers experienced significant change over the past few years as we built a new

foundation and changed the public transit experience for our entire community. With that foundation in place and a year of feedback and adjustments under our belt, we are shifting our focus from completing and implementing major projects, to strengthening our engagement and relationships with customers, business partners, and the community.

In addition to contributing to strong ridership and record-high on-time performance, the RTS Transit Center has become an important communication vehicle for RTS. Through our day-to-day operations, events, and public information sessions, we have real-time access to our customers to communicate potential changes and gather feedback on those changes, as well as our successes and areas of improvement. We are investing in products and processes that will help us to better focus on serving our customers.

I thank my fellow Commissioners for volunteering their time and professional talents on behalf of the counties they represent. And I thank all of our employees for their continued professionalism and dedication to connecting and serving our customers and community every day.

Sincerely,

A handwritten signature in black ink that reads "James H. Redmond". The signature is fluid and cursive.

James H. Redmond
Chairman



ORGANIZATIONAL OVERVIEW

Business Structure

The Rochester Genesee Regional Transportation Authority 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 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 includes ten separately incorporated business units that provide transit service to the region, with all except the Authority under the Regional Transit Service (RTS) brand name:

1. Rochester Genesee Regional Transportation Authority
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.)



RTS SNAPSHOT

Ridership: 18,192,923

No. of Buses: 415

No. of Employees: 900+

Service Area
Population: 1,193,419

Annual Miles: 11,200,000

Counties Served: Genesee,
Livingston, Monroe, Ontario,
Orleans, Seneca, Wayne, Wyoming

"Our partnership with RTS has opened the door to a 21st century approach to commuting. Having a brand new, well-run, and state-of-the-art transit center downtown has created a huge resource for our city. Not only does it improve the ride for so many of our downtown workers, but it enhances a non-car alternative for Millennials and others who want to see Rochester's transportation system become greener and more sustainable."

Heidi Zimmer-Meyer, President, Rochester Downtown Development Corporation

Business Structure



RTS

The largest subsidiary of the Authority, providing 43 fixed routes throughout Monroe County. Service also connects communities in Livingston, Ontario, and Wayne counties to Downtown Rochester.

Created in 1969

Ridership: 17,107,040

No. of Buses: 228

No. of Employees: 612

Service Area Population: 749,857

RTS Access

Provides paratransit service within Monroe County in accordance with the Americans with Disabilities Act (ADA) and enforced by the Federal Transit Authority (FTA) certified customers with limited mobility.

Created in 1985

Ridership: 185,473

No. of Vehicles: 48

No. of Employees: 114

Service Area Population: 749,857

RTS Genesee

The oldest of the Authority's regional public transportation systems, serving the city of Batavia, the Village of Leroy, Genesee Community College, and Genesee County.

Joined RGRTA in 1971

Ridership: 62,758

No. of Buses: 10

No. of Employees: 15

Service Area Population: 59,162

RTS Livingston

Provides service on ten routes, as well as Dial-A-Ride service.

Joined RGRTA in 1986

Ridership: 205,064

No. of Buses: 19

No. of Employees: 27

Service Area Population: 64,586

RTS Ontario

Provides service on seven routes, an express route, a flex route, as well as Dial-A-Ride service.

Joined RGRTA in 2014

Ridership: 206,445

No. of Buses: 38

No. of Employees: 61

Service Area Population: 109,707

RTS Orleans

Service includes two routes and Dial-A-Ride service connecting Lyndonville, Holley, and Kendall with the County seat in Albion and business centers in Medina.

Joined RGRTA in 2003

Ridership: 41,590

No. of Buses: 6

No. of Employees: 12

Service Area Population: 41,984

RTS Seneca

Provides route and Dial-A-Ride services.

Joined RGRTA in 2004

Ridership: 83,323

No. of Buses: 8

No. of Employees: 14

Service Area Population: 34,884

RTS Wayne

Provides service on eleven routes and demand response service. RTS Wayne operates 36 routes for the County's human service agencies as well as commuter links to Rochester.

Joined RGRTA in 1980

Ridership: 236,048

No. of Buses: 43

No. of Employees: 43

Service Area Population: 92,051

RTS Wyoming

Provides route and Dial-A-Ride service.

Joined RGRTA in 1993

Ridership: 65,182

No. of Buses: 15

No. of Employees: 20

Service Area Population: 41,188

Board of Commissioners & Governance Structure

A fourteen-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; then appointed by the Governor of New York State and confirmed by the New York State Senate. Board membership is apportioned among the member counties 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. All meetings of the Board are open to the public.

*Included on the Board of Commissioners is a representative of the Amalgamated Transit Union (ATU).

**The seat representing Wyoming County is currently vacant.



Thomas R. Argust
City of Rochester

Appointed 2007

City of Rochester
Commissioner of
Community Development,
Retired

Graduate of Bucknell
University and Colgate
Rochester Divinity School

Community Service:

Rochester Area Community
Foundation Distributions
Committee and former
Board Chairman, Susan B.
Anthony House Trustee
Emeritus, ACT Rochester
Steering Committee chair,
Yates County Community
Endowment Board



Geoffrey Astles
Ontario County

Appointed 2015

Graduate of Otterbein
University, with degrees in
History and Government,
and Rush-Henrietta High
School

Community Service:

Finger Lakes Community
College Projects
Committee, the
Canandaigua Chamber
of Commerce Economic
Development Committee,
and the Ontario Children's
Fund



Paul J. Battaglia, CPA
Vice Chairman
Genesee County

Appointed 2008

Managing Director of the Batavia Office of Freed Maxick & Battaglia, P.C.

Graduate of St. Bonaventure University

Community Service:

Chairman of the Genesee County Economic Development Center, past Chairman of the Board of Directors of United Memorial Medical Center, Catholic Health System Board of Directors, Treasurer of Batavia Rotary Club, past Chairman of United Way Board of Directors, GLOW Private Industry Council, past President of Business Education Alliance, past Board Chairman of Genesee Chamber of Commerce, Genesee Wyoming BOCES Board of Education, past Chairman of the Board of YMCA and Catholic Charities of WNY Board of Trustees, and past Audit Committee Chair



Stephen J. Carl
Monroe County

Appointed 2012

Director and Portfolio Manager at Howe & Rusling, Inc., Manager of Carl Group Enterprises, LLC.

Graduate of University of Rochester and Albany Law School

Community Service:

Member of the Young Presidents' Organization, YPO Northeast U.S. Regional Chairman, Member of the University of Rochester – George Eastman Circle, and member of the Brighton Youth Sports Committee



Robert J. Fischer
Monroe County

Appointed 2012

President and CEO of Fischer Investment Group, Inc.

Graduate of St. John Fisher College

Community Service:

Board of Directors of the Rochester Philharmonic Orchestra, the Greater Rochester Visitor's Association, the Boy Scouts of America, and Otetiana Council. Former member of the New York State Superfund Management Board, former Co-Chair of the Monroe County Budget Advisory Team, and member of the NYS Environmental Facilities Corporation Board of Directors



Tracie Green
ATU Local 282

Appointed 2014

RTS Bus Operator, former ATU Local 282 Financial Secretary Treasurer (1st Female)

Graduate of Monroe Community College

United States Army Veteran

Graduate of African American Leadership Development Program (AALDP)

Community Service:

Vice President of Coalition of Local Union Women (CLUW) Rochester & Finger Lakes Region, WIT Federal Credit Union Advisory Board Member, United Way Campaign Manager for Labor (Union), United Way Campaign Cabinet Member, RTS Diversity Council Member, AFL-CIO community committee member (partnered with United Way)

Board of Commissioners & Governance structure



Michael P. Jankowski
Treasurer

Wayne County

Appointed 2004

Wayne County Clerk

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

Community Service:

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



Barbara J. Jones
City of Rochester

Appointed 2007

Vice President for the J.P. Morgan Chase Bank Community Development Group, Retired

Graduate of Hunter College, New York University, and Carroll School of Management at Boston College

Community Service:

Rochester Area Community Foundation, Rochester Economic Development Corporation, and Gateways Music Festival



Karen C. Pryor
City of Rochester

Appointed 2007

Director of Government Relations at the University of Rochester Medical Center, Retired

Graduate of Purdue University and Mary Baldwin College

Community Service:

Great Schools for All, 19th Ward Community Association, the Boards of the Rochester Presbyterian Home and the Women's Health Partnership, Ruling Elder at Third Presbyterian Church, Treasurer of the Presbytery of Genesee Valley, and Volunteer at the Isaiah House Hospice



James H. Redmond
Chairman

Monroe County

Appointed 2004

Regional Vice President of Communications and Community Investments for Excellus BlueCross BlueShield

Graduate of St. John Fisher College

Community Service:

Board of Directors of Catholic-Courier for the Diocese of Rochester, and member of the North Greece Fire Department Exempts Association



Henry Smith, Jr.
Orleans County

Appointed 2008

Former member of Orleans County Legislature, Retired from Eastman Kodak Company, President of Community Coalition Initiatives and Actions (CCIA), the HLSJ Driving Academy Ltd.

Graduate of Cornell University, Roberts Wesleyan College, and Monroe Community College

Community Service:

Orleans County Farm Bureau Member, Community Action Board of Directors, and member of Lions Club of Albion, New York



Milo I. Turner
Livingston County

Appointed 2001

Sales Manager and Auctioneer for Roy Teitsworth, Inc., Retired

United States Navy Veteran

Community Service:

Chairman of the Nunda Planning Board, Volunteer for the Nunda Fire Department, and member of the Nunda Kiwanis Club



Edward White
Secretary
Seneca County

Appointed 2006

Court Attorney for the New York State Supreme Court Seventh Judicial District

Graduate of University of Toledo

Community Service:

Former Junius Town Justice and a former member of the Court Facilities Capital Review Board

“RTS has become the preferred transportation choice for employers and business partners in the Finger Lakes region by making it easier for employees to get to-and-from work each day.”

*Robert J. Duffy, President and Chief Executive Officer,
Greater Rochester Chamber of Commerce*

Committees

FOUR STANDING COMMITTEES ASSIST THE RGRTA BOARD OF COMMISSIONERS IN CARRYING OUT ITS DUTIES.

Governance Committee

- Keeps the Board of Commissioners informed of current best governance practices.
- Reviews corporate governance trends for their applicability to the Authority.
- Updates the Authority's corporate governance principles and practices when necessary.
- Advises member counties of the applicable skills, qualities, and professional experience necessary for a person to fulfill the Commissioner responsibilities.
- 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.
- Provides an avenue of communication between management, the independent auditors, and the Board of Commissioners.

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

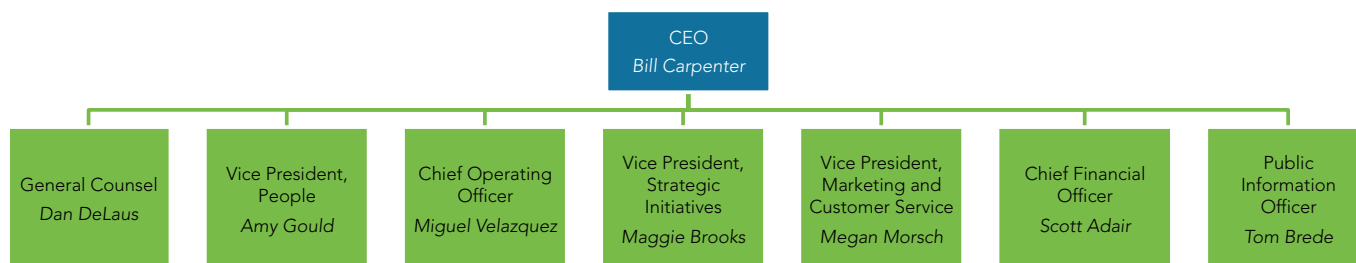
- Represents and assists the Board in its general oversight of the Authority's borrowing and investment activities.
- Reviews proposals for the issuance of debt by the Authority and its subsidiaries.
- Formulates investment policy of the Authority; monitors the system of internal controls with respect to the investment policy.
- Determines that investment results are consistent with the Board of Commissioners' objectives.
- Reviews any independent audits of the investment program.

Executive Management Team

Responsibility for the administration of the Authority rests with the Chief Executive Officer, subject to the policy direction and oversight of the Board of Commissioners. RGRTA's Executive Management Team is responsible for the stewardship and overall management, strategic planning, and operation of the Authority.



(L to R): **Dan DeLaus**, General Counsel; **Amy Gould**, Vice President, People; **Miguel Velazquez**, Chief Operating Officer; **Maggie Brooks**, Vice President, Strategic Initiatives; **Bill Carpenter**, Chief Executive Officer; **Megan Morsch**, Vice President, Marketing and Customer Service; **Scott Adair**, Chief Financial Officer; **Tom Brede**, Public Information Officer.



RGRTA

2015: THE YEAR IN REVIEW

Celebrating One Year at the RTS Transit Center

In its first year, the RTS Transit Center transformed public transportation in Monroe County and saw nearly 11 million customers pass through its doors. In addition to providing a safe, reliable, clean, and convenient place for customers, the RTS Transit Center is also making it easier to gather customer input, introduce new and redesigned routes to improve service, and connect our customers to jobs, education, health care, shopping, and recreational activities.



Strengthening our Connection to the Community

The RTS Transit Center, and our work across each county of the entire RTS service area, are strengthening our connection to customers, business partners, and the communities we serve. We're more engaged with our customers as the RTS Transit Center gives us the ability to hear from them directly and in real-time about our successes and opportunities to improve.

The RTS Transit Center is also enhancing our customer's transit experience. In 2015, we saw our first flash mob as part of ROC Transit Day, sponsored by Reconnect Rochester. As part of our Summer Fun campaign, our customers were visited by Papa Bear from the Berenstain Bears (courtesy of The Strong National Museum of Play), the Rochester Rhinos, and the Rochester Philharmonic Orchestra. In September, the RTS Transit Center played a supporting role in the First Niagara Rochester Fringe Festival, and during the 2015 holiday season, students from the Rochester City School District performed holiday songs for RTS customers and employees.



We also strengthened our connection to our customers and employees in regional counties outside of Monroe. Our inaugural Customer Appreciation Day in Wyoming County was held in August. We rebranded all of our buses in the regional counties to maintain a consistent look and feel. In November, we held our first Ontario County Bus Naming Ceremony, where seven new buses were christened with the names of employees' children and grandchildren.

Improved Service & Access for Customers



In 2015, RTS provided customers with greater connectivity, faster service, and less overlap and confusion between routes within the Town of Henrietta, City of Rochester, and Genesee County. New routes and redesigned routes, including the introduction of

limited stop service and streamlined service, provided new and faster access to key retail, business, and residential destinations for these communities. All of these improvements were the result of customer feedback obtained through ongoing information sessions and community outreach with our customers.

The Rochester Area Vanpool Feasibility Study, concluded in September 2015, included input from over 800 community members from major employers and employees. The consulting team determined that a Vanpool program capable of connecting long distance commuters from similar origins to similar destinations throughout the Rochester area is feasible. RTS is now researching potential business models to identify the best way forward in 2016.



On-Time Performance climbed to more than 94% in 2015 as the 2014 Bus Stop Optimization Study recommendations were implemented and our 2,546 bus stops were properly placed. New bus stop signs, created with input from RTS Bus Operators and customers, began to be installed at all remaining stops, making it even easier to enjoy the ride with RTS.



And our investments in technology have been paying off for our customers through the reliability and increased usage of the RTS "Where's My Bus?" mobile app, texting capabilities and real-time service updates on arrivals and departures at the RTS Transit Center and throughout Monroe and Livingston Counties.

Long-Term Contract with the Rochester City School District

Working together with our long-time partners at the Rochester City School District (RCSD), RTS designed a new transportation plan for the 2015-16 school year that provides a significant majority of students with direct service from home to school in the morning and back again. Thanks to the success of the new plan, the RCSD approved a four-year contract in December which is providing certainty to our planning and stability for our workforce. This new plan is making it easier for all of our customers and partners to enjoy the ride.





STRATEGIC PLAN & OPERATIONAL INITIATIVES

CONNECTING COMMUNITIES

Knowing You Better to Serve You Better

STRATEGIC PLAN 2016-19

Our strategic plan for 2016-19 builds on the strategies and transformation that occurred over the past two years and shifts our focus to a new level of engagement that will help the Authority strengthen its connection with customers and the community so we can better know them and serve them.

RGRTA has maintained its solid track record of measurable and sustainable milestones through its commitment to fiscal discipline, quality service, and increased productivity. As we connect our customers to jobs, health care, education, shopping, and recreational activities, we take another step closer to achieving our vision of becoming the community's preferred transportation choice. As a result, RGRTA has:

- Maintained service for \$1 per ride and will maintain this base fare through Fiscal Year 2016-17.
- Maintained the level of ridership with our 20-year high of more than 18 million annually.
- Consistently achieved on-time performance over 90%.
- Steadily increased year-over-year customer satisfaction.
- Earned a national reputation for its innovative Transit Operations Performance Management System (TOPS), and exceeded goals every single quarter for five consecutive years.
- Expanded its unique business model to more than 60 business partner relationships across the Greater Rochester region.
- Increased the level of engagement with strategic initiatives such as Finger Lakes Regional Economic Development Council and the Rochester-Monroe Anti-Poverty Initiative.

This 2016-19 Strategic Plan has been guided by RGRTA's vision, 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 organization-wide SWOT analysis, which gathered input regarding RGRTA's perceived strengths, weaknesses, opportunities, and threats.
- A comparison of our performance against our peers in Upstate New York as well as the American Bus Benchmarking Group, consisting of 17 similar-size transit systems in cities across the nation.
- Market research and feedback that provided insights from current customers and business partners, and other community stakeholders.

Each department then set out to identify, prioritize, and establish the annual and longer-range goals and tactics centered on five interdependent strategies, which are further detailed on the following pages:

Ensure Financial Sustainability

Grow Ridership & Customer Satisfaction

Deliver Quality Service & Improve Performance

Engage Employees in Delivering on our Brand Promise

Modernize our Infrastructure

OUR PLAN IS BASED UPON THE FOLLOWING ASSUMPTIONS:

Funding Trends

- Annual funding (federal and state) will remain relatively steady for the life of our plan.
- RGRTA continues our business model to be a public authority that operates with a private-sector business model and mindset. This model will enable us to be more productive in using government funds and to supplement it with other revenue sources.
- More resources are being directed to our area through the Finger Lakes Regional Economic Development Council and the Rochester-Monroe Anti-Poverty Initiative. Increased engagement with these and other strategic initiatives will ensure public transit needs are considered as part of these important funding decisions.

Demographic/Population Trends

- The City of Rochester (where our services are concentrated) continues to be the region's economic and cultural center. Most current and potential customers 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 remain steady over time.
- The region will see slower population growth (approximately 2%) with a demographic shift to an older population. It is estimated that the percentage of adults aged 65+ could increase as much as 40% in the coming decades.
- There will be an increased need for public transit to support a more diverse population and lifestyles based on these changing demographics.

Business, Higher Education and Employment Trends

- Long-term growth in employment will mirror the overall population growth rate (approximately 2%).

- Regional employment will continue to move away from manufacturing and retail, while moving more toward health care, social assistance, and governmental services.
- Area colleges and universities will continue to impact the region's economy by: student population growth, 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; their facilities are often located in "clusters."
- There will be an increase in service economy jobs, such as call center operations, many of which require multiple work shifts and reliance on part-time employment.

Regionalization

- Beyond Rochester and its suburbs, higher education and agriculture 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.
- Although suburban transit centers are not feasible in the short term, developing suburban-based orientation points utilizing the methodology from the Suburban Transit Center Feasibility Study will be given serious consideration.

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. We have established three key goals to ensure financial sustainability:

1. Establish operating budgets where recurring revenues equal recurring expenses,
2. Maintain a funded six-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 builds on work that is currently underway and includes new tactics focused on reducing cost drivers.

We are moving forward with our investment in establishing a data warehouse that will make it easier for department leaders to gather, analyze, and use actual ridership data to make informed decisions. We also will enhance our capital planning process to ensure all assets remain in a state of good repair.

Our long-range financial planning will remain consistent with the previous year and involve identifying and prioritizing needs, securing sources of competitive grants, developing a continuous improvement process to deal with the challenges of public transit funding, and supporting the Business Development team's efforts to expand partnerships with local organizations.

Even though we enter the new fiscal year with the security of long-term federal funding and a multi-year contract with the Rochester City School District, we remain focused on growth. We prudently manage the funds provided to us by seeking out efficiencies, process improvements, and business partners willing to subsidize additional services.



Ensure Financial Stability

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Introduce data warehouse capabilities to facilitate content analysis and reporting of actionable data.	Begin project planning. Define management and business requirements.	Q3 2016-17	Steve Kubiak
	Complete technical architecture design and dimension modeling	Q4 2016-17	
	Complete physical design and ETL design and development	Q4 2016-17	
	Complete business intelligence application design and development	Q1 2017-18	
	Deploy business intelligence/ data warehouse	Q3 2017-18	
Develop a 10-year capital asset planning process based on 'state of good repair' requirements of current asset inventory and conservative expansion forecasts.	Summarize replacement funding requirements by asset class.	Q1 2016-17	Eric Farr
	Identify alternative funding approaches (rebuilt, replacements, etc.).	Q1 2016-17	
	Document revised Capital Planning process.	Q2 2016-17	
	Draft financial resource allocation strategy and alternatives.	Q4 2016-17	
	Finalize financial resource allocation.	Q4 2016-17	
Ensure cost containment of health insurance and workers' compensation through improved analysis and enhanced wellness initiatives.	Begin review and analysis of data to formulate a strategy for proactive measures in health & wellness.	Q1 2016-17	Renee Elwood
	Begin review and analysis of utilization data and notes from meeting with insurer and insurance broker to identify areas of focus and brainstorm potential ideas.	Q1 2016-17	Amy Gould
	Develop Project Plan for implementation with schedule, resources and costs identified.	Q2 2016-17	
	Implement a minimum of two action items from the Project Plan.	Q4 2016-17	
	Link Wellness and Ergonomics Initiatives by Trending Injuries/Illnesses and Design Programs Accordingly	Q4 2016-17	Julie Tennant
	Broader Awareness & Education of Health Plan Offerings for employees; Focused Initiatives on Smoking Cessation and Healthy U Push.	Ongoing	Renee Elwood
	Increase Utilization with EAP, including more on-site presence.	Ongoing	

GROW RIDERSHIP & CUSTOMER SATISFACTION

We actively engage with our customers and our communities to maximize the number of customers we serve and their satisfaction with our products.

To grow ridership and customer satisfaction, we are increasing our level of engagement and strengthening our connection to customers and the community.

In addition to transforming the bus riding experience for our customers, the RTS Transit Center has become a powerful tool for educating the community about the benefits of public transit, how to use the RTS system, and facilitating meaningful dialogue about ways to enhance our system. Because the RTS Transit Center is such an important part of our customers' transit experience, we're able to get feedback in real-time on what we're doing well and identify areas of improvement. This also lets us seek their input on potential changes and share information about the service we provide.

One of the best ways to ensure our customers are satisfied is to listen to them and make decisions based on their feedback. The new Customer Relationship Management (CRM) system at RTS will make it easier to track the details of our interactions with customers,

improve the customer experience, identify new ways to grow and enhance the service we provide, and share information to benefit the community.

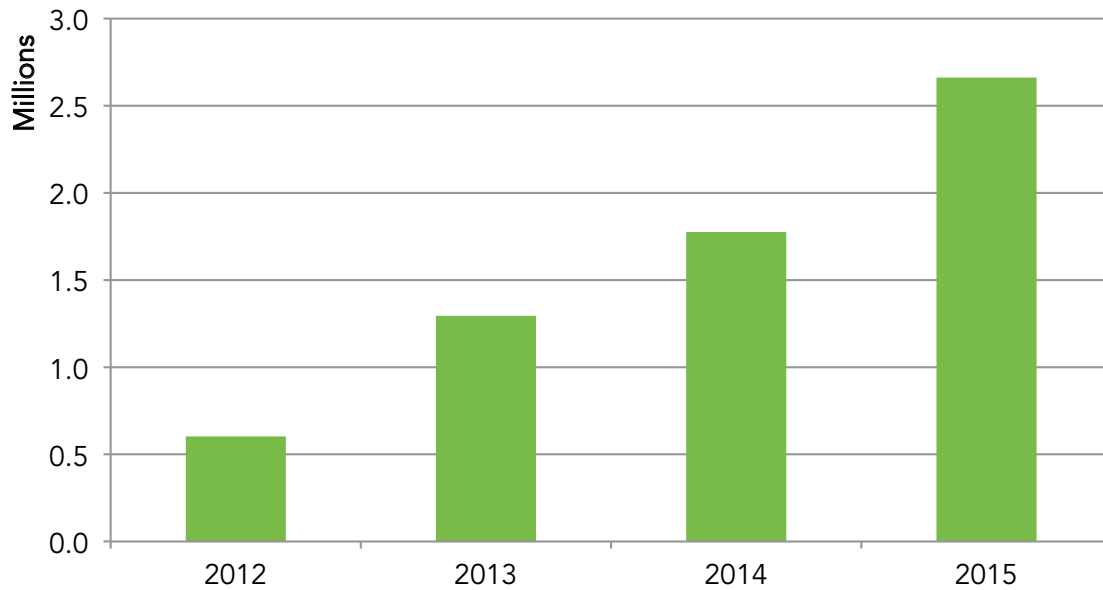
We are building on our efforts to connect with the community by strengthening our focus on strategic initiatives. We will continue to focus on our partnerships with businesses, colleges and universities, and expand our involvement with the Finger Lakes Regional Economic Development Council, the Rochester-Monroe Anti-Poverty Initiative and other important community initiatives.

The RTS Transit Center transformed public transportation and made it possible to implement limited stop service that is reducing travel time to high-ridership destinations. The success and popularity of this service is driving its expansion with additional routes planned for the coming year. Additions like these will be monitored and fine-tuned to ensure we're operating as efficiently as possible.

Grow Ridership & Customer Satisfaction

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Implement a CRM system that will improve internal operational processes and result in measurable increases in customer satisfaction and ridership.	Complete installation and service migration.	Q1 2016-17	Megan Morsch
	Test and go-live.	Q2 2016-17	
Support the community through consistent, proactive efforts – including the Rochester-Monroe Anti-Poverty Initiative and Finger Lakes Regional Economic Development Council – and by identifying the resources necessary to expand service.	Work with stakeholders to identify opportunities.	2016-17	Maggie Brooks
	Prioritize investments.	2016-18	
	Implement solutions.	2016-18	
Implement additional limited stop service to make it easy for our customers to enjoy the ride to our most popular destinations.	Implement plan for Greece Ridge (Route 3).	Q1 2016-17	Julie Tolar
	Monitor performance of all limited stop service routes.	Q2-Q4 2016-17	

Average Annual Where's My Bus? (WMB) Text and Email Usage



Since 2012, use of the Where's My Bus? text and email service has grown significantly from 603,301 to 2,661,545.



DELIVER QUALITY SERVICE & IMPROVE PERFORMANCE

We design and deliver reliable, cost-effective products consistent with our brand promise.

Delivering quality service and improving our performance on a continuous basis is a constant effort. As a member of the American Bus Benchmarking Group, we are able to benchmark our performance against the best mid-sized systems around the country and make the adjustments necessary to improve the service we provide. The goals and tactics listed here reflect our focus on improving service excellence and quality performance.

Making sure that our buses run on-time continues to be the most important area of performance for our customers. The changes we have made to our routes and the addition of the RTS Transit Center have pushed our on-time performance to a record high of more than 94%.

Reducing the downtime and repair costs of keeping buses running beyond the end of their useful life will also help us improve our performance. We will do this through continued investment in new buses for RTS, RTS Access, and regional service. We are also reviewing our plans to ensure the buses can run on time when the unexpected may occur. And we are utilizing the 5S workplace organization methodology (Sort, Set in Order, Shine, Standardize, Sustain) to increase efficiency, effectiveness, and standardization.

As an organization that operates across an eight county region, we are conducting a study of our regional operations to provide service recommendations for transit service operations, regional connectivity, and fare products. We will also transform our service development plan with a focus on improving performance and increasing customer satisfaction and ridership.



"The service provided by RTS Genesee has been an integral part of the growth of our facility. By being a stop on its daily route it provides an easy, low cost mode of transportation to our facility for both patrons and employees. With our recent expansion, attendance and ridership to the facility have increased."

*Ryan Hasenauer, Director of Marketing,
Batavia Downs/WROTB*

Deliver Quality Service & Improve Performance

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Transform service development plan to include system changes due to the RTS Transit Center that will improve performance and increase customer satisfaction and ridership.	Create committee and identify process for each department.	Q1 2016-17	Julie Tolar
	Update service development plan to reflect current system goals and new data resulting from the RTS Transit Center and interlining process.	Q1 2016-17	
	Create and document process plan to incorporate necessary steps.	Q2 2016-17	
	Implement changes to service development plan.	Q2-Q4 2016-17	
	Monitor progress and make modifications as appropriate.	Q3 2016-17	
Procure new buses to maintain the fleet in a state of good repair and minimize cost.	RTS – 18 Buses 22 Buses	Q1-Q4 2017-18 Q1-Q4 2018-19	David Cook
	RTS Access – 8 Buses 10 Buses 8 Buses	Q1-Q4 2016-17 Q1-Q4 2017-18 Q1-Q4 2018-19	
	RTS Genesee – 1 Bus 2 Buses	Q1-Q4 2017-18 Q1-Q4 2018-19	
	RTS Livingston – 1 Bus 1 Bus 3 Buses	Q1-Q4 2016-17 Q1-Q4 2017-18 Q1-Q4 2018-19	
	RTS Ontario – 29 Buses 9 Buses 6 Buses	Q1-Q4 2016-17 Q1-Q4 2017-18 Q1-Q4 2018-19	
	RTS Seneca – 1 Bus 1 Bus	Q1-Q4 2016-17 Q1-Q4 2017-18	
	RTS Wayne – 11 Buses 8 Buses 8 Buses	Q1-Q4 2016-17 Q1-Q4 2017-18 Q1-Q4 2018-19	
	RTS Wyoming – 5 Buses	Q1-Q4 2018-19	

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Continue effort to strengthen existing operational processes and implement new processes using the 5S (Sort, Set, Shine, Standardize, and Sustain) workplace organization method.	1. Deploy 5S process for four new inspection bays.	Q4 2015-16	Rusty Korth, Jay Corey
	2. Deploy 5S process across garage, overhaul shop, body shop, farebox, and service building.	Q4 2016-17	
	3. Deploy 5S process at RTS Ontario.	Q4 2016-17	
	4. Deploy 5S process at RTS Access.	Q2 2017-18	
	1. Identify targeted diagnostic and repair areas.	Q4 2015-16	Rusty Korth, Matt Shaw
	2. Develop standardized process for identified problem diagnosis.	Q2 2016-17	
	3. Develop standardized process for identified problem repair.	Q3 2016-17	
	1. Conduct 5S method audits.	Q4 2015-16	Rusty Korth, Lea Goodness
	2. Preventive maintenance inspection audits.	Q4 2015-16	
Review and update business continuity plan to ensure reliability.		FY 2016-17	Dave Kester
Complete study of regional operations to identify opportunities to improve connectivity, economies of scale, commonalities, and best practices in how we operate and provide service.	Complete Regional Operational Service Efficiency Plan.	Q3 2016-17	Mike DeRaddo
	Develop recommendation of priorities and timetable for implementation.	Q1 2017-18	
Install Route Match software to improve efficiencies among RTS Ontario operations by implementing tracking methods of operator and schedule performance, and utilizing data to better understand customer demand.	Execute Contract.	Q4 2015-16	Mike DeRaddo
	Hold Kickoff Meeting.	Q1 2016-17	
	Implement and Test Software.	Q1 2016-17	
	Complete Deployment of Software.	Q2 2016-17	

“Quality, affordable and convenient public transportation is a key component for improving the economic health and viability of the Rochester region. RGRTA is a critical community partner and is enabling further growth at the University by enhancing the public transit experience for transformational development projects.”

Joel Seligman, President, University of Rochester,
Co-Chair, Finger Lakes Regional Economic Development Council

ENGAGE EMPLOYEES IN DELIVERING ON OUR BRAND PROMISE

Engaged employees enthusiastically embrace our mission and do their best to serve our customers.

Connecting communities isn't just about how RTS connects with the community or helps its customers connect to the community, it's also about how 900-plus RTS employees connect with each other. We invest in efforts to create a culture that our people embrace as a great place to work. The key to creating that dynamic is engagement that encourages feedback and respectful, continuous dialogue.

This approach is consistent with our brand promise – RTS makes it easy to enjoy your journey. When we invest time and resources in our employees, they pay that engagement forward by providing 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, and ongoing support they need to be successful in serving our community.

The health and well-being of our employees continues to be a priority. This effort is carried out by building on the award-winning RTS *Healthy U* wellness program

and enhancing awareness and education of programs that contribute to healthy, well-balanced lifestyles. We are also focused on identifying opportunities to contain the costs associated with healthcare and workers compensation.

Strong communication is a key component of success at RTS. Every employee is an ambassador for the organization, which is why we will utilize effective communication strategies to strengthen engagement, morale, and relationships with each other, as well as with customers, business partners, and the 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' demands and achieve our strategic goals. We continue to focus on developing the skills of RTS employees in defined competencies. We are developing career pathways for employees of all disciplines to ensure the appropriate levels of succession planning are in order.

"Maintaining an ongoing dialogue, relationship, and partnership between RTS and RochesterWorks! is vital since many of our clients rely on safe and convenient transportation for training, employment interviewing, and career development."

*Peter Pecor,
Executive Director, RochesterWorks!*

Engage Employees in Delivering on Our Brand Promise

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Align communications plan with mission, vision, values, strategic plan, and CARE standards to support the brand promise.	Update and modify communications plan and policy for internal and external audiences that identifies key themes, issues, and metrics.	Q1-Q2 2016-17	Tom Brede
	Create internal communications working group to support implementation of the communications plan, provide ongoing communications counsel, identify, track and review metrics, and improve interdepartmental communication.	Q1-Q2 2016-17	Tom Brede, Miguel Velazquez
Develop and implement an expanded leadership training program for managers and supervisory level staff to enhance engagement, consistency, performance, and efficiency among the workforce.	Develop updated training plan.	Q1 2016-17	Amy Gould, Krystle Hall
	Implement ongoing training sessions and leadership forums.	Q1-Q3 2016-17	
	Measure performance.	On Going	Miguel Velazquez, Amy Gould
Formalize succession planning model with career pathways for the leadership team, managers, supervisors, and high potential employees.	Conduct annual succession planning sessions with each department.	Annually in January.	Amy Gould, Krystle Hall





MODERNIZE OUR INFRASTRUCTURE

Ensure that RGRTA is well positioned in terms of the required facilities, equipment, and technologies to provide public transportation in our community for current and future generations.

Investing in infrastructure and ensuring our fixed assets are maintained in a state of good repair helps us improve our entire transit system to better meet the needs of our customers and connect them to the community. We recognize the need to balance modernization goals with financial limitations and we will prioritize these investments as needed to maintain that balance.

Many of these investments are made in systems and facilities that our customers may not see or directly engage with, but are necessary for us to enhance the service we provide. This includes improved efficiency of fuel usage, new bus radios, and communications platforms to improve the quality of our service.

The effort to modernize the main RTS campus continues to move ahead. Renovations to the operations building, upgrades to maintenance garages and service facilities, and the construction of a new service building and warehouse are needed to improve safety, security, and efficiency for both bus and administration operations. Similar improvement efforts continue to take place at RTS regional facilities in most counties in our service area. These efforts are critical to our ability to continue providing safe and reliable service for our customers, and to proactively identify and address critical system issues before they become problematic.

RGRTA will continue to align its infrastructure modernization efforts with other community development initiatives, as we continue working to make it even easier for people to enjoy the ride.

Modernize our Infrastructure

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Implement a fluids management system to improve the tracking and accountability of fluid usage.	Issue RFP and complete procurement for Project Manager.	Q1 2016-17	Rusty Korth
	Project kickoff.	Q2 2016-17	
	Complete system implementation at RTS Fixed Route garage.	Q3 2016-17	
	Complete system implementation at RTS Access garage.	Q4 2016-17	
Install new radio and bus data communications platform to improve quality of service.	Identify potential technology solutions in the marketplace.	Q1 2016-17	Jeff Luce
	Issue RFP(s) for solution responses.	Q2 2016-17	
	Secure funding for replacement of system infrastructure and implementation.	Q1 2017-18	
	Utilize test fleet to test technology implementation plan and usage.	2017-2018	
	Rollout to fleet.	2017-2018	
RTS Campus Improvement Project (Multiple Phases) - including Operations building renovations, construction of a new maintenance warehouse building and new service building, and related site improvements.	Complete Construction.	Q4 2019-2020	Dave Belaskas
Acquire property and finalize design of the new RTS Wyoming bus facility.	Obtain environmental approvals.	Q1 2016-17	Dave Belaskas
	Acquire property and finalize design of facility.	Q2 2016-17	
Finalize design of RTS Orleans bus facility.	Obtain environmental approvals and funding.	Q1-Q3 2016-17	Dave Belaskas
	Finalize design of facility.	Q4 2016-17	

RGRTA is connecting communities and getting to know you better to serve you better. We have transformed public transit in our community and now are focused on strengthening our engagement with employees, customers, business partners, and the community. We're developing our people, fostering a culture that encourages new ideas, and maximizing the return on investment that government funders have made in us. We are humbled and energized by the trust placed in us by our customers and the community. We will continue working to build a public transportation system that people can build their lives around.



FINANCIAL PLAN

The Authority's Financial Plan consists of three elements:

Operating Budget for Fiscal Year 2016-2017

Multi-Year Budget Projection covering fiscal years 2017-2018 through 2019-2020

Six Year Capital Improvement Plan covering fiscal years 2016-2017 through 2021-2022


Fiscal Year 2016-2017 Operating Budget

Management is pleased to present a balanced operating budget for the fiscal year 2016-2017 (FY2017) which maintains the existing fare structures for our entire service area. This is the eighth consecutive year of maintaining the \$1.00 base adult fare for customers of Regional Transit Service in Monroe County, the largest subsidiary.

Total planned operating expenses for FY2017 are \$92.5 million, representing an increase of 2.2% from the prior year's budget. The majority of the 2.2% increase is in the fringe benefit area.

Total estimated revenues supporting operations are \$92.5 million, representing an increase of \$2.0 million from the prior year budget. This increase is primarily due to an increase in State Aid received during last year's State Budget process after the adoption of the Authority's Operating Budget for 2015-2016.

A comparison of the FY2017 Operating Budget versus the prior year is shown on page 34.



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Geoffrey Astles

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Henry Smith, Jr.

Seneca County
Edward W. White
Secretary

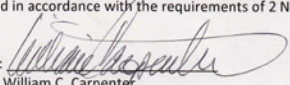
Wayne County
Michael P. Jankowski
Treasurer

Wyoming County
Pending

Certification of the Chief Executive Officer

Fiscal Year 2016-17 Operating Budget and Financial Plan

As Chief Executive Officer of the Rochester Genesee Regional Transportation Authority, I hereby certify that the Authority's 2016-17 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 9, 2016

Rochester Genesee Regional Transportation Authority 1372 East Main Street, Rochester, NY 14609 • P: 585-654-0200 • F: 585-654-0293

Financial Certification of the
Chief Executive Officer

Summary FY2015-16 – 2016-17 Budget Comparison*
(\$ Millions)

	2015-16 OPERATING BUDGET	2016-17 OPERATING BUDGET	CHANGE	% CHANGE
REVENUES				
Locally Generated	\$32.2	\$30.2	\$(1.9)	-6.0%
Governmental Subsidies	\$50.3	\$53.9	\$3.6	7.2%
Mortgage Recording Tax	\$8.0	\$8.3	\$0.3	3.4%
Total Revenues	\$90.5	\$92.5	\$2.0	2.2%
EXPENSES				
Personnel	\$65.8	\$67.3	\$1.5	2.4%
Non-Personnel	\$24.7	\$25.1	\$0.4	1.7%
Total Expenses	\$90.5	\$92.5	\$2.0	2.2%
Net Income (Deficit)	\$ –	\$ –	\$ –	
Appropriated Working Capital	\$ –	\$ –	\$ –	
Net Income (Deficit)	\$ –	\$ –	\$ –	

*Rounding may cause mathematical errors.

Revenues supporting the Authority's operations are derived from three main sources:

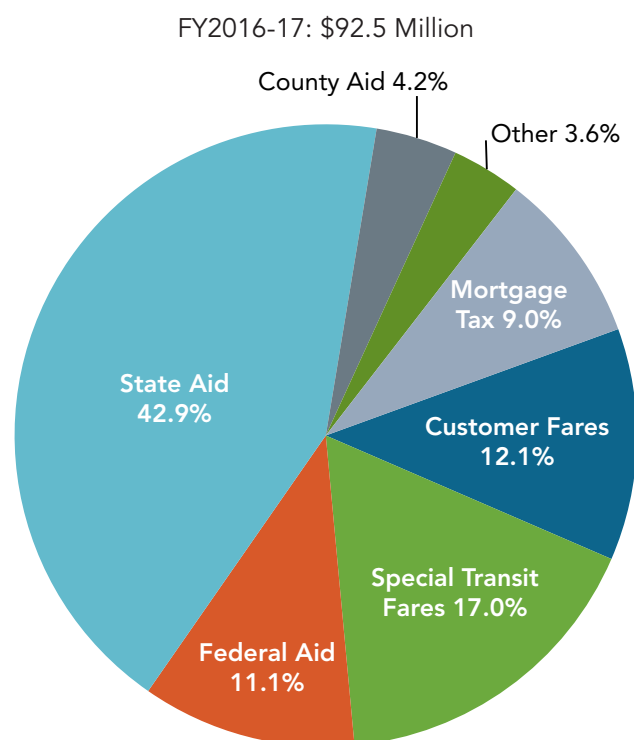
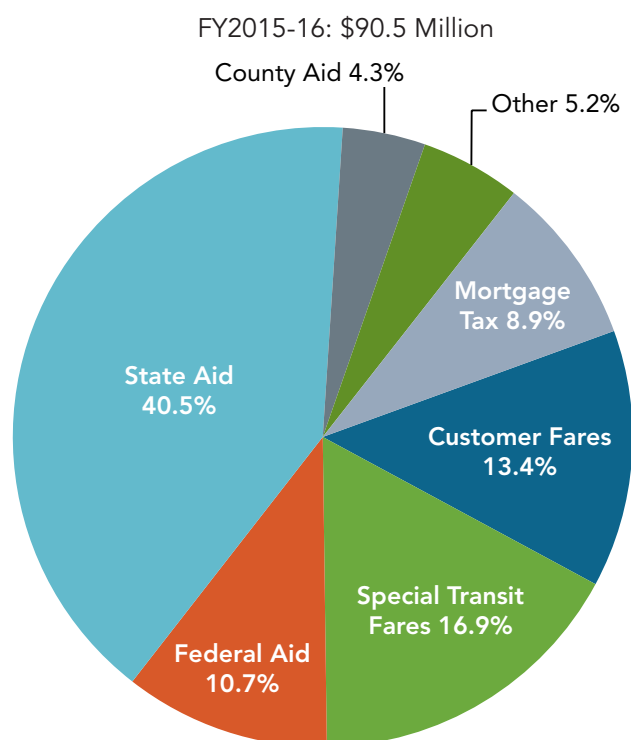
- Locally generated, which include customer and special fares;
- Governmental subsidies provided by member counties, New York State, and the federal government; and
- Mortgage Recording Tax receipts, which are collected by member counties and distributed to the Authority.

Total locally generated revenues are estimated to be \$30.2 million, representing a decrease of \$1.9 million or 6.0% compared to the prior year's budget. Estimated governmental subsidies total \$53.9 million, an increase of \$3.6 million from the prior year's budget. The budget estimate for Mortgage Recording Tax receipts is \$8.3 million, increasing \$0.3 million, or 3.4%, from last year's budget.

Planned FY2017 operating expenses total \$92.5 million, which is an increase of 2.2% from the prior year's budget. Within that total, personnel costs are \$67.3 million, increasing \$1.5 million or 2.4%. Non-personnel costs are estimated at \$25.1 million, increasing \$0.4 million compared to last year's budget.

A more in-depth discussion of the key factors which impact revenues and expenses follows.

Revenue Source Comparison



Revenue Factors

LOCALLY GENERATED

These include the categories of customer fares, special transit fares, and other revenues. As noted earlier, a total of \$30.2 million is budgeted for FY2017. Locally generated revenues are expected to support approximately 33% of total planned operating expenses for fiscal year 2016-2017.

Customer Fares

Total budgeted customer fares are estimated to be \$11.1 million, a decrease of approximately \$1.0 million from last year's budget. Customer fares are derived from the various pass programs offered to our riders depending on their needs. Overall, the Authority's projected ridership for the fiscal year ending March 31, 2016 totals 17.5 million.

Revenue Comparison

(\$ Millions)

	2015-16 OPERATING BUDGET	2016-17 OPERATING BUDGET	CHANGE	% CHANGE
Customer Fares	\$12.2	\$11.1	\$(1.1)	-8.3%
Special Transit Fares	\$15.3	\$15.7	\$0.4	2.9%
Other Revenue	\$4.7	\$3.4	\$(1.3)	-29.1%
State Aid	\$36.6	\$39.7	\$3.1	8.3%
Federal Aid	\$9.7	\$10.3	\$0.6	6.0%
County Aid	\$3.9	\$3.9	–	–
Mortgage Recording Tax	\$8.0	\$8.3	\$0.3	3.4%
Total Revenue	\$90.5	\$92.5	\$2.0	2.2%

Special Transit Fares

A total of \$15.7 million is estimated for special transit fares in the FY2017 budget an increase of 2.9% from the prior year's budget. The special transit fare has become a critical element of the Authority's business model and financial success.

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. The largest special transit fare is with the Rochester City School District (RCSD) and at this time the Authority has secured a multi-year contract with them. This multi-year contract allows for the Authority and RCSD to appropriately plan for the future transportation needs of both organizations. Management will continue to emphasize this type of business development to grow revenues in the special transit fare category.

GOVERNMENTAL SUBSIDIES

Governmental subsidies are the largest revenue category of the Authority, totaling 58.3% of the total revenues supporting operations for FY2017. Governmental subsidies are received from the federal government, New York State, and each member county.

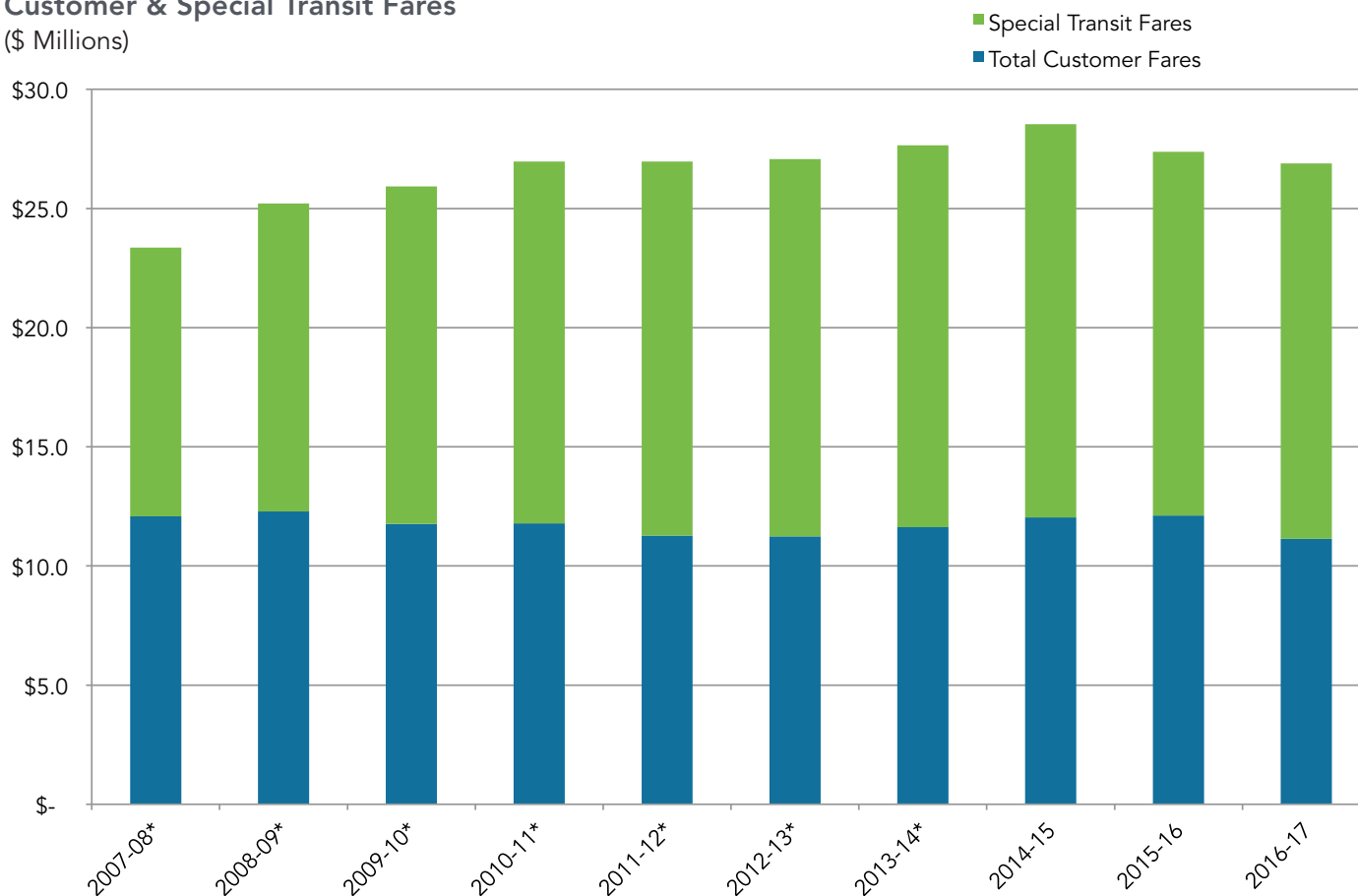
Federal Aid

Federal Aid planned for FY2017 totals \$10.3 million, up approximately \$0.6 million from last year's budget.

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

Customer & Special Transit Fares

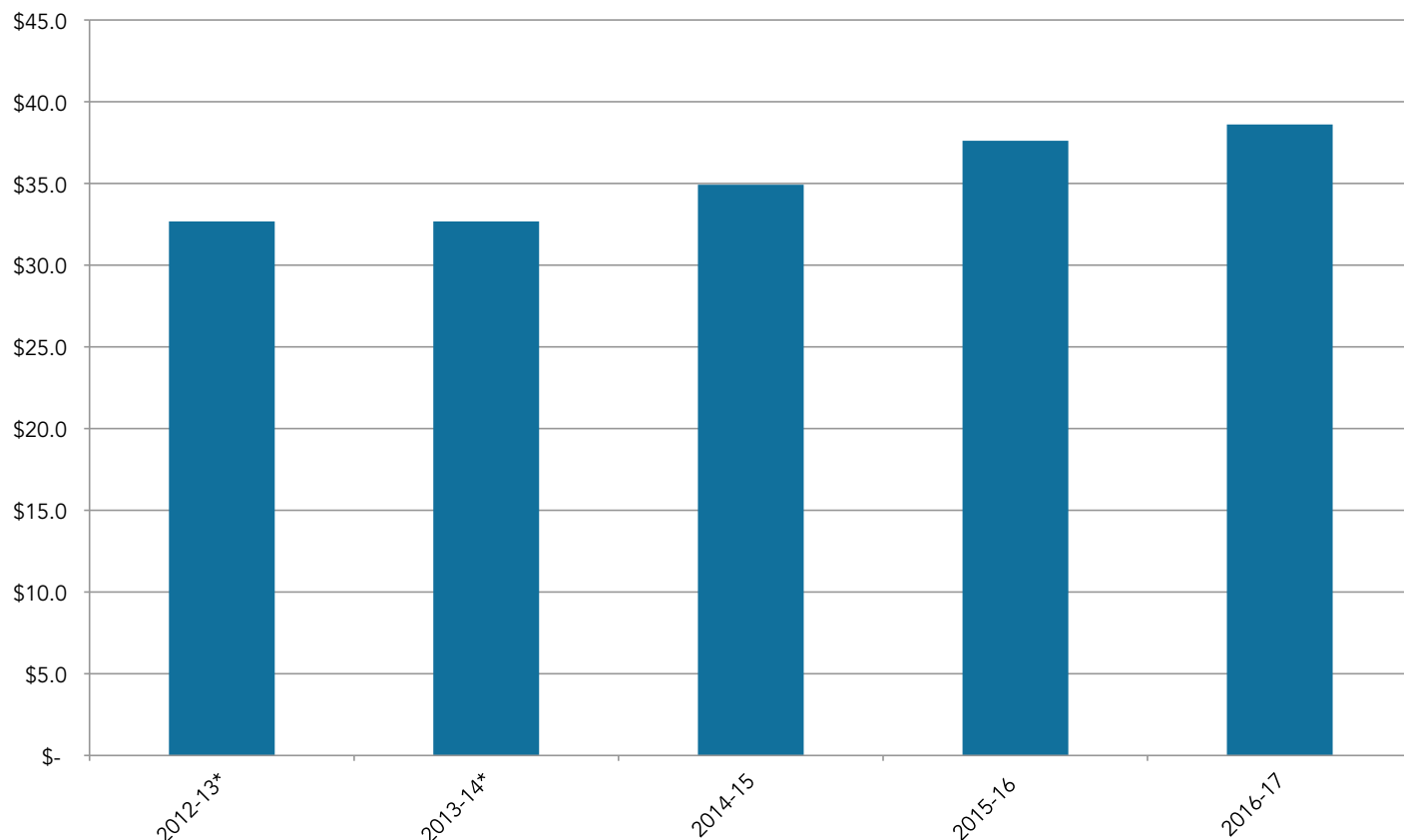
(\$ Millions)



*Excludes RTS Ontario

New York State Mass Transportation Operating Assistance

(\$ Millions)



State Aid

State Aid planned for FY2017 is \$39.7 million, up approximately \$3.1 million from last year's adopted budget. After the Board adopted the 2015-2016 budget, State Aid was increased in the final State budget.

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 to be contributed varies significantly based upon the level of services provided within each county.

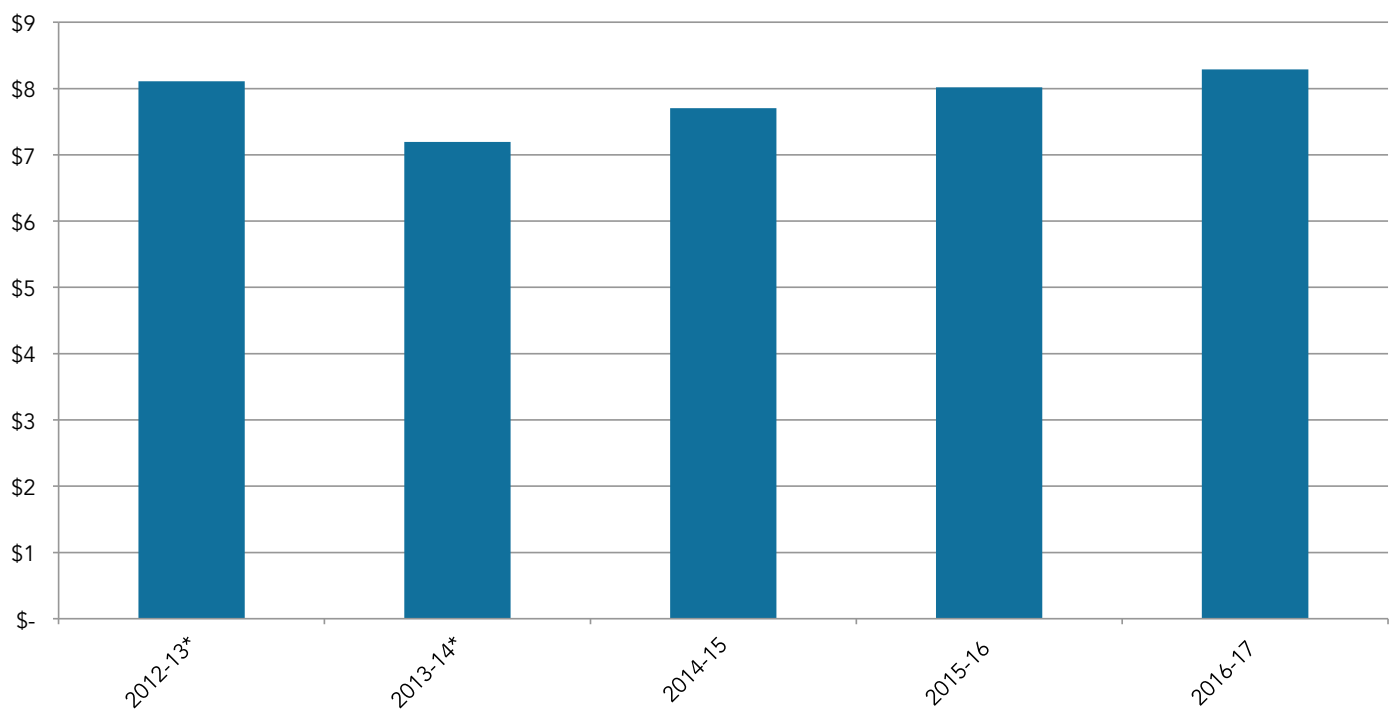
*Excludes RTS Ontario

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. Unless exempted by action of the local industrial development agency, all real estate mortgage recordings within each member county must pay an MRT. The public transit share of MRT equals 25 basis points against the mortgage principal amount.

The MRT budget for FY2017 is \$8.3 million, increasing 3.4% percent from the prior year's budget.

Mortgage Recording Tax Receipts
(\$ Millions)

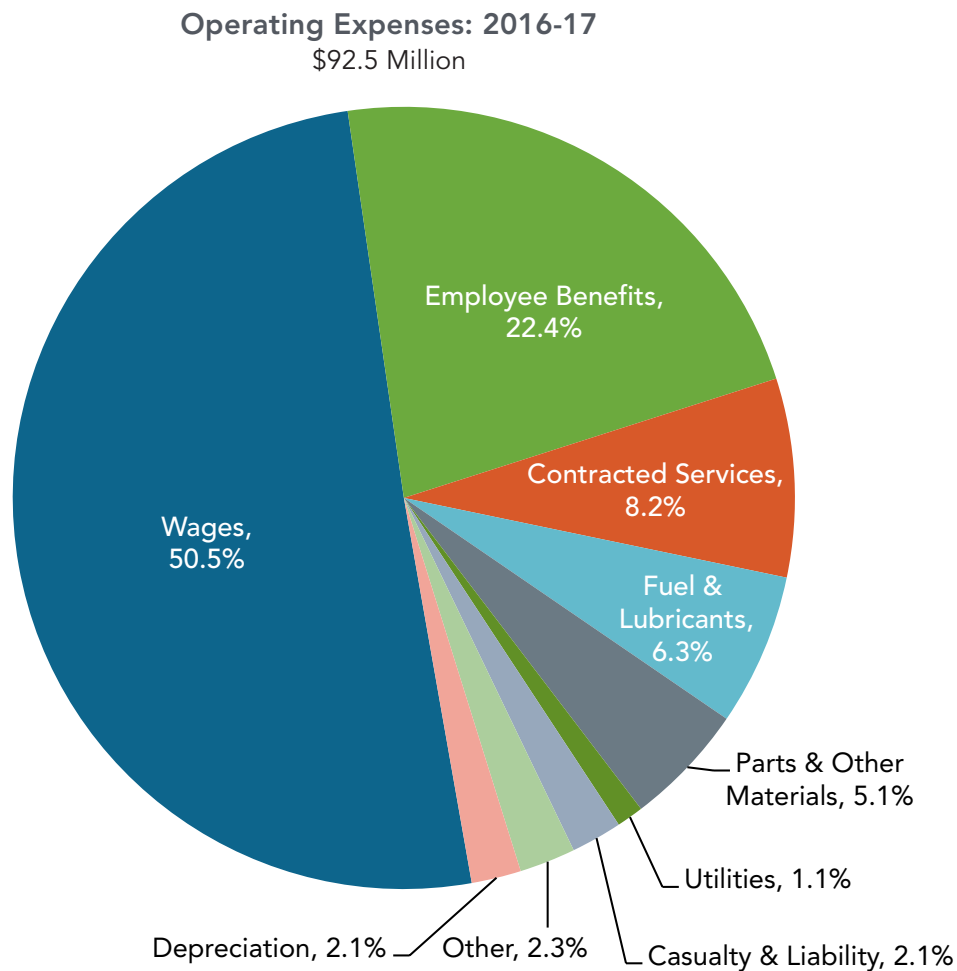


*Excludes RTS Ontario

Expense Factors

The Authority's operational spending plan for FY2017 has been developed with the following key concepts; maintaining the high quality of services customers deserve and to restrict cost increases wherever possible.

Total estimated operating expenses for the fiscal year are \$92.5 million, representing an increase of \$2.0 million, or 2.2%, 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

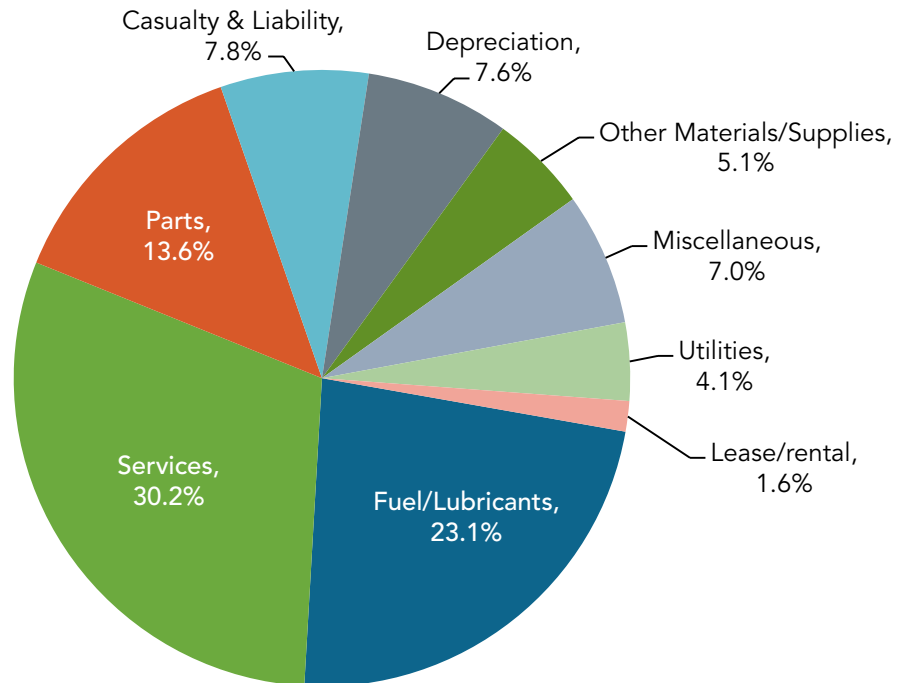
Total estimated wages and benefits for FY2017 are \$67.3 million, representing an increase of \$1.5 million, or 2.4%, from the prior year budget. The primary driver of the increased cost is due to increasing fringe benefit costs, including health insurance of current and retired employees.

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 FY2017 is \$25.1 million, representing an increase of \$0.4 million compared to the prior year's budget. The chart below provides a detailed year-to-year comparison for each category.

Total Non-Personnel Expenses: 2016-17

\$25.1 Million



Non-Personnel Summary

(000's)

	2015-16 OPERATING BUDGET	2016-17 OPERATING BUDGET	CHANGE	% CHANGE
Fuel/Lubricants	\$6,706	\$5,809	\$(897)	-13.4%
Contracted Services	\$6,450	\$7,584	\$1,134	17.6%
Parts	\$3,389	\$3,402	\$14	0.4%
Casualty & Liability	\$1,914	\$1,950	\$36	1.9%
Depreciation	\$1,737	\$1,897	\$160	9.2%
Other Materials/Supplies	\$1,239	\$1,292	\$53	4.3%
Miscellaneous	\$1,756	\$1,745	\$(11)	-0.6%
Utilities	\$1,116	\$1,027	\$(89)	-8.0%
Lease/rental	\$385	\$400	\$15	4.0%
Total	\$24,692	\$25,107	\$415	1.7%

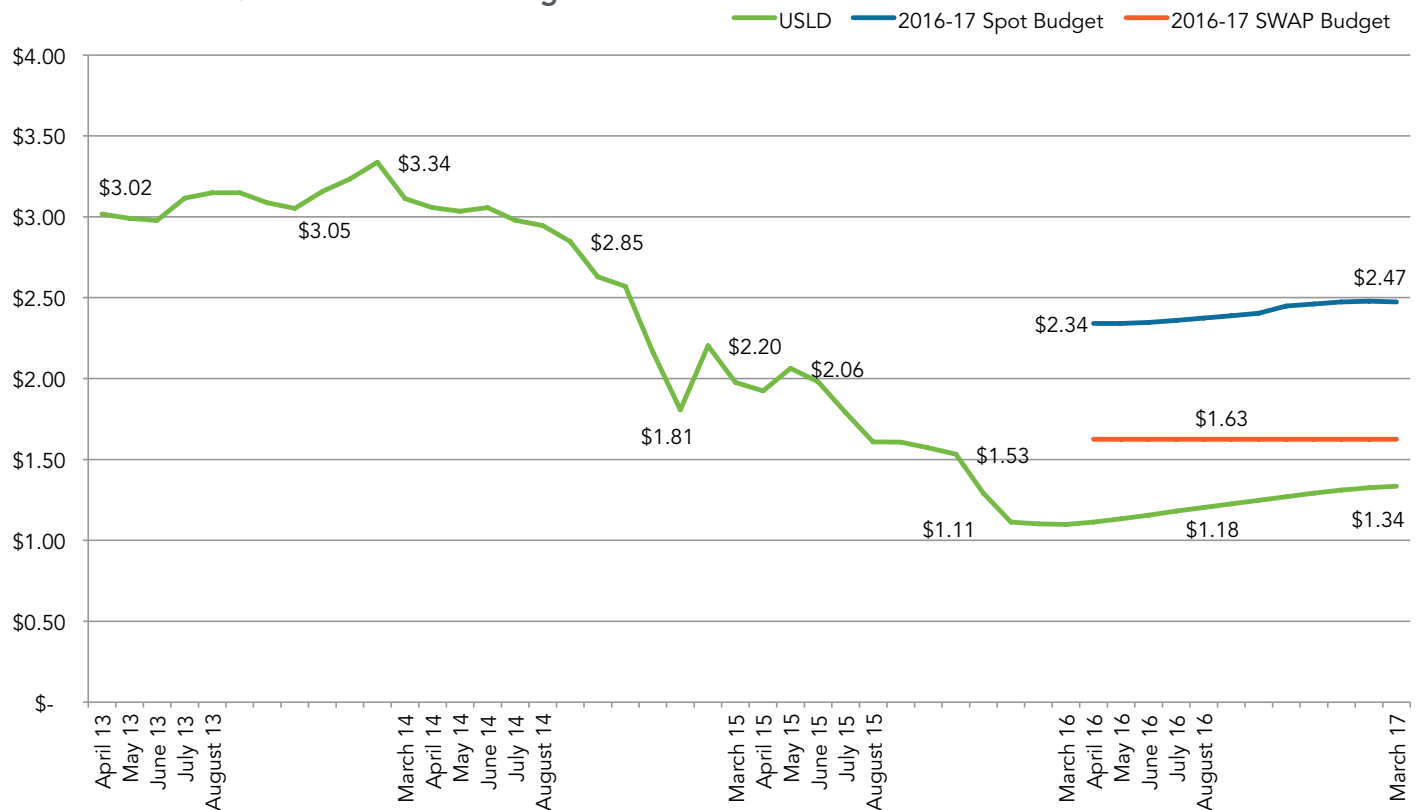
The key drivers of non-personnel expenses are discussed below.

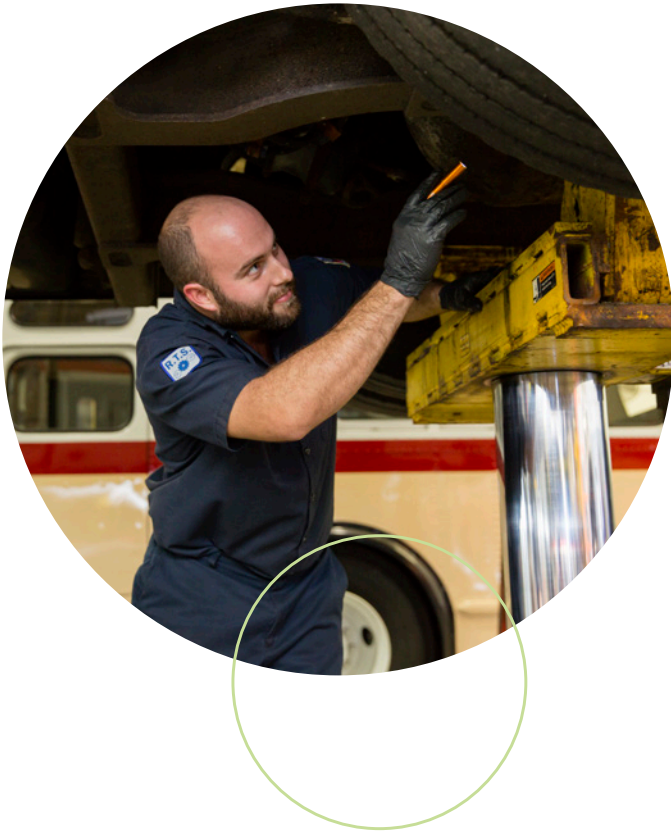
Fuel and Lubricants

Fuel and lubricant costs are estimated at \$5.8 million for FY2017, decreasing \$0.9 million from the prior year budget. The Authority currently has protection against volatility on approximately 67% of its supply for FY2017 with a fixed price SWAP. The FY2017 budget is based upon a review of historical market price indications for those quantities not fixed under the hedge. The chart below depicts the historical price per gallon, futures market, as well as the budgeted spot and SWAP price over the past four years.



Diesel Fuel Price/Gallon Trend vs. Budget





"As we continue to grow as an institution and have more downstate, out-of-state, and international students, our partnership with RTS is integral to not only accommodating everyday travel for these students but for allowing all of our students to explore Rochester and all that it has to offer."

*Carey Backman, Director,
Student Activities & Leadership,
Nazareth College*

Bus Parts and Other Materials and Supplies

Bus parts and other materials and supplies expenses planned for FY2017 total \$4.7 million, representing an increase of 1.4% from the prior year's budget. This 1.4% increase is primarily due to inflationary factors for the Bus Parts and Other Materials and Supplies.

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 FY2017 contracted services expenses are \$9.9 million, representing an increase of \$1.2 million from the prior year's budget. The increase in this expense category is due to increased maintenance fees associated with both computer hardware and software as well as contracted security.

Miscellaneous and Other Expenses

Miscellaneous and other expenses during FY2017 are budgeted at \$2.8 million, a decrease of approximately 3.5% from the prior year's budget. This category includes elements such as 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 FY2017 is budgeted at \$1.9 million, representing an increase of \$0.2 million from the prior year's budget.

Multi-Year Budget Projection:

FISCAL YEARS 2017-18 – 2019-20

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, 2016, the Authority's AUNA will total approximately \$26.6 million.

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

The revenues supporting operations are essentially flat, increasing from \$87.3 million to \$88.8 million, or 1.75% over the projection period. Projected annual operating

expenses increase from \$97.0 to \$107.7 million over the same period, representing an increase of \$10.7 million, or 11.1%. Each year of the projection shows a funding gap that grows from \$9.7 million to \$18.9 million, with a cumulative total gap of \$42.7 million.

The Authority's current fiscal strength (represented by \$26.6 million of AUNA) could theoretically close these projected funding gaps through fiscal year 2018-19, 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 insure 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 stable.
- Maintenance of major subsidy partner revenues.

Government Subsidies

- STOA allocation of \$38.6 million is assumed to remain flat.
- No increase in member county subsidies.
- 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 3.5% annually.

EXPENSES

- Scope of transit services planned for fiscal year 2016-17 is maintained.

Personnel

- Stable workforce overall.
- Medical insurance premium rates increase 15% annually. All employees continue to share in premium cost.

Non-personnel

- Diesel fuel prices increase 15% annually.

Consolidated Multi-Year Budget Projection 2017-18 – 2019-20

(\$ Millions)

	PROJECTED 2015-2016	BUDGET 2016-2017	PROJECTION 2017-2018	PROJECTION 2018-2019	PROJECTION 2019-2020
REVENUES					
LOCALLY GENERATED REVENUES					
Fares: Cash, Passes, subsidy agreements	\$27.4	\$26.9	\$27.0	\$27.5	\$27.9
Other (Interest earnings, recoveries, reimbursements)	\$4.7	\$3.4	\$2.1	\$2.0	\$2.0
Locally Generated Revenues	\$32.1	\$30.2	\$29.2	\$29.5	\$29.9
GOVERNMENTAL SUBSIDIES					
Federal	\$8.0	\$10.3	\$6.4	\$6.5	\$6.6
State	\$38.4	\$39.7	\$39.2	\$39.2	\$39.2
County	\$3.9	\$3.9	\$3.9	\$3.9	\$3.9
Governmental Subsidies	\$50.3	\$53.9	\$49.6	\$49.6	\$49.7
MORTGAGE RECORDING TAX	\$8.0	\$8.3	\$8.6	\$8.9	\$9.2
Total Revenue	\$90.5	\$92.5	\$87.3	\$88.0	\$88.8
EXPENSES					
PERSONNEL					
Employee Wages	\$46.4	\$46.7	\$47.6	\$48.6	\$49.5
Medical Insurance	\$9.7	\$11.0	\$12.8	\$14.9	\$17.4
Other Fringe Benefits	\$9.3	\$9.6	\$9.9	\$10.1	\$10.4
Total Personnel	\$65.4	\$67.3	\$70.3	\$73.6	\$77.3
NON-PERSONNEL					
Fuel & Lubricants	\$6.7	\$5.8	\$6.7	\$7.6	\$8.7
Other Non-Personnel	\$18.2	\$19.3	\$20.0	\$20.8	\$21.7
Total Non-Personnel	\$24.9	\$25.1	\$26.6	\$28.5	\$30.5
Total Expenses	\$90.3	\$92.5	\$97.0	\$102.1	\$107.7
Net Income (Deficit) From Operations & Subsidies	\$0.2	\$ –	\$(9.7)	\$(14.1)	\$(18.9)
Estimated Available Unrestricted Net Assets BOY	\$26.4	\$26.6	\$26.6	\$16.9	\$2.8
Estimated Available Unrestricted Net Assets EOY	\$26.6	\$26.6	\$16.9	\$2.8	\$(16.1)

Six Year Capital Improvement Plan

The Capital Improvement Plan (CIP) is the Authority's six year (FY2016-17 – 2021-22) 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 proposed is ongoing. It begins annually in September as department heads are asked to formally prepare capital funding requests for the forthcoming six year period. Capital projects must have a life expectancy of at least one year and a minimum cost of \$5,000.

The Project Management Office (PMO), where determined necessary, provides proficiency in project definition and scoping that is utilized in the decision making process. The capital project requests consisting of the budget estimates, technical information, anticipated milestones, and a justification for the proposed investment were reviewed by the Chief Financial Officer and Finance staff. A recommended list of projects was then reviewed by the Authority's Executive Management Team for the determination of final funding allocations.

GENERAL OVERVIEW

The CIP is fiscally constrained within available funding over the six year period. It contains a total of 83 projects with estimated total expenses of \$172 million. The first year of the plan including projects in progress is \$65.4 million.

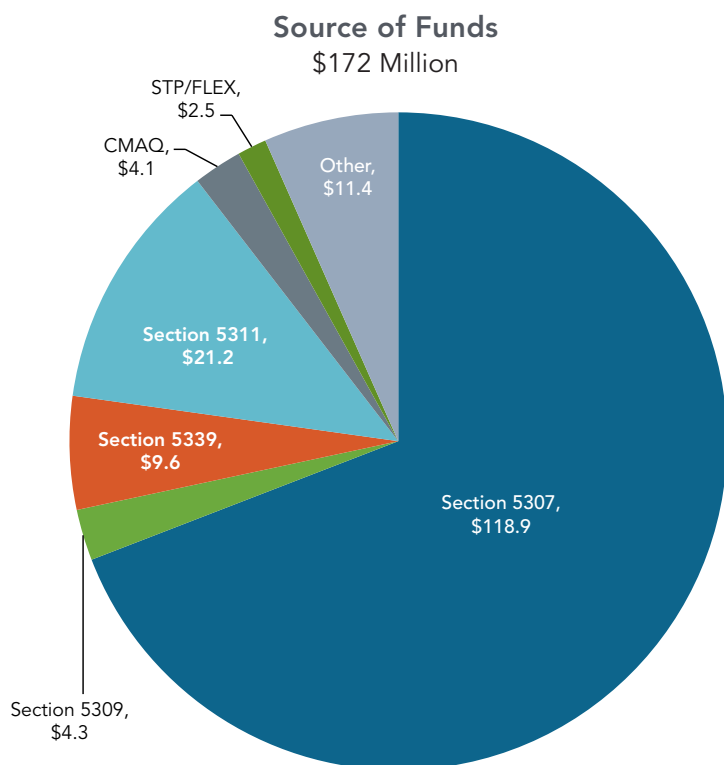
2016-17 Capital Expenses by Project Type

PROJECT TYPE	NUMBER OF PROJECTS	\$ (MILLIONS)
Preventive Maintenance	1	\$21.3
Rolling Stock	13	\$19.9
Facilities	12	\$14.7
Equipment	28	\$1.5
Transportation Technologies	7	\$7.6
Other	2	\$0.5
Total	63	\$65.4



Management decisions about the allocation of limited capital resources are tied directly to the Authority's Vision of becoming *The Preferred Transportation Choice*. The Authority remains committed to replacing its bus fleet (rolling stock) on a consistent and timely basis. All scheduled bus purchases included in the Plan are fully funded, however, not included in this Plan are approximately \$65 million of unfunded needs for other project types. Included in this unfunded estimate are the remaining funds necessary to realize the efficiencies designed in the RTS Campus master plan.

In addition to the core projects, such as replacement of buses and preventive maintenance, the Authority will continue the facility and site improvements for the RTS Campus, RTS Access Campus and numerous Regional Facilities. In addition to these exciting construction projects, the Authority's plan contemplates the replacement of the radio system in use by RTS and RTS Access.



SOURCE OF FUNDS

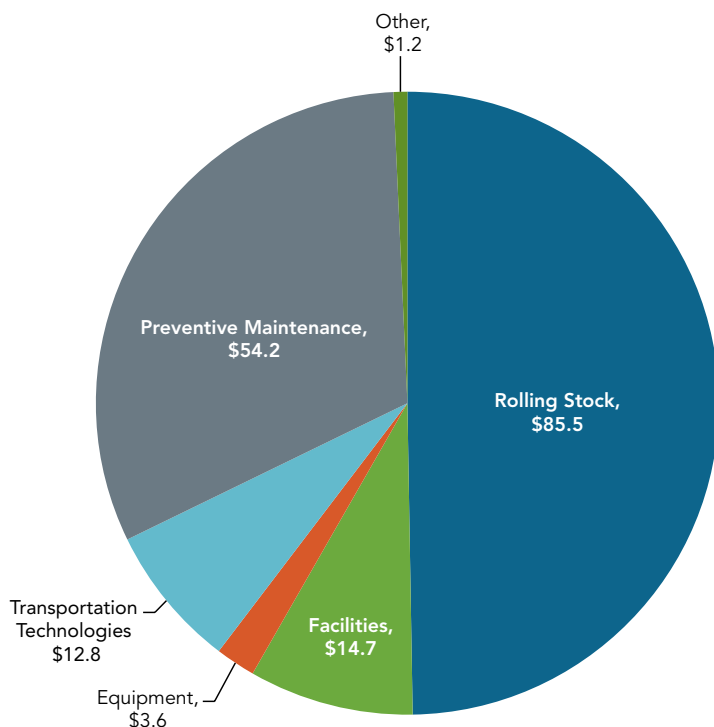
Capital funding is primarily dependent upon federal grants, which are partially matched by contributions from both New York State and the Authority. Generally, the funding split for capital investments is 80% federal, 10% state, and 10% local. The New York State Department of Transportation provides capital grants to meet the 10% state share of 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 December 2015, the President signed into law, the Fixing America's Surface Transportation Act (FAST Act) reauthorizing surface transportation programs through Fiscal Year 2020. The establishment of a long term funding bill provides stability and allows for improved planning. It should be noted that Federal grants from the Section 5307 formula grant program represent the primary revenue stream (providing almost 70% of total funding) supporting the Authority's Six-Year Capital Improvement Plan.

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

- Federal Section 5307 and 5339 formula assistance is based on values estimated under the FAST Act and assumed to remain flat for the final year of the CIP that is not covered by the FAST Act.
- Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds are 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).
- The FAST Act includes increased funding for the Bus and Bus Facilities Section 5309 federal discretionary program. The Authority will seek funding but has not included projects and the related funding in the CIP.
- FHWA & STP/FLEX grants, which are federal highway funds flexed for mass transit use, have not been assumed beyond those funds previously committed.
- 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.
- Other CIP funds include:
 - NYSDOT capital funding in the amount of approximately \$4 million has been assumed for FY2016/17.
 - Distributions from the RGRTA capital reserve fund (see Capital Reserve Section on page 69).

Use of Funds
\$172 Million



USE OF FUNDS BY OBJECT OF EXPENSE

All capital projects contained within the Capital Improvement Plan (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. Although technically considered a “capital” expense by federal regulations, PM essentially functions as a subsidy for operating expenses related to the support/preventative maintenance of federally acquired assets. The total PM allocation over the six-year CIP is \$54.2 million.

Rolling Stock

RGRTA recognizes that timely replacement of its revenue fleet is an integral part of maintaining long-term financial stability and providing excellence in customer service. A total of \$85.5 million is planned for the upcoming six-year period, inclusive of buses currently under order, for a total of 370 vehicles to be replaced. The Authority projects to have the ability over the entire six-year CIP to fund 100% of all scheduled bus replacements. 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, as well as improvements to the RTS and RTS Access campuses and Regional facilities. The CIP contains \$14.7 million to be invested in facilities during the six-year plan.

RTS Campus and Site Improvements

Another significant facility investment continues at the Authority’s headquarters and RTS Operations Campus at 1372 East Main Street. The 16.5 acre Campus and its facilities, constructed in 1974, continue to need upgrades to improve safety, security, and efficiency for both bus and administrative operations.

During the summer and fall of 2012, the first component of the master site plan was executed with the completion of an addition and renovations to the Administration Building. During fiscal year 2013-14, planned improvements were completed, which included the installation of above ground diesel storage tanks, fire alarm system replacement, roof replacement, and HVAC system upgrades. In fiscal year 2014-15 a design-build contract was awarded for the remaining elements of the project. The site expansion and reconfiguration with the acquisition of adjacent properties, demolition, and site clearing has been completed in fiscal year 2015-16. In conjunction with this work, renovations and the construction of an addition to the Operations building have begun.

The project is being implemented with a phased approach. As funding is secured, additional elements of the pre-defined master plan will be executed. The eventual completion of the master plan, inclusive of phases already complete, will total \$64 million. The unfunded needs of approximately \$32 million include: the construction of a new maintenance garage to locate the buses inside, away from the elements as they wait to be put in revenue service; renovations to the maintenance garage to reduce facility costs; enhancements to the perimeter wall and lighting to augment current safety and security practices; the construction of a maintenance warehouse; and the replacement of the Service Building – a critical element of the master plan that will improve the nightly cleaning, fueling, and parking of buses.

RTS Access Campus

RTS Access provides paratransit services to complement the fixed route services of RTS. The operations and administrative headquarters for RTS Access are located on Trabold Road in the Town of Gates. Engineering studies have determined the need for significant improvements to this facility. Beginning in fiscal year 2012-13, activities that have been completed or are in process include the installation of above ground fuel storage tanks, roof and HVAC replacement, fire alarm replacement, and general office renovations. During 2015-16, the Authority continued these efforts with the removal of underground fuel storage tanks, power distribution improvements, installation of an emergency generator, mobile lift replacements, as well as the engineering and environmental review for future phases of the project. In 2016-17, it is anticipated that work will continue with the addition of a trailer for office space, repairs to the existing building, the installation of a security camera system, and construction of a storage building. Inclusive of the funds spent to date, the investment through fiscal year 2016-17 will total \$2 million.

Transportation Technologies

On-Board Radio & Antenna Replacement

The radio system currently in use for the RTS relies on technology from the 1980s. The onboard radios are no longer in production and at the end of their service life. Used replacement models are difficult to locate and put operations in jeopardy. In addition, the reliance on the radio system for the transmitting of onboard data is greatly limited due to the coverage issues and bandwidth limitations of this technology.

Options are being evaluated for this replacement. During fiscal year 2016-17, it is anticipated that a preferred option will be selected. Upon completion of this step, an RFP will be developed and released with the expectation that the new radio system will be operational in fiscal year 2017-18.

Enterprise Data Warehouse & Business Intelligence Tool

During fiscal 2016-17 the Authority will contract to develop a data warehouse (EDW) and business intelligence (BI) reporting tool for Ridership. The current systems and processes are complex and time consuming as numerous information systems are involved to review ridership from multiple perspectives. The Automatic Passenger Counters (APCs) when correlated with the CAD/AVL system provides route and stop level detail while the Farebox system provides information on types of fare payment. The EDW system will provide the middleware necessary to remove the complexity and for data cleansing, while the BI tool will provide on-demand ridership reporting and dashboards.

Equipment

This classification contains assets necessary to maintain or increase operational efficiencies, such as routine computer replacement and maintenance facility equipment. The Authority will fund \$3.6 million in equipment needs over the six-year period.

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 the regional companies, and bus stop signs. The key transit enhancement project in fiscal year 2016-17 is the completion of the installation of redesigned bus stop signs at RTS. The total investment in miscellaneous projects is \$1.2 million during the six-year plan.

2016-17 – 2021-22 CAPITAL IMPROVEMENT PLAN

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/15	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
Preventive Maintenance	RTS/Access	\$13,222,273	\$8,090,976	\$8,586,875	\$6,058,692	\$5,920,084	\$6,149,870	\$6,148,305	\$54,177,075
TOTAL PREVENTIVE MAINTENANCE		\$13,222,273	\$8,090,976	\$8,586,875	\$6,058,692	\$5,920,084	\$6,149,870	\$6,148,305	\$54,177,075
Replace 21 Transit Buses	RTS	\$9,819,857							\$9,819,857
Replace 18 Transit Buses	RTS			\$9,171,464					\$9,171,464
Replace 22 Transit Buses	RTS				\$11,575,974				\$11,575,974
Replace 50 Transit Buses	RTS							\$29,131,700	\$29,131,700
Replace 24 Paratransit Buses	RTS Access	\$1,641,350							\$1,641,350
Replace 8 Paratransit Buses	RTS Access		\$631,881						\$631,881
Replace 10 Paratransit Buses	RTS Access			\$794,359					\$794,359
Replace 8 Paratransit Buses	RTS Access				\$674,893				\$674,893
Replace 6 Paratransit Buses	RTS Access					\$509,066			\$509,066
Replace 14 Paratransit Buses	RTS Access						\$1,247,116		\$1,247,116
Replace 10 Paratransit Buses	RTS Access							\$906,382	\$906,382
Replace 1 Regional Bus	RTS Genesee			\$92,399					\$92,399
Replace 2 Regional Buses	RTS Genesee				\$190,341				\$190,341
Replace 2 Regional Buses	RTS Genesee					\$196,051			\$196,051
Replace 7 Regional Buses	RTS Livingston	\$616,312							\$616,312
Replace 1 Regional Bus	RTS Livingston		\$139,323						\$139,323
Replace 1 Regional Bus	RTS Livingston			\$158,003					\$158,003
Replace 3 Regional Buses	RTS Livingston				\$353,084				\$353,084
Replace 2 Regional Buses	RTS Livingston					\$196,051			\$196,051
Replace 9 Regional Buses	RTS Livingston							\$1,083,636	\$1,083,636
Replace 6 Regional Buses	RTS Orleans	\$522,567							\$522,567
Replace 6 Regional Buses	RTS Orleans						\$623,973		\$623,973
Replace 1 Regional Buses	RTS Ontario	\$148,933							\$148,933
Replace 29 Regional Buses	RTS Ontario		\$2,754,412						\$2,754,412
Replace 9 Regional Buses	RTS Ontario			\$831,587					\$831,587
Replace 6 Regional Buses	RTS Ontario				\$571,023				\$571,023
Replace 2 Regional Buses	RTS Ontario					\$196,051			\$196,051
Replace 7 Regional Buses	RTS Ontario							\$727,968	\$727,968
Replace 7 Regional Bus	RTS Seneca	\$671,500							\$671,500

2016-17 – 2021-22 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/15	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
Replace 1 Regional Bus	RTS Seneca		\$135,265						\$135,265
Replace 1 Regional Bus	RTS Seneca			\$92,399					\$92,399
Replace 6 Regional Buses	RTS Seneca							\$623,973	\$623,973
Replace 7 Regional Buses	RTS Wayne	\$609,663							\$609,663
Replace 11 Regional Buses	RTS Wayne		\$1,731,842						\$1,731,842
Replace 8 Regional Buses	RTS Wayne			\$1,198,419					\$1,198,419
Replace 8 Regional Buses	RTS Wayne				\$1,031,654				\$1,031,654
Replace 10 Regional Buses	RTS Wayne					\$1,397,854			\$1,397,854
Replace 7 Regional Buses	RTS Wayne							\$727,968	\$727,968
Replace 5 Regional Buses	RTS Wyoming	\$435,473							\$435,473
Replace 5 Regional Buses	RTS Wyoming				\$475,853				\$475,853
Replace 4 Regional Buses	RTS Wyoming					\$392,103			\$392,103
Replace 5 Regional Buses	RTS Wyoming							\$519,977	\$519,977
TOTAL ROLLING STOCK			\$5,392,723	\$12,338,630	\$14,872,823	\$2,887,177	\$1,247,116	\$34,345,577	\$85,549,700
RTS Downtown Transit Center	RTS	\$2,614,096							\$2,614,096
Mt. Hope Transit Station	RTS	\$1,940,588							\$1,940,588
RTS Campus Improvements	RTS	\$7,905,829							\$7,905,829
RTS Access Campus Improvements	RTS Access	\$284,489	\$600,000						\$884,489
Regional Engine Block Heaters	RTS Genesee	\$5,547							\$5,547
RTS Genesee Facility Engineering & Design	RTS Genesee	\$99,186							\$99,186
RTS Livingston Garage Improvements	RTS Livingston	\$284,496							\$284,496
RTS Orleans Facility Engineering & Design	RTS Orleans	\$216,274							\$216,274
Regional Engine Block Heaters	RTS Orleans	\$1,931							\$1,931
RTS Seneca Facility Engineering & Design	RTS Seneca	\$24,778							\$24,778
Regional Engine Block Heaters	RTS Wayne	\$14,818							\$14,818
RTS Wyoming Facility	RTS Wyoming	\$712,720							\$712,720
TOTAL FACILITIES		\$14,104,752	\$600,000	\$ –	\$ –	\$ –	\$ –	\$ –	\$14,704,752

2016-17 – 2021-22 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/15	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
Replace Non Revenue Vehicles (2)	RTS	\$53,883							\$53,883
Replace Non Revenue Vehicles (3)	RTS	\$85,747							\$85,747
Replace Non Revenue Vehicles (3)	RTS				\$88,320				\$88,320
Replace Non Revenue Vehicles (5)	RTS						\$156,164		\$156,164
Replace Non Revenue Vehicles (2)	RTS							\$64,340	\$64,340
Spare Bus Components	RTS	\$103,305							\$103,305
Server Replacement	RTS	\$23,171	\$101,850	\$57,881	\$71,773	\$150,115	\$100,000	\$103,000	\$607,790
Personal Computer (PC) Replacement	RTS	\$34,701	\$100,530	\$103,872	\$107,441	\$129,391	\$107,740	\$110,000	\$693,675
Vehicle Maintenance & Facility Equipment	RTS	\$352,828	\$185,000	\$156,500	\$265,000	\$18,000	\$65,000	\$150,000	\$1,192,328
IT Network Equipment Replacement	RTS		\$490,000						\$490,000
Regional Phone System Upgrade	RTS Genesee	\$5,518							\$5,518
Regional Phone System Upgrade	RTS Livingston	\$5,518							\$5,518
Regional Phone System Upgrade	RTS Orleans	\$5,518							\$5,518
Regional Phone System Upgrade	RTS Seneca	\$5,518							\$5,518
Regional Phone System Upgrade	RTS Wayne	\$5,518							\$5,518
Regional Phone System Upgrade	RTS Wyoming	\$5,518							\$5,518
TOTAL EQUIPMENT		\$600,996	\$877,380	\$404,000	\$532,534	\$297,506	\$428,904	\$427,340	\$3,568,660
Customer Relationship Management (CRM) Replacement	RTS	\$600,000							\$600,000
Financial Software Replacement	RTS	\$273,030							\$273,030
Disaster Recovery and Hot Site	RTS	\$95,946							\$95,946

2016-17 – 2021-22 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/15	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
Enterprise Data Warehouse & Business Intelligence Tool	RTS	\$1,732,902							\$1,732,902
On-Board Radio & Antenna Replacement	RTS		\$4,200,000						\$4,200,000
Asset and Maintenance Management System Replacement	RTS							\$1,700,000	\$1,700,000
Scheduling and Service Planning System Replacement	RTS							\$1,975,000	\$1,975,000
Human Resource & Payroll System Replacement	RTS							\$1,550,000	\$1,550,000
RTS Ontario Automatic Vehicle Location System (AVL)	RTS Ontario	\$115,123							\$115,123
TOTAL TRANSPORTATION TECHNOLOGIES		\$3,377,421	\$4,200,000	\$ –	\$ –	\$ –	\$ –	\$5,225,000	\$12,802,421
Associated Transit Improvements	RTS	\$152,208	\$145,672	\$148,123	\$150,727	\$153,405	\$156,138	\$156,138	\$1,062,411
Bus Stop Sign Replacement	RTS	\$165,911							\$165,911
TOTAL OTHER		\$318,119	\$145,672	\$148,123	\$150,727	\$153,405	\$156,138	\$156,138	\$1,228,322
GRAND TOTAL		\$46,089,216	\$19,306,751	\$21,477,628	\$21,614,775	\$9,258,172	\$7,982,028	\$46,302,360	\$172,030,930

OPERATING BUDGET IMPACT

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

Vehicle Replacements

Regular and on time replacement of the revenue fleet 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. For example, new buses consume approximately 12% less fuel per mile than a bus at the end of its useful life of 12 years. Assuming that labor costs savings are equal to that of the parts savings, the continued modernization of the fleet results in savings of \$15,000 per bus in the first year of operation.

RTS and RTS Access Campus Improvements

The site improvements to the RTS and Access campuses will improve safety, security, and efficiency for its bus services and operations.

At the RTS Campus, the construction of the expanded administrative building has added to the overall energy needs, but has done so in an environmentally friendly manner being LEED certifiable. Additionally, the renovation work completed has resulted in consumption savings. The renovation work entailed window replacements, additional insulation, lighting improvements, and increased motor efficiencies. The construction of the Wellness Center in the Administration building is delivering many tangible and intangible benefits on employee health and wellness that will continue to be monitored. Additional expense is anticipated with the construction of a maintenance warehouse building to improve the storage and repair of Authority assets. Other aspects of the project anticipated to have an impact on operating costs in a positive manner are the above ground diesel storage tanks and renovations to the operations building, including the roof replacement.

At the RTS Access Campus, the construction consists of door repairs, an access control system, a security video system, power distribution improvements, and mobile lift replacements. All of these improvements along with the others previously made are anticipated to have a positive financial and operational impact for the organization.

OVERALL FINANCIAL PLAN

Guided by a robust Strategic Plan and driven by a management approach focused on results, the Authority will continue to drive forward a financially sustainable future. This year, the sustainable future has been further strengthened by activities at the federal, state and local levels. The actions by these funding partners have clarified some of the future needs and resources of the Authority. The FY2017 Financial Plan provides the financial means to enable the Authority to achieve its annual operating goals and tactics as outlined in this Plan. It addresses the Authority's capital investment needs over the next six years in a fiscally prudent manner and it identifies the potential future fiscal challenges for which solution alternatives must be developed and implemented.



OPERATING BUDGET

Consolidated Comparison 2016-17 Operating Budget

(000s)

	2014-15 ACTUAL	2015-16 BUDGET	2015-16 PROJECTION*	2016-17 BUDGET	VARIANCE 2015-16 PROJECTION	VARIANCE 2015-16 BUDGET	% CHG BUDGET
REVENUES							
Customer Fares	\$12,033	\$12,154	\$11,184	\$11,140	\$(44)	\$(1,014)	-8.3%
Special Transit Fares	\$16,504	\$15,305	\$16,347	\$15,748	\$(599)	\$443	2.9%
Other Revenues	\$1,982	\$4,733	\$4,630	\$3,358	\$(1,272)	\$(1,375)	-29.1%
Total Locally Generated Revenues	\$30,519	\$32,192	\$32,160	\$30,246	\$(1,914)	\$(1,946)	-6.0%
Federal Aid	\$9,742	\$9,719	\$8,004	\$10,299	\$2,295	\$580	6.0%
State Aid	\$36,021	\$36,647	\$38,417	\$39,705	\$1,289	\$3,058	8.3%
County Aid	\$3,845	\$3,910	\$3,910	\$3,910	\$ –	\$ –	0.0%
Total Governmental Subsidies	\$49,607	\$50,275	\$50,330	\$53,914	\$3,584	\$3,639	7.2%
Mortgage Recording Tax	\$7,702	\$8,020	\$8,020	\$8,290	\$270	\$270	3.4%
Total Revenues	\$87,828	\$90,488	\$90,511	\$92,451	\$1,940	\$1,963	2.2%
EXPENSES							
Wages	\$45,984	\$46,750	\$46,394	\$46,669	\$276	\$(81)	-0.2%
Employee Benefits	\$16,853	\$19,045	\$18,974	\$20,674	\$1,700	\$1,629	8.6%
Total Personnel Expenses	\$62,837	\$65,796	\$65,368	\$67,344	\$1,976	\$1,548	2.4%
Contracted Services	\$5,894	\$6,450	\$6,779	\$7,584	\$805	\$1,134	17.6%
Fuel and Lubricants	\$6,611	\$6,706	\$6,706	\$5,809	\$(897)	\$(897)	-13.4%
Parts and Repairs	\$3,323	\$3,389	\$3,389	\$3,402	\$14	\$14	0.4%
Other Materials and Supplies	\$1,399	\$1,239	\$1,239	\$1,292	\$53	\$53	4.3%
Utilities	\$835	\$1,116	\$1,034	\$1,027	\$(7)	\$(89)	-8.0%
Casualty & Liability	\$3,173	\$1,914	\$1,877	\$1,950	\$72	\$36	1.9%
Taxes	\$19	\$21	\$21	\$22	\$1	\$1	4.0%
Miscellaneous Expenses	\$1,229	\$1,735	\$1,743	\$1,723	\$(19)	\$(12)	-0.7%
Lease and Rentals	\$369	\$385	\$385	\$400	\$15	\$15	4.0%
Depreciation (Local)	\$1,600	\$1,737	\$1,737	\$1,897	\$160	\$160	9.2%
Total Non Personnel Expenses	\$24,452	\$24,692	\$24,909	\$25,107	\$198	\$415	1.7%
Total Expenses	\$87,289	\$90,488	\$90,277	\$92,451	\$2,174	\$1,963	2.2%
Net Income (Deficit) Before Appropriation	\$539	\$ –	\$233	\$ –	\$(233)	\$ –	
Working Capital Appropriation	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	

*As of December 31, 2015

2016-17 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual	2015-16 Budget	2015-16 Actual Thru 12/31/15	2015-16 Projected	2016-17 Budget	Budget Change	% Change
Adult Cash	40101-0110	\$ 5,309,246	\$ 5,759,510	\$ 4,091,221	\$ 5,465,810	\$ 5,394,725	\$ (364,785)	-6.3%
Unlimited Pass 1 Day	40101-0120	\$ 1,131,906	\$ 1,100,000	\$ 836,334	\$ 1,075,000	\$ 1,048,300	\$ (51,700)	-4.7%
Unlimited Pass 5 Day	40101-0121	\$ 193,956	\$ 142,000	\$ 160,706	\$ 165,000	\$ 178,500	\$ 36,500	25.7%
Unlimited Pass 31 Day Adult	40101-0122	\$ 4,250,232	\$ 4,046,400	\$ 2,517,630	\$ 3,368,400	\$ 3,384,000	\$ (662,400)	-16.4%
Freedom Pass 1 Ride	40101-0130	\$ 156,235	\$ 137,000	\$ 125,013	\$ 143,700	\$ 148,000	\$ 11,000	8.0%
Freedom Pass 2 Ride	40101-0131	\$ 38,462	\$ 35,000	\$ 41,574	\$ 35,000	\$ 38,000	\$ 3,000	8.6%
Freedom Pass 2 Plus 2	40101-0132	\$ 79,904	\$ 90,000	\$ 62,774	\$ 82,450	\$ 80,000	\$ (10,000)	-11.1%
Stored Value Pass	40101-0150	\$ 197,437	\$ 200,000	\$ 178,371	\$ 227,000	\$ 218,000	\$ 18,000	9.0%
LiftLine Pass \$12.00	40101-0160	\$ 228	\$ -	\$ 48	\$ -	\$ -	\$ -	-
LiftLine Pass \$18.00	40101-0161	\$ 36,522	\$ 37,000	\$ 31,824	\$ 37,000	\$ 38,000	\$ 1,000	2.7%
LiftLine Pass \$20.00	40101-0162	\$ 186,800	\$ 200,000	\$ 144,580	\$ 189,700	\$ 192,000	\$ (8,000)	-4.0%
Lift Line Pass \$2	40101-0165	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Adult Refunds	40101-0170	\$ 98	\$ -	\$ 223	\$ -	\$ -	\$ -	-
Adult Commuter Tickets	40101-0180	\$ 169,188	\$ 189,562	\$ 144,350	\$ 170,462	\$ 187,750	\$ (1,812)	-1.0%
State WTW Pass	40101-0199	\$ 74,691	\$ 19,000	\$ 2,909	\$ 19,000	\$ 19,000	\$ -	0.0%
Senior Cash	40102-0113	\$ 133,826	\$ 128,000	\$ 112,868	\$ 128,000	\$ 134,200	\$ 6,200	4.8%
Child Cash	40102-0115	\$ 28,027	\$ 26,000	\$ 20,658	\$ 26,000	\$ 27,520	\$ 1,520	5.8%
Disabled Cash	40102-0116	\$ 11,406	\$ 13,000	\$ 12,369	\$ 13,000	\$ 12,400	\$ (600)	-4.6%
Unlimited Pass 1 Day Sr/Dbf	40102-0123	\$ 3,432	\$ 3,000	\$ 5,868	\$ 6,000	\$ 7,000	\$ 4,000	133.3%
Unlimited Pass 5 Day Sr/Dbf	40102-0124	\$ 1,071	\$ 500	\$ 2,555	\$ 2,500	\$ 3,000	\$ 2,500	500.0%
Unlimited Pass 31 Day Senior	40102-0125	\$ 22,568	\$ 20,000	\$ 24,024	\$ 30,000	\$ 30,000	\$ 10,000	50.0%
Endless Summer Pass	40103-0140	\$ 8,120	\$ 8,000	\$ -	\$ -	\$ -	\$ (8,000)	-100.0%
Total Customer Fares		\$ 12,033,159	\$ 12,153,972	\$ 8,515,453	\$ 11,184,022	\$ 11,140,395	\$ (1,013,577)	-8.3%
STF-Colleges & Schools RIT	40203-0220	\$ 1,409,798	\$ 484,654	\$ 534,417	\$ 629,654	\$ 371,000	\$ (113,654)	-23.5%
STF-Colleges & Schools	40203-0221	\$ 138,550	\$ 58,860	\$ 59,361	\$ 73,860	\$ 71,250	\$ 12,390	21.0%
STF-Charter Smartcards	40203-0225	\$ -	\$ -	\$ 9,339	\$ 9,000	\$ 9,000	\$ 9,000	-
STF-Corporate	40203-0240	\$ 44,629	\$ 45,270	\$ 34,067	\$ 45,270	\$ 45,360	\$ 90	0.2%
STF-Health Care	40203-0260	\$ 70,454	\$ 72,767	\$ 52,397	\$ 72,767	\$ 64,600	\$ (8,167)	-11.2%
STF-Seasonal	40203-0270	\$ 851	\$ -	\$ 1,200	\$ -	\$ -	\$ -	-
STF-General Regional	40203-0280	\$ 3,361,600	\$ 3,432,690	\$ 2,525,250	\$ 3,305,690	\$ 3,169,400	\$ (263,290)	-7.7%
STF-RCSD	40203-0290	\$ 11,477,860	\$ 11,210,504	\$ 8,787,020	\$ 12,210,504	\$ 12,017,400	\$ 806,896	7.2%
Total Special Transit Fares		\$ 16,503,742	\$ 15,304,745	\$ 12,003,050	\$ 16,346,745	\$ 15,748,010	\$ 443,265	2.9%
Other-Advertising Revenue	40603-0400	\$ 325,529	\$ 477,800	\$ 273,584	\$ 477,800	\$ 391,000	\$ (86,800)	-18.2%
Total Advertising		\$ 325,529	\$ 477,800	\$ 273,584	\$ 477,800	\$ 391,000	\$ (86,800)	-18.2%
Oth Rev-Int Earnings Wrkg Capi	40704-0410	\$ 8,293	\$ 14,076	\$ 6,044	\$ 7,846	\$ 9,853	\$ (4,223)	-30.0%
Oth Rev-Int Earnings Capital R	40704-0420	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Oth Rev-Int Earnings Self Insu	40704-0421	\$ 338	\$ 494	\$ 402	\$ 522	\$ 346	\$ (148)	-30.0%

¹Includes RTS Ontario effective August 1, 2014

²Unrealized Mark to Market Investment Changes and Non Pay-Go OPEB Expense.

2016-17 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual		2015-16 Budget		2015-16 Actual Thru 12/31/15		2015-16 Projected		2016-17 Budget		Budget Change		% Change
Oth Rev-Int Earnings OPEB	40704-0422	\$	4,165	\$	5,017	\$	2,852	\$	3,705	\$	3,512	\$	(1,505)	-30.0%
Oth Rev-Int Earnings Para Tran	40704-0423	\$	282	\$	413	\$	318	\$	414	\$	289	\$	(124)	-30.0%
Unrealized Gains (Loss) In Mkt	40704-0430	\$	151,202	\$	-	\$	452,000	\$	-	\$	-	\$	-	-
Oth Rev-Sp Portfolio Int Work	40704-0441	\$	383,303	\$	381,186	\$	245,071	\$	318,287	\$	242,395	\$	(138,791)	-36.4%
Oth Rev-Sp Portfolio IntSelf I	40704-0442	\$	93,257	\$	92,742	\$	59,625	\$	77,439	\$	58,974	\$	(33,768)	-36.4%
Oth Rev-Sp Portfolio Int OPEB	40704-0443	\$	228,711	\$	227,448	\$	146,230	\$	189,917	\$	144,634	\$	(82,814)	-36.4%
Oth Rev-Sp Portfolio Int Para	40704-0444	\$	79,061	\$	78,624	\$	50,549	\$	65,650	\$	49,997	\$	(28,627)	-36.4%
Total Investment Income, Net		\$	646,207	\$	800,000	\$	59,091	\$	663,780	\$	510,000	\$	(290,000)	-36.3%
Recov Rev-Insurance Rev Veh	40797-0481	\$	59,703	\$	60,000	\$	60,241	\$	79,775	\$	60,000	\$	-	0.0%
Recov Rev-NYS Disability	40797-0482	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	-
Recov Rev-Workers Comp	40797-0483	\$	273,480	\$	270,000	\$	208,435	\$	270,000	\$	170,000	\$	(100,000)	-37.0%
Recov Rev-Other	40797-0484	\$	21,179	\$	19,500	\$	20,990	\$	19,500	\$	19,500	\$	-	0.0%
Reimb Rev-Other	40797-0490	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	-
Reimb Rev-Discounts	40797-0491	\$	31,034	\$	15,000	\$	26,759	\$	27,530	\$	9,000	\$	(6,000)	-40.0%
Reimb Rev-Employee Related	40797-0492	\$	8,516	\$	5,000	\$	3,920	\$	5,000	\$	5,000	\$	-	0.0%
Reimb Rev-Unleaded Fuel	40797-0493	\$	461,343	\$	465,088	\$	244,022	\$	465,088	\$	356,125	\$	(108,963)	-23.4%
Reimb Rev-Medical Ins Retiree	40797-0494	\$	8,197	\$	8,460	\$	8,035	\$	8,460	\$	12,320	\$	3,860	45.6%
Reimb Rev-Pension Fund	40797-0495	\$	1,526	\$	36,000	\$	12	\$	36,000	\$	24,675	\$	(11,325)	-31.5%
Reimb Rev-Vending Machine	40797-0496	\$	-	\$	-	\$	2,103	\$	-	\$	-	\$	-	-
Reimb Rev-Warranty	40797-0497	\$	92,128	\$	24,260	\$	17,205	\$	24,260	\$	18,020	\$	(6,240)	-25.7%
Reimb Rev-Pension Fund Actuary	40797-0498	\$	31,000	\$	-	\$	-	\$	-	\$	-	\$	-	-
Reimb Rev-HRA Income	40797-0499	\$	3,089	\$	-	\$	2,079	\$	-	\$	-	\$	-	-
Reimb Rev-NYS Roadco	40797-0500	\$	-	\$	-	\$	3,990	\$	-	\$	-	\$	-	-
Total Reimbursement and Recovery		\$	991,195	\$	903,308	\$	597,793	\$	935,613	\$	674,640	\$	(228,668)	-25.3%
Other Rev-Golden Fox	40703-0465	\$	5,440	\$	-	\$	2,920	\$	-	\$	-	\$	-	-
Other Rev-General	40799-0470	\$	133,255	\$	2,602,003	\$	67,451	\$	2,602,003	\$	822,500	\$	(1,779,503)	-68.4%
Interco Reimb-Salary & Fringe	44002-0810	\$	21,134	\$	24,236	\$	18,180	\$	24,236	\$	23,830	\$	(406)	-1.7%
Interco Maint Rev Veh	44002-0820	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	-
Total Other/Intercompany		\$	159,829	\$	2,626,239	\$	88,551	\$	2,626,239	\$	846,330	\$	(1,779,909)	-67.8%
Oth Rev-Gain Fixed Price Swap	40707-0000	\$	(37,570)	\$	-	\$	-	\$	-	\$	936,044	\$	936,044	-
Loss From Fixed Price Swap	50997-0000	\$	386,621	\$	73,854	\$	878,434	\$	73,854	\$	-	\$	73,854	-100.0%
Total Realized Gain (Loss) on Fuel Swap		\$	349,051	\$	73,854	\$	878,434	\$	73,854	\$	936,044	\$	1,009,898	1367.4%
Oth Rev-Gain On Sale	40706-0000	\$	57,090	\$	-	\$	49,975	\$	-	\$	-	\$	-	-
Total Gain (Loss) on Disposal		\$	57,090	\$	-	\$	49,975	\$	-	\$	-	\$	-	-
Total Other		\$	1,830,799	\$	4,733,493	\$	190,560	\$	4,629,578	\$	3,358,014	\$	(1,375,479)	-29.1%
Total Locally Generated		\$	30,367,701	\$	32,192,210	\$	20,709,063	\$	32,160,345	\$	30,246,419	\$	(1,945,791)	-6.0%

¹Includes RTS Ontario effective August 1, 2014

²Unrealized Mark to Market Investment Changes and Non Pay-Go OPEB Expense.

2016-17 OPERATING BUDGET DETAIL¹

Account Description	Account	2015-16 Actual		2015-16 Budget	2015-16 Projected	2016-17 Budget	Budget Change	% Change
		2014-15 Actual	Thru 12/31/15					
Federal Project Rev-UPWP	41304-0510	\$ 158,388	\$ 121,352	\$ 447,200	\$ 447,200	\$ 356,864	\$ (90,336)	-20.2%
Federal Oth Rev-JARC	41399-0520	\$ 75,741	\$ 49,346	\$ -	\$ 70,000	\$ 68,000	\$ 68,000	-
Federal Oth Rev-Sec. 5311	41399-0530	\$ 773,433	\$ 714,750	\$ 953,000	\$ 953,000	\$ 1,017,500	\$ 64,500	6.8%
Federal Oth Rev-Prev Maintenan	41399-0540	\$ 8,085,101	\$ 4,761,177	\$ 8,133,446	\$ 6,299,668	\$ 8,656,700	\$ 523,254	6.4%
Federal Oth Rev-Grant Chrgback	41399-0550	\$ 624,321	\$ 109,118	\$ 160,000	\$ 209,000	\$ 188,000	\$ 28,000	17.5%
Federal Oth Rev-New Freedoms	41399-0560	\$ 24,742	\$ -	\$ 25,000	\$ 25,000	\$ 12,000	\$ (13,000)	-52.0%
Total Federal		\$ 9,741,726	\$ 5,755,743	\$ 9,718,646	\$ 8,003,868	\$ 10,299,064	\$ 580,418	6.0%
State Operating Revenue	41101-0610	\$ 34,920,212	\$ 28,202,625	\$ 35,610,500	\$ 37,603,500	\$ 38,599,900	\$ 2,989,400	8.4%
State Operating Prev Maint	41101-0620	\$ 1,010,637	\$ 595,147	\$ 1,016,680	\$ 787,458	\$ 1,082,088	\$ 65,408	6.4%
State Other Rev-WTW Non Pass	41101-0640	\$ 5,781	\$ -	\$ -	\$ -	\$ -	\$ -	-
State Oth Rev-Grant Chargeback	41101-0660	\$ 84,166	\$ 13,640	\$ 20,000	\$ 26,000	\$ 23,500	\$ 3,500	17.5%
Total State		\$ 36,020,796	\$ 28,811,411	\$ 36,647,180	\$ 38,416,958	\$ 39,705,488	\$ 3,058,308	8.3%
Local Oper Rev-18B Match	40901-0700	\$ 3,844,586	\$ 2,988,120	\$ 3,909,500	\$ 3,909,500	\$ 3,909,500	\$ -	0.0%
Total County		\$ 3,844,586	\$ 2,988,120	\$ 3,909,500	\$ 3,909,500	\$ 3,909,500	\$ -	0.0%
Total Government Subsidies		\$ 49,607,108	\$ 37,555,274	\$ 50,275,326	\$ 50,330,326	\$ 53,914,052	\$ 3,638,726	7.2%
Mtge Tax Rev-Genesee County	40899-0910	\$ 255,585	\$ 224,331	\$ 254,009	\$ 254,009	\$ 273,655	\$ 19,646	7.7%
Mtge Tax Rev-Livingston County	40899-0911	\$ 319,204	\$ 307,957	\$ 355,322	\$ 355,322	\$ 382,804	\$ 27,482	7.7%
Mtge Tax Rev-Monroe County	40899-0912	\$ 5,342,754	\$ 4,856,029	\$ 5,375,405	\$ 5,375,405	\$ 5,441,161	\$ 65,756	1.2%
Mtge Tax Rev-Ontario County	40899-0913	\$ 715,556	\$ 972,485	\$ 1,020,000	\$ 1,020,000	\$ 1,098,891	\$ 78,891	7.7%
Mtge Tax Rev-Orleans County	40899-0914	\$ 178,992	\$ 105,136	\$ 124,290	\$ 124,290	\$ 133,903	\$ 9,613	7.7%
Mtge Tax Rev-Seneca County	40899-0915	\$ 210,154	\$ 159,986	\$ 206,588	\$ 206,588	\$ 222,566	\$ 15,978	7.7%
Mtge Tax Rev-Wayne County	40899-0916	\$ 515,204	\$ 444,164	\$ 536,092	\$ 536,092	\$ 577,556	\$ 41,464	7.7%
Mtge Tax Rev-Wyoming County	40899-0917	\$ 164,976	\$ 141,620	\$ 148,294	\$ 148,294	\$ 159,764	\$ 11,470	7.7%
Total Mortgage Recording Tax		\$ 7,702,424	\$ 7,211,708	\$ 8,020,000	\$ 8,020,000	\$ 8,290,300	\$ 270,300	3.4%
Total Revenue		\$ 87,677,233	\$ 65,476,046	\$ 90,487,536	\$ 90,510,671	\$ 92,450,771	\$ 1,963,235	2.2%
Wage Operator FT	50101-0000	\$ 3,359,495	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Operator FT-Regular	50101-0100	\$ 13,125,028	\$ 11,840,854	\$ 16,641,199	\$ 16,503,958	\$ 16,376,372	\$ (264,827)	-1.6%
Wage Operator FT-OT	50101-0110	\$ 2,284,226	\$ 1,749,889	\$ 2,182,847	\$ 2,182,847	\$ 1,957,227	\$ (225,620)	-10.3%
Wage Operator FT-Guaranteee	50101-0120	\$ 800,500	\$ 731,109	\$ 971,296	\$ 971,296	\$ 936,779	\$ (34,517)	-3.6%
Wage Operator FT-Spread	50101-0130	\$ 614,003	\$ 453,606	\$ 777,640	\$ 777,640	\$ 710,764	\$ (66,876)	-8.6%
Wage Operator FT-Retro	50101-0170	\$ 80,598	\$ 1,020	\$ -	\$ -	\$ -	\$ -	-
Wages Operator FT-Other	50101-0180	\$ 31,243	\$ 196,218	\$ 288,785	\$ 288,785	\$ 329,853	\$ 41,068	14.2%
Wages Operator PT-Regular	50104-0100	\$ 2,484,953	\$ 1,758,388	\$ 2,372,096	\$ 2,232,637	\$ 2,504,266	\$ 132,170	5.6%
Wages Operator PT-OT	50104-0110	\$ -	\$ 122,192	\$ -	\$ -	\$ 140,200	\$ 140,200	-
Wages Operator PT-Guaranteee	50104-0110	\$ -	\$ 57	\$ -	\$ -	\$ -	\$ -	-

¹Includes RTS Ontario effective August 1, 2014

²Unrealized Mark to Market Investment Changes and Non Pay-Go OPEB Expense.

2016-17 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual		2015-16 Budget		2015-16 Actual Thru 12/31/15		2015-16 Projected		2016-17 Budget		Budget Change		% Change	
Wage Operator PT-Spread	50104-0130	\$ -	\$ -	\$ -	\$ -	\$ 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wage Operator PT-Retro	50104-0170	\$ -	\$ -	\$ -	\$ -	\$ 208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wages Operator PT-Other	50104-0180	\$ -	\$ -	\$ 14,503	\$ -	\$ -	\$ 14,503	\$ 14,503	\$ -	\$ 18,658	\$ -	\$ 4,155	\$ -	28.6%	-
Wage Operator Trainee	50106-0000	\$ 14,966	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wage Operator Trainee-Regular	50106-0100	\$ 101,266	\$ -	\$ 134,400	\$ -	\$ 12,699	\$ -	\$ 134,400	\$ -	\$ 203,200	\$ -	\$ 68,800	\$ -	51.2%	-
Wage Operator Trainee-OT	50106-0110	\$ -	\$ -	\$ -	\$ -	\$ 233	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Total Operator Wages		\$ 22,896,278	\$ 23,382,766	\$ 16,866,414	\$ 23,106,066	\$ 23,177,319	\$ (205,447)	\$ -0.9%							
Wage Parts Purchasing	50107-0000	\$ 21,701,064	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wage Parts Purchasing-Regular	50107-0100	\$ 59,618	\$ 73,309	\$ 55,688	\$ 73,309	\$ 55,688	\$ 73,309	\$ 73,309	\$ 75,196	\$ 1,887	\$ 2.6%	\$ -	\$ -	-	-
Wage Parts Purchasing-OT	50107-0110	\$ 1,593	\$ 3,619	\$ 907	\$ 3,619	\$ 907	\$ 3,619	\$ 3,619	\$ 3,714	\$ 95	\$ 2.6%	\$ -	\$ -	-	-
Wage Mechanic Farebox	50108-0000	\$ 60,856	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wage Mech Farebox-Regular	50108-0100	\$ 309,007	\$ 372,101	\$ 236,172	\$ 372,101	\$ 236,172	\$ 372,101	\$ 372,101	\$ 303,772	\$ (68,329)	\$ -18.4%	\$ -	\$ -	-	-
Wage Mech Farebox-OT	50108-0110	\$ 25,136	\$ 56,900	\$ 20,468	\$ 56,900	\$ 20,468	\$ 56,900	\$ 56,900	\$ 58,286	\$ 1,386	\$ 2.4%	\$ -	\$ -	-	-
Wage Mechanic Svc Bldg	50110-0000	\$ 146,142	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wage Mech Svc Bldg-Regular	50110-0100	\$ 756,416	\$ 992,349	\$ 597,554	\$ 992,349	\$ 597,554	\$ 992,349	\$ 992,349	\$ 1,008,405	\$ 16,056	\$ 1.6%	\$ -	\$ -	-	-
Wage Mech Svc Bldg-OT	50110-0110	\$ 108,705	\$ 54,160	\$ 162,948	\$ 54,160	\$ 162,948	\$ 54,160	\$ 54,160	\$ 53,472	\$ (688)	\$ -1.3%	\$ -	\$ -	-	-
Wage Mech Svc Bldg-Retro	50110-0170	\$ -	\$ -	\$ -	\$ -	\$ 584	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wage Mechanic Garage	50112-0000	\$ 406,158	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wage Mech Garage-Regular	50112-0100	\$ 1,893,472	\$ 2,367,614	\$ 1,587,590	\$ 2,367,614	\$ 1,587,590	\$ 2,367,614	\$ 2,367,614	\$ 2,319,308	\$ (48,306)	\$ -2.0%	\$ -	\$ -	-	-
Wage Mech Garage-OT	50112-0110	\$ 508,147	\$ 455,333	\$ 343,436	\$ 455,333	\$ 343,436	\$ 455,333	\$ 455,333	\$ 422,060	\$ (33,273)	\$ -7.3%	\$ -	\$ -	-	-
Wage Mech Garage-Retro	50112-0170	\$ -	\$ -	\$ 222	\$ -	\$ 222	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wage Mech Garage-Other	50112-0180	\$ -	\$ 24,062	\$ -	\$ 24,062	\$ -	\$ 24,062	\$ 24,062	\$ 15,555	\$ (8,507)	\$ -35.4%	\$ -	\$ -	-	-
Wage Mechanic B&G	50114-0000	\$ 44,723	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wage Mech B&G-Regular	50114-0100	\$ 213,920	\$ 255,752	\$ 156,627	\$ 255,752	\$ 156,627	\$ 255,752	\$ 255,752	\$ 272,789	\$ 17,037	\$ 6.7%	\$ -	\$ -	-	-
Wage Mech B&G-OT	50114-0110	\$ 25,931	\$ 41,901	\$ 48,989	\$ 41,901	\$ 48,989	\$ 41,901	\$ 41,901	\$ 47,020	\$ 5,119	\$ 12.2%	\$ -	\$ -	-	-
Wage Non-Mechanic B&G	50116-0000	\$ 77,965	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wage Non-Mech B&G-Regular	50116-0100	\$ 349,431	\$ 487,544	\$ 351,403	\$ 487,544	\$ 351,403	\$ 487,544	\$ 487,544	\$ 575,549	\$ 88,005	\$ 18.1%	\$ -	\$ -	-	-
Wage Non-Mech B&G-OT	50116-0110	\$ 92,097	\$ 44,967	\$ 108,439	\$ 44,967	\$ 108,439	\$ 44,967	\$ 44,967	\$ 52,912	\$ 7,945	\$ 17.7%	\$ -	\$ -	-	-
Wage Mechanic Overhaul	50118-0000	\$ 99,119	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wage Mech Overhaul-Regular	50118-0100	\$ 502,888	\$ 603,180	\$ 432,076	\$ 603,180	\$ 432,076	\$ 603,180	\$ 603,180	\$ 679,412	\$ 76,232	\$ 12.6%	\$ -	\$ -	-	-
Wage Mech Overhaul-OT	50118-0110	\$ 108,512	\$ 30,578	\$ 78,157	\$ 30,578	\$ 78,157	\$ 30,578	\$ 30,578	\$ 38,120	\$ 7,542	\$ 24.7%	\$ -	\$ -	-	-
Wage Mechanic Bodyshop	50120-0000	\$ 76,295	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Wage Mech Bodyshop-Regular	50120-0100	\$ 356,547	\$ 463,379	\$ 343,056	\$ 463,379	\$ 343,056	\$ 463,379	\$ 463,379	\$ 465,414	\$ 2,035	\$ 0.4%	\$ -	\$ -	-	-
Wage Mech Bodyshop-OT	50120-0110	\$ 44,381	\$ 38,006	\$ 30,202	\$ 38,006	\$ 30,202	\$ 38,006	\$ 38,006	\$ 38,766	\$ 760	\$ 2.0%	\$ -	\$ -	-	-
Total Mechanic Wages		\$ 6,279,158	\$ 6,364,754	\$ 4,554,518	\$ 6,364,754	\$ 4,554,518	\$ 6,364,754	\$ 6,429,750	\$ 64,996	\$ 1.0%					
Other Salaries & Wages	50102-0000	\$ 1,169,657	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Oth Sal & Wage-Regular	50102-0100	\$ 6,883,005	\$ 9,170,297	\$ 5,497,267	\$ 9,170,297	\$ 5,497,267	\$ 9,170,297	\$ 9,170,297	\$ 8,480,628	\$ (689,669)	\$ -7.5%	\$ -	\$ -	-	-
Oth Sal & Wage-OT	50102-0110	\$ 105,619	\$ 133,422	\$ 77,830	\$ 133,422	\$ 77,830	\$ 133,422	\$ 133,422	\$ 99,719	\$ (33,703)	\$ -25.3%	\$ -	\$ -	-	-
Oth Sal& Wage-Car Allowance	50102-0160	\$ -	\$ 30,400	\$ 20,100	\$ 30,400	\$ 20,100	\$ 30,400	\$ 30,400	\$ 24,400	\$ (6,000)	\$ -19.7%	\$ -	\$ -	-	-
Oth Sal& Wage-Retro	50102-0170	\$ 377	\$ -	\$ 15,224	\$ -	\$ 15,224	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Staff Performance Incentive	50102-0190	\$ 187,652	\$ 191,760	\$ 45,432	\$ 191,760	\$ 45,432	\$ 191,760	\$ 191,760	\$ 193,595	\$ 1,835	\$ 1.0%	\$ -	\$ -	-	-

¹Includes RTS Ontario effective August 1, 2014

²Unrealized Mark to Market Investment Changes and Non Pay-Go OPEB Expense.

2016-17 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual	2015-16 Budget	2015-16 Actual Thru 12/31/15	2015-16 Projected	2016-17 Budget	Budget Change	% Change
Other Wage-Vacancy Factor	50102-0195	\$ -	\$ (800,000)	\$ -	\$ (880,000)	\$ (500,000)	\$ 300,000	-37.5%
Wage Radio Control & Dispatch	50121-0000	\$ 106,462	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Radio Cntrl & Disp-Regula	50121-0100	\$ 802,254	\$ 709,257	\$ 666,535	\$ 709,257	\$ 886,138	\$ 176,881	24.9%
Wage Radio Cntrl & Disp-OT	50121-0110	\$ 148,990	\$ 130,146	\$ 138,640	\$ 130,146	\$ 161,806	\$ 31,660	24.3%
Wage Radio Cntrl & Disp-Retro	50121-0170	\$ 601	\$ -	\$ 6,342	\$ -	\$ -	\$ -	-
Wage Garage Supervisors	50122-0000	\$ 117,578	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Garage Supvr-Regular	50122-0100	\$ 678,281	\$ 687,972	\$ 524,763	\$ 687,972	\$ 693,988	\$ 6,016	0.9%
Wage Garage Supvr-OT	50122-0110	\$ 77,583	\$ 100,155	\$ 68,564	\$ 100,155	\$ 77,396	\$ (22,759)	-22.7%
Wage Garage Supvr-Retro	50122-0170	\$ -	\$ -	\$ 540	\$ -	\$ -	\$ -	-
Wage Road Supervisors	50123-0000	\$ 95,632	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Road Supvr-Regular	50123-0100	\$ 859,432	\$ 773,574	\$ 826,623	\$ 773,574	\$ 1,078,801	\$ 305,227	39.5%
Wage Road Supvr-OT	50123-0110	\$ 91,146	\$ 123,684	\$ 85,325	\$ 123,684	\$ 190,076	\$ 66,392	53.7%
Wage Road Supvr-Retro	50123-0170	\$ 925	\$ -	\$ 9	\$ -	\$ -	\$ -	-
Other Wage ATU	50124-0000	\$ 10,691	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Wage ATU-Regular	50124-0100	\$ 33,936	\$ 73,850	\$ 56,567	\$ 73,850	\$ 97,799	\$ 23,949	32.4%
Other Wage ATU-OT	50124-0110	\$ 4,891	\$ 9,820	\$ 2,282	\$ 9,820	\$ 8,585	\$ (1,235)	-12.6%
Total Other Wages		\$ 11,374,713	\$ 11,334,337	\$ 8,032,040	\$ 11,254,337	\$ 11,492,931	\$ 158,594	1.4%
Fringe Benefit-Sick Pay	50209-0000	\$ 877,232	\$ 910,030	\$ 715,518	\$ 910,030	\$ 931,145	\$ 21,115	2.3%
Fringe Benefit-Holiday Pay	50210-0000	\$ 1,156,224	\$ 1,314,463	\$ 1,043,400	\$ 1,314,463	\$ 1,286,256	\$ (28,207)	-2.1%
Fringe Benefit - Vacation	50211-0000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Vacation Pay	50211-0230	\$ 1,940,235	\$ 2,125,614	\$ 1,637,150	\$ 2,125,614	\$ 2,162,249	\$ 36,635	1.7%
PTO-Paid Time Off	50211-0240	\$ 1,392,913	\$ 1,241,196	\$ 1,030,281	\$ 1,241,196	\$ 1,113,792	\$ (127,404)	-10.3%
Fringe Benefit-Oth Pd Absence	50212-0000	\$ 67,612	\$ 77,041	\$ 51,209	\$ 77,041	\$ 75,748	\$ (1,293)	-1.7%
Total Wage Fringe		\$ 5,434,215	\$ 5,668,344	\$ 4,477,558	\$ 5,668,344	\$ 5,569,190	\$ (99,154)	-1.7%
Total Wages		\$ 45,984,364	\$ 46,750,201	\$ 33,930,530	\$ 46,393,501	\$ 46,669,190	\$ (81,011)	-0.2%
FICA	50201-0000	\$ 3,411,273	\$ 3,616,590	\$ 2,553,017	\$ 3,616,590	\$ 3,476,476	\$ (140,115)	-3.9%
Pension Cont-Non Union	50202-0305	\$ 413,404	\$ 485,915	\$ 361,248	\$ 414,915	\$ 840,150	\$ 354,235	72.9%
Pension Cont-Union	50202-0306	\$ 787,167	\$ 750,998	\$ 454,812	\$ 750,998	\$ 634,275	\$ (116,723)	-15.5%
Employer Match Teamsters 457	50202-0307	\$ -	\$ -	\$ 5,045	\$ -	\$ -	\$ -	-
Executive 457 Deferral	50202-0308	\$ 31,000	\$ 30,000	\$ 30,400	\$ 30,000	\$ 29,000	\$ (1,000)	-3.3%
Health Care-Active	50203-0310	\$ 6,784,302	\$ 7,302,630	\$ 4,672,595	\$ 7,302,630	\$ 8,277,930	\$ 975,300	13.4%
Health Care-Retiree	50203-0315	\$ 1,875,512	\$ 2,401,333	\$ 1,638,300	\$ 2,401,333	\$ 2,765,068	\$ 363,735	15.1%
Vision Care-Active	50203-0320	\$ 48,112	\$ 34,716	\$ 26,101	\$ 34,716	\$ 36,677	\$ 1,961	5.6%
Vision Care-Retiree	50203-0325	\$ 9,444	\$ 10,830	\$ 7,732	\$ 10,830	\$ 14,005	\$ 3,175	29.3%
HRA-Health Reimb Acct	50203-0330	\$ 552,126	\$ 793,090	\$ 504,429	\$ 793,090	\$ 778,317	\$ (14,773)	-1.9%
Dental Plan-Active	50204-0340	\$ 360,914	\$ 392,693	\$ 277,433	\$ 392,693	\$ 401,050	\$ 8,357	2.1%
Dental Plan-Retiree	50204-0345	\$ 60,271	\$ 64,000	\$ 59,027	\$ 64,000	\$ 81,100	\$ 17,100	26.7%
Group Life Pension Ins Group	50205-0350	\$ 29,444	\$ 29,840	\$ 21,519	\$ 29,840	\$ 28,960	\$ (880)	-2.9%
Group Life Insurance	50205-0355	\$ 112,567	\$ 118,158	\$ 83,393	\$ 118,158	\$ 114,110	\$ (4,048)	-3.4%
Short Term Dbl Ins Plan	50206-0360	\$ 161,669	\$ 158,804	\$ 144,721	\$ 158,804	\$ 215,329	\$ 56,525	35.6%

¹Includes RTS Ontario effective August 1, 2014

²Unrealized Mark to Market Investment Changes and Non Pay-Go OPEB Expense.

2016-17 OPERATING BUDGET DETAIL¹

Account Description	Account	2015-16 Actual				2015-16 Projected	2016-17 Budget	Budget Change	% Change
		2014-15 Actual	2015-16 Budget	Thru 12/31/15	2015-16 Actual				
State Unemployment Insurance	50207-0000	\$ 248,063	\$ 164,000	\$ 79,407	\$ 164,000	\$ 164,000	\$ 180,800	\$ 16,800	10.2%
Workers Compensation	50208-0370	\$ (101,550)	\$ 307,082	\$ 167,614	\$ 307,082	\$ 307,082	\$ 233,536	\$ (73,546)	-23.9%
Workers Comp-Medical	50208-0380	\$ 356,818	\$ 386,480	\$ 252,106	\$ 386,480	\$ 386,480	\$ 333,060	\$ (53,420)	-13.8%
Workers Comp-Indemnity	50208-0385	\$ 1,362,535	\$ 1,620,334	\$ 1,072,662	\$ 1,620,334	\$ 1,620,334	\$ 1,843,095	\$ 222,761	13.7%
Fringe Benefit-Uniform & Tool	50213-0000	\$ 268,829	\$ -	\$ (284)	\$ -	\$ -	\$ -	\$ -	-
Uniform Allowance	50213-0395	\$ 81,212	\$ 333,970	\$ 212,662	\$ 333,970	\$ 333,970	\$ 346,342	\$ 12,372	3.7%
Tool Allowance	50213-0396	\$ -	\$ 44,000	\$ 24,990	\$ 44,000	\$ 44,000	\$ 45,160	\$ 1,160	2.6%
Other Post Employment Benefits	50214-0390	\$ 5,824,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Employee Benefits		\$ 22,677,111	\$ 19,045,463	\$ 12,648,932	\$ 18,974,463	\$ 18,974,463	\$ 20,674,440	\$ 1,628,976	8.6%
Management Service Fee-BBS	51002-0600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Management Svc Fees-RGRTA	51002-0610	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Management Svc Fees-RTS	51002-0611	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Management Svc Fees-LL	51002-0612	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Management Svc Fees-ONT	51002-0614	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Management Svc Fees-STs	51002-0616	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Management Svc Fees-LATS	51002-0617	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interco Reimb-Vehicle Repair	51002-0613	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Inter-Entity Cost Allocation		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Personnel		\$ 68,661,475	\$ 65,795,664	\$ 46,579,462	\$ 65,367,964	\$ 65,367,964	\$ 67,343,630	\$ 1,547,965	2.4%
Diesel Fuel-Revenue Vehicles	50401-0410	\$ 5,167,111	\$ 5,104,453	\$ 2,385,646	\$ 5,104,453	\$ 5,104,453	\$ 3,975,452	\$ (1,129,001)	-22.1%
Unleaded Fuel Revenue Vehicles	50401-0412	\$ 775,707	\$ 863,696	\$ 454,624	\$ 863,696	\$ 863,696	\$ 1,258,799	\$ 395,103	45.7%
Unleaded Fuel-NonRev Vehicles	50401-0414	\$ 472,873	\$ 489,781	\$ 234,199	\$ 489,781	\$ 489,781	\$ 360,600	\$ (129,181)	-26.4%
Motor Oil	50401-0415	\$ 74,715	\$ 81,819	\$ 52,669	\$ 81,819	\$ 81,819	\$ 87,007	\$ 5,188	6.3%
Trans Fluid & Other Lubricants	50401-0416	\$ 120,803	\$ 166,141	\$ 73,358	\$ 166,141	\$ 166,141	\$ 127,000	\$ (39,141)	-23.6%
Total Fuel & Lubricants		\$ 6,611,209	\$ 6,705,890	\$ 3,200,496	\$ 6,705,890	\$ 6,705,890	\$ 5,808,858	\$ (897,032)	-13.4%
M&S-Tires	50402-0430	\$ 482,363	\$ 473,231	\$ 331,713	\$ 473,231	\$ 473,231	\$ 467,311	\$ (5,920)	-1.3%
M&S-Camera Repair	50498-0440	\$ 7,179	\$ 26,377	\$ 36,363	\$ 26,377	\$ 26,377	\$ 30,000	\$ 3,623	13.7%
M&S-Radio Repair	50498-0445	\$ 27,205	\$ 34,481	\$ 9,063	\$ 34,481	\$ 34,481	\$ 35,000	\$ 519	1.5%
M&S-Farebox Repair	50498-0450	\$ 12,450	\$ 24,377	\$ 17,419	\$ 24,377	\$ 24,377	\$ 25,000	\$ 623	2.6%
M&S-Maintenance Rev Vehicle	50498-0452	\$ 2,723,805	\$ 2,732,801	\$ 2,369,302	\$ 2,732,801	\$ 2,732,801	\$ 2,751,380	\$ 18,579	0.7%
M&S Interco Repair	50498-0453	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
M&S-Maintenance Serv Vehicle	50498-0454	\$ 41,374	\$ 51,962	\$ 35,008	\$ 51,962	\$ 51,962	\$ 50,000	\$ (1,962)	-3.8%
M&S-Consumed Rev Vehicle	50498-0460	\$ 28,809	\$ 45,333	\$ 24,460	\$ 45,333	\$ 45,333	\$ 43,745	\$ (1,588)	-3.5%
Total Parts & Repairs		\$ 3,323,185	\$ 3,388,562	\$ 2,823,327	\$ 3,388,562	\$ 3,388,562	\$ 3,402,436	\$ 13,874	0.4%
M&S-Bus Shelter Materials	50498-0435	\$ 34,275	\$ 40,000	\$ 1,205	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%
M&S-Capitalized Bus Components	50498-0470	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
M&S-Inventory Cost Variance	50498-0997	\$ 1,103	\$ -	\$ 29,608	\$ -	\$ -	\$ -	\$ -	-
M&S-Other	50499-0500	\$ 117,111	\$ 179,290	\$ 70,547	\$ 179,290	\$ 179,290	\$ 204,775	\$ 25,485	14.2%

¹Includes RTS Ontario effective August 1, 2014

²Unrealized Mark to Market Investment Changes and Non Pay-Go OPEB Expense.

2016-17 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual		2015-16 Budget		2015-16 Actual Thru 12/31/15		2015-16 Projected		2016-17 Budget		Budget Change		% Change	
M&S-Invoice Price Variance	50499-0505	\$	(6,006)	\$	-	\$	(174)	\$	-	\$	-	\$	-	-	-
M&S-Office Supplies	50499-0510	\$	147,827	\$	126,414	\$	90,829	\$	126,414	\$	136,454	\$	10,040	7.9%	
M&S-Printing Public Schedules	50499-0530	\$	160,641	\$	149,049	\$	94,547	\$	149,049	\$	135,500	\$	(13,549)	-9.1%	
M&S-Printing Tickets & Passes	50499-0535	\$	61,214	\$	96,525	\$	67,103	\$	96,525	\$	92,299	\$	(4,226)	-4.4%	
M&S-Consumed Bldgs & Grounds	50499-0560	\$	397,071	\$	230,193	\$	213,495	\$	230,193	\$	262,300	\$	32,107	13.9%	
M&S-Shop & Build Equipment	50499-0570	\$	62,314	\$	64,169	\$	42,208	\$	64,169	\$	100,600	\$	36,431	56.8%	
M&S-Maint Shop Supplies	50499-0580	\$	396,859	\$	353,411	\$	215,450	\$	353,411	\$	320,000	\$	(33,411)	-9.5%	
M&S-Non Capitalized Equipment	50499-0590	\$	26,497	\$	-	\$	-	\$	-	\$	-	\$	-	-	
Total Materials and Supplies		\$	1,398,906	\$	1,239,051	\$	824,819	\$	1,239,051	\$	1,291,928	\$	52,877	4.3%	
Prof Service-Other	50303-0620	\$	73,111	\$	85,880	\$	46,634	\$	85,880	\$	75,540	\$	(10,340)	-12.0%	
Prof Service-Govt Relations	50303-0622	\$	217,692	\$	227,000	\$	214,339	\$	227,000	\$	227,000	\$	-	0.0%	
Prof Service-Law General	50303-0623	\$	224,074	\$	168,000	\$	173,909	\$	168,000	\$	250,000	\$	82,000	48.8%	
Prof Service-Law Injury	50303-0624	\$	479,880	\$	469,526	\$	16,253	\$	469,526	\$	448,950	\$	(20,576)	-4.4%	
Prof Service-Law Labor	50303-0625	\$	440,108	\$	548,500	\$	320,135	\$	554,500	\$	521,500	\$	(27,000)	-4.9%	
Prof Service-Outside Audit	50303-0626	\$	81,599	\$	89,350	\$	84,301	\$	98,687	\$	83,460	\$	(5,890)	-6.6%	
Pension Actuary	50303-0635	\$	87,500	\$	59,950	\$	28,250	\$	59,950	\$	31,425	\$	(28,525)	-47.6%	
Pension Mgmt Fee	50303-0636	\$	385,108	\$	443,500	\$	303,746	\$	423,466	\$	447,000	\$	3,500	0.8%	
Temp Help-Transportation	50304-0640	\$	7,425	\$	-	\$	-	\$	-	\$	-	\$	-	-	
Temp Help-Other	50304-0650	\$	31,012	\$	-	\$	709	\$	-	\$	-	\$	-	-	
Contracted Services-Other	50305-0641	\$	1,817,007	\$	1,559,983	\$	1,144,137	\$	1,592,333	\$	1,766,371	\$	206,388	13.2%	
Software Maintenance Fees	50305-0642	\$	665,264	\$	825,434	\$	632,191	\$	825,434	\$	1,193,223	\$	367,789	44.6%	
Hardware Maintenance Fees	50305-0643	\$	94,266	\$	100,000	\$	13,982	\$	100,000	\$	199,450	\$	99,450	99.5%	
Contracted Services-ARC	50305-0646	\$	-	\$	52,000	\$	25,846	\$	70,000	\$	40,000	\$	(2,000)	-23.1%	
Parts Department Management	50305-0648	\$	455,220	\$	485,000	\$	463,779	\$	485,000	\$	645,730	\$	160,730	33.1%	
Ride Share Guar Ride Home	50305-0649	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	-	
Custodial Services-General	50306-0650	\$	250,951	\$	415,658	\$	297,352	\$	415,658	\$	428,121	\$	12,463	3.0%	
Security Services-General	50307-0660	\$	475,792	\$	795,993	\$	794,998	\$	1,078,993	\$	1,090,148	\$	294,155	37.0%	
Medical Services	50399-0670	\$	107,540	\$	124,519	\$	74,790	\$	124,519	\$	136,500	\$	11,981	9.6%	
Total Contracted Services		\$	5,893,548	\$	6,450,293	\$	4,635,349	\$	6,778,946	\$	7,584,418	\$	1,134,125	17.6%	
Utilities-Elec Admin Bldg	50502-0800	\$	104,492	\$	116,665	\$	74,061	\$	100,165	\$	142,216	\$	25,551	21.9%	
Utilities-Elec Bus Shelter & S	50502-0801	\$	17,935	\$	22,000	\$	1,298	\$	22,000	\$	22,000	\$	-	0.0%	
Utilities-Elec Oper Bldg	50502-0802	\$	243,437	\$	312,000	\$	150,065	\$	312,000	\$	269,283	\$	(42,717)	-13.7%	
Utilities-Elec Service Bldg	50502-0803	\$	4,907	\$	-	\$	3,285	\$	-	\$	6,054	\$	6,054	-	
Utilities-Elec Transit Ctr	50502-0804	\$	58,760	\$	146,000	\$	95,114	\$	137,000	\$	154,756	\$	8,756	6.0%	
Utilities-Gas Admin Bldg	50502-0810	\$	27,444	\$	30,650	\$	9,462	\$	30,650	\$	29,450	\$	(1,200)	-3.9%	
Utilities-Gas Operation Bldg	50502-0812	\$	88,255	\$	104,000	\$	24,811	\$	47,500	\$	73,000	\$	(31,000)	-29.8%	
Utilities-Gas Svc Bldg	50502-0813	\$	43,438	\$	49,600	\$	15,404	\$	49,600	\$	42,450	\$	(7,150)	-14.4%	
Utilities-Gas Transit Center	50502-0814	\$	22,231	\$	66,000	\$	6,946	\$	66,000	\$	21,850	\$	(44,150)	-66.9%	
Utilities-Water Admin Bldg	50502-0816	\$	50,603	\$	60,560	\$	24,416	\$	60,560	\$	57,800	\$	(2,760)	-4.6%	
Utilities-Water Transit Ctr	50502-0817	\$	-	\$	-	\$	-	\$	-	\$	5,000	\$	5,000	-	
Utilities-Telephone Admin Bldg	50502-0820	\$	173,228	\$	208,643	\$	141,192	\$	208,643	\$	196,280	\$	(12,363)	-5.9%	

¹Includes RTS Ontario effective August 1, 2014

²Unrealized Mark to Market Investment Changes and Non Pay-Go OPEB Expense.

2016-17 OPERATING BUDGET DETAIL¹

Account Description	Account	2015-16 Actual				2015-16 Projected				2016-17 Budget				% Change	
		2014-15 Actual	2015-16 Budget	Thru 12/31/15		2015-16 Projected		2016-17 Budget		2016-17 Budget		Budget Change		% Change	
Utilities-Telephone Transit Center	50502-0821	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,200	\$ -	\$ 7,200	\$ -	-	-
Total Utilities		\$ 834,730	\$ 1,116,118	\$ 546,054	\$ -	\$ 1,034,118	\$ -	\$ 1,027,339	\$ -	\$ 1,027,339	\$ -	\$ (88,779)	\$ -	-8.0%	
Premium Physical Damage Ins	50601-0680	\$ 990,939	\$ 1,075,826	\$ 675,150	\$ -	\$ 992,097	\$ -	\$ 1,063,357	\$ -	\$ 1,063,357	\$ -	\$ (12,469)	\$ -	-1.2%	
Payout Uninsured PL&PD	50604-0690	\$ 2,247,297	\$ 748,315	\$ 508,629	\$ -	\$ 748,315	\$ -	\$ 806,306	\$ -	\$ 806,306	\$ -	\$ 57,991	\$ -	7.7%	
Payout Employt Practice Exp	50604-0695	\$ (64,845)	\$ 90,000	\$ (48,756)	\$ -	\$ 137,000	\$ -	\$ 80,000	\$ -	\$ 80,000	\$ -	\$ (10,000)	\$ -	-11.1%	
Total Casualty and Liability		\$ 3,173,391	\$ 1,914,141	\$ 1,135,024	\$ -	\$ 1,877,412	\$ -	\$ 1,949,663	\$ -	\$ 1,949,663	\$ -	\$ 35,522	\$ -	1.9%	
Lease-Call Center	51212-0840	\$ 1,646	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Lease-Facilities AT HSBC	51212-0841	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Leases & Rentals Copier	51212-0850	\$ 135,817	\$ 114,411	\$ 93,562	\$ -	\$ 114,411	\$ -	\$ 118,815	\$ -	\$ 118,815	\$ -	\$ 4,404	\$ -	3.8%	
Office Lease	51212-0852	\$ 136,314	\$ 164,194	\$ 95,094	\$ -	\$ 164,194	\$ -	\$ 170,283	\$ -	\$ 170,283	\$ -	\$ 6,089	\$ -	3.7%	
Software License Fees	51212-0854	\$ 87,771	\$ 50,300	\$ 59,302	\$ -	\$ 50,300	\$ -	\$ 50,300	\$ -	\$ 50,300	\$ -	\$ -	\$ -	0.0%	
IT Disaster Recovery Equipment	51212-0856	\$ 2,299	\$ 56,000	\$ -	\$ -	\$ 56,000	\$ -	\$ 61,000	\$ -	\$ 61,000	\$ -	\$ 5,000	\$ -	8.9%	
Total Leases and Rentals		\$ 368,846	\$ 384,905	\$ 247,958	\$ -	\$ 384,905	\$ -	\$ 400,398	\$ -	\$ 400,398	\$ -	\$ 15,493	\$ -	4.0%	
Other Taxes	50799-0790	\$ 19,367	\$ 20,840	\$ 32,033	\$ -	\$ 20,840	\$ -	\$ 21,674	\$ -	\$ 21,674	\$ -	\$ 834	\$ -	4.0%	
Sub & Memberships-General	50901-0700	\$ 132,310	\$ 121,580	\$ 111,224	\$ -	\$ 121,580	\$ -	\$ 133,085	\$ -	\$ 133,085	\$ -	\$ 11,505	\$ -	9.5%	
Travel & Meetings	50902-0710	\$ 305,701	\$ 273,827	\$ 170,265	\$ -	\$ 273,827	\$ -	\$ 428,659	\$ -	\$ 428,659	\$ -	\$ 154,832	\$ -	56.5%	
Misc. Expense Meetings	50902-0720	\$ 58,798	\$ 68,000	\$ 29,694	\$ -	\$ 68,000	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ (8,000)	\$ -	-11.8%	
Fines & Penalties-General	50906-0760	\$ 9,404	\$ -	\$ 19,003	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Bad Debt Expense	50907-0762	\$ 179,105	\$ -	\$ 6,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Advertising & Promotion	50908-0750	\$ 221,948	\$ 203,500	\$ 139,210	\$ -	\$ 203,500	\$ -	\$ 183,500	\$ -	\$ 183,500	\$ -	\$ (20,000)	\$ -	-9.8%	
Employment Advertising	50908-0754	\$ 16,470	\$ 21,700	\$ 17,588	\$ -	\$ 21,700	\$ -	\$ 24,000	\$ -	\$ 24,000	\$ -	\$ 2,300	\$ -	10.6%	
RFP & IFB Advertising	50908-0758	\$ 8,041	\$ 6,500	\$ 2,266	\$ -	\$ 6,500	\$ -	\$ 6,000	\$ -	\$ 6,000	\$ -	\$ (500)	\$ -	-7.7%	
Misc. Service Expansion	50999-0730	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,175	\$ -	\$ 29,175	\$ -	\$ 29,175	\$ -	-	
Misc Exp-Other	50999-0000	\$ -	\$ -	\$ 5,383	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Misc Exp-General	50999-0734	\$ 188,943	\$ 190,165	\$ 94,549	\$ -	\$ 197,594	\$ -	\$ 202,875	\$ -	\$ 202,875	\$ -	\$ 12,710	\$ -	6.7%	
Misc Exp-Ontario	50999-0738	\$ 277	\$ -	\$ (1,796)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Productivity and Efficiency Improv.	50999-0736	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Misc Exp-Emp Reward & Recogn	50999-0740	\$ 34,709	\$ 31,750	\$ 9,621	\$ -	\$ 31,750	\$ -	\$ 21,000	\$ -	\$ 21,000	\$ -	\$ (10,750)	\$ -	-33.9%	
Misc Exp-Employee Wellness Pro	50999-0741	\$ 29,956	\$ 20,950	\$ 17,587	\$ -	\$ 20,950	\$ -	\$ 19,320	\$ -	\$ 19,320	\$ -	\$ (1,630)	\$ -	-7.8%	
Misc Exp-NYS Rodeo	50999-0742	\$ -	\$ -	\$ 27,149	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
UPWP Expense	50999-0770	\$ 43,239	\$ 347,200	\$ 82,100	\$ -	\$ 347,200	\$ -	\$ 165,815	\$ -	\$ 165,815	\$ -	\$ (181,385)	\$ -	-52.2%	
Interest Expense	51101-0780	\$ -	\$ 450,000	\$ -	\$ -	\$ 450,000	\$ -	\$ 450,000	\$ -	\$ 450,000	\$ -	\$ -	\$ -	0.0%	
Total Taxes and Miscellaneous		\$ 1,248,267	\$ 1,756,012	\$ 762,128	\$ -	\$ 1,763,441	\$ -	\$ 1,745,102	\$ -	\$ 1,745,102	\$ -	\$ (10,910)	\$ -	-0.6%	

¹Includes RTS Ontario effective August 1, 2014

²Unrealized Mark to Market Investment Changes and Non Pay-Go OPEB Expense.

2016-17 OPERATING BUDGET DETAIL¹

Account Description	Account	2015-16 Actual		2015-16 Budget		2015-16 Projected		2016-17 Budget		% Change
		2014-15 Actual	Thru 12/31/15	2015-16 Actual	2015-16 Budget	2015-16 Projected	2015-16 Projected	2016-17 Budget	Budget Change	
Depreciation-Local	51300-0860	\$ 1,599,926	\$ 1,267,484	\$ 1,736,900	\$ 1,736,900	\$ 1,736,900	\$ 1,897,000	\$ 1,897,000	\$ 160,100	9.2%
Total Local Depreciation		\$ 1,599,926	\$ 1,267,484	\$ 1,736,900	\$ 1,736,900	\$ 1,736,900	\$ 1,897,000	\$ 1,897,000	\$ 160,100	9.2%
Total Non-Personnel		\$ 24,452,009	\$ 15,442,639	\$ 24,691,872	\$ 24,909,225	\$ 24,909,225	\$ 25,107,142	\$ (415,270)	\$ (415,270)	1.7%
Total Expense		\$ 93,113,484	\$ 62,022,101	\$ 90,487,536	\$ 90,277,189	\$ 90,277,189	\$ 92,450,771	\$ 1,963,235	\$ 1,963,235	2.2%
Non-GAAP Budget Schedule Adjustments²		\$ (5,975,202)	\$ (452,000)				\$ -	\$ -	\$ -	-
Net Income (Loss)		\$ 538,950	\$ 3,905,945	\$ -	\$ 233,482	\$ 233,482	\$ -	\$ -	\$ -	-

¹Includes RTS Ontario effective August 1, 2014

²Unrealized Mark to Market Investment Changes and Non Pay-Go OPEB Expense.

Personnel Change Summary

	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET
RTS	644	629	612
RTS Access	100	100	100
RTS Genesee	15	14	15
RTS Livingston	29	24	27
RTS Ontario	0	56	61
RTS Orleans	16	12	12
RTS Seneca	13	14	14
RTS Wayne	36	37	43
RTS Wyoming	22	20	20
TOTAL	875	906	904





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. 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 annual fiscal year runs from April 1st – through March 31st. 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 Finance Department to each department head of Regional Transit Service and to the managers of the other subsidiary companies.

Operating budget and capital project request submissions 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 meets 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. At that time, the Authority's proposed budget is finalized for inclusion 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 first.

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. • Operating Budget preparation packages are distributed 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 Six-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 products 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 entirely self-insured for Workers' Compensation losses and all claims are paid with operating funds. 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 in excess of 2 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 Federal 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 annual depreciation expense contained in the current fiscal year budget. From time to time 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 of the Board 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. The Finance/Investment Committee is considering the potential issuance of debt for the RTS Transit Center project that commenced operation on November 28, 2014.

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 which 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.

Employees of RGRTA, the corporate governance entity, are provided pension benefits through 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, such as health, life, and dental insurance. As of March 31, 2015, there were 580 active participants. The total actuarial accrued liability for OPEB as of March 31, 2015 was \$71.4 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 Comprehensive 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. Pending such legislation, the Board of Commissioners has established an OPEB Reserve Fund into which it authorizes deposits as it deems appropriate.





PERFORMANCE MEASUREMENTS

2016-17 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 view 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.

HOW TOPS FUNCTIONS

The 2016-17 Transit Organization Performance Scorecard (TOPS) will have a total of 22 metrics within the four strategic pillars, consistent with the metrics identified and monitored during the previous fiscal year. TOPS is measured with the Financial Performance Index, Customer Service Index, and Quality Performance Index in all four quarters. In addition, employees are surveyed in quarters 2 and 4 which comprise the Employee Engagement Index. Each metric will be awarded points on a continuous scale. The On-Time Performance metric for RTS Monroe within the Service Performance Index is the only metric in TOPS this year that will be modified slightly. This metric is measuring our success in providing quality service with respect to the attribute that customers state through market research is the most important them. Currently to be considered on-time the bus can be 2:59 minutes early to 5:59 minutes late, new this year that window will be tightened to 2:00 minutes early to 5:00 minutes late. RGRTA understands that continued focus and improvement in this measure will have a direct impact on the customer experience.

PERFORMANCE INDEXES and THEIR CRITICAL SUCCESS FACTORS

Financial Performance Index (FPI):
40 Points for Q1, 2, 3, 4

Success Indicator: End of Year Net Income (Deficit) Projection

RGRTA's ability to be a reliable Public Transportation provider is dependent on its financial stability. FPI shows the Authority's success in managing its finances and being fiscally responsible in the way it provides service to the community.

In 2016-17 TOPS, the performance of RGRTA's financial health will continue to be measured based on the results of the quarterly End of Year Net Income (Deficit) Projection, which is an estimate of operating revenues, subsidies, and expenses across the entire organization. FPI will carry 40 out of the 100 points in TOPS. This is the highest point allocation among the four indices, as financial success forms the foundation necessary to allow RGRTA to achieve its strategic goals.

Customer Satisfaction Index (CSI):
30 Points for Q1 & Q3
25 Points for Q2 & Q4

Success Indicator: Net Promoter Score (NPS)

The Customer Satisfaction Index (CSI) assesses RGRTA's effectiveness in providing a product that meets or exceeds our customers' needs and requirements. The allocation of points to the CSI is consistent with the prior year, with the variation in quarters 2 and 4 to account for the inclusion of the Employee Engagement Index for those quarters.

The Net Promoter Score (NPS) is the ultimate measure of the Authority's delivery of a quality experience. NPS is a highly regarded measure used in the private sector and considered to be the ultimate measure of customer satisfaction by asking customers 'the ultimate question': "How likely is it that you would recommend our service to another person?" The score is the result of the difference between the percent of those considered to be promoters (very likely to recommend the service) and the percent of those considered to be detractors (not likely to recommend the service).

The CSI points are allocated among RTS Monroe and RTS Access based on their respective percentage of the total customers served by the Authority, with the balance of points allocated evenly amongst the Regionals. Based on this methodology, 93% of the CSI points are allocated to RTS Monroe, 1% to RTS Access, and 6% to the seven regional subsidiary companies combined.

Service Performance Index (SPI):
30 Points for Q1 and Q3
25 Points for Q2 and Q4

Success Indicator: On-Time Performance (OTP)

The Service Performance Index (SPI) measures the Authority's performance in providing the product that our customers want. The most critical success indicator of quality performance for the Authority is On-Time Performance (OTP). Quarterly customer surveys consistently show OTP as the single most important priority to customers. As such, OTP is the sole indicator

of success in the SPI. Lean Six Sigma principles will continue to be applied throughout the organization to improve processes such as preventative maintenance, repeat failures, and bus availability, which are just a few among other Department Performance Indicators (DPIs) which can have a sizable impact on OTP. The Bus Operator Coaches will continue to put best practices to work as RGRTA continues to focus on providing a consistent and reliable experience.

The allocation of points to the Service Performance Index is consistent with the Customer Service Index, as described in the prior section.

Employee Engagement Index (EEI):
0 Points for Q1 & Q3
10 Points for Q2 & Q4

Success Indicator: Employee Engagement, Participation, and Satisfaction

The Employee Engagement Index (EEI) reflects the people-focused facet of our business model. The Authority, through the People Department, is focused on providing the conditions, equipment, and training necessary to foster employee growth, development, and success. The return on this investment will pay forward in a better customer experience and increased customer satisfaction.

This effort will be measured in TOPS by Employee Engagement, which is defined as the measurable degree of an employee's positive attachment to their job, colleagues, and organization that then influences their willingness to learn and perform at work. Employee Engagement will be measured in the second and fourth quarters. It will be captured by three metrics: participation, satisfaction, and the engagement index, which measures the employee's commitment and motivation to act in the best interest of the business. This year there is a slight change in the point allocation within the index with both satisfaction and engagement being weighted equally at three points each. Satisfaction will move from four points to three and engagement from two points to three.

The number of points allocated for the EEI will continue to account for 10 of the total 100 TOPS points in Q2 and Q4.

2015-16 TOPS REVIEW

The Authority again exceeded its TOPS goal of 100 points in each of the first three quarters. All quarters were 105 or greater – representing a significant achievement. The Financial Performance Index measured by the projected net income (deficit) along with the Service Performance Index measured by On-Time Performance has led the way. Customer Satisfaction has performed at or near our goal, while the Employee Engagement Index was slightly below goal in quarter two.

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's vision to be *The Preferred Transportation Choice* can only be achieved 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 vision.

The comprehensive analysis provided by TOPS allows management and the Board to monitor the Authority's overall performance, and make timely and informed decisions. The emphasis on a few critical metrics will demand a higher level of performance by each business unit. Success is going to be focused on what is of great importance to the organization: End of Year Net Income Projection, Customer Net Promoter Score (NPS), On-Time Performance, and Employee Engagement. It makes it clear for our employees, focuses their attention, and directs their efforts. It makes it clear for the Board and the community on how to hold RGRTA accountable.



TOPS

TRANSIT ORGANIZATION PERFORMANCE

KEY RESULT AREAS	SUCCESS INDICATORS	GOAL POINTS	
		Q1 & Q3	Q2 & Q4
Financial Sustainability	End of Year NET Income	40	40
Customer Satisfaction	NET Promoter Score (NPS)	30	25
Service Quality	On-time Performance	30	25
Employee Engagement	Employee Survey Participation & Satisfaction Score	0	10
		GOAL 100	GOAL 100

TOPS DETAILS QUARTERS 1 & 3

STRATEGIC PILLARS 2016-2017	METRIC	PLAN GOAL	ACTUAL 1ST QUARTER	ACTUAL 2ND QUARTER	ACTUAL 3RD QUARTER	ACTUAL 4TH QUARTER	EARNED POINTS	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income (Deficit) Projection	\$0						40.00	52.00	28.00
	Total FPI Score						0.00	40.0	52.0	28.0
CUSTOMER SERVICE EXCELLENCE	Net Promoter Score – RTS	35.0%						27.95	36.33	19.56
	Customer Satisfaction – RTS Access	95.0%						0.33	0.42	0.23
	Customer Satisfaction – RTS Genesee	95.0%						0.25	0.32	0.17
	Customer Satisfaction – RTS Livingston	95.0%						0.25	0.32	0.17
	Customer Satisfaction – RTS Ontario	95.0%						0.25	0.32	0.17
	Customer Satisfaction – RTS Orleans	95.0%						0.25	0.32	0.17
	Customer Satisfaction – RTS Seneca	95.0%						0.25	0.32	0.17
	Customer Satisfaction – RTS Wayne	95.0%						0.25	0.32	0.17
QUALITY SERVICE DELIVERY	Customer Satisfaction – RTS Wyoming	95.0%						0.25	0.32	0.17
	Total CSI Score						0.00	30.0	39.0	21.0
	On-Time Performance – RTS	89.0%						27.95	36.33	19.56
	On-Time Performance – RTS Access	93.5%						0.33	0.42	0.23
	On-Time Performance – RTS Genesee	95.0%						0.25	0.32	0.17
	On-Time Performance – RTS Livingston	95.0%						0.25	0.32	0.17
	On-Time Performance – RTS Ontario	87.0%						0.25	0.32	0.17
	On-Time Performance – RTS Orleans	95.0%						0.25	0.32	0.17
	On-Time Performance – RTS Seneca	95.0%						0.25	0.32	0.17
	On-Time Performance – RTS Wayne	95.0%						0.25	0.32	0.17
	On-Time Performance – RTS Wyoming	95.0%						0.25	0.32	0.17
	Total SPI Score						0.00	30.0	39.0	21.0
EMPLOYEE ENGAGEMENT	Employee Participation									
	Employee Engaged Index									
	Employee Satisfaction									
	Total ESI Score						0.00	0.0	0.0	0.0
TOPS Score							0.00	100.0	130.0	70.0

On-Time Performance: RTS value stated above is the annual average (89.00%). Quarterly goals are: Q1 89.25%; Q2 88.25%; Q3 89.00%; Q4 89.50%.

TOPS DETAILS QUARTERS 2 & 4

STRATEGIC PILLARS 2016-2017	METRIC	PLAN GOAL	ACTUAL 1ST QUARTER	ACTUAL 2ND QUARTER	ACTUAL 3RD QUARTER	ACTUAL 4TH QUARTER	EARNED POINTS	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income (Deficit) Projection	\$0						40.00	52.00	28.00
	Total FPI Score						0.00	40.0	52.0	28.0
CUSTOMER SERVICE EXCELLENCE	Net Promoter Score – RTS	35.0%						23.29	30.28	16.30
	Customer Satisfaction – RTS Access	95.0%						0.27	0.35	0.19
	Customer Satisfaction – RTS Genesee	95.0%						0.21	0.27	0.14
	Customer Satisfaction – RTS Livingston	95.0%						0.21	0.27	0.14
	Customer Satisfaction – RTS Ontario	95.0%						0.21	0.27	0.14
	Customer Satisfaction – RTS Orleans	95.0%						0.21	0.27	0.14
	Customer Satisfaction – RTS Seneca	95.0%						0.21	0.27	0.14
	Customer Satisfaction – RTS Wayne	95.0%						0.21	0.27	0.14
	Customer Satisfaction – RTS Wyoming	95.0%						0.21	0.27	0.14
	Total CSI Score						0.00	25.0	32.5	17.5
QUALITY SERVICE DELIVERY	On-Time Performance – RTS	89.0%						23.29	30.28	16.30
	On-Time Performance – RTS Access	93.5%						0.27	0.35	0.19
	On-Time Performance – RTS Genesee	95.0%						0.21	0.27	0.14
	On-Time Performance – RTS Livingston	95.0%						0.21	0.27	0.14
	On-Time Performance – RTS Ontario	87.0%						0.21	0.27	0.14
	On-Time Performance – RTS Orleans	95.0%						0.21	0.27	0.14
	On-Time Performance – RTS Seneca	95.0%						0.21	0.27	0.14
	On-Time Performance – RTS Wayne	95.0%						0.21	0.27	0.14
	On-Time Performance – RTS Wyoming	95.0%						0.21	0.27	0.14
	Total SPI Score						0.00	25.0	32.5	17.5
EMPLOYEE ENGAGEMENT	Employee Participation	27.5%						4.00	5.20	2.80
	Employee Engaged Index	10%						3.00	3.90	2.10
	Employee Satisfaction	4.0						3.00	3.90	2.10
Total ESI Score							0.00	10.0	13.0	7.0
TOPS Score							0.00	100.0	130.0	70.0

On-Time Performance: RTS value stated above is the annual average (89.00%). Quarterly goals are: Q1 89.25%; Q2 88.25%; Q3 89.00%; Q4 89.50%.

TOPS MATRIX QUARTERS 1 & 3

STRATEGIC PILLAR 2016-17		BELOW GOAL									EXCEEDING GOAL						
	METRIC	-30%	-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 (Deficit) Projection	(\$365)	(\$304)	(\$243)	(\$182)	(\$122)	(\$61)	\$0		\$61	\$122	\$182	\$243	\$304	\$365		
		28.00	30.00	32.00	34.00	36.00	38.00	40.00		42.00	44.00	46.00	48.00	50.00	52.00		
CUSTOMER SERVICE EXCELLENCE	Net Promoter Score – RTS	27.0%	28.3%	29.7%	31.0%	32.3%	33.7%	35.0%		36.3%	37.7%	39.0%	40.3%	41.7%	43.0%		
		19.56	20.96	22.36	23.76	25.15	26.55	27.95		29.35	30.74	32.14	33.54	34.94	36.33		
	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%		
		0.229	0.245	0.261	0.278	0.294	0.310	0.327		0.343	0.359	0.376	0.392	0.408	0.425		
	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%		
		0.172	0.185	0.197	0.209	0.222	0.234	0.246		0.259	0.271	0.283	0.296	0.308	0.320		
	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%		
		0.172	0.185	0.197	0.209	0.222	0.234	0.246		0.259	0.271	0.283	0.296	0.308	0.320		
	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%		
		0.172	0.185	0.197	0.209	0.222	0.234	0.246		0.259	0.271	0.283	0.296	0.308	0.320		
	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%		
		0.172	0.185	0.197	0.209	0.222	0.234	0.246		0.259	0.271	0.283	0.296	0.308	0.320		
	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%		
		0.172	0.185	0.197	0.209	0.222	0.234	0.246		0.259	0.271	0.283	0.296	0.308	0.320		
	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%		
		0.172	0.185	0.197	0.209	0.222	0.234	0.246		0.259	0.271	0.283	0.296	0.308	0.320		
	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%		
		0.172	0.185	0.197	0.209	0.222	0.234	0.246		0.259	0.271	0.283	0.296	0.308	0.320		

TOPS MATRIX QUARTERS 1 & 3

		BELOW GOAL							EXCEEDING GOAL						
STRATEGIC PILLAR 2016-17	METRIC	-30%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%	
QUALITY SERVICE DELIVERY	On-Time Performance – RTS	83.0%	84.0%	85.0%	86.0%	87.0%	88.0%	89.0%	90.0%	91.0%	92.0%	93.0%	94.0%	95.0%	
		19.56	20.96	22.36	23.76	25.15	26.55	27.95	29.35	30.74	32.14	33.54	34.94	36.33	
	On-Time Performance – Access	87.0%	88.1%	89.2%	90.3%	91.3%	92.4%	93.5%	94.6%	95.7%	96.8%	97.8%	98.9%	100.0%	
		0.229	0.245	0.261	0.278	0.294	0.310	0.327	0.343	0.359	0.376	0.392	0.408	0.425	
	On-Time Performance – 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%	
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
	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%	
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
	On-Time Performance – Ontario	74.0%	76.2%	78.3%	80.5%	82.7%	84.8%	87.0%	89.2%	91.3%	93.5%	95.7%	97.8%	100.0%	
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
EMPLOYEE ENGAGEMENT	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%	
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
	On-Time Performance – 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%	
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
	On-Time Performance – 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%	
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
	On-Time Performance – 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%	
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
	Employee Participation														
	Employee Engaged Index														
	Employee Satisfaction														

On-Time Performance: RTS value stated above is the annual average (89.00%). Quarterly goals are: Q1 89.25%; Q2 88.25%; Q3 89.00%; Q4 89.50%.

TOPS MATRIX QUARTERS 2 & 4

STRATEGIC PILLAR 2016-17		BELOW GOAL									EXCEEDING GOAL							
METRIC		-30%	-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 (Deficit) Projection	(\$365) 28.00	(\$304) 30.00	(\$243) 32.00	(\$182) 34.00	(\$122) 36.00	(\$61) 38.00	\$0 40.00		\$61 42.00	\$122 44.00	\$182 46.00	\$243 48.00	\$304 50.00	\$365 52.00			
	Net Promoter Score – RTS	27.0%	28.3%	29.7%	31.0%	32.3%	33.7%	35.0%		36.3%	37.7%	39.0%	40.3%	41.7%	43.0%			
CUSTOMER SERVICE EXCELLENCE	Customer Satisfaction – Access	16.30	17.47	18.63	19.80	20.96	22.13	23.29		24.46	25.62	26.78	27.95	29.11	30.28			
	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%			
	Customer Satisfaction – Livingston	0.191	0.204	0.218	0.231	0.245	0.259	0.272		0.286	0.299	0.313	0.327	0.340	0.354			
	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 – Orleans	0.144	0.154	0.164	0.174	0.185	0.195	0.205		0.216	0.226	0.236	0.246	0.257	0.267			
	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	0.144	0.154	0.164	0.174	0.185	0.195	0.205		0.216	0.226	0.236	0.246	0.257	0.267			
	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%			

TOPS MATRIX QUARTERS 2 & 4

		BELOW GOAL								EXCEEDING GOAL						
STRATEGIC PILLAR 2016-17	METRIC	-30%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%		
QUALITY SERVICE DELIVERY	On-Time Performance – RTS	83.0%	84.0%	85.0%	86.0%	87.0%	88.0%	89.0%	90.0%	91.0%	92.0%	93.0%	94.0%	95.0%		
		16.30	17.47	18.63	19.80	20.96	22.13	23.29	24.46	25.62	26.78	27.95	29.11	30.28		
	On-Time Performance – Access	87.0%	88.1%	89.2%	90.3%	91.3%	92.4%	93.5%	94.6%	95.7%	96.8%	97.8%	98.9%	100.0%		
		0.191	0.204	0.218	0.231	0.245	0.259	0.272	0.286	0.299	0.313	0.327	0.340	0.354		
	On-Time Performance – 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%		
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267		
	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%		
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267		
	On-Time Performance – Ontario	74.0%	76.2%	78.3%	80.5%	82.7%	84.8%	87.0%	89.2%	91.3%	93.5%	95.7%	97.8%	100.0%		
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267		
EMPLOYEE ENGAGEMENT	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%		
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267		
	On-Time Performance – 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%		
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267		
	On-Time Performance – 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%		
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267		
	On-Time Performance – 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%		
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267		
	Employee Participation	22.5%	23.3%	24.2%	25.0%	25.8%	26.7%	27.5%	28.3%	29.2%	30.0%	30.8%	31.7%	32.5%		
		2.80	3.00	3.20	3.40	3.60	3.80	4.00	4.20	4.40	4.60	4.80	5.00	5.20		
EMPLOYEE ENGAGEMENT	Employee Engaged Index	0%	2%	3%	5%	7%	8%	10%	12%	13%	15%	17%	18%	20%		
		2.10	2.25	2.40	2.55	2.70	2.85	3.00	3.15	3.30	3.45	3.60	3.75	3.90		
	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		
		2.10	2.25	2.40	2.55	2.70	2.85	3.00	3.15	3.30	3.45	3.60	3.75	3.90		

On-Time Performance: RTS value stated above is the annual average (89.00%). Quarterly goals are: Q1 89.25%; Q2 88.25%; Q3 89.00%; Q4 89.50%.

Service Standards

Each year, the Board of Commissioners adopts measurements that set and measure 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.

2016-17 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	3.75%	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	3.0	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 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)



RTS

DO NOT ENTER

60

4x4



APPENDIX

Fare Structure

	ACTUAL	BUDGETED
REGIONAL TRANSIT SERVICE	2015-2016	2016-2017
CASH:		
Base Fare	\$1.00	\$1.00
PASSES:		
31 Day Unlimited Ride*	\$56.00	\$56.00
31 Day Child/Senior/Disabled*	\$28.00	\$28.00
One Day Unlimited*	\$3.00	\$3.00
One Day Child/Senior/Disabled*	\$1.50	\$1.50
Five Day Unlimited*	\$14.00	\$14.00
Five Day Child/Senior/Disabled*	\$7.00	\$7.00
One Ride	\$1.00	\$1.00
Two Ride	\$2.00	\$2.00
Two Plus Two	\$2.00	\$2.00
RTS ACCESS		
CASH:		
One way Trip 1 mile or less from origin	\$1.50	\$1.50
One way Trip Over 1 mile - 3 miles	\$1.75	\$1.75
One way Trip Over 3 miles - 20 miles	\$2.00	\$2.00
One way Trip Over 20 miles	\$4.00	\$4.00
Same-Day Service***	\$6.00	\$6.00
Supplemental Service***	\$6.00	\$6.00
PASSES:		
Stored Value	\$12.00	\$12.00
Stored Value	\$18.00	\$18.00
Stored Value	\$20.00	\$20.00
RTS GENESEE		
CASH:**		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Between Communities	\$3.00	\$3.00
Dial-A-Ride		
Countywide	\$3.00	\$3.00
City of Batavia	\$2.00	\$2.00
LeRoy	\$1.00	-
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$10 Value	\$9.00	-
\$20 Value	\$17.00	-
\$11 Value	-	\$10.00
\$23 Value	-	\$20.00

*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.

**Half Fare for Seniors and Disabled Persons.

***Plus distance-based fare.

Fare Structure

	ACTUAL	BUDGETED
RTS LIVINGSTON	2015-2016	2016-2017
CASH:*		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Between Communities	\$2.00	\$2.00
Dial-A-Ride	\$2.00	\$2.00
Geneseo/Marketplace/Eastview Shuttle	\$6.50	\$6.50
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$10 Value	\$9.00	–
\$20 Value	\$17.00	–
\$11 Value	–	\$10.00
\$23 Value	–	\$20.00
RTS ONTARIO		
CASH:*		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Flex Route	–	–
Hub-to-Hub Only	\$2.00	\$2.00
Flex	\$5.00	\$5.00
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
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$10 Value	\$9.00	–
\$20 Value	\$17.00	–
\$11 Value	–	\$10.00
\$23 Value	–	\$20.00
Unlimited Ride	\$30.00	\$30.00
Dial-A-Ride Options	\$5.00	\$5.00
	\$25.00	\$25.00
	\$50.00	\$50.00
	\$100.00	\$100.00
RTS ORLEANS		
CASH:*		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Between Communities	\$2.00	\$2.00
Dial-A-Ride	\$3.00	\$3.00
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$10 Value	\$9.00	–
\$20 Value	\$17.00	–
\$11 Value	–	\$10.00
\$23 Value	–	\$20.00

Fare Structure

	ACTUAL	BUDGETED
RTS SENECA	2015-2016	2016-2017
CASH:*		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Between North & South of Route 336	\$2.00	\$2.00
Dial-A-Ride	\$3.00	\$3.00
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$10 Value	\$9.00	–
\$20 Value	\$17.00	–
\$11 Value	–	\$10.00
\$23 Value	–	\$20.00
RTS WAYNE		
CASH:*		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$1.00	\$1.00
Dial-A-Ride (Seniors)	\$1.50	\$1.50
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$10 Value	\$9.00	–
\$20 Value	\$17.00	–
\$11 Value	–	\$10.00
\$23 Value	–	\$20.00
RTS WYOMING		
CASH:*		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$1.75	\$1.75
Flex Route / Loop Service	\$2.00	\$2.00
Dial-A-Ride	\$1.50	\$1.50
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$10 Value	\$9.00	–
\$20 Value	\$17.00	–
\$11 Value	–	\$10.00
\$23 Value	–	\$20.00
Commuter - Loop Service	\$13.50	–
Dial-A-Ride	\$13.50	–

*Half Fare for Seniors and Disabled Persons.



ROCHESTER GENESEE REGIONAL
TRANSPORTATION AUTHORITY

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