



CONNECTING COMMUNITIES FOR 50 YEARS

Remembering the Past, *Reimagining the Future*



2019-22
COMPREHENSIVE
STRATEGIC PLAN

2019-20
FINANCIAL PLAN



Regional Transit Service (RTS) is a regional transportation 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, RTS provides safe, reliable, and convenient public bus transportation to nearly 16 million people each year. We carry out our mission by connecting our customers to jobs, education, healthcare, shopping, and recreational activities every day. For more information, visit myRTS.com.



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INTRODUCTION

DISTINGUISHED BUDGET PRESENTATION AWARD*

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Rochester Genesee Regional Transportation Authority, New York for its annual budget for the Fiscal Year beginning April 1, 2018. 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 11 consecutive years.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

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

For the Fiscal Year Beginning

April 1, 2018

Christopher P. Morill

Executive Director





OUR MISSION, VISION & VALUES

OUR MISSION

We partner with the communities we serve to provide safe and sustainable mobility, offering better access, frequency, and reliability.

OUR VISION

The innovative mobility choice.

OUR VALUES

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

RTS BRAND

OUR PROMISE

RTS makes it easy to enjoy your journey. We are dependable, trustworthy, and accommodating. So wherever our customers are going – work, school, or in life – we make it easier, worry free, and more enjoyable. Our customers can focus on where they are going without worrying about how to get there.

OUR CUSTOMER SERVICE STANDARDS

The RTS C.A.R.E. program will be changed over the course of the 2019-2020 fiscal year to ensure our customer service standards and employee recognition program align with the “RTS Way” initiative (see page 30). The “RTS Way” is part of our efforts to strengthen our organizational culture and is rooted in the *Engage Employees in Delivering on our Brand Promise* strategic pillar. More information about this initiative will be provided during the fiscal year.

LETTER FROM CEO



Dear Commissioners:

Since instituting our new brand in 2014, the RTS team carried out our mission with keen focus, ensuring that we are our community's provider and partner for safe, reliable, and convenient public transportation that people can build their lives around. This work was driven by the strategies and tactics included in the Comprehensive Strategic Plan each year. As we worked over the past year to reimagine public transit together and prepare our region's transit system for future success, we also took a fresh look at our mission, vision, and values to ensure these foundational elements of our organization align with forthcoming changes.

As the cornerstone project for RTS, we started and ended the 2018-19 fiscal year with the Reimagine RTS redesign project as our top priority. We engaged with more than 14,000 people at more than 150 meetings and events to ensure changes to the transit system align with the needs of the community. We completed our work with Transportation Management & Design on Stage 1 and have a recommendation for a new fixed-route network that will offer faster, more direct service, with shorter wait times, and greater frequency. We finished the fiscal year, and Stage 2 of Reimagine RTS, by identifying the new mobility options that will ensure our customers maintain access to the transit system in the most cost-effective way.

In addition to our work on Reimagine RTS, we expanded our partnership with Monroe Community College through the successful launch of the region's first Universal Pass program. We implemented additional improvements to our regional operations as part of our continued follow-up from the regional service efficiency study. We secured the funding we need to begin working on our new Advanced Environmental Service Building. We laid the groundwork for the addition of electric buses to our fleet. We opened our new facility in Orleans County. And we achieved record levels of On-Time Performance and Customer Satisfaction.

The pages that follow include new mission and vision statements, a new value that reflects the necessity of agility and innovation, as well as the strategies and tactics that we will enact to build on the success of recent years. With your approval of this plan, we will continue our work with the community to reimagine our transit system. Our focus on financial sustainability will continue through cost containment efforts and a review of our long-term capital needs. We will enhance our focus on customer satisfaction and quality service with the continued implementation of new technologies. We will engage employees and strengthen our organization's culture through continued focus on diversity and inclusiveness, and employee well-being. Lastly, we will improve and invest in our infrastructure to meet the growing demands for paratransit service and prepare for the arrival of electric buses.

We have a great deal of work ahead of us and the RTS team has embraced the challenge. On behalf of the entire team, I am pleased to present the 2019-2022 RGRTA Comprehensive Strategic Plan, the budget for Fiscal Year 2019-20, and the capital plan for 2019-2029.

Thank you for your continued leadership and support.

Sincerely,

A handwritten signature in black ink that reads "Bill Carpenter". The signature is fluid and cursive, with a large, stylized "C" at the end.

Bill Carpenter
Chief Executive Officer

LETTER FROM CHAIRMAN



To our Community:

On behalf of the Board of Commissioners, it is my privilege to present you with the RGRTA Comprehensive Strategic Plan for 2019-22 and the budget for Fiscal Year 2019-20.

This plan is the foundation of the work the Authority will complete over the next three years. It includes our strategic priorities, updated mission and vision statements, our definition of success, and the metrics we will use to measure that success.

The Board thanks you for your support of public transit and your involvement in our efforts to Reimagine RTS. Our industry is going through a period of disruptive change. New technologies and mobility options constantly emerge. Customers want more options to go more places, more often. And the success of important community initiatives depends in part on public transit that is frequent, reliable, and easy to use. This is why we are reimagining public transit and why your involvement in the process is vital. We have seen the benefits of our collaboration and we are pleased to continue our work together.

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

Sincerely,

A handwritten signature in black ink that reads "Geoffrey C. Astles". The signature is fluid and cursive, with the first name being the most prominent.

Geoffrey Astles
Chairman

ORGANIZATIONAL OVERVIEW



BUSINESS STRUCTURE

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

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

The Authority is comprised of 11 separately incorporated business units:

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



RGRTA SNAPSHOT

Ridership:	15,953,123
No. of Buses:	404
No. of Employees:	900+
Service Area Population:	1,185,940
Annual Miles:	11,460,763
Counties Served:	Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming

BUSINESS STRUCTURE



RTS

The largest subsidiary of the Authority, providing 41 fixed routes throughout Monroe County and adjoining counties.

Created in 1969

Ridership:	14,873,569
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No. of Buses:	216
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No. of Employees:	623
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Service Area Population:	747,642
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RTS ACCESS

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

Created in 1985

Ridership:	214,900
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No. of Buses:	53
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No. of Employees:	116
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Service Area Population:	747,642
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RTS GENESEE

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

Joined RGRTA in 1971

Ridership:	64,495
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No. of Buses:	12
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No. of Employees:	15
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Service Area Population:	57,956
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RTS LIVINGSTON

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

Joined RGRTA in 1986

Ridership:	156,342
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No. of Buses:	17
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No. of Employees:	27
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Service Area Population:	63,799
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RTS ONTARIO

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

Joined RGRTA in 2014

Ridership:	261,345
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No. of Buses:	33
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No. of Employees:	44
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Service Area Population:	109,899
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RTS ORLEANS

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

Joined RGRTA in 2003

Ridership:	41,036
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No. of Buses:	6
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No. of Employees:	12
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Service Area Population:	40,983
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RTS SENECA

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

Joined RGRTA in 2004

Ridership:	64,282
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No. of Buses:	9
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No. of Employees:	14
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Service Area Population:	34,498
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RTS WAYNE

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

Joined RGRTA in 1980

Ridership:	232,188
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No. of Buses:	42
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No. of Employees:	61
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Service Area Population:	90,670
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RTS WYOMING

Provides service on seven deviated routes.

Joined RGRTA in 1993

Ridership:	44,966
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No. of Buses:	16
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No. of Employees:	20
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Service Area Population:	40,943
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BOARD OF COMMISSIONERS & GOVERNANCE STRUCTURE

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

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

**Included on the Board of Commissioners is a representative of the ATU.*

***Two of the four seats representing Monroe County are currently vacant.*

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

WILLIAM ANSBROW



City of Rochester
Appointed in 2017

CFO, Mary Cariola
Children's Center, Inc.

CFO (retired), Rochester
City School District

Former Budget Director,
City of Rochester

Graduate of Indiana
University, Masters of
Public Finance

Graduate of Canisius
College, B.S.

Community Service:
Board Member,
Rochester Children's
Scholarship Fund

COMMITTEES

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

GOVERNANCE COMMITTEE

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

AUDIT COMMITTEE

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

GEOFFREY ASTLES



Chairman, Ontario County
Appointed in 2015

Former Deputy Supervisor,
Town of Farmington

Former Administrator,
Ontario County

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

Community Service:

*Board of Trustees, Finger
Lakes Community College;
Board of Directors, Ontario
Historical Society;
Advisory Board, ARC*

JACQUES CHAPMAN



ATU Local 282
Appointed in 2018

RTS Bus Operator

*Executive Board,
ATU Local 282*

Community Service:

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

MICHAEL P. JANKOWSKI



Treasurer, Wayne County
Appointed in 2004

Wayne County Clerk

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

Community Service:

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

DONALD E. JEFFRIES



Vice Chairman, Monroe County
Appointed in 2016

President and CEO –
Visit Rochester

Graduate of St. John
Fisher College

Community Service:

*Trustee, St. John Fisher College;
Director, Monroe Community
College Foundation; Director,
Rochester Area Crime Stoppers;
Director, Seneca Waterways
Council Boy Scouts of America;
Commissioner, Brighton Fire
District; Member, Brighton Fire
Department; Director, Rochester
Riverside Convention Center;
Co-Chair, Tourism and Arts Sub
Committee of the New York State
Regional Economic Development
Council; President, New York
State Destination Marketing
Association; Rochester Rotary*

COMPENSATION COMMITTEE

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

FINANCE/INVESTMENT COMMITTEE

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



JERDINE JOHNSON



City of Rochester *Appointed in 2017*

Manager of Energy Conservation and Deputy Commissioner, Department of Environmental Services at the City of Rochester (retired)

Former Executive Director, Eastside Community Center

Former Executive Director, North East Block Club

Graduate of the Pratt Institute, Masters of Urban and Regional Planning

Graduate of Florida A&M University, B.S.

Community Service: Past President, Negro Business National Association & Professional Women's Club; Sergeant at Arms, Rochester Downtown Rotary; Treasurer, Statewide Neighborhood Preservation Coalition; Past Member, ABVI Board of Directors

RICHARD D. KOSMERL



Wyoming County *Appointed in 2016*

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

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

WILLIAM P. MCDONALD



City of Rochester *Appointed in 2017*

Program Officer, Community Investment, United Way of Greater Rochester

Executive Director, Medical Motor Service of Rochester and Monroe County, Inc. (retired)

Monroe County Office for the Aging

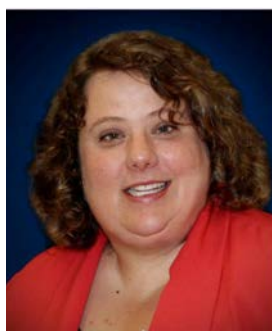
Program Administrator, Action For a Better Community

Graduate of SUNY Brockport, Masters of Public Administration

Graduate of University of Detroit, BA

Community Service: Board Member and Past President, Community Transportation Association of America; Community Fellow, Center for Community Engagement at St. John Fisher College; Board Chair, Greater Rochester Community Transportation Foundation; Former Member and Chairperson, Rochester Civil Service and Planning Commissions; Former Board Member and Chairperson, Crestwood Children's Center; Former Board Member and Chairperson, Council of Agency Executives

KELLI O’CONNOR



Monroe County
Appointed in 2016

Former Director of
Convention and Visitors
Services, Visit Rochester

Former New York State
Governor’s Regional
Representative

Graduate of the Rochester
Institute of Technology

Community Service:
*Past Chair, Summerville
Nursery School; School
Representative, West
Irondequoit Parent Teacher
Student Association*

HENRY SMITH, JR.



Orleans County
Appointed in 2008

Former Member, Orleans
County Legislature

Eastman Kodak
Company (retired)

President, Community
Coalition Initiatives and
Actions (CCIA)

President, HLSJ
Driving Academy Ltd.

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

Community Service:
*Member, Orleans County
Farm Bureau; Member,
Lions Club of Albion,
New York*

MILO I. TURNER



Livingston County
Appointed in 2001

Sales Manager
and Auctioneer,
Roy Teitsworth, Inc.
(retired)

United States
Navy Veteran

Community Service:
*Chairman, Nunda
Planning Board;
Volunteer, Nunda Fire
Department; Member,
Nunda Kiwanis Club*

EDWARD W. WHITE



Secretary, Seneca County
Appointed in 2006

Court Attorney, New York
State Supreme Court
Seventh Judicial District

Graduate of the University
of Toledo

Community Service:
*Former Junius Town Justice;
Former Member,
Court Facilities Capital
Review Board*

“RTS continues to be a vital part of our efforts to create more jobs, safer and more vibrant neighborhoods, and better educational opportunities for all of our residents. Quality, reliable transportation is critical for those seeking new job opportunities and financial security for themselves and their families. The City’s ongoing partnership with RTS – including the commuter Vanpool program – continues to pay real dividends in meeting our shared goal of improving lives throughout Rochester.”

Lovely Warren
Mayor, City of Rochester

50 YEARS: THE HISTORY OF RGRTA

In 2019 RGRTA celebrates 50 years of providing safe, reliable, and convenient public transportation for our community. The history of public transportation in the Rochester region is long and storied. Horse cars were the mode of choice from 1860 until the introduction of the first electric street car in 1889. In 1915, you would have taken a Jitney bus to reach your destination. The first "trackless trolley" cars arrived in 1923, the same year the first spike was hammered into place for the Rochester Subway, which opened in 1927. In 1938, the Rochester Transit Corporation (RTC) launched our area's first Mass-Transit Bus. Three years later, in 1941, Rochester replaced all street cars with buses. The last year of subway service was 1956. On May 26, 1969, Governor Nelson Rockefeller signed into law Senate Bill number 3588, creating the Rochester-Genesee Regional Transportation Authority.



1860

Horse car traveling on Mt. Hope Ave



1880

Boarding a horse car on West & North Ave



1915

A Jitney bus packed with riders



1889

First electric street car on Lake Ave



1923

First "trackless trolley" cars arrive



1950

Rochester Transit Corporation welcomes new bus fleet



1945

Subway passengers at City Hall Station



1941

Rochester replaces all its street cars with buses



1938

Rochester Transit Corporation launches bus service



1923

First spike is hammered for the Rochester subway



1956

Last year of Rochester Subway service



1984

Regional Transit Service staff



1985

RTS launches Lift Line Paratransit Service



1985

Passengers boarding bus on Main St & Clinton Ave



1990

RTS bus shelter on Main St



2014

RTS Transit Center opens in downtown Rochester



2014

RTS Brand re-launch



2008

RTS lowers base fare from \$1.25 to \$1.00



2006

RTS Freedom Pass is introduced



1992

Regional Transit Service bus

RGRTA 2018: THE YEAR IN REVIEW

Thanks to the hard work of the RTS team, and input from thousands of customers and stakeholders in the community, we made great progress in 2018 to reimagine public transportation together.

REIMAGINE RTS

Working with employees, customers and stakeholders, RTS made important strides in the Reimagine RTS transit system redesign project. We completed the first of the five-stage process when we received the Transportation Management & Design (TMD) recommendation for a reimagined fixed-route transit system in Monroe County. TMD's recommendation is based on community input and embraces the top priorities of faster, more direct service, more frequent service, and shorter wait times. Because of our work in 2018, RTS customers will experience a fixed route network that is more reliable, easier to use, and easier to understand. We also started Stage 2 of Reimagine RTS in 2018, shifting our focus to areas of the community where we will implement new, more cost-effective mobility options to better serve our customers.

UNIVERSAL PASS PROGRAM WITH MCC

RTS and Monroe Community College (MCC) expanded their partnership in 2018 with the implementation of the new Universal Pass (U-Pass) program. Under the new program, MCC students receive free, unlimited access to all RTS bus routes in Monroe County. They also benefit from direct service between MCC's Brighton and Downtown campuses. The U-Pass program removes a barrier for MCC students, including those living on campus, who struggle to find transportation to campus, internships, jobs, volunteer opportunities, and medical appointments. MCC's part- and full-time students simply swipe their student ID on the bus during the school year, take a seat, and enjoy the ride!

ROUTE IMPROVEMENTS IN REGIONAL COUNTIES

Following the implementation in 2017 of service improvements and inter-county connections in Genesee, Livingston, Ontario, Orleans, Seneca, Wayne, and Wyoming Counties, RTS evaluated the effectiveness of these changes and made additional improvements to ensure the systems are operating as effectively as possible. Many of the initial changes introduced increased service hours, more frequent trips, and new connections between popular destinations. These improvements directly stemmed from input provided by customers, stakeholders, and elected leaders in these communities.

PREPARING FOR ELECTRIC BUSES

RTS received grant funding for six electric buses and charging equipment, and in 2018 started making the necessary preparations for their expected arrival in June of 2020. Working with a consultant, RTS identified the infrastructure upgrades necessary for the RTS Main Street Campus to accommodate up to 20 electric buses in the coming years.

FACILITY UPGRADES

RTS facility upgrades are part of our continued efforts to strengthen existing operations, improve operational performance, and deliver quality service.

RTS Orleans celebrated the completion of its new facility with a dedication and ribbon-cutting ceremony in September. The 13,000 square-foot facility includes 8 indoor bus bays, 3 bus maintenance bays, a vehicle wash bay, storage for parts and materials, administrative office space, a break room with kitchenette, and designated parking.

RTS was awarded the final \$2 million needed to move forward with the construction of a new facility to ensure the RTS fleet in Monroe County is maintained in a state of good repair. The existing facility is more than 40 years old and is in need of replacement.



STRATEGIC PLAN & OPERATIONAL INITIATIVES



CONNECTING COMMUNITIES FOR 50 YEARS

Remembering the Past, Reimagining the Future

STRATEGIC PLAN 2019-22

Our strategic plan for 2019-22 builds on the strategic priorities of recent years and reflects our work to reimagine public transit. It represents a continued focus on technology, service excellence, diversity and inclusion, and an improved level of engagement with customers and employees to make it easier for everyone to enjoy the ride.

RGRTA has maintained its solid track record of measurable and sustainable milestones through its commitment to fiscal discipline, quality service, and increased productivity. As we reimagine how we connect our customers to jobs, healthcare, education, shopping, and recreational activities, we will bring to life our vision of being the innovative mobility choice. As part of that commitment, RGRTA has:

- Maintained the \$1 base fare through Fiscal Year 2019-20
- Maintained a high level of annual ridership of nearly 16 million.
- Consistently achieved on-time performance at or above 90%
- Steadily increased year-over-year customer satisfaction
- Maintained a strong national reputation for its innovative performance management system (TOPS), and exceeded its TOPS goals every single quarter for nine consecutive years
- Expanded its unique business model to more than 65 business partner relationships across the Greater Rochester and Finger Lakes region
- Increased its level of engagement in the communities it serves, including partnerships with the Finger Lakes Regional Economic Development Council, the Rochester-Monroe Anti-Poverty Initiative, and the Finger Lakes Performing Provider System

This 2019-22 Strategic Plan is guided by RGRTA's mission, vision, and values, and is built upon the Authority's customer-focused commitment to meet the needs of the community:

- Transit dependent customers and individuals with limited mobility and resources who rely on us as their primary method of transportation

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

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

- An annual employee engagement survey to gather ideas and feedback on what RGRTA does well and opportunities for improvement
- A comparison of our performance against our fellow members of the American Bus Benchmarking Group, which consists of 22 similar-size transit systems in communities across the nation
- Quarterly customer surveys to gather input and gauge their satisfaction
- Daily feedback that provides insights from current customers and business partners, and other community stakeholders

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

- *Ensure Financial Sustainability*
- *Maximize 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 will continue 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, the Upstate Revitalization Initiative, and the Rochester-Monroe Anti-Poverty Initiative. Continued engagement and increased education with these and other similar audiences will ensure public transit needs are considered as part of important funding decisions in our area.

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 riders live and work in Monroe County and the City of Rochester. Approximately 63% of the population in the Authority's service area lives in Monroe County; this percentage is expected to hold steady over time.
- The region will continue to see population stagnation with a demographic shift to an older population. The number of adults aged 65+ has grown 13.5% since 2012 and represents 16.4% of the service area's population.
- The number of millennials living in the Rochester area has increased since 2012. According to Census data, the population of 20-34 year olds grew by 5.9% between 2012 and 2016. There is a growing trend of millennials in the Rochester region looking for better transit and more transportation options.
- There is an increased need for public transit to support a more diverse population and lifestyles based on these changing demographics.
- More public transportation options exist. Transportation network companies (TNC) such as Uber and Lyft now operate in the area. Vanpool and bike share programs are in place and expanding.



Business, Higher Education, and Employment Trends

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

Regionalization

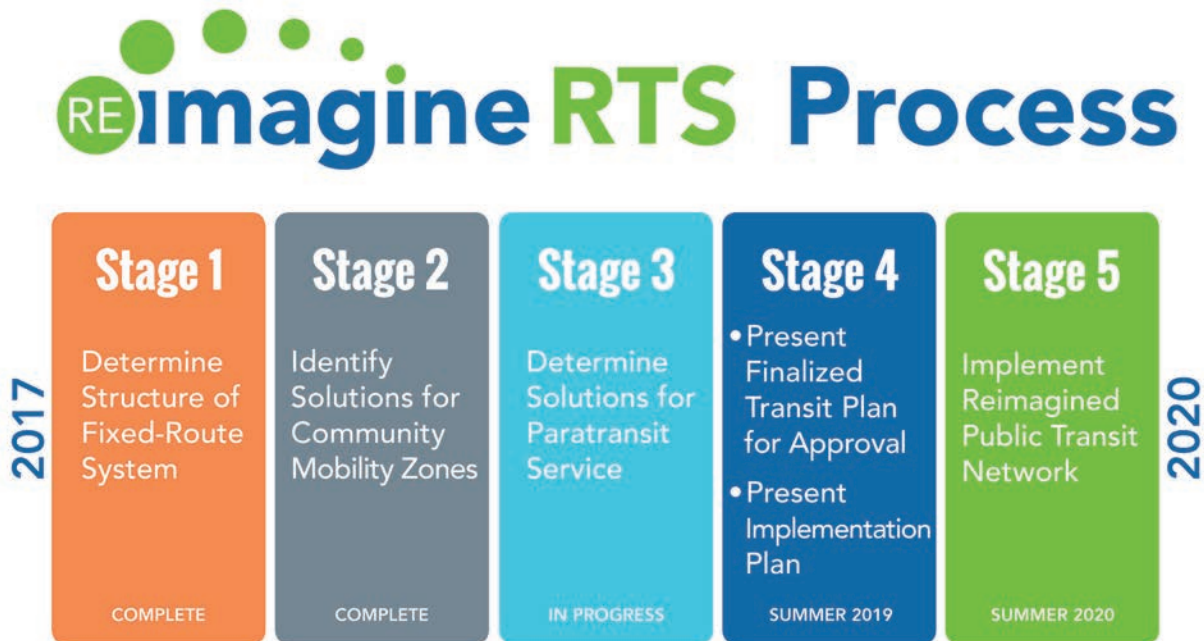
- Beyond Rochester and its suburbs, agriculture, entertainment/recreation, higher education, and manufacturing are growing industries with employees who rely on public transportation to get to work.
- Public transportation services at scheduled times are required by clusters of business employers and medical/health facilities to attract the workforces they need.
- Connection Hubs have been recommended as part of Reimagine RTS and have the potential to improve connectivity between urban, suburban, and rural areas.

REIMAGINE RTS: TRANSFORMING PUBLIC TRANSIT TOGETHER

Reimagine RTS is a planning process that is exploring changes to the public transit system in Monroe County to better meet the changing needs of the region. We are reimagining RTS because public transportation is going through transformative, disruptive change, led by new technologies and new mobility options. Another important reason is that investments in public transit have not kept pace with growing demands and investments in the community. This has placed added stress on the transit system, making it critical for RTS to focus investments where transit can be both effective and efficient.

RTS started this five-stage project in 2017. We completed Stage One in 2018 with a recommendation for a new fixed-route network. The development of the recommended fixed-route network is based on extensive input from the community and RTS employees, resulting in five guiding principles that are the basis for our recommendation. It represents a modern, efficient mass-transit system that is faster, more direct, and more frequent with shorter wait times.

Stage Two began in 2018 and focuses on areas of the community where new, more cost-effective mobility options will be implemented to provide more reliable access to the public transit system. Stage Two ended in March 2019. Stage Three started in the Winter of 2019 and is currently underway, with our focus on finalizing our plan for paratransit service. Stage Four will be a critical milestone for Reimagine RTS as the final service plan for the fixed-route network, Community Mobility Zones, and paratransit is brought before the RGRTA Board of Commissioners for approval in Summer 2019. The final stage will be the implementation of the reimagined system, which is planned for the Summer of 2020.



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 ten-year capital plan that incorporates competitive grants,
3. Enhance our financial systems to support decision making.

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

To achieve this, we are continuing the phased deployment of a data warehouse that will make it easier for department leaders to gather, analyze, and use actual operational data to make decisions that will benefit our customers, the community, and the organization. We will also continue our efforts to contain the cost of health insurance and workers compensation through improved analysis and the conversion to a self-insured health insurance program.

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

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



"The Regional Transit Service has a key role in our economic development initiatives. It is critically important that we are able to connect Rochester's talented people with businesses and workforce development resources in order to build a robust economy."

**Matt Hurlbutt, President & CEO,
Greater Rochester Enterprise**



ENSURE FINANCIAL SUSTAINABILITY

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Ensure cost containment of health insurance through monitoring and analysis of claims.	Ongoing review and analysis of current claims	Q1-Q4 2019-2020	Finance
	Monitor Wellness initiatives against claims data	Q1-Q4 2019-2020	
	Reconciliation of actual costs to expected costs for 2018-2019	Q2-Q3 2019-2020	
	Assist in rate setting process for 2020-2021	Q3 2019-2020	
Continuous review of our long term capital funding needs.	Begin capital review for 2020-2021 using "state of good repair" criteria	Q1 2019-2020	Finance
	Review status of previously funded projects to determine next appropriate steps	Q1 2019-2020	
	Monitor the 2019-2020 Capital Plan for progress and potential competitive grant opportunities	Q1-Q4 2019-2020	
	Review and finalize the 2020-2021 Capital Plan	Q4 2019-2020	

MAXIMIZE RIDERSHIP & CUSTOMER SATISFACTION

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

To ensure the success of this strategic pillar, we need to have a transit system that is financially sustainable, and then focus on identifying changes and efficiencies we can afford that maximize ridership and grow customer satisfaction.

In 2018, we worked with thousands of people in the community to complete Stage One of Reimagine RTS and begin Stage Two. We expanded our partnership with Monroe Community College (MCC) and launched the area’s first Universal Pass (U-Pass) program. We continued our partnership with the City of Rochester on the community’s Vanpool program. We worked with the New York Public Transit Association to launch New Yorkers for Better Public Transit, a new coalition that is strengthening advocacy efforts for New York’s public transit systems and the communities they serve. These initiatives expanded our commitment to and relationships with the community so we could continue reimagining public transit together.

The continued emergence of new technologies and mobility options, combined with increasing requests for more service, contribute to the disruptive change that is driving the reimagining of our public transit system. The RTS Transit Center, our Customer Relationship Management system, and the initiatives on the following page will help us embrace our changing reality while increasing customer satisfaction and maximizing ridership.

This effort will include: the completion of our final recommendation and preparations for the implementation of a new and reimagined transit system; a renewed focus on increasing understanding and awareness of public transit; and investment in new technology to help improve the customer experience with RTS Access.

TOTAL CASES OPENED IN CRM – 2018

2018	CASES
January	1,272
February	1,031
March	1,364
April	1,274
May	1,571
June	1,426
July	1,498
August	1,654
September	1,637
October	1,792
November	1,466
December	1,390
Total	17,375

“A responsive and well-functioning public transportation ecosystem is a critical ingredient to achieving real economic growth here. It ties people to jobs, and speaks to the needs and preferences of both young talent and our growing urban workforce. With extraordinary creativity and flexibility, Reimagine RTS is leading the regional design of a sustainable people-moving system for the future that works for everyone.”

Heidi Zimmer-Meyer
President, Rochester Downtown
Development Corporation

MAXIMIZE RIDERSHIP & CUSTOMER SATISFACTION

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Reimagine RTS: Finalize changes to the public transit system and prepare for implementation.	Present final recommendation and implementation plan to RGRTA Board of Commissioners	Q1 2019-2020	Operations, Planning
	Begin construction of connection hubs	Q2 2019-2020	Operations, Engineering
	Finalize service schedules	Q2-Q4 2019-2020	
	Communicate go-live information to the public	Q4 2019-2020-Q1 2020-2021	Communications & Marketing
	Launch of RTS Reimagined	Q1 2020-2021	All departments
Align advocacy and influence strategy with the new transit reality across the region to improve understanding and awareness of the value of public transit.	Develop advocacy strategy focused on key audiences within the community	Q1 2019-2020	Communications & Marketing, Customer & Community Engagement
	Implement strategy	Q2 2019-2020	
	Start measuring effectiveness of the strategy	Q2 2020-2021	
Implement a fare collection strategy that is based on mobile ticketing technology and designed to improve the customer experience and quality of service.	Complete pilot of new system	Q4 2019-2020	IT
	Install validators on buses	Q4 2019-2020	
	Public launch of new technology	Q4 2019-2020	
Develop a centralized website and mobile application to enable the extension of scheduling and managing the customer ride experience.	Installation, configuration, testing	Q1 2019-2020	RTS Access, IT
	Training	Q2-Q3 2019-2020	RTS Access
	Customer Notifications/Marketing	Q2-Q3 2019-2020	RTS Access, Communications & Marketing
	Go-live	Q4 2019-2021	RTS Access , IT



DELIVER QUALITY SERVICE & IMPROVE PERFORMANCE

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

RTS utilizes Lean Six Sigma as the foundation for delivering quality service and improving our performance. Our team is relentless in their commitment to achieving continuous improvement by focusing on reliability, consistency, improving our processes, incorporating new technologies, and using data and analytics to make the best possible decisions. Our efforts are informed through our involvement with the American Bus Benchmarking Group, using metrics from the 21 mid-sized agencies that help establish best practices. The goals and tactics listed here reflect that effort and represent our commitment to provide safe, reliable, and convenient public transportation for our customers.

The emergence of new technologies is transforming our industry. In addition to strengthening our relationship with customers, these technologies are helping us operate more efficiently. The tactics on the following page show how we will embrace the use of new technology to deliver quality service and improve performance. These initiatives include the growth of Transportation Services' Operational Excellence initiative, activities to prepare for the addition of electric buses to our fleet, continued expansion of our data warehouse, and enhanced use of Trapeze software to create more efficient service for RTS Access customers. Each of these initiatives will help RTS deliver quality service and improve performance so we can continue making it easy for our customers to enjoy the ride.

DELIVER QUALITY SERVICE & IMPROVE PERFORMANCE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Grow and refine Transportation Services’ Operational Excellence initiative to provide Bus Operators with the support they need to enhance performance and provide excellent service.	Review and refinement of implemented attributes of On-Time Performance and safety	Q1 2019-2020	Transportation Services
	Review, refine, and launch attributes focused on professional appearance, customer service, and attendance	Q3 2019-2020	
	Refine bus operator scorecard process	Q3 2019-2020	
Finalize preparations for the addition of the first order of electric buses to the RTS bus fleet.	Finalize electric bus specifications	Q2 2019-2020	Maintenance
	Finalize training plan	Q3 2019-2020	
	Finalize operational deployment plan		
	Receive pilot bus and commission chargers	Q4 2019-2020	
	Conduct training sessions		
	Remaining buses delivered	Q1 2020-2021	
	All electric buses in service	Q2 2020-2021	
Continue phased deployment of data warehouse capabilities to facilitate content analysis and reporting of actionable data.	Gather data, develop definitions, and proofing of Financial Data subject area	Q1 2019-2020	IT, Finance
	Complete implementation of Financial Data subject area	Q2 2019-2020	
	Gather data, develop definitions, and proofing of Bus Operations subject area	Q3 2019-2020	IT, Transportation Services
	Complete implementation of Bus Operations subject area	Q4 2019-2020	
Utilize Trapeze capabilities to process ride requests and assign trip requests to create more efficient service.	Clean-up database	Q1-Q2 2019-2020	RTS Access
	System configurations and training	Q2-Q3 2019-2020	
	Testing		
	Go-live	Q3 2019-2020	

"RTS and their staff are proactive and customer-oriented; and once our kids are on their bus they treat them like their own."

Wade Bianco
Principal, Notre Dame High School (Batavia, NY)



ENGAGE EMPLOYEES IN DELIVERING ON OUR BRAND PROMISE

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

Within the organization at RTS, Connecting Communities is about how our 900-plus employees connect with and support each other personally and professionally. Our goal is to create a culture that our people embrace as a great place to work and build a career. The best way to achieve that goal is through engagement that encourages feedback and respectful, continuous dialogue.

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

Investing in our people and processes has long been a priority for RTS. It is standard practice for the Authority to develop the pool of talent necessary to meet our customers' demands and achieve our strategic goals. As set forth in the following initiatives, we will focus on fostering a comprehensive culture of total well-being to recruit and nurture high-performing employees. We will work with teams across the organization to enhance training and development opportunities to support Reimagine RTS and the future success of the organization. And we will educate employees on the value of their benefit plans to help them be active consumers and managers of their well-being.

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



Pictured above: For the second straight year RTS received the RBJ Wealth of Health Award in the 600-999 employees category.

ENGAGE EMPLOYEES IN DELIVERING ON OUR BRAND PROMISE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Foster a comprehensive culture of employee total well-being to attract, develop and nurture high-performing individuals and teams.	Develop annual goals within the Culture & Inclusion Council to support our Diversity & Inclusion commitment statement	Q1 2019-2020	People
	Launch the employee-developed RTS Way campaign that further defines behaviors that support the RTS culture	Q1-Q2 2019-2020	People, Communications & Marketing
	Identify areas of opportunity to integrate wellness, occupational health, and benefit platforms to optimize our employee's well-being	Q1-Q4 2019-2020	People
Collaborate across the organization to identify opportunities for workforce development and training to support Reimagine RTS and focus on the future of mobility for RTS.	Identify relevant change management initiatives designed to engage and empower employees to support Reimagine RTS, the organization, and each other.	Q2-Q4 2019-2020	People
	Develop the workforce through training initiatives that support Reimagine RTS, mobility trends, and professional development	Q1-Q4 2019-2020	
Educate the workforce about the value of RTS benefit plans and provide tools and resources to help employees be informed and knowledgeable consumers for effective utilization of services.	Campaigns and support services focused on the following opportunities: Rx Mail Programs, Immediate Care options (Telemedicine/Urgent Care visits), EAP utilization, selecting a care provider, preventive screenings and services utilization, routine check-ups	Q1-Q4 2019-2020	People

MODERNIZE OUR INFRASTRUCTURE

Ensure that RGRTA is well positioned in terms of the required facilities, equipment, and technologies to support the reimagining of the public transit system for current and future generations.

Foundational to the Authority are the facilities and systems necessary to keep our products reliable for both the near and long term. As we make investments in our infrastructure to maintain our fixed assets in a state of good repair, we recognize the need to balance modernization goals with financial limitations and we will continue to prioritize these investments as needed to maintain that balance.

These investments include the construction of Connection Hubs, as part of Reimagine RTS, to help customers connect between the new fixed-route transit network and new mobility options in the Community Mobility Zones. We will also make necessary upgrades to the electrical infrastructure of our Main Street campus in Monroe County to support the addition of electric bus technology into our fleet and operation.

The effort to modernize the main RTS campus continues as we begin the construction of a new Advanced Environmental Service Building. This new facility will make it easier to keep our fleet in a state of good repair and improve the on-bus experience for our customers. We will also work to identify and secure funding for a new facility for RTS Access to accommodate current and future needs.

Similar efforts are planned at RTS facilities in Genesee, Seneca, and Wyoming counties. These efforts are critical to our ability to provide safe and reliable service for our customers, and will advance when the necessary funding is secured.



RGRTA is connecting communities and reimagining public transit for the community. We are doing this by building on our relationships with employees, customers, business partners, and the community. We are developing our people, developing a culture that embraces diversity and inclusion, 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 and we will continue collaborating with all involved to Reimagine RTS to ensure future success for all.

MODERNIZE OUR INFRASTRUCTURE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Design and build Connection Hubs for Reimagine RTS implementation.	Design of Phase 1 Connection Hubs complete	Q2 2019-2020	Engineering, Planning, Finance
	Begin construction of Phase 1 Connection Hubs	Q2 2019-2020	Engineering
	Complete construction of Phase 1 Connection Hubs	Q1-Q2 2020-2021	
	Secure funding and finalize plan for development of Phase 2 of Connection Hubs	Q1-Q4 2019-2020	Engineering, Planning, Finance
Identify and make changes to existing infrastructure to allow for the housing and maintenance of new electric buses.	Electric bus infrastructure design	Q1 2019-2020	Engineering, Maintenance
	Construction bid released	Q2 2019-2020	Engineering, Maintenance, Procurement
	Construction contract awarded	Q3 2019-2020	
	Construction and charger installation complete	Q4 2019-2020	Engineering, Maintenance
Construct a new Advanced Environmental Service Building (AESB)	Award design-build contract for AESB	Q1 2019-2020	Engineering, Maintenance
	Complete design of Advanced Environmental Service Building	Q3 2019-2020	
	Begin construction of AESB	Q1 2020-2021	
	Complete construction of AESB	Q4 2021-2022	
Utilize consultant report to analyze site options and identify a new location for the RTS Access facility.	Design and engineering study	Q2-Q4 2019-2020	Engineering, RTS Access
	Identify and confirm new location	Q3 2019-2020	RTS Access
	Determine funding requirement and finalize grant submissions	Q1 2020-2021	RTS Access, Engineering, Finance

FINANCIAL PLAN



FISCAL YEAR 2019-2020 OPERATING BUDGET

Management is pleased to present a balanced operating budget for the fiscal year 2019-2020 (FY2020) which maintains the existing customer fare structures for our entire service area. This is the eleventh consecutive year of maintaining the \$1 base adult fare for customers of Regional Transit Service (RTS in Monroe County), the largest subsidiary.

Total planned operating expenses for FY2020 are \$101.2 million, representing an increase of 4.5% from the prior year's budget. Within that total, personnel costs are \$74.0 million, an increase of \$2.8 million from the prior year. Non-personnel costs budgeted at \$27.2 million, increase of \$1.5 million from the prior year.

Total estimated revenues supporting operations are \$101.2 million, representing an increase of 4.5% from the prior year's budget.

This revenue increase is primarily due to anticipated increases in governmental subsidies from both federal and state governments. A more in-depth discussion of the key factors, which affect revenues and expenses, follows. A comparison of the FY2020 Operating Budget versus the prior year is provided on the next page.



*Financial Certification of the
Chief Executive Officer*

THE AUTHORITY'S FINANCIAL PLAN
CONSISTS OF THREE ELEMENTS:

**Operating Budget for Fiscal Year
2019-2020**

**Multi-Year Budget Projection
covering fiscal years 2019-2020
through 2022-2023**

**Ten-Year Capital Improvement Plan
covering fiscal years 2019-2020
through 2028-2029**



SUMMARY FY2018-2019 AND 2019-2020 OPERATING BUDGET COMPARISON* (\$ MILLIONS)

	2018-2019 OPERATING BUDGET	2019-2020 OPERATING BUDGET	CHANGE	% CHANGE
REVENUES				
Locally Generated	\$ 28.3	\$ 29.7	\$ 1.4	5.0%
Governmental Subsidies	\$ 57.5	\$ 60.2	\$ 2.7	4.7%
Mortgage Recording Tax	\$ 11.0	\$ 11.3	\$ 0.3	2.5%
TOTAL REVENUES	\$96.8	\$101.2	\$4.4	4.5%
EXPENSES				
Personnel	\$ 71.1	\$ 74.0	\$ 2.9	4.0%
Non-Personnel	\$ 25.7	\$ 27.2	\$ 1.5	6.0%
TOTAL EXPENSES	\$96.8	\$101.2	\$4.4	4.5%
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.

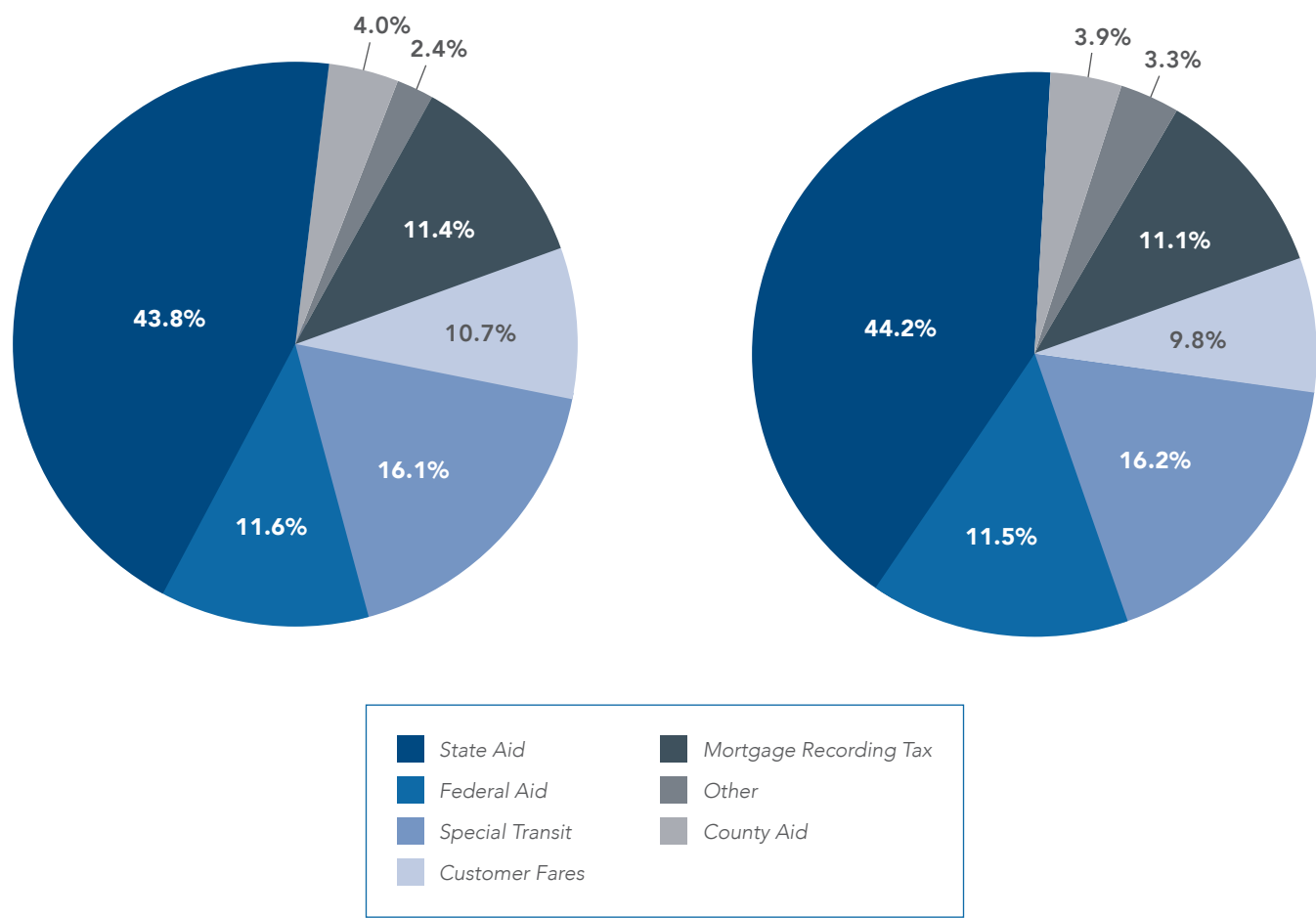
Following is a more in-depth explanation of the key factors which impact revenues and expenses.

REVENUE FACTORS

OPERATING REVENUE SOURCE COMPARISON

2018-19: \$96.8 Million

2019-20: \$101.2 Million



LOCALLY GENERATED

These include the categories of customer fares, special transit fares, and other revenues. A total of \$29.7 million is budgeted for FY2020. Locally generated revenues are expected to support approximately 29.3% of total planned operating expenses for FY2020.

Customer Fares

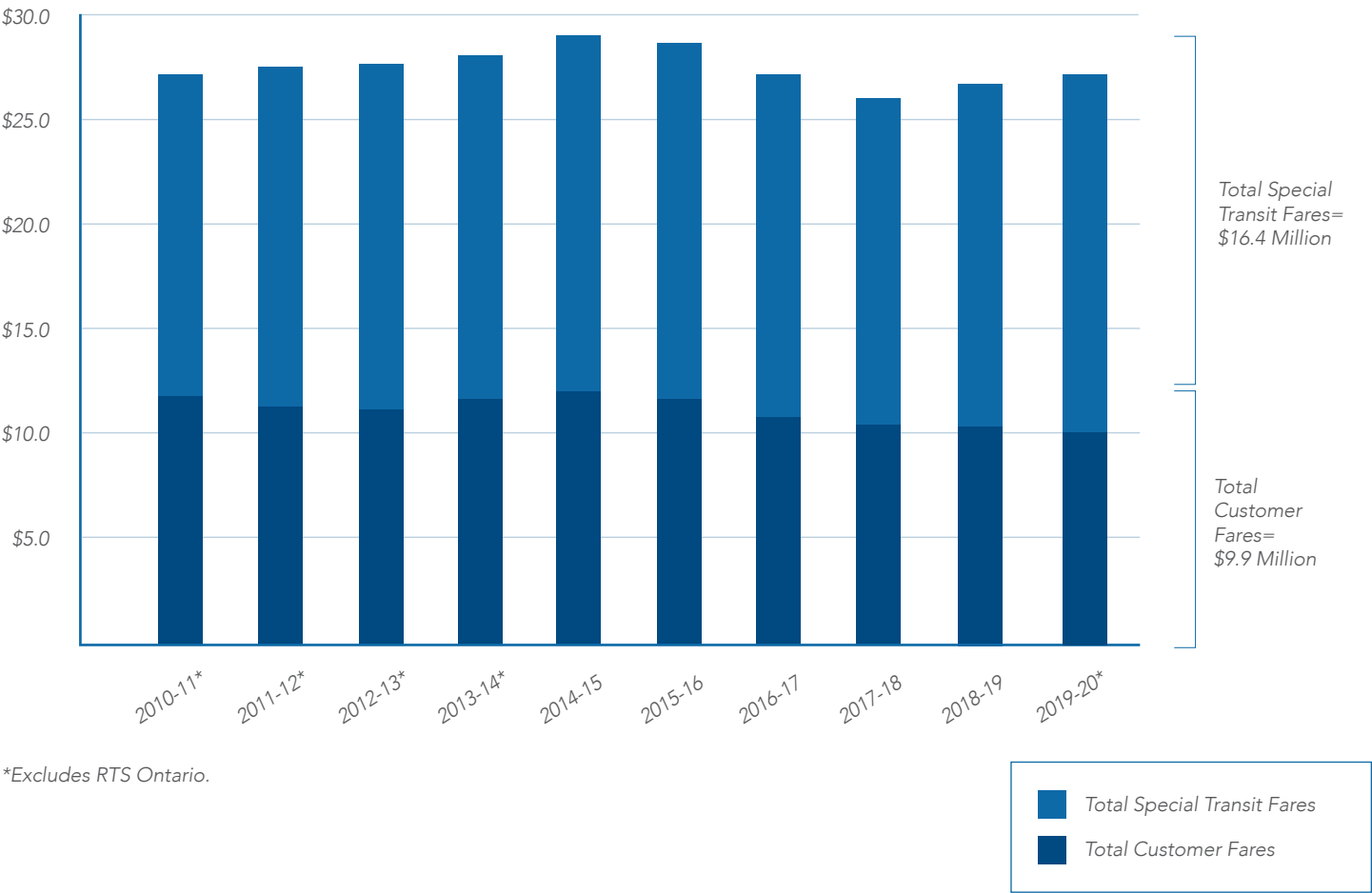
Total budgeted customer fares are estimated to be \$9.9 million, a decrease of approximately \$0.4 million from last year's budget. Customer fares are derived from the cash fare and various pass programs offered to our riders depending on their needs.

Special Transit Fares

A total of \$16.4 million is estimated for special transit fares in the FY2020 budget, an increase of approximately \$0.8 million 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. Continued emphasis on business development to maintain and grow revenues from subsidy agreements continues to be a critical element of the Authority's business model and financial sustainability.

CUSTOMER & SPECIAL TRANSIT FARES (\$ MILLIONS)



GOVERNMENTAL SUBSIDIES

Governmental subsidies are the largest revenue category of the Authority and are expected to support approximately 60.0% of total operating expenses for FY2020. Governmental subsidies are received from the federal government, New York State, and each member county.

Federal Aid

Federal aid planned for FY2020 totals \$11.6 million, up approximately \$0.4 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.

State Aid

State aid planned for FY2020 is \$44.7 million, up approximately \$2.3 million from last year's budget.

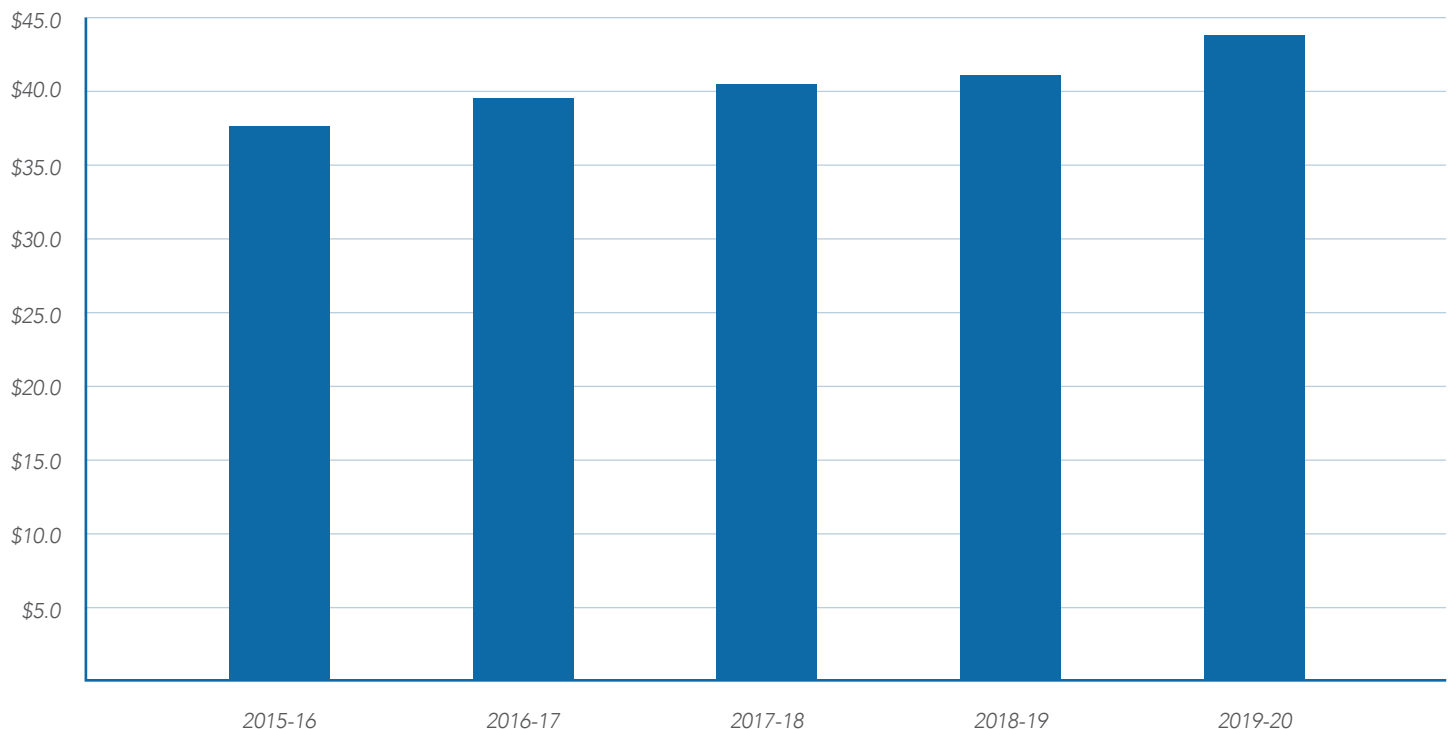
State aid is comprised of an annual state budget allocation under the State Mass Transportation Operating Assistance program (STOA) and mandatory state matching funds for federal preventive maintenance aid.

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 of county aid can only be altered by an act of the State Legislature.

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

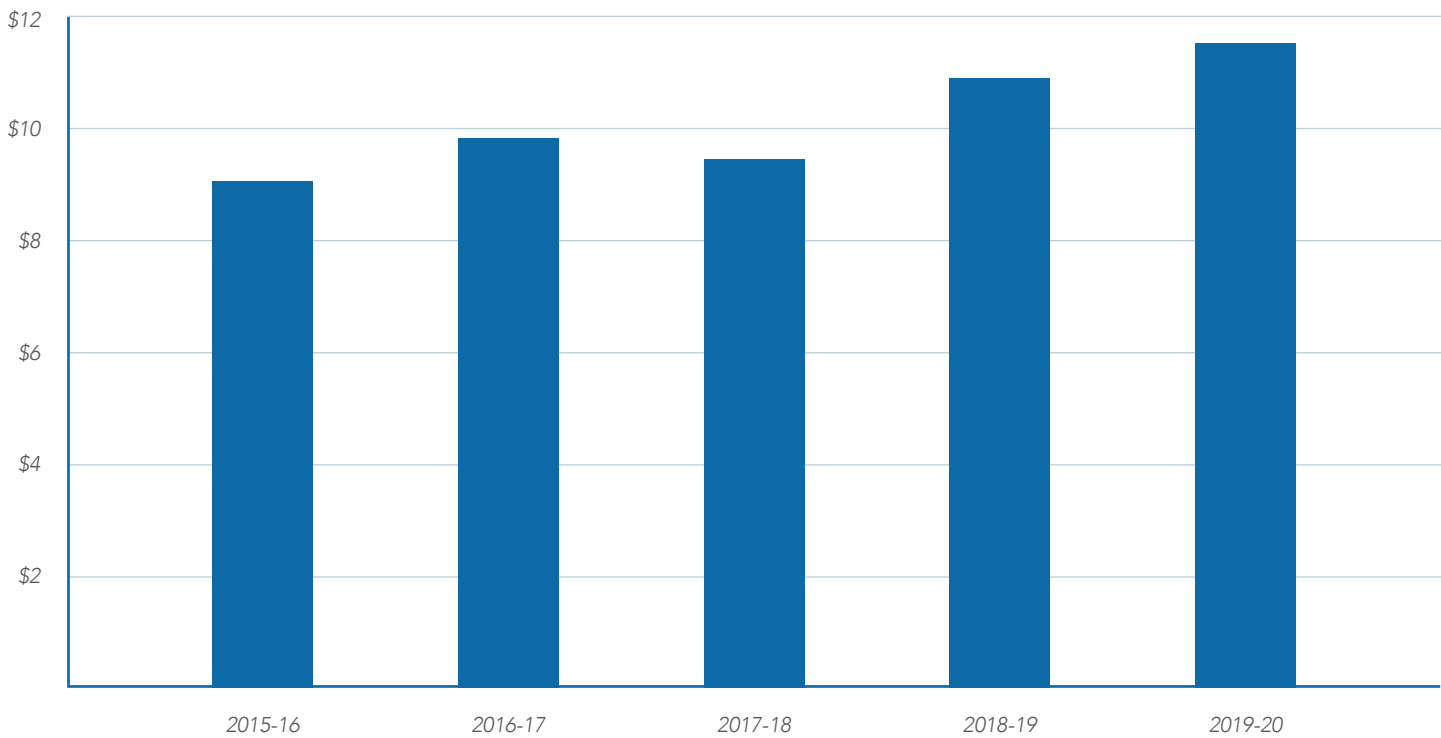


MORTGAGE RECORDING TAX

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

MRT planned for the FY2020 is \$11.3 million, up approximately \$0.3 million from last year’s budget based on anticipated growth.

MORTGAGE RECORDING TAX RECEIPTS (\$ MILLIONS)

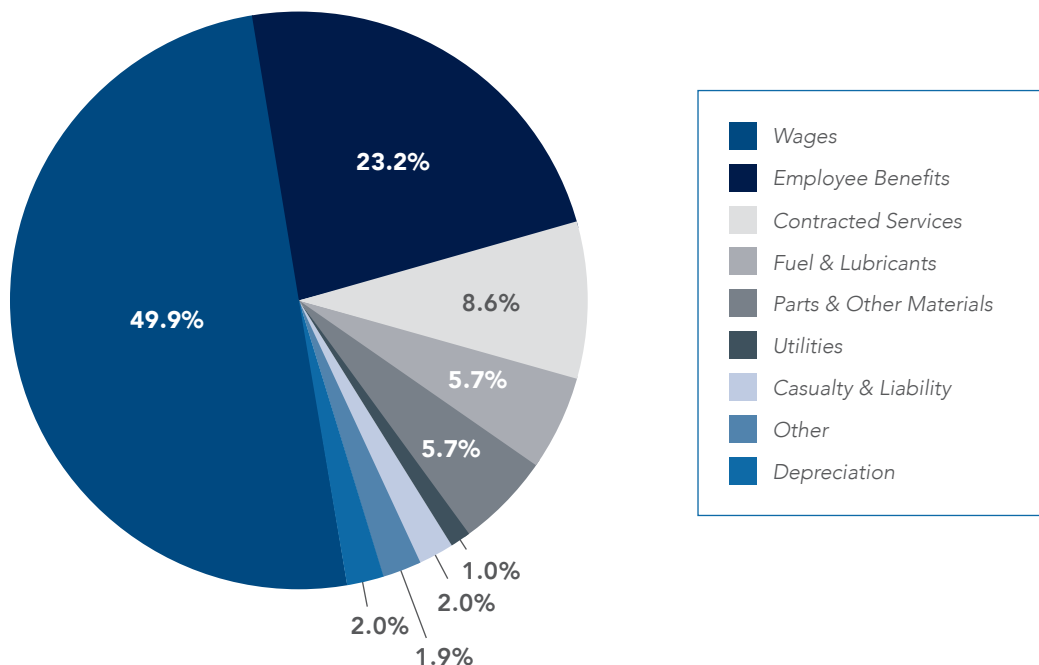




EXPENSE FACTORS

The Authority's operational spending plan for FY2020 was developed with the following key concepts: maintaining the high quality of services customers deserve and restricting cost increases wherever possible. Total estimated operating expenses for the fiscal year are \$101.2 million, representing an increase of \$4.4 million compared to the prior year's budget plan. The pie chart below illustrates the allocation of planned expenses among the major personnel and non-personnel categories.

OPERATING EXPENSES: 2019-20
\$101.2 MILLION



PERSONNEL

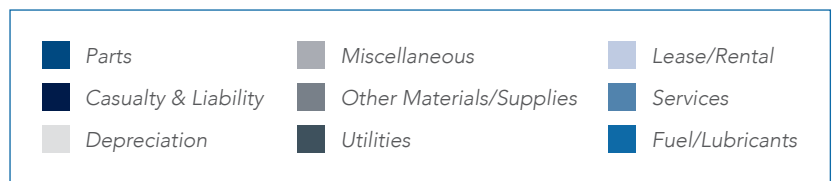
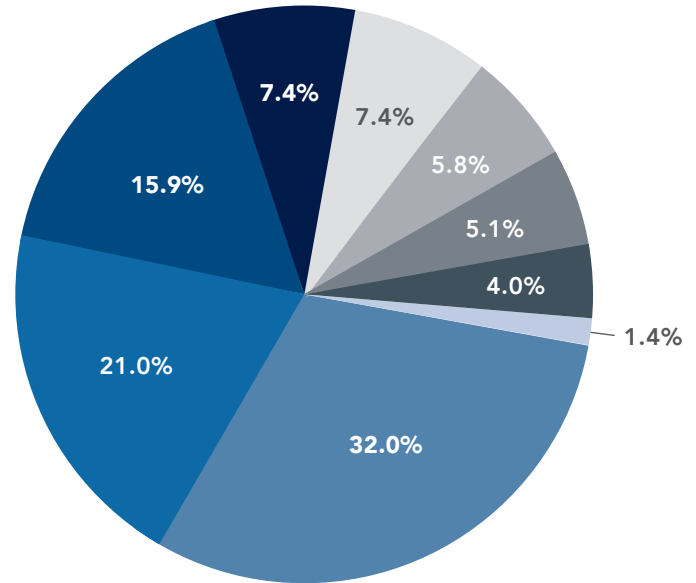
Total estimated wages and benefits for FY2020 are \$74.0 million, representing an increase of approximately 4.0% from the prior year's budget. The primary drivers of the increase are negotiated increases in employee wages and benefits.

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 FY2020 is \$27.2 million, representing an increase of \$1.5 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: 2019-20

\$27.2 MILLION



NON-PERSONNEL SUMMARY (000's)

	2018-19 OPERATING BUDGET	2019-20 OPERATING BUDGET	CHANGE	% CHANGE
Contracted Services	\$ 7,948	\$ 8,698	\$ 750	9.4%
Fuel/Lubricants	\$ 5,035	\$ 5,719	\$ 684	13.6%
Parts	\$ 4,332	\$ 4,335	\$ 3	0.1%
Casualty & Liability	\$ 1,956	\$ 2,007	\$ 51	2.6%
Depreciation	\$ 1,972	\$ 1,996	\$ 24	1.2%
Miscellaneous	\$ 1,642	\$ 1,573	\$ (69)	(4.2)%
Other Materials/Supplies	\$ 1,369	\$ 1,389	\$ 20	1.5%
Utilities	\$ 1,042	\$ 1,100	\$ 58	5.5%
Lease/Rental	\$ 356	\$ 384	\$ 28	8.0%
TOTAL	\$25,652	\$27,201	\$1,549	6.0%

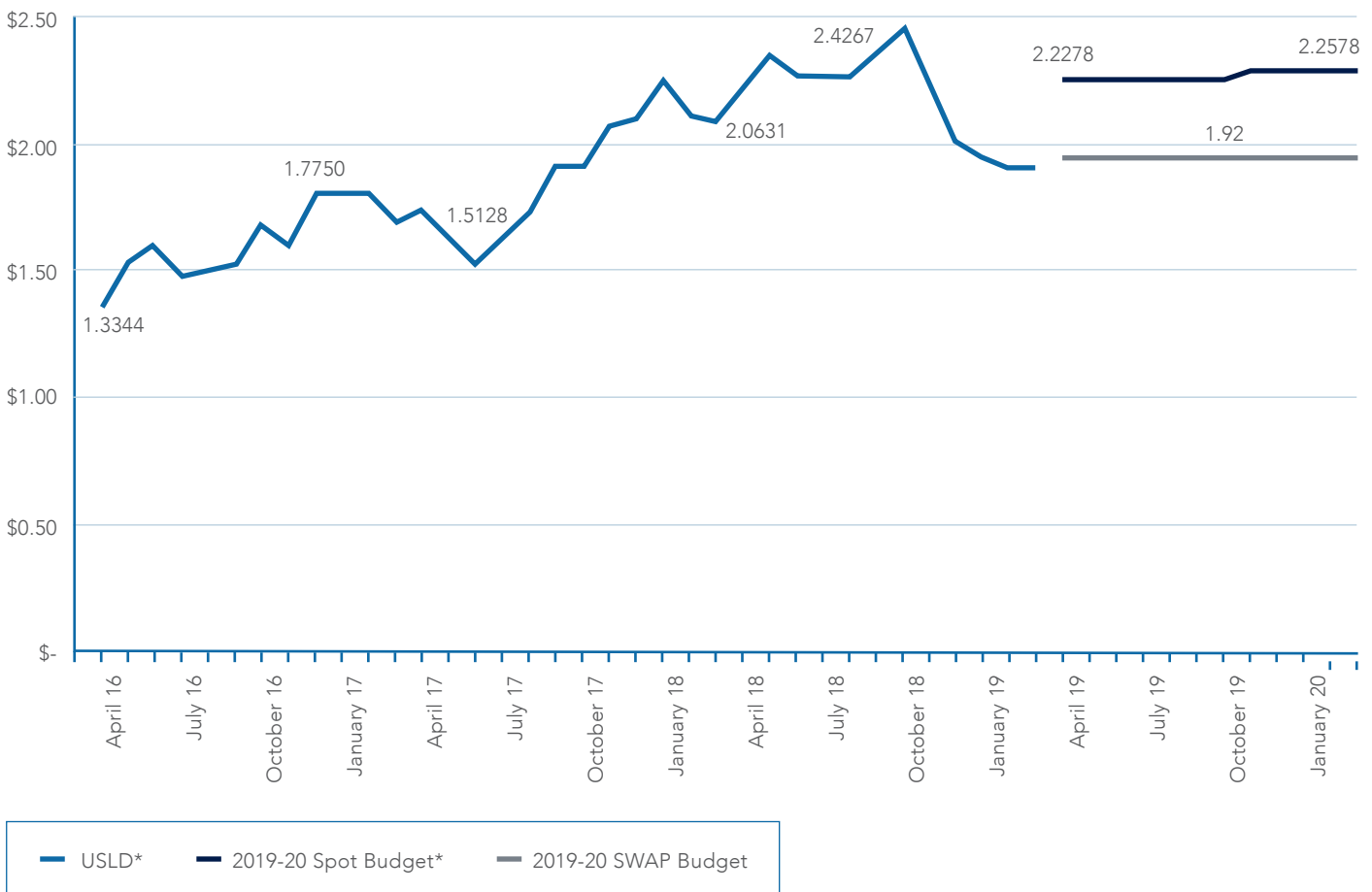
The key drivers of non-personnel expenses are outlined below.

Fuel and Lubricants

Fuel and lubricant costs estimated at \$5.7 million for FY2020, increasing \$0.7 million from the prior year budget. The Authority currently has protection against volatility on approximately 66% of its supply for FY2020 with a fixed price SWAP. The FY2020 budget is based

upon historical and current futures market price indications for those quantities not fixed under the hedge. The chart below depicts the historical price per gallon over the past three years and futures market, as well as the budgeted spot and SWAP price.

DIESEL FUEL PRICE/GALLON TREND VS. BUDGET



*Inclusive of Transportation & Delivery.



Bus Parts and Other Materials and Supplies

Bus parts and other materials and supplies expenses planned for FY2020 total \$5.7 million, representing no increase from the prior year's budget. Bus parts are effectively flat from last year based on current projection of cost for the 2018-2019 fiscal year.

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 FY2020 contracted services expenses are \$8.7 million, an increase of approximately 9.4% due to one-time expenses.

Miscellaneous and Other Expenses

Miscellaneous and other expenses during FY2020 are budgeted at \$4.6 million, flat from the prior year's budget. This category includes elements such as liability claims; utilities; marketing; subscriptions; and employee travel and training.

Depreciation

All fixed assets acquired by the Authority are depreciated on a straight line basis over the term of their useful lives. Local depreciation for FY2020 is budgeted at \$2.0 million, flat from the prior year's budget. Local depreciation accounts for the expense associated with past and current year Capital Improvement plans of the Authority.

MULTI-YEAR BUDGET PROJECTION

Fiscal Years 2020-21 – 2022-23

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, 2018, the Authority's AUNA will total approximately \$25.8 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 \$93.2 million to \$96.5 million, or 3.5% over the projection period. Projected annual operating expenses increase from \$107.5 to \$118.8 million over the same period, representing an increase of \$11.3 million, or 10.5%. Each year of the projection shows a funding gap that grows from \$14.3 million to \$22.3 million with a cumulative total gap of \$53.0 million.

The Authority's current fiscal strength (represented by \$25.8 million of AUNA) could theoretically close these projected funding gaps through fiscal year 2020-21, and thereby enable the maintenance of service levels and current fare structures for customers – notwithstanding future actions that may be taken by management to reduce projected costs and increase revenues (other than customer fares) that are contained in the projection.

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

Key elements/assumptions driving this forecast are as follows:

REVENUES

Locally generated

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

Government Subsidies

- STOA allocation is assumed flat at \$44.0 million
- 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 2.5% annually

EXPENSES

- Scope of transit services planned for fiscal year 2019-20 is maintained

Personnel

- Stable workforce overall
- Medical insurance premium rates increase 10-15% annually.
All employees continue to share in premium cost

Non-personnel

- Diesel fuel prices increase 15% annually

CONSOLIDATED MULTI-YEAR BUDGET PROJECTION 2020-21 – 2022-23* (\$ MILLIONS)

	PROJECTED 2018-2019	BUDGET 2019-2020	PROJECTION 2020-2021	PROJECTION 2021-2022	PROJECTION 2022-2023
REVENUES					
LOCALLY GENERATED REVENUES					
Fares: Cash, Passes, Subsidy Agreements	\$ 26.3	\$ 26.3	\$ 26.7	\$ 27.1	\$ 27.5
Other (Interest Earnings, Recoveries, Reimbursements)	\$ 2.3	\$ 3.4	\$ 0.7	\$ 2.4	\$ 2.5
LOCALLY GENERATED REVENUES	\$28.6	\$ 29.7	\$ 27.4	\$ 29.5	\$ 30.0
GOVERNMENTAL SUBSIDIES					
Federal	\$ 11.2	\$ 11.6	\$ 6.3	\$ 6.4	\$ 6.5
State	\$ 42.4	\$ 44.7	\$ 44.0	\$ 44.1	\$ 44.0
County	\$ 3.9	\$ 3.9	\$ 3.9	\$ 3.9	\$ 3.9
GOVERNMENTAL SUBSIDIES	\$57.5	\$ 60.2	\$ 54.2	\$ 54.4	\$ 54.4
MORTGAGE RECORDING TAX	\$11.0	\$ 11.3	\$ 11.6	\$ 11.8	\$ 12.1
TOTAL REVENUE	\$97.1	\$101.2	\$ 93.2	\$ 95.7	\$ 96.5
EXPENSES					
PERSONNEL					
Employee Wages	\$ 48.7	\$ 50.5	\$ 52.0	\$ 53.6	\$ 55.2
Medical Insurance	\$ 11.1	\$ 12.1	\$ 14.0	\$ 16.3	\$ 19.0
Other Fringe Benefits	\$ 11.6	\$ 11.4	\$ 11.8	\$ 12.2	\$ 12.5
TOTAL PERSONNEL	\$71.4	\$ 74.0	\$ 77.8	\$ 82.1	\$ 86.7
NON-PERSONNEL					
Fuel & Lubricants	\$ 5.0	\$ 5.7	\$ 6.6	\$ 7.5	\$ 8.6
Other Non-Personnel	\$ 20.6	\$ 21.5	\$ 23.1	\$ 22.5	\$ 23.5
TOTAL NON-PERSONNEL	\$25.6	\$ 27.2	\$ 29.7	\$ 30.0	\$ 32.1
TOTAL EXPENSES	\$97.0	\$101.2	\$107.5	\$112.1	\$118.8
NET INCOME (DEFICIT) FROM OPERATIONS & SUBSIDIES	\$ 0.1	–	\$ (14.3)	\$ (16.4)	\$ (22.3)
ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS BOY	\$25.7	\$ 25.8	\$ 25.8	\$ 11.5	\$ (4.9)
ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS EOY	\$25.8	\$ 25.8	\$ 11.5	\$ (4.9)	\$ (27.2)

*Rounding may cause mathematical errors.

TEN-YEAR CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) is the Authority's ten-year (FY 2019/20 – 2028/29) plan of proposed capital investments necessary to maintain and improve the infrastructure. The key elements of this infrastructure are rolling stock, facilities, and technology related equipment and systems. The CIP is fiscally constrained in that the funding schedule and sources for all listed projects have been identified.

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

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

GENERAL OVERVIEW

The CIP is fiscally constrained within available funding over the ten year period. It contains 121 projects with estimated expenses of \$263 million. The first year of the plan including projects in progress is \$79.4 million.

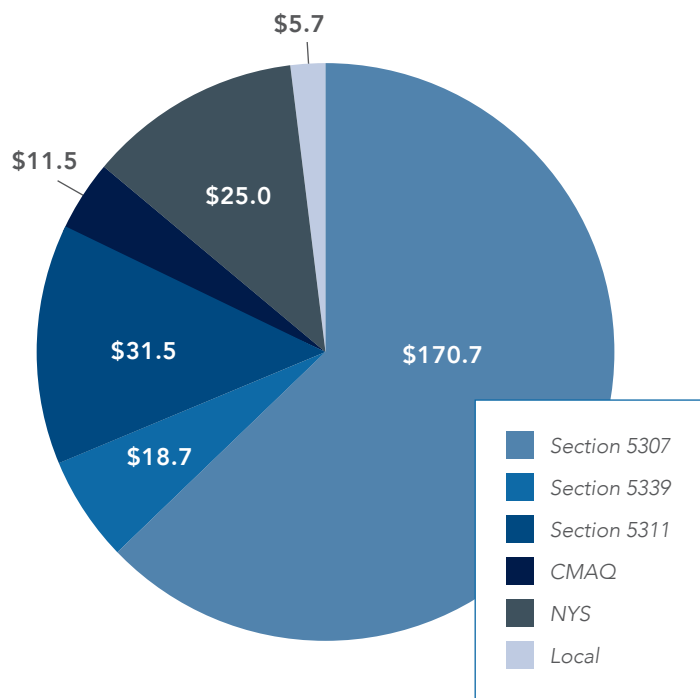
2019-20 CAPITAL EXPENSES BY PROJECT TYPE

PROJECT TYPE	NUMBER OF PROJECTS	\$ (MILLIONS)
Preventive Maintenance	1	\$ 15.2
Rolling Stock	23	\$ 30.2
Facilities	12	\$ 23.1
Equipment	3	\$ 0.6
Transportation Technologies	8	\$ 9.7
Other	3	\$ 0.6
TOTAL	50	\$79.4

Management decisions about the allocation of limited capital resources are tied to the Authority's Vision of becoming The Preferred Transportation Choice through the scoring criteria identified in the Transit Asset Management Plan. The results of the project scoring emphasizes the need to replace critical assets including rolling stock, IT and maintenance equipment, and continued investment into facilities to bring them into a state of good repair. Additionally, the Authority will introduce six electric buses with related infrastructure and mobile fare ticketing. Finally, the Authority's CIP includes the replacement of the voice and data systems in use by RTS Monroe and RTS Access, upgrades to the CAD/AVL system, and continuation of the Enterprise Data Warehouse/Business Intelligence Tool.

As noted previously, this CIP is fiscally constrained as approximately \$75 million of other capital needs of the Authority are not funded in this CIP due to limited resources. Included in this unfunded estimate are a portion of the remaining funds necessary to realize the efficiencies designed in the RTS Campus master plan.

SOURCE OF FUNDS \$263.1 MILLION



As part of the New York State fiscal year 2015-16 Enacted Budget, a Five-Year Department of Transportation Capital Program (2015/16 – 2019/20) was approved with the intention of creating jobs while maintaining the safety of systems; managing state infrastructure assets so that New York remains competitive; and to leverage state resources to generate new construction and economic growth. The total five-year program for non-MTA transit systems inclusive of the required 10% matching to federal funds is \$395 million.

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

- The Authority's Federal Section 5307 and 5339 formula assistance is based on federal fiscal year 2017 values through federal fiscal year 2020, with a onetime 2% increase for the remainder of the plan.
- The FAST Act includes funding for the Bus and Bus Facilities Section 5339 federal discretionary program. The Authority will seek funding but no new awards are assumed in the CIP.
- Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds were allocated to the greater Rochester area for transportation improvement projects that will improve air quality standards. This Plan assumes no future allocations of CMAQ funds to the Authority as reflected in the Genesee Transportation Council's regional Transportation Improvement Program (TIP).
- FHWA & STP/FLEX grants, which are federal highway funds flexed for mass transit use, have not been assumed.
- All rolling stock capital needs for the Authority's rural subsidiaries are assumed to be fully funded by the federal Section 5311 non-urbanized area formula program.
- New York State dedicated capital funding is assumed based on the State Fiscal Year 2015/16 – 2019/20 Transportation Capital Program agreement executed by the Governor and Legislature and allocated using the same methodology as the Authority's allocation for fiscal year 2018/19.
- Other CIP funds include distributions from the RGRTA capital reserve fund.

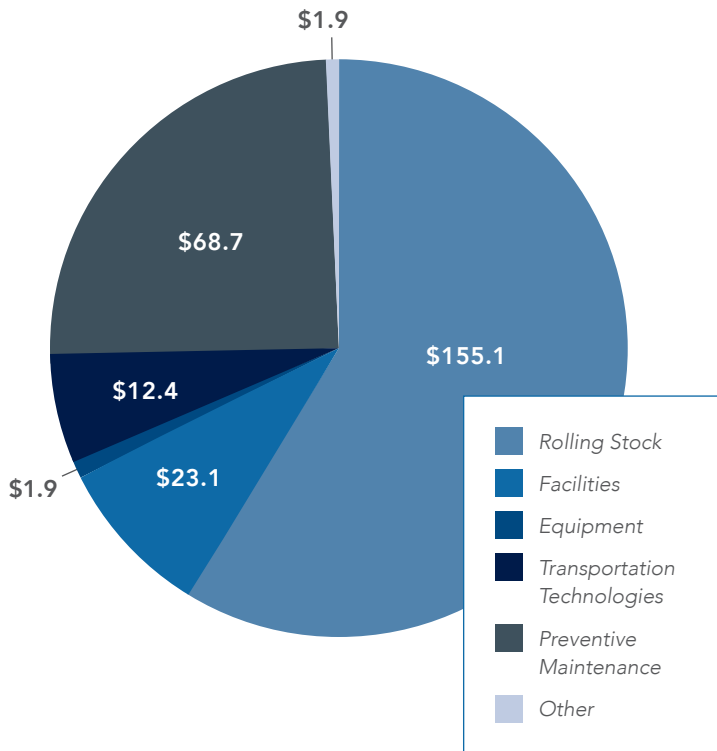
SOURCE OF FUNDS

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

In December 2015 the FAST Act (Fixing America's Surface Transportation Act) reauthorizing surface transportation programs through Fiscal Year 2020 was signed into law. This law was the establishment of a long-term funding bill providing stability and allowing for better planning. It should be noted that federal grants from the Section 5307/5339 formula grant program represent the primary revenue stream (providing over 71% of total funding) supporting the Authority's Ten-Year Capital Improvement Plan.

USE OF FUNDS BY OBJECT OF EXPENSE

\$263.1 MILLION



Rolling Stock

The Authority recognizes that timely replacement of its revenue vehicles is an integral part of maintaining long-term financial stability and providing excellence in customer service. A total of \$155.1 million is planned for the upcoming ten-year period, inclusive of vehicles currently under order, for a total of 518 vehicles to be replaced. To accommodate the uneven annual fleet replacement schedule, the Authority will, when necessary, carry forward significant grant allocations from year to year. Continual evaluation of the size and make-up of the Authority's fleet roster to identify the most efficient use of revenue vehicles to satisfy customer demand is essential.

Facilities

The Authority remains committed to improving the quality of transportation service in the community and the quality of the transportation experience for customers through the improvements to the RTS and RTS Access campuses and construction of the Regional facilities. The CIP contains \$23.1 million to be invested in facilities.

Advanced Environmental Service Building

On a daily basis, each RTS bus is required to be fueled, cleaned, and have the fareboxes emptied. These functions occur in a service building that was constructed in the 1970s. Due to the age of the facility, it is not in a state of good repair. Additionally, the current configuration of the facility is less than ideal, resulting in some cleaning functions being required to be completed outside, which proves particularly challenging in the winter months. Due to the age of the facility, it has been recommended that an entirely new facility be constructed to replace the existing service building. The new Advanced Environmental Service Building is currently under design. It is anticipated to include the addition of a fourth service lane, incorporation of more efficient bus cleaning technology and an enclosed prep area. These changes will result in more efficient and effective servicing of the buses, while having a smaller impact on the environment, and significantly improving the working conditions of RTS bus washers. A Design-Build RFP was released in January and the contract is anticipated to be awarded in the Spring of 2019. Construction of the new facility is anticipated to require about 18 months.

USE OF FUNDS BY OBJECT OF EXPENSE

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

Preventive Maintenance

The Authority allocates a portion of its annual Section 5307 formula grant for the Preventive Maintenance (PM) of capital assets. Technically a "capital" expense by federal regulations, PM essentially functions as a subsidy for operating expenses related to the support and preventive maintenance of federally acquired assets. The total PM allocation over the CIP is \$68.7 million.

Reimagine RTS Connection Hubs

The changes that are proposed as a result of the Reimagine RTS project will greatly impact the way in which customers travel across the region. The incorporation of alternative methods of transportation to the standard fixed route system served by 40-ft buses will result in the need for locations for customers to transfer between the various transit options. In order to mitigate the impact on customers from this change in service, the Authority is committed to constructing Connection Hubs. The Connection Hubs will consist of different amenities depending on their location and the types of transit service that will travel there. These amenities are anticipated to include enhanced bus shelters, real-time traveler information, bike racks, and a location for buses to turnaround. The configuration of the Connection Hubs will accommodate not only 40-ft buses, but also paratransit buses, smaller transit vehicles, and parking for drop off/pickup of TNC riders. The Connection Hubs will progress in two phases, with the first phase anticipated to be operational when the changes of Reimagine RTS are implemented and Phase 2 improvements over the following several years.

Transportation Technologies

On-Board Voice and Data Systems Replacement

The current voice and data systems in use for RTS relies on technology from the 1980s. The on-board radios are no longer in production and have surpassed the end of their service life. Used replacement models are difficult to locate and can put operations in jeopardy. In addition, the reliance on the radio system for the transmitting of on-board data is greatly limited due to the coverage issues and bandwidth limitations of this technology. The voice and data system installation is underway, with completion anticipated for this summer.

Mobile Fare Ticketing

The Authority was awarded CMAQ grant funding to design and implement a mobile fare collection system for use in Monroe County. The project will improve customer experiences through increased flexibility in fare payments, increased boarding times, and will allow the Authority to gather more detailed ridership data to better structure service to meet the demands of customers. The project is anticipated to be completed in fiscal year 2020-21.

Total investment in Transportation Technologies over this CIP is \$12.4 million.

Equipment

This classification contains assets necessary to maintain or increase operational efficiencies, such as routine maintenance facility equipment. The Authority will fund \$1.9 million in equipment needs in this CIP.

Other

Capital projects in this section of the Plan are primarily focused on transit enhancements for the public. Such projects include the installation of bus shelters at RTS and for the regional companies, and bus stop signs. The key transit enhancement project in fiscal year 2019-20 is the installation of bus shelters at high frequency customer transfer locations as a result of the Reimagine RTS changes. The total investment in miscellaneous projects is \$1.9 million in this CIP.

2019/20 – 2028/29 CAPITAL IMPROVEMENT PLAN

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/18	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
Preventive Maintenance	RTS/Access	\$2,754,765	\$12,493,873	\$5,799,272	\$6,148,447	\$6,014,176	\$5,914,771	\$5,985,077	\$5,972,186	\$5,937,065	\$5,719,771	\$5,914,771	\$68,654,175
TOTAL PREVENTIVE MAINTENANCE		\$2,754,765	\$12,493,873	\$5,799,272	\$6,148,447	\$6,014,176	\$5,914,771	\$5,985,077	\$5,972,186	\$5,937,065	\$5,719,771	\$5,914,771	\$68,654,175
Replace 10 Transit Buses	RTS	\$4,958,719											\$4,958,719
Six Electric Buses and Charging Stations	RTS	\$7,393,275											\$7,393,275
Replace 4 Transit Buses	RTS	\$1,992,781											\$1,992,781
Replace 25 Transit Buses	RTS				\$13,280,643								\$13,280,643
Replace 15 Transit Buses	RTS					\$8,219,031							\$8,219,031
Replace 10 Transit Buses	RTS					\$9,202,516							\$9,202,516
Replace 14 Transit Buses	RTS						\$7,319,250						\$7,319,250
Replace 13 Transit Buses	RTS							\$7,472,641					\$7,472,641
Replace 13 Transit Buses	RTS								\$7,472,641				\$7,472,641
Replace 15 Transit Buses	RTS								\$14,744,582				\$14,744,582
Replace 23 Transit Buses	RTS									\$13,607,300			\$13,607,300
Replace 19 Transit Buses	RTS										\$11,647,253		\$11,647,253
Replace 21 Transit Buses	RTS											\$13,030,088	\$13,030,088
3 Vans for On Demand Pilot	RTS		\$189,000										\$189,000
17 Vans for On Demand Service	RTS		\$1,071,000										\$1,071,000
Replace 9 Paratransit Buses	RTS Access	\$759,126											\$759,126
Replace 22 Paratransit Buses	RTS Access												\$1,964,096
Replace 8 Paratransit Buses	RTS Access				\$1,964,096								\$1,964,096
Replace 10 Paratransit Buses	RTS Access					\$724,068	\$947,425						\$724,068
Replace 8 Paratransit Buses	RTS Access							\$759,306					\$947,425
Replace 22 Paratransit Buses	RTS Access												\$759,306
Replace 8 Paratransit Buses	RTS Access										\$2,265,452		\$2,265,452
Replace 3 Wheelchair Accessible Vans	RTS Access											\$835,225	\$835,225
Replace 2 Regional Buses	RTS Genesee		\$210,000										\$210,000
Replace 2 Regional Buses	RTS Genesee		\$200,000										\$200,000
Replace 2 Regional Buses	RTS Genesee				\$220,000								\$220,000
Replace 1 Wheelchair Accessible Van	RTS Genesee				\$75,000								\$75,000
Replace 2 Regional Buses	RTS Genesee					\$220,000							\$220,000
Replace 3 Wheelchair Accessible Vans	RTS Genesee					\$236,357							\$236,357
Replace 2 Regional Buses	RTS Genesee							\$231,855					\$231,855
Replace 1 Wheelchair Accessible Van	RTS Genesee								\$84,413				\$84,413

2019/20 – 2028/29 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/18	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
Replace 2 Regional Buses	RTS Genesee									\$255,040			\$255,040
Replace 3 Wheelchair Accessible Vans	RTS Genesee									\$266,022			\$266,022
Replace 2 Regional Buses	RTS Genesee										\$255,040		\$255,040
Replace 2 Regional Buses	RTS Genesee											\$268,783	\$268,783
Replace 3 Regional Buses	RTS Livingston		\$525,000										\$525,000
Replace 3 Regional Buses	RTS Livingston		\$525,000										\$525,000
Replace 2 Regional Buses	RTS Livingston		\$190,000										\$190,000
Replace 2 Regional Buses	RTS Livingston		\$200,000										\$200,000
Replace 4 Regional Buses	RTS Livingston				\$220,000								\$220,000
Replace 3 Regional Buses	RTS Livingston					\$330,000							\$330,000
Replace 2 Regional Buses	RTS Livingston						\$220,262						\$220,262
Replace 2 Regional Buses	RTS Livingston							\$231,855					\$231,855
Replace 3 Regional Buses	RTS Livingston								\$645,684				\$645,684
Replace 3 Regional Buses	RTS Livingston								\$645,684				\$645,684
Replace 4 Regional Buses	RTS Livingston									\$255,040			\$255,040
Replace 3 Regional Buses	RTS Livingston										\$382,560		\$382,560
Replace 2 Regional Buses	RTS Livingston											\$268,783	\$268,783
Replace 3 Regional Buses	RTS Ontario		\$285,000										\$285,000
Replace 1 Wheelchair Accessible Van	RTS Ontario		\$70,000										\$70,000
Replace 7 Regional Buses	RTS Ontario		\$665,000										\$665,000
Replace 7 Regional Buses	RTS Ontario				\$770,000								\$770,000
Replace 1 Wheelchair Accessible Van	RTS Ontario				\$75,000								\$75,000
Replace 7 Regional Buses	RTS Ontario					\$770,000							\$770,000
Replace 1 Wheelchair Accessible Van	RTS Ontario					\$78,786							\$78,786
Replace 3 Regional Buses	RTS Ontario						\$330,393						\$330,393
Replace 7 Regional Buses	RTS Ontario						\$770,917						\$770,917
Replace 1 Wheelchair Accessible Van	RTS Ontario								\$84,413				\$84,413
Replace 7 Regional Buses	RTS Ontario								\$892,641				\$892,641
Replace 1 Wheelchair Accessible Van	RTS Ontario									\$88,674			\$88,674
Replace 7 Regional Buses	RTS Ontario										\$892,641		\$892,641

2019/20 – 2028/29 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/18	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
Replace 1 Wheelchair Accessible Van	RTS Orleans		\$70,000										\$70,000
Replace 2 Regional Buses	RTS Orleans				\$220,000								\$220,000
Replace 2 Regional Buses	RTS Orleans					\$220,000							\$220,000
Replace 1 Wheelchair Accessible Van	RTS Orleans					\$78,786							\$78,786
Replace 2 Regional Buses	RTS Orleans									\$255,040			\$255,040
Replace 1 Wheelchair Accessible Van	RTS Orleans									\$88,674			\$88,674
Replace 2 Regional Buses	RTS Orleans										\$255,040		\$255,040
Expand 5 Regional Buses	RTS Seneca		\$475,000										\$475,000
Replace 2 Regional Buses	RTS Seneca				\$220,000								\$220,000
Replace 1 Wheelchair Accessible Van	RTS Seneca				\$75,000								\$75,000
Expand 5 Regional Buses	RTS Seneca						\$550,655						\$550,655
Replace 1 Wheelchair Accessible Van	RTS Seneca								\$84,413				\$84,413
Replace 2 Regional Buses	RTS Seneca									\$255,040			\$255,040
Replace 5 Regional Buses	RTS Wayne		\$875,000										\$875,000
Replace 4 Regional Buses	RTS Wayne		\$700,000										\$700,000
Replace 4 Regional Buses	RTS Wayne		\$380,000										\$380,000
Replace 2 Wheelchair Accessible Vans	RTS Wayne			\$150,000									\$150,000
Replace 4 Regional Buses	RTS Wayne				\$440,000								\$440,000
Replace 5 Regional Buses	RTS Wayne					\$550,000							\$550,000
Replace 4 Regional Buses	RTS Wayne						\$440,524						\$440,524
Replace 2 Wheelchair Accessible Vans	RTS Wayne							\$168,826					\$168,826
Replace 5 Regional Buses	RTS Wayne								\$1,076,140				\$1,076,140
Replace 4 Regional Buses	RTS Wayne								\$860,912				\$860,912
Replace 5 Regional Buses	RTS Wayne									\$637,601			\$637,601
Replace 2 Wheelchair Accessible Vans	RTS Wayne										\$195,716		\$195,716
Replace 3 Regional Buses	RTS Wyoming		\$420,000										\$420,000
Replace 3 Regional Buses	RTS Wyoming		\$285,000										\$285,000
Replace 1 Wheelchair Accessible Van	RTS Wyoming		\$70,000										\$70,000
Replace 5 Regional Buses	RTS Wyoming				\$550,000								\$550,000
Replace 1 Wheelchair Accessible Van	RTS Wyoming					\$78,786							\$78,786
Replace 3 Regional Buses	RTS Wyoming						\$330,393						\$330,393
Replace 3 Regional Buses	RTS Wyoming								\$516,547				\$516,547
Replace 5 Regional Buses	RTS Wyoming									\$637,601			\$637,601
Replace 1 Wheelchair Accessible Van	RTS Wyoming									\$88,674			\$88,674
TOTAL ROLLING STOCK			\$7,405,000	\$150,000	\$18,109,739	\$20,708,329	\$10,909,820	\$8,864,483	\$26,215,428	\$16,689,746	\$16,335,588	\$14,598,596	\$155,090,629

2019/20 – 2028/29 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN REMAINING COST @	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
Reimagine RTS Connection Hubs	RTS	\$1,166,922	\$2,000,000										\$3,166,922
Advanced Environmental Service Building	RTS	\$10,000,000											\$10,000,000
RTS Campus - Operations Building & Site Improvements	RTS	\$3,202,740											\$3,202,740
Transit Center Shelter Improvements	RTS	\$339,029											\$339,029
RTS Access Security & Fire Alarm	RTS Access	\$199,213											\$199,213
RTS Genesee Facility	RTS Genesee	\$763,343											\$763,343
RTS Livingston Garage Improvements	RTS Livingston	\$100,770											\$100,770
RTS Orleans Facility	RTS Orleans	\$1,105,599											\$1,105,599
RTS Seneca Facility	RTS Seneca	\$145,529											\$145,529
RTS Wayne Facility Design	RTS Wayne	\$200,000											\$200,000
RTS Wyoming Facility	RTS Wyoming	\$3,819,019											\$3,819,019
RTS Access Fluids Storage Tank Upgrade	RTS Access	\$30,000											\$30,000
TOTAL FACILITIES		\$21,042,163	\$2,030,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$23,072,163
Maintenance Equipment	RTS	\$281,858	\$116,000	\$116,000	\$150,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		\$1,263,858
Replace Wrecker Truck	RTS	\$47,310											\$47,310
Replace Road Supervisor Cars	RTS	\$174,925			\$160,849	\$99,405		\$70,306	\$72,415	\$37,294			\$615,193
TOTAL EQUIPMENT		\$504,093	\$116,000	\$116,000	\$310,849	\$199,405	\$100,000	\$170,306	\$172,415	\$137,294	\$100,000	\$-	\$1,926,361
Replace IT Hardware	RTS	\$285,888	\$332,911	\$279,574	\$327,827	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$3,361,200
Mobile Ticketing	RTS	\$4,148,268											\$4,148,268
CAD/AVL Upgrade	RTS	\$1,618,703											\$1,618,703
On-Board Voice & Data System	RTS	\$1,344,893											\$1,344,893
Enterprise Data Warehouse/Business Intelligence Tool	RTS	\$1,317,714											\$1,317,714
Paratransit Web Scheduling	RTS Access	\$240,000											\$240,000
Financial Software Replacement Phase II	RTS	\$229,315											\$229,315
Contract Management and Vendor Portal Software	RTS	\$160,000											\$160,000
TOTAL TRANSPORTATION TECHNOLOGIES		\$9,344,780	\$332,911	\$279,574	\$327,827	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$12,420,092
Transit Enhancement (Bus Shelters)	RTS	\$293,852	\$-	\$147,325	\$150,271	\$150,271	\$150,271	\$150,271	\$150,271	\$150,271	\$150,271	\$150,271	\$1,643,348
Reimagine RTS Transfer Shelters	RTS		\$220,000										
Reimagine Bus Stop Signs	RTS		\$50,000										\$50,000
TOTAL OTHER		\$293,852	\$270,000	\$147,325	\$150,271	\$150,271	\$150,271	\$150,271	\$150,271	\$150,271	\$150,271	\$150,271	\$1,913,348
GRAND TOTAL		\$49,043,554	\$22,647,784	\$6,492,171	\$25,047,133	\$27,377,181	\$17,379,862	\$15,475,137	\$32,815,301	\$23,219,377	\$22,610,631	\$20,968,638	\$263,076,769

OPERATING BUDGET IMPACT

VEHICLE REPLACEMENTS

Regular and on time replacement of the buses helps to keep operating costs stable, and maintains the reliability and quality of customer service. New buses require fewer parts and burn fuel more efficiently than older buses. For example, new buses consume approximately 20% 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 \$25,000 per bus in the first year of operation. Additionally, the incorporation of electric buses in the fleet is anticipated to reduce fuel and maintenance costs.

FACILITY PROJECTS

The construction of the new Advanced Environmental Service Building is anticipated to reduce utility costs associated with cleaning the buses. Increased efficiency and effectiveness of the process is also anticipated to result in cost savings for the Authority.

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

ON-BOARD VOICE AND DATA SYSTEMS REPLACEMENT

The Authority will incur an increase in its operating expenses to maintain these systems. This increase will be primarily due to cellular subscription fees and tower maintenance fees.

MOBILE TICKETING

The Authority will incur an increase in its operating expenses to maintain the system. This increase will be primarily due to increased credit card processing fees and system maintenance fees.



OVERALL FINANCIAL PLAN

Guided by our Strategic Plan and driven by a management approach focused on results, the Authority will continue to drive forward a financially sustainable future. The FY2020 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 10 years in a fiscally prudent manner, and it identifies the future fiscal challenges for which solution alternatives must be developed and implemented.

OPERATING BUDGET



CONSOLIDATED COMPARISON 2019-20 OPERATING BUDGET (000's)

	2017-18 ACTUAL	2018-19 BUDGET	2018-19 PROJECTION*	2019-20 BUDGET	VARIANCE 2018-19 PROJECTION	VARIANCE 2018-19 BUDGET	% CHG BUDGET
REVENUES							
Customer Fares	\$ 10,520	\$ 10,334	\$ 10,394	\$ 9,944	\$ (450)	\$ (390)	(3.8)%
Special Transit Fares	\$ 15,485	\$ 15,604	\$ 15,851	\$ 16,380	\$ 529	\$ 776	5.0%
Other Revenues	\$ 2,354	\$ 2,341	\$ 2,341	\$ 3,362	\$ 1,021	\$ 1,021	43.6%
TOTAL LOCALLY GENERATED REVENUES	\$28,359	\$28,279	\$28,586	\$ 29,686	\$1,100	\$1,407	5.0%
Federal Aid	\$ 10,265	\$ 11,215	\$ 11,214	\$ 11,617	\$ 403	\$ 402	3.6%
State Aid	\$ 41,504	\$ 42,418	\$ 42,424	\$ 44,698	\$ 2,274	\$ 2,280	5.4%
County Aid	\$ 3,909	\$ 3,910	\$ 3,910	\$ 3,910	\$ –	\$ –	0.0%
TOTAL GOVERNMENTAL SUBSIDIES	\$55,678	\$57,543	\$57,548	\$ 60,225	\$2,677	\$2,682	4.7%
MORTGAGE RECORDING TAX	\$ 9,543	\$11,001	\$11,001	\$ 11,275	\$ 274	\$ 274	2.5%
TOTAL REVENUES	\$93,580	\$96,823	\$97,135	\$101,186	\$4,051	\$4,363	4.5%
EXPENSES							
Wages	\$ 47,123	\$ 48,515	\$ 48,719	\$ 50,486	\$ 1,767	\$ 1,971	4.1%
Employee Benefits	\$ 21,888	\$ 22,656	\$ 22,656	\$ 23,499	\$ 843	\$ 843	3.7%
TOTAL PERSONNEL EXPENSES	\$69,011	\$71,171	\$71,375	\$ 73,985	\$2,610	\$2,814	4.0%
Contracted Services	\$ 7,107	\$ 7,948	\$ 7,948	\$ 8,698	\$ 750	\$ 750	9.4%
Fuel and Lubricants	\$ 4,645	\$ 5,035	\$ 5,035	\$ 5,720	\$ 685	\$ 685	13.6%
Parts and Repairs	\$ 4,362	\$ 4,332	\$ 4,333	\$ 4,335	\$ 2	\$ 3	0.1%
Other Materials and Supplies	\$ 1,261	\$ 1,369	\$ 1,369	\$ 1,389	\$ 20	\$ 20	1.5%
Utilities	\$ 876	\$ 1,042	\$ 1,042	\$ 1,100	\$ 58	\$ 58	5.5%
Casualty & Liability	\$ 2,139	\$ 1,956	\$ 1,970	\$ 2,006	\$ 36	\$ 50	2.6%
Taxes	\$ 34	\$ 30	\$ 30	\$ 37	\$ 7	\$ 7	23.3%
Miscellaneous Expenses	\$ 1,667	\$ 1,612	\$ 1,614	\$ 1,536	\$ (78)	\$ (76)	(4.7)%
Lease and Rentals	\$ 314	\$ 356	\$ 358	\$ 384	\$ 26	\$ 28	8.0%
Depreciation (Local)	\$ 1,869	\$ 1,972	\$ 1,972	\$ 1,996	\$ 24	\$ 24	1.2%
TOTAL NON-PERSONNEL EXPENSES	\$24,274	\$25,652	\$ 25,671	\$ 27,201	\$1,530	\$1,549	6.0%
TOTAL EXPENSES	\$93,285	\$96,823	\$97,046	\$101,186	\$4,140	\$4,363	4.5%
NET INCOME (DEFICIT) BEFORE APPROPRIATION	\$ 295	\$ –	\$ 89	\$ –	\$ (89)	\$ –	
WORKING CAPITAL APPROPRIATION	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	

*As of November 30, 2018.

2019-2020 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ACTUAL THRU 12/31/18	2018-19 PROJECTION	2019-20 BUDGET	BUDGET CHANGE	% CHANGE
Adult Cash	40101-0110	\$ 4,823,455	\$ 4,813,667	\$ 3,588,767	\$ 4,813,667	\$ 4,848,433	\$ 34,766	0.7%
Unlimited Pass 1 Day	40101-0120	\$ 804,315	\$ 775,000	\$ 432,444	\$ 775,000	\$ 604,907	\$ (170,093)	-21.9%
Unlimited Pass 5 Day	40101-0121	\$ 236,824	\$ 255,800	\$ 148,820	\$ 255,800	\$ 227,280	\$ (28,520)	-11.1%
Unlimited Pass 31 Day Adult	40101-0122	\$ 3,359,664	\$ 3,260,250	\$ 2,223,302	\$ 3,260,250	\$ 3,084,472	\$ (175,778)	-5.4%
Freedom Pass 1 Ride	40101-0130	\$ 197,276	\$ 181,000	\$ 117,388	\$ 181,000	\$ 160,300	\$ (20,700)	-11.4%
Freedom Pass 2 Ride	40101-0131	\$ 64,868	\$ 66,500	\$ 55,086	\$ 66,500	\$ 45,000	\$ (21,500)	-32.3%
Freedom Pass 2 Plus 2	40101-0132	\$ 92,200	\$ 81,500	\$ 34,600	\$ 81,500	\$ 65,000	\$ (16,500)	-20.2%
Stored Value Pass	40101-0150	\$ 246,272	\$ 220,000	\$ 168,540	\$ 220,000	\$ 212,000	\$ (8,000)	-3.6%
LiftLine Pass \$18.00	40101-0161	\$ 56,232	\$ 50,000	\$ 35,618	\$ 50,000	\$ 48,000	\$ (2,000)	-4.0%
LiftLine Pass \$20.00	40101-0162	\$ 228,610	\$ 217,000	\$ 181,960	\$ 217,000	\$ 250,000	\$ 33,000	15.2%
Adult Commuter Tickets	40101-0180	\$ 167,266	\$ 163,650	\$ 117,027	\$ 163,650	\$ 157,800	\$ (5,850)	-3.6%
State WTW Pass	40101-0199	\$ 2,730	\$ 12,000	\$ 73,112	\$ 71,792	\$ -	\$ (12,000)	-100.0%
Senior Cash	40102-0113	\$ 151,792	\$ 148,480	\$ 119,322	\$ 148,480	\$ 153,512	\$ 5,032	3.4%
Child Cash	40102-0115	\$ 25,943	\$ 27,088	\$ 19,457	\$ 27,088	\$ 25,836	\$ (1,252)	-4.6%
Disabled Cash	40102-0116	\$ 13,591	\$ 13,772	\$ 9,639	\$ 13,772	\$ 13,442	\$ (330)	-2.4%
Unlimited Pass 1 Day Sr/DbI	40102-0123	\$ 10,214	\$ 10,000	\$ 6,063	\$ 10,000	\$ 9,000	\$ (1,000)	-10.0%
Unlimited Pass 5 Day Sr/DbI	40102-0124	\$ 3,024	\$ 3,500	\$ 2,352	\$ 3,500	\$ 3,500	\$ -	0.0%
Unlimited Pass 31 Day Senior	40102-0125	\$ 35,420	\$ 35,000	\$ 24,528	\$ 35,000	\$ 35,000	\$ -	0.0%
Total Customer Fares		\$ 10,519,694	\$ 10,334,207	\$ 7,358,025	\$ 10,393,999	\$ 9,943,482	\$ (390,725)	-3.8%
STF-Colleges & Schools RIT	40203-0220	\$ 316,494	\$ 272,000	\$ 83,134	\$ 272,000	\$ 40,000	\$ (232,000)	-85.3%
STF-Colleges & Schools	40203-0221	\$ 278,700	\$ 273,184	\$ 284,229	\$ 273,184	\$ 534,426	\$ 261,242	95.6%
STF-Charter Smartcards	40203-0225	\$ 27,329	\$ 27,000	\$ 16,126	\$ 27,000	\$ 20,000	\$ (7,000)	-25.9%
STF-Corporate	40203-0240	\$ 62,398	\$ 63,268	\$ 52,128	\$ 63,268	\$ 89,778	\$ 26,510	41.9%
STF-Health Care	40203-0260	\$ 89,157	\$ 90,853	\$ 67,614	\$ 90,853	\$ 95,288	\$ 4,435	4.9%
STF-General Regional	40203-0280	\$ 3,271,953	\$ 3,206,927	\$ 2,441,033	\$ 3,206,927	\$ 3,265,587	\$ 58,660	1.8%
STF-RCSD	40203-0290	\$ 11,438,565	\$ 11,670,832	\$ 8,434,156	\$ 11,917,745	\$ 12,334,848	\$ 664,016	5.7%
Total Special Transit Fares		\$ 15,484,594	\$ 15,604,064	\$ 11,378,421	\$ 15,850,977	\$ 16,379,927	\$ 775,863	5.0%
Other-Advertising Revenue	40603-0400	\$ 592,929	\$ 561,000	\$ 311,250	\$ 561,000	\$ 645,750	\$ 84,750	15.1%
Total Advertising		\$ 592,929	\$ 561,000	\$ 311,250	\$ 561,000	\$ 645,750	\$ 84,750	15.1%
Oth Rev-Int Earnings Wrkg Capi	40704-0410	\$ 19,493	\$ 92,859	\$ 67,487	\$ 92,859	\$ 71,133	\$ (21,726)	-23.4%
Oth Rev-Int Earnings Capital R	40704-0420	\$ 1,058	\$ 7,425	\$ 1,099	\$ 7,425	\$ 1,519	\$ (5,906)	-79.5%
Oth Rev-Int Earnings Self Insu	40704-0421	\$ 2,792	\$ 4,732	\$ 9,642	\$ 4,732	\$ 9,005	\$ 4,273	90.3%
Oth Rev-Int Earnings OPEB	40704-0422	\$ 7,521	\$ 16,275	\$ 24,140	\$ 16,275	\$ 22,769	\$ 6,494	39.9%
Oth Rev-Int Earnings Para Tran	40704-0423	\$ 2,319	\$ 3,709	\$ 8,131	\$ 3,709	\$ 7,575	\$ 3,866	104.2%
Unrealized Gains (Loss) In Mkt	40704-0430	\$ (226,652)	\$ -	\$ (100,279)	\$ -	\$ -	\$ -	-
Oth Rev-Sp Portfolio Int Work	40704-0441	\$ 184,478	\$ 180,266	\$ 160,194	\$ 180,266	\$ 184,359	\$ 4,093	2.3%
Oth Rev-Sp Portfolio IntSelf I	40704-0442	\$ 49,935	\$ 50,517	\$ 42,751	\$ 50,517	\$ 50,843	\$ 326	0.6%
Oth Rev-Sp Portfolio Int OPEB	40704-0443	\$ 122,464	\$ 123,891	\$ 104,846	\$ 123,891	\$ 124,693	\$ 802	0.6%
Oth Rev-Sp Portfolio Int Para	40704-0444	\$ 42,333	\$ 42,826	\$ 36,243	\$ 42,826	\$ 43,104	\$ 278	0.6%
Total Investment Income, Net		\$ 205,742	\$ 522,500	\$ 354,254	\$ 522,500	\$ 515,000	\$ (7,500)	-1.4%

2019-2020 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ACTUAL THRU 12/31/18	2018-19 PROJECTION	2019-20 BUDGET	BUDGET CHANGE	% CHANGE
Recov Rev-Insurance Rev Veh	40797-0481	\$ 82,194	\$ 35,000	\$ 91,781	\$ 35,000	\$ 60,000	\$ 25,000	71.4%
Recov Rev-Workers Comp	40797-0483	\$ 282,970	\$ 270,000	\$ 242,829	\$ 270,000	\$ 250,000	\$ (20,000)	-7.4%
Recov Rev-Other	40797-0484	\$ 43,560	\$ 60,000	\$ 60,458	\$ 60,000	\$ 60,000	\$ -	0.0%
Reimb Rev-Discounts	40797-0491	\$ 8,100	\$ 7,000	\$ 5,309	\$ 7,000	\$ 7,000	\$ -	0.0%
Reimb Rev-Employee Related	40797-0492	\$ 4,209	\$ 5,000	\$ 1,700	\$ 5,000	\$ 2,000	\$ (3,000)	-60.0%
Reimb Rev-Unleaded Fuel	40797-0493	\$ 304,165	\$ 329,372	\$ 283,465	\$ 329,372	\$ 386,656	\$ 57,284	17.4%
Reimb Rev-Medical Ins Retiree	40797-0494	\$ 17,574	\$ 15,000	\$ 8,977	\$ 15,000	\$ 10,000	\$ (5,000)	-33.3%
Reimb Rev-Pension Fund	40797-0495	\$ 3,347	\$ 24,675	\$ -	\$ 24,675	\$ 6,000	\$ (18,675)	-75.7%
Reimb Rev-Vending Machine	40797-0496	\$ (34)	\$ -	\$ (2,246)	\$ -	\$ -	\$ -	-
Reimb Rev-Warranty	40797-0497	\$ 30,986	\$ 38,000	\$ 4,561	\$ 38,000	\$ 28,000	\$ (10,000)	-26.3%
Reimb Rev-Pension Fund Actuary	40797-0498	\$ 16,550	\$ -	\$ -	\$ -	\$ 18,675	\$ 18,675	-
Reimb Rev-HRA Income	40797-0499	\$ 2,799	\$ -	\$ 2,695	\$ -	\$ 1,500	\$ 1,500	-
Total Reimbursement and Recovery		\$ 796,420	\$ 784,047	\$ 699,530	\$ 784,047	\$ 829,831	\$ 45,784	5.8%
Other Rev-General	40799-0470	\$ 109,351	\$ 483,000	\$ 16,645	\$ 483,000	\$ 882,400	\$ 399,400	82.7%
Other Rev-Health Reimbursement	40799-0471	\$ -	\$ -	\$ 83,400	\$ -	\$ 180,000	\$ 180,000	-
Interco Reimb-Salary & Fringe	44002-0810	\$ 24,541	\$ 25,860	\$ 18,774	\$ 25,860	\$ 23,643	\$ (2,217)	-8.6%
Total Other/Intercompany		\$ 133,892	\$ 508,860	\$ 118,819	\$ 508,860	\$ 1,086,043	\$ 577,183	113.4%
Oth Rev-Gain Fixed Price Swap	40707-0000	\$ 367,548	\$ -	\$ 242,139	\$ -	\$ 285,768	\$ 285,768	-
Loss From Fixed Price Swap	50997-0000	\$ (8,659)	\$ (34,830)	\$ (10,629)	\$ (34,830)	\$ -	\$ 34,830	-100.0%
Total Realized Gain on Fuel Swap		\$ 358,889	\$ (34,830)	\$ 231,510	\$ (34,830)	\$ 285,768	\$ 320,598	-920.5%
Oth Rev-Gain On Sale	40706-0000	\$ 39,952	\$ -	\$ 7,050	\$ -	\$ -	\$ -	-
Total Gain (Loss) on Disposal		\$ 39,952	\$ -	\$ 7,050	\$ -	\$ -	\$ -	-
Total Other		\$ 2,127,823	\$ 2,341,577	\$ 1,722,414	\$ 2,341,577	\$ 3,362,392	\$ 1,020,815	43.6%
Total Locally Generated		\$ 28,132,111	\$ 28,279,848	\$ 20,458,859	\$ 28,586,553	\$ 29,685,801	\$ 1,405,953	5.0%
Federal Project Rev-UPWP	41304-0510	\$ 298,042	\$ 113,000	\$ 187,128	\$ 113,000	\$ 169,000	\$ 56,000	49.6%
Federal Oth Rev-JARC	41399-0520	\$ 80,414	\$ 60,000	\$ 58,173	\$ 60,000	\$ 60,000	\$ -	0.0%
Federal Oth Rev-Sec. 5311	41399-0530	\$ 1,098,500	\$ 1,188,500	\$ 978,950	\$ 1,188,500	\$ 1,224,155	\$ 35,655	3.0%
Federal Oth Rev-Prev Maintenance	41399-0540	\$ 8,565,108	\$ 9,621,262	\$ 7,110,814	\$ 9,621,262	\$ 10,036,548	\$ 415,286	4.3%
Federal Oth Rev-Grant Chrgback	41399-0550	\$ 207,038	\$ 216,000	\$ 35,678	\$ 216,000	\$ 127,200	\$ (88,800)	-41.1%
Federal Oth Rev-New Freedoms	41399-0560	\$ 16,036	\$ 16,000	\$ 15,143	\$ 16,000	\$ -	\$ (16,000)	-100.0%
Total Federal		\$ 10,265,138	\$ 11,214,762	\$ 8,385,885	\$ 11,214,762	\$ 11,616,903	\$ 402,141	3.6%
State Operating Revenue	41101-0610	\$ 40,384,800	\$ 41,188,458	\$ 30,887,175	\$ 41,188,458	\$ 43,375,000	\$ 2,186,542	5.3%
State Operating Prev Maint	41101-0620	\$ 1,070,638	\$ 1,202,658	\$ 888,853	\$ 1,202,658	\$ 1,254,568	\$ 51,910	4.3%
State Other Rev-WTW Non Pass	41101-0640	\$ -	\$ -	\$ 5,677	\$ 5,677	\$ -	\$ -	-
State Oth Rev-Grant Chargeback	41101-0660	\$ 48,088	\$ 27,000	\$ 79,184	\$ 27,000	\$ 68,700	\$ 41,700	154.4%
Total State		\$ 41,503,526	\$ 42,418,116	\$ 31,860,888	\$ 42,423,793	\$ 44,698,268	\$ 2,280,152	5.4%

2019-2020 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ACTUAL THRU 12/31/18	2018-19 PROJECTION	2019-20 BUDGET	BUDGET CHANGE	% CHANGE
Local Oper Rev-18B Match	40901-0700	\$ 3,909,500	\$ 3,909,500	\$ 2,932,124	\$ 3,909,500	\$ 3,909,500	\$ -	0.0%
Total County		\$ 3,909,500	\$ 3,909,500	\$ 2,932,124	\$ 3,909,500	\$ 3,909,500	\$ -	0.0%
Total Government Subsidies		\$ 55,678,164	\$ 57,542,378	\$ 43,178,898	\$ 57,548,055	\$ 60,224,671	\$ 2,682,293	4.7%
Mtge Tax Rev-Genesee County	40899-0910	\$ 367,713	\$ 418,643	\$ 264,275	\$ 418,643	\$ 429,109	\$ 10,466	2.5%
Mtge Tax Rev-Livingston County	40899-0911	\$ 416,509	\$ 564,263	\$ 324,956	\$ 564,263	\$ 578,370	\$ 14,107	2.5%
Mtge Tax Rev-Monroe County	40899-0912	\$ 6,396,111	\$ 7,306,020	\$ 5,910,973	\$ 7,306,020	\$ 7,488,669	\$ 182,649	2.5%
Mtge Tax Rev-Ontario County	40899-0913	\$ 1,217,530	\$ 1,454,567	\$ 1,015,835	\$ 1,454,567	\$ 1,490,931	\$ 36,364	2.5%
Mtge Tax Rev-Orleans County	40899-0914	\$ 163,341	\$ 160,117	\$ 158,473	\$ 160,117	\$ 164,120	\$ 4,003	2.5%
Mtge Tax Rev-Seneca County	40899-0915	\$ 210,557	\$ 244,424	\$ 146,249	\$ 244,424	\$ 250,535	\$ 6,111	2.5%
Mtge Tax Rev-Wayne County	40899-0916	\$ 607,136	\$ 664,827	\$ 546,967	\$ 664,827	\$ 681,448	\$ 16,621	2.5%
Mtge Tax Rev-Wyoming County	40899-0917	\$ 163,740	\$ 187,703	\$ 161,302	\$ 187,703	\$ 192,396	\$ 4,693	2.5%
Total Mortgage Recording Tax		\$ 9,542,637	\$ 11,000,564	\$ 8,529,029	\$ 11,000,564	\$ 11,275,578	\$ 275,014	2.5%
Total Revenue		\$ 93,352,911	\$ 96,822,790	\$ 72,166,786	\$ 97,135,172	\$ 101,186,050	\$ 4,363,260	4.5%
Wage Operator FT-Regular	50101-0100	\$ 16,630,429	\$ 17,296,048	\$ 12,755,470	\$ 17,500,073	\$ 18,085,143	\$ 789,095	4.6%
Wage Operator FT-OT	50101-0110	\$ 2,006,715	\$ 1,888,273	\$ 1,580,151	\$ 1,888,273	\$ 2,348,576	\$ 460,303	24.4%
Wage Operator FT-Guarantee	50101-0120	\$ 771,447	\$ 780,236	\$ 568,690	\$ 780,236	\$ 728,955	\$ (51,281)	-6.6%
Wage Operator FT-Spread	50101-0130	\$ 764,156	\$ 812,494	\$ 551,676	\$ 812,494	\$ 785,921	\$ (26,573)	-3.3%
Wage Operator FT-Retro	50101-0170	\$ (105,408)	\$ -	\$ 1,222	\$ -	\$ -	\$ -	-
Wages Operator FT-Other	50101-0180	\$ 116,723	\$ 193,386	\$ 107,187	\$ 193,386	\$ 134,978	\$ (58,408)	-30.2%
Wages Operator PT-Regular	50104-0100	\$ 2,794,713	\$ 2,956,217	\$ 2,162,609	\$ 2,956,217	\$ 3,168,489	\$ 212,272	7.2%
Wages Operator PT-OT	50104-0110	\$ 190,190	\$ 123,300	\$ 148,093	\$ 123,300	\$ 156,283	\$ 32,983	26.8%
Wage Operator PT-Spread	50104-0130	\$ 19	\$ -	\$ 20	\$ -	\$ -	\$ -	-
Wage Operator PT-Retro	50104-0170	\$ 15,921	\$ -	\$ 610	\$ -	\$ -	\$ -	-
Wage Operator Trainee-Regular	50106-0100	\$ 165,687	\$ 212,800	\$ 79,901	\$ 212,800	\$ 192,320	\$ (20,480)	-9.6%
Wage Operator Trainee-OT	50106-0110	\$ 45	\$ -	\$ 255	\$ -	\$ -	\$ -	-
Total Operator Wages		\$ 23,350,635	\$ 24,262,754	\$ 17,955,883	\$ 24,466,779	\$ 25,600,665	\$ 1,337,911	5.5%
Wage Parts Purchasing-Regular	50107-0100	\$ 76,174	\$ 79,334	\$ 59,486	\$ 79,334	\$ 80,772	\$ 1,438	1.8%
Wage Parts Purchasing-OT	50107-0110	\$ 3,499	\$ 3,269	\$ 198	\$ 3,269	\$ 1,664	\$ (1,605)	-49.1%
Wage Parts Purchasing-Retro	50107-0170	\$ 1,511	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Mech Farebox-Regular	50108-0100	\$ 335,952	\$ 337,468	\$ 227,817	\$ 337,468	\$ 360,042	\$ 22,574	6.7%
Wage Mech Farebox-OT	50108-0110	\$ 15,538	\$ 29,687	\$ 26,083	\$ 29,687	\$ 30,576	\$ 889	3.0%
Wage Mech Svc Bldg-Regular	50110-0100	\$ 1,016,298	\$ 1,014,032	\$ 741,670	\$ 1,014,032	\$ 1,052,864	\$ 38,832	3.8%
Wage Mech Svc Bldg-OT	50110-0110	\$ 69,606	\$ 60,503	\$ 85,172	\$ 60,503	\$ 64,489	\$ 3,986	6.6%
Wage Mech Svc Bldg-Retro	50110-0170	\$ 1,503	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Mech Garage-Regular	50112-0100	\$ 2,137,862	\$ 2,394,351	\$ 1,649,692	\$ 2,394,351	\$ 2,452,564	\$ 58,213	2.4%
Wage Mech Garage-OT	50112-0110	\$ 419,303	\$ 478,499	\$ 357,466	\$ 478,499	\$ 487,535	\$ 9,036	1.9%
Wage Mech Garage-Retro	50112-0170	\$ 5,941	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Mech B&G-Regular	50114-0100	\$ 289,561	\$ 338,681	\$ 231,987	\$ 338,681	\$ 348,499	\$ 9,818	2.9%

2019-2020 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ACTUAL THRU 12/31/18	2018-19 PROJECTION	2019-20 BUDGET	BUDGET CHANGE	% CHANGE
Wage Mech B&G-OT	50114-0110	\$ 44,212	\$ 40,769	\$ 30,887	\$ 40,769	\$ 50,959	\$ 10,190	25.0%
Wage Non-Mech B&G-Regular	50116-0100	\$ 617,305	\$ 630,845	\$ 439,993	\$ 630,845	\$ 653,668	\$ 22,823	3.6%
Wage Non-Mech B&G-OT	50116-0110	\$ 130,536	\$ 63,079	\$ 87,113	\$ 63,079	\$ 78,857	\$ 15,778	25.0%
Wage Mech Overhaul-Regular	50118-0100	\$ 721,339	\$ 768,807	\$ 558,259	\$ 768,807	\$ 783,282	\$ 14,475	1.9%
Wage Mech Overhaul-OT	50118-0110	\$ 50,134	\$ 76,625	\$ 17,360	\$ 76,625	\$ 78,054	\$ 1,429	1.9%
Wage Mech Bodysshop-Regular	50120-0100	\$ 389,207	\$ 524,986	\$ 361,773	\$ 524,986	\$ 509,723	\$ (15,263)	-2.9%
Wage Mech Bodysshop-OT	50120-0110	\$ 36,959	\$ 42,056	\$ 32,032	\$ 42,056	\$ 53,507	\$ 11,451	27.2%
Total Mechanic Wages		\$ 6,362,441	\$ 6,882,991	\$ 4,906,987	\$ 6,882,991	\$ 7,087,055	\$ 204,064	3.0%
Oth Sal & Wage-Regular	50102-0100	\$ 7,801,827	\$ 8,259,693	\$ 5,905,995	\$ 8,259,693	\$ 8,305,352	\$ 45,659	0.6%
Oth Sal & Wage-OT	50102-0110	\$ 145,263	\$ 168,186	\$ 101,719	\$ 168,186	\$ 129,562	\$ (38,624)	-23.0%
Oth Sal & Wage-Car Allowance	50102-0160	\$ 26,088	\$ 26,200	\$ 19,650	\$ 26,200	\$ 26,200	\$ -	0.0%
Oth Sal & Wage-Retro	50102-0170	\$ 23,078	\$ -	\$ 7,388	\$ -	\$ -	\$ -	-
Staff Performance Incentive	50102-0190	\$ 384,220	\$ 200,000	\$ 84,876	\$ 200,000	\$ 200,000	\$ -	0.0%
Other Wage-Vacancy Factor	50102-0195	\$ -	\$ (500,000)	\$ -	\$ (500,000)	\$ (500,000)	\$ -	0.0%
Wage Radio Cntrl & Disp-Regular	50121-0100	\$ 891,685	\$ 922,152	\$ 721,734	\$ 922,152	\$ 999,164	\$ 77,012	8.4%
Wage Radio Cntrl & Disp-OT	50121-0110	\$ 154,336	\$ 163,067	\$ 127,700	\$ 163,067	\$ 161,828	\$ (1,239)	-0.8%
Wage Radio Cntrl & Disp-Retro	50121-0170	\$ 63,740	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Garage Supvr-Regular	50122-0100	\$ 723,197	\$ 719,014	\$ 523,094	\$ 719,014	\$ 759,779	\$ 40,765	5.7%
Wage Garage Supvr-OT	50122-0110	\$ 62,174	\$ 77,175	\$ 63,422	\$ 77,175	\$ 75,467	\$ (1,708)	-2.2%
Wage Garage Supvr-Retro	50122-0170	\$ 37,662	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Road Supvr-Regular	50123-0100	\$ 1,086,865	\$ 1,304,246	\$ 987,572	\$ 1,304,246	\$ 1,404,813	\$ 100,567	7.7%
Wage Road Supvr-OT	50123-0110	\$ 110,518	\$ 115,305	\$ 100,443	\$ 115,305	\$ 140,827	\$ 25,522	22.1%
Wage Road Supvr-Retro	50123-0170	\$ 51,123	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Wage ATU-Regular	50124-0100	\$ 83,218	\$ 82,071	\$ 59,721	\$ 82,071	\$ 83,852	\$ 1,781	2.2%
Other Wage ATU-OT	50124-0110	\$ 4,103	\$ 10,998	\$ 6,334	\$ 10,998	\$ 10,965	\$ (33)	-0.3%
Total Other Wages		\$ 11,649,098	\$ 11,548,107	\$ 8,709,649	\$ 11,548,107	\$ 11,797,809	\$ 249,702	2.2%
Fringe Benefit-Sick Pay	50209-0000	\$ 870,705	\$ 912,494	\$ 648,510	\$ 912,494	\$ 915,636	\$ 3,142	0.3%
Fringe Benefit-Holiday Pay	50210-0000	\$ 1,293,165	\$ 1,308,005	\$ 954,398	\$ 1,308,005	\$ 1,409,096	\$ 101,091	7.7%
Vacation Pay	50211-0230	\$ 2,081,013	\$ 2,208,355	\$ 1,726,611	\$ 2,208,355	\$ 2,127,381	\$ (80,974)	-3.7%
PTO-Paid Time Off	50211-0240	\$ 1,451,759	\$ 1,321,742	\$ 1,128,256	\$ 1,321,742	\$ 1,471,095	\$ 149,353	11.3%
Fringe Benefit-Oth Pd Absence	50212-0000	\$ 63,917	\$ 70,953	\$ 51,423	\$ 70,953	\$ 77,452	\$ 6,499	9.2%
Total Wage Fringe		\$ 5,760,559	\$ 5,821,549	\$ 4,509,198	\$ 5,821,549	\$ 6,000,660	\$ 179,111	3.1%
Total Wages		\$ 47,122,732	\$ 48,515,401	\$ 36,081,716	\$ 48,719,426	\$ 50,486,189	\$ 1,970,788	4.1%
FICA	50201-0300	\$ 3,508,864	\$ 3,711,428	\$ 2,698,365	\$ 3,711,428	\$ 3,855,155	\$ 143,727	3.9%
Pension Cont-Non Union	50202-0305	\$ 1,349,353	\$ 1,445,300	\$ 362,270	\$ 1,445,300	\$ 1,577,000	\$ 131,700	9.1%
Pension Cont-Union	50202-0306	\$ 689,226	\$ 796,679	\$ 571,943	\$ 796,679	\$ 802,200	\$ 5,521	0.7%
Employer Match Teamsters 457	50202-0307	\$ 147	\$ -	\$ 78	\$ -	\$ -	\$ -	-
Executive 457 Deferral	50202-0308	\$ 33,500	\$ 37,500	\$ 54,819	\$ 37,500	\$ 55,000	\$ 17,500	46.7%
Health Care-Active	50203-0310	\$ 7,829,056	\$ 7,975,017	\$ 3,828,299	\$ 7,975,017	\$ 9,092,978	\$ 1,117,961	14.0%
Health Care-Retiree	50203-0315	\$ 2,850,307	\$ 3,127,256	\$ 2,317,172	\$ 3,127,256	\$ 2,992,000	\$ (135,256)	-4.3%
Vision Care-Active	50203-0320	\$ 36,002	\$ 37,714	\$ 26,627	\$ 37,714	\$ 36,590	\$ (1,124)	-3.0%

2019-2020 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ACTUAL THRU 12/31/18	2018-19 PROJECTION	2019-20 BUDGET	BUDGET CHANGE	% CHANGE
Vision Care-Retiree	50203-0325	\$ 11,671	\$ 12,010	\$ 9,044	\$ 12,010	\$ 12,400	\$ 390	3.2%
HRA-Health Reimb Acct	50203-0330	\$ 645,198	\$ 757,941	\$ 588,239	\$ 757,941	\$ 788,481	\$ 30,540	4.0%
Dental Plan-Active	50204-0340	\$ 352,633	\$ 410,090	\$ 190,865	\$ 410,090	\$ 385,400	\$ (24,690)	-6.0%
Dental Plan-Retiree	50204-0345	\$ 87,709	\$ 101,000	\$ 61,249	\$ 101,000	\$ 102,000	\$ 1,000	1.0%
Group Life Pension Ins Group	50205-0350	\$ 32,822	\$ 32,900	\$ 23,813	\$ 32,900	\$ 34,910	\$ 2,010	6.1%
Group Life Insurance	50205-0355	\$ 107,419	\$ 112,565	\$ 80,596	\$ 112,565	\$ 109,110	\$ (3,455)	-3.1%
Short Term Dbl Ins Plan	50206-0360	\$ 173,541	\$ 215,000	\$ 147,179	\$ 215,000	\$ 209,000	\$ (6,000)	-2.8%
State Unemployment Insurance	50207-0000	\$ 108,118	\$ 158,000	\$ 25,520	\$ 158,000	\$ 110,000	\$ (48,000)	-30.4%
Workers Compensation	50208-0370	\$ 1,315,836	\$ 395,400	\$ 259,356	\$ 395,400	\$ 483,000	\$ 87,600	22.2%
Workers Comp-Medical	50208-0380	\$ 539,954	\$ 636,104	\$ 232,758	\$ 636,104	\$ 464,600	\$ (171,504)	-27.0%
Workers Comp-Indemnity	50208-0385	\$ 1,841,575	\$ 1,919,500	\$ 1,169,427	\$ 1,919,500	\$ 2,009,000	\$ 89,500	4.7%
Uniform Allowance	50213-0395	\$ 295,650	\$ 689,900	\$ 368,107	\$ 689,900	\$ 293,500	\$ (396,400)	-57.5%
Tool Allowance	50213-0396	\$ 44,250	\$ 49,604	\$ 37,878	\$ 49,604	\$ 51,020	\$ 1,416	2.9%
Smart Phone Reimbursement	50213-0397	\$ 35,255	\$ 34,740	\$ 26,045	\$ 34,740	\$ 35,520	\$ 780	2.2%
Other Post Employment Benefits	50214-0390	\$ 5,395,840	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Employee Benefits		\$ 27,283,928	\$ 22,655,648	\$ 13,079,648	\$ 22,655,648	\$ 23,498,864	\$ 843,216	3.7%
Total Personnel		\$ 74,406,660	\$ 71,171,049	\$ 49,161,364	\$ 71,375,074	\$ 73,985,053	\$ 2,814,004	4.0%
Diesel Fuel-Revenue Vehicles	50401-0410	\$ 2,976,579	\$ 3,239,496	\$ 2,590,559	\$ 3,239,496	\$ 3,745,795	\$ 506,299	15.6%
Unleaded Fuel Revenue Vehicles	50401-0412	\$ 1,101,963	\$ 1,253,422	\$ 985,114	\$ 1,253,422	\$ 1,352,613	\$ 99,191	7.9%
Unleaded Fuel-NonRev Vehicles	50401-0414	\$ 327,571	\$ 358,080	\$ 278,717	\$ 358,080	\$ 397,378	\$ 39,298	11.0%
Motor Oil	50401-0415	\$ 42,821	\$ 58,200	\$ 35,478	\$ 58,200	\$ 55,000	\$ (3,200)	-5.5%
Trans Fluid & Other Lubricants	50401-0416	\$ 195,748	\$ 126,000	\$ 122,595	\$ 126,000	\$ 168,500	\$ 42,500	33.7%
Total Fuel & Lubricants		\$ 4,644,682	\$ 5,035,198	\$ 4,012,462	\$ 5,035,198	\$ 5,719,286	\$ 684,088	13.6%
M&S-Tires	50402-0430	\$ 398,155	\$ 467,621	\$ 306,820	\$ 467,621	\$ 461,621	\$ (6,000)	-1.3%
M&S-Camera Repair	50498-0440	\$ 104,014	\$ 115,000	\$ 28,457	\$ 115,000	\$ 140,000	\$ 25,000	21.7%
M&S-Radio Repair	50498-0445	\$ 3,335	\$ 30,000	\$ 5,945	\$ 30,000	\$ 25,000	\$ (5,000)	-16.7%
M&S-Farebox Repair	50498-0450	\$ 23,741	\$ 25,000	\$ 5,234	\$ 25,000	\$ 20,000	\$ (5,000)	-20.0%
M&S-Maintenance Rev Vehicle	50498-0452	\$ 3,757,073	\$ 3,600,710	\$ 2,705,466	\$ 3,600,710	\$ 3,595,710	\$ (5,000)	-0.1%
M&S-Maintenance Serv Vehicle	50498-0454	\$ 36,621	\$ 48,000	\$ 38,431	\$ 48,000	\$ 47,000	\$ (1,000)	-2.1%
M&S-Consumed Rev Vehicle	50498-0460	\$ 38,700	\$ 46,000	\$ 26,920	\$ 46,000	\$ 45,800	\$ (200)	-0.4%
Total Parts & Repairs		\$ 4,361,640	\$ 4,332,331	\$ 3,117,273	\$ 4,332,331	\$ 4,335,131	\$ 2,800	0.1%
M&S-Bus Shelter Materials	50498-0435	\$ 22,865	\$ 30,000	\$ 17,875	\$ 30,000	\$ 30,000	\$ -	0.0%
M&S-Inventory Cost Variance	50498-0997	\$ 2,699	\$ -	\$ 2,096	\$ -	\$ -	\$ -	-
M&S-Other	50499-0500	\$ 114,295	\$ 216,900	\$ 95,654	\$ 216,900	\$ 311,925	\$ 95,025	43.8%

2019-2020 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ACTUAL THRU 12/31/18	2018-19 PROJECTION	2019-20 BUDGET	BUDGET CHANGE	% CHANGE
M&S-Invoice Price Variance	50499-0505	\$ (2,362)	\$ -	1	\$ -	\$ -	\$ -	-
M&S-Office Supplies	50499-0510	\$ 111,856	\$ 135,950	\$ 49,315	\$ 135,950	\$ 123,850	\$ (12,100)	-8.9%
M&S-Printing Public Schedules	50499-0530	\$ 116,880	\$ 142,000	\$ 81,868	\$ 142,000	\$ 142,000	\$ -	0.0%
M&S-Printing Tickets & Passes	50499-0535	\$ 99,011	\$ 107,025	\$ 46,531	\$ 107,025	\$ 96,525	\$ (10,500)	-9.8%
M&S-Consumed Bldgs & Grounds	50499-0560	\$ 414,977	\$ 351,700	\$ 259,448	\$ 351,700	\$ 267,500	\$ (84,200)	-23.9%
M&S-Shop & Build Equipment	50499-0570	\$ 48,655	\$ 75,400	\$ 50,512	\$ 75,400	\$ 105,000	\$ 29,600	39.3%
M&S-Maint Shop Supplies	50499-0580	\$ 315,336	\$ 310,000	\$ 227,398	\$ 310,000	\$ 312,500	\$ 2,500	0.8%
M&S-Non Capitalized Equipment	50499-0590	\$ 16,486	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Materials and Supplies		\$ 1,260,697	\$ 1,368,975	\$ 830,697	\$ 1,368,975	\$ 1,389,300	\$ 20,325	1.5%
Prof Service-Other	50303-0620	\$ 4,651	\$ 46,120	\$ 12,498	\$ 46,120	\$ 62,340	\$ 16,220	35.2%
Prof Service-Govt Relations	50303-0622	\$ 223,100	\$ 250,000	\$ 64,881	\$ 250,000	\$ 126,000	\$ (124,000)	-49.6%
Prof Service-Law General	50303-0623	\$ 72,680	\$ 150,000	\$ 66,189	\$ 150,000	\$ 150,000	\$ -	0.0%
Prof Service-Law Injury	50303-0624	\$ 148,457	\$ 275,862	\$ 31,327	\$ 275,862	\$ 300,500	\$ 24,638	8.9%
Prof Service-Law Labor	50303-0625	\$ 206,374	\$ 358,600	\$ 183,306	\$ 358,600	\$ 464,250	\$ 105,650	29.5%
Prof Service-Outside Audit	50303-0626	\$ 97,244	\$ 92,848	\$ 83,565	\$ 92,848	\$ 92,848	\$ -	0.0%
Legal Affairs-General-Reimagine RTS	50303-0627	\$ -	\$ -	\$ -	\$ -	\$ 313,000	\$ 313,000	-
Pension Actuary	50303-0635	\$ 36,681	\$ 32,800	\$ 35,528	\$ 32,800	\$ 39,300	\$ 6,500	19.8%
Pension Mgmt Fee	50303-0636	\$ 395,788	\$ 454,888	\$ 301,870	\$ 454,888	\$ 448,075	\$ (6,813)	-1.5%
Temp Help-Other	50304-0650	\$ 5,213	\$ -	\$ 7,332	\$ -	\$ 41,455	\$ 41,455	-
Contracted Services-Other	50305-0641	\$ 2,189,822	\$ 1,924,694	\$ 1,125,067	\$ 1,924,694	\$ 2,104,746	\$ 180,052	9.4%
Software Maintenance Fees	50305-0642	\$ 1,222,980	\$ 1,258,853	\$ 956,441	\$ 1,258,853	\$ 1,292,781	\$ 33,928	2.7%
Hardware Maintenance Fees	50305-0643	\$ 127,399	\$ 265,000	\$ 62,436	\$ 265,000	\$ 237,000	\$ (28,000)	-10.6%
Contracted Services-ARC	50305-0646	\$ 34,000	\$ 34,000	\$ 25,500	\$ 34,000	\$ 34,000	\$ -	0.0%
Contracted Services-Reimagine RTS	50305-0647	\$ -	\$ 285,000	\$ 858	\$ 285,000	\$ 426,400	\$ 141,400	50.0%
Parts Department Management	50305-0648	\$ 663,609	\$ 681,769	\$ 509,798	\$ 681,769	\$ 700,473	\$ 18,704	2.7%
Custodial Services-General	50306-0650	\$ 638,950	\$ 667,217	\$ 464,837	\$ 667,217	\$ 665,760	\$ (1,457)	-0.2%
Security Services-General	50307-0660	\$ 940,995	\$ 1,036,483	\$ 782,935	\$ 1,036,483	\$ 1,070,598	\$ 34,115	3.3%
Medical Services	50399-0670	\$ 99,380	\$ 133,700	\$ 75,649	\$ 133,700	\$ 128,700	\$ (5,000)	-3.7%
Total Contracted Services		\$ 7,107,322	\$ 7,947,834	\$ 4,790,017	\$ 7,947,834	\$ 8,698,226	\$ 750,392	9.4%
Utilities-Elec Admin Bldg	50502-0800	\$ 106,698	\$ 114,000	\$ 96,107	\$ 114,000	\$ 143,100	\$ 29,100	25.5%
Utilities-Elec Bus Shelter & S	50502-0801	\$ (13,481)	\$ 2,000	\$ 1,031	\$ 2,000	\$ 1,600	\$ (400)	-20.0%
Utilities-Elec Oper Bldg	50502-0802	\$ 191,732	\$ 205,000	\$ 154,343	\$ 205,000	\$ 212,300	\$ 7,300	3.6%
Utilities-Elec Service Bldg	50502-0803	\$ 6,076	\$ 6,000	\$ 2,081	\$ 6,000	\$ 5,400	\$ (600)	-10.0%
Utilities-Elec Transit Ctr	50502-0804	\$ 124,106	\$ 126,000	\$ 107,882	\$ 126,000	\$ 135,100	\$ 9,100	7.2%
Utilities-Gas Admin Bldg	50502-0810	\$ 24,156	\$ 26,000	\$ 12,028	\$ 26,000	\$ 43,000	\$ 17,000	65.4%
Utilities-Gas Operation Bldg	50502-0812	\$ 70,670	\$ 77,000	\$ 45,631	\$ 77,000	\$ 75,000	\$ (2,000)	-2.6%
Utilities-Gas Svc Bldg	50502-0813	\$ 45,187	\$ 50,000	\$ 30,064	\$ 50,000	\$ 50,000	\$ -	0.0%
Utilities-Gas Transit Center	50502-0814	\$ 30,555	\$ 30,000	\$ 13,837	\$ 30,000	\$ 30,000	\$ -	0.0%
Utilities-Water Admin Bldg	50502-0816	\$ 25,253	\$ 47,600	\$ 23,887	\$ 47,600	\$ 32,600	\$ (15,000)	-31.5%
Utilities-Water Transit Ctr	50502-XXXX	\$ 6,191	\$ 6,000	\$ 3,278	\$ 6,000	\$ 6,700	\$ 700	11.7%
Utilities-Telephone Admin Bldg	50502-0820	\$ 258,692	\$ 345,340	\$ 228,553	\$ 345,340	\$ 365,050	\$ 19,710	5.7%
Utilities-Telephone Transit Center	50502-XXXX	\$ -	\$ 7,320	\$ -	\$ 7,320	\$ -	\$ (7,320)	-100.0%
Total Utilities		\$ 875,836	\$ 1,042,260	\$ 718,722	\$ 1,042,260	\$ 1,099,850	\$ 57,590	5.5%

2019-2020 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ACTUAL THRU 12/31/18	2018-19 PROJECTION	2019-20 BUDGET	BUDGET CHANGE	% CHANGE
Premium Physical Damage Ins	50601-0680	\$ 991,088	\$ 1,031,905	\$ 789,812	\$ 1,046,560	\$ 1,079,724	\$ 47,819	4.6%
Payout Uninsured PL&PD	50604-0690	\$ 1,389,333	\$ 819,517	\$ (178,869)	\$ 819,517	\$ 837,000	\$ 17,483	2.1%
Payout Emplmt Practice Exp	50604-0695	\$ (241,561)	\$ 104,200	\$ 97,017	\$ 104,200	\$ 89,700	\$ (14,500)	-13.9%
Total Casualty and Liability		\$ 2,138,860	\$ 1,955,622	\$ 707,960	\$ 1,970,277	\$ 2,006,424	\$ 50,802	2.6%
Leases & Rentals Copier	51212-0850	\$ 22,689	\$ 32,625	\$ 29,929	\$ 32,625	\$ 47,790	\$ 15,165	46.5%
Office Lease	51212-0852	\$ 161,380	\$ 153,597	\$ 117,264	\$ 155,697	\$ 152,055	\$ (1,542)	-1.0%
Software License Fees	51212-0854	\$ 130,194	\$ 105,400	\$ 251,256	\$ 105,400	\$ 114,850	\$ 9,450	9.0%
IT Disaster Recovery Equipment	51212-0856	\$ -	\$ 64,000	\$ 6,233	\$ 64,000	\$ 69,320	\$ 5,320	8.3%
Total Leases and Rentals		\$ 314,263	\$ 355,622	\$ 404,681	\$ 357,722	\$ 384,015	\$ 28,393	8.0%
Other Taxes	50799-0790	\$ 34,402	\$ 30,000	\$ 33,527	\$ 30,000	\$ 37,000	\$ 7,000	23.3%
Sub & Memberships-General	50901-0700	\$ 133,362	\$ 133,500	\$ 77,713	\$ 133,500	\$ 133,000	\$ (500)	-0.4%
Travel & Meetings	50902-0710	\$ 342,656	\$ 392,456	\$ 216,669	\$ 392,456	\$ 398,252	\$ 5,796	1.5%
Misc. Expense Meetings	50902-0720	\$ 28,452	\$ 35,618	\$ 22,504	\$ 35,618	\$ 30,000	\$ (5,618)	-15.8%
Fines & Penalties-General	50906-0760	\$ 180,569	\$ -	\$ 5,299	\$ -	\$ -	\$ -	-
Bad Debt Expense	50907-0762	\$ 27	\$ -	\$ 10	\$ -	\$ -	\$ -	-
Advertising & Promotion	50908-0750	\$ 182,449	\$ 218,500	\$ 107,281	\$ 218,500	\$ 171,500	\$ (47,000)	-21.5%
Employment Advertising	50908-0754	\$ 26,604	\$ 30,000	\$ 14,682	\$ 30,000	\$ 30,000	\$ -	0.0%
RFP & IFB Advertising	50908-0758	\$ 4,706	\$ 7,000	\$ 4,314	\$ 7,000	\$ 7,000	\$ -	0.0%
Misc. Service Expansion	50999-0730	\$ 24,480	\$ 60,000	\$ -	\$ 62,240	\$ 12,240	\$ (47,760)	-79.6%
Misc Exp-General	50999-0734	\$ 260,129	\$ 225,700	\$ 146,527	\$ 225,700	\$ 235,358	\$ 9,658	4.3%
Misc Exp-Emp Reward & Recogn	50999-0740	\$ 17,663	\$ 21,000	\$ 14,451	\$ 21,000	\$ 21,000	\$ -	0.0%
Misc Exp-Employee Wellness Pro	50999-0741	\$ 30,820	\$ 141,320	\$ 41,863	\$ 141,320	\$ 150,820	\$ 9,500	6.7%
Misc Exp-Operations	50999-0743	\$ 3,469	\$ 5,000	\$ 631	\$ 5,000	\$ 5,000	\$ -	0.0%
UPWP Expense	50999-0770	\$ 90,113	\$ -	\$ 79,909	\$ -	\$ -	\$ -	-
Interest Expense	51101-0780	\$ 341,695	\$ 341,695	\$ -	\$ 341,695	\$ 341,695	\$ -	0.0%
Total Taxes and Miscellaneous		\$ 1,701,596	\$ 1,641,789	\$ 765,378	\$ 1,644,029	\$ 1,572,865	\$ (68,924)	-4.2%
Depreciation-Local	51300-0860	\$ 1,868,833	\$ 1,972,110	\$ 1,378,884	\$ 1,972,110	\$ 1,995,900	\$ 23,790	1.2%
Total Local Depreciation		\$ 1,868,833	\$ 1,972,110	\$ 1,378,884	\$ 1,972,110	\$ 1,995,900	\$ 23,790	1.2%
Total Non-Personnel		\$ 24,273,729	\$ 25,651,741	\$ 16,726,075	\$ 25,670,736	\$ 27,200,997	\$ 1,549,256	6.0%
Total Operating Expenses		\$ 98,680,389	\$ 96,822,790	\$ 65,887,439	\$ 97,045,810	\$ 101,186,050	\$ 4,363,260	4.5%
Non-GAAP Budget Schedule Adjustments¹		\$ (5,622,492)	\$ -	\$ (100,279)	\$ -	\$ -	\$ -	-
Net Income (Loss)		\$ 295,014	\$ -	\$ 6,379,626	\$ 89,362	\$ -	\$ -	-

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



PERSONNEL CHANGE SUMMARY

	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
RTS	624	623	625
RTS Access	113	113	117
RTS Genesee	15	15	15
RTS Livingston	27	27	27
RTS Ontario	64	57	44
RTS Orleans	12	12	12
RTS Seneca	14	14	14
RTS Wayne	43	43	61
RTS Wyoming	20	20	20
TOTAL	932	924	935

The increase for the 2019-20 Budget includes the addition of 18 Bus Aide positions combined with the elimination of 6 Operator Positions and 1 Road Supervisor Position.

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.



"Every person deserves access to safe, affordable transportation they can rely on. RTS has played an essential role in providing public transportation that uplifts those in need, supports local job growth, and enhances economic opportunity. I am truly grateful for our partnership and look forward to continuing our work together to support families throughout our community."

**Joe Morelle,
Congressman**



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

Operating budget and capital project 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 meet with department representatives to discuss and review their budget submissions as necessary.

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

Over the course of December and January, the Chief Financial Officer (CFO) submits detailed and summary budget recommendations to the Executive Team. At this stage the budget contains only preliminary estimates of state operating assistance for the coming year, because the Governor's proposed Executive Budget is traditionally submitted to the state legislature in late January. 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 1.

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 Ten-Year Capital Plan, which supports the objectives of both the Strategic and Operating Plans. Performance metrics are managed through a complete scorecard approach called TOPS (Transit Organization Performance Scorecard) which tracks the Authority's progress in the attainment of both financial and non-financial goals. TOPS metrics are reported to the Board of Commissioners and to the community on a quarterly basis.

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

CASH MANAGEMENT

The Authority pursues an active cash management and investment program in order to maximize investment earnings. Available cash balances are invested in various types of low risk 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 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 United States Department of Transportation, which is primarily directed towards capital investments. This grant requires a local match of 20%, of which 50% is drawn from the Authority's Capital Reserve Fund and 50% provided by the New York State Department of Transportation. The Capital Reserve Fund is itself funded annually by a Board authorized transfer from Working Capital in an amount equal to the 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.

PENSION BENEFITS

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

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

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 hired before April 7, 2016, such as health, life, and dental insurance. As of March 31, 2018, there were 538 active participants. The total actuarial accrued liability for OPEB as of March 31, 2018 was \$56.3 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





2019-2020 TRANSIT ORGANIZATION PERFORMANCE SCORECARD (TOPS)

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

HOW TOPS FUNCTIONS

The 2019-20 Transit Organization Performance Scorecard (TOPS) will have 21 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 Service Performance Index in all four quarters. Additionally, employees are surveyed in quarters 2 and 4. The results of this survey comprise the Employee Engagement Index. Each metric will be awarded points on a continuous scale.

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. The FPI shows the Authority's success in managing its finances and being fiscally responsible in the way it provides service to the community.

In the 2019-20 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. The 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 Service 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 at RTS in Monroe County. The 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 goal for this upcoming fiscal year is 38%, which is an increase of 2% over the prior year.

At RTS Access and the regional properties, the Authority uses a simplified satisfaction survey – asking customers each quarter "how satisfied were you with the overall performance of your ride today?" At these companies, the lower volume of unique customers lends itself to a question more focused on the individual's experience that particular day and time.

The CSI points are allocated among RTS 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, approximately 93% of the CSI points are allocated to RTS, 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 Department Performance Indicators (DPIs) that can have a sizable impact on OTP. The Bus Operator Development Coaches will put best practices to work, as RGRTA continues to focus on providing a consistent and reliable experience.

To provide our customers the best service possible, we have once again raised the goal of OTP at RTS in Monroe County. The annual goal will be 90.75%, which will be achieved through quarterly goals of 90.50% in quarters 1, 2, and 3, and 91.50% in quarter 4. This goal was set under the same, narrow OTP window implemented two years ago. On-Time Performance will continue to be measured as on-time when a bus departs less than 2 minutes early and less than 5 minutes late from a timepoint.

At RTS Access, the OTP goal was raised to 95.25%, from 95.0%, based on their success in exceeding goal during the past fiscal year. We have also increased the OTP goals for RTS Ontario, RTS Seneca, RTS Wayne, and RTS Wyoming by 2%, 1%, 1%, and 1%, respectively. RTS Livingston and RTS Orleans OTP goals remain the same as the prior year at 90% and 95%, respectively. The OTP goal for RTS Genesee is being reduced to 91.5% from 95% based on their current performance.

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 and Employee 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 both Employee Engagement and Employee Satisfaction, which captures 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.

The Employee Engagement goal for the coming fiscal year is 24%.

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

2019-20 TOPS REVIEW

The Authority again exceeded its TOPS goal of 100 points in each of the first three quarters. Each of the pillars of our TOPS scorecard have exceeded their goal for each period measured. The Financial Performance Index, measured by the projected net income (deficit), along with the Customer Service Index, measured by NPS, the Service Performance Index, measured by On-Time Performance, and Employee Engagement Index, measured by engaged employees results in the TOPS score.

CONCLUSION

TOPS provides the Board of Commissioners, employees, customers, and the community with an industry leading measurement system that is the hallmark of the Authority's success. RGRTA continues to use this measurement instrument to be a leader in the industry as demonstrated by its economic stability, excellent customer service, and low fares. The Authority

can only achieve its vision of being *The Innovative Mobility Choice* 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 Engagement & Satisfaction	-	10
		GOAL 100	GOAL 100

TOPS DETAILS QUARTERS 1 & 3										
STRATEGIC PILLARS 2019-2020	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 SATISFACTION	Net Promoter Score – RTS	38.0%						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
SERVICE QUALITY	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	90.75%						27.95	36.33	19.56
	On-Time Performance – RTS Access	95.25%						0.33	0.42	0.23
	On-Time Performance – RTS Genesee	91.5%						0.25	0.32	0.17
	On-Time Performance – RTS Livingston	90.0%						0.25	0.32	0.17
	On-Time Performance – RTS Ontario	92.0%						0.25	0.32	0.17
	On-Time Performance – RTS Orleans	95.0%						0.25	0.32	0.17
	On-Time Performance – RTS Seneca	96.0%						0.25	0.32	0.17
	On-Time Performance – RTS Wayne	96.0%						0.25	0.32	0.17
EMPLOYEE ENGAGEMENT	On-Time Performance – RTS Wyoming	96.0%						0.25	0.32	0.17
	TOTAL SPI SCORE						0.00	30.0	39.0	21.0
	Employee Engagement									
	Employee Satisfaction									
	TOTAL EEI SCORE						0.00	0.0	0.0	0.0
	TOTAL SCORE						0.00	100.0	130.0	70.0

On-Time Performance: RTS value stated above is the annual average (90.75%). Quarterly goals are: Q1 90.50%; Q2 90.50%; Q3 90.50%; Q4 91.50%.

TOPS DETAILS QUARTERS 2 & 4										
STRATEGIC PILLARS 2019-2020	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 SATISFACTION	Net Promoter Score – RTS	38.0%						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
SERVICE QUALITY	On-Time Performance – RTS	90.75%						23.29	30.28	16.30
	On-Time Performance – RTS Access	95.25%						0.27	0.35	0.19
	On-Time Performance – RTS Genesee	91.5%						0.21	0.27	0.14
	On-Time Performance – RTS Livingston	90.0%						0.21	0.27	0.14
	On-Time Performance – RTS Ontario	92.0%						0.21	0.27	0.14
	On-Time Performance – RTS Orleans	95.0%						0.21	0.27	0.14
	On-Time Performance – RTS Seneca	96.0%						0.21	0.27	0.14
	On-Time Performance – RTS Wayne	96.0%						0.21	0.27	0.14
	On-Time Performance – RTS Wyoming	96.0%						0.21	0.27	0.14
	TOTAL SPI SCORE						0.00	25.0	32.5	17.5
EMPLOYEE ENGAGEMENT	Employee Engagement	24%						5.00	6.50	3.50
	Employee Satisfaction	4.0						5.00	6.50	3.50
	TOTAL EEI 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 (90.75%). Quarterly goals are: Q1 90.50%; Q2 90.50%; Q3 90.50%; Q4 91.50%.

TOPS MATRIX QUARTERS 1 & 3														
STRATEGIC PILLAR 2019-20	METRIC	BELOW GOAL						GOAL & POINTS	EXCEEDING GOAL					
		-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%		5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
FINANCIAL SUSTAINABILITY	End of Year Net Income (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 SATISFACTION	Net Promoter Score – RTS	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	40.0%	41.0%	42.0%	43.0%	44.0%
		19.56	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 2019-20	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%	
SERVICE QUALITY	On-Time Performance – RTS	87.75%	88.25%	88.75%	89.25%	89.75%	90.25%	90.75%	91.25%	91.75%	92.25%	92.75%	93.25%	93.75%	
		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	90.0%	90.8%	91.7%	92.6%	93.5%	94.4%	95.25%	96.1%	96.9%	97.7%	98.5%	99.3%	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	85.0%	86.1%	87.2%	88.3%	89.4%	90.5%	91.5%	92.1%	92.7%	93.3%	93.9%	94.5%	95.0%	
		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	85.0%	85.8%	86.7%	87.5%	88.3%	89.2%	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	
		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	85.0%	86.2%	87.4%	88.5%	89.7%	90.9%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	
		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%	91.0%	92.0%	93.0%	94.0%	95.0%	96.0%	96.7%	97.4%	98.1%	98.7%	99.4%	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%	91.0%	92.0%	93.0%	94.0%	95.0%	96.0%	96.7%	97.4%	98.1%	98.7%	99.4%	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%	91.0%	92.0%	93.0%	94.0%	95.0%	96.0%	96.7%	97.4%	98.1%	98.7%	99.4%	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														
	Employee Satisfaction														

On-Time Performance: RTS value stated above is the annual average (90.75%). Quarterly goals are: Q1 90.50%; Q2 90.50%; Q3 90.50%; Q4 91.50%.

TOPS MATRIX QUARTERS 2 & 4

		BELOW GOAL							EXCEEDING GOAL					
STRATEGIC PILLAR 2019-20	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
FINANCIAL SUSTAINABILITY	End of Year Net Income (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 SATISFACTION	Net Promoter Score – RTS	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	40.0%	41.0%	42.0%	43.0%	44.0%
		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 – 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%
		0.191	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 – 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
	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%
		0.144	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 – 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%
		0.144	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 – 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
	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%
		0.144	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%
		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 – 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

TOPS MATRIX QUARTERS 2 & 4															
		BELOW GOAL							EXCEEDING GOAL						
STRATEGIC PILLAR 2019-20	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%	
SERVICE QUALITY	On-Time Performance – RTS	87.75%	88.25%	88.75%	89.25%	89.75%	90.25%	90.75%	91.25%	91.75%	92.25%	92.75%	93.25%	93.75%	
		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	90.0%	90.8%	91.7%	92.6%	93.5%	94.4%	95.25%	96.1%	96.9%	97.7%	98.5%	99.3%	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	85.0%	86.1%	87.2%	88.3%	89.4%	90.5%	91.5%	92.1%	92.7%	93.3%	93.9%	94.5%	95.0%	
		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	85.0%	85.8%	86.7%	87.5%	88.3%	89.2%	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	
		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	85.0%	86.2%	87.4%	88.5%	89.7%	90.9%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	
		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%	91.0%	92.0%	93.0%	94.0%	95.0%	96.0%	96.7%	97.4%	98.1%	98.7%	99.4%	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%	91.0%	92.0%	93.0%	94.0%	95.0%	96.0%	96.7%	97.4%	98.1%	98.7%	99.4%	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%	91.0%	92.0%	93.0%	94.0%	95.0%	96.0%	96.7%	97.4%	98.1%	98.7%	99.4%	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	13%	15%	17%	19%	20%	22%	24%	26%	28%	30%	31%	33%	35%	
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50	
	Employee Satisfaction	3.50	3.58	3.67	3.75	3.83	3.92	4.00	4.08	4.17	4.25	4.33	4.42	4.50	
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50	

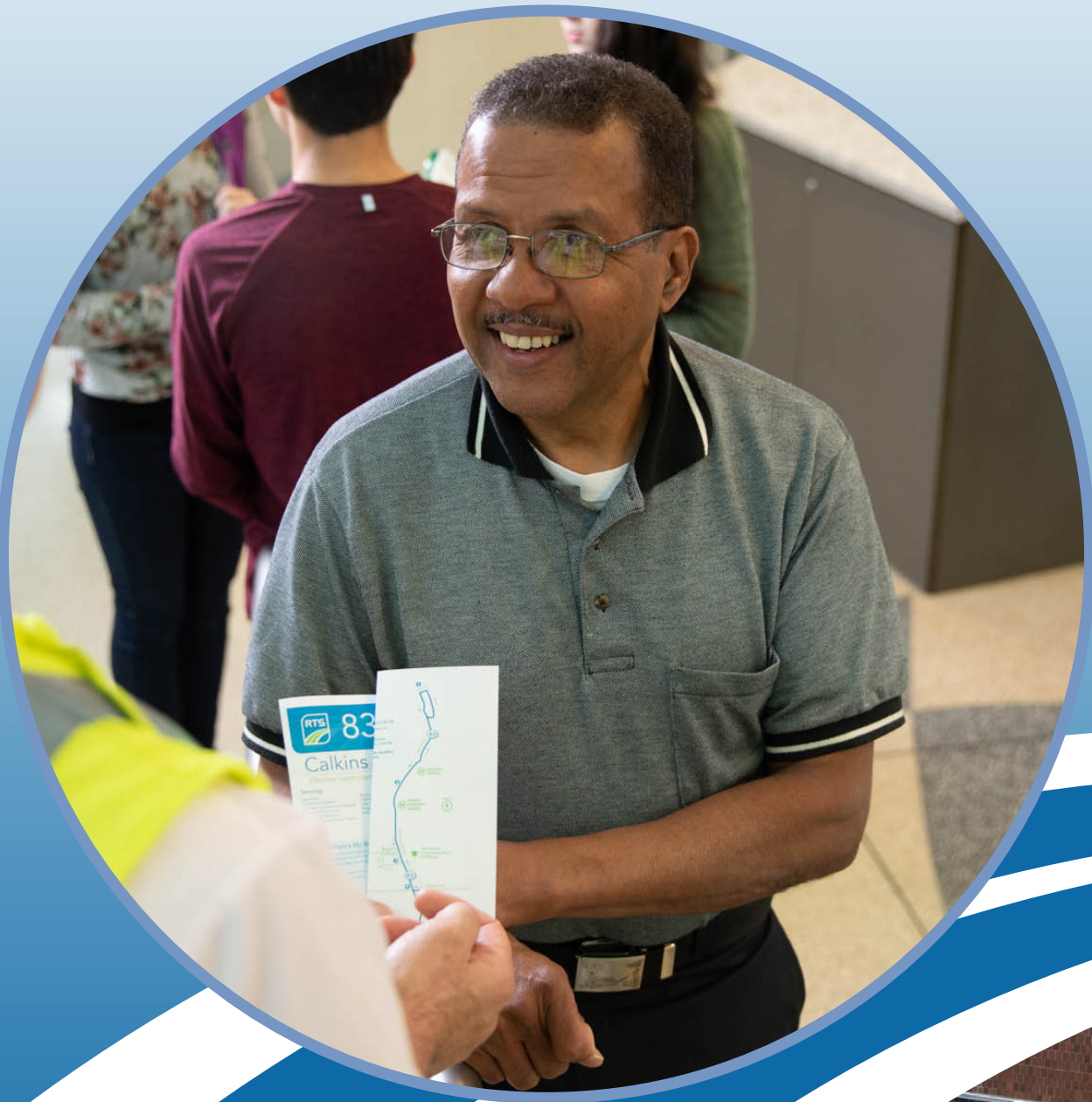
SERVICE STANDARDS

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

2019-20 RTS SERVICE STANDARDS

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

APPENDIX



FARE STRUCTURE

	ACTUAL	BUDGETED
REGIONAL TRANSIT SERVICE	2018-2019	2019-2020
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
Stored Value*	\$10.00	\$10.00
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	\$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
Dial-A-Ride		
Countywide	\$ 3.00	\$ 3.00
City of Batavia	\$ 2.00	\$ 2.00
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$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.

**Plus distance-based fare.

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

FARE STRUCTURE

	ACTUAL	BUDGETED
RTS LIVINGSTON	2018-2019	2019-2020
CASH:****		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 2.00	\$ 2.00
Geneseo/Marketplace/Eastview Shuttle	\$ 6.50	\$ 6.50
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$ 10.00	\$ 10.00
\$23 Value	\$ 20.00	\$ 20.00
RTS ONTARIO		
CASH:		
Base Route Fare*****	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride within Zone 1 or 2	\$ 5.00	\$ 5.00
Dial-A-Ride between Zone 1 or 2	\$ 10.00	\$ 10.00
Geneva/Phelps to Rochester	\$ 15.00	\$ 15.00
Clifton Springs/Hopewell/Canandaigua to Rochester	\$ 12.50	\$ 12.50
Shortsville/Manchester/Farmington/Victor to Rochester	\$ 10.00	\$ 10.00
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$ 10.00	\$ 10.00
\$23 Value	\$ 20.00	\$ 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
Dial-A-Ride	\$ 3.00	\$ 3.00
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$ 10.00	\$ 10.00
\$23 Value	\$ 20.00	\$ 20.00

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

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

*****Half Fare for Seniors and Disabled Persons.

FARE STRUCTURE

	ACTUAL	BUDGETED
RTS SENECA	2018-2019	2019-2020
CASH:***		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 3.00	\$ 3.00
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
RTS WAYNE		
CASH:		
Base Route Fare****	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride (Seniors)	\$ 1.50	\$ 1.50
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
RTS WYOMING		
CASH:*		
Base Route Fare*****	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00

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

*****Half Fare for Seniors and Disabled Persons.

