

RTS REIMAGINED

Safe, Frequent, Reliable, and Connected



2021-24
COMPREHENSIVE
STRATEGIC PLAN

2021-22
FINANCIAL PLAN



Regional Transit Service (RTS) is a regional transit authority established by New York State with more than 900 employees who proudly serve customers and business partners in Monroe, Genesee, Livingston, Ontario, Orleans, Seneca, Wayne, and Wyoming counties. Recognized as one of the best-run transit systems in the nation, RTS partners with the community it serves to provide safe and sustainable mobility, offering better access, frequency, and reliability to more than 15 million people each year. We carry out our mission by connecting our customers to jobs, school, healthcare, shopping, and recreational activities every day. For more information, visit myRTS.com.

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INTRODUCTION



IMPACT OF COVID-19

Like all businesses and organizations in the Finger Lakes region, the COVID-19 pandemic had a significant effect on RTS, our employees, and our customers. It brought disruption and uncertainty, as well as unanticipated challenges, expenses, and stress. While there was no blueprint in place to proactively guide our response to the pandemic, our guiding principle for every decision throughout the organization was to do what we need to do to keep employees and customers safe, while continuing to provide safe and sustainable mobility for the community.

SUPPORTING EMPLOYEES

We supported employees by providing free personal protective equipment (PPE) and on-site testing. We added protective barriers on buses and customer service desks. We added leave policies and telework resources to protect jobs and promote safety for employees and their families. We provided daily and weekly updates to ensure a consistent flow of communication. And we provided access to activities, resources, and partnerships for employees to help navigate the new realities brought forth by the pandemic.



SUPPORTING CUSTOMERS & THE COMMUNITY

We supported customers and the community by maintaining service levels which helped promote physical distancing on buses. We significantly increased the cleaning and disinfecting of buses and facilities. Our Board of Commissioners acted to immediately waive fares until touchless payment options were available and protective barriers installed. Through the generosity of Monroe County, we provided free masks to customers to help them comply with the masking requirement on transit vehicles and in transit facilities. We delivered PPE to non-profit organizations, and food to children and families. And we provided 100 free rides for families with infants in need of important doctor visits.



FLEXIBLE APPROACH TO FINANCES AND STRATEGIC INITIATIVES

While the pandemic reduced our ridership, increased expenses, and reduced revenues, we have been able to provide stability to employees and customers thanks to support from the federal government. The CARES Act and COVID relief bill have helped to offset reduced revenues so we can maintain staffing and service levels. Because our fight against the pandemic continues, RTS will maintain a flexible approach to our finances, strategic initiatives, and success metrics. We will continue closely monitoring these areas and update them as needed throughout the 2021-22 fiscal year to ensure the continued safety of our employees and customers.



DISTINGUISHED BUDGET PRESENTATION AWARD*

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Rochester Genesee Regional Transportation Authority, for its annual budget for the Fiscal Year beginning April 1, 2020. 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 13 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, 2020

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 experiences, which makes us a strong organization.
- **Engagement and Collaboration:** We actively engage and openly communicate with employees, customers, and the community.
- **Agility and Innovation:** We embrace innovation in all aspects of our work and strive to bring it to life by being adaptive and flexible.
- **Performance Focus:** We establish the outcomes that define our success and use a combination of data-based decision making and fresh thinking to achieve them.



THE RTS WAY: BRINGING OUR VALUES TO LIFE EVERY DAY



We launched the RTS Way in 2019 as an expansion of the C.A.R.E. program to improve employee engagement and recognition, and help build a culture of well-being. The RTS Way is based on 17 specific behaviors that are connected

to each of our six values. These values define who we are and what we do. They support our vision of being the innovative mobility choice and they help shape our work environment. Examples of RTS Way behaviors are shared at the beginning of meetings and employees are recognized for their display of these behaviors every month and during employee recognition events.

THE RTS CULTURE AND INCLUSION COUNCIL

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

Vision

To create a culture at RTS that brings everyone together.

Mission

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

Goals

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

- **Communication:** This goal focuses on creating respectful ways to discuss challenging or sensitive topics, and the sharing of materials that enhance our vocabulary and awareness of issues related to diversity and inclusion.

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

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



LETTER FROM CEO



Dear Commissioners:

We approached the last fiscal year with excitement, momentum, and a plan to implement Reimagine RTS. And as you approved the 2020-2023 Comprehensive Strategic Plan in March 2020, you did so as the first case of COVID-19 was reported in our region. The entire team acted quickly and heroically to ensure the safety of our employees and customers. We ramped up our cleaning protocols, provided protective equipment to employees and customers, implemented policies to help keep everyone safe, and adjusted our TOPS metrics to align with our new reality.

Thanks to your guidance and the dedication of the RTS team, we met our new goals and provided new examples of carrying out our mission when it mattered most. We partnered with the communities we serve to provide safe, sustainable mobility, and offer better access, frequency, and reliability. This included delivering protective equipment to non-profit organizations, food to people in need, and providing transportation to medical appointments and rapid testing sites. While COVID delayed our plans, it also provided an opportunity to reinforce the value of public transit and show how important it is to customers who make essential trips to medical facilities, grocery stores, and pharmacies.

The pages that follow reflect our new reality, our continued focus on safety, and our work to ensure a successful launch of Reimagine RTS on May 17, 2021. Our plan includes the details of our commitment to grow our culture through the RTS Way and the RTS Culture and Inclusion Council, our continued efforts to meet Governor Cuomo's goal to have a zero-emission bus fleet by 2035, as well as the strategies and tactics we will enact to build on the success of recent years.

With your approval of this plan, we will enhance the customer experience by bringing to life the community's reimagined transit system. Our focus on financial sustainability will continue through cost containment efforts and a review of our long-term capital needs. We will ensure safe, quality service with the addition of 10 electric buses, a study to identify innovative mobility solutions for rural communities, and the continuation of COVID-related safety protocols. We will engage employees and strengthen our organization's culture through continued focus on employee wellbeing and improved collaboration and communication. And we will continue investing in the infrastructure necessary to meet our zero-emission fleet goals.

The future of public transit begins this year and the RTS team is ready to help our customers understand and embrace it. On behalf of the entire team, I am pleased to present the 2021-2024 RGRTA Comprehensive Strategic Plan, the budget for Fiscal Year 2021-22, and the capital plan for 2021-2031.

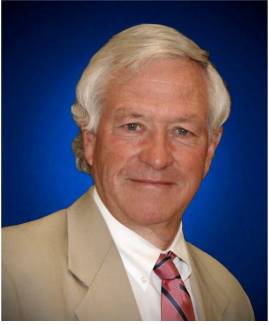
Thank you for your continued leadership and support.

Sincerely,

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

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 2021-24 and the budget for Fiscal Year 2021-22.

This plan details the work the Authority will complete over the next three years and represents new realities due to the COVID-19 pandemic. It includes our strategic priorities, key initiatives for the launch of Reimagine RTS, an updated definition of success that aligns with our new realities, and the updated metrics we will use to measure that success.

COVID-19 brought significant challenge, change, and disruption for all of us. It also reinforced the value and importance of public transit in our community. It shined a light on our commitment to providing safe and sustainable mobility. And it showed what we can accomplish when we work together for the common good. The Board thanks you for your continued support of public transit and the entire RTS team.

The highlight of the new fiscal year will be the launch of Reimagine RTS. Thanks to your involvement over the past few years, we have a great plan for the new transit system. It will embrace your desire for more frequency, reliability, and connectivity. It includes new technologies that will help us provide you with more options and a better experience. It is designed to be agile, innovative, and sustainable for many years to come, and after a delay due to the pandemic, it will go-live on May 17, 2021.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Donald Jeffries". The signature is fluid and cursive.

Donald Jeffries
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 a population of approximately 1.2 million. Current member counties include Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, and Wyoming.

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

THE AUTHORITY IS COMPRISED OF 11 SEPARATELY INCORPORATED BUSINESS UNITS:

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

RGRTA Snapshot	
Ridership:	15,064,213
No. of Buses:	395
No. of Employees:	1,000+
Service Area Population:	1,185,940
Annual Miles:	11,460,763
Counties Served:	Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming

I want to thank RTS for providing a much-needed service to the residents of Wayne County. Our mission at the Arc Wayne is to assist individuals in taking their full, independent, productive place in society through an array of quality, individualized services. Because of our partnership with RTS and the support they provide, carrying out that mission is much less challenging. RTS Wayne connects those we serve from private residences and group homes to our main facility in Newark. We appreciate the working relationship we have with RTS knowing that they always provide safe and reliable transportation options to the individuals and families we serve. Thank you, RTS!

– David C. Calhoun, Arc Wayne Executive Director

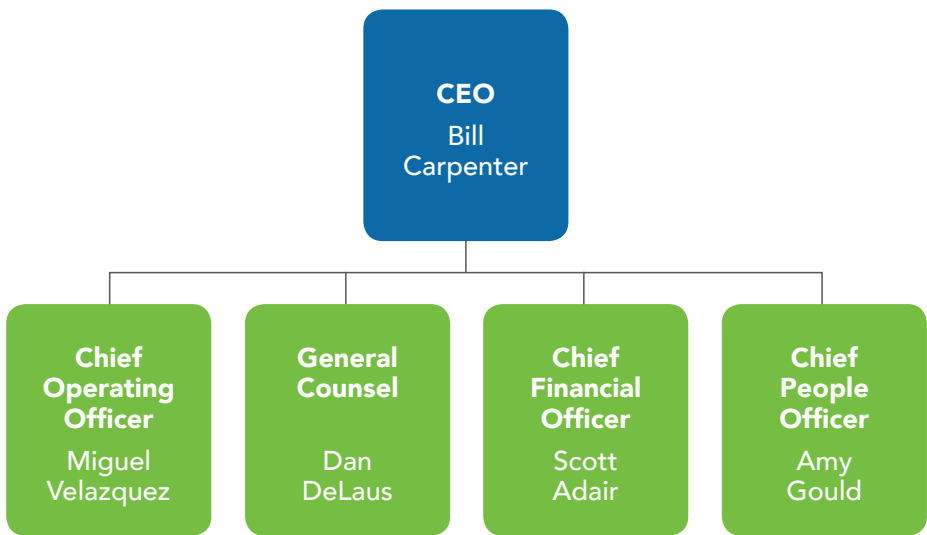


BUSINESS STRUCTURE



EXECUTIVE MANAGEMENT TEAM

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



RTS

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

Created in 1969

2020 Ridership:	14,049,307
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No. of Buses:	214
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No. of Employees:	710
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Service Area Population:	747,642
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RTS LIVINGSTON

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

Joined RGRTA in 1986

2020 Ridership:	144,256
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No. of Buses:	19
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No. of Employees:	27
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Service Area Population:	63,799
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RTS SENECA

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

Joined RGRTA in 2004

2020 Ridership:	60,581
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No. of Buses:	8
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No. of Employees:	14
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Service Area Population:	34,498
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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

2020 Ridership:	238,187
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No. of Buses:	53
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No. of Employees:	119
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Service Area Population:	747,642
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RTS ONTARIO

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

Joined RGRTA in 2014

2020 Ridership:	227,165
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No. of Buses:	25
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No. of Employees:	44
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Service Area Population:	109,899
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RTS WAYNE

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

Joined RGRTA in 1980

2020 Ridership:	214,809
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No. of Buses:	42
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No. of Employees:	63
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Service Area Population:	90,670
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RTS GENESEE

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

Joined RGRTA in 1971

2020 Ridership:	39,581
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No. of Buses:	12
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No. of Employees:	16
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Service Area Population:	57,956
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RTS ORLEANS

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

Joined RGRTA in 2003

2020 Ridership:	43,532
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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 WYOMING

Provides service on seven deviated routes.

Joined RGRTA in 1993

2020 Ridership:	47,376
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No. of Buses:	17
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No. of Employees:	19
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Service Area Population:	44,966
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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. In 2019, a new position was added to the Board to represent transit dependent and paratransit customers. The person who will fill this position will be appointed directly by the Governor.

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.

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

***The Genesee County and Livingston County seats are currently vacant.

COMMITTEES

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

GOVERNANCE COMMITTEE

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

AUDIT COMMITTEE

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

COMPENSATION COMMITTEE

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

FINANCE/INVESTMENT COMMITTEE

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



WILLIAM ANSBROW

City of Rochester, Appointed in 2017

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

Community Service:

Board Member, Rochester Children's Scholarship Fund



GEOFFREY ASTLES

Vice Chairman, Ontario County, Appointed in 2015

Former Farmington Town Supervisor • Former Ontario County Administrator
• Graduate of Otterbein University with degrees in History and Government • Rush-Henrietta High School

Community Service:

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



JAMES BENSLEY

Orleans County, Appointed in 2019

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

Community Service:

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



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



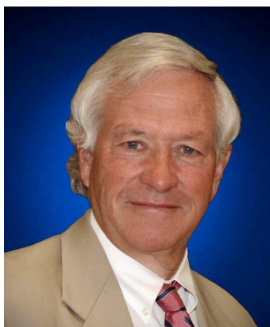
MICHAEL P. JANKOWSKI

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

Chairman, Monroe County, Appointed in 2016

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

Community Service:

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



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



WILLIAM P. MCDONALD

City of Rochester, Appointed in 2017

Independent Consultant • Community Impact Program Officer, United Way of Greater Rochester • Executive Director, Medical Motor Service of Rochester and Monroe County, Inc. (retired) • Program Coordinator, Monroe County Office for the Aging • Program Coordinator, Action for a Better Community • Graduate of SUNY Brockport, Masters of Public Administration • Graduate of University of Detroit, B.A.

Community Service:

Board Member and Past President, Community Transportation Association of America; Board Member, University of Rochester Medicine Home Care; Board Member, Board Chair, Coordinated Transit Services; Board Member and Chairperson, Greater Rochester Transportation Foundation; Member, Rochester-Monroe Anti-Poverty Initiative Transportation Committee; Member, Monroe County Council of Elders; Member, Monroe County Long-Term Care Council; Fellow, St. John Fisher College Center for Community Engagement



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



RGRTA 2020: THE YEAR IN REVIEW

While 2020 will long be known as a year of challenge, uncertainty, and new realities due to the COVID-19 pandemic, it will also be known as a year of partnership, innovation, and achievement thanks to the hard work and dedication of the RTS team. With the launch of Reimagine RTS on hold due to the pandemic, we implemented the RTS Go contactless fare payment system, free fares for military veterans, and all-day discounted fares for senior citizens and persons with disabilities. And we celebrated the milestone of the first 10 electric buses in our fleet.

RESPONSE TO COVID-19

When the Coronavirus emerged in our region, we responded swiftly to ensure public transit was safe for our employees and customers. We increased our cleaning and disinfecting procedures for RTS buses and facilities. We waived fares to eliminate the hundreds of daily interactions at the fare box on each bus to protect employees and customers. We changed boarding protocols so customers board from the front door and exit from the rear door to avoid crowding. We provided personal protective equipment (PPE) and updated our teleworking and leave policies to help keep employees safe. We partnered with organizations throughout the community to deliver PPE to non-profit organizations and food to families in need. We provided free transportation for families to take infants to critical medical appointments and we assisted with the City of Rochester and Monroe County's rapid testing and vaccination programs. Because of our efforts during the pandemic in 2020, the Community Transportation Association of America awarded us with the Heroes in Motion Award for service and innovation.

RTS GO



RTS Go is our new fare payment system that provides new ways for customers to purchase and pay their fares, while offering

contactless fare payment on RTS buses in Monroe County. This adds an important layer of safety on the bus for employees and customers. The contactless fare payment feature of RTS Go means that customers simply tap their mobile phone or smartcard on the onboard validation unit when boarding the bus. Thanks to the "fare capping" feature of RTS Go, customers pay \$1 per ride, but never more than \$3 a day nor \$56 a month, no matter how often they ride. The technology behind RTS Go knows when a customer has reached those limits and stops charging them for the rest of that day or month. RTS Go is available on mobile devices via the Transit app. Customers can also take advantage of RTS Go via reloadable smartcards.



ELECTRIC BUSES

In his 2020 State of the State Address, Governor Andrew Cuomo announced new goals for adding zero-emission electric buses to bus fleets for RTS and four other transit systems in New York State. The Governor requires these systems to be 25 percent emission-free by 2025 and 100 percent by 2035. RTS reached its first milestone in 2020 by completing all the infrastructure and training work necessary to put its first 10 electric buses into service. RTS celebrated the milestone with a press conference that featured New York State Commissioner of Transportation Marie Therese Dominguez.

ALL-DAY REDUCED FARES FOR SENIOR CITIZENS, PERSONS WITH DISABILITIES, AND CHILDREN AGES 6 – 11

In July of 2020, senior citizens, persons with disabilities, and children ages 6-11 became eligible for the reduced (half-price) fare all day, rather than only during non-peak hours. This change to the reduced fare was initially planned for inclusion in the launch of Reimagine RTS. Since the system redesign was put on hold and we made the decision to move forward with RTS Go and free fares for veterans in 2020, it made sense to include this benefit for seniors, children, and persons with disabilities to make it easier to navigate the pandemic.

FREE FARES FOR MILITARY VETERANS

Working closely with the Veterans Outreach Center (VOC), we launched the free fares for veterans program in all eight counties we serve between July and November of 2020. The launch of the program – which was initially planned to coincide with the launch of Reimagine RTS – represented a year of hard work and collaboration between the RTS and VOC teams. Veterans interested in obtaining a customized pass need to make an appointment with VOC, bring their DD214 and go through a brief screening. Each veteran's ID is valid for three years.

NEW ADVANCED ENVIRONMENTAL SERVICE BUILDING

In February of 2021, we finished construction and began use of our new Advanced Environmental Service Building (AESB). The previous service building was more than 40 years old and beyond its useful life. Opening this new facility in the midst of the COVID-19 pandemic will make it easier for the RTS team to clean buses each night to ensure safe and sustainable mobility for our customers.

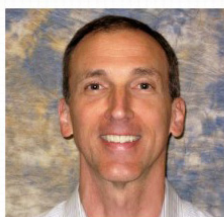


"New York remains unparalleled nationwide in its direct financial support for public transportation services. Under Governor Cuomo's leadership, the State continues to make sustainable investments in services such as those provided by Rochester-Genesee Regional Transportation Authority. RGRTA is at the forefront of mitigating greenhouse gas emissions from the transportation sector; enhancing affordability and accessibility for all users; and driving economic revitalization throughout the Finger Lakes Region."

– Marie Therese Dominguez,
NYSDOT Commissioner



VETERAN'S PASS

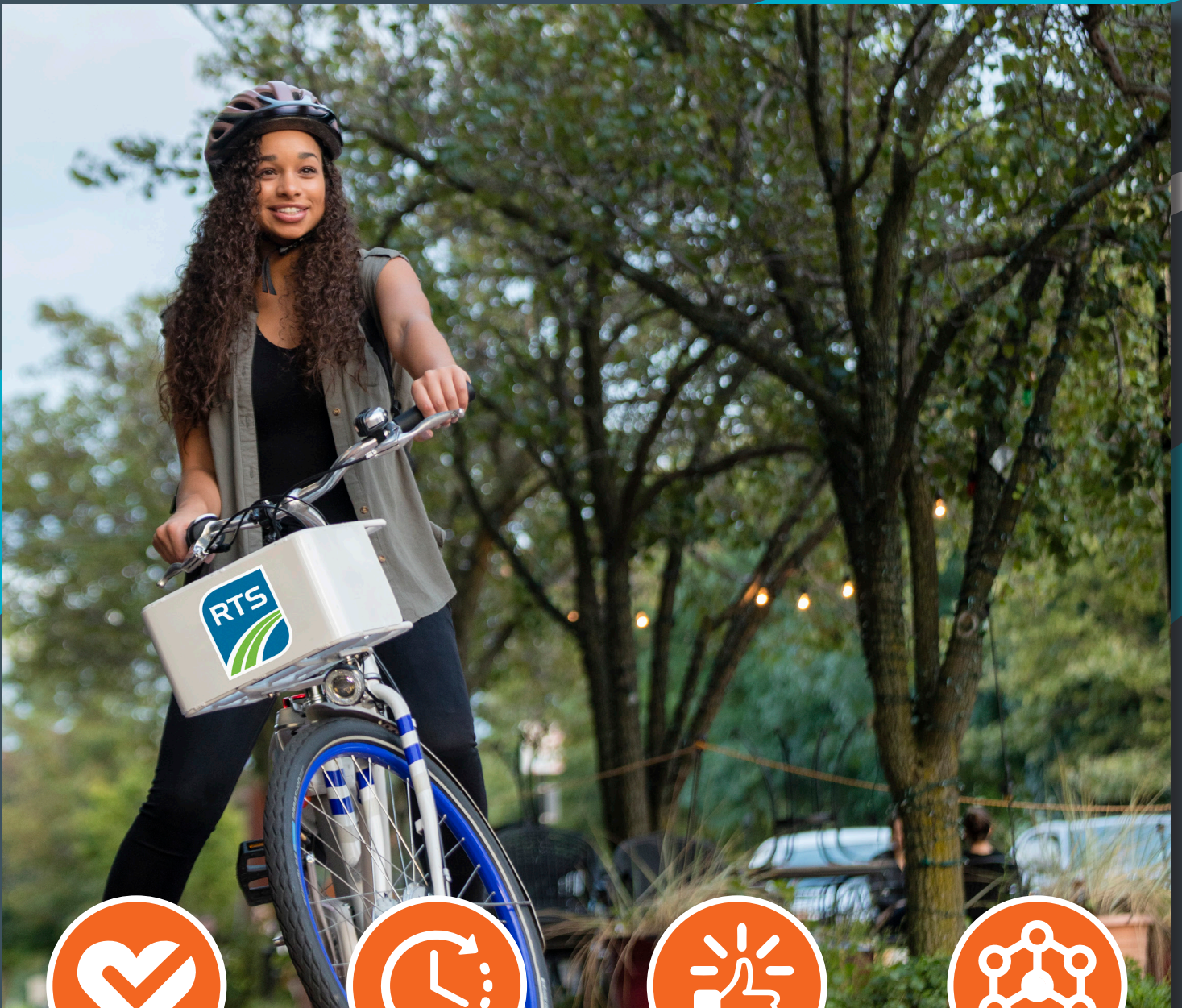


Joseph B Veteran

ID: 12345678

Valid: 07-14-2020 - 07/14/2023

STRATEGIC PLAN & OPERATIONAL INITIATIVES



THE RTS REIMAGINED STRATEGIC PLAN 2021-24

Our strategic plan for 2021-24 picks up on the strategic priorities that were put on hold in 2020 due to the COVID-19 pandemic. It also 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 2020-21
- Maintained a high level of annual ridership of more than 15 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 Rochester-Monroe Anti-Poverty Initiative, and the United Way Systems Integration Project

This 2021-24 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 20 similar-size transit systems in communities across the nation
- Quarterly customer surveys to gather input and gauge satisfaction
- Daily feedback that provides insights from current customers and business partners, and other community stakeholders

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

- *Ensure Financial Sustainability*
- *Maximize Ridership & Customer Satisfaction*
- *Deliver Safe, 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

- After many years of stable annual funding (federal and state), the COVID-19 pandemic has injected a dose of uncertainty and challenge.
- While funds from the state were reduced because of the pandemic, relief funds from the federal government are making it possible to maintain service and begin this plan on steady footing.
- Relief funds from the federal government will only last so long, making the need for additional funding from the state a priority in the long term.
- The authority will continue applying its private-sector business model and mindset to be more productive in using government funds, while supplementing it with other revenue sources as available.
- Continued engagement with lawmakers in Albany and key stakeholders in our service area will ensure public transit needs are considered as part of important funding decisions in our area.

Demographic/Population Trends

- The City of Rochester (where our services are concentrated) continues to be the region's economic and cultural center. Most current and potential riders live and work in Monroe County and the City of Rochester. Approximately 63% of the population in the Authority's service area lives in Monroe County; this percentage is expected to hold steady over time.
- The region will continue to see population stagnation with a demographic shift to an older population. The number of adults aged 65+ has averaged 2.5% annual growth since 2012 and represents 16.9% of the service area's population.
- The number of millennials living in the Rochester area is starting to decline due largely to people in their 20's leaving Rochester. Even with this demographic shift, there is still demand from millennials in the Rochester region for better transit and more transportation options.
- 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. Scooters and electric scooters are expected to be available soon.

Business, Higher Education, and Employment Trends

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

Regionalization

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

ENSURE FINANCIAL SUSTAINABILITY

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

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

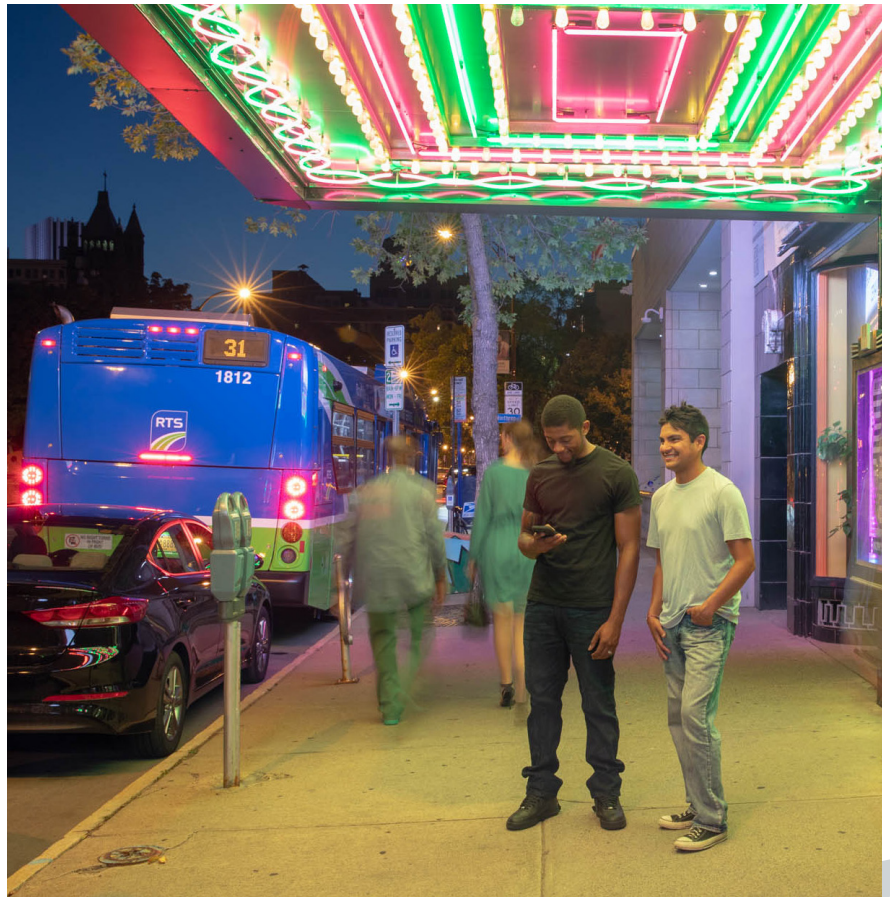
1. Work toward operating budgets where recurring revenues equal recurring expenses,
2. Maintain a funded ten-year capital plan that incorporates competitive grants,
3. Enhance our financial systems to support decision making.

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

To achieve this, we are continuing our efforts to contain the cost of health insurance through the monitoring and analysis of claims. We will continue our review of our long-term capital funding needs and continue our work to identify funding for a new location for our RTS Access facility.

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 and develop new 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.





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 2021-2022	Finance
	Monitor Wellness initiatives against claims data	Q1-Q4 2021-2022	
	Reconciliation of actual costs to expected costs for 2020-2021	Q3 2021-2022	
	Assist in rate setting process for 2022-2023	Q3 2021-2021	
Continuous review of our long term capital funding needs.	Begin capital review for 2021-2022 using the "state of good repair" criteria	Q1 2021-2022	Finance
	Review status of all open 5311 funded projects to determine next appropriate steps	Q2 2021-2022	
	Monitor the 2021-2022 Capital Plan for progress and potential competitive grant opportunities	Q1-Q4 2021-2022	
	Review and finalize the 2022-2023 Capital Plan	Q4 2021-2022	
Continue to analyze site options and identify a new location for the RTS Access facility.	Determine funding requirement and finalize grant submissions	Q3 2021-2022	RTS Access, Engineering, Finance
	Update on site location and necessary next steps to complete 30% design of facility	Q2 2021-2022	

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 innovation and efficiencies we can afford that maximize ridership and grow customer satisfaction.

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

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

This effort will include the launch of Reimagine RTS, the redesign of the public transit system in Monroe County.

TOTAL CASES OPENED IN CRM – 2020

2020	CASES
January	1549
February	1257
March	1093
April	586
May	469
June	614
July	855
August	856
September	758
October	754
November	614
December	670
Total	10,075

"Whether it's bringing passengers to the grocery store or our frontline heroes to work, RTS has remained dedicated to ensuring our community can access safe and reliable public transportation throughout the COVID-19 pandemic. I am truly grateful to everyone at RTS for their tireless and committed work supporting Monroe County residents as we've confronted this crisis. Public transportation will always be critical to ensuring the success of our community and I look forward to our continued work together for years to come."

– Joe Morelle, U.S. Congressman

MAXIMIZE RIDERSHIP & CUSTOMER SATISFACTION

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Reimagine RTS: Finalize preparations and implement the new public transit system in Monroe County.	Finalize all service changes	Q1 2021-2022	Planning
	Launch Reimagine RTS	Q1 2021-2022	All Departments
	Monitor and improve service changes	Q2-Q4 2021-2022	Planning
Work with HOPR to launch new Bike Share program in the RTS service area.	Launch phase 1 of HOPR bike share program	Q1 2021-2022	Planning
	Launch phase 2 of HOPR bike share program (dependent on sponsors)	Q1-Q2 2022-2023	
	Integrate bike share scheduling into the Transit app	Q1 2022-2023	

Note: please see page 33 for Reimagine RTS launch tactics.



"We have partnered with RTS for many years. They continue to provide a critical transportation service to individuals with disabilities that enable people to maintain their employment and to be part of their community."

– **Karen Gustina**, SASI Executive Vice President



DELIVER SAFE, 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 20 mid-sized agencies that help establish best practices. The goals and tactics listed here reflect that effort and represent our commitment to provide safe and sustainable mobility, offering better access, frequency, and reliability.

New, innovative technologies are driving the transformation of our industry and helping us operate more efficiently. The tactics below highlight our embrace of new technology to grow the number of zero-emission vehicles in our fleet, our efforts to improve public transit in the rural communities we serve, and our commitment to keep employees and customers safe during the COVID-19 pandemic. Each of these initiatives will help RTS deliver safe, quality service and improve performance so we can continue making it easy for our customers to enjoy the ride.

DELIVER SAFE, QUALITY SERVICE & IMPROVE PERFORMANCE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Increase the number of electric buses in the RTS fleet to 20.	Finalize specifications for production	Q1 2021-2022	Maintenance
	Lead bus enters production line	Q3 2021-2022	
	Delivery of lead bus	Q3 2021-2022	
	Remaining 9 buses enter production line	Q4 2021-2022	
	Delivery of remaining 9 buses	Q4 2021-2022	
	Electric buses 11-20 put into service	Q1 2022-2023	
Conduct study to evaluate feasibility of a local circulator route in rural villages and cities.	Award of grant	Q1 2021-2022	RTS Regionals
	Presentation to Board, etc.	Q1 2021-2022	
	Release RFP	Q2 2021-2022	
	Select vendor and receive Board approval	Q2 2021-2022	
	Begin study	Q3 2021-2022	
	Study complete, receive recommendations	Q4 2021-2022	
Continue efforts to keep employees and customers safe during the COVID-19 pandemic.	Monitor and update COVID-related policies and procedures as needed to adjust to changing realities	Q1-Q4 2021-2022	All Departments



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

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

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

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 educate employees on the value of their benefit plans to help them be active consumers and managers of their well-being. We will improve communication and collaboration across the organization's properties to strengthen connectivity and access for employees. And we will begin the process of procuring and implementing a new Human Resources Information System (HRIS).

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

"When COVID-19 became a reality for our community, RTS leaders and staff were one of the first to ask how they could help. The organization redeployed drivers and buses to distribute PPE and food to human service organizations and community members. They transported families and individuals to important medical appointments all while continuing to provide safe, reliable transportation for essential workers and Greater Rochester residents. RTS was a critical partner in mobilizing our community throughout the pandemic, and every day of the year."

– Jaime Saunders, United Way of Greater Rochester President & CEO

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.	Expanded and targeted well-being initiatives for employees surrounding Reimagine Go-Live	Q4 2020-2021 – Q1 2021-2022	People, Communications & Marketing
	Identify areas of opportunity to integrate wellness, occupational health, and benefit platforms to optimize our employee's well-being	Q1-Q4 2021-2022	
	Culture and Inclusion training across the organization	Q2-Q4 2021-2022	People
	Recruit new members to the Culture and Inclusion Council to broaden the representation of the organization for culture and inclusion	Q1 2021-2022	
Educate the workforce about the value of RTS benefit plans and provide tools and resources to employees to 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	Ongoing	People
Enhance communication and engagement across the organization as part of the RTS Way.	Regularly create short video clips of the CEO speaking directly to regional employees	Q1 2021-2022	People, Communications & Marketing
	Begin installing tablet/computer access at each regional location for employees	Q2-Q4 2021-2022	People, IT
	Research options for an employee mobile app and redesigned RTS Intranet	Q1-Q4 2021-2022	People, Communications & Marketing, IT
Implement new HRIS system to improve access and ease of use for employees.	Develop and issue RFP	Q1 2021-2022	People, IT, Accounting
	Board approval and award contract	Q3 2021-2022	Procurement
	System interface definitions and development	Q4 2021-2022	People, IT, Accounting
	Infrastructure designation and preparation	Q4 2021-2022	IT
	Limited installation and testing	Q1 2022-2023	People, IT, Accounting
	End user training	Q2 2022-2023	
	Go-Live	Q3 2022-2023	

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 completing the development of Connection Hubs for the Reimagine RTS transit system redesign, the creation of a master plan of campus infrastructure upgrades that are needed to have a 25 percent zero-emission bus fleet by 2025, and a study of on-route charging for electric buses.

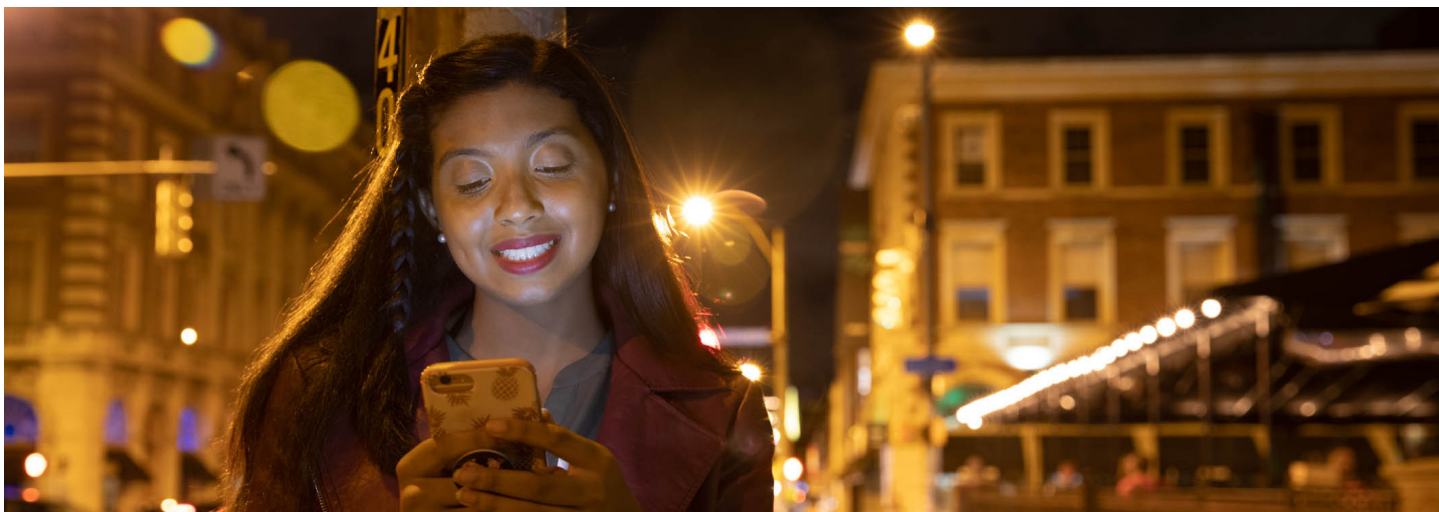
We are embracing an RTS that is reimagined. We are doing this by building on our relationships with employees, customers, business partners, and the community. We are developing our people and a culture that embraces diversity and inclusion. We are providing a safe public transit experience for employees and customers while maximizing the return on investment for our government funders. We are humbled and energized by the trust placed in us by the community and we will continue doing everything we can to make it safe and easy for our customers to enjoy the ride.





MODERNIZE OUR INFRASTRUCTURE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Phase 2 of connection hub construction for Reimagine RTS.	Complete construction of connection hubs at Skyview on the Ridge and Eastman Avenue	Q1-Q2 2021-2022	Engineering
	Complete design and begin construction of connection hub at Marketplace Mall	Q4 2022-2023	
	Complete construction of connection hub at Marketplace Mall	Q1-Q2 2023-2024	
Develop Zero Emission Master Plan for RTS campus infrastructure needs to meet the New York State goal of having a 25% zero-emission bus fleet by 2025.	Begin development of master plan	Q1 2021-2022	Maintenance
	Conduct research and collect data for the formulation of the plan	Q1-Q2 2021-2022	
	Completion and delivery of the master plan	Q3 2021-2022	
Conduct study of on-route charging of electric buses.	Develop scope of work, issue RFP, and select vendor	Q2 2021	Maintenance
	Identify potential locations and scoring criteria	Q2 2021	
	Research and score locations	Q4 2021	
	Summarize recommendations	Q4 2021	



REIMAGINE RTS TO GO-LIVE ON MAY 17, 2021

Reimagine RTS was set to launch on June 29, 2020 but was put on hold due to the COVID-19 pandemic. With a new reality and the necessary safety protocols in place, we are now ready to give our community the transit system they have been waiting for on May 17, 2021. RTS is excited to launch Monroe County's reimagined public transit system and our customers are excited to enjoy a system that will be safe, frequent, reliable, and connected.

The RTS fixed route network, now known as RTS Connect, is comprised of 10 frequent routes that run every 15 minutes and 20 local routes that run every 30 minutes on weekdays between 6am and 6pm.

Three new crosstown routes will improve connectivity by helping customers reach their destinations without the need to transfer at the RTS Transit Center.

Commuter routes will continue providing access to customers in more distant suburban areas who use transit to get to-and-from jobs in the City of Rochester.

RTS On Demand is a new service that will help customers connect to RTS Connect or take customized trips within one of seven on demand zones. With RTS On Demand, customers have the option to make planned or spontaneous trips, seven days a week.

Newly developed Connection Hubs will improve the customer experience at key locations throughout the system where transfers will be made between RTS Connect and RTS On Demand.

RTS Go is the name of the new fare payment technology that will make it easier for customers to purchase and pay their fares. RTS Go was launched in July 2020 and includes mobile and reloadable smartcard technology.

Paratransit customers will continue to receive the same great service they get from the team at RTS Access and will enjoy free access to RTS On Demand in the On Demand Zones.

To learn more about Reimagine RTS and the launch of the new system, please visit myRTS.com/reimagine.

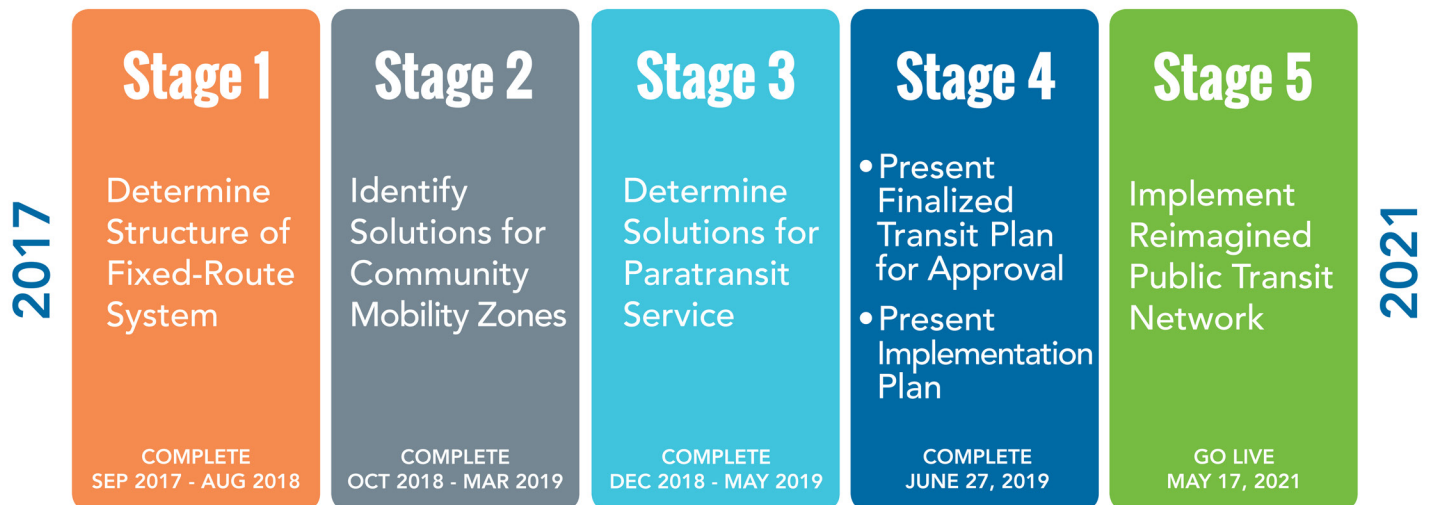
NEW PRODUCTS & LOGOS:



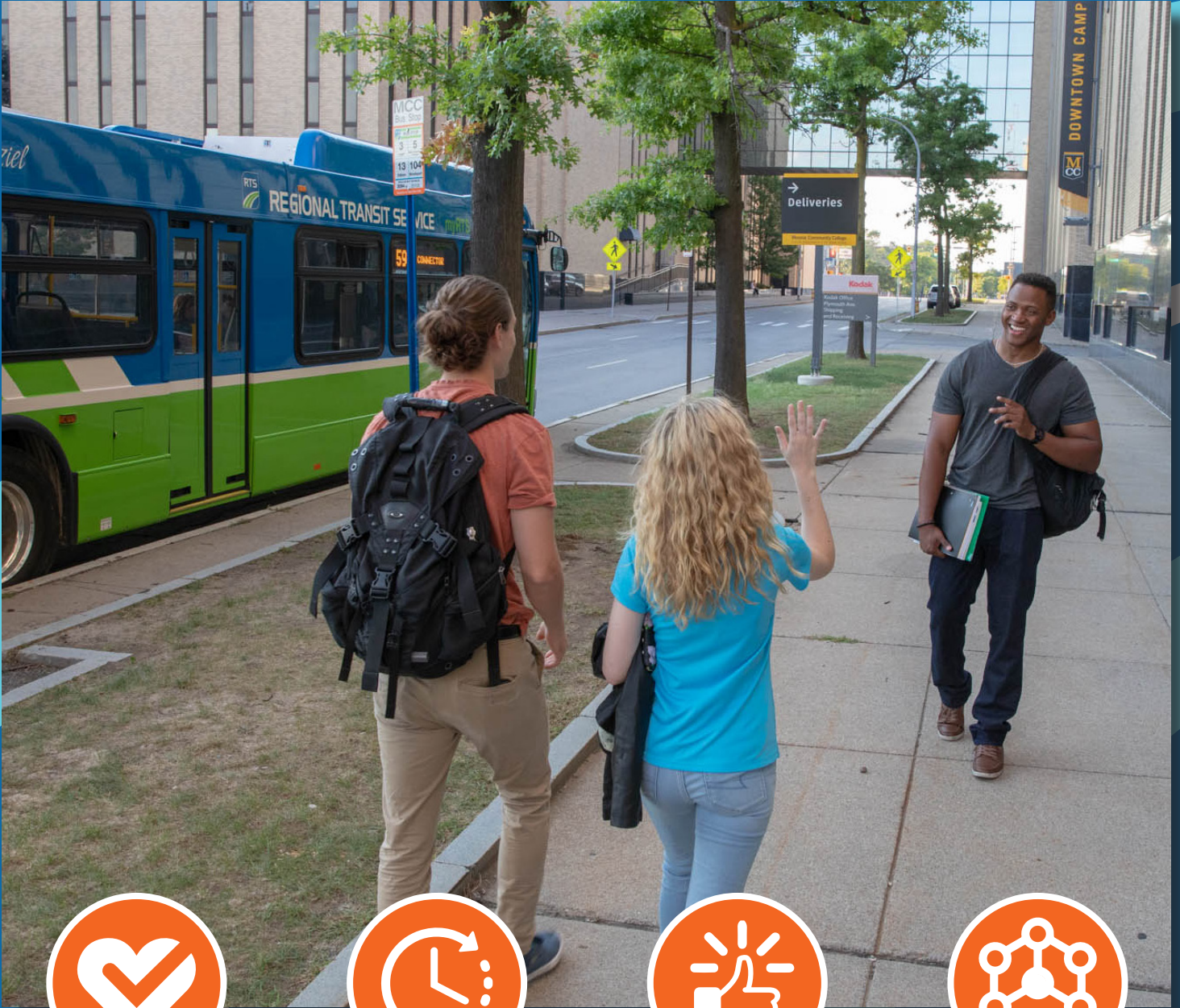
REIMAGINE RTS LAUNCH

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Conduct training program to educate employees on the new transit system.	Train employees	Q1 2021-22	People
Implement ambassador, marketing, advertising, and public relations plan to inform, educate, and train customers about the new transit system.	Launch public training plan	Q1 2021-22	Communications & Marketing, People
Launch innovative RTS On Demand service with new vehicles to provide service in On Demand Zones.	Implement RTS On Demand with the launch of Reimagine RTS	Q1 2020-21	Transportation, Planning Services, Maintenance, Customer Service
Implement new mobile app to facilitate the scheduling of RTS On Demand rides.	Launch RTS On Demand mobile app	Q1 2021-22	Information Technology, Communications & Marketing
Distribute improved, simplified schedules for RTS Connect.	Distribute schedules for customer training and use	Q1 2021-22	Customer Service, Communications & Marketing

REimagine RTS Process



FINANCIAL PLAN



FISCAL YEAR 2021-2022 OPERATING BUDGET

Management is pleased to present a balanced operating budget for the fiscal year 2021-2022 (FY2022) which maintains the existing customer fare structures for our entire service area. This is the twelfth 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 FY2022 are \$111.7 million, representing an increase of 3.0% from the prior year's budget. Within that total, personnel costs are \$82.2 million, an increase of \$3.1 million from the prior year. Non-personnel costs budgeted at \$29.5 million, increase of \$0.2 million from the prior year.

Total estimated revenues supporting operations are \$111.7 million, representing an increase of 3.0% from the prior year's budget.

This revenue increase is primarily due to the Federal Stimulus Acts received as part of the recognition that Public Transit has been an essential service during the Pandemic. This revenue is reported as Governmental Subsidies. A more in-depth discussion of the key factors, which affect revenues and expenses, follows. A comparison of the FY2022 Operating Budget versus the prior year is provided on the next page.

THE AUTHORITY'S FINANCIAL PLAN CONSISTS OF THREE ELEMENTS:

1. Operating Budget for Fiscal Year 2021-2022
2. Multi-Year Budget Projection covering fiscal years 2021-2022 through 2024-2025
3. Ten-Year Capital Improvement Plan covering fiscal years 2021-2022 through 2030-2031



Financial Certification of the Chief Executive Officer



SUMMARY FY2020-2021 AND 2021-2022 OPERATING BUDGET COMPARISON (\$ MILLIONS)

	2020-2021 OPERATING BUDGET	2021-2022 OPERATING BUDGET	CHANGE	% CHANGE
REVENUES				
Locally Generated	\$ 30.5	\$ 16.5	\$(14.0)	-46.0%
Governmental Subsidies	\$ 66.3	\$ 83.7	\$ 17.4	26.2%
Mortgage Recording Tax	\$ 11.6	\$ 11.6	\$ –	–
TOTAL REVENUES	\$108.4	\$111.7	\$ 3.2	3.0%
EXPENSES				
Personnel	\$ 79.1	\$ 82.2	\$ 3.1	3.9%
Non-Personnel	\$ 29.3	\$ 29.5	\$ 0.2	0.8%
TOTAL EXPENSES	\$108.4	\$111.7	\$ 3.2	3.0%
NET INCOME (DEFICIT)	\$ –	\$ –	\$ –	

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

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

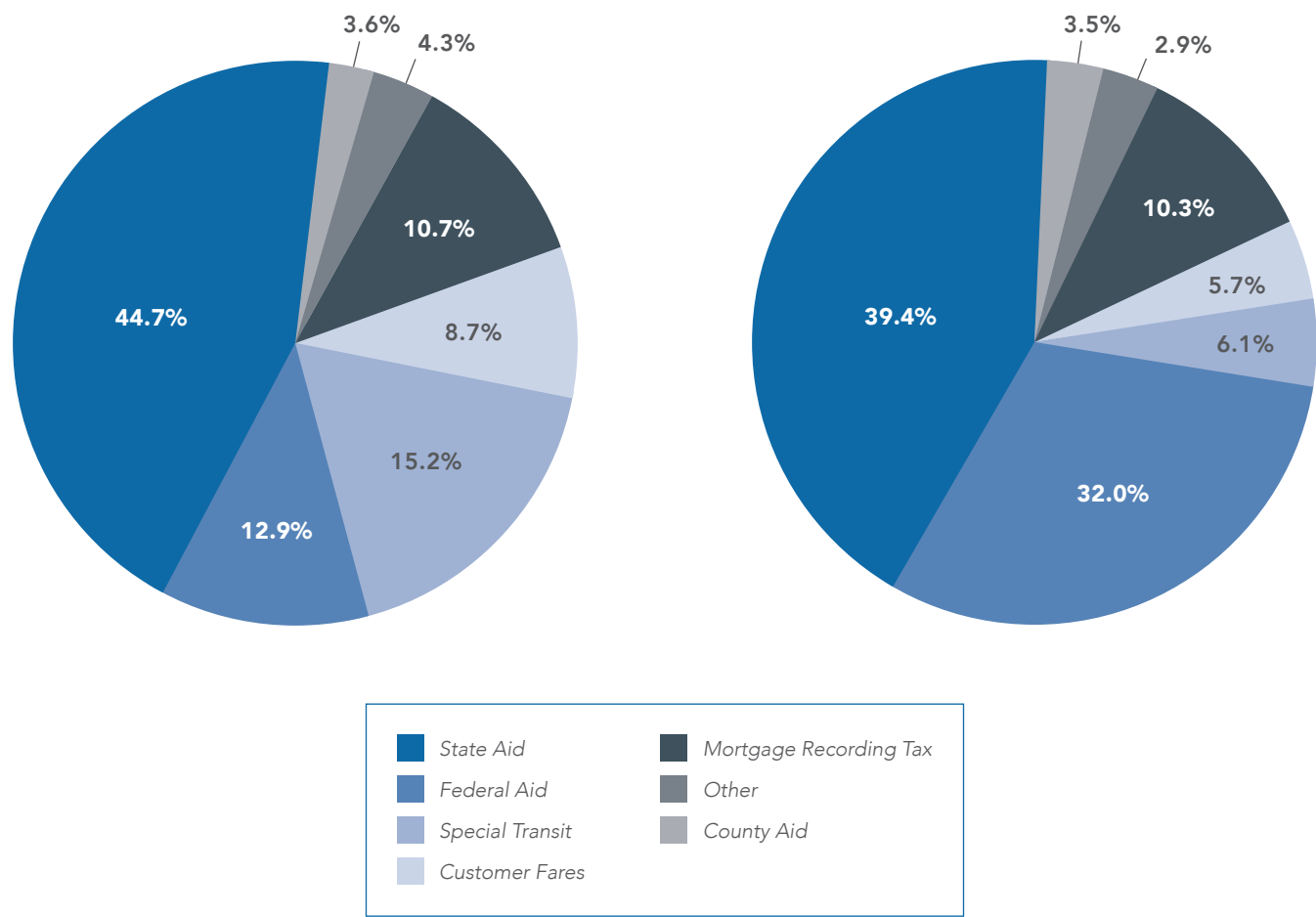
Following is a more in-depth explanation of the key factors which impact revenues and expenses.

REVENUE FACTORS

OPERATING REVENUE SOURCE COMPARISON

2020-2021: \$108.4 Million

2021-22: \$111.7 Million



LOCALLY GENERATED

These include the categories of customer fares, special transit fares, and other revenues. A total of \$16.5 million is budgeted for FY2022. Locally generated revenues are expected to support approximately 14.8% of total planned operating expenses for FY2022.

Customer Fares

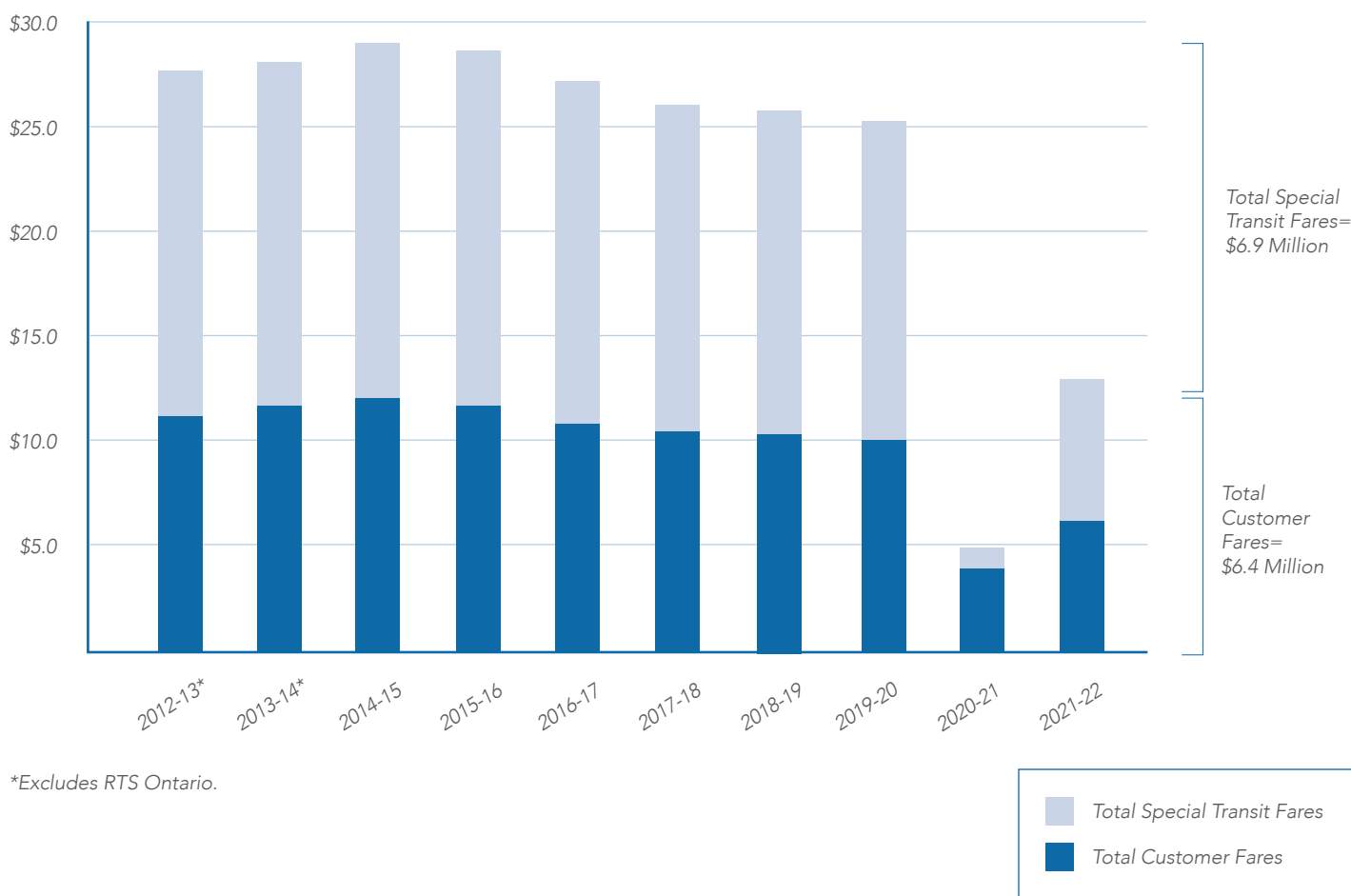
Total budgeted customer fares are estimated to be \$6.4 million, a decrease of approximately \$3.0 million from the 2020-2021 Budget. During the Pandemic, the Authority eliminated the collection of customer fares resulting in an approximately \$3.5 million loss of this revenue source. Customer fares are derived from the cash fare and various pass programs offered to our riders depending on their needs.

Special Transit Fares

A total of \$6.9 million is estimated for special transit fares in the FY2022 budget, a reduction of approximately \$9.6 million from the prior year budget. This reduction, also a result of the Pandemic, is primarily due to the reduction of subsidy agreements this past year and anticipated continuance of this into FY2022.

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 75% of total operating expenses for FY2022. Governmental subsidies are received from the federal government, New York State, and each member county.

Federal Aid

Federal aid planned for FY2022 totals \$35.7 million, up approximately \$21.7 million from last year's budget. The federal government has passed two stimulus programs that have provided additional aid to support Public Transit during the Pandemic. These aid packages were in response to Public Transit being identified as a critical component to keeping other essential businesses open.

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 FY2022 is \$44.0 million, down approximately \$4.3 million from last year's budget. The Pandemic has had a considerable impact on the State's ability to fund any public entity based on their loss of revenue. The reduction that we are experiencing in the FY2022 budget of approximately 10% is in direct relation to loss of various tax revenues that the State relies upon to fund Public Transit.

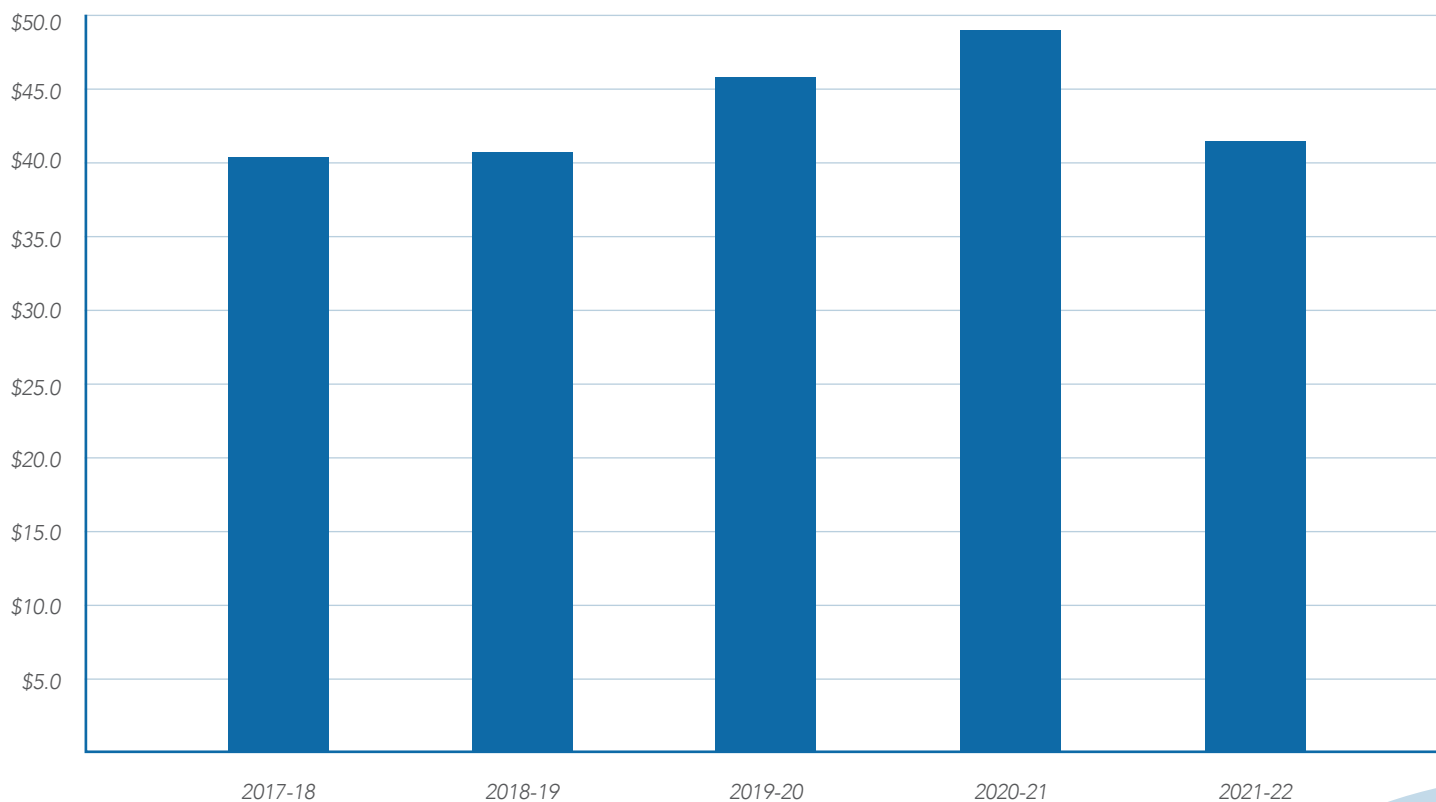
State aid is comprised of an annual state budget allocation under the State Mass Transportation Operating Assistance program (STOA) and mandatory state matching funds for federal preventive maintenance aid.

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)



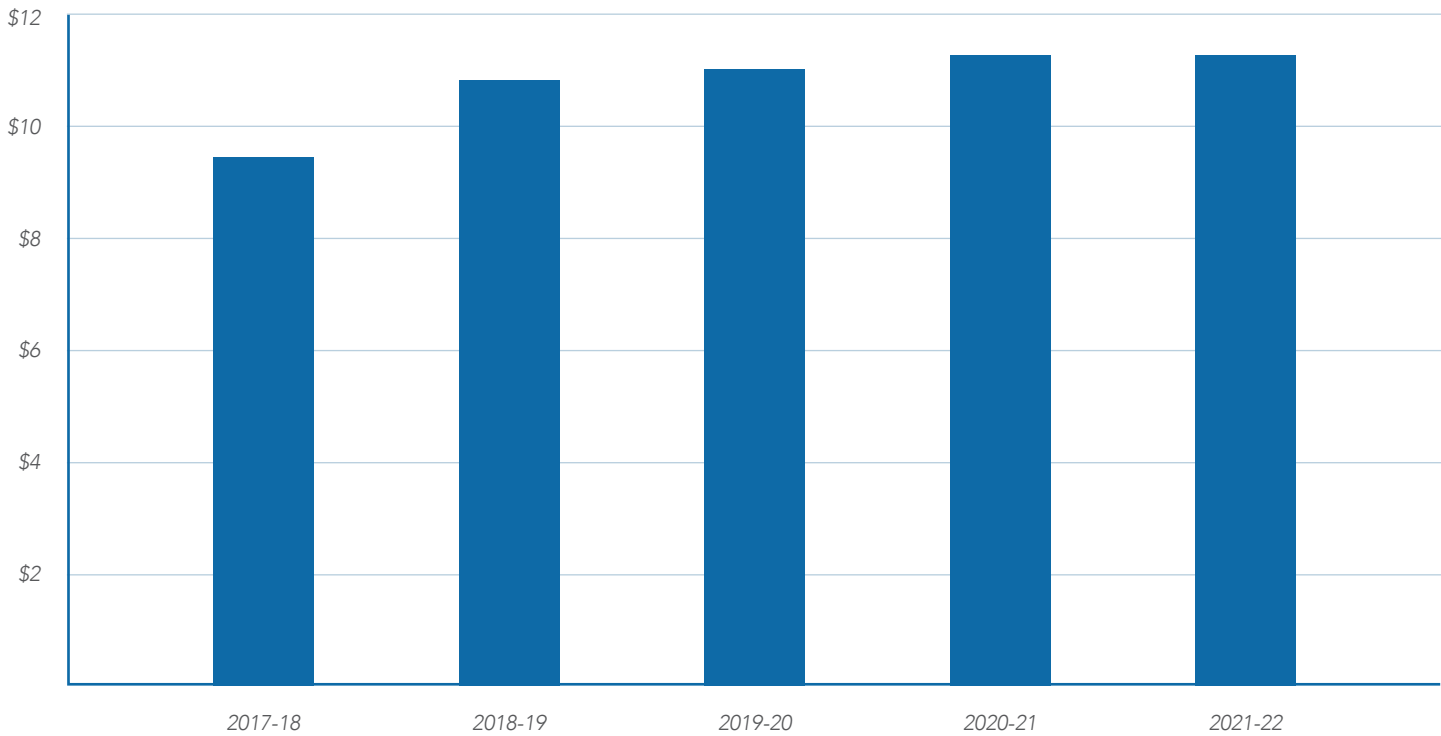


MORTGAGE RECORDING TAX

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 FY2022 is \$11.6 million, flat from last year’s budget based on a reduction in the housing refinance market after a 2020-2021 fiscal year that saw increased activity in this area.

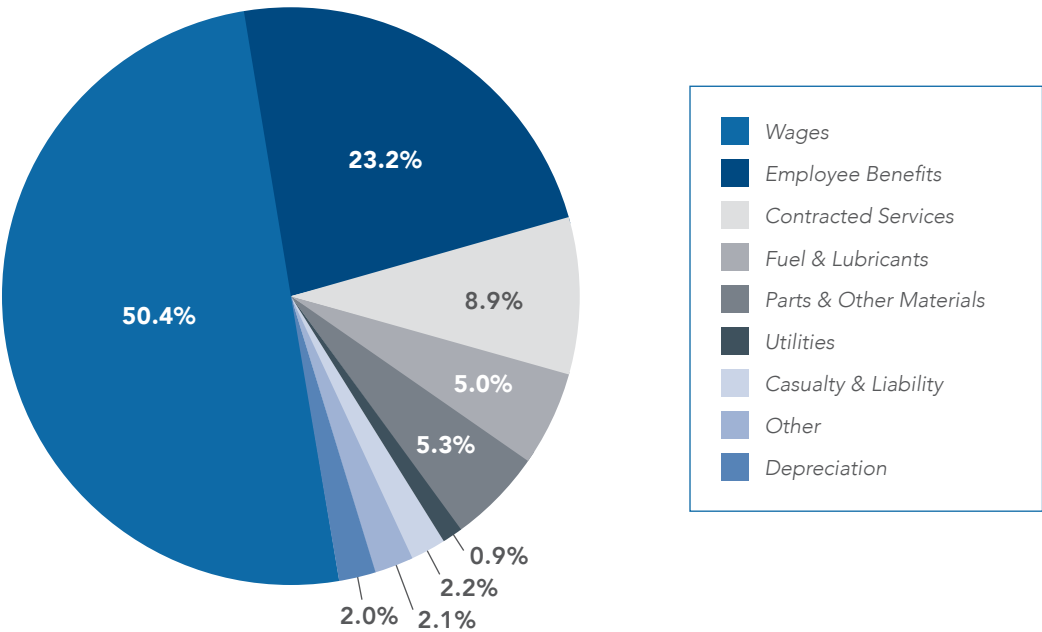
MORTGAGE RECORDING TAX RECEIPTS (\$ MILLIONS)



EXPENSE FACTORS

The Authority's operational spending plan for FY2022 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 \$111.7 million, representing an increase of \$3.0 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: 2021-22
\$111.7 MILLION



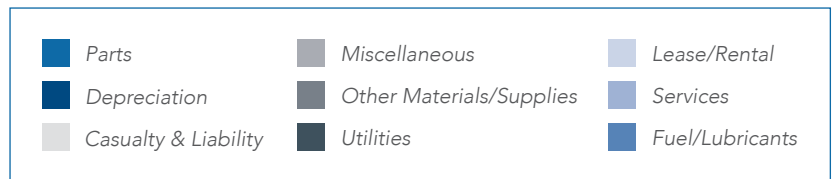
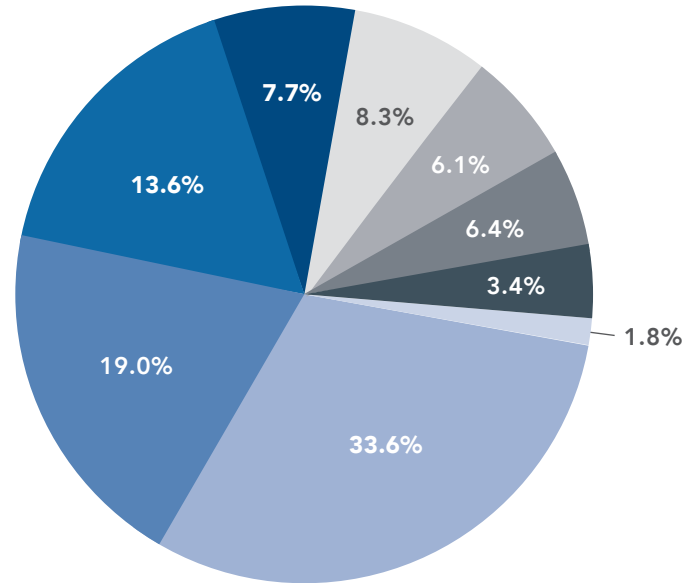
PERSONNEL

Total estimated wages and benefits for FY2022 are \$82.2 million, representing an increase of approximately 3.9% from the prior year's budget. The primary driver of this increase is cost of living adjustments to wages, contractual obligations, and health insurance increases.

NON-PERSONNEL EXPENSES

Included in this category are fuel and lubricants, bus parts and shop supplies, contracted services, insurance premiums and liability claims, depreciation, and other miscellaneous expenses. Total estimated cost for non-personnel expenses for FY2022 is \$29.5 million, representing an increase of \$0.2 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: 2021-22 \$29.5 MILLION



NON-PERSONNEL SUMMARY (000's)

	2020-21 OPERATING BUDGET	2021-22 OPERATING BUDGET	CHANGE	% CHANGE
Contracted Services	\$ 9,343	\$ 9,921	\$578	6.2%
Fuel/Lubricants	\$ 6,149	\$ 5,591	\$(559)	-9.1%
Parts	\$ 4,192	\$ 4,026	\$(166)	-4.0%
Casualty & Liability	\$ 2,083	\$ 2,452	\$369	17.8%
Depreciation	\$ 2,672	\$ 2,283	\$(388)	-14.5%
Miscellaneous	\$ 1,594	\$ 1,789	\$196	12.3%
Other Materials/Supplies	\$ 1,420	\$ 1,878	\$459	32.3%
Utilities	\$ 1,193	\$ 1,015	\$(179)	-15.0%
Lease/Rental	\$ 612	\$ 541	\$(71)	-11.6%
TOTAL	\$29,257	\$29,496	\$239	0.8%

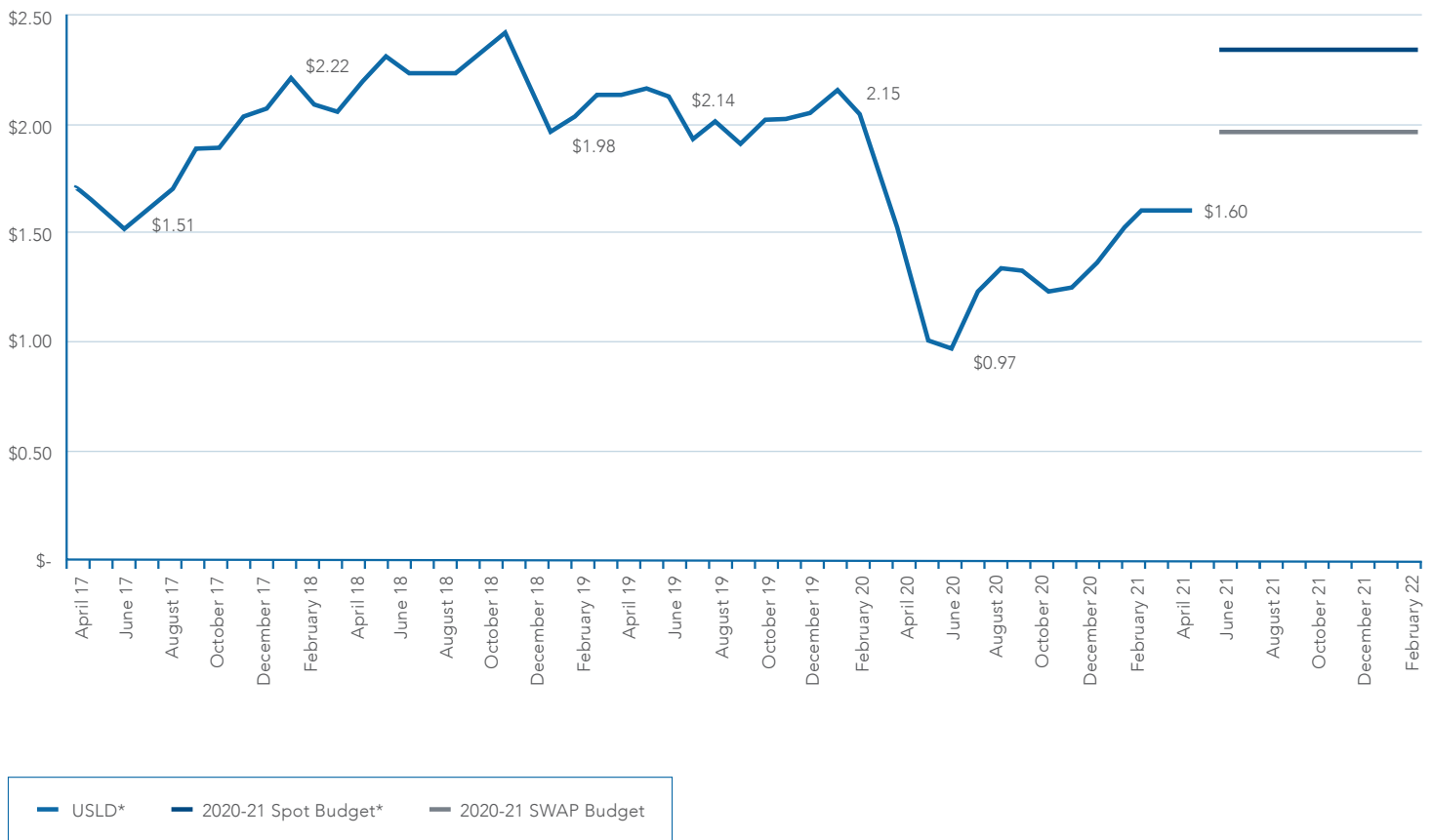
The key drivers of non-personnel expenses are outlined below.

Fuel and Lubricants

Fuel and lubricant costs estimated at \$5.6 million for FY2022, decreasing \$0.6 million from the prior year budget. The Authority currently has protection against volatility on approximately 66% of its supply for FY2022 with a fixed price SWAP. The FY2022 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 FY2022 total \$5.9 million, representing a \$0.3 million increase from the prior year's budget.

Contracted Services

Contracted services include professional fees for legal, medical, and governmental relations; contracted vehicle maintenance for regional companies; maintenance services for various building systems and software; custodial and security services; automobile insurance; leases, and parts supply management services. Total estimated FY2022 contracted services expenses are \$9.9 million, an increase of approximately 6.2% due to one-time expenses related to Reimagine RTS.

Miscellaneous and Other Expenses

Miscellaneous and other expenses during FY2022 are budgeted at \$5.8 million, increasing by \$0.3 million from the prior year's budget. This category includes elements such as liability claims; utilities; marketing; subscriptions; and employee travel and training.

Depreciation

All fixed assets acquired by the Authority are depreciated on a straight line basis over the term of their useful lives. Local depreciation for FY2022 is budgeted at \$2.3 million, decreasing by \$0.4 million from the prior year's budget. Local depreciation accounts for the expense associated with past and current year Capital Improvement plans of the Authority.

MULTI-YEAR BUDGET PROJECTION

Fiscal Years 2021-22 – 2024-25

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

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

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

The term "Available Unrestricted Net Assets" (AUNA) refers to Authority funds which are not restricted nor committed to specific purposes. These funds are available for future Authority needs as determined by the Board of Commissioners. The level of AUNA is a very important component of the Authority's overall financial health as these assets also represent a potential funding source for future needs. It is estimated that as of March 31, 2021, the Authority's AUNA will total approximately \$39.9 million.

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

The revenues supporting operations are essentially flat, ranging from \$81.9 million to \$83.1 million. Projected annual operating expenses increase from \$116.6 to \$130.5 million over the same period, representing an increase of \$13.9 million, or 11.9%. Each year of the projection shows a funding gap that grows from \$34.0 million to \$48.6 million with a cumulative total gap of \$82.8 million.

The Authority's current fiscal strength (represented by \$39.9 million of AUNA) could theoretically close these projected funding gaps through fiscal year 2022-23, 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 reduced in the 2021-2022 State Proposed Budget and then remains flat
- No increase in member county subsidies
- Stimulus Act funding due to the Pandemic is eliminated and approximately 40% of the federal Section 5307 formula aid as contained in the Multi-Year Transportation Authorization utilized for Operations

Mortgage Tax

- An estimated increase of 2.5% annually

EXPENSES

- Scope of transit services planned for 2021-2022 is projected based on the Reimagine RTS project and new service levels.

Personnel

- Stable workforce overall after the launch of Reimagine RTS
- 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 2022-23 – 2024-25* (\$ MILLIONS)

	PROJECTED 2020-2021	BUDGET 2021-2022	PROJECTION 2022-2023	PROJECTION 2023-2024	PROJECTION 2024-2025
REVENUES					
LOCALLY GENERATED REVENUES					
Fares: Cash, Passes, Subsidy Agreements	\$ 4.8	\$ 13.2	\$ 13.3	\$ 13.3	\$ 13.3
Other (Interest Earnings, Recoveries, Reimbursements)	\$ 2.5	\$ 3.2	\$ 2.2	\$ 2.3	\$ 2.4
LOCALLY GENERATED REVENUES	\$ 7.3	\$ 16.5	\$ 15.5	\$ 15.6	\$ 15.8
GOVERNMENTAL SUBSIDIES					
Federal	\$ 58.7	\$ 35.7	\$ 8.2	\$ 8.2	\$ 6.6
State	\$ 39.2	\$ 44.0	\$ 43.2	\$ 43.2	\$ 43.2
County	\$ 3.1	\$ 3.9	\$ 3.9	\$ 3.9	\$ 3.9
GOVERNMENTAL SUBSIDIES	\$101.0	\$ 83.7	\$ 55.3	\$ 55.3	\$ 53.7
MORTGAGE RECORDING TAX	\$ 12.6	\$ 11.6	\$ 11.8	\$ 12.1	\$ 12.4
TOTAL REVENUE	\$120.8	\$111.7	\$ 82.6	\$ 83.1	\$ 81.9
EXPENSES					
PERSONNEL					
Employee Wages	\$ 51.8	\$ 56.3	\$ 58.0	\$ 59.7	\$ 61.5
Medical Insurance	\$ 12.2	\$ 13.1	\$ 15.3	\$ 17.7	\$ 20.7
Other Fringe Benefits	\$ 12.2	\$ 12.8	\$ 13.1	\$ 13.5	\$ 14.0
TOTAL PERSONNEL	\$ 76.2	\$ 82.2	\$ 86.3	\$ 91.0	\$ 96.2
NON-PERSONNEL					
Fuel & Lubricants	\$ 6.1	\$ 5.6	\$ 6.4	\$ 7.3	\$ 8.4
Other Non-Personnel	\$ 23.8	\$ 23.9	\$ 23.9	\$ 24.9	\$ 25.9
TOTAL NON-PERSONNEL	\$ 30.0	\$ 29.5	\$ 30.3	\$ 32.2	\$ 34.4
TOTAL EXPENSES	\$106.2	\$111.7	\$116.6	\$123.2	\$130.5
NET INCOME (DEFICIT) FROM OPERATIONS & SUBSIDIES**	\$ 14.6	–	\$ (34.0)	\$ (40.1)	\$ (48.6)
ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS BOY	\$ 25.3	\$ 39.9	\$ 39.9	\$ 5.9	\$ (34.2)
ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS EOY	\$ 39.9	\$ 39.9	\$ 5.9	\$ (34.2)	\$ (82.8)

*Rounding may cause mathematical errors.

**As of January 31, 2021.

TEN-YEAR CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) is the Authority's ten-year (FY2022 – FY2031) 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 determined. 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 116 projects with estimated expenses of \$278 million. The first year of the plan including projects in progress is \$71 million.

2021-22 CAPITAL EXPENSES BY PROJECT TYPE

PROJECT TYPE	NUMBER OF PROJECTS	\$ (MILLIONS)
Preventive Maintenance	1	\$ 26.3
Rolling Stock	21	\$ 26.6
Facilities	8	\$ 10.5
Equipment	5	\$ 0.8
Transportation Technologies	11	\$ 6.2
Other	7	\$ 0.8
TOTAL	53	\$71.2

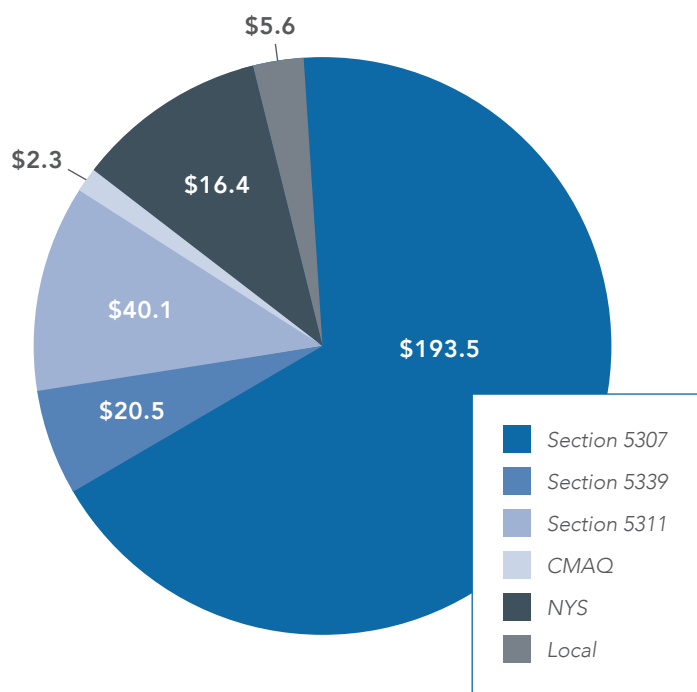
Management decisions about the allocation of limited capital resources are tied to the Authority's Vision of becoming The Innovative Mobility Choice through the scoring criteria identified in the Transit Asset Management Plan. The results of the project scoring emphasizes the need to replace critical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

As noted previously, this CIP is fiscally constrained as approximately \$139 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.

"Foodlink's partnership with RTS in 2020 helped address a critical need for our Summer Meals program when the pandemic reduced enrollment at many of the programs and sites we served. Through an innovative collaboration with the RTS team and their dedicated drivers, we piloted an 'ice cream truck' model for meal delivery that allowed us to serve an additional 40,000 healthy meals directly to Rochester children."

– **Julia Tedesco**, Foodlink President & CEO

SOURCE OF FUNDS \$278.3 MILLION



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 Federal 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 76% of total funding) supporting the Authority's Ten-Year Capital Improvement Plan. The FAST Act has been extended through September 2021.

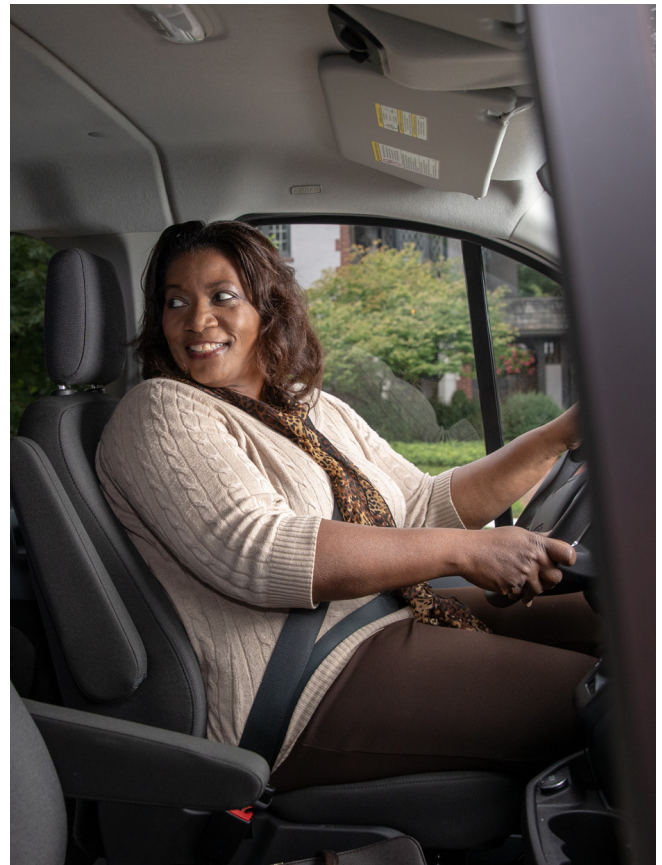
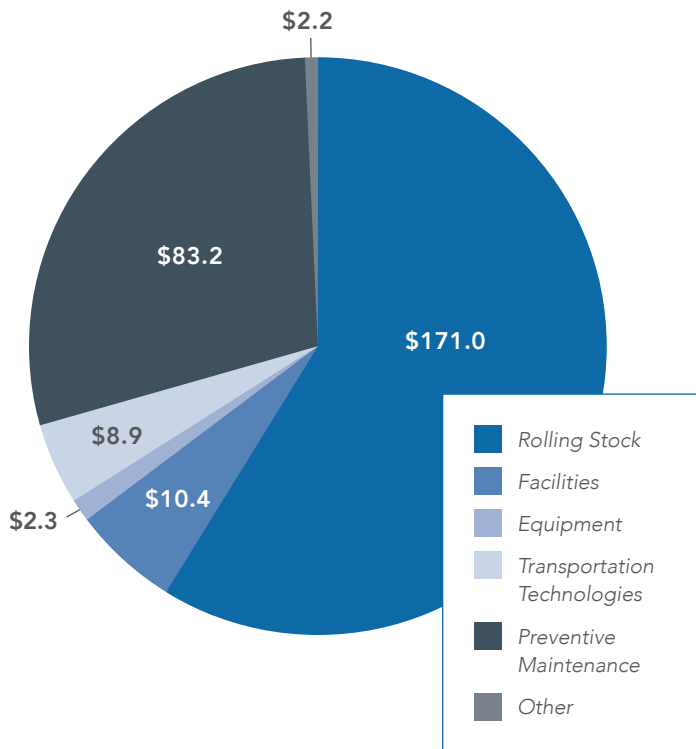
As part of the New York State fiscal year 2015-16 Enacted Budget, a Five-Year Department of Transportation Capital Program (2015/16 – 2019/20) was approved with the intention of creating jobs while maintaining the safety of systems; managing state infrastructure assets so that New York remains competitive; and to leverage state resources to generate new construction and economic growth. The proposed NYS Budget holds capital funding to 2019/20 levels through 2021/22.

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 2020 values 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 to be allocated using the same methodology as the Authority's allocation for fiscal year 2020/21.
- Other CIP funds include distributions from the RGRTA capital reserve fund.

USE OF FUNDS BY OBJECT OF EXPENSE

\$278.3 MILLION



USE OF FUNDS BY OBJECT OF EXPENSE

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

Preventive Maintenance

The Authority allocates a portion of its annual Section 5307 formula grant for the Preventive Maintenance (PM) of capital assets. Technically a “capital” expense by federal regulations, PM essentially functions as a subsidy for operating expenses related to the support and preventive maintenance of federally acquired assets. The total PM allocation over the CIP is \$83.3 million.

Rolling Stock

The Authority recognizes that timely replacement of its revenue vehicles is an integral part of maintaining long-term financial stability and providing excellence in customer service. A total of \$171.1 million is planned for the upcoming ten-year period, inclusive of vehicles currently under order. To accommodate the uneven annual fleet replacement schedule, the Authority will, when necessary, carry forward significant grant allocations from year to year. Continual evaluation of the size and make-up of the Authority’s fleet roster to identify the most efficient use of revenue vehicles to satisfy customer demand is essential.

Facilities

The Authority remains committed to improving the quality of transportation service in the community and the quality of the transportation experience for customers through the design of a new facility for RTS Access and construction of the Regional facilities. The CIP contains \$10.5 million to be invested in facilities.

Reimagine RTS Connection Hubs

The changes that are proposed as a result of the Reimagine RTS project will greatly impact the way in which customers travel across the region. The incorporation of alternative methods of transportation to the standard fixed route system served by 40-ft buses will result in the need for locations for customers to transfer between the various transit options. In order to enhance the customer experience, the Authority is constructing Connection Hubs. The Connection Hubs 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.

RTS Access Facility

The existing facility for RTS Access is in need of significant renovations to bring it to a state of good repair. Due to the location and size of the existing property, the Authority has determined a new location needs to be found for a future facility that not only meets the current needs to provide paratransit service, but allows for anticipated future growth. The funding included in the Capital Plan will allow the Authority to locate and design the new facility. Funding will need to be identified to construct the facility.

Transportation Technologies

Mobile Fare Ticketing

The Authority was awarded CMAQ grant funding to design and implement a mobile fare collection system for use in Monroe County. The project will improve customer experiences through increased flexibility in fare payments, decreased 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 was impacted by COVID-19 but is anticipated to be completed in fiscal year 2021-22.

Total investment in Transportation Technologies over this CIP is \$9 million.

Equipment

This classification contains assets necessary to maintain or increase operational efficiencies, such as routine maintenance facility equipment. The Authority will fund \$2.3 million in equipment needs in this CIP.

Other

Capital projects in this section of the Plan are primarily focused on transit enhancements for the public. Such projects include the installation of bus shelters at RTS and for the regional companies. The total investment in miscellaneous projects is \$2.2 million in this CIP.



2021/22 – 2030/31 CAPITAL IMPROVEMENT PLAN

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 1/31/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	TOTAL
Preventive Maintenance	RTS/Access	15,140,351	11,203,447	6,425,945	6,229,049	6,394,477	6,368,367	6,333,246	6,295,952	6,295,952	6,295,952	6,295,952	\$83,278,688
TOTAL PREVENTIVE MAINTENANCE		\$15,140,351	\$11,203,447	\$6,425,945	\$6,229,049	\$6,394,477	\$6,368,367	\$6,333,246	\$6,295,952	\$6,295,952	\$6,295,952	\$6,295,952	\$83,278,688
Ten Electric Buses and Charging Stations	RTS	\$1,402,747											\$1,402,747
Replace 15 Transit Buses	RTS		7,615,985										\$7,615,985
Replace 10 Battery Electric Transit Buses	RTS		5,211,882										\$5,211,882
Replace 25 Transit Buses	RTS			11,939,099									\$11,939,099
Replace 7 Transit Buses	RTS			9,202,516									\$9,202,516
Replace 14 Transit Buses	RTS				7,536,897								\$7,536,897
Replace 12 Transit Buses	RTS					6,616,756							\$6,616,756
Replace 15 Transit Buses	RTS						8,577,453						\$8,577,453
Replace 20 Transit Buses	RTS						14,744,582						\$14,744,582
Replace 20 Transit Buses	RTS							11,548,457					\$11,548,457
Replace 17 Transit Buses	RTS							10,303,848					\$10,303,848
Replace 21 Transit Buses	RTS								12,911,312				\$12,911,312
Replace 15 Transit Buses	RTS											9,790,345	\$9,790,345
Replace 20 On Demand High Headroom Vans	RTS						2,303,472						\$2,303,472
Replace 5 On Demand Low Floor Buses	RTS								1,274,117				\$1,274,117
Replace 6 On Demand Cutaway Buses	RTS								1,113,272				\$1,113,272
Replace 20 On Demand High Headroom Vans	RTS											2,606,168	\$2,606,168
Replace 6 Paratransit Buses	RTS Access	561,653											\$561,653
Replace 10 Paratransit Buses	RTS Access		982,909										\$982,909
Replace 10 Paratransit Buses	RTS Access			990,964									\$990,964
Replace 10 Paratransit Buses	RTS Access				1,040,636								\$1,040,636
Replace 10 Paratransit Buses	RTS Access					1,049,182							\$1,049,182
Replace 10 Paratransit Buses	RTS Access						1,079,608						\$1,079,608
Replace 10 Paratransit Buses	RTS Access							1,133,886					\$1,133,886
Replace 10 Paratransit Buses	RTS Access								1,143,225				\$1,143,225
Replace 10 Paratransit Buses	RTS Access									1,200,808			\$1,200,808
Replace 10 Paratransit Buses	RTS Access										1,210,715		\$1,210,715
Replace 10 Paratransit Buses	RTS Access											1,247,036	\$1,247,036
Replace 3 Vans w/ Wheelchair Capability	RTS Genesee	210,000											\$210,000
Replace 2 Regional Buses	RTS Genesee			220,000									\$220,000
Replace 2 Regional Buses	RTS Genesee					231,855							\$231,855

2021/22 – 2030/31 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 1/31/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	TOTAL
Replace 2 Regional Buses	RTS Genesee							255,040					\$255,040
Replace 2 Regional Buses	RTS Genesee							255,040					\$255,040
Replace 2 Regional Buses	RTS Genesee										268,783		\$268,783
Replace 7 Regional Buses	RTS Livingston	1,041,153											\$1,041,153
Replace 9 Regional Buses	RTS Livingston		922,365										\$922,365
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 2 Regional Buses	RTS Livingston						238,810						\$238,810
Replace 10 Regional Buses	RTS Livingston						1,585,149						\$1,585,149
Replace 3 Regional Buses	RTS Livingston								382,560				\$382,560
Replace 2 Regional Buses	RTS Livingston								240,686				\$240,686
Replace 2 Regional Buses	RTS Livingston										268,783		\$268,783
Replace 2 Regional Buses	RTS Livingston											276,847	\$276,847
Replace 10 Regional Buses	RTS Ontario	950,000											\$950,000
Replace 1 Van w/ Wheelchair Capability	RTS Ontario	70,000											\$70,000
Replace 9 Regional Buses	RTS Ontario		2,114,590										\$2,114,590
Replace 7 Regional Buses	RTS Ontario			770,000									\$770,000
Replace 10 Regional Buses	RTS Ontario				1,101,310								\$1,101,310
Replace 10 Regional Buses	RTS Ontario						1,194,052						\$1,194,052
Replace 7 Regional Buses	RTS Ontario							892,641					\$892,641
Replace 7 Regional Buses	RTS Ontario								892,641				\$892,641
Replace 10 Regional Buses	RTS Ontario									1,203,432			\$1,203,432
Replace 10 Regional Buses	RTS Ontario											1,384,234	\$1,384,234
Replace 1 Van w/ Wheelchair Capability	RTS Orleans	70,000											\$70,000
Replace 6 Regional Buses	RTS Orleans		614,910										\$614,910
Replace 2 Regional Buses	RTS Orleans			220,000									\$220,000
Replace 2 Regional Buses	RTS Orleans							255,040					\$255,040
Replace 2 Regional Buses	RTS Orleans								255,040				\$255,040

2021/22 – 2030/31 CAPITAL IMPROVEMENT PLAN CONTINUED													
PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 1/31/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	TOTAL
Replace 5 Regional Buses	RTS Seneca	475,000											\$475,000
Replace 8 Regional Buses	RTS Seneca		819,880										\$819,880
Replace 5 Regional Buses	RTS Seneca				550,655								\$550,655
Replace 5 Regional Buses	RTS Seneca						597,026						\$597,026
Replace 2 Regional Buses	RTS Seneca							255,040					\$255,040
Replace 5 Regional Buses	RTS Seneca									601,716			\$601,716
Replace 5 Regional Buses	RTS Seneca											692,117	\$692,117
Replace 12 Regional Buses	RTS Wayne	1,656,732											\$1,656,732
Replace 11 Regional Buses	RTS Wayne		929,575										\$929,575
Replace 5 Regional Buses	RTS Wayne			550,000									\$550,000
Replace 4 Regional Buses	RTS Wayne				440,524								\$440,524
Replace 4 Regional Buses	RTS Wayne						477,621						\$477,621
Replace 9 Regional Buses	RTS Wayne							1,995,163					\$1,995,163
Replace 5 Regional Buses	RTS Wayne								637,601				\$637,601
Replace 8 Regional Buses	RTS Wayne									742,327			\$742,327
Replace 4 Regional Buses	RTS Wayne										553,694		\$553,694
Replace 3 Regional Buses	RTS Wyoming	285,000											\$285,000
Replace 1 Van w/ Wheelchair Capability	RTS Wyoming	70,000											\$70,000
Replace 6 Regional Buses	RTS Wyoming		614,910										\$614,910
Replace 3 Regional Buses	RTS Wyoming				330,393								\$330,393
Replace 3 Regional Buses	RTS Wyoming						358,216						\$358,216
Replace 8 Regional Buses	RTS Wyoming							1,169,644					\$1,169,644
Replace 3 Regional Buses	RTS Wyoming									361,029			\$361,029
Replace 3 Regional Buses	RTS Wyoming										415,270		\$415,270
TOTAL ROLLING STOCK		\$6,792,285	\$19,827,006	\$24,222,579	\$11,220,678	\$8,129,648	\$29,570,841	\$19,090,061	\$16,257,345	\$17,261,310	\$1,748,282	\$16,965,711	\$171,085,745

2021/22 – 2030/31 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 1/31/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	TOTAL
Advanced Environmental Service Building	RTS	2,919,393											\$2,919,393
Connection Hubs	RTS	174,707	2,000,000										\$2,174,707
RTS Access Facility Design	RTS Access		300,000										\$300,000
RTS Genesee Facility	RTS Genesee	736,820											\$736,820
RTS Ontario Facility Floor Refinish	RTS Ontario	50,000											\$50,000
RTS Seneca Facility Engineering & Design	RTS Seneca	263,906											\$263,906
RTS Wayne Facility Design	RTS Wayne	200,000											\$200,000
Construct barn at Wyoming Cty Hwy Facility	RTS Wyoming	3,805,624											\$3,805,624
TOTAL FACILITIES		\$8,150,450	\$2,300,000	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$10,450,450
Maintenance Equipment	RTS	365,848	150,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	\$1,415,848
Replace Road Supervisor Cars	RTS		160,849	99,405		181,037				197,824	122,255		\$761,370
Non-Revenue SUV	Regionals	35,000											\$35,000
Spare Engines	RTS Ontario	84,000											\$84,000
Spare Transmission	RTS Ontario	27,000											\$27,000
TOTAL EQUIPMENT		\$511,848	\$310,849	\$199,405	\$100,000	\$281,037	\$100,000	\$100,000	\$100,000	\$297,824	\$222,255	\$100,000	\$2,323,218

2021/22 – 2030/31 CAPITAL IMPROVEMENT PLAN CONTINUED													
PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 1/31/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	TOTAL
Replace IT Hardware	RTS	354,930	380,915	358,415	335,588	238,097	333,219	305,000	305,000	305,000	305,000	305,000	\$3,526,164
Mobile Ticketing	RTS	1,793,997											\$1,793,997
Business Intelligence/Data Warehouse System	RTS	984,497											\$984,497
CAD/AVL Upgrade	RTS	195,884											\$195,884
On-Board Radio & Antenna Replacement	RTS	512,090											\$512,090
Contract Management and Vendor Portal Software	RTS	173,436											\$173,436
Demand Response Mobility-as-a-Service Software	RTS	278,461											\$278,461
Digital Display Replacements	RTS	120,000											\$120,000
Desk Phone Replacements	RTS	13,628											\$13,628
Highline Replacement	RTS	1,300,000											\$1,300,000
Paratransit Web Scheduling	RTS Access	75,174											\$75,174
TOTAL TRANSPORTATION TECHNOLOGIES		\$4,502,097	\$1,680,915	\$358,415	\$335,588	\$238,097	\$333,219	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$8,973,331
Transit Enhancement (Bus Shelters)	RTS	365,111	160,860	160,860	160,860	160,860	160,860	160,860	160,860	160,860	160,860	160,860	\$1,973,709
Replace Bus Shelter	RTS Genesee	20,000											\$20,000
Replace Bus Shelter	RTS Livingston	20,000											\$20,000
Replace 3 Bus Shelters	RTS Ontario	60,000											\$60,000
Replace Bus Shelter	RTS Orleans	7,052											\$7,052
Replace Bus Shelter	RTS Seneca	20,000											\$20,000
Replace 5 Bus Shelters	RTS Wayne	100,000											\$100,000
TOTAL OTHER		\$592,163	\$160,860	\$160,860	\$160,860	\$160,860	\$160,860	\$160,860	\$160,860	\$160,860	\$160,860	\$160,860	\$2,200,761
GRAND TOTAL		\$35,689,194	\$35,483,077	\$31,367,203	\$18,046,175	\$15,023,081	\$36,714,323	\$25,989,166	\$23,119,157	\$24,320,946	\$8,732,348	\$23,827,522	\$278,312,193



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.

OVERALL FINANCIAL PLAN

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

OPERATING BUDGET



CONSOLIDATED COMPARISON 2021-22 OPERATING BUDGET (000's)

	2019-20 ACTUAL	2020-21 BUDGET	2020-21 PROJECTION*	2021-22 BUDGET	VARIANCE 2020-21 PROJECTION	VARIANCE 2020-21 BUDGET	% CHG BUDGET
REVENUES							
Customer Fares	\$ 8,904	\$ 9,400	\$ 3,868	\$ 6,355	\$ 2,487	\$ (3,045)	-32.4%
Special Transit Fares	\$ 16,289	\$ 16,442	\$ 972	\$ 6,858	\$ 5,886	\$ (9,584)	-58.3%
Other Revenues	\$ 2,587	\$ 4,625	\$ 4,184	\$ 3,247	\$ (937)	\$ (1,378)	-29.8%
TOTAL LOCALLY GENERATED REVENUES	\$27,779	\$ 30,467	\$ 9,024	\$ 16,459	\$ 7,435	\$(14,007)	-46.0%
Federal Aid	\$ 8,654	\$ 14,024	\$ 52,042	\$ 35,721	\$(16,322)	\$ 21,697	154.7%
State Aid	\$ 46,080	\$ 48,390	\$ 34,730	\$ 44,046	\$ 9,316	\$ (4,344)	-9.0%
County Aid	\$ 3,909	\$ 3,910	\$ 3,128	\$ 3,910	\$ 782	\$ -	-
TOTAL GOVERNMENTAL SUBSIDIES	\$58,643	\$ 66,323	\$ 89,900	\$ 83,677	\$(6,223)	\$ 17,353	26.2%
MORTGAGE RECORDING TAX	\$11,391	\$ 11,557	\$ 11,557	\$ 11,557	\$ -	\$ -	-
TOTAL REVENUES	\$97,813	\$108,348	\$110,481	\$111,693	\$ 1,212	\$ 3,346	3.0%
EXPENSES							
Wages	\$ 50,777	\$ 54,736	\$ 54,736	\$ 56,292	\$ 1,556	\$ 1,556	2.8%
Employee Benefits	\$ 21,616	\$ 24,354	\$ 24,354	\$ 25,905	\$ 1,551	\$ 1,551	6.4%
TOTAL PERSONNEL EXPENSES	\$72,393	\$ 79,090	\$ 79,090	\$ 82,197	\$ 3,107	\$ 3,107	3.9%
Contracted Services	\$ 7,908	\$ 9,343	\$ 9,343	\$ 9,921	\$ 578	\$ 578	6.2%
Fuel and Lubricants	\$ 4,700	\$ 6,149	\$ 6,149	\$ 5,591	\$ (559)	\$ (559)	-9.1%
Parts and Repairs	\$ 3,949	\$ 4,192	\$ 4,192	\$ 4,026	\$ (166)	\$ (166)	-4.0%
Other Materials and Supplies	\$ 1,339	\$ 1,420	\$ 1,932	\$ 1,878	\$ (54)	\$ 459	32.3%
Utilities	\$ 932	\$ 1,193	\$ 1,193	\$ 1,015	\$ (179)	\$ (179)	-15.0%
Casualty & Liability	\$ 1,690	\$ 2,083	\$ 2,083	\$ 2,452	\$ 369	\$ 369	17.7%
Taxes	\$ 32	\$ 38	\$ 38	\$ 34	\$ (4)	\$ (4)	-9.3%
Miscellaneous Expenses	\$ 2,174	\$ 1,556	\$ 1,752	\$ 1,755	\$ 4	\$ 199	12.8%
Lease and Rentals	\$ 358	\$ 612	\$ 612	\$ 541	\$ (71)	\$ (71)	-11.6%
Depreciation (Local)	\$ 1,788	\$ 2,672	\$ 2,672	\$ 2,283	\$ (388)	\$ (388)	-14.5%
TOTAL NON-PERSONNEL EXPENSES	\$24,870	\$ 29,257	\$ 29,966	\$ 29,496	\$ (470)	\$ 239	0.8%
TOTAL EXPENSES	\$97,262	\$108,348	\$109,056	\$111,693	\$ 2,637	\$ 3,345	3.0%
NET INCOME (DEFICIT) BEFORE APPROPRIATION	\$ 551	\$ -	\$ 1,425	\$ -	\$(1,425)	\$ -	
WORKING CAPITAL APPROPRIATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

*As of December 31, 2020.

2021-2022 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ACTUAL THRU 12/31/20	2020-21 PROJECTION	2021-22 BUDGET	BUDGET CHANGE	% CHANGE
Adult Cash	40101-0110	\$ 4,303,321	\$ 4,834,239	\$ 1,214,199	\$ 2,055,515	\$ 3,552,336	\$ (1,281,903)	-26.5%
Unlimited Pass 1 Day	40101-0120	\$ 579,843	\$ 683,091	\$ 167,581	\$ 274,698	\$ 503,884	\$ (179,207)	-26.2%
Unlimited Pass 5 Day	40101-0121	\$ 224,210	\$ -	\$ 14,868	\$ -	\$ -	\$ -	-
Unlimited Pass 31 Day Adult	40101-0122	\$ 2,609,754	\$ 1,574,781	\$ 395,678	\$ 730,198	\$ 1,394,246	\$ (180,535)	-11.5%
Freedom Pass 1 Ride	40101-0130	\$ 146,652	\$ 285,621	\$ 35,391	\$ 91,703	\$ 135,532	\$ (150,089)	-52.5%
Freedom Pass 2 Ride	40101-0131	\$ 49,426	\$ -	\$ 2,914	\$ -	\$ -	\$ -	-
Freedom Pass 2 Plus 2	40101-0132	\$ 68,662	\$ -	\$ 7,040	\$ -	\$ -	\$ -	-
Stored Value Pass	40101-0150	\$ 203,870	\$ 1,574,781	\$ 278,224	\$ 521,467	\$ 543,833	\$ (1,030,948)	-65.5%
LiftLine Pass \$18.00	40101-0161	\$ 45,378	\$ -	\$ 13,280	\$ -	\$ -	\$ -	-
LiftLine Pass \$20.00	40101-0162	\$ 245,995	\$ 288,000	\$ 56,514	\$ 116,000	\$ 144,000	\$ (144,000)	-50.0%
Adult Commuter Tickets	40101-0180	\$ 159,114	\$ 159,300	\$ 46,804	\$ 78,200	\$ 80,730	\$ (78,570)	-49.3%
State WTW Pass	40101-0199	\$ 25,896	\$ -	\$ 12,118	\$ -	\$ -	\$ -	-
Senior Cash	40102-0113	\$ 163,373	\$ -	\$ 62,650	\$ -	\$ -	\$ -	-
Child Cash	40102-0115	\$ 20,075	\$ -	\$ 2,533	\$ -	\$ -	\$ -	-
Disabled Cash	40102-0116	\$ 11,996	\$ -	\$ 3,104	\$ -	\$ -	\$ -	-
Unlimited Pass 1 Day Sr/DbI	40102-0123	\$ 8,967	\$ -	\$ 2,355	\$ -	\$ -	\$ -	-
Unlimited Pass 5 Day Sr/DbI	40102-0124	\$ 4,494	\$ -	\$ 539	\$ -	\$ -	\$ -	-
Unlimited Pass 31 Day Senior	40102-0125	\$ 32,732	\$ -	\$ 7,812	\$ -	\$ -	\$ -	-
Total Customer Fares		\$ 8,903,757	\$ 9,399,813	\$ 2,323,603	\$ 3,867,781	\$ 6,354,561	\$ (3,045,252)	-32.4%
STF-Colleges & Schools RIT	40203-0220	\$ 90,595	\$ 20,000	\$ -	\$ -	\$ -	\$ (20,000)	-100.0%
STF-Colleges & Schools	40203-0221	\$ 688,212	\$ 645,649	\$ 127,187	\$ 131,108	\$ 125,285	\$ (520,364)	-80.6%
STF-Charter Smartcards	40203-0225	\$ 18,225	\$ 20,000	\$ 4,275	\$ 20,000	\$ 1,500	\$ (18,500)	-92.5%
STF-Corporate	40203-0240	\$ 81,600	\$ 17,573	\$ 48,921	\$ 17,573	\$ 18,056	\$ 483	2.7%
STF-Health Care	40203-0260	\$ 93,763	\$ 34,147	\$ 45,835	\$ 34,147	\$ 34,859	\$ 712	2.1%
STF-General Regional	40203-0280	\$ 3,016,014	\$ 3,078,928	\$ 428,265	\$ 679,928	\$ 2,157,993	\$ (920,935)	-29.9%
STF-RCSd	40203-0290	\$ 12,300,573	\$ 12,625,788	\$ 96,000	\$ 89,000	\$ 4,520,000	\$ (8,105,788)	-64.2%
Total Special Transit Fares		\$ 16,288,983	\$ 16,442,085	\$ 750,482	\$ 971,756	\$ 6,857,693	\$ (9,584,392)	-58.3%
Other-Advertising Revenue	40603-0400	\$ 607,797	\$ 645,750	\$ 431,250	\$ 451,250	\$ 668,750	\$ 23,000	3.6%
Total Advertising		\$ 607,797	\$ 645,750	\$ 431,250	\$ 451,250	\$ 668,750	\$ 23,000	-
Oth Rev-Int Earnings Wrkg Capi	40704-0410	\$ 105,488	\$ 80,554	\$ 11,965	\$ 16,554	\$ 8,761	\$ (71,793)	-89.1%
Oth Rev-Int Earnings Capital R	40704-0420	\$ 26,508	\$ 20,776	\$ 2,932	\$ 4,776	\$ 2,325	\$ (18,451)	-88.8%
Oth Rev-Int Earnings Self Insu	40704-0421	\$ 21,288	\$ 18,629	\$ 949	\$ 1,629	\$ 759	\$ (17,870)	-95.9%
Oth Rev-Int Earnings OPEB	40704-0422	\$ 62,063	\$ 52,410	\$ 3,231	\$ 4,410	\$ 2,583	\$ (49,827)	-95.1%
Oth Rev-Int Earnings Para Tran	40704-0423	\$ 17,077	\$ 15,131	\$ 715	\$ 1,131	\$ 572	\$ (14,559)	-96.2%
Unrealized Gains (Loss) In Mkt	40704-0430	\$ 588,814	\$ -	\$ (74,329)	\$ -	\$ -	\$ -	-
Oth Rev-Sp Portfolio Int Work	40704-0441	\$ 247,407	\$ 250,044	\$ 150,175	\$ 206,044	\$ 212,877	\$ (37,167)	-14.9%
Oth Rev-Sp Portfolio IntSelf I	40704-0442	\$ 65,414	\$ 67,544	\$ 40,631	\$ 57,544	\$ 58,165	\$ (9,379)	-13.9%
Oth Rev-Sp Portfolio Int OPEB	40704-0443	\$ 160,427	\$ 165,650	\$ 99,647	\$ 140,650	\$ 142,648	\$ (23,002)	-13.9%
Oth Rev-Sp Portfolio Int Para	40704-0444	\$ 55,456	\$ 57,262	\$ 34,446	\$ 49,262	\$ 49,310	\$ (7,952)	-13.9%
Total Investment Income, Net		\$ 1,349,942	\$ 728,000	\$ 270,362	\$ 482,000	\$ 478,000	\$ (250,000)	-34.3%

2021-2022 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ACTUAL THRU 12/31/20	2020-21 PROJECTION	2021-22 BUDGET	BUDGET CHANGE	% CHANGE
Reimb Rev-Pension Fund	40797-0495	\$ (13,839)	\$ 6,000	\$ (1,885)	\$ 6,000	\$ 6,000	\$ -	-
Reimb Rev-Vending Machine	40797-0496	\$ 2,472	\$ -	\$ (2,776)	\$ -	\$ -	\$ -	-
Reimb Rev-Warranty	40797-0497	\$ 3,437	\$ 30,000	\$ 12,212	\$ 30,000	\$ 30,000	\$ -	-
Reimb Rev-Pension Fund Actuary	40797-0498	\$ 14,500	\$ 18,675	\$ 2,556	\$ 18,675	\$ 18,675	\$ -	-
Reimb Rev-HRA Income	40797-0499	\$ 3,539	\$ 1,500	\$ 2,732	\$ 1,500	\$ 1,500	\$ -	-
Total Reimbursement and Recovery		\$ 815,464	\$ 811,682	\$ 527,481	\$ 811,682	\$ 886,570	\$ 74,888	9.2%
Other Rev-General	40799-0470	\$ 472,747	\$ 1,579,782	\$ 38,321	\$ 1,579,782	\$ 1,288,625	\$ (291,157)	-18.4%
Other Rev-Health Reimbursement	40799-0471	\$ -	\$ 288,000	\$ (10,400)	\$ 288,000	\$ -	\$ (288,000)	-100.0%
Interco Reimb-Salary & Fringe	44002-0810	\$ 23,642	\$ 25,903	\$ 19,422	\$ 25,903	\$ 28,086	\$ 2,183	8.4%
Total Other/Intercompany		\$ 496,389	\$ 1,893,685	\$ 47,343	\$ 1,893,685	\$ 1,316,711	\$ (576,974)	-30.5%
Oth Rev-Gain Fixed Price Swap	40707-0000	\$ 40,280	\$ 545,681	\$ 519	\$ 545,681	\$ -	\$ (545,681)	-100.0%
Loss From Fixed Price Swap	50997-0000	\$ (147,545)	\$ -	\$ (914,662)	\$ -	\$ (103,070)	\$ (103,070)	-
Total Realized Gain on Fuel Swap		\$ (107,265)	\$ 545,681	\$ (914,143)	\$ 545,681	\$ (103,070)	\$ (648,751)	-118.9%
Oth Rev-Gain On Sale	40706-0000	\$ 13,033	\$ -	\$ 9,538	\$ -	\$ -	\$ -	-
Total Gain (Loss) on Disposal		\$ 13,033	\$ -	\$ 9,538	\$ -	\$ -	\$ -	-
Total Other		\$ 3,175,360	\$ 4,624,798	\$ 371,832	\$ 4,184,298	\$ 3,246,961	\$ (1,377,837)	-29.8%
Total Locally Generated		\$ 28,368,100	\$ 30,466,696	\$ 3,445,917	\$ 9,023,835	\$ 16,459,215	\$ (14,007,481)	-46.0%
Federal Project Rev-UPWP	41304-0510	\$ 160,702	\$ 250,038	\$ 83,568	\$ 250,038	\$ 380,000	\$ 129,962	52.0%
Federal Oth Rev-IARC	41399-0520	\$ 59,710	\$ 60,000	\$ 21,125	\$ 60,000	\$ 60,000	\$ -	-
Federal Oth Rev-Sec. 5311	41399-0530	\$ 1,188,500	\$ 1,260,880	\$ 891,377	\$ 1,260,880	\$ 1,188,500	\$ (72,380)	-5.7%
Federal Oth Rev-Prev Maintenan	41399-0540	\$ 7,137,881	\$ 10,762,231	\$ 8,071,674	\$ 4,945,921	\$ 11,237,506	\$ 475,275	4.4%
Federal Oth Rev-Grant Chrgback	41399-0550	\$ 107,036	\$ 24,000	\$ 6,121	\$ 24,000	\$ 24,000	\$ -	-
Federal Oth Rev-New Freedoms	41399-0560	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Federal Oth Rev-5307 Oper Assistance	41399-0570	\$ -	\$ 1,666,666	\$ -	\$ -	\$ 1,666,667	\$ 1	-
Federal Contribution-Cares Act	41399-0580	\$ -	\$ -	\$ 43,970,923	\$ 45,501,490	\$ 21,164,097	\$ 21,164,097	-
Total Federal		\$ 8,653,829	\$ 14,023,815	\$ 53,044,787	\$ 52,042,329	\$ 35,720,770	\$ 21,696,955	154.7%
State Operating Revenue	41101-0610	\$ 45,128,700	\$ 47,041,900	\$ 35,281,425	\$ 34,108,560	\$ 42,638,600	\$ (4,403,300)	-9.4%
State Operating Prev Maint	41101-0620	\$ 892,235	\$ 1,345,279	\$ 1,008,959	\$ 618,240	\$ 1,404,689	\$ 59,410	4.4%
State Other Rev-WTW Non Pass	41101-0640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
State Oth Rev-Grant Chargeback	41101-0660	\$ 58,681	\$ 3,000	\$ 32,873	\$ 3,000	\$ 3,000	\$ -	-
Total State		\$ 46,079,616	\$ 48,390,179	\$ 36,323,257	\$ 34,729,800	\$ 44,046,289	\$ (4,343,890)	-9.0%

2021-2022 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ACTUAL THRU 12/31/20	2020-21 PROJECTION	2021-22 BUDGET	BUDGET CHANGE	% CHANGE
Local Oper Rev-18B Match	40901-0700	\$ 3,909,499	\$ 3,909,500	\$ 2,345,465	\$ 3,127,600	\$ 3,909,500	\$ -	-
Total County		\$ 3,909,499	\$ 3,909,500	\$ 2,345,465	\$ 3,127,600	\$ 3,909,500	\$ -	-
Total Government Subsidies		\$ 58,642,943	\$ 66,323,494	\$ 91,713,509	\$ 89,899,729	\$ 83,676,559	\$ 17,353,065	26.2%
Mtge Tax Rev-Genesee County	40899-0910	\$ 391,638	\$ 439,837	\$ 309,175	\$ 439,837	\$ 357,887	\$ (81,950)	-18.6%
Mtge Tax Rev-Livingston County	40899-0911	\$ 439,834	\$ 592,829	\$ 489,696	\$ 592,829	\$ 493,410	\$ (99,419)	-16.8%
Mtge Tax Rev-Monroe County	40899-0912	\$ 7,682,626	\$ 7,675,886	\$ 7,242,477	\$ 7,675,886	\$ 7,805,370	\$ 129,484	1.7%
Mtge Tax Rev-Ontario County	40899-0913	\$ 1,491,426	\$ 1,528,204	\$ 1,485,260	\$ 1,528,204	\$ 1,532,780	\$ 4,576	0.3%
Mtge Tax Rev-Orleans County	40899-0914	\$ 177,019	\$ 168,223	\$ 180,818	\$ 168,223	\$ 188,542	\$ 20,319	12.1%
Mtge Tax Rev-Seneca County	40899-0915	\$ 241,691	\$ 256,798	\$ 245,631	\$ 256,798	\$ 274,735	\$ 17,937	7.0%
Mtge Tax Rev-Wayne County	40899-0916	\$ 678,922	\$ 698,484	\$ 705,330	\$ 698,484	\$ 712,521	\$ 14,037	2.0%
Mtge Tax Rev-Wyoming County	40899-0917	\$ 287,959	\$ 197,206	\$ 191,229	\$ 197,206	\$ 192,222	\$ (4,984)	-2.5%
Total Mortgage Recording Tax		\$ 11,391,114	\$ 11,557,467	\$ 10,849,617	\$ 11,557,467	\$ 11,557,467	\$ -	-
Total Revenue		\$ 98,402,157	\$ 108,347,657	\$ 106,009,043	\$ 110,481,031	\$ 111,693,241	\$ 3,345,584	3.1%
Wage Operator FT-Regular	50101-0100	\$ 17,516,152	\$ 19,811,251	\$ 12,047,603	\$ 19,811,251	\$ 20,317,136	\$ 505,885	2.6%
Wage Operator FT-OT	50101-0110	\$ 2,781,057	\$ 2,869,709	\$ 1,456,845	\$ 2,869,709	\$ 2,869,620	\$ (89)	-
Wage Operator FT-Guarantee	50101-0120	\$ 806,283	\$ 712,459	\$ 907,258	\$ 712,459	\$ 736,889	\$ 24,430	3.4%
Wage Operator FT-Spread	50101-0130	\$ 697,824	\$ 740,550	\$ 484,507	\$ 740,550	\$ 760,471	\$ 19,921	2.7%
Wage Operator FT-Retro	50101-0170	\$ 2,987	\$ -	\$ 58,131	\$ -	\$ -	\$ -	-
Wages Operator FT-Other	50101-0180	\$ 125,335	\$ 157,905	\$ 89,588	\$ 157,905	\$ 125,515	\$ (32,390)	-20.5%
Wages Operator PT-Regular	50104-0100	\$ 2,870,280	\$ 3,000,328	\$ 1,637,257	\$ 3,000,328	\$ 2,912,390	\$ (87,938)	-2.9%
Wages Operator PT-OT	50104-0110	\$ 252,830	\$ 282,810	\$ 35,108	\$ 282,810	\$ 272,840	\$ (9,970)	-3.5%
Wages Operator PT-Guarantee	50104-0110	\$ 31	\$ -	\$ 86	\$ -	\$ -	\$ -	-
Wage Operator PT-Spread	50104-0130	\$ 17	\$ -	\$ 9	\$ -	\$ -	\$ -	-
Wage Operator PT-Retro	50104-0170	\$ 1,590	\$ -	\$ 17,993	\$ -	\$ -	\$ -	-
Wage Operator Trainee-Regular	50106-0100	\$ 179,811	\$ 206,001	\$ 134,346	\$ 206,001	\$ 271,429	\$ 65,428	31.8%
Wage Operator Trainee-OT	50106-0110	\$ 371	\$ -	\$ 864	\$ -	\$ -	\$ -	-
Total Operator Wages		\$ 25,234,568	\$ 27,781,013	\$ 16,869,596	\$ 27,781,013	\$ 28,266,290	\$ 485,277	1.7%
Wage Parts Purchasing-Regular	50107-0100	\$ 80,618	\$ 82,412	\$ 52,288	\$ 82,412	\$ 83,904	\$ 1,492	1.8%
Wage Parts Purchasing-OT	50107-0110	\$ 276	\$ 3,434	\$ 1,434	\$ 3,434	\$ 1,760	\$ (1,674)	-48.7%
Wage Mech Farebox-Regular	50108-0100	\$ 341,955	\$ 349,811	\$ 233,702	\$ 349,811	\$ 365,346	\$ 15,535	4.4%
Wage Mech Farebox-OT	50108-0110	\$ 20,372	\$ 29,869	\$ 17,452	\$ 29,869	\$ 31,020	\$ 1,151	3.9%
Wage Mech Svc Bldg-Regular	50110-0100	\$ 1,067,242	\$ 1,158,732	\$ 812,995	\$ 1,158,732	\$ 1,316,187	\$ 157,455	13.6%
Wage Mech Svc Bldg-OT	50110-0110	\$ 149,317	\$ 66,370	\$ 208,612	\$ 66,370	\$ 64,899	\$ (1,471)	-2.2%
Wage Mech Svc Bldg-Retro	50110-0170	\$ -	\$ -	\$ 12,020	\$ -	\$ -	\$ -	-
Wage Mech Garage-Regular	50112-0100	\$ 2,396,569	\$ 2,612,774	\$ 1,626,807	\$ 2,612,774	\$ 2,654,482	\$ 41,708	1.6%
Wage Mech Garage-OT	50112-0110	\$ 520,498	\$ 527,922	\$ 345,342	\$ 527,922	\$ 526,962	\$ (960)	-0.2%
Wage Mech Garage-Retro	50112-0170	\$ -	\$ -	\$ 6,455	\$ -	\$ -	\$ -	-
Wage Mech B&G-Regular	50114-0100	\$ 301,559	\$ 389,035	\$ 194,587	\$ 389,035	\$ 395,060	\$ 6,025	1.5%
Wage Mech B&G-OT	50114-0110	\$ 52,151	\$ 52,169	\$ 18,890	\$ 52,169	\$ 50,272	\$ (1,897)	-3.6%
Wage Non-Mech B&G-Regular	50116-0100	\$ 633,437	\$ 729,883	\$ 472,535	\$ 729,883	\$ 771,404	\$ 41,521	5.7%

2021-2022 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ACTUAL THRU 12/31/20	2020-21 PROJECTION	2021-22 BUDGET	BUDGET CHANGE	% CHANGE
Wage Non-Mech B&G-OT	50116-0110	\$ 154,159	\$ 89,740	\$ 144,807	\$ 89,740	\$ 91,750	\$ 2,010	2.2%
Wage Mech Overhaul-Regular	50118-0100	\$ 793,170	\$ 868,213	\$ 515,553	\$ 868,213	\$ 825,586	\$ (42,627)	-4.9%
Wage Mech Overhaul-OT	50118-0110	\$ 60,003	\$ 71,737	\$ 34,437	\$ 71,737	\$ 74,252	\$ 2,515	3.5%
Wage Mech Bodyshop-Regular	50120-0100	\$ 491,764	\$ 527,151	\$ 365,494	\$ 527,151	\$ 600,282	\$ 73,131	13.9%
Wage Mech Bodyshop-OT	50120-0110	\$ 51,571	\$ 54,777	\$ 51,988	\$ 54,777	\$ 56,158	\$ 1,381	2.5%
Total Mechanic Wages		\$ 7,114,661	\$ 7,614,029	\$ 5,115,399	\$ 7,614,029	\$ 7,909,324	\$ 295,295	3.9%
Other Salaries & Wages	50102-0000							
Oth Sal & Wage-Regular	50102-0100	\$ 1,185	\$ -	\$ 1,054	\$ -	\$ -	\$ -	-
Oth Sal & Wage-OT	50102-0110	\$ 7,981,866	\$ 9,249,007	\$ 7,272,311	\$ 9,249,007	\$ 9,743,623	\$ 494,616	5.3%
Oth Sal & Wage-Car Allowance	50102-0160	\$ 164,824	\$ 156,621	\$ 57,411	\$ 156,621	\$ 137,986	\$ (18,635)	-11.9%
Oth Sal & Wage-Retro	50102-0170	\$ 21,600	\$ 26,200	\$ 14,538	\$ 26,200	\$ 21,400	\$ (4,800)	-18.3%
Staff Performance Incentive	50102-0190	\$ 17,965	\$ -	\$ 52,305	\$ -	\$ -	\$ -	-
Other Wage-Vacancy Factor	50102-0195	\$ 423,904	\$ 200,000	\$ 5,206	\$ 200,000	\$ 200,000	\$ -	-
Wage Radio Cntrl & Disp-Regula	50121-0100	\$ -	\$ (500,000)	\$ -	\$ (500,000)	\$ (500,000)	\$ -	-
Wage Radio Cntrl & Disp-OT	50121-0110	\$ 1,058,092	\$ 1,119,525	\$ 754,510	\$ 1,119,525	\$ 1,140,658	\$ 21,133	1.9%
Wage Radio Cntrl & Disp-Retro	50121-0170	\$ 144,968	\$ 155,409	\$ 135,102	\$ 155,409	\$ 154,333	\$ (1,076)	-0.7%
Wage Garage Supvr-Regular	50122-0100	\$ 1,586	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Garage Supvr-OT	50122-0110	\$ 839,161	\$ 869,274	\$ 616,992	\$ 869,274	\$ 928,977	\$ 59,703	6.9%
Wage Road Supvr-Regular	50123-0100	\$ 87,862	\$ 85,256	\$ 52,922	\$ 85,256	\$ 86,868	\$ 1,612	1.9%
Wage Road Supvr-OT	50123-0110	\$ 1,340,868	\$ 1,592,193	\$ 1,027,704	\$ 1,592,193	\$ 1,583,328	\$ (8,865)	-0.6%
Other Wage ATU-Regular	50124-0100	\$ 187,758	\$ 141,438	\$ 121,345	\$ 141,438	\$ 139,724	\$ (1,714)	-1.2%
Other Wage ATU-OT	50124-0110	\$ 84,233	\$ 87,349	\$ 68,737	\$ 87,349	\$ 94,115	\$ 6,766	7.7%
Total Other Wages		\$ 12,367,535	\$ 13,193,482	\$ 10,185,420	\$ 13,193,482	\$ 13,742,885	\$ 549,403	4.2%
Fringe Benefit-Sick Pay	50209-0000	\$ 940,862	\$ 925,068	\$ 700,367	\$ 925,068	\$ 971,041	\$ 45,973	5.0%
Fringe Benefit-Holiday Pay	50210-0000	\$ 1,317,091	\$ 1,408,636	\$ 1,080,979	\$ 1,408,636	\$ 1,461,371	\$ 52,735	3.7%
Vacation Pay	50211-0230	\$ 2,133,967	\$ 2,173,854	\$ 1,768,572	\$ 2,173,854	\$ 2,226,491	\$ 52,637	2.4%
PTO-Paid Time Off	50211-0240	\$ 1,586,088	\$ 1,566,909	\$ 1,003,876	\$ 1,566,909	\$ 1,639,234	\$ 72,325	4.6%
Fringe Benefit-Oth Pd Absence	50212-0000	\$ 82,107	\$ 73,257	\$ 40,036	\$ 73,257	\$ 75,179	\$ 1,922	2.6%
Oth Pd Absence-Covid 19 Sick	50212-0250	\$ -	\$ -	\$ 1,502,411	\$ -	\$ -	\$ -	-
Total Wage Fringe		\$ 6,060,116	\$ 6,147,724	\$ 6,096,241	\$ 6,147,724	\$ 6,373,316	\$ 225,592	3.7%
Total Wages		\$ 50,776,880	\$ 54,736,248	\$ 38,266,655	\$ 54,736,248	\$ 56,291,815	\$ 1,555,567	2.8%
FICA	50201-0300	\$ 3,787,186	\$ 4,187,324	\$ 2,881,143	\$ 4,187,324	\$ 4,306,325	\$ 119,001	2.8%
Pension Cont-Non Union	50202-0305	\$ 1,437,262	\$ 1,522,001	\$ 368,771	\$ 1,522,001	\$ 1,639,000	\$ 116,999	7.7%
Pension Cont-Union	50202-0306	\$ 754,261	\$ 1,068,581	\$ 802,119	\$ 1,068,581	\$ 1,379,500	\$ 310,919	29.1%
Employer Match Teamsters 457	50202-0307	\$ 26	\$ -	\$ 11	\$ -	\$ -	\$ -	-
Executive 457 Deferral	50202-0308	\$ 52,866	\$ 55,000	\$ 42,634	\$ 55,000	\$ 52,500	\$ (2,500)	-4.5%
Health Care-Active	50203-0310	\$ 8,151,484	\$ 8,907,506	\$ 5,815,940	\$ 8,907,506	\$ 9,666,150	\$ 758,644	8.5%
Health Care-Retiree	50203-0315	\$ 3,088,383	\$ 3,292,500	\$ 2,525,545	\$ 3,292,500	\$ 3,447,000	\$ 154,500	4.7%
Vision Care-Active	50203-0320	\$ 36,325	\$ 40,576	\$ 27,543	\$ 40,576	\$ 40,250	\$ (326)	-0.8%

2021-2022 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ACTUAL THRU 12/31/20	2020-21 PROJECTION	2021-22 BUDGET	BUDGET CHANGE	% CHANGE
Vision Care-Retiree	50203-0325	\$ 12,765	\$ 13,190	\$ 9,709	\$ 13,190	\$ 13,400	\$ 210	1.6%
HRA-Health Reimb Acct	50203-0330	\$ 826,855	\$ 1,013,330	\$ 570,855	\$ 1,013,330	\$ 1,000,000	\$ (13,330)	-1.3%
Dental Plan-Active	50204-0340	\$ 290,438	\$ 356,472	\$ 152,563	\$ 356,472	\$ 351,060	\$ (5,412)	-1.5%
Dental Plan-Retiree	50204-0345	\$ 116,395	\$ 127,000	\$ 49,780	\$ 127,000	\$ 128,000	\$ 1,000	0.8%
Group Life Pension Ins Group	50205-0350	\$ 35,287	\$ 45,400	\$ 41,250	\$ 45,400	\$ 55,800	\$ 10,400	22.9%
Group Life Insurance	50205-0355	\$ 109,997	\$ 147,538	\$ 89,544	\$ 147,538	\$ 125,534	\$ (22,004)	-14.9%
Short Term Dbl Ins Plan	50206-0360	\$ 185,608	\$ 221,467	\$ 163,098	\$ 221,467	\$ 229,467	\$ 8,000	3.6%
State Unemployment Insurance	50207-0000	\$ 98,454	\$ 112,000	\$ 312,133	\$ 112,000	\$ 283,500	\$ 171,500	153.1%
Workers Compensation	50208-0370	\$ 342,749	\$ 423,000	\$ 151,966	\$ 423,000	\$ 390,000	\$ (33,000)	-7.8%
Workers Comp-Medical	50208-0380	\$ 408,146	\$ 469,400	\$ 155,020	\$ 469,400	\$ 420,000	\$ (49,400)	-10.5%
Workers Comp-Indemnity	50208-0385	\$ 1,482,671	\$ 1,919,010	\$ 1,270,611	\$ 1,919,010	\$ 1,933,869	\$ 14,859	0.8%
Uniform Allowance	50213-0395	\$ 317,651	\$ 345,200	\$ 166,124	\$ 345,200	\$ 356,000	\$ 10,800	3.1%
Tool Allowance	50213-0396	\$ 44,840	\$ 50,920	\$ 28,497	\$ 50,920	\$ 50,220	\$ (700)	-1.4%
Smart Phone Reimbursement	50213-0397	\$ 36,090	\$ 36,540	\$ 48,225	\$ 36,540	\$ 37,740	\$ 1,200	3.3%
Other Post Employment Benefits	50214-0390	\$ 10,977,173	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Employee Benefits		\$ 32,592,914	\$ 24,353,955	\$ 15,673,082	\$ 24,353,955	\$ 25,905,315	\$ 1,551,360	6.4%
Management Service Fee-BBS	51002-0600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Diesel Fuel-Revenue Vehicles	50401-0410	\$ 2,941,164	\$ 3,540,156	\$ 1,092,316	\$ 3,540,156	\$ 2,944,368	\$ (595,788)	-16.8%
Unleaded Fuel Revenue Vehicles	50401-0412	\$ 1,221,247	\$ 2,018,306	\$ 420,195	\$ 2,018,306	\$ 2,000,136	\$ (18,170)	-0.9%
Unleaded Fuel-NonRev Vehicles	50401-0414	\$ 348,649	\$ 346,066	\$ 171,322	\$ 346,066	\$ 426,505	\$ 80,439	23.2%
Motor Oil	50401-0415	\$ 57,529	\$ 72,000	\$ 35,819	\$ 72,000	\$ 67,000	\$ (5,000)	-6.9%
Trans Fluid & Other Lubricants	50401-0416	\$ 131,448	\$ 172,500	\$ 121,159	\$ 172,500	\$ 152,500	\$ (20,000)	-11.6%
Total Fuel & Lubricants		\$ 4,700,037	\$ 6,149,028	\$ 1,840,812	\$ 6,149,028	\$ 5,590,509	\$ (558,519)	-9.1%
M&S-Tires	50402-0430	\$ 419,147	\$ 418,121	\$ 185,540	\$ 418,121	\$ 413,121	\$ (5,000)	-1.2%
M&S-Camera Repair	50498-0440	\$ 59,755	\$ 141,500	\$ 100,437	\$ 141,500	\$ 141,500	\$ -	-
M&S-Radio Repair	50498-0445	\$ 5,473	\$ 25,000	\$ 238	\$ 25,000	\$ 25,000	\$ -	-
M&S-Farebox Repair	50498-0450	\$ 8,642	\$ 20,000	\$ -	\$ 20,000	\$ 20,000	\$ -	-
M&S-Maintenance Rev Vehicle	50498-0452	\$ 3,347,575	\$ 3,486,760	\$ 2,243,948	\$ 3,486,760	\$ 3,276,260	\$ (210,500)	-6.0%
M&S Interco Repair	50498-0453	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	-
M&S-Maintenance Serv Vehicle	50498-0454	\$ 64,256	\$ 52,000	\$ 69,236	\$ 52,000	\$ 67,000	\$ 15,000	28.8%
M&S-Consumed Rev Vehicle	50498-0460	\$ 43,832	\$ 48,800	\$ 45,802	\$ 48,800	\$ 83,300	\$ 34,500	70.7%
Total Parts & Repairs		\$ 3,948,695	\$ 4,192,181	\$ 2,645,200	\$ 4,192,181	\$ 4,026,181	\$ (166,000)	-4.0%
M&S-Bus Shelter Materials	50498-0435	\$ 27,934	\$ 30,000	\$ 12,957	\$ 30,000	\$ 45,000	\$ 15,000	50.0%
M&S-Inventory Cost Variance	50498-0997	\$ 2,430	\$ -	\$ 737	\$ -	\$ -	\$ -	-
M&S-Other	50499-0500	\$ 240,198	\$ 302,950	\$ 169,748	\$ 302,950	\$ 322,950	\$ 20,000	6.6%

2021-2022 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ACTUAL THRU 12/31/20	2020-21 PROJECTION	2021-22 BUDGET	BUDGET CHANGE	% CHANGE
M&S-Invoice Price Variance	50499-0505	\$ 3,729	\$ -	\$ 18	\$ -	\$ -	\$ -	-
M&S-Office Supplies	50499-0510	\$ 102,996	\$ 130,150	\$ 58,321	\$ 130,150	\$ 131,000	\$ 850	0.7%
M&S-Printing Public Schedules	50499-0530	\$ 128,391	\$ 157,000	\$ 33,477	\$ 157,000	\$ 157,000	\$ -	-
M&S-Printing Tickets & Passes	50499-0535	\$ 67,470	\$ 96,525	\$ 4,947	\$ 96,525	\$ 87,775	\$ (8,750)	-9.1%
M&S-COVID 19	50499-0536	\$ 72,644	\$ -	\$ 540,038	\$ 512,800	\$ 384,250	\$ 384,250	-
M&S-Consumed Bldgs & Grounds	50499-0560	\$ 238,060	\$ 273,000	\$ 155,262	\$ 273,000	\$ 273,000	\$ -	-
M&S-Shop & Build Equipment	50499-0570	\$ 57,652	\$ 90,000	\$ 49,127	\$ 90,000	\$ 90,000	\$ -	-
M&S-Maint Shop Supplies	50499-0580	\$ 393,913	\$ 312,500	\$ 306,353	\$ 312,500	\$ 360,000	\$ 47,500	15.2%
M&S-Non Capitalized Equipment	50499-0590	\$ 3,734	\$ -	\$ -	\$ -	\$ -	\$ -	-
M&S-Other-Reimagine RTS	50499-0647	\$ 310	\$ 27,500	\$ -	\$ 27,500	\$ 27,500	\$ -	-
Total Materials and Supplies		\$ 1,339,461	\$ 1,419,625	\$ 1,330,985	\$ 1,932,425	\$ 1,878,475	\$ 458,850	32.3%
Prof Service-Other	50303-0620	\$ 29,843	\$ 62,290	\$ 31,027	\$ 62,290	\$ 47,850	\$ (14,440)	-23.2%
Prof Service-Govt Relations	50303-0622	\$ 119,732	\$ 126,000	\$ 80,561	\$ 126,000	\$ 126,000	\$ -	-
Prof Service-Law General	50303-0623	\$ 49,749	\$ 100,000	\$ 72,590	\$ 100,000	\$ 100,000	\$ -	-
Prof Service-Law Injury	50303-0624	\$ 291,382	\$ 227,981	\$ (4,103)	\$ 227,981	\$ 256,500	\$ 28,519	12.5%
Prof Service-Law Labor	50303-0625	\$ 314,833	\$ 428,000	\$ 167,068	\$ 428,000	\$ 468,000	\$ 40,000	9.3%
Prof Service-Outside Audit	50303-0626	\$ 92,894	\$ 94,805	\$ 84,929	\$ 94,805	\$ 97,175	\$ 2,370	2.5%
Legal Affairs-General-Reimagine RTS	50303-0627	\$ 227,091	\$ 275,000	\$ 44,646	\$ 275,000	\$ 275,000	\$ -	-
Pension Actuary	50303-0635	\$ 47,641	\$ 39,300	\$ 41,788	\$ 39,300	\$ 39,300	\$ -	-
Pension Mgmt Fee	50303-0636	\$ 484,553	\$ 497,000	\$ 364,841	\$ 497,000	\$ 497,000	\$ -	-
Temp Help-Other	50304-0650	\$ 24,910	\$ 161,000	\$ 996	\$ 161,000	\$ 149,000	\$ (12,000)	-7.5%
Contracted Services-Other	50305-0641	\$ 1,961,154	\$ 2,008,008	\$ 1,105,367	\$ 2,008,008	\$ 2,225,389	\$ 217,381	10.8%
Software Maintenance Fees	50305-0642	\$ 1,273,685	\$ 1,433,292	\$ 1,086,103	\$ 1,433,292	\$ 1,492,890	\$ 59,598	4.2%
Hardware Maintenance Fees	50305-0643	\$ 85,298	\$ 330,250	\$ 182,167	\$ 330,250	\$ 254,500	\$ (75,750)	-22.9%
Contracted Services-ARC	50305-0646	\$ 25,500	\$ 34,000	\$ 34,000	\$ 34,000	\$ 34,000	\$ -	-
Contracted Services-Reimagine RTS	50305-0647	\$ 329,186	\$ 662,500	\$ 195,163	\$ 662,500	\$ 631,190	\$ (31,310)	-4.7%
Parts Department Management	50305-0648	\$ 700,473	\$ 770,473	\$ 565,050	\$ 770,473	\$ 816,821	\$ 46,348	6.0%
Custodial Services-General	50306-0650	\$ 667,327	\$ 788,076	\$ 574,030	\$ 788,076	\$ 770,548	\$ (17,528)	-2.2%
Security Services-General	50307-0660	\$ 1,072,287	\$ 1,169,444	\$ 821,839	\$ 1,169,444	\$ 1,147,103	\$ (22,341)	-1.9%
Medical Services	50399-0670	\$ 110,563	\$ 135,400	\$ 100,177	\$ 135,400	\$ 492,500	\$ 357,100	263.7%
Total Contracted Services		\$ 7,908,100	\$ 9,342,819	\$ 5,548,241	\$ 9,342,819	\$ 9,920,766	\$ 577,947	6.2%
Utilities-Elec Admin Bldg	50502-0800	\$ 102,262	\$ 127,700	\$ 75,482	\$ 127,700	\$ 102,248	\$ (25,452)	-19.9%
Utilities-Elec Bus Shelter & S	50502-0801	\$ 1,219	\$ 7,600	\$ 1,297	\$ 7,600	\$ 2,000	\$ (5,600)	-73.7%
Utilities-Elec Oper Bldg	50502-0802	\$ 159,644	\$ 294,500	\$ 145,846	\$ 294,500	\$ 174,000	\$ (120,500)	-40.9%
Utilities-Elec Service Bldg	50502-0803	\$ 1,575	\$ 5,400	\$ 2,657	\$ 5,400	\$ 3,000	\$ (2,400)	-44.4%
Utilities-Elec Transit Ctr	50502-0804	\$ 99,864	\$ 127,800	\$ 79,612	\$ 127,800	\$ 106,000	\$ (21,800)	-17.1%
Utilities-Gas Admin Bldg	50502-0810	\$ 21,747	\$ 32,500	\$ 7,125	\$ 32,500	\$ 24,400	\$ (8,100)	-24.9%
Utilities-Gas Operation Bldg	50502-0812	\$ 55,032	\$ 76,000	\$ 28,609	\$ 76,000	\$ 57,000	\$ (19,000)	-25.0%
Utilities-Gas Svc Bldg	50502-0813	\$ 46,986	\$ 50,000	\$ 20,996	\$ 50,000	\$ 50,000	\$ -	-
Utilities-Gas Transit Center	50502-0814	\$ 19,485	\$ 28,000	\$ 6,242	\$ 28,000	\$ 20,000	\$ (8,000)	-28.6%
Utilities-Water Admin Bldg	50502-0816	\$ 32,156	\$ 32,500	\$ 23,351	\$ 32,500	\$ 32,500	\$ -	-
Utilities-Water Transit Ctr	50502-XXXX	\$ 4,994	\$ 8,000	\$ 3,173	\$ 8,000	\$ 8,000	\$ -	-
Utilities-Telephone Admin Bldg	50502-0820	\$ 386,994	\$ 403,410	\$ 275,540	\$ 403,410	\$ 435,450	\$ 32,040	7.9%
Total Utilities		\$ 931,958	\$ 1,193,410	\$ 669,930	\$ 1,193,410	\$ 1,014,598	\$ (178,812)	-15.0%

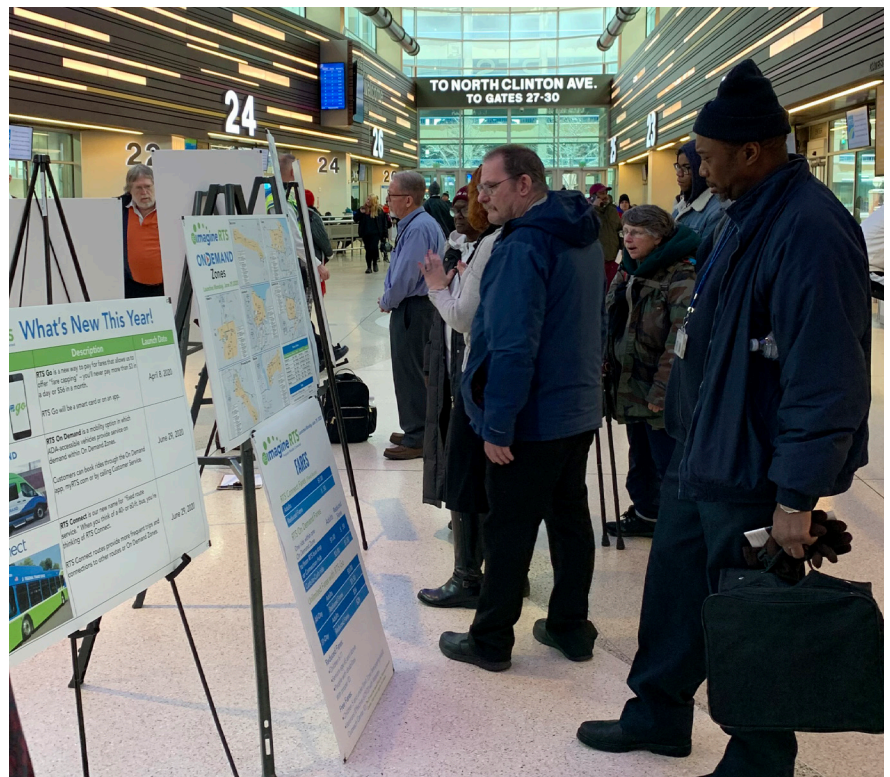
2021-2022 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ACTUAL THRU 12/31/20	2020-21 PROJECTION	2021-22 BUDGET	BUDGET CHANGE	% CHANGE
Premium Physical Damage Ins	50601-0680	\$ 1,031,722	\$ 1,145,905	\$ 884,241	\$ 1,145,905	\$ 1,433,902	\$ 287,997	25.1%
Payout Uninsured PI&PD	50604-0690	\$ 642,098	\$ 790,426	\$ 408,568	\$ 790,426	\$ 781,000	\$ (9,426)	-1.2%
Payout Emplmnt Practice Exp	50604-0695	\$ 16,067	\$ 146,700	\$ 67,282	\$ 146,700	\$ 236,700	\$ 90,000	61.3%
Total Casualty and Liability		\$ 1,689,887	\$ 2,083,031	\$ 1,360,090	\$ 2,083,031	\$ 2,451,602	\$ 368,571	17.7%
Leases & Rentals Copier	51212-0850	\$ 57,245	\$ 70,501	\$ 32,320	\$ 70,501	\$ 70,501	\$ -	-
Office Lease	51212-0852	\$ 159,570	\$ 161,638	\$ 132,892	\$ 161,638	\$ 164,961	\$ 3,323	2.1%
Software License Fees	51212-0854	\$ 120,784	\$ 310,850	\$ 113,136	\$ 310,850	\$ 220,100	\$ (90,750)	-29.2%
IT Disaster Recovery Equipment	51212-0856	\$ 20,177	\$ 69,320	\$ (2,357)	\$ 69,320	\$ 85,820	\$ 16,500	23.8%
Total Leases and Rentals		\$ 357,775	\$ 612,309	\$ 275,991	\$ 612,309	\$ 541,382	\$ (70,927)	-11.6%
Other Taxes	50799-0790	\$ 31,984	\$ 37,500	\$ 18,878	\$ 37,500	\$ 34,000	\$ (3,500)	-9.3%
Sub & Memberships-General	50901-0700	\$ 113,723	\$ 132,000	\$ 83,945	\$ 132,000	\$ 131,350	\$ (650)	-0.5%
Travel & Meetings	50902-0710	\$ 276,770	\$ 398,252	\$ 66,363	\$ 398,252	\$ 343,876	\$ (54,376)	-13.7%
Misc. Expense Meetings	50902-0720	\$ 24,015	\$ 30,000	\$ 9,868	\$ 30,000	\$ 30,000	\$ -	-
Fines & Penalties-General	50906-0760	\$ 428	\$ -	\$ 24	\$ -	\$ -	\$ -	-
Bad Debt Expense	50907-0762	\$ 743,180	\$ -	\$ -	\$ 195,475	\$ -	\$ -	-
Advertising & Promotion	50908-0750	\$ 208,843	\$ 254,000	\$ 80,923	\$ 254,000	\$ 254,000	\$ -	-
Employment Advertising	50908-0754	\$ 21,519	\$ 33,000	\$ 7,656	\$ 33,000	\$ 22,549	\$ (10,451)	-31.7%
RFP & IFB Advertising	50908-0758	\$ 4,803	\$ 7,000	\$ 761	\$ 7,000	\$ 7,000	\$ -	-
Misc. Service Expansion	50999-0730	\$ 12,240	\$ 20,400	\$ 16,150	\$ 20,400	\$ 35,400	\$ 15,000	73.5%
Misc Exp-General	50999-0734	\$ 241,703	\$ 229,384	\$ 121,522	\$ 229,384	\$ 229,100	\$ (284)	-0.1%
Misc Exp-Emp Reward & Recogn	50999-0740	\$ 25,251	\$ 24,000	\$ 6,446	\$ 24,000	\$ 24,000	\$ -	-
Misc Exp-Employee Wellness Pro	50999-0741	\$ 123,715	\$ 81,320	\$ 46,287	\$ 81,320	\$ 81,228	\$ (92)	-0.1%
Misc Exp-Operations	50999-0743	\$ 7,890	\$ 5,000	\$ 5,035	\$ 5,000	\$ 5,000	\$ -	-
UPWP Expense	50999-0770	\$ 27,798	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	-
Interest Expense	51101-0780	\$ 341,695	\$ 341,695	\$ -	\$ 341,695	\$ 341,695	\$ -	-
Total Taxes and Miscellaneous		\$ 2,205,557	\$ 1,593,551	\$ 463,859	\$ 1,789,026	\$ 1,789,198	\$ 195,647	12.3%
Depreciation-Local	51300-0860	\$ 1,788,406	\$ 2,671,500	\$ 1,245,592	\$ 2,671,500	\$ 2,283,400	\$ (388,100)	-14.5%
Total Local Depreciation		\$ 1,788,406	\$ 2,671,500	\$ 1,245,592	\$ 2,671,500	\$ 2,283,400	\$ (388,100)	-14.5%
Total Non-Personnel		\$ 24,869,875	\$ 29,257,454	\$ 15,380,701	\$ 29,965,729	\$ 29,496,111	\$ 238,657	0.8%
Total Operating Expenses		\$ 108,239,668	\$ 108,347,657	\$ 69,320,439	\$ 109,055,932	\$ 111,693,241	\$ 3,345,584	3.1%
Non-GAAP Budget Schedule Adjustments¹		\$ (10,388,359)	\$ -	\$ (74,329)	\$ -	\$ -	\$ -	-
Net Income (Loss)		\$ 550,847	\$ -	\$ 36,762,933	\$ 1,425,099	\$ -	\$ -	-

PERSONNEL CHANGE SUMMARY

	2019-20 BUDGET	2020-21 BUDGET*	2021-22 BUDGET
RTS	625	710	710
RTS Access	117	119	119
RTS Genesee	15	16	16
RTS Livingston	27	27	27
RTS Ontario	44	44	44
RTS Orleans	12	12	12
RTS Seneca	14	14	14
RTS Wayne	61	61	63
RTS Wyoming	20	20	19
TOTAL	935	1023	1024

*The increase for the 2020-21 budget represents the addition of staff for the implementation and ongoing operation of Reimagine RTS. A total of 88 positions are added. These include 61 Small Vehicle Operators, 8 new members of the Customer Service team, 3 Small Vehicle Technicians, 3 Bus Washers, 2 Road Supervisors, 2 RTS Access Schedulers, 1 Laborer, 1 Truck Driver, 1 Radio Controller/Dispatcher, 1 Trainer, 1 Junior Procurement Officer, 1 RTS Genesee Bus Operator, 1 Fleet System Engineer, 1 Transportation Application Specialist, and 1 Master Electrician.



FINANCIAL POLICIES



FINANCIAL POLICIES

BASIS OF ACCOUNTING

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

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

INTERNAL CONTROL STRUCTURE

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

INDEPENDENT AUDIT

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

BUDGETARY CONTROL

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

Operating budget and capital project 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 investments in accordance with appropriate provisions of law and investment guidelines approved by the Board of Commissioners. The Finance/Investment Committee of the Board assists the Board in its general oversight of investment activities.

RISK MANAGEMENT

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

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

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

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

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

As a transportation provider consuming approximately 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 depreciation expense contained in the current fiscal year budget. The Board of Commissioners may also authorize additional contributions to the Capital Reserve as recommended by the Chief Executive and Chief Financial Officers. The Capital Reserve Fund also provides 100% funding for capital projects when authorized by the Board of Commissioners.

DEBT MANAGEMENT

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

PENSION BENEFITS

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

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

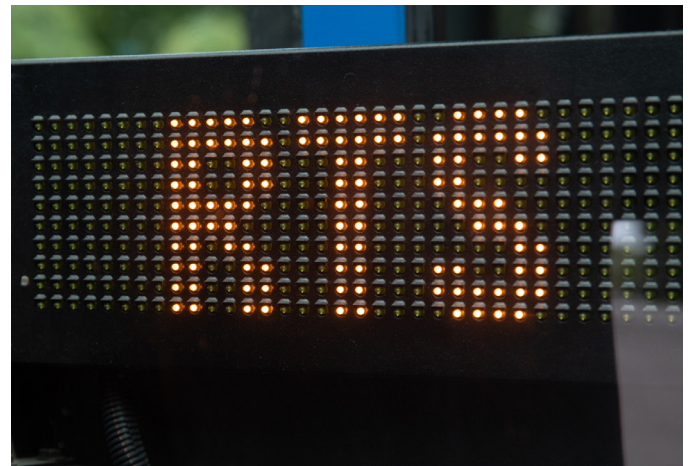
The Authority also participates in the New York State Employees Retirement System (NYSLERS), which is administered by the Office of the New York State Comptroller. The Authority makes annual contributions to the NYSLERS as determined by the State Comptroller.

OTHER POST EMPLOYMENT BENEFITS (OPEB)

The Authority provides other post-employment benefits for retirees hired before April 7, 2016, such as health, life, and dental insurance. As of March 31, 2020, there were 407 active participants. The total actuarial accrued liability for OPEB as of March 31, 2020 was \$148.0 million.

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

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



PERFORMANCE MEASUREMENTS



2021-2022 TRANSIT ORGANIZATION PERFORMANCE SCORECARD (TOPS)

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

For the 2021-22 fiscal year, we will measure 28 metrics within the four strategic pillars of TOPS. As the 2021-22 fiscal year is one of significant change due to Reimagine RTS and the realities of COVID-19, the metrics for RTS in Monroe County will be different each quarter to reflect the transition to the new system, while ensuring we are accurately and effectively measuring how we operate the new system. In quarter 1, we will measure our performance similar to how we measured it in quarter 4 of the 2020-21 fiscal year with some additions to reflect the launch of Reimagine RTS. In quarter 2, our metrics focus on how well we launched the new transit system. In quarter 3, our metrics focus on our ability to identify adjustments that are needed to make sure the new system operates as intended. In quarter 4, we will measure the performance of a system that has stabilized.

TOPS will continue to be measured by our four key pillars – the Financial Performance Index (FPI), Customer Service Index (CSI), and Service Performance Index (SPI) in all four quarters, and the Employee Engagement Index (EEI) in quarters 2 and 4. Each metric will be awarded points on a continuous scale. Because of the transition to the new system, the weighting of the pillars will be different than previous fiscal years. To ensure the new system works the way it is intended for our customers, a greater focus and weighting is being placed on the CSI and SPI. On-Time Performance for fixed route service (RTS Connect following the launch of Reimagine RTS) 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. The performance indexes and their critical success factors for the 2021-22 fiscal year are displayed below by quarter.

 TRANSIT ORGANIZATION PERFORMANCE SCORECARD 2021-2022 • FIRST QUARTER		
KEY RESULTS	SUCCESS INDICATORS	GOAL POINTS
Financial Sustainability	End of Year Net Income	15
Customer Satisfaction	Net Promoter Score (RTS in Monroe) Customer Satisfaction (RTS Access & Regionals)	30
Service Quality	On-time Performance Missed Pull-Outs Printed Schedules Staffing & Training	55
Employee Engagement	Employee Engagement & Satisfaction	-
		GOAL 100

Quarter 1: April 1 – June 30, 2021

Pillar Weighting:

FPI = 15 Points

CSI = 30 Points

SPI = 55 Points

Success Indicators:

In the first quarter, RGRTA will measure the FPI, CSI, and SPI, similar to how we measured our performance in the fourth quarter of the 2020-21 fiscal year with some additions to reflect the launch of Reimagine RTS during the quarter. The FPI will measure the End of Year Net Income Projection. The CSI will measure customer satisfaction through the Net Promoter Score for RTS Monroe and a customer satisfaction survey for all other properties. The SPI will measure On-Time Performance at all RTS properties, as well as fixed route missed pull-outs, the printing of new schedules for the reimaged system, and the completion of staffing and training efforts for the new system.

 TRANSIT ORGANIZATION PERFORMANCE SCORECARD 2021-2022 • SECOND QUARTER		
KEY RESULTS	SUCCESS INDICATORS	GOAL POINTS
Financial Sustainability	End of Year Net Income	15
Customer Satisfaction	Net Promoter Score (RTS in Monroe) Customer Satisfaction (RTS Access & Regionals) Customer Complaints	35
Service Quality	On-time Performance Pass-Ups RTS Access Booking	40
Employee Engagement	Employee Engagement & Satisfaction	10
		GOAL 100

Quarter 2: July 1 – September 30, 2021

Pillar Weighting:

FPI = 15 Points

CSI = 35 Points

SPI = 40 Points

EEL = 10 Points

Success Indicators:

In the second quarter, RGRTA will measure the FPI, CSI, SPI, and EEL. With the launch of Reimagine RTS on May 17, these metrics are designed to measure how well we launch the new transit system.

The FPI will measure the End of Year Net Income Projection.

The CSI will measure customer satisfaction for RTS Monroe, RTS Access and the Regional Operations, and the percentage of customer complaints and issues responded to within 24 hours for Reimagine RTS. The SPI will measure On-Time Performance (OTP) for RTS Monroe, RTS Access and the Regional Operations, but not be scored for RTS Monroe. The SPI will also measure RTS On Demand ride fulfillment, pass-ups, and the accuracy of bookings for RTS Access. The EEL will measure employee engagement and satisfaction through the first employee survey of the fiscal year.

 TRANSIT ORGANIZATION PERFORMANCE SCORECARD 2021-2022 • THIRD QUARTER		
KEY RESULTS	SUCCESS INDICATORS	GOAL POINTS
Financial Sustainability	End of Year Net Income	10
Customer Satisfaction	Net Promoter Score (RTS in Monroe) Customer Satisfaction (RTS Access & Regionals) Customer Complaints	40
Service Quality	On-time Performance RTS On Demand Ride Fulfillment RTS Access Booking	50
Employee Engagement	Employee Engagement & Satisfaction	-
		GOAL 100

Quarter 3: October 1 – December 31, 2021

Pillar Weighting:

FPI = 10 Points

CSI = 40 Points

SPI = 50 Points

Success Indicators:

In the third quarter, RGRTA will measure the FPI, CSI, and SPI. With more than four months of operating the new system behind us, the metrics in this quarter will focus on identifying adjustments that are needed to make sure the new system operates as intended.

The FPI will measure the End of Year Net Income Projection. The CSI will measure the Net Promoter Score for RTS Monroe, customer satisfaction for RTS Access and the Regional Operations, and the percentage of customer complaints and issues responded to within 24 hours. The SPI will measure On-Time Performance (OTP) for RTS Monroe, RTS Access and the Regional Operations, RTS On Demand ride fulfillment, and the accuracy of bookings for RTS Access.

 TOPS TRANSIT ORGANIZATION PERFORMANCE SCORECARD 2021-2022 • FOURTH QUARTER		
KEY RESULTS	SUCCESS INDICATORS	GOAL POINTS
Financial Sustainability	End of Year Net Income	20
Customer Satisfaction	Net Promoter Score (RTS in Monroe) Customer Satisfaction (RTS Access & Regionals)	30
Service Quality	On-time Performance RTS On Demand Ride Fulfillment RTS Access Booking	40
Employee Engagement	Employee Engagement & Satisfaction	10
		GOAL 100

Quarter 4: January 1 – March 31, 2022

Pillar Weighting:

FPI = 20 Points

CSI = 30 Points

SPI = 40 Points

EEI = 10 Points

Success Indicators:

In the fourth quarter, RGRTA will measure the FPI, CSI, SPI, and EEI. The metrics in this quarter will measure the performance of a system that has stabilized following several months of operation.

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

2020-21 TOPS REVIEW

Due to the emergence and impact of the COVID-19 pandemic in our region at the start of the last fiscal year, we were unable to measure our performance in the first quarter. Because Reimagine RTS was postponed and the metrics for quarters 2-4 were based on the launch of the new system, the RGRTA Board of Commissioners in June of 2020 approved new TOPS metrics. These new metrics were adjusted to our new reality due to the pandemic and designed to measure success as accurately as possible. With new metrics in place, the Authority exceeded its TOPS goal of 100 points for the second and third quarters.

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, the Employee Engagement Index, measured by engaged employees, and new metrics among the indices related to the launch of Reimagine RTS result in the TOPS score.

CONCLUSION

TOPS provides the Board of Commissioners, employees, customers, and the community with an industry leading measurement system that is the hallmark of the Authority's success. RGRTA continues to use this measurement instrument to be a leader in the industry as demonstrated by its economic stability, excellent customer service, and low fares. The Authority can only achieve its 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. This is of added importance in the 2021-22 fiscal year as we implement Reimagine RTS, monitor system changes, and adjust as needed. Success is going to be focused on what is of great importance to the organization: End of Year Net Income Projection, the satisfaction of our customers across the service area, excellent service performance, and Employee Engagement. It provides clarity for our employees, focuses their attention, and directs their efforts. It also makes it clear for the Board and the community on how to hold RGRTA accountable.

TOPS DETAILS QUARTER 1

STRATEGIC PILLARS	METRIC	PLAN GOAL	ACTUAL	POINTS EARNED	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	0			15.00	19.50	10.50
	TOTAL FPI SCORE				15.00	19.50	10.50
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	38.0%			15.00	19.50	10.50
	Customer Satisfaction – RTS Access	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Genesee	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Livingston	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Ontario	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Orleans	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Seneca	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Wayne	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Wyoming	95.0%			1.88	2.44	1.31
	TOTAL CSI SCORE				30.00	39.00	21.00
SERVICE QUALITY	On-Time Performance – RTS	90.5%			<i>Measured, not scored</i>		
	On-Time Performance – RTS Access	95.0%			4.00	5.20	2.80
	On-Time Performance – RTS Genesee	93.0%			3.00	3.90	2.10
	On-Time Performance – RTS Livingston	90.0%			3.00	3.90	2.10
	On-Time Performance – RTS Ontario	92.0%			3.00	3.90	2.10
	On-Time Performance – RTS Orleans	95.5%			3.00	3.90	2.10
	On-Time Performance – RTS Seneca	97.0%			3.00	3.90	2.10
	On-Time Performance – RTS Wayne	96.0%			3.00	3.90	2.10
	On-Time Performance – RTS Wyoming	96.0%			3.00	3.90	2.10
	Fixed Route Missed Pull-Outs	1			10.00	13.00	7.00
	Printed Schedules	90.0%			10.00	13.00	7.00
	Staffing and Training Complete	92.0%			10.00	13.00	7.00
	TOTAL SPI SCORE				55.00	71.50	38.50
	TOTAL SCORE				100.0	130.0	70.0

TOPS DETAILS QUARTER 2

STRATEGIC PILLARS	METRIC	PLAN GOAL	ACTUAL	POINTS EARNED	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	0			15.00	19.50	10.50
	TOTAL FPI SCORE				15.00	19.50	10.50
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	38.0%			15.00	19.50	10.50
	Customer Satisfaction – Access	95.0%			1.88	2.44	1.31
	Customer Satisfaction – Genesee	95.0%			1.88	2.44	1.31
	Customer Satisfaction – Livingston	95.0%			1.88	2.44	1.31
	Customer Satisfaction – Ontario	95.0%			1.88	2.44	1.31
	Customer Satisfaction – Orleans	95.0%			1.88	2.44	1.31
	Customer Satisfaction – Seneca	95.0%			1.88	2.44	1.31
	Customer Satisfaction – Wayne	95.0%			1.88	2.44	1.31
	Customer Satisfaction – Wyoming	95.0%			1.88	2.44	1.31
	Customer Complaints – Timeliness	95.0%			5.00	6.50	3.50
	TOTAL CSI SCORE				35.00	45.50	24.50
SERVICE QUALITY	On-Time Performance – RTS Connect	85.0%			<i>Measured, not scored</i>		
	On-Demand Ride Fulfillment	85.0%			10.00	13.00	7.00
	On-Time Performance – Access	95.0%			6.00	7.80	4.20
	On-Time Performance – Genesee	93.0%			2.00	2.60	1.40
	On-Time Performance – Livingston	90.0%			2.00	2.60	1.40
	On-Time Performance – Ontario	92.0%			2.00	2.60	1.40
	On-Time Performance – Orleans	95.5%			2.00	2.60	1.40
	On-Time Performance – Seneca	97.0%			2.00	2.60	1.40
	On-Time Performance – Wayne	96.0%			2.00	2.60	1.40
	On-Time Performance – Wyoming	96.0%			2.00	2.60	1.40
	Pass-ups	9			6.00	7.80	4.20
	Access Booking Accuracy	95.0%			4.00	5.20	2.80
	TOTAL SPI SCORE				40.00	52.00	28.00
EMPLOYEE ENGAGEMENT	Employee Engagement	24.0%			5.00	6.50	3.50
	Employee Satisfaction	4			5.00	6.50	3.50
	TOTAL SPI SCORE				10.00	13.00	7.00
TOPS SCORE					100.0	130.0	70.0

TOPS DETAILS QUARTER 3

STRATEGIC PILLARS	METRIC	PLAN GOAL	ACTUAL	POINTS EARNED	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	0			10.00	13.00	7.00
	TOTAL FPI SCORE				10.00	13.00	7.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	38.0%			20.00	26.00	14.00
	Customer Satisfaction – RTS Access	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Genesee	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Livingston	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Ontario	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Orleans	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Seneca	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Wayne	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Wyoming	95.0%			1.25	1.63	0.88
	Customer Complaints – Timeliness	99.0%			10.00	13.00	7.00
	TOTAL CSI SCORE				40.00	52.00	28.00
SERVICE QUALITY	On-Time Performance – RTS Connect	90.5%			20.00	26.00	14.00
	On-Demand Ride Fulfillment	85.0%			10.00	13.00	7.00
	On-Time Performance – Access	95.0%			5.00	6.50	3.50
	On-Time Performance – Genesee	93.0%			1.75	2.28	1.23
	On-Time Performance – Livingston	90.0%			1.75	2.28	1.23
	On-Time Performance – Ontario	92.0%			1.75	2.28	1.23
	On-Time Performance – Orleans	95.5%			1.75	2.28	1.23
	On-Time Performance – Seneca	97.0%			1.75	2.28	1.23
	On-Time Performance – Wayne	96.0%			1.75	2.28	1.23
	On-Time Performance – Wyoming	96.0%			1.75	2.28	1.23
	Access Booking Accuracy	95.0%			2.75	3.58	1.93
	TOTAL SPI SCORE				50.00	65.00	35.00
TOPS SCORE					100.0	130.0	70.0

TOPS DETAILS QUARTER 4

STRATEGIC PILLARS	METRIC	PLAN GOAL	ACTUAL	POINTS EARNED	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income	0			20.00	26.00	14.00
	TOTAL FPI SCORE				20.00	26.00	14.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	38.0%			20.00	26.00	14.00
	Customer Satisfaction – Access	95.0%			1.60	2.08	1.12
	Customer Satisfaction – Genesee	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Livingston	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Ontario	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Orleans	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Seneca	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Wayne	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Wyoming	95.0%			1.20	1.56	0.84
	TOTAL CSI SCORE				30.00	39.00	21.00
SERVICE QUALITY	On-Time Performance – RTS Connect	90.5%			18.00	23.40	12.60
	Ride Fulfillment – OnDemand	85.0%			9.00	11.70	6.30
	On-Time Performance – Access	95.0%			4.00	5.20	2.80
	On-Time Performance – Genesee	93.0%			1.00	1.30	0.70
	On-Time Performance – Livingston	90.0%			1.00	1.30	0.70
	On-Time Performance – Ontario	92.0%			1.00	1.30	0.70
	On-Time Performance – Orleans	95.5%			1.00	1.30	0.70
	On-Time Performance – Seneca	97.0%			1.00	1.30	0.70
	On-Time Performance – Wayne	96.0%			1.00	1.30	0.70
	On-Time Performance – Wyoming	96.0%			1.00	1.30	0.70
	Access Booking Accuracy	95.0%			2.00	2.60	1.40
	TOTAL SPI SCORE				40.00	52.00	28.00
EMPLOYEE ENGAGEMENT	Employee Engagement	24.0%			5.00	6.50	3.50
	Employee Satisfaction	4			5.00	6.50	3.50
	TOTAL SPI SCORE				10.00	13.00	7.00
TOPS SCORE					100.0	130.0	70.0

TOPS MATRIX QUARTER 1

Strategic Pillar	Metric	Below Goal						Goal & Points	Above Goal					
		-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%		5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
Financial Sustainability	End of Year Net Income Projection	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$ –	\$61	\$122	\$183	\$243	\$304	\$365
		10.50	11.25	12.00	12.75	13.50	14.25	15.00	15.75	16.50	17.25	18.00	18.75	19.50
Customer Satisfaction	Customer Satisfaction – RTS	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	40.0%	41.0%	42.0%	43.0%	44.0%
		10.50	11.25	12.00	12.75	13.50	14.25	15.00	15.75	16.50	17.25	18.00	18.75	19.50
	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%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	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%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	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%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	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%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	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%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	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%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	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%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	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%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44

TOPS MATRIX QUARTER 1 CONTINUED

		BELOW GOAL							ABOVE GOAL					
	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
SERVICE QUALITY	On-Time Performance – RTS	88.0%	88.4%	88.8%	89.3%	89.7%	90.1%	90.5%	90.9%	91.3%	91.8%	92.2%	92.6%	93.0%
		Measured, not scored						0.00	Measured, not scored					
	On-Time Performance – Access	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%
		2.80	3.00	3.20	3.40	3.60	3.80	4.00	4.20	4.40	4.60	4.80	5.00	5.20
	On-Time Performance – Genesee	91.0%	91.3%	91.7%	92.0%	92.3%	92.7%	93.0%	93.3%	93.7%	94.0%	94.3%	94.7%	95.0%
		2.10	2.25	2.40	2.55	2.70	2.85	3.00	3.15	3.30	3.45	3.60	3.75	3.90
	On-Time Performance – 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%
		2.10	2.25	2.40	2.55	2.70	2.85	3.00	3.15	3.30	3.45	3.60	3.75	3.90
	On-Time Performance – Ontario	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%
		2.10	2.25	2.40	2.55	2.70	2.85	3.00	3.15	3.30	3.45	3.60	3.75	3.90
	On-Time Performance – Orleans	93.0%	93.4%	93.8%	94.3%	94.7%	95.1%	95.5%	95.9%	96.3%	96.8%	97.2%	97.6%	98.0%
		2.10	2.25	2.40	2.55	2.70	2.85	3.00	3.15	3.30	3.45	3.60	3.75	3.90
	On-Time Performance – Seneca	95.0%	95.3%	95.7%	96.0%	96.3%	96.7%	97.0%	97.3%	97.7%	98.0%	98.3%	98.7%	99.0%
		2.10	2.25	2.40	2.55	2.70	2.85	3.00	3.15	3.30	3.45	3.60	3.75	3.90
	On-Time Performance – Wayne	94.0%	94.3%	94.7%	95.0%	95.3%	95.7%	96.0%	96.3%	96.7%	97.0%	97.3%	97.7%	98.0%
		2.10	2.25	2.40	2.55	2.70	2.85	3.00	3.15	3.30	3.45	3.60	3.75	3.90
	On-Time Performance – Wyoming	95.0%	95.2%	95.3%	95.5%	95.7%	95.8%	96.0%	96.2%	96.3%	96.5%	96.7%	96.8%	97.0%
		2.10	2.25	2.40	2.55	2.70	2.85	3.00	3.15	3.30	3.45	3.60	3.75	3.90
	Fixed Route Missed Pull-Outs	2						1						–
		7.00						10.00						13.00
	Printed Schedules	80.0%	81.7%	83.3%	85.0%	86.7%	88.3%	90.0%	91.7%	93.3%	95.0%	96.7%	98.3%	100.0%
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00
	Staffing and Training Complete	84.0%	85.3%	86.7%	88.0%	89.3%	90.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00

TOPS MATRIX QUARTER 2

		BELOW GOAL						GOAL & POINTS	ABOVE GOAL					
STRATEGIC PILLAR	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%		5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
	End of Year Net Income Projection	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$ –	\$61	\$122	\$183	\$243	\$304	\$365
CUSTOMER SATISFACTION		10.50	11.25	12.00	12.75	13.50	14.25	15.00	15.75	16.50	17.25	18.00	18.75	19.50
	Customer Satisfaction – RTS	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	40.0%	41.0%	42.0%	43.0%	44.0%
		10.50	11.25	12.00	12.75	13.50	14.25	15.00	15.75	16.50	17.25	18.00	18.75	19.50
	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%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	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%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	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%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	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%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	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%
1.31		1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44	
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%	
	1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44	
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%	
	1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44	
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%	
	1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44	
Customer Complaints	95.0%	95.7%	96.3%	97.0%	97.7%	98.3%	99.0%	99.2%	99.3%	99.5%	99.7%	99.8%	100.0%	
	3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50	

TOPS MATRIX QUARTER 2 CONTINUED

		BELOW GOAL							ABOVE GOAL					
STRATEGIC PILLAR	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
SERVICE QUALITY	On-Time Performance – RTS Connect	88.0%	88.4%	88.8%	89.3%	89.7%	90.1%	90.5%	90.9%	91.3%	91.8%	92.2%	92.6%	93.0%
		Measured, not scored						1.25	Measured, not scored					
	On-Demand Ride Fulfillment	80.0%	80.8%	81.7%	82.5%	83.3%	84.2%	85.0%	85.8%	86.7%	87.5%	88.3%	89.2%	90.0%
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00
	On-Time Performance – Access	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%
		4.20	4.50	4.80	5.10	5.40	5.70	6.00	6.30	6.60	6.90	7.20	7.50	7.80
	On-Time Performance – Genesee	91.0%	91.3%	91.7%	92.0%	92.3%	92.7%	93.0%	93.3%	93.7%	94.0%	94.3%	94.7%	95.0%
		1.40	1.50	1.60	1.70	1.80	1.90	2.00	2.10	2.20	2.30	2.40	2.50	2.60
	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%
		1.40	1.50	1.60	1.70	1.80	1.90	2.00	2.10	2.20	2.30	2.40	2.50	2.60
	On-Time Performance – Ontario	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%
		1.40	1.50	1.60	1.70	1.80	1.90	2.00	2.10	2.20	2.30	2.40	2.50	2.60
	On-Time Performance – Orleans	93.0%	93.4%	93.8%	94.3%	94.7%	95.1%	95.5%	95.9%	96.3%	96.8%	97.2%	97.6%	98.0%
		1.40	1.50	1.60	1.70	1.80	1.90	2.00	2.10	2.20	2.30	2.40	2.50	2.60
	On-Time Performance – Seneca	95.0%	95.3%	95.7%	96.0%	96.3%	96.7%	97.0%	97.3%	97.7%	98.0%	98.3%	98.7%	99.0%
		1.40	1.50	1.60	1.70	1.80	1.90	2.00	2.10	2.20	2.30	2.40	2.50	2.60
	On-Time Performance – Wayne	94.0%	94.3%	94.7%	95.0%	95.3%	95.7%	96.0%	96.3%	96.7%	97.0%	97.3%	97.7%	98.0%
		1.40	1.50	1.60	1.70	1.80	1.90	2.00	2.10	2.20	2.30	2.40	2.50	2.60
	On-Time Performance – Wyoming	95.0%	95.2%	95.3%	95.5%	95.7%	95.8%	96.0%	96.2%	96.3%	96.5%	96.7%	96.8%	97.0%
		1.40	1.50	1.60	1.70	1.80	1.90	2.00	2.10	2.20	2.30	2.40	2.50	2.60
	Pass Ups	18						9						0
		4.20	4.50	4.80	5.10	5.40	5.70	6.00	6.30	6.60	6.90	7.20	7.50	7.80
	Access Booking Accuracy	91.0%	91.7%	92.3%	93.0%	93.7%	94.3%	95.0%	95.7%	96.3%	97.0%	97.7%	98.3%	99.0%
		2.80	3.00	3.20	3.40	3.60	3.80	4.00	4.20	4.40	4.60	4.80	5.00	5.20

TOPS MATRIX QUARTER 2 CONTINUED														
		BELOW GOAL							ABOVE GOAL					
STRATEGIC PILLAR	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%
EMPLOYEE ENGAGEMENT	Employee Engagement	13.0%	14.8%	16.7%	18.5%	20.3%	22.2%	24.0%	25.8%	27.7%	29.5%	31.3%	33.2%	35.0%
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50
	Employee Satisfaction	3.50	3.58	3.67	3.75	3.83	3.92	4.00	4.08	4.17	4.25	4.33	4.42	4.50
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50

TOPS MATRIX QUARTER 3

		BELOW GOAL							ABOVE GOAL					
	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$0	\$61	\$122	\$183	\$243	\$304	\$365
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	40.0%	41.0%	42.0%	43.0%	44.0%
		14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00
	Customer Satisfaction – 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%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
	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%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
	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%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
	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%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
CUSTOMER COMPLAINTS	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%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
CUSTOMER COMPLAINTS	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%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
CUSTOMER COMPLAINTS	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%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
CUSTOMER COMPLAINTS	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%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
CUSTOMER COMPLAINTS	Customer Complaints – Timeliness	95.0%	95.7%	96.3%	97.0%	97.7%	98.3%	99.0%	99.2%	99.3%	99.5%	99.7%	99.8%	100.0%
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00

TOPS MATRIX QUARTER 3 CONTINUED

		BELOW GOAL							ABOVE GOAL					
	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
SERVICE QUALITY	On-Time Performance – RTS Connect	88.0%	88.4%	88.8%	89.3%	89.7%	90.1%	90.5%	90.9%	91.3%	91.8%	92.2%	92.6%	93.0%
	Ride Fulfillment – On Demand	14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00
		80.0%	80.8%	81.7%	82.5%	83.3%	84.2%	85.0%	85.8%	86.7%	87.5%	88.3%	89.2%	90.0%
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00
	On-Time Performance – Access	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%
	On-Time Performance – Genesee	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
		91.0%	91.3%	91.7%	92.0%	92.3%	92.7%	93.0%	93.3%	93.7%	94.0%	94.3%	94.7%	95.0%
		1.23	1.31	1.40	1.49	1.58	1.66	1.75	1.84	1.93	2.01	2.10	2.19	2.28
	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%
	On-Time Performance – Ontario	1.23	1.31	1.40	1.49	1.58	1.66	1.75	1.84	1.93	2.01	2.10	2.19	2.28
		89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%
		1.23	1.31	1.40	1.49	1.58	1.66	1.75	1.84	1.93	2.01	2.10	2.19	2.28
On-Time Performance – Orleans	93.0%	93.4%	93.8%	94.3%	94.7%	95.1%	95.5%	95.9%	96.3%	96.8%	97.2%	97.6%	98.0%	
	1.23	1.31	1.40	1.49	1.58	1.66	1.75	1.84	1.93	2.01	2.10	2.19	2.28	
	95.0%	95.3%	95.7%	96.0%	96.3%	96.7%	97.0%	97.3%	97.7%	98.0%	98.3%	98.7%	99.0%	
On-Time Performance – Seneca	1.23	1.31	1.40	1.49	1.58	1.66	1.75	1.84	1.93	2.01	2.10	2.19	2.28	
	94.0%	94.3%	94.7%	95.0%	95.3%	95.7%	96.0%	96.3%	96.7%	97.0%	97.3%	97.7%	98.0%	
	1.23	1.31	1.40	1.49	1.58	1.66	1.75	1.84	1.93	2.01	2.10	2.19	2.28	
On-Time Performance – Wayne	95.0%	95.2%	95.3%	95.5%	95.7%	95.8%	96.0%	96.2%	96.3%	96.5%	96.7%	96.8%	97.0%	
	1.23	1.31	1.40	1.49	1.58	1.66	1.75	1.84	1.93	2.01	2.10	2.19	2.28	
	91.0%	91.7%	92.3%	93.0%	93.7%	94.3%	95.0%	95.7%	96.3%	97.0%	97.7%	98.3%	99.0%	
Access Booking Accuracy	1.93	2.06	2.20	2.34	2.48	2.61	2.75	2.89	3.03	3.16	3.30	3.44	3.58	

TOPS MATRIX QUARTER 4

		BELOW GOAL							ABOVE GOAL					
	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
FINANCIAL SUSTAINABILITY	End of Year Net Income	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$0	\$61	\$122	\$183	\$243	\$304	\$365
		14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	40.0%	41.0%	42.0%	43.0%	44.0%
		14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00
	Customer Satisfaction – 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%
		1.12	1.20	1.28	1.36	1.44	1.52	1.60	1.68	1.76	1.84	1.92	2.00	2.08
	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%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	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%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	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%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
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%	
	0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56	
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%	
	0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56	
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%	
	0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56	
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%	
	0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56	

TOPS MATRIX QUARTER 4 CONTINUED

		BELOW GOAL							ABOVE GOAL					
	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
SERVICE QUALITY	On-Time Performance – RTS Connect	88.5%	88.8%	89.2%	89.5%	89.8%	90.2%	90.5%	90.8%	91.2%	91.5%	91.8%	92.2%	92.5%
		12.60	13.50	14.40	15.30	16.20	17.10	18.00	18.90	19.80	20.70	21.60	22.50	23.40
	Ride Fulfillment – On Demand	80.0%	80.8%	81.7%	82.5%	83.3%	84.2%	85.0%	85.8%	86.7%	87.5%	88.3%	89.2%	90.0%
		6.30	6.75	7.20	7.65	8.10	8.55	9.00	9.45	9.90	10.35	10.80	11.25	11.70
	On-Time Performance – Access	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%
		2.80	3.00	3.20	3.40	3.60	3.80	4.00	4.20	4.40	4.60	4.80	5.00	5.20
	On-Time Performance – Genesee	91.0%	91.3%	91.7%	92.0%	92.3%	92.7%	93.0%	93.3%	93.7%	94.0%	94.3%	94.7%	95.0%
		0.70	0.75	0.80	0.85	0.90	0.95	1.00	1.05	1.10	1.15	1.20	1.25	1.30
	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%
		0.70	0.75	0.80	0.85	0.90	0.95	1.00	1.05	1.10	1.15	1.20	1.25	1.30
	On-Time Performance – Ontario	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%
		0.70	0.75	0.80	0.85	0.90	0.95	1.00	1.05	1.10	1.15	1.20	1.25	1.30
	On-Time Performance – Orleans	93.0%	93.4%	93.8%	94.3%	94.7%	95.1%	95.5%	95.9%	96.3%	96.8%	97.2%	97.6%	98.0%
		0.70	0.75	0.80	0.85	0.90	0.95	1.00	1.05	1.10	1.15	1.20	1.25	1.30
	On-Time Performance – Seneca	95.0%	95.3%	95.7%	96.0%	96.3%	96.7%	97.0%	97.3%	97.7%	98.0%	98.3%	98.7%	99.0%
		0.70	0.75	0.80	0.85	0.90	0.95	1.00	1.05	1.10	1.15	1.20	1.25	1.30
	On-Time Performance – Wayne	94.0%	94.3%	94.7%	95.0%	95.3%	95.7%	96.0%	96.3%	96.7%	97.0%	97.3%	97.7%	98.0%
		0.70	0.75	0.80	0.85	0.90	0.95	1.00	1.05	1.10	1.15	1.20	1.25	1.30
	On-Time Performance – Wyoming	95.0%	95.2%	95.3%	95.5%	95.7%	95.8%	96.0%	96.2%	96.3%	96.5%	96.7%	96.8%	97.0%
		0.70	0.75	0.80	0.85	0.90	0.95	1.00	1.05	1.10	1.15	1.20	1.25	1.30
EMPLOYEE ENGAGEMENT	Access Booking Accuracy	91.0%	91.7%	92.3%	93.0%	93.7%	94.3%	95.0%	95.7%	96.3%	97.0%	97.7%	98.3%	99.0%
		1.40	1.50	1.60	1.70	1.80	1.90	2.00	2.10	2.20	2.30	2.40	2.50	2.60
	Employee Engagement	13.0%	14.8%	16.7%	18.5%	20.3%	22.2%	24.0%	25.8%	27.7%	29.5%	31.3%	33.2%	35.0%
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50
	Employee Satisfaction	3.5	3.58	3.67	3.75	3.83	3.92	4	4.08	4.17	4.25	4.33	4.42	4.5
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50

SERVICE STANDARDS

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

2021-22 RTS SERVICE STANDARDS

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

"Strong transportation networks are a critical component of robust economies, and RTS continues to embrace sustainable, innovative approaches that will not only advance our state's progressive agenda, but underscore a commitment to high quality transportation and a greener, environmentally-just New York."

– **Tim Kennedy**, NYS Senate Transportation Chairman

APPENDIX



FARE STRUCTURE

When the Authority's Board of Commissioners approved the final plan for Reimagine RTS, they approved a new fare structure for RTS in Monroe County and RTS Access. The new fare structure will be implemented on May 17, 2021 with the launch of Reimagine RTS. While the fare structure for RTS in Monroe County and RTS Access will be different for the rest of the fiscal year, the fare structure for the regional operations will remain the same.

The tables that follow include the specific details for the change in the fare structure.

	ACTUAL	EFFECTIVE
REGIONAL TRANSIT SERVICE	2020-2021	APRIL 1, 2021
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
CHILDREN UNDER AGE 11**:		
Children Ages 6-11	\$ 0.50	
Children Ages 5 and under (Limit of 3 children per fare-paying adult)	Free	
SENIORS 65+/DISABLED VALUE PASSES:		
Senior/Disabled 1 Ride	\$ 0.50	
Senior/Disabled One-Day Unlimited	\$ 1.50	
Senior/Disabled Unlimited, 31 Consecutive Days	\$28.00	
VETERANS:		
All RTS Connect and RTS On Demand Rides	Free	

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

**Children 10 and under must be accompanied by an adult.

FARE STRUCTURE

	ACTUAL	EFFECTIVE
RTS ACCESS	2020-2021	APRIL 1, 2021
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
RTS MONROE – NEW FARE STRUCTURE	2020-2021	MAY 17, 2021
CASH:		
Base Fare		\$ 1.00
FIXED ROUTE FARE:		
One Ride Pass		\$ 1.00
VALUE PASSES (RTS Connect & RTS On Demand):		
All-Day Unlimited Pass		\$ 3.00
Adult 31 Day Unlimited Pass		\$56.00
CHILDREN UNDER AGE 11**:		
Children Ages 6-11		\$ 0.50
Children Ages 5 and under (Limit of 3 children per fare-paying adult)		Free
SENIORS 65+/DISABLED VALUE PASSES:		
Senior/Disabled 1 Ride		\$ 0.50
Senior/Disabled One-Day Unlimited		\$ 1.50
Senior/Disabled Unlimited, 31 Consecutive Days		\$28.00
VETERANS:		
All RTS Connect and RTS On Demand Rides		Free
RTS ON DEMAND***:		
Connect to or from an RTS Bus Stop		\$ 1.00
Curb-to-Curb within the zone		\$ 3.00

*Plus distance-based fare.

**Children 10 and under must be accompanied by an adult.

***All RTS On Demand rides must be requested by phone, mobile app, or RTS website and will take effect with the launch of Reimagine RTS.

FARE STRUCTURE

	ACTUAL	EFFECTIVE
RTS ACCESS – NEW FARE STRUCTURE*	2020-2021	MAY 17, 2021
Required Service Area		\$ 2.00
Supplemental Area 1		\$ 2.00
Supplemental Area 2		\$ 4.00
Supplemental Area 3		\$ 8.00
Same Day Requests (additional charge)		\$ 6.00
RTS GENESEE	2020-2021	APRIL 1, 2021
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
RTS LIVINGSTON	2020-2021	APRIL 1, 2021
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 Access fares will be effective with the launch of Reimagine RTS. All other fares are the same.

**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.

FARE STRUCTURE

	ACTUAL	EFFECTIVE
RTS ONTARIO	2020-2021	APRIL 1, 2021
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
Monthly Route Pass	\$ 30.00	\$ 30.00
Dial-A-Ride Passes	\$ 5.00	\$ 5.00
	\$ 25.00	\$ 25.00
	\$ 50.00	\$ 50.00
	\$100.00	\$100.00
RTS ORLEANS	2020-2021	APRIL 1, 2021
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.

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

FARE STRUCTURE

	ACTUAL	EFFECTIVE
RTS SENECA	2020-2021	APRIL 1, 2021
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	2020-2021	APRIL 1, 2021
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	2020-2021	APRIL 1, 2021
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.

***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.

