

The logo for the Rochester Genesee Regional Transportation Authority (RGRTA) features the letters "RGRTA" in a bold, white, sans-serif font. The text is set against a blue background with subtle white curved lines. The entire logo is enclosed within a white rectangular border with rounded corners.

RGRTA

**ROCHESTER
GENESEE REGIONAL
TRANSPORTATION
AUTHORITY**



BUILDING ON A NEW FOUNDATION

Smart Travel. Enjoyable Ride.

2015-18

Comprehensive
Strategic Plan

2015-16

Budget



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Caution - Do Not Enter

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Table of Contents

INTRODUCTION

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

ORGANIZATIONAL OVERVIEW

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

2014: THE YEAR IN REVIEW

STRATEGIC PLAN & OPERATIONAL INITIATIVES

FINANCIAL PLAN

Fiscal Year 2015-2016 Operating Budget	33
Multi-Year Budget Projection	43
Six-Year Capital Improvement Plan	45

OPERATING BUDGET

Operating Budget Summary	55
Operating Budget Details	56
Personnel Changes	64

FINANCIAL POLICIES

PERFORMANCE MEASUREMENTS

Transit Organization Performance Scorecard (TOPS)	73
Service Standards	82

APPENDIX

RGRTA Fare Structure	85
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ROCHESTER GENESEE REGIONAL TRANSPORTATION AUTHORITY

Rochester Genesee Regional Transportation Authority provides public bus transportation in Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, and Wyoming Counties. Recognized as one of the best-run transit systems in the nation, our 900+ employees proudly enjoy serving our customers who count on us for over 18 million rides each year. For more information, visit myRTS.com.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

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

For the Fiscal Year Beginning

April 1, 2014

Executive Director

Distinguished Budget Presentation Award*

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Rochester Genesee Regional Transportation Authority, New York for its annual budget for the Fiscal Year beginning April 1, 2014. 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 seven consecutive years.**

OUR MISSION, VISION & VALUES



Our Mission

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



Our Vision

The preferred transportation choice.



Our Values

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

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

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

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

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

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



Letter from CEO



Dear Commissioners:

At RTS, we are driven by our vision: to be **the preferred transportation choice**. After a record-setting year, our focus turns now to maximizing and refining the milestones we've achieved, and giving thoughtful consideration to future endeavors, moving us closer to becoming a more transit friendly community.

We've simplified our routes, added service where and when it's needed most, and introduced innovative technology tools. These efforts combine to make it easier for current and future generations of customers to choose RTS and enjoy their ride.

We've enhanced the customer experience tremendously – with a safe, secure, information-rich, climate-controlled environment at the new RTS Transit Center. This is a true game-changer for public transit and for Downtown Rochester redevelopment. Moving the buses off of Main Street has freed it up for future development.

Looking ahead, we're planning to provide greater access to destinations within and across county lines, as public transit plays an increasingly vital role in regional economic development. With Ontario County now part of RTS, we have the ability to improve our regional services and connect communities like never before.

We will continue to invest in our infrastructure – with needed upgrades at our main operations center at 1372 East Main Street in Rochester and at our regional facilities. We'll begin to implement our bus stop optimization plan, which will speed travel on most routes, and finish up the installation of our redesigned and upgraded bus stop signs. By year-end, six mini transit stations will be operational in and around the University of Rochester Medical Center campus and College Town – the result of a multi-year partnership to provide convenience and amenities to bus customers.

We will maintain our financial vigilance so that we remain fiscally sound. Working with state and federal government representatives, we seek to secure the funds necessary to maintain service levels at an affordable price. Our \$1 fare ranks in the lowest quartile in the country, yet we benchmark our service against the best in the business nationwide.

I'm very proud of the results we've achieved and the directions we're heading. On behalf of our entire team, I am pleased to present the 2015-18 RGRTA Comprehensive Strategic Plan and the budget for Fiscal Year 2015-16.

Thank you for your continued support.

Sincerely,

A handwritten signature in black ink that reads "Bill Carpenter". The signature is fluid and cursive, written over a light blue circular background.

Bill Carpenter
Chief Executive Officer

Letter from Chairman



To Our Community:

On behalf of the entire Board of Commissioners, it is our privilege to present you with the RGRTA Comprehensive Strategic Plan for 2015-18 and the budget for Fiscal Year 2015-16.

In these pages, you'll see evidence of our very successful efforts during the past year, along with our goals for the coming years and the metrics we'll use to measure our progress.

We've just completed an historic year for the Authority – one that culminated in the opening of the RTS Transit Center – a milestone which was completed on budget and five months early! This Transit Center is transformational for RTS and our customers, and for the revitalization of Downtown Rochester.

This world class facility enabled us to redesign our routes to make them simpler and more efficient, making sure that we provide service where it's needed most. We are rebranding our entire fleet under the RTS umbrella, which has unified our organization in our appearance and purpose, and our commitment to provide customer-focused, quality service.

We expanded our reach with the addition of Ontario County, which has brought more than 300,000 new customers to RTS and exciting new opportunities to extend our service throughout the Finger Lakes region.

All of these changes have been successfully communicated and executed, and are being embraced by our customers. Best of all, ridership has remained at record levels, which is a reflection of the caliber and commitment of our employees. Thanks to our private-sector mindset, strong governance, and the use of national best practices, we are one of the premier transportation systems in the country.

I wish to recognize and thank my fellow Commissioners who volunteer their time and professional talents on behalf of the counties they represent. And I thank our Executive Management and Leadership teams and all of our employees for their continued professionalism and dedication to serving our customers and our community every day.

Sincerely,

A handwritten signature in black ink that reads "James H. Redmond". The signature is fluid and cursive, with the first name "James" and last name "Redmond" clearly legible.

James H. Redmond
Chairman



Organizational Overview

Business Structure



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

RGRTA's services encompass urban, suburban, and rural areas, as well as complementary paratransit service in compliance with the Americans with Disabilities Act (ADA). The Authority is comprised of ten separately incorporated business units:

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

RGRTA SNAPSHOT

Ridership: 18,403,584

No. of Buses: 443

No. of Employees: 900+

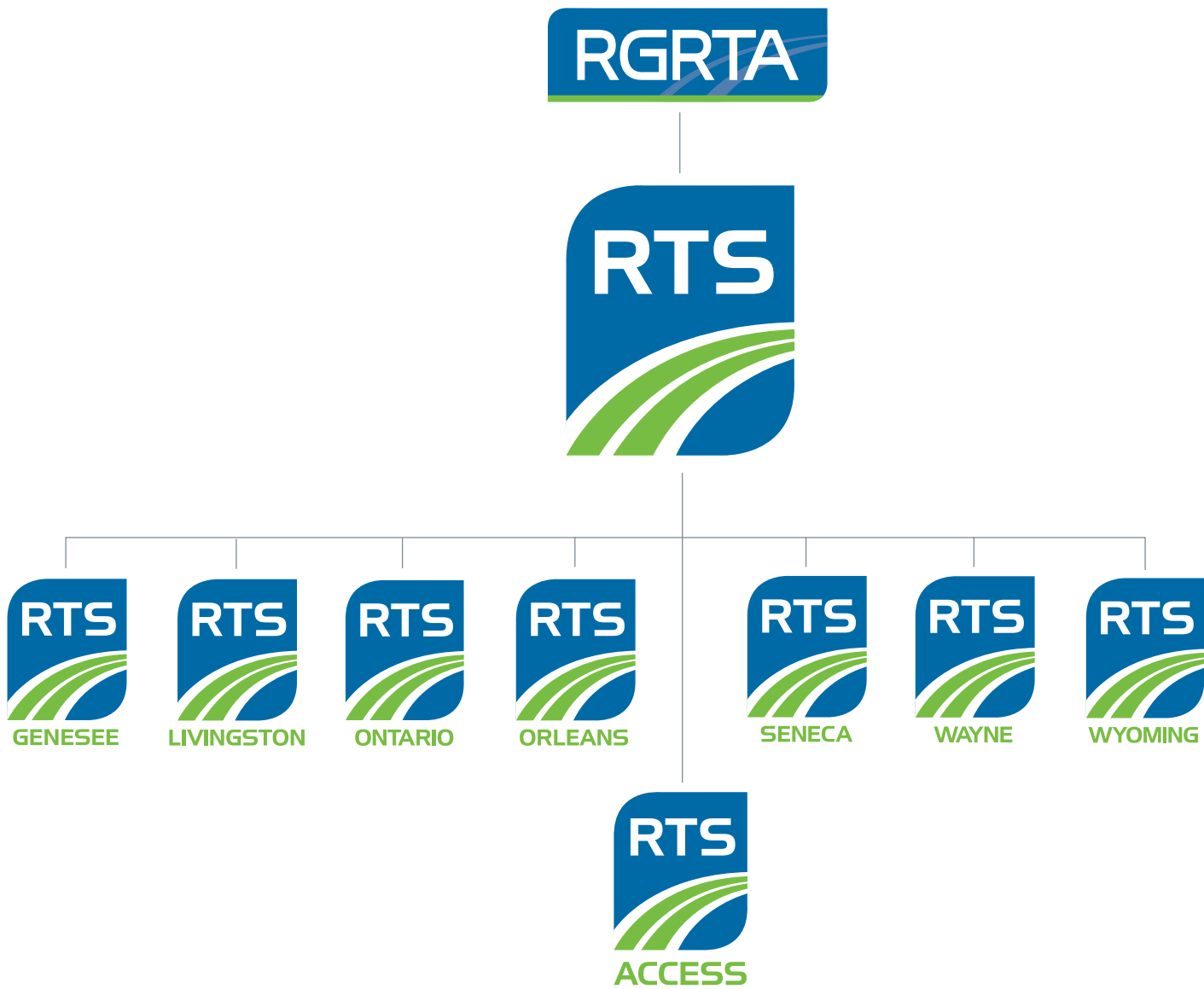
Service Area
Population: 1,193,886

Annual Miles: 12,322,045

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



Business
Structure



RTS

The largest subsidiary of the Authority, providing 41 fixed routes throughout Monroe County. Service also connects communities in Livingston, Ontario, and Wayne counties to Downtown Rochester.

Created in 1969

Ridership: 17,198,066

No. of Buses: 253

No. of Employees: 627

Service Area Population: 749,606

RTS Access

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

Created in 1985

Ridership: 178,896

No. of Vehicles: 48

No. of Employees: 100

Service Area Population: 749,606

RTS Genesee

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

Joined RGRTA in 1971

Ridership: 58,832

No. of Buses: 10

No. of Employees: 13

Service Area Population: 59,454

RTS Livingston

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

Joined RGRTA in 1986

Ridership: 202,288

No. of Buses: 19

No. of Employees: 24

Service Area Population: 64,075

RTS Ontario

Provides service on six routes, a flex route, as well as Dial-A-Ride service.

Joined RGRTA in 2014

Ridership: 332,338

No. of Buses: 40

No. of Employees: 56

Service Area Population: 109,103

RTS Orleans

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

Joined RGRTA in 2003

Ridership: 38,964

No. of Buses: 6

No. of Employees: 10

Service Area Population: 42,235

RTS Seneca

Provides route and Dial-A-Ride services.

Joined RGRTA in 2004

Ridership: 89,753

No. of Buses: 9

No. of Employees: 14

Service Area Population: 35,409

RTS Wayne

Eleven routes, demand response, and non-emergency medical transportation. RTS Wayne operates 30 routes for the County's human service agencies as well as commuter links to Rochester.

Joined RGRTA in 1980

Ridership: 226,835

No. of Buses: 42

No. of Employees: 37

Service Area Population: 92,473

RTS Wyoming

Provides route and Dial-A-Ride service.

Joined RGRTA in 1993

Ridership: 77,612

No. of Buses: 16

No. of Employees: 20

Service Area Population: 41,531



Board of Commissioners & Governance Structure

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

The Board of Commissioners schedules at least one meeting each month. All meetings of the Board are open to the public; recorded, and available for viewing on the Authority's website: www.myRTS.com.

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



Thomas R. Argust
City of Rochester
Appointed in 2007

City of Rochester
Commissioner of
Community Development
(retired)

Graduate of Bucknell
University and Colgate
Rochester Divinity School

Community Service:

Former Board Chair –
Rochester Area Community
Foundation; Member –
Distributions Committee;
Trustee Emeritus – Susan
B. Anthony House; Chair
– ACT Rochester; Co-
chair – Yates Community
Endowment; Board Chair
– Lake Avenue Baptist
Church



Paul J. Battaglia, CPA
Vice Chairman
Genesee County
Appointed in 2008

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

Graduate of
St. Bonaventure University

Community Service:

Former Board Chair –
United Memorial Medical
Center; Board of Directors
– Catholic Health System;
Treasurer -Batavia Rotary
Club; Former Board Chair –
United Way Private Industry
Council; Former President
– Business Education
Alliance; Former Board
Chair – Genesee Chamber
of Commerce; Former
Board Chair – Genesee
Wyoming BOCES Board of
Education; Former Board
Chair – YMCA and Catholic
Charities of WNY Board
of Trustees, and Audit
Committee Chair



Stephen J. Carl
Monroe County
 Appointed in 2012

Chief Executive Officer –
 Carl Group Enterprises

Chief Executive Officer
 – Auxilium Capital
 Management

Graduate of
 University of Rochester

Community Service:
 Member, Young Presidents
 Organization (YPO);
 Chairman – Northeast
 U.S. Regional Executive
 Board; Member – George
 Eastman Circle, University
 of Rochester



Robert J. Fischer
Monroe County
 Appointed in 2012

Primary Business Manager
 – Fischer Investment Group

Graduate of
 St. John Fisher College

Community Service: Board
 of Directors – Rochester
 Philharmonic Orchestra;
 Board Member - Rochester
 Visitors' Association; Board
 of Directors - Boy Scouts of
 America Otetiana Council;
 Chair – Monroe County
 Budget Advisory Team;
 Board Member – NYS
 Environmental Facilities
 Corporation; Board of
 Directors, NYS Superfund
 Management Board; NYS
 Governor's Workgroup on
 Environmental Legislation
 Reform; Commodore –
 Rochester Yacht Club



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:
 President – New York
 State County Clerks
 Association; Chairman –
 2008 Wayne County United
 Way Campaign; Board of
 Directors – Newark Wayne
 Community Hospital;
 Board of Directors – Wayne
 County Action Program



Barbara J. Jones
City of Rochester
 Appointed in 2007

Vice President (retired) –
 JP Morgan Chase Bank
 Community Development
 Group

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

Community Service:
 Sector 4 Community
 Development Corporation;
 Rochester Area Community
 Foundation; Rochester
 Economic Development
 Corporation; Gateways
 Music Festival

Board of Commissioners & Governance structure



Karen C. Pryor
City of Rochester
Appointed in 2007

Director of Government Relations (retired) – University of Rochester Medical Center

Graduate of Purdue University and Mary Baldwin College

Community Service:
19th Ward Community Association; Board of Directors – Rochester Presbyterian Home and the Women's Health Partnership, Ruling Elder – Third Presbyterian Church, Treasurer of the Presbytery of Genesee Valley; Volunteer – Isaiah House Hospice



James H. Redmond
Chairman
Monroe County
Appointed in 2004

Regional Vice President of Communications & Community Investments – Excellus BlueCross BlueShield

Graduate of St. John Fisher College

Community Service: North Greece Fire Department Exempts Association



Henry Smith, Jr.
Orleans County
Appointed in 2008

Eastman Kodak Company (retired); President of Community Coalition Initiatives and Actions (CCIA); President – HLSJ Driving Academy Ltd.

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

Community Service:
Member – Orleans County Farm Bureau; Former Member of Orleans County Legislature; Community Action Board of Directors; Member – Lions Club of Albion, New York



Milo I. Turner
Livingston County
Appointed in 2001

Sales Manager & Auctioneer (retired) – Roy Teitsworth, Inc.

United States Navy Veteran

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



Frank Vitagliano, Jr.
Wyoming County
Appointed in 2002

Senior Vice President –
Tompkins Insurance
Agencies

Graduate of
Alfred University

Community Service:

Director – Wyoming
County Chamber of
Commerce; Board of
Managers – Wyoming
County Community
Hospital; Member –
Wyoming County Hospital
Campaign Fund Drive;
Director – Genesee
Community College
Foundation



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

“Until the RTS Transit
Center opened, I was
reluctant to ride RTS.
The RTS Transit Center
makes the bus system
easy to understand and
comfortable to use.
I now take RTS on a
regular basis and am
promoting your service
wherever I can!”

William McDonald
Executive Director,
Medical Motor Service



Committees

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

Governance Committee

- Keeps the Board of Commissioners informed of current best governance practices
- Reviews corporate governance trends for their applicability to the Authority
- Updates the Authority's corporate governance principles and practices when necessary
- Advises member counties of the applicable skills, qualities, and professional experience necessary for a person to fulfill the Commissioner responsibilities
- Formulates and proposes to the full Board for adoption, policies that promote honest and ethical conduct by Authority Commissioners, officers, and employees

Audit Committee

- Represents and assists the Board of Commissioners in its general oversight of the Authority's accounting and financial reporting processes, audits of the financial statements, and internal control functions
- Provides an avenue of communication between management, the independent auditors, and the Board of Commissioners

Compensation Committee

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

Finance/Investment Committee

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

Executive Management Team



(L to R): Miguel Velazquez, Chief Operating Officer; Dan DeLaus, General Counsel; Bill Carpenter, Chief Executive Officer; Maryalice Keller, Chief People & Brand Officer; Scott Adair, Chief Financial Officer

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.



*Includes RTS, RTS Access, and Regional Operations.

RGRTA

2014: THE YEAR IN REVIEW

2014 was a monumental year for RGRTA, with the accomplishment of a number of significant milestones in our transformational journey to become the preferred transportation choice.



We unveiled a refreshed brand identity to foster stronger awareness, interest, and community connections. Building on strong name recognition and reputation for being a smart and dependable transportation choice, RTS was designated as the bus company's brand name in all counties and for its paratransit service. This new identity was quickly embraced by customers and the community for clearly representing our organization as one that's driving forward. Our new tag line, Enjoy the Ride, reflects the shared commitment of our 900+ employees to make it easy for our customers to enjoy their journey – wherever their final destination.

On August 1, we expanded our ability to serve more customers in our regional service area by welcoming Ontario County's transit service and 56 new employees. This followed a decision by the Ontario County Board of Supervisors to join RGRTA.



After years of effort, the spectacular new RTS Transit Center opened its doors to the community on November 28 – on budget and months ahead of schedule! For the first time ever in Rochester, instead of waiting to board or transfer buses outdoors on busy downtown streets, RTS customers now arrive, wait, and depart inside a comfortable, safe, and attractive facility.





The \$50 million RTS Transit Center spans an entire city block and features state-of-the-art amenities for the more than 20,000 customers who travel through downtown each day. It is fully enclosed and climate controlled, with on-site customer service representatives and 24/7 security, ticket vending machines, trip planning tools, rest rooms, and enhanced technology to meet the needs of visually and physically-challenged customers. A fare holiday was initiated at opening and continued through year-end to make it easier for customers to become familiar with using the Transit Center and its many features and amenities. Regular fare pricing resumed January 1, 2015 at \$1 per ride – still the lowest fare in New York State.

The opening of the Transit Center enabled RTS to take significant steps in its transition from an outdated public transportation model and routing system to one that's highly efficient. No longer limited by "business as usual," we took full advantage of the opportunity to streamline and adjust routes and schedules to make them more convenient and easier to understand, and to add more service to busier destinations. A multi-faceted communications effort, which included public information meetings and a public hearing to seek community feedback about these proposed service changes and route patterns, fostered broad awareness and enthusiastic acceptance.



The completion of a bus stop optimization study moved RTS closer to completion of another key service improvement. Adjusting the number and placement of bus stops will save travel time, improve on time performance, and reduce operating costs. Our fresh new brand identity will be clearly visible as new bus stop signs are installed throughout Monroe County. The two-sided, reflective design includes clearly marked route numbers and names, and stop IDs. The project will be completed by the end of 2015.

RTS continues to leverage technology to drive service excellence by providing easy access to critical information on demand. Use of the Where's My Bus? mobile app launched in May continues its steady upward trend. And by year-end, an interactive voice response system was "live," and assisting with the routing and resolution of customer service calls and paratransit service scheduling requests.



This work was challenging, but the results are world class. We are miles closer to providing an unparalleled transit experience for every customer – an experience that's not only safe, reliable, and convenient, but one that's also easy to enjoy.



Strategic Plan & Operational Initiatives

BUILDING ON A NEW FOUNDATION

Smart Travel. Enjoyable Ride.

STRATEGIC PLAN 2015-18

Together, the Authority's 900+ employees share a commitment and a passion to provide safe, reliable, convenient, and affordable public transit, including paratransit service, so that our customers can access jobs, health care, education, retail, and cultural activities.

Through rigorous financial discipline and a focused commitment to improve quality and to increase productivity and ridership, RGRTA has achieved a solid track record of measurable and sustainable milestones. These elements have placed us on the right path to realize our vision of becoming our community's preferred transportation choice.

As a result, RGRTA has:

- Maintained service for \$1 and will maintain this base fare through Fiscal Year 2015-16.
- Increased ridership to a 20-year high of over 18 million annually.
- Consistently achieved on-time performance of over 90%.
- Steadily increased year-over-year customer satisfaction.
- Earned a national reputation for its innovative performance management system (TOPS), and exceeded its TOPS goals every single quarter for five consecutive years.
- Expanded its unique business model to more than 60 business partner relationships across the Greater Rochester region.

This 2015-18 Strategic Plan has been guided by RGRTA's vision, mission, and values, and is built upon the Authority's customer-focused commitment to meet the needs of those we serve:

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

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

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

Five work teams then set about to identify, prioritize, and establish the annual and longer-range goals and tactics centered on five interdependent strategies, which are further detailed on the following pages:

Ensure Financial Sustainability

Grow Ridership & Customer Satisfaction

Deliver Quality Service & Improve Performance

Engage Employees in Delivering on our Brand Promise

Modernize our Infrastructure

OUR PLAN IS BASED UPON THE FOLLOWING ASSUMPTIONS:

Funding Trends

- Annual funding (federal and state) will remain relatively steady for the life of our plan.
- RGRTA continues our business model to be a public authority that operates with a private-sector business model and mindset. This model will enable us to be more productive in using government funds and to supplement it with other revenue sources.

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 61% 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 see slower population growth (approximately 2%) with a demographic shift to an older population. It is estimated that the percentage of adults aged 65+ could increase as much as 40% in the coming decades.
- There will be an increased need for public transit to support a more diverse population and lifestyles based on these changing demographics.

Business, Higher Education and Employment Trends

- Long-term growth in employment will mirror the overall population growth rate (approximately 2%).
- Regional employment will continue to move away from manufacturing and retail, while moving more toward health care, social assistance, and governmental services.

- Area colleges and universities will continue to impact the region's economy by: 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; their facilities are often located in "clusters."
- There will be an increase in service economy jobs, such as call center operations, many of which require multiple work shifts and reliance on part-time employment.

Regionalization

- Beyond Rochester and its suburbs, higher education and agriculture are growing industries, with employees who rely on public transportation to get to work.
- Public transportation services at scheduled times are required by clusters of business employers and medical/health facilities to attract the workforces they need.
- Although suburban transit centers are not feasible in the short term, developing suburban-based orientation points utilizing the methodology from the Suburban Transit Center Feasibility Study will be given serious consideration.

ENSURE FINANCIAL SUSTAINABILITY

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

Financial sustainability over the long term requires us to address specific issues in a tight fiscal environment; one in which revenues have grown more slowly than operating expenses. We have established three key goals to ensure financial sustainability:

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

To achieve both short-term and long-term budget targets, we continue to emphasize prudent planning and set realistic financial targets. Our plan builds on work well underway and includes new tactics focused on reducing cost drivers.

For example, we will re-evaluate our capital asset planning to incorporate a 10-year timeframe aligned to capital needs, taking a conservative approach. And we are establishing cross-functional teams to identify productivity improvements through streamlined work rules, and to find ways to better control labor and benefit costs over time.

We monitor our progress using organization-wide and department specific dashboards. We are moving forward with our investment in establishing a data warehouse so that department leaders have ready access to timely, accurate information to perform objective analysis and to aid in decision making.

Our long-range financial planning continues to involve identifying and prioritizing needs; securing sources of competitive grants; developing a continuous improvement process to deal with the challenges of public transit funding, and encouraging the Business Development team's efforts to partner with local organizations.

Despite limited financial resources, we are focused on growth. We prudently manage the funds provided to us by seeking out efficiencies, process improvements, and business partners willing to subsidize additional services. Our plans remain contingent on reliable state and federal funding.



Ensure Financial Stability

Tactic	Key Milestones	Timing	Project Champion(s)
Leverage our new financial systems to update our strategic plan to identify and further optimize operational cost savings.	Establish a cross functional work group to identify and recommend outcomes and initiatives.	Q1 2015-16	Scott Adair, Chris Dobson
	Finalize an implementation plan and timetable to begin in FY 2016-17.	Q3 2015-16	
Develop a 10-year capital asset planning process based on 'state of good repair' requirements of current asset inventory and conservative expansion forecasts.	Document asset classes (vehicles, buildings, IT, etc.) and inventories. Assign managers for each asset class.	Q1 2015-16	Eric Farr
	Asset class managers complete review of asset inventories and identification of any gaps.	Q1 2015-16	
	Draft asset condition criteria presented to workgroup.		
	Finalize asset condition criteria.	Q2 2015-16	
	Complete asset condition assessment.	Q3 2015-16	
	Summarize replacement funding requirements by asset class.	Q4 2015-16	
	Identify alternative funding approaches (rebuilt, replacements, etc.).	Q1 2016-17	
	Document revised Capital Planning process.	Q2 2016-17	
	Draft financial resource allocation strategy and alternatives.	Q4 2016-17	
Evaluate Regional operations to determine opportunities that achieve economies of scale, commonalities, and best practices in operations and service delivery.	Complete operational audit.	Q4 2015-16	Michael DeRaddo
	Develop implementation priorities and timetable.	Q1 2016-17	
Develop and make full use of an information repository to facilitate consistent analysis and reporting of actionable data; yielding time savings and increased understanding of data source connections.	Begin project planning. Define management and business requirements.	Q1 2015-16	Brock Bafford, Steve Kubiak
	Complete technical architecture design and dimension modeling.	Q2 2015-16	
	Complete physical design and ETL design and development.	Q3 2015-16	
	Complete business intelligence application design and development.	Q4 2015-16	
	Deploy business intelligence/data warehouse.	Q1 2016-17	



"The RTS Transit Center is a ladder to opportunity. It makes everything much more accessible than before, and will help the economy grow. What's critical about this project is that it is serving the community. We need more projects like this across the country."

*Therese McMillan
Acting Administrator
Federal Transit Administration*

GROW RIDERSHIP & CUSTOMER SATISFACTION

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

To attract new customers outside our core of those who are public transit dependent, our marketing initiatives remain focused on educating the community about the benefits of public transit and how to use the RTS system.

The addition of Ontario County to the Authority has sparked increased interest in connecting service across the eight county region. Our goal is to increase connectivity across the entire region by 2018.

Reducing travel time is a key driver of customer satisfaction. Building upon our recent route redesign, work is actively underway to study, pilot, and implement, where financially viable, express routes to high traffic destinations. We have also authorized a formal study to determine whether a vanpool program might be a practical way to link commuters from outlying areas to their destinations. If deemed viable, an operating model and pilot program could be defined later this year.

Colleges and universities now comprise our region's major employment, education, and health care delivery centers. Their campuses have large concentrations of public transit dependent customers and newcomers to the community. College students and young professionals, in particular, want alternatives to owning automobiles. They are a solid target market for near-term ridership growth and provide the opportunity to foster future generations of public transit users.

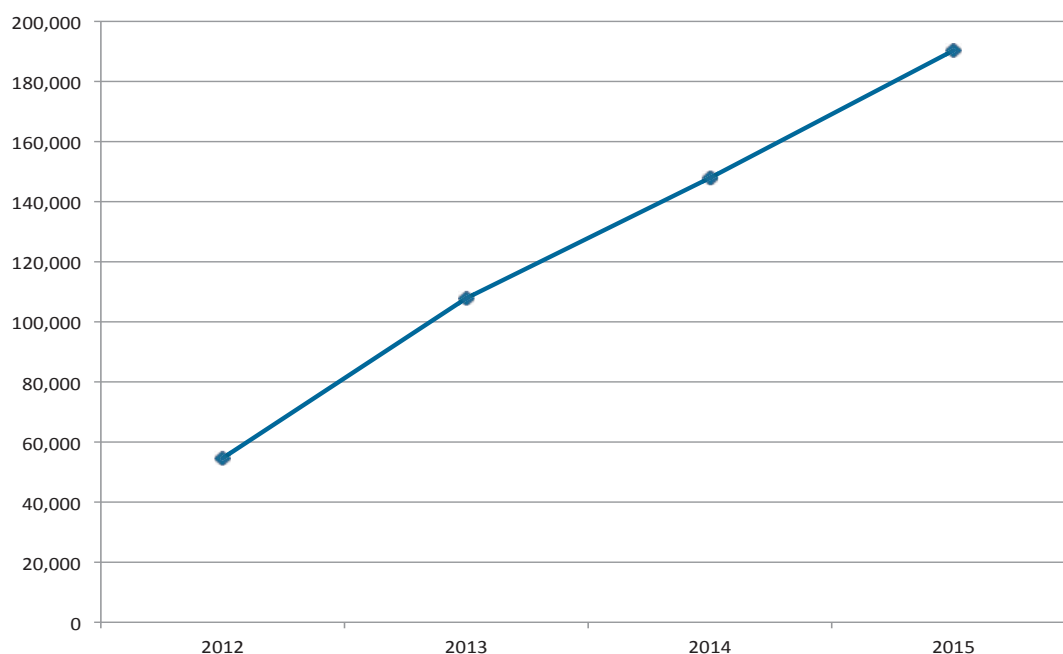
RTS already provides a robust schedule of fixed route service to and from Monroe Community College's Brighton and Downtown campuses, with connections to countless community destinations. We are working to refine our schedules to meet the specific needs of MCC's transit dependent and transit by choice students and employees. Dialogue with MCC's leaders and student representatives is providing valuable insight into other requirements that can enhance the customer experience. Included in these targeted efforts will be the launch of pilot programs to explore new fare payment mechanisms, including a college pass program.

Creating an exceptional customer experience is key to our success. The opening of the RTS Transit Center provides us a new foundation from which we will continue to transform the bus experience for our customers. The facility's most valuable amenity for customers is its ready-access to vital information resources that make it easy for them to plan and enjoy their ride. Downloads and daily use of our "Where's My Bus?" mobile app continue to rise at a steady pace. At the RTS Transit Center, through daily interactions as well as formal town hall meeting sessions conducted at the Transit Center, RTS gains ready access to customer feedback and input that we will continue to use to refine and improve our services. Go-forward investments include the development of a Customer Relationship Management (CRM) system that will enable us to better utilize the customer feedback to improve the customer experience and information sharing.

Grow Ridership & Customer Satisfaction

Tactic	Key Milestones	Timing	Project Champion(s)
Reduce travel time for customers by offering convenient, reliable, and quick service through express routes to and from high ridership destinations.	Identify destinations and routes that support express service.	Q1 2015-16	Crystal Benjamin-Bafford, Chuck Switzer
	Prioritize routes and create an implementation timetable. Trial one or more routes.	Q1 2015-16	
	Implement express service plan on additional routes.	Q2 & Q3 2015-16	
	Track utilization and refine.	Q3 2015-16	
Implement a CRM system that will improve internal operational processes and result in measurable increases in customer satisfaction and ridership.	Develop and release RFP.	Q1 2015-16	Brock Bafford, Megan Jasinski
	Select vendor.	Q2 2015-16	
	Complete installation and service migration.	Q4 2015-16	
	Test and go-live.	Q1 2016-17	
Complete Bus Stop Optimization and Sign Redesign & Replacement Project.	Implement optimization recommendations.	Q1 2015-16	Mark Ballerstein, Maryalice Keller
	Begin sign replacement.	Q1 2015-16	
	Complete sign replacement	Q4 2015-16	
Complete Van Pool Feasibility Study and implement pilot, if recommended, to offer an alternative flexible option for customers to bridge service gaps, address market demand, and attract new customers.	Feasibility Study completed.	Q1 2015-16	Crystal Benjamin-Bafford, Julie Tolar
	Confirm program viability	Q3 2015-16	
	Develop service plan and marketing plan.	Q4 2015-16	
	Implement service plan.	Q4 2015-16	

Average Monthly WMB Text and Email Usage





"There is no question that the RTS bus service based in Geneseo has been transformational for the college and community, and a difference maker in the lives of thousand of students."

*Robert A. Bonfiglio, Ph.D.
Vice President for Student & Campus Life
State University of NY Geneseo*

DELIVER QUALITY SERVICE & IMPROVE PERFORMANCE

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

Delivering quality service and improved performance on a continuous basis requires the right blend of people, process discipline, and technology. The goals and tactics listed here reflect our commitment to all three.

Bus service that runs on-time is the single most important criterion for our customers. We take great pride in the fact that our improved on-time performance now consistently exceeds 90%.

The new RTS Transit Center set the stage for us to transform our outdated public transportation model and routing system. It has already made a positive impact on our ability to schedule routes for maximum effectiveness. Through ongoing monitoring and diligent, focused follow-up, we will continuously fine-tune our operations and processes to maximize service offerings and efficiencies, including on-time departures.

We continue to emphasize process and skill-set improvement among our Maintenance Technicians to reduce unplanned and repeat maintenance and repairs, reduce bus down-time, and lower our costs. Our focus on problem diagnosis and prevention enhances our ability to effectively and efficiently maintain RTS' vehicle fleet, and keep pace with the ever-changing vehicle-based technologies.

In-service training programs for our Bus Operators will help to progress and reinforce our customer service standards and enhance their skills in serving our customers.

Continuous improvement is critical to our success. We will monitor performance and set aggressive targets. We continue to benchmark our performance with peer groups for the purpose of achieving additional operational efficiencies, reduced maintenance costs, and improved productivity.

Deliver Quality Service & Improve Performance

Tactic	Key Milestones	Timing	Project Champion(s)
Continue to focus on incremental process improvements, problem diagnosis, and training to reduce unplanned maintenance events and improve fleet reliability.	Begin to measure internal/external generated work ratio and come backs. Begin focused AQ/QC activities around PM inspection process to drive compliance with Techs and Supervisors.	Q1 2015-16	Rusty Korth
	Evaluate workflow and troubleshooting process in Garage. Identify process changes.	Q1 2015-16	
	Implement Garage process changes.	Q2 2015-16	
	Establish targets for comebacks and internal/external generated work ratio metrics for FY 16-17.	Q3 2015-16	
	Two-peats consistently average ≤ 4 /month.	Q4 2015-16	
	Increase average miles between change-offs to 5000.	Q1 2017-18	
Continue Bus Operator demonstration of CARE Standards.	Establish CARE measures for Bus Operators.	Q2 2015-16	Mike Capadano
	Launch in-service training and process to provide timely feedback regarding performance.	Q4 2015-16	
	Utilize customer survey tool and other market research to identify additional improvement opportunities.	Q1 2016-17	
Utilize benchmarking and employ best practices to reduce costs and increase productivity in selected areas.	Continue discussions with Upstate NY transit authorities and ABBG members to identify cost reduction and productivity improvement opportunities.	Q1 2015-16	Rusty Korth, Jay Corey
	Reduce maintenance costs by 10% (as compared to 2013-14) measured by total maintenance costs per actual total vehicle miles.	Q 3 2015-16	
	Increase maintenance productivity by 5% (as compared to 2013-14) measured by total actual vehicle miles.	Q4 2016-17	

ENGAGE EMPLOYEES IN DELIVERING ON OUR BRAND PROMISE

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

We invest in efforts to foster a work place culture and environment that can be recognized as a great place to work. The employee feedback we solicit regularly helps to monitor and guide our progress.

This philosophy is consistent with our brand promise. When we invest in our employees, they in turn provide a better experience for our customers. Going forward, we will build on initiatives already underway to insure our people have access to the resources, training, and ongoing support they need to achieve success in serving our community.

Our People Department has made great strides in utilizing best practices in recruitment, retention, performance management, and compensation practices to ensure the Authority has the talent required to achieve our strategic goals. Training and development needs are prioritized to support organizational goals.

For the future, we must insure we have adequate numbers of qualified employees with the specialized, industry-specific skills necessary to perform bus maintenance, electronic maintenance, and scheduling. We are pursuing training partnerships locally, and joining with our colleagues on a national level (through the American Public Transit Association), to develop training pathways for these disciplines. We have also made solid progress to develop the skills of RTS leaders in defined competencies, and are continuing our ongoing collaboration with the upstate New York transit agencies to foster peer-to-peer networking and development, and the sharing of best practices.

Employees at all levels have embraced our new brand identity and our brand promise, which pledges: **RTS makes it easy to enjoy your journey**. Our C.A.R.E. standards clearly define what is necessary and expected from each employee to make this brand promise come alive in every interaction we have with our customers and with one another. Employee training focused on department-specific expectations will continue, and emphasis will be placed on providing regular feedback on their performance in delivering on our brand.

Healthy U, our award-winning workforce wellness program, has also been enhanced with ongoing education and activities encouraging positive lifestyle choices. Our goal is to help employees maintain healthy, well-balanced lifestyles and reduce their risk for chronic health conditions, while minimizing health care costs where possible.



Engage Employees in Delivering on Our Brand Promise

Tactic	Key Milestones	Timing	Project Champion(s)
Develop the Phase 2 Plan to implement and reinforce CARE standards with all employees.	Develop and launch CARE education campaign. Conduct quarterly awareness events.	Q1 2015-16 and ongoing	Maryalice Keller, Amy Gould
Foster a culture of wellness that encourages positive lifestyle behaviors.	Launch Know Your Numbers screening. Educate employees on health plan offerings.	Q1 2015-16 Quarterly	Traci Clark, Renee Elwood
	Continue initiatives focused on smoking cessation, utilization of Employee Assistance Program and other community resources.	Quarterly	
Refresh our approach to talent acquisition with workforce planning that supports succession planning and reduces time to fill vacant positions.	Develop strategic Workforce Plan.	Q1 2015-16	Amy Gould
	Implement Job Fair/Expo calendar.	Q1 2015-16	
	Identify and select assessment tool for use with final candidates.	Q2 2015-16	
	Finalize development and launch a refreshed curriculum for New Employee Orientation.	Q3 2015-16	
Establish dedicated training and career development pathways for all leadership and supervisor staff.	Continue with implementation of Performance Management Partners program for Leadership Team members.	Q2 2015-16	Krystle Hall
	Establish formal development pathway program for all leaders, including managers and supervisors.	Q4 2015-16	
	Deliver leadership development program at Management and supervisor levels.	Q1 2016-17	



MODERNIZE OUR INFRASTRUCTURE

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

The RTS Transit Center represented a major milestone in our commitment to modernizing RGRTA's infrastructure. With this project now complete, we will dedicate staff time and resources toward needed infrastructure improvements in other parts of the transit system. We have prioritized infrastructure investments within the timeframe of this plan as we recognize the need to balance modernization goals with financial limitations.

Through the capital improvement planning process, the Authority seeks to maintain its infrastructure in a state of good repair by the continuing replacement and refurbishing of its fixed assets. Essential components of our aging infrastructure need to be modernized and replenished over the next decade.

Ongoing upgrades to maintenance garages and service facilities, and the construction of a new service building and a new warehouse on the main RTS campus, will enable the Authority to modernize its campus that was constructed over 40 years ago, which continues to need upgrades to improve safety, security, and efficiency for both bus and administration operations. Similar improvement efforts continue to take place at RTS Access, and at the regional facilities in Livingston, Orleans, Seneca, and Wyoming counties. Combined, these efforts contribute to our ability to provide continued safe and reliable service for our customers, and to proactively identify and address critical system issues before they become problematic.

RGRTA will continue to align its infrastructure modernization efforts with other community development initiatives, as we work to become a more transit friendly community. Projects include the planned completion of mini-transit stations to complement the recently opened College Town development, as well as the planned City Gate project.

Modernize our Infrastructure

Tactic	Key Milestones	Timing	Project Champion(s)
Mt. Hope Transit Stations – completion of six distributed mini-transit stations around the perimeter of College Town and the URM C Campus.	Complete final design. Complete construction.	Q1 2015-16 Q3 2015-16	Dave Belaskas
RTS Access Campus Improvements – including power distribution upgrades, fire system and mobile lift replacements.	Complete environmental review. Complete final design. Complete construction.	Q2 2015-16 Q3 2015-16 Q3 2016-17	Dave Belaskas
RTS Campus Improvement Project (Multiple Phases) – including Operations building renovations, construction of a new Maintenance Warehouse building and new Service building, and related site improvements.	Begin final design. Complete construction.	Q4 2014-15 Q4 2019-20	Mark Ballerstein
RTS Livingston Garage Improvements	Begin construction. Complete construction.	Q1 2015-16 Q3 2015-16	Dave Belaskas
Construct new RTS Orleans Bus Facility	Begin construction. Complete construction.	Q2 2015-16 Q2 2016-17	Mark Ballerstein
Construct new RTS Seneca Bus Facility	Complete environmental review. Begin construction. Complete construction.	Q3 2015-16 Q1 2016-17 Q4 2016-17	Dave Belaskas
Construct new RTS Wyoming Bus Facility	Begin construction. Complete construction.	Q4 2015-16 Q3 2016-17	Mark Ballerstein

RGRTA is building on a new foundation. We're seeing results from major investments – the RTS Transit Center, our commitment to developing our people, our focus on customers, a culture that encourages new ideas, and maximizing the return on investment that government funders have made in us. We continue to be energized by where we've been, what we've accomplished, and the road forward to build a public transportation system that people can build their lives around.



Financial Plan

The Authority's Financial Plan consists of three elements:

Operating Budget for Fiscal Year 2015-16

Multi-Year Budget Projection covering
fiscal years 2016-17 through 2018-19

Six Year Capital Improvement Plan covering
fiscal years 2015-16 through 2020-21

Fiscal Year 2015-2016 Operating Budget

Management is pleased to present a balanced operating budget for the fiscal year 2015-16 (FY2016) which maintains the existing customer fare structures for our entire service area. This is the seventh consecutive year of maintaining the \$1.00 base adult fare for customers of Regional Transit Service in Monroe County, the largest subsidiary.

The FY2016 Operating and Capital Budgets include the addition of RTS Ontario, which joined the Authority on August 1, 2014. In the schedules where comparative information is provided we have amended the 2014-15 fiscal year to include their annualized operations.

Total planned operating expenses for FY2016 are \$90.5 million, representing a 2.6% increase from the prior year's amended budget. The majority of the 2.6% increase is contractually obligated wages and benefits.

Total estimated revenues supporting operations are \$90.5 million, representing a 3.6% increase from the prior year amended budget. The largest increased item is the preventive maintenance revenue provided through the Federal Urbanized "5307" Program.

A comparison of the FY2016 Operating Budget versus the prior year is shown on the following page.

RGRTA myRTS.com	
Commissioners Monroe County Stephen J. Carl Robert J. Fischer James H. Redmond Chairman City of Rochester Thomas R. Argust Barbara J. Jones Karen C. Pryor Genesee County Paul J. Battaglia Vice Chairman Livingston County Milo I. Turner Ontario County Pending Orleans County Henry Smith, Jr. Seneca County Edward W. White Secretary Wayne County Michael P. Jankowski Treasurer Wyoming County Frank Vitagliano, Jr.	Certification of the Chief Executive Officer Fiscal Year 2015-16 Operating Budget and Financial Plan As Chief Executive Officer of the Rochester Genesee Regional Transportation Authority, I hereby certify that the Authority's 2015-16 Operating Budget and Financial Plan have been prepared, to the best of my knowledge and belief, after reasonable inquiry, based upon reasonable assumptions and methods of estimation, and in accordance with the requirements of 2 NYCRR, Part 203. Signed:  William C. Carpenter Chief Executive Officer Rochester Genesee Regional Transportation Authority
Rochester Genesee Regional Transportation Authority 1372 East Main Street, Rochester, NY 14609 • P: 585-654-0200 • F: 585-654-0293	

Financial Certification of the
Chief Executive Officer

Summary FY 2014-15 & 2015-16 Operating Budget Comparison

(\$ Millions)

	2014-15 Operating Budget	2015-16 Operating Budget	Change	% Change
REVENUES				
Locally Generated	\$31.8	\$32.2	\$0.4	1.2%
Governmental Subsidies	\$46.9	\$50.3	\$3.4	7.3%
Mortgage Recording Tax	\$8.7	\$8.0	\$(0.7)	-7.6%
Total Revenues	\$87.4	\$90.5	\$3.1	3.6%
EXPENSES				
Personnel	\$63.9	\$65.8	\$1.9	3.0%
Non-Personnel	\$24.3	\$24.7	\$0.4	1.6%
Total Expenses	\$88.2	\$90.5	\$2.3	2.6%
Net Income (Deficit)	\$(0.8)	\$ –	\$0.8	
Appropriated Working Capital	\$0.8	\$ –	\$(0.8)	
Net Income (Deficit)	\$ –	\$ –	\$ –	

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

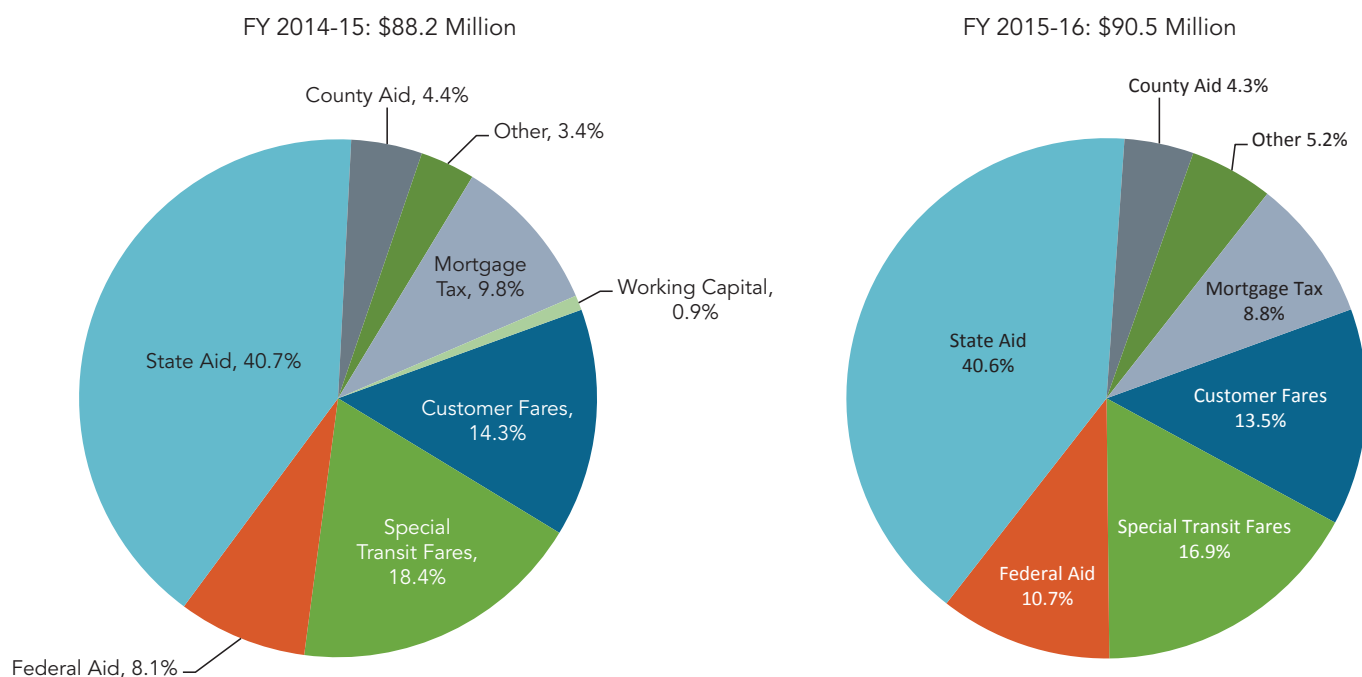
- Locally generated, which include customer and special fares;
- Governmental subsidies provided by member counties, New York State, and the federal government; and
- Mortgage Recording Tax receipts, which are collected by member counties and distributed to the Authority.

Total locally generated revenues are estimated to be \$32.2 million, representing an increase of \$0.4 million or 1.2% compared to the prior year's amended budget. Estimated governmental subsidies total \$50.3 million, an increase of \$3.4 million from the prior year's amended budget. The budget estimate for Mortgage Recording Tax receipts is \$8.0 million, decreasing \$0.7 million, or 7.6%, from last year's amended budget. The Authority has noted marginal increases in locally generated revenue sources, an increase in Federal Urbanized "5307" program funds, and a decrease based on housing transactions in Mortgage Recording Tax.

Planned FY 2016 operating expenses total \$90.5 million, which is an increase of 2.6% from the prior year's amended budget. Within that total, personnel costs are \$65.8 million, increasing \$1.9 million or 3.0%. Non-personnel costs are estimated at \$24.7 million, increasing \$0.4 million compared to last year's amended budget. The Authority continues to experience non-personnel expense growth at a rate below the Consumer Price Index Inflation factor primarily due to the cost of diesel fuel. The Authority's change in personnel costs are driven primarily by employee benefit cost increases.

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

Revenue Source Comparison



Revenue Factors

LOCALLY GENERATED

These include the categories of customer fares, special transit fares, and other revenues. As noted earlier, a total of \$32.2 million is budgeted for FY2016. Locally generated revenues are expected to support approximately 35.6% of total planned operating expenses for fiscal year 2015-16.

Customer Fares

Total budgeted customer fares are estimated to be \$12.2 million, a decrease of approximately 3.3% from last year's amended budget. Customer fares are derived from the various pass programs offered to our customers depending on their needs. Overall, the Authority's projected ridership for the fiscal year ending March 31, 2015 totals 18.2 million.

Revenue Comparison

(\$ Millions)

	2014-15 Operating Budget	2015-16 Operating Budget	Change	% Change
Customer Fares	\$12.6	\$12.2	\$(0.4)	-3.3%
Special Transit Fares	\$16.2	\$15.3	\$(0.9)	-5.6%
Other Revenue	\$3.0	\$4.7	\$1.7	56.6%
State Aid	\$35.9	\$36.7	\$0.8	2.5%
Federal Aid	\$7.1	\$9.7	\$2.6	36.8%
County Aid	\$3.9	\$3.9	\$ -	-
Mortgage Recording Tax	\$8.7	\$8.0	\$(0.7)	-7.6%
Total Revenue	\$87.4	\$90.5	\$3.1	3.6%

Special Transit Fares

A total of \$15.3 million is estimated for special transit fares in the FY2016 budget – a decrease of approximately 5.6% from the prior year’s amended budget. The special transit fare has become a critical element of the Authority’s business model and financial success.

Special transit fares are derived from route subsidy agreements with community partners, such as educational institutions, private sector firms, and non-profit agencies that benefit from fixed routes services provided by the Authority. Management will continue to emphasize this type of business development to grow revenues in the special transit fare category.

Other Revenue

Other revenues comprise a variety of sources, including interest earnings, investment income, recoveries, and appropriated net assets.

The 2015-2016 operating budget includes in Other Revenue – General the appropriation of \$2.4M of the OPEB reserve to fund the actual costs of retiree post employee benefits.

GOVERNMENTAL SUBSIDIES

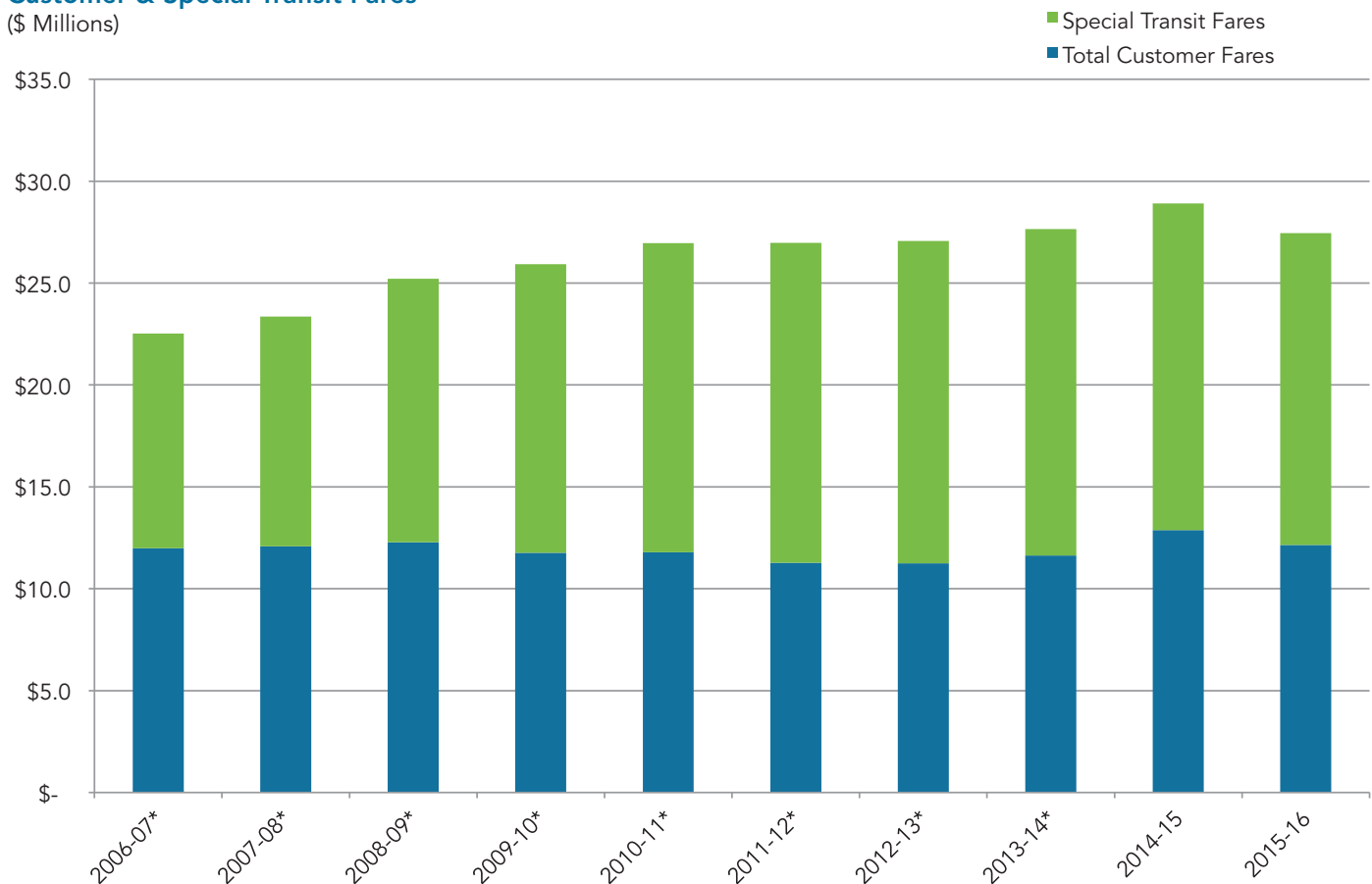
Governmental subsidies are the majority of the Authority’s revenue structure, totaling 55.6% of the total revenues supporting operations for FY2016. Governmental subsidies are received from the federal government, New York State, and each member county.

Federal Aid

Federal Aid planned for FY2016 totals \$9.7 million, up approximately \$2.6 million from last year’s amended budget. The major components of federal aid are annual formula based grants under the urbanized “5307” program and rural “5311” program.

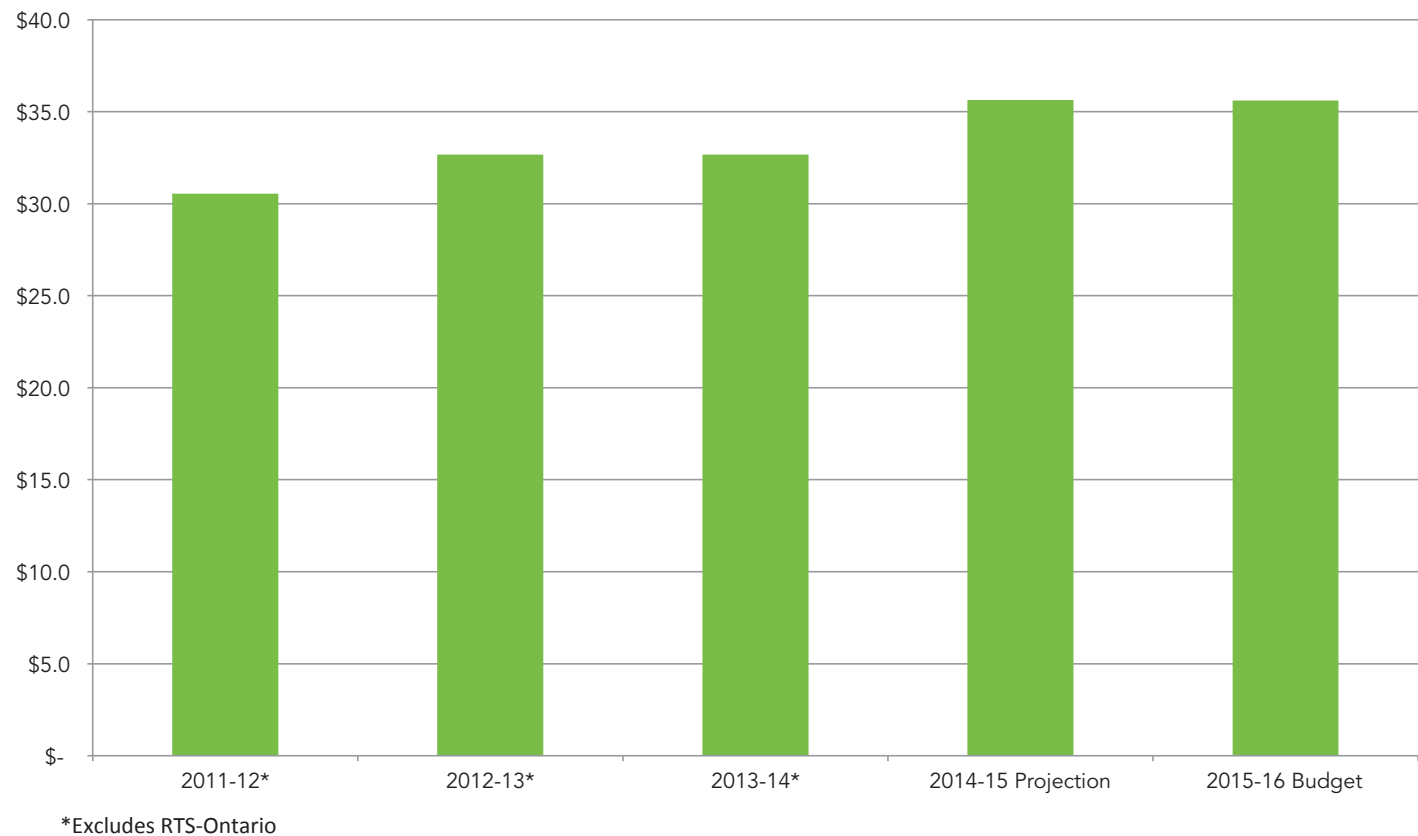
Customer & Special Transit Fares

(\$ Millions)



*Excludes RTS-Ontario

New York State Mass Transportation Operating Assistance
(\$ Millions)



State Aid

State aid planned for FY2016 is \$36.7 million, up approximately \$0.8 million from last year’s amended budget.

State Aid is comprised of an annual state budget allocation under the State Mass Transportation Operating Assistance program (STOA) and mandatory state matching funds for federal preventive maintenance aid. The Governor’s proposed budget provided no increase in STOA. However, we remain engaged with the state legislature as they move through their review and approval process of the Governor’s proposed budget.

County Aid

The total amount of County aid to be received by the Authority from all member counties is \$3.9 million.

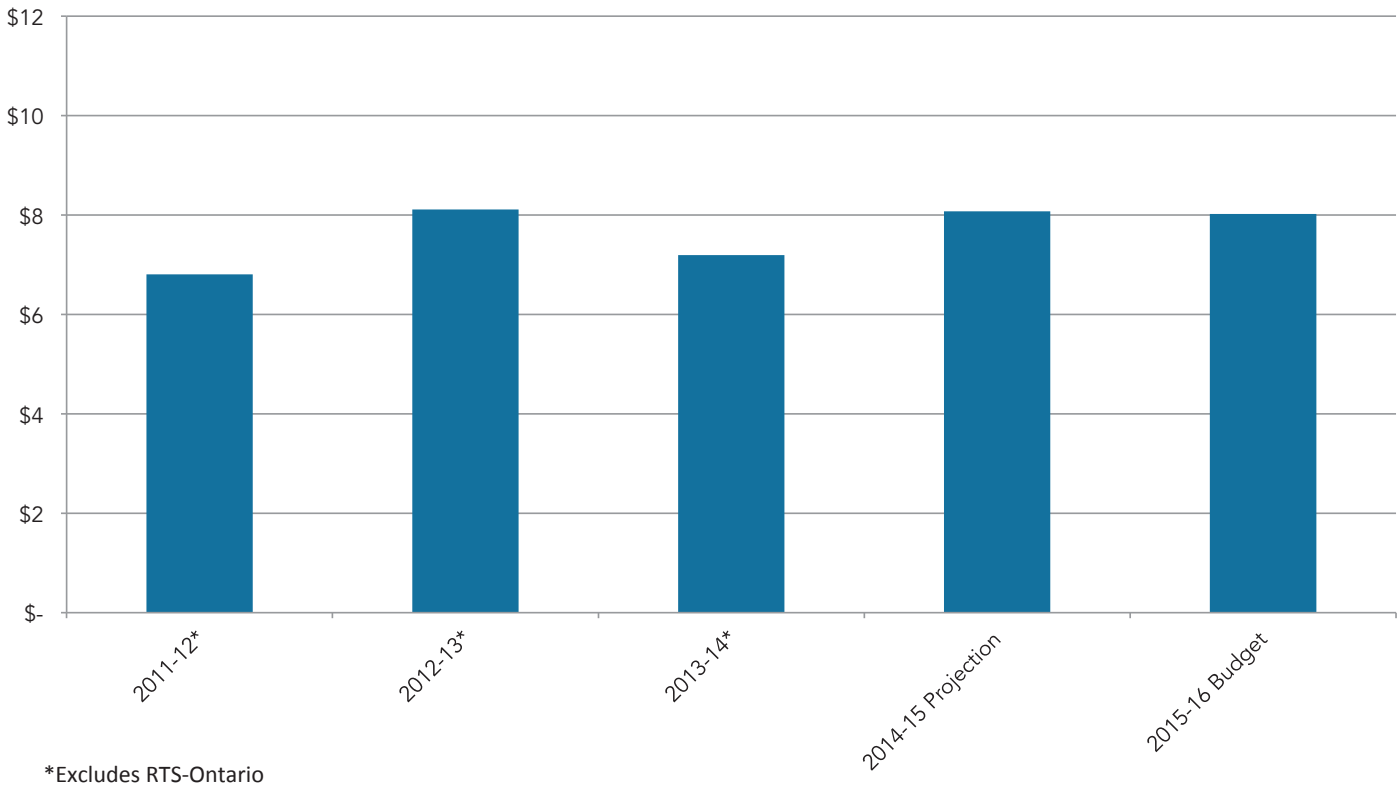
Each of the Authority’s member counties is required under New York State Transportation Law to make an annual contribution in support of public transportation services provided within their respective jurisdictions. The amount each County is required to pay has not changed in recent years.

MORTGAGE RECORDING TAX

Mortgage Recording Tax (MRT) is a state tax collected by the county clerks and distributed to municipalities, school districts, and public transportation authorities. Unless exempted by action of the local industrial development agency, all real estate mortgage recordings within each member county must pay an MRT. The public transit share of MRT equals 25 basis points against the mortgage principal amount.

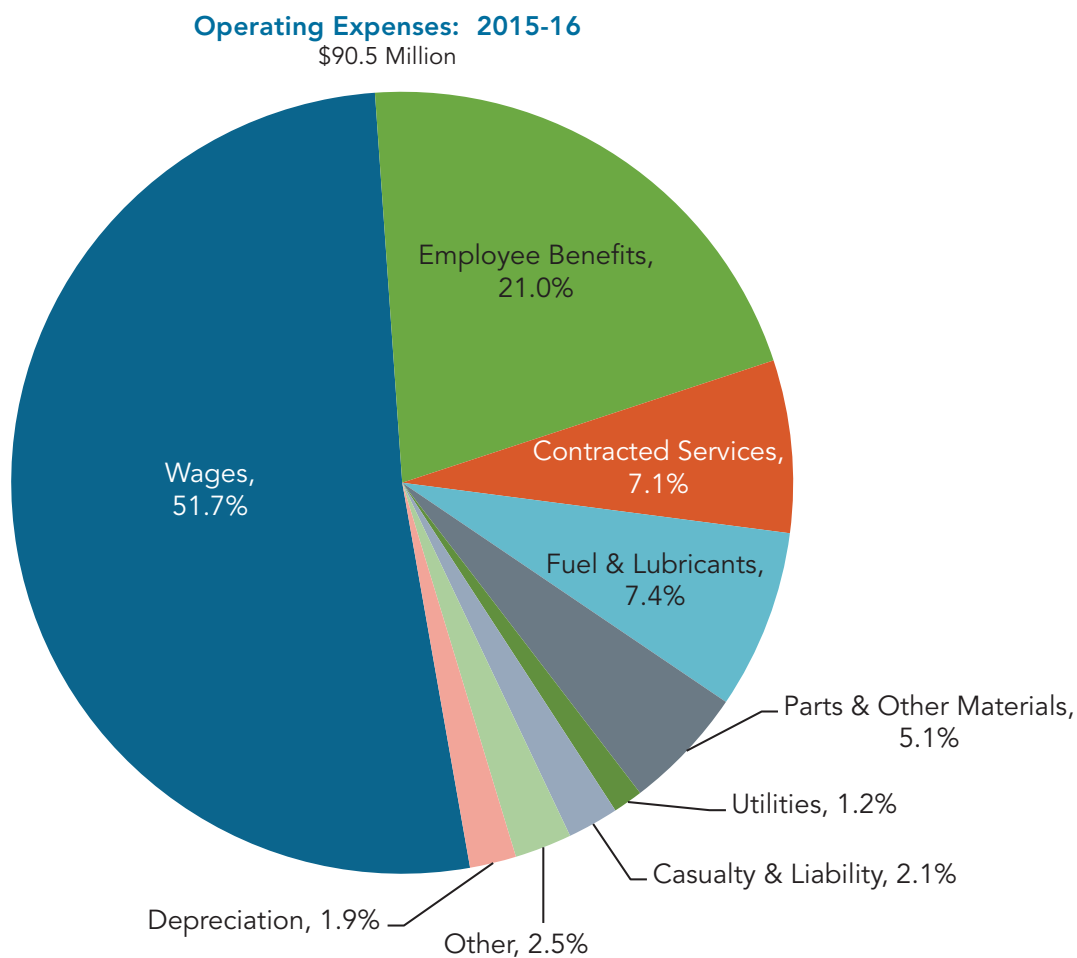
The MRT budget for FY2016 is \$8.0 million – decreasing 7.6% percent from the prior year’s amended budget.

Mortgage Recording Tax Receipts
(\$ Millions)



Expense Factors

The Authority's operational spending plan for FY2016 has been developed with the following key concepts: a full year of operating the RTS Transit Center, maintaining high quality services for our customers, and to restrict cost increases wherever possible. Total estimated operating expenses for the fiscal year are \$90.5 million, representing an increase of \$2.3 million, or 2.6%, compared to the prior year's amended budget plan. The pie chart below illustrates the allocation of planned expenses among the major personnel and non-personnel categories.



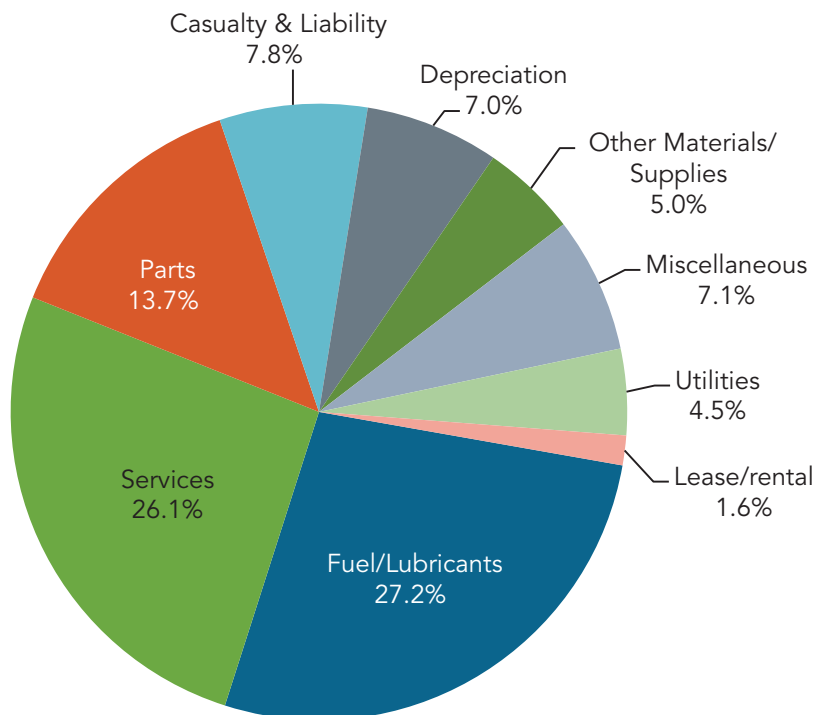
PERSONNEL

Total estimated wages and benefits for FY2016 are \$65.8 million, representing an increase of \$1.9 million or 3.0% from the prior year amended budget. The total number of authorized personnel (both full-time and part-time) is 901 as compared to 931 for the previous year.

Total Non-Personnel Expenses: 2015-16
\$24.7 Million

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 FY2016 is \$24.7 million, representing an increase of \$0.4 million compared to the prior year's amended budget. The chart below provides a detailed year-to-year comparison for each category.



Non-Personnel Summary

(000's)

	2014-15 Operating Budget	2015-16 Operating Budget	Change	% Change
Fuel/Lubricants	\$8,303	\$6,706	\$(1,597)	-19.2%
Contracted Services	\$6,151	\$6,450	\$ 299	4.9%
Parts	\$2,944	\$3,389	\$ 444	15.1%
Casualty & Liability	\$1,739	\$1,914	\$ 175	10.0%
Depreciation	\$1,539	\$1,737	\$ 198	12.9%
Other Materials/Supplies	\$1,274	\$1,239	\$ (35)	-2.7%
Miscellaneous	\$903	\$1,756	\$ 853	94.5%
Utilities	\$946	\$1,116	\$ 170	18.0%
Lease/rental	\$497	\$385	\$(113)	-22.6%
Total	\$24,297	\$24,692	\$395	1.6%

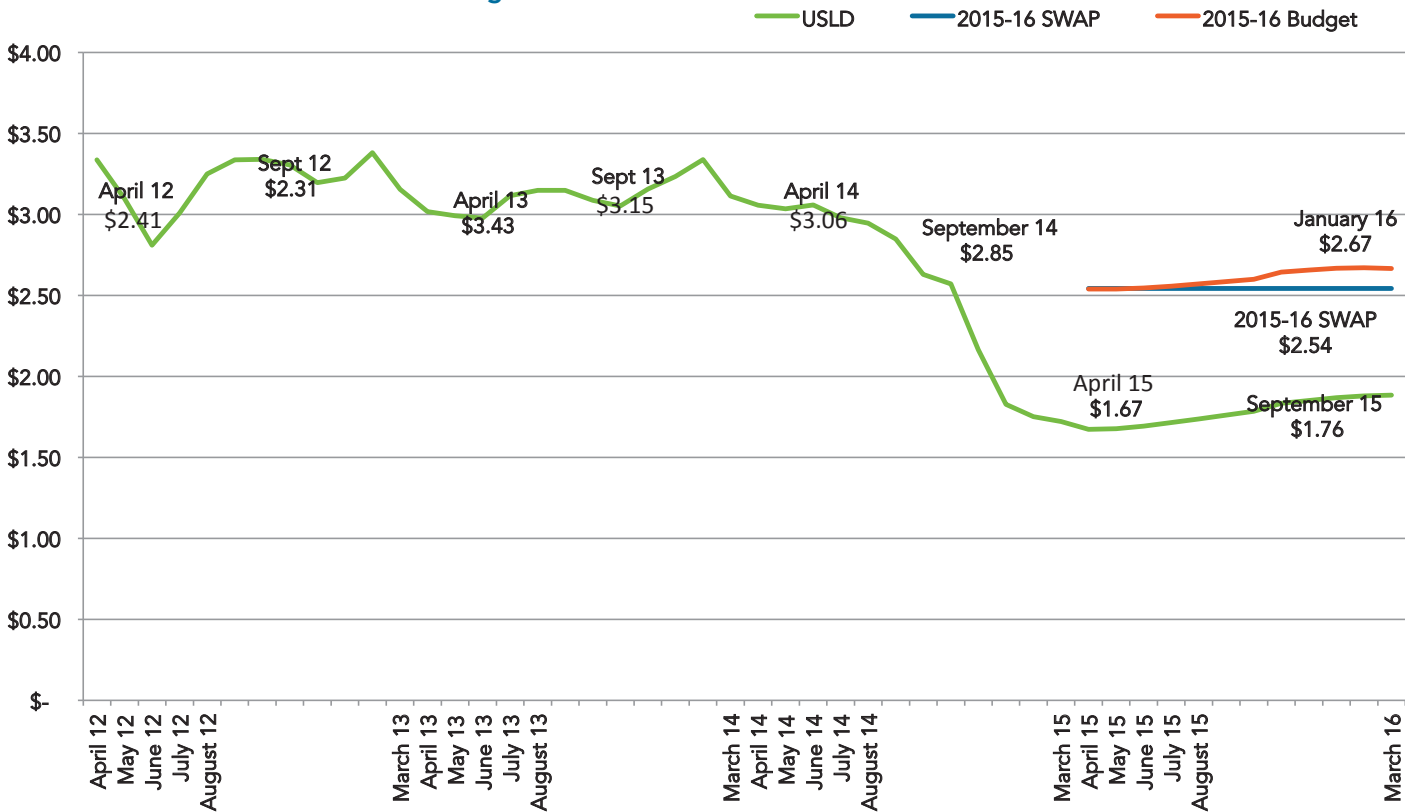
The key drivers of non-personnel expenses are discussed below.

Fuel and Lubricants

Fuel and lubricant costs are estimated at \$6.7 million for FY2016, decreasing \$1.6 million from the prior year budget. The FY2016 budget estimate is based upon current futures market price indications for those quantities not fixed under the hedge. The Authority currently has protection against volatility on 50% of its supply for FY2015 with a fixed price SWAP. 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





Bus Parts and Other Materials and Supplies

Bus parts and other materials and supplies expenses planned for FY2016 total \$4.6 million, representing an increase of \$0.4 million from the prior year's amended 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 FY2016 contracted services expenses are \$8.7 million, representing an increase of \$0.3 million from the prior year's amended budget.

Miscellaneous and Other Expenses

Miscellaneous and other expenses during FY2016 are budgeted at \$2.9 million, an increase of approximately \$1.0 million from the prior year's amended budget primarily due to a full year of operations and debt service for the Transit Center. This category includes elements such as utilities; marketing; subscriptions; employee travel and training; and taxes.

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 FY2016 is budgeted at \$1.7 million, representing an increase of \$0.1 million from the prior year's amended budget. The increase is attributed to the first full year of depreciation for the investment in the RTS Transit Center in addition to the acquisition of buses.

Multi-Year Budget Projection:

FISCAL YEARS 2016-17 – 2018-19

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 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, 2015, the Authority's AUNA will total approximately \$24.2 million.

This latest update of the Multi-Year contemplates a continued slow economic recovery impacting both revenue and expense projections over the next four years. The inherent structural imbalance of public transit revenue growth lagging behind expenses required to maintain service levels is also evident.

The revenues supporting operations are essentially flat, increasing from \$84.0 million to \$84.7 million, or approximately 1% over the projection period. Projected annual operating expenses increase from \$93.9 to \$104.0 million over the same period, representing an increase of \$10.1 million, or 10.8%. Each year of the projection shows a funding gap that grows from \$9.9 million to \$19.3 million with a cumulative total gap of \$43.5 million.

The Authority's current fiscal strength (represented by \$24.2 million of AUNA) could theoretically close these projected funding gaps through fiscal year 2017-18, and thereby enable the maintenance of service levels and current fare structures for customers - notwithstanding future actions that may be taken by management to reduce projected costs and increase revenues (other than customer fares) that are contained in the projection.

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

Key elements/assumptions driving this forecast are as follows:

REVENUES

Locally generated

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

Government Subsidies

- STOA, a component of State Aid, allocation of \$35.6 million is assumed to remain flat.
- No increase in member county subsidies.
- Federal formula aid is assumed to remain unchanged.

Mortgage Tax

- A gradual economic recovery provides for an expected increase of 1.5% annually.

EXPENSES

- Scope of transit services planned for fiscal year 2015-16 is maintained.

Personnel

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

Non-personnel

- Diesel fuel prices progressively increase 5-15% annually.

Consolidated Multi-Year Budget Projection 2016-17 – 2018-19

(\$ Millions)

	Projected 2014-15	Budgeted 2015-16	Projection 2016-17	Projection 2017-18	Projection 2018-19
REVENUES					
Locally Generated Revenues					
Fares: Cash, Passes, subsidy agreements	\$28.6	\$27.5	\$27.1	\$27.2	\$27.4
Other (Interest earnings, recoveries, reimbursements)	\$2.9	\$4.7	\$2.3	\$2.3	\$2.4
Locally Generated Revenues	\$31.5	\$32.2	\$29.4	\$29.6	\$29.8
Governmental Subsidies					
Federal	\$7.4	\$9.7	\$6.3	\$6.4	\$6.4
State	\$35.5	\$36.7	\$36.2	\$36.2	\$36.2
County	\$3.9	\$3.9	\$3.9	\$3.9	\$3.9
Governmental Subsidies	\$46.8	\$50.3	\$46.5	\$46.6	\$46.5
Mortgage Recording Tax	\$8.2	\$8.0	\$8.1	\$8.3	\$8.4
Total Revenue	\$86.5	\$90.5	\$84.0	\$84.4	\$84.7
EXPENSES					
Personnel					
Employee Wages	\$45.1	\$46.8	\$47.6	\$48.5	\$49.5
Medical Insurance	\$8.9	\$9.7	\$11.3	\$13.1	\$15.2
Other Fringe Benefits	\$8.9	\$9.3	\$9.6	\$9.8	\$10.0
Total Personnel	\$62.9	\$65.8	\$68.4	\$71.4	\$74.8
Non-Personnel					
Fuel & Lubricants	\$7.9	\$6.7	\$7.0	\$8.0	\$9.2
Other Non-Personnel	\$16.4	\$18.0	\$18.4	\$19.2	\$20.0
Total Non-Personnel	\$24.3	\$24.7	\$25.4	\$27.2	\$29.2
Total Expenses	\$87.1	\$90.5	\$93.9	\$98.7	\$104.0
Net Income (Deficit) From Operations & Subsidies	\$(0.7)	\$(0.0)	\$(9.9)	\$(14.3)	\$(19.3)
Estimated Available Unrestricted Net Assets BOY	\$24.9	\$24.2	\$24.2	\$14.3	\$0.0
Estimated Available Unrestricted Net Assets EOY	\$24.2	\$24.2	\$14.3	\$0.0	\$(19.3)

Six Year Capital Improvement Plan

The Capital Improvement Plan (CIP) is the Authority's six year (FY 2015-16 – 2020-21) 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 annually in September as department heads are asked to formally prepare capital funding requests for the forthcoming six-year period. Capital projects must have a life expectancy of at least one year and a minimum cost of \$5,000.

The Project Management Office (PMO) provides valuable support to assist department heads in the development of formal project charters for capital requests that exceed \$100,000. PMO proficiency in project definition and scoping provided insight and detail about each project that was useful in the decision making process. Utilizing the project charters, budget estimates, technical information, anticipated milestones, and a justification for the proposed investment the capital requests were reviewed. A recommended list of projects was then reviewed by the Authority's Executive Management Team for the determination of final funding allocations.

GENERAL OVERVIEW

The CIP is fiscally constrained within available funding over the six year period. It contains a total of 88 projects with estimated expenses of \$147.7 million. The first year of the plan including projects in progress is \$67.8 million.

2015-16 Capital Expenses By Project Type

Project Type	Number of Projects	\$ (Millions)
Preventive Maintenance	1	\$18.0
Rolling Stock	15	\$18.1
Facilities	16	\$25.0
Equipment	17	\$1.2
Transportation Technologies	7	\$5.1
Other	4	\$0.6
Total	60	\$67.8

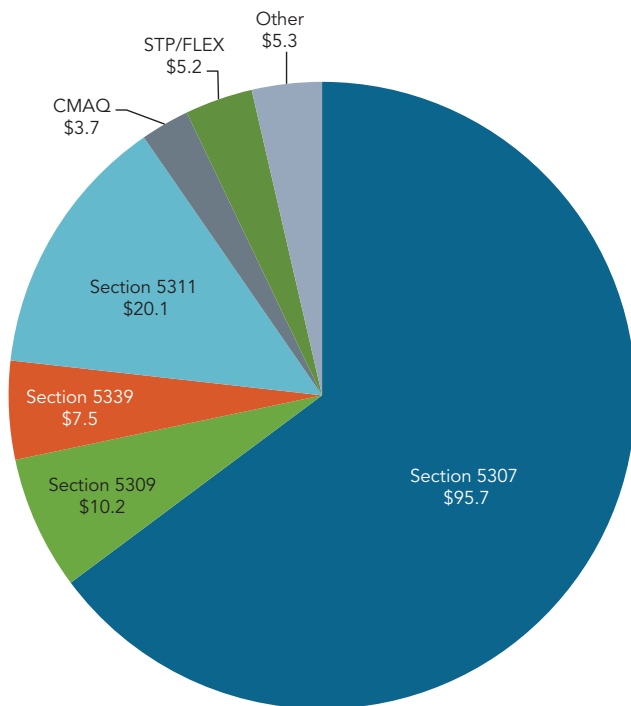


Management decisions about the allocation of limited capital resources are tied directly to the Authority's Vision of becoming the Preferred Transportation Choice. The Authority remains committed to replacing its bus fleet (rolling stock) on a consistent and timely basis. All scheduled bus purchases included in the Plan are fully funded, however, not included in this Plan are approximately \$60 million of unfunded needs for other project types. Included in this unfunded estimate are the remaining funds necessary to realize the efficiencies designed in the RTS Campus master plan.

In addition to the core projects, such as replacement of buses and preventive maintenance, the Authority will complete construction of the Mt. Hope Transit Station project to incorporate transit as part of the University of Rochester's College Town project, and continue the facility and site improvements for the RTS Campus, RTS Access Campus, and numerous Regional facilities. In addition to these exciting construction projects, the Authority's plan contemplates the addition of a data warehouse and business intelligence project to support and assist the organization in analyzing all aspects of operations, as well as a customer relationship management system to enhance interactions with our customers through multiple channels.

Source of Funds

\$147.7 Million



SOURCE OF FUNDS

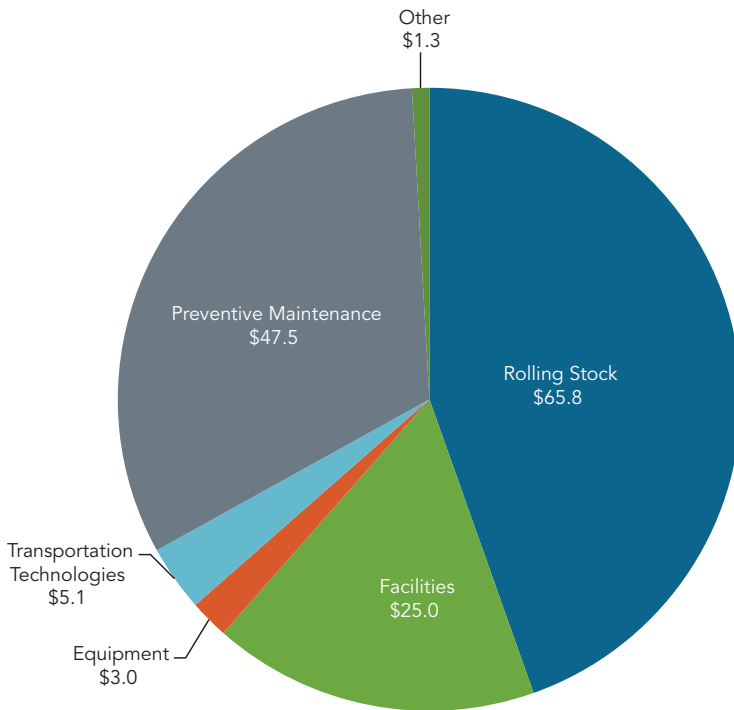
Capital funding is primarily dependent upon federal grants, which are partially matched by contributions from both New York State and the Authority. Generally, the funding split for capital investments is 80% federal, 10% state, and 10% RGRTA. The New York State Department of Transportation provides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

In July of 2012 Congress authorized, and the President signed into law, MAP-21 (Moving Ahead Progress in the 21st Century) setting forth the estimated federal transportation funding for the two-year period ending September 30, 2014, with an extension through May 31, 2015. A continuing resolution was passed in December of 2014 appropriating full funding through September 30, 2015. It should be noted that Federal grants from the Section 5307 formula grant program represent the primary revenue stream (providing over 60% of total funding) supporting the Authority's Six-Year Capital Improvement Plan.

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

- Due to the fact that Congress has not yet approved appropriations past September 30, 2015, the Authority's Federal Section 5307 and 5339 formula assistance is assumed to be flat from 2015 levels for the first two years of the CIP, with a 5% increase for year three, and flat thereafter.
- Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds are allocated to the greater Rochester area for transportation improvement projects that will improve air quality standards. This Plan assumes no future allocations of CMAQ funds to the Authority as reflected in the Genesee Transportation Council's regional Transportation Improvement Program (TIP).
- Bus and Bus Facilities Section 5309 federal discretionary aid is eliminated and replaced by Section 5339 formula aid established for state of good repair.
- Additional FHWA & STP/FLEX grants, which are federal highway funds flexed for mass transit use, have not been assumed beyond those funds now committed to the RTS Transit Center.
- 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.
- Remaining balances from prior years' allocations from the New York State Dedicated Trust Fund (SDF) are being utilized to partially fund several projects in the CIP; no additional SDF allocations are assumed.
- Other CIP funds include distributions from the RGRTA capital reserve fund.

Use of Funds \$147.7 Million



USE OF FUNDS

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

Preventive Maintenance

The Authority allocates a portion of its annual Section 5307 formula grant for the Preventive Maintenance (PM) of capital assets. Although technically considered a “capital” expense by federal regulations, PM essentially functions as a subsidy for operating expenses related to the support/preventive maintenance of federally acquired assets. The total PM allocation over the six-year CIP is \$47.5 million.

Rolling Stock

RGRTA recognizes that timely replacement of its revenue fleet is an integral part of maintaining long-term financial stability and providing excellence in customer service. A total of \$65.8 million is planned for the upcoming six-year period, inclusive of buses currently under order, for a total of 342 vehicles to be replaced. The Authority projects to have the ability over the entire six-year CIP to fund 100% of all scheduled bus replacements. To accommodate the

uneven annual fleet replacement schedule, the Authority will, when necessary, carry forward significant grant allocations from year to year. Continual evaluation of the size and make-up of the Authority’s fleet roster to identify the most efficient use of revenue vehicles to satisfy customer demand is essential.

Facilities

The Authority remains committed to improving the quality of transportation service in the community and the quality of the transportation experience for customers through the construction of Mt. Hope Transit Stations at College Town, as well as improvements to the RTS and RTS Access campuses and regional facilities. The CIP contains \$25.0 million to be invested in facilities during the six-year plan.

Mt. Hope Transit Station at College Town

In early 2011, the University of Rochester announced the selection of a private firm as prime developer for its proposed College Town. The vision for the project, located on approximately 16 acres of land owned by the University adjacent to the University of Rochester Medical Center complex, is a community oriented development containing retail, residential, office, and recreational uses.

College Town represents a major economic development opportunity for the community. During fiscal year 2014-15, the Authority continued discussions with the University, resulting in the inclusion of six enhanced bus shelters in the College Town plans to serve the many thousands of people who now and in the future will travel daily to this second most active destination in the RTS system for employment and health services. In the coming year, the installation of six heated bus shelters around the Medical Center and college campus to provide real-time bus arrival information in the form of wayside notification signs will be completed.

RTS Campus and Site Improvements

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

During the summer and fall of 2012, the first component of the master site plan was executed with the completion of an addition and renovations to the Administration Building. During fiscal year 2013-14, planned improvements were completed, which included the installation of above ground diesel storage tanks, fire alarm system replacement, roof replacement, and HVAC system upgrades. In fiscal

year 2014-15 a design-build contract was awarded for the remaining elements of the project. The acquisition of adjacent properties is underway, with the demolition and site clearing anticipated to be completed in fiscal year 2015-16. This will expand the site's footprint to allow for the reconfiguration of Campus parking and traffic flow. In conjunction with this work, renovations to the Operations Building and construction of a maintenance warehouse will commence.

The project is being implemented with a phased approach. As funding is secured, additional elements of the pre-defined master plan will be executed. The eventual completion of the master plan, inclusive of phases already complete, will total \$55 million. The unfunded needs of approximately \$23 million include the construction of a new maintenance garage to locate the buses indoors from the elements as they wait to be put in revenue service; renovations to the maintenance garage to reduce facility costs; enhancements to the perimeter wall and lighting to augment current safety and security practices; and the replacement of the Service Building – a critical element of the master plan that will improve the nightly cleaning, fueling, and parking of buses.

RTS Access Campus

RTS Access provides paratransit services to complement the fixed route services of RTS in Monroe County. The operations and administrative headquarters for RTS Access are located on Trabold Road in the Town of Gates. Engineering studies have determined the need for significant improvements to this facility, and the Authority continues to seek discretionary grant funds and allocate formula funds for such improvements. Beginning in fiscal year 2012-13, activities which have been completed or are in process include the installation of above ground fuel storage tanks, roof and HVAC replacement, fire alarm replacement, and general office renovations. During 2015-16, the Authority will continue these efforts with the removal of underground fuel storage tanks, power distribution improvements, installation of an emergency generator, mobile lift replacements, and the engineering and environmental review for future phases of the project. Inclusive of the funds spent to date, the investment through fiscal year 2015-16 will total \$1.49 million.

Transportation Technologies

Data Warehouse and Business Intelligence

In order to make strategic business decisions, the Authority needs to compile and analyze data from across the organization. Currently this information is provided from

over twenty sources. The Data Warehouse and Business Intelligence (DWBI) system will create a central repository for the information to reside. The system will provide additional benefits to the Authority, including the ability to:

- present high level dash boards for executives and managers
- permit interactive analysis
- perform cause and effect scenarios and root cause analysis
- provide predictive views and create trend analysis
- correct for data errors and alert for outside of norm measures
- run intensive reports

The added efficiencies and ease of analysis will result in significant time savings for the Authority's staff and result in improved decision making across the Authority.

During 2013, with the assistance of a consultant, the Authority performed a comprehensive analysis of the information needs across the organization. This work will ensure that the Authority will be addressing all of its needs when awarding a contract for the design and implementation of the final system. The implementation will be split into phases. Each individual phase will result in process improvements, with each subsequent phase building on the prior. The first phase is expected to be completed in early 2016, with the final phase anticipated to be completed in fiscal year 2018-19.

Equipment

This classification contains assets necessary to maintain or increase operational efficiencies, such as routine computer replacement and maintenance facility equipment. The Authority will fund \$3 million in equipment needs over the six-year period.

Other

Capital projects in this section of the Plan are primarily focused on transit enhancements for the public. Such projects include the installation of bus shelters at RTS and for the regional companies, as well as bus stop signs. The key transit enhancement project in fiscal year 2015-16 is the installation of redesigned bus stop signs at RTS to extend the rebranding efforts begun in fiscal year 2014-15. The total investment in miscellaneous projects is \$1.3 million, during the six-year plan.

2015-16 – 2020-21 CAPITAL IMPROVEMENT PLAN

Project	Company	Projects in Progress Remaining Cost @ 12/31/14	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Preventive Maintenance	RTS/RTS-Access	\$7,805,085	\$10,192,145	\$5,825,646	\$5,943,934	\$6,001,241	\$5,791,076	\$5,898,243	\$47,457,370
Total Preventive Maintenance		\$7,805,085	\$10,192,145	\$5,825,646	\$5,943,934	\$6,001,241	\$5,791,076	\$5,898,243	\$47,457,370
Replace 7 Transit Buses	RTS	\$3,188,440							\$3,188,440
Replace 8 Transit Buses	RTS	\$3,077,357							\$3,077,357
Replace 8 Transit Buses	RTS		\$3,746,713						\$3,746,713
Replace 20 Transit Buses	RTS			\$10,080,347					\$10,080,347
Replace 19 Transit Buses	RTS				\$9,841,368				\$9,841,368
Replace 22 Transit Buses	RTS						\$12,319,521		\$12,319,521
Replace 24 Paratransit Buses	RTS-Access	\$1,641,350							\$1,641,350
Replace 6 Paratransit Buses	RTS-Access		\$451,404						\$451,404
Replace 10 Paratransit Buses	RTS-Access			\$794,586					\$794,586
Replace 8 Paratransit Buses	RTS-Access				\$642,746				\$642,746
Replace 6 Paratransit Buses	RTS-Access						\$516,557		\$516,557
Replace 14 Paratransit Buses	RTS-Access							\$1,201,429	\$1,201,429
Replace 2 Regional Buses	RTS-Genesee	\$294,668							\$294,668
Replace 2 Regional Buses	RTS-Genesee		\$270,530						\$270,530
Replace 4 Regional Buses	RTS-Genesee					\$323,564			\$323,564
Replace 4 Regional Buses	RTS-Genesee						\$333,268		\$333,268
Replace 8 Regional Buses	RTS-Livingston	\$591,533							\$591,533
Replace 1 Regional Buses	RTS-Livingston			\$139,323					\$139,323
Replace 4 Regional Buses	RTS-Livingston					\$323,564			\$323,564
Replace 8 Regional Buses	RTS-Livingston						\$1,275,512		\$1,275,512
Replace 6 Regional Buses	RTS-Orleans	\$444,000							\$444,000
Replace 6 Regional Buses	RTS-Orleans						\$499,902		\$499,902
Replace 8 Regional Buses	RTS-Ontario	\$582,080							\$582,080
Replace 12 Regional Buses	RTS-Ontario		\$1,269,476						\$1,269,476
Replace 6 Regional Buses	RTS-Ontario			\$562,701					\$562,701
Replace 6 Regional Buses	RTS-Ontario				\$471,210				\$471,210
Replace 8 Regional Buses	RTS-Ontario						\$666,536		\$666,536
Replace 18 Regional Buses	RTS-Ontario							\$1,544,706	\$1,544,706
Replace 7 Regional Bus	RTS-Seneca	\$575,696							\$575,696

2015-16 – 2020-21 CAPITAL IMPROVEMENT PLAN continued

Project	Company	Projects in Progress Remaining Cost @ 12/31/14	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Replace 8 Regional Buses	RTS-Seneca						\$666,536		\$666,536
Replace 8 Regional Buses	RTS-Wayne	\$590,055							\$590,055
Replace 9 Regional Buses	RTS-Wayne		\$1,217,385						\$1,217,385
Replace 5 Regional Buses	RTS-Wayne			\$514,457					\$514,457
Replace 7 Regional Buses	RTS-Wayne				\$874,580				\$874,580
Replace 11 Regional Buses	RTS-Wayne					\$1,625,877			\$1,625,877
Replace 6 Regional Buses	RTS-Wayne						\$499,902		\$499,902
Replace 6 Regional Buses	RTS-Wyoming	\$441,284							\$441,284
Replace 1 Regional Buses	RTS-Wyoming			\$93,784					\$93,784
Replace 2 Regional Buses	RTS-Wyoming				\$157,070				\$157,070
Replace 10 Regional Buses	RTS-Wyoming					\$808,910			\$808,910
Replace 6 Regional Buses	RTS-Wyoming						\$499,902		\$499,902
Total Rolling Stock		\$11,426,463	\$6,639,369	\$11,842,016	\$12,138,814	\$3,724,661	\$17,277,636	\$2,746,135	\$65,795,094
RTS Transit Center	RTS	\$3,996,875							\$3,996,875
RTS Transit Center – Two-Way Street Conversion	RTS	\$562,500							\$562,500
Mt. Hope Station at College Town	RTS	\$2,621,749							\$2,621,749
Facility Engineering & Design	RTS-Seneca	\$39,520							\$39,520
Facility Engineering & Design	RTS-Ontario	\$252,281							\$252,281
Bus Storage Facility Improvements	RTS-Livingston	\$287,633							\$287,633
RTS Campus Improvement Project	RTS	\$12,521,450	\$3,424,764						\$15,946,214
Wyoming Transit Bus Storage Facility Construction	RTS-Wyoming	\$721,326							\$721,326
RTS Access Campus Improvement Phase II	RTS-Access	\$95,339							\$95,339
RTS Access Campus Improvement Phase III	RTS-Access	\$302,040							\$302,040
Engine Block Heater	RTS-Seneca	\$12,200							\$12,200
Engine Block Heater	RTS-Orleans	\$6,600							\$6,600
Engine Block Heater	RTS-Wayne	\$15,933							\$15,933
Engine Block Heater	RTS-Genesee	\$19,667							\$19,667
Engine Block Heater	RTS-Livingston	\$7,533							\$7,533

2015-16 – 2020-21 CAPITAL IMPROVEMENT PLAN continued

Project	Company	Projects in Progress Remaining Cost @ 12/31/14	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Bus Storage Facility Prelim Engineering & Enviro. Review	RTS-Genesee	\$99,186	\$21,561,832	\$3,424,764	\$ –	\$ –	\$ –	\$ –	\$99,186
Total Facilities			\$21,561,832	\$3,424,764	\$ –	\$ –	\$ –	\$ –	\$24,986,596
Replace Non Revenue Vehicle (2)	RTS		\$53,883						\$53,883
Replace Non Revenue Vehicle (4)	RTS			\$111,000					\$111,000
Replace Non Revenue Vehicle (2)	RTS				\$57,165				\$57,165
Replace Non Revenue Vehicle (2)	RTS						\$60,646		\$60,646
Replace Non Revenue Vehicle (3)	RTS							\$93,698	\$93,698
Server Replacement	RTS	\$56,473	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$356,473
Personal Computer (PC) Replacement	RTS	\$16,176	\$76,439	\$100,530	\$103,872	\$109,844	\$86,033	\$113,147	\$606,042
Maintenance Equipment	RTS	\$224,697	\$149,500	\$248,500	\$156,500	\$265,000	\$18,000	\$65,000	\$1,127,197
RTS-Livingston Onboard Cameras	RTS-Livingston	\$194,468							\$194,468
Phone System Upgrade	RTS	\$27,700							\$27,700
Phone System Replacement	RTS-Genesee	\$5,518							\$5,518
Phone System Replacement	RTS-Livingston	\$5,518							\$5,518
Phone System Replacement	RTS-Orleans	\$5,518							\$5,518
Phone System Replacement	RTS-Seneca	\$5,518							\$5,518
Phone System Replacement	RTS-Wayne	\$5,518							\$5,518
Phone System Replacement	RTS-Wyoming	\$5,518							\$5,518
Disaster Recovery Hot Site	RTS	\$116,687							\$116,687
Onboard Bus Equipment	RTS	\$152,461							\$152,461
Total Equipment		\$821,770	\$329,823	\$510,030	\$367,537	\$424,844	\$214,679	\$321,846	\$2,990,528
Technology Initiatives Driving Excellence (TIDE)*	RTS	\$1,890,019							\$1,890,019
Business Intelligence/Data Warehouse System	RGRTA	\$736,106	\$1,016,197						\$1,752,303
Financial Software System Replacement	RGRTA	\$333,696							\$333,696
Integrated Voice Response & Appointment Verification System	RTS/RTS-Access	\$265,046							\$265,046

*Includes RTS & LL CAD/AVL, Operations/Yard Management System, Advanced Traveler Information System (ATIS), Automatic Passenger Counters, Real Time Video, Fleet Maintenance Information System, Farebox Replacement, and LATS CAD/AVL & ATIS.

2015-16 – 2020-21 CAPITAL IMPROVEMENT PLAN continued

Project	Company	Projects in Progress Remaining Cost @ 12/31/14	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Total
RTS Access Customer Scheduling Online Portal	RTS-Access	\$102,645							\$102,645
Customer Relationship Management Software Replacement	RGRTA	\$600,000							\$600,000
RTS-Ontario AVL	RTS-Ontario	\$115,123							\$115,123
Total Transportation Technologies		\$4,042,636	\$1,016,197	\$ –	\$ –	\$ –	\$ –	\$ –	\$5,058,833
Transit Enhancement - Bus Shelters	RTS	\$64,157							\$64,157
Transit Enhancement - Bus Stop Sign Replacement	RTS	\$337,104							\$337,104
Transit Enhancement - ATIS Sign Relocation	RTS	\$25,000							\$25,000
Transit Enhancement - 1% of formula allocation	RTS		\$144,878	\$144,878	\$152,122	\$152,122	\$152,122	\$152,122	\$898,245
Total Other		\$426,261	\$144,878	\$144,878	\$152,122	\$152,122	\$152,122	\$152,122	\$1,324,506
Grand Total		\$46,084,047	\$21,747,176	\$18,322,570	\$18,602,407	\$10,302,868	\$23,435,513	\$9,118,346	\$147,612,927

OPERATING BUDGET IMPACT

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

Vehicle Replacements

Regular and on-time replacement of the revenue fleet helps to keep operating costs stable, and maintains the reliability and quality of customer service. New buses require fewer parts and consume fuel more efficiently than older buses. For example, new buses consume approximately 12% less fuel per mile than a bus at the end of its useful life of 12 years. Assuming that labor costs savings are equal to that of the parts savings, the continued modernization of the fleet results in savings of \$15,000 per bus in the first year of operation.

RTS and RTS Access Campus Improvements

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

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

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

Data Warehouse and Business Intelligence

The Data Warehouse and Business Intelligence system will result in the Authority's ability to analyze data that is expected to reap both financial benefits and operational efficiencies. There will be on-going system maintenance costs once the system is operational.

CONCLUSION

The FY2016 Financial Plan provides the financial means to enable the Authority to achieve its annual operating goals and tactics as outlined in this Plan. It addresses the Authority's capital investment needs over the next six years in a fiscally prudent manner, and, it identifies potential future fiscal challenges for which solution alternatives must be developed and implemented. Guided by a robust Strategic Plan and driven by a management approach focused on accountability and results, the Authority will drive forward to a financially sustainable future.



Operating Budget

Consolidated Comparison 2015-16 Operating Budget
(000s)

	2013-14 Actual	2014-15 Budget	2014-15 Projection*	2015-16 Budget	Variance 2014-15 Projection	Variance 2014-15 Budget	% Chg Budget
REVENUES							
Customer Fares	\$11,630	\$12,565	\$12,873	\$12,154	\$(719)	\$(411)	-3.3%
Special Transit Fares	\$16,028	\$16,218	\$16,040	\$15,305	\$(735)	\$(913)	-5.6%
Other Revenues	\$2,762	\$3,023	\$2,895	\$4,733	\$1,838	\$1,710	56.6%
Total Locally Generated Revenues	\$30,420	\$31,806	\$31,808	\$32,192	\$384	\$386	1.2%
Federal Aid	\$6,888	\$7,103	\$7,103	\$9,719	\$2,615	\$2,615	36.8%
State Aid	\$33,405	\$35,852	\$36,381	\$36,647	\$266	\$795	2.2%
County Aid	\$3,726	\$3,911	\$3,911	\$3,910	\$(2)	\$(2)	0.0%
Total Governmental Subsidies	\$44,019	\$46,867	\$47,395	\$50,275	\$2,880	\$3,409	7.3%
Mortgage Recording Tax	\$7,193	\$8,678	\$8,078	\$8,020	\$(58)	\$(658)	-7.6%
Total Revenues	\$81,633	\$87,351	\$87,281	\$90,488	\$3,206	\$3,137	3.6%
EXPENSES							
Wages	\$43,718	\$45,323	\$45,739	\$46,750	\$1,012	\$1,428	3.2%
Fringe Benefits	\$15,544	\$18,546	\$18,009	\$19,045	\$1,037	\$499	2.7%
Total Personnel Expenses	\$59,262	\$63,869	\$63,747	\$65,796	\$2,048	\$1,927	3.0%
Contracted Services	\$4,731	\$6,151	\$5,970	\$6,450	\$480	\$299	4.9%
Fuel and Lubricants	\$7,677	\$8,303	\$8,138	\$6,706	\$(1,432)	\$(1,597)	-19.2%
Parts and Repairs	\$2,898	\$2,944	\$2,944	\$3,389	\$444	\$444	15.1%
Other Materials and Supplies	\$1,285	\$1,274	\$1,274	\$1,239	\$(35)	\$(35)	-2.7%
Utilities	\$899	\$946	\$971	\$1,116	\$145	\$170	18.0%
Casualty & Liability	\$1,665	\$1,739	\$1,795	\$1,914	\$119	\$175	10.0%
Taxes	\$22	\$20	\$20	\$21	\$1	\$1	6.9%
Miscellaneous Expenses	\$1,500	\$883	\$1,050	\$1,735	\$685	\$852	96.5%
Lease and Rentals	\$312	\$497	\$497	\$385	\$(113)	\$(113)	-22.6%
Depreciation (Local)	\$1,372	\$1,539	\$1,539	\$1,737	\$198	\$198	12.9%
Total Non Personnel Expenses	\$22,360	\$24,297	\$24,199	\$24,692	\$493	\$395	1.6%
Total Expenses	\$81,622	\$88,166	\$87,946	\$90,488	\$2,541	\$2,322	2.6%
Net Income (Deficit) Before RGRTA Appropriation	\$11	\$(815)	\$(665)	\$ –	\$665	\$815	
RGRTA Working Capital Appropriation	\$ –	\$815	\$665	\$ –	\$(665)	\$(815)	

*As of December 31, 2014

2015-16 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual				2014-15 Projected				2015-16 Budget				% Change
		2013-14 Actual	2014-15 Budget	Thru 12/31/14		2014-15 Budget	2014-15 Projected	2015-16 Budget	Budget Change					
Adult Cash	40101-0110	\$ 5,316,852	\$ 5,887,617	\$ 3,963,334	\$ 5,478,617	\$ 5,759,510	\$ 5,759,510	\$ 5,759,510	\$ (128,107)	\$ 5,759,510	\$ 5,759,510	\$ (128,107)	\$ (128,107)	-2.18%
Unlimited Pass 1 Day	40101-0120	\$ 996,024	\$ 910,000	\$ 835,842	\$ 1,110,000	\$ 1,100,000	\$ 1,110,000	\$ 1,100,000	\$ 190,000	\$ 1,100,000	\$ 1,100,000	\$ 190,000	\$ 190,000	20.88%
Unlimited Pass 5 Day	40101-0121	\$ 180,698	\$ 152,000	\$ 141,148	\$ 177,000	\$ 142,000	\$ 177,000	\$ 142,000	\$ (10,000)	\$ 142,000	\$ 142,000	\$ (10,000)	\$ (10,000)	-6.58%
Unlimited Pass 31 Day Adult	40101-0122	\$ 3,974,320	\$ 3,900,000	\$ 3,583,552	\$ 4,400,000	\$ 4,046,400	\$ 4,400,000	\$ 4,046,400	\$ 146,400	\$ 4,046,400	\$ 4,046,400	\$ 146,400	\$ 146,400	3.75%
Freedom Pass 1 Ride	40101-0130	\$ 127,754	\$ 133,000	\$ 122,050	\$ 133,000	\$ 137,000	\$ 133,000	\$ 137,000	\$ 4,000	\$ 137,000	\$ 137,000	\$ 4,000	\$ 4,000	3.01%
Freedom Pass 2 Ride	40101-0131	\$ 78,916	\$ 95,000	\$ 28,552	\$ 95,000	\$ 35,000	\$ 95,000	\$ 35,000	\$ (60,000)	\$ 35,000	\$ 35,000	\$ (60,000)	\$ (60,000)	-63.16%
Freedom Pass 2 Plus 2	40101-0132	\$ 86,650	\$ 47,800	\$ 65,804	\$ 47,800	\$ 90,000	\$ 47,800	\$ 90,000	\$ 42,200	\$ 90,000	\$ 90,000	\$ 42,200	\$ 42,200	88.28%
Stored Value Pass	40101-0150	\$ 238,053	\$ 230,000	\$ 146,245	\$ 197,000	\$ 200,000	\$ 197,000	\$ 200,000	\$ (30,000)	\$ 200,000	\$ 200,000	\$ (30,000)	\$ (30,000)	-13.04%
LiftLine Pass \$12.00	40101-0160	\$ 432	\$ 144	\$ (120)	\$ 144	\$ -	\$ 144	\$ -	\$ (144)	\$ -	\$ -	\$ (144)	\$ (144)	-100.00%
LiftLine Pass \$18.00	40101-0161	\$ 36,576	\$ 38,000	\$ 25,974	\$ 35,000	\$ 37,000	\$ 35,000	\$ 37,000	\$ (1,000)	\$ 37,000	\$ 37,000	\$ (1,000)	\$ (1,000)	-2.63%
LiftLine Pass \$20.00	40101-0162	\$ 182,860	\$ 184,000	\$ 153,540	\$ 193,000	\$ 200,000	\$ 193,000	\$ 200,000	\$ 16,000	\$ 200,000	\$ 200,000	\$ 16,000	\$ 16,000	8.70%
Lift Line Pass \$2	40101-0165	\$ 10,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Adult Refunds	40101-0170	\$ (99)	\$ -	\$ (68)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Adult Commuter Tickets	40101-0180	\$ 57,151	\$ 57,300	\$ 112,353	\$ 57,300	\$ 189,562	\$ 57,300	\$ 189,562	\$ 132,262	\$ 189,562	\$ 189,562	\$ 132,262	\$ 132,262	230.82%
State WTW Pass	40101-0199	\$ 154,834	\$ -	\$ 3,663	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	-
Senior Cash	40102-0113	\$ 122,650	\$ 114,000	\$ 105,243	\$ 114,000	\$ 128,000	\$ 114,000	\$ 128,000	\$ 14,000	\$ 128,000	\$ 128,000	\$ 14,000	\$ 14,000	12.28%
Child Cash	40102-0115	\$ 25,911	\$ 25,000	\$ 22,647	\$ 25,000	\$ 26,000	\$ 25,000	\$ 26,000	\$ 1,000	\$ 26,000	\$ 26,000	\$ 1,000	\$ 1,000	4.00%
Disabled Cash	40102-0116	\$ 11,950	\$ 14,000	\$ 8,623	\$ 14,000	\$ 13,000	\$ 14,000	\$ 13,000	\$ (1,000)	\$ 13,000	\$ 13,000	\$ (1,000)	\$ (1,000)	-7.14%
Unlimited Pass 1 Day Sr/Dbf	40102-0123	\$ 2,249	\$ 3,000	\$ 2,270	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	\$ 3,000	\$ 3,000	\$ -	\$ -	0.00%
Unlimited Pass 5 Day Sr/Dbf	40102-0124	\$ 119	\$ 1,000	\$ 280	\$ 1,000	\$ 500	\$ 1,000	\$ 500	\$ (500)	\$ 500	\$ 500	\$ (500)	\$ (500)	-50.00%
Unlimited Pass 31 Day Senior	40102-0125	\$ 16,352	\$ 20,000	\$ 15,904	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	0.00%
Endless Summer Pass	40103-0140	\$ 9,680	\$ 9,680	\$ 8,120	\$ 9,680	\$ 8,000	\$ 9,680	\$ 8,000	\$ (1,680)	\$ 8,000	\$ 8,000	\$ (1,680)	\$ (1,680)	-17.36%
Total Customer Fares		\$ 11,630,130	\$ 11,821,541	\$ 9,344,955	\$ 12,129,541	\$ 12,153,972	\$ 12,129,541	\$ 12,153,972	\$ 332,431	\$ 12,153,972	\$ 12,153,972	\$ 332,431	\$ 332,431	2.81%
STF-Colleges & Schools	40203-0221	\$ 13,116,790	\$ 13,101,493	\$ 9,406,659	\$ 12,988,493	\$ 11,754,018	\$ 12,988,493	\$ 11,754,018	\$ (1,347,475)	\$ 11,754,018	\$ 11,754,018	\$ (1,347,475)	\$ (1,347,475)	-10.28%
STF-Corporate	40203-0240	\$ 36,588	\$ 37,820	\$ 33,443	\$ 37,820	\$ 45,270	\$ 37,820	\$ 45,270	\$ 7,450	\$ 45,270	\$ 45,270	\$ 7,450	\$ 7,450	19.70%
STF-Health Care	40203-0260	\$ 84,566	\$ 88,043	\$ 53,155	\$ 88,043	\$ 72,767	\$ 88,043	\$ 72,767	\$ (15,276)	\$ 72,767	\$ 72,767	\$ (15,276)	\$ (15,276)	-17.35%
STF-Seasonal	40203-0270	\$ 154	\$ 335	\$ 851	\$ 335	\$ -	\$ 335	\$ -	\$ (335)	\$ -	\$ -	\$ (335)	\$ (335)	-100.00%
STF-General Regional	40203-0280	\$ 2,789,677	\$ 3,396,622	\$ 2,499,158	\$ 3,331,622	\$ 3,432,690	\$ 3,331,622	\$ 3,432,690	\$ 36,068	\$ 3,432,690	\$ 3,432,690	\$ 36,068	\$ 36,068	1.06%
Total Special Transit Fares		\$ 16,027,775	\$ 16,624,313	\$ 11,993,266	\$ 16,446,313	\$ 15,304,745	\$ 16,446,313	\$ 15,304,745	\$ (1,319,568)	\$ 15,304,745	\$ 15,304,745	\$ (1,319,568)	\$ (1,319,568)	-7.94%
Other-Advertising Revenue	40603-0400	\$ 589,167	\$ 475,000	\$ 240,000	\$ 360,000	\$ 477,800	\$ 360,000	\$ 477,800	\$ 2,800	\$ 477,800	\$ 477,800	\$ 2,800	\$ 2,800	0.59%
Total Advertising		\$ 589,167	\$ 475,000	\$ 240,000	\$ 360,000	\$ 477,800	\$ 360,000	\$ 477,800	\$ 2,800	\$ 477,800	\$ 477,800	\$ 2,800	\$ 2,800	0.59%
Oth Rev-Int Earnings Wrkg Capi	40704-0410	\$ 28,495	\$ 16,900	\$ 7,897	\$ 16,900	\$ 14,076	\$ 16,900	\$ 14,076	\$ (2,824)	\$ 14,076	\$ 14,076	\$ (2,824)	\$ (2,824)	-16.71%
Oth Rev-Int Earnings Capital R	40704-0420	\$ 936	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Oth Rev-Int Earnings Self Insu	40704-0421	\$ 278	\$ 325	\$ 301	\$ 325	\$ 494	\$ 325	\$ 494	\$ 169	\$ 494	\$ 494	\$ 169	\$ 169	52.00%
Oth Rev-Int Earnings OPEB	40704-0422	\$ 404	\$ 650	\$ 3,083	\$ 650	\$ 5,017	\$ 650	\$ 5,017	\$ 4,367	\$ 5,017	\$ 5,017	\$ 4,367	\$ 4,367	671.85%
Oth Rev-Int Earnings Para Tran	40704-0423	\$ 167	\$ 275	\$ 252	\$ 275	\$ 413	\$ 275	\$ 413	\$ 138	\$ 413	\$ 413	\$ 138	\$ 138	50.18%
Unrealized Gains (Loss) In Mkt	40704-0430	\$ (757,773)	\$ -	\$ (215,706)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Oth Rev-Sp Portfolio Int Work	40704-0441	\$ 441,242	\$ 415,850	\$ 291,844	\$ 415,850	\$ 381,186	\$ 415,850	\$ 381,186	\$ (34,664)	\$ 381,186	\$ 381,186	\$ (34,664)	\$ (34,664)	-8.34%
Oth Rev-Sp Portfolio IntSelf I	40704-0442	\$ 107,354	\$ 99,400	\$ 71,005	\$ 99,400	\$ 92,742	\$ 99,400	\$ 92,742	\$ (6,658)	\$ 92,742	\$ 92,742	\$ (6,658)	\$ (6,658)	-6.70%

¹ Includes RTS-Ontario effective August 1, 2014

² Unrealized mark to market investment changes and non pay-go OPEB Expense

2015-16 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual					2015-16 Budget	Budget Change	% Change
		2013-14 Actual	2014-15 Budget	Thru 12/31/14	2014-15 Projected	2015-16 Budget			
Oth Rev-Sp Portfolio Int OPEB	40704-0443	\$ 263,282	\$ 244,850	\$ 174,139	\$ 244,850	\$ 227,448	\$ (17,402)	-7.11%	
Oth Rev-Sp Portfolio Int Para	40704-0444	\$ 91,011	\$ 84,850	\$ 60,196	\$ 84,850	\$ 78,624	\$ (6,226)	-7.34%	
Total Investment Income, Net		\$ 175,396	\$ 863,100	\$ 393,011	\$ 863,100	\$ 800,000	\$ (63,100)	-7.31%	
Recov Rev-Insurance Rev Veh	40797-0481	\$ 91,716	\$ 75,000	\$ 57,776	\$ 75,000	\$ 60,000	\$ (15,000)	-20.00%	
Recov Rev-NYS Disability	40797-0482	\$ 157	\$ 500	\$ -	\$ 500	\$ -	\$ (500)	-100.00%	
Recov Rev-Workers Comp	40797-0483	\$ 460,140	\$ 350,000	\$ 233,596	\$ 350,000	\$ 270,000	\$ (80,000)	-22.86%	
Recov Rev-Other	40797-0484	\$ 14,571	\$ 1,000	\$ 14,734	\$ 1,000	\$ 19,500	\$ 18,500	1850.00%	
Reimb Rev-Other	40797-0490	\$ -	\$ -	\$ 13,192	\$ -	\$ -	\$ -	-	
Reimb Rev-Discounts	40797-0491	\$ 18,080	\$ 12,600	\$ 28,254	\$ 12,600	\$ 15,000	\$ 2,400	19.05%	
Reimb Rev-Employee Related	40797-0492	\$ 6,679	\$ 600	\$ 8,111	\$ 600	\$ 5,000	\$ 4,400	733.33%	
Reimb Rev-Unleaded Fuel	40797-0493	\$ 624,003	\$ 679,000	\$ 387,515	\$ 679,000	\$ 465,088	\$ (213,912)	-31.50%	
Reimb Rev-Medical Ins Retiree	40797-0494	\$ 8,854	\$ 10,111	\$ 8,197	\$ 10,111	\$ 8,460	\$ (1,651)	-16.33%	
Reimb Rev-Pension Fund	40797-0495	\$ 41,903	\$ 48,600	\$ -	\$ 35,600	\$ 36,000	\$ (12,600)	-25.93%	
Reimb Rev-Vending Machine	40797-0496	\$ (87)	\$ -	\$ 1,598	\$ -	\$ -	\$ -	-	
Reimb Rev-Warranty	40797-0497	\$ 167,468	\$ 100,000	\$ 79,213	\$ 100,000	\$ 24,260	\$ (75,740)	-75.74%	
Total Reimbursement and Recovery		\$ 1,433,484	\$ 1,277,411	\$ 832,186	\$ 1,264,411	\$ 903,308	\$ (374,103)	-29.29%	
Other Rev-Golden Fox	40703-0465	\$ 5,652	\$ -	\$ 4,467	\$ -	\$ -	\$ -	-	
Other Rev-General	40799-0470	\$ 138,166	\$ 222,500	\$ 78,246	\$ 222,500	\$ 2,602,003	\$ 2,379,503	1069.44%	
Interco Reimb-Salary & Fringe	44002-0810	\$ 23,141	\$ 21,135	\$ 15,850	\$ 21,135	\$ 24,236	\$ 3,101	14.67%	
Interco Maint Rev Veh	44002-0820	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Total Other/Intercompany		\$ 166,959	\$ 243,635	\$ 98,564	\$ 243,635	\$ 2,626,239	\$ 2,382,604	977.94%	
Oth Rev-Gain Fixed Price Swap	40707-0000	\$ 80,512	\$ 164,161	\$ 37,570	\$ 164,161	\$ -	\$ (164,161)	-100.00%	
Loss From Fixed Price Swap	50997-0000	\$ (34,553)	\$ -	\$ (65,254)	\$ -	\$ (73,854)	\$ (73,854)	-	
Total Realized Gain (Loss) on Fuel Swap		\$ 45,959	\$ 164,161	\$ (27,684)	\$ 164,161	\$ (73,854)	\$ (238,015)	-144.99%	
Oth Rev-Gain On Sale	40706-0000	\$ 96,944	\$ -	\$ 51,268	\$ -	\$ -	\$ -	-	
Total Gain (Loss) on Disposal		\$ 96,944	\$ -	\$ 51,268	\$ -	\$ -	\$ -	-	
Total Other		\$ 2,507,908	\$ 3,023,307	\$ 1,587,344	\$ 2,895,307	\$ 4,733,493	\$ 1,710,186	56.57%	
Total Locally Generated		\$ 30,165,813	\$ 31,469,161	\$ 22,925,565	\$ 31,471,161	\$ 32,192,210	\$ 723,049	2.30%	
Federal Project Rev-UPWP	41304-0510	\$ 157,794	\$ 267,800	\$ 43,239	\$ 267,800	\$ 447,200	\$ 179,400	66.99%	
Federal Oth Rev-JARC	41399-0520	\$ 348,517	\$ -	\$ 56,221	\$ -	\$ -	\$ -	-	
Federal Oth Rev-Sec. 5311	41399-0530	\$ 524,000	\$ 1,199,429	\$ 550,733	\$ 1,199,429	\$ 953,000	\$ (246,429)	-20.55%	
Federal Oth Rev-Prev Maintenance	41399-0540	\$ 5,270,716	\$ 5,680,539	\$ 4,260,452	\$ 5,680,539	\$ 8,133,446	\$ 2,452,907	43.18%	
Federal Oth Rev-Grant Chrgback	41399-0550	\$ 565,802	\$ 249,000	\$ 86,769	\$ 249,000	\$ 160,000	\$ (89,000)	-35.74%	
Federal Oth Rev-New Freedoms	41399-0560	\$ 21,255	\$ 16,000	\$ -	\$ 16,000	\$ 25,000	\$ 9,000	56.25%	
Total Federal		\$ 6,888,084	\$ 7,412,768	\$ 4,997,414	\$ 7,412,768	\$ 9,718,646	\$ 2,305,878	31.11%	

¹ Includes RTS-Ontario effective August 1, 2014

² Unrealized mark to market investment changes and non pay-go OPEB Expense

2015-16 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual				2014-15 Projected				2015-16 Budget				% Change
		2013-14 Actual	2014-15 Budget	Thru 12/31/14	2014-15 Projected	2014-15 Projected	2014-15 Projected	2014-15 Projected	2014-15 Projected	2015-16 Budget	Budget Change	Budget Change	% Change	
State Operating Revenue	41101-0610	\$ 32,665,801	\$ 34,238,498	\$ 25,762,381	\$ 34,767,198	\$ 34,767,198	\$ 34,767,198	\$ 34,767,198	\$ 34,767,198	\$ 35,610,500	\$ 1,372,002	\$ 1,372,002	4.01%	
State Operating Prev Maint	41101-0620	\$ 658,840	\$ 710,067	\$ 532,550	\$ 710,067	\$ 710,067	\$ 710,067	\$ 710,067	\$ 710,067	\$ 1,016,680	\$ 306,613	\$ 306,613	43.18%	
State Other Rev-WTW Non Pass	41101-0640	\$ 11,389	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
State Oth Rev-Grant Chargeback	41101-0660	\$ 69,234	\$ 31,750	\$ 17,009	\$ 31,750	\$ 31,750	\$ 31,750	\$ 31,750	\$ 31,750	\$ 20,000	\$ (11,750)	\$ (11,750)	-37.01%	
Total State		\$ 33,405,264	\$ 34,980,315	\$ 26,311,940	\$ 35,509,015	\$ 35,509,015	\$ 35,509,015	\$ 35,509,015	\$ 35,509,015	\$ 36,647,180	\$ 1,666,865	\$ 1,666,865	4.77%	
Local Oper Rev-18B Match	40901-0700	\$ 3,725,999	\$ 3,909,000	\$ 2,866,101	\$ 3,909,000	\$ 3,909,000	\$ 3,909,000	\$ 3,909,000	\$ 3,909,000	\$ 3,909,500	\$ 500	\$ 500	0.01%	
Total Local		\$ 3,725,999	\$ 3,909,000	\$ 2,866,101	\$ 3,909,000	\$ 3,909,000	\$ 3,909,000	\$ 3,909,000	\$ 3,909,000	\$ 3,909,500	\$ 500	\$ 500	0.01%	
Total Government Subsidies		\$ 44,019,347	\$ 46,302,083	\$ 34,175,456	\$ 46,830,783	\$ 46,830,783	\$ 46,830,783	\$ 46,830,783	\$ 46,830,783	\$ 50,275,326	\$ 3,973,243	\$ 3,973,243	8.58%	
Mtge Tax Rev-Genesee County	40899-0910	\$ 255,848	\$ 285,064	\$ 182,346	\$ 270,961	\$ 270,961	\$ 270,961	\$ 270,961	\$ 270,961	\$ 254,009	\$ (31,055)	\$ (31,055)	-10.89%	
Mtge Tax Rev-Livingston County	40899-0911	\$ 388,821	\$ 399,568	\$ 253,000	\$ 379,036	\$ 379,036	\$ 379,036	\$ 379,036	\$ 379,036	\$ 355,322	\$ (44,246)	\$ (44,246)	-11.07%	
Mtge Tax Rev-Monroe County	40899-0912	\$ 5,493,712	\$ 6,238,340	\$ 4,251,086	\$ 5,729,483	\$ 5,729,483	\$ 5,729,483	\$ 5,729,483	\$ 5,729,483	\$ 5,375,405	\$ (862,935)	\$ (862,935)	-13.83%	
Mtge Tax Rev-Ontario County	40899-0913	\$ -	\$ 711,757	\$ 452,232	\$ 711,757	\$ 711,757	\$ 711,757	\$ 711,757	\$ 711,757	\$ 1,020,000	\$ 308,243	\$ 308,243	43.31%	
Mtge Tax Rev-Orleans County	40899-0914	\$ 147,201	\$ 140,764	\$ 128,947	\$ 132,585	\$ 132,585	\$ 132,585	\$ 132,585	\$ 132,585	\$ 124,290	\$ (16,474)	\$ (16,474)	-11.70%	
Mtge Tax Rev-Seneca County	40899-0915	\$ 195,416	\$ 231,660	\$ 177,791	\$ 220,375	\$ 220,375	\$ 220,375	\$ 220,375	\$ 220,375	\$ 206,588	\$ (25,072)	\$ (25,072)	-10.82%	
Mtge Tax Rev-Wayne County	40899-0916	\$ 528,728	\$ 599,560	\$ 405,406	\$ 571,869	\$ 571,869	\$ 571,869	\$ 571,869	\$ 571,869	\$ 536,092	\$ (63,468)	\$ (63,468)	-10.59%	
Mtge Tax Rev-Wyoming County	40899-0917	\$ 183,541	\$ 167,544	\$ 137,365	\$ 158,191	\$ 158,191	\$ 158,191	\$ 158,191	\$ 158,191	\$ 148,294	\$ (19,250)	\$ (19,250)	-11.49%	
Total Mortgage Recording Tax		\$ 7,193,267	\$ 8,774,257	\$ 5,988,173	\$ 8,174,257	\$ 8,174,257	\$ 8,174,257	\$ 8,174,257	\$ 8,174,257	\$ 8,020,000	\$ (754,257)	\$ (754,257)	-8.60%	
Total Revenue		\$ 81,378,427	\$ 86,545,501	\$ 63,089,193	\$ 86,476,201	\$ 86,476,201	\$ 86,476,201	\$ 86,476,201	\$ 86,476,201	\$ 90,487,536	\$ 3,942,035	\$ 3,942,035	4.55%	
Wage Operator FT	50101-0000	\$ 21,347,800	\$ -	\$ 3,355,145	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Wage Operator FT-Regular	50101-0100	\$ -	\$ 16,722,465	\$ 10,907,038	\$ 16,722,465	\$ 16,722,465	\$ 16,722,465	\$ 16,722,465	\$ 16,722,465	\$ 16,641,199	\$ (81,266)	\$ (81,266)	-0.49%	
Wage Operator FT-OT	50101-0110	\$ -	\$ 2,127,070	\$ 1,490,852	\$ 2,127,070	\$ 2,127,070	\$ 2,127,070	\$ 2,127,070	\$ 2,127,070	\$ 2,182,847	\$ 55,777	\$ 55,777	2.62%	
Wage Operator FT-Guarantee	50101-0120	\$ -	\$ 778,529	\$ 590,756	\$ 778,529	\$ 778,529	\$ 778,529	\$ 778,529	\$ 778,529	\$ 971,296	\$ 192,767	\$ 192,767	24.76%	
Wage Operator FT-Spread	50101-0130	\$ -	\$ 985,214	\$ 437,030	\$ 985,214	\$ 985,214	\$ 985,214	\$ 985,214	\$ 985,214	\$ 777,640	\$ (207,574)	\$ (207,574)	-21.07%	
Wage Operator FT-Retro	50101-0170	\$ -	\$ -	\$ 78,960	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Wages Operator FT-Other	50101-0180	\$ -	\$ 90,678	\$ -	\$ 90,678	\$ 90,678	\$ 90,678	\$ 90,678	\$ 90,678	\$ 288,785	\$ 198,107	\$ 198,107	218.47%	
Wages Operator PT-Regular	50104-0100	\$ -	\$ 2,119,570	\$ 44,545	\$ 2,119,570	\$ 2,119,570	\$ 2,119,570	\$ 2,119,570	\$ 2,119,570	\$ 2,372,096	\$ 252,526	\$ 252,526	11.91%	
Wages Operator PT-Other	50104-0180	\$ -	\$ 7,023	\$ 2	\$ 7,023	\$ 7,023	\$ 7,023	\$ 7,023	\$ 7,023	\$ 14,503	\$ 7,480	\$ 7,480	106.51%	
Wage Operator Trainee	50106-0000	\$ 93,632	\$ -	\$ 14,966	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Wage Operator Trainee-Regular	50106-0100	\$ -	\$ 177,600	\$ 91,666	\$ 177,600	\$ 177,600	\$ 177,600	\$ 177,600	\$ 177,600	\$ 134,400	\$ (43,200)	\$ (43,200)	-24.32%	
Total Operator Wages		\$ 21,441,432	\$ 23,008,149	\$ 17,010,960	\$ 23,008,149	\$ 23,008,149	\$ 23,008,149	\$ 23,008,149	\$ 23,008,149	\$ 23,382,766	\$ 374,617	\$ 374,617	1.63%	
Wage Parts Purchasing	50107-0000	\$ 72,677	\$ -	\$ 12,101	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Wage Parts Purchasing-Regular	50107-0100	\$ -	\$ 71,550	\$ 42,119	\$ 71,550	\$ 71,550	\$ 71,550	\$ 71,550	\$ 71,550	\$ 73,309	\$ 1,759	\$ 1,759	2.46%	
Wage Parts Purchasing-OT	50107-0110	\$ -	\$ 3,450	\$ 998	\$ 3,450	\$ 3,450	\$ 3,450	\$ 3,450	\$ 3,450	\$ 3,619	\$ 169	\$ 169	4.90%	
Wage Mechanic Farebox	50108-0000	\$ 395,557	\$ -	\$ 60,856	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Wage Mech Farebox-Regular	50108-0100	\$ -	\$ 344,957	\$ 211,873	\$ 344,957	\$ 344,957	\$ 344,957	\$ 344,957	\$ 344,957	\$ 372,101	\$ 27,144	\$ 27,144	7.87%	
Wage Mech Farebox-OT	50108-0110	\$ -	\$ 56,894	\$ 22,298	\$ 56,894	\$ 56,894	\$ 56,894	\$ 56,894	\$ 56,894	\$ 56,900	\$ 6	\$ 6	0.01%	

¹ Includes RTS-Ontario effective August 1, 2014

² Unrealized mark to market investment changes and non pay-go OPEB Expense

2015-16 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual		2014-15 Budget	2014-15 Projected		2015-16 Budget	Budget Change	% Change
		2013-14 Actual	Thru 12/31/14		2014-15 Actual	2014-15 Budget			
Wage Mechanic Svc Bldg	50110-0000	\$ 1,015,501	\$ 146,142	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Mech Svc Bldg-Regular	50110-0100	\$ -	\$ 536,846	\$ 1,029,135	\$ 1,029,135	\$ 992,349	\$ (36,786)	\$ -	-3.57%
Wage Mech Svc Bldg-OT	50110-0110	\$ -	\$ 72,540	\$ 50,637	\$ 50,637	\$ 54,160	\$ 3,523	\$ -	6.96%
Wage Mechanic Garage	50112-0000	\$ 2,538,046	\$ 406,158	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Mech Garage-Regular	50112-0100	\$ -	\$ 1,313,555	\$ 2,287,510	\$ 2,287,510	\$ 2,367,614	\$ 80,104	\$ -	3.50%
Wage Mech Garage-OT	50112-0110	\$ -	\$ 378,367	\$ 436,518	\$ 436,518	\$ 455,333	\$ 18,815	\$ -	4.31%
Wage Mech Garage-Other	50112-0180	\$ -	\$ -	\$ 22,862	\$ 22,862	\$ 24,062	\$ 1,200	\$ -	5.25%
Wage Mechanic B&G	50114-0000	\$ 249,434	\$ 44,723	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Mech B&G-Regular	50114-0100	\$ -	\$ 148,976	\$ 241,741	\$ 241,741	\$ 255,752	\$ 14,011	\$ -	5.80%
Wage Mech B&G-OT	50114-0110	\$ -	\$ 14,095	\$ 41,351	\$ 41,351	\$ 41,901	\$ 550	\$ -	1.33%
Wage Non-Mechanic B&G	50116-0000	\$ 507,160	\$ 77,965	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Non-Mech B&G-Regular	50116-0100	\$ -	\$ 434,369	\$ 434,369	\$ 434,369	\$ 487,544	\$ 53,175	\$ -	12.24%
Wage Non-Mech B&G-OT	50116-0110	\$ -	\$ 64,882	\$ 46,281	\$ 46,281	\$ 44,967	\$ (1,314)	\$ -	-2.84%
Wage Mechanic Overhaul	50118-0000	\$ 616,371	\$ 99,119	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Mech Overhaul-Regular	50118-0100	\$ -	\$ 340,715	\$ 565,661	\$ 565,661	\$ 603,180	\$ 37,519	\$ -	6.63%
Wage Mech Overhaul-OT	50118-0110	\$ -	\$ 95,608	\$ 30,683	\$ 30,683	\$ 30,578	\$ (105)	\$ -	-0.34%
Wage Mechanic Bodyshop	50120-0000	\$ 499,481	\$ 76,295	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Mech Bodyshop-Regular	50120-0100	\$ -	\$ 250,664	\$ 518,777	\$ 518,777	\$ 463,379	\$ (55,398)	\$ -	-10.68%
Wage Mech Bodyshop-OT	50120-0110	\$ -	\$ 35,532	\$ 23,382	\$ 23,382	\$ 38,006	\$ 14,624	\$ -	62.54%
Total Mechanic Wages		\$ 5,894,227	\$ 4,689,913	\$ 6,205,758	\$ 6,205,758	\$ 6,364,754	\$ 158,996	\$ -	2.56%
Other Salaries & Wages	50102-0000	\$ 7,768,603	\$ 1,169,657	\$ -	\$ -	\$ -	\$ -	\$ -	-
Oth Sal & Wage-Regular	50102-0100	\$ -	\$ 4,866,741	\$ 8,330,818	\$ 8,330,818	\$ 9,170,297	\$ 839,479	\$ -	10.08%
Oth Sal & Wage-OT	50102-0110	\$ -	\$ 76,969	\$ 79,281	\$ 79,281	\$ 133,422	\$ 54,141	\$ -	68.29%
Oth Sal & Wage-Car Allowance	50102-0160	\$ -	\$ 19,250	\$ 19,250	\$ 19,250	\$ 30,400	\$ 11,150	\$ -	57.92%
Oth Sal & Wage-Retro	50102-0170	\$ -	\$ 183	\$ -	\$ -	\$ -	\$ -	\$ -	-
Staff Performance Incentive	50102-0190	\$ 617,819	\$ 35,506	\$ 200,000	\$ 200,000	\$ 191,760	\$ (8,240)	\$ -	-4.12%
Other Wage-Vacancy Factor	50102-0195	\$ -	\$ -	\$ (540,000)	\$ (540,000)	\$ (800,000)	\$ (260,000)	\$ -	48.15%
Wage Radio Control & Dispatch	50121-0000	\$ 880,139	\$ 106,462	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Radio Cntrl & Disp-Regula	50121-0100	\$ -	\$ 560,643	\$ 759,445	\$ 759,445	\$ 709,257	\$ (50,188)	\$ -	-6.61%
Wage Radio Cntrl & Disp-OT	50121-0110	\$ -	\$ 99,852	\$ 134,237	\$ 134,237	\$ 130,146	\$ (4,091)	\$ -	-3.05%
Wage Radio Cntrl & Disp-Retro	50121-0170	\$ -	\$ 601	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Garage Supervisors	50122-0000	\$ 908,120	\$ 88,486	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Garage Supvr-Regular	50122-0100	\$ -	\$ 482,812	\$ 784,888	\$ 784,888	\$ 687,972	\$ (96,916)	\$ -	-12.35%
Wage Garage Supvr-OT	50122-0110	\$ -	\$ 54,342	\$ 68,702	\$ 68,702	\$ 100,155	\$ 31,453	\$ -	45.78%
Wage Road Supervisors	50123-0000	\$ 768,334	\$ 124,724	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Road Supvr-Regular	50123-0100	\$ -	\$ 579,347	\$ 862,716	\$ 862,716	\$ 773,574	\$ (89,142)	\$ -	-10.33%
Wage Road Supvr-OT	50123-0110	\$ -	\$ 50,464	\$ 78,586	\$ 78,586	\$ 123,684	\$ 45,098	\$ -	57.39%
Wage Road Supvr-Retro	50123-0170	\$ -	\$ 925	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Wage ATU	50124-0000	\$ 79,499	\$ 10,691	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Wage ATU-Regular	50124-0100	\$ -	\$ 22,909	\$ 75,858	\$ 75,858	\$ 73,850	\$ (2,008)	\$ -	-2.65%
Other Wage ATU-OT	50124-0110	\$ -	\$ 4,891	\$ 6,483	\$ 6,483	\$ 9,820	\$ 3,337	\$ -	51.47%
Total Other Wages		\$ 11,022,515	\$ 8,336,206	\$ 10,860,264	\$ 10,860,264	\$ 11,334,337	\$ 474,073	\$ -	4.37%

¹ Includes RTS-Ontario effective August 1, 2014

² Unrealized mark to market investment changes and non pay-go OPEB Expense

2015-16 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual				2014-15 Projected				2015-16 Budget				% Change	
		2013-14 Actual	2014-15 Budget	Thru 12/31/14		2014-15 Projected				2015-16 Budget	Budget Change				
Fringe Benefit-Sick Pay	50209-0000	\$ 889,108	\$ 841,088	\$ 632,926	\$	841,088	\$			910,030	\$ 68,942		8.20%		
Fringe Benefit-Holiday Pay	50210-0000	\$ 1,134,247	\$ 1,129,582	\$ 1,015,590	\$	1,129,582	\$			1,314,463	\$ 184,881		16.37%		
Fringe Benefit - Vacation	50211-0000	\$ -	\$ 14,146	\$ -	\$	14,146	\$			-	\$ (14,146)		-100.00%		
Vacation Pay	50211-0230	\$ 1,936,850	\$ 1,917,687	\$ 1,661,780	\$	1,917,687	\$			2,125,614	\$ 207,927		10.84%		
PTO-Paid Time Off	50211-0240	\$ 1,327,961	\$ 1,017,096	\$ 1,032,804	\$	1,017,096	\$			1,241,196	\$ 224,100		22.03%		
Fringe Benefit-Oth Pd Absence	50212-0000	\$ 71,305	\$ 72,029	\$ 42,115	\$	72,029	\$			77,041	\$ 5,012		6.96%		
Total Salary Fringe		\$ 5,359,471	\$ 4,991,628	\$ 4,385,215	\$	\$ 4,991,628	\$			\$ 5,668,344	\$ 676,716		13.56%		
Total Salaries and Wages		\$ 43,717,644	\$ 45,065,799	\$ 34,422,294	\$	\$ 45,065,799	\$			\$ 46,750,201	\$ 1,684,402		3.74%		
FICA	50201-0000	\$ 3,208,189	\$ 3,414,787	\$ 2,583,737	\$	3,414,787	\$			3,616,590	\$ 201,803		5.91%		
Pension Cont-Non Union	50202-0305	\$ 293,082	\$ 728,201	\$ 403,706	\$	756,201	\$			485,915	\$ (242,286)		-33.27%		
Pension Cont-Union	50202-0306	\$ 644,426	\$ 748,162	\$ 619,985	\$	693,662	\$			750,998	\$ 2,836		0.38%		
Employer Match Teamsters 457	50202-0307	\$ 461	\$ -	\$ -	\$	-	\$			-	\$ -		-		
Executive 457 Deferral	50202-0308	\$ 26,000	\$ 27,750	\$ 29,458	\$	27,750	\$			30,000	\$ 2,250		8.11%		
Health Care-Active	50203-0310	\$ 6,623,673	\$ 6,966,197	\$ 5,057,528	\$	6,850,197	\$			7,302,630	\$ 336,433		4.83%		
Health Care-Retiree	50203-0315	\$ 1,740,715	\$ 2,077,397	\$ 1,347,928	\$	2,048,397	\$			2,401,333	\$ 323,936		15.59%		
Vision Care-Active	50203-0320	\$ 36,162	\$ 42,490	\$ 35,514	\$	42,490	\$			34,716	\$ (7,774)		-18.30%		
Vision Care-Retiree	50203-0325	\$ 12,235	\$ 14,793	\$ 8,566	\$	14,793	\$			10,830	\$ (3,963)		-26.79%		
HRA-Health Reimb Acct	50203-0330	\$ 514,711	\$ 625,408	\$ 461,166	\$	625,408	\$			793,090	\$ 167,682		26.81%		
Dental Plan-Active	50204-0340	\$ 366,796	\$ 396,050	\$ 260,206	\$	396,050	\$			392,693	\$ (3,357)		-0.85%		
Dental Plan-Retiree	50204-0345	\$ 56,862	\$ 58,004	\$ 44,434	\$	58,004	\$			64,000	\$ 5,996		10.34%		
Group Life Pension Ins Group	50205-0350	\$ 26,668	\$ 27,128	\$ 21,840	\$	27,128	\$			29,840	\$ 2,712		10.00%		
Group Life Insurance	50205-0355	\$ 112,936	\$ 121,480	\$ 84,404	\$	121,480	\$			118,158	\$ (3,322)		-2.73%		
Short Term Dbl Ins Plan	50206-0360	\$ 116,777	\$ 140,902	\$ 128,461	\$	140,902	\$			158,804	\$ 17,902		12.71%		
State Unemployment Insurance	50207-0000	\$ 118,813	\$ 152,000	\$ 118,346	\$	152,000	\$			164,000	\$ 12,000		7.89%		
Workers Compensation	50208-0370	\$ (134,687)	\$ 628,274	\$ 152,749	\$	279,274	\$			307,082	\$ (321,192)		-51.12%		
Workers Comp-Medical	50208-0380	\$ 393,371	\$ 348,263	\$ 257,979	\$	348,263	\$			386,480	\$ 38,217		10.97%		
Workers Comp-Indemnity	50208-0385	\$ 1,140,198	\$ 1,154,227	\$ 936,860	\$	1,553,227	\$			1,620,334	\$ 66,107		40.38%		
Fringe Benefit-Uniform & Tool	50213-0000	\$ 246,732	\$ 6,920	\$ 186,815	\$	6,920	\$			-	\$ (6,920)		-100.00%		
Uniform Allowance	50213-0395	\$ -	\$ 197,925	\$ 57,189	\$	197,925	\$			333,970	\$ 136,045		68.74%		
Tool Allowance	50213-0396	\$ -	\$ 46,000	\$ -	\$	46,000	\$			44,000	\$ (2,000)		-4.35%		
Other Post Employment Benefits	50214-0390	\$ 4,548,000	\$ -	\$ -	\$	-	\$			-	\$ -		-		
Total Employee Benefits		\$ 20,092,123	\$ 17,922,358	\$ 12,796,871	\$	\$ 17,800,858	\$			\$ 19,045,463	\$ 1,123,105		6.27%		
Management Service Fee-BBS	51002-0600	\$ -	\$ -	\$ -	\$	-	\$			-	\$ -		-		
Management Svc Fees-RGRTA	51002-0610	\$ -	\$ -	\$ -	\$	-	\$			-	\$ -		-		
Management Svc Fees-RTS	51002-0611	\$ -	\$ -	\$ -	\$	-	\$			-	\$ -		-		
Management Svc Fees-LL	51002-0612	\$ -	\$ -	\$ -	\$	-	\$			-	\$ -		-		
Management Svc Fees-ONIT	51002-0614	\$ -	\$ -	\$ -	\$	-	\$			-	\$ -		-		
Management Svc Fees-STS	51002-0616	\$ -	\$ -	\$ -	\$	-	\$			-	\$ -		-		
Management Svc Fees-LATS	51002-0617	\$ -	\$ -	\$ -	\$	-	\$			-	\$ -		-		

¹ Includes RTS-Ontario effective August 1, 2014

² Unrealized mark to market investment changes and non pay-go OPEB Expense

2015-16 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual		2014-15 Projected		2015-16 Budget		Budget Change		% Change
		2013-14 Actual	Thru 12/31/14	2014-15 Budget	2014-15 Actual	2014-15 Budget	2015-16 Budget	Budget Change	% Change	
Interco Reimb-Vehicle Repair	51002-0613	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Total Inter-Entity Cost Alloca		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Total Personnel		\$ 63,809,767	\$ 47,219,166	\$ 62,988,157	\$ 62,866,657	\$ 65,795,664	\$ 2,807,507	\$ 2,807,507	4.46%	
Diesel Fuel-Revenue Vehicles	50401-0410	\$ 6,217,005	\$ 4,051,608	\$ 6,245,392	\$ 6,080,392	\$ 5,104,453	\$ (1,140,939)	\$ (1,140,939)	-18.27%	
Unleaded Fuel Revenue Vehicles	50401-0412	\$ 627,732	\$ 604,880	\$ 866,771	\$ 866,771	\$ 863,696	\$ (3,075)	\$ (3,075)	-0.35%	
Unleaded Fuel-NonRev Vehicles	50401-0414	\$ 635,611	\$ 402,866	\$ 707,000	\$ 707,000	\$ 489,781	\$ (217,219)	\$ (217,219)	-30.72%	
Motor Oil	50401-0415	\$ 83,263	\$ 50,815	\$ 93,250	\$ 93,250	\$ 81,819	\$ (11,431)	\$ (11,431)	-12.26%	
Trans Fluid & Other Lubricants	50401-0416	\$ 113,210	\$ 81,845	\$ 127,500	\$ 127,500	\$ 166,141	\$ 38,641	\$ 38,641	30.31%	
Total Fuel & Lubricants		\$ 7,676,821	\$ 5,192,013	\$ 8,039,913	\$ 7,874,913	\$ 6,705,890	\$ (1,334,023)	\$ (1,334,023)	-16.59%	
M&S-Tires	50402-0430	\$ 453,665	\$ 339,174	\$ 489,900	\$ 489,900	\$ 473,231	\$ (16,669)	\$ (16,669)	-3.40%	
M&S-Camera Repair	50498-0440	\$ 25,728	\$ 7,115	\$ 30,000	\$ 30,000	\$ 26,377	\$ (3,623)	\$ (3,623)	-12.08%	
M&S-Radio Repair	50498-0445	\$ 16,572	\$ 23,740	\$ 25,000	\$ 25,000	\$ 34,481	\$ 9,481	\$ 9,481	37.92%	
M&S-Farebox Repair	50498-0450	\$ 19,332	\$ 9,220	\$ 30,000	\$ 30,000	\$ 24,377	\$ (5,623)	\$ (5,623)	-18.74%	
M&S-Maintenance Rev Vehicle	50498-0452	\$ 2,305,685	\$ 1,983,118	\$ 2,354,221	\$ 2,354,221	\$ 2,732,801	\$ 378,580	\$ 378,580	16.08%	
M&S Interco Repair	50498-0453	\$ 8,849	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
M&S-Maintenance Serv Vehicle	50498-0454	\$ 46,260	\$ 32,748	\$ 50,000	\$ 50,000	\$ 51,962	\$ 1,962	\$ 1,962	3.92%	
M&S-Consumed Rev Vehicle	50498-0460	\$ 21,674	\$ 20,610	\$ 25,350	\$ 25,350	\$ 45,333	\$ 19,983	\$ 19,983	78.83%	
Total Parts & Repairs		\$ 2,897,766	\$ 2,415,725	\$ 3,004,471	\$ 3,004,471	\$ 3,388,562	\$ 384,091	\$ 384,091	12.78%	
M&S-Bus Shelter Materials	50498-0435	\$ 37,536	\$ 30,225	\$ 33,000	\$ 33,000	\$ 40,000	\$ 7,000	\$ 7,000	21.21%	
M&S-Capitalized Bus Components	50498-0470	\$ (2,794)	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	-	
M&S-Inventory Cost Variance	50498-0997	\$ -	\$ 218	\$ -	\$ -	\$ -	\$ -	\$ -	-	
M&S-Other	50499-0500	\$ 139,917	\$ 72,098	\$ 174,150	\$ 174,150	\$ 179,290	\$ 5,140	\$ 5,140	2.95%	
M&S-Invoice Price Variance	50499-0505	\$ -	\$ (6,022)	\$ -	\$ -	\$ -	\$ -	\$ -	-	
M&S-Office Supplies	50499-0510	\$ 112,077	\$ 115,839	\$ 120,467	\$ 120,467	\$ 126,414	\$ 5,947	\$ 5,947	4.94%	
M&S-Printing Public Schedules	50499-0530	\$ 87,983	\$ 47,938	\$ 138,000	\$ 138,000	\$ 149,049	\$ 11,049	\$ 11,049	8.01%	
M&S-Printing Tickets & Passes	50499-0535	\$ 96,159	\$ 38,050	\$ 97,833	\$ 97,833	\$ 96,525	\$ (1,308)	\$ (1,308)	-1.34%	
M&S-Consumed Bldgs & Grounds	50499-0560	\$ 436,070	\$ 279,546	\$ 370,575	\$ 370,575	\$ 230,193	\$ (140,382)	\$ (140,382)	-37.88%	
M&S-Shop & Build Equipment	50499-0570	\$ 47,615	\$ 53,337	\$ 55,000	\$ 55,000	\$ 64,169	\$ 9,169	\$ 9,169	16.67%	
M&S-Maint Shop Supplies	50499-0580	\$ 280,932	\$ 315,638	\$ 313,321	\$ 313,321	\$ 353,411	\$ 40,090	\$ 40,090	12.80%	
M&S-Non Capitalized Equipment	50499-0590	\$ 49,454	\$ 20,460	\$ 78,320	\$ 78,320	\$ -	\$ (78,320)	\$ (78,320)	-100.00%	
Total Materials and Supplies		\$ 1,284,949	\$ 967,327	\$ 1,380,666	\$ 1,380,666	\$ 1,239,051	\$ (141,615)	\$ (141,615)	-10.26%	
Prof Service-Other	50303-0620	\$ 74,764	\$ 48,434	\$ 72,400	\$ 72,400	\$ 85,880	\$ 13,480	\$ 13,480	18.62%	
Prof Service-Govt Relations	50303-0622	\$ 212,798	\$ 158,160	\$ 227,000	\$ 227,000	\$ 227,000	\$ -	\$ -	0.00%	
Prof Service-Law General	50303-0623	\$ 139,536	\$ 152,692	\$ 155,314	\$ 155,314	\$ 168,000	\$ 12,686	\$ 12,686	8.17%	
Prof Service-Law Injury	50303-0624	\$ 327,153	\$ 369,756	\$ 288,155	\$ 288,155	\$ 469,526	\$ 181,371	\$ 181,371	62.94%	
Prof Service-Law Labor	50303-0625	\$ 379,201	\$ 253,723	\$ 404,000	\$ 434,000	\$ 548,500	\$ 144,500	\$ 144,500	35.77%	
Prof Service-Outside Audit	50303-0626	\$ 101,859	\$ 63,366	\$ 110,001	\$ 110,001	\$ 89,350	\$ (20,651)	\$ (20,651)	-18.77%	
Pension Actuary	50303-0635	\$ 43,500	\$ 57,625	\$ 77,650	\$ 77,650	\$ 59,950	\$ (17,700)	\$ (17,700)	-22.79%	

¹ Includes RTS-Ontario effective August 1, 2014

² Unrealized mark to market investment changes and non pay-go OPEB Expense

2015-16 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual				2015-16 Projected				2015-16 Budget		Budget Change	% Change
		2013-14 Actual	2014-15 Budget	Thru 12/31/14		2014-15 Projected				2015-16 Budget			
Pension Mgmt Fee	50303-0636	\$ 351,227	\$ 421,125	\$ 293,631	\$ 421,125	\$ 443,500	\$ 22,375	5.31%					
Temp Help-Transportation	50304-0640	\$ -	\$ -	\$ 7,425	\$ -	\$ -	\$ -	-					
Temp Help-Other	50304-0650	\$ -	\$ -	\$ 12,991	\$ -	\$ -	\$ -	-					
Contracted Services-Other	50305-0641	\$ 1,530,416	\$ 2,600,544	\$ 1,201,222	\$ 2,556,294	\$ 1,559,983	\$ (1,040,561)	-40.01%					
Software Maintenance Fees	50305-0642	\$ 580,586	\$ 677,353	\$ 229,259	\$ 677,353	\$ 825,434	\$ 148,081	21.86%					
Hardware Maintenance Fees	50305-0643	\$ -	\$ 114,000	\$ 50,190	\$ 114,000	\$ 100,000	\$ (14,000)	-12.28%					
Contracted Services-ARC	50305-0646	\$ -	\$ 40,200	\$ -	\$ 40,200	\$ 52,000	\$ 11,800	29.35%					
Parts Department Management	50305-0648	\$ 466,597	\$ 491,500	\$ 329,531	\$ 491,500	\$ 485,000	\$ (6,500)	-1.32%					
Ride Share Guar Ride Home	50305-0649	\$ -	\$ 100	\$ -	\$ 100	\$ -	\$ (100)	-100.00%					
Custodial Services-General	50306-0650	\$ 183,220	\$ 172,035	\$ 150,023	\$ 172,035	\$ 415,658	\$ 243,623	141.61%					
Security Services-General	50307-0660	\$ 244,215	\$ 265,000	\$ 214,747	\$ 265,000	\$ 795,993	\$ 530,993	200.37%					
Medical Services	50399-0670	\$ 95,560	\$ 108,355	\$ 76,375	\$ 108,355	\$ 124,519	\$ 16,164	14.92%					
Total Outside Services		\$ 4,730,632	\$ 6,224,732	\$ 3,669,149	\$ 6,210,482	\$ 6,450,293	\$ 225,561	3.62%					
Utilities-Elec Admin Bldg	50502-0800	\$ 457,298	\$ 96,653	\$ 80,424	\$ 96,653	\$ 116,665	\$ 20,012	20.70%					
Utilities-Elec Bus Shelter & S	50502-0801	\$ 25,692	\$ 25,000	\$ 3,995	\$ 25,000	\$ 22,000	\$ (3,000)	-12.00%					
Utilities-Elec Oper Bldg	50502-0802	\$ -	\$ 329,847	\$ 161,351	\$ 352,847	\$ 312,000	\$ (17,847)	-5.41%					
Utilities-Elec Service Bldg	50502-0803	\$ -	\$ -	\$ 790	\$ -	\$ -	\$ -	-					
Utilities-Elec Transit Ctr	50502-0804	\$ -	\$ -	\$ 1,940	\$ -	\$ -	\$ 146,000	-					
Utilities-Gas Admin Bldg	50502-0810	\$ 217,074	\$ 36,000	\$ 9,802	\$ 36,000	\$ 30,650	\$ (5,350)	-14.86%					
Utilities-Gas Operation Bldg	50502-0812	\$ -	\$ 112,500	\$ 23,056	\$ 112,500	\$ 104,000	\$ (8,500)	-7.56%					
Utilities-Gas Svc Bldg	50502-0813	\$ -	\$ 58,000	\$ 15,644	\$ 58,000	\$ 49,600	\$ (8,400)	-14.48%					
Utilities-Gas Transit Center	50502-0814	\$ -	\$ 42,500	\$ 2,369	\$ 42,500	\$ 66,000	\$ 23,500	55.29%					
Utilities-Water	50502-0816	\$ 45,302	\$ 50,125	\$ 25,865	\$ 52,585	\$ 60,560	\$ 10,435	20.82%					
Utilities-Telephone	50502-0820	\$ 153,970	\$ 183,490	\$ 115,899	\$ 183,490	\$ 208,643	\$ 25,153	13.71%					
Total Utilities		\$ 899,335	\$ 934,115	\$ 441,135	\$ 959,575	\$ 1,116,118	\$ 182,003	19.48%					
Premium Physical Damage Ins	50601-0680	\$ 863,708	\$ 921,798	\$ 748,018	\$ 977,598	\$ 1,075,826	\$ 154,028	16.71%					
Payout Uninsured PL&PD	50604-0690	\$ 711,798	\$ 734,405	\$ 253,320	\$ 734,405	\$ 748,315	\$ 13,910	1.89%					
Payout Emplmnt Practice Exp	50604-0695	\$ 89,679	\$ 70,000	\$ (86,100)	\$ 70,000	\$ 90,000	\$ 20,000	28.57%					
Total Casualty and Liability		\$ 1,665,185	\$ 1,726,203	\$ 915,238	\$ 1,782,003	\$ 1,914,141	\$ 187,938	10.89%					
Lease-Call Center	51212-0840	\$ 19,728	\$ 1,646	\$ 1,646	\$ 1,646	\$ -	\$ (1,646)	-100.00%					
Lease-Facilities At HSBC	51212-0841	\$ 6,000	\$ 6,000	\$ 4,000	\$ 6,000	\$ -	\$ (6,000)	-100.00%					
Leases & Rentals Copier	51212-0850	\$ 168,165	\$ 157,012	\$ 111,261	\$ 157,012	\$ 114,411	\$ (42,601)	-27.13%					
Office Lease	51212-0852	\$ 80,371	\$ 131,660	\$ 48,977	\$ 131,660	\$ 164,194	\$ 32,534	24.71%					
Software License Fees	51212-0854	\$ 32,357	\$ 155,800	\$ 17,053	\$ 155,800	\$ 50,300	\$ (105,500)	-67.72%					
IT Disaster Recovery Equipment	51212-0856	\$ 4,999	\$ 11,000	\$ 49	\$ 11,000	\$ 56,000	\$ 45,000	409.09%					
Total Leases and Rentals		\$ 311,620	\$ 463,118	\$ 182,987	\$ 463,118	\$ 384,905	\$ (78,213)	-16.89%					
Other Taxes	50799-0790	\$ 22,261	\$ 19,500	\$ 16,501	\$ 19,500	\$ 20,840	\$ 1,340	6.87%					
Sub & Memberships-General	50901-0700	\$ 126,528	\$ 124,730	\$ 106,351	\$ 124,730	\$ 121,580	\$ (3,150)	-2.53%					
Travel & Meetings	50902-0710	\$ 375,581	\$ 343,195	\$ 209,760	\$ 343,195	\$ 273,827	\$ (69,368)	-20.21%					

¹ Includes RTS-Ontario effective August 1, 2014

² Unrealized mark to market investment changes and non pay-go OPEB Expense

2015-16 OPERATING BUDGET DETAIL¹

Account Description	Account	2014-15 Actual					2015-16 Budget	2014-15 Projected	2015-16 Budget	Budget Change	% Change
		2013-14 Actual	2014-15 Budget	Thru 12/31/14	2014-15 Projected	2015-16 Budget					
Misc. Expense Meetings	50902-0720	\$ 82,424	\$ 68,000	\$ 47,367	\$ 68,000	\$ 68,000	\$ -	\$ -	\$ -	\$ -	0.00%
Fines & Penalties-General	50906-0760	\$ 21,856	\$ 500	\$ 7,125	\$ 500	\$ -	\$ -	\$ -	\$ (500)	\$ (500)	-100.00%
Bad Debt Expense	50907-0762	\$ 246,564	\$ -	\$ 9,674	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Advertising & Promotion	50908-0750	\$ 268,494	\$ 199,040	\$ 112,986	\$ 199,040	\$ 203,500	\$ 203,500	\$ 203,500	\$ 4,460	\$ 4,460	2.24%
Employment Advertising	50908-0754	\$ 8,970	\$ 12,000	\$ 10,714	\$ 12,000	\$ 21,700	\$ 21,700	\$ 21,700	\$ 9,700	\$ 9,700	80.83%
RFP & IFB Advertising	50908-0758	\$ 4,689	\$ 8,000	\$ 3,242	\$ 8,000	\$ 6,500	\$ 6,500	\$ 6,500	\$ (1,500)	\$ (1,500)	-18.75%
Misc. Service Expansion	50999-0730	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ (100,000)	\$ (100,000)	-100.00%
Misc Exp-General	50999-0734	\$ 247,322	\$ 184,668	\$ 170,757	\$ 184,668	\$ 190,165	\$ 190,165	\$ 190,165	\$ 5,497	\$ 5,497	2.98%
Misc Exp-Ontario	50999-0738	\$ -	\$ -	\$ 12,779	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Productivity and Efficiency Improv.	50999-0736	\$ -	\$ (220,000)	\$ -	\$ (220,000)	\$ -	\$ -	\$ (220,000)	\$ 220,000	\$ 220,000	-100.00%
Misc Exp-Emp Reward & Recogn	50999-0740	\$ 29,217	\$ 25,000	\$ 22,296	\$ 25,000	\$ 31,750	\$ 31,750	\$ 31,750	\$ 6,750	\$ 6,750	27.00%
Misc Exp-Employee Wellness Pro	50999-0741	\$ 31,113	\$ 27,500	\$ 25,243	\$ 27,500	\$ 20,950	\$ 20,950	\$ 20,950	\$ (6,550)	\$ (6,550)	-23.82%
UPWP Expense	50999-0770	\$ 57,561	\$ 167,000	\$ 49,251	\$ 167,000	\$ 347,200	\$ 347,200	\$ 347,200	\$ 180,200	\$ 180,200	107.90%
Interest Expense	51101-0780	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	-
Total Other		\$ 1,522,581	\$ 1,059,133	\$ 804,046	\$ 1,059,133	\$ 1,756,012	\$ 1,756,012	\$ 696,879	\$ 696,879	\$ 696,879	65.80%
Depreciation-Local	51300-0860	\$ 1,371,522	\$ 1,539,993	\$ 1,067,454	\$ 1,539,993	\$ 1,736,900	\$ 1,736,900	\$ 1,736,900	\$ 196,907	\$ 196,907	12.79%
Total Local Depreciation		\$ 1,371,522	\$ 1,539,993	\$ 1,067,454	\$ 1,539,993	\$ 1,736,900	\$ 1,736,900	\$ 196,907	\$ 196,907	\$ 196,907	12.79%
Total Non-Personnel		\$ 22,360,410	\$ 24,372,344	\$ 15,655,074	\$ 24,274,354	\$ 24,691,872	\$ 24,691,872	\$ 319,528	\$ 319,528	\$ 319,528	1.31%
Total Expenses		\$ 86,170,178	\$ 87,360,501	\$ 62,874,240	\$ 87,141,011	\$ 90,487,536	\$ 90,487,536	\$ 3,127,035	\$ 3,127,035	\$ 3,127,035	3.58%
Non-GAAP Budget Schedule Adjustments²		\$ (4,802,273)				\$ -	\$ -	\$ -	\$ -	\$ -	-
Net Income (Loss)		\$ 10,522	\$ (815,000)	\$ 214,954	\$ (664,810)	\$ 815,000	\$ 815,000	\$ 815,000	\$ 815,000	\$ 815,000	-100.00%

¹ Includes RTS-Ontario effective August 1, 2014

² Unrealized mark to market investment changes and non pay-go OPEB Expense

Personnel Change Summary

	2013-14 Final	2014-15 Budget*	2015-16 Budget
Executive Management	8	8	8
Business Development	4	4	4
Communications & Marketing	4	4	4
Customer Service	12	13	12
Engineering	5	5	5
Finance	12	12	15
Information Technology	9	9	8
Legal Affairs	3	3	5
Maintenance	134	138	134
People	16	16	15
Planning	4	4	4
Procurement	8	8	6
Project Management Office	3	3	3
Research & Development	6	6	5
Scheduling	9	9	6
System Safety and Security	21	30	31
RTS Operations	365	370	362
RTS Access	100	100	100
RTS Genesee	15	15	13
RTS Livingston	29	29	24
RTS Ontario	0	56	56
RTS Orleans	16	16	10
RTS Seneca	13	13	14
RTS Wayne	36	36	37
RTS Wyoming	22	22	20
Total	854	929	901

*The chart above displays the annual budgeted number of employees for each of RGRTA's department and operating subsidiaries. The 2014-15 Budget column reflects personnel for the RTS Transit Center and the addition of Ontario County. In FY 2015-16, the organizational structure was realigned to support current strategic initiatives.





Financial Policies

Financial Policies

BASIS OF ACCOUNTING

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

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

INTERNAL CONTROL STRUCTURE

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

INDEPENDENT AUDIT

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

BUDGETARY CONTROL

The Authority's annual fiscal year runs from April 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 Finance Department to each department head of Regional Transit Service and to the managers of the other subsidiary companies.

Operating budget and capital project request submissions are due by mid-October. Each departmental request is closely analyzed utilizing a process aimed at breaking down the elements of each request; comparison with historical data and recognition of trends and external factors, economic or other that might impact the budget element. Budget staff also meets with Department representatives to discuss and review their budget submissions as necessary. Revenue estimates are subject to the same type of scrutiny and analysis. Documentation is prepared and retained for budget estimates.

Over the course of December and January, the Chief Financial Officer (CFO) submits detailed and summary budget recommendations to the Executive Team. At this stage, the budget contains only preliminary estimates of state operating assistance for the coming year because the Governor's proposed Executive budget is traditionally submitted to the state legislature in late January. At that time, the Authority's proposed budget is finalized for inclusion in its Annual Comprehensive Plan, which is submitted by the CEO to the Board of Commissioners in February for review and adoption prior to the start of the fiscal year on April first.

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

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

On a monthly basis, the CFO submits a financial report to the Board of Commissioners detailing 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. • Finance staff updates Multi-Year Budget Projection.
September	<ul style="list-style-type: none"> • Distribution of Capital Project Request packages to Leadership Team. • Operating Budget preparation packages are distributed to Leadership Team.
October	<ul style="list-style-type: none"> • Submission of Capital Project Requests by Leadership Team to Budget Team for compilation of un-scored preliminary Capital Improvement Plan (CIP). • CIP Rating Team meets and scores capital project requests. • Budget Team preparation of all revenue and expense estimates within its scope of responsibility. • Submission of operating budget requests by Leadership Team.
November	<ul style="list-style-type: none"> • Budget Team holds meetings with each Leadership Team member for in-depth review of budget request. • Budget Team analysis of all Leadership Team requests.
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. • CFO submits preliminary budget recommendations to the CEO for review and approval. • Executive Management Team finalizes budget.
January	<ul style="list-style-type: none"> • Budget Team prepares summary information, graphs, and analysis for development of Financial Plan section of Comprehensive Plan. • Finance staff updates Multi-Year Budget Projection. • Governor submits proposed Executive Budget to the Legislature, thereby providing notice to the Authority of the proposed amount of State Operating Assistance for the coming fiscal year. • Finalization of budget for inclusion in the Comprehensive Plan.
February	<ul style="list-style-type: none"> • CEO submits Comprehensive Plan to the Board of Commissioners for review and comment. • Employee meeting to review Comprehensive Plan.
March	<ul style="list-style-type: none"> • Board of Commissioners approves the Comprehensive Plan.
April	<ul style="list-style-type: none"> • Fiscal year begins April 1.

FACTORS AFFECTING FINANCIAL CONDITION

COMPREHENSIVE PLANNING

As noted previously, the Authority annually adopts a Comprehensive Plan which contains its Strategic Plan, Operating Plan, Financial Plan, and Performance Goals for the coming fiscal year. The Strategic Plan identifies the strategy of the Authority in support of the vision. The Operating Plan outlines the specific objectives and projects to be undertaken in the coming year to advance the strategies. The Financial Plan is then developed in the form of an annual Operating Budget and Six-Year Capital Plan which supports the objectives of both the Strategic and Operating Plans. Performance metrics are managed through a scorecard approach called TOPS (Transit Organization Performance Scorecard), which tracks the Authority's progress in attaining its 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 to maximize investment earnings. Available cash balances are invested in various types of low risk products in accordance with appropriate provisions of law and investment guidelines approved by the Board of Commissioners. The Finance/Investment Committee of the Board assists the Board in its general oversight of investment activities.

RISK MANAGEMENT

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

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

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

The Authority is entirely self-insured for Workers' Compensation losses and all claims are paid with operating funds. Blanket insurance coverage is maintained for property and equipment. In addition, the Authority has insurance to protect against internal losses and Directors and Officers liability.

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

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

CAPITAL RESERVE

Annually, the Authority is the recipient of a formula-based grant from the Federal Department of Transportation which is primarily directed towards capital investments. This grant requires a local match of 20%, of which 50% is drawn from the Authority's Capital Reserve Fund and 50% provided by the New York State Department of Transportation. The Capital Reserve Fund is itself funded annually by a Board-authorized transfer from Working Capital in an amount equal to the annual depreciation expense contained in the current fiscal year budget. From time to time the Board of Commissioners may also authorize additional contributions to the Capital Reserve as recommended by the Chief Executive Officer and Chief Financial Officer. 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. It contains guidelines for the evaluation, issuance, management, and reporting of debt. The Finance/Investment Committee of the Board represents and assists the Board in its oversight of borrowing activities. The Authority has not issued debt and does not have a legal debt limit. The Finance/Investment Committee is considering the potential issuance of debt for the RTS Transit Center project that commenced operation on November 28, 2014.

PENSION BENEFITS

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

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

Employees of RGRTA, the corporate governance entity, are provided pension benefits through the New York State Employees Retirement System (NYSERS) which is administered by the Office of the New York State Comptroller. The Authority makes annual contributions to the NYSERS as determined by the State Comptroller.

OTHER POST EMPLOYMENT BENEFITS (OPEB)

The Authority provides other post-employment benefits for retirees, such as health, life, and dental insurance. As of March 31, 2014, 377 retirees were receiving such benefits and 551 current employees were eligible for future benefits. The total actuarial accrued liability for OPEB as of March 31, 2014 was \$59.6 million.

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

The New York State legislature has not yet passed legislation to enable public benefit corporations to establish a qualifying irrevocable trust for the purpose of funding future OPEB benefits. Pending such legislation, the Board of Commissioners has established an OPEB Reserve Fund into which it authorizes deposits as it deems appropriate.





Performance Measurements

2015-16 Transit Organization Performance Scorecard (TOPS)

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

HOW TOPS FUNCTIONS

The 2015-16 Transit Organization Performance Scorecard (TOPS) will have a total of four metrics, similar to the metrics identified and monitored during the previous fiscal year. Employee Engagement is the only metric in TOPS this year that will be modified slightly. It will be calculated in Q2 and Q4 only. This metric is measuring our success in providing the right environment, culture, tools, conditions, and training necessary to motivate and align our workforce. RGRTA understand that engaged employees result in improved productivity, efficiency, performance, quality of service, and a consistent customer experience.

PERFORMANCE INDEXES and THEIR CRITICAL SUCCESS FACTORS

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

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

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

In 2015-16 TOPS, the performance of RGRTA's financial health will continue to be measured based on the results of the quarterly End of Year Net Income (Deficit) Projection, which is an estimate of operating revenues, subsidies, and expenses across the entire organization. For Fiscal Year 2015-16, FPI will carry 40 out of the 100 points in TOPS. This is the highest point allocation among the four indexes, as financial success forms the foundation necessary to allow RGRTA to achieve its strategic goals.

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

Success Indicator: Net Promoter Score (NPS)

The Customer Satisfaction Index (CSI) assesses RGRTA's effectiveness in providing a product that meets or exceeds our customers' needs and requirements. The allocation of points to the CSI is different than last year because Employee Engagement is being measured in Q2 and Q4 only, and those points are being distributed between the CSI and SPI metrics in Q1 and Q3.

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

The CSI points will be allocated across the quarter, with the distribution among operating units based on each subsidiary's respective percentage of the total customers served by the Authority. Based on this methodology, 94% of the CSI points are allocated to RTS, 1% to RTS Access, and 5% to the seven regional subsidiary companies combined.

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

Success Indicator: On-Time Performance (OTP)

The Service Performance Index (SPI) measures the Authority's performance in providing the product that our customers want. The most critical success indicator of quality performance for the Authority is On-Time Performance (OTP). Quarterly customer surveys consistently show OTP as the single most important priority to customers. As such, OTP is the sole indicator of success in the SPI. Lean Six Sigma principles will continue to be applied throughout the organization to improve processes such as preventative maintenance, repeat failures, and bus availability, which are just a few among other Department Performance Indicators (DPIs) which can have a sizable impact on OTP. The Bus Operator Coaches will continue to put best practices to work as RGRTA continues to focus on providing a consistent and reliable experience.

The allocation of points to the Service Performance Index is slightly different than last year as a result of the different methodology employed by calculating the Employee Engagement Index, as described in the prior section.

Employee Engagement Index (EEI):

0 Points for Q1 & Q3

10 Points for Q2 & Q4

Success Indicator: Employee Engagement, Participation, and Satisfaction

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

This effort will be measured in TOPS by Employee Engagement, which is defined as the measurable degree of an employee's positive attachment to their job, colleagues, and organization that then influences their willingness to learn and perform at work. Employee Engagement will be measured in the second and fourth quarters. It will be captured by three metrics: participation, satisfaction, and the EEI, which measures the employee's commitment and motivation to act in the best interest of the business.

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

2014-15 TOPS REVIEW

The Authority again exceeded its TOPS goal of 100 points in each of the first three quarters. All quarters were 105 or greater – representing a significant achievement given the tremendous effort and resources expended on the completion and opening of the RTS Transit Center, and the integration of Ontario County. This remarkable achievement is underscored further by the fact that the Authority made the measures more difficult at the outset of the Fiscal Year.

CONCLUSION

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

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



TOPS

TRANSIT ORGANIZATION PERFORMANCE

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

TOPS DETAILS QUARTERS 1 & 3

Strategic Pillars 2015-16	Metric	Plan Goal	Actual 1st Quarter	Actual 2nd Quarter	Actual 3rd Quarter	Actual 4th Quarter	Earned Points	Goal Points	Max Points	Min Points
FINANCIAL SUSTAINABILITY	End of Year Net Income (Deficit) Projection	\$ –					0.0	40.0	52.0	28.0
	Total FPI Score						0.00	40.0	52.0	28.0
CUSTOMER SERVICE EXCELLENCE	Net Promoter Score – RTS	35.0%					0.00	28.5	37.1	20.0
	Customer Satisfaction – RTS Access	95.0%					0.00	0.45	0.59	0.32
	Customer Satisfaction – RTS Genesee	94.0%					0.00	0.15	0.20	0.11
	Customer Satisfaction – RTS Livingston	97.0%					0.00	0.15	0.20	0.11
	Customer Satisfaction – RTS Ontario	95.0%					0.00	0.15	0.20	0.11
	Customer Satisfaction – RTS Orleans	97.0%					0.00	0.15	0.20	0.11
	Customer Satisfaction – RTS Seneca	95.0%					0.00	0.15	0.20	0.11
	Customer Satisfaction – RTS Wayne	97.0%					0.00	0.15	0.20	0.11
	Customer Satisfaction – RTS Wyoming	95.0%					0.00	0.15	0.20	0.11
	Total CSI Score						0.00	30.00	39.0	21.0
QUALITY SERVICE DELIVERY	On-Time Performance – RTS	91.8%					0.00	28.50	37.1	20.0
	On-Time Performance – RTS Access	93.5%					0.00	0.45	0.59	0.32
	On-Time Performance – RTS Genesee	91.0%					0.00	0.15	0.20	0.11
	On-Time Performance – RTS Livingston	95.0%					0.00	0.15	0.20	0.11
	On-Time Performance – RTS Ontario	85.0%					0.00	0.15	0.20	0.11
	On-Time Performance – RTS Orleans	94.0%					0.00	0.15	0.20	0.11
	On-Time Performance – RTS Seneca	95.0%					0.00	0.15	0.20	0.11
	On-Time Performance – RTS Wayne	95.0%					0.00	0.15	0.20	0.11
	On-Time Performance – RTS Wyoming	95.0%					0.00	0.15	0.20	0.11
	Total SPI Score						0.00	30.00	39.0	21.0
EMPLOYEE ENGAGEMENT	Employee Participation									
	Employee Engaged Index									
	Employee Satisfaction									
TOPS Score	Total ESI Score						0.00	0.00	0.00	0.00
							0.0	100.0	130.0	70.0

On-Time Performance: RTS value stated above is the annual average (91.75%). Quarterly goals are: Q1 92.0%; Q2 91.0%; Q3 91.5%; Q4 92.5%

TOPS DETAILS QUARTERS 2 & 4

Strategic Pillars
2015-16

Metric	Plan Goal	Actual 1st Quarter	Actual 2nd Quarter	Actual 3rd Quarter	Actual 4th Quarter	Earned Points	Goal Points	Max Points	Min Points
End of Year Net Income (Deficit) Projection	\$ –					0.00	40.00	52.00	28.00
FINANCIAL SUSTAINABILITY									
Total FPI Score						0.00	40.0	52.0	28.0
CUSTOMER SERVICE EXCELLENCE									
Net Promoter Score – RTS	35.0%						23.75	30.88	16.63
Customer Satisfaction – RTS Access	95.0%						0.38	0.49	0.26
Customer Satisfaction – RTS Genesee	94.0%						0.13	0.16	0.09
Customer Satisfaction – RTS Livingston	97.0%						0.13	0.16	0.09
Customer Satisfaction – RTS Ontario	95.0%						0.13	0.16	0.09
Customer Satisfaction – RTS Orleans	97.0%						0.13	0.16	0.09
Customer Satisfaction – RTS Seneca	95.0%						0.13	0.16	0.09
Customer Satisfaction – RTS Wayne	97.0%						0.13	0.16	0.09
Customer Satisfaction – RTS Wyoming	95.0%						0.13	0.16	0.09
Total CSI Score						0.00	25.0	32.5	17.5
QUALITY SERVICE DELIVERY									
On-Time Performance – RTS	91.8%						23.75	30.88	16.63
On-Time Performance – RTS Access	93.5%						0.38	0.49	0.26
On-Time Performance – RTS Genesee	91.0%						0.13	0.16	0.09
On-Time Performance – RTS Livingston	95.0%						0.13	0.16	0.09
On-Time Performance – RTS Ontario	85.0%						0.13	0.16	0.09
On-Time Performance – RTS Orleans	94.0%						0.13	0.16	0.09
On-Time Performance – RTS Seneca	95.0%						0.13	0.16	0.09
On-Time Performance – RTS Wayne	95.0%						0.13	0.16	0.09
On-Time Performance – RTS Wyoming	95.0%						0.13	0.16	0.09
Total SPI Score						0.00	25.0	32.5	17.5
EMPLOYEE ENGAGEMENT									
Employee Participation	35%						4.00	5.20	2.80
Employee Engaged Index	10						2.00	2.60	1.40
Employee Satisfaction	4.0						4.00	5.20	2.80
Total ESI Score						0.00	10.0	13.0	7.0
TOPS Score						0.00	100.0	130.0	70.0

On-Time Performance: RTS value stated above is the annual average (91.75%). Quarterly goals are: Q1 92.0%; Q2 91.0%; Q3 91.5%; Q4 92.5%

TOPS MATRIX QUARTERS 1 & 3

Strategic Pillars 2015-16	Metric	BELOW GOAL							Goal & Points	EXCEEDING GOAL						
		-30%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%			5.0%	10.0%	15.0%	20.0%	25.0%	30.0%	
FINANCIAL SUSTAINABILITY	End of Year Net Income (Deficit) Projection	(\$365)	(\$304)	(\$243)	(\$182)	(\$122)	(\$61)		\$0	\$61	\$122	\$182	\$243	\$304	\$365	
		28.00	30.00	32.00	34.00	36.00	38.00		40.00	42.00	44.00	46.00	48.00	50.00	52.00	
CUSTOMER SERVICE EXCELLENCE	Net Promoter Score – RTS	27.0%	28.3%	29.7%	31.0%	32.3%	33.7%		35.0%	36.3%	37.7%	39.0%	40.3%	41.7%	43.0%	
		19.95	21.38	22.80	24.23	25.65	27.08		28.50	29.93	31.35	32.78	34.20	35.63	37.05	
	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%	
		0.32	0.34	0.36	0.38	0.41	0.43		0.45	0.47	0.50	0.52	0.54	0.56	0.59	
	Customer Satisfaction – Genesee	88.0%	89.0%	90.0%	91.0%	92.0%	93.0%		94.0%	95.0%	96.0%	97.0%	98.0%	99.0%	100.0%	
		0.105	0.113	0.120	0.128	0.135	0.143		0.150	0.158	0.165	0.173	0.180	0.188	0.195	
	Customer Satisfaction – Livingston	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%		97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%	
		0.105	0.113	0.120	0.128	0.135	0.143		0.150	0.158	0.165	0.173	0.180	0.188	0.195	
	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%	
		0.105	0.113	0.120	0.128	0.135	0.143		0.150	0.158	0.165	0.173	0.180	0.188	0.195	
	Customer Satisfaction – Orleans	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%		97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%	
		0.105	0.113	0.120	0.128	0.135	0.143		0.150	0.158	0.165	0.173	0.180	0.188	0.195	
	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%	
		0.105	0.113	0.120	0.128	0.135	0.143		0.150	0.158	0.165	0.173	0.180	0.188	0.195	
	Customer Satisfaction – Wayne	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%		97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%	
		0.105	0.113	0.120	0.128	0.135	0.143		0.150	0.158	0.165	0.173	0.180	0.188	0.195	
	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%	
		0.105	0.113	0.120	0.128	0.135	0.143		0.150	0.158	0.165	0.173	0.180	0.188	0.195	

TOPS MATRIX QUARTERS 1 & 3

Strategic Pillars 2015-16		BELOW GOAL										Goal & Points	EXCEEDING GOAL					
		Metric	-30%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%						5.0%	10.0%	15.0%	20.0%	25.0%
QUALITY SERVICE DELIVERY	On-Time Performance – RTS	88.75%	89.25%	89.75%	90.25%	90.75%	91.25%					91.75%	92.25%	92.75%	93.25%	93.75%	94.25%	94.75%
		19.95	21.38	22.80	24.23	25.65	27.08					28.50	29.93	31.35	32.78	34.20	35.63	37.05
	On-Time Performance – Access	87.0%	88.1%	89.2%	90.3%	91.3%	92.4%					93.5%	94.6%	95.7%	96.8%	97.8%	98.9%	100.0%
		0.32	0.34	0.36	0.38	0.41	0.43					0.45	0.47	0.50	0.52	0.54	0.56	0.59
	On-Time Performance – Genesee	82.0%	83.5%	85.0%	86.5%	88.0%	89.5%					91.0%	92.5%	94.0%	95.5%	97.0%	98.5%	100.0%
		0.105	0.113	0.120	0.128	0.135	0.143					0.150	0.158	0.165	0.173	0.180	0.188	0.195
	On-Time Performance – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%					95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.105	0.113	0.120	0.128	0.135	0.143					0.150	0.158	0.165	0.173	0.180	0.188	0.195
	On-Time Performance – Ontario	82.0%	83.5%	85.0%	86.5%	88.0%	89.5%					85.0%	92.5%	94.0%	95.5%	97.0%	98.5%	100.0%
		0.105	0.113	0.120	0.128	0.135	0.143					0.150	0.158	0.165	0.173	0.180	0.188	0.195
EMPLOYEE ENGAGEMENT	On-Time Performance – Orleans	88.0%	89.0%	90.0%	91.0%	92.0%	93.0%					94.0%	95.0%	96.0%	97.0%	98.0%	99.0%	100.0%
		0.105	0.113	0.120	0.128	0.135	0.143					0.150	0.158	0.165	0.173	0.180	0.188	0.195
	On-Time Performance – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%					95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.105	0.113	0.120	0.128	0.135	0.143					0.150	0.158	0.165	0.173	0.180	0.188	0.195
	On-Time Performance – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%					95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.105	0.113	0.120	0.128	0.135	0.143					0.150	0.158	0.165	0.173	0.180	0.188	0.195
	On-Time Performance – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%					95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.105	0.113	0.120	0.128	0.135	0.143					0.150	0.158	0.165	0.173	0.180	0.188	0.195
	Employee Participation																	
Employee Engaged Index																		
Employee Satisfaction																		

On-Time Performance: RTS value stated above is the annual average (91.75%). Quarterly goals are: Q1 92.0%; Q2 91.0%; Q3 91.5%; Q4 92.5%

TOPS MATRIX QUARTERS 2 & 4

Strategic Pillars 2015-16	Metric	BELOW GOAL							Goal & Points	EXCEEDING GOAL						
		-30%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%			5.0%	10.0%	15.0%	20.0%	25.0%	30.0%	
FINANCIAL SUSTAINABILITY	End of Year Net Income (Deficit) Projection	(\$365)	(\$304)	(\$243)	(\$182)	(\$122)	(\$61)		\$0	\$61	\$122	\$182	\$243	\$304	\$365	
		28.00	30.00	32.00	34.00	36.00	38.00		40.00	42.00	44.00	46.00	48.00	50.00	52.00	
CUSTOMER SERVICE EXCELLENCE	Net Promoter Score – RTS	27.0%	28.3%	29.7%	31.0%	32.3%	33.7%		35.0%	36.3%	37.7%	39.0%	40.3%	41.7%	43.0%	
		16.63	17.81	19.00	20.19	21.38	22.56		23.75	24.94	26.13	27.31	28.50	29.69	30.88	
	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%	
		0.263	0.281	0.300	0.319	0.338	0.356		0.375	0.394	0.413	0.431	0.450	0.469	0.488	
	Customer Satisfaction – Genesee	88.0%	89.0%	90.0%	91.0%	92.0%	93.0%		94.0%	95.0%	96.0%	97.0%	98.0%	99.0%	100.0%	
		0.088	0.094	0.100	0.106	0.113	0.119		0.125	0.131	0.138	0.144	0.150	0.156	0.163	
	Customer Satisfaction – Livingston	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%		97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%	
		0.088	0.094	0.100	0.106	0.113	0.119		0.125	0.131	0.138	0.144	0.150	0.156	0.163	
	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%	
		0.088	0.094	0.100	0.106	0.113	0.119		0.125	0.131	0.138	0.144	0.150	0.156	0.163	
	Customer Satisfaction – Orleans	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%		97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%	
		0.088	0.094	0.100	0.106	0.113	0.119		0.125	0.131	0.138	0.144	0.150	0.156	0.163	
	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%	
		0.088	0.094	0.100	0.106	0.113	0.119		0.125	0.131	0.138	0.144	0.150	0.156	0.163	
	Customer Satisfaction – Wayne	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%		97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%	
		0.088	0.094	0.100	0.106	0.113	0.119		0.125	0.131	0.138	0.144	0.150	0.156	0.163	
	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%	
		0.088	0.094	0.100	0.106	0.113	0.119		0.125	0.131	0.138	0.144	0.150	0.156	0.163	

TOPS MATRIX QUARTERS 2 & 4

Strategic Pillars 2015-16		BELOW GOAL										Goal & Points	EXCEEDING GOAL					
		Metric	-30%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%						5.0%	10.0%	15.0%	20.0%	25.0%
QUALITY SERVICE DELIVERY	On-Time Performance – RTS	88.75%	89.25%	89.75%	90.25%	90.75%	91.25%	91.75%	92.25%	92.75%	93.25%	93.75%	94.25%	94.75%	95.25%	95.75%	96.25%	96.75%
		16.63	17.81	19.00	20.19	21.38	22.56	23.75	24.94	26.13	27.31	28.50	29.69	30.88				
	On-Time Performance – Access	87.0%	88.1%	89.2%	90.3%	91.3%	92.4%	93.5%	94.6%	95.7%	96.8%	97.8%	98.9%	100.0%				
		0.263	0.281	0.300	0.319	0.338	0.356	0.375	0.394	0.413	0.431	0.450	0.469	0.488				
	On-Time Performance – Genesee	82.0%	83.5%	85.0%	86.5%	88.0%	89.5%	91.0%	92.5%	94.0%	95.5%	97.0%	98.5%	100.0%				
		0.088	0.094	0.100	0.106	0.113	0.119	0.125	0.131	0.138	0.144	0.150	0.156	0.163				
	On-Time Performance – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%				
		0.088	0.094	0.100	0.106	0.113	0.119	0.125	0.131	0.138	0.144	0.150	0.156	0.163				
	On-Time Performance – Ontario	82.0%	83.5%	85.0%	86.5%	88.0%	89.5%	91.0%	92.5%	94.0%	95.5%	97.0%	98.5%	100.0%				
		0.088	0.094	0.100	0.106	0.113	0.119	0.125	0.131	0.138	0.144	0.150	0.156	0.163				
EMPLOYEE ENGAGEMENT	On-Time Performance – Orleans	88.0%	89.0%	90.0%	91.0%	92.0%	93.0%	94.0%	95.0%	96.0%	97.0%	98.0%	99.0%	100.0%				
		0.088	0.094	0.100	0.106	0.113	0.119	0.125	0.131	0.138	0.144	0.150	0.156	0.163				
	On-Time Performance – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%				
		0.088	0.094	0.100	0.106	0.113	0.119	0.125	0.131	0.138	0.144	0.150	0.156	0.163				
	On-Time Performance – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%				
		0.088	0.094	0.100	0.106	0.113	0.119	0.125	0.131	0.138	0.144	0.150	0.156	0.163				
	On-Time Performance – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%				
		0.088	0.094	0.100	0.106	0.113	0.119	0.125	0.131	0.138	0.144	0.150	0.156	0.163				
	Employee Participation	30.0%	30.8%	31.7%	32.5%	33.3%	34.2%	35.0%	35.8%	36.7%	37.5%	38.3%	39.2%	40.0%				
		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				
EMPLOYEE ENGAGEMENT	Employee Engaged Index	9.7	9.75	9.8	9.85	9.9	9.95	10.0	10.05	10.1	10.15	10.2	10.25	10.3				
		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 Satisfaction	3.50	3.58	3.67	3.75	3.83	3.92	4.00	4.08	4.17	4.25	4.33	4.42	4.50				
		2.80	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: RTS value stated above is the annual average (91.75%). Quarterly goals are: Q1 92.0%; Q2 91.0%; Q3 91.5%; Q4 92.5%

Service Standards

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

2015–16 RTS Service Standards

METRIC	GOAL	MEASUREMENT DEFINITION
On-Time Performance	89.5%	The percentage of total time points encountered inside the specified parameters of 2:59 minutes early to 5:59 minutes late.
Percent Early	2.0%	The percentage of total time points encountered earlier than the specified parameter of 2:59 minutes early.
Cleanliness of Buses and Shelters	67%	Data comes from an independent third party satisfaction survey asking on a scale from 1 to 10 if the respondents are satisfied with the cleanliness. It is calculated as the sum of the percentages of respondents in the top 4 satisfaction levels (7-10).
Pass-ups	3.0	It is the daily average of the total number of incidents per day where customers were passed up resulting from a lack of manpower or extra fill-ins because the following bus was more than five minutes away.
Missed Trips	0.01	It is the daily average of the total number of incidents 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%	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	32%	The Net Promoter Score (NPS) which is calculated by an independent third party survey firm by taking the percentage of promoters (a 9-10 on a 0-10 scale) less the percentage of detractors (0-6 on a 0-10 scale).
Customers per Revenue Mile	3.50	The average number of customers transported in each revenue mile driven.
Operating Revenue per Revenue Mile	\$4.95	The total amount of revenue generated by customer fares and special transit fares divided by the number of miles driven.
Cost Recovery Ratio	39.0%	The ratio of customer fares, special transit fares, recoveries, and reimbursements that have a corresponding expense to total expenses.



RTS

DO NOT ENTER

60



Appendix

Fare Structure

	Actual		Budgeted
REGIONAL TRANSIT SERVICE	2013-14	2014-15	2015-16
Cash:			
Base Fare	\$1.00	\$1.00	\$1.00
Passes:			
31 Day Unlimited Ride*	\$56.00	\$56.00	\$56.00
31 Day Child/Senior/Disabled*	\$28.00	\$28.00	\$28.00
One Day Unlimited*	\$3.00	\$3.00	\$3.00
Five Day Unlimited*	\$14.00	\$14.00	\$14.00
One Ride	\$1.00	\$1.00	\$1.00
Two Ride	\$2.00	\$2.00	\$2.00
Two Plus Two	\$2.00	\$2.00	\$2.00
	Actual		Budgeted
RTS ACCESS	2013-14	2014-15	2015-16
Cash:			
One way Trip 1 mile or less from origin	\$1.50	\$1.50	\$1.50
One way Trip Over 1 mile – 3 miles	\$1.75	\$1.75	\$1.75
One way Trip Over 3 miles – 20 miles	\$2.00	\$2.00	\$2.00
One way Trip Over 20 miles	\$4.00	\$4.00	\$4.00
Same-Day Service	\$6.00	\$6.00	\$6.00
Supplemental Service	\$6.00	\$6.00	\$6.00
Passes:			
Stored Value	\$12.00	\$12.00	\$12.00
Stored Value	\$18.00	\$18.00	\$18.00
Stored Value	\$20.00	\$20.00	\$20.00

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



ROCHESTER GENESEE REGIONAL
TRANSPORTATION AUTHORITY

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