Financial Plan

Introduction

- The Authority's Financial Plan consists of three elements:
- Operating Budget for Fiscal Year 2012-13
- Six Year Capital Improvement Plan covering fiscal years 2012-13 through 2017-18
- Multi-Year Budget Projection covering fiscal years 2012-13 through 2015-16

Fiscal Year 2012-13 Operating Budget

Management is pleased to present a balanced operating budget for the 2012-13 fiscal year that maintains existing customer fare structures for all subsidiary companies. This is the 14th consecutive fiscal year of balanced budgets. It is also the fourth year of maintaining the \$1.00 base adult fare for customers of Regional Transit Service, the largest subsidiary.

Total planned operating expenditures for fiscal year 2012-13 are \$79.7 million, representing a 1.7% increase from the prior year's budget total. Total estimated revenues supporting operations are \$78.8 million, representing a .7% increase from the prior year budget. A minor funding shortfall, equal to 1.0% of total planned expenditures, is proposed to be closed by the appropriation of \$.85 million from the Authority's available unrestricted net assets.

A high level of comparison of the fiscal year 2012-13 Operating Budget versus the prior year is shown in the chart above.

SUMMARY FISCAL YEAR 2011-12 & 2012-13 OPERATING BUDGET COMPARISON

UFE	KATING DUDGE	I COMPARISON		
(\$ Millions) Revenues	2011-12 Operating Budget	2012-13 Operating Budget	Change	% Change
Locally Generated	\$29.8	\$28.7	\$(1.1)	-3.7%
Governmental Subsidies	41.4	43.2	1.8	4.4%
Mortgage Recording Tax	7.1	6.9	(0.2)	-2.8%
Total Revenues	78.3	78.8	0.5	0.7%
Expenses				
Personnel	58.3	58.0	(0.4)	-0.6%
Non-Personnel	20.0	21.7	1.7	8.7%
Total Expenses	78.3	79.7	1.4	1.7%
Net Income (Deficit)	-	\$ (0.9)	\$ (0.9)	
Appropriated Working Capital	-	\$0.9	\$0.9	
Net Income (Deficit)	-	-	-	

Revenues which support the Authority's operations are derived from three main sources: operating and non-operating revenues which are self-generated; 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. For fiscal year 2012-13 the grand total of revenues from all these sources is \$78.8 million, representing a slight increase of \$.5 million or .7% greater than the prior year's budget.

Total locally generated revenues (self-generated) are estimated to be \$28.7 million, representing a decrease of approximately \$1.1 million or 3.7% compared to the prior year's budget. Estimated governmental subsidies total \$43.2 million, increasing \$1.8 million or 4.4%. The budget estimate for Mortgage Recording Tax receipts is \$6.85 million, decreasing \$.2 million or 2.8% from last year's budget.

Planned fiscal year 2012-13 operating expenses total \$79.7 million, which is a 1.7% increase from the prior year budget. Within that total, Personnel costs are \$58.0 million, decreasing \$.4 million or .6%. Non-personnel costs are estimated at \$21.7 million, increasing \$1.7 million or 8.7% compared to last year's budget.

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

Revenue Factors

Locally Generated Revenues

These include the categories of customer fares, special transit fares, and other miscellaneous revenues. As noted earlier a total of \$28.7 million is budgeted for fiscal year 2012-13. Locally generated revenues are expected to support approximately 36.0% of total planned operating expenses for fiscal year 2012-13.

Customer Fares

Total customer fares are estimated to be \$10.9 million, decreasing by \$.6 million or 5% from the prior year's budget. The projected decline in customer fare revenue results from a reduced volume of monthly bus passes purchased by social service agencies. Projected customer trips for fiscal year ending 2012 total 18.3 million for all subsidiary companies, representing an increase of 3.3% from the previous year. For fiscal year 2012-13, total customer trips are projected to remain at this over 20 year high.

Special Transit Fares

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

A total of \$15.6 million is estimated for special transit fares in the fiscal year 2012-13 budget. Due to the loss of subsidy agreements during 2011 with SUNY Brockport and a social service provider in Wayne County, this amount is \$320,000 or 2% lower than the prior year.

REVE	NUE COMPA	RISON				
(\$ Millions)	2011-12 Operating Budget	2012-13 Operating Budget	Change	% Change		
Customer Fares \$11.5 \$10.9 \$(0.6) -5.1%						
Special Transit Fares	15.9	15.6	(0.3)	-2.0%		
Other Revenue	2.4	2.2	(0.2)	-8.7%		
State Aid	31.2	33.3	2.1	6.7%		
Federal Aid	6.5	6.2	(0.3)	-4.1%		
County Aid	3.7	3.7	-	0.0%		
Mortgage Recording Tax	7.1	6.9	(0.2)	-2.8%		
Total Revenue	\$78.3	\$78.8	\$0.5	0.7%		

CUSTOMER & SPECIAL TRANSIT FARES





Governmental Subsidies

Governmental subsides are the largest element of the Authority's revenue structure, equaling 55% of total revenues supporting operations for fiscal year 2012-13. Operating subsidies are received from the federal government, New York State, and each member county. During fiscal year 2012-13, a total of \$43.2 million is estimated for all governmental subsidies. This amount is \$1.8 million or 4.4% greater than the prior year.

Federal Aid

Federal Aid planned for fiscal year 2012-13 totals \$6.2 million, representing a \$.3 million or 4% reduction from last year's budget.

The major components of federal aid are as follows:

- ► Annual formula based grants under the federal "5307" program. These grants are designated for capital purposes, but grant funds may also be used to support preventive maintenance on assets acquired with federal funds, such as buses. Congress has not authorized any change in formula aid since 2009 when the previous omnibus transportation aid bill was approved. Therefore, the 2012-13 budget again assumes flat levels of formula aid. A total of \$4.7 million of 5307 funds is planned for the 2012-13 budget in support of preventive maintenance operating expenses. This amount is \$477,000 lower than the prior year budget.
- ▶ Job Access Reverse Commute (JARC) grant funds are allocated to the Authority to offset the costs of services directed to lower income customers seeking to obtain or maintain employment. During fiscal year 2012-13, JARC funds will total \$.4 million.

- Operating assistance for the Authority's rural transit systems is provided through the federal "5311" program which is administered by the New York State Department of Transportation. This aid is expected to remain flat at \$.49 million.
- The Unified Planning Work Program (UPWP) provides federal assistance for planning purposes. A total of \$175,000 is estimated for the 2012-13 budget plan.



State Aid

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. Total state aid planned for fiscal year 2012-13 is \$33.3 million, representing an increase of \$2.1 million from the prior year's budget plan.

STOA is the most significant revenue supporting transit services, representing 41% of all revenues supporting operations for fiscal year 2012-13. After three (3) consecutive years of flat or declining STOA allocations, Governor Cuomo's proposed 2012-13 Executive Budget contains a \$2.1 million or 7.0% increase of STOA aid for the Authority, bringing the total STOA allocation to \$32.7 million. Management is very appreciative of this recognition by the Governor of the importance of maintaining reliable and affordable public transit services for the public. We are confident that the State legislature will be supportive of the Governor's budget recommendation.

County Aid

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 to be contributed varies significantly based upon the level of services provided within each county. The total amount of County assistance received by the Authority from all member counties is \$3.7 million, representing approximately 4.7% of all supporting revenues. County aid has remained unchanged for many years and can only be altered by an act of the NYS legislature.

STOA – New York State Mass Transportation Operating Assistance (Millions)



ANNUAL 18 B (CONTRIBUTION
COUNTY	AMOUNT (\$)
Monroe	\$3,524,051
Genesee	\$53,282
Livingston	\$35,024
Orleans	\$30,181
Seneca	\$24,964
Wayne	\$38,378
Wyoming	\$20,120
TOTAL	\$3,726,000



Mortgage Recording Tax (MRT)

MRT is a state tax that is 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 Authority's annual MRT receipts have naturally been impacted by the economic recession and its continuing slow recovery. The MRT budget estimate for fiscal year 2012-13 is \$6.85 million, representing a decrease of \$.2 million or 3% from the previous budget.



Mortgage Recordng Tax Receipts (Millions)



Expense Factors

The Authority's operational spending plan for fiscal year 2012-13 has been developed to maintain the high quality of services customers deserve and to restrict cost increases wherever possible while strategically investing to improve organizational efficiencies. Total estimated operating expenses for the fiscal year are \$79.7 million, representing an increase of \$1.4 million or 1.7% compared to the prior year's budget plan. The pie chart below illustrates the allocation of planned expenses among the major personnel and non-personnel categories.



\$79.7 Million

Operating Expenses: FY 2012-13

Personnel

Total estimated wages and benefits for fiscal year 2012-13 are \$58.0 million, representing a decrease of \$.4 million or .6% from the prior year budget. Significant personnel cost savings are expected during fiscal 2012-13 through reductions in overtime and an increase in the number of RTS part-time bus operators. The total number of authorized personnel (both full time and part time) is 832 the same level as the previous year. The detailed changes can be found in the Personnel Changes section of the Appendix.

Employee Benefits

Employee benefits for fiscal year 2012-13 are estimated at \$21.2 million, representing a decrease of \$.2 million from the prior year budget. This slight decline is a result of projected lower costs for both active and retiree medical insurance and assuming current cost level for Authority sponsored pension plans.

PERSONNEL A	ND NON-PERSOI	NNEL SUMMA	RY
(000's)	Change from 2011-12	2012-13 Operating Budget	% Change
Wages	\$(129)	\$35,797	-0.4%
Benefits	(235)	22,161	-1.0%
Total Personnel	(364)	57,958	- 0.6 %
Contracted Services	91	4,356	2.1%
Fuel	878	7,570	13.1%
Other	760	9,778	8.4%
Total Non-Personnel	1,730	21,704	8.7%
Total Expense	1,365	79,662	1.7%

Wages

The total estimate of wages is \$35.8 million, representing a slight decrease of \$.1 million or .4% compared to the prior year's budget. Wage adjustments are planned for administrative personnel based on performance. The wage adjustments for employees covered by collective bargaining agreements are an estimate. Negotiations for the renewal of four (4) labor contracts are now in process.



MEDICAL INSURANCE EXPENSE MILLIONS



Non-Personnel Expenses

Included in this category are fuel and lubricants; bus parts and shop supplies; contracted services; insurance premiums and liability claims; and other miscellaneous expenses. Total estimated cost for non-personnel expenses, for fiscal year 2012-13 is \$21.7 million, representing an increase of \$1.7 million or 8.7% compared to the prior year's budget. The adjacent chart provides a detailed year-to-year comparison for each category.

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

Fuel and Lubricants

Fuel and lubricant costs are estimated to total \$7.6 million for fiscal year 2012-13, increasing \$.9 million or 13% from prior year's budget. The 2012-13 budget estimate is conservatively based upon current futures market price indications which are presently high due to speculation and geo-political concerns. Management anticipates a moderation of prices in the future and is positioned to execute fixed price swaps to reduce price volatility at the appropriate time.

Bus Parts and Other Materials and Supplies

Bus parts and other materials and supplies expenses planned for fiscal year 2012-13 total \$4.6 million, representing an increase of \$.4 million or 9.4% from the prior year's budget. The increase is largely attributed to the tires, vehicle parts, and farebox/radio parts budgets. Vehicle parts have been increased by a factor to account



	NON-PERSON	NEL SUMMAR	Y	
(000)	2011-12 Operating Budget	2012-13 Operating Budget	Change	% Change
Fuel/Lubricants	\$6,692	\$7,570	\$878	13.1%
Contracted Services	4,264	4,356	91	2.1%
Bus Parts	2,899	3,178	280	9.6%
Other Materials/Supplies	1,323	1,439	116	8.8%
Casualty & Liability	1,262	1,409	147	11.6%
Miscellaneous	1,028	1,206	178	17.3%
Depreciation (local)	1,288	1,205	(83)	-6.5%
Utilities	905	980	75	8.3%
Lease/Rental	313	361	48	15.2%
Total	\$19,974	\$21,704	\$1,730	8.7%

for the aging of the fleet. During fiscal year 2012-13 procurement will complete on a series of Regional Transit Service and Lift Line buses however delivery of these buses will not occur until fiscal year 2013-14. The budget estimate for tires and farebox/radio parts are in-line with current experience.

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; and, parts supply management services. Total estimated fiscal year 2012-13 contracted services expenses are \$4.4 million, representing an increase of \$.1 million or 2.0% from the prior year budget.

Miscellaneous Expenses

Miscellaneous and other expenses during fiscal year 2012-13 are budgeted at \$3.9 million, an increase of 12.8% from the prior year's budget. This category includes elements such as utilities; marketing; subscriptions; employee travel and training; taxes; and automobile insurance and liability expense.

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 fiscal year 2012-13 is budgeted at \$1.2 million, representing a decrease of 6.5% from the prior year budget.

Six Year Capital Improvement Plan

The Capital Improvement Plan (CIP) is the Authority's six year (FY 2012/13 – 2017/18) plan of proposed capital investments necessary to maintain and improve the fixed asset infrastructure that is critical to the Authority's mission. 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 three years and a minimum cost of \$10,000.

The Project Management Office (PMO) provided valuable support to assist department heads in the development of formal project charters for capital requests that exceeded \$100,000. Leveraging PMO expertise in project definition and scoping provided significant insight and detail about each project that was extremely useful in the decision making process. The project charters were then reviewed by the Authority's leadership team. The remaining capital requests were reviewed by an evaluation team comprised of representatives of the various business functions throughout the Authority. The key information required to review and rank all requests included project budget estimates, technical information, anticipated milestones, and a justification for the proposed investment. Both groups used the same structured evaluation criteria, scoring each request based on criticality of repair, impacts of deferment, future operating cost impact and its ability to advance the Authority's strategic vision. A prioritized list of projects was then reviewed by the 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 ninety-six (96) projects with total estimated expenditures of \$225.1 million.

In fiscal year 2009-10, the Authority was the

2012-13 CAPITAL EXPENSES BY PROJECT TYPE

Project Type	Number of Projects	(S Millions)
Rolling Stock	17	\$38.8
Non Revenue Vehicles	1	\$0.02
Facilities	12	\$58.3
Equipment	6	\$0.2
Transportation Technologies	7	\$10.6
Preventive Maintenance	1	\$6.3
Other	16	\$1.0
TOTAL	60	\$115.2

beneficiary of a \$20.4 million allocation under the American Recovery and Reinvestment Act (ARRA). This stimulus funding has enabled and will continue to enable the Authority to advance many unfunded projects, such as bus replacements and major facility and site improvements. During fiscal year 2010-11, the Authority was awarded \$16.3 million of competitive grant funds through the Federal Transit Administration's (FTA) State of Good Repair (SGR) program which will provide funding for a portion of the first phase and the entire second phase of improvements to the Authority's main campus. The Authority was again awarded funds from the SGR program in 2011-12 in the amount of \$9.1 million for unfunded replacement of buses (rolling stock). In addition the Authority was also awarded funds from the FTA's TIGGER Program to improve energy efficiency in the Service Building by replacing the boiler heating system.

Notwithstanding the boost provided by discretionary federal funding, there remains a long list of unfunded capital needs totaling \$33.9 million over the next six years. The process by which management allocates the limited capital resources ties directly to the Authority's vision of becoming The Preferred Transportation Choice. In order to execute that vision the Authority must remain 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.



In addition to its core projects such as replacement of buses and preventive maintenance, the Authority will break ground on the RTS Transit Center on Mortimer Street downtown; continue efforts to develop a transit station as part of the University of Rochester's proposed College Town project; and, continue the facility and site improvements for the campus at 1372 East Main Street, including completion of a new addition to the administration building. In addition to these exciting construction projects the Authority will begin procurement and implementation of a data warehouse and business intelligence tool to support and assist the organization's personnel, from executives to mid-managers, in making business decisions.

During the first year of the plan fiscal year 2012-13 (including 2011-12 carryover), a total of 60 projects are planned with an estimated cost of \$115.2 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 supported by federal grants is 80% federal, 10% state, and 10% local. An exception to this is the American Recovery and Reinvestment Act (ARRA) which provided 100% federal funding. 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 that is supported by annual transfers from working capital in an amount equal to local depreciation expenses.

It should be noted that Federal grants from the Section 5307 formula grant program represent the primary revenue stream supporting the Six Year Capital



Improvement Plan, providing approximately 50% of total funding. Congress has yet to approve legislation establishing long term spending authorizations for this program. A series of continuing resolutions have sustained funding at current levels through March 31, 2012.

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 a reauthorization of an omnibus federal transportation bill, the Authority's Federal Section 5307 formula assistance is assumed to be flat for the first four years of the CIP with a five percent increase for year five 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 the continuation of all CMAQ funds currently allocated to the Authority in the Genesee Transportation Council's regional Transportation Improvement Program (TIP).
- Bus and Bus Facilities Section 5309 federal discretionary aid provides funding for new and replacement buses, related equipment, and facilities. Beyond the amounts currently secured, no additional funds have been assumed over the course of the CIP.
- 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.

- ARRA funds (\$700,000) included in the CIP represent the remaining balance of the Authority's 2009-10 allocation of federal economic stimulus funds.
- 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; however no new SDF allocations are expected.

Other CIP funds planned include a grant from the Department of Homeland Security and distributions from the RGRTA capital reserve fund.

Use of Funds By Object of Expense

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



Preventive Maintenance

Traditionally, the Authority allocates approximately 36% 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. To help offset increased operating costs for the 2012-13 fiscal year an increment of \$460,000 (matched value) has been added to the PM subsidy. Total PM allocations over the sixyear CIP are \$33.2 million.

Rolling Stock

RGRTA recognizes that timely replacement of its revenue fleet is an integral part of maintaining longterm financial stability and providing excellence in customer service. A total of \$97.9 million is planned for the upcoming six year period, inclusive of buses currently under order, for a total of 384 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. It should be noted that in order to accommodate the uneven annual fleet replacement schedule, the Authority will, when necessary, carry forward significant grant allocations from year to year. Continual evaluation of the size and make-up of the Authority's fleet roster to identify the most efficient use of revenue vehicles to satisfy customer demand is essential in making the Authority the preferred transportation choice.

Non-Revenue Vehicles

The non-revenue fleet includes a variety of trucks, automobiles, and specialty vehicles that support transportation operations and maintenance. This fleet ensures safe and reliable support service to employees and customers. The Authority has programmed approximately \$535,000 in the CIP for the replacement of 17 non-revenue vehicles. The Authority has classified the non-revenue vehicle replacements to be core (mission critical) capital costs and funds these requests prior to outlay of dollars to any non-core requests.

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 development of a downtown transit station and satellite transit stations as well as improvements to RTS and Lift Line campus/facilities. The CIP contains a total of \$79.3 million to be invested in facilities through fiscal year 2017-18.

RTS Transit Center

During fiscal year 2010-11, the Authority secured FTA approval to proceed with a modified Renaissance Square Transit Center project to be located north of Mortimer Street in downtown Rochester. After securing approvals from the Rochester City Council and the RGRTA Board of Commissioners, management proceeded with project planning. Preliminary design was completed in the spring of 2011 and the Authority awarded a design-build contract in November 2011. By utilizing a design-build with guaranteed maximum price approach, RGRTA will be able to make decisions during the design phase to control budget and scope as well as limit the liability of cost overages during the construction phase. Construction is scheduled to begin in spring 2012 with opening planned for the spring of 2014.

▶ Mt. Hope Transit Station at College Town In early 2011, the University of Rochester (U of R) announced the selection of Fairmount Properties Inc., a private firm, as prime developer for the proposed College Town mixed use project to be located on approximately 16 acres of land owned by the University and located adjacent to the Strong Memorial Hospital complex. The vision for College Town is a community oriented, mixed-use development containing retail, residential, office, recreational uses with structured parking, and a transit station to serve both the future customers and residents of College Town and the many thousands of people who now travel to this second most active destination in the RTS system for employment and health services on a daily basis.

College Town represents a major economic development opportunity for the community. The development plan totals approximately 300,000 square feet at an estimated cost between \$150 and \$200 million. Approximately \$8.3 million of federal transit funds have been identified for the Authority's participation in this project. During fiscal year 2011-12, the Authority procured design and preliminary engineering services, secured the initial federally funded grant, and prepared conceptual design and project cost estimates. The concept plan calls for a 4 – 5 tiered parking structure to be built above the transit station. The parking facility will be financed, owned, and operated by others. During fiscal 2012-13, formal business agreements will be negotiated with the University and Fairmount to secure land rights and agreement on project financing and future operations and maintenance responsibilities. Thereafter, project design and environmental reviews will be completed. Construction is currently slated to begin in the summer of 2013 with a grand opening for the project planned for the summer of 2014.

▶ RTS Campus & Site Improvements Another significant facility investment is now underway at the Authority's headquarters and RTS operations campus located at 1372 East Main Street. This facility, constructed in 1974, is long overdue for improvements. The 16.5 acre campus and its facilities need upgrades to improve safety, security, and efficiency for both bus and administrative operations.

During FY 2011-12, construction began on an addition to the Administration Building with a completion in the summer of 2012. Renovations to the existing portion of the building are also planned with a completion in the fall of 2012. Other planned improvements include construction of a new Maintenance warehouse building to provide storage for large parts, equipment, and non-revenue vehicles. In addition improvements to the deteriorating infrastructure in the Operations Building, site expansion and reconfiguration of the campus parking and traffic are also fully funded and being advanced.

The project is being implemented with a phased approach with total costs of \$26.5 million for the first two phases. Phase I is estimated at \$13.3 million and will be accomplished largely through the use of ARRA and formula transit funds. The budget for Phase II is \$13.2 million and has been made possible by the State of Good Repair (SGR) discretionary grant awarded by the FTA. Phase I will focus on the Administration Building and Phase II will address the Site and Operations Building's needs.

Phase II began in December 2010 with the award of an engineering contract to further define the project scope; prepare project budget estimates; and recommend a prioritized scope within the available financial resources. This process is now complete and the scope of the Phase has been fully defined. The implementation schedule for Phase II has been defined by the initial environmental approvals that have been received on the site. Improvements to the infrastructure of the Operations Building, which have received approval, will begin in the summer of 2012. The expansion of the campus parking and traffic and construction of the warehouse will first need environmental approval which is expected to be achieved in the fall of 2012. Phase II is expected to be completed in 2015.

The Authority has also identified critical unfunded needs as part of Phase III of the Campus Improvement Project. This phase includes the replacement of the Service Building and addition of a new garage; critical elements of a master plan that would improve the nightly cleaning, fueling, and parking of buses. The Authority is seeking environmental approval and funding for Phase III of the campus project.



Lift Line Facility

Lift Line Inc. provides paratransit services to complement the fixed route services of RTS. The operations and administrative headquarters for Lift Line are located on Trabold Road in the Town of Gates. Engineering studies have determined the need for major improvements to this facility and the Authority will seek discretionary grant funds for such improvements. In the interim period various minor improvements are planned during FY 2012 to address certain critical needs.

Transportation Technologies

Technology Initiatives Driving Excellence (TIDE) is the Authority's major technology investment project that is now in its fifth year of implementation. With a total planned capital investment of \$25 million, TIDE is the largest single technology project undertaken in the 43 year history of the Authority.

Building upon the implementation of a new RTS fixed end radio system and Computer Aided Dispatch completed in 2009-10, fleet radio and computer installations occurred on 228 RTS buses. These on-board installations included Advanced Vehicle Location and Automatic Passenger Counters. Similarly a portion of the Advanced Traveler Information System (ATIS) was progressed with the deployment of 13 ATIS signs in the Rochester area. Also wrapping up in 2011-12 was the Blockbuster fixed route run cutting software product that provides the Transportation Services department with the latest technology to maximize the efficiency of customer service schedules. Customers can now

receive real time bus arrival email/ text messages. Several other key components of TIDE include: automatic voice annunciation, electronic vehicle inspection reports, an automated health monitoring system, and yard management tool.

In addition to the customer facing technology advances the Authority has made significant progress in the installation of a fleet maintenance information system. This leap in technology has provided real time information regarding the maintenance of the revenue fleet and is enabling the establishment of repair standards to strengthen the efficiency of fleet maintenance operations.

Fiscal year 2012-13 is an ambitious year as well with the commencement of a Fare Collection upgrade and Fare Box replacement for the existing 20 year old system. This will result in increased reliability and lowered operating and maintenance costs along with advanced financial controls and reporting capabilities. Additionally LATS (Livingston Area Transportation Service) will see a new CAD/AVL system that integrates with RTS' system and provides ATIS capability to customers in Livingston County.

This ambitious and exciting program is the result of thousands of hours of work, and will positively affect each and every customer and employee for years to come, providing a technology foundation for the next decade of customer satisfaction, customer reach, and operational excellence.

Building upon the momentum of the TIDE project the Authority is advancing a number of investments



WMB Bus Tracker Works 2 Easy

- 1. TEXT your bus stop ID number to 585-351-2878. 0
- 2. **EMAIL** your bus stop ID number to WMB@RGRTA.co <u>Be sure to include the bus stop ID number in the su</u> of the email message.

that will generate a positive return. The implementation of a data warehouse and business intelligence (BI) tool will allow the Authority to combine data from the various information technology systems and bring the associated data together in one central repository, which will enable the creation of relationships and cross references amongst data elements. This will yield meaningful insight into business needs and operational trends. Lastly an investment will be made in the area of safety and security with the replacement of the workers compensation and auto claims management software.

A total of \$10.6 million is committed over the six year schedule for transportation technologies.



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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 \$1.4 million in equipment needs over the six year period.

Other

Miscellaneous smaller capital projects in the Plan are primarily focused on transit enhancements for the public. Such projects include the construction of a transit loop at Monroe Community College to improve customer service and installation of bus shelters at RTS and for the regional companies. The total investment in miscellaneous projects is \$2.2 million.

Charts listing all projects contained in the Six Year Capital Plan and in the Capital Plan for fiscal year 2012-13 follow.



			EXPENSE	C1/21/02		OVEMEN	PLAN		FUND	ING				
Project	Company	2011/12 Carryover	2012/13	Total Expense	Section 5307	Section 5311	Section 5309	ARRA	CMAQ	FHWA	STP/FLEX	SDF	OTHER	otal Funding
Preventive Maintenance	RTS	\$ 401,561		\$ 401,561	\$ 401,561									401,561
Iransit Enhancement (1% of allocation) PTS Transit Center	RIS NTS	\$ 123,432 \$ 21,842,077	\$ 14 107 319	\$ 123,432 \$ 35,040,306	\$ 123,432 \$ 4732310		¢ 10 386 580			\$ 6 330 495	\$ 12 500 000			35 949 396
RTS Site Improvements Phase II	RTS	\$ 13,288,899	2010	\$ 13.288.899	0101011		\$ 13.288.899				\$000,000,1- \$			13.288,899
RTS Site Improvements Phase I	RTS	\$ 5,947,753		\$ 5,947,753	\$ 3,319,853		\$ 2,468,368	\$ 71,251				\$ 88,281		5,947,753
Technology Initiatives for Driving Excellence*	RTS	\$ 1,967,044	\$ 1,506,436	\$ 3,473,480	\$ 161,523		\$ 760,756		\$ 2,551,202					3,473,480
Mt. Hope Station at College Town	R IN N N	\$ 757,860 \$ 55.057	\$ 746,000	\$ 1,503,860 \$ 55.057	¢ 55.057		\$ 757,860		\$ 746,000					1,503,860
Spare Components (z.1. transit puses) Renlace 5 Transit Ruses	N N N	150,050 ¢		\$ 2170.444	100,00 ¢									150,00 170 444
Platform lifts for Articulated Buses	RTS	\$ 311.719		\$ 311.719	\$ 311.719									311.719
Claims Management Software Replacement	RTS	\$ 310,000		\$ 310,000	\$ 310,000									310,000
RTS Campus Security Improvements	RTS	\$ 276,822		\$ 276,822	\$ 33,357							\$ 27,207	\$ 216,258	276,822
MCC Bus Loop	RTS	\$ 200,000		\$ 200,000									\$ 200,000	200,000
UREA Storage & Dispensing System	RTS	\$ 157,007		\$ 157,007				\$ 157,007						157,007
Trapeze Blockbuster Bue Onerstare' Boom Bonovatione	RIS DTC	\$ 115,491 \$ 20,000		\$ 115,491 \$ 20,000	\$ 115,491									20,000
Bus Operations Addit restructations Human Resource Information System	RTS	\$ 16.492		\$ 16.492								\$ 16.492		16.492
Procure and Install Tire changing equipment	RTS	\$ 12,000		\$ 12,000								\$ 12,000		12,000
Replace 6 Paratransit Buses	Ц	\$ 403,458		\$ 403,458	\$ 403,458									403,458
Radio Replacement	BBS	\$ 36,750		\$ 36,750		\$ 36,750								36,750
Bus Shelter Replacement (3)	BBS	\$ 27,000		\$ 27,000		\$ 27,000								27,000
Bus Stop Signs	BBS	\$ 4,054		\$ 4,054		\$ 4,054								4,054
Bus Sherier Replacement (4)	CTO CTO	\$ 20,000 \$		\$ 20,000 \$		\$ 28,000 \$								000,05
Replace T Regional Dus Bris Shelter Renlacement (2)	o o o	\$ 18,000		\$ / U,UUU		\$ 18,000								18 000
Replace 2 Regional Buses	WATS	\$ 140.000		\$ 140.000		\$ 140,000				Ī				140.000
Construct bus barn at Wayne County Highway Facility	WATS	\$ 69,543		\$ 69,543		\$ 69,543								69,543
Radio Replacement	WATS	\$ 43,763		\$ 43,763		\$ 43,763								43,763
Bus Shelter Replacement (2)	WATS	\$ 29,000		\$ 29,000		\$ 29,000								29,000
Replace 2 Regional Buses	WYTS	\$ 140,000		\$ 140,000		\$ 140,000								140,000
Construct bus barn at Wyoming County Highway Facility	WYTS	\$ 71,597 \$ 27,597		\$ 71,597 \$ 27,255		\$ 71,597 * 27,000								71,597
Radio Replacement Bue Shaltar Panlanement (2)	VI I V VI I S	\$ 37,388 \$ 18,000		\$ 37,388 \$ 18,000		\$ 37,388 \$ 18,000								31,388
Grant Administration	RTS	÷	\$ 100.000	\$ 100.000	\$ 100.000									100,000
Preventive Maintenance	RTS		\$ 5,922,395	\$ 5,922,395	\$ 5,922,395									5,922,395
Transit Enhancement (1% of allocation)	RTS		\$ 160,514	\$ 160,514	\$ 160,514									160,514
Bus Shelter Replacement	RTS		\$ 108,350	\$ 108,350	\$ 108,350									108,350
Bus Stop Signs	RTS		\$ 23,496	\$ 23,496	\$ 23,496									23,496
Replace 30 Transit Buses	RTS		\$ 13,899,359	\$ 13,899,359	\$ 9,232,643		\$ 115,713	.,	\$ 4,551,003					13,899,359
Replace 10 Articulated Buses	KIS STO		\$ 7,576,262	\$ 7,576,262	\$ 7,576,262		¢ E 202 204							7,576,262
Replace / Annoniated Duses Replace & Transit Buses	RTS STS		\$ 3704797	\$ 3,704,797			\$ 3 704 797							3.704.797
Revenue Collection System Replacement (Fare Collection)	RTS		\$ 5,600,000	\$ 5,600,000					\$ 5,600,000					5,600,000
Boiler Replacement (Service Building)	RTS		\$ 440,175	\$ 440,175			\$ 440,175							440,175
Diesel Particulate Filter Cleaning Equipment	RTS		\$ 53,600	\$ 53,600									\$ 53,600	53,600
Business Intellegence/Datawarehouse System	RTS		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000									1,000,000
Mebsite Software	RTS		\$ 35.000	\$ 35.000	¢ 100,000							\$ 35.000		35,000
Rebuild Brake Lathe	RTS		\$ 30,000	\$ 30,000								\$ 30,000		30,000
Rebuild 1994 Case Payload Front end Loader/Back Hoe	RTS		\$ 25,000	\$ 25,000								\$ 25,000		25,000
Replace Non Revenue Vehicle (1)	RTS		\$ 24,840	\$ 24,840									\$ 24,840	24,840
Upgrade/Replace PUS & Laptops Il Invrade Server and Natwork Devices			\$ 13,347 \$ 45,000	\$ 13,347 \$ 45,000									\$ 13,347	45,000
Replace 18 Paratransit Buses			\$ 1.294.789	\$ 1.294.789		\$ 1.294.789								1.294.789
LL Facility Repairs			\$ 220,000	\$ 220,000	\$ 161,552							\$ 58,448		220,000
Replace 8 Regional Buses	BBS		\$ 537,368	\$ 537,368		\$ 537,368							.,	537,368
Replace 13 Regional Buses	LATS		\$ 1,423,801	\$ 1,423,801		\$ 1,423,801								1,423,801
Replace 3 Regional Buses	0 IS		\$ 201,513 \$ £7,171	\$ 201,513 \$ 67,174		\$ 201,513 \$ 67171								201,513
Replace 1 Regional Buses	WATS		\$ 989.578	\$ 989.578		\$ 989.578								989.578
Replace 12 Regional Buses	WYTS		\$ 806,052	\$ 806,052		\$ 806,052								806,052
GRAND TOTAL		\$ 49,140,212	\$ 66,065,546	\$115,205,758	\$36,523,426	\$ 6,083,367	\$39,226,534	\$ 228,258	\$ 13,448,205	\$ 6,330,495	\$ 12,500,000	\$ 312,428	\$ 553,045	115,205,758

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

	201	2/13 - 2017/1 2011/12	8 CAPITAL IM		PLAN	004 5440	1000	07127000	F
	company	Call yover	61/7107	+1/C1 07	CI /41 07	01/0107	11/01/2	01//107	1 0141
Preventive Maintenance	RTS/LL	\$ 401,561	\$ 5,922,395	\$ 5,262,480	\$ 5,262,480	\$ 5,262,480	\$ 5,525,604	\$ 5,525,604	\$ 33,162,604
TOTAL PREVENTIVE MAINTENANCE		\$ 401,561	\$ 5,922,395	\$ 5,262,480	\$ 5,262,480	\$ 5,262,480	\$ 5,525,604	\$ 5,525,604	\$ 33,162,604
Spare Components (21 transit buses)	RTS	\$ 55.057							\$ 55.057
Replace 5 Transit Buses	RTS	\$ 2.170,444							\$ 2.170.444
Replace 8 Transit Buses	RTS		\$ 3,704,797						\$ 3,704,797
Replace 7 Articulated Buses	RTS		\$ 5,303,384						\$ 5,303,384
Replace 30 Transit Buses	RTS		\$ 13,899,359						\$ 13,899,359
Replace 10 Articulated Buses	RTS		\$ 7,576,262						\$ 7,576,262
Replace 19 Transit Buses	RTS			\$ 9,068,339					\$ 9,068,339
Replace 20 Transit Buses	RTS				\$ 9,878,404				\$ 9,878,404
Replace 30 Transit Buses	RTS						\$ 16,142,785		\$ 16,142,785
Replace 19 Transit Buses	RTS							\$ 10,526,994	\$ 10,526,994
Replace 6 Paratransit Buses		\$ 403,458							\$ 403,458
Replace 18 Paratransit Buses			\$ 1,294,789						\$ 1,294,789
Replace 18 Paratransit Buses				\$ 1,337,588	¢ 460.047				\$ 1,337,588
Replace 6 Paratransit Buses					\$ 463,217	\$ 101 JEE			\$ 463,217 \$ 404,266
Replace o Paratrancit Buses						401,200	¢ 1 000 073		\$ 401,200 \$ 1,000,072
Deplace 12 Fatauaisit Duses	1 =						¢ 1,000,0 ¢	¢ 1.020.116	¢ 1,000,013
Denlace 12 Falatial Sit Duses	BBC		¢ 637369					φ I,UO3, I IO	¢ 1,033,110
Replace 0 Neglorial Duses Replace 5 Realional Brise			000°'100 \$		\$ 386.813				\$ 386.813
Replace 3 (regional Buses	BBS				\$ 0000 D		\$ 662.982		\$ 662.982
Replace 13 Regional Buses	I ATS		\$ 1423801				¢ 001;00		\$ 1.423.801
Replace 2 Regional Buses	LATS		-00,011,1	\$ 149.493					\$ 149.493
Renlace 7 Reninnal Ruses	LATS				\$ 541538				\$ 541538
Replace 7 Regional Ruses	I ATS				000°-10 +		\$ 742 533		\$ 742 533
Replace 6 Regional Buses	LATS						÷	\$863 188	\$ 863 188
Renlace 3 Reninnal Buses	OTS OTS		\$ 201513					0000	\$ 201.513
Replace 1 Regional Buses	OTS		<u>></u>	\$ 60 522					\$ 69 522
Replace 5 Regional Buses	OTS			00,001	\$ 386.813				\$ 386.813
Replace 2 Regional Buses	OTS					\$ 264.761			\$ 264.761
Replace 3 Regional Buses	OTS						\$ 248.618		\$ 248.618
Renlace 1 Renional Bus	STS	\$ 70.000)))))		\$ 70.000
Replace 1 Regional Buses	STS	·	\$ 67,171						\$ 67,171
Replace 7 Regional Buses	STS				\$ 541.538				\$ 541,538
Replace 1 Regional Bus	STS					\$ 132.381			\$ 132,381
Replace 1 Regional Bus	STS						\$ 82,873		\$ 82,873
Replace 1 Regional Bus	STS							\$ 143,865	\$ 143,865
Replace 2 Regional Buses	WATS	\$ 140,000							\$ 140,000
Replace 12 Regional Buses	WATS		\$ 989,578						\$ 989,578
Replace 3 Regional Bus	WATS			\$ 213,790					\$ 213,790
Replace 8 Regional Buses	WATS				\$ 618,900				\$ 618,900
Replace 2 Regional Buses	WATS					\$ 264,762			\$ 264,762
Replace 11 Regional Buses	WATS						\$ 911,600		\$ 911,600
Replace 2 Regional Buses	WYTS	\$ 140,000							\$ 140,000
Replace 12 Regional Buses	WYIS		\$ 806,052						\$ 806,052
Keplace 3 Kegional Buses	WYIS			\$ 219,015					\$ 219,015
Replace 7 Regional Buses	WYTS				\$ 541,538				\$ 541,538
Replace 14 Regional Buses	WYTS						\$ 1,160,217	10 TTO 100	<u>\$ 1,160,217</u>
		\$ 2,9/8,959	\$ 35,804,074	\$ 11,057,747	\$ 13,358,761	\$ 1,143,170	\$ 20,951,681	\$ 12,5/3,163	\$ 91,861,555
Replace Non Revenue Vehicle (1)	RTS		\$ 24.840						\$ 24.840
Replace Non Revenue Vehicle (3)	RTS			\$ 87.840					\$ 87.840
Replace Non Revenue Vehicle (3)	RTS				\$ 85,371				\$ 85,371
Replace Non Revenue Vehicle (3)	RTS					\$ 99,834			\$ 99,834
Replace Non Revenue Vehicle (5)	RTS						\$ 172,214		\$ 172,214
Replace Non Revenue Vehicle (2)	RTS							\$ 65,151	\$ 65,151
TOTAL NON REVENUE VEHICLES		۰ ج	\$ 24,840	\$ 87,840	\$ 85,371	\$ 99,834	\$ 172,214	\$ 65,151	\$ 535,250

	20	12/13 - 2	017/18 (CAPITAL IN	IPROVEMEN	T PLA	Z						
Project	Company	2011/ Carrvo	12 ver	2012/13	2013/14		014/15	2015	/16	2016/17	201	7/18	Total
1000	company of	041100	ī		1 10 107			201	2	1 0 0 1	24		1001
RTS Transit Center	RTS	\$ 21,84	2,077 \$	14,107,319	\$ 12,790,00	0						69	48,739,396
Mt. Hope Station at College Town	RTS	\$ 75	7,860 \$	746,000	\$ 3,700,00	\$	2,943,000					\$	8,146,860
RTS Site Improvements Phase I	RTS	\$ 5,94	7,753			_						63	5,947,753
RTS Site Improvements Phase II	RTS	\$ 13,28	8,899			_						\$	13,288,899
RTS Campus Security Improvements	RTS	\$ 27	6,822			_						63	276,822
UREA Storage & Dispensing System	RTS	\$ 15	7,007			_						63	157,007
Platform lifts for Articulated Buses	RTS	\$ 31	1,719									\$	311,719
Construct bus barn at Wayne County Highway Facility	WATS	\$	9,543									\$	69,543
Construct bus barn at Wyoming County Highway Facility	WYTS	\$ 7	1,597									\$	71,597
Bus Operators' Room Renovations	RTS	\$	0,000									\$	20,000
Boiler Replacement (Service Building)	RTS		Ş	440,175									440,175
LL Facility Repairs	Н		6	220,000								,	220,000
State of Good Repair Facility/Equipment*	RTS				\$ 319,61	۲ د	319,611	e Second	19,611 \$	319,611	ся ся	319,611 \$	1,598,054
TOTAL FACILITIES		\$ 42,74	3,277 \$	15,513,494	\$ 16,809,61	1 \$	3,262,611	\$ 3	19,611 \$	319,611	\$	319,611 \$	79,287,825
Procure and Install Tire changing equipment	RTS	\$	2,000										12,000
Upgrade/Replace PCs & Laptops	RTS		Ş	13,347	\$ 79,05	а С	26,947	6	97,581 \$	50,000	ŝ	50,000 \$	316,928
Upgrade Server and Network Devices	RTS		Ş	45,000	\$ 48,00	\$ 0	56,000	\$	50,000 \$	50,000	ŝ	50,000 \$	299,000
Rebuild Brake Lathe	RTS		Ş	30,000									30,000
Rebuild 1994 Case Payload Front end Loader/Back Hoe	RTS		Ş	25,000									25,000
Diesel Particulate Filter Cleaning Equipment	RTS		Ş	53,600									53,600
Maintenance Equipment	RTS				\$ 125,00	\$ 0	125,000	\$	25,000 \$	125,000	S	125,000 \$	625,000
TOTAL EQUIPMENT		\$	2,000 \$	166,947	\$ 252,05	3 \$	207,947	\$	72,581 \$	225,000	\$	225,000 \$	1,361,528
Trapeze Blockbuster	RTS	\$ 11	5,491									\$	115,491
Technology Initiatives for Driving Excellence**	RTS	\$ 1,96	7,044 \$	1,506,436								\$	3,473,480
Revenue Collection System Replacement (Fare Collection)	RTS		¢	5,600,000								\$	5,600,000
Claims Management Software Replacement	RTS	\$ 31	0,000			_							310,000
Website Software	RTS		69 (35,000									35,000
Business Intellegence/Datawarehouse System	RTS		\$	1,000,000								<i></i>	1,000,000
Phase 1 Financial Software System Replacement	RTS		S	100,000		_						\$	100,000
TOTAL TRANSPORTATION TECHNOLOGIES		\$ 2,39	2,536 \$	8,241,436	•	Ś	1	\$	ب	•	ŝ	•	10,633,972
Transit Enhancement (1% of allocation)	RTS	\$	3,432 \$	160,514	\$ 121,97	\$	84,588	ε E E E E E E E E E E E E E E E E E E E	98,861 \$	110,877	69	72,073	772,322
IE - Bus Shelter Replacement	N N		9	108,350		<u>ب</u>	33,225	÷	10,000 \$	1 0	<u>م</u>	33,225	184,800
IE - Bus Stop Signs	N N	•	\$	23,496	\$ 24,20	ب	28,367	÷	37,319 \$	42,612	\$	48,191	204,188
Human Resource Information System	N N	ہ ۔ ج	6,492									**	16,492
Bus Shelter Replacement (3)	BBS	\$ •	/ ,000			_							27,000
Bus Shelter Replacement (4)	LATS	ب م	8,000			_							58,000
Bus Shelter Replacement (2)	STS	\$	8,000										18,000
Bus Shelter Replacement (2)	WATS	\$	9,000			_						\$	29,000
Bus Shelter Replacement (2)	WYTS	\$	8,000			_							18,000
Bus Stop Signs	BBS	\$	4,054										4,054
Radio Replacement	BBS	с, с,	6,750									**	36,750
Radio Replacement	WATS	\$	3,763			_						~	43,763
Radio Replacement	WYTS	ლ ფ	7,388			_						~	37,388
Grant Administration	RTS		\$	100,000	\$ 100,00	\$ 0	100,000	÷	000,000	100,000	с С	100,000	600,000
MCC Bus Loop	RTS	\$ 20	0,000			_							200,000
TOTAL OTHER		\$ 61	1,879 \$	392,360	\$ 246,18	\$	246,180	2	46,180 \$	253,489	\$	253,489	2,249,757
OD 1110 TOT1			* 010 0	01 1 100 00		•	01000100	1	4 110 01	001 111 10		e 010 000	001 000 100
GRAND TOTAL		\$ 49,14	0,212 \$	66,065,546	\$ 33,715,91	\$	22,423,350	\$ 7,3	43,855 \$	27,447,599	\$ 18,3	962,018 \$	225,098,490

*This project is intended to fund critical state of good repair needs to RGRTA facilities and equipment and is subject to availability in future years. **Includes RTS & LL CAD/AVL. Operations/Yard Management System, Advanced Travel Information System (ATIS), Automatic Passenger Counters, Real Time Video, Fleet Maintenance Information System, and LATS CAD/AVL & ATIS.

Operating Budget Impact

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

Vehicle Replacements

Regular and on time replacement of the revenue fleet helps to keep operating costs stable and maintains the reliability and quality of customer service. New buses require fewer parts and burn fuel more efficiently than older buses. For example, new buses consume approximately 12% less fuel per mile than a bus at the end of its useful life of 12 years. Assuming that labor costs savings are equal to that of the parts savings, the continued modernization of the fleet results in savings of \$30,000 per bus in the first year of operation.

RTS Transit Center

The RTS Transit Center will provide current and future generations of customers traveling to downtown Rochester with a greatly improved transit experience. Approximately 20,000 customers a day now transfer buses along Main Street exposed to all kinds of weather conditions. The RTS Transit Center will provide an enclosed, climate controlled facility that will offer many amenities while using transit service. The Authority will incur additional operating cost for this facility beginning in the spring of 2014. The preliminary annual estimate contained in the Authority's Multi-Year Budget Projection is approximately \$1.6 million and is related to facility maintenance; security; insurance; increased bus travel distance; and debt service.

RTS Campus Improvements

The phase I and II facility and site improvements to the RTS campus

will improve safety, security, and efficiency for its bus services and operations. Phase I construction is currently underway and is estimated to conclude in November of 2012; Phase II will have a more segmented approach with some elements overlapping with Phase I construction. Construction for Phase II is expected to be complete in 2015.

The renovation work included in Phase I will result in an estimated \$7,500 in annual energy savings. The renovation work entails window replacements, additional insulation, lighting improvements and increased motor efficiencies. It's estimated that the 35,000 square foot addition to the Administration Building inclusive of the wellness center will increase annual operating costs by approximately \$250,000. The construction of a new wellness center in the Administration Building is expected to have many tangible and intangible benefits on employee health and wellness. The operating cost impact of Phase II is currently being reviewed with a detailed estimate to be finalized in the planning phase of the project.

Mount Hope Station At College Town Incremental annual operating expenses for a transit station at College Town will primarily consist of facility maintenance and operation costs, because RTS already provides significant bus service to Strong Memorial Hospital and related facilities. Detailed estimates of future operating costs and revenues will occur during completion of the planning phase for this project.

Technology Initiatives for Driving Excellence (TIDE)

The TIDE project is providing an enhanced level of customer service as well as increasing operational efficiencies that positively impact the bottom line. The main components of the TIDE project as discussed prior are Computer Aided Dispatch and Automatic Vehicle Location, Operations and Yard Management, Advanced Traveler Information System, Automatic Passenger Counters, Real Time Video, and the Fleet Maintenance Information System. The following will discuss a few of the larger investment components.

The return on investment (ROI) can be categorized into two types of benefits those that are hard benefits which are defined as financial or operational and those that are soft benefits which are benefits to the public.

The first component; an upgrade to a more robust CAD/AVL system at RTS will provide a greater amount of data in a more clear concise fashion to the Transportation Services department. This will enable more efficient scheduling both reducing the mileage driven and increasing the customers transported. The change will be gauged in the customers per revenue mile measure. In addition part of this system will be a vehicle health monitoring module that will track several diagnostic signals and send automated messages to the maintenance department, if certain diagnostic results fall outside of predefined parameters. This notification and thus early identification should reduce the number of engine rebuilds and transmission replacements that occur each year. It is estimated that this reduction could be in the range one engine rebuild and transmission replacement per year valued at approximately \$30,000.

The second component noteworthy is the Operations and Yard Management system; this information system has two main components. The first is an operator sign in terminal and kiosks where the bus operator can log in for the day and view their assignment and

bus location. In addition they may view statistics regarding their service profile such as on-time performance. The second element is the yard management solution which will improve the efficiency and accuracy of assigning and placing buses on the RTS Campus, assigning by dispatch, and locating by operators or technicians buses required for service or maintenance. The public benefit of this module is reflected in the decrease in late pullouts as a result of the real time tracking of the location of the revenue fleet and reduced time for the operator to get the bus up and running as a result of the single driver sign-on.

Lastly, much like the introduction of the Trip Scoring Index (TSI) to improve route efficiency, the introduction of the Fleet Maintenance Information System launched in June of 2010 will improve the productivity of the maintenance function.

Management will see a considerable improvement in the bus maintenance data available for reports and analysis. Data is now being collected detailing the direct labor spent on each bus;

the system also tracks the preventive maintenance schedule and compliance, campaigns and open/closed work orders. The historical information has improved the maintenance department's identification of repeat issues and repairs improving their quality of performance. This information over time will have an impact on the productivity as trends are analyzed and standards are created to help guide management in making improvements to work performance, understanding safety, resources and budget issues. Improvements will be realized as the Authority progresses and continuously develops and deploys clear standards for the completion of various routine and complex tasks such as inspections; brake replacements, tire changes, etc. In addition Maintenance technicians will be able to order parts directly from their workstations and use schematics to help identify the correct parts. This will reducing time spent in identification and movement of parts from the supply room to their work area. The Authority will continue to introduce other functions in this

coming year both at RTS and Lift Line. Looking forward there are opportunities to improve performance and this improvement will certainly have a positive impact on customers, employees and financial standing.

As all of the technologies mentioned above transition from implementation to normal day to day operation, additional staff is needed to provide on-going system support and to optimize performance. Over the course of the prior two fiscal years, a total of 12 positions have been added with total salary and benefit costs of approximately \$1.1 million. Annual software and hardware maintenance fees for the new technologies will be covered by a one year warranty. The current operating budget and Multi-Year Budget projection contains a provision for this expense. The overall TIDE maintenance and support strategy continues to be developed as the Authority assesses the stability of the deployed technology and determines the internal capacity to provide technical support.



Multi-Year Budget Projection Fiscal Years 2012-13 thru 2015-16

S ound fiscal management practice and recently established regulations for public authorities require the development of a Multi-Year Budget Projection (Multi-year) to inform the Authority's Board of Commissioners, management, customers, and the larger community of future challenges and opportunities that may impact the Authority's ability to meet its strategic 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 Multiyear 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 the 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 may rely on historical trends and others management's educated guess.

The term "Available Unrestricted Net Assets" (AUNA) refers to Authority funds which are not restricted or 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, 2012, the Authority's AUNA will total approximately \$25.2 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 \$78.8 million to \$80.3 million, or 2.0% over the projection period. Projected annual operating expenses increase from \$79.7 to \$91.3 million over the same period, representing an increase of \$11.6 million or 14.6%. Each year of the projection shows a funding gap that grows from \$.9 million to \$10.9 million with a cumulative total gap of \$25.1 million.

However, the good news accompanying this projection is that the Authority's current fiscal strength (represented by \$25.2 million of AUNA) could theoretically close these projected funding gaps, 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 management, the Board of Commissioners, and the community with a view of potential future financial conditions and a reminder of the continuing importance of strategic planning to maximize the capability of the Authority to provide a scope and quality of public transit services that is 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.
- Major subsidy partner's revenues increase 3-4% annually.
- Government Subsidies
- The increased fiscal year 2012-13 STOA allocation of \$32.7 million is assumed to remain stable, providing a cumulative increase of \$8.5 million over the prior quarter update.
- No increase in member county subsidies.
- Federal formula aid is assumed to remain unchanged.
- Mortgage Recording Tax
- A gradual economic recovery lifts receipts 3% annually.

CONSOLIDATED N	MULTI-YEAR	BUDGET PRO	DJECTION	
2	2012-13 – 20	15-16		
(\$ MILLIONS)	Budget 2012-13	Projection 2013-14	Projection 2014-15	Projection 2015-16
REVENUES				
Locally Generated Revenues	\$28.7	\$29.5	\$30.0	\$30.5
Governmental Subsidies	\$43.2	\$42.2	\$42.2	\$42.4
Mortgage Recording Tax	\$6.9	\$7.1	\$7.3	\$7.5
Total Revenue	\$78.8	\$78.7	\$79.5	\$80.3
EXPENSES				
Personnel				
Employee Wages	\$35.8	\$36.8	\$37.5	\$38.3
Medical Insurance	\$10.5	\$11.7	\$12.9	\$14.1
Other Fringe Benefits	\$11.6	\$12.0	\$12.3	\$12.6
Total Personnel	\$58.0	\$60.5	\$62.7	\$64.9
Non-Personnel				
Fuel & Lubricants	\$7.6	\$8.1	\$8.4	\$8.8
Other Non-Personnel	\$14.1	\$15.2	\$16.8	\$15.6
Total Non-Personnel	\$21.7	\$23.2	\$25.2	\$26.3
Total Expenses	\$79.7	\$83.7	\$87.9	\$91.3
Net Income (Deficit) From Operations & Subsidies	\$(0.9)	\$(4.9)	\$(8.4)	\$(10.9)
Estimated Net Income Available for Carryover	\$(0.9)	\$(4.9)	\$(8.4)	\$(10.9)
Estimated Available Unrestricted Net Assets BOY	\$25.2	\$24.3	\$19.4	\$11.0
Estimated Available Unrestricted Net Assets EOY	\$24.3	\$19.4	\$11.0	\$0.1

Expenses

- Scope of transit services planned for fiscal year 2012-13 is maintained.
- Personnel
- Stable work force overall, but the number of part time bus operators is increased to reduce average hourly wage and fringe benefit costs. Annual wage increases for union and non-union employees average 2.0%.
- Medical insurance premium rates increase 10% annually. All employees share in premium cost ranging from 5 – 10%.

- Non-personnel
- Inflation range of 3-4% annually for various supplies, services, etc.
- Diesel fuel prices increase 5% annually.
- RTS Transit Station opens April 2014 with estimated annual net operating costs of \$1.6 million, including debt service.
- Mt. Hope Transit Station opens August 2014 with estimated annual net operating costs of \$.2 million.



Conclusion

Driven by a management approach emphasizing planning, execution, and performance measurement, the Authority's financial health has steadily improved over the past few years. The fiscal year 2012-13 Financial Plan continues this approach by providing the financial means to achieve all of the operating goals and tactics contained in the Operating Plan; addressing the Authority's capital investment needs over the next six years in a fiscally prudent manner; and, identifying potential future fiscal challenges for which solution alternatives must be developed and implemented.

Performance Measurements

Introduction

t is with great pleasure and enthusiasm that RGRTA presents to the community, the employees and the Board of Commissioners the 2012-13 Transit Organization Performance Scorecard (TOPS). Measuring performance has become part of RGRTA's culture and values. TOPS is the tool used to measure and monitor the performance of the Authority in those areas identified as being essential to RGRTA's success; where success is specifically defined, desired outcomes described, and the targets measured.

To be successful in achieving the vision, The Preferred Transportation Choice, there are three key strategies; building the infrastructure necessary to support a new generation of transit users, developing community partnerships, and introducing new products. At the foundation every decision at RGRTA made in relation to the three key strategies are four pillars. These pillars reflect the critical components to RGRTA's success: customers, employees, service delivery, and finances. Each one of these pillars is measured and monitored by an associated index in TOPS: Customer Satisfaction Index, Employee Success Index, Service Performance Index, and Financial Performance Index. RGRTA relies on data to conduct rigorous analyses used to inform business decisions.

Performance is then measured based on the results of those decisions, and TOPS is what tells the community, the employees and the Board of Commissioners how RGRTA performed in each of those pillars.

For fiscal year 2012-13, RGRTA is unveiling a more focused TOPS measurement system. The 2012-13 scorecard (TOPS) raises the bar in a very significant way, as it concentrates on a few, but highly critical metrics, to assess the accomplishments of the organization. This approach conveys in a very simple and clear way what drives success at RGRTA, while making it more relevant and significant to every employee in the organization. The high priority metrics were identified by asking the question, "what is the ultimate indicator of success for each one of the pillars?" Every action taken and every decision made by every employee will affect and drive these key metrics.

The adoption of the Comprehensive Plan by the Board of Commissioners, will present every RGRTA employee, customers, the Commissioners, and community members with the opportunity to monitor the overall performance of the Authority in one comprehensive



measurement system. This raises the level of accountability that the organization accepts as a way of demonstrating its commitment to managing its operations in an economically sustainable manner, while delivering a high quality service.

How TOPS Functions

TOPS is a scorecard measurement tool used to monitor the Authority's performance in each of the four pillars that are in support of the three key strategies; modernizing the infrastructure to support a new generation of transit users, developing community partnerships, and introducing new products. On a monthly and quarterly basis the four areas of focus are Financial Stability, Excellence in Customer Service, Employee Success and Quality Service Delivery. Each pillar has a related index - Financial Performance Index, Customer Satisfaction Index, Employee Success Index and Service Performance Index. Each index is weighted and given a specified number of points reflecting its relative importance to the overall health and success of the Authority.

In the revised 2012-13 TOPS Scorecard, each index is directly measured by one or two "critical to success" metrics. For example, On Time Performance is the "critical to success" metric for the Service Performance Index. This is a new approach to TOPS, which makes it simple, relevant and significant, while raising the stakes and forcing a higher level of accountability and performance from the Authority and its employees. The final outcome for each one of the indices in TOPS is a direct result of the performance of the associated metric. For example, the Financial Performance Index will directly depend on the results of the quarterly financial year-end net income (deficit) projection. Similarly, the outcome of the Customer Satisfaction Index will depend on the results of the quarterly customer survey administered by an independent third party.

If every metric in TOPS achieved exactly the goal established in the Comprehensive Plan, the overall TOPS score would equal 100 points. However, that rarely happens. RGRTA faces all the same challenges as any other business. Additionally, RGRTA's designation as a public authority also introduces its own set of risks. Mandates from higher levels of government and unanticipated changes in State funding are examples of external influences that could impact the Authority's performance as compared to plan. There will also be unforeseen challenges and changes in priorities that could have an effect on the plan originally drafted by the Authority at the outset of the fiscal year. TOPS must be able to accommodate this dynamic, and somewhat unstable,

characteristic of the Authority's environment, while at the same time maintaining a fair system that is objective, tamper-proof and structured in nature.

To reflect the flexibility required, TOPS introduces a sliding point scale system that allows and recognizes efforts that perform above goal, as well as efforts that might fall short as compared to plan. The scale system allows for 6 steps on either side of the established goal. Each step above or below goal represents a 5% improvement or decline from the target. Therefore, the score can be 30% higher or 30% lower than the score that is assigned to achieving precisely the established goal.

TOPS provides an easy and comprehensive way of immediately determining whether the Authority is succeeding in accomplishing its goals. This provides management a snap view of the Authority's performance, allowing quick reaction to make the necessary adjustments to achieve targets. Equally important, is the value that TOPS serves to communicate with full transparency RGRTA's current level of performance and condition to the employees, the Board of Commissioners and the community.

TOPS provides an easy and comprehensive way of immediately determining whether the Authority is succeeding in accomplishing its goals.

TOPS Modifications

The newly redesigned 2012-13 TOPS focuses on a few key indicators of success. This is a radical change from previous years where TOPS was traditionally composed of more than 60 distinct metrics. This year's TOPS will have a total of five metrics. This change provides focus and simplicity for employees to understand what outcomes really define success in the organization. Most of the metrics previously found in TOPS are now distributed amongst various departments in the form of Department Performance Indicators (DPI's). This adds to the clarity in accountability for each

metric; departmental metrics now have clear owners and lines are drawn between each department's metrics and corresponding TOPS key success indicators.

RGRTA reviews the TOPS results and tracks the performance of each metric from quarter to quarter. At the end of each fiscal year, historical data is reviewed and information on potential future influences is used to fine-tune the goals and determine suitable targets for the upcoming year. The level of difficulty for each metric is re-calibrated in order to adjust for changes in staff, funding, equipment and other resources. One fact remains true for all goals: they shall be challenging and achievable.

Employee Retention is the only new metric in TOPS. Inclusion of this metric will assist in beginning the shift from the "employee success" mindset of "how successful is the employee at performing the employee's responsibilities" to "how successful is RGRTA at providing the conditions and training necessary to permit motivated employees to be successful."



Performance Indexes and Their "Indicators of Success"

FINANCIAL PERFORMANCE INDEX (FPI) – 35 POINTS

SUCCESS INDICATOR: END OF YEAR NET

INCOME (DEFICIT) PROJECTION

Public Transportation infrastructure (the routes and frequency along the routes) is important to the communities and customers served. RGRTA's ability to be a reliable, successful Public Transportation provider is dependent on financial stability. RGRTA strives to maintain financial stability by instituting internal efficiencies and providing customers with products that are affordable, while achieving the necessary financial results for all stakeholders. FPI is the tool that shows the Authority's success in managing its finances and being responsible with the products that it provides to the community.

Under the revised TOPS, the performance of RGRTA's financial health will be measured based on the results of the quarterly End of Year Net Income (Deficit) Projection. This projection represents management's best estimate of operating revenues, subsidies and expenses across the entire organization.

For fiscal year 2012-13, FPI will carry 35 out of the 100 points in TOPS. This is the highest point allocation amongst all the TOPS indices, as financial success forms the foundation necessary to allow RGRTA to achieve its strategic goals.



CUSTOMER SATISFACTION INDEX (CSI) - 25 POINTS

SUCCESS INDICATOR: RIDERSHIP GROWTH

AND NET PROMOTER SCORE (NPS)

The Customer Satisfaction Index (CSI) assesses RGRTA's effectiveness in providing excellence in customer service. The allocation of 25 TOPS points to the Customer Satisfaction Index represents an increase from 20 points last year. This change reflects the importance that customer satisfaction has on the new vision: "The Preferred Transportation Choice."

The two success indicators of CSI, Ridership Growth and Net Promoter Score (NPS), are the ultimate measures of the Authority's delivery of a quality experience with respect to how that experience is affecting customer satisfaction.

NPS is a highly regarded measure used in the private sector and is considered to be the ultimate measure of customer satisfaction by asking current 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).

RGRTA believes that quality service translates into current customers using the service more frequently and new customers making a choice to try public transportation. In order to accomplish this, all business units throughout the organization need to focus in providing a service that is friendly, ontime, consistent, comfortable, clean, safe, convenient, and affordable for the community.

The NPS will be allocated 20 points and Ridership Growth, 5 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, 95% of the CSI points are allocated to RTS, 1% to Lift Line and 4% to the six regional subsidiary companies.

SERVICE PERFORMANCE INDEX (SPI) – 20 POINTS

SUCCESS INDICATOR: ON-TIME PERFORMANCE (OTP)

The Service Performance Index measures the Authority's commitment to providing the product that customers communicate they want. This index measures RGRTA's effectiveness in responding to the needs of customers and in applying Lean Six Sigma principles to operational and administrative processes and functions to achieve the right outcomes, while delivering a high level of service quality to customers.

The most critical success indicator of quality performance for the Authority is the On Time Performance (OTP) of service. Quarterly customer surveys consistently show OTP as the number one, and most important priority to customers. Customers prefer buses being on time above bus cleanliness, and other very important elements of RGRTA's service. As such, OTP will be the sole indicator in the success of the SPI pillar. Lean Six Sigma principles will continue to be applied throughout the organization to improve processes like: bus failure threepeats, missed trips, disabled buses, etc., all of which can have a sizeable impact on OTP.

20 TOPS points are allocated to the Service Performance Index. This remains consistent with last year's point allocation.



EMPLOYEE SUCCESS INDEX (ESI) – 20 POINTS

SUCCESS INDICATOR: EMPLOYEE RETENTION

The Employee Success Index (ESI) takes a whole new meaning under this year's comprehensive plan.

In the latter part of fiscal year 2011-12, the Human Resources department began a rebranding, a shift in how they will go about providing the critical employee services and as such has been renamed the People department. In transforming to a people culture, the philosophy is that if RGRTA puts employees first and services them with the highest level of customer service and invests in them fully, the return on that investment will pay forward in a better customer experience and increased satisfaction. The people of RGRTA will generate new and improved ways to serve and meet the needs of the community and increase ridership. Simply put, caring about the hard working people of the Authority will create the best RGRTA experience.

The Authority will focus on providing the conditions and training necessary to permit motivated employees to be successful and will be measured in TOPS by employee retention. Employee retention is defined as the percentage of employees retained excluding retirement.

Consistent with this new approach is the increase in the number of points allocated to this index. ESI accounts for 20 TOPS points, an increase over last year's point allocation.

2011-12 TOPS Review

For the fourth consecutive year, the Authority exceeded its TOPS goal of 100 points in each of the first three quarters. The 3rd quarter result of 116.91 was the highest performance in the now 15 quarters of the TOPS performance measurement system. The 2nd quarter was just slightly behind with a result of 116.49 and the 1st quarter was 105.92. This remarkable achievement is underscored further by the fact that at the outset of fiscal year 2011-12 the Authority made 22 goals or 35% more difficult and 10 goals or 16% easier.



TOPS SCORES By Quarter

The Financial Performance Index (FPI) has performed significantly above goal in quarters 2 and 3 and continues to drive a good portion of the overall performance. The Customer Satisfaction Index (CSI) performed above goal for the first three quarters of 2011-12 making it 11 quarters in a row. The Employee Success Index (ESI) reached goal all three quarters and continues to be led by the improvement in the on-time percent of early departures and the RTS Customer Service Center Secret Shopper metric. The Commitment to Quality Index (QPI) which was new in 2011-12 captures the Authority's commitment to meeting and improving its effectiveness at meeting the customer's need. It performed at or near its maximum for two out three quarters and met goal in the other quarter.

Through the first three quarters of the year minimum points have been awarded on five metrics per quarter while maximum awarded points occurred on average 15 metrics per quarter. In the three quarters, performance has continued to improve represented by meeting or exceeding goal on metrics growing from 74% to 79%. The TOPS scorecard provides management with the data necessary to alter course or make an informed decision to continue on its current path.

During the 2011-12 fiscal year there has been a continued focus on the measure of on-time performance of the RTS Bus Operators including early arrivals. Through direct feedback from independent survey data on-time performance is the most critical factor in satisfying customers and as such efforts to improve the consistency and target continue. Armed with new methods, data and technology from the TIDE project, the team has been able to identify and analyze root causes of variation which have come from three primary sources: scheduling, operators and technology/data imperfections. The results have been terrific with an 87.8% on-time performance in the first quarter surpassing the new goal of 84.5% for the first time. The second quarter score of 87.1% and third quarter score of 88.1% a new high for the Authority. This has been a tremendous success and a clear demonstration of determination to continuously improve.



On-Time Performance By Quarter

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, could 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 adjustment 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 for each one of the pillars 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 (Deficit) Projection, Customer Net Promoter Score, Ridership Growth, On Time Performance, and Employee Retention. It makes it clear for the employees, focuses their attention and directs their efforts. It makes it clear for the Board and the community on how to hold RGRTA accountable.



	ELCOME ABOARD						Ĺ		
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	TRANSIT ORGANI	IA NOLIVZI	ARFORM	AAMCE	SCORE	CARD			
Strategic Pillar	Metric	Ar Plan Goal Qu	ctual A 1st Jarter Qu	ctual ⊿ 2nd uarter Q	kctual 3rd uarter	Actual 4th Quarter	% Variance from Plan	Earned Points	Goal Points
FPI		010) 4							00 90
Sustainability	End of Year Net Income (Deficit) Projection Total FPI Score	(nca) ¢							35.00
۲۶T	Net Promoter Score - Regional Transit Service	16.5%							19.00
į	Customer Satisfaction - Lift Line	95.0%							0.40
	Customer Satisfaction - Batavia Bus Service	92.0%							0.10
Customer	Customer Satisfaction - Livingston Area Transportation Service	92.0%							0.10
Service	Customer Satisfaction - Orleans Transit Service	92.0%							0.10
Excellence	Customer Satisfaction - Seneca Transit Service	92.0%							0.10
	Customer Satisfaction - Wayne Area Transportation Service	92.0%							0.10
	Customer Satisfaction - Wyoming Transit Service	92.0%							0.10
	Ridership % Growth - RGRTA	3.0%							5.00
	Total CSI Score								25.00
ταν	On-Time Performance - Regional Transit Service*	88.1%	-						19.00
4 5	On-Time Performance - Lift Line	93.0%							0.40
	On-Time Performance - Batavia Bus Service	92.0%							0.10
Quality Service	On-Time Performance - Livingston Area Transportation Service	95.0%							0.10
Delivery	On-Time Performance - Orleans Transit Service	95.0%							0.10
	On-Time Performance - Seneca Transit Service	95.0%							0.10
	On-Time Performance - Wayne Area Transportation Service	95.0%							0.10
	On-Time Performance - Wyoming Transit Service	92.0%							0.10
	Total SPI Score								20.00
Employee	Employee Retention	%0.06							20.00
Success	Total ESI Score								20.00
TOPS Score									100.00
*On-Time Performa	nce - Regional Transit Service value stated above is the annua	al average (88.1	1%): the ar	Jarterly do	al will be (01 88.6%:	02 87.5%	03 87.5%:	04 88.6%.

	VELCOME ABOARD									n			A REAL	
		FR.									/			
		F	TISNAS	BELOW	GOAL	Ed NO	RFOR	MANCE	SCOR	ECARD	XCEEDIN	IG GOAL		
Strategic Pillar	Metric	-30%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	Goal & Points	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
FPI	End of Year Net Income (Deficit) Projection	\$ (1,105)	\$ (1,063)	\$(1,020)	\$ (978)	\$ (935)	\$ (893)	\$ (850)	\$ (808)	\$ (765)	\$ (723)	\$ (680)	\$ (638)	\$ (595)
Sustainability		24.50	26.25	28.00	29.75	31.50	33.25	35.00	36.75	38.50	40.25	42.00	43.75	45.50
CSI	Net Promoter Score - RTS	11.6%	12.4%	13.2%	14.0%	14.9%	15.7%	16.5%	17.3%	18.2%	19.0%	19.8%	20.6%	21.5%
		13.30	14.25	15.20	16.15	17.10	18.05	19.00	19.95	20.90	21.85	22.80	23.75	24.70
	Customer Satisfaction - LL	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%
		0.28	0.30 86 2%	0.32 86 7%	0.34	0.36	0.38	0.40	0.42	0.44	0.46	0.48	09.0 702 80	100.002
	Customer Satisfaction - BBS	0.070	0.075	0.080	0.085	060.0	90.17% 0.095	92.070 0.100	93.3% 0.105	94.7% 0.110	90.07% 0.115	0.120	30.17% 0.125	0.130
	Customer Satisfaction - ΔTS	84.0%	85.3%	86.7%	88.0%	89.3%	90.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%
Circtomer		0.070	0.075	0.080	0.085	0.090	0.095	0.100	0.105	0.110	0.115	0.120	0.125	0.130
Service	Customer Satisfaction - OTS	84.0%	85.3%	86.7%	88.0%	89.3%	90.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%
Excellence		0.070	0.075	0.080	0.085	060.0	0.095	0.100	0.105	0.110	0.115	0.120	0.125	0.130
	Customer Satisfaction - STS	84.0%	85.3%	86.7%	88.0%	89.3%	90.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%
		0.070	0.075	0.080	0.085	0.090	0.095	0.100	0.105	0.110	0.115	0.120	0.125	0.130
	Customer Satisfaction - WATS	84.0%	85.3%	86.7%	88.0%	89.3%	90.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%
		0.070	G/0.0	0.U8U	C8U.U	080.0	00 702	001.0	GUT.U	011.0	GLT.0	U21.U	CZT.U	0.130
	Customer Satisfaction - WYTS	0.070	0.075	0.080	0.085	060.0	90.7% 0.095	0.100	93.37% 0.105	34.7% 0.110	90.0% 0.115	0.120	30.17% 0.125	0.130
	Ridershin % Growth - RGRT∆	1.0%	1.3%	1.7%	2.0%	2.3%	2.7%	3.0%	3.3%	3.7%	4.0%	4.3%	4.7%	5.0%
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50

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		8	LISNVE	VPRO.	INZIN	Ed NO	RFOR	MANCE	SCOR	ECARD				
				BELOW	GOAL					ш	XCEEDIN	NG GOAL		
Strategic Pillar	Metric	-30%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	Goal & Points	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
CDT	On Timo Borformanno DTC	83.2%	84.0%	84.8%	85.7%	86.5%	87.3%	88.1%	88.9%	89.7%	90.5%	91.4%	92.2%	93.0%
170		13.30	14.25	15.20	16.15	17.10	18.05	19.00	19.95	20.90	21.85	22.80	23.75	24.70
	On-Time Performance - LL	86.0%	87.2%	88.3%	89.5%	90.7%	91.8%	93.0%	94.2%	95.3%	96.5%	97.7%	98.8%	100.0%
		0.28 84.0%	0.30 RF 3%	0.32 RG 7%	0.34 88.0%	0.36 80 3%	0.38 on 7%	0.40 a2 0%	0.42 03 3%	0.44 0/ 7%	0.46 06.0%	0.48 a7 3%	0.50 08 7%	0.52 100 0%
	On-Time Performance - BBS	0.070	0.075	0.080	0.085	060.0	0.095	0.100	0.105	0.110	0.115	0.120	.125 0.125	0.130
	On-Time Performance - I ATS	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%
Quality Service		0.070	0.075	0.080	0.085	060.0	0.095	0.100	0.105	0.110	0.115	0.120	0.125	0.130
Delivery	On-Time Performance - OTS	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%
		0.070	0.075	0.080	0.085	0.090	0.095	0.100	0.105	0.110	0.115	0.120	0.125	0.130
	On-Time Performance - STS	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%
		0.0/0	G/U.U	0.080	C8U.U	0.090	0.000	001.0	CUT.U	01.1.0	GL L.O	021.0	07.1.0	0.130
	On-Time Performance - WATS	90.0% 0.070	90.8% 0.075	91.7% 0.080	92.5% 0.085	93.3% 0.090	94.2% 0.095	95.0% 0.100	95.8% 0.105	96.7% 0.110	97.5% 0.115	98.3% 0.120	99.2% 0.125	100.0% 0.130
	On Time Borfermone MIVTS	84.0%	85.3%	86.7%	88.0%	89.3%	90.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%
		0.070	0.075	0.080	0.085	0.090	0.095	0.100	0.105	0.110	0.115	0.120	0.125	0.130
ESI	Emplovee Retention	85.0%	85.8%	86.7%	87.5%	88.3%	89.2%	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%
Success	х -	14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00