



CONNECTING COMMUNITIES

Reimagining

PUBLIC TRANSIT TOGETHER





Regional Transit Service (RTS) is a regional transportation authority established by New York State with more than 900 employees who proudly serve customers and business partners in Monroe, Genesee, Livingston, Ontario, Orleans, Seneca, Wayne, and Wyoming counties. Recognized as one of the best-run transit systems in the nation, RTS provides safe, reliable, and convenient public bus transportation to nearly 17 million people each year. We carry out our mission by connecting our customers to jobs, education, healthcare, shopping, and recreational activities every day. For more information, visit myRTS.com.

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INTRODUCTION



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Rochester Genesee Regional Transportation Auth.

New York

For the Fiscal Year Beginning

April 1, 2017

Christopher P. Morill

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, 2017. 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 10 consecutive years.*

OUR MISSION, VISION & VALUES

OUR MISSION

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

OUR VISION

The preferred transportation choice.

OUR VALUES

- **Integrity:** We are responsible stewards of taxpayer revenues. We are transparent and do what we say we are going to do while taking responsibility for our actions.
- **Respect:** We value and appreciate the diversity and opinions of those we work with and those we serve.

- **Diversity and Inclusion:** We embrace our wide variety of cultures, values, skills, thoughts, and experience, which make us a strong organization.
- **Engagement and Collaboration:** We actively engage and openly communicate with employees, customers, and the community.
- **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 a combination of data-based decision making and fresh thinking to achieve them.

RTS BRAND

OUR PROMISE

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

OUR CUSTOMER SERVICE STANDARDS

The RTS C.A.R.E. program represents the customer service standards that define how we engage with our customers and co-workers. It is the program we use to recognize employees for a job well done and bring our brand promise to life.

- **Courtesy:** Greet every customer and co-worker with courtesy and a smile.
- **Attire & Attitude:** Represent RTS with a professional appearance and positive attitude.
- **Responsiveness:** Respond to requests accurately and on time, every time.
- **Exceed Expectations:** Give more than expected and give the unexpected!



LETTER FROM CEO



Dear Commissioners:

RTS is a mission-driven organization, with everything we do focused on being our community's provider and partner for safe, reliable, and convenient public transportation that people can build their lives around. We have carried out our mission over the past few years by following the themes of the respective comprehensive strategic plans: "Connecting Communities, Knowing You Better to Serve You Better," and; "Connecting Communities, Better Transit Driving Better Communities." This year's theme, "Connecting Communities, Reimagining Public Transit Together," will continue that trend.

We began the 2017-18 fiscal year by making improvements to our regional operation as part of our regional service efficiency study. With the launch of Reimagine RTS, we are building on that effort by studying a redesign of the fixed route transit system in Monroe County. The community has embraced the importance of this project with more than 10,000 people providing input during the first phase of the study through surveys, public events, the RTS website, and social media channels. We formed a new partnership with Monroe Community College (MCC) that is providing reliable transportation for students, faculty, and staff between MCC's Brighton and downtown campuses. We made progress on upgrades to facilities in Livingston, Monroe, and Orleans counties. And we received grant funding from the state and federal governments to replace aging diesel buses with electric buses, and implement a new mobile ticketing system.

We have based our strategy for the new fiscal year on our ongoing efforts to reimagine public transit to meet the changing needs of our community. In the past year, we saw the emergence of a new bike share program through Zagster, and ridesharing companies such as Uber and Lyft received approval to operate throughout the entire state. The addition of these mobility options and the ever-increasing demand from millennials, senior citizens, and people with mobility limitations places greater importance on Reimagine RTS.

The initiatives on the following pages build on the success of recent years. With your approval, we will continue our work with the community to reimagine public transit. Financial Sustainability will remain a priority through continued cost-containment efforts and the deployment of new subject areas as part of the new data warehouse. We will improve the quality of our service through the procurement of electric buses and the installation of new technology on our fleet. We will expand our diversity and inclusion efforts to better serve our customers, the community, and each other. And we will study our facility and infrastructure needs for RTS Access to meet the growing demands for paratransit service.

We still have much work to do to reimagine public transit and the RTS team is up to the task. On behalf of the entire team, I am pleased to present the 2018-2021 RGRTA Comprehensive Strategic Plan and the budget for Fiscal Year 2018-19.

Thank you for your continued leadership and support.

Sincerely,

A handwritten signature in black ink that reads "Bill Carpenter". The signature is written in a cursive, flowing style.

Bill Carpenter
Chief Executive Officer

LETTER FROM CHAIRMAN



To our Community:

On behalf of the Board of Commissioners, it is our privilege to present you with the RGRTA Comprehensive Strategic Plan for 2018-21 and the budget for Fiscal Year 2018-19.

Included in this plan are the strategic priorities the Authority has identified for the next three years as we continue our work to reimagine public transit. It includes the goals we plan to achieve for you, how we define success, and the metrics we will use to measure that success.

The way people connect with the community is being transformed and public transportation is at the heart of that change. New technologies and mobility options, coupled with growing customer demands, and shifting job centers have created a new reality that we cannot ignore. Just as we studied and implemented improvements in the areas we serve outside Monroe County, we are now reimagining what public transit should look like in the City of Rochester and throughout Monroe County. The Board recognizes that this is a significant moment of change, and we are pleased to be working with you to ensure that our public transit system is safe, convenient, and reliable for many years to come.

I thank my fellow commissioners for contributing their time and energy to the Authority, and I thank each member of the RGRTA team for meeting the needs of our customers every day.

Sincerely,

A handwritten signature in black ink that reads "Geoffrey C. Astles". The signature is written in a cursive, flowing style.

Geoffrey Astles
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.

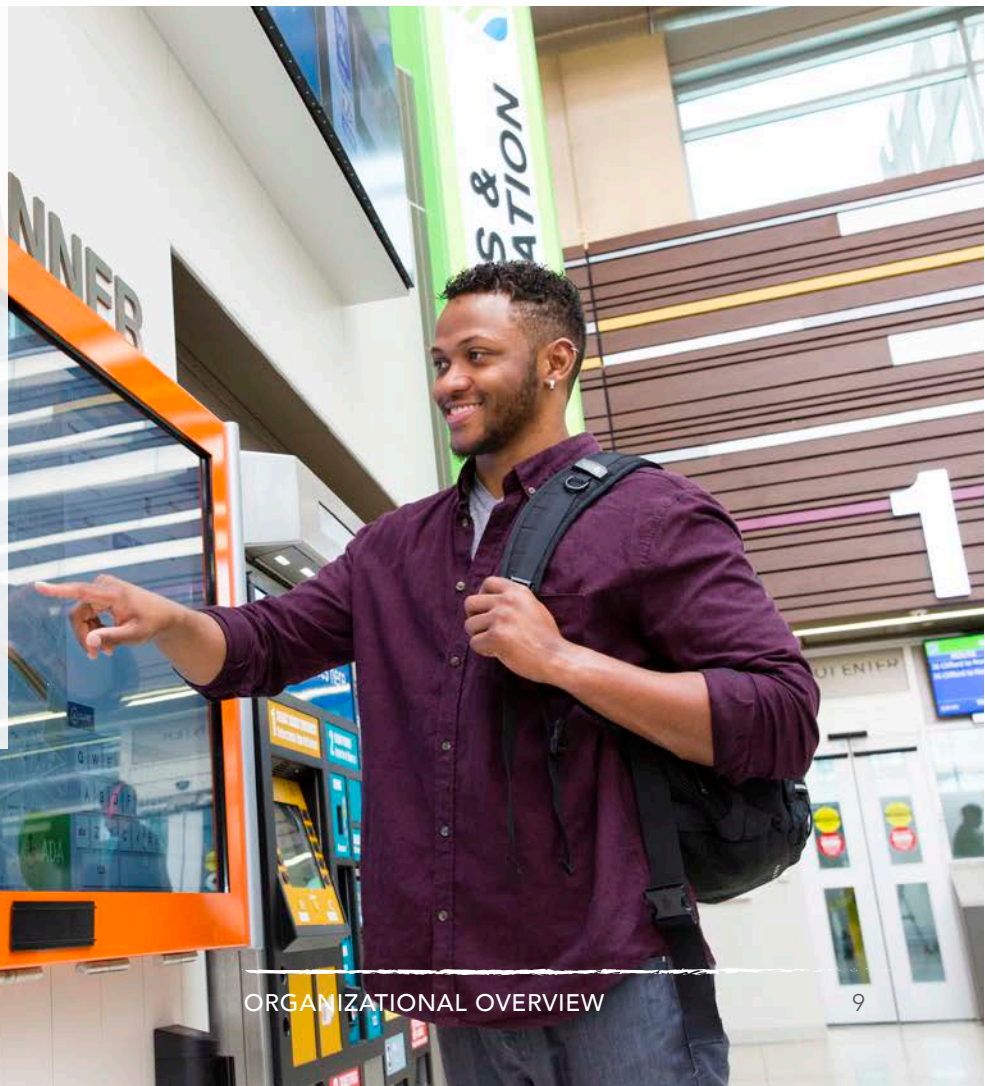
RGRTA's services encompass urban, suburban, and rural areas, as well as complementary paratransit service in compliance with the Americans with Disabilities Act (ADA).

The Authority is comprised of 11 separately incorporated business units:

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

RGRTA SNAPSHOT

Ridership:	16,872,146
No. of Buses:	424
No. of Employees:	900+
Service Area Population:	1,188,006
Annual Miles:	10,976,899
Counties Served:	Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming



BUSINESS STRUCTURE



RTS

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

Created in 1969

Ridership: 15,774,702

No. of Buses: 220

No. of Employees: 623

Service Area
Population: 747,727

RTS ACCESS

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

Created in 1985

Ridership: 198,640

No. of Buses: 53

No. of Employees: 113

Service Area
Population: 747,727

RTS GENESEE

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

Joined RGRTA in 1971

Ridership: 66,297

No. of Buses: 12

No. of Employees: 15

Service Area
Population: 58,482

RTS LIVINGSTON

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

Joined RGRTA in 1986

Ridership: 168,285

No. of Buses: 19

No. of Employees: 27

Service Area
Population: 64,257

RTS ONTARIO

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

Joined RGRTA in 2014

Ridership: 265,162

No. of Buses: 46

No. of Employees: 57

Service Area
Population: 109,828

RTS ORLEANS

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

Joined RGRTA in 2003

Ridership: 42,201

No. of Buses: 8

No. of Employees: 12

Service Area
Population: 41,346

RTS SENECA

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

Joined RGRTA in 2004

Ridership: 70,648

No. of Buses: 10

No. of Employees: 14

Service Area
Population: 34,777

RTS WAYNE

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

Joined RGRTA in 1980

Ridership: 233,603

No. of Buses: 42

No. of Employees: 43

Service Area
Population: 90,798

RTS WYOMING

Provides service on seven deviated routes.

Joined RGRTA in 1993

Ridership: 52,608

No. of Buses: 14

No. of Employees: 20

Service Area
Population: 40,791

BOARD OF COMMISSIONERS & GOVERNANCE STRUCTURE

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

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

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

***One of the four seats representing Monroe County is currently vacant.*

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

WILLIAM ANSBROW



City of Rochester
Appointed in 2017

Mary Cariola Children's Center, Inc., CFO

Rochester City School District, CFO (retired)

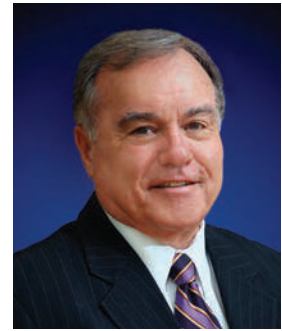
Former City of Rochester Budget Director

Graduate of Indiana University, Masters of Public Finance

Graduate of Canisius College, B.S.

Community Service:
Rochester Children's Scholarship Fund Board Member

GEOFFREY ASTLES



Chairman, Ontario County
Appointed in 2015

Former Town of Farmington Deputy Supervisor

Former Ontario County Administrator

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

Community Service:
Finger Lakes Community College Board of Trustees, Ontario Historical Society Board of Directors, and the ARC Advisory Board

COMMITTEES

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

GOVERNANCE COMMITTEE

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

AUDIT COMMITTEE

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

WILLIAM FABER



Monroe County
Appointed in 2016

Security Supervisor for Monroe County (retired), former Deputy Sheriff, Monroe County Sheriff's Office

Former Vice President, Reilich Corporation

United States
Air Force Veteran

Vietnam War Veteran

Community Service:
Past member, Town of Greece Zoning Board; past Vice Commander, Greece American Legion Post 468

TRACIE GREEN



ATU Local 282
Appointed in 2014

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

Graduate of Monroe Community College

United States Army Veteran

Graduate of the African American Leadership Development Program (AALDP)

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

MICHAEL P. JANKOWSKI



Treasurer, Wayne County
Appointed in 2004

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

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

DONALD E. JEFFRIES



Vice Chairman, Monroe County
Appointed in 2016

President and CEO – Visit Rochester

Graduate of St. John Fisher College

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

COMPENSATION COMMITTEE

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

FINANCE/INVESTMENT COMMITTEE

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

JERDINE JOHNSON



City of Rochester
Appointed in 2017

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

Former Executive Director, Eastside Community Center

Former Executive Director, North East Block Club

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

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

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

RICHARD D. KOSMERL



Wyoming County
Appointed in 2016

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

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

WILLIAM P. MCDONALD



City of Rochester
Appointed in 2017

Program Officer: Community Investment, United Way of Greater Rochester

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

Monroe County Office for the Aging

Program Administrator, Action For a Better Community

Graduate of SUNY Brockport, Masters of Public Administration

Graduate of University of Detroit, BA

Community Service: *Volunteer driver for the Association for the Blind, Board President Community Transportation of America, Community Fellow: Center for Community Engagement at St. John Fisher College, former member and Chairperson of the Rochester Civil Service and Planning Commissions, former Board member and Chairperson of the Crestwood Children’s Center, former Board member and Chairperson of the Council of Agency Executives*

KELLI O’CONNOR



Monroe County
Appointed in 2016

Former Director of Convention and Visitors Services – Visit Rochester

Former New York State Governor’s Regional Representative

Graduate of the Rochester Institute of Technology

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

HENRY SMITH, JR.



Orleans County
Appointed in 2008

Former Member
of Orleans County
Legislature

Eastman Kodak
Company (retired)

President – Community
Coalition Initiatives and
Actions (CCIA)

President – HLSJ
Driving Academy Ltd.

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

Community Service:
*Orleans County Farm
Bureau Member, member
of Lions Club of Albion,
New York, and 20 year
member of the Selective
Service System Board*

MILO I. TURNER



Livingston County
Appointed in 2001

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

United States
Navy Veteran

Community Service:
*Chairman of the Nunda
Planning Board, volunteer
for the Nunda Fire
Department, and member
of the Nunda Kiwanis Club*

EDWARD 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
and a former member of
the Court Facilities Capital
Review Board*

“RTS has been an invaluable partner to the City of Rochester as we strive to create more jobs, safer and more vibrant neighborhoods, and better educational opportunities for all of our residents. Their commitment to providing clean, safe, accessible transportation options for citizens – especially the most vulnerable among us – unlocks job opportunities and a higher quality of life. And the partnerships we have built – including the commuter Vanpool Program – are improving lives and fighting poverty. I am proud to work with RTS on making Rochester a better place and look forward to their continued partnership.”

Lovely Warren
Mayor, City of Rochester



RGRTA 2017

THE YEAR IN REVIEW

Thanks to the hard work of the entire RTS team, we made important strides in 2017 to strengthen our connection to the community and provide better transit that drives better communities.

NEW PARTNERSHIP WITH MCC

RTS and Monroe Community College formed a new partnership that is providing students, faculty, and staff with safe, reliable, convenient, and free transportation between MCC’s Brighton and Downtown Campuses. The partnership began in September 2017 and included the creation of two new routes – 5 MCC Downtown and 155 MCC Brighton ROC-it – plus a renamed Route 55 MCC Brighton. MCC President Anne Kress lauded the partnership saying, “Our students will be able to move quickly, safely, and freely to and between our two campuses. I thank RTS for working with us to meet our students’ needs and our commitment to sustainability and environmental responsibility.”



REIMAGINE RTS

RTS kicked off Reimagine RTS, a planning process to study and explore changes to the RTS fixed-route transit system. The public transit system in Monroe County has essentially been the same for decades; designed when downtown Rochester was the center of our community from every perspective. Since then, the region’s demographics, employment center locations, and available mobility options have changed. Requests for more service continue to increase. More businesses are locating to areas of our region that are not served well, if at all, and individuals now have more transportation options than ever before. This has created a new reality for public transit. As a result, RTS is reimagining public transit in Monroe County to promote growth and better meet the needs of the community.

The study’s first phase, which involved setting goals and gathering input from customers, employees, and community stakeholders, wrapped in late December. More than 10,000 people shared their ideas for improving public transit via surveys, small group sessions, and “pop-up” meetings held in key locations throughout Monroe County.

The remaining phases of the study, which include analyzing all the data collected in Phase 1, identifying priorities and products, and recommending changes, should be complete by the end of 2018.





EXPANSION OF OUR VANPOOL PARTNERSHIP WITH THE CITY OF ROCHESTER

Following a successful partnership, launch, and implementation, operation of the Rochester Vanpool Project was fully transferred to RTS from the City of Rochester. Vanpooling is a transportation initiative in which groups of up to 15 commuters participate in a rideshare arrangement with one commuter taking on the role of the Vanpool driver. Under RTS' guidance, and partnership with the City of Rochester and Enterprise Rideshare, the Vanpool Program will expand in the next three years, connecting more residents to more employment opportunities throughout the region.

ROUTE IMPROVEMENTS IN REGIONAL COUNTIES

RTS rolled out service improvements and inter-county connections for its operations in Genesee, Livingston, Ontario, Orleans, Seneca, Wayne, and Wyoming Counties. Many of the changes introduced increased service hours, more frequent trips, and new connections between popular destinations. These improvements directly stemmed from the engagement and feedback provided by customers, stakeholders, and elected leaders in these communities.

FACILITY UPGRADES

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

The Mary Jackson Transportation Center at the RTS Campus in Monroe County received much-needed renovations this year, including an updated Employee Break Room; new Operations and Customer Service offices, and new Fluids and Buildings & Grounds rooms; lighting upgrades in the Body Shop, Overhaul Shop, and Garage A; and replacements of the boiler, catch basin, and trench drain.

RTS Orleans began construction of its new facility with a groundbreaking ceremony in June. When complete, the 13,000 square-foot facility will include 8 indoor bus bays, 3 bus maintenance bays, a vehicle wash bay, storage for parts and materials, administrative office space, a break room with kitchenette, and designated parking.





STRATEGIC PLAN & OPERATIONAL INITIATIVES



CONNECTING COMMUNITIES

Reimagining Public Transit, Together

STRATEGIC PLAN 2018-21

Our strategic plan for 2018-21 builds on the strategic priorities of recent years and reflects our ongoing effort to reimagine public transit. It represents a continued focus on technology, service excellence, and an improved level of engagement with customers and employees to make it easier for everyone to enjoy the ride.

RGRTA has maintained its solid track record of measurable and sustainable milestones through its commitment to fiscal discipline, quality service, and increased productivity. As we reimagine how we connect our customers to jobs, health care, education, shopping, and recreational activities, we continue bringing our vision to life as the community's preferred transportation choice. As a result of that commitment, RGRTA has:

- Maintained the \$1 base fare through Fiscal Year 2018-19
- Maintained a high level of annual ridership of nearly 17 million
- Consistently achieved on-time performance at or near 90%
- Steadily increased year-over-year customer satisfaction
- Maintained a strong national reputation for its innovative performance management system (TOPS), and exceeded its TOPS goals every single quarter for eight consecutive years
- Expanded its unique business model to more than 65 business partner relationships across Greater Rochester and the Finger Lakes region
- Increased its level of engagement in the communities it serves, including partnerships with the Finger Lakes Regional Economic Development Council, the Rochester-Monroe Anti-Poverty Initiative, and the Finger Lakes Performing Provider System

This 2018-21 Strategic Plan has been guided by RGRTA's mission, vision, and values, and is built upon the Authority's customer-focused commitment to meet the needs of the community:

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

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

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

- An annual employee engagement survey to gather ideas and feedback on what RGRTA does well and opportunities for improvement
- A comparison of our performance against our fellow members of the American Bus Benchmarking Group, which consists of 21 similar-size transit systems in communities across the nation
- Quarterly surveys of customers to gather input and gauge their satisfaction
- Daily feedback that provides insights from current customers and business partners, and other community stakeholders

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

Ensure Financial Sustainability

Maximize Ridership & Customer Satisfaction

Deliver Quality Service & Improve Performance

Engage Employees in Delivering on Our Brand Promise

Modernize our Infrastructure

OUR PLAN IS BASED UPON THE FOLLOWING ASSUMPTIONS



FUNDING TRENDS

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

DEMOGRAPHIC/POPULATION TRENDS

- The City of Rochester (where our services are concentrated) continues to be the region's economic and cultural center. Most current and potential riders live and work in Monroe County and the City of Rochester. Approximately 63% of the population in the Authority's service area lives in Monroe County, this percentage is expected to remain steady over time.
- The region will continue to see slower population growth with a demographic shift to an older population. The number of adults aged 65+ has grown since 2010 and represents 16.4% of the county's population.
- The number of millennials moving to the Rochester area has increased since 2011. According to Census data, the population of 20-34 year olds grew by 5.4% between 2011 and 2016. There is a growing trend of millennials in the Rochester region looking for better transit and more transportation options.
- There is an increased need for public transit to support a more diverse population and lifestyles based on these changing demographics.
- More public transportation options exist. Transportation network companies (TNC) such as Uber and Lyft now operate in the area. Vanpool and bike share programs are in place and expanding.

BUSINESS, HIGHER EDUCATION, AND EMPLOYMENT TRENDS

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

REGIONALIZATION

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



ENSURE FINANCIAL SUSTAINABILITY

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

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

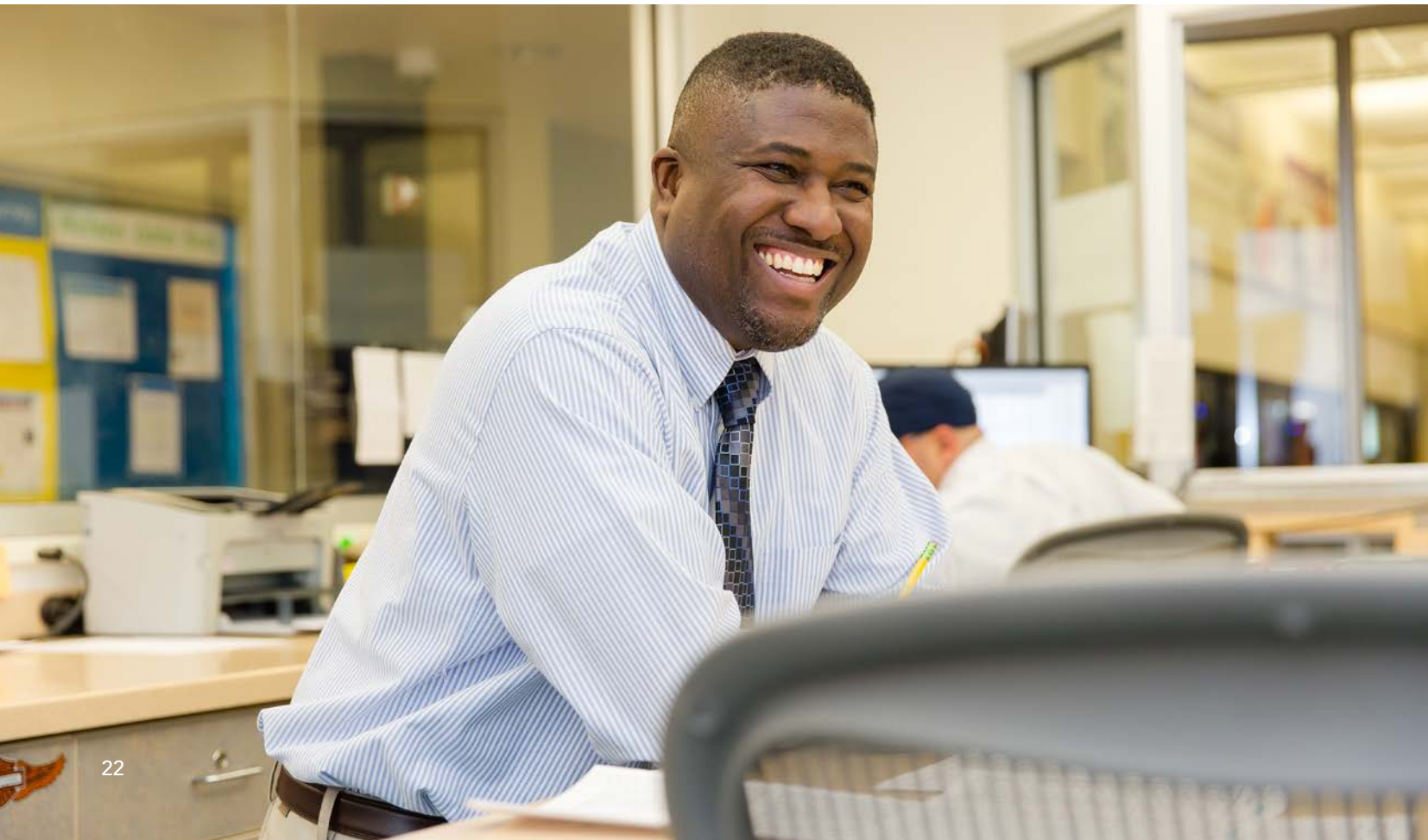
1. Establish operating budgets where recurring revenues equal recurring expenses,
2. Maintain a funded ten year capital plan that incorporates competitive grants, and
3. Enhance our financial systems to support decision-making.

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

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

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

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



ENSURE FINANCIAL SUSTAINABILITY

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Continue phased deployment of data warehouse capabilities to facilitate content analysis and reporting of actionable data.	Complete implementation of third subject area	Q1 2018-2019	Steve Kubiak, Scott Adair
	Issue task order for fourth subject area	Q1 2018-2019	
	Complete implementation of fourth subject area	Q3 2018-2019	
	Review overall status of project and prioritize remaining subject areas	Q4 2018-2019	
Ensure cost containment of health insurance and workers compensation through improved analysis.	Review implementation of all business aspects of conversion to self insured health insurance program	Q1 2018-2019	Scott Adair, Amy Gould
	Ongoing review and analysis of data to formulate a strategy for proactive measures in workers compensation	Q1-Q4 2018-2019	
	Review the self insured health insurance program implemented for fiscal year 2018-19 and its effectiveness	Q2-Q4 2018-2019	
	Begin review of rate setting process for fiscal year 2019-2020	Q3 2018-2019	

“The Enterprise Data Warehouse/Business Intelligence project provides the organization with a single source of the truth and allows for better data driven decision making at all levels. Through understanding, we are able to better serve our customers and invest in the communities where they live, work, and play. We are turning data into information, information into insight, and insight into action and investment.”

Steve Kubiak
Director of Analytics



MAXIMIZE RIDERSHIP & CUSTOMER SATISFACTION

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

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

In 2017, we launched Reimagine RTS to study a redesign of the public transit system in Monroe County to better meet the changing needs of the community. We worked with the City of Rochester to transfer management of the community’s Vanpool Program to RTS. We partnered with Zagster to introduce bikeshare products to our customers. And we expanded our partnership with Monroe Community College (MCC) by providing transportation to students, faculty, and staff between the college’s two campuses. We also continued our universal pass pilot with MCC’s Single Stop program, making it easier for students in the program to access vital services. These initiatives expanded our commitment to and relationships with the community so we could improve access and begin reimagining public transit together.

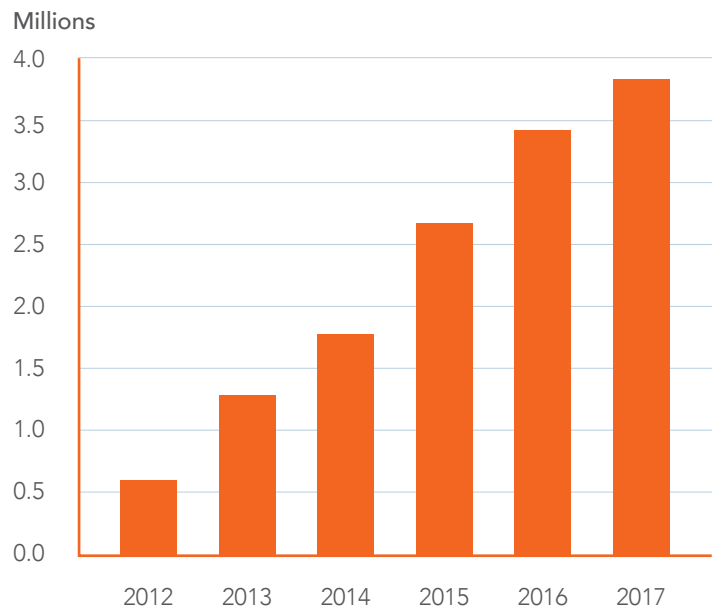
The emergence of new mobility options, increasing requests for more service, and the changing landscape of employment centers created a new reality that is behind the reimagining of public transit. The RTS Transit Center, our Customer Relationship Management system, and the initiatives on the following page will help us embrace our new reality while increasing customer satisfaction and maximizing ridership.

This effort will include: the completion of the Reimagine RTS study; continued efforts to expand partnerships on new and in-demand mobility options and; an expansion of our relationship with local colleges and universities such as Monroe Community College and Finger Lakes Community College.

Total Cases Opened in CRM – 2017

2017	CASES
January	1,641
February	1,312
March	1,275
April	1,347
May	1,445
June	1,408
July	1,251
August	1,415
September	1,639
October	1,540
November	1,351
December	1,254
Total	16,878

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



MAXIMIZE RIDERSHIP & CUSTOMER SATISFACTION

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Complete Reimagine RTS study and develop process to evaluate results and implement changes to public transit system in Monroe County.	Complete and present draft recommendations to the Board	Q1 2018-2019	Miguel Velazquez / Julie Tolar
	Conduct outreach and gather feedback from customers, employees, and stakeholders during the final phases of the study	Q1-Q2 2018-2019	
	Complete and present final recommendations to the Board	Q2 2018-2019	
	Develop implementation plan	Q4 2018-2019	
Support the work of the Rochester-Monroe Anti-Poverty Initiative (RMAPI) and the Finger Lakes Regional Economic Development Council (FLREDC) to improve access to jobs and the sustainability of economic development efforts.	Work with community partners to develop a neighborhood circulator and partnership with TNCs to improve access to jobs, healthcare, and other services in impoverished neighborhoods	Q1-4 2018-2019	Maggie Brooks
	Grow Vanpool Program to further enhance mobility options available to the community	Q1-4 2018-2019	
	Continue formalizing advocacy efforts to better meet the growing needs of the community and support Reimagine RTS efforts	Q1-4 2018-2019	Maggie Brooks, Tom Brede
Develop and implement a Universal Pass (U-Pass) program with MCC.	Finalize financial model	Q1-2 2018-2019	Maggie Brooks, Bonnie Maguire
	Launch program for 2018-19 academic year	Q2 2018-2019	
Develop and implement campus connectivity transit service for FLCC.	Finalize service model	Q1-2 2018-2019	Bonnie Maguire

“Reimagine RTS is a project of critical importance for RTS, our customers, and the entire community. Demographics have shifted, technology has evolved, the locations of job centers have changed, and the needs of the community continue to grow. And as new transportation options such as ride-hailing, bike-sharing, and vanpooling continue to emerge, public transit needs to be reimaged to stay relevant and effective for many years to come.”

Julie Tolar
Director of Planning



DELIVER QUALITY SERVICE & IMPROVE PERFORMANCE

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

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

The emergence of new technologies is transforming our industry. In addition to strengthening our relationship with customers, these technologies are helping us operate more efficiently. The tactics on the following page show how we will embrace the use of new technology to deliver quality service and improve performance. These initiatives include the implementation of a fare collection strategy, the installation of new radio and dispatch technology on our buses, and the purchase of electric buses to start replacing diesel buses in our fleet. Many of these technologies are being funded by federal and state grants that focus on energy efficiency and sustainability. All of these initiatives will help RTS deliver quality service and improve performance so we can continue making it easy for our customers to enjoy the ride.



DELIVER QUALITY SERVICE & IMPROVE PERFORMANCE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Implement a fare collection strategy that is based on mobile ticketing technology and designed to improve the customer experience and quality of service.	Final design and Board authorization	Q1 2018-2019	Chris Mahood
	Internal pilot of technology for technology assessment and proofing	Q3 2018-2019	
	Final design development and features	Q1 2019-2020	
	Fleet installation for rollout	Q2 2019-2020	
	Complete project	Q3 2019-2020	
Install new radios on buses to improve quality of service.	Install equipment on bus fleet for production rollout	Q2 2018-2019	Jeff Luce, John Bednarczyk
	Complete communications cutover and decommission existing radio tower equipment	Q3 2018-2019	Jeff Luce
Upgrade the CAD/AVL system to improve reliability and extend the useful life of the technology.	Install software upgrade enhancements for radio integration	Q1 2018-2019	Chris Mahood
	Install software developed integrations for defined enhancements	Q2 2018-2019	
	Complete all enhancement rollouts	Q3 2018-2019	
	Closeout project	Q4 2018-2019	
Procure electric buses and related equipment to begin integration into bus fleet.	Bus specification and RFP released	Q3 2018-2019	Rusty Korth, Matt Shaw
	Bus contract awarded	Q4 2018-2019	
	Pilot bus delivered	Q4 2019-2020	
	All buses delivered	Q1 2020-2021	

“The mobile ticketing project leverages and extends the reach of our fare system as it exists today. It enables our customers to purchase their fare wherever they are and whenever it is convenient to them. No longer will they have to wait for the mail or make sure they have cash on hand to get to the RTS Transit Center to purchase their fare. They then can board the bus with their mobile phone as their ticket and receive instantaneous updates for their account and balance.”



Chris Mahood
Director of Information Technology

ENGAGE EMPLOYEES IN DELIVERING ON OUR BRAND PROMISE

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



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

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

Investing in our people and processes has long been a priority for RTS. It is standard practice for the Authority to develop the pool of talent necessary to meet our customers' demands and achieve our strategic goals. As set forth in the following initiatives, we will focus on strengthening our culture through our continued efforts to train and develop our workforce. We will continue our journey as an organization to embrace diversity and inclusiveness among our employees and in the community. We will continue expanding Healthy U, the RTS wellness program, to help employees live the healthiest lives they can. We will expand our focus by providing more information and easier ways to access it, and we will continue expanding the C.A.R.E. program to ensure employees are getting the recognition and appreciation they deserve.

These initiatives are implemented as a result of input from employees and we will continue listening to them to build a culture of trust, engagement, and success.

“RTS wants our employees to thrive and live the healthiest lives they can. The RTS Healthy U wellness program fosters a culture of health and well-being within our organization and community by empowering our employees to make healthy lifestyle choices. The strategic initiatives we are implementing for the wellness program will support employees by providing education, resources, support, and access to programs and services that are fun, engaging, and sustainable. Healthy U brings employees together on their wellness journey and celebrates their successes.”



Renee Elwood
Manager of Wellness and Benefits

ENGAGE EMPLOYEES IN DELIVERING ON OUR BRAND PROMISE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Enhance our current culture and continue to develop and create a culture that promotes engagement, consistency, performance, and efficiency among the workforce.	Implement skill-based training programs	Q1-Q4 2018-2019	Krystle Hall, Rick Bernhart
	Provide workforce development opportunities focused on coaching, mentoring, and frontline supervision	Q1-Q4 2018-2019	Rick Bernhart
	Conduct mandatory training sessions to further bring to life the RTS Values and CARE Standards	Q2-Q4 2018-2019	Krystle Hall, Rick Bernhart
	Identify culture and wellness goals	Q1 2018-2019	Krystle Hall, Renee Elwood
Create a learning organization to support engagement and increase awareness and understanding of diversity and inclusion to better serve our customers and the community.	Implement Culture & Inclusion Council	Q1 2018-2019	Renee Elwood, Amy Gould
	Continue implementation of Diversity & Inclusion initiatives for leadership and management staff	Q1-Q4 2018-2019	Renee Elwood
	Design and implement employee Mentorship Program	Q2-Q4 2018-2019	Rick Bernhart, Krystle Hall
	Leverage community resources to promote and embrace sense of community engagement and employee inclusion	Q1-Q4 2018-2019	Krystle Hall, Renee Elwood
Expand wellness program to improve the overall health and wellness of employees through targeted initiatives that focus on key cost drivers and/or highly prevalent conditions, while improving claims experience.	Develop education and prevention strategy for key cost drivers and highly prevalent conditions	Q2 2018-2019	Julie Tennant, Renee Elwood, Robyn MacChlerie
	Launch campaigns focused on education for preventive measures and provide tools to improve overall health and well being	Q2-Q4 2018-2019	
	In partnership with community based resources, provide on-site screenings for top chronic health conditions and annual preventive care services	Q1-Q4 2018-2019	
Continue improving communication and access to information for employees.	Issue RFP and award contract for development of redesigned employee intranet and secure administration portal	Q2-Q3 2018-2019	Tom Brede, Chris Mahood
	Complete design and information structure review	Q3 2018-2019	
	Implement and optimize intranet for mobile use for employees	Q4 2018-2019	
Expand reach and participation of the CARE employee recognition program to enhance workplace inclusiveness.	Implement new CARE content program that tells the story of "a day in the life of a CARE recipient"	Q1 2018-2019	Tom Brede, Krystle Hall

MODERNIZE OUR INFRASTRUCTURE

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

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

These investments include upgrades to the electrical infrastructure of our Main Street campus in Monroe County to support the addition of electric bus technology into our fleet and operation.

The effort to modernize the main RTS campus continues to move forward with the construction of a new advanced environmental service facility next on the list. This new facility will make it easier to keep our fleet in a state of good repair and improve the on-bus experience for our customers. It will also improve safety, security, and efficiency for our bus and administrative operations. Similar efforts are underway at RTS regional facilities in Genesee, Orleans, Seneca, and Wyoming counties. These efforts are critical to our ability to provide safe and reliable service for our customers.

“There is an accelerating trend toward zero emissions requirements for vehicles, especially in our urban areas. Electric buses provide a zero-emissions solution that is well-suited for transit. Electric buses also have the potential to achieve a lower total cost of ownership as compared to clean diesel, hybrid, and compressed natural gas-powered buses. There are operational challenges and infrastructure changes required to incorporate electric buses into our fleet, but the potential benefits to our customers, community, and operating budget are significant. This is an exciting time for RTS!”



Rusty Korth
Vice President of Maintenance

RGRTA is connecting communities and reimagining public transit for the community. We are doing this by building on our relationships with employees, customers, business partners, and the community. We are developing our people, developing a culture that embraces diversity and inclusion, and maximizing the return on investment that government funders have made in us. We are humbled and energized by the trust placed in us by our customers and the community and we will continue collaborating with all involved to Reimagine RTS to ensure future success for all.

MODERNIZE OUR INFRASTRUCTURE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Identify and make changes to existing infrastructure to allow for the housing and maintenance of new electric buses.	Complete design	Q2 2018-2019	Dave Belaskas, Rusty Korth
	Electric infrastructure design	Q2 2018-2019	
	Construction bid released	Q3 2018-2019	
	Construction contract awarded	Q4 2018-2019	
	Construction and charger installation complete	Q3 2019-2020	
RTS Campus Improvement Project (multiple phases) – including construction of a new advanced environmental service facility (AESF) and an advanced technology maintenance facility (ATMF).	Engage design-build contractor to complete the RTS Campus Improvement Project	Q3 2018-2019	Dave Belaskas, David Cook, Eric Farr
	Complete design of AESF	Q3 2019-2020	Dave Belaskas
	Begin construction of AESF	Q1 2020-2021	
	Complete construction of AESF	Q4 2021-2022	
Complete construction of new RTS Orleans facility.	Complete construction of new facility	Q2 2018-2019	Dave Belaskas
Build new facility for RTS Wyoming.	Award construction contract	Q1 2018-2019	Dave Belaskas
	Begin construction of new facility	Q2 2018-2019	
	Complete construction of facility	Q3 2019-2020	
Construct new facility for RTS Seneca.	Engage engineer for final design of facility	Q1 2018-2019	Dave Belaskas, Dave Cook, Eric Farr
	Complete design of facility	Q3 2018-2019	Dave Belaskas
	Award construction contract	Q1 2019-2020	
	Begin construction of new facility	Q2 2019-2020	
	Complete construction of facility	Q3 2020-2021	
Construct new facility for RTS Genesee.	Complete environmental review	Q1 2018-2019	Dave Belaskas
	Complete design of facility	Q4 2018-2019	
	Award construction contract	Q2 2019-2020	
	Begin construction of new facility	Q3 2019-2020	
	Complete construction of facility	Q3 2020-2021	
Conduct RTS Access campus study to identify the appropriate infrastructure and facility needs to meet the growing demand for paratransit service.	Public Participation & Draft Report	Q2 2018-2019	Dave Belaskas
	Presentation of findings	Q3 2018-2019	
	Study completion & final report	Q4 2018-2019	



FINANCIAL PLAN



THE AUTHORITY'S FINANCIAL PLAN CONSISTS OF THREE ELEMENTS:

Operating Budget for Fiscal Year 2018-2019

Multi-Year Budget Projection covering fiscal years 2019-2020 through 2021-2022

Ten Year Capital Improvement Plan covering fiscal years 2018-2019 through 2027-2028



FISCAL YEAR 2018-19 OPERATING BUDGET

Management is pleased to present a balanced operating budget for the fiscal year 2018-2019 (FY2019) which maintains the existing customer fare structures for our entire service area. This is the tenth consecutive year of maintaining the \$1.00 base adult fare for customers of Regional Transit Service (RTS in Monroe County), the largest subsidiary.

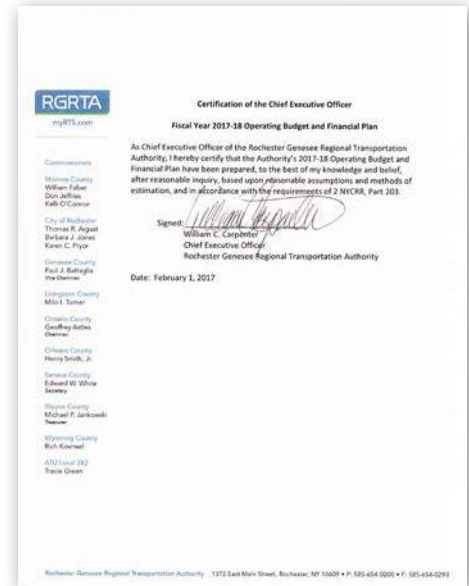
Total planned operating expenses for FY2019 are \$96.5 million, representing an increase of 0.8% from the prior year's budget.

Within that total, personnel costs are \$71.2 million, an increase of \$1.4 million from the prior year. Non-personnel costs are estimated at \$25.4 million, decreasing \$0.7 million from the prior year.

Total estimated revenues supporting operations are \$96.5 million, representing an increase of 0.8% from the prior year's budget.

This revenue increase is primarily due to anticipated increases in governmental subsidies from both federal and state governments. In addition, last year's increase in Mortgage Recording Tax based on a change in state law, will be in place for this entire fiscal year compared to nine months last fiscal year.

A more in-depth discussion of the key factors which impact revenues and expenses follows. A comparison of the FY2019 Operating Budget versus the prior year is shown on the next page.



Financial Certification of the Chief Executive Officer

Summary FY 2017-18 & 2018-19 Operating Budget Comparison* (\$ Millions)

	2017-18 OPERATING BUDGET	2018-19 OPERATING BUDGET	CHANGE	% CHANGE
REVENUES				
Locally Generated	\$29.8	\$28.0	\$(1.8)	(6.1%)
Governmental Subsidies	\$55.4	\$57.5	\$2.1	3.8%
Mortgage Recording Tax	\$10.6	\$11.0	\$0.5	4.3%
TOTAL REVENUES	\$95.8	\$96.5	\$0.8	0.8%
EXPENSES				
Personnel	\$69.8	\$71.2	\$1.4	2.0%
Non-Personnel	\$26.0	\$25.4	\$(0.7)	(2.5%)
TOTAL EXPENSES	\$95.8	\$96.5	\$0.8	0.8%
NET INCOME (DEFICIT)	\$ -	\$ -	\$ -	
APPROPRIATED WORKING CAPITAL	\$ -	\$ -	\$ -	
NET INCOME (DEFICIT)	\$ -	\$ -	\$ -	

*Rounding may cause mathematical errors.



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

Locally generated, which include customer and special fares;

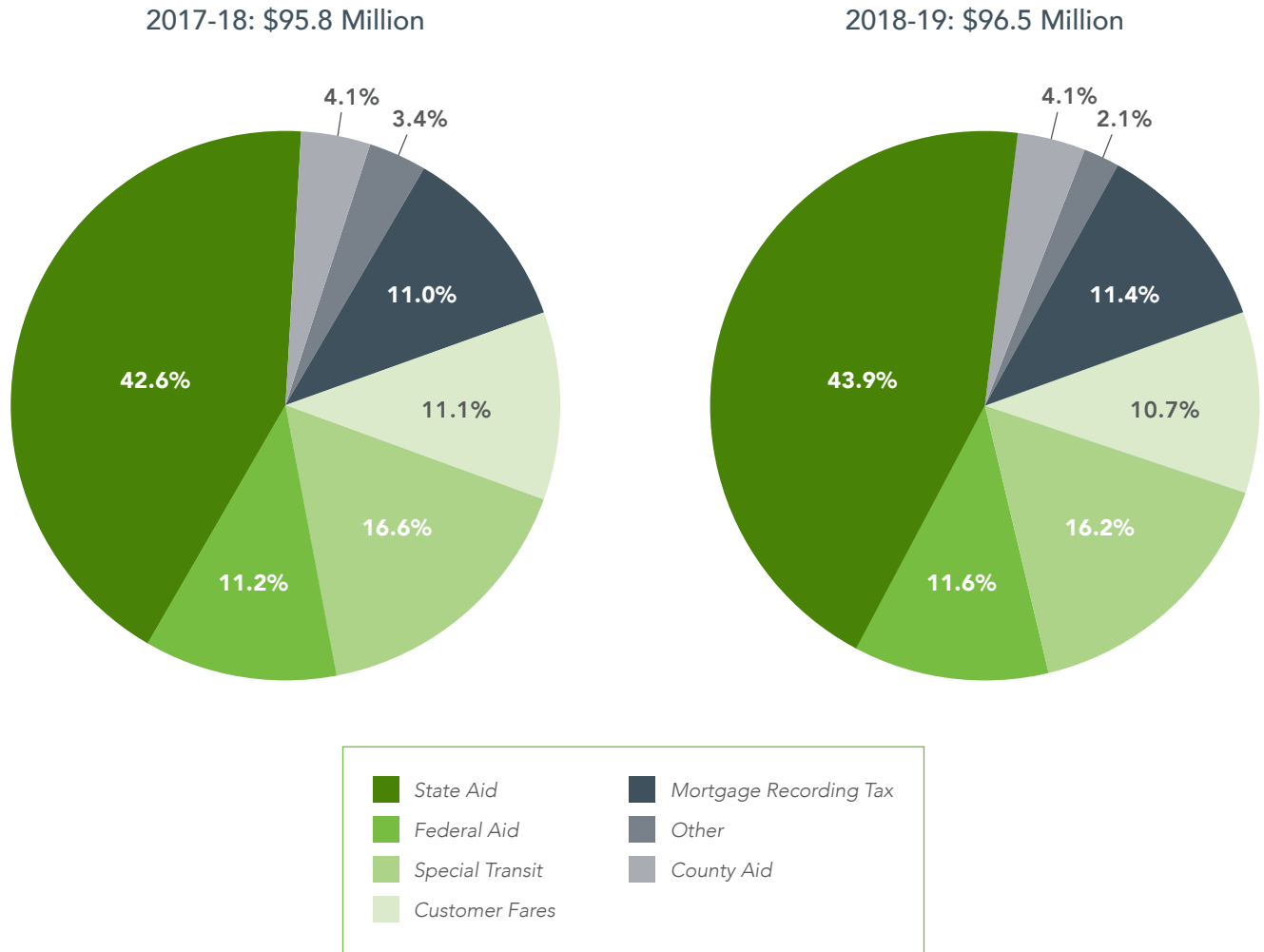
Governmental subsidies provided by member counties, New York State, and the federal government; and

Mortgage Recording Tax receipts, which are collected by member counties and distributed to the Authority.

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

REVENUE FACTORS

OPERATING REVENUE SOURCE COMPARISON



“Securing affordable, reliable transportation is often a challenge to low-income working residents. RTS is a critical partner in getting working people where they need to be when they need to be there.”

Eileen Tiberio
 Commissioner, Ontario County Social Services

LOCALLY GENERATED

These include the categories of customer fares, special transit fares, and other revenues. A total of \$28.0 million is budgeted for FY2019. Locally generated revenues are expected to support approximately 29.0% of total planned operating expenses for FY2019.

Customer Fares

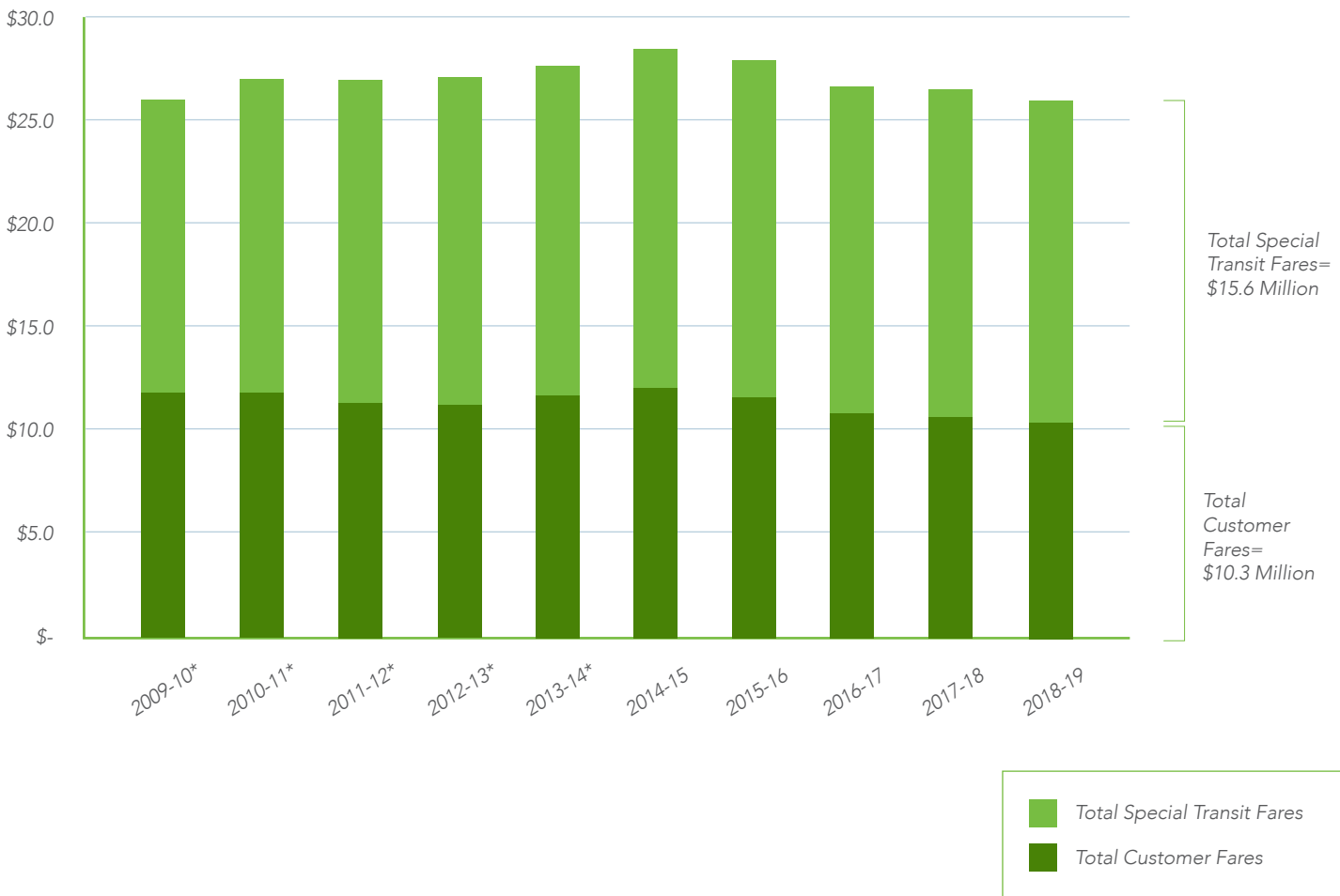
Total budgeted customer fares are estimated to be \$10.3 million, a decrease of approximately \$0.3 million from last year's budget. Customer fares are derived from the cash fare and various pass programs offered to our riders depending on their needs.

Special Transit Fares

A total of \$15.6 million is estimated for special transit fares in the FY2019 budget, a decrease of approximately \$0.3 million from the prior year's budget. The special transit fare has become a critical element of the Authority's business model and financial success.

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

Customer & Special Transit Fares (\$ Millions)



*Excludes RTS Ontario

GOVERNMENTAL SUBSIDIES

Governmental subsidies are the largest revenue category of the Authority and are expected to support approximately 59.6% of total operating expenses for FY2019. Governmental subsidies are received from the federal government, New York State, and each member county.

Federal Aid

Federal Aid planned for FY2019 totals \$11.2 million, up approximately \$0.5 million from last year's budget.

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

State Aid

State aid planned for FY2019 is \$42.4 million, up approximately \$0.8 million from last year's budget.

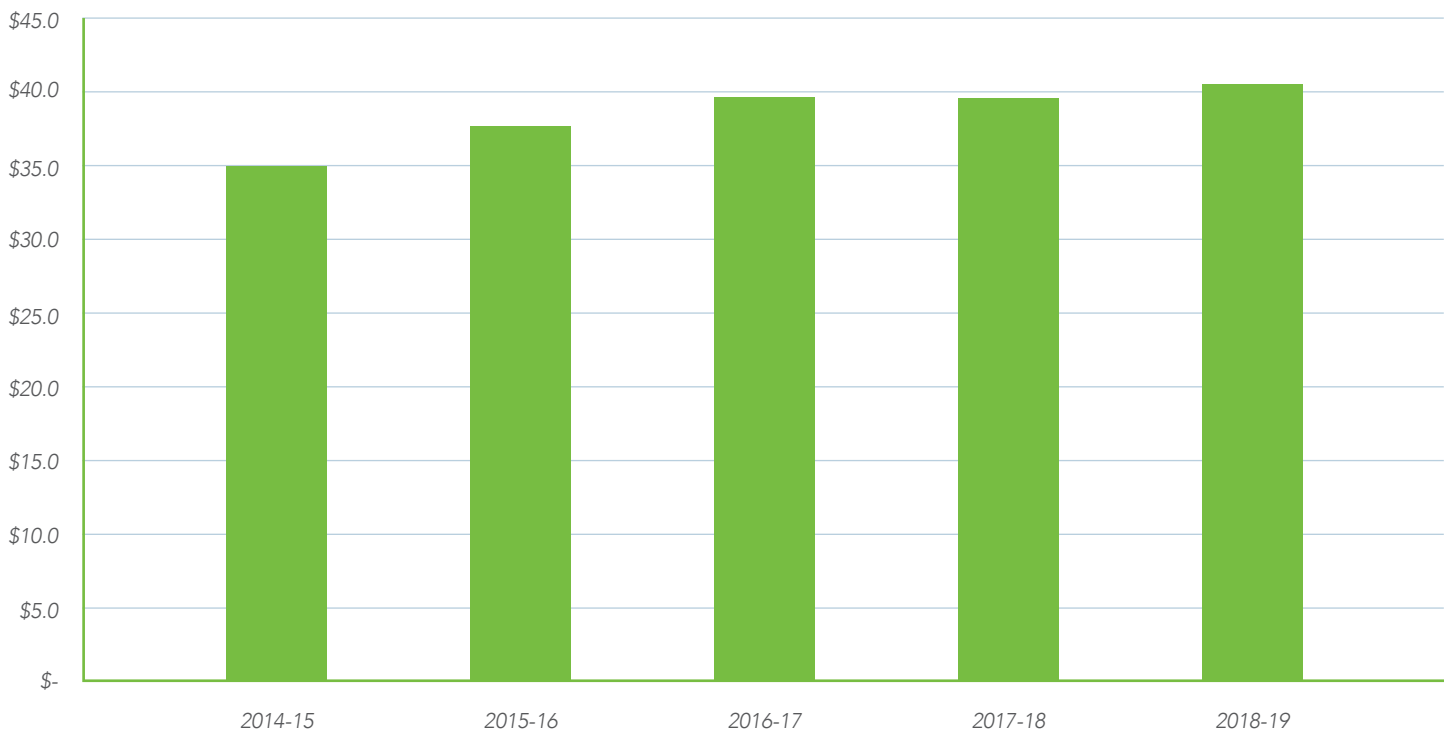
State aid is comprised of an annual state budget allocation under the State Mass Transportation Operating Assistance program (STOA) and mandatory state matching funds for federal preventive maintenance aid.

County Aid

The total amount of county aid to be received by the Authority from all member counties is \$3.9 million and has remained unchanged for several years.

Each of the Authority's member counties are required under New York State Transportation Law to make an annual contribution in support of public transportation services provided within their respective jurisdictions. The amount of county aid can only be altered by an act of the State Legislature.

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

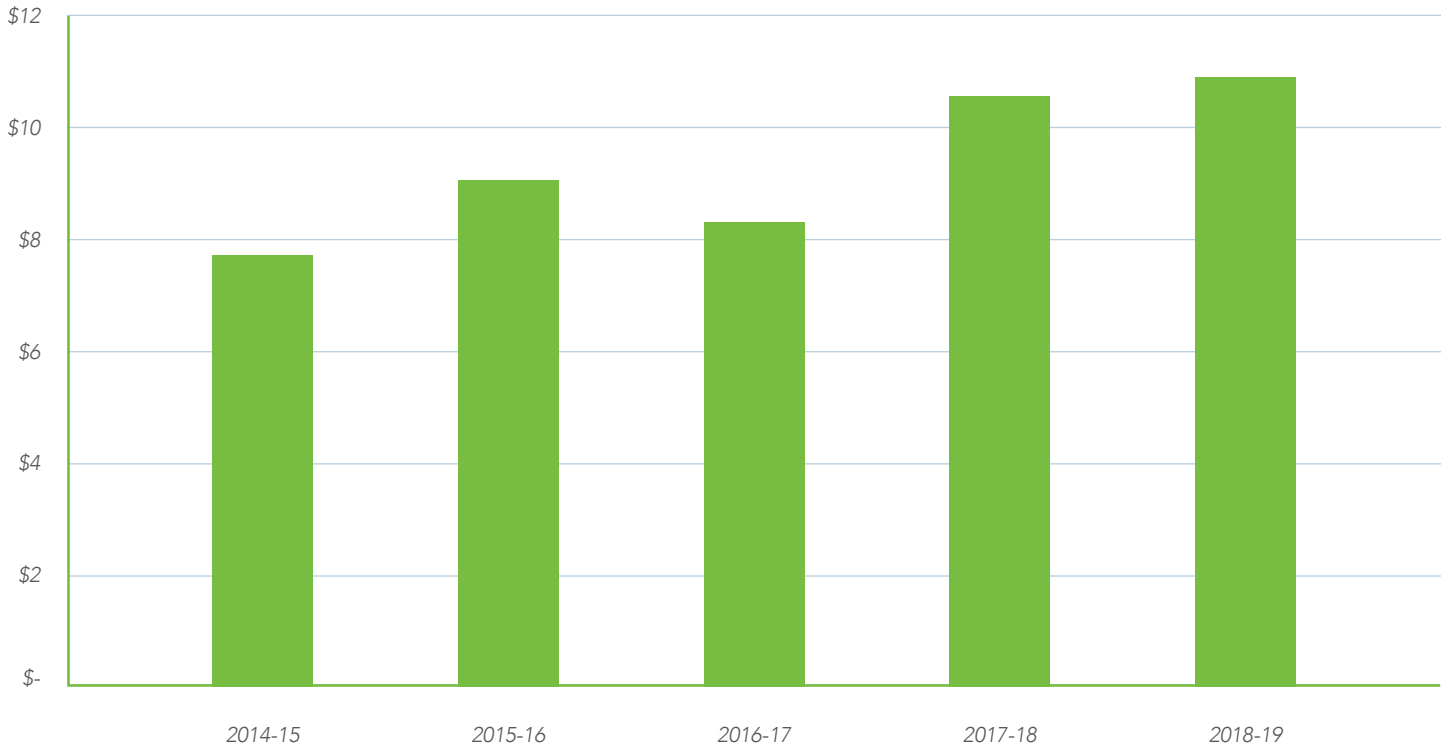


MORTGAGE RECORDING TAX

Mortgage Recording Tax (MRT) is a state tax collected by the county clerks and distributed to municipalities, school districts, and public transportation authorities. Effective July 1, 2017, New York State Law no longer allows an Industrial Development Agency, or its agent, to exempt a mortgage of real property from the portion of MRT dedicated to a transportation district, which includes the Authority.

MRT planned for the FY2019 is \$11.0 million, up approximately \$0.5 million from last year's budget. This increase is primarily due to the additional 3 months of collections under legislation enacted last year.

Mortgage Recording Tax Receipts (\$ Millions)



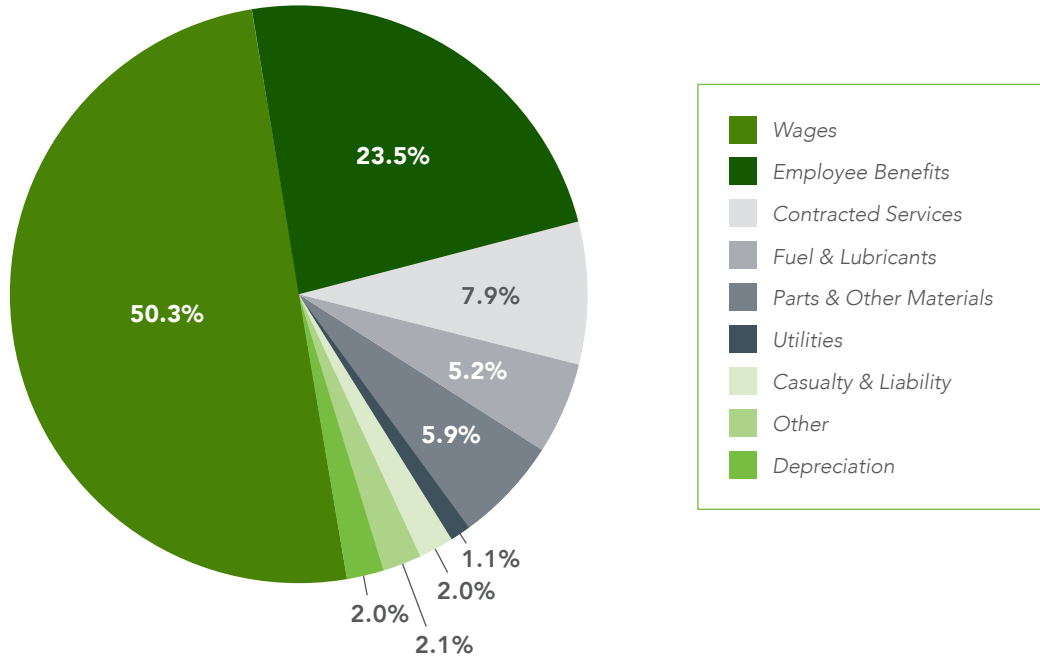
“Regional Transit Service has a key role in our economic development initiatives. It is critically important that we are able to connect Rochester’s talented people with businesses and workforce development resources in order to build a robust economy.”

Matt Hurlbutt
President & CEO, Greater Rochester Enterprise

EXPENSE FACTORS

The Authority's operational spending plan for FY2019 has been developed with the following key concepts: maintaining the high quality of services customers deserve and restricting cost increases wherever possible. Total estimated operating expenses for the fiscal year are \$96.5 million, representing an increase of \$0.8 million compared to the prior year's budget plan. The pie chart below illustrates the allocation of planned expenses among the major personnel and non-personnel categories.

Operating Expenses: 2018-19
\$96.5 Million



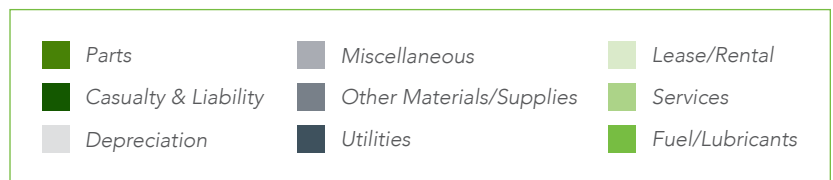
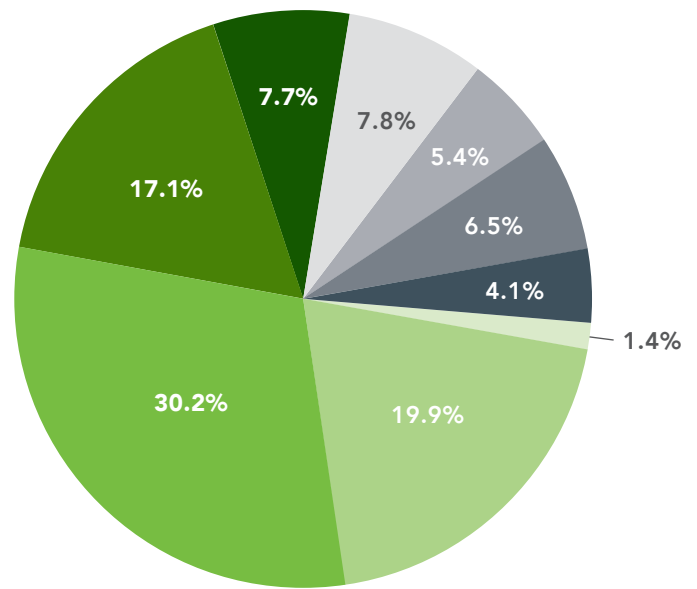
PERSONNEL

Total estimated wages and benefits for FY2019 are \$71.2 million, representing an increase of approximately 2.0% from the prior year’s budget. The primary driver of the increase is due to cost of living wage increases for employees.

NON-PERSONNEL EXPENSES

Included in this category are fuel and lubricants; bus parts and shop supplies, contracted services, insurance premiums and liability claims, depreciation, and other miscellaneous expenses. Total estimated cost for non-personnel expenses for FY2019 is \$25.4 million, representing a decrease of \$0.7 million compared to the prior year’s budget. The chart below provides a detailed year-to-year comparison for each category.

Total Non-Personnel Expenses: 2018-19
\$25.4 Million



Non-Personnel Summary (000's)

	2017-18 OPERATING BUDGET	2018-19 OPERATING BUDGET	CHANGE	% CHANGE
Contracted Services	\$7,883	\$7,663	\$(220)	(2.8%)
Fuel/Lubricants	\$5,705	\$5,035	\$(670)	(11.7%)
Parts	\$4,100	\$4,332	\$232	5.7%
Depreciation	\$1,878	\$1,972	\$94	5.0%
Casualty & Liability	\$1,947	\$1,956	\$8	0.4%
Miscellaneous	\$1,806	\$1,642	\$(164)	(9.1%)
Other Materials/Supplies	\$1,310	\$1,359	\$49	3.7%
Utilities	\$1,017	\$1,042	\$25	2.5%
Lease/Rental	\$365	\$356	\$(9)	(2.5%)
TOTAL	\$26,012	\$25,357	\$(655)	(2.5%)

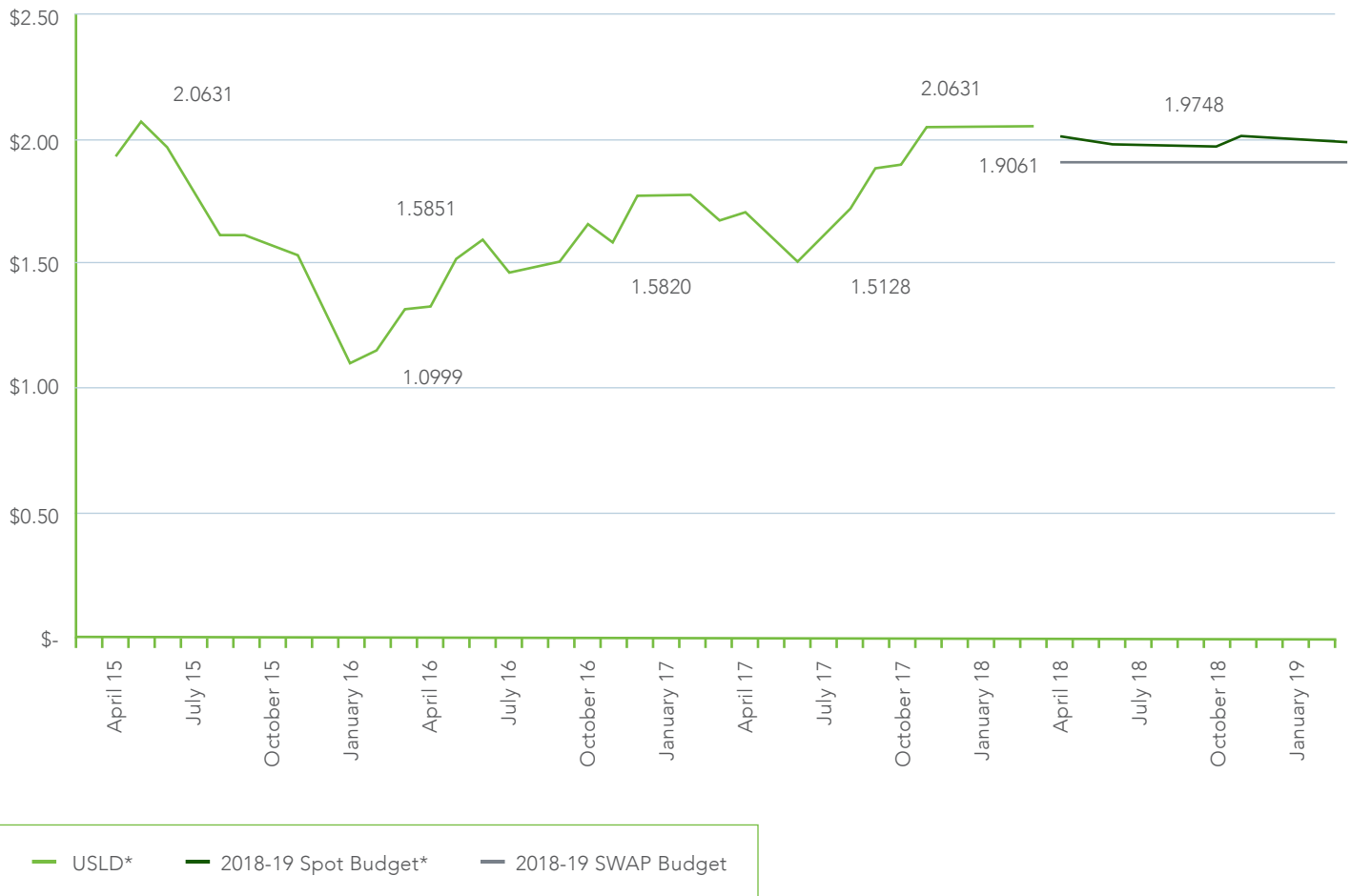
The key drivers of non-personnel expenses are discussed below.

Fuel and Lubricants

Fuel and lubricant costs are estimated at \$5.0 million for FY2019, decreasing \$0.7 million from the prior year budget. The Authority currently has protection against volatility on approximately 66% of its supply for FY2019 with a fixed price SWAP. The FY2019 budget is

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

Diesel Fuel Price/Gallon Trend vs. Budget



Bus Parts and Other Materials and Supplies

Bus parts and other materials and supplies expenses planned for FY2019 total \$5.7 million, representing an increase of \$0.7 million from the prior year's budget. The bus parts increase of \$0.3 million is primarily due to the complexity of repairs and costs of those repair parts associated with the current fleet.

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 FY2019 contracted services expenses are \$9.1 million, representing a decrease of \$0.2 million from the prior year's budget.

Miscellaneous and Other Expenses

Miscellaneous and other expenses during FY2019 are budgeted at \$3.6 million, a decrease of \$0.2 million from the prior year's budget. This category includes elements such as liability claims; utilities; marketing; subscriptions; and employee travel and training.

Depreciation

All fixed assets acquired by the Authority are depreciated on a straight line basis over the term of their useful lives. Local depreciation for FY2019 is budgeted at \$2.0 million, an increase of \$0.1 million from the prior year's budget. Local depreciation accounts for the expense associated with past and current year Capital Improvement plans of the Authority.



MULTI-YEAR BUDGET PROJECTION

Fiscal Years 2019-20 – 2021-22

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

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

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

The term "Available Unrestricted Net Assets" (AUNA) refers to Authority funds which are not restricted nor committed to specific purposes. These funds are available for future Authority needs as determined by the Board of Commissioners. The level of AUNA is a very important component of the Authority's overall financial health as these assets also represent a potential funding source for future needs. It is estimated that as of March 31, 2018, the Authority's AUNA will total approximately \$26.8 million.

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

The revenues supporting operations are essentially flat, increasing from \$91.6 million to \$93.4 million, or 1.96% over the projection period. Projected annual operating expenses increase from \$101.2 to \$113.4 million over the same period, representing an increase of \$12.2 million, or 12.1%. Each year of the projection shows a funding gap that grows from \$9.6 million to \$19.9 million with a cumulative total gap of \$44.0 million.

The Authority's current fiscal strength (represented by \$26.8 million of AUNA) could theoretically close these projected funding gaps through fiscal year 2020-21, and thereby enable the maintenance of service levels and current fare structures for customers – notwithstanding future actions that may be taken by management to reduce projected costs and increase revenues (other than customer fares) that are contained in the projection.

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

Key elements/assumptions driving this forecast are as follows:

REVENUES

Locally generated

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

Government Subsidies

- STOA allocation is assumed to grow 1.99% to \$41.2 million
- No increase in member county subsidies
- Approximately 40% of the federal Section 5307 formula aid as contained in the Multi-Year Transportation Authorization utilized for Operations

Mortgage Tax

- An estimated increase of 2.5% annually

EXPENSES

- Scope of transit services planned for fiscal year 2018-19 is maintained.

Personnel

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

Non-personnel

- Diesel fuel prices increase 15% annually

CONSOLIDATED MULTI-YEAR BUDGET PROJECTION 2019-20 – 2021-22* (\$ Millions)

	PROJECTED 2017-2018	BUDGET 2018-2019	PROJECTION 2019-2020	PROJECTION 2020-2021	PROJECTION 2021-2022
REVENUES					
LOCALLY GENERATED REVENUES					
Fares: Cash, passes, subsidy agreements	\$26.0	\$25.9	\$26.3	\$26.7	\$27.1
Other (Interest earnings, recoveries, reimbursements)	\$3.2	\$2.0	\$2.1	\$2.2	\$2.2
LOCALLY GENERATED REVENUES	\$29.3	\$28.0	\$28.4	\$28.9	\$29.3
GOVERNMENTAL SUBSIDIES					
Federal	\$10.1	\$11.2	\$6.2	\$6.4	\$6.6
State	\$41.5	\$42.4	\$41.8	\$41.8	\$41.8
County	\$3.9	\$3.9	\$3.9	\$3.9	\$3.9
GOVERNMENTAL SUBSIDIES	\$55.5	\$57.5	\$51.9	\$52.1	\$52.3
MORTGAGE RECORDING TAX	\$10.6	\$11.0	\$11.3	\$11.6	\$11.8
TOTAL REVENUE	\$95.3	\$96.5	\$91.6	\$92.5	\$93.4
EXPENSES					
PERSONNEL					
Employee Wages	\$47.5	\$48.5	\$50.0	\$51.5	\$53.0
Medical Insurance	\$11.0	\$11.1	\$12.4	\$14.4	\$16.8
Other Fringe Benefits	\$10.9	\$11.6	\$11.9	\$12.2	\$12.6
TOTAL PERSONNEL	\$69.4	\$71.2	\$74.2	\$78.1	\$82.4
NON-PERSONNEL					
Fuel & Lubricants	\$5.7	\$5.0	\$5.9	\$6.9	\$8.1
Other Non-Personnel	\$20.2	\$20.3	\$21.1	\$21.9	\$22.9
TOTAL NON-PERSONNEL	\$25.9	\$25.4	\$27.0	\$28.9	\$30.9
TOTAL EXPENSES	\$95.2	\$96.5	\$101.2	\$107.0	\$113.4
NET INCOME (DEFICIT) FROM OPERATIONS & SUBSIDIES	\$0.0	\$0.0	\$(9.6)	\$(14.5)	\$(19.9)
ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS BOY	\$26.8	\$26.8	\$26.8	\$17.2	\$2.7
ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS EOY	\$26.8	\$26.8	\$17.2	\$2.7	\$(17.2)

*Rounding may cause mathematical errors.

TEN YEAR CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) is the Authority's ten year (FY 2018/19-2027/28) 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 10 year period. Capital projects must have a life expectancy of at least one year and a minimum cost of \$5,000.

Utilizing the project descriptions, 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 ten year period. It contains 116 projects with estimated expenses of \$271.5 million. The first year of the plan including projects in progress is \$82.2 million.

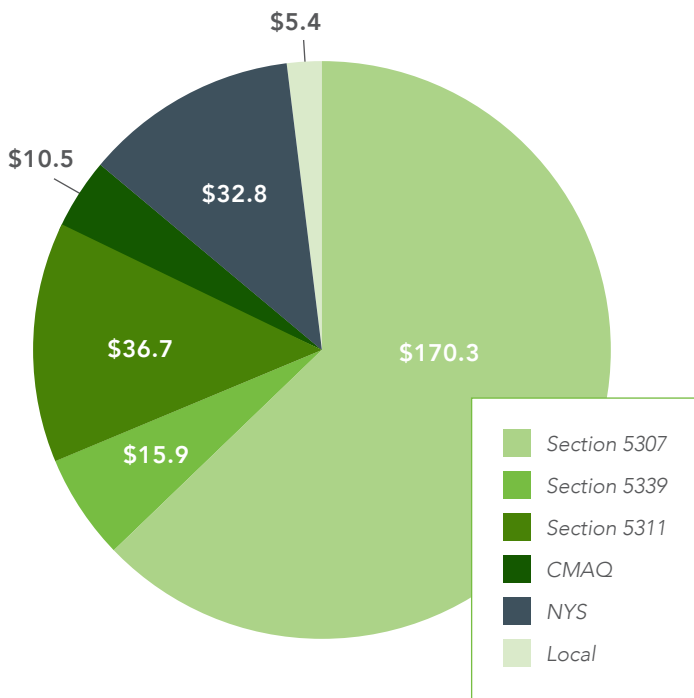
2018-19 Capital Expenses By Project Type

PROJECT TYPE	NUMBER OF PROJECTS	\$ (MILLIONS)
Preventive Maintenance	1	\$14.4
Rolling Stock	19	\$29.0
Facilities	10	\$23.4
Equipment	4	\$1.1
Transportation Technologies	13	\$13.9
Other	2	\$0.4
TOTAL	49	\$82.2

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 CIP are fully funded. The Authority will also complete the renovations of the RTS Operations building, additional Operations building renovations, construction of an Advanced Environmental Service building, and the construction of numerous Regional facilities during this CIP. Additionally, the Authority will introduce six electric buses with related infrastructure and mobile fare ticketing. Finally, the Authority's CIP includes the replacement of the voice and data systems in use by RTS and RTS Access, upgrades to the CAD/AVL system and continuation of the Enterprise Data Warehouse/ Business Intelligence Tool.

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

**Source of Funds
\$271.5 Million**



SOURCE OF FUNDS

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

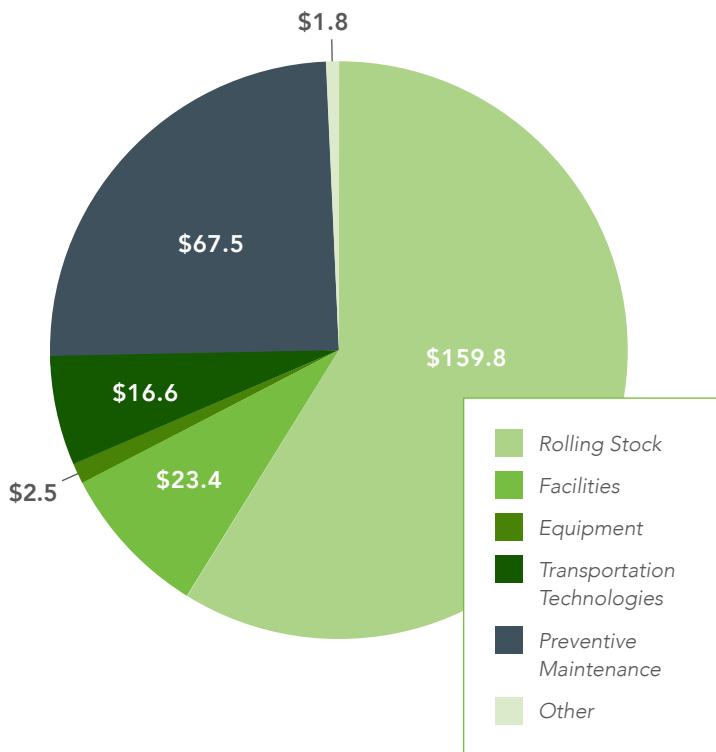
In December 2015 the FAST Act (Fixing America’s Surface Transportation Act) reauthorizing surface transportation programs through Federal Fiscal Year 2020 was signed into law. This law was the establishment of a long term funding bill providing stability and allowing for better planning. It should be noted that federal grants from the Section 5307/5339 formula grant program represent the primary revenue stream (providing over 68% of total funding) supporting the Authority’s Ten Year Capital Improvement Plan.

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

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

- The Authority’s federal Section 5307 and 5339 formula assistance is based on federal fiscal year 2017 values through federal fiscal year 2020, with a one-time 2% increase for the remainder of the plan.
- The FAST Act includes funding for the Bus and Bus Facilities Section 5339 federal discretionary program. The Authority will seek funding but no new awards are assumed in the CIP.
- Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds were allocated to the greater Rochester area for transportation improvement projects that will improve air quality standards. This Plan assumes no future allocations of CMAQ funds to the Authority as reflected in the Genesee Transportation Council’s regional Transportation Improvement Program (TIP).
- FHWA & STP/FLEX grants, which are federal highway funds flexed for mass transit use, have not been assumed.
- All rolling stock capital needs for the Authority’s rural subsidiaries are assumed to be fully funded by the federal Section 5311 non-urbanized area formula program.
- New York State dedicated capital funding is assumed based on the State Fiscal Year 2015/16-2019/20 Transportation Capital Program agreement executed by the Governor and Legislature and allocated using the same methodology as the Authority’s allocation for fiscal year 2017/18.
- Other CIP funds include distributions from the RGRTA capital reserve fund.

Use of Funds by Object of Expense
\$271.5 Million



USE OF FUNDS BY OBJECT OF EXPENSE

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

PREVENTIVE MAINTENANCE

The Authority allocates a portion of its annual Section 5307 formula grant for the Preventive Maintenance (PM) of capital assets. Technically a “capital” expense by federal regulations, PM essentially functions as a subsidy for operating expenses related to the support and preventive maintenance of federally acquired assets. The total PM allocation over the CIP is \$67.5 million.

ROLLING STOCK

The Authority recognizes that timely replacement of its revenue vehicles is an integral part of maintaining long-term financial stability and providing excellence in customer service. A total of \$159.8 million is planned for the upcoming ten-year period, inclusive of buses currently under order, for 491 vehicles to be replaced. To accommodate the uneven annual fleet replacement schedule, the Authority will, when necessary, carry forward significant grant allocations from year to year. Continual evaluation of the size and make-up of the

Authority’s fleet roster to identify the most efficient use of revenue vehicles to satisfy customer demand is essential.

FACILITIES

The Authority remains committed to improving the quality of transportation service in the community and the quality of the transportation experience for customers through the improvements to the RTS and RTS Access campuses and construction of the Regional facilities. The CIP contains \$23.4 million to be invested in facilities.

RTS Campus and Site Improvements

Significant facility investments continue at the Authority’s Main Campus at 1372 East Main Street. The original 16.5 acre campus and its facilities were constructed in 1974. Although the Authority has made significant investments in the Campus in the last several years, there are additional needed 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 additional elements of the project. The acquisition of adjacent properties, demolition, site clearing, and paving of a new parking lot was completed in fiscal year 2015-16. In conjunction with this work, the construction of an addition to the Operations building has been completed and renovations to the Operations building are underway. During fiscal year 2017-18, additional improvements were made to the Operations building. The Authority is in the process of procuring a new design builder to design and constructed additional improvements to the Operations building, underground utilities and a new Advanced Environmental Service building.

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. The Authority was awarded funding by the Genesee Transportation Council (GTC) to fund an RTS Access Ridership and Facility Evaluation Study. The Authority has hired an outside consultant to forecast paratransit ridership demands for RTS Access. The consultant will utilize these forecasts to determine infrastructure requirements and make recommendations specific to facilities; fleet size and composition; and staffing. This information will help guide the long-term capital planning for RTS Access. There were minor improvements programmed for fiscal year 2017-18 for the installation of cameras and access control and the replacement of the fire alarm. We anticipate the completion of this work in fiscal year 2018-19.

Regional Facilities

Over the past two fiscal years work has progressed on the facility investments in the regional operations. Currently, the Authority is progressing on projects at six of the seven regional operations. Construction is underway for a facility at RTS Orleans that will include administrative space, bus storage, and maintenance bays. Improvements to the existing bus storage facilities at RTS Livingston are also underway with completion expected by the spring of 2018. During fiscal year 2016-17, the Authority purchased a facility adjacent to the Wyoming County Highway Department that serves as the main campus for RTS Wyoming. During fiscal year 2017-18, we completed the design of a new facility to be constructed on the property, with construction anticipated to begin in fiscal year 2018-19. Design of facilities for RTS Genesee and RTS Seneca are expected to be completed during fiscal year 2018-19 in anticipation of beginning construction in fiscal year 2019-20. Finally, the Authority plans to evaluate potential sites and complete preliminary design for an RTS Wayne facility in fiscal year 2018-19 with final design and construction anticipated for future fiscal years.

TRANSPORTATION TECHNOLOGIES

On-Board Voice and Data Systems Replacement

The current voice and data systems in use for RTS rely on technology from the 1980s. The on-board radios are no longer in production and have surpassed the end of their service life. Used replacement models are difficult to locate. In addition, the reliance on the radio system for the transmitting of on-board data is greatly limited due to the coverage issues and bandwidth limitations of this technology. The voice and data systems will be replaced simultaneously and completed during fiscal year 2018-19.

Mobile Fare Ticketing

The Authority was awarded CMAQ grant funding to design and implement a mobile fare collection system for use in Monroe County. The project will improve the customer experience through increased flexibility in fare payments, improved boarding times, and will allow the Authority to gather more detailed ridership data to better structure service to meet the demands of customers. The project is anticipated to be completed in fiscal year 2019-20.

Total investment in transportation technologies over this CIP is \$16.6 million.

EQUIPMENT

This classification contains assets necessary to maintain or increase operational efficiencies, such as routine maintenance facility equipment. The Authority will fund \$2.5 million in equipment needs in this CIP.

OTHER

Capital projects in this section of the Plan are primarily focused on transit enhancements for the public. Such projects include the installation of bus shelters at RTS and for the regional companies, and bus stop signs. The key transit enhancement project in fiscal year 2018-19 is the completion of the installation of redesigned bus stop signs at RTS. The total investment in miscellaneous projects is \$1.8 million in this CIP.

2018/19 – 2027/28 CAPITAL IMPROVEMENT PLAN

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/17	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
Preventive Maintenance	RTS/Access	\$3,160,488	\$11,275,843	\$5,695,647	\$5,733,272	\$6,133,447	\$5,999,176	\$5,899,771	\$5,970,077	\$5,972,186	\$5,937,065	\$5,719,771	\$67,496,744
TOTAL PREVENTIVE MAINTENANCE		\$3,160,488	\$11,275,843	\$5,695,647	\$5,733,272	\$6,133,447	\$5,999,176	\$5,899,771	\$5,970,077	\$5,972,186	\$5,937,065	\$5,719,771	\$67,496,744
Replace 15 Transit Buses	RTS	\$7,180,942											\$7,180,942
Six Electric Buses and Charging Stations	RTS	\$7,499,504											\$7,499,504
Replace 17 Transit Buses	RTS		\$6,955,449										\$6,955,449
Replace 25 Transit Buses	RTS				\$13,474,387								\$13,474,387
Replace 25 Transit Buses	RTS						\$13,878,618						\$13,878,618
Replace 10 Transit Buses	RTS						\$10,111,795						\$10,111,795
Replace 14 Transit Buses	RTS							\$7,496,752					\$7,496,752
Replace 12 Transit Buses	RTS							\$7,690,610					\$7,690,610
Replace 17 Transit Buses	RTS								\$7,972,661				\$7,972,661
Replace 16 Transit Buses	RTS								\$16,682,546				\$16,682,546
Replace 20 Transit Buses	RTS									\$15,607,169			\$15,607,169
Replace 19 Transit Buses	RTS										\$12,239,809		\$12,239,809
Replace 10 Paratransit Buses	RTS Access	\$876,954											\$876,954
Replace 9 Paratransit Buses	RTS Access		\$759,126										\$759,126
Replace 22 Paratransit Buses	RTS Access					\$1,991,847							\$1,991,847
Replace 8 Paratransit Buses	RTS Access						\$737,749						\$737,749
Replace 10 Paratransit Buses	RTS Access							\$969,898					\$969,898
Replace 8 Paratransit Buses	RTS Access								\$780,973				\$780,973
Replace 22 Paratransit Buses	RTS Access											\$2,363,427	\$2,363,427
Replace 3 Wheelchair Accessible Vans	RTS Genesee		\$210,000										\$210,000
Replace 2 Regional Buses	RTS Genesee			\$200,000									\$200,000
Replace 2 Regional Buses	RTS Genesee				\$220,000								\$220,000
Replace 1 Wheelchair Accessible Van	RTS Genesee				\$75,000								\$75,000
Replace 2 Regional Buses	RTS Genesee						\$220,000						\$220,000
Replace 3 Wheelchair Accessible Vans	RTS Genesee						\$236,357						\$236,357
Replace 2 Regional Buses	RTS Genesee							\$231,855					\$231,855
Replace 1 Wheelchair Accessible Van	RTS Genesee							\$84,413					\$84,413
Replace 2 Regional Buses	RTS Genesee								\$255,040				\$255,040
Replace 3 Wheelchair Accessible Vans	RTS Genesee									\$266,022			\$266,022
Replace 2 Regional Buses	RTS Genesee										\$255,040		\$255,040

OPERATING BUDGET IMPACT

VEHICLE REPLACEMENTS

Regular and on time replacement of the buses helps to keep operating costs stable, and maintains the reliability and quality of customer service. New buses require fewer parts and burn fuel more efficiently than older buses. For example, new buses consume approximately 20% less fuel per mile than a bus at the end of its useful life of 12 years. Assuming that labor costs savings are equal to that of the parts savings, the continued modernization of the fleet results in savings of \$25,000 per bus in the first year of operation. Additionally, the incorporation of electric buses in the fleet is anticipated to result in additional fuel and maintenance cost savings.

FACILITY PROJECTS

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 renovations are anticipated to lower the operating expenses of the facility through the replacement of lighting and HVAC controls with solutions that are more efficient. The construction of the new Advanced Environmental Service Building is

anticipated to embrace new technologies to conserve water and reduce utility costs associated with cleaning the buses. Increased efficiency and effectiveness of the process is also anticipated to result in cost savings for the Authority. The work at RTS Access is anticipated to have a minimal increase in operating expenses to maintain the security system. Over the course of the coming fiscal year estimates will be made and refined for the Regional Facility projects.

ON-BOARD VOICE AND DATA SYSTEMS REPLACEMENT

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

MOBILE TICKETING

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

OVERALL FINANCIAL PLAN

Guided by our Strategic Plan and driven by a management approach focused on results, the Authority will continue to drive forward a financially sustainable future. The FY2019 Financial Plan provides the financial means to enable the Authority to achieve its annual operating goals and tactics as outlined in this Plan. It addresses the Authority's capital investment needs over the next 10 years in a fiscally prudent manner, and it identifies the future fiscal challenges for which solution alternatives must be developed and implemented.





OPERATING BUDGET



CONSOLIDATED COMPARISON 2018-19 OPERATING BUDGET (000's)

	2016-17 ACTUAL	2017-18 BUDGET	2017-18 PROJECTION*	2018-19 BUDGET	VARIANCE 2017-18 PROJECTION	VARIANCE 2017-18 BUDGET	% CHG BUDGET
REVENUES							
Customer Fares	\$10,915	\$10,631	\$10,566	\$10,334	\$(232)	\$(297)	(2.8%)
Special Transit Fares	\$15,983	\$15,859	\$15,483	\$15,604	\$121	\$(255)	(1.6%)
Other Revenues	\$2,108	\$3,298	\$3,226	\$2,047	\$(1,179)	\$(1,251)	(37.9%)
TOTAL LOCALLY GENERATED REVENUES	\$29,006	\$29,788	\$29,276	\$27,985	\$(1,291)	\$(1,803)	(6.1%)
Federal Aid	\$7,244	\$10,738	\$10,060	\$11,215	\$1,155	\$476	4.4%
State Aid	\$40,389	\$40,782	\$41,482	\$42,418	\$936	\$1,637	4.0%
County Aid	\$3,910	\$3,910	\$3,910	\$3,910	\$ -	\$ -	0.0%
TOTAL GOVERNMENTAL SUBSIDIES	\$51,542	\$55,430	\$55,452	\$57,542	\$2,091	\$2,113	3.8%
MORTGAGE RECORDING TAX	\$9,758	\$10,550	\$10,550	\$11,001	\$451	\$451	4.3%
TOTAL REVENUES	\$90,306	\$95,767	\$95,277	\$96,528	\$1,251	\$760	0.8%
EXPENSES							
Wages	\$47,017	\$47,671	\$47,520	\$48,515	\$996	\$844	1.8%
Employee Benefits	\$21,360	\$22,085	\$21,852	\$22,656	\$804	\$571	2.6%
TOTAL PERSONNEL EXPENSES	\$68,377	\$69,756	\$69,371	\$71,171	\$1,800	\$1,415	2.0%
Contracted Services	\$6,238	\$7,883	\$7,818	\$7,663	\$(155)	\$(220)	(2.8%)
Fuel and Lubricants	\$3,967	\$5,705	\$5,669	\$5,035	\$(634)	\$(670)	(11.7%)
Parts and Repairs	\$4,622	\$4,100	\$4,076	\$4,332	\$256	\$232	5.7%
Other Materials and Supplies	\$1,308	\$1,310	\$1,310	\$1,359	\$49	\$49	3.7%
Utilities	\$878	\$1,017	\$1,017	\$1,042	\$25	\$25	2.5%
Casualty & Liability	\$679	\$1,947	\$1,937	\$1,956	\$18	\$8	0.4%
Taxes	\$48	\$30	\$30	\$30	\$ -	\$ -	0.0%
Miscellaneous Expenses	\$1,465	\$1,776	\$1,776	\$1,612	\$(164)	\$(164)	(9.2%)
Lease and Rentals	\$241	\$365	\$362	\$356	\$(7)	\$(9)	(2.5%)
Depreciation (Local)	\$1,787	\$1,878	\$1,878	\$1,972	\$94	\$94	5.0%
TOTAL NON-PERSONNEL EXPENSES	\$21,232	\$26,012	\$25,874	\$25,357	\$(518)	\$(655)	(2.5%)
TOTAL EXPENSES	\$89,609	\$95,767	\$95,246	\$96,528	\$1,282	\$760	0.8%
NET INCOME (DEFICIT) BEFORE APPROPRIATION	\$697	\$ -	\$31	\$ -	\$(31)	\$ -	
WORKING CAPITAL APPROPRIATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

*As of November 30, 2017

2018-2019 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ACTUAL THRU 12/31/17	2017-18 PROJECTION	2018-19 BUDGET	BUDGET CHANGE	% CHANGE
Adult Cash	40101-0110	\$ 4,990,054	\$ 5,030,530	\$ 3,618,711	\$ 5,034,630	\$ 4,813,667	\$ (216,863)	-4.3%
Unlimited Pass 1 Day	40101-0120	\$ 923,940	\$ 914,500	\$ 594,966	\$ 849,500	\$ 775,000	\$ (139,500)	-15.3%
Unlimited Pass 5 Day	40101-0121	\$ 275,618	\$ 230,000	\$ 165,354	\$ 230,000	\$ 255,800	\$ 25,800	11.2%
Unlimited Pass 31 Day Adult	40101-0122	\$ 3,345,310	\$ 3,253,500	\$ 2,552,536	\$ 3,253,500	\$ 3,260,250	\$ 6,750	0.2%
Freedom Pass 1 Ride	40101-0130	\$ 180,158	\$ 141,100	\$ 154,541	\$ 141,100	\$ 181,000	\$ 39,900	28.3%
Freedom Pass 2 Ride	40101-0131	\$ 52,414	\$ 50,100	\$ 52,080	\$ 50,100	\$ 66,500	\$ 16,400	32.7%
Freedom Pass 2 Plus 2	40101-0132	\$ 88,108	\$ 95,500	\$ 63,800	\$ 75,500	\$ 81,500	\$ (14,000)	-14.7%
Stored Value Pass	40101-0150	\$ 224,010	\$ 218,000	\$ 174,817	\$ 218,000	\$ 220,000	\$ 2,000	0.9%
LiftLine Pass \$12.00	40101-0160	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ -	-
LiftLine Pass \$18.00	40101-0161	\$ 43,632	\$ 42,000	\$ 52,290	\$ 50,000	\$ 50,000	\$ 8,000	19.0%
LiftLine Pass \$20.00	40101-0162	\$ 213,020	\$ 209,000	\$ 205,704	\$ 217,000	\$ 217,000	\$ 8,000	3.8%
Adult Refunds	40101-0170	\$ (582)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Adult Commuter Tickets	40101-0180	\$ 191,750	\$ 192,060	\$ 122,534	\$ 179,560	\$ 163,650	\$ (28,410)	-14.8%
State WTW Pass	40101-0199	\$ 148,332	\$ 19,800	\$ 1,680	\$ 19,800	\$ 12,000	\$ (7,800)	-39.4%
Senior Cash	40102-0113	\$ 144,841	\$ 145,308	\$ 116,751	\$ 145,308	\$ 148,480	\$ 3,172	2.2%
Child Cash	40102-0115	\$ 34,182	\$ 33,442	\$ 19,612	\$ 33,442	\$ 27,088	\$ (6,354)	-19.0%
Disabled Cash	40102-0116	\$ 16,427	\$ 15,922	\$ 9,868	\$ 15,922	\$ 13,772	\$ (2,150)	-13.5%
Unlimited Pass 1 Day Sr/Dbp	40102-0123	\$ 8,735	\$ 7,000	\$ 8,046	\$ 17,000	\$ 10,000	\$ 3,000	42.9%
Unlimited Pass 5 Day Sr/Dbp	40102-0124	\$ 4,039	\$ 3,000	\$ 2,492	\$ 3,000	\$ 3,500	\$ 500	16.7%
Unlimited Pass 31 Day Senior	40102-0125	\$ 30,800	\$ 30,000	\$ 27,076	\$ 33,000	\$ 35,000	\$ 5,000	16.7%
Total Customer Fares		\$ 10,914,835	\$ 10,630,762	\$ 7,942,857	\$ 10,566,362	\$ 10,334,207	\$ (296,555)	-2.8%
STF-Colleges & Schools RIT	40203-0220	\$ 477,290	\$ 460,000	\$ 254,746	\$ 322,000	\$ 272,000	\$ (188,000)	-40.9%
STF-Colleges & Schools	40203-0221	\$ 106,993	\$ 90,652	\$ 189,177	\$ 290,946	\$ 273,184	\$ 182,532	201.4%
STF-Charter Smartcards	40203-0225	\$ 24,407	\$ 16,000	\$ 27,329	\$ 16,000	\$ 27,000	\$ 11,000	68.8%
STF-Corporate	40203-0240	\$ 46,530	\$ 42,010	\$ 43,799	\$ 57,010	\$ 63,268	\$ 21,258	50.6%
STF-Health Care	40203-0260	\$ 70,977	\$ 78,978	\$ 66,607	\$ 87,978	\$ 90,853	\$ 11,875	15.0%
STF-Seasonal	40203-0270	\$ 6,600	\$ -	\$ -	\$ -	\$ -	\$ -	-
STF-General Regional	40203-0280	\$ 3,228,835	\$ 3,107,685	\$ 2,482,987	\$ 3,270,885	\$ 3,206,927	\$ 99,242	3.2%
STF-RCSO	40203-0290	\$ 12,021,605	\$ 12,063,858	\$ 8,156,194	\$ 11,438,564	\$ 11,670,832	\$ (393,026)	-3.3%
Total Special Transit Fares		\$ 15,983,237	\$ 15,859,183	\$ 11,220,839	\$ 15,483,383	\$ 15,604,064	\$ (255,119)	-1.6%
Other-Advertising Revenue	40603-0400	\$ 564,464	\$ 561,000	\$ 296,250	\$ 489,000	\$ 561,000	\$ -	0.0%
Total Advertising		\$ 564,464	\$ 561,000	\$ 296,250	\$ 489,000	\$ 561,000	\$ -	0.0%
Oth Rev-Int Earnings Wrkg Capi	40704-0410	\$ 9,093	\$ 9,092	\$ 9,367	\$ 9,092	\$ 92,859	\$ 83,767	921.3%
Oth Rev-Int Earnings Capital R	40704-0420	\$ 876	\$ -	\$ 780	\$ -	\$ 7,425	\$ 7,425	-
Oth Rev-Int Earnings Self Insu	40704-0421	\$ 713	\$ 571	\$ 502	\$ 571	\$ 4,732	\$ 4,161	728.7%
Oth Rev-Int Earnings OPEB	40704-0422	\$ 2,669	\$ 3,881	\$ 1,723	\$ 3,881	\$ 16,275	\$ 12,394	319.4%
Oth Rev-Int Earnings Para Tran	40704-0423	\$ 561	\$ 457	\$ 391	\$ 457	\$ 3,709	\$ 3,252	711.6%
Unrealized Gains (Loss) In Mkt	40704-0430	\$ (526,467)	\$ -	\$ (161,456)	\$ -	\$ -	\$ -	-
Oth Rev-Sp Portfolio Int Work	40704-0441	\$ 304,030	\$ 261,942	\$ 138,332	\$ 261,942	\$ 180,266	\$ (81,676)	-31.2%
Oth Rev-Sp Portfolio IntSelf I	40704-0442	\$ 76,162	\$ 63,730	\$ 37,447	\$ 63,730	\$ 50,517	\$ (13,213)	-20.7%

2018-2019 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ACTUAL THRU 12/31/17	2017-18 PROJECTION	2018-19 BUDGET	BUDGET CHANGE	% CHANGE
Oth Rev-Sp Portfolio Int OPEB	40704-0443	\$ 186,785	\$ 156,298	\$ 91,839	\$ 156,298	\$ 123,891	\$ (32,407)	-20.7%
Oth Rev-Sp Portfolio Int Para	40704-0444	\$ 64,568	\$ 54,029	\$ 31,747	\$ 54,029	\$ 42,826	\$ (11,203)	-20.7%
Total Investment Income, Net		\$ 118,992	\$ 550,000	\$ 150,672	\$ 550,000	\$ 522,500	\$ (27,500)	-5.0%
Recov Rev-Insurance Rev Veh	40797-0481	\$ 102,250	\$ 35,000	\$ 15,726	\$ 35,000	\$ 35,000	\$ -	0.0%
Recov Rev-Workers Comp	40797-0483	\$ 362,235	\$ 270,000	\$ 254,248	\$ 270,000	\$ 270,000	\$ -	0.0%
Recov Rev-Other	40797-0484	\$ 68,127	\$ 37,000	\$ 52,211	\$ 37,000	\$ 60,000	\$ 23,000	62.2%
Reimb Rev-Other	40797-0490	\$ 18,617	\$ -	\$ -	\$ -	\$ -	\$ -	-
Reimb Rev-Discounts	40797-0491	\$ 14,777	\$ 9,000	\$ 6,205	\$ 9,000	\$ 7,000	\$ (2,000)	-22.2%
Reimb Rev-Employee Related	40797-0492	\$ 5,630	\$ 5,000	\$ 3,315	\$ 5,000	\$ 5,000	\$ -	0.0%
Reimb Rev-Unleaded Fuel	40797-0493	\$ 300,986	\$ 433,728	\$ 224,483	\$ 433,728	\$ 329,372	\$ (104,356)	-24.1%
Reimb Rev-Medical Ins Retiree	40797-0494	\$ 9,463	\$ 14,000	\$ 7,074	\$ 14,000	\$ 15,000	\$ 1,000	7.1%
Reimb Rev-Pension Fund	40797-0495	\$ 26,049	\$ 24,675	\$ 8	\$ 24,675	\$ 24,675	\$ -	0.0%
Reimb Rev-Vending Machine	40797-0496	\$ 2,150	\$ -	\$ 57	\$ -	\$ -	\$ -	-
Reimb Rev-Warranty	40797-0497	\$ 18,274	\$ 17,120	\$ 22,084	\$ 17,120	\$ 38,000	\$ 20,880	122.0%
Reimb Rev-Pension Fund Actuary	40797-0498	\$ 19,369	\$ -	\$ -	\$ -	\$ -	\$ -	-
Reimb Rev-HRA Income	40797-0499	\$ 2,611	\$ -	\$ 2,318	\$ -	\$ -	\$ -	-
Total Reimbursement and Recovery		\$ 950,537	\$ 845,523	\$ 587,729	\$ 845,523	\$ 784,047	\$ (61,476)	-7.3%
Other Rev-Golden Fox	40703-0465	\$ 4,932	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Rev-General	40799-0470	\$ 62,210	\$ 454,500	\$ 67,351	\$ 454,500	\$ 188,000	\$ (266,500)	-58.6%
Interco Reimb-Salary & Fringe	44002-0810	\$ 23,822	\$ 24,307	\$ 18,406	\$ 24,307	\$ 25,860	\$ 1,553	6.4%
Total Other/Intercompany		\$ 90,965	\$ 478,807	\$ 85,757	\$ 478,807	\$ 213,860	\$ (264,947)	-55.3%
Oth Rev-Gain Fixed Price Swap	40707-0000	\$ 1,349	\$ 862,489	\$ 190,439	\$ 862,489	\$ -	\$ (862,489)	-100.0%
Loss From Fixed Price Swap	50997-0000	\$ (207,586)	\$ -	\$ (8,659)	\$ -	\$ (34,830)	\$ (34,830)	-
Total Realized Gain on Fuel Swap		\$ (206,237)	\$ 862,489	\$ 181,779	\$ 862,489	\$ (34,830)	\$ (897,319)	-104.0%
Oth Rev-Gain On Sale	40706-0000	\$ 62,920	\$ -	\$ 24,158	\$ -	\$ -	\$ -	-
Total Gain (Loss) on Disposal		\$ 62,920	\$ -	\$ 24,158	\$ -	\$ -	\$ -	-
Total Other		\$ 1,581,641	\$ 3,297,819	\$ 1,326,345	\$ 3,225,819	\$ 2,046,577	\$ (1,251,242)	-37.9%
Total Locally Generated		\$ 28,479,713	\$ 29,787,764	\$ 20,490,042	\$ 29,275,564	\$ 27,984,848	\$ (1,802,916)	-6.1%
Federal Project Rev-UPWP	41304-0510	\$ 155,205	\$ 95,000	\$ 135,762	\$ 95,000	\$ 113,000	\$ 18,000	18.9%
Federal Oth Rev-JARC	41399-0520	\$ 30,447	\$ 51,000	\$ 61,897	\$ 73,000	\$ 60,000	\$ 9,000	17.6%
Federal Oth Rev-Sec. 5311	41399-0530	\$ 1,017,500	\$ 1,098,500	\$ 823,875	\$ 1,098,500	\$ 1,188,500	\$ 90,000	8.2%
Federal Oth Rev-Prev Maintenan	41399-0540	\$ 5,866,759	\$ 9,265,996	\$ 6,423,831	\$ 8,565,107	\$ 9,621,262	\$ 355,266	3.8%
Federal Oth Rev-Grant Chrgback	41399-0550	\$ 159,244	\$ 216,000	\$ 95,737	\$ 216,000	\$ 216,000	\$ -	0.0%
Federal Oth Rev-New Freedoms	41399-0560	\$ 14,361	\$ 12,000	\$ 8,773	\$ 12,000	\$ 16,000	\$ 4,000	33.3%
Total Federal		\$ 7,243,516	\$ 10,738,496	\$ 7,549,874	\$ 10,059,607	\$ 11,214,762	\$ 476,266	4.4%

2018-2019 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ACTUAL THRU 12/31/17	2017-18 PROJECTION	2018-19 BUDGET	BUDGET CHANGE	% CHANGE
State Operating Revenue	41101-0610	\$ 39,596,300	\$ 39,596,300	\$ 30,288,600	\$ 40,384,800	\$ 41,188,458	\$ 1,592,158	4.0%
State Operating Prev Maint	41101-0620	\$ 733,348	\$ 1,158,249	\$ 802,978	\$ 1,070,638	\$ 1,202,658	\$ 44,409	3.8%
State Other Rev-WTW Non Pass	41101-0640	\$ 11,403	\$ -	\$ -	\$ -	\$ -	\$ -	-
State Oth Rev-Grant Chargeback	41101-0660	\$ 48,230	\$ 27,000	\$ 11,967	\$ 27,000	\$ 27,000	\$ -	0.0%
Total State		\$ 40,389,281	\$ 40,781,549	\$ 31,103,545	\$ 41,482,438	\$ 42,418,116	\$ 1,636,567	4.0%
Local Oper Rev-18B Match	40901-0700	\$ 3,909,500	\$ 3,909,500	\$ 2,932,125	\$ 3,909,500	\$ 3,909,500	\$ -	0.0%
Total County		\$ 3,909,500	\$ 3,909,500	\$ 2,932,125	\$ 3,909,500	\$ 3,909,500	\$ -	0.0%
Total Government Subsidies		\$ 51,542,297	\$ 55,429,545	\$ 41,585,545	\$ 55,451,545	\$ 57,542,378	\$ 2,112,833	3.8%
Mtge Tax Rev-Genesee County	40899-0910	\$ 351,799	\$ 401,496	\$ 303,202	\$ 401,496	\$ 418,643	\$ 17,147	4.3%
Mtge Tax Rev-Livingston County	40899-0911	\$ 485,577	\$ 541,152	\$ 344,577	\$ 541,152	\$ 564,263	\$ 23,111	4.3%
Mtge Tax Rev-Monroe County	40899-0912	\$ 6,465,000	\$ 7,006,778	\$ 4,985,696	\$ 7,006,778	\$ 7,306,020	\$ 299,242	4.3%
Mtge Tax Rev-Ontario County	40899-0913	\$ 1,274,246	\$ 1,394,990	\$ 975,057	\$ 1,394,990	\$ 1,454,567	\$ 59,577	4.3%
Mtge Tax Rev-Orleans County	40899-0914	\$ 179,411	\$ 153,559	\$ 128,452	\$ 153,559	\$ 160,117	\$ 6,558	4.3%
Mtge Tax Rev-Seneca County	40899-0915	\$ 229,763	\$ 234,413	\$ 165,264	\$ 234,413	\$ 244,424	\$ 10,011	4.3%
Mtge Tax Rev-Wayne County	40899-0916	\$ 602,512	\$ 637,597	\$ 495,905	\$ 637,597	\$ 664,827	\$ 27,230	4.3%
Mtge Tax Rev-Wyoming County	40899-0917	\$ 169,550	\$ 180,015	\$ 123,828	\$ 180,015	\$ 187,703	\$ 7,688	4.3%
Total Mortgage Recording Tax		\$ 9,757,856	\$ 10,550,000	\$ 7,521,982	\$ 10,550,000	\$ 11,000,564	\$ 450,564	4.3%
Total Revenue		\$ 89,779,866	\$ 95,767,309	\$ 69,597,569	\$ 95,277,109	\$ 96,527,790	\$ 760,481	0.8%
Wage Operator FT-Regular	50101-0100	\$ 16,326,624	\$ 17,361,474	\$ 12,353,458	\$ 17,136,474	\$ 17,296,048	\$ (65,426)	-0.4%
Wage Operator FT-OT	50101-0110	\$ 2,273,948	\$ 2,240,375	\$ 1,403,788	\$ 2,399,375	\$ 1,888,273	\$ (352,102)	-15.7%
Wage Operator FT-Guarantee	50101-0120	\$ 701,903	\$ 666,880	\$ 581,177	\$ 666,880	\$ 780,236	\$ 113,356	17.0%
Wage Operator FT-Spread	50101-0130	\$ 778,184	\$ 871,759	\$ 573,500	\$ 871,759	\$ 812,494	\$ (59,265)	-6.8%
Wage Operator FT-Retro	50101-0170	\$ 156,400	\$ -	\$ (107,080)	\$ (108,670)	\$ -	\$ -	-
Wages Operator FT-Other	50101-0180	\$ 176,144	\$ 171,510	\$ 99,643	\$ 171,510	\$ 193,386	\$ 21,876	12.8%
Wages Operator PT-Regular	50104-0100	\$ 2,406,891	\$ 2,543,064	\$ 2,093,089	\$ 2,543,064	\$ 2,956,217	\$ 413,153	16.2%
Wages Operator PT-OT	50104-0110	\$ 123,207	\$ 99,500	\$ 139,144	\$ 99,500	\$ 123,300	\$ 23,800	23.9%
Wages Operator PT-Guarantee	50104-0110	\$ 53	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Operator PT-Spread	50104-0130	\$ 9	\$ -	\$ 19	\$ -	\$ -	\$ -	-
Wage Operator PT-Retro	50104-0170	\$ 4,343	\$ -	\$ 15,354	\$ 14,572	\$ -	\$ -	-
Wage Operator Trainee-Regular	50106-0100	\$ 309,289	\$ 176,000	\$ 118,372	\$ 176,000	\$ 212,800	\$ 36,800	20.9%
Wage Operator Trainee-OT	50106-0110	\$ 225	\$ -	\$ 45	\$ -	\$ -	\$ -	-
Total Operator Wages		\$ 23,257,220	\$ 24,130,562	\$ 17,270,508	\$ 23,970,464	\$ 24,262,754	\$ 132,192	0.5%
Wage Parts Purchasing-Regular	50107-0100	\$ 76,560	\$ 77,941	\$ 56,774	\$ 77,941	\$ 79,334	\$ 1,393	1.8%
Wage Parts Purchasing-OT	50107-0110	\$ 2,668	\$ 3,200	\$ 3,325	\$ 3,200	\$ 3,269	\$ 69	2.2%
Wage Parts Purchasing-Retro	50107-0170	\$ -	\$ -	\$ 1,511	\$ 1,511	\$ -	\$ -	-
Wage Mech Farebox-Regular	50108-0100	\$ 324,285	\$ 324,564	\$ 245,094	\$ 324,564	\$ 337,468	\$ 12,904	4.0%
Wage Mech Farebox-OT	50108-0110	\$ 23,618	\$ 38,433	\$ 8,323	\$ 38,433	\$ 29,687	\$ (8,746)	-22.8%

2018-2019 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ACTUAL THRU 12/31/17	2017-18 PROJECTION	2018-19 BUDGET	BUDGET CHANGE	% CHANGE
Wage Mech Farebox-Retro	50108-0170	\$ 421	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Mech Svc Bldg-Regular	50110-0100	\$ 954,619	\$ 1,033,785	\$ 741,994	\$ 1,033,785	\$ 1,014,032	\$ (19,753)	-1.9%
Wage Mech Svc Bldg-OT	50110-0110	\$ 100,426	\$ 58,788	\$ 54,800	\$ 58,788	\$ 60,503	\$ 1,715	2.9%
Wage Mech Svc Bldg-Retro	50110-0170	\$ 2,190	\$ -	\$ 1,503	\$ 1,503	\$ -	\$ -	-
Wage Mech Garage-Regular	50112-0100	\$ 2,113,761	\$ 2,315,833	\$ 1,556,410	\$ 2,315,833	\$ 2,394,351	\$ 78,518	3.4%
Wage Mech Garage-OT	50112-0110	\$ 468,913	\$ 476,732	\$ 299,468	\$ 476,732	\$ 478,499	\$ 1,767	0.4%
Wage Mech Garage-Retro	50112-0170	\$ 6,941	\$ -	\$ 5,941	\$ 5,743	\$ -	\$ -	-
Wage Mech B&G-Regular	50114-0100	\$ 232,030	\$ 261,180	\$ 215,831	\$ 261,180	\$ 338,681	\$ 77,501	29.7%
Wage Mech B&G-OT	50114-0110	\$ 122,857	\$ 48,782	\$ 35,908	\$ 48,782	\$ 40,769	\$ (8,013)	-16.4%
Wage Mech B&G-Retro	50114-0170	\$ 402	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Non-Mech B&G-Regular	50116-0100	\$ 576,310	\$ 610,839	\$ 453,821	\$ 610,839	\$ 630,845	\$ 20,006	3.3%
Wage Non-Mech B&G-OT	50116-0110	\$ 153,239	\$ 53,043	\$ 95,408	\$ 53,043	\$ 63,079	\$ 10,036	18.9%
Wage Non-Mech B&G-Retro	50116-0170	\$ 739	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Mech Overhaul-Regular	50118-0100	\$ 666,802	\$ 708,581	\$ 541,599	\$ 708,581	\$ 768,807	\$ 60,226	8.5%
Wage Mech Overhaul-OT	50118-0110	\$ 199,522	\$ 55,626	\$ 38,691	\$ 55,626	\$ 76,625	\$ 20,999	37.8%
Wage Mech Overhaul-Retro	50118-0170	\$ 789	\$ -	\$ -	\$ -	\$ -	\$ -	-
Wage Mech Bodyshop-Regular	50120-0100	\$ 507,295	\$ 511,434	\$ 289,131	\$ 511,434	\$ 524,986	\$ 13,552	2.6%
Wage Mech Bodyshop-OT	50120-0110	\$ 32,895	\$ 40,835	\$ 26,059	\$ 40,835	\$ 42,056	\$ 1,221	3.0%
Wage Mech Bodyshop-Retro	50120-0170	\$ 607	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Mechanic Wages		\$ 6,567,891	\$ 6,619,596	\$ 4,671,592	\$ 6,628,353	\$ 6,882,991	\$ 263,395	4.0%
Oth Sal & Wage-Regular	50102-0100	\$ 7,648,731	\$ 8,202,418	\$ 5,867,829	\$ 8,202,418	\$ 8,259,693	\$ 57,275	0.7%
Oth Sal & Wage-OT	50102-0110	\$ 115,874	\$ 156,372	\$ 108,719	\$ 156,372	\$ 168,186	\$ 11,814	7.6%
Oth Sal & Wage-Car Allowance	50102-0160	\$ 26,200	\$ 26,200	\$ 19,650	\$ 26,200	\$ 26,200	\$ -	0.0%
Oth Sal & Wage-Retro	50102-0170	\$ 3,103	\$ -	\$ 23,078	\$ -	\$ -	\$ -	-
Staff Performance Incentive	50102-0190	\$ 431,972	\$ 200,000	\$ 28,032	\$ 200,000	\$ 200,000	\$ -	0.0%
Other Wage-Vacancy Factor	50102-0195	\$ -	\$ (510,000)	\$ -	\$ (510,000)	\$ (500,000)	\$ 10,000	-2.0%
Wage Radio Cntrl & Disp-Regula	50121-0100	\$ 963,190	\$ 931,864	\$ 653,041	\$ 931,864	\$ 922,152	\$ (9,712)	-1.0%
Wage Radio Cntrl & Disp-OT	50121-0110	\$ 123,678	\$ 140,705	\$ 122,589	\$ 140,705	\$ 163,067	\$ 22,362	15.9%
Wage Radio Cntrl & Disp-Retro	50121-0170	\$ -	\$ -	\$ 5,908	\$ -	\$ -	\$ -	-
Wage Garage Supvr-Regular	50122-0100	\$ 735,211	\$ 700,520	\$ 527,751	\$ 700,520	\$ 719,014	\$ 18,494	2.6%
Wage Garage Supvr-OT	50122-0110	\$ 83,504	\$ 77,337	\$ 44,605	\$ 77,337	\$ 77,175	\$ (162)	-0.2%
Wage Road Supvr-Regular	50123-0100	\$ 1,164,126	\$ 1,111,908	\$ 829,021	\$ 1,111,908	\$ 1,304,246	\$ 192,338	17.3%
Wage Road Supvr-OT	50123-0110	\$ 101,195	\$ 108,917	\$ 82,785	\$ 108,917	\$ 115,305	\$ 6,388	5.9%
Other Wage ATU-Regular	50124-0100	\$ 80,981	\$ 79,115	\$ 61,734	\$ 79,115	\$ 82,071	\$ 2,956	3.7%
Other Wage ATU-OT	50124-0110	\$ 4,138	\$ 10,520	\$ 3,145	\$ 10,520	\$ 10,998	\$ 478	4.5%
Other Wage ATU-Retro	50124-0170	\$ 92	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Other Wages		\$ 11,481,995	\$ 11,235,876	\$ 8,377,887	\$ 11,235,876	\$ 11,548,107	\$ 312,231	2.8%
Fringe Benefit-Sick Pay	50209-0000	\$ 904,348	\$ 937,677	\$ 667,264	\$ 937,677	\$ 912,494	\$ (25,183)	-2.7%
Fringe Benefit-Holiday Pay	50210-0000	\$ 1,197,807	\$ 1,331,832	\$ 1,021,505	\$ 1,331,832	\$ 1,308,005	\$ (23,827)	-1.8%
Vacation Pay	50211-0230	\$ 2,122,146	\$ 2,154,903	\$ 1,732,468	\$ 2,154,903	\$ 2,208,355	\$ 53,452	2.5%
PTO-Paid Time Off	50211-0240	\$ 1,426,574	\$ 1,180,962	\$ 1,027,045	\$ 1,180,962	\$ 1,321,742	\$ 140,780	11.9%
Fringe Benefit-Oth Pd Absence	50212-0000	\$ 58,527	\$ 79,565	\$ 39,189	\$ 79,565	\$ 70,953	\$ (8,612)	-10.8%
Total Wage Fringe		\$ 5,709,401	\$ 5,684,939	\$ 4,487,471	\$ 5,684,939	\$ 5,821,549	\$ 136,610	2.4%

2018-2019 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ACTUAL THRU 12/31/17	2017-18 PROJECTION	2018-19 BUDGET	BUDGET CHANGE	% CHANGE
Total Wages		\$ 47,016,507	\$ 47,670,973	\$ 34,807,459	\$ 47,519,632	\$ 48,515,401	\$ 844,428	1.8%
FICA	50201-0300	\$ 3,535,301	\$ 3,651,426	\$ 2,605,086	\$ 3,637,656	\$ 3,711,428	\$ 60,002	1.6%
Pension Cont-Non Union	50202-0305	\$ 1,175,386	\$ 1,279,050	\$ 368,119	\$ 1,342,153	\$ 1,445,300	\$ 166,250	13.0%
Pension Cont-Union	50202-0306	\$ 580,221	\$ 1,152,753	\$ 508,582	\$ 916,650	\$ 796,679	\$ (356,074)	-30.9%
Employer Match Teamsters 457	50202-0307	\$ 304	\$ -	\$ 120	\$ -	\$ -	\$ -	-
Executive 457 Deferral	50202-0308	\$ 33,500	\$ 37,500	\$ 33,500	\$ 37,500	\$ 37,500	\$ -	0.0%
Health Care-Active	50203-0310	\$ 7,675,377	\$ 8,045,324	\$ 5,044,366	\$ 7,999,094	\$ 7,975,017	\$ (70,307)	-0.9%
Health Care-Retiree	50203-0315	\$ 2,608,099	\$ 2,982,975	\$ 2,157,317	\$ 2,982,975	\$ 3,127,256	\$ 144,281	4.8%
Vision Care-Active	50203-0320	\$ 36,075	\$ 37,580	\$ 27,036	\$ 37,580	\$ 37,714	\$ 134	0.4%
Vision Care-Retiree	50203-0325	\$ 11,144	\$ 11,450	\$ 8,717	\$ 11,450	\$ 12,010	\$ 560	4.9%
HRA-Health Reimb Acct	50203-0330	\$ 656,347	\$ 833,948	\$ 529,662	\$ 833,948	\$ 757,941	\$ (76,007)	-9.1%
Dental Plan-Active	50204-0340	\$ 400,027	\$ 434,833	\$ 267,221	\$ 434,833	\$ 410,090	\$ (24,743)	-5.7%
Dental Plan-Retiree	50204-0345	\$ 88,220	\$ 87,460	\$ 66,247	\$ 87,460	\$ 101,000	\$ 13,540	15.5%
Group Life Pension Ins Group	50205-0350	\$ 31,535	\$ 27,888	\$ 24,441	\$ 27,888	\$ 32,900	\$ 5,012	18.0%
Group Life Insurance	50205-0355	\$ 113,226	\$ 114,213	\$ 78,822	\$ 114,213	\$ 112,565	\$ (1,648)	-1.4%
Short Term Dbl Ins Plan	50206-0360	\$ 195,047	\$ 221,000	\$ 112,477	\$ 221,000	\$ 215,000	\$ (6,000)	-2.7%
State Unemployment Insurance	50207-0000	\$ 80,203	\$ 169,600	\$ 47,984	\$ 169,600	\$ 158,000	\$ (11,600)	-6.8%
Workers Compensation	50208-0370	\$ 2,080,012	\$ 288,958	\$ 232,710	\$ 288,958	\$ 395,400	\$ 106,442	36.8%
Workers Comp-Medical	50208-0380	\$ 412,992	\$ 404,600	\$ 425,794	\$ 404,600	\$ 636,104	\$ 231,504	57.2%
Workers Comp-Indemnity	50208-0385	\$ 1,250,670	\$ 1,894,251	\$ 1,313,606	\$ 1,894,251	\$ 1,919,500	\$ 25,249	1.3%
Fringe Benefit-Uniform & Tool	50213-0000	\$ -	\$ -	\$ 173	\$ -	\$ -	\$ -	-
Uniform Allowance	50213-0395	\$ 321,028	\$ 329,500	\$ 209,813	\$ 329,500	\$ 689,900	\$ 360,400	109.4%
Tool Allowance	50213-0396	\$ 41,594	\$ 46,000	\$ 36,934	\$ 46,000	\$ 49,604	\$ 3,604	7.8%
Smart Phone Reimbursement	50213-0397	\$ 33,800	\$ 34,320	\$ 26,470	\$ 34,320	\$ 34,740	\$ 420	1.2%
Other Post Employment Benefits	50214-0390	\$ 5,395,840	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Employee Benefits		\$ 26,755,947	\$ 22,084,629	\$ 14,125,196	\$ 21,851,629	\$ 22,655,648	\$ 571,019	2.6%
Management Service Fee-BBS	51002-0600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Management Svc Fees-RGRTA	51002-0610	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Management Svc Fees-RTS	51002-0611	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Management Svc Fees-LL	51002-0612	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Management Svc Fees-ONT	51002-0614	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Management Svc Fees-STS	51002-0616	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Management Svc Fees-LATS	51002-0617	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interco Reimb-Vehicle Repair	51002-0613	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Inter-Entity Cost Allocation		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Personnel		\$ 73,772,454	\$ 69,755,602	\$ 48,932,655	\$ 69,371,261	\$ 71,171,049	\$ 1,415,447	2.0%
Diesel Fuel-Revenue Vehicles	50401-0410	\$ 2,606,814	\$ 3,736,551	\$ 2,138,168	\$ 3,700,551	\$ 3,239,496	\$ (497,055)	-13.3%
Unleaded Fuel Revenue Vehicles	50401-0412	\$ 884,364	\$ 1,325,742	\$ 794,041	\$ 1,325,742	\$ 1,253,422	\$ (72,320)	-5.5%
Unleaded Fuel-NonRev Vehicles	50401-0414	\$ 289,905	\$ 446,241	\$ 247,482	\$ 446,241	\$ 358,080	\$ (88,161)	-19.8%
Motor Oil	50401-0415	\$ 59,830	\$ 62,200	\$ 33,208	\$ 62,200	\$ 58,200	\$ (4,000)	-6.4%
Trans Fluid & Other Lubricants	50401-0416	\$ 126,229	\$ 134,500	\$ 150,130	\$ 134,500	\$ 126,000	\$ (8,500)	-6.3%
Total Fuel & Lubricants		\$ 3,967,142	\$ 5,705,234	\$ 3,363,028	\$ 5,669,234	\$ 5,035,198	\$ (670,036)	-11.7%

2018-2019 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ACTUAL THRU 12/31/17	2017-18 PROJECTION	2018-19 BUDGET	BUDGET CHANGE	% CHANGE						
M&S-Tires	50402-0430	\$	478,901	\$	316,250	\$	470,281	\$	470,281	\$	467,621	\$	(2,660)	-0.6%
M&S-Camera Repair	50498-0440	\$	76,563	\$	49,116	\$	91,500	\$	91,500	\$	115,000	\$	23,500	25.7%
M&S-Radio Repair	50498-0445	\$	8,873	\$	2,611	\$	30,750	\$	30,750	\$	30,000	\$	(750)	-2.4%
M&S-Farebox Repair	50498-0450	\$	27,565	\$	18,180	\$	20,000	\$	20,000	\$	25,000	\$	5,000	25.0%
M&S-Maintenance Rev Vehicle	50498-0452	\$	3,927,538	\$	2,743,240	\$	3,378,499	\$	3,378,499	\$	3,600,710	\$	198,211	5.8%
M&S-Maintenance Serv Vehicle	50498-0454	\$	65,976	\$	25,933	\$	47,500	\$	47,500	\$	48,000	\$	500	1.1%
M&S-Consumed Rev Vehicle	50498-0460	\$	36,576	\$	25,973	\$	37,500	\$	37,500	\$	46,000	\$	8,500	22.7%
Total Parts & Repairs		\$	4,621,990	\$	3,181,303	\$	4,076,030	\$	4,076,030	\$	4,332,331	\$	232,301	5.7%
M&S-Bus Shelter Materials	50498-0435	\$	40,700	\$	16,115	\$	20,000	\$	20,000	\$	30,000	\$	10,000	50.0%
M&S-Inventory Cost Variance	50498-0997	\$	5,534	\$	4,893	\$	-	\$	-	\$	-	\$	-	-
M&S-Other	50499-0500	\$	121,692	\$	65,760	\$	201,900	\$	201,900	\$	206,900	\$	5,000	2.5%
M&S-Invoice Price Variance	50499-0505	\$	(46)	\$	(26)	\$	-	\$	-	\$	-	\$	-	-
M&S-Office Supplies	50499-0510	\$	125,276	\$	79,524	\$	137,896	\$	137,896	\$	135,950	\$	(1,946)	-1.4%
M&S-Printing Public Schedules	50499-0530	\$	123,674	\$	85,311	\$	152,000	\$	152,000	\$	142,000	\$	(10,000)	-6.6%
M&S-Printing Tickets & Passes	50499-0535	\$	86,852	\$	70,112	\$	104,235	\$	104,235	\$	107,025	\$	2,790	2.7%
M&S-Consumed Bldgs & Grounds	50499-0560	\$	342,236	\$	272,789	\$	283,700	\$	283,700	\$	351,700	\$	68,000	24.0%
M&S-Shop & Build Equipment	50499-0570	\$	90,111	\$	26,041	\$	90,500	\$	90,500	\$	75,400	\$	(15,100)	-16.7%
M&S-Maint Shop Supplies	50499-0580	\$	333,012	\$	218,858	\$	320,000	\$	320,000	\$	310,000	\$	(10,000)	-3.1%
M&S-Non Capitalized Equipment	50499-0590	\$	39,094	\$	2,896	\$	-	\$	-	\$	-	\$	-	-
Total Materials and Supplies		\$	1,308,136	\$	842,272	\$	1,310,231	\$	1,310,231	\$	1,358,975	\$	48,744	3.7%
Prof Service-Other	50303-0620	\$	64,918	\$	16,164	\$	49,580	\$	49,580	\$	46,120	\$	(3,460)	-7.0%
Prof Service-Govt Relations	50303-0622	\$	202,188	\$	158,980	\$	250,000	\$	250,000	\$	250,000	\$	-	0.0%
Prof Service-Law General	50303-0623	\$	69,096	\$	51,564	\$	150,000	\$	150,000	\$	150,000	\$	-	0.0%
Prof Service-Law Injury	50303-0624	\$	152,680	\$	109,085	\$	385,000	\$	385,000	\$	275,862	\$	(109,138)	-28.3%
Prof Service-Law Labor	50303-0625	\$	350,598	\$	154,615	\$	439,100	\$	439,100	\$	358,600	\$	(80,500)	-18.3%
Prof Service-Outside Audit	50303-0626	\$	86,609	\$	87,915	\$	92,848	\$	92,848	\$	92,848	\$	-	0.0%
Pension Actuary	50303-0635	\$	50,837	\$	36,681	\$	36,675	\$	36,675	\$	32,800	\$	(3,875)	-10.6%
Pension Mgmt Fee	50303-0636	\$	371,480	\$	294,184	\$	427,750	\$	427,750	\$	454,888	\$	27,138	6.3%
Temp Help-Other	50304-0650	\$	-	\$	1,321	\$	-	\$	-	\$	-	\$	-	-
Contracted Services-Other	50305-0641	\$	1,391,512	\$	1,538,231	\$	2,068,853	\$	2,068,853	\$	1,924,694	\$	(209,159)	-9.8%
Software Maintenance Fees	50305-0642	\$	1,131,503	\$	809,457	\$	1,194,019	\$	1,194,019	\$	1,258,853	\$	64,834	5.4%
Hardware Maintenance Fees	50305-0643	\$	141,465	\$	67,584	\$	198,250	\$	198,250	\$	265,000	\$	66,750	33.7%
Contracted Services-ARC	50305-0646	\$	34,000	\$	25,500	\$	34,000	\$	34,000	\$	34,000	\$	-	0.0%
Parts Department Management	50305-0648	\$	645,978	\$	496,223	\$	663,609	\$	663,609	\$	681,769	\$	18,160	2.7%
Custodial Services-General	50306-0650	\$	477,585	\$	477,343	\$	663,846	\$	663,846	\$	667,217	\$	3,371	0.5%
Security Services-General	50307-0660	\$	965,520	\$	694,842	\$	1,035,719	\$	1,035,719	\$	1,036,483	\$	764	0.1%
Medical Services	50399-0670	\$	101,622	\$	79,451	\$	128,740	\$	128,740	\$	133,700	\$	4,960	3.9%
Total Contracted Services		\$	6,237,591	\$	5,099,140	\$	7,817,989	\$	7,817,989	\$	7,662,834	\$	(220,155)	-2.8%
Utilities-Elec Admin Bldg	50502-0800	\$	102,748	\$	81,089	\$	113,712	\$	113,712	\$	114,000	\$	288	0.3%
Utilities-Elec Bus Shelter & S	50502-0801	\$	13,654	\$	10,006	\$	13,500	\$	13,500	\$	2,000	\$	(11,500)	-85.2%
Utilities-Elec Oper Bldg	50502-0802	\$	206,566	\$	133,003	\$	209,808	\$	209,808	\$	205,000	\$	(4,808)	-2.3%

2018-2019 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ACTUAL THRU 12/31/17	2017-18 PROJECTION	2018-19 BUDGET	BUDGET CHANGE	% CHANGE
Utilities-Elec Service Bldg	50502-0803	\$ 5,498	\$ 4,718	\$ 2,987	\$ 4,718	\$ 6,000	\$ 1,282	27.2%
Utilities-Elec Transit Ctr	50502-0804	\$ 122,070	\$ 120,292	\$ 96,965	\$ 120,292	\$ 126,000	\$ 5,708	4.7%
Utilities-Gas Admin Bldg	50502-0810	\$ 19,461	\$ 30,000	\$ 9,256	\$ 30,000	\$ 26,000	\$ (4,000)	-13.3%
Utilities-Gas Operation Bldg	50502-0812	\$ 67,070	\$ 75,000	\$ 33,792	\$ 75,000	\$ 77,000	\$ 2,000	2.7%
Utilities-Gas Svc Bldg	50502-0813	\$ 43,063	\$ 45,000	\$ 22,733	\$ 45,000	\$ 50,000	\$ 5,000	11.1%
Utilities-Gas Transit Center	50502-0814	\$ 31,382	\$ 27,000	\$ 13,290	\$ 27,000	\$ 30,000	\$ 3,000	11.1%
Utilities-Water Admin Bldg	50502-0816	\$ 49,258	\$ 54,000	\$ 15,322	\$ 54,000	\$ 47,600	\$ (6,400)	-11.9%
Utilities-Water Transit Ctr	50502-XXXX	\$ 5,619	\$ 6,000	\$ 3,002	\$ 6,000	\$ 6,000	\$ -	0.0%
Utilities-Telephone Admin Bldg	50502-0820	\$ 211,477	\$ 311,064	\$ 160,916	\$ 311,064	\$ 345,340	\$ 34,276	11.0%
Utilities-Telephone Transit Center	50502-XXXX	\$ -	\$ 7,200	\$ -	\$ 7,200	\$ 7,320	\$ 120	1.7%
Total Utilities		\$ 877,865	\$ 1,017,294	\$ 582,360	\$ 1,017,294	\$ 1,042,260	\$ 24,966	2.5%
Premium Physical Damage Ins	50601-0680	\$ 1,003,188	\$ 1,007,149	\$ 760,381	\$ 997,399	\$ 1,031,905	\$ 24,756	2.5%
Payout Uninsured PL&PD	50604-0690	\$ (334,008)	\$ 890,000	\$ 317,661	\$ 890,000	\$ 819,517	\$ (70,483)	-7.9%
Payout Emplmnt Practice Exp	50604-0695	\$ 9,703	\$ 50,000	\$ (279,136)	\$ 50,000	\$ 104,200	\$ 54,200	108.4%
Total Casualty and Liability		\$ 678,883	\$ 1,947,149	\$ 798,905	\$ 1,937,399	\$ 1,955,622	\$ 8,473	0.4%
Leases & Rentals Copier	51212-0850	\$ 50,786	\$ 32,541	\$ 2,571	\$ 32,541	\$ 32,625	\$ 84	0.3%
Office Lease	51212-0852	\$ 150,961	\$ 157,255	\$ 107,330	\$ 154,700	\$ 153,597	\$ (3,658)	-2.3%
Software License Fees	51212-0854	\$ 39,627	\$ 136,092	\$ 95,087	\$ 136,092	\$ 105,400	\$ (30,692)	-22.6%
IT Disaster Recovery Equipment	51212-0856	\$ -	\$ 39,000	\$ -	\$ 39,000	\$ 64,000	\$ 25,000	64.1%
Total Leases and Rentals		\$ 241,374	\$ 364,888	\$ 204,987	\$ 362,333	\$ 355,622	\$ (9,266)	-2.5%
Other Taxes	50799-0790	\$ 47,598	\$ 30,000	\$ 20,272	\$ 30,000	\$ 30,000	\$ -	0.0%
Sub & Memberships-General	50901-0700	\$ 116,797	\$ 132,500	\$ 117,451	\$ 132,500	\$ 133,500	\$ 1,000	0.8%
Travel & Meetings	50902-0710	\$ 346,518	\$ 433,074	\$ 225,123	\$ 433,074	\$ 392,456	\$ (40,618)	-9.4%
Misc. Expense Meetings	50902-0720	\$ 67,327	\$ 50,000	\$ 17,757	\$ 50,000	\$ 35,618	\$ (14,382)	-28.8%
Fines & Penalties-General	50906-0760	\$ 2,344	\$ -	\$ -	\$ -	\$ -	\$ -	-
Bad Debt Expense	50907-0762	\$ 48,697	\$ -	\$ -	\$ -	\$ -	\$ -	-
Advertising & Promotion	50908-0750	\$ 167,220	\$ 218,500	\$ 92,061	\$ 218,500	\$ 218,500	\$ -	0.0%
Employment Advertising	50908-0754	\$ 38,111	\$ 24,000	\$ 23,694	\$ 24,000	\$ 30,000	\$ 6,000	25.0%
RFP & IFB Advertising	50908-0758	\$ 6,481	\$ 7,000	\$ 3,661	\$ 7,000	\$ 7,000	\$ -	0.0%
Misc. Service Expansion	50999-0730	\$ -	\$ 160,000	\$ -	\$ 160,000	\$ 60,000	\$ (100,000)	-62.5%
Misc Exp-Other	50999-0000	\$ -	\$ 133,000	\$ -	\$ 133,000	\$ -	\$ (133,000)	-100.0%
Misc Exp-General	50999-0734	\$ 190,924	\$ 210,600	\$ 176,168	\$ 210,600	\$ 225,700	\$ 15,100	7.2%
Misc Exp-Emp Reward & Recogn	50999-0740	\$ 19,425	\$ 21,000	\$ 12,130	\$ 21,000	\$ 21,000	\$ -	0.0%
Misc Exp-Employee Wellness Pro	50999-0741	\$ 18,559	\$ 24,320	\$ 19,618	\$ 24,320	\$ 141,320	\$ 117,000	481.1%
Misc Exp-Operations	50999-0743	\$ -	\$ 5,000	\$ 3,044	\$ 5,000	\$ 5,000	\$ -	0.0%
UPWP Expense	50999-0770	\$ 100,982	\$ 15,000	\$ 57,000	\$ 15,000	\$ -	\$ (15,000)	-100.0%
Interest Expense	51101-0780	\$ 341,695	\$ 341,697	\$ -	\$ 341,697	\$ 341,695	\$ (2)	0.0%
Total Taxes and Miscellaneous		\$ 1,512,678	\$ 1,805,691	\$ 767,978	\$ 1,805,691	\$ 1,641,789	\$ (163,902)	-9.1%
Depreciation-Local	51300-0860	\$ 1,786,590	\$ 1,878,200	\$ 1,370,418	\$ 1,878,200	\$ 1,972,110	\$ 93,910	5.0%
Total Local Depreciation		\$ 1,786,590	\$ 1,878,200	\$ 1,370,418	\$ 1,878,200	\$ 1,972,110	\$ 93,910	5.0%

2018-2019 OPERATING BUDGET DETAIL CONTINUED

ACCOUNT DESCRIPTION	ACCOUNT	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ACTUAL THRU 12/31/17	2017-18 PROJECTION	2018-19 BUDGET	BUDGET CHANGE	% CHANGE
Total Non-Personnel		\$ 21,232,249	\$ 26,011,706	\$ 16,210,392	\$ 25,874,401	\$ 25,356,741	\$ (654,965)	-2.5%
Total Operating Expenses		\$ 95,004,703	\$ 95,767,308	\$ 65,143,047	\$ 95,245,662	\$ 96,527,790	\$ 760,482	0.8%
Non-GAAP Budget Schedule Adjustments¹		\$ (5,922,307)	\$ -	\$ (161,456)	\$ -	\$ -	\$ -	-
Net Income (Loss)		\$ 697,469	\$ -	\$ 4,615,978	\$ 31,446	\$ -	\$ -	-

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

PERSONNEL CHANGE SUMMARY

	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
RTS	613	624	623
RTS Access	114	113	113
RTS Genesee	15	15	15
RTS Livingston	27	27	27
RTS Ontario	63	64	57
RTS Orleans	12	12	12
RTS Seneca	14	14	14
RTS Wayne	43	43	43
RTS Wyoming	20	20	20
TOTAL	921	932	924

The decrease for the 2018-19 Budget includes 11 Bus Operators combined with the addition of 1 Maintenance Technician position and 2 Administrative positions.



FINANCIAL POLICIES



FINANCIAL POLICIES

BASIS OF ACCOUNTING

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

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

INTERNAL CONTROL STRUCTURE

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



INDEPENDENT AUDIT

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

BUDGETARY CONTROL

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

Operating budget and capital project request submissions are due by mid-October. Each departmental request is closely analyzed utilizing a process aimed at breaking down the elements of each request; comparison with historical data and recognition of trends and external factors, economic or other that might impact the budget element. Budget

staff also meets with department representatives to discuss and review their budget submissions as necessary. Revenue estimates are subject to the same type of scrutiny and analysis. Documentation is prepared and retained for budget estimates.

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

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

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



On a monthly basis, the CFO submits a financial report to the Board of Commissioners which contains fiscal year to date results versus original budget and also projects fiscal year end results versus the original budget plan as adopted by the Board. These monthly projections enable the Authority to respond in a prompt and orderly manner to changing factors in the business environment. No amendments to the original budget are enacted by the Board unless a major programmatic modification(s) is necessary. The budget amendment process requires the submission of an amendment request by the CEO to the Board for its approval by resolution.

FINANCIAL PLAN CALENDAR

MONTH	ACTIVITY
August	<ul style="list-style-type: none"> • Leadership Team meeting to review issues and programs for inclusion in Strategic, Operating, and Financial plans for the coming fiscal year. • Budget Team updates, as necessary, all budget preparation protocols, documents, and system changes. • Budget staff updates Multi-Year Budget Projection.
September	<ul style="list-style-type: none"> • Distribution of Capital Project Request packages to department heads. • Operating Budget preparation packages are distributed to department heads.
October	<ul style="list-style-type: none"> • Submission of Capital Project requests to Budget Team. • Budget Team estimates all revenue and expense accounts within its scope of responsibility. • Submission of Operating Budget requests to Budget Team.
November	<ul style="list-style-type: none"> • Budget Team reviews and meets with each department head to review budget request, if necessary.
December	<ul style="list-style-type: none"> • Budget Team concludes analysis and recommendations. • CFO communicates recommendations to Executive Management Team. • Executive Management Team reviews recommendations with departments. • Executive Management Team finalizes budget.
January	<ul style="list-style-type: none"> • Budget Team prepares information for the development of Financial Plan section of Comprehensive Plan. • Budget staff updates Multi-Year Budget Projection. • Governor submits proposed Executive Budget to the Legislature, thereby providing notice to the Authority of the proposed amount of State Operating Assistance for the coming fiscal year. • Finalization of budget for inclusion in the Comprehensive Plan.
February	<ul style="list-style-type: none"> • CEO submits Comprehensive Plan to the Board of Commissioners for review and comment. • Employee meeting to review Comprehensive Plan.
March	<ul style="list-style-type: none"> • Board of Commissioners approves the Comprehensive Plan.
April	<ul style="list-style-type: none"> • Fiscal year begins April 1.

FACTORS AFFECTING FINANCIAL CONDITION

COMPREHENSIVE PLANNING

As noted previously, the Authority annually adopts a Comprehensive Plan which contains its Strategic Plan, Operating Plan, Financial Plan, and Performance Goals for the coming fiscal year. The Strategic Plan identifies the strategy needed to achieve the Authority's vision. The Operating Plan outlines the specific objectives and projects to be undertaken in the coming year to advance the strategies. The Financial Plan is then developed in the form of an annual Operating Budget and Ten Year Capital Plan which supports the objectives of both the Strategic and Operating Plans. Performance metrics are managed through a complete scorecard approach called TOPS (Transit Organization Performance Scorecard) which tracks the Authority's progress in the attainment of both financial and non-financial goals. TOPS metrics are reported to the Board of Commissioners and to the community on a quarterly basis.

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

CASH MANAGEMENT

The Authority pursues an active cash management and investment program in order to maximize investment earnings. Available cash balances are invested in various types of low risk products in accordance with appropriate provisions of law and investment guidelines approved by the Board of Commissioners. The Finance/ Investment Committee of the Board assists the Board in its general oversight of investment activities.

RISK MANAGEMENT

Utilizing an internal staff of both legal and claims management professionals, the risk management program is structured to both minimize and manage risk through a combination of purchased insurance,



self-insurance, rigorous claims management, and the promotion of safety conscious behaviors.

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

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

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

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

As a transportation provider consuming in excess of 2 million gallons of fuel each year, fuel price volatility is a major concern for the Authority. Accordingly, a formal policy to guide the use of price risk management tools such as fixed price swaps and forward pricing contracts has been adopted by the Board and is managed under the direction of the Chief Financial Officer.

CAPITAL RESERVE

Annually, the Authority is the recipient of a formula based grant from the federal Department of Transportation which is primarily directed towards capital investments. This grant requires a local match of 20%, of which 50% is drawn from the Authority's Capital Reserve Fund and 50% provided by the New York State Department of Transportation. The Capital Reserve Fund is itself funded annually by a Board authorized transfer from Working Capital in an amount equal to the annual depreciation expense contained in the current fiscal year budget. From time to time the Board of Commissioners may also authorize additional contributions to the Capital Reserve as recommended by the Chief Executive and Chief Financial Officers. The Capital Reserve Fund also provides 100% funding for capital projects when authorized by the Board of Commissioners.

DEBT MANAGEMENT

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

PENSION BENEFITS

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

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

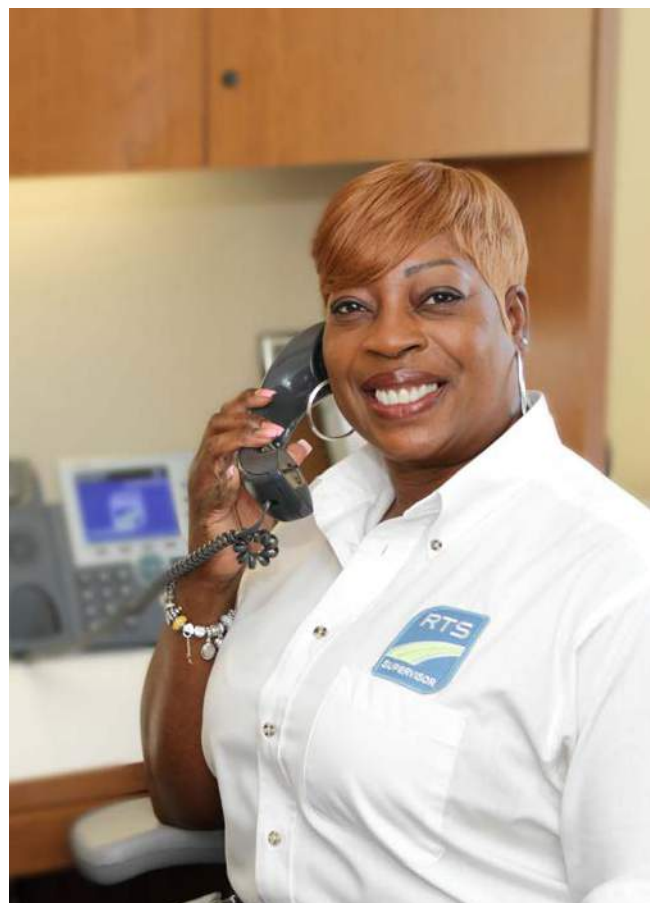
Employees of RGRTA, the corporate governance entity, are provided pension benefits through the New York State Employees Retirement System (NYSLERS) which is administered by the Office of the New York State Comptroller. The Authority makes annual contributions to the NYSLERS as determined by the State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

OTHER POST EMPLOYMENT BENEFITS (OPEB)

The Authority provides other post-employment benefits for retirees hired before April 7, 2016, such as health, life, and dental insurance. As of March 31, 2017, there were 538 active participants. The total actuarial accrued liability for OPEB as of March 31, 2017 was \$85.2 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



2018-19 TRANSIT ORGANIZATION PERFORMANCE SCORECARD (TOPS)

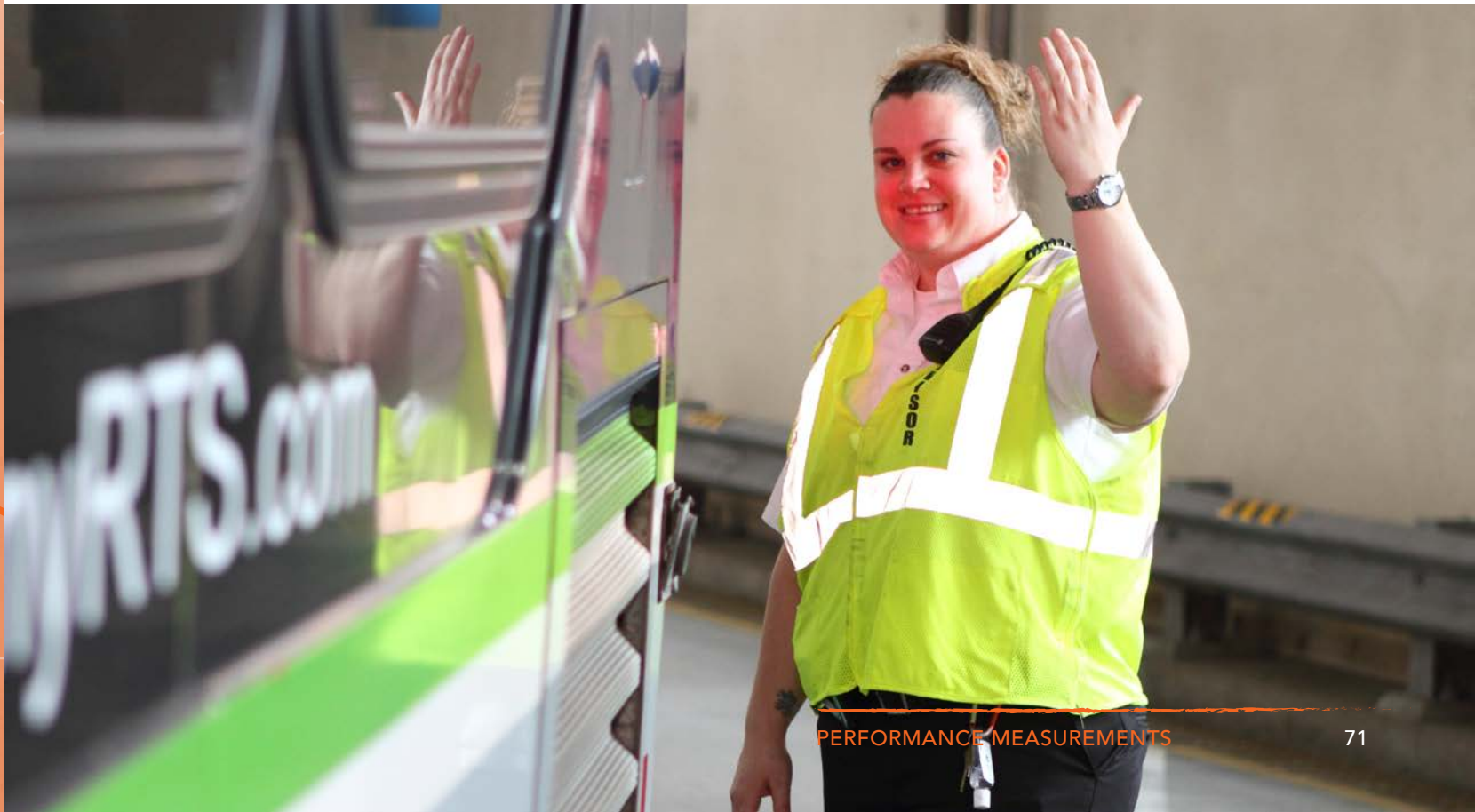
The Transit Organization Performance Scorecard (TOPS) is the tool RGRTA uses to measure, monitor, and report, with full transparency, its overall performance as it relates to its progress in achieving the goals that were outlined at the beginning of the fiscal year. This snapshot of the Authority's performance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

HOW TOPS FUNCTIONS

The 2018-19 Transit Organization Performance Scorecard (TOPS) will have 21 metrics within the four strategic pillars, consistent with the metrics identified and monitored during the previous fiscal year. TOPS is measured with the Financial Performance Index, Customer Service Index, and Service Performance Index in all four quarters. Additionally, employees are surveyed in quarters 2 and 4. The results of this survey comprise the Employee Engagement Index. Each metric will be awarded points on a continuous scale.

"Transportation is a key element of our region's workforce development strategy. Our partnership with RTS is a crucial component of bridging the gap between employers and job seekers."

Peter Pecor
Executive Director, Rochester Works



Performance Indexes and Their Critical Success Factors

Financial Performance Index (FPI):

40 Points for Q1, 2, 3, 4

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

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

In the 2018-19 TOPS, the performance of RGRTA's financial health will continue to be measured based on the results of the quarterly End of Year Net Income (Deficit) Projection, which is an estimate of operating revenues, subsidies, and expenses across the entire organization. The FPI will carry 40 out of the 100 points in TOPS. This is the highest point allocation among the four indices, as financial success forms the foundation necessary to allow RGRTA to achieve its strategic goals.



Customer Satisfaction Index (CSI):

30 Points for Q1 & Q3

25 Points for Q2 & Q4

Success Indicator: Net Promoter Score (NPS)

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

The Net Promoter Score (NPS) is the ultimate measure of the Authority's delivery of a quality experience at RTS in Monroe County. The NPS is a highly regarded measure used in the private sector and considered to be the ultimate measure of customer satisfaction by asking customers 'the ultimate question': "How likely is it that you would recommend our service to another person?" The score is the result of the difference between the percent of those considered to be promoters (very likely to recommend the service) and the percent of those considered to be detractors (not likely to recommend the service). The goal for the coming fiscal year is 36%.

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

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

Service Performance Index (SPI):

30 Points for Q1 and Q3
25 Points for Q2 and Q4

Success Indicator: On-Time Performance (OTP)

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

To provide our customers the best service possible, we have once again raised the goal of OTP at RTS in Monroe County. The annual goal will be 89.90%, which will be achieved through quarterly goals of 89.75% in quarter 1, 89.25% in quarter 2, 89.85% in quarter 3, and 90.75% in quarter 4. This goal was set under the same, narrow OTP window implemented last year. On-Time Performance will continue to be measured as on-time when a bus departs less than 2 minutes early and less than 5 minutes late from a timepoint.

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

Employee Engagement Index (EEI):

0 Points for Q1 & Q3
10 Points for Q2 & Q4

Success Indicator: Employee Engagement and Employee Satisfaction

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

This effort will be measured in TOPS by both Employee Engagement and Employee Satisfaction, which captures the measurable degree of an employee's positive attachment to their job, colleagues, and organization that then influences their willingness to learn and perform at work. Employee Engagement will be measured in the second and fourth quarters.

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

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

"Our partnership with RTS, through our Single Stop program, has enabled us to break down one of the main barriers our students face. In making universal bus passes available to Single Stop participants, we are acknowledging and taking steps to address the intersectionality of the students' experience – a key component that high quality, reliable and universal bus access is addressing in tangible ways."

Joel Frater
Executive Dean,
Monroe Community College Downtown Campus

2017-18 TOPS REVIEW

The Authority again exceeded its TOPS goal of 100 points in each of the first three quarters. The Financial Performance Index, measured by the projected net income (deficit), along with the Customer Service Index, measured by NPS, have led the way. The Service Performance Index has performed above goal points in two out of the first three quarters. The Employee Engagement Index slightly missed goal in quarter 2.

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 will achieve its vision of being The Preferred Transportation

Choice by improving in areas that are key to the organization's success. 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.



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

TOPS DETAILS QUARTERS 1 & 3

STRATEGIC PILLARS 2018-2019	METRIC	PLAN GOAL	ACTUAL 1ST QUARTER	ACTUAL 2ND QUARTER	ACTUAL 3RD QUARTER	ACTUAL 4TH QUARTER	EARNED POINTS	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income (Deficit) Projection	\$0						40.00	52.00	28.00
	TOTAL FPI SCORE						0.00	40.0	52.0	28.0
CUSTOMER SATISFACTION	Net Promoter Score – RTS	36.0%						27.95	36.33	19.56
	Customer Satisfaction – RTS Access	95.0%						0.33	0.42	0.23
	Customer Satisfaction – RTS Genesee	95.0%						0.25	0.32	0.17
	Customer Satisfaction – RTS Livingston	95.0%						0.25	0.32	0.17
	Customer Satisfaction – RTS Ontario	95.0%						0.25	0.32	0.17
	Customer Satisfaction – RTS Orleans	95.0%						0.25	0.32	0.17
	Customer Satisfaction – RTS Seneca	95.0%						0.25	0.32	0.17
	Customer Satisfaction – RTS Wayne	95.0%						0.25	0.32	0.17
	Customer Satisfaction – RTS Wyoming	95.0%						0.25	0.32	0.17
	TOTAL CSI SCORE						0.00	30.0	39.0	21.0
SERVICE QUALITY	On-Time Performance – RTS	89.9%						27.95	36.33	19.56
	On-Time Performance – RTS Access	95.0%						0.33	0.42	0.23
	On-Time Performance – RTS Genesee	95.0%						0.25	0.32	0.17
	On-Time Performance – RTS Livingston	90.0%						0.25	0.32	0.17
	On-Time Performance – RTS Ontario	90.0%						0.25	0.32	0.17
	On-Time Performance – RTS Orleans	95.0%						0.25	0.32	0.17
	On-Time Performance – RTS Seneca	95.0%						0.25	0.32	0.17
	On-Time Performance – RTS Wayne	95.0%						0.25	0.32	0.17
	On-Time Performance – RTS Wyoming	95.0%						0.25	0.32	0.17
	TOTAL SPI SCORE						0.00	30.0	39.0	21.0
EMPLOYEE ENGAGEMENT	Employee Engagement									
	Employee Satisfaction									
TOTAL EEI SCORE						0.00	0.0	0.0	0.0	0.0
TOPS SCORE						0.00	100.0	130.0	70.0	70.0

On-Time Performance: RTS value stated above is the annual average (89.90%). Quarterly goals are: Q1 89.75%; Q2 89.25%; Q3 89.85%; Q4 90.75%.

TOPS DETAILS QUARTERS 2 & 4

STRATEGIC PILLARS 2018-2019	METRIC	PLAN GOAL	ACTUAL 1ST QUARTER	ACTUAL 2ND QUARTER	ACTUAL 3RD QUARTER	ACTUAL 4TH QUARTER	EARNED POINTS	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income (Deficit) Projection	\$0						40.00	52.00	28.00
	TOTAL FPI SCORE						0.00	40.0	52.0	28.0
CUSTOMER SATISFACTION	Net Promoter Score – RTS	36.0%						23.29	30.28	16.30
	Customer Satisfaction – RTS Access	95.0%						0.27	0.35	0.19
	Customer Satisfaction – RTS Genesee	95.0%						0.21	0.27	0.14
	Customer Satisfaction – RTS Livingston	95.0%						0.21	0.27	0.14
	Customer Satisfaction – RTS Ontario	95.0%						0.21	0.27	0.14
	Customer Satisfaction – RTS Orleans	95.0%						0.21	0.27	0.14
	Customer Satisfaction – RTS Seneca	95.0%						0.21	0.27	0.14
	Customer Satisfaction – RTS Wayne	95.0%						0.21	0.27	0.14
	Customer Satisfaction – RTS Wyoming	95.0%						0.21	0.27	0.14
	TOTAL CSI SCORE						0.00	25.0	32.5	17.5
SERVICE QUALITY	On-Time Performance – RTS	89.0%						23.29	30.28	16.30
	On-Time Performance – RTS Access	95.0%						0.27	0.35	0.19
	On-Time Performance – RTS Genesee	95.0%						0.21	0.27	0.14
	On-Time Performance – RTS Livingston	90.0%						0.21	0.27	0.14
	On-Time Performance – RTS Ontario	90.0%						0.21	0.27	0.14
	On-Time Performance – RTS Orleans	95.0%						0.21	0.27	0.14
	On-Time Performance – RTS Seneca	95.0%						0.21	0.27	0.14
	On-Time Performance – RTS Wayne	95.0%						0.21	0.27	0.14
	On-Time Performance – RTS Wyoming	95.0%						0.21	0.27	0.14
		TOTAL SPI SCORE						0.00	25.0	32.5
EMPLOYEE ENGAGEMENT	Employee Engagement	24.0%						5.00	6.5	3.50
	Employee Satisfaction	4.0						5.00	6.5	3.50
	TOTAL EEI SCORE						0.00	10.0	13.0	7.0
TOPS SCORE							0.00	100.0	130.0	70.0

On-Time Performance: RTS value stated above is the annual average (89.90%). Quarterly goals are: Q1 89.75%; Q2 89.25%; Q3 89.85%; Q4 90.75%.

TOPS MATRIX QUARTERS 1 & 3

STRATEGIC PILLAR 2018-19	METRIC	BELOW GOAL							GOAL & POINTS	EXCEEDING GOAL				
		-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	5.0%		10.0%	15.0%	20.0%	25.0%	30.0%
FINANCIAL SUSTAINABILITY	End of Year Net Income (Deficit) Projection	(\$365)	(\$304)	(\$243)	(\$182)	(\$122)	(\$61)	\$0	\$61	\$122	\$182	\$243	\$304	\$365
		28.00	30.00	32.00	34.00	36.00	38.00	40.00	42.00	44.00	46.00	48.00	50.00	52.00
CUSTOMER SATISFACTION	Net Promoter Score – RTS	30.0%	31.0%	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	40.3%	41.0%	42.0%
		19.56	20.96	22.36	23.76	25.15	26.55	27.95	29.35	30.74	32.14	33.54	34.94	36.33
	Customer Satisfaction – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.229	0.245	0.261	0.278	0.294	0.310	0.327	0.343	0.359	0.376	0.392	0.408	0.425
	Customer Satisfaction – Genesee	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320
	Customer Satisfaction – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320
	Customer Satisfaction – Ontario	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320
Customer Satisfaction – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
Customer Satisfaction – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
Customer Satisfaction – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
Customer Satisfaction – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	

TOPS MATRIX QUARTERS 1 & 3

STRATEGIC PILLAR 2017-18	METRIC	BELOW GOAL							GOAL & POINTS	EXCEEDING GOAL					
		-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	5.0%		10.0%	15.0%	20.0%	25.0%	30.0%	
SERVICE QUALITY	On-Time Performance – RTS	83.30%	84.30%	85.3%	86.30%	87.30%	88.30%	89.90%	90.30%	91.30%	92.30%	93.30%	94.30%	95.30%	
		19.56	20.96	22.36	23.76	25.15	26.55	27.95	29.35	30.74	32.14	33.54	34.94	36.33	
	On-Time Performance – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.229	0.245	0.261	0.278	0.294	0.310	0.327	0.343	0.359	0.376	0.392	0.408	0.425	
	On-Time Performance – Genesee	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
	On-Time Performance – Livingston	85.0%	85.8%	86.7%	87.5%	88.3%	89.2%	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
	On-Time Performance – Ontario	85.0%	85.8%	86.7%	87.5%	88.3%	89.2%	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
	On-Time Performance – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320	
On-Time Performance – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320		
On-Time Performance – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320		
On-Time Performance – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	0.172	0.185	0.197	0.209	0.222	0.234	0.246	0.259	0.271	0.283	0.296	0.308	0.320		
EMPLOYEE ENGAGEMENT	Employee Engagement														
	Employee Satisfaction														

On-Time Performance: RTS value stated above is the annual average (89.90%). Quarterly goals are: Q1 89.75%; Q2 89.25%; Q3 89.85%; Q4 90.75%.

TOPS MATRIX QUARTERS 2 & 4

STRATEGIC PILLAR 2018-19	METRIC	BELOW GOAL						GOAL & POINTS	EXCEEDING GOAL					
		-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%		5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
FINANCIAL SUSTAINABILITY	End of Year Net Income (Deficit) Projection	(\$365)	(\$304)	(\$243)	(\$182)	(\$122)	(\$61)	\$0	\$61	\$122	\$182	\$243	\$304	\$365
		28.00	30.00	32.00	34.00	36.00	38.00	40.00	42.00	44.00	46.00	48.00	50.00	52.00
CUSTOMER SATISFACTION	Net Promoter Score – RTS	30.0%	31.0%	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	40.0%	41.0%	42.0%
		16.30	17.47	18.63	19.80	20.96	22.13	23.29	24.46	25.62	26.78	27.95	29.11	30.28
	Customer Satisfaction – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.191	0.204	0.218	0.231	0.245	0.259	0.272	0.286	0.299	0.313	0.327	0.340	0.354
	Customer Satisfaction – Genesee	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267
	Customer Satisfaction – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267
	Customer Satisfaction – Ontario	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267
	Customer Satisfaction – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267
	Customer Satisfaction – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
	0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267	
Customer Satisfaction – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267	
Customer Satisfaction – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267	

TOPS MATRIX QUARTERS 2 & 4

STRATEGIC PILLAR 2017-18	METRIC	BELOW GOAL										GOAL & POINTS	EXCEEDING GOAL								
		-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	5.0%	10.0%	15.0%	20.0%		25.0%	30.0%							
SERVICE QUALITY	On-Time Performance – RTS	83.30%	84.30%	85.30%	86.30%	87.30%	88.30%	89.90%	16.30	17.47	18.63	19.80	20.96	22.13	23.29	24.46	25.62	26.78	27.95	29.11	30.28
	On-Time Performance – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	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%
	On-Time Performance – Genesee	0.191	0.204	0.218	0.231	0.245	0.259	0.272	0.191	0.204	0.218	0.231	0.245	0.259	0.272	0.286	0.299	0.313	0.327	0.340	0.354
	On-Time Performance – Livingston	0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267
	On-Time Performance – Ontario	85.0%	85.8%	86.7%	87.5%	88.3%	89.2%	90.0%	85.0%	85.8%	86.7%	87.5%	88.3%	89.2%	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%
	On-Time Performance – Orleans	0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267
	On-Time Performance – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	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%
	On-Time Performance – Wayne	0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267
	On-Time Performance – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	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%
	EMPLOYEE ENGAGEMENT	Employee Engagement	0.144	0.154	0.164	0.174	0.185	0.195	0.205	13%	15%	17%	19%	20%	22%	24%	26%	28%	30%	31%	33%
Employee Satisfaction		3.50	3.58	3.67	3.75	3.83	3.92	4.00	3.50	3.58	3.67	3.75	3.83	3.92	4.00	4.08	4.17	4.25	4.33	4.42	4.50
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	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

On-Time Performance: RTS value stated above is the annual average (89.90%). Quarterly goals are: Q1 89.75%; Q2 89.25%; Q3 89.85%; Q4 90.75%.

SERVICE STANDARDS

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

2018-19 RTS SERVICE STANDARDS

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



APPENDIX



FARE STRUCTURE

	ACTUAL	BUDGETED
REGIONAL TRANSIT SERVICE	2017-2018	2018-2019
CASH:		
Base Fare	\$1.00	\$1.00
PASSES:		
31 Day Unlimited Ride*	\$56.00	\$56.00
31 Day Child/Senior/Disabled*	\$28.00	\$28.00
One Day Unlimited*	\$3.00	\$3.00
One Day Child/Senior/Disabled*	\$1.50	\$1.50
Five Day Unlimited*	\$14.00	\$14.00
Five Day Child/Senior/Disabled*	\$7.00	\$7.00
One Ride	\$1.00	\$1.00
Two Ride	\$2.00	\$2.00
Two Plus Two	\$2.00	\$2.00
Stored Value*	\$10.00	\$10.00
RTS ACCESS		
CASH:		
One way Trip 1 mile or less from origin	\$1.50	\$1.50
One way Trip Over 1 mile - 3 miles	\$1.75	\$1.75
One way Trip Over 3 miles - 20 miles	\$2.00	\$2.00
One way Trip Over 20 miles	\$4.00	\$4.00
Same-Day Service**	\$6.00	\$6.00
Supplemental Service**	\$6.00	\$6.00
PASSES:		
Stored Value	\$18.00	\$18.00
Stored Value	\$20.00	\$20.00
RTS GENESEE		
CASH:***		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Dial-A-Ride		
Countywide	\$3.00	\$3.00
City of Batavia	\$2.00	\$2.00
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00

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

**Plus distance-based fare.

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

FARE STRUCTURE

	ACTUAL	BUDGETED
RTS LIVINGSTON	2017-2018	2018-2019
CASH:****		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Dial-A-Ride	\$2.00	\$2.00
Geneseo/Marketplace/Eastview Shuttle	\$6.50	\$6.50
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
RTS ONTARIO		
CASH:		
Base Route Fare*****	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Dial-A-Ride within Zone 1 or 2	\$5.00	\$5.00
Dial-A-Ride between Zone 1 or 2	\$10.00	\$10.00
Geneva/Phelps to Rochester	\$15.00	\$15.00
Clifton Springs/Hopewell/Canandaigua to Rochester	\$12.50	\$12.50
Shortsville/Manchester/Farmington/Victor to Rochester	\$10.00	\$10.00
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
Unlimited Ride	\$30.00	\$30.00
Dial-A-Ride Options	\$5.00	\$5.00
	\$25.00	\$25.00
	\$50.00	\$50.00
	\$100.00	\$100.00
RTS ORLEANS		
CASH:***		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Dial-A-Ride	\$3.00	\$3.00
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00

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

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

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

FARE STRUCTURE

	ACTUAL	BUDGETED
RTS SENECA	2017-2018	2018-2019
CASH:***		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Dial-A-Ride	\$3.00	\$3.00
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
RTS WAYNE		
CASH:		
Base Route Fare****	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Dial-A-Ride (Seniors)	\$1.50	\$1.50
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
RTS WYOMING		
CASH:*		
Base Route Fare*****	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00

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

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

