



CONNECTING COMMUNITIES

Better Transit Driving Better Communities

2017-20 COMPREHENSIVE STRATEGIC PLAN

2017-18 FINANCIAL PLAN



ROCHESTER GENESEE REGIONAL
TRANSPORTATION AUTHORITY

Regional Transit Service (RTS) is a regional transportation authority established by New York State with approximately 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 more than 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



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, 2016. 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 nine 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 has built a strong record of achievement over the past few years and that record is in large part a result of our efforts to follow through on our brand promise – “RTS makes it easy to enjoy your journey.” After a period of significant change we focused on increasing our level of engagement and getting to know our customers better so we can serve them better. With that solid foundation in place and a team of more than 900 individuals committed to providing the best possible service, we are now connecting communities and providing better transit to drive better communities.

Our new Customer Relationship Management (CRM) system transformed how we listen to and communicate with our customers. As a result, it is making it easier to track their feedback, understand their needs, identify trends, and provide better service.

The award-winning RTS Transit Center is more than two years old, has served more than 23 million customers, and has become a powerful tool of engagement that is facilitating real-time conversations between RTS and the community. We completed a study and have begun the process of implementing changes for our regional operations to identify efficiencies and opportunities to make it easier for our customers to enjoy the ride. We introduced the *Tap & Go! RTS Fast Pass* to make it faster and easier for customers to board the bus. And we renamed our limited stop service routes to ROC-it Routes to make it easier for customers to understand that these routes provide faster service with fewer stops to some of Rochester’s more popular destinations. We were able to achieve this for our customers because of your leadership, support, and guidance.

Our strategy for the new fiscal year is to build on this success, maintain the \$1 fare, and continue engaging with the community to provide better transit that drives better communities. Our team does a great job connecting workers to jobs, students to the classroom, and people with disabilities to the entire community. But we know that the addition of new mobility options and increasing demand from millennials and senior citizens means that we need to change how we serve our customers and view these new products as an opportunity for cooperation rather than competition.

The initiatives that follow embrace our new reality. With your approval, we will begin this process of change by hiring a consultant to study the feasibility of a redesign of our route structure in Monroe County. We will continue to make financial sustainability a priority by working to ensure cost containment of health insurance and workers compensation. Our efforts to improve the service we provide in the regional counties will continue as we implement cost-neutral changes from the regional service efficiency study. We will continue the expansion of our training program to give more employees the tools they need to succeed and build a career. We will continue our progress on upgrading our facilities and equipment to make it easier to meet the needs of our customers. And we will focus on increasing our awareness and understanding of diversity and inclusion to better serve our customers and the community.

The entire RTS team is ready for what the future holds and excited to shape the future of public transportation for the communities we serve. On behalf of the entire team, I am pleased to present the 2017-2020 RGRTA Comprehensive Strategic Plan and the financial plan for Fiscal Year 2017-18.

Thank you for your continued leadership and support.

Sincerely,

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

Bill Carpenter
Chief Executive Officer

Letter from Chairman



To our Community:

On behalf of the entire Board of Commissioners, it is our privilege to present you with the RGRTA Comprehensive Strategic Plan for 2017-2020 and the financial plan for Fiscal Year 2017-18.

This plan identifies the Authority's strategic priorities for the next three years and details what we plan to achieve for you, how we define success, and how we will measure that success. With new technology tools like the customer relationship management system, mobile applications like "Where's My Bus," and text message and email alerts, we are improving how we communicate with you, our customers. This technology will play a prominent role for RGRTA as new mobility options emerge and we continue making improvements to

our system. We hope you will continue sharing your thoughts and ideas with us. Together we can develop a safer, more reliable, and more convenient transit system for our customers.

Connecting with our customers, applying technology to provide timely and accessible service, and using best management practices provides improved capacity for the Board of Commissioners, the executive and operational teams to achieve our overall goals of minimal fares, efficient and effective transit services and additional mobility opportunities.

I thank my fellow Commissioners for volunteering their time and talents to the Authority, and I thank every member of the RGRTA team for serving and responding to the needs of 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:	17,723,038
No. of Buses:	421
No. of Employees:	900+
Service Area Population:	1,191,689
Annual Miles:	11,078,015
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:	16,561,701
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No. of Buses:	219
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No. of Employees:	624
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Service Area Population:	749,600
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RTS Access

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

Created in 1985

Ridership:	192,820
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No. of Buses:	53
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No. of Employees:	113
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Service Area Population:	749,600
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RTS Genesee

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

Joined RGRTA in 1971

Ridership:	59,754
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No. of Buses:	12
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No. of Employees:	15
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Service Area Population:	58,900
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RTS Livingston

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

Joined RGRTA in 1986

Ridership:	186,667
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No. of Buses:	22
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No. of Employees:	27
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Service Area Population:	64,700
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RTS Ontario

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

Joined RGRTA in 2014

Ridership:	290,397
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No. of Buses:	42
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No. of Employees:	64
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Service Area Population:	109,600
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RTS Orleans

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

Joined RGRTA in 2003

Ridership:	40,368
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No. of Buses:	7
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No. of Employees:	12
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Service Area Population:	41,600
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RTS Seneca

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

Joined RGRTA in 2004

Ridership:	74,128
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No. of Buses:	10
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No. of Employees:	14
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Service Area Population:	34,800
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RTS Wayne

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

Joined RGRTA in 1980

Ridership:	252,915
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No. of Buses:	42
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No. of Employees:	43
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Service Area Population:	91,400
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RTS Wyoming

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

Joined RGRTA in 1993

Ridership:	64,288
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No. of Buses:	14
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No. of Employees:	20
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Service Area Population:	41,000
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Board of Commissioners & Governance Structure

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

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



Thomas R. Argust

City of Rochester
Appointed in 2007

City of Rochester
Commissioner of
Community Development
(retired)

Graduate of Bucknell
University and Colgate
Rochester Divinity School

Community Service:

Rochester Area Community
Foundation Distributions
Committee and former
Board Chairman, Susan B.
Anthony House Trustee
Emeritus, ACT Rochester
Steering Committee chair,
Yates County Community
Endowment Board



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 Projects Committee,
the Canandaigua Chamber
of Commerce Economic
Development Committee
and the Ontario
Children's Fund

**Paul J. Battaglia, CPA**

Vice Chairman
Genesee County
Appointed in 2008

Managing Director –
Batavia Office of Freed
Maxick, CPAs, P.C.

Graduate of St.
Bonaventure University

Community Service:

Chairman of the Genesee
County Economic
Development Center;
past Chairman of the
Board of Directors of
United Memorial Medical
Center; Catholic Health
System Board of Directors;
Treasurer of Batavia Rotary
Club; past Chairman of
United Way Board of
Directors; GLOW Private
Industry Council Board
Member; past President
of Business Education
Alliance; past Board
Chairman of Genesee
Chamber of Commerce;
Vice Chairman of Genesee
Wyoming BOCES Board of
Education; past Chairman
of YMCA Board of
Directors; and past Audit
Committee Chairman
and Trustee of Catholic
Charities of WNY

**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

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



Barbara J. Jones

City of Rochester
Appointed in 2007

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

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

Community Service:

Rochester Area Community
Foundation; Rochester
Economic Development
Corporation; Gateways
Music Festival



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 Treasurer,
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



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

**Karen C. Pryor**

City of Rochester
Appointed in 2007

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

Graduate of Purdue
University and Mary
Baldwin College

Community Service:
Great Schools for All,
19th Ward Community
Association, the Boards of
the Rochester Presbyterian
Home and the Women's
Health Partnership, Ruling
Elder at Third Presbyterian
Church, Treasurer of the
Presbytery of Genesee
Valley, and Volunteer at the
Isaiah House Hospice

**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 and
member of Lions Club
of Albion, New York

**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

"Our partnership with RGRTA has opened the door to a 21st century approach to commuting. Having a brand new, well-run, and state-of-the-art transit center downtown has created a huge resource for our city. Not only does it improve the ride for so many of our downtown workers, it enhances a non-car alternative for Millennials and others who want to see Rochester's transportation system become greener and more sustainable."

Heidi Zimmer-Meyer
President, Rochester Downtown
Development Corporation

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
- Advises member counties of the applicable skills, qualities, and professional experience necessary for a person to fulfill the Commissioner responsibilities
- Formulates and proposes to the full Board for adoption, policies that promote honest and ethical conduct by Authority Commissioners, officers, and employees

Audit Committee

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

Compensation Committee

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

Finance/Investment Committee

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



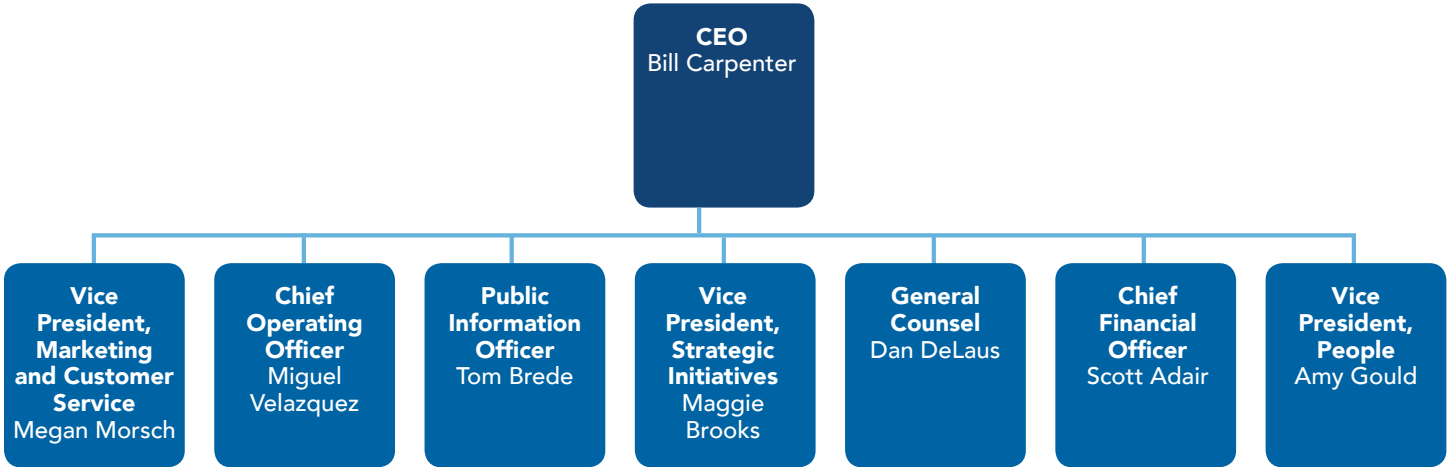
Executive Management Team

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



Seated (L to R): Miguel Velazquez, Chief Operating Officer; Bill Carpenter, Chief Executive Officer; Scott Adair, Chief Financial Officer

Standing (L to R): Megan Morsch, Vice President of Marketing and Customer Service; Tom Brede, Public Information Officer; Maggie Brooks, Vice President of Strategic Initiatives; Dan DeLaus, General Counsel; Amy Gould, Vice President of People





RGRTA 2016 THE YEAR IN REVIEW

Thanks to the hard work of the entire RTS team, we made important strides in 2016 to strengthen our connection to the community and provide safer, more reliable and convenient public transportation for our customers.





Improved Service and Access for Customers

One of the key initiatives in 2016 that supported our theme of knowing our customers better to serve them better is our new Customer Relationship Management system. This system has transformed how we listen to and communicate with our customers so we can better track their feedback, understand their needs, identify trends, and provide better service. We've already logged and addressed more than 5,000 suggestions, compliments, questions, and concerns from customers who have contacted us by phone, online, in person, and by social media since we implemented the system in August!

We replaced buses that had reached the end of their useful life, putting 74 new buses on the road and celebrated this by holding bus naming ceremonies at RTS, RTS Access, RTS Livingston, RTS Orleans, RTS Seneca, RTS Wayne, and RTS Wyoming.

We renamed our limited stop route services to ROC-it Routes, making it clear to customers that these routes provide faster service with fewer stops to some of Rochester's more popular destinations. For example,

the 163 Lyell ROC-it reduces travel time for customers going to the Mall at Greece Ridge by 14 minutes.

Working with our partners at the University of Rochester, we installed six new high-tech bus stations at the University of Rochester Medical Center and College Town. As our first step on the path to implementing smart card technology, we introduced the Tap & Go! RTS Fast Pass, making the boarding process faster and easier for customers. And we partnered with the City of Rochester on their Vanpool pilot program so we can gauge it as a potential solution to some of our community's transportation needs.

To make it easier for RTS customers to enjoy the ride in and between Genesee, Livingston, Ontario, Orleans, Seneca, Wayne, and Wyoming Counties, we introduced a new value pass that is good in all seven of our regional counties.

Strengthening our Connection to the Community

RTS conducted a regional service efficiency study in the seven counties we serve outside Monroe to identify ways to operate more efficiently, make improvements to existing service, discover new and foster existing business partnerships, and maintain strong relationships with individual counties. With the study complete, 2017 will mark the beginning of our work to deliver on these goals.

The RTS Transit Center, which celebrated its two year anniversary in November, has been recognized with nine different awards – including a national project of the year award from the American Public Works Association – and continues to be a powerful tool of communication and engagement with our customers. The technology-rich facility makes it easier to communicate with and

get feedback from customers in real-time so we can make it easier for them to enjoy the ride.

As part of our effort to strengthen our connection to customers and the community, we have expanded our focus and involvement in strategic initiatives throughout our service area. Through our work with the Rochester-Monroe Anti-Poverty Initiative and the Finger Lakes Regional Economic Development Council, we are educating lawmakers, stakeholders, and decision-makers on the value of public transit and the importance of investing in our transit infrastructure. Because of this effort, more people understand that investment in transit is a smart way to support and sustain the economic development efforts in our area.



STRATEGIC PLAN & OPERATIONAL INITIATIVES



Connecting Communities

Better Transit Driving Better Communities

Strategic Plan 2017-20

Our strategic plan for 2017-20 builds on the strategic priorities of recent years and represents a continued focus on technology and an improved level of engagement that will help the Authority strengthen its connection with customers, the community, and employees so we can make it easier for them 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 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 2017-18.
- Maintained ridership of more than 17 million annually since fiscal year 2008-09.
- Consistently achieved on-time performance at or near 90%.
- Steadily increased year-over-year customer satisfaction.
- Earned a national reputation for its innovative performance management system (TOPS), and exceeded its TOPS goals every single quarter for five consecutive years.
- Expanded its unique business model to more than 60 business partner relationships across the Greater Rochester and Finger Lakes region.
- Increased its level of engagement in the communities it serves, including partnerships with the Finger Lakes Regional Economic Development Council, the Rochester-Monroe Anti-Poverty Initiative, and the Finger Lakes Performing Provider System.

This 2017-20 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 organization-wide SWOT analysis, which gathered input regarding RGRTA's perceived strengths, weaknesses, opportunities, and threats.
- An annual employee engagement survey to gather ideas and feedback on what RGRTA does well and opportunities for improvement.
- A comparison of our performance against our fellow members of the American Bus Benchmarking Group, which consists of 20 similar-size transit systems in cities across the nation.
- Market research and feedback that provided 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

Grow Ridership & Customer Satisfaction

Deliver Quality Service & Improve Performance

Engage Employees in Delivering on Our Brand Promise

Modernize our Infrastructure

Our Plan is Based Upon the Following Assumptions

Funding Trends

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

Demographic/Population Trends

- The City of Rochester (where our services are concentrated) continues to be the region's economic and cultural center. Most current and potential riders live and work in Monroe County and the City of Rochester. Approximately 63% of the population in the Authority's service area lives in Monroe County, this percentage is expected to hold steady over time.
- The region will see slower population growth (approximately 2%) with a demographic shift to an older population. It is estimated that the percentage of adults aged 65+ could increase as much as 40% in the coming decades.
- The number of millennials moving to the Rochester area has increased since 2010. According to Census data, the population of 20-34 year olds grew by 8.8% between 2010 and 2015. This growth rate is the highest among upstate New York cities and above the national average.
- There will be an increased need for public transit to support a more diverse population and lifestyles based on these changing demographics.
- More public transportation options are emerging. Transportation Network Companies such as Uber and Lyft will soon be available. Vanpool, car share and bike share programs will expand.

Business, Higher Education and Employment Trends

- Long-term growth in employment will mirror the overall population growth rate (approximately 2%).
- Regional employment will continue to move away from manufacturing and retail, while moving more toward health care, social assistance, and 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.
- Although suburban transit centers are not feasible in the short term, developing suburban-based orientation points utilizing the methodology from the Suburban Transit Center Feasibility Study will be given serious consideration.

Ensure Financial Sustainability

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

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


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

To achieve both short-term and long-term budget targets, we continue to emphasize prudent planning and set realistic financial targets. Our plan 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 have begun the phased deployment of a data warehouse that will make it easier for department leaders to gather, analyze and use actual ridership data to make decisions that will benefit our customers, the community and the organization. We will complete the development of a transit asset management plan and begin implementation of our revised capital planning process to ensure all assets remain in a state of good repair. And we will continue our efforts to contain the cost of health insurance and workers compensation through improved analysis.

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

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



"The sustainability of the economic development investments we have made in the Finger Lakes region depends on a robust public transit system that connects residents to jobs and job training. The best way to knock down the barriers to sustainable growth is to knock down the barrier to reliable public transit and help RTS expand its role as the preferred transportation choice for employers and business partners in the Finger Lakes."

Danny Wegman and Anne Kress
Co-chairs, Finger Lakes Regional Economic
Development Council

Ensure Financial Stability

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Continue phased deployment of data warehouse and business intelligence capabilities to facilitate content analysis and reporting of actionable data.	Conclude evaluation of ridership task implementation.	Q1 2017-2018	Steve Kubiak, Chris Dobson
	Prioritize remaining subject areas for implementation.	Q1 2017-2018	
	Issue task order for second subject area.	Q1 2017-2018	
	Complete implementation of second subject area.	Q2 2017-2018	
	Complete implementation of third subject area.	Q3 2017-2018	
	Complete implementation of fourth subject area.	Q4 2017-2018	
Complete development and begin implementation of a 10-year capital asset planning process based on 'state of good repair' requirements of current asset inventory and conservative expansion forecasts.	Document revised Capital Planning process.	Q1 2017-2018	Eric Farr, Chris Dobson
	Complete draft of transit asset management plan.	Q2 2017-2018	
	Finalize transit asset management plan.	Q4 2017-2018	
Ensure cost containment of health insurance and workers compensation through improved analysis.	Ongoing review and analysis of data to formulate a strategy for proactive measures in health insurance and workers compensation.	Q1 2017-2018	Scott Adair, Amy Gould
	Develop plan for implementation of health insurance and workers compensation strategy.	Q2 2017-2018	
	Launch cost containment plan.	Q3 2017-2018	

"Our partnership with RTS has enabled us to expand our services and meet the growing needs of older adults in Ontario County for transportation to medical appointments and other essential appointments."

Irene Coveny
Director, Ontario County Office for the Aging

Grow 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.

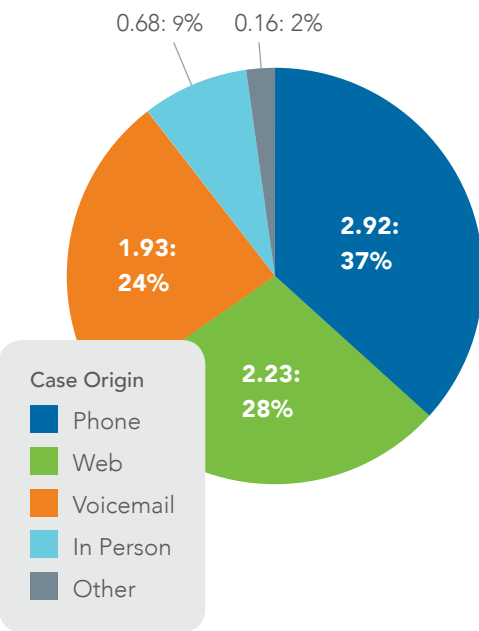
To ensure the success of this strategic pillar, we need to have a transit system that is financially sustainable, and then focus on identifying changes and efficiencies we can afford that maximize ridership and grow customer satisfaction.

Last year, we implemented a new Customer Relationship Management system, expanded our focus on engagement and strategic initiatives in the community, and implemented our fifth ROC-it Route to provide faster service with fewer stops to Greece Ridge Mall. These initiatives improved how we listen to and communicate with customers and stakeholders in the community, and satisfied customers with a better product to a popular destination in the community.

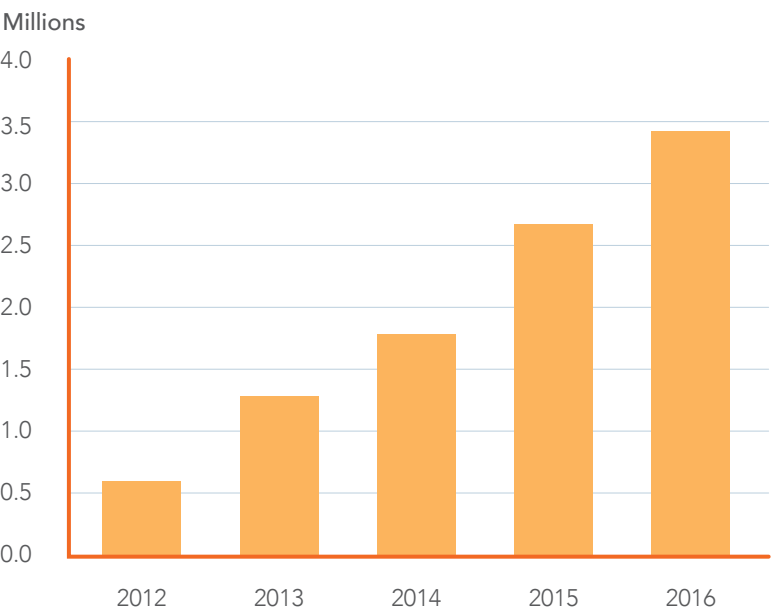
We are aware of the emergence of new mobility options and increasing demand from millennials and senior citizens. These factors are driving a transformation of public transportation in our community that is creating a new reality. The RTS Transit Center, our new Customer Relationship Management system, and the initiatives on the following page will provide a solid foundation for change as we embrace that new reality.

This effort will include studying the feasibility of a redesign of the RTS route structure in Monroe County. We will continue our focus on strategic initiatives by implementing an outreach and engagement plan to further educate the community on the value of RTS and public transportation. This effort will include supporting the work of the Finger Lakes Regional Economic Development Council and the Rochester-Monroe Anti-Poverty Initiative, and expanding our relationship with local colleges and universities. To further embrace the benefits of new technology and make it easier for customers to enjoy the ride, we will develop a fare collection strategy to increase customer satisfaction and grow ridership.

Customer Feedback by Source
of Cases (Thousands)

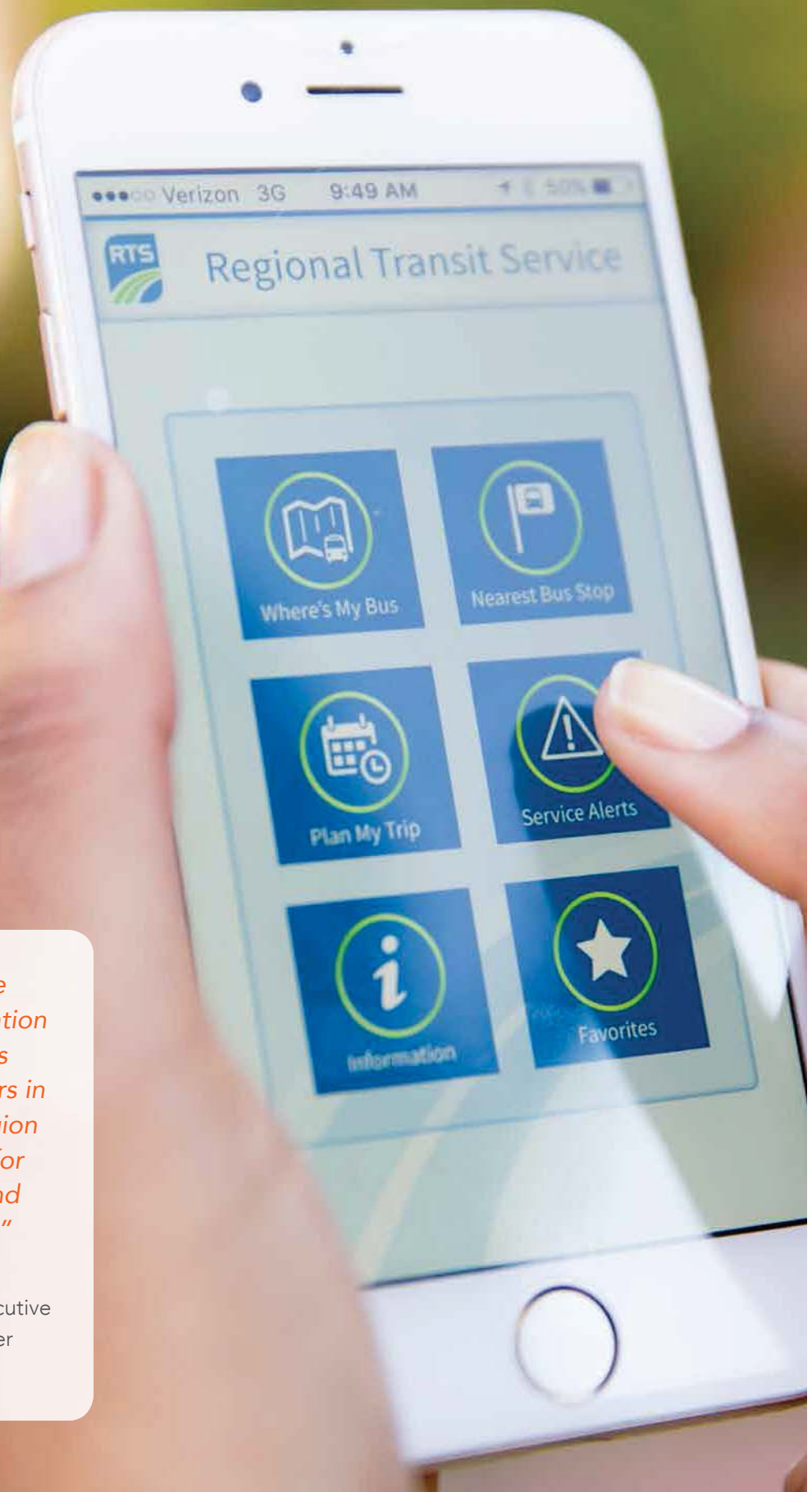


Average Annual Where's My Bus? (WMB)
Text and Email Usage



Grow Ridership & Customer Satisfaction

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Hire a consultant to study the feasibility of a redesign of the RTS route structure in Monroe County to improve service and address new challenges and demands.	Kick off project with vendor.	Q1 2017-2018	Julie Tolar
	Conduct study and community outreach.	Q2-Q4 2017-2018	
	Present findings to Board.	Q1 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 RMAPI to identify funding for a neighborhood shuttle to connect residents in the EMMA, Beechwood, and Marketview Heights neighborhoods to needed services.	Q1-Q3 2017-2018	Maggie Brooks
	Develop Vanpool and Bikeshare products to enhance the mobility options available to the community.	Q1-Q4 2017-2018	Maggie Brooks, Miguel Velazquez
	Formalize advocacy efforts to identify and leverage public and private resources to better meet the growing needs of the commuting public.	2017-2018	Maggie Brooks, Tom Brede
Develop and implement a new service model to ensure student access to Monroe Community College's new downtown campus.	Finalize new service model.	Q1 2017-2018	Maggie Brooks, Bonnie Maguire, Miguel Velazquez
	Launch service for the opening of MCC's new downtown campus.	Q2 2017-2018	
Implement and monitor a Universal Pass (U-Pass) pilot program for 60 students in the MCC "Single Stop" program to access non-academic support services.	Monitor student usage and evaluate potential for expansion.	Q1-Q2 2017-2018	Maggie Brooks, Bonnie Maguire, Steve Kubiak
Develop a fare collection strategy to implement innovative technologies that will improve boarding times, increase customer satisfaction, and grow ridership.	Research available technologies and best practices to inform development of strategy.	Q1-Q2 2017-2018	Chris Mahood
	Develop strategy that includes timeline and tactical approach.	Q2-Q3 2017-2018	
	Develop system requirements for basis of RFP.	Q4 2017-2018	



"RTS has become the preferred transportation choice for employers and business partners in the Finger Lakes region by making it easier for employees get to and from work each day."

Robert J. Duffy
President and Chief Executive
Officer, Greater Rochester
Chamber of Commerce

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, and using data and analytics to make the best possible decisions. Our efforts are informed from our involvement with the American Bus Benchmarking Group, using metrics from the 20 mid-sized agencies that help establish best practices. The goals and tactics listed here reflect that effort and represent our commitment to provide safe, reliable, and convenient public transportation for our customers.

Making sure our buses run on-time continues to be the most important area of performance for our customers. To build on our ongoing efforts to deliver in this area, we will focus on initiatives that strengthen our existing

operational processes, improve the technical competencies of our maintenance team, and ensure our buses are maintained in a state of good repair. We will also work to improve the customer experience by installing new bus stop signs that make it easy to enjoy the ride.

Last year we conducted a study of our regional operations to analyze and provide service recommendations for transit service operations, regional connectivity, and fare products. With that study complete, our focus this year will shift to collaborating with the key stakeholders in each of the seven regional counties to put together a plan to implement changes that are fiscally responsible, increase customer satisfaction and ridership, and improve performance.



Deliver Quality Service & Improve Performance

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Begin phased implementation of select cost-neutral recommendations from the Regional Service Efficiency Study.	Develop timetable for the implementation of recommended changes.	Q1 2017-2018	Mike DeRaddo
	Develop strategy for implementation that represents priorities for phased approach.	Q1 2017-2018	
	Develop and implement plan to communicate to internal and external audiences.	Q1 2017-2018	Tom Brede
	Conduct customer information sessions.	Q2 2017-2018	Mike DeRaddo
	Begin phased implementation.	Q3 2017-2018	Mike DeRaddo
Continue effort to strengthen existing operational processes and implement new processes using the 5S (Sort, Set, Shine, Standardize, and Sustain) workplace organization method.	Deploy 5S across Operations building maintenance shops in conjunction with the campus improvement project.	Q3 2017-2018	Jay Corey
	Deploy 5S at RTS Ontario.	Q4 2017-2018	Rusty Korth
	Deploy 5S at RTS Access.	Q1 2018-2019	
Develop and deliver Maintenance technical training program.	Develop and deploy basic electronics, circuits, cooling systems, and emissions training modules for RTS.	Q3 2017-2018	Matt Shaw
	Deploy applicable training modules at RTS Access and RTS Ontario.	Q3 2017-2018	
Using Lean Six Sigma principles, analyze, implement, and measure maintenance improvements that result in the reduction of change-offs.	Compile all diagnostic collateral for Radio Controllers.	Q1 2017-2018	Rusty Korth
	Complete all feedback processes to Operators and Technicians.	Q2 2017-2018	
	Monitor feedback mechanisms to Operators and Technicians.	Q3 2017-2018	
	Monitor technical training impact on change-offs.	Q3 2017-2018	Lea Goodness
Replace all bus stop signs in the RTS system to improve the customer experience.	Install new bus stop signs in ascending numerical order by route.	Q1-Q4 2017-2018	Brittany Marks

Engage Employees in Delivering on Our Brand Promise

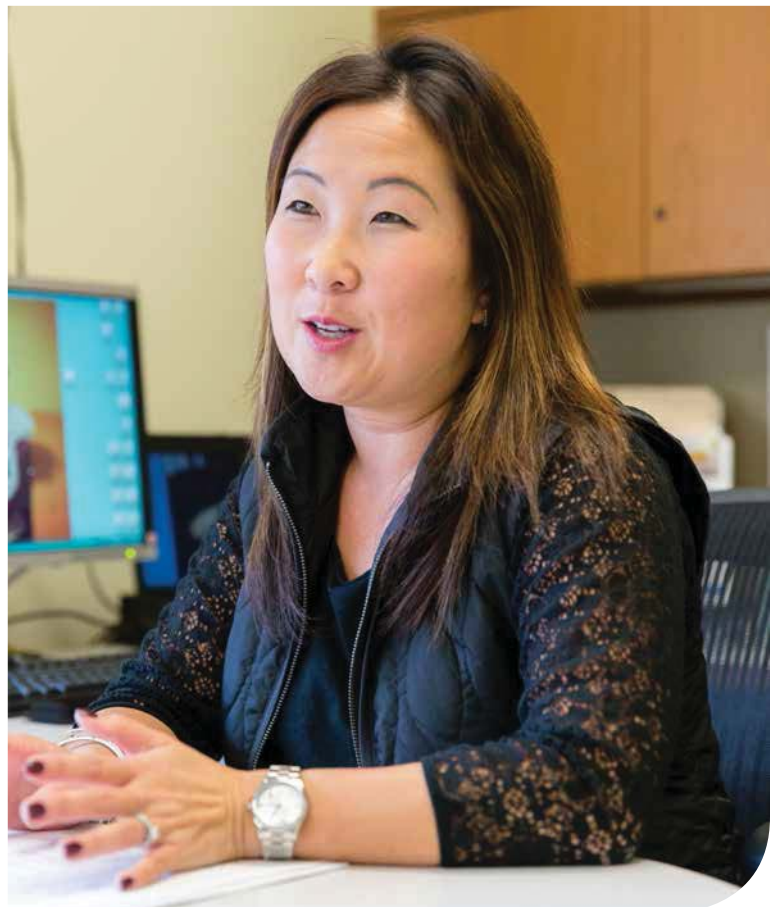
Engaged employees enthusiastically embrace our mission and do their best to serve our customers.

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 assess our current training needs and adjust our training program to better meet the needs of our customers. This assessment will be informed by utilizing the Customer Relationship Management system to better understand those needs, and we will then revise our training programs. We have also made it a priority to expand the C.A.R.E. program to enhance employee engagement and recognition, and the wellness program to improve the overall health and wellness of employees.

Strong communication is a key component of successful engagement at RTS. Every employee is an ambassador for the organization, which is why we utilize effective communication strategies to strengthen engagement and relationships with each other and those we serve.



Engage Employees in Delivering on Our Brand Promise

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Expand training program to enhance engagement, consistency, performance, and efficiency among the workforce.	Conduct needs assessment for skill-based training to identify position-specific skill requirements.	Q1 2017-2018	Amy Gould
	Introduce skill-specific training component to expanded training program.	Q4 2017-2018	
Promote greater awareness and understanding of C.A.R.E. employee recognition program among all employees.	Conduct quarterly C.A.R.E. program training to ensure complete understanding of the RTS customer service standards and promote increased engagement with customers and employees.	Q2 2017-2018	Amy Gould, Krystle Hall
	Gather input from employees to ensure continuous improvement of the C.A.R.E. program.	Q1 2017-2018	Krystle Hall, Tom Brede
	Update communications plan to promote greater awareness and understanding of C.A.R.E. program.	Q2 2017-2018	Tom Brede
Increase awareness and understanding of the benefits of diversity and inclusion to better serve our employees, customers, and the community.	Identify external resources to promote diversity of people, experiences, skills, cultures, and mindset.	Q1 2017-2018	Amy Gould
	Conduct leadership training to increase education and awareness.	Q1 2017-2018	
	Develop a job shadowing / mentoring / apprentice program to embrace and improve diversity.	Q2-Q4 2017-2018	Krystle Hall
	Utilize RTS Diversity Council to engage employees and identify opportunities to promote diversity and inclusion.	Q1-Q4 2017-2018	Amy Gould
Expand wellness program to improve the overall health and wellness of employees through targeted initiatives that focus on key cost drivers and highly prevalent conditions, while managing claims experience.	Develop an education and prevention strategy for key cost drivers and highly prevalent conditions.	Q1 2017-2018	Amy Gould
	Launch campaign to educate employees on preventive measures and provide tools and information to improve their health and wellness.	Q3 2017-2018 – Q1 2019-2020	
	In partnership with community-based resources, provide on-site screenings for the top chronic health conditions and annual services (such as screening mammograms).	Q3 2017-2018 – Q4 2018-2019	

Modernize Our Infrastructure

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

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 new radios and communications platforms to improve throughput and responsiveness amongst the on-road fleet, and new technology to improve the tracking of fleet location and on-time performance, as well as enhanced use of customer data to achieve operational efficiencies.

The effort to modernize the main RTS campus continues to move forward. Renovations to the operations building, upgrades to maintenance garages and service facilities, and the construction of a new service building and maintenance facility will improve safety, security, and efficiency for bus and administrative operations. Similar improvement efforts continue to take place at RTS regional facilities in Orleans, Livingston, and Wyoming counties. These efforts are critical to our ability to provide safe and reliable service for our customers.

RGRTA is connecting communities and focused on providing better transit for better communities. We have transformed public transit in our community and we are now focused on continued engagement with employees, customers, business partners, and the community. We are developing our people, fostering a culture that encourages new ideas, 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 working to build a public transportation system that people can build their lives around.



Modernize Our Infrastructure

TACTIC (DESCRIPTION)	MILESTONES	TIMING	PROJECT CHAMPION(S)
Install new radio and bus data communications platform to improve quality of service.	Secure funding for replacement of system infrastructure and implementation.	Q1 2017-2018	Jeff Luce
	Utilize test fleet to assess technology implementation plan and usage.	Q2-Q3 2017-2018	
	Roll out to fleet.	Q4 2017-2018	
RTS Campus Improvement Project (multiple phases) – including Operations building renovations, construction of a new maintenance warehouse building and service building, and related site improvements.	Complete construction.	Q4 2019-2020	Dave Belaskas
Finalize the design, construction and renovation of the new RTS Wyoming facility.	Final design.	Q3 2017-2018	Dave Belaskas
	Complete construction.	Q3 2018-2019	
Finalize construction of the new RTS Orleans facility.	Complete construction.	Q2 2018-2019	Dave Belaskas
Complete extension of bus bays on the RTS Livingston campus.	Complete construction.	Q3 2017-2018	Dave Belaskas





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FINANCIAL PLAN

The Authority's Financial Plan consists of three elements:

Operating Budget for Fiscal Year 2017-2018

Multi-Year Budget Projection covering fiscal years 2018-2019 through 2020-2021

Six Year Capital Improvement Plan covering fiscal years 2017-2018 through 2022-2023

Fiscal Year 2017-2018 Operating Budget

Management is pleased to present a balanced operating budget for the fiscal year 2017-2018 (FY2018) which maintains the existing customer fare structures for our entire service area. This is the ninth 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 FY2018 are \$95.8 million, representing an increase of 3.6% from the prior year's budget. Within that total, personnel costs are \$69.8 million, increasing \$2.4 million from the prior year. Non personnel costs are estimated at \$26.0 million, increasing \$0.9 million from the prior year.

Total estimated revenues supporting operations are \$95.8 million, representing an increase of \$3.3 million from the prior year budget. This revenue increase is primarily due to an increase in Mortgage Recording Tax based on a change in State Law, effective July 1, 2017, and increased transactional activity across the Authority's member counties.

A more in-depth discussion of the key factors which impact revenues and expenses follows. A comparison of the FY2018 Operating Budget versus the prior year is shown in the chart on the next page.

RGRTA
myRTS.com

Certification of the Chief Executive Officer
Fiscal Year 2017-18 Operating Budget and Financial Plan

As Chief Executive Officer of the Rochester Genesee Regional Transportation Authority, I hereby certify that the Authority's 2017-18 Operating Budget and Financial Plan have been prepared, to the best of my knowledge and belief, after reasonable inquiry, based upon reasonable assumptions and methods of estimation, and in accordance with the requirements of 2 NYCRR, Part 203.

Signed: *William C. Carpenter*
William C. Carpenter
Chief Executive Officer
Rochester Genesee Regional Transportation Authority

Date: February 1, 2017

Commissioners:
Monroe County
William Faber
Don Jeffries
Kelli O'Connor
City of Rochester
Thomas R. August
Barbara J. Jones
Karen C. Pryor
Genesee County
Paul J. Battaglia
Vice Chairman
Livingston County
Milo I. Turner
Ontario County
Geoffrey Astles
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Wayne County
Michael P. Jankowski
Treasurer
Wyoming County
Rich Kosner
ATU Local 282
Tracie Green

Rochester Genesee Regional Transportation Authority 1372 East Main Street, Rochester, NY 14609 • P: 585-654-0200 • F: 585-654-0293

Financial Certification of the
Chief Executive Officer

Summary FY 2016-17 & 2017-18 Operating Budget Comparison* (\$ Millions)

	2016-17 OPERATING BUDGET	2017-18 OPERATING BUDGET	CHANGE	% CHANGE
REVENUES				
Locally Generated	\$30.2	\$29.8	\$(0.5)	-1.5%
Governmental Subsidies	\$53.9	\$55.4	\$1.5	2.8%
Mortgage Recording Tax	\$8.3	\$10.6	\$2.3	27.3%
Total Revenues	\$92.5	\$95.8	\$3.3	3.6%
EXPENSES				
Personnel	\$67.3	\$69.8	\$2.4	3.6%
Non-Personnel	\$25.1	\$26.0	\$0.9	3.6%
Total Expenses	\$92.5	\$95.8	\$3.3	3.6%
Net Income (Deficit)	\$ –	\$ –	\$ –	
Appropriated Working Capital	\$ –	\$ –	\$ –	
Net Income (Deficit)	\$ –	\$ –	\$ –	

*Rounding may cause mathematical errors.

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

Locally generated, which include customer and special fares

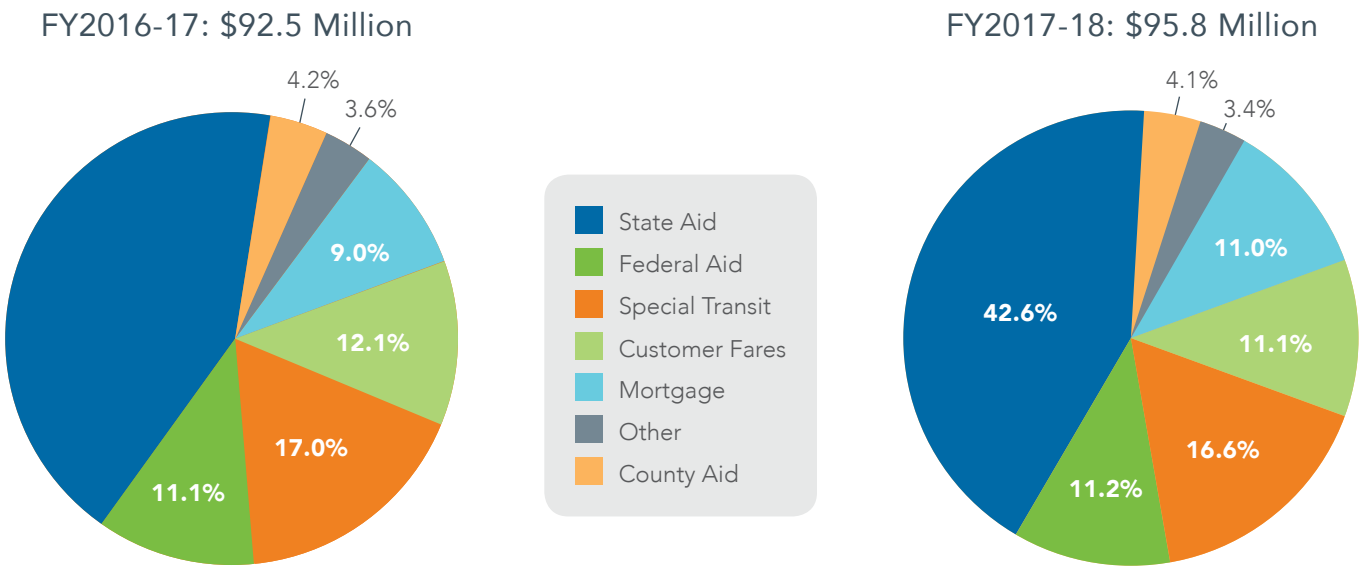
Governmental subsidies provided by member counties, New York State, and the federal government

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



Locally Generated

These include the categories of customer fares, special transit fares, and other revenues. A total of \$29.8 million is budgeted for FY2018. Locally generated revenues are expected to support approximately 31% of total planned operating expenses for FY2018.

Customer Fares

Total budgeted customer fares are estimated to be \$10.6 million, a decrease of approximately \$0.5 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.

"As we continue to grow as an institution and have more downstate, out-of-state, and international students, our partnership with RTS is integral to not only accommodating the everyday travel for these students but for allowing all of our students to explore Rochester and all that it has to offer."

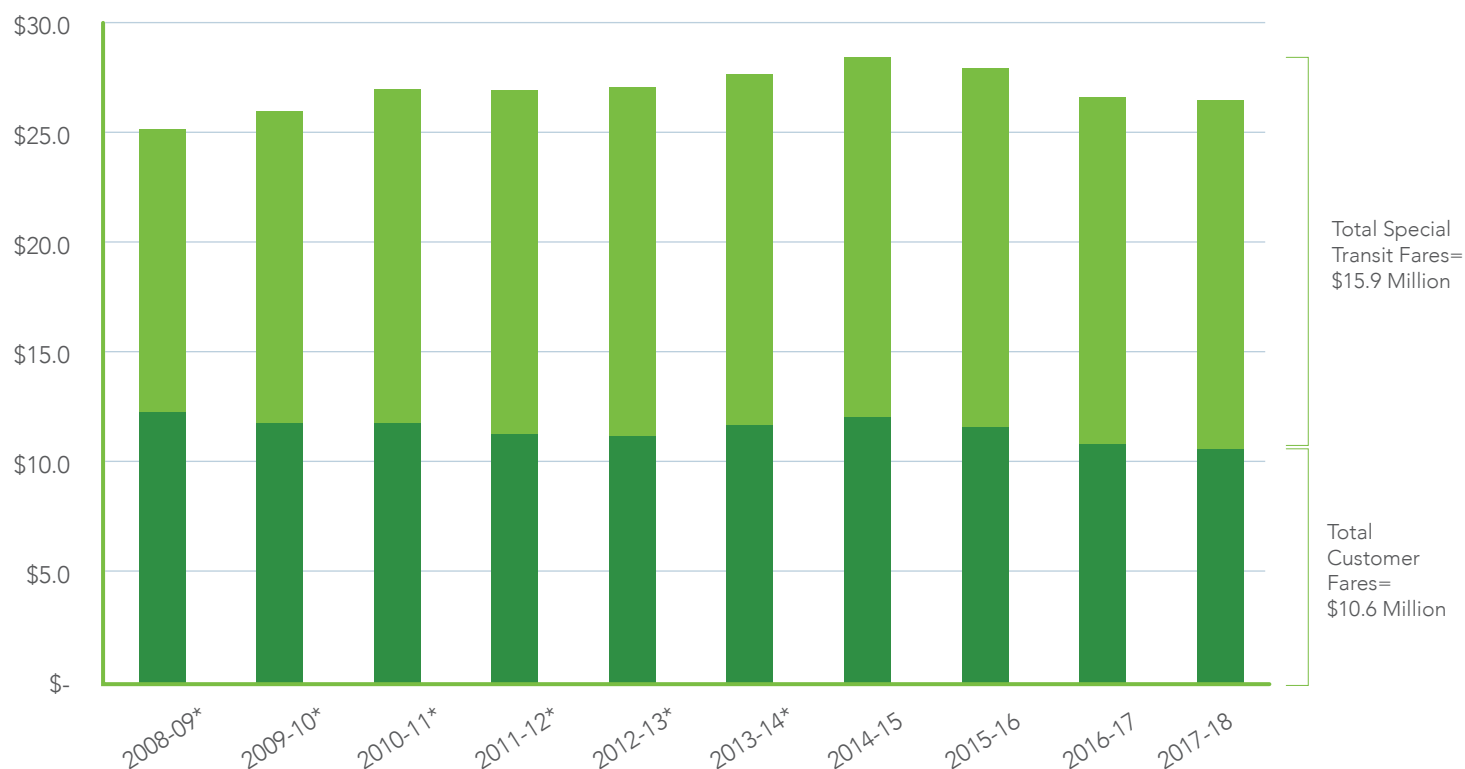
Carey Backman
Director, Student Activities & Leadership
Nazareth College

Special Transit Fares

A total of \$15.9 million is estimated for special transit fares in the FY2018 budget which is an increase of approximately 0.7% 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. 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

Total Special Transit Fares
Total Customer Fares

Governmental Subsidies

Governmental subsidies are the largest revenue category of the Authority and are expected to support approximately 58% of total operating expenses for FY2018. Governmental subsidies are received from the federal government, New York State, and each member county.

Federal Aid

Federal Aid planned for FY2018 totals \$10.7 million, up approximately \$0.4 million from last year's budget. The major components of federal aid are annual formula based grants under the urbanized "5307" program and rural "5311" program.

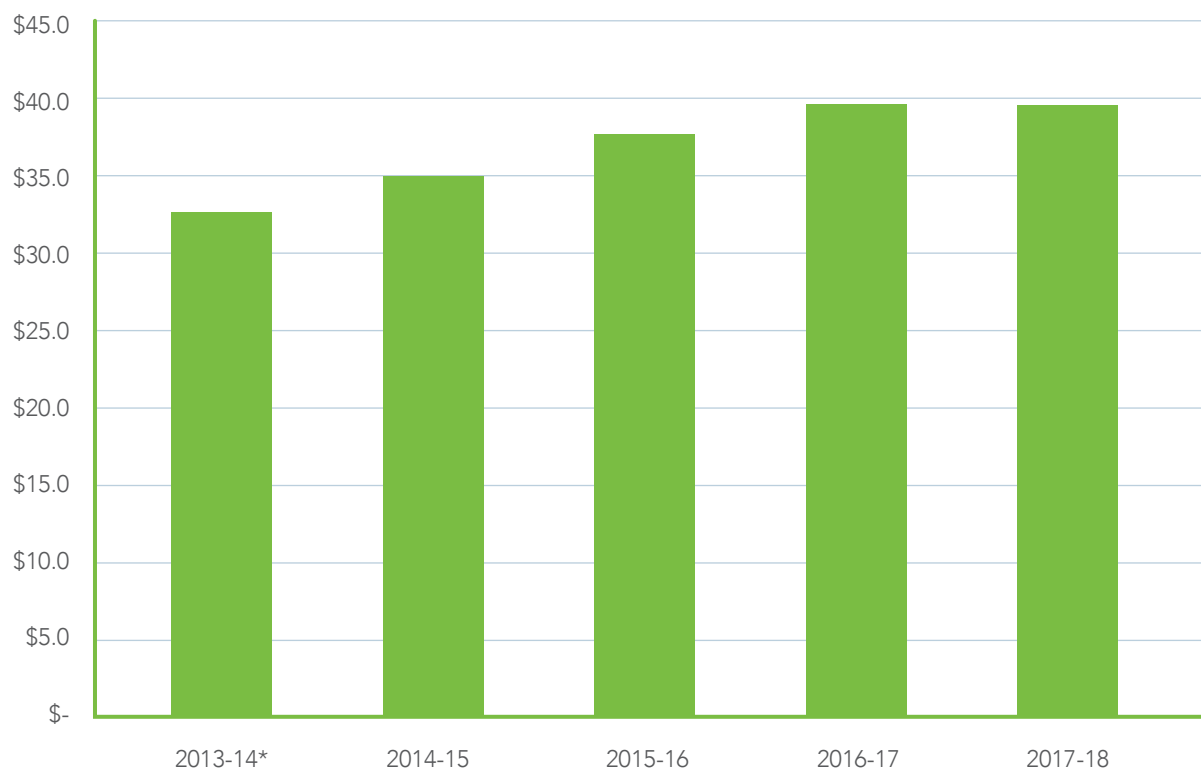
State Aid

State aid planned for FY2018 is \$40.8 million, up approximately \$1.1 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)



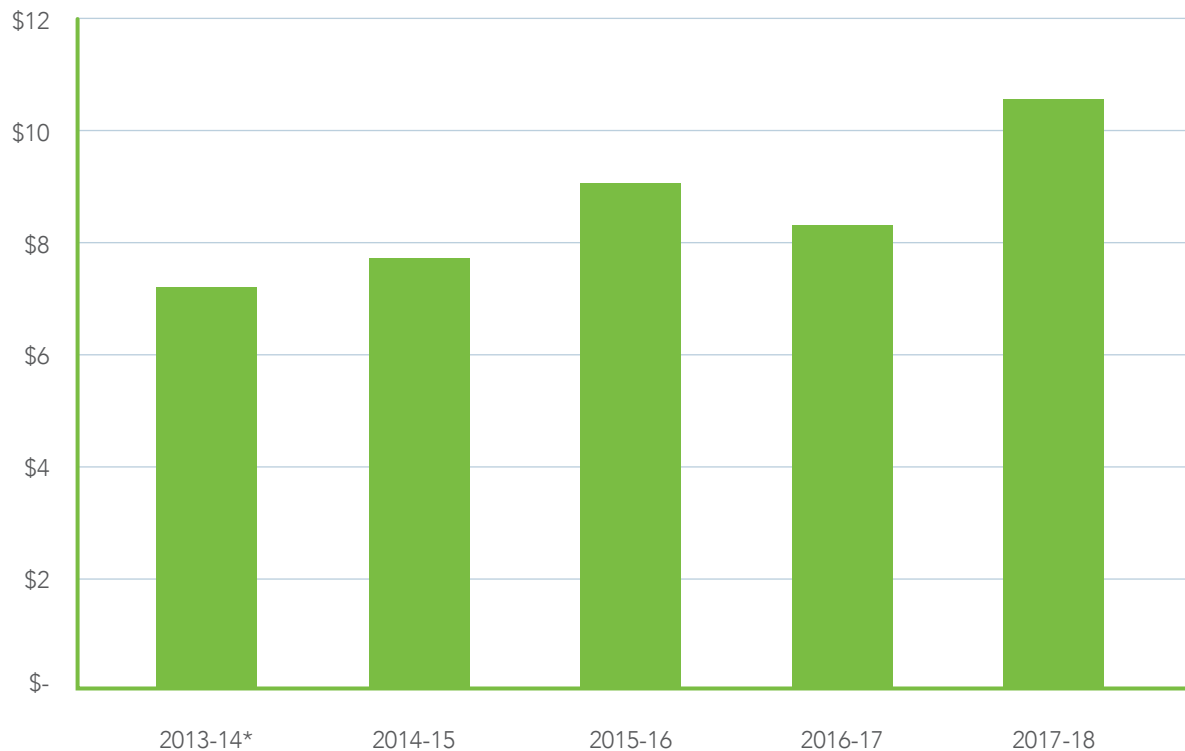
*Excludes RTS Ontario

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 receipts for FY2017 are expected to exceed budget and the change in New York State Law has the Authority projecting FY2018 receipts to be \$10.6 million.

Mortgage Recording Tax Receipts (\$ Millions)



*Excludes RTS Ontario

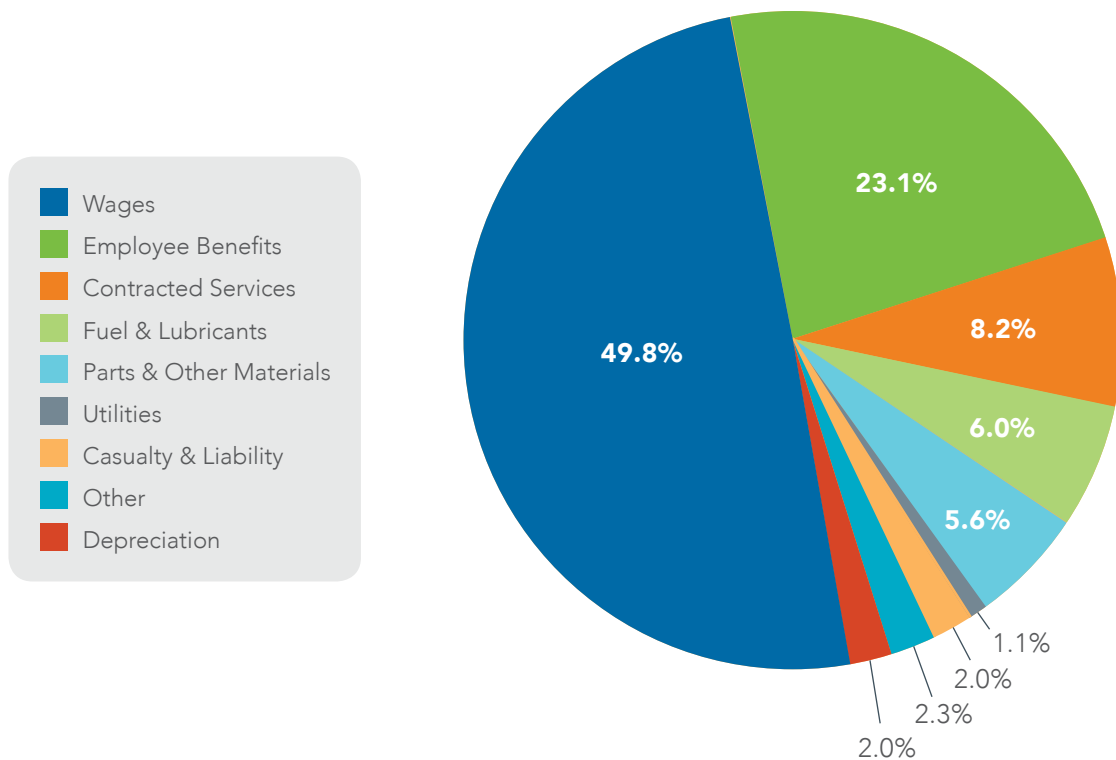
“Without accessible transportation options, people with disabilities can become effectively trapped in their own homes, unable to get to work or the doctor’s office or to visit family and friends. As we work to get more disabled people out of nursing facilities and into their own homes in our community, we must ensure that adequate public transit options are available and accessible everywhere people with disabilities want to live.”

Ericka Jones
System Advocate, Center for Disability Rights

Expense Factors

The Authority's operational plan for FY2018 has been developed with the following key concepts; maintaining high quality services for our customers and restricting cost increases wherever possible. Total estimated operating expenses for the fiscal year are \$95.8 million, representing an increase of \$3.3 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: 2017-18
\$95.8 Million



Personnel

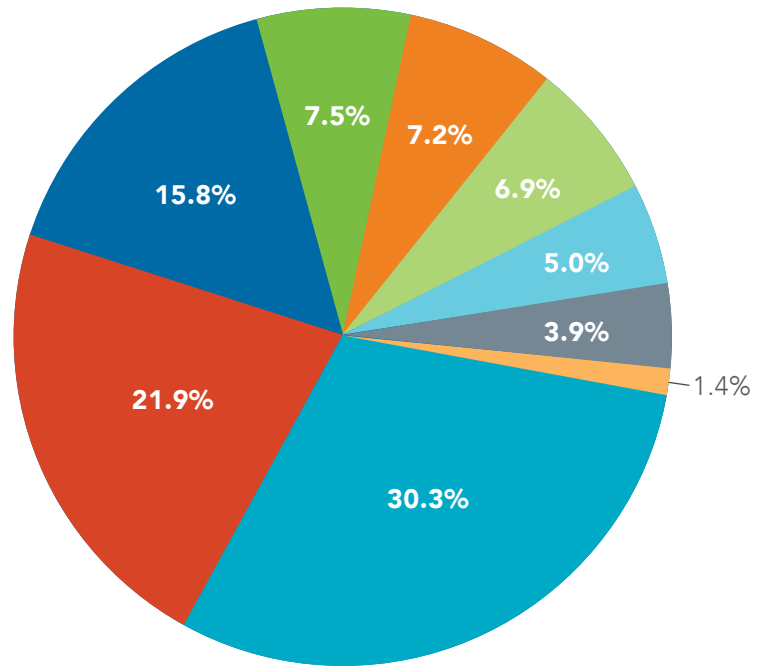
Total estimated wages and benefits for FY2018 are \$69.8 million, representing an increase of \$2.4 million from the prior year budget. The primary driver of the increased cost is due to increasing fringe benefit costs including pension and health insurance of current and retired employees.

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 FY2018 is \$26.0 million, representing an increase of \$0.9 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: 2017-18
\$26.0 Million



Non-Personnel Summary (000's)

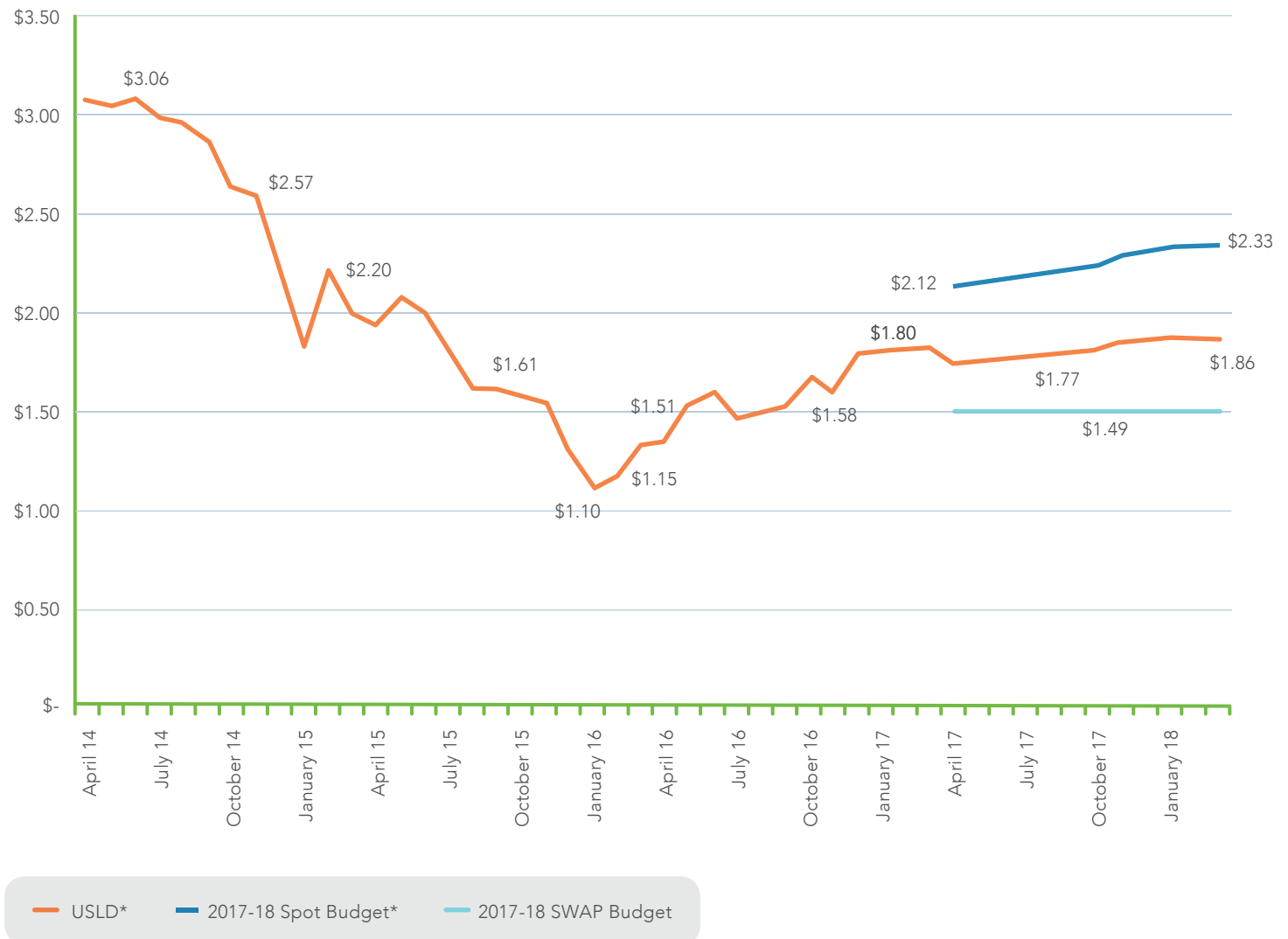
	2016-17 OPERATING BUDGET	2017-18 OPERATING BUDGET	CHANGE	% CHANGE
Contracted Services	\$7,584	\$7,883	\$299	3.9%
Fuel/Lubricants	\$5,809	\$5,705	\$(104)	-1.8%
Parts	\$3,402	\$4,100	\$698	20.5%
Casualty & Liability	\$1,950	\$1,947	\$(3)	-0.1%
Depreciation	\$1,897	\$1,878	\$(19)	-1.0%
Miscellaneous	\$1,745	\$1,806	\$61	3.5%
Other Materials/Supplies	\$1,292	\$1,310	\$18	1.4%
Utilities	\$1,027	\$1,017	\$(10)	-1.0%
Lease/Rental	\$400	\$365	\$(36)	-8.9%
Total	\$25,107	\$26,012	\$905	3.6%

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

Fuel and Lubricants

Fuel and lubricant costs are estimated at \$5.7 million for FY2018, decreasing \$0.1 million from the prior year budget. The Authority currently has protection against volatility on approximately 66% of its supply for FY2018 with a fixed price SWAP. The FY2018 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 four years and futures market, as well as the budgeted spot and SWAP price.

Diesel Fuel Price/Gallon Trend vs. Budget



*Inclusive of Transportation and Delivery



Bus Parts and Other Materials and Supplies

Bus parts and other materials and supplies expenses planned for FY2018 total \$5.4 million, representing an increase of \$0.7 million from the prior year's budget. The bus parts increase of \$0.7 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 FY2018 contracted services expenses are \$9.3 million, representing an increase of \$0.2 million from the prior year's budget. The increase in this expense category is due to increased maintenance fees associated with both computer hardware and software.

Miscellaneous and Other Expenses

Miscellaneous and other expenses during FY2018 are budgeted at \$3.8 million, an increase of \$0.1 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 FY2018 is budgeted at \$1.9 million, flat from the prior year's budget.

Multi-Year Budget Projection

Fiscal Years 2018-19 – 2020-21

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, 2017, the Authority's AUNA will total approximately \$26.3 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 \$91.0 million to \$92.8 million, or 2.0% over the projection period. Projected annual operating expenses increase from \$101.0 to \$113.1 million over

the same period, representing an increase of \$12.1 million, or 12.0%. Each year of the projection shows a funding gap that grows from \$10.0 million to \$20.3 million with a cumulative total gap of \$45.3 million – 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.

The Authority's current fiscal strength (represented by \$26.3 million of AUNA) could theoretically close these projected funding gaps through fiscal year 2019-20, and thereby enable the maintenance of service levels and current fare structures for customers.

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

Key elements/assumptions driving this forecast are as follows:

Revenues

Locally generated

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

Government Subsidies

- STOA allocation of \$39.6 million is assumed to remain flat.
- 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 2017-18 is maintained.

Personnel

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

Non-personnel

- Diesel fuel prices increase 15% annually.

Consolidated Multi-Year Budget Projection 2018-19 – 2020-21* (\$ Millions)

	PROJECTED 2016-17	BUDGET 2017-18	PROJECTION 2018-19	PROJECTION 2019-20	PROJECTION 2020-21
REVENUES					
LOCALLY GENERATED REVENUES					
Fares: Cash, passes, subsidy agreements	\$26.7	\$26.5	\$26.9	\$27.3	\$27.8
Other (Interest earnings, recoveries, reimbursements)	\$3.6	\$3.3	\$3.0	\$3.0	\$3.1
Locally Generated Revenues	\$30.3	\$29.8	\$29.9	\$30.4	\$30.9
GOVERNMENTAL SUBSIDIES					
Federal	\$9.4	\$10.7	\$6.2	\$6.2	\$6.4
State	\$40.6	\$40.8	\$40.2	\$40.2	\$40.2
County	\$3.9	\$3.9	\$3.9	\$3.9	\$3.9
Governmental Subsidies	\$53.9	\$55.4	\$50.3	\$50.3	\$50.6
MORTGAGE RECORDING TAX	\$8.3	\$10.6	\$10.8	\$11.1	\$11.4
Total Revenue	\$92.5	\$95.8	\$91.0	\$91.8	\$92.8
EXPENSES					
PERSONNEL					
Employee Wages	\$46.7	\$47.7	\$49.1	\$50.6	\$52.1
Medical Insurance	\$10.6	\$11.0	\$12.8	\$14.9	\$17.4
Other Fringe Benefits	\$10.1	\$11.1	\$11.4	\$11.7	\$12.1
Total Personnel	\$67.4	\$69.8	\$73.3	\$77.3	\$81.6
NON-PERSONNEL					
Fuel & Lubricants	\$5.8	\$5.7	\$6.5	\$7.5	\$8.6
Other Non-Personnel	\$19.0	\$20.3	\$21.2	\$22.0	\$23.0
Total Non-Personnel	\$24.9	\$26.0	\$27.7	\$29.5	\$31.6
Total Expenses	\$92.3	\$95.8	\$101.0	\$106.8	\$113.1
Net Income (Deficit) From Operations & Subsidies	\$0.3	\$ -	\$(10.0)	\$(15.0)	\$(20.3)
Estimated Available Unrestricted Net Assets BOY	\$26.1	\$26.3	\$26.3	\$16.3	\$1.3
Estimated Available Unrestricted Net Assets EOY	\$26.3	\$26.3	\$16.3	\$1.3	\$(19.0)

*Rounding may cause mathematical errors.

Six Year Capital Improvement Plan

The Capital Improvement Plan (CIP) is the Authority's Six Year (FY 2017/18 – 2022/23) plan of proposed capital investments necessary to maintain and improve the infrastructure. The key elements of this infrastructure are rolling stock, facilities, and technology related equipment and systems. The CIP is fiscally constrained in that the funding schedule and sources for all listed projects have been identified.

The process by which capital needs are identified and solutions are proposed is ongoing. It begins annually in September as department heads are asked to formally prepare capital funding requests for the forthcoming Six Year period. Capital projects must have a life expectancy of at least one year and a minimum cost of \$5,000.

These requests are reviewed by utilizing the project descriptions, budget estimates, technical information, anticipated milestones, and a justification for the proposed investment. A recommended list of projects was then reviewed by the Authority's Executive Management Team for the determination of final funding allocations.

General Overview

The CIP is fiscally constrained within available funding over the Six Year period. It contains a total of 82 projects with estimated expenses of \$180 million. The first year of the plan including projects in progress is \$64.4 million.

2017-18 Capital Expenses By Project Type

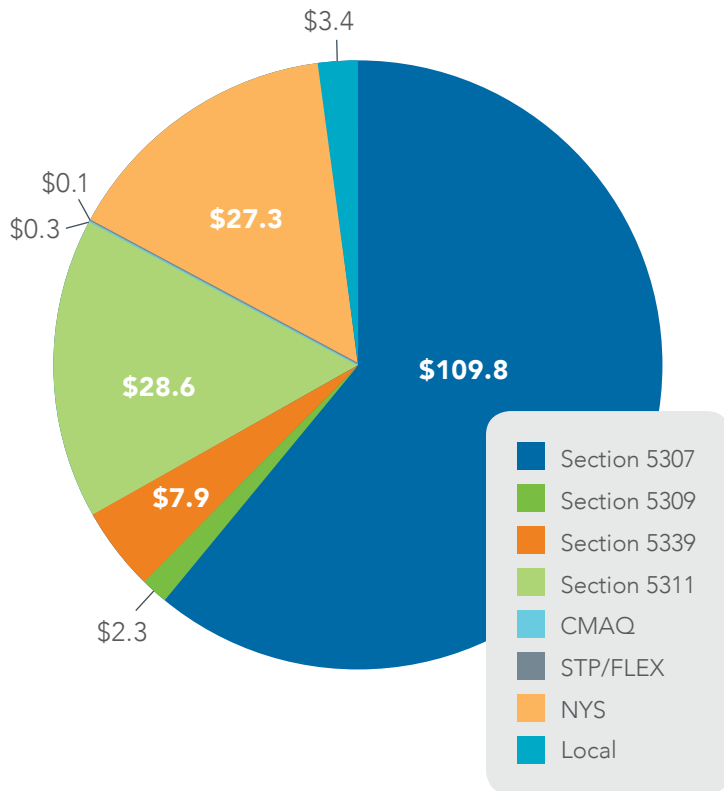
PROJECT TYPE	NUMBER OF PROJECTS	\$ (MILLIONS)
Preventive Maintenance	1	\$15.6
Rolling Stock	17	\$16.3
Facilities	10	\$23.6
Equipment	3	\$1.0
Transportation Technologies	16	\$7.5
Other	2	\$0.4
Total	49	\$64.4

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 and the construction of numerous Regional Facilities during this CIP. Finally, the Authority's CIP includes the replacement of the voice and data systems in use by RTS and RTS Access.

As noted previously, this CIP is fiscally constrained as approximately \$50 million of other capital needs of the Authority are not funded in this CIP due to limited resources. Included in this unfunded estimate are a portion of the remaining funds necessary to realize the efficiencies designed in the RTS Campus master plan and the replacement of the existing CAD/AVL and associated equipment.



Source of Funds \$179.7 Million



Source of Funds

Capital funding is primarily dependent upon federal grants, which are partially matched by contributions from both New York State and the Authority. Generally, the funding split for capital investments is 80% federal, 10% state, and 10% 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 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 65% of total funding) supporting the Authority's Six Year Capital Improvement Plan.

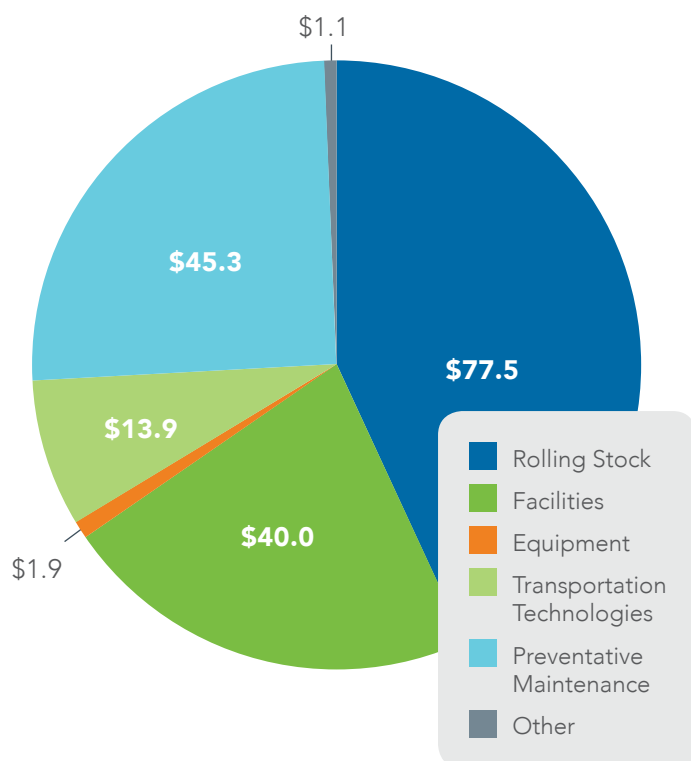
As part of the New York State fiscal year 2015-16 Enacted Budget, a five year Department of Transportation Capital

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 to leverage state resources to generate new construction and economic growth. The total five year program for non-MTA transit systems inclusive of the required 10% matching to federal funds is \$395 million. For the current fiscal year approximately \$4 million of these funds is known to the Authority as it is contained in the Governor's 2017-18 Executive Budget.

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 values presented under the FAST Act and assumed to remain flat for the final two years of the CIP that is not covered by the FAST Act.
- The FAST Act included increased funding for the Bus and Bus Facilities Section 5309 federal discretionary program. The Authority will seek funding but no 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 regional 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. The allocation to the Authority is estimated as the formal allocation has not been released.
- Other CIP funds include distributions from the RGRTA capital reserve fund.

Use of Funds by Objects of Expense \$179.7 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 preventative maintenance of federally acquired assets. The total PM allocation over the CIP is \$45.3 million.

Rolling Stock

The Authority recognizes that timely replacement of its buses is an integral part of maintaining long term financial stability and providing excellence in customer service. A total of \$77.5 million is planned for the upcoming Six Year period, inclusive of buses currently under order, for a total of 333 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 \$40 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 the remaining elements of the project. The acquisition of adjacent properties, demolition, site clearing and paving of a new parking lot has been 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 will be made to the Operations Building, replacement of an emergency generator, site utility repairs and additional fluids tank replacements will be completed.

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 has submitted an application to the Genesee Transportation Council (GTC) to fund an RTS Access Ridership and Facility Evaluation Study. It is anticipated that the request will be funded, with an award expected in April 2017. The project will consist of hiring 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 are minor improvements programmed for fiscal year 2017-18 for the installation of cameras and access control, the replacement of the fire alarm, and repairs to concrete while the longer term plan is formulated.

Regional Facilities

Over the past two fiscal years work has progressed on the facility investments in the regional operations. During fiscal year 2017-18, the Authority is progressing projects at six of the seven regional operations. Construction is anticipated to begin 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 expected to be completed by the end of the calendar year. 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 renovations will begin allowing for the operations to be moved to the new facility. Design of facilities for RTS Genesee and RTS Seneca are expected to be completed during fiscal year 2017-18 in anticipation of beginning construction in fiscal year 2018-19. Finally, the Authority plans to evaluate potential sites for an RTS Wayne facility with design and construction anticipated for future fiscal years.

Transportation Technologies

Enterprise Data Warehouse and Business Intelligence

In order to make strategic business decisions, the Authority needs to compile and analyze data from across the organization. Currently this information is provided from over twenty sources. The Enterprise Data Warehouse and Business Intelligence (EDWBI) system will create a central repository for the information to reside. The system will provide additional benefits to the Authority, including the ability to:

- Present high level dash boards for executives and managers
- Permit interactive analysis
- Perform cause and effect scenarios and root cause analysis
- Provide predictive views and create trend analysis
- Correct for data errors and alert for outside of norm measures
- Run intensive reports

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

During 2013, with the assistance of a consultant, the Authority performed a comprehensive analysis of the information needs across the organization. The implementation is split into phases. Each individual phase will result in process improvements, with each subsequent phase building on the prior. The first phase is expected to be completed in 2017 with additional phases implemented in fiscal year 2017-18.

On-Board Voice and Data Systems Replacement

The current Voice and Data Systems in use for RTS relies on technology from the 1980s. The on-board radios are no longer in production and have surpassed the end of their service life. Used replacement models are difficult to locate and can put operations in jeopardy. In addition, the reliance on the radio system for the transmitting of on-board data is greatly limited due to the coverage issues and bandwidth limitations of this technology. The voice and data systems will be replaced simultaneously and completed by the end of fiscal year 2017-18.

Total investment in Transportation Technologies over this CIP is \$13.9 million.

Equipment

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

Other

Capital projects in this section of the Plan are primarily focused on transit enhancements for the public. Such projects include the installation of bus shelters across the service area and bus stop signs. The key transit enhancement project in fiscal year 2017-18 is the completion of the installation of redesigned bus stop signs at RTS. The total investment in miscellaneous projects is \$1.1 million in this CIP.

2017-18 – 2022-23 CAPITAL IMPROVEMENT PLAN

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/16	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Preventive Maintenance	RTS/Access	\$2,446,991	\$13,170,851	\$5,946,400	\$5,726,218	\$5,858,875	\$6,152,977	\$5,985,571	\$45,287,883
TOTAL PREVENTIVE MAINTENANCE		\$2,446,991	\$13,170,851	\$5,946,400	\$5,726,218	\$5,858,875	\$6,152,977	\$5,985,571	\$45,287,883
Replace 21 Transit Buses	RTS	\$340,191							\$340,191
Replace 18 Transit Buses	RTS		\$8,660,935						\$8,660,935
Replace 22 Transit Buses	RTS			\$10,818,883					\$10,818,883
Replace 50 Transit Buses	RTS						\$27,119,294		\$27,119,294
Replace 10 Transit Buses	RTS							\$10,111,795	\$10,111,795
Replace 7 Paratransit Buses	RTS Access	\$569,632							\$569,632
Replace 10 Paratransit Buses	RTS Access		\$876,954						\$876,954
Replace 9 Paratransit Buses	RTS Access			\$779,215					\$779,215
Replace 15 Paratransit Buses	RTS Access					\$1,346,566			\$1,346,566
Replace 14 Paratransit Buses	RTS Access						\$1,320,046		\$1,320,046
Replace 10 Paratransit Buses	RTS Access							\$959,514	\$959,514
Replace 2 Regional Buses	RTS Genesee	\$306,802							\$306,802
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 1 Regional Bus	RTS Livingston	\$153,401							\$153,401
Replace 3 Regional Buses	RTS Livingston		\$525,000						\$525,000
Replace 5 Regional Buses	RTS Livingston			\$715,00					\$715,000
Replace 2 Regional Buses	RTS Livingston				\$200,000				\$200,000
Replace 4 Regional Buses	RTS Livingston						\$220,000		\$220,000
Replace 3 Regional Buses	RTS Livingston							\$330,000	\$330,000
Replace 29 Regional Buses	RTS Ontario	\$2,242,698							\$2,242,698
Replace 3 Regional Buses	RTS Ontario		\$285,000						\$285,000
Replace 1 Wheelchair Accessible Van	RTS Ontario		\$70,000						\$70,000

2017-18 – 2022-23 CAPITAL IMPROVEMENT PLAN CONTINUED									
PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/16	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
Replace 7 Regional Buses	RTS Ontario			\$665,000					\$665,000
Replace 7 Regional Buses	RTS Ontario						\$770,000		\$770,000
Replace 1 Wheelchair Accessible Van	RTS Ontario						\$75,000		\$75,000
Replace 7 Regional Buses	RTS Ontario							\$770,000	\$770,000
Expand 1 Wheelchair Accessible Van	RTS Orleans		\$70,000						\$70,000
Replace 2 Regional Buses	RTS Orleans						\$220,000		\$220,000
Replace 2 Regional Buses	RTS Orleans							\$220,000	\$220,000
Replace 1 Regional Bus	RTS Seneca	\$153,401							\$153,401
Expand 5 Regional Buses	RTS Seneca		\$475,000						\$475,000
Replace 2 Regional Buses	RTS Seneca						\$220,000		\$220,000
Replace 1 Wheelchair Accessible Van	RTS Seneca						\$75,000		\$75,000
Replace 11 Regional Buses	RTS Wayne	\$358,830							\$358,830
Replace 5 Regional Buses	RTS Wayne		\$875,000						\$875,000
Replace 8 Regional Buses	RTS Wayne			\$1,080,000					\$1,080,000
Replace 2 Wheelchair Accessible Vans	RTS Wayne					\$150,000			\$150,000
Replace 4 Regional Buses	RTS Wayne						\$440,000		\$440,000
Replace 5 Regional Buses	RTS Wayne							\$550,000	\$550,000
Replace 1 Regional Bus	RTS Wyoming	\$89,707							\$89,707
Replace 3 Regional Buses	RTS Wyoming			\$420,000					\$420,000
Replace 3 Regional Buses	RTS Wyoming			\$285,000					\$285,000
Replace 1 Wheelchair Accessible Van	RTS Wyoming			\$70,000					\$70,000
Replace 5 Regional Buses	RTS Wyoming						\$550,000		\$550,000
TOTAL ROLLING STOCK		\$4,214,662	\$12,047,889	\$14,833,098	\$400,000	\$1,496,566	\$31,304,030	\$13,161,309	\$77,457,864

2017-18 – 2022-23 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/16	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
RTS Campus Improvement Project	RTS	\$6,620,458	\$2,160,000						\$8,780,458
Transit Center Improvements	RTS	\$134,944	\$397,675						\$532,619
Mt. Hope Station	RTS	\$52,324							\$52,324
RTS Service Building	RTS				\$10,000,000				\$10,000,000
RTS Maintenance Warehouse	RTS				\$6,415,000				\$6,415,000
RTS Access Campus Improvement Project	RTS Access		\$200,000						\$200,000
RTS Genesee Facility	RTS Genesee	\$49,883	\$750,000						\$799,883
RTS Livingston Garage Improvements	RTS Livingston	\$256,147	\$878,000						\$1,134,147
RTS Orleans Facility	RTS Orleans	\$165,519	\$4,172,439						\$4,337,958
RTS Seneca Facility	RTS Seneca	\$24,157	\$3,751,500						\$3,775,657
RTS Wayne Facility Site Selection	RTS Wayne		\$50,000						\$50,000
RTS Wyoming Facility	RTS Wyoming	\$731,698	\$3,213,135						\$3,944,833
TOTAL FACILITIES		\$8,035,130	\$15,572,749	\$ -	\$16,415,000	\$ -	\$ -	\$ -	\$40,022,879
Maintenance Equipment	RTS	\$463,236	\$93,000	\$265,000	\$18,000	\$65,000	\$150,000	\$100,000	\$1,154,236
Replace Road Supervisor Cars	RTS		\$57,165	\$58,880			\$160,849	\$66,270	\$343,164
Replace 1993 International Tow Truck	RTS		\$400,000						\$400,000
TOTAL EQUIPMENT		\$463,236	\$550,165	\$323,880	\$18,000	\$65,000	\$310,849	\$166,270	\$1,897,400

2017-18 – 2022-23 CAPITAL IMPROVEMENT PLAN CONTINUED									
PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/16	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
On-Board Voice and Data System Replacement	RTS	\$4,200,000							\$4,200,000
Enterprise Data Warehouse/ Business Intelligence Tool	RTS	\$1,669,911		\$918,006					\$2,587,917
Network Equipment and DR SAN Replacement	RTS	\$390,000							\$390,000
Financial Software Replacement Phase II	RTS	\$273,031							\$273,031
IT System Interface & System Upgrades	RTS	\$204,712							\$204,712
Server Replacement	RTS	\$100,530							\$100,530
CRM Replacement	RTS	\$76,825							\$76,825
Upgrade/Replace PCs & Laptops	RTS	\$60,926							\$60,926
Server Replacement	RTS		\$157,500	\$162,619	\$181,747	\$214,537	\$180,000	\$180,000	\$1,076,403
Upgrade/Replace PCs & Laptops	RTS		\$123,277	\$118,764	\$92,202	\$50,037	\$132,827	\$110,000	\$627,107
Fare Collection Improvements	RTS		\$100,000	\$2,030,000	\$2,030,000				\$4,160,000
Updated Office Productivity Software	RTS		\$96,325						\$96,325
Security Camera Replacement	RTS		\$15,000						\$15,000
Regional Phone System Upgrades	RTS Genesee	\$13,209							\$13,209
Regional Phone System Upgrades	RTS Livingston	\$9,800							\$9,800
Regional Phone System Upgrades	RTS Orleans	\$10,100							\$10,100
TOTAL TRANSPORTATION TECHNOLOGIES		\$7,009,004	\$492,102	\$3,229,389	\$2,303,949	\$264,574	\$312,827	\$290,000	\$13,901,885
Bus Stop Sign Replacement	RTS	\$145,426							\$145,426
Associated Transit Improvements	RTS	\$80,074	\$143,072	\$145,587	\$148,174	\$150,814	\$150,814	\$150,814	\$969,349
TOTAL OTHER		\$225,500	\$143,072	\$145,587	\$148,174	\$150,814	\$150,814	\$150,814	\$1,114,775
GRAND TOTAL		\$22,394,563	\$41,976,828	\$24,478,354	\$25,011,341	\$7,835,829	\$38,231,807	\$19,753,964	\$179,682,686

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.

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, boilers and HVAC controls with more efficient solutions. The facility addition will increase operating expenses with respect to utilities. 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.

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 FY2018 Financial Plan provides the financial means to enable the Authority to achieve its annual operating goals and tactics as outlined in this Plan. It addresses the Authority's capital investment needs over the next six years in a fiscally prudent manner, and, it identifies the future fiscal challenges for which solution alternatives must be developed and implemented.





OPERATING BUDGET

Consolidated Comparison 2017-18 Operating Budget (000s)

	2015-16 ACTUAL	2016-17 BUDGET	2016-17 PROJECTION*	2017-18 BUDGET	VARIANCE 2016-17 PROJECTION	VARIANCE 2016-17 BUDGET	% CHG BUDGET
REVENUES							
Customer Fares	\$11,556	\$11,140	\$10,811	\$10,631	\$(181)	\$(510)	-4.6%
Special Transit Fares	\$16,395	\$15,748	\$15,863	\$15,859	\$(4)	\$111	0.7%
Other Revenues	\$3,089	\$3,358	\$3,633	\$3,298	\$(335)	\$(60)	-1.8%
Total Locally Generated Revenues	\$31,040	\$30,246	\$30,307	\$29,788	\$(520)	\$(459)	-1.5%
Federal Aid	\$7,728	\$10,299	\$9,413	\$10,738	\$1,325	\$439	4.3%
State Aid	\$38,440	\$39,705	\$40,591	\$40,782	\$190	\$1,076	2.7%
County Aid	\$3,965	\$3,910	\$3,910	\$3,910	\$ –	\$ –	0.0%
Total Governmental Subsidies	\$50,133	\$53,914	\$53,914	\$55,430	\$1,515	\$1,515	2.8%
Mortgage Recording Tax	\$9,040	\$8,290	\$8,290	\$10,550	\$2,260	\$2,260	27.3%
Total Revenues	\$90,214	\$92,451	\$92,512	\$95,767	\$3,256	\$3,317	3.6%
EXPENSES							
Wages	\$46,396	\$46,669	\$46,663	\$47,671	\$1,008	\$1,002	2.1%
Employee Benefits	\$19,534	\$20,674	\$20,734	\$22,085	\$1,350	\$1,410	6.8%
Total Personnel Expenses	\$65,930	\$67,344	\$67,397	\$69,756	\$2,358	\$2,412	3.6%
Contracted Services	\$6,453	\$7,584	\$7,542	\$7,883	\$341	\$299	3.9%
Fuel and Lubricants	\$4,002	\$5,809	\$5,809	\$5,705	\$(104)	\$(104)	-1.8%
Parts and Repairs	\$4,006	\$3,402	\$3,402	\$4,100	\$698	\$698	20.5%
Other Materials and Supplies	\$1,211	\$1,292	\$1,318	\$1,310	\$(8)	\$18	1.4%
Utilities	\$791	\$1,027	\$984	\$1,017	33	\$(10)	-1.0%
Casualty & Liability	\$3,321	\$1,950	\$1,872	\$1,947	\$75	\$(3)	-0.1%
Taxes	\$39	\$22	\$22	\$30	\$8	\$8	38.4%
Miscellaneous Expenses	\$1,800	\$1,723	\$1,615	\$1,776	\$161	\$52	3.0%
Lease and Rentals	\$347	\$400	\$392	\$365	\$(28)	\$(36)	-8.9%
Depreciation (Local)	\$1,758	\$1,897	\$1,897	\$1,878	\$(19)	\$(19)	-1.0%
Total Non Personnel Expenses	\$23,728	\$25,107	\$24,853	\$26,012	\$1,158	\$905	3.6%
Total Expenses	\$89,658	\$92,451	\$92,251	\$95,767	\$3,517	\$3,317	3.6%
Net Income (Deficit) Before Appropriation	\$555	\$ –	\$261	\$ –	\$(261)	\$ –	
Working Capital Appropriation	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	

*As of December 31, 2016

2017-18 OPERATING BUDGET DETAIL

Account Description	Account	2015-16 Actual		2016-17 Budget		2016-17 Actual Thru 12/31/16		2016-17 Projection		2017-18 Budget		Budget Change		% Change
Adult Cash	40101-0110	\$	5,455,729	\$	5,394,725	\$	3,744,813	\$	5,047,725	\$	5,030,530	\$	(364,195)	-6.8%
Unlimited Pass 1 Day	40101-0120	\$	1,104,081	\$	1,048,300	\$	733,746	\$	1,048,300	\$	914,500	\$	(133,800)	-12.8%
Unlimited Pass 5 Day	40101-0121	\$	223,720	\$	178,500	\$	187,544	\$	178,500	\$	230,000	\$	51,500	28.9%
Unlimited Pass 31 Day Adult	40101-0122	\$	3,553,126	\$	3,384,000	\$	2,456,198	\$	3,384,000	\$	3,253,500	\$	(130,500)	-3.9%
Freedom Pass 1 Ride	40101-0130	\$	165,464	\$	148,000	\$	132,471	\$	148,000	\$	141,100	\$	(6,900)	-4.7%
Freedom Pass 2 Ride	40101-0131	\$	53,504	\$	38,000	\$	39,500	\$	38,000	\$	50,100	\$	12,100	31.8%
Freedom Pass 2 Plus 2	40101-0132	\$	91,372	\$	80,000	\$	74,946	\$	80,000	\$	95,500	\$	15,500	19.4%
Stored Value Pass	40101-0150	\$	244,635	\$	218,000	\$	165,950	\$	218,000	\$	218,000	\$	-	0.0%
LiftLine Pass \$12.00	40101-0160	\$	48	\$	-	\$	48	\$	-	\$	-	\$	-	-
LiftLine Pass \$18.00	40101-0161	\$	37,962	\$	38,000	\$	32,094	\$	38,000	\$	42,000	\$	4,000	10.5%
LiftLine Pass \$20.00	40101-0162	\$	196,400	\$	192,000	\$	154,400	\$	192,000	\$	209,000	\$	17,000	8.9%
Adult Refunds	40101-0170	\$	(223)	\$	-	\$	(582)	\$	-	\$	-	\$	-	-
Adult Commuter Tickets	40101-0180	\$	194,116	\$	187,750	\$	144,414	\$	187,750	\$	192,060	\$	4,310	2.3%
State WTW Pass	40101-0199	\$	4,711	\$	19,000	\$	147,191	\$	19,000	\$	19,800	\$	800	4.2%
Senior Cash	40102-0113	\$	145,685	\$	134,200	\$	111,499	\$	146,200	\$	145,308	\$	11,108	8.3%
Child Cash	40102-0115	\$	29,182	\$	27,520	\$	26,850	\$	30,520	\$	33,442	\$	5,922	21.5%
Disabled Cash	40102-0116	\$	13,431	\$	12,400	\$	12,554	\$	15,400	\$	15,922	\$	3,522	28.4%
Unlimited Pass 1 Day Sr/Dbf	40102-0123	\$	7,992	\$	7,000	\$	6,689	\$	7,000	\$	7,000	\$	-	0.0%
Unlimited Pass 5 Day Sr/Dbf	40102-0124	\$	3,283	\$	3,000	\$	3,073	\$	3,000	\$	3,000	\$	-	0.0%
Unlimited Pass 31 Day Senior	40102-0125	\$	31,752	\$	30,000	\$	22,988	\$	30,000	\$	30,000	\$	-	0.0%
Total Customer Fares		\$	11,555,970	\$	11,140,395	\$	8,196,384	\$	10,811,395	\$	10,630,762	\$	(509,633)	-4.6%
STF-Colleges & Schools RIT	40203-0220	\$	640,318	\$	371,000	\$	-	\$	486,000	\$	460,000	\$	89,000	24.0%
STF-Colleges & Schools	40203-0221	\$	84,179	\$	71,250	\$	80,257	\$	71,250	\$	90,652	\$	19,402	27.2%
STF-Charter Smartcards	40203-0225	\$	9,339	\$	9,000	\$	24,407	\$	9,000	\$	16,000	\$	7,000	77.8%
STF-Corporate	40203-0240	\$	45,095	\$	45,360	\$	31,303	\$	45,360	\$	42,010	\$	(3,350)	-7.4%
STF-Health Care	40203-0260	\$	70,396	\$	64,600	\$	50,071	\$	64,600	\$	78,978	\$	14,378	22.3%
STF-Seasonal	40203-0270	\$	1,700	\$	-	\$	6,600	\$	-	\$	-	\$	-	-
STF-General Regional	40203-0280	\$	3,329,439	\$	3,169,400	\$	2,417,311	\$	3,169,400	\$	3,107,685	\$	(61,715)	-1.9%
STF-RCSD	40203-0290	\$	12,214,325	\$	12,017,400	\$	8,766,905	\$	12,017,400	\$	12,063,858	\$	46,458	0.4%
Total Special Transit Fares		\$	16,394,791	\$	15,748,010	\$	11,712,702	\$	15,863,010	\$	15,859,183	\$	111,173	0.7%
Other-Advertising Revenue	40603-0400	\$	523,567	\$	391,000	\$	276,702	\$	591,000	\$	561,000	\$	170,000	43.5%
Total Advertising		\$	523,567	\$	391,000	\$	276,702	\$	591,000	\$	561,000	\$	170,000	43.5%

2017-18 OPERATING BUDGET DETAIL

Account Description	Account	2015-16 Actual		2016-17 Actual		2016-17 Projection		2017-18 Budget	Budget Change	% Change
		2015-16 Actual	2016-17 Budget	Thru 12/31/16	2016-17 Projection	2017-18 Budget	Budget Change			
Oth Rev-Int Earnings Wrkg Capi	40704-0410	\$ 9,090	\$ 9,853	\$ 6,211	\$ 9,853	\$ 9,092	\$ (761)			-7.7%
Oth Rev-Int Earnings Capital R	40704-0420	\$ -	\$ -	\$ 457	\$ -	\$ -	\$ -			-
Oth Rev-Int Earnings Self Insu	40704-0421	\$ 570	\$ 346	\$ 528	\$ 346	\$ 571	\$ 225			65.0%
Oth Rev-Int Earnings OPEB	40704-0422	\$ 3,878	\$ 3,512	\$ 2,022	\$ 3,512	\$ 3,881	\$ 369			10.5%
Oth Rev-Int Earnings Para Tran	40704-0423	\$ 456	\$ 289	\$ 423	\$ 289	\$ 457	\$ 168			58.1%
Unrealized Gains (Loss) In Mkt	40704-0430	\$ (392,274)	\$ -	\$ (351,433)	\$ -	\$ -	\$ -			-
Oth Rev-Sp Portfolio Int Work	40704-0441	\$ 317,867	\$ 242,395	\$ 206,952	\$ 277,395	\$ 261,942	\$ 19,547			8.1%
Oth Rev-Sp Portfolio IntSelf I	40704-0442	\$ 77,337	\$ 58,974	\$ 51,620	\$ 68,974	\$ 63,730	\$ 4,756			8.1%
Oth Rev-Sp Portfolio Int OPEB	40704-0443	\$ 189,667	\$ 144,634	\$ 126,597	\$ 164,634	\$ 156,298	\$ 11,664			8.1%
Oth Rev-Sp Portfolio Int Para	40704-0444	\$ 65,564	\$ 49,997	\$ 43,762	\$ 59,997	\$ 54,029	\$ 4,032			8.1%
Total Investment Income, Net		\$ 272,155	\$ 510,000	\$ 87,140	\$ 585,000	\$ 550,000	\$ 40,000			7.8%
Recov Rev-Insurance Rev Veh	40797-0481	\$ 128,961	\$ 60,000	\$ 39,445	\$ 60,000	\$ 35,000	\$ (25,000)			-41.7%
Recov Rev-Workers Comp	40797-0483	\$ 288,634	\$ 170,000	\$ 289,365	\$ 170,000	\$ 270,000	\$ 100,000			58.8%
Recov Rev-Other	40797-0484	\$ 29,142	\$ 19,500	\$ 40,365	\$ 19,500	\$ 37,000	\$ 17,500			89.7%
Reimb Rev-Other	40797-0490	\$ -	\$ -	\$ 18,617	\$ -	\$ -	\$ -			-
Reimb Rev-Discounts	40797-0491	\$ 30,638	\$ 9,000	\$ 10,808	\$ 9,000	\$ 9,000	\$ -			0.0%
Reimb Rev-Employee Related	40797-0492	\$ 4,525	\$ 5,000	\$ 5,095	\$ 5,000	\$ 5,000	\$ -			0.0%
Reimb Rev-Unleaded Fuel	40797-0493	\$ 299,707	\$ 356,125	\$ 220,510	\$ 356,125	\$ 433,728	\$ 77,603			21.8%
Reimb Rev-Medical Ins Retiree	40797-0494	\$ 11,189	\$ 12,320	\$ 9,463	\$ 12,320	\$ 14,000	\$ 1,680			13.6%
Reimb Rev-Pension Fund	40797-0495	\$ 14,354	\$ 24,675	\$ -	\$ 24,675	\$ 24,675	\$ -			0.0%
Reimb Rev-Vending Machine	40797-0496	\$ -	\$ -	\$ 7,810	\$ -	\$ -	\$ -			-
Reimb Rev-Warranty	40797-0497	\$ (23,176)	\$ 18,020	\$ 14,377	\$ 18,020	\$ 17,120	\$ (900)			-5.0%
Reimb Rev-Pension Fund Actuary	40797-0498	\$ 29,168	\$ -	\$ -	\$ -	\$ -	\$ -			-
Reimb Rev-HRA Income	40797-0499	\$ 2,668	\$ -	\$ 2,001	\$ -	\$ -	\$ -			-
Reimb Rev-NYS Roaddeo	40797-0500	\$ 21,840	\$ -	\$ -	\$ -	\$ -	\$ -			-
Total Reimbursement and Recovery		\$ 837,649	\$ 674,640	\$ 657,856	\$ 674,640	\$ 845,523	\$ 170,883			25.3%
Other Rev-Golden Fox	40703-0465	\$ 5,526	\$ -	\$ 4,365	\$ -	\$ -	\$ -			-
Other Rev-General	40799-0470	\$ 2,581,442	\$ 822,500	\$ 52,516	\$ 822,500	\$ 454,500	\$ (368,000)			-44.7%
Interco Reimb-Salary & Fringe	44002-0810	\$ 24,236	\$ 23,830	\$ 17,866	\$ 23,830	\$ 24,307	\$ 477			2.0%
Total Other/Intercompany		\$ 2,611,204	\$ 846,330	\$ 74,748	\$ 846,330	\$ 478,807	\$ (367,523)			-43.4%
Oth Rev-Gain Fixed Price Swap	40707-0000	\$ -	\$ 936,044	\$ 1,349	\$ 936,044	\$ 862,489	\$ (73,555)			-7.9%
Loss From Fixed Price Swap	50997-0000	\$ (1,602,934)	\$ -	\$ (194,513)	\$ -	\$ -	\$ -			-
Total Realized Gain on Fuel Swap		\$ (1,602,934)	\$ 936,044	\$ (193,163)	\$ 936,044	\$ 862,489	\$ (73,555)			-7.9%
Oth Rev-Gain On Sale	40706-0000	\$ 55,505	\$ -	\$ 62,377	\$ -	\$ -	\$ -			-
Total Gain (Loss) on Disposal		\$ 55,505	\$ -	\$ 62,377	\$ -	\$ -	\$ -			-
Total Other		\$ 2,697,147	\$ 3,358,014	\$ 965,660	\$ 3,633,014	\$ 3,297,819	\$ (60,195)			-1.8%
Total Locally Generated		\$ 30,647,908	\$ 30,246,419	\$ 20,874,746	\$ 30,307,419	\$ 29,787,763	\$ (458,656)			-1.5%

2017-18 OPERATING BUDGET DETAIL

Account Description	Account	2016-17 Actual		2016-17 Projection		2017-18 Budget		Budget Change		% Change
		2015-16 Actual	2016-17 Budget	Thru 12/31/16	Projection	2017-18 Budget	Budget Change			
Federal Project Rev-UPWP	41304-0510	\$ 224,120	\$ 356,864	\$ 133,497	\$ 356,864	\$ 95,000	\$ (261,864)			-73.4%
Federal Oth Rev-JARC	41399-0520	\$ 83,000	\$ 68,000	\$ 35,637	\$ 68,000	\$ 51,000	\$ (17,000)			-25.0%
Federal Oth Rev-Sec. 5311	41399-0530	\$ 953,000	\$ 1,017,500	\$ 763,125	\$ 1,017,500	\$ 1,098,500	\$ 81,000			8.0%
Federal Oth Rev-Prev Maintenan	41399-0540	\$ 6,299,668	\$ 8,656,700	\$ 5,986,417	\$ 7,771,011	\$ 9,265,996	\$ 609,296			7.0%
Federal Oth Rev-Grant Chrgback	41399-0550	\$ 157,458	\$ 188,000	\$ 46,550	\$ 188,000	\$ 216,000	\$ 28,000			14.9%
Federal Oth Rev-New Freedoms	41399-0560	\$ 10,762	\$ 12,000	\$ -	\$ 12,000	\$ 12,000	\$ -			0.0%
Total Federal		\$ 7,728,008	\$ 10,299,064	\$ 6,965,226	\$ 9,413,375	\$ 10,738,496	\$ 439,432			4.3%
State Operating Revenue	41101-0610	\$ 37,603,500	\$ 38,599,900	\$ 29,697,225	\$ 39,596,300	\$ 39,596,300	\$ 996,400			2.6%
State Operating Prev Maint	41101-0620	\$ 787,458	\$ 1,082,088	\$ 748,304	\$ 971,377	\$ 1,158,249	\$ 76,161			7.0%
State Other Rev-WTW Non Pass	41101-0640	\$ -	\$ -	\$ 11,403	\$ -	\$ -	\$ -			-
State Oth Rev-Grant Chargeback	41101-0660	\$ 48,877	\$ 23,500	\$ 5,819	\$ 23,500	\$ 27,000	\$ 3,500			14.9%
Total State		\$ 38,439,835	\$ 39,705,488	\$ 30,462,751	\$ 40,591,177	\$ 40,781,549	\$ 1,076,061			2.7%
Local Oper Rev-18B Match	40901-0700	\$ 3,965,495	\$ 3,909,500	\$ 2,932,125	\$ 3,909,500	\$ 3,909,500	\$ -			0.0%
Total County		\$ 3,965,495	\$ 3,909,500	\$ 2,932,125	\$ 3,909,500	\$ 3,909,500	\$ -			0.0%
Total Government Subsidies		\$ 50,133,338	\$ 53,914,052	\$ 40,360,102	\$ 53,914,052	\$ 55,429,545	\$ 1,515,493			2.8%
Mtge Tax Rev-Genesee County	40899-0910	\$ 278,069	\$ 273,655	\$ 263,191	\$ 273,655	\$ 401,496	\$ 127,841			46.7%
Mtge Tax Rev-Livingston County	40899-0911	\$ 387,365	\$ 382,804	\$ 400,871	\$ 382,804	\$ 541,152	\$ 158,348			41.4%
Mtge Tax Rev-Monroe County	40899-0912	\$ 6,095,865	\$ 5,441,161	\$ 5,056,156	\$ 5,441,161	\$ 7,006,778	\$ 1,565,617			28.8%
Mtge Tax Rev-Ontario County	40899-0913	\$ 1,196,694	\$ 1,098,891	\$ 1,006,491	\$ 1,098,891	\$ 1,394,990	\$ 296,099			26.9%
Mtge Tax Rev-Orleans County	40899-0914	\$ 127,647	\$ 133,903	\$ 114,207	\$ 133,903	\$ 153,559	\$ 19,656			14.7%
Mtge Tax Rev-Seneca County	40899-0915	\$ 200,590	\$ 222,566	\$ 188,503	\$ 222,566	\$ 234,413	\$ 11,847			5.3%
Mtge Tax Rev-Wayne County	40899-0916	\$ 583,447	\$ 577,556	\$ 463,248	\$ 577,556	\$ 637,597	\$ 60,041			10.4%
Mtge Tax Rev-Wyoming County	40899-0917	\$ 170,417	\$ 159,764	\$ 129,944	\$ 159,764	\$ 180,015	\$ 20,251			12.7%
Total Mortgage Recording Tax		\$ 9,040,094	\$ 8,290,300	\$ 7,622,611	\$ 8,290,300	\$ 10,550,000	\$ 2,259,700			27.3%
Total Revenue		\$ 89,821,339	\$ 92,450,771	\$ 68,857,459	\$ 92,511,771	\$ 95,767,308	\$ 3,316,537			3.6%
Wage Operator FT-Regular	50101-0100	\$ 15,928,932	\$ 16,376,372	\$ 12,140,602	\$ 16,310,372	\$ 17,361,474	\$ 985,102			6.0%
Wage Operator FT-OT	50101-0110	\$ 2,300,486	\$ 1,957,227	\$ 1,838,823	\$ 1,957,227	\$ 2,240,375	\$ 283,148			14.5%
Wage Operator FT-Guarantee	50101-0120	\$ 898,682	\$ 936,779	\$ 487,694	\$ 936,779	\$ 666,880	\$ (269,899)			-28.8%
Wage Operator FT-Spread	50101-0130	\$ 620,686	\$ 710,764	\$ 521,849	\$ 710,764	\$ 871,759	\$ 160,995			22.7%
Wage Operator FT-Retro	50101-0170	\$ 885,882	\$ -	\$ 15,413	\$ -	\$ -	\$ -			-
Wages Operator FT-Other	50101-0180	\$ 255,051	\$ 329,853	\$ 157,792	\$ 329,853	\$ 171,510	\$ (158,343)			-48.0%
Wages Operator PT-Regular	50104-0100	\$ 2,306,724	\$ 2,504,266	\$ 1,758,473	\$ 2,504,266	\$ 2,543,064	\$ 38,798			1.5%
Wages Operator PT-OT	50104-0110	\$ 136,650	\$ 140,200	\$ 91,644	\$ 140,200	\$ 99,500	\$ (40,700)			-29.0%
Wages Operator PT-Guarantee	50104-0110	\$ 80	\$ -	\$ 53	\$ -	\$ -	\$ -			-
Wage Operator PT-Spread	50104-0130	\$ 19	\$ -	\$ 9	\$ -	\$ -	\$ -			-
Wage Operator PT-Retro	50104-0170	\$ 17,733	\$ -	\$ 4,343	\$ -	\$ -	\$ -			-
Wages Operator PT-Other	50104-0180	\$ -	\$ 18,658	\$ -	\$ 18,658	\$ -	\$ (18,658)			-100.0%

2017-18 OPERATING BUDGET DETAIL

Account Description	Account	2016-17 Actual			2016-17 Projection			Budget Change	% Change
		2015-16 Actual	2016-17 Budget	Thru 12/31/16	2016-17 Budget	2017-18 Budget	2017-18 Budget		
Wage Operator Trainee-Regular	50106-0100	\$ 12,699	\$ 203,200	\$ 249,959	\$ 263,200	\$ 176,000	\$ (27,200)		-13.4%
Wage Operator Trainee-OT	50106-0110	\$ 270	\$ -	\$ 225	\$ -	\$ -	\$ -		-
Total Operator Wages		\$ 23,363,893	\$ 23,177,319	\$ 17,266,879	\$ 23,171,319	\$ 24,130,562	\$ 953,243		4.1%
Wage Parts Purchasing-Regular	50107-0100	\$ 75,569	\$ 75,196	\$ 56,427	\$ 75,196	\$ 77,941	\$ 2,745		3.7%
Wage Parts Purchasing-OT	50107-0110	\$ 1,315	\$ 3,714	\$ 1,342	\$ 3,714	\$ 3,200	\$ (514)		-13.8%
Wage Mech Farebox-Regular	50108-0100	\$ 316,779	\$ 303,772	\$ 245,385	\$ 303,772	\$ 324,564	\$ 20,792		6.8%
Wage Mech Farebox-OT	50108-0110	\$ 25,408	\$ 58,286	\$ 18,027	\$ 58,286	\$ 38,433	\$ (19,853)		-34.1%
Wage Mech Farebox-Retro	50108-0170	\$ 19,198	\$ -	\$ 421	\$ -	\$ -	\$ -		-
Wage Mech Svc Bldg-Regular	50110-0100	\$ 795,590	\$ 1,008,405	\$ 697,512	\$ 1,008,405	\$ 1,033,785	\$ 25,380		2.5%
Wage Mech Svc Bldg-OT	50110-0110	\$ 188,989	\$ 53,472	\$ 73,156	\$ 53,472	\$ 58,788	\$ 5,316		9.9%
Wage Mech Svc Bldg-Retro	50110-0170	\$ 39,362	\$ -	\$ 2,190	\$ -	\$ -	\$ -		-
Wage Mech Garage-Regular	50112-0100	\$ 2,153,868	\$ 2,319,308	\$ 1,571,819	\$ 2,319,308	\$ 2,315,833	\$ (3,475)		-0.1%
Wage Mech Garage-OT	50112-0110	\$ 453,667	\$ 422,060	\$ 349,844	\$ 422,060	\$ 476,732	\$ 54,672		13.0%
Wage Mech Garage-Retro	50112-0170	\$ 106,519	\$ -	\$ 6,941	\$ -	\$ -	\$ -		-
Wage Mech Garage-Other	50112-0180	\$ -	\$ 15,555	\$ -	\$ 15,555	\$ -	\$ (15,555)		-100.0%
Wage Mech B&G-Regular	50114-0100	\$ 205,439	\$ 272,789	\$ 181,482	\$ 272,789	\$ 261,180	\$ (11,609)		-4.3%
Wage Mech B&G-OT	50114-0110	\$ 66,784	\$ 47,020	\$ 89,283	\$ 47,020	\$ 48,782	\$ 1,762		3.7%
Wage Mech B&G-Retro	50114-0170	\$ 18,336	\$ -	\$ 402	\$ -	\$ -	\$ -		-
Wage Non-Mech B&G-Regular	50116-0100	\$ 501,802	\$ 575,549	\$ 421,654	\$ 575,549	\$ 610,839	\$ 35,290		6.1%
Wage Non-Mech B&G-OT	50116-0110	\$ 124,074	\$ 52,912	\$ 97,333	\$ 52,912	\$ 53,043	\$ 131		0.2%
Wage Non-Mech B&G-Retro	50116-0170	\$ 33,716	\$ -	\$ 739	\$ -	\$ -	\$ -		-
Wage Mech Overhaul-Regular	50118-0100	\$ 592,953	\$ 679,412	\$ 472,571	\$ 679,412	\$ 708,581	\$ 29,169		4.3%
Wage Mech Overhaul-OT	50118-0110	\$ 99,180	\$ 38,120	\$ 130,750	\$ 38,120	\$ 55,626	\$ 17,506		45.9%
Wage Mech Overhaul-Retro	50118-0170	\$ 35,982	\$ -	\$ 789	\$ -	\$ -	\$ -		-
Wage Mech Bodyshop-Regular	50120-0100	\$ 465,984	\$ 465,414	\$ 366,198	\$ 465,414	\$ 511,434	\$ 46,020		9.9%
Wage Mech Bodyshop-OT	50120-0110	\$ 42,499	\$ 38,766	\$ 21,351	\$ 38,766	\$ 40,835	\$ 2,069		5.3%
Wage Mech Bodyshop-Retro	50120-0170	\$ 27,673	\$ -	\$ 607	\$ -	\$ -	\$ -		-
Total Mechanic Wages		\$ 6,390,685	\$ 6,429,750	\$ 4,806,222	\$ 6,429,750	\$ 6,619,596	\$ 189,846		3.0%
Oth Sal & Wage-Regular	50102-0100	\$ 7,361,795	\$ 8,480,628	\$ 5,719,748	\$ 8,480,628	\$ 8,202,418	\$ (278,210)		-3.3%
Oth Sal & Wage-OT	50102-0110	\$ 108,461	\$ 99,719	\$ 92,894	\$ 99,719	\$ 156,372	\$ 56,653		56.8%
Oth Sal & Wage-Allowance	50102-0160	\$ 26,775	\$ 24,400	\$ 19,650	\$ 24,400	\$ 26,200	\$ 1,800		7.4%
Oth Sal & Wage-Retro	50102-0170	\$ 32,883	\$ -	\$ 3,103	\$ -	\$ -	\$ -		-
Staff Performance Incentive	50102-0190	\$ 271,375	\$ 193,595	\$ 80,936	\$ 193,595	\$ 200,000	\$ 6,405		3.3%
Other Wage-Vacancy Factor	50102-0195	\$ -	\$ (500,000)	\$ -	\$ (500,000)	\$ (510,000)	\$ (10,000)		2.0%
Wage Radio Cntrl & Disp-Regular	50121-0100	\$ 919,683	\$ 886,138	\$ 708,912	\$ 886,138	\$ 931,864	\$ 45,726		5.2%
Wage Radio Cntrl & Disp-OT	50121-0110	\$ 161,794	\$ 161,806	\$ 91,587	\$ 161,806	\$ 140,705	\$ (21,101)		-13.0%
Wage Radio Cntrl & Disp-Retro	50121-0170	\$ 6,342	\$ -	\$ -	\$ -	\$ -	\$ -		-
Wage Garage Supvr-Regular	50122-0100	\$ 718,835	\$ 693,988	\$ 539,027	\$ 693,988	\$ 700,520	\$ 6,532		0.9%
Wage Garage Supvr-OT	50122-0110	\$ 84,595	\$ 77,396	\$ 59,717	\$ 77,396	\$ 77,337	\$ (59)		-0.1%
Wage Garage Supvr-Retro	50122-0170	\$ 540	\$ -	\$ -	\$ -	\$ -	\$ -		-
Wage Road Supvr-Regular	50123-0100	\$ 1,123,701	\$ 1,078,801	\$ 853,183	\$ 1,078,801	\$ 1,111,908	\$ 33,107		3.1%
Wage Road Supvr-OT	50123-0110	\$ 108,220	\$ 190,076	\$ 71,898	\$ 190,076	\$ 108,917	\$ (81,159)		-42.7%
Wage Road Supvr-Retro	50123-0170	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -		-
Other Wage ATU-Regular	50124-0100	\$ 84,137	\$ 97,799	\$ 58,992	\$ 97,799	\$ 79,115	\$ (18,684)		-19.1%
Other Wage ATU-OT	50124-0110	\$ 3,361	\$ 8,585	\$ 3,298	\$ 8,585	\$ 10,520	\$ 1,935		22.5%

2017-18 OPERATING BUDGET DETAIL

Account Description	Account	2016-17 Actual		2016-17 Projection		2017-18 Budget	Budget Change	% Change
		2015-16 Actual	2016-17 Budget	Thru 12/31/16	Projection			
Other Wage ATU-Retro	50124-0170	\$ 4,194	\$ -	\$ 92	\$ -	\$ -	\$ -	-
Total Other Wages		\$ 11,016,701	\$ 11,492,931	\$ 8,303,038	\$ 11,492,931	\$ 11,235,876	\$ (257,055)	-2.2%
Fringe Benefit-Sick Pay	50209-0000	\$ 948,595	\$ 931,145	\$ 675,432	\$ 931,145	\$ 937,677	\$ 6,532	0.7%
Fringe Benefit-Holiday Pay	50210-0000	\$ 1,233,794	\$ 1,286,256	\$ 859,851	\$ 1,286,256	\$ 1,331,832	\$ 45,576	3.5%
Vacation Pay	50211-0230	\$ 2,042,282	\$ 2,162,249	\$ 1,741,513	\$ 2,162,249	\$ 2,154,903	\$ (7,346)	-0.3%
PTO-Paid Time Off	50211-0240	\$ 1,330,165	\$ 1,113,792	\$ 1,000,676	\$ 1,113,792	\$ 1,180,962	\$ 67,170	6.0%
Fringe Benefit-Oth Pd Absence	50212-0000	\$ 70,139	\$ 75,748	\$ 48,055	\$ 75,748	\$ 79,565	\$ 3,817	5.0%
Total Wage Fringe		\$ 5,624,976	\$ 5,569,190	\$ 4,325,526	\$ 5,569,190	\$ 5,684,939	\$ 115,749	2.1%
Total Wages		\$ 46,396,254	\$ 46,669,190	\$ 34,701,665	\$ 46,663,190	\$ 47,670,973	\$ 1,001,783	2.1%
FICA	50201-0300	\$ 3,536,202	\$ 3,476,476	\$ 2,596,685	\$ 3,485,981	\$ 3,651,426	\$ 174,951	5.0%
Pension Cont-Non Union	50202-0305	\$ 912,962	\$ 840,150	\$ 309,956	\$ 1,238,391	\$ 1,279,050	\$ 438,900	52.2%
Pension Cont-Union	50202-0306	\$ 611,946	\$ 634,275	\$ 430,442	\$ 634,275	\$ 1,152,753	\$ 518,478	81.7%
Employer Match Teamsters 457	50202-0307	\$ -	\$ -	\$ 275	\$ -	\$ -	\$ -	-
Executive 457 Deferral	50202-0308	\$ 28,000	\$ 29,000	\$ 33,500	\$ 29,000	\$ 37,500	\$ 8,500	29.3%
Net Pension Expense	50202-0309	\$ 2,002,443	\$ -	\$ -	\$ -	\$ -	\$ -	-
Health Care-Active	50203-0310	\$ 7,211,089	\$ 8,277,930	\$ 5,080,087	\$ 7,879,976	\$ 8,045,324	\$ (232,606)	-2.8%
Health Care-Retiree	50203-0315	\$ 2,321,972	\$ 2,765,068	\$ 1,952,453	\$ 2,705,068	\$ 2,982,975	\$ 217,907	7.9%
Vision Care-Active	50203-0320	\$ 34,917	\$ 36,677	\$ 27,024	\$ 36,677	\$ 37,580	\$ 903	2.5%
Vision Care-Retiree	50203-0325	\$ 10,468	\$ 14,005	\$ 8,312	\$ 14,005	\$ 11,450	\$ (2,555)	-18.2%
HRA-Health Reimb Acct	50203-0330	\$ 632,072	\$ 778,317	\$ 534,935	\$ 778,317	\$ 833,948	\$ 55,631	7.1%
Dental Plan-Active	50204-0340	\$ 371,646	\$ 401,050	\$ 300,833	\$ 401,050	\$ 434,833	\$ 33,783	8.4%
Dental Plan-Retiree	50204-0345	\$ 81,758	\$ 81,100	\$ 60,853	\$ 81,100	\$ 87,460	\$ 6,360	7.8%
Group Life Pension Ins Group	50205-0350	\$ 26,754	\$ 28,960	\$ 23,618	\$ 28,960	\$ 27,888	\$ (1,072)	-3.7%
Group Life Insurance	50205-0355	\$ 113,742	\$ 114,110	\$ 84,751	\$ 114,110	\$ 114,213	\$ 103	0.1%
Short Term Dbl Ins Plan	50206-0360	\$ 175,179	\$ 215,329	\$ 144,115	\$ 215,329	\$ 221,000	\$ 5,671	2.6%
State Unemployment Insurance	50207-0000	\$ 164,232	\$ 180,800	\$ 40,295	\$ 180,800	\$ 169,600	\$ (11,200)	-6.2%
Workers Compensation	50208-0370	\$ 981,260	\$ 233,536	\$ 166,229	\$ 233,536	\$ 288,958	\$ 55,422	23.7%
Workers Comp-Medical	50208-0380	\$ 367,956	\$ 333,060	\$ 309,803	\$ 333,060	\$ 404,600	\$ 71,540	21.5%
Workers Comp-Indemnity	50208-0385	\$ 1,561,447	\$ 1,843,095	\$ 872,406	\$ 1,953,095	\$ 1,894,251	\$ 51,156	2.8%
Fringe Benefit-Uniform & Tool	50213-0000	\$ 36,856	\$ -	\$ 1,096	\$ -	\$ -	\$ -	-
Uniform Allowance	50213-0395	\$ 286,179	\$ 346,342	\$ 225,399	\$ 346,342	\$ 329,500	\$ (16,842)	-4.9%
Tool Allowance	50213-0396	\$ 34,398	\$ 45,160	\$ 30,856	\$ 45,160	\$ 46,000	\$ 840	1.9%
Smart Phone Reimbursement	50213-0397	\$ 33,120	\$ -	\$ 25,015	\$ -	\$ 34,320	\$ 34,320	-
Other Post Employment Benefits	50214-0390	\$ 5,824,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Employee Benefits		\$ 27,360,598	\$ 20,674,440	\$ 13,258,939	\$ 20,734,232	\$ 22,084,629	\$ 1,410,190	6.8%
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

2017-18 OPERATING BUDGET DETAIL

Account Description	Account	2016-17 Actual		2016-17 Projection		2017-18 Budget		Budget Change		% Change
		2015-16 Actual	2016-17 Budget	Thru 12/31/16	Projection	2017-18 Budget	Budget Change	Budget Change	% Change	
Total Inter-Entity Cost Allocation		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Total Personnel		\$ 67,932,853	\$ 67,343,630	\$ 47,960,605	\$ 67,397,422	\$ 69,755,602	\$ 2,411,973	\$ 2,411,973	3.6%	
Diesel Fuel-Revenue Vehicles	50401-0410	\$ 2,960,756	\$ 3,975,452	\$ 1,909,074	\$ 3,975,452	\$ 3,736,551	\$ (238,901)	\$ (238,901)	-6.0%	
Unleaded Fuel Revenue Vehicles	50401-0412	\$ 564,488	\$ 1,258,799	\$ 637,967	\$ 1,258,799	\$ 1,325,742	\$ 66,943	\$ 66,943	5.3%	
Unleaded Fuel-NonRev Vehicles	50401-0414	\$ 286,118	\$ 360,600	\$ 212,797	\$ 360,600	\$ 446,241	\$ 85,641	\$ 85,641	23.7%	
Motor Oil	50401-0415	\$ 71,305	\$ 87,007	\$ 53,175	\$ 87,007	\$ 62,200	\$ (24,807)	\$ (24,807)	-28.5%	
Trans Fluid & Other Lubricants	50401-0416	\$ 119,170	\$ 127,000	\$ 99,045	\$ 127,000	\$ 134,500	\$ 7,500	\$ 7,500	5.9%	
Total Fuel & Lubricants		\$ 4,001,837	\$ 5,808,858	\$ 2,912,059	\$ 5,808,858	\$ 5,705,234	\$ (103,624)	\$ (103,624)	-1.8%	
M&S-Tires	50402-0430	\$ 426,185	\$ 467,311	\$ 329,379	\$ 467,311	\$ 470,281	\$ 2,970	\$ 2,970	0.6%	
M&S-Camera Repair	50498-0440	\$ 56,550	\$ 30,000	\$ 69,334	\$ 30,000	\$ 91,500	\$ 61,500	\$ 61,500	205.0%	
M&S-Radio Repair	50498-0445	\$ 11,043	\$ 35,000	\$ 7,756	\$ 35,000	\$ 30,750	\$ (4,250)	\$ (4,250)	-12.1%	
M&S-Farebox Repair	50498-0450	\$ 20,658	\$ 25,000	\$ 13,691	\$ 25,000	\$ 20,000	\$ (5,000)	\$ (5,000)	-20.0%	
M&S-Maintenance Rev Vehicle	50498-0452	\$ 3,399,393	\$ 2,751,380	\$ 2,559,531	\$ 2,751,380	\$ 3,402,499	\$ 651,119	\$ 651,119	23.7%	
M&S Interco Repair	50498-0453	\$ 3,287	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
M&S-Maintenance Serv Vehicle	50498-0454	\$ 51,981	\$ 50,000	\$ 32,499	\$ 50,000	\$ 47,500	\$ (2,500)	\$ (2,500)	-5.0%	
M&S-Consumed Rev Vehicle	50498-0460	\$ 36,731	\$ 43,745	\$ 24,445	\$ 43,745	\$ 37,500	\$ (6,245)	\$ (6,245)	-14.3%	
Total Parts & Repairs		\$ 4,005,827	\$ 3,402,436	\$ 3,036,635	\$ 3,402,436	\$ 4,100,030	\$ 697,594	\$ 697,594	20.5%	
M&S-Bus Shelter Materials	50498-0435	\$ 3,615	\$ 40,000	\$ 5,210	\$ 40,000	\$ 20,000	\$ (20,000)	\$ (20,000)	-50.0%	
M&S-Capitalized Bus Components	50498-0470	\$ 1,472	\$ -	\$ 0	\$ -	\$ -	\$ -	\$ -	-	
M&S-Inventory Cost Variance	50498-0997	\$ 29,013	\$ -	\$ 4,550	\$ -	\$ -	\$ -	\$ -	-	
M&S-Other	50499-0500	\$ 107,045	\$ 204,775	\$ 67,162	\$ 204,775	\$ 201,900	\$ (2,875)	\$ (2,875)	-1.4%	
M&S-Invoice Price Variance	50499-0505	\$ 1,110	\$ -	\$ 6,270	\$ -	\$ -	\$ -	\$ -	-	
M&S-Office Supplies	50499-0510	\$ 124,035	\$ 136,454	\$ 90,993	\$ 136,454	\$ 137,896	\$ 1,442	\$ 1,442	1.1%	
M&S-Printing Public Schedules	50499-0530	\$ 132,232	\$ 135,500	\$ 94,795	\$ 135,500	\$ 152,000	\$ 16,500	\$ 16,500	12.2%	
M&S-Printing Tickets & Passes	50499-0535	\$ 91,728	\$ 92,299	\$ 60,115	\$ 118,299	\$ 104,235	\$ 11,936	\$ 11,936	12.9%	
M&S-Consumed Bldgs & Grounds	50499-0560	\$ 314,619	\$ 262,300	\$ 228,660	\$ 262,300	\$ 283,700	\$ 21,400	\$ 21,400	8.2%	
M&S-Shop & Build Equipment	50499-0570	\$ 59,355	\$ 100,600	\$ 50,106	\$ 100,600	\$ 90,500	\$ (10,100)	\$ (10,100)	-10.0%	
M&S-Maint Shop Supplies	50499-0580	\$ 309,892	\$ 320,000	\$ 232,124	\$ 320,000	\$ 320,000	\$ -	\$ -	0.0%	
M&S-Non Capitalized Equipment	50499-0590	\$ 36,743	\$ -	\$ 17,277	\$ -	\$ -	\$ -	\$ -	-	
Total Materials and Supplies		\$ 1,210,859	\$ 1,291,928	\$ 857,261	\$ 1,317,928	\$ 1,310,231	\$ 18,303	\$ 18,303	1.4%	
Prof Service-Other	50303-0620	\$ 60,658	\$ 75,540	\$ 42,119	\$ 75,540	\$ 49,580	\$ (25,960)	\$ (25,960)	-34.4%	
Prof Service-Govt Relations	50303-0622	\$ 257,210	\$ 227,000	\$ 145,767	\$ 219,000	\$ 250,000	\$ 33,000	\$ 33,000	10.1%	
Prof Service-Law General	50303-0623	\$ 231,806	\$ 250,000	\$ 44,812	\$ 250,000	\$ 150,000	\$ (100,000)	\$ (100,000)	-40.0%	
Prof Service-Law Injury	50303-0624	\$ 266,888	\$ 448,950	\$ 147,507	\$ 448,950	\$ 385,000	\$ (63,950)	\$ (63,950)	-14.2%	
Prof Service-Law Labor	50303-0625	\$ 321,430	\$ 521,500	\$ 268,505	\$ 521,500	\$ 439,100	\$ (82,400)	\$ (82,400)	-15.8%	
Prof Service-Outside Audit	50303-0626	\$ 91,097	\$ 83,460	\$ 81,616	\$ 83,460	\$ 92,848	\$ 9,388	\$ 9,388	11.2%	
Pension Actuary	50303-0635	\$ 48,226	\$ 31,425	\$ 41,462	\$ 31,425	\$ 36,675	\$ (4,750)	\$ (4,750)	-15.1%	
Pension Mgmt Fee	50303-0636	\$ 395,250	\$ 447,000	\$ 296,446	\$ 447,000	\$ 427,750	\$ (19,250)	\$ (19,250)	-4.3%	
Temp Help-Other	50304-0650	\$ 709	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Contracted Services-Other	50305-0641	\$ 1,634,224	\$ 1,766,371	\$ 942,735	\$ 1,831,023	\$ 2,133,853	\$ 367,482	\$ 367,482	20.8%	
Software Maintenance Fees	50305-0642	\$ 912,428	\$ 1,193,223	\$ 977,827	\$ 1,193,223	\$ 1,194,019	\$ 796	\$ 796	0.1%	
Hardware Maintenance Fees	50305-0643	\$ 55,010	\$ 199,450	\$ 52,637	\$ 125,950	\$ 198,250	\$ (72,300)	\$ (72,300)	-36.0%	

2017-18 OPERATING BUDGET DETAIL

Account Description	Account	2016-17 Actual			2016-17 Projection			Budget Change	% Change
		2015-16 Actual	2016-17 Budget	Thru 12/31/16	2016-17 Budget	2017-18 Budget	2017-18 Budget		
Contracted Services-ARC	50305-0646	\$ 34,346	\$ 40,000	\$ 25,500	\$ 40,000	\$ 34,000	\$ (6,000)		-15.0%
Parts Department Management	50305-0648	\$ 622,393	\$ 645,730	\$ 483,043	\$ 645,730	\$ 663,609	\$ 17,879		2.8%
Custodial Services-General	50306-0650	\$ 403,673	\$ 428,121	\$ 300,151	\$ 428,121	\$ 663,846	\$ 235,725		55.1%
Security Services-General	50307-0660	\$ 1,028,201	\$ 1,090,148	\$ 703,709	\$ 1,064,460	\$ 1,035,719	\$ (54,429)		-5.0%
Medical Services	50399-0670	\$ 89,872	\$ 136,500	\$ 76,881	\$ 136,500	\$ 128,740	\$ (7,760)		-5.7%
Total Contracted Services		\$ 6,453,420	\$ 7,584,418	\$ 4,630,717	\$ 7,541,882	\$ 7,882,989	\$ 298,571		3.9%
Utilities-Elec Admin Bldg	50502-0800	\$ 90,067	\$ 142,216	\$ 78,773	\$ 133,299	\$ 113,712	\$ (28,504)		-20.0%
Utilities-Elec Bus Shelter & S	50502-0801	\$ 11,923	\$ 22,000	\$ 9,840	\$ 22,000	\$ 13,500	\$ (8,500)		-38.6%
Utilities-Elec Oper Bldg	50502-0802	\$ 197,385	\$ 269,283	\$ 153,069	\$ 246,435	\$ 209,808	\$ (59,475)		-22.1%
Utilities-Elec Service Bldg	50502-0803	\$ 5,219	\$ 6,054	\$ 2,763	\$ 5,542	\$ 4,718	\$ (1,336)		-22.1%
Utilities-Elec Transit Ctr	50502-0804	\$ 113,616	\$ 154,756	\$ 97,582	\$ 144,033	\$ 120,292	\$ (34,464)		-22.3%
Utilities-Gas Admin Bldg	50502-0810	\$ 19,087	\$ 29,450	\$ 5,448	\$ 29,450	\$ 30,000	\$ 550		1.9%
Utilities-Gas Operation Bldg	50502-0812	\$ 54,422	\$ 73,000	\$ 30,591	\$ 73,000	\$ 75,000	\$ 2,000		2.7%
Utilities-Gas Svc Bldg	50502-0813	\$ 31,039	\$ 42,450	\$ 20,517	\$ 42,450	\$ 45,000	\$ 2,550		6.0%
Utilities-Gas Transit Center	50502-0814	\$ 19,477	\$ 21,850	\$ 13,830	\$ 21,850	\$ 27,000	\$ 5,150		23.6%
Utilities-Water Admin Bldg	50502-0816	\$ 49,844	\$ 57,800	\$ 27,708	\$ 57,800	\$ 54,000	\$ (3,800)		-6.6%
Utilities-Water Transit Ctr	50502-0817	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ 6,000	\$ 1,000		20.0%
Utilities-Telephone Admin Bldg	50502-0820	\$ 198,620	\$ 196,280	\$ 148,326	\$ 196,280	\$ 311,064	\$ 114,784		58.5%
Utilities-Telephone Transit Center	50502-0821	\$ -	\$ 7,200	\$ -	\$ 7,200	\$ 7,200	\$ -		0.0%
Total Utilities		\$ 790,699	\$ 1,027,339	\$ 588,446	\$ 984,339	\$ 1,017,294	\$ (10,045)		-1.0%
Premium Physical Damage Ins	50601-0680	\$ 1,004,776	\$ 1,063,357	\$ 773,810	\$ 985,357	\$ 1,007,149	\$ (56,208)		-5.3%
Payout Uninsured PI&PD	50604-0690	\$ 1,875,343	\$ 806,306	\$ 513,098	\$ 806,306	\$ 890,000	\$ 83,694		10.4%
Payout Employnt Practice Exp	50604-0695	\$ 440,563	\$ 80,000	\$ (1,409)	\$ 80,000	\$ 50,000	\$ (30,000)		-37.5%
Total Casualty and Liability		\$ 3,320,682	\$ 1,949,663	\$ 1,285,499	\$ 1,871,663	\$ 1,947,149	\$ (2,514)		-0.1%
Leases & Rentals Copier	51212-0850	\$ 133,885	\$ 118,815	\$ 66,339	\$ 118,815	\$ 32,541	\$ (86,274)		-72.6%
Office Lease	51212-0852	\$ 153,645	\$ 170,283	\$ 100,696	\$ 170,283	\$ 157,255	\$ (13,028)		-7.7%
Software License Fees	51212-0854	\$ 59,302	\$ 50,300	\$ 600	\$ 50,300	\$ 136,092	\$ 85,792		170.6%
IT Disaster Recovery Equipment	51212-0856	\$ -	\$ 61,000	\$ -	\$ 53,000	\$ 39,000	\$ (22,000)		-36.1%
Total Leases and Rentals		\$ 346,832	\$ 400,398	\$ 167,635	\$ 392,398	\$ 364,888	\$ (35,510)		-8.9%
Other Taxes	50799-0790	\$ 39,408	\$ 21,674	\$ 44,370	\$ 21,674	\$ 30,000	\$ 8,326		38.4%
Sub & Memberships-General	50901-0700	\$ 122,359	\$ 133,085	\$ 76,696	\$ 133,085	\$ 132,500	\$ (585)		-0.4%
Travel & Meetings	50902-0710	\$ 270,071	\$ 428,659	\$ 242,846	\$ 428,659	\$ 433,074	\$ 4,415		1.0%
Misc. Expense Meetings	50902-0720	\$ 37,092	\$ 60,000	\$ 46,988	\$ 60,000	\$ 50,000	\$ (10,000)		-16.7%
Fines & Penalties-General	50906-0760	\$ 19,698	\$ -	\$ 2,219	\$ -	\$ -	\$ -		-
Bad Debt Expense	50907-0762	\$ 277,233	\$ -	\$ 340	\$ -	\$ -	\$ -		-
Advertising & Promotion	50908-0750	\$ 188,687	\$ 183,500	\$ 119,457	\$ 183,500	\$ 218,500	\$ 35,000		19.1%
Employment Advertising	50908-0754	\$ 27,224	\$ 24,000	\$ 23,857	\$ 24,000	\$ 24,000	\$ -		0.0%
RFP & IFB Advertising	50908-0758	\$ 4,117	\$ 6,000	\$ 4,535	\$ 6,000	\$ 7,000	\$ 1,000		16.7%
Misc. Service Expansion	50999-0730	\$ -	\$ 29,175	\$ -	\$ 29,175	\$ 160,000	\$ 130,825		448.4%
Misc Exp-Other	50999-0000	\$ -	\$ -	\$ -	\$ -	\$ 133,000	\$ 133,000		-
Misc Exp-General	50999-0734	\$ 186,973	\$ 202,875	\$ 129,948	\$ 202,875	\$ 210,600	\$ 7,725		3.8%
Misc Exp-Ontario	50999-0738	\$ (1,796)	\$ -	\$ -	\$ -	\$ -	\$ -		-
Misc Exp-Emp Reward & Recogn	50999-0740	\$ 16,701	\$ 21,000	\$ 15,534	\$ 21,000	\$ 21,000	\$ -		0.0%

2017-18 OPERATING BUDGET DETAIL

Account Description	Account	2016-17 Actual			2016-17 Budget			2016-17 Projection			2017-18 Budget	Budget Change	% Change
		2015-16 Actual	2016-17 Budget	Thru 12/31/16	2016-17 Budget	2016-17 Budget	2016-17 Budget	2016-17 Budget	2016-17 Budget	2016-17 Budget			
Misc Exp-Employee Wellness Pro	50999-0741	\$ 23,111	\$ 19,320	\$ 12,275	\$ 19,320	\$ 19,320	\$ 24,320	\$ 5,000	25.9%				
Misc Exp-NYS Rodeo	50999-0742	\$ 27,149	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-				
Misc Exp-Operations	50999-0743	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	-				
UPWP Expense	50999-0770	\$ 146,006	\$ 165,815	\$ 100,982	\$ 165,815	\$ 165,815	\$ 15,000	\$ (150,815)	-91.0%				
Interest Expense	51101-0780	\$ 455,593	\$ 450,000	\$ -	\$ 341,695	\$ 341,697	\$ (108,303)	\$ -24.1%					
Total Taxes and Miscellaneous		\$ 1,839,628	\$ 1,745,102	\$ 820,047	\$ 1,636,797	\$ 1,805,691	\$ 60,589	\$ 3.5%					
Depreciation-Local	51300-0860	\$ 1,758,167	\$ 1,897,000	\$ 1,290,738	\$ 1,897,000	\$ 1,878,200	\$ (18,800)	\$ -1.0%					
Total Local Depreciation		\$ 1,758,167	\$ 1,897,000	\$ 1,290,738	\$ 1,897,000	\$ 1,878,200	\$ (18,800)	\$ -1.0%					
Total Non-Personnel		\$ 23,727,951	\$ 25,107,142	\$ 15,589,036	\$ 24,853,301	\$ 26,011,706	\$ 904,564	\$ 3.6%					
Total Expense		\$ 97,484,804	\$ 92,450,771	\$ 63,549,641	\$ 92,250,722	\$ 95,767,308	\$ 3,316,537	\$ 3.6%					
Non-GAAP Budget Schedule Adjustments ¹		\$ (8,218,717)	\$ -	\$ (351,433)	\$ -	\$ -	\$ -	\$ -					
Net Income (Loss)		\$ 555,253	\$ -	\$ 5,659,252	\$ 261,049	\$ -	\$ -	\$ -					

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

Personnel Change Summary

	2016-17 BUDGET	2016-17 BUDGET	2017-18 BUDGET
RTS	629	613	624
RTS Access	100	114	113
RTS Genesee	14	15	15
RTS Livingston	24	27	27
RTS Ontario	56	63	64
RTS Orleans	12	12	12
RTS Seneca	14	14	14
RTS Wayne	37	43	43
RTS Wyoming	20	20	20
TOTAL	906	921	932

The increase for the 2017-18 Budget include 17 Bus Operators combined with 6 abolished 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 of the Authority in support of the vision. The Operating Plan outlines the specific objectives and projects to be undertaken in the coming year to advance the strategies. The Financial Plan is then developed in the form of an annual Operating Budget and Six Year Capital Plan which supports the objectives of both the Strategic and Operating Plans. Performance metrics are managed through a 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 entirely self-insured for Workers' Compensation losses and all claims are paid with operating funds. Blanket insurance coverage is maintained for property and equipment. In addition, the Authority has insurance to protect against internal losses and Directors and Officers liability.

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

As a transportation provider consuming in excess of 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 (NYSERS) which is administered by the Office of the New York State Comptroller. The Authority makes annual contributions to the NYSERS as determined by the State Comptroller.

Other Post Employment Benefits (OPEB)

The Authority provides other post-employment benefits for retirees hired before August 4, 2016, such as health, life, and dental insurance. As of March 31, 2016, there were 580 active participants. The total actuarial accrued liability for OPEB as of March 31, 2016 was \$71.4 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

2017-18 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 2017-18 Transit Organization Performance Scorecard (TOPS) will have a total of 21 metrics within the four strategic pillars, consistent with the metrics identified and monitored during the previous fiscal year, with the exception of one change in the Employee Engagement Index that is detailed below in the description of the pillar. TOPS is measured with the Financial Performance Index, Customer Service Index, and Service Performance Index in all four quarters. Additionally, employees are surveyed in quarters 2 and 4. The results of this survey comprise the Employee Engagement Index. Each metric will be awarded points on a continuous scale.

Performance Indexes and Their Critical Success Factors

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

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

RGRTA's ability to be a reliable Public Transportation provider is dependent on its financial stability. 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 2017-18 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. 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. 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). Strengthening the commitment we have to listening to our customer, the goal was increased from 35% to 36% for the coming fiscal year.

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

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

Service Performance Index (SPI):

30 Points for Q1 and Q3

25 Points for Q2 and Q4

Success Indicator: On-Time Performance (OTP)

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

To provide our customers the best service possible, we have once again raised the goal of OTP at RTS. The annual goal will be 89.30%, which will be achieved through quarterly goals of 89.25% in quarters 1 and 2, 89.20% in quarter 3, and 89.50% 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.

In both RTS Livingston and RTS Ontario, the decision was made to utilize a technological system for tracking of On-Time Performance. This investment will serve to improve data quality and ease of reporting for these companies. Due to the improvements in data quality, the goal for RTS Livingston was moved to 90.0% from 95.0% and to 90.0% from 87.0% at RTS Ontario. The decision to change methodologies for these two companies was made to take advantage of the technology investments that are now fully operational.

At RTS Access, the OTP goal was raised to 95.0%, from 93.5%, based on their success in exceeding goal during the past fiscal year.

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. This year there is a slight change in the point allocation within the index with both Employee Engagement and Employee Satisfaction being weighted equally at five points each with the elimination of Employee Participation. Employee Engagement and Employee Satisfaction were previously three points each and Employee participation was four points.

The Employee Participation metric within the Employee Engagement Index was removed this year to further the Authority's commitment to satisfaction and engagement of its workforce. Removing participation allows management to better focus on the content of the responses received, as opposed to the volume of those responses. Additionally, the Employee Engagement goal was increased from 10% to 24% in keeping with our focus on continuous improvement.

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

2016-17 TOPS Review


The Authority again exceeded its TOPS goal of 100 points in each of the first three quarters. All quarters were 110 or greater – representing a significant achievement. The Financial Performance Index, measured by the projected net income (deficit), along with the Customer Service index, measured by NPS and the Service Performance Index, measured by On-Time Performance, have led the way. Customer Satisfaction has performed above goal points in two out of the three quarters. The Employee Engagement Index slightly exceeded goal in quarter two.

Conclusion

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

Transportation Choice can only be achieved by improving in areas that are key to the organization's success. The only way of implementing improvements is by measuring those areas. TOPS provides the means to keep track of the organization's performance and helps the business make the necessary adjustments to achieve the vision.

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

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

TOPS DETAILS QUARTERS 1 & 3										
STRATEGIC PILLARS 2017-2018	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	89.3%						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
TOPS Score							0.00	100.0	130.0	70.0

On-Time Performance: RTS value stated above is the annual average (89.30%). Quarterly goals are: Q1 89.25%; Q2 89.25%; Q3 89.20%; Q4 89.50%.

TOPS DETAILS QUARTERS 2 & 4										
STRATEGIC PILLARS 2017-2018	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
SERVICE QUALITY	Customer Satisfaction – RTS Wyoming	95.0%						0.21	0.27	0.14
	Total CSI Score						0.00	25.0	32.5	17.5
	On-Time Performance – RTS	89.0%						23.29	30.28	16.30
	On-Time Performance – RTS Access	93.5%						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
EMPLOYEE ENGAGEMENT	On-Time Performance – RTS Wyoming	95.0%						0.21	0.27	0.14
	Total SPI Score						0.00	25.0	32.5	17.5
	Employee Engagement	24.0%						5.00	6.5	3.50
	Employee Satisfaction	4.0						5.00	6.5	3.50
TOPS Score	Total EEI Score						0.00	10.0	13.0	7.0
							0.00	100.0	130.0	70.0

On-Time Performance: RTS value stated above is the annual average (89.30%). Quarterly goals are: Q1 89.25%; Q2 89.25%; Q3 89.20%; Q4 89.50%.

TOPS MATRIX QUARTERS 1 & 3

STRATEGIC PILLAR 2017-18		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	METRIC														
	End of Year Net Income (Deficit) Projection	(\$365)	(\$304)	(\$243)	(\$182)	(\$122)	(\$61)	\$0	\$61	\$122	\$182	\$243	\$304	\$365	
CUSTOMER SATISFACTION		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	
	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 2 & 4

Strategic Pillar 2017-18		Below Goal							Exceeding Goal						
		-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	Goal & Points	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%	
Financial Sustainability	Metric														
	End of Year Net Income (Deficit) Projection	(\$365)	(\$304)	(\$243)	(\$182)	(\$122)	(\$61)	\$0	\$61	\$122	\$182	\$243	\$304	\$365	
Customer Satisfaction		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	
	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%	
Customer Satisfaction		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	
	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%	

TOPS MATRIX QUARTERS 2 & 4

		BELOW GOAL							EXCEEDING GOAL					
STRATEGIC PILLAR 2017-18	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
SERVICE QUALITY	On-Time Performance – RTS	83.30%	84.30%	85.30%	86.30%	87.30%	88.30%	89.30%	90.30%	91.30%	92.30%	93.30%	94.30%	95.30%
		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%	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
	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%
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267
	On-Time Performance – Livingston	85.0%	85.8%	86.7%	87.5%	88.3%	89.2%	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267
	On-Time Performance – Ontario	85.0%	85.8%	86.7%	87.5%	88.3%	89.2%	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267
	On-Time Performance – 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
EMPLOYEE ENGAGEMENT	On-Time Performance – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267
	On-Time Performance – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.144	0.154	0.164	0.174	0.185	0.195	0.205	0.216	0.226	0.236	0.246	0.257	0.267
	On-Time Performance – 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
	Employee Engagement	13%	15%	17%	19%	20%	22%	24%	26%	28%	30%	31%	33%	35%
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50
	Employee Satisfaction	3.50	3.58	3.67	3.75	3.83	3.92	4.00	4.08	4.17	4.25	4.33	4.42	4.50
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50

On-Time Performance: RTS value stated above is the annual average (89.30%). Quarterly goals are: Q1 89.25%; Q2 89.25%; Q3 89.20%; Q4 89.50%.

Service Standards

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

2017-18 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	3.75%	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	3.0	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	2016-2017	2017-2018
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
Between Communities	\$3.00	\$3.00
Dial-A-Ride		
Countywide	\$3.00	\$3.00
City of Batavia	\$2.00	\$2.00
LeRoy	-	-
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.

**Half Fare for Seniors and Disabled Persons.

***Plus distance-based fare.

Fare Structure

	ACTUAL	BUDGETED
RTS LIVINGSTON	2016-2017	2017-2018
CASH:*		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Between Communities	\$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
Flex Route		
Hub-to-Hub Only	\$2.00	\$2.00
Flex	\$5.00	\$5.00
Dial-A-Ride within Zone 1 or 2	\$5.00	\$5.00
Dial-A-Ride between Zone 1 or 2	\$10.00	\$10.00
Geneva/Phelps to Rochester	\$15.00	\$15.00
Clifton Springs/Hopewell/Canandaigua to Rochester	\$12.50	\$12.50
Shortsville/Manchester/Farmington/Victor to Rochester	\$10.00	\$10.00
PASSES:		
\$1 Pass	\$1.00	\$1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
Monthly Unlimited Ride	\$30.00	\$30.00
Dial-A-Ride: Stored Value 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
Between Communities	\$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.

Fare Structure

	ACTUAL	BUDGETED
RTS SENECA	2016-2017	2017-2018
CASH:*		
Base Route Fare	\$1.00	\$1.00
Route Deviation	\$2.00	\$2.00
Between North & South of Route 336	\$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 (Seniors)	\$0.50	\$0.50
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	\$1.75	\$1.75
Flex Route / Loop Service	\$2.00	\$2.00
Dial-A-Ride	\$1.50	\$1.50
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.

