



ROCHESTER  
GENESEE REGIONAL  
TRANSPORTATION  
AUTHORITY



# THE RTS WAY FORWARD



2020-23  
COMPREHENSIVE STRATEGIC PLAN

2020-2021  
FINANCIAL PLAN



Regional Transit Service (RTS) is a regional transit authority established by New York State with more than 900 employees who proudly serve customers and business partners in Monroe, Genesee, Livingston, Ontario, Orleans, Seneca, Wayne and Wyoming counties. Recognized as one of the best-run transit systems in the nation, RTS partners with the community it serves to provide safe and sustainable mobility, offering better access, frequency, and reliability to more than 15 million people each year. We carry out our mission by connecting our customers to jobs, school, healthcare, shopping and recreational activities every day. For more information, visit [myRTS.com](https://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, 2019. 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 12 consecutive years.*



## OUR MISSION, VISION & VALUES

### OUR MISSION

We partner with the communities we serve to provide safe and sustainable mobility, offering better access, frequency, and reliability.

### OUR VISION

The innovative mobility choice.

### OUR VALUES

- **Integrity:** We are responsible stewards of taxpayer revenues. We are transparent and do what we say we are going to do while taking responsibility for our actions.
- **Respect:** We value and appreciate the diversity and opinions of those we work with and those we serve.
- **Diversity and Inclusion:** We embrace our wide variety of cultures, values, skills, thoughts, and experiences, which makes us a strong organization.
- **Engagement and Collaboration:** We actively engage and openly communicate with employees, customers, and the community.
- **Agility and Innovation:** We embrace innovation in all aspects of our work and strive to bring it to life by being adaptive and flexible.
- **Performance Focus:** We establish the outcomes that define our success and use a combination of data-based decision making and fresh thinking to achieve them.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO

**Rochester Genesee Regional Transportation Auth.**

**New York**

For the Fiscal Year Beginning

**April 1, 2019**

*Christopher P. Morill*

Executive Director

## THE RTS WAY: BRINGING OUR VALUES TO LIFE EVERY DAY



We launched the RTS Way in 2019 as an expansion of the C.A.R.E. program to improve employee engagement and recognition, and help build a culture of well-being. The RTS Way is based on 17 specific behaviors that are connected to each of our six values. These values define who we are and what we do. They support our vision of being the innovative mobility choice and they help shape our work environment. Similar to the C.A.R.E. program, employees are encouraged to give a co-worker an RTS Way card when they display one or more of the 17 behaviors. Examples of RTS Way behaviors are shared at the beginning of meetings and employees are recognized for their display of these behaviors during employee recognition events.

### THE RTS CULTURE AND INCLUSION COUNCIL

A key initiative in our effort to grow the RTS culture involves embracing diversity and promoting inclusiveness in all areas of the organization. That effort is being led by a group of employees known as the RTS Culture and Inclusion Council. The Council is comprised of 12 employees from a variety of locations and departments across the organization. The Council first started its work together in January 2019 and since then has completed formal training and development work to grow closer as a group. They also developed vision and mission statements, and goals to guide their work moving forward. These foundational elements of the Culture and Inclusion Council are as follows:

#### Vision

To create a culture at RTS that brings everyone together.

#### Mission

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

#### Goals

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

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

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

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

## LETTER FROM CEO



Dear Commissioners:

We began the last fiscal year with new mission and vision statements, and a new value focused on agility and innovation. These key elements of our organization reflect our work to Reimagine RTS and the new reality we face in public transit. As our mission states, “we partner with the communities we serve to provide safe, sustainable mobility, offering better access, frequency, and reliability.” This reflects the extensive involvement of customers and stakeholders in our redesign efforts, and the benefits of the new transit system.

The pages that follow reflect our work to ensure a successful launch of Reimagine RTS on June 29, 2020. Also detailed is the work we have planned to continue growing our culture through the RTS Way and the RTS Culture and Inclusion Council, as well as the strategies and tactics we will enact to build on the success of recent years. With your approval of this plan, we will bring to life the community’s reimagined transit system. Our focus on financial sustainability will continue through cost containment efforts and a review of our long-term capital needs. We will enhance the customer experience and improve the quality of our service with the launch of Reimagine RTS, implementation of innovative technology, addition of new transit products, and introduction of electric buses to our fleet. We will engage employees and strengthen our organization’s culture through continued focus on employee wellbeing and improved collaboration. And we will continue investing in our infrastructure to ensure our fleet is maintained in a state of good repair in modern facilities, and that we are prepared to meet the New York State goal of electrifying our bus fleet by 25 percent by 2025.

The future of public transit is near and the RTS team is ready to help our customers embrace it with open arms. On behalf of the entire team, I am pleased to present the 2020-2023 RGRTA Comprehensive Strategic Plan, the budget for Fiscal Year 2020-21, and the capital plan for 2020-2030.

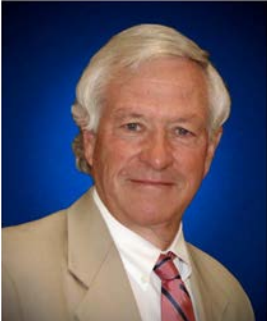
Thank you for your continued leadership and support.

Sincerely,

A handwritten signature in black ink that reads "Bill Carpenter". The signature is fluid and cursive, with a large, sweeping "C" at the end.

Bill Carpenter  
Chief Executive Officer

## LETTER FROM CHAIRMAN



To our Community:

On behalf of the Board of Commissioners, it is my privilege to present you with the RGRTA Comprehensive Strategic Plan for 2020-23 and the budget for Fiscal Year 2020-21.

This plan sets forth the work the Authority will complete over the next three years. It includes our strategic priorities, our mission and vision statements, key initiatives for the launch of Reimagine RTS, a new definition of success that aligns with the new realities of public transit, and the updated metrics we will use to measure that success.

The Board thanks you for your support of public transit and your involvement in our efforts to improve public transit for all of our customers. You helped us redesign the systems we run through our regional operations and you helped us redesign the system we will implement in Monroe County. Thanks to you, we have a great plan for the new system, one that was approved unanimously by the RGRTA Board of Commissioners.

The new transit system will embrace your desire for more frequency, reliability, and connectivity. It includes new technologies that will help us provide you with more options and a better experience. It is designed to be agile, innovative, and sustainable for many years to come, and it will go-live on June 29, 2020.

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Don Jeffries', written in a cursive style.

Donald Jeffries  
Chairman



# ORGANIZATIONAL OVERVIEW



## BUSINESS STRUCTURE

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

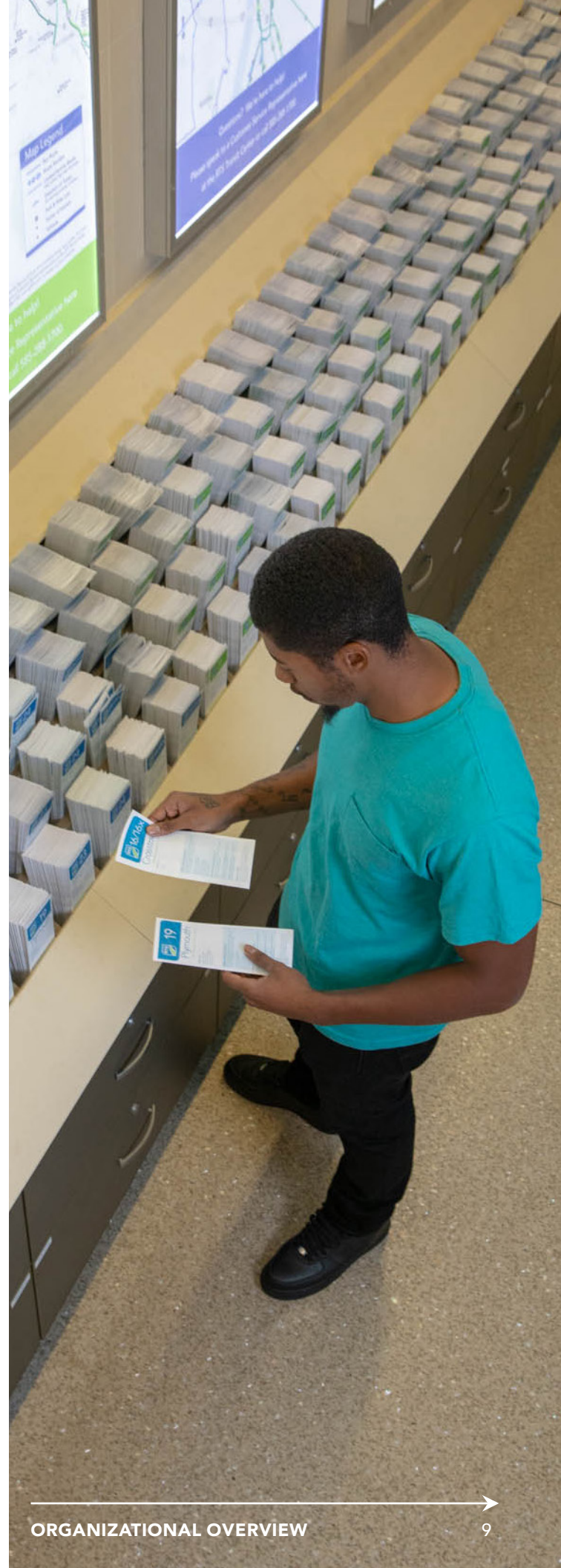
RGRTA's services encompass urban, suburban, and rural areas, as well as complementary paratransit service in compliance with the Americans with Disabilities Act (ADA).

### The Authority is comprised of 11 separately incorporated business units:

1. Rochester Genesee Regional Transportation Authority (RGRTA)
2. Regional Transit Service, Inc. (RTS)
3. RTS Access (Lift Line, Inc.)
4. RTS Genesee (Batavia Bus Service, Inc.)
5. RTS 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:	15,490,200
No. of Buses:	396
No. of Employees:	900+
Service Area Population:	1,185,940
Annual Miles:	11,460,763
Counties Served:	Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming

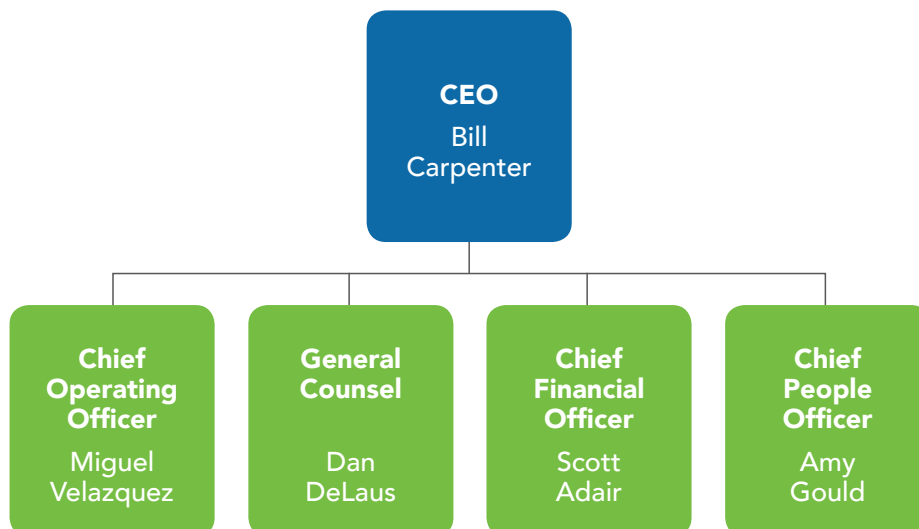


## BUSINESS STRUCTURE



## EXECUTIVE MANAGEMENT TEAM

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



## RTS

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

### Created in 1969

Ridership:	14,441,143
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No. of Buses:	216
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No. of Employees:	610
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Service Area Population:	747,642
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## RTS LIVINGSTON

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

### Joined RGRTA in 1986

Ridership:	154,309
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No. of Buses:	19
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No. of Employees:	23
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Service Area Population:	63,799
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## RTS SENECA

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

### Joined RGRTA in 2004

Ridership:	60,175
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No. of Buses:	8
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No. of Employees:	12
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Service Area Population:	34,498
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## RTS ACCESS

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

### Created in 1985

Ridership:	237,977
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No. of Buses:	53
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No. of Employees:	114
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Service Area Population:	747,642
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## RTS ONTARIO

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

### Joined RGRTA in 2014

Ridership:	235,526
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No. of Buses:	25
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No. of Employees:	36
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Service Area Population:	109,899
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## RTS WAYNE

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

### Joined RGRTA in 1980

Ridership:	222,152
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No. of Buses:	42
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No. of Employees:	52
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Service Area Population:	90,670
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## RTS GENESEE

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

### Joined RGRTA in 1971

Ridership:	44,645
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No. of Buses:	12
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No. of Employees:	14
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Service Area Population:	57,956
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## RTS ORLEANS

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

### Joined RGRTA in 2003

Ridership:	41,566
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No. of Buses:	6
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No. of Employees:	9
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Service Area Population:	40,983
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## RTS WYOMING

Provides service on seven deviated routes.

### Joined RGRTA in 1993

Ridership:	48,575
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No. of Buses:	17
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No. of Employees:	16
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Service Area Population:	44,966
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## BOARD OF COMMISSIONERS & GOVERNANCE STRUCTURE

A fifteen-member Board of Commissioners\* establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the member counties who have been recommended by their respective local governing bodies, appointed by the Governor of New York State, and confirmed by the New York State Senate. Board membership is apportioned among the member counties based in accordance with the Authority's enabling legislation. Current membership is as follows: City of Rochester: three; Monroe County: four\*\*; and one member each from Genesee\*\*\*, Livingston\*\*\*, Ontario, Orleans, Seneca, Wayne, and Wyoming counties. The Authority has separate legal standing from each of the member counties. In 2019, a new position was added to the Board to represent transit dependent and paratransit customers. The person who will fill this position will be appointed directly by the Governor.

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

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

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

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

### COMMITTEES

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

#### GOVERNANCE COMMITTEE

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

#### AUDIT COMMITTEE

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

#### COMPENSATION COMMITTEE

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

#### FINANCE/INVESTMENT COMMITTEE

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



### WILLIAM ANSBROW



**City of Rochester**  
*Appointed in 2017*

CFO, Mary Cariola  
Children's Center, Inc.  
CFO (retired), Rochester  
City School District  
Former Budget Director,  
City of Rochester  
Graduate of Indiana  
University, Masters of  
Public Finance  
Graduate of Canisius  
College, B.S.  
**Community Service:**  
*Board Member,  
Rochester Children's  
Scholarship Fund*

### GEOFFREY ASTLES



**Vice Chairman, Ontario County**  
*Appointed in 2015*

Former Farmington  
Town Supervisor  
Former Ontario  
County Administrator  
Graduate of Otterbein  
University with degrees in  
History and Government,  
and Rush-Henrietta  
High School  
**Community Service:**  
*Board of Trustees,  
Finger Lakes Community  
College; Board of  
Directors, Ontario  
Historical Society;  
Advisory Board, ARC*

### JAMES BENSLEY



**Orleans County**  
*Appointed in 2019*

Orleans County  
Department of Planning and  
Development Director  
Orleans County  
Marine Park Manager  
Lecturer (Adjunct),  
Buffalo State College  
Graduate of Virginia  
Polytechnic Institute and State  
University, Masters of Urban  
and Regional Planning  
Graduate of Buffalo State  
College, B.S.  
**Community Service:**  
*American Institute of Certified  
Planners Member; Genesee/  
Finger Lakes Regional Planning  
Council Member; County  
Agricultural and Farmland  
Protection Board Member;  
Leadership Orleans Participant*

### JACQUES CHAPMAN



**ATU Local 282**  
*Appointed in 2018*

RTS Bus Operator  
Executive Board,  
ATU Local 282  
**Community Service:**  
*President, ATU Local  
282; Recording  
Secretary, ATU New  
York State Legislative  
Conference Board; Our  
Streets Transit Coalition;  
Executive Board, WIT  
Federal Credit Union*



## MICHAEL P. JANKOWSKI



**Treasurer, Wayne County**  
*Appointed in 2004*

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

### **Community Service:**

*Member, New York State County Clerks Association; 2008 Chairman, Wayne County United Way Campaign; Board of Directors, Newark-Wayne Community Hospital; Board of Directors, Wayne County Action Program*

## DONALD E. JEFFRIES



**Chairman, Monroe County**  
*Appointed in 2016*

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

### **Community Service:**

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

## JERDINE JOHNSON



**City of Rochester**  
*Appointed in 2017*

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

*Former Executive Director, Eastside Community Center*

*Former Executive Director, North East Block Club*

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

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

### **Community Service:**

*Past President, Negro Business National Association & Professional Women's Club; Sergeant at Arms, Rochester Downtown Rotary; Treasurer, Statewide Neighborhood Preservation Coalition; Past Member, ABVI Board of Directors*



**RICHARD D. KOSMERL**



*Wyoming County  
Appointed in 2016*

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

**Community Service:**

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

**WILLIAM P. MCDONALD**



*City of Rochester  
Appointed in 2017*

Program Officer, Community Investment, United Way of Greater Rochester  
Executive Director, Medical Motor Service of Rochester and Monroe County, Inc. (retired)

Monroe County Office for the Aging  
Program Administrator, Action For a Better Community

Graduate of SUNY Brockport, Masters of Public Administration

Graduate of University of Detroit, B.A.

**Community Service:**

*Board Member and Past President, Community Transportation Association of America; Community Fellow, Center for Community Engagement at St. John Fisher College; Board Chair, Greater Rochester Community Transportation Foundation; Former Member and Chairperson, Rochester Civil Service and Planning Commissions; Former Board Member and Chairperson, Crestwood Children's Center; Former Board Member and Chairperson, Council of Agency Executives*

**EDWARD W. WHITE**



*Secretary, Seneca County  
Appointed in 2006*

Court Attorney, New York State Supreme Court Seventh Judicial District

Graduate of the University of Toledo

**Community Service:**

*Former Junius Town Justice; Former Member, Court Facilities Capital Review Board*

# RGRTA 2019: THE YEAR IN REVIEW

2019 was a year of significant milestones for RTS. We celebrated our 50<sup>th</sup> anniversary, the 5<sup>th</sup> anniversary of the RTS Transit Center, and the unanimous approval by the RGRTA Board of Commissioners of our plan for Reimagine RTS. We also announced a new fare structure that will provide free bus fares to military veterans across the RGRTA service area. Thanks to the hard work of the RTS team and the support of customers and stakeholders in the community, we also made great progress towards achieving our vision of being the innovative mobility choice.

## RGRTA 50<sup>TH</sup> ANNIVERSARY

"When former Governor Nelson Rockefeller signed his name to the bill that made RGRTA a public authority on May 26, 1969, he set in motion 50 years of innovation and public service that built on a rich history of transit in my district." Those are the words of Congressman Joe Morelle in a statement he submitted to the congressional record in recognition of our 50<sup>th</sup> anniversary. RTS employees celebrated the anniversary at employee recognition events throughout the year. It is fitting that RGRTA's 50<sup>th</sup> anniversary fell the same year we celebrated 5 years at the RTS Transit Center and the approval of Reimagine RTS.

## CELEBRATING 5 YEARS AT THE RTS TRANSIT CENTER

On November 28, 2014, we opened the doors of the RTS Transit Center and changed forever the way our customers experience public transportation. Thanks to the hard work of the RTS team, the Transit Center is a safe, technology-rich, and award-winning facility. Prior to the opening of the Transit Center, customers and employees would catch their bus outside in the heat, cold, rain, and snow. Today, the Transit Center provides a climate controlled, indoor environment with restrooms, and access to helpful people and information. More than 50,000,000 customers have experienced the benefits of the Transit Center since it opened. It is the hub of our system, a powerful tool of engagement, and is recognized within our community as a symbol of the positive change that is taking place in the Rochester region.

## UNANIMOUS APPROVAL OF REIMAGINE RTS

Continuing our work with employees, customers, and stakeholders in 2019, we completed stages two, three, and four of Reimagine RTS. This work culminated with the RGRTA Board of Commissioners unanimous approval of the final plan for the new transit system. From that point forward, the RTS team has been working feverishly to prepare for the launch of the reimaged transit system on June 29, 2020. The details of that work and more information about the launch of Reimagine RTS can be found on pages 28-29.

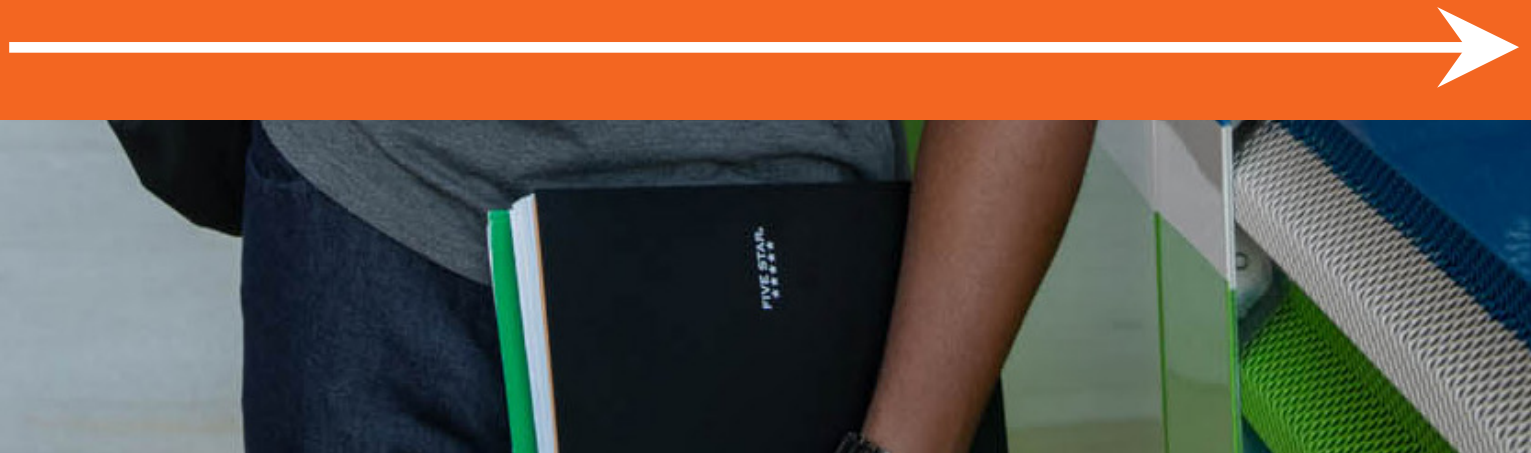
## FREE FARES FOR MILITARY VETERANS

In June 2019, we announced a new fare structure as part of Reimagine RTS that will include free fares for military veterans. Members of the RTS team are working with the Veterans Outreach Center in Monroe County to develop the plan to implement this new benefit. We also plan to implement the free fare in Genesee, Livingston, Ontario, Orleans, Seneca, Wayne, and Wyoming Counties, and will work with the respective veterans organizations in each county to coordinate the launch.





# STRATEGIC PLAN & OPERATIONAL INITIATIVES



# THE RTS WAY FORWARD

## STRATEGIC PLAN 2020-23

Our strategic plan for 2020-23 builds on the strategic priorities of recent years and reflects our work to reimagine public transit. It represents a continued focus on technology, service excellence, diversity and inclusion, and an improved level of engagement with customers and employees to make it easier for everyone to enjoy the ride.

RGRTA has maintained its solid track record of measurable and sustainable milestones through its commitment to fiscal discipline, quality service, and increased productivity. As we reimagine how we connect our customers to jobs, healthcare, education, shopping, and recreational activities, we will bring to life our vision of being the innovative mobility choice. As part of that commitment, RGRTA has:

- Maintained the \$1 base fare through Fiscal Year 2020-21
- Maintained a high level of annual ridership of nearly 16 million
- Consistently achieved on-time performance at or above 90%
- Steadily increased year-over-year customer satisfaction
- Maintained a strong national reputation for its innovative performance management system (TOPS), and exceeded its TOPS goals every single quarter for nine consecutive years
- Expanded its unique business model to more than 65 business partner relationships across the Greater Rochester and Finger Lakes region
- Increased its level of engagement in the communities it serves, including partnerships with the Finger Lakes Regional Economic Development Council, the Rochester-Monroe Anti-Poverty Initiative, and the Finger Lakes Performing Provider System

This 2020-23 Strategic Plan is guided by RGRTA's mission, vision, and values, and is built upon the Authority's customer-focused commitment to meet the needs of the community:

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

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

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

- An annual employee engagement survey to gather ideas and feedback on what RGRTA does well and opportunities for improvement
- A comparison of our performance against our fellow members of the American Bus Benchmarking Group, which consists of 24 similar-size transit systems in communities across the nation
- Quarterly customer surveys to gather input and gauge satisfaction
- Daily feedback that provides insights from current customers and business partners, and other community stakeholders

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

- *Ensure Financial Sustainability*
- *Maximize Ridership & Customer Satisfaction*
- *Deliver 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 continue to see population stagnation with a demographic shift to an older population. The number of adults aged 65+ has averaged 2.5% annual growth since 2012 and represents 16.9% of the service area's population.
- The number of millennials living in the Rochester area has begun to flatten out. According to Census data, the population of 20-34 year olds is roughly unchanged between 2015 and 2018. There is still demand from millennials in the Rochester region for better transit and more transportation options.
- There is an increased need for public transit to support a more diverse population and lifestyles based on these changing demographics.
- More public transportation options exist. Transportation Network Companies (TNC) such as Uber and Lyft now operate in the area. Vanpool and bike share programs are in place and expanding.

### Business, Higher Education, and Employment Trends

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

### Regionalization

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



## ENSURE FINANCIAL SUSTAINABILITY

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

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

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

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

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

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

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



## ENSURE FINANCIAL SUSTAINABILITY

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Ensure cost containment of health insurance through monitoring and analysis of claims.	Ongoing review and analysis of current claims	Q1-Q4 2020-2021	Finance
	Monitor Wellness initiatives against claims data	Q1-Q4 2021-2021	
	Reconciliation of actual costs to expected costs for 2019-2020	Q2-Q3 2020-2021	
	Assist in rate setting process for 2021-2022	Q3 2020-2021	
Continuous review of our long term capital funding needs.	Begin capital review for 2020-2021 using "state of good repair" criteria	Q1 2020-2021	Finance
	Review status of previously funded projects to determine next appropriate steps	Q1 2020-2021	
	Monitor the 2020-2021 Capital Plan for progress and potential competitive grant opportunities	Q1-Q4 2020-2021	
	Review and finalize the 2021-2022 Capital Plan	Q4 2020-2021	
Utilize consultant report to analyze site options and identify a new location for the RTS Access facility.	Determine funding requirement and pursue grant opportunities	Q1 2020-2021	RTS Access, Engineering, Finance



## MAXIMIZE RIDERSHIP & CUSTOMER SATISFACTION

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

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

In 2019, we continued our work with customers, employees, and stakeholders in the community to complete stages two, three, and four of Reimagine RTS. We finalized our plan to implement our new fare collection strategy based on mobile ticketing technology. And we continued our work with the New York Public Transit Association and the New Yorkers for Better Public Transit coalition to expand our advocacy efforts. Our work on these initiatives is rooted in past experience and aligned with our efforts to reimagine the future.

The continued emergence of new technologies and mobility options, combined with increasing requests for more service, contribute to the disruptive change that is driving the reimagining of our public transit system. The RTS Transit Center, our Customer Relationship Management system (CRM), and the initiatives listed below will help us embrace our changing reality while increasing customer satisfaction and maximizing ridership.

This effort will include: the launch of Reimagine RTS, the redesign of the public transit system in Monroe County, and investment in new technology to help improve the customer experience with RTS Access.

### TOTAL CASES OPENED IN CRM – 2019

2019	CASES
January	1,595
February	1,365
March	1,351
April	1,536
May	1,525
June	1,483
July	1,536
August	1,555
September	1,656
October	1,602
November	1,436
December	1,463
<b>Total</b>	<b>18,103</b>



## MAXIMIZE RIDERSHIP & CUSTOMER SATISFACTION

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Reimagine RTS: Finalize preparations and implement the new public transit system in Monroe County.	Deploy a robust communication and outreach plan for go-live information to the public	Q1-Q2 2020-2021	People, Communications & Marketing
	Launch Reimagine RTS	Q1 2020-2021	All Departments
	Develop promotion strategy to attract and retain customers	Q1-Q4 2020-2021	People, Communications & Marketing
	Support ridership and customer engagement by utilizing the RTS Way, employees, events, and activities	Q2-Q4 2020-2021	
Develop a centralized website and mobile application to enable the extension of scheduling and managing the customer ride experience.	Install, configure, and test new website and mobile application	Q1 2020-2021	RTS Access, IT
	Train employees on use of the new system	Q2-Q3 2020-2021	RTS Access
	Implement marketing plan to inform and educate RTS Access customers on the new technology	Q2-Q3 2020-2021	RTS Access, Communications & Marketing
	Implement new website and mobile application	Q4 2020-2021	RTS Access, IT
Implement program to provide free fares for military veterans.	Coordinate with veteran organizations to finalize plan for the program	Q1 2020-2021	Business Development
	Implement program across the RTS service area	Q2-Q3 2020-2021	Business Development, Communications & Marketing
Provide customers with upgraded mobile technology to facilitate new fare payment options.	Implement RTS Go mobile application and reloadable smartcard	Q1 2020-2021	IT, Communications & Marketing

## DELIVER QUALITY SERVICE & IMPROVE PERFORMANCE

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

RTS utilizes Lean Six Sigma as the foundation for delivering quality service and improving our performance. Our team is relentless in their commitment to achieving continuous improvement by focusing on reliability, consistency, improving our processes, incorporating new technologies, and using data and analytics to make the best possible decisions. Our efforts are informed through our involvement with the American Bus Benchmarking Group, using metrics from the 24 mid-sized agencies that help establish best practices. The goals and tactics listed here reflect that effort and represent our commitment to provide safe and sustainable mobility, offering better access, frequency, and reliability.

The emergence of new technologies is transforming our industry. In addition to strengthening our relationship with customers, these technologies are helping us operate more efficiently. The tactic below shows how we will embrace the use of new technology to deliver quality service and improve performance. These initiatives include activities to finalize preparations for the addition of electric buses to our fleet. Each of these initiatives will help RTS deliver quality service and improve performance so we can continue making it easy for our customers to enjoy the ride.

### DELIVER QUALITY SERVICE & IMPROVE PERFORMANCE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Finalize preparations for the addition of 10 electric buses to the RTS bus fleet.	Chargers installed, final nine of 10 buses delivered, and maintenance bays complete	Q1 2020-2021	Maintenance
	All electric buses in service	Q3 2020-2021	
Train employees on the maintenance and operation of the new electric buses to ensure a successful deployment into the fleet.	Onsite technical training and "train-the-trainer" Operator training – classroom and hands on with pilot bus	Q1 2020-2021	Maintenance, People
	Basic safety and operational training for Operators, Bus Washers, Placers	Q1/Q2 2020-2021	





## ENGAGE EMPLOYEES IN DELIVERING ON OUR BRAND PROMISE

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

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

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

Investing in our people and processes has long been a priority for RTS. It is standard practice for the Authority to develop the pool of talent necessary to meet our customers' demands and achieve our strategic goals. As set forth in the following initiatives, we will focus on fostering a comprehensive culture of total well-being to recruit and nurture high-performing employees. We will educate employees on the value of their benefit plans to help them be active consumers and managers of their well-being. We will improve collaboration across the organization's properties to strengthen connectivity and access for employees. And we will launch an initiative for employees to support clean buses and the opening of the new Advanced Environmental Service Building.

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

## ENGAGE EMPLOYEES IN DELIVERING ON OUR BRAND PROMISE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Foster a comprehensive culture of employee total well-being to attract, develop, and nurture high performing individuals and teams.	Expanded and targeted well-being initiatives for employees surrounding Reimagine Go-Live	Q1-Q2 2020-2021	People, Communications & Marketing
	Identify areas of opportunity to integrate wellness, occupational health, and benefit platforms to optimize our employee's well-being	Q1-Q4 2020-2021	
	Culture and Inclusion training across the organization	Q3-Q4 2020-2021	People
	Recruit new members to the Culture and Inclusion Council to broaden the representation of the organization for culture and inclusion	Q2 2020-2021	People
	Support the RTS Way through ongoing promotion internally and externally through systems integration	Q1-Q4 2020-2021	People, Communications & Marketing
Educate the workforce about the value of RTS benefit plans, and provide tools and resources for employees to be informed and knowledgeable consumers for effective utilization of services.	Campaigns and support services focused on the following opportunities: Rx Mail Programs, Immediate Care Options (Telemedicine/Urgent Care visits), EAP utilization, selecting a care provider, preventive screenings and services utilization, routine check-ups	Ongoing	People
Enhance communication and engagement across the organization as part of the RTS Way.	Develop and implement plan to create more video content for employees	Q3-Q4 2020-2021	People, Communications & Marketing
	Begin installing tablet/computer access at each regional location for employees	Q4 2020-2021	People, IT
	Redesign RTS Intranet for employees, including mobile access	Q1-Q4 2021-2022	People, Communications & Marketing, IT
	Launch support initiative for clean buses and the opening of the new Advanced Environmental Service Building	Q1 2021-2022	

*"RTS provides a fantastic service in our community by providing safe, reliable, and affordable transportation so that residents can work and explore all that Monroe County has to offer. I am thankful to have an outstanding partnership with them, and look forward to our continued collaboration in the future."*

Adam Bello,  
Monroe County Executive



## MODERNIZE OUR INFRASTRUCTURE

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

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

These investments include continuing the development of Connection Hubs related to the Reimagine RTS transit system redesign, the construction of a new Advanced Environmental Service Building to help keep our fleet in a state of good repair, and our work to make the upgrades necessary to our campus to meet Governor Andrew Cuomo's goal of electrifying our bus fleet by 25 percent by 2025.

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

## MODERNIZE OUR INFRASTRUCTURE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Design and build connection hubs for Reimagine RTS implementation.	Complete construction of Phase 1 Connection Hubs	Q1 2020-2021	Engineering
	Secure funding and finalize plan for development of Phase 2 of Connection Hubs	Q1-Q4 2020-2021	Engineering, Planning, Finance
Construct a new Advanced Environmental Service Building (AESB).	Begin construction of AESB	Q1 2020-2021	Engineering
	Complete construction of AESB	Q1 2021-2022	
	Demolition of existing service building	Q2 2021-2022	
Develop strategy for RTS campus infrastructure needs, to meet the New York State goal of electrifying the bus fleet by 25% by 2025.	Finalize plan and identify funding needed for required infrastructure upgrades	Q4 2020-2021	Engineering, Finance, Maintenance
	Secure funding for electric bus charging facility and other related infrastructure needs	Q1-Q4 2021-2022	Finance

## REIMAGINE RTS TO GO-LIVE ON JUNE 29, 2020

After three years of working with community stakeholders, customers and employees, RTS is excited to launch Monroe County's reimagined public transit system on June 29, 2020. Our customers will find the new system to be more frequent, reliable, and connected than the previous system.

The RTS fixed route network, now known as RTS Connect, embodies each of three character traits of the new system. It is comprised of 10 frequent routes that run every 15 minutes, and 20 local routes that run every 30 minutes on weekdays between 6am and 6pm.

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

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

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

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

RTS Go is the name of the new fare payment technology that will make it easier for customers to purchase and pay their fares. This will include mobile and reloadable smartcard technology.

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

To learn more about Reimagine RTS and the launch of the new system, please visit [myRTS.com/reimagine](https://myRTS.com/reimagine).

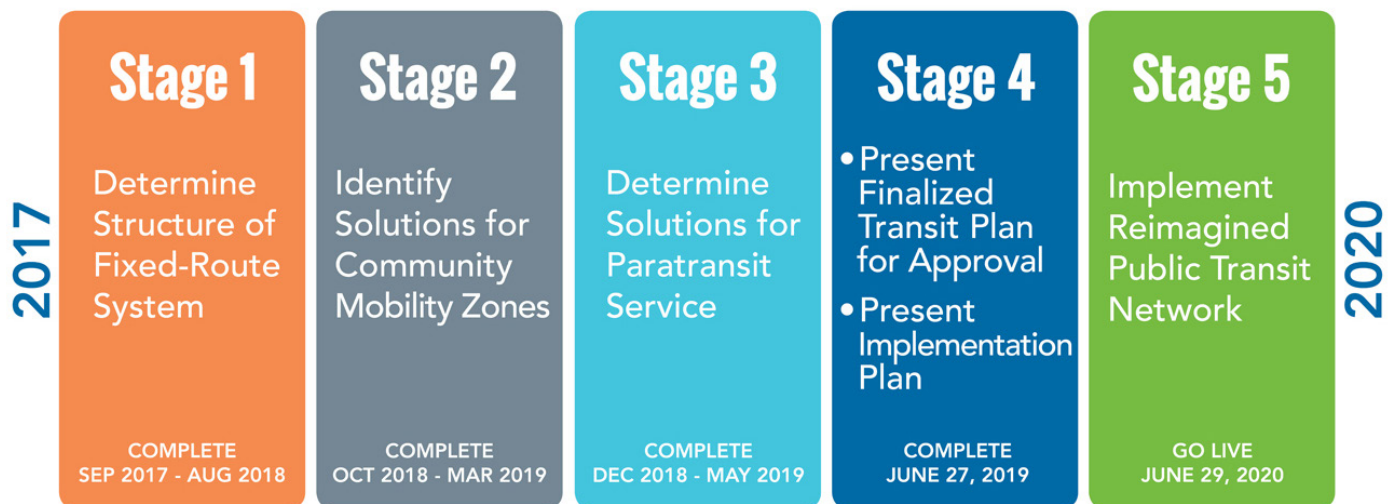
### NEW PRODUCTS & LOGOS:



## LAUNCH TACTIC

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Conduct training program to educate employees on the new transit system.	Train employees	Q1 2020-21	People
Implement robust ambassador, marketing, advertising, and public relations plan to inform, educate, and train customers about the new transit system.	Launch public training plan	Q1-Q2 2020-21	Communications, Marketing, People
Launch innovative RTS On Demand service with new vehicles to provide service in On Demand Zones.	Implement RTS On Demand with the launch of Reimagine RTS	Q2 2020-21	Transportation Services, Maintenance, Customer Service
Introduce new mobile ticketing and fare payment technology to improve the customer experience with fare payment and trip planning.	Launch RTS Go fare payment system, including the Transit app and reloadable smartcard technology	Q1 2020-21	Internet Technology, Communications & Marketing
	Launch RTS On Demand mobile app	Q2 2020-21	
Distribute improved, simplified schedules for RTS Connect.	Distribute schedules for customer training and use	Q1 2020-21	Customer Service, Communications & Marketing

# REimagine RTS Process





# FINANCIAL PLAN



## FISCAL YEAR 2020-2021 OPERATING BUDGET

Management is pleased to present a balanced operating budget for the fiscal year 2020-2021 (FY2021) which maintains the existing customer fare structures for our entire service area. This is the eleventh consecutive year of maintaining the \$1 base adult fare for customers of Regional Transit Service (RTS in Monroe County), the largest subsidiary.

Total planned operating expenses for FY2021 are \$108.4 million, representing an increase of 7.1% from the prior year's budget. Within that total, personnel costs are \$79.1 million, an increase of \$5.1 million from the prior year. Non-personnel costs budgeted at \$29.3 million, increase of \$2.1 million from the prior year.

Total estimated revenues supporting operations are \$108.4 million, representing an increase of 7.1% from the prior year's budget.

This revenue increase is primarily due to anticipated increases in governmental subsidies from both federal and state governments. A more in-depth discussion of the key factors, which affect revenues and expenses, follows. A comparison of the FY2021 Operating Budget versus the prior year is provided on the next page.



*Financial Certification of the  
Chief Executive Officer*

### THE AUTHORITY'S FINANCIAL PLAN CONSISTS OF THREE ELEMENTS:

**Operating Budget for Fiscal Year  
2020-2021**

**Multi-Year Budget Projection  
covering fiscal years 2020-2021  
through 2023-2024**

**Ten-Year Capital Improvement Plan  
covering fiscal years 2020-2021  
through 2029-2030**



## SUMMARY FY2019-2020 AND 2020-2021 OPERATING BUDGET COMPARISON (\$ MILLIONS)

	2019-2020 OPERATING BUDGET	2020-2021 OPERATING BUDGET	CHANGE	% CHANGE
<b>REVENUES</b>				
Locally Generated	\$ 29.7	\$ 30.5	\$0.8	2.6%
Governmental Subsidies	\$ 60.2	\$ 66.3	\$6.1	10.1%
Mortgage Recording Tax	\$ 11.3	\$ 11.6	\$0.3	2.5%
<b>TOTAL REVENUES</b>	<b>\$101.2</b>	<b>\$108.4</b>	<b>\$7.2</b>	<b>7.1%</b>
<b>EXPENSES</b>				
Personnel	\$ 74.0	\$ 79.1	\$5.1	6.9%
Non-Personnel	\$ 27.2	\$ 29.3	\$2.1	7.6%
<b>TOTAL EXPENSES</b>	<b>\$101.2</b>	<b>\$108.4</b>	<b>\$7.2</b>	<b>7.1%</b>
<b>NET INCOME (DEFICIT)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

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

Locally generated, which include customer and special fares;

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

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

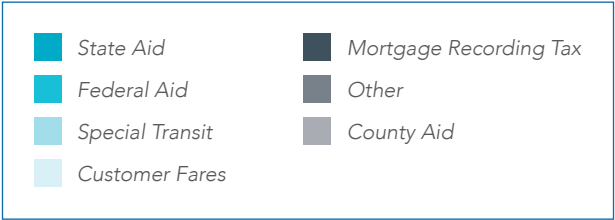
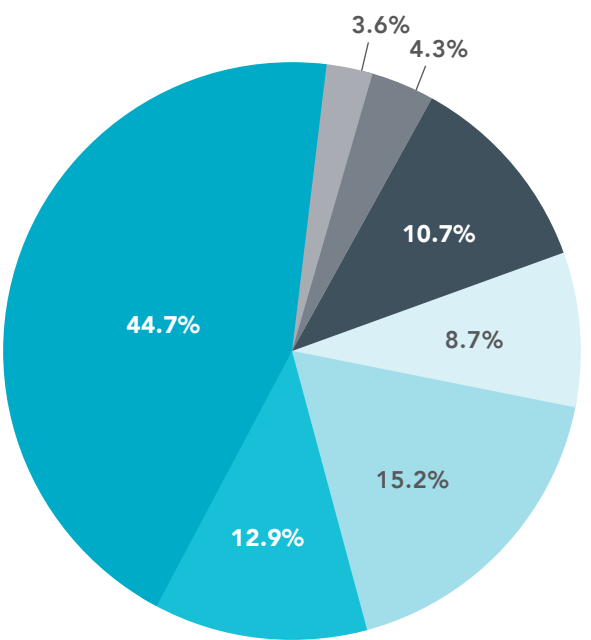
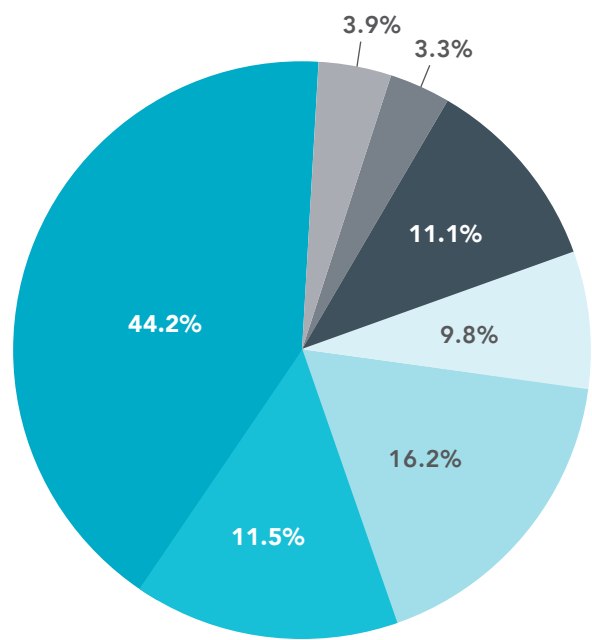
*Following is a more in-depth explanation of the key factors which impact revenues and expenses.*

REVENUE FACTORS

OPERATING REVENUE SOURCE COMPARISON

2019-20: \$101.2 Million

2020-2021: \$108.4 Million



## LOCALLY GENERATED

These include the categories of customer fares, special transit fares, and other revenues. A total of \$30.5 million is budgeted for FY2021. Locally generated revenues are expected to support approximately 28.1% of total planned operating expenses for FY2021.

### Customer Fares

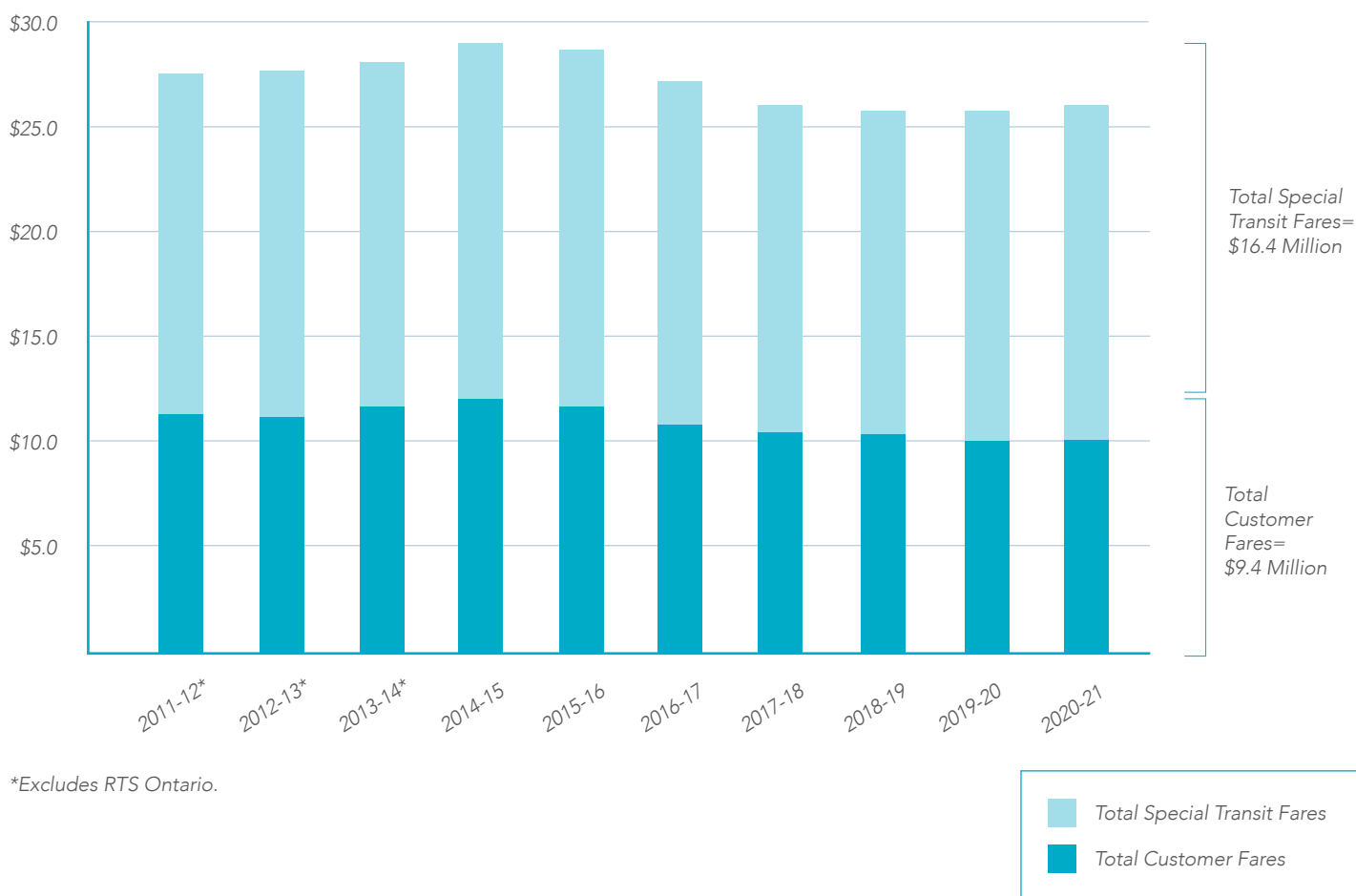
Total budgeted customer fares are estimated to be \$9.4 million, an increase of approximately \$0.2 million from the projected 2019-2020 total. Customer fares are derived from the cash fare and various pass programs offered to our riders depending on their needs.

### Special Transit Fares

A total of \$16.4 million is estimated for special transit fares in the FY2021 budget, no change from the prior year's budget.

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

## CUSTOMER & SPECIAL TRANSIT FARES (\$ MILLIONS)



## GOVERNMENTAL SUBSIDIES

Governmental subsidies are the largest revenue category of the Authority and are expected to support approximately 61% of total operating expenses for FY2021. Governmental subsidies are received from the federal government, New York State, and each member county.

### Federal Aid

Federal aid planned for FY2021 totals \$14.0 million, up approximately \$2.4 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 FY2021 is \$48.4 million, up approximately \$3.7 million from last year's budget.

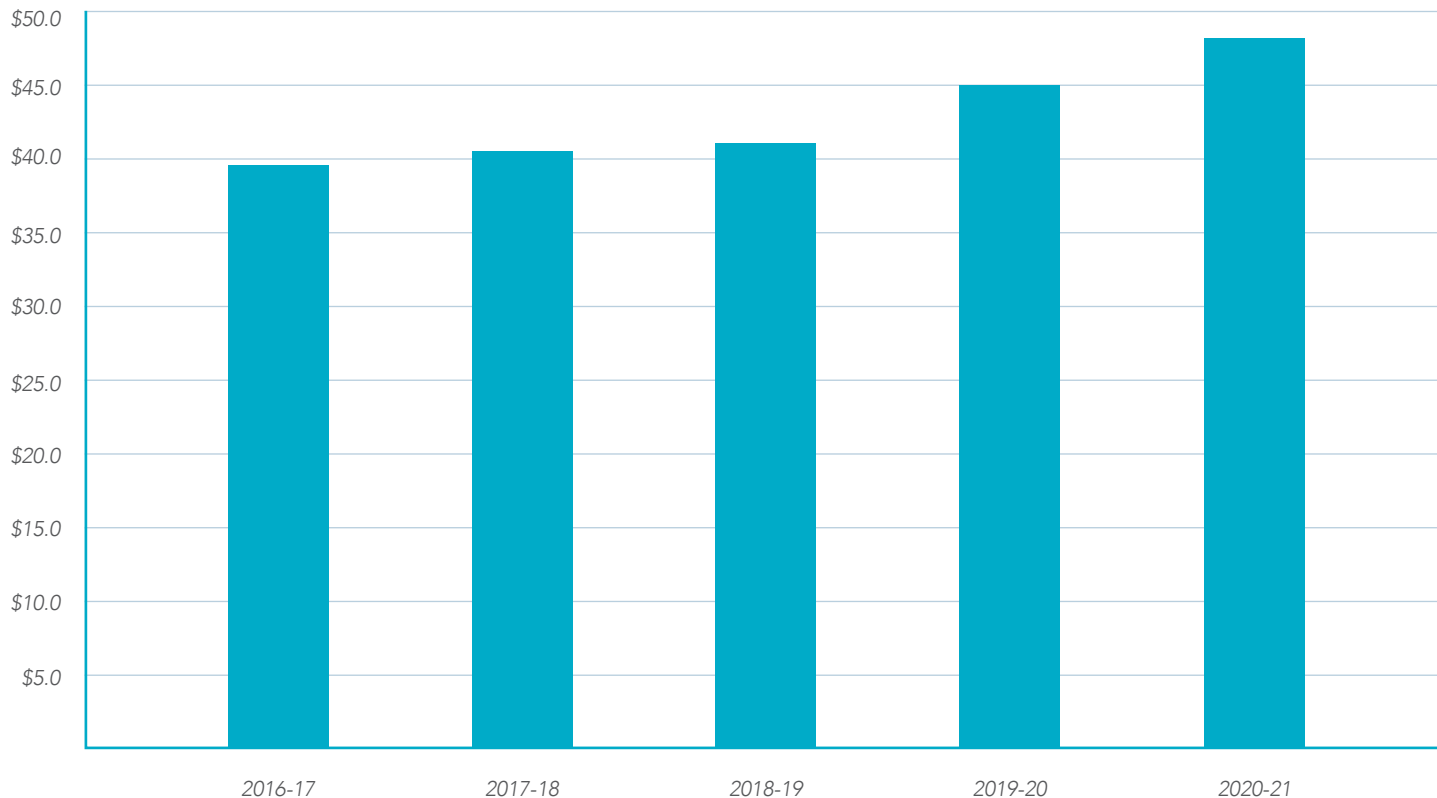
State aid is comprised of an annual state budget allocation under the State Mass Transportation Operating Assistance program (STOA) and mandatory state matching funds for federal preventive maintenance aid.

### County Aid

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

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

## NEW YORK STATE MASS TRANSPORTATION OPERATING ASSISTANCE (\$ MILLIONS)

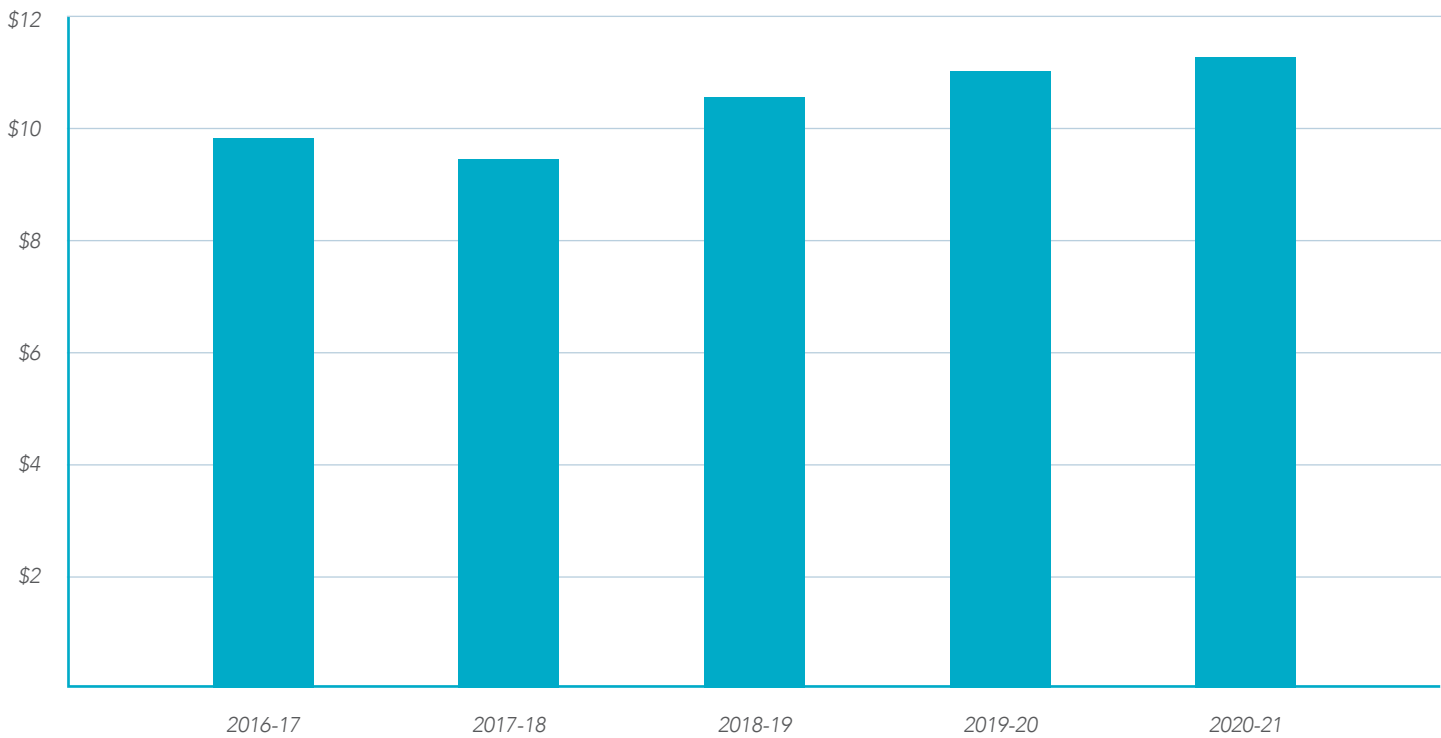


MORTGAGE RECORDING TAX

Mortgage Recording Tax (MRT) is a state tax collected by the county clerks and distributed to municipalities, school districts, and public transportation authorities.

MRT planned for the FY2021 is \$11.6 million, up approximately \$0.3 million from last year’s budget based on anticipated growth.

MORTGAGE RECORDING TAX RECEIPTS (\$ MILLIONS)

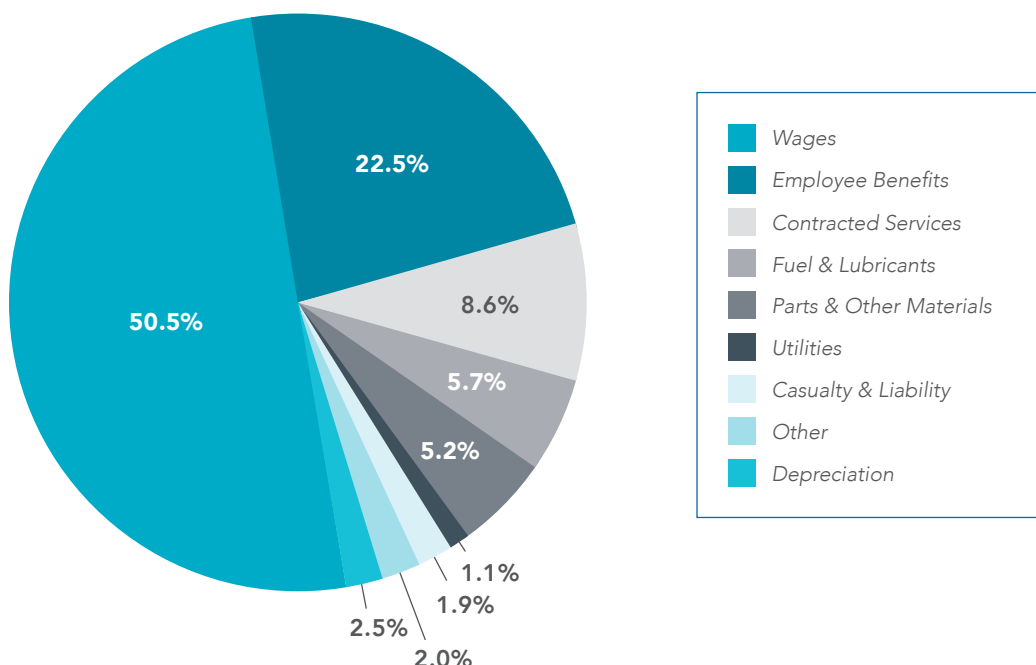




## EXPENSE FACTORS

The Authority's operational spending plan for FY2021 was developed with the following key concepts: maintaining the high quality of services customers deserve and restricting cost increases wherever possible. Total estimated operating expenses for the fiscal year are \$108.4 million, representing an increase of \$7.2 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: 2020-21  
\$108.4 MILLION



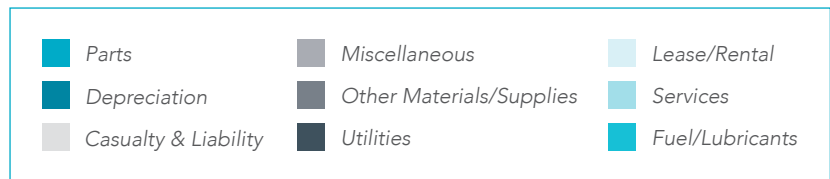
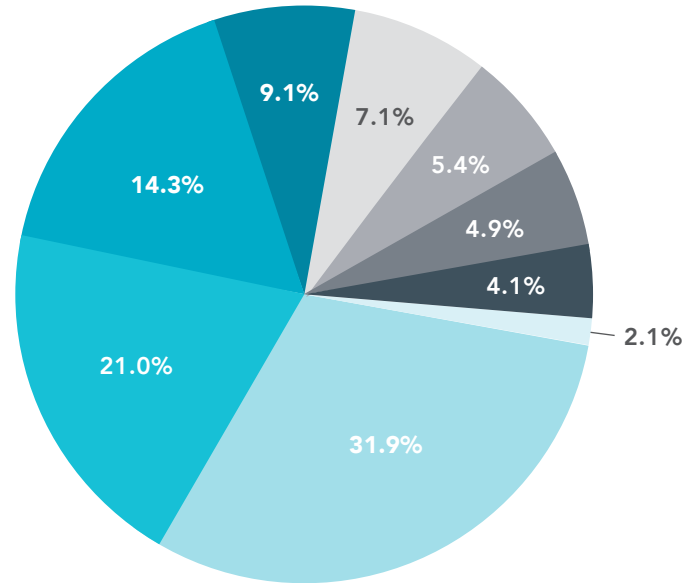
## PERSONNEL

Total estimated wages and benefits for FY2021 are \$79.1 million, representing an increase of approximately 6.9% from the prior year's budget. The primary driver of this increase is the hiring of approximately 81 new employees as part of Reimagine RTS.

## 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 FY2021 is \$29.3 million, representing an increase of \$2.1 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: 2020-21 \$29.3 MILLION



## NON-PERSONNEL SUMMARY (000's)

	2019-20 OPERATING BUDGET	2020-21 OPERATING BUDGET	CHANGE	% CHANGE
Contracted Services	\$ 8,698	\$ 9,343	\$ 645	7.4 %
Fuel/Lubricants	\$ 5,719	\$ 6,149	\$ 430	7.5 %
Parts	\$ 4,335	\$ 4,192	\$ (143)	-3.3 %
Casualty & Liability	\$ 1,996	\$ 2,672	\$ 676	33.8 %
Depreciation	\$ 2,007	\$ 2,083	\$ 74	3.8 %
Miscellaneous	\$ 1,573	\$ 1,594	\$ 21	1.3 %
Other Materials/Supplies	\$ 1,389	\$ 1,420	\$ 30	2.2 %
Utilities	\$ 1,100	\$ 1,193	\$ 94	8.5 %
Lease/Rental	\$ 384	\$ 612	\$ 228	59.4 %
<b>TOTAL</b>	<b>\$27,201</b>	<b>\$29,257</b>	<b>\$2,056</b>	<b>7.6%</b>

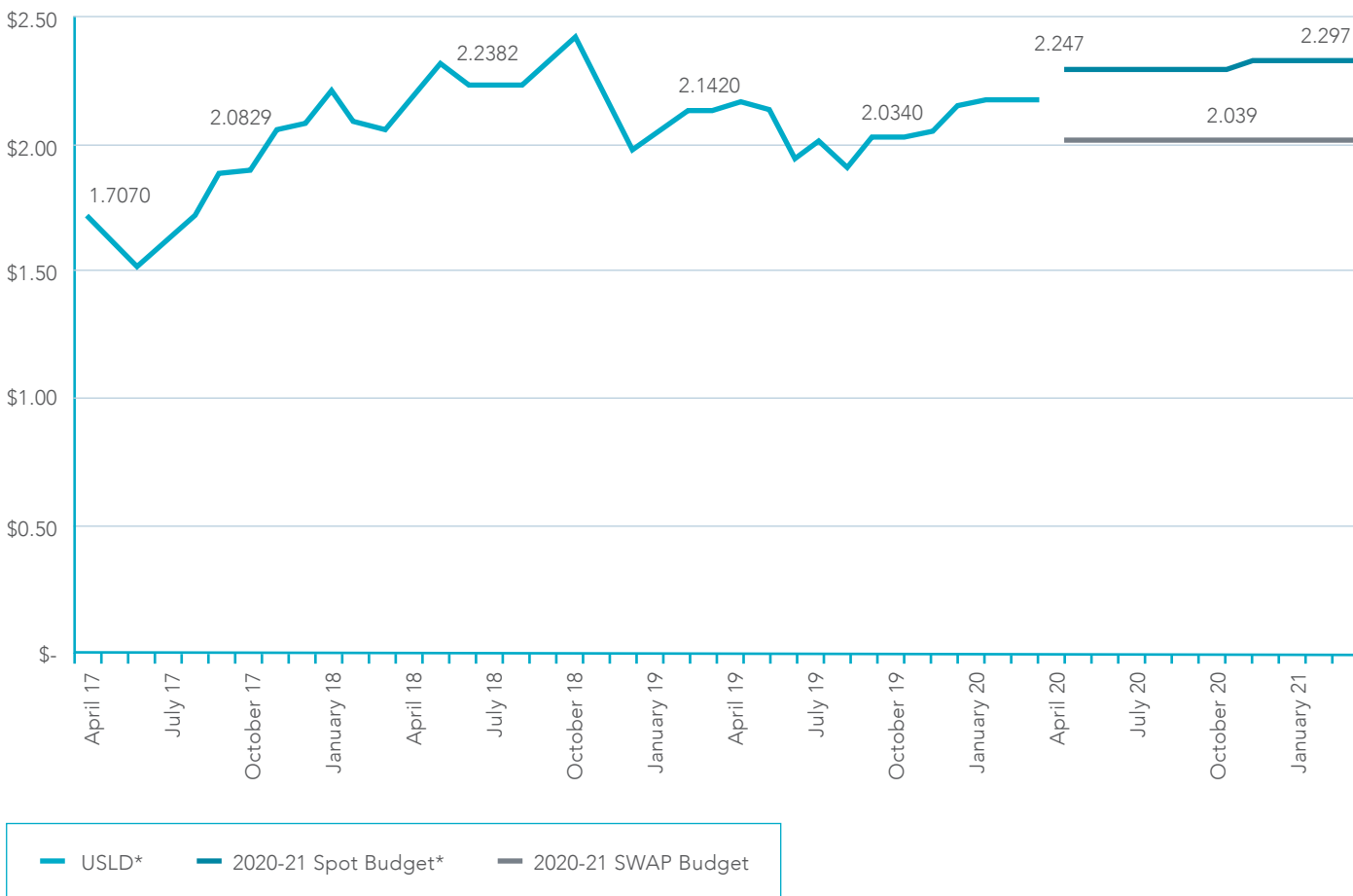
The key drivers of non-personnel expenses are outlined below.

## Fuel and Lubricants

Fuel and lubricant costs estimated at \$6.1 million for FY2021, increasing \$0.4 million from the prior year budget. The Authority currently has protection against volatility on approximately 66% of its supply for FY2021 with a fixed price SWAP. The FY2021 budget is based

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

### DIESEL FUEL PRICE/GALLON TREND VS. BUDGET



\*Inclusive of Transportation & Delivery.



## Bus Parts and Other Materials and Supplies

Bus parts and other materials and supplies expenses planned for FY2021 total \$5.6 million, representing no increase from the prior year's budget.

## Contracted Services

Contracted services include professional fees for legal, medical, and governmental relations; contracted vehicle maintenance for regional companies; maintenance services for various building systems and software; custodial and security services; automobile insurance; leases, and parts supply management services. Total estimated FY2021 contracted services expenses are \$9.3 million, an increase of approximately 7.4% due to one-time expenses related to Reimagine RTS.

## Miscellaneous and Other Expenses

Miscellaneous and other expenses during FY2021 are budgeted at \$5.5 million, increasing by \$0.9 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 FY2021 is budgeted at \$2.7 million, increasing by \$0.7 million from the prior year's budget. Local depreciation accounts for the expense associated with past and current year Capital Improvement plans of the Authority.

*"RTS works diligently to meet the transportation needs of our residents. Ontario County has confidence that RTS will continue to respond to these ever changing needs in thoughtful ways. We look forward to continuing to collaborate with RTS on effective public transportation solutions in our community."*

**Mary Krause,**  
County Administrator, Ontario County

# MULTI-YEAR BUDGET PROJECTION

## Fiscal Years 2020-21 – 2022-23

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, 2020, the Authority's AUNA will total approximately \$25.7 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, ranging from \$100.6 million to \$101.4 million. Projected annual operating expenses increase from \$113.1 to \$126.6 million over the same period, representing an increase of \$13.5 million, or 11.9%. Each year of the projection shows a funding gap that grows from \$12.4 million to \$26.0 million with a cumulative total gap of \$30.8 million.

The Authority's current fiscal strength (represented by \$25.7 million of AUNA) could theoretically close these projected funding gaps through fiscal year 2021-22, and thereby enable the maintenance of service levels and current fare structures for customers – notwithstanding future actions that may be taken by management to reduce projected costs and increase revenues (other than customer fares) that are contained in the projection.

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

Key elements/assumptions driving this forecast are as follows:

### REVENUES

#### Locally generated

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

#### Government Subsidies

- STOA allocation is assumed flat at \$47.0 million
- No increase in member county subsidies
- Approximately 40% of the federal Section 5307 formula aid as contained in the Multi-Year Transportation Authorization utilized for Operations

#### Mortgage Tax

- An estimated increase of 2.5% annually

## EXPENSES

- Scope of transit services planned for 2020-2021 is projected based on the Reimagine RTS project and new service levels.

### Personnel

- Stable workforce overall after the launch of Reimagine RTS
- Medical insurance premium rates increase 10-15% annually.  
All employees continue to share in premium cost

### Non-personnel

- Diesel fuel prices increase 15% annually

## CONSOLIDATED MULTI-YEAR BUDGET PROJECTION 2021-22 – 2023-24\* (\$ MILLIONS)

	PROJECTED 2019-2020	BUDGET 2020-2021	PROJECTION 2021-2022	PROJECTION 2022-2023	PROJECTION 2023-2024
<b>REVENUES</b>					
<b>LOCALLY GENERATED REVENUES</b>					
Fares: Cash, Passes, Subsidy Agreements	\$ 25.7	\$ 25.9	\$ 26.2	\$ 26.5	\$ 26.9
Other (Interest Earnings, Recoveries, Reimbursements)	\$ 3.7	\$ 4.6	\$ 3.1	\$ 3.3	\$ 3.3
<b>LOCALLY GENERATED REVENUES</b>	<b>\$ 29.4</b>	<b>\$ 30.5</b>	<b>\$ 29.3</b>	<b>\$ 29.8</b>	<b>\$ 30.2</b>
<b>GOVERNMENTAL SUBSIDIES</b>					
Federal	\$ 10.1	\$ 14.0	\$ 8.0	\$ 8.0	\$ 6.4
State	\$ 46.2	\$ 48.4	\$ 47.7	\$ 47.6	\$ 47.6
County	\$ 3.9	\$ 3.9	\$ 3.9	\$ 3.9	\$ 3.9
<b>GOVERNMENTAL SUBSIDIES</b>	<b>\$ 60.2</b>	<b>\$ 66.3</b>	<b>\$ 59.6</b>	<b>\$ 59.5</b>	<b>\$ 57.9</b>
<b>MORTGAGE RECORDING TAX</b>	<b>\$ 11.3</b>	<b>\$ 11.6</b>	<b>\$ 11.8</b>	<b>\$ 12.1</b>	<b>\$ 12.4</b>
<b>TOTAL REVENUE</b>	<b>\$100.9</b>	<b>\$108.4</b>	<b>\$100.7</b>	<b>\$101.4</b>	<b>\$100.6</b>
<b>EXPENSES</b>					
<b>PERSONNEL</b>					
Employee Wages	\$ 50.4	\$ 54.7	\$ 56.4	\$ 58.1	\$ 59.9
Medical Insurance	\$ 12.1	\$ 12.2	\$ 14.2	\$ 16.5	\$ 19.2
Other Fringe Benefits	\$ 11.2	\$ 12.2	\$ 12.5	\$ 12.9	\$ 13.3
<b>TOTAL PERSONNEL</b>	<b>\$ 73.7</b>	<b>\$ 79.1</b>	<b>\$ 83.1</b>	<b>\$ 87.5</b>	<b>\$ 92.4</b>
<b>NON-PERSONNEL</b>					
Fuel & Lubricants	\$ 5.7	\$ 6.1	\$ 7.0	\$ 8.1	\$ 9.3
Other Non-Personnel	\$ 21.4	\$ 23.2	\$ 23.0	\$ 23.9	\$ 24.9
<b>TOTAL NON-PERSONNEL</b>	<b>\$ 27.1</b>	<b>\$ 29.3</b>	<b>\$ 30.0</b>	<b>\$ 32.0</b>	<b>\$ 34.2</b>
<b>TOTAL EXPENSES</b>	<b>\$100.8</b>	<b>\$108.4</b>	<b>\$113.1</b>	<b>\$119.5</b>	<b>\$126.6</b>
<b>NET INCOME (DEFICIT) FROM OPERATIONS &amp; SUBSIDIES</b>	<b>\$ 0.1</b>	<b>–</b>	<b>\$ (12.4)</b>	<b>\$ (18.0)</b>	<b>\$ (26.0)</b>
<b>ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS BOY</b>	<b>\$ 25.6</b>	<b>\$ 25.7</b>	<b>\$ 25.7</b>	<b>\$ 13.3</b>	<b>\$ (4.8)</b>
<b>ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS EOY</b>	<b>\$ 25.7</b>	<b>\$ 25.7</b>	<b>\$ 13.3</b>	<b>\$ (4.8)</b>	<b>\$ (30.8)</b>

\*Rounding may cause mathematical errors.

## TEN-YEAR CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) is the Authority's ten-year (FY2021 – FY2030) plan of proposed capital investments necessary to maintain and improve the infrastructure. The key elements of this infrastructure are rolling stock, facilities, and technology related equipment and systems. The CIP is fiscally constrained in that the funding schedule and sources for all listed projects have been identified.

The process by which capital needs are identified and solutions are proposed is ongoing. It begins as department heads review asset listings for their area of expertise. Adjustments are made to reflect their replacement needs and each asset is scored. Additionally, department heads prepare formal requests for any new projects. Capital projects must have a life expectancy of at least one year and a minimum cost of \$5,000.

Utilizing these project listings the CFO and COO sought additional information to verify project scoring. Based on the additional information, final scoring is compiled and the list of funded projects is arrived at. This list is then reviewed by the Executive Management Team before final approval by the Board of Commissioners.

### GENERAL OVERVIEW

The CIP is fiscally constrained within available funding over the ten year period. It contains 123 projects with estimated expenses of \$282 million. The first year of the plan including projects in progress is \$73.5 million.

### 2020-21 CAPITAL EXPENSES BY PROJECT TYPE

PROJECT TYPE	NUMBER OF PROJECTS	\$ (MILLIONS)
Preventive Maintenance	1	\$ 17.4
Rolling Stock	27	\$ 25.4
Facilities	11	\$ 21.1
Equipment	6	\$ 0.6
Transportation Technologies	11	\$ 8.1
Other	9	\$ 0.8
<b>TOTAL</b>	<b>65</b>	<b>\$73.5</b>

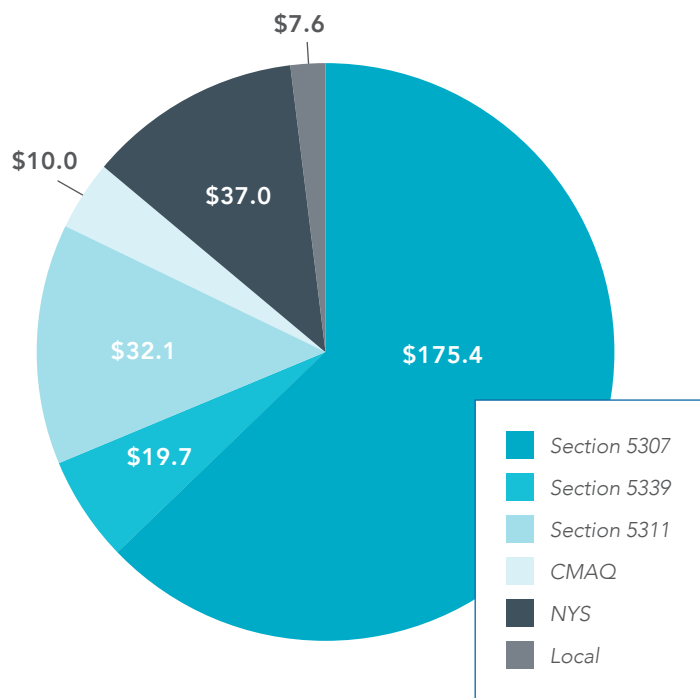
Management decisions about the allocation of limited capital resources are tied to the Authority's Vision of becoming The Preferred Transportation Choice through the scoring criteria identified in the Transit Asset Management Plan. The results of the project scoring emphasizes the need to replace critical assets including rolling stock, IT and maintenance equipment, and continued investment into facilities to bring them into a state of good repair. Additionally, the Authority will introduce ten electric buses with related infrastructure and mobile fare ticketing. Finally, the Authority's CIP includes the replacement of the voice and data systems in use by RTS Monroe and RTS Access, upgrades to the CAD/AVL system, and continuation of the Enterprise Data Warehouse/Business Intelligence Tool.

As noted previously, this CIP is fiscally constrained as approximately \$142 million of other priority 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.

*"Our decades-long partnership with RTS has had significant, positive impact on the transportation needs of our rural and city older adults. The communicative, collaborative, and willing relationship is vital to this success."*

Ruth Spink,  
Director, Genesee County Office for the Aging

## SOURCE OF FUNDS \$281.7 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 formula derived federally funded projects. The Authority's local capital contributions are funded from its Capital Reserve Fund, supported by annual transfers from working capital in an amount equal to the local depreciation budgeted expense.

In December 2015 the FAST Act (Fixing America's Surface Transportation Act) reauthorizing surface transportation programs through 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 69% of total funding) supporting the Authority's Ten-Year Capital Improvement Plan.

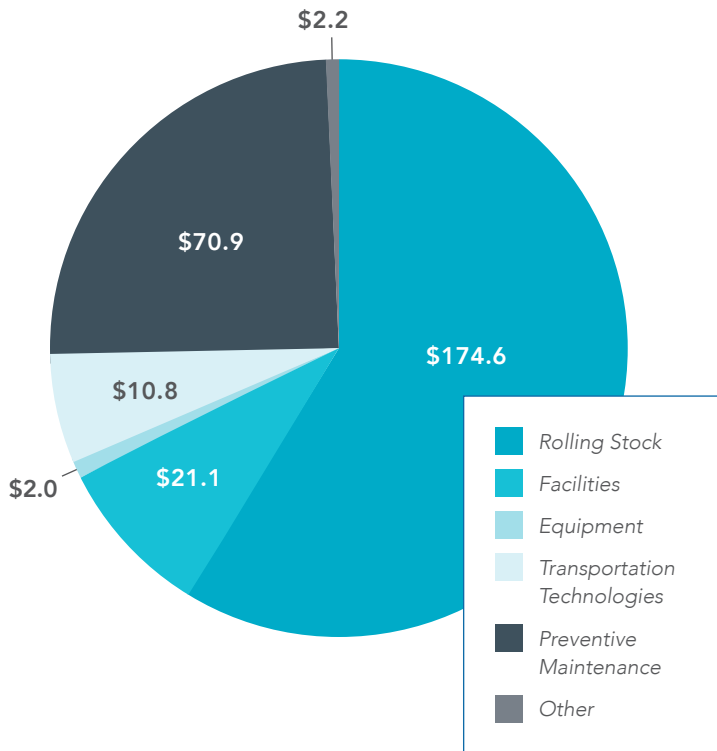
As part of the New York State fiscal year 2015-16 Enacted Budget, a Five-Year Department of Transportation Capital Program (2015/16 – 2019/20) was approved with the intention of creating jobs while maintaining the safety of systems; managing state infrastructure assets so that New York remains competitive;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

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

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

## USE OF FUNDS BY OBJECT OF EXPENSE

\$281.7 MILLION



## Rolling Stock

The Authority recognizes that timely replacement of its revenue vehicles is an integral part of maintaining long-term financial stability and providing excellence in customer service. A total of \$174.6 million is planned for the upcoming ten-year period, inclusive of vehicles currently under order, for a total of 600 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 \$21.1 million to be invested in facilities.

## Advanced Environmental Service Building

On a daily basis, each RTS bus is required to be fueled, cleaned, and have the fareboxes emptied. These functions occur in a service building that was constructed in the 1970s. Due to the age of the facility, it is not in a state of good repair. Additionally, the current configuration of the facility is less than ideal, resulting in some cleaning functions being required to be completed outside, which proves particularly challenging in the winter months. Due to the age of the facility, it has been recommended that an entirely new facility be constructed to replace the existing service building. The new Advanced Environmental Service Building will include the addition of a fourth service lane, incorporation of more efficient bus cleaning technology, and an enclosed prep area. These changes will result in more efficient and effective servicing of the buses, while having a smaller impact on the environment, and significantly improving the working conditions of RTS bus washers. A Design-Build RFP was released in January 2019 and the contract was awarded in June of 2019. Construction of the new facility is anticipated to begin in April of 2020 with a completion in spring of 2021.

## USE OF FUNDS BY OBJECT OF EXPENSE

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

## Preventive Maintenance

The Authority allocates a portion of its annual Section 5307 formula grant for the Preventive Maintenance (PM) of capital assets. Technically a "capital" expense by federal regulations, PM essentially functions as a subsidy for operating expenses related to the support and preventive maintenance of federally acquired assets. The total PM allocation over the CIP is \$70.9 million.

### Reimagine RTS Connection Hubs

The changes that are proposed as a result of the Reimagine RTS project will greatly impact the way in which customers travel across the region. The incorporation of alternative methods of transportation to the standard fixed route system served by 40-ft buses will result in the need for locations for customers to transfer between the various transit options. In order to mitigate the impact on customers from this change in service, the Authority is committed to constructing Connection Hubs. The Connection Hubs will consist of different amenities depending on their location and the types of transit service that will travel there. These amenities are anticipated to include enhanced bus shelters, real-time traveler information, bike racks, and a location for buses to turnaround. The configuration of the Connection Hubs will accommodate not only 40-ft buses, but also paratransit buses, smaller transit vehicles, and parking for drop off/pickup of TNC riders.

### Transportation Technologies

#### Mobile Fare Ticketing

The Authority was awarded CMAQ grant funding to design and implement a mobile fare collection system for use in Monroe County. The project will improve customer experiences through increased flexibility in fare payments, increased boarding times, and will allow the Authority to gather more detailed ridership data to better structure service to meet the demands of customers. The project is anticipated to be completed in fiscal year 2020-21.

Total investment in Transportation Technologies over this CIP is \$10.8 million.

### Equipment

This classification contains assets necessary to maintain or increase operational efficiencies, such as routine maintenance facility equipment. The Authority will fund \$2 million in equipment needs in this CIP.

### Other

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



2020/21 – 2029/30 CAPITAL IMPROVEMENT PLAN

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/19	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
Preventive Maintenance	RTS/Access	4,077,746	13,350,622	6,148,447	6,014,176	5,914,771	5,985,077	5,972,186	5,937,065	5,719,771	5,914,771	5,914,771	\$70,949,405
TOTAL PREVENTIVE MAINTENANCE		\$4,077,746	\$13,350,622	\$6,148,447	\$6,014,176	\$5,914,771	\$5,985,077	\$5,972,186	\$5,937,065	\$5,719,771	\$5,914,771	\$5,914,771	\$70,949,405
Replace 10 Transit Buses	RTS	542,363											\$542,363
Ten Electric Buses and Charging Stations													
Replace 25 Transit Buses	RTS			13,086,841									\$11,285,630
Replace 23 Transit Buses	RTS				12,368,974								\$13,086,841
Replace 7 Transit Buses	RTS												\$12,368,974
Replace 14 Transit Buses	RTS				9,202,516								\$9,202,516
Replace 12 Transit Buses	RTS					7,806,410							\$7,806,410
Replace 15 Transit Buses	RTS						6,854,698						\$6,854,698
Replace 20 Transit Buses	RTS							8,883,803					\$8,883,803
Replace 20 Transit Buses	RTS							14,744,582					\$14,744,582
Replace 17 Transit Buses	RTS								11,969,177				\$11,969,177
Replace 21 Transit Buses	RTS									10,672,189			\$10,672,189
Replace 15 Transit Buses (Partial Funding)	RTS										13,379,971		\$13,379,971
Purchase 20 On Demand High Headroom Vans	RTS	1,766,170										6,690,905	\$6,690,905
Purchase 5 On Demand Low Floor Buses	RTS	985,146											\$1,766,170
Purchase 6 On Demand Cutaway Buses	RTS	860,670											\$985,146
Replace 20 On Demand High Headroom Vans	RTS												\$860,670
Replace 5 On Demand Low Floor Buses	RTS						2,236,381						\$2,236,381
Replace 6 On Demand Cutaway Buses	RTS								1,237,007				\$1,237,007
Replace 20 On Demand High Headroom Vans	RTS								1,080,847				\$1,080,847
Replace 9 Paratransit Buses	RTS Access	815,322										2,530,260	\$2,530,260
Replace 6 Paratransit Buses	RTS Access		561,653										\$815,322
Replace 10 Paratransit Buses	RTS Access			982,909									\$561,653
Replace 10 Paratransit Buses	RTS Access				990,964								\$982,909
Replace 10 Paratransit Buses	RTS Access					1,040,636							\$990,964
Replace 10 Paratransit Buses	RTS Access						1,049,182						\$1,040,636
Replace 10 Paratransit Buses	RTS Access							1,079,608					\$1,049,182
Replace 10 Paratransit Buses	RTS Access								1,133,886				\$1,079,608
Replace 10 Paratransit Buses	RTS Access									1,143,225			\$1,133,886
Replace 10 Paratransit Buses	RTS Access										1,200,808		\$1,143,225
Replace 10 Paratransit Buses	RTS Access											1,210,715	\$1,200,808
Replace 10 Paratransit Buses	RTS Access												\$1,210,715

2020/21 – 2029/30 CAPITAL IMPROVEMENT PLAN CONTINUED													
PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/19	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
Replace 3 Vans w/ Wheelchair Capability	RTS Genesee	196,845											\$196,845
Replace 2 Regional Buses	RTS Genesee				220,000								\$220,000
Replace 2 Regional Buses	RTS Genesee						231,855						\$231,855
Replace 2 Regional Buses	RTS Genesee								255,040				\$255,040
Replace 2 Regional Buses	RTS Genesee									255,040			\$255,040
Replace 2 Regional Buses	RTS Genesee										268,783		\$268,783
Replace 2 Regional Buses	RTS Livingston	174,576											\$174,576
Replace 3 Regional Buses	RTS Livingston	425,577											\$425,577
Replace 3 Regional Buses	RTS Livingston	425,576											\$425,576
Replace 9 Regional Buses	RTS Livingston		922,365										\$922,365
Replace 7 Regional Buses	RTS Livingston		717,395										\$717,395
Replace 6 Regional Buses	RTS Livingston		614,910										\$614,910
Replace 3 Regional Buses	RTS Livingston				330,000								\$330,000
Replace 2 Regional Buses	RTS Livingston					220,262							\$220,262
Replace 2 Regional Buses	RTS Livingston						231,855						\$231,855
Replace 3 Regional Buses	RTS Livingston							645,684					\$645,684
Replace 3 Regional Buses	RTS Livingston							645,684					\$645,684
Replace 4 Regional Buses	RTS Livingston								255,040				\$255,040
Replace 3 Regional Buses	RTS Livingston									382,560			\$382,560
Replace 2 Regional Buses	RTS Livingston										268,783		\$268,783
Replace 3 Regional Buses	RTS Ontario	291,497											\$291,497
Replace 7 Regional Buses	RTS Ontario	680,158											\$680,158
Replace 1 Van w/ Wheelchair Capability	RTS Ontario	65,615											\$65,615
Replace 2 Regional Buses	RTS Ontario		204,970										\$204,970
Replace 7 Regional Buses	RTS Ontario			1,909,620									\$1,909,620
Replace 7 Regional Buses	RTS Ontario				770,000								\$770,000
Replace 3 Regional Buses	RTS Ontario					330,393							\$330,393
Replace 7 Regional Buses	RTS Ontario					770,917							\$770,917
Replace 7 Regional Buses	RTS Ontario								892,641				\$892,641
Replace 7 Regional Buses	RTS Ontario									892,641			\$892,641

# 2020/21 – 2029/30 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/19	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
Replace 1 Van w/ Wheelchair Capability	RTS Orleans	65,615											\$65,615
Replace 6 Regional Buses	RTS Orleans		614,910										\$614,910
Replace 2 Regional Buses	RTS Orleans				220,000								\$220,000
Replace 2 Regional Buses	RTS Orleans								255,040				\$255,040
Replace 2 Regional Buses	RTS Orleans									255,040			\$255,040
Replace 5 Regional Buses	RTS Seneca	436,440											\$436,440
Replace 8 Regional Buses	RTS Seneca		819,880										\$819,880
Expand 5 Regional Buses	RTS Seneca					550,655							\$550,655
Replace 2 Regional Buses	RTS Seneca								255,040				\$255,040
Replace 5 Regional Buses	RTS Wayne	709,296											\$709,296
Replace 4 Regional Buses	RTS Wayne	567,436											\$567,436
Replace 4 Regional Buses	RTS Wayne	349,153											\$349,153
Replace 4 Regional Buses	RTS Wayne			212,180									\$212,180
Replace 5 Regional Buses	RTS Wayne				550,000								\$550,000
Replace 4 Regional Buses	RTS Wayne					440,524							\$440,524
Replace 5 Regional Buses	RTS Wayne							1,076,140					\$1,076,140
Replace 4 Regional Buses	RTS Wayne							860,912					\$860,912
Replace 5 Regional Buses	RTS Wayne									637,601			\$637,601
Replace 3 Regional Buses	RTS Wyoming	261,864											\$261,864
Replace 1 Van w/ Wheelchair Capability	RTS Wyoming	65,615											\$65,615
Replace 3 Regional Buses	RTS Wyoming					330,393							\$330,393
Replace 3 Regional Buses	RTS Wyoming							516,547					\$516,547
Replace 5 Regional Buses	RTS Wyoming								637,601				\$637,601
<b>TOTAL ROLLING STOCK</b>		<b>\$20,970,564</b>	<b>\$4,456,083</b>	<b>\$16,191,550</b>	<b>\$24,652,454</b>	<b>\$11,490,191</b>	<b>\$10,603,971</b>	<b>\$28,452,959</b>	<b>\$17,971,320</b>	<b>\$14,238,297</b>	<b>\$15,118,346</b>	<b>\$10,431,880</b>	<b>\$174,577,614</b>

2020/21 – 2029/30 CAPITAL IMPROVEMENT PLAN CONTINUED													
PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/19	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
Advanced Environmental Service Building	RTS	12,151,040											\$12,151,040
Connection Hubs	RTS	2,558,856											\$2,558,856
RTS Campus	RTS	449,046											\$449,046
Transit Center improvements	RTS	115,672											\$115,672
RTS Access Fluids Storage Tank Upgrade	RTS Access	30,000											\$30,000
RTS Genesee Facility	RTS Genesee	736,820											\$736,820
RTS Ontario Facility Floor Refinish	RTS Ontario	50,000											\$50,000
RTS-Orleans Facility Engineering & Design	RTS Orleans	770,155											\$770,155
RTS-Seneca Facility Engineering & Design	RTS Seneca	264,906											\$264,906
RTS Wayne Facility Design	RTS Wayne	200,000											\$200,000
Construct barn at Wyoming Cty Hwy Facility	RTS Wyoming	3,805,624											\$3,805,624
TOTAL FACILITIES		\$21,132,118	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$21,132,118
Maintenance Equipment	RTS	296,728	116,000	150,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	\$1,362,728
Replace Road Supervisor Cars	RTS			160,849	99,405		70,306	72,415	37,294				\$440,268
Replace Courier Sedan w/ Electric Vehicle	RTS	40,000											\$40,000
Electric Car Chargers	RTS	34,735											\$34,735
Non-Revenue SUV	Regionals	35,000											\$35,000
Spare Engines	RTS Ontario	84,000											\$84,000
Spare Transmission	RTS Ontario	20,000											\$20,000
TOTAL EQUIPMENT		\$510,463	\$116,000	\$310,849	\$199,405	\$100,000	\$170,306	\$172,415	\$137,294	\$100,000	\$100,000	\$100,000	\$2,016,731

# 2020/21 – 2029/30 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/19	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
Replace IT Hardware	RTS	314,431	352,500	333,742	335,588	238,097	333,219	305,000	305,000	305,000	305,000	305,000	\$3,432,577
Mobile Ticketing	RTS	3,653,420											\$3,653,420
Business Intelligence/Data warehouse System	RTS	1,102,546											\$1,102,546
CAD/AVL Upgrade	RTS	784,451											\$784,451
On-Board Radio & Antenna Replacement	RTS	643,644											\$643,644
Contract Management and Vendor Portal Software	RTS	368,595											\$368,595
Demand Response Mobility-as-a-Service Software	RTS	341,086											\$341,086
Digital Display Replacements	RTS		120,000										\$120,000
DVR Replacements	RTS		85,000										\$85,000
Desk Phone Replacements	RTS		50,000										\$50,000
Paratransit Web Scheduling	RTS Access	251,204											\$251,204
<b>TOTAL TRANSPORTATION TECHNOLOGIES</b>		<b>\$7,459,378</b>	<b>\$607,500</b>	<b>\$333,742</b>	<b>\$335,588</b>	<b>\$238,097</b>	<b>\$333,219</b>	<b>\$305,000</b>	<b>\$305,000</b>	<b>\$305,000</b>	<b>\$305,000</b>	<b>\$305,000</b>	<b>\$10,832,524</b>
Transit Enhancement (Bus Shelters)	RTS	204,251	210,860	150,271	150,271	150,271	150,271	150,271	150,271	150,271	150,271	150,271	\$1,767,554
Reimagine RTS Transfer Shelters	RTS	107,655											\$107,655
Reimagine RTS Bus Stop Signs	RTS	98,415											\$98,415
Replace Bus Shelter	RTS Genesee	20,000											\$20,000
Replace Bus Shelter	RTS Livingston	20,000											\$20,000
Replace 3 Bus Shelters	RTS Ontario	60,000											\$60,000
Replace Bus Shelter	RTS Orleans	20,000											\$20,000
Replace Bus Shelter	RTS Seneca	20,000											\$20,000
Replace 5 Bus Shelters	RTS Wayne	80,000											\$80,000
<b>TOTAL OTHER</b>		<b>\$630,321</b>	<b>\$210,860</b>	<b>\$150,271</b>	<b>\$150,271</b>	<b>\$150,271</b>	<b>\$150,271</b>	<b>\$150,271</b>	<b>\$150,271</b>	<b>\$150,271</b>	<b>\$150,271</b>	<b>\$150,271</b>	<b>\$2,193,624</b>
<b>GRAND TOTAL</b>		<b>\$54,780,590</b>	<b>\$18,741,065</b>	<b>\$23,134,859</b>	<b>\$31,351,894</b>	<b>\$17,893,330</b>	<b>\$17,242,844</b>	<b>\$35,052,831</b>	<b>\$24,500,950</b>	<b>\$20,513,340</b>	<b>\$21,588,388</b>	<b>\$16,901,923</b>	<b>\$281,702,015</b>



## OPERATING BUDGET IMPACT

### VEHICLE REPLACEMENTS

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

### FACILITY PROJECTS

The construction of the new Advanced Environmental Service Building is anticipated to reduce utility costs associated with cleaning the buses. Increased efficiency and effectiveness of the process is also anticipated to result in cost savings for the Authority.

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

## 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 FY2021 Financial Plan provides the financial means to enable the Authority to achieve its annual operating goals and tactics as outlined in this Plan. It addresses the Authority's capital investment needs over the next 10 years in a fiscally prudent manner, and it identifies the future fiscal challenges for which solution alternatives must be developed and implemented.



# OPERATING BUDGET



## CONSOLIDATED COMPARISON 2020-21 OPERATING BUDGET (000's)

	2018-19 ACTUAL	2019-20 BUDGET	2019-20 PROJECTION*	2020-21 BUDGET	VARIANCE 2019-20 PROJECTION	VARIANCE 2019-20 BUDGET	% CHG BUDGET
<b>REVENUES</b>							
Customer Fares	\$ 9,711	\$ 9,944	\$ 9,224	\$ 9,400	\$ 176	\$ (544)	(5.5%)
Special Transit Fares	\$ 15,940	\$ 16,380	\$ 16,508	\$ 16,442	\$ (66)	\$ 62	0.4%
Other Revenues	\$ 2,684	\$ 3,362	\$ 3,650	\$ 4,625	\$ 975	\$ 1,263	37.6%
<b>TOTAL LOCALLY GENERATED REVENUES</b>	<b>\$28,335</b>	<b>\$ 29,686</b>	<b>\$ 29,382</b>	<b>\$ 30,467</b>	<b>\$1,085</b>	<b>\$ 781</b>	<b>2.6%</b>
Federal Aid	\$ 10,337	\$ 11,617	\$ 10,058	\$ 14,024	\$ 3,966	\$ 2,407	20.7%
State Aid	\$ 42,385	\$ 44,698	\$ 46,257	\$ 48,390	\$ 2,133	\$ 3,692	8.3%
County Aid	\$ 3,909	\$ 3,910	\$ 3,910	\$ 3,910	\$ –	\$ –	–
<b>TOTAL GOVERNMENTAL SUBSIDIES</b>	<b>\$56,631</b>	<b>\$ 60,225</b>	<b>\$ 60,225</b>	<b>\$ 66,324</b>	<b>\$6,099</b>	<b>\$6,099</b>	<b>10.1%</b>
<b>MORTGAGE RECORDING TAX</b>	<b>\$10,662</b>	<b>\$ 11,275</b>	<b>\$ 11,275</b>	<b>\$ 11,557</b>	<b>\$ 282</b>	<b>\$ 282</b>	<b>2.5%</b>
<b>TOTAL REVENUES</b>	<b>\$95,628</b>	<b>\$101,186</b>	<b>\$100,882</b>	<b>\$108,348</b>	<b>\$7,466</b>	<b>\$7,162</b>	<b>7.1%</b>
<b>EXPENSES</b>							
Wages	\$ 48,650	\$ 50,486	\$ 50,419	\$ 54,736	\$ 4,317	\$ 4,250	8.4%
Employee Benefits	\$ 21,498	\$ 23,499	\$ 23,292	\$ 24,354	\$ 1,062	\$ 855	3.6%
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$70,139</b>	<b>\$ 73,985</b>	<b>\$ 73,711</b>	<b>\$ 79,090</b>	<b>\$5,379</b>	<b>\$5,105</b>	<b>6.9%</b>
Contracted Services	\$ 7,179	\$ 8,698	\$ 8,583	\$ 9,343	\$ 760	\$ 645	7.4%
Fuel and Lubricants	\$ 5,237	\$ 5,720	\$ 5,720	\$ 6,149	\$ 429	\$ 429	7.5%
Parts and Repairs	\$ 4,268	\$ 4,335	\$ 4,335	\$ 4,192	\$ (143)	\$ (143)	(3.3%)
Other Materials and Supplies	\$ 1,291	\$ 1,389	\$ 1,389	\$ 1,420	\$ 31	\$ 30	2.2%
Utilities	\$ 1,023	\$ 1,100	\$ 1,100	\$ 1,193	\$ 93	\$ 95	8.6%
Casualty & Liability	\$ 1,645	\$ 2,006	\$ 1,958	\$ 2,083	\$ 125	\$ 76	3.8%
Taxes	\$ 34	\$ 37	\$ 37	\$ 38	\$ 1	\$ 1	1.4%
Miscellaneous Expenses	\$ 1,631	\$ 1,536	\$ 1,536	\$ 1,556	\$ 20	\$ 20	1.3%
Lease and Rentals	\$ 427	\$ 384	\$ 384	\$ 612	\$ 228	\$ 228	59.4%
Depreciation (Local)	\$ 1,912	\$ 1,996	\$ 1,996	\$ 2,672	\$ 676	\$ 676	33.8%
<b>TOTAL NON-PERSONNEL EXPENSES</b>	<b>\$24,647</b>	<b>\$ 27,201</b>	<b>\$ 27,038</b>	<b>\$ 29,258</b>	<b>\$2,220</b>	<b>\$2,057</b>	<b>7.6%</b>
<b>TOTAL EXPENSES</b>	<b>\$94,786</b>	<b>\$101,186</b>	<b>\$100,749</b>	<b>\$108,348</b>	<b>\$7,599</b>	<b>\$7,162</b>	<b>7.1%</b>
<b>NET INCOME (DEFICIT) BEFORE APPROPRIATION</b>	<b>\$ 842</b>	<b>\$ –</b>	<b>\$ 133</b>	<b>\$ –</b>	<b>\$ (133)</b>	<b>\$ –</b>	
<b>WORKING CAPITAL APPROPRIATION</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	

\*As of December 31, 2019.

# 2020-2021 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ACTUAL THRU 12/31/19	2019-20 PROJECTION	2020-21 BUDGET	BUDGET CHANGE	% CHANGE
Adult Cash	40101-0110	\$ 4,684,763	\$ 4,848,433	\$ 3,382,905	\$ 4,536,433	\$ 4,834,239	\$ (14,194)	-0.3%
Unlimited Pass 1 Day	40101-0120	\$ 581,751	\$ 604,907	\$ 464,547	\$ 604,907	\$ 683,091	\$ 78,184	12.9%
Unlimited Pass 5 Day	40101-0121	\$ 232,484	\$ 227,280	\$ 179,620	\$ 227,280	\$ -	\$ (227,280)	-100.0%
Unlimited Pass 31 Day Adult	40101-0122	\$ 2,947,606	\$ 3,084,472	\$ 1,966,034	\$ 2,684,472	\$ 1,574,781	\$ (1,509,691)	-48.9%
Freedom Pass 1 Ride	40101-0130	\$ 166,137	\$ 160,300	\$ 126,316	\$ 160,300	\$ 285,621	\$ 125,321	78.2%
Freedom Pass 2 Ride	40101-0131	\$ 74,768	\$ 45,000	\$ 43,346	\$ 45,000	\$ -	\$ (45,000)	-100.0%
Freedom Pass 2 Plus 2	40101-0132	\$ 51,000	\$ 65,000	\$ 49,800	\$ 65,000	\$ -	\$ (65,000)	-100.0%
Stored Value Pass	40101-0150	\$ 225,225	\$ 212,000	\$ 151,025	\$ 204,000	\$ 1,574,781	\$ 1,362,781	642.8%
LiftLine Pass \$18.00	40101-0161	\$ 47,696	\$ 48,000	\$ 37,188	\$ 48,000	\$ -	\$ (48,000)	-100.0%
LiftLine Pass \$20.00	40101-0162	\$ 232,660	\$ 250,000	\$ 189,033	\$ 250,000	\$ 288,000	\$ 38,000	15.2%
Adult Commuter Tickets	40101-0180	\$ 156,941	\$ 157,800	\$ 122,166	\$ 157,800	\$ 159,300	\$ 1,500	1.0%
State WTW Pass	40101-0199	\$ 74,332	\$ -	\$ 890	\$ -	\$ -	\$ -	-
Senior Cash	40102-0113	\$ 154,814	\$ 153,512	\$ 128,096	\$ 153,512	\$ -	\$ (153,512)	-100.0%
Child Cash	40102-0115	\$ 23,774	\$ 25,836	\$ 16,949	\$ 25,836	\$ -	\$ (25,836)	-100.0%
Disabled Cash	40102-0116	\$ 12,262	\$ 13,442	\$ 9,553	\$ 13,442	\$ -	\$ (13,442)	-100.0%
Unlimited Pass 1 Day Sr/Dbi	40102-0123	\$ 8,133	\$ 9,000	\$ 6,915	\$ 9,000	\$ -	\$ (9,000)	-100.0%
Unlimited Pass 5 Day Sr/Dbi	40102-0124	\$ 3,143	\$ 3,500	\$ 3,437	\$ 3,500	\$ -	\$ (3,500)	-100.0%
Unlimited Pass 31 Day Senior	40102-0125	\$ 33,124	\$ 35,000	\$ 24,584	\$ 35,000	\$ -	\$ (35,000)	-100.0%
<b>Total Customer Fares</b>		<b>\$ 9,710,613</b>	<b>\$ 9,943,482</b>	<b>\$ 6,902,402</b>	<b>\$ 9,223,482</b>	<b>\$ 9,399,813</b>	<b>\$ (543,669)</b>	<b>-5.5%</b>
STF-Colleges & Schools RIT	40203-0220	\$ 117,883	\$ 40,000	\$ 66,248	\$ 40,000	\$ 20,000	\$ (20,000)	-50.0%
STF-Colleges & Schools	40203-0221	\$ 496,011	\$ 534,426	\$ 470,781	\$ 696,586	\$ 645,649	\$ 111,223	20.8%
STF-Charter Smartcards	40203-0225	\$ 16,126	\$ 20,000	\$ 18,225	\$ 20,000	\$ 20,000	\$ -	-
STF-Corporate	40203-0240	\$ 73,427	\$ 89,778	\$ 61,093	\$ 89,778	\$ 17,573	\$ (72,205)	-80.4%
STF-Health Care	40203-0260	\$ 90,807	\$ 95,288	\$ 70,588	\$ 95,288	\$ 34,147	\$ (61,141)	-64.2%
STF-General Regional	40203-0280	\$ 3,227,881	\$ 3,265,587	\$ 2,351,420	\$ 3,265,587	\$ 3,078,928	\$ (186,659)	-5.7%
STF-RCSD	40203-0290	\$ 11,917,745	\$ 12,334,848	\$ 8,712,194	\$ 12,300,573	\$ 12,625,788	\$ 290,940	2.4%
<b>Total Special Transit Fares</b>		<b>\$ 15,939,880</b>	<b>\$ 16,379,927</b>	<b>\$ 11,750,550</b>	<b>\$ 16,507,812</b>	<b>\$ 16,442,085</b>	<b>\$ 62,158</b>	<b>0.4%</b>
Other-Advertising Revenue	40603-0400	\$ 673,899	\$ 645,750	\$ 375,000	\$ 607,797	\$ 645,750	\$ -	-
<b>Total Advertising</b>		<b>\$ 673,899</b>	<b>\$ 645,750</b>	<b>\$ 375,000</b>	<b>\$ 607,797</b>	<b>\$ 645,750</b>	<b>\$ -</b>	<b>-</b>
Oth Rev-Int Earnings Wrkg Capi	40704-0410	\$ 122,003	\$ 71,133	\$ 83,635	\$ 101,133	\$ 80,554	\$ 9,421	13.2%
Oth Rev-Int Earnings Capital R	40704-0420	\$ 1,586	\$ 1,519	\$ 21,858	\$ 21,519	\$ 20,776	\$ 19,257	1267.7%
Oth Rev-Int Earnings Self Insu	40704-0421	\$ 18,102	\$ 9,005	\$ 18,569	\$ 19,005	\$ 18,629	\$ 9,624	106.9%
Oth Rev-Int Earnings OPEB	40704-0422	\$ 45,068	\$ 22,769	\$ 52,803	\$ 62,769	\$ 52,410	\$ 29,641	130.2%
Oth Rev-Int Earnings Para Tran	40704-0423	\$ 15,286	\$ 7,575	\$ 15,027	\$ 17,575	\$ 15,131	\$ 7,556	99.7%
Unrealized Gains (Loss) In Mkt	40704-0430	\$ 78,056	\$ -	\$ 236,084	\$ -	\$ -	\$ -	-
Oth Rev-Sp Portfolio Int Work	40704-0441	\$ 223,627	\$ 184,359	\$ 180,164	\$ 229,359	\$ 250,044	\$ 65,685	35.6%
Oth Rev-Sp Portfolio IntSelf I	40704-0442	\$ 59,449	\$ 50,843	\$ 47,734	\$ 55,843	\$ 67,544	\$ 16,701	32.8%
Oth Rev-Sp Portfolio Int OPEB	40704-0443	\$ 145,799	\$ 124,693	\$ 117,066	\$ 149,693	\$ 165,650	\$ 40,957	32.8%
Oth Rev-Sp Portfolio Int Para	40704-0444	\$ 50,400	\$ 43,104	\$ 40,467	\$ 48,104	\$ 57,262	\$ 14,158	32.8%
<b>Total Investment Income, Net</b>		<b>\$ 759,376</b>	<b>\$ 515,000</b>	<b>\$ 813,406</b>	<b>\$ 705,000</b>	<b>\$ 728,000</b>	<b>\$ 213,000</b>	<b>41.4%</b>

# 2020-2021 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ACTUAL THRU 12/31/19	2019-20 PROJECTION	2020-21 BUDGET	BUDGET CHANGE	% CHANGE
Recov Rev-Insurance Rev Veh	40797-0481	\$ 132,904	\$ 60,000	\$ 21,603	\$ 60,000	\$ 60,000	\$ -	-
Recov Rev-Workers Comp	40797-0483	\$ 239,195	\$ 250,000	\$ 263,170	\$ 250,000	\$ 265,000	\$ 15,000	6.0%
Recov Rev-Other	40797-0484	\$ 73,043	\$ 60,000	\$ 55,507	\$ 60,000	\$ 60,000	\$ -	-
Reimb Rev-Discounts	40797-0491	\$ 7,106	\$ 7,000	\$ 4,082	\$ 7,000	\$ 7,000	\$ -	-
Reimb Rev-Employee Related	40797-0492	\$ 2,005	\$ 2,000	\$ 3,750	\$ 2,000	\$ 2,000	\$ -	-
Reimb Rev-Unleaded Fuel	40797-0493	\$ 360,412	\$ 386,656	\$ 269,831	\$ 386,656	\$ 351,507	\$ (35,149)	-9.1%
Reimb Rev-Medical Ins Retiree	40797-0494	\$ 10,603	\$ 10,000	\$ 7,589	\$ 10,000	\$ 10,000	\$ -	-
Reimb Rev-Pension Fund	40797-0495	\$ 6,837	\$ 6,000	\$ -	\$ 6,000	\$ 6,000	\$ -	-
Reimb Rev-Vending Machine	40797-0496	\$ (2,246)	\$ -	\$ (2,547)	\$ -	\$ -	\$ -	-
Reimb Rev-Warranty	40797-0497	\$ 5,500	\$ 28,000	\$ 539	\$ 28,000	\$ 30,000	\$ 2,000	7.1%
Reimb Rev-Pension Fund Actuary	40797-0498	\$ 14,719	\$ 18,675	\$ -	\$ 18,675	\$ 18,675	\$ -	-
Reimb Rev-HRA Income	40797-0499	\$ 3,613	\$ 1,500	\$ 2,584	\$ 1,500	\$ 1,500	\$ -	-
<b>Total Reimbursement and Recovery</b>		<b>\$ 853,693</b>	<b>\$ 829,831</b>	<b>\$ 626,108</b>	<b>\$ 829,831</b>	<b>\$ 811,682</b>	<b>\$ (18,149)</b>	<b>-2.2%</b>
Other Rev-General	40799-0470	\$ 34,655	\$ 882,400	\$ 195,266	\$ 1,018,336	\$ 1,579,782	\$ 697,382	79.0%
Other Rev-Health Reimbursement	40799-0471	\$ 153,872	\$ 180,000	\$ 261,932	\$ 180,000	\$ 288,000	\$ 108,000	60.0%
Interco Reimb-Salary & Fringe	44002-0810	\$ 25,032	\$ 23,643	\$ 17,732	\$ 23,643	\$ 25,903	\$ 2,260	9.6%
<b>Total Other/Intercompany</b>		<b>\$ 213,559</b>	<b>\$ 1,086,043</b>	<b>\$ 474,929</b>	<b>\$ 1,221,979</b>	<b>\$ 1,893,685</b>	<b>\$ 807,642</b>	<b>74.4%</b>
Oth Rev-Gain Fixed Price Swap	40707-0000	\$ 257,558	\$ 285,768	\$ 40,280	\$ 285,768	\$ 545,681	\$ 259,913	91.0%
Loss From Fixed Price Swap	50997-0000	\$ (16,990)	\$ -	\$ (21,183)	\$ -	\$ -	\$ -	-
<b>Total Realized Gain on Fuel Swap</b>		<b>\$ 240,568</b>	<b>\$ 285,768</b>	<b>\$ 19,097</b>	<b>\$ 285,768</b>	<b>\$ 545,681</b>	<b>\$ 259,913</b>	<b>91.0%</b>
Oth Rev-Gain On Sale	40706-0000	\$ 20,666	\$ -	\$ 13,033	\$ -	\$ -	\$ -	-
<b>Total Gain (Loss) on Disposal</b>		<b>\$ 20,666</b>	<b>\$ -</b>	<b>\$ 13,033</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Other</b>		<b>\$ 2,761,760</b>	<b>\$ 3,362,392</b>	<b>\$ 2,321,573</b>	<b>\$ 3,650,375</b>	<b>\$ 4,624,798</b>	<b>\$ 1,262,406</b>	<b>37.5%</b>
<b>Total Locally Generated</b>		<b>\$ 28,412,253</b>	<b>\$ 29,685,801</b>	<b>\$ 20,974,525</b>	<b>\$ 29,381,669</b>	<b>\$ 30,466,696</b>	<b>\$ 780,895</b>	<b>2.6%</b>
Federal Project Rev-UPWP	41304-0510	\$ 295,502	\$ 169,000	\$ 89,271	\$ 169,000	\$ 250,038	\$ 81,038	48.0%
Federal Oth Rev-JARC	41399-0520	\$ 77,756	\$ 60,000	\$ 37,670	\$ 60,000	\$ 60,000	\$ -	-
Federal Oth Rev-Sec. 5311	41399-0530	\$ 1,276,075	\$ 1,224,155	\$ 918,116	\$ 1,224,155	\$ 1,260,880	\$ 36,725	3.0%
Federal Oth Rev-Prev Maintenance	41399-0540	\$ 8,518,808	\$ 10,036,548	\$ 7,527,411	\$ 8,477,704	\$ 10,762,231	\$ 725,583	7.2%
Federal Oth Rev-Grant Chrgback	41399-0550	\$ 153,401	\$ 127,200	\$ 49,626	\$ 127,200	\$ 24,000	\$ (103,200)	-81.1%
Federal Oth Rev-New Freedoms	41399-0560	\$ 15,143	\$ -	\$ -	\$ -	\$ -	\$ -	-
Federal Oth Rev-5307 Oper Assistance	41399-0570	\$ -	\$ -	\$ -	\$ -	\$ 1,666,666	\$ 1,666,666	-
<b>Total Federal</b>		<b>\$ 10,336,685</b>	<b>\$ 11,616,903</b>	<b>\$ 8,622,094</b>	<b>\$ 10,058,059</b>	<b>\$ 14,023,815</b>	<b>\$ 2,406,912</b>	<b>20.7%</b>
State Operating Revenue	41101-0610	\$ 41,182,900	\$ 43,375,000	\$ 33,846,525	\$ 45,128,700	\$ 47,041,900	\$ 3,666,900	8.5%
State Operating Prev Maint	41101-0620	\$ 1,064,851	\$ 1,254,568	\$ 940,926	\$ 1,059,712	\$ 1,345,279	\$ 90,711	7.2%
State Other Rev-WTW Non Pass	41101-0640	\$ 5,677	\$ -	\$ -	\$ -	\$ -	\$ -	-
State Oth Rev-Grant Chargeback	41101-0660	\$ 131,933	\$ 68,700	\$ 46,395	\$ 68,700	\$ 3,000	\$ (65,700)	-95.6%
<b>Total State</b>		<b>\$ 42,385,361</b>	<b>\$ 44,698,268</b>	<b>\$ 34,833,846</b>	<b>\$ 46,257,112</b>	<b>\$ 48,390,179</b>	<b>\$ 3,691,911</b>	<b>8.3%</b>

## 2020-2021 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ACTUAL THRU 12/31/19	2019-20 PROJECTION	2020-21 BUDGET	BUDGET CHANGE	% CHANGE
Local Oper Rev-18B Match	40901-0700	\$ 3,909,499	\$ 3,909,500	\$ 2,932,124	\$ 3,909,500	\$ 3,909,500	\$ -	-
<b>Total County</b>		<b>\$ 3,909,499</b>	<b>\$ 3,909,500</b>	<b>\$ 2,932,124</b>	<b>\$ 3,909,500</b>	<b>\$ 3,909,500</b>	<b>\$ -</b>	<b>-</b>
<b>Total Government Subsidies</b>		<b>\$ 56,631,545</b>	<b>\$ 60,224,671</b>	<b>\$ 46,388,064</b>	<b>\$ 60,224,671</b>	<b>\$ 66,323,494</b>	<b>\$ 6,098,823</b>	<b>10.1%</b>
Mtge Tax Rev-Genesee County	40899-0910	\$ 316,890	\$ 429,109	\$ 292,170	\$ 429,109	\$ 439,837	\$ 10,728	2.5%
Mtge Tax Rev-Livingston County	40899-0911	\$ 386,999	\$ 578,370	\$ 347,922	\$ 578,370	\$ 592,829	\$ 14,459	2.5%
Mtge Tax Rev-Monroe County	40899-0912	\$ 7,429,920	\$ 7,488,669	\$ 6,128,207	\$ 7,488,669	\$ 7,675,886	\$ 187,217	2.5%
Mtge Tax Rev-Ontario County	40899-0913	\$ 1,237,024	\$ 1,490,931	\$ 1,209,376	\$ 1,490,931	\$ 1,528,204	\$ 37,273	2.5%
Mtge Tax Rev-Orleans County	40899-0914	\$ 182,241	\$ 164,120	\$ 137,433	\$ 164,120	\$ 168,223	\$ 4,103	2.5%
Mtge Tax Rev-Seneca County	40899-0915	\$ 201,765	\$ 250,535	\$ 168,928	\$ 250,535	\$ 256,798	\$ 6,263	2.5%
Mtge Tax Rev-Wayne County	40899-0916	\$ 678,543	\$ 681,448	\$ 537,654	\$ 681,448	\$ 698,484	\$ 17,036	2.5%
Mtge Tax Rev-Wyoming County	40899-0917	\$ 228,576	\$ 192,396	\$ 256,317	\$ 192,396	\$ 197,206	\$ 4,810	2.5%
<b>Total Mortgage Recording Tax</b>		<b>\$ 10,661,957</b>	<b>\$ 11,275,578</b>	<b>\$ 9,078,007</b>	<b>\$ 11,275,578</b>	<b>\$ 11,557,467</b>	<b>\$ 281,889</b>	<b>2.5%</b>
<b>Total Revenue</b>		<b>\$ 95,705,756</b>	<b>\$ 101,186,050</b>	<b>\$ 76,440,595</b>	<b>\$ 100,881,918</b>	<b>\$ 108,347,657</b>	<b>\$ 7,161,607</b>	<b>7.1%</b>
Wage Operator FT-Regular	50101-0100	\$ 17,177,586	\$ 18,085,143	\$ 12,984,965	\$ 17,878,179	\$ 19,811,251	\$ 1,726,108	9.5%
Wage Operator FT-OT	50101-0110	\$ 2,227,772	\$ 2,348,576	\$ 2,130,505	\$ 2,488,576	\$ 2,869,709	\$ 521,133	22.2%
Wage Operator FT-Guarantee	50101-0120	\$ 781,678	\$ 728,955	\$ 532,757	\$ 728,955	\$ 712,459	\$ (16,496)	-2.3%
Wage Operator FT-Spread	50101-0130	\$ 747,143	\$ 785,921	\$ 501,197	\$ 785,921	\$ 740,550	\$ (45,371)	-5.8%
Wage Operator FT-Retro	50101-0170	\$ 1,222	\$ -	\$ 2,943	\$ -	\$ -	\$ -	-
Wages Operator FT-Other	50101-0180	\$ 118,753	\$ 134,978	\$ 107,710	\$ 134,978	\$ 157,905	\$ 22,927	17.0%
Wages Operator PT-Regular	50104-0100	\$ 2,887,003	\$ 3,168,489	\$ 2,182,181	\$ 3,068,489	\$ 3,000,328	\$ (68,161)	-5.3%
Wages Operator PT-OT	50104-0110	\$ 212,340	\$ 156,283	\$ 205,228	\$ 256,283	\$ 282,810	\$ 126,527	81.0%
Wages Operator PT-Guarantee	50104-0110	\$ -	\$ -	\$ 31	\$ -	\$ -	\$ -	-
Wage Operator PT-Spread	50104-0130	\$ 20	\$ -	\$ 17	\$ -	\$ -	\$ -	-
Wage Operator PT-Retro	50104-0170	\$ 610	\$ -	\$ 1,590	\$ -	\$ -	\$ -	-
Wage Operator Trainee-Regular	50106-0100	\$ 83,486	\$ 192,320	\$ 137,619	\$ 192,320	\$ 206,001	\$ 13,681	7.1%
Wage Operator Trainee-OT	50106-0110	\$ 309	\$ -	\$ 371	\$ -	\$ -	\$ -	-
<b>Total Operator Wages</b>		<b>\$ 24,237,922</b>	<b>\$ 25,600,665</b>	<b>\$ 18,787,115</b>	<b>\$ 25,533,701</b>	<b>\$ 27,781,013</b>	<b>\$ 2,180,348</b>	<b>8.5%</b>
Wage Parts Purchasing-Regular	50107-0100	\$ 80,881	\$ 80,772	\$ 58,828	\$ 80,772	\$ 82,412	\$ 1,640	2.0%
Wage Parts Purchasing-OT	50107-0110	\$ 296	\$ 1,664	\$ 190	\$ 1,664	\$ 3,434	\$ 1,770	106.4%
Wage Mech Farebox-Regular	50108-0100	\$ 306,132	\$ 360,042	\$ 252,908	\$ 360,042	\$ 349,811	\$ (10,231)	-2.8%
Wage Mech Farebox-OT	50108-0110	\$ 38,829	\$ 30,576	\$ 13,043	\$ 30,576	\$ 29,869	\$ (707)	-2.3%
Wage Mech Svc Bldg-Regular	50110-0100	\$ 1,017,518	\$ 1,052,864	\$ 784,884	\$ 1,052,864	\$ 1,158,732	\$ 105,868	10.1%
Wage Mech Svc Bldg-OT	50110-0110	\$ 102,346	\$ 64,489	\$ 97,585	\$ 64,489	\$ 66,370	\$ 1,881	2.9%
Wage Mech Garage-Regular	50112-0100	\$ 2,248,247	\$ 2,452,564	\$ 1,764,601	\$ 2,452,564	\$ 2,612,774	\$ 160,210	6.5%
Wage Mech Garage-OT	50112-0110	\$ 489,826	\$ 487,535	\$ 404,241	\$ 487,535	\$ 527,922	\$ 40,387	8.3%
Wage Mech B&G-Regular	50114-0100	\$ 312,816	\$ 348,499	\$ 232,842	\$ 348,499	\$ 389,035	\$ 40,536	11.6%

# 2020-2021 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ACTUAL THRU 12/31/19	2019-20 PROJECTION	2020-21 BUDGET	BUDGET CHANGE	% CHANGE
Wage Mech B&G-OT	50114-0110	\$ 47,691	\$ 50,959	\$ 35,847	\$ 50,959	\$ 52,169	\$ 1,210	2.4%
Wage Non-Mech B&G-Regular	50116-0100	\$ 606,098	\$ 653,668	\$ 459,879	\$ 653,668	\$ 729,883	\$ 76,215	11.7%
Wage Non-Mech B&G-OT	50116-0110	\$ 134,041	\$ 78,857	\$ 106,668	\$ 78,857	\$ 89,740	\$ 10,883	13.8%
Wage Mech Overhaul-Regular	50118-0100	\$ 767,837	\$ 783,282	\$ 582,022	\$ 783,282	\$ 868,213	\$ 84,931	10.8%
Wage Mech Overhaul-OT	50118-0110	\$ 48,583	\$ 78,054	\$ 33,186	\$ 78,054	\$ 71,737	\$ (6,317)	-8.1%
Wage Mech Bodysshop-Regular	50120-0100	\$ 496,075	\$ 509,723	\$ 346,695	\$ 509,723	\$ 527,151	\$ 17,428	3.4%
Wage Mech Bodysshop-OT	50120-0110	\$ 52,464	\$ 53,507	\$ 33,680	\$ 53,507	\$ 54,777	\$ 1,270	2.4%
<b>Total Mechanic Wages</b>		<b>\$ 6,749,679</b>	<b>\$ 7,087,055</b>	<b>\$ 5,207,099</b>	<b>\$ 7,087,055</b>	<b>\$ 7,614,029</b>	<b>\$ 526,974</b>	<b>7.4%</b>
Oth Sal & Wage-Regular	50102-0100	\$ 7,790,318	\$ 8,305,352	\$ 5,990,638	\$ 8,305,352	\$ 9,249,007	\$ 943,655	11.4%
Oth Sal & Wage-OT	50102-0110	\$ 133,898	\$ 129,562	\$ 133,014	\$ 129,562	\$ 156,621	\$ 27,059	20.9%
Oth Sal & Wage-Car Allowance	50102-0160	\$ 27,292	\$ 26,200	\$ 15,358	\$ 26,200	\$ 26,200	\$ -	-
Oth Sal & Wage-Retro	50102-0170	\$ 7,388	\$ -	\$ 17,959	\$ -	\$ -	\$ -	-
Staff Performance Incentive	50102-0190	\$ 416,064	\$ 200,000	\$ 87,464	\$ 200,000	\$ 200,000	\$ -	-
Other Wage-Vacancy Factor	50102-0195	\$ -	\$ (500,000)	\$ -	\$ (500,000)	\$ (500,000)	\$ -	-
Wage Radio Cntrl & Disp-Regula	50121-0100	\$ 991,345	\$ 999,164	\$ 780,410	\$ 999,164	\$ 1,119,525	\$ 120,361	12.0%
Wage Radio Cntrl & Disp-OT	50121-0110	\$ 154,057	\$ 161,828	\$ 113,979	\$ 161,828	\$ 155,409	\$ (6,419)	-4.0%
Wage Radio Cntrl & Disp-Retro	50121-0170	\$ -	\$ -	\$ 1,586	\$ -	\$ -	\$ -	-
Wage Garage Supvr-Regular	50122-0100	\$ 702,744	\$ 759,779	\$ 609,376	\$ 759,779	\$ 869,274	\$ 109,495	14.4%
Wage Garage Supvr-OT	50122-0110	\$ 86,972	\$ 75,467	\$ 55,765	\$ 75,467	\$ 85,256	\$ 9,789	13.0%
Wage Road Supvr-Regular	50123-0100	\$ 1,303,073	\$ 1,404,813	\$ 983,871	\$ 1,404,813	\$ 1,592,193	\$ 187,380	13.3%
Wage Road Supvr-OT	50123-0110	\$ 142,139	\$ 140,827	\$ 145,391	\$ 140,827	\$ 141,438	\$ 611	0.4%
Other Wage ATU-Regular	50124-0100	\$ 82,522	\$ 83,852	\$ 65,354	\$ 83,852	\$ 87,349	\$ 3,497	4.2%
Other Wage ATU-OT	50124-0110	\$ 8,969	\$ 10,965	\$ 8,608	\$ 10,965	\$ 11,210	\$ 245	2.2%
<b>Total Other Wages</b>		<b>\$ 11,846,780</b>	<b>\$ 11,797,809</b>	<b>\$ 9,008,774</b>	<b>\$ 11,797,809</b>	<b>\$ 13,193,482</b>	<b>\$ 1,395,673</b>	<b>11.8%</b>
Fringe Benefit-Sick Pay	50209-0000	\$ 891,515	\$ 915,636	\$ 704,940	\$ 915,636	\$ 925,068	\$ 9,432	1.0%
Fringe Benefit-Holiday Pay	50210-0000	\$ 1,257,439	\$ 1,409,096	\$ 1,017,393	\$ 1,409,096	\$ 1,408,636	\$ (460)	0.0%
Vacation Pay	50211-0230	\$ 2,110,329	\$ 2,127,381	\$ 1,773,660	\$ 2,127,381	\$ 2,173,854	\$ 46,473	2.2%
PTO-Paid Time Off	50211-0240	\$ 1,481,350	\$ 1,471,095	\$ 1,171,857	\$ 1,471,095	\$ 1,566,909	\$ 95,814	6.5%
Fringe Benefit-Oth Pd Absence	50212-0000	\$ 75,277	\$ 77,452	\$ 60,855	\$ 77,452	\$ 73,257	\$ (4,195)	-5.4%
<b>Total Wage Fringe</b>		<b>\$ 5,815,910</b>	<b>\$ 6,000,660</b>	<b>\$ 4,728,705</b>	<b>\$ 6,000,660</b>	<b>\$ 6,147,724</b>	<b>\$ 147,064</b>	<b>2.5%</b>
<b>Total Wages</b>		<b>\$ 48,650,290</b>	<b>\$ 50,486,189</b>	<b>\$ 37,731,693</b>	<b>\$ 50,419,225</b>	<b>\$ 54,736,248</b>	<b>\$ 4,250,059</b>	<b>8.4%</b>
FICA	50201-0300	\$ 3,618,741	\$ 3,855,155	\$ 2,822,970	\$ 3,855,155	\$ 4,187,324	\$ 332,169	8.6%
Pension Cont-Non Union	50202-0305	\$ 1,601,102	\$ 1,577,000	\$ 371,925	\$ 1,445,018	\$ 1,522,001	\$ (54,999)	-3.5%
Pension Cont-Union	50202-0306	\$ 780,210	\$ 802,200	\$ 562,323	\$ 727,200	\$ 1,068,581	\$ 266,381	33.2%
Employer Match Teamsters 457	50202-0307	\$ 92	\$ -	\$ 13	\$ -	\$ -	\$ -	-
Executive 457 Deferral	50202-0308	\$ 54,819	\$ 55,000	\$ 48,500	\$ 55,000	\$ 55,000	\$ -	-
Health Care-Active	50203-0310	\$ 6,772,703	\$ 9,092,978	\$ 5,367,363	\$ 9,092,978	\$ 8,907,506	\$ (185,472)	-2.0%
Health Care-Retiree	50203-0315	\$ 3,064,916	\$ 2,992,000	\$ 2,261,049	\$ 2,992,000	\$ 3,292,500	\$ 300,500	10.0%
Vision Care-Active	50203-0320	\$ 35,451	\$ 36,590	\$ 27,234	\$ 36,590	\$ 40,576	\$ 3,986	10.9%

## 2020-2021 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ACTUAL THRU 12/31/19	2019-20 PROJECTION	2020-21 BUDGET	BUDGET CHANGE	% CHANGE
Vision Care-Retiree	50203-0325	\$ 12,044	\$ 12,400	\$ 9,529	\$ 12,400	\$ 13,190	\$ 790	6.4%
HRA-Health Reimb Acct	50203-0330	\$ 750,676	\$ 788,481	\$ 651,711	\$ 788,481	\$ 1,013,330	\$ 224,849	28.5%
Dental Plan-Active	50204-0340	\$ 240,629	\$ 385,400	\$ 215,495	\$ 385,400	\$ 356,472	\$ (28,928)	-7.5%
Dental Plan-Retiree	50204-0345	\$ 87,627	\$ 102,000	\$ 93,443	\$ 102,000	\$ 127,000	\$ 25,000	24.5%
Group Life Pension Ins Group	50205-0350	\$ 34,460	\$ 34,910	\$ 23,579	\$ 34,910	\$ 45,400	\$ 10,490	30.0%
Group Life Insurance	50205-0355	\$ 108,386	\$ 109,110	\$ 76,123	\$ 109,110	\$ 147,538	\$ 38,428	35.2%
Short Term Dbl Ins Plan	50206-0360	\$ 184,883	\$ 209,000	\$ 135,978	\$ 209,000	\$ 221,467	\$ 12,467	6.0%
State Unemployment Insurance	50207-0000	\$ 51,531	\$ 110,000	\$ 44,914	\$ 110,000	\$ 112,000	\$ 2,000	1.8%
Workers Compensation	50208-0370	\$ 1,580,443	\$ 483,000	\$ 233,542	\$ 483,000	\$ 423,000	\$ (60,000)	-12.4%
Workers Comp-Medical	50208-0380	\$ 300,962	\$ 464,600	\$ 312,899	\$ 464,600	\$ 469,400	\$ 4,800	1.0%
Workers Comp-Indemnity	50208-0385	\$ 1,449,979	\$ 2,009,000	\$ 1,157,489	\$ 2,009,000	\$ 1,919,010	\$ (89,990)	-4.5%
Uniform Allowance	50213-0395	\$ 671,967	\$ 293,500	\$ 229,070	\$ 293,500	\$ 345,200	\$ 51,700	17.6%
Tool Allowance	50213-0396	\$ 49,383	\$ 51,020	\$ 33,866	\$ 51,020	\$ 50,920	\$ (100)	-0.2%
Smart Phone Reimbursement	50213-0397	\$ 37,855	\$ 35,520	\$ 23,910	\$ 35,520	\$ 36,540	\$ 1,020	2.9%
Other Post Employment Benefits	50214-0390	\$ 6,442,895	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Employee Benefits</b>		<b>\$ 27,931,754</b>	<b>\$ 23,498,864</b>	<b>\$ 14,702,925</b>	<b>\$ 23,291,882</b>	<b>\$ 24,353,955</b>	<b>\$ 855,091</b>	<b>3.6%</b>
<b>Total Personnel</b>		<b>\$ 76,582,044</b>	<b>\$ 73,985,053</b>	<b>\$ 52,434,618</b>	<b>\$ 73,711,107</b>	<b>\$ 79,090,203</b>	<b>\$ 5,105,150</b>	<b>6.9%</b>
Diesel Fuel-Revenue Vehicles	50401-0410	\$ 3,412,202	\$ 3,745,795	\$ 2,312,287	\$ 3,745,795	\$ 3,540,156	\$ (205,639)	-5.5%
Unleaded Fuel Revenue Vehicles	50401-0412	\$ 1,252,991	\$ 1,352,613	\$ 946,413	\$ 1,352,613	\$ 2,018,306	\$ 665,693	49.2%
Unleaded Fuel-NonRev Vehicles	50401-0414	\$ 357,597	\$ 397,378	\$ 273,523	\$ 397,378	\$ 346,066	\$ (51,312)	-12.9%
Motor Oil	50401-0415	\$ 52,670	\$ 55,000	\$ 42,075	\$ 55,000	\$ 72,000	\$ 17,000	30.9%
Trans Fluid & Other Lubricants	50401-0416	\$ 161,687	\$ 168,500	\$ 105,174	\$ 168,500	\$ 172,500	\$ 4,000	2.4%
<b>Total Fuel &amp; Lubricants</b>		<b>\$ 5,237,157</b>	<b>\$ 5,719,286</b>	<b>\$ 3,679,472</b>	<b>\$ 5,719,286</b>	<b>\$ 6,149,028</b>	<b>\$ 429,742</b>	<b>7.5%</b>
M&S-Tires	50402-0430	\$ 415,268	\$ 461,621	\$ 332,396	\$ 461,621	\$ 418,121	\$ (43,500)	-9.4%
M&S-Camera Repair	50498-0440	\$ 113,864	\$ 140,000	\$ 16,392	\$ 140,000	\$ 141,500	\$ 1,500	1.1%
M&S-Radio Repair	50498-0445	\$ 5,945	\$ 25,000	\$ 5,473	\$ 25,000	\$ 25,000	\$ -	-
M&S-Farebox Repair	50498-0450	\$ 3,833	\$ 20,000	\$ 6,141	\$ 20,000	\$ 20,000	\$ -	-
M&S-Maintenance Rev Vehicle	50498-0452	\$ 3,636,489	\$ 3,595,710	\$ 2,394,128	\$ 3,595,710	\$ 3,486,760	\$ (108,950)	-3.0%
M&S Interco Repair	50498-0453	\$ -	\$ -	\$ 15	\$ -	\$ -	\$ -	-
M&S-Maintenance Serv Vehicle	50498-0454	\$ 53,739	\$ 47,000	\$ 41,484	\$ 47,000	\$ 52,000	\$ 5,000	10.6%
M&S-Consumed Rev Vehicle	50498-0460	\$ 38,675	\$ 45,800	\$ 32,399	\$ 45,800	\$ 48,800	\$ 3,000	6.6%
<b>Total Parts &amp; Repairs</b>		<b>\$ 4,267,813</b>	<b>\$ 4,335,131</b>	<b>\$ 2,828,429</b>	<b>\$ 4,335,131</b>	<b>\$ 4,192,181</b>	<b>\$ (142,950)</b>	<b>-3.3%</b>
M&S-Bus Shelter Materials	50498-0435	\$ 117,075	\$ 30,000	\$ 8,566	\$ 30,000	\$ 30,000	\$ -	-
M&S-Inventory Cost Variance	50498-0997	\$ 2,144	\$ -	\$ 2,282	\$ -	\$ -	\$ -	-
M&S-Other	50499-0500	\$ 163,366	\$ 311,925	\$ 150,028	\$ 311,925	\$ 302,950	\$ (8,975)	-2.9%

## 2020-2021 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ACTUAL THRU 12/31/19	2019-20 PROJECTION	2020-21 BUDGET	BUDGET CHANGE	% CHANGE
M&S-Invoice Price Variance	50499-0505	\$ (3,074)	\$ -	\$ 3,830	\$ -	\$ -	\$ -	-
M&S-Office Supplies	50499-0510	\$ 74,432	\$ 123,850	\$ 67,531	\$ 123,850	\$ 130,150	\$ 6,300	5.1%
M&S-Printing Public Schedules	50499-0530	\$ 116,868	\$ 142,000	\$ 73,741	\$ 142,000	\$ 157,000	\$ 15,000	10.6%
M&S-Printing Tickets & Passes	50499-0535	\$ 72,577	\$ 96,525	\$ 48,644	\$ 96,525	\$ 96,525	\$ -	-
M&S-Consumed Bldgs & Grounds	50499-0560	\$ 342,108	\$ 267,500	\$ 193,342	\$ 267,500	\$ 273,000	\$ 5,500	2.1%
M&S-Shop & Build Equipment	50499-0570	\$ 72,667	\$ 105,000	\$ 37,417	\$ 105,000	\$ 90,000	\$ (15,000)	-14.3%
M&S-Maint Shop Supplies	50499-0580	\$ 324,838	\$ 312,500	\$ 255,296	\$ 312,500	\$ 312,500	\$ -	-
M&S-Non Capitalized Equipment	50499-0590	\$ 7,824	\$ -	\$ -	\$ -	\$ -	\$ -	-
M&S-Other-Reimagine RTS	50499-0647	\$ -	\$ -	\$ -	\$ -	\$ 27,500	\$ 27,500	-
<b>Total Materials and Supplies</b>		<b>\$ 1,290,825</b>	<b>\$ 1,389,300</b>	<b>\$ 840,677</b>	<b>\$ 1,389,300</b>	<b>\$ 1,419,625</b>	<b>\$ 30,325</b>	<b>2.2%</b>
Prof Service-Other	50303-0620	\$ 18,205	\$ 62,340	\$ 21,789	\$ 62,340	\$ 62,290	\$ (50)	-0.1%
Prof Service-Govt Relations	50303-0622	\$ 103,009	\$ 126,000	\$ 85,195	\$ 126,000	\$ 126,000	\$ -	-
Prof Service-Law General	50303-0623	\$ 90,814	\$ 150,000	\$ 33,625	\$ 150,000	\$ 100,000	\$ (50,000)	-33.3%
Prof Service-Law Injury	50303-0624	\$ 149,070	\$ 300,500	\$ (9,761)	\$ 300,500	\$ 227,981	\$ (72,519)	-24.1%
Prof Service-Law Labor	50303-0625	\$ 250,280	\$ 464,250	\$ 181,991	\$ 364,250	\$ 428,000	\$ (63,750)	-7.8%
Prof Service-Outside Audit	50303-0626	\$ 96,822	\$ 92,848	\$ 83,074	\$ 92,848	\$ 94,805	\$ 1,957	2.1%
Legal Affairs-General-Reimagine RTS	50303-0627	\$ 222,092	\$ 313,000	\$ 184,530	\$ 313,000	\$ 275,000	\$ (38,000)	-12.1%
Pension Actuary	50303-0635	\$ 43,041	\$ 39,300	\$ 45,062	\$ 39,300	\$ 39,300	\$ -	-
Pension Mgmt Fee	50303-0636	\$ 411,018	\$ 448,075	\$ 362,783	\$ 448,075	\$ 497,000	\$ 48,925	10.9%
Temp Help-Other	50304-0650	\$ 11,687	\$ 41,455	\$ 13,316	\$ 41,455	\$ 161,000	\$ 119,545	288.4%
Contracted Services-Other	50305-0641	\$ 1,712,273	\$ 2,104,746	\$ 1,267,788	\$ 2,104,746	\$ 2,008,008	\$ (96,738)	-4.6%
Software Maintenance Fees	50305-0642	\$ 1,227,077	\$ 1,292,781	\$ 890,523	\$ 1,292,781	\$ 1,433,292	\$ 140,511	10.9%
Hardware Maintenance Fees	50305-0643	\$ 135,043	\$ 237,000	\$ 86,744	\$ 222,000	\$ 330,250	\$ 93,250	39.3%
Contracted Services-ARC	50305-0646	\$ 34,000	\$ 34,000	\$ 25,500	\$ 34,000	\$ 34,000	\$ -	-
Contracted Services-Reimagine RTS	50305-0647	\$ 259,359	\$ 426,400	\$ 119,089	\$ 426,400	\$ 662,500	\$ 236,100	55.4%
Parts Department Management	50305-0648	\$ 681,768	\$ 700,473	\$ 523,781	\$ 700,473	\$ 770,473	\$ 70,000	10.0%
Custodial Services-General	50306-0650	\$ 638,228	\$ 665,760	\$ 478,196	\$ 665,760	\$ 788,076	\$ 122,316	18.4%
Security Services-General	50307-0660	\$ 996,716	\$ 1,070,598	\$ 879,914	\$ 1,070,598	\$ 1,169,444	\$ 98,846	9.2%
Medical Services	50399-0670	\$ 98,653	\$ 128,700	\$ 79,959	\$ 128,700	\$ 135,400	\$ 6,700	5.2%
<b>Total Contracted Services</b>		<b>\$ 7,179,154</b>	<b>\$ 8,698,226</b>	<b>\$ 5,353,099</b>	<b>\$ 8,583,226</b>	<b>\$ 9,342,819</b>	<b>\$ 644,593</b>	<b>7.4%</b>
Utilities-Elec Admin Bldg	50502-0800	\$ 124,171	\$ 143,100	\$ 81,100	\$ 143,100	\$ 127,700	\$ (15,400)	-10.8%
Utilities-Elec Bus Shelter & S	50502-0801	\$ 1,522	\$ 1,600	\$ 982	\$ 1,600	\$ 7,600	\$ 6,000	375.0%
Utilities-Elec Oper Bldg	50502-0802	\$ 205,478	\$ 212,300	\$ 114,001	\$ 212,300	\$ 294,500	\$ 82,200	38.7%
Utilities-Elec Service Bldg	50502-0803	\$ 4,063	\$ 5,400	\$ 1,425	\$ 5,400	\$ 5,400	\$ -	-
Utilities-Elec Transit Ctr	50502-0804	\$ 129,736	\$ 135,100	\$ 81,438	\$ 135,100	\$ 127,800	\$ (7,300)	-5.4%
Utilities-Gas Admin Bldg	50502-0810	\$ 26,749	\$ 43,000	\$ 9,706	\$ 43,000	\$ 32,500	\$ (10,500)	-24.4%
Utilities-Gas Operation Bldg	50502-0812	\$ 83,280	\$ 75,000	\$ 34,149	\$ 75,000	\$ 76,000	\$ 1,000	1.3%
Utilities-Gas Svc Bldg	50502-0813	\$ 56,603	\$ 50,000	\$ 28,343	\$ 50,000	\$ 50,000	\$ -	-
Utilities-Gas Transit Center	50502-0814	\$ 29,461	\$ 30,000	\$ 10,826	\$ 30,000	\$ 28,000	\$ (2,000)	-6.7%
Utilities-Water Admin Bldg	50502-0816	\$ 31,123	\$ 32,600	\$ 23,726	\$ 32,600	\$ 32,500	\$ (100)	-0.3%
Utilities-Water Transit Ctr	50502-XXXX	\$ 7,130	\$ 6,700	\$ 1,661	\$ 6,700	\$ 8,000	\$ 1,300	19.4%
Utilities-Telephone Admin Bldg	50502-0820	\$ 323,419	\$ 365,050	\$ 280,360	\$ 365,050	\$ 403,410	\$ 38,360	10.5%
<b>Total Utilities</b>		<b>\$ 1,022,734</b>	<b>\$ 1,099,850</b>	<b>\$ 667,720</b>	<b>\$ 1,099,850</b>	<b>\$ 1,193,410</b>	<b>\$ 93,560</b>	<b>8.5%</b>

## 2020-2021 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ACTUAL THRU 12/31/19	2019-20 PROJECTION	2020-21 BUDGET	BUDGET CHANGE	% CHANGE
Premium Physical Damage Ins	50601-0680	\$ 1,044,670	\$ 1,079,724	\$ 786,089	\$ 1,031,724	\$ 1,145,905	\$ 66,181	6.1%
Payout Uninsured PI&PD	50604-0690	\$ 170,443	\$ 837,000	\$ (265,806)	\$ 837,000	\$ 790,426	\$ (46,574)	-5.6%
Payout Employmt Practice Exp	50604-0695	\$ 430,341	\$ 89,700	\$ 63,361	\$ 89,700	\$ 146,700	\$ 57,000	63.5%
<b>Total Casualty and Liability</b>		<b>\$ 1,645,454</b>	<b>\$ 2,006,424</b>	<b>\$ 583,645</b>	<b>\$ 1,958,424</b>	<b>\$ 2,083,031</b>	<b>\$ 76,607</b>	<b>3.8%</b>
Leases & Rentals Copier	51212-0850	\$ 48,967	\$ 47,790	\$ 31,422	\$ 47,790	\$ 70,501	\$ 22,711	47.5%
Office Lease	51212-0852	\$ 198,405	\$ 152,055	\$ 92,674	\$ 152,055	\$ 161,638	\$ 9,583	6.3%
Software License Fees	51212-0854	\$ 173,325	\$ 114,850	\$ 92,996	\$ 114,850	\$ 310,850	\$ 196,000	170.7%
IT Disaster Recovery Equipment	51212-0856	\$ 6,233	\$ 69,320	\$ 5,580	\$ 69,320	\$ 69,320	\$ -	-
<b>Total Leases and Rentals</b>		<b>\$ 426,930</b>	<b>\$ 384,015</b>	<b>\$ 222,672</b>	<b>\$ 384,015</b>	<b>\$ 612,309</b>	<b>\$ 228,294</b>	<b>59.4%</b>
Other Taxes	50799-0790	\$ 33,596	\$ 37,000	\$ 20,382	\$ 37,000	\$ 37,500	\$ 500	1.4%
Sub & Memberships-General	50901-0700	\$ 129,706	\$ 133,000	\$ 89,552	\$ 133,000	\$ 132,000	\$ (1,000)	-0.8%
Travel & Meetings	50902-0710	\$ 297,001	\$ 398,252	\$ 207,151	\$ 398,252	\$ 398,252	\$ -	-
Misc. Expense Meetings	50902-0720	\$ 27,672	\$ 30,000	\$ 20,444	\$ 30,000	\$ 30,000	\$ -	-
Fines & Penalties-General	50906-0760	\$ 15,299	\$ -	\$ 428	\$ -	\$ -	\$ -	-
Bad Debt Expense	50907-0762	\$ 95,848	\$ -	\$ -	\$ -	\$ -	\$ -	-
Advertising & Promotion	50908-0750	\$ 197,328	\$ 171,500	\$ 141,493	\$ 171,500	\$ 254,000	\$ 82,500	48.1%
Employment Advertising	50908-0754	\$ 25,277	\$ 30,000	\$ 17,560	\$ 30,000	\$ 33,000	\$ 3,000	10.0%
RFP & IFB Advertising	50908-0758	\$ 5,327	\$ 7,000	\$ 3,944	\$ 7,000	\$ 7,000	\$ -	-
Misc. Service Expansion	50999-0730	\$ -	\$ 12,240	\$ 21,440	\$ 12,240	\$ 20,400	\$ 8,160	66.7%
Misc Exp-General	50999-0734	\$ 221,350	\$ 235,358	\$ 130,800	\$ 235,358	\$ 229,384	\$ (5,974)	-2.5%
Misc Exp-Emp Reward & Recogn	50999-0740	\$ 15,971	\$ 21,000	\$ 15,641	\$ 21,000	\$ 24,000	\$ 3,000	14.3%
Misc Exp-Employee Wellness Pro	50999-0741	\$ 65,431	\$ 150,820	\$ 55,654	\$ 150,820	\$ 81,320	\$ (69,500)	-46.1%
Misc Exp-Operations	50999-0743	\$ 4,528	\$ 5,000	\$ 1,517	\$ 5,000	\$ 5,000	\$ -	-
UPWP Expense	50999-0770	\$ 188,283	\$ -	\$ 27,798	\$ -	\$ -	\$ -	-
Interest Expense	51101-0780	\$ 341,695	\$ 341,695	\$ -	\$ 341,695	\$ 341,695	\$ -	-
<b>Total Taxes and Miscellaneous</b>		<b>\$ 1,664,313</b>	<b>\$ 1,572,865</b>	<b>\$ 753,804</b>	<b>\$ 1,572,865</b>	<b>\$ 1,593,551</b>	<b>\$ 20,686</b>	<b>1.3%</b>
Depreciation-Local	51300-0860	\$ 1,912,368	\$ 1,995,900	\$ 1,332,843	\$ 1,995,900	\$ 2,671,500	\$ 675,600	33.8%
<b>Total Local Depreciation</b>		<b>\$ 1,912,368</b>	<b>\$ 1,995,900</b>	<b>\$ 1,332,843</b>	<b>\$ 1,995,900</b>	<b>\$ 2,671,500</b>	<b>\$ 675,600</b>	<b>33.8%</b>
<b>Total Non-Personnel</b>		<b>\$ 24,646,748</b>	<b>\$ 27,200,997</b>	<b>\$ 16,262,361</b>	<b>\$ 27,037,997</b>	<b>\$ 29,257,454</b>	<b>\$ 2,056,457</b>	<b>7.6%</b>
<b>Total Operating Expenses</b>		<b>\$ 101,228,792</b>	<b>\$ 101,186,050</b>	<b>\$ 68,696,978</b>	<b>\$ 100,749,104</b>	<b>\$ 108,347,657</b>	<b>\$ 7,161,607</b>	<b>7.1%</b>
<b>Non-GAAP Budget Schedule Adjustments<sup>1</sup></b>		<b>\$ (6,364,839)</b>	<b>\$ -</b>	<b>\$ 236,084</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Net Income (Loss)</b>		<b>\$ 841,803</b>	<b>\$ -</b>	<b>\$ 7,507,533</b>	<b>\$ 132,814</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

<sup>1</sup>Unrealized Mark to Market Investment Changes and Non Pay-Go OPEB Expense.



## PERSONNEL CHANGE SUMMARY

	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
RTS	623	625	710
RTS Access	113	117	119
RTS Genesee	15	15	16
RTS Livingston	27	27	27
RTS Ontario	57	44	44
RTS Orleans	12	12	12
RTS Seneca	14	14	14
RTS Wayne	43	61	61
RTS Wyoming	20	20	20
<b>TOTAL</b>	<b>932</b>	<b>935</b>	<b>1023</b>

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

*“Current service members represent less than 1% of our population. RTS understands the burden of freedom that so few are willing to protect, and the need we all have to ‘care for those who have borne the battle.’ Moreover, they have the wisdom to appreciate the unique sacrifices a veteran makes before coming home to this community. Research surrounding mental health and veterans underscores the significance of transportation in this mix. Transportation links veterans to steady work, regular healthcare, and support services vital to success in housing. On behalf of our Board of Directors and all of the veterans in this Community, we would like to thank RTS for all you do to provide for the transportation needs of our service members. We are honored to call RTS a partner in our efforts to Serve Those Who Served U.S.”*

**Laura Stradley,**  
Executive Director  
US Army Veteran  
Veterans Outreach Center, Inc.



# FINANCIAL POLICIES



## FINANCIAL POLICIES

### BASIS OF ACCOUNTING

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

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

### INTERNAL CONTROL STRUCTURE

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

### INDEPENDENT AUDIT

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

### BUDGETARY CONTROL

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

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

Revenue estimates are subject to the same type of scrutiny and analysis. Documentation is prepared and retained for budget estimates.

Over the course of December and January, the Chief Financial Officer (CFO) submits detailed and summary budget recommendations to the Executive Team. At this stage the budget contains only preliminary estimates of state operating assistance for the coming year, because the Governor's proposed Executive Budget is traditionally submitted to the state legislature in late January. At that time, the Authority's proposed budget is finalized for inclusion in its Annual Comprehensive Plan, which is submitted by the CEO to the Board of Commissioners in February for review and adoption prior to the start of the fiscal year on April 1.

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

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

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

## FINANCIAL PLAN CALENDAR

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

## FACTORS AFFECTING FINANCIAL CONDITION

### COMPREHENSIVE PLANNING

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

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

### CASH MANAGEMENT

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

### RISK MANAGEMENT

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

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

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

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

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

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

## CAPITAL RESERVE

Annually, the Authority is the recipient of a formula based grant from the United States Department of Transportation, which is primarily directed towards capital investments. This grant requires a local match of 20%, of which 50% is drawn from the Authority's Capital Reserve Fund and 50% provided by the New York State Department of Transportation. The Capital Reserve Fund is itself funded annually by a Board authorized transfer from Working Capital in an amount equal to the 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 that includes a calculation of the annual required contribution necessary to ensure that each plan will be able to fully meet its obligations to retirees. The Authority generally funds 100% of the Annual Required Contribution (ARC) for each of the various pension plans.

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

## OTHER POST EMPLOYMENT BENEFITS (OPEB)

The Authority provides other post-employment benefits for retirees hired before April 7, 2016, such as health, life, and dental insurance. As of March 31, 2019, there were 447 active participants. The total actuarial accrued liability for OPEB as of March 31, 2019 was \$114.9 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



## 2020-2021 TRANSIT ORGANIZATION PERFORMANCE SCORECARD (TOPS)

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

For the 2020-21 fiscal year, we will measure 35 metrics within the four strategic pillars of TOPS. As the 2020-21 fiscal year is one of significant change due to Reimagine RTS, the metrics for RTS in Monroe County will be different each quarter to reflect the transition to the new system, while ensuring we are accurately and effectively measuring how we operate the new system. In quarter 1, we will measure our performance consistent with how we measured the same quarter in the 2019-20 fiscal year. In quarter 2, we will measure our performance based on how well we launch the new transit system. In quarter 3, our metrics focus on our ability to identify adjustments that are needed to make sure the new system operates as intended. In quarter 4, we will measure the performance of a system that has stabilized.

TOPS will continue to be measured by our four key pillars – the Financial Performance Index (FPI), Customer Service Index (CSI), and Service Performance Index (SPI) in all four quarters, and the Employee Engagement Index (EEI) in quarters 2 and 4. Each metric will be awarded points on a continuous scale. Because of the transition to the new system, the weighting of the pillars will be different than previous fiscal years. To ensure the new system works the way it is intended for our customers, a greater focus and weighting is being placed on the CSI and SPI. On-Time Performance for fixed route service (RTS Connect following the launch of Reimagine RTS) will continue to be measured as on-time when a bus departs less than 2 minutes early and less than 5 minutes late from a timepoint.

The performance indexes and their critical success factors for the 2020-21 fiscal year are displayed below by quarter. Please note that quarter 1 will end on June 28, 2020 and quarter 2 will begin on June 29, 2020, to coincide with the launch of Reimagine RTS. Quarters 3 and 4 will begin on their regular dates of October 1, 2020 and January 1, 2021, respectively.

 <b>TOPS</b> TRANSIT ORGANIZATION PERFORMANCE SCORECARD 2020-2021 • FIRST QUARTER		
KEY RESULTS	SUCCESS INDICATORS	GOAL POINTS
<b>Financial Sustainability</b>	End of Year Net Income	10
<b>Customer Satisfaction</b>	Net Promoter Score (RTS in Monroe)	30
	Customer Satisfaction (RTS Access & Regionals)	
<b>Service Quality</b>	On-time Performance	60
<b>Employee Engagement</b>	Employee Engagement & Satisfaction	-
		<b>GOAL 100</b>

### Quarter 1: April 1 – June 28, 2020

#### Pillar Weighting:

FPI = 10 Points

CSI = 30 Points

SPI = 60 Points

#### Success Indicators:

In the first quarter, RGRTA will measure the FPI, CSI, and SPI, consistent with how we measured our performance in the first quarter of the 2019-20 fiscal year. The FPI will measure the End of Year Net Income Projection. The CSI will measure customer satisfaction through the Net Promoter Score for RTS Monroe and a customer satisfaction survey for all other properties. The SPI will measure On-Time Performance at all RTS properties.



## Quarter 2: June 29 – September 30, 2020

### Pillar Weighting:

FPI = 10 Points

CSI = 35 Points

SPI = 45 Points

EEL = 10 Points

### Success Indicators:

In the second quarter, RGRTA will measure the FPI, CSI, SPI, and EEL. With the launch of Reimagine RTS on June 29, these metrics are designed to measure how well we launch the new transit system.

The FPI will measure the End of Year Net Income Projection. The CSI will measure customer satisfaction for RTS Access and the Regional Operations, the percentage of customer complaints and issues responded to within 24 hours, the percentage of printed schedules available with zero errors for the launch of Reimagine RTS, and the percentage of bus stop signs installed with zero errors by the end of the quarter. The Net Promoter Score for RTS Monroe will be included in the TOPS report but not scored. The SPI will measure On-Time Performance for the Regional Operations, the number of shelters

installed and systems available at Connection Hubs, the percentage of service hours during which RTS On Demand vehicles are available with all operational systems installed and fully functional, the percentage of customer-facing software systems that are tested, installed, available, functional and ready, the number of missed pull-out occurrences, and the percentage of new positions approved to launch the new system. On-Time Performance for RTS Monroe and RTS Access will be included in the TOPS report but not scored. The EEL will measure employee engagement and satisfaction through the first employee survey of the fiscal year.



## Quarter 3: October 1 – December 31, 2020

### Pillar Weighting:

FPI = 10 Points

CSI = 40 Points

SPI = 50 Points

### Success Indicators:

In the third quarter, RGRTA will measure the FPI, CSI, and SPI. With 90 days of operating the new system behind us, the metrics in this quarter will focus on identifying adjustments that are needed to make sure the new system operates as intended.

The FPI will measure the End of Year Net Income Projection. The CSI will measure the Net Promoter Score for RTS Monroe, customer satisfaction for RTS Access and the Regional Operations, and the percentage of customer complaints and issues responded to within 24 hours. Customer complaints and issues will be included in the TOPS report, but will not impact the TOPS score. The SPI will measure the actual percentage of On-Time Performance versus goal for RTS Connect, On-Time Performance for RTS Access and the Regional Operations, the

average number of monthly pass-ups for RTS Connect, and the percentage of rides scheduled without error for RTS Access. The goal for the Net Promoter Score for RTS Monroe and the goal for On-Time Performance for RTS Connect will be determined prior to October 1, 2020.



## Quarter 4: January 1 – March 31, 2021

### Pillar Weighting:

FPI = 20 Points

CSI = 30 Points

SPI = 40 Points

EEI = 10 Points

### Success Indicators:

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

The FPI will measure the End of Year Net Income Projection. The CSI will measure the Net Promoter Score for RTS Monroe, and customer satisfaction for RTS Access and the Regional Operations. We will measure and report our ridership for the quarter, but it will not be included in TOPS. The SPI will measure ride fulfillment for RTS On Demand, On-Time Performance for RTS Connect, and On-Time Performance for RTS Access and the Regional Operations. The EEI will

measure employee engagement and satisfaction through the second employee survey of the fiscal year. The goal for RTS On Demand ride fulfillment and the goal for On-Time Performance for RTS Connect will be determined prior to January 1, 2021.

## 2020-21 TOPS REVIEW

The Authority again exceeded its TOPS goal of 100 points in each of the first three quarters. Except for the Customer Service Index in the first quarter, each of the pillars of our TOPS scorecard have met or exceeded their goal for each period measured. The Financial Performance Index, measured by the projected net income (deficit), along with the Customer Service Index, measured by NPS, the Service Performance Index, measured by On-Time Performance, and Employee Engagement Index, measured by engaged employees results in the TOPS score.

## CONCLUSION

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

The comprehensive analysis provided by TOPS allows management and the Board to monitor the Authority's overall performance, and make timely and informed decisions. This is of added importance in the 2020-21 fiscal year as we implement Reimagine RTS, monitor system changes, and make adjustments as needed. Success is going to be focused on what is of great importance to the organization: End of Year Net Income Projection, the satisfaction of our customers across the service area, excellent service performance, and Employee Engagement. It provides clarity for our employees, focuses their attention, and directs their efforts. It also makes it clear for the Board and the community on how to hold RGRTA accountable.

## TOPS DETAILS QUARTER 1

STRATEGIC PILLARS	METRIC	PLAN GOAL	ACTUAL	POINTS EARNED	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	0			10.00	13.00	7.00
	<b>TOTAL FPI SCORE</b>				<b>10.00</b>	<b>13.00</b>	<b>7.00</b>
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	38.0%			15.00	19.50	10.50
	Customer Satisfaction – RTS Access	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Genesee	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Livingston	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Ontario	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Orleans	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Seneca	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Wayne	95.0%			1.88	2.44	1.31
	Customer Satisfaction – RTS Wyoming	95.0%			1.88	2.44	1.31
	<b>TOTAL CSI SCORE</b>				<b>30.00</b>	<b>39.00</b>	<b>21.00</b>
SERVICE QUALITY	On-Time Performance – RTS	90.5%			45.00	58.50	31.50
	On-Time Performance – RTS Access	95.0%			1.88	2.44	1.31
	On-Time Performance – RTS Genesee	93.0%			1.88	2.44	1.31
	On-Time Performance – RTS Livingston	90.0%			1.88	2.44	1.31
	On-Time Performance – RTS Ontario	92.0%			1.88	2.44	1.31
	On-Time Performance – RTS Orleans	95.5%			1.88	2.44	1.31
	On-Time Performance – RTS Seneca	97.0%			1.88	2.44	1.31
	On-Time Performance – RTS Wayne	96.0%			1.88	2.44	1.31
	On-Time Performance – RTS Wyoming	96.0%			1.88	2.44	1.31
	<b>TOTAL SPI SCORE</b>				<b>60.00</b>	<b>78.00</b>	<b>42.00</b>
<b>TOPS SCORE</b>					<b>100.0</b>	<b>130.0</b>	<b>70.0</b>

## TOPS DETAILS QUARTER 2

STRATEGIC PILLARS	METRIC	PLAN GOAL	ACTUAL	POINTS EARNED	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	0			10.00	13.00	7.00
	<b>TOTAL FPI SCORE</b>				<b>10.00</b>	<b>13.00</b>	<b>7.00</b>
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	N/A			Not Scored		
	Customer Satisfaction – Access	95.0%			1.60	2.08	1.12
	Customer Satisfaction – Genesee	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Livingston	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Ontario	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Orleans	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Seneca	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Wayne	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Wyoming	95.0%			1.20	1.56	0.84
	Customer Complaints – Timeliness	95.0%			10.00	13.00	7.00
	Printed Schedules	90.0%			10.00	13.00	7.00
	Bus Stop Signs Installed	95.0%			5.00	6.50	3.50
	<b>TOTAL CSI SCORE</b>				<b>35.00</b>	<b>45.50</b>	<b>24.50</b>
SERVICE QUALITY	On-Time Performance – RTS	N/A			Not Scored		
	On-Time Performance – Access	N/A					
	On-Time Performance – Genesee	93.0%			0.71	0.93	0.50
	On-Time Performance – Livingston	90.0%			0.71	0.93	0.50
	On-Time Performance – Ontario	92.0%			0.71	0.93	0.50
	On-Time Performance – Orleans	95.5%			0.71	0.93	0.50
	On-Time Performance – Seneca	97.0%			0.71	0.93	0.50
	On-Time Performance – Wayne	96.0%			0.71	0.93	0.50
	On-Time Performance – Wyoming	96.0%			0.71	0.93	0.50
	Connection Hubs Constructed	4			5.00	6.50	3.50
	Fully Operational Vehicles	95.0%			10.00	13.00	7.00
	Software Systems Installed	95.0%			10.00	13.00	7.00
	Fixed Route Missed Pull-Outs	1			5.00	6.50	3.50
	Staffing and Training Complete	95.0%			10.00	13.00	7.00
	<b>TOTAL SPI SCORE</b>				<b>45.00</b>	<b>58.50</b>	<b>31.50</b>
EMPLOYEE ENGAGEMENT	Employee Engagement	24.0%			5.00	6.50	3.50
	Employee Satisfaction	4			5.00	6.50	3.50
	<b>TOTAL SPI SCORE</b>				<b>10.00</b>	<b>13.00</b>	<b>7.00</b>
<b>TOPS SCORE</b>					<b>100.0</b>	<b>130.0</b>	<b>70.0</b>

## TOPS DETAILS QUARTER 3

STRATEGIC PILLARS	METRIC	PLAN GOAL	ACTUAL	POINTS EARNED	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	0			10.00	13.00	7.00
	<b>TOTAL FPI SCORE</b>				<b>10.00</b>	<b>13.00</b>	<b>7.00</b>
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	Goal by 10.1.20			20.00	26.00	14.00
	Customer Satisfaction – RTS Access	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Genesee	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Livingston	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Ontario	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Orleans	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Seneca	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Wayne	95.0%			1.25	1.63	0.88
	Customer Satisfaction – RTS Wyoming	95.0%			1.25	1.63	0.88
	Customer Complaints – Timeliness	99.0%			10.00	13.00	7.00
	Customer Complaints – Reimagine				Not Scored		
	<b>TOTAL CSI SCORE</b>				<b>40.00</b>	<b>52.00</b>	<b>28.00</b>
SERVICE QUALITY	On-Time Performance – RTS	Goal by 10.1.20			20.00	26.00	14.00
	On-Time Performance – RTS Access	95.0%			1.25	1.63	0.88
	On-Time Performance – RTS Genesee	93.0%			1.25	1.63	0.88
	On-Time Performance – RTS Livingston	90.0%			1.25	1.63	0.88
	On-Time Performance – RTS Ontario	92.0%			1.25	1.63	0.88
	On-Time Performance – RTS Orleans	95.5%			1.25	1.63	0.88
	On-Time Performance – RTS Seneca	97.0%			1.25	1.63	0.88
	On-Time Performance – RTS Wayne	96.0%			1.25	1.63	0.88
	On-Time Performance – RTS Wyoming	96.0%			1.25	1.63	0.88
	RTS Monroe pass-ups	9			10.00	13.00	7.00
	Access Booking Errors	95.0%			10.00	13.00	7.00
	<b>TOTAL SPI SCORE</b>				<b>50.00</b>	<b>65.00</b>	<b>35.00</b>
<b>TOPS SCORE</b>					<b>100.0</b>	<b>130.0</b>	<b>70.0</b>

## TOPS DETAILS QUARTER 4

STRATEGIC PILLARS	METRIC	PLAN GOAL	ACTUAL	POINTS EARNED	GOAL POINTS	MAX POINTS	MIN POINTS
FINANCIAL SUSTAINABILITY	End of Year Net Income	0			20.00	26.00	14.00
	<b>TOTAL FPI SCORE</b>				<b>20.00</b>	<b>26.00</b>	<b>14.00</b>
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	38.0%			20.00	26.00	14.00
	Customer Satisfaction – Access	95.0%			1.60	2.08	1.12
	Customer Satisfaction – Genesee	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Livingston	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Ontario	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Orleans	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Seneca	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Wayne	95.0%			1.20	1.56	0.84
	Customer Satisfaction – Wyoming	95.0%			1.20	1.56	0.84
	% Change in Ridership	N/A			Not Scored		
	<b>TOTAL CSI SCORE</b>				<b>30.00</b>	<b>39.00</b>	<b>21.00</b>
SERVICE QUALITY	Ride Fulfillment – OnDemand	Goal prior to Q4			10.00	13.00	7.00
	On-Time Performance – RTS Connect	Goal prior to Q4			20.00	26.00	14.00
	On-Time Performance – Access	95.0%			1.60	2.08	1.12
	On-Time Performance – Genesee	93.0%			1.20	1.56	0.84
	On-Time Performance – Livingston	90.0%			1.20	1.56	0.84
	On-Time Performance – Ontario	92.0%			1.20	1.56	0.84
	On-Time Performance – Orleans	95.5%			1.20	1.56	0.84
	On-Time Performance – Seneca	97.0%			1.20	1.56	0.84
	On-Time Performance – Wayne	96.0%			1.20	1.56	0.84
	On-Time Performance – Wyoming	96.0%			1.20	1.56	0.84
	<b>TOTAL SPI SCORE</b>				<b>40.00</b>	<b>52.00</b>	<b>28.00</b>
EMPLOYEE ENGAGEMENT	Employee Engagement	24.0%			5.00	6.50	3.50
	Employee Satisfaction	4			5.00	6.50	3.50
	<b>TOTAL SPI SCORE</b>				<b>10.00</b>	<b>13.00</b>	<b>7.00</b>
<b>TOPS SCORE</b>					<b>100.0</b>	<b>130.0</b>	<b>70.0</b>

TOPS MATRIX QUARTER 1														
		BELOW GOAL							ABOVE GOAL					
STRATEGIC PILLAR	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$0	\$61	\$122	\$183	\$243	\$304	\$365
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	40.0%	41.0%	42.0%	43.0%	44.0%
		10.50	11.25	12.00	12.75	13.50	14.25	15.00	15.75	16.50	17.25	18.00	18.75	19.50
	Customer Satisfaction – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	Customer Satisfaction – Genesee	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	Customer Satisfaction – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	Customer Satisfaction – Ontario	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	Customer Satisfaction – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
	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%
	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%
	Customer Satisfaction – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44

# TOPS MATRIX QUARTER 1 CONTINUED

Strategic Pillar		Below Goal							Goal & Points	Above Goal				
		-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	5.0%		10.0%	15.0%	20.0%	25.0%	30.0%
Service Quality	On-Time Performance – RTS	87.5%	88.0%	88.5%	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	92.5%
		31.50	33.75	36.00	38.25	40.50	42.75	45.00	47.25	49.50	51.75	54.00	56.25	58.50
	On-Time Performance – Access	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	97.0%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	On-Time Performance – Genesee	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	95.0%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	On-Time Performance – Livingston	87.0%	87.5%	88.0%	88.5%	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	On-Time Performance – Ontario	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	94.0%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	On-Time Performance – Orleans	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	97.5%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	On-Time Performance – Seneca	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	98.5%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	On-Time Performance – Wayne	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	97.5%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44
	On-Time Performance – Wyoming	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	97.5%
		1.31	1.41	1.50	1.59	1.69	1.78	1.88	1.97	2.06	2.16	2.25	2.34	2.44

TOPS MATRIX QUARTER 2															
		BELOW GOAL								ABOVE GOAL					
STRATEGIC PILLAR	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%	
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$0	\$61	\$122	\$183	\$243	\$304	\$365	
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00	
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	Not Scored								Not Scored					
	Customer Satisfaction – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		1.12	1.20	1.28	1.36	1.44	1.52	1.60	1.68	1.76	1.84	1.92	2.00	2.08	
	Customer Satisfaction – Genesee	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56	
	Customer Satisfaction – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56	
	Customer Satisfaction – Ontario	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56	
	Customer Satisfaction – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56	
	Customer Satisfaction – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56	
	Customer Satisfaction – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56	
	Customer Satisfaction – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56	
	Customer Complaints	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%	
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00	
	Printed Schedules	80.0%	81.7%	83.3%	85.0%	86.7%	88.3%	90.0%	90.0%	91.7%	93.3%	95.0%	96.7%	98.3%	100.0%
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00	
	Bus Stop Signs Installed	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00

TOPS MATRIX QUARTER 2 CONTINUED														
		BELOW GOAL						GOAL & POINTS	ABOVE GOAL					
STRATEGIC PILLAR	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%		5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
SERVICE QUALITY	On-Time Performance – RTS	Not Scored							Not Scored					
	On-Time Performance – Access	Not Scored							Not Scored					
	On-Time Performance – Genesee	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	95.0%
	On-Time Performance – Livingston	87.0%	87.5%	88.0%	88.5%	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%
	On-Time Performance – Ontario	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	94.0%
	On-Time Performance – Orleans	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	97.5%
	On-Time Performance – Seneca	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	98.5%
	On-Time Performance – Wayne	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	97.5%
	On-Time Performance – Wyoming	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	97.5%
			0.50	0.54	0.57	0.61	0.64	0.68	0.71	0.75	0.79	0.82	0.86	0.89

## TOPS MATRIX QUARTER 2 CONTINUED

		BELOW GOAL						GOAL & POINTS	ABOVE GOAL					
STRATEGIC PILLAR	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%		5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
SERVICE QUALITY	Connection Hubs Constructed	<4												4+
		3.50	2.92											6.50
	Fully Operational Vehicles	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%
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00
	Software Systems Installed	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%
		7.00						10.00						13.00
	Fixed Route Missed Pull-Outs	2						1						0
EMPLOYEE ENGAGEMENT		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
	Staffing and Training Complete	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%
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00
	Employee Engagement	13.0%	14.8%	16.7%	18.5%	20.3%	22.2%	24.0%	25.8%	27.7%	29.5%	31.3%	33.2%	35.0%
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50
	Employee Satisfaction	3.50	3.58	3.67	3.75	3.83	3.92	4.00	4.08	4.17	4.25	4.33	4.42	4.50
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50

TOPS MATRIX QUARTER 3														
		BELOW GOAL							ABOVE GOAL					
STRATEGIC PILLAR	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
FINANCIAL SUSTAINABILITY	End of Year Net Income Projection	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$0	\$61	\$122	\$183	\$243	\$304	\$365
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	Not Finalized until 10.1.20							Not Finalized until 10.1.20					
		14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00
	Customer Satisfaction – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
	Customer Satisfaction – Genesee	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
	Customer Satisfaction – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
	Customer Satisfaction – Ontario	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
	Customer Satisfaction – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
	Customer Satisfaction – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63
Customer Satisfaction – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63	
Customer Satisfaction – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%	
	0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63	
Customer Complaints – Timeliness	95.0%	95.7%	96.3%	97.0%	97.7%	98.3%	99.0%	99.2%	99.3%	99.5%	99.7%	99.8%	100.0%	
	7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00	
Customer Complaints – Reimagine	Not Scored							Not Scored						

## TOPS MATRIX QUARTER 3 CONTINUED

		BELOW GOAL								ABOVE GOAL					
STRATEGIC PILLAR	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%	
SERVICE QUALITY	On-Time Performance – RTS	Not Finalized until 10.1.20								Not Finalized until 10.1.20					
		14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00	
	On-Time Performance – Access	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	97.0%	
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63	
	On-Time Performance – Genesee	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63	
	On-Time Performance – Livingston	87.0%	87.5%	88.0%	88.5%	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63	
	On-Time Performance – Ontario	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63	
	On-Time Performance – Orleans	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	97.5%	
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63	
	On-Time Performance – Seneca	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	98.5%	
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63	
	On-Time Performance – Wayne	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	97.5%	
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63	
	On-Time Performance – Wyoming	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	97.5%	
		0.88	0.94	1.00	1.06	1.13	1.19	1.25	1.31	1.38	1.44	1.50	1.56	1.63	
	RTS Monroe Pass-Ups		15	14	13	12	11	10	9	8	7	6	5	4	3
			7.00	7.5	8	8.5	9	9.5	10.00	10.5	11	11.5	12	12.5	13.00
	Access Booking Errors		91.0%	91.7%	92.3%	93.0%	93.7%	94.3%	95.00%	95.7%	96.3%	97.0%	97.7%	98.3%	99.0%
			7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00

TOPS MATRIX QUARTER 4														
		BELOW GOAL							ABOVE GOAL					
STRATEGIC PILLAR	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	GOAL & POINTS	5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
FINANCIAL SUSTAINABILITY	End of Year Net Income	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$0	\$61	\$122	\$183	\$243	\$304	\$365
		14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00
CUSTOMER SATISFACTION	Customer Satisfaction – RTS	32.0%	33.0%	34.0%	35.0%	36.0%	37.0%	38.0%	39.0%	40.0%	41.0%	42.0%	43.0%	44.0%
		14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00
	Customer Satisfaction – Access	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		1.12	1.20	1.28	1.36	1.44	1.52	1.60	1.68	1.76	1.84	1.92	2.00	2.08
	Customer Satisfaction – Genesee	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	Customer Satisfaction – Livingston	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	Customer Satisfaction – Ontario	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	Customer Satisfaction – Orleans	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	Customer Satisfaction – Seneca	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	Customer Satisfaction – Wayne	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	Customer Satisfaction – Wyoming	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	% Change in Ridership	Not Scored							Not Scored					

# TOPS MATRIX QUARTER 4 CONTINUED

Strategic Pillar		Metric	Below Goal						Goal & Points	Above Goal				
			-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%		5.0%	10.0%	15.0%	20.0%	25.0%
Service Quality	Ride Fulfillment – On Demand		Finalized prior to Q4							Finalized prior to Q4				
		7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00
	On-Time Performance – RTS		Finalized prior to Q4							Finalized prior to Q4				
		14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00	22.00	23.00	24.00	25.00	26.00
	On-Time Performance – Access	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	97.0%
		1.12	1.20	1.28	1.36	1.44	1.52	1.60	1.68	1.76	1.84	1.92	2.00	2.08
	On-Time Performance – Genesee	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	95.0%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	On-Time Performance – Livingston	87.0%	87.5%	88.0%	88.5%	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
Employee Engagement	On-Time Performance – Ontario	89.0%	89.5%	90.0%	90.5%	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	On-Time Performance – Orleans	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	97.5%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	On-Time Performance – Seneca	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	98.5%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	On-Time Performance – Wayne	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	97.5%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
	On-Time Performance – Wyoming	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	97.5%
		0.84	0.90	0.96	1.02	1.08	1.14	1.20	1.26	1.32	1.38	1.44	1.50	1.56
Employee Engagement	Employee Engagement	13.0%	14.8%	16.7%	18.5%	20.3%	22.2%	24.0%	25.8%	27.7%	29.5%	31.3%	33.2%	35.0%
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50
	Employee Satisfaction	3.5	3.58	3.67	3.75	3.83	3.92	4	4.08	4.17	4.25	4.33	4.42	4.5
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50

## SERVICE STANDARDS

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

### 2020-21 RTS SERVICE STANDARDS

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

*"Safe, reliable, affordable public transportation is integral to the growth and success of any community—and RTS continues to provide high-quality services that help Rochester thrive. I am truly grateful for their dedication to enhancing economic opportunity, uplifting families in need, and their new efforts to build a more sustainable future by utilizing electric vehicles. I look forward to our continued work together to support and enhance quality of life for everyone who calls our community home."*

Joe Morelle,  
Congressman



# APPENDIX



## FARE STRUCTURE

When the RGRTA Board of Commissioners approved the final plan for Reimagine RTS, they approved a new fare structure for RTS in Monroe County and RTS Access. The new fare structure will be implemented on June 29, 2020, with the launch of the new transit system. The fare structure for RTS in Monroe County and RTS Access will be different for the rest of the fiscal year, while the fare structure for the regional operations will remain the same.

In April 2020, RTS will implement new fare payment technology called RTS Go. Through RTS Go, customers will have the option of purchasing and paying their fares using mobile and reloadable smart card technologies. A new benefit of this innovative technology is called fare capping. This means customers will no longer have to pay up front for an all-day or adult 31-day unlimited pass. Instead, the technology allows the customer to pay as they ride and enjoy the same benefits from the daily and monthly passes. RTS will stop selling passes such as the two ride and five day passes part way through the first quarter. These passes will be honored on RTS Connect through December 31, 2020.

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

	ACTUAL	BUDGETED
REGIONAL TRANSIT SERVICE	2019-2020	Q1 2020-2021
<b>CASH:</b>		
Base Fare	\$ 1.00	\$ 1.00
<b>PASSES:</b>		
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
<b>RTS ACCESS</b>		
	2019-2020	Q1 2020-2021
<b>CASH:</b>		
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
<b>PASSES:</b>		
Stored Value	\$18.00	\$18.00
Stored Value	\$20.00	\$20.00

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

\*\*Plus distance-based fare.

## FARE STRUCTURE

	ACTUAL	BUDGETED
<b>RTS MONROE – NEW FARE STRUCTURE</b>		<b>Q2 – Q4 2020-2021</b>
<b>CASH:</b>		
Base Fare		\$ 1.00
<b>FIXED ROUTE FARE:</b>		
One Ride Pass		\$ 1.00
<b>VALUE PASSES (RTS Connect &amp; RTS On Demand):</b>		
All-Day Unlimited Pass		\$ 3.00
Adult 31 Day Unlimited Pass		\$56.00
<b>CHILDREN UNDER AGE 11*****:</b>		
Children Ages 6-11		\$ 0.50
Children Ages 5 and under (Limit of 3 children per fare-paying adult)		Free
<b>SENIORS 65+/DISABLED VALUE PASSES:</b>		
Senior/Disabled 1 Ride		\$ 0.50
Senior/Disabled One-Day Unlimited		\$ 1.50
Senior/Disabled Unlimited, 31 Consecutive Days		\$28.00
<b>VETERANS:</b>		
All RTS Connect and RTS On Demand Rides		Free
<b>RTS ON DEMAND*****:</b>		
Connect to or from an RTS Bus Stop		\$ 1.00
Curb-to-Curb within the zone		\$ 3.00
<b>RTS ACCESS – NEW FARE STRUCTURE</b>		<b>Q2 – Q4 2020-2021</b>
Required Service Area		\$ 2.00
Supplemental Area 1		\$ 2.00
Supplemental Area 2		\$ 4.00
Supplemental Area 3		\$ 8.00
Same Day Requests (additional charge)		\$ 6.00

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

\*\*\*\*\*All RTS On Demand rides must be requested by phone, mobile app, or RTS website.

## FARE STRUCTURE

	ACTUAL	BUDGETED
RTS GENESEE	2019-2020	2020-2021
<b>CASH:***</b>		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride		
Countywide	\$ 3.00	\$ 3.00
City of Batavia	\$ 2.00	\$ 2.00
<b>PASSES:</b>		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
RTS LIVINGSTON	2019-2020	2020-2021
<b>CASH:****</b>		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 2.00	\$ 2.00
Geneseo/Marketplace/Eastview Shuttle	\$ 6.50	\$ 6.50
<b>PASSES:</b>		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00

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

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

## FARE STRUCTURE

	ACTUAL	BUDGETED
RTS ONTARIO	2019-2020	2020-2021
<b>CASH:</b>		
Base Route Fare*****	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride within Zone 1 or 2	\$ 5.00	\$ 5.00
Dial-A-Ride between Zone 1 or 2	\$ 10.00	\$ 10.00
Geneva/Phelps to Rochester	\$ 15.00	\$ 15.00
Clifton Springs/Hopewell/Canandaigua to Rochester	\$ 12.50	\$ 12.50
Shortsville/Manchester/Farmington/Victor to Rochester	\$ 10.00	\$ 10.00
<b>PASSES:</b>		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$ 10.00	\$ 10.00
\$23 Value	\$ 20.00	\$ 20.00
Unlimited Ride	\$ 30.00	\$ 30.00
Dial-A-Ride Options	\$ 5.00	\$ 5.00
	\$ 25.00	\$ 25.00
	\$ 50.00	\$ 50.00
	\$100.00	\$100.00
RTS ORLEANS	2019-2020	2020-2021
<b>CASH:***</b>		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 3.00	\$ 3.00
<b>PASSES:</b>		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$ 10.00	\$ 10.00
\$23 Value	\$ 20.00	\$ 20.00

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

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## FARE STRUCTURE

	ACTUAL	BUDGETED
RTS SENECA	2019-2020	2020-2021
<b>CASH:***</b>		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 3.00	\$ 3.00
<b>PASSES:</b>		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
<b>RTS WAYNE</b>		
<b>CASH:</b>		
Base Route Fare****	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride (Seniors)	\$ 1.50	\$ 1.50
<b>PASSES:</b>		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
<b>RTS WYOMING</b>		
<b>CASH:*</b>		
Base Route Fare****	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
<b>PASSES:</b>		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00

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

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

