



ROCHESTER  
GENESEE REGIONAL  
TRANSPORTATION  
AUTHORITY



# CONNECTING COMMUNITIES

*EMBRACING INNOVATION, EQUITY, AND SUSTAINABILITY*

**2023-26 COMPREHENSIVE STRATEGIC PLAN  
2023-24 FINANCIAL PLAN**



Regional Transit Service (RTS) is a regional transit authority established by New York State with more than 1,000 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 vital, safe, and sustainable transportation services to more than 8 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 the Rochester Genesee Regional Transportation Authority, for its annual budget for the Fiscal Year beginning April 1, 2022. 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 document 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 15 consecutive years.*

## OUR INTENT, MISSION, & VALUES

### OUR INTENT STATEMENT

We are an innovative transportation provider and a climate leader in our industry.

### OUR MISSION STATEMENT

We provide vital, safe, and sustainable transportation services that connect the community and promote a better quality of life.

### 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, Equity, and Inclusion:** We embrace our wide variety of cultures, values, skills, thoughts, and experiences to promote racial equity and fair access to opportunities through public transit.
- **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.



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



We launched the RTS Way in 2019 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 mission and help shape our work environment. Examples of RTS Way behaviors are shared at the beginning of meetings and employees are recognized for their display of these behaviors every month and during employee recognition events.



## DIVERSITY, EQUITY, AND INCLUSION AT RTS

RTS's strategic focus on Diversity and Inclusion dates back to 2017 when it was added as an organizational value. Once the value was in place, we were able to develop and implement the strategy to bring it to life and create a presence of belonging. Because of our strategic approach, employees have embraced diversity and promoted inclusivity in all areas of the organization, through wellness and engagement, formal training, and professional development efforts, and the RTS Culture and Inclusion Council. Through this work, we learned that Equity is a key component of Diversity and Inclusion and have embedded measures within the organization to ensure we are providing advocacy and opportunities for everyone at our organization to flourish.



### RTS LAND ACKNOWLEDGMENT

A land acknowledgment is a statement that recognizes, respects, and affirms the ongoing relationship between Indigenous people and the land on which we stand. Land acknowledgments also raise awareness about the Indigenous histories, perspectives, and experiences that are often suppressed or forgotten. This is our land acknowledgment:

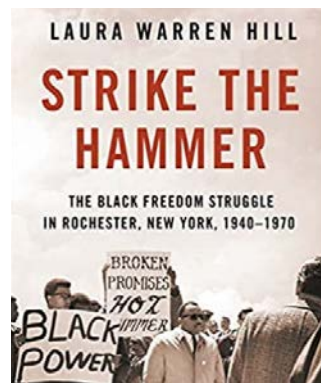
We would like to acknowledge the land on which Regional Transit Service (RTS) operates. Historically, this was the land of the Onöndowa'ga:' (ON-on-DAH-gah) Nation, a member of the Haudenosaunee (ho-DEE-no-Sho-nee) also known as the Six Nations Confederacy; an alliance of native nations united for hundreds of years by law, traditions, beliefs, and cultural values. We are grateful for the opportunities to reconnect and reciprocate a strong and compassionate relationship with the land and its indigenous communities.



### DEI STRATEGY IN ACTION

The RTS team has done a tremendous job embracing our efforts to be more diverse, equitable, and inclusive. Here is a snapshot of our DEI strategy in action.

- **Trainings & Personal Development:** We regularly work with community partners to provide opportunities for training and personal development for employees.
- **Cultural Heritages & Observances:** Nearly every month we learn about and celebrate the heritages and observances of different cultures.
- **RTS Culture & Inclusion Council (CIC):** The RTS Culture & Inclusion Council is a group of employees that represent different locations and job functions at RTS. They meet monthly to embrace, learn, and understand DEI and their role as ambassadors of positive cultural change at RTS.
- **CIC Book Club:** Twice a year, employees are invited to join the CIC in reading and discussing a book about DEI.
- **More Inclusive Recruitment Practices:** We regularly evaluate and update our recruitment efforts to ensure we are providing employment opportunities to a more diverse candidate pool.
- **Investments in DEI Leadership:** We hired a Chief DEI Officer to help lead our DEI efforts and continue growing our strategic focus in this area.



## LETTER FROM THE CEO TO COMMISSIONERS



We entered the 2022-23 fiscal year nearing the one-year anniversary of the implementation of Reimagine RTS and with an approach focused on innovation and promoting a better quality of life. We continued engaging with employees, customers, and stakeholders to understand how well the new system is meeting the needs of a community that is recovering from a global pandemic. With greater understanding of our employees, customers, and stakeholders throughout the community, we developed a new Comprehensive Strategic Plan that will help us connect communities by embracing innovation, equity, and sustainability.

The pages that follow reflect what we experienced in years past, our current reality, and our commitment to keep building on our solid foundation. The new plan is based on our existing mission and intent statements and includes an important update to one of our values. Our value of Diversity and Inclusion has been updated to Diversity, Equity, and Inclusion (DEI) to reflect our continued embrace of DEI as a critical component of our culture: "We embrace our wide variety of cultures, values, skills, thoughts, and experiences to promote racial equity and fair access to opportunities through public transit."

This plan is also a reflection of our continued commitment to the RTS team. We are fortunate to have at RTS one of the hardest working and most dedicated teams in our industry. They have continued performing at a high level through seemingly constant and sometimes unforeseen challenges and change. They understand and embrace the important role we play in the lives of our customers and work tirelessly every day to show the community what it means to live the RTS Way.

With your approval, this plan will continue our efforts to support employees and their overall well-being. It continues our work on critical, innovative projects and studies that will help us build on the improvements we have made for customers across the service area. It includes the continued embrace of innovative technologies and software to improve the experience of our employees and customers. It enhances our focus on financial sustainability through analysis of new zero-emission technologies, cost containment efforts, and important facility needs. And it demonstrates our climate leadership with the purchase of Hydrogen Fuel Cell vehicles and continued investment in our zero-emission infrastructure needs.

Our team is ready to implement this plan and continue growing our system to meet the needs of the people we serve. On behalf of the entire team, I am pleased to present the 2023-2026 RGRTA Comprehensive Strategic Plan, the budget for Fiscal Year 2023-2024, and the capital plan for 2023-2033.

Thank you for your continued leadership and support.

Sincerely,

A handwritten signature in black ink, appearing to read "Miguel Velázquez". The signature is fluid and cursive, with a long horizontal stroke at the end.

Miguel Velázquez  
Chief Executive Officer



## LETTER FROM THE CHAIRMAN TO THE COMMUNITY



On behalf of the Board of Commissioners, it is my privilege to present you with the RGRTA Comprehensive Strategic Plan for 2023-26 and the budget for Fiscal Year 2023-24.

This plan details the work the Authority will complete over the next three years. It represents an organization that is a source of access and reliability for its customers as we look to the future. The comprehensive plan includes the addition of Equity to our value of Diversity and Inclusion, our strategic priorities, the initiatives that will help us advance those priorities, our definition of success, and the metrics we will use to measure that success.

Thanks to your partnership and support, our customers are experiencing a transit system that is embracing innovation to improve their quality of life. Our work together over the past year is helping us identify the best ways to grow and improve the transit system. Your input into how the new system is working gives us the valuable insight we need to chart a successful path forward. As we begin the new fiscal year, we are excited to continue working with you to bring that path to reality by embracing innovation, equity, and sustainability to better connect the community.

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 that reads "Don Jeffries". The signature is fluid and cursive.

Don 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 a 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).

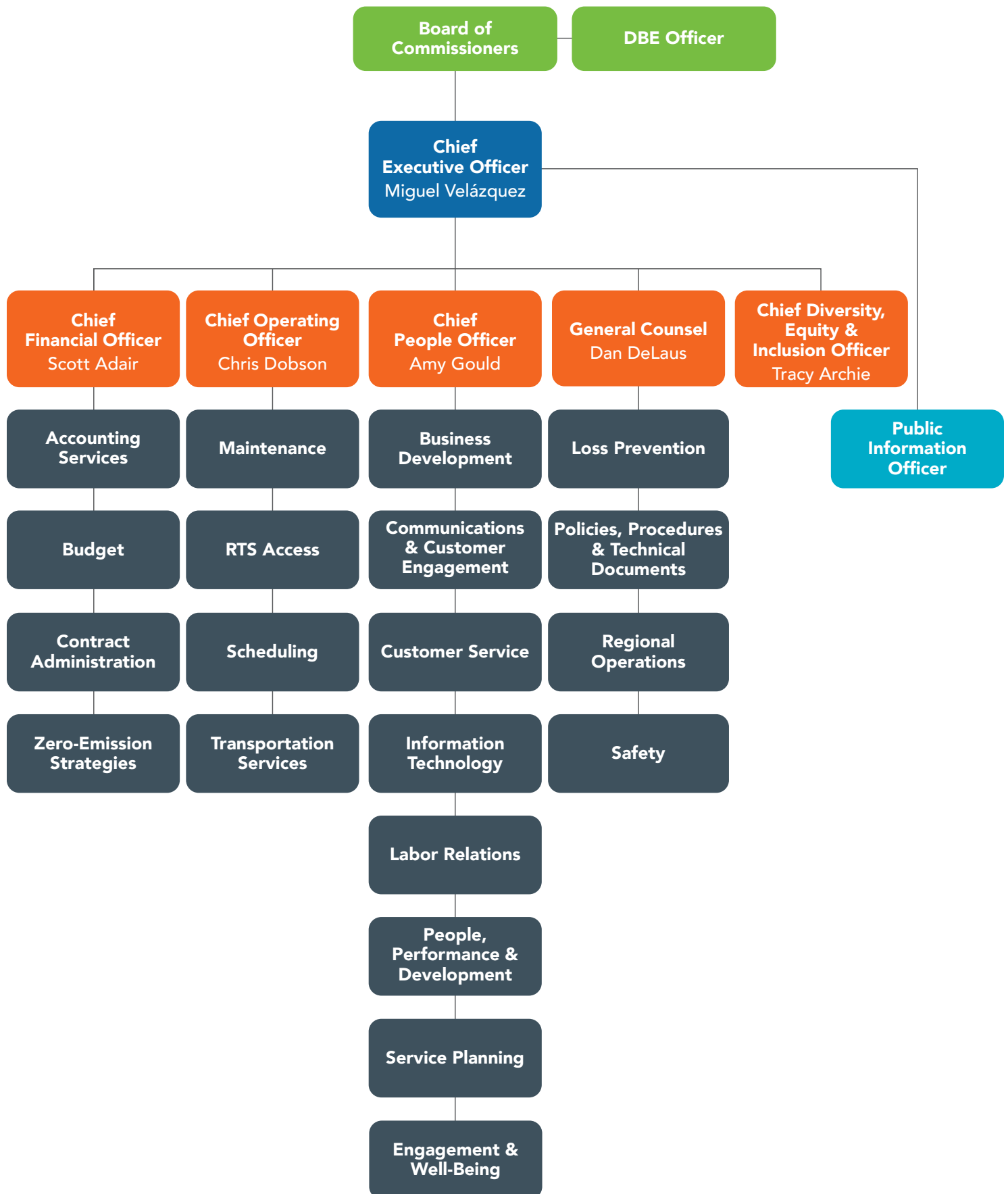


## The Authority is comprised of 11 separately incorporated business units:

- 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 Livingston (Livingston Area Transportation Service, Inc.)
- 6. RTS Ontario (County Area Transit 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*	
2022 Ridership:	8,099,254
No. of Buses:	401
No. of Employees:	1,000+
Service Area Population:	1,196,531
Annual Miles:	10,118,209
Counties Served:	Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming

# ORGANIZATIONAL STRUCTURE



## RTS

The largest subsidiary of the Authority, providing 31 fixed routes throughout Monroe County and into adjoining counties.

### Created in 1969

<b>2022 Ridership:</b>	7,544,441
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<b>No. of Buses:</b>	223
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<b>No. of Employees:</b>	674
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<b>Service Area Population:</b>	755,160
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## RTS LIVINGSTON

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

### Joined RGRTA in 1986

<b>2022 Ridership:</b>	74,250
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<b>No. of Buses:</b>	19
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<b>No. of Employees:</b>	26
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<b>Service Area Population:</b>	62,914
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## RTS SENECA

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

### Joined RGRTA in 2004

<b>2022 Ridership:</b>	37,195
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<b>No. of Buses:</b>	8
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<b>No. of Employees:</b>	14
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<b>Service Area Population:</b>	34,016
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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

<b>2022 Ridership:</b>	160,270
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<b>No. of Buses:</b>	53
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<b>No. of Employees:</b>	120
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<b>Service Area Population:</b>	755,160
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## RTS ONTARIO

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

### Joined RGRTA in 2014

<b>2022 Ridership:</b>	133,731
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<b>No. of Buses:</b>	21
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<b>No. of Employees:</b>	38
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<b>Service Area Population:</b>	109,777
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## RTS WAYNE

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

### Joined RGRTA in 1980

<b>2022 Ridership:</b>	88,904
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<b>No. of Buses:</b>	42
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<b>No. of Employees:</b>	61
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<b>Service Area Population:</b>	89,918
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## RTS GENESEE

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

### Joined RGRTA in 1971

<b>2022 Ridership:</b>	26,299
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<b>No. of Buses:</b>	12
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<b>No. of Employees:</b>	16
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<b>Service Area Population:</b>	57,280
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## RTS ORLEANS

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

### Joined RGRTA in 2003

<b>2022 Ridership:</b>	23,183
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<b>No. of Buses:</b>	6
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<b>No. of Employees:</b>	13
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<b>Service Area Population:</b>	40,352
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## RTS WYOMING

Provides service on seven deviated routes.

### Joined RGRTA in 1993

<b>2022 Ridership:</b>	46,604
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<b>No. of Buses:</b>	18
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<b>No. of Employees:</b>	19
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<b>Service Area Population:</b>	40,305
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## BOARD OF COMMISSIONERS & GOVERNANCE STRUCTURE

A sixteen-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. Legislation passed and signed into law by the Governor in 2022 makes the member who represents transit dependent and paratransit customers a voting member.

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 and a representative of transit dependent & paratransit customers.*

*\*\*Of the four seats representing Monroe County, one is 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*



### **JAMES BENSLEY**

*Orleans County, Appointed in 2019*

Orleans County Department of Planning and Development Director • Orleans County Recycling Coordinator • Orleans County Salary Review Committee • 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:**

*Member, American Institute of Certified Planners; Member, Genesee/Finger Lakes Regional Planning Council; Board Member, County Agricultural and Farmland Protection; Leadership Orleans Participant*



### **HEATHER BIRD**

*Non-Voting Member, Appointed in 2022*

President, National Federation of the Blind of New York State, Inc., Rochester Chapter • President, New York Association of Guide Dog Users • Secretary, New York Parents of Blind Children • Board Member, Alumnus, National Federation of the Blind of New York State, Inc., The Seeing Eye

#### **Community Service:**

*BELL Coordinator; National Organization of Blind Veterans; National Organization of Parents of Blind Children; Past Member, Board of the National Association of Guide Dog Users*



### **SUSANNE CARLOCK**

*Livingston County, Appointed in 2021*

Director, Livingston County Office for the Aging • Former CEO, The Community Place of Greater Rochester, Inc. • Graduate of SUNY Geneseo and Keuka College

#### **Community Service:**

*Board Member, Association on Aging in New York; Board Member, Livingston County Emergency Food and Shelter Program; Former Board Member, Genesee Valley Health Partnership; Livingston County Worker United Way Campaign Committee Member*



### **JACQUES CHAPMAN**

*ATU Local 282, Appointed in 2018*

International Vice President, Amalgamated Transit Union • Former President, ATU Local 282 • Former RTS Bus Operator • Past Executive Board Member, ATU Local 282

#### **Community Service:**

*Past Recording Secretary, ATU New York State Legislative Conference Board; Our Streets Transit Coalition; Executive Board, WIT Federal Credit Union*



### **MICHAEL P. JANKOWSKI**

*Wayne County, Appointed in 2004*

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

#### **Community Service:**

*Member, 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, BOARD CHAIRMAN**

*Monroe County, Appointed in 2016*

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; President, New York State Destination Management Association; President, ROC2025 Leadership Group; Rochester Rotary; Director, 911 Operating Practices Board*



### **JERDINE JOHNSON, BOARD SECRETARY**

*City of Rochester, Appointed in 2017*

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, National Associations of Negro Business and Professional Women; Sergeant at Arms, Rochester Downtown Rotary; Treasurer, Statewide Neighborhood Preservation Coalition; Past Member, Goodwill of the Finger Lakes Board of Directors*



### **RICHARD D. KOSMERL, BOARD TREASURER**

*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; Past 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*

Mobility Management Consultant with a focus on transportation services for older adults and persons with disabilities (current) • United Way of Greater Rochester and the Finger Lakes: Strategic Initiatives Coordinator/Program Officer (former) • Executive Director, Medical Motor Service of Rochester and Monroe County, Inc., Retired • Monroe County Office for the Aging program administrator • 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; Board Member and Chair, Coordinated Transportation Solutions; Board Member, University of Rochester Medicine Home Care*





**LAURIE OLTRAMARI**

**Genesee County, Appointed in 2022**

Sr. Library Clerk for Genesee Community College (GCC) • Former Executive and Assistant Director, Batavia Business Improvement District (BID) • Graduate of SUNY Geneseo • Graduate of University at Buffalo – Masters of Architecture with a Concentration in Urban Design • Graduate Assistant for Instituto Monteverde, Costa Rica

**Community Service:**

*Former President, Genesee County COVID-19 Vaccination Clinic; Landmark Society of Genesee County*



**TERRENCE RICE, PE**

**Monroe County, Appointed in 2021**

Sr. Managing Engineer for Barton & Loguidice • Monroe County Director of Transportation (retired) • Graduate of Clarkson University

**Community Service:**

*Fellow – Institute of Transportation Engineers (ITE); Member, American Public Works Association; Member and Committee Chair, New York State Highway Superintendents Association; Member, Legends Golf & Country Club Golf Committee; Member, St. John of Rochester Buildings & Grounds Committee; Past President, Treasurer, and Legislative Committee Chair, New York State County Highway Superintendents Association; Past Chair, District 1 ITE; Past Chair, St. John of Rochester Parish Council*



**JUDITH AHLFELD SEIL**

**Monroe County, Appointed in 2021**

First Vice President, Five Star Bank, Credit Manager • Executive Director, Monroe County Planning and Development (retired) • Graduate of Leadership Rochester • Graduate of Nazareth College

**Community Service:**

*Dress for Success; Former Board Member of YWCA, Ronald McDonald House, Visit Rochester, and Greater Rochester Enterprise*



**EDWARD W. WHITE**

**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*



**BRIAN H. YOUNG, BOARD VICE-CHAIR**

**Ontario County, Appointed in 2021**

B. Young Enterprises, Owner • Deputy County Administrator (retired), Ontario County • Former Director of Workforce Development, Ontario County • Graduate of St. John Fisher College

**Community Service:**

*Board Member, Ontario County Traffic Safety; Former Member, Sonnenberg Gardens and Mansion Board of Trustees; Former Member and Chairman, Board of Directors, Finger Lakes Addictions Counseling & Referral Agency (FLACRA); Former Co-Chair, Finger Lakes Community College Campus Community Coalition Business*

# 2022: THE YEAR IN REVIEW



# RGRTA 2022: THE YEAR IN REVIEW

## TRANSITION TO A NEW CEO

After 11 years as Chief Executive Officer (CEO) of RTS, Bill Carpenter announced in November 2022 his intent to retire by the end of June 2023. Following an internal search, the RGRTA Board of Commissioners appointed then Deputy CEO Miguel Velázquez as the next CEO of RTS effective January 1, 2023. Velázquez joined RTS in 1999 as a member of the Information Technology team. Since then, he served as Chief Information Officer, Chief Operating Officer, and Deputy CEO, prior to being appointed CEO.



Former CEO Bill Carpenter handing the baton to new CEO Miguel Velázquez

## IMPROVED RTS ON DEMAND PLATFORM



To improve the employee and customer experience with RTS On Demand, we implemented a

new software platform powered by Via. The new platform helped RTS improve trip times, vehicle capacity usage, and the overall user experience. The switch to Via provided a new RTS On Demand mobile app, and a website that is providing more options for customer trip requests. From the day we switched to Via, we saw the desired improvements, including record levels of ridership for the RTS On Demand service.

## LAUNCH OF NEW BAY STREET ROUTE

When we launched Reimagine RTS in May 2021, there were components of the plan already recommended for future improvements. Adding a route that provided daily service to Bay Street in the City of Rochester, as well as the Rochester Public Market, was one of our top priorities and we added that route in September 2022. This new route also improved access to destinations such as the Eastman School of Music, World of Inquiry School #58, Thomas P. Ryan Recreation Center, and John James Audubon School #33.

## PROGRAM TO RELOAD FARE PASSES AT RETAIL LOCATIONS WITH VANILLA DIRECT



This program makes it possible for RTS customers to reload their RTS Go accounts at select retail outlets across Monroe County. This includes stores like Walmart, Family Dollar, 7-Eleven, and more. A complete list of participating retail outlets is available on the RTS website.

Customers who have an RTS Go card with the Vanilla Direct barcode can take their card to a cashier at one of the participating retailers and tell them they would like to reload the card. With this program, customers can now reload their RTS Go cards at the RTS Transit Center, in the lobby at 1372 E. Main Street in Rochester, via the *Transit app*, and at these participating retail outlets.

## MORE PROGRESS ON TRANSITION TO ZERO-EMISSION VEHICLES

In 2022, RTS added two more battery electric buses to our fleet and made the necessary upgrades to our campus infrastructure to increase our total number of electric buses to 20. In addition to that progress, we were awarded funding from two grants to conduct a demonstration project with Hydrogen Fuel Cell buses. Thanks to this funding, we started the process of procuring five 40-foot Hydrogen Fuel Cell buses, five Hydrogen Fuel Cell vans, and two mobile fueling stations. These vehicles are expected to have a longer range on the road and shorter fueling time as compared to battery electric buses, making them a potentially attractive option for the full transition of our fleet to zero-emission vehicles.



## ADDING ELECTRIC CAR SHARE STATION AT THE RTS ADMINISTRATION BUILDING WITH FLOSHARE

The Flower City Car Share program (FloShare) launched in 2022, adding another mobility option for the people of Rochester. FloShare is different from other mobility options and car share programs because it is an electric vehicle car sharing program. This program will help address transportation equity, climate justice, shared mobility, and the shifting of a mindset that for too long has focused on car ownership. In addition to participating in the launch event, RTS is partnering with FloShare to establish a station at the 1372 E. Main Street campus. Work on this new station began in 2022 and is expected to finish in 2023.

## REGIONAL CITY AND VILLAGE LOCAL SERVICE STUDY

We made great progress in 2022 on the RTS Regional City and Village Local Service Study. The purpose of this study is to identify the best way to serve the cities and villages specified by the Authority, and if those best practices match the service currently provided in the study areas. The tasks we completed on this project in 2022 include: data collection and analysis, stakeholder interviews, on-site service analysis, customer survey distribution and analysis, and initial draft recommendations.

## GROWING DIVERSITY, EQUITY, AND INCLUSION (DEI) AT RTS

RTS took significant steps in 2022 on its journey to be more diverse, equitable, and inclusive (DEI). The biggest step occurred in April, when we hired Tracy Archie to fill a new role at RTS, the Executive Vice President of DEI. Tracy hit the ground running, and since her arrival we added new members to the RTS Culture and Inclusion Council, expanded our DEI-related trainings, and continued honoring cultural heritages and observances. Our work last year included hosting a special session of the Exploring Racism Group with Action for a Better Community CEO Jerome Underwood. This session focused on equity and the brainstorming of options for collective transformational work.



## EXPANDING OUR PARTNERSHIP WITH THE CITY OF ROCHESTER

RTS and the City of Rochester have a long and successful relationship that grew stronger in 2022 because of two significant projects. One is a first-of-its-kind snow removal partnership along with the Center for Employment Opportunities. This program launched late in 2022 as a pilot program to clear snow from 85 prioritized bus stop and shelter locations in the City of Rochester. These stops are based on average daily ridership and the number of potential customers who rely on wheelchairs or face other mobility challenges. The other is a partnership with the City on a successful competitive grant that will be used to improve bus stop amenities.

*"Since 2017, RTS has expanded opportunities for our students to explore Batavia safely and reliably. From getting groceries, to going out with friends, or just taking in the view, RTS has provided students with easy access to the city of Batavia throughout the academic year."*

**– MC Tasber, Genesee Community College Director of Residence Life & Learning**

# STRATEGIC PLAN & OPERATIONAL INITIATIVES





## THE NEW RTS STRATEGIC PLAN FOR 2023-26

Our strategic plan for 2023-26 represents a continued focus on being an innovative public transit provider in each of the counties we serve. Our strategy embraces our continued focus on technology, service excellence, diversity and inclusion, and 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. We are now focused on building on the new system we implemented in recent years, to improve how we connect our customers to jobs, healthcare, education, shopping, and recreational activities.

As part of that commitment, RGRTA:

- Maintains the \$1 base fare through Fiscal Year 2023-24
- Stabilized and started growing ridership following implementation of Reimagine RTS
- Consistently achieves on-time performance approaching or surpassing 90%
- Is committed to enhancing the customer experience through safe, quality service
- Remains steadfast in our commitment to reinstate 15-minute service as intended through Reimagine RTS. We continue our recruitment efforts to achieve the staffing levels required to reinstate frequent service. Our current plans, based on staffing forecasts, begins the reestablishment of frequent service in the fourth quarter of this fiscal year
- Maintains a strong national reputation for its innovative performance management system (TOPS), and exceeded its TOPS goals nearly every quarter for 11 consecutive years
- Maintains our business model to 32 business partner relationships across the Greater Rochester and Finger Lakes region
- Continues increasing its level of engagement in the communities we serve, including partnerships with the Rochester- Monroe Anti-Poverty Initiative, and the United Way Systems Integration Project

This 2023-26 Strategic Plan is guided by RGRTA's intent, mission, and values, and is built upon the Authority's customer-focused commitment to meet the needs of the community:

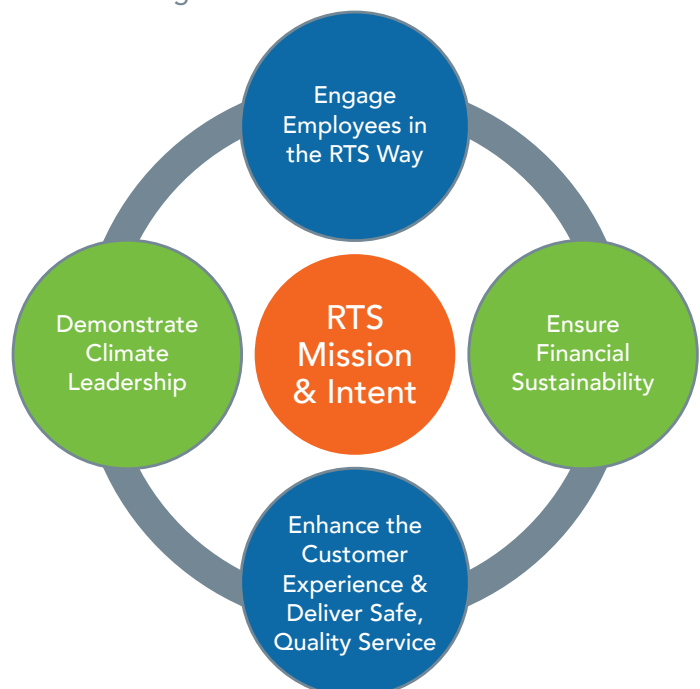
- Transit dependent customers and individuals with limited mobility and resources who rely on us as their primary method of transportation
- Business partners, including the Rochester City School District, colleges, employers from all sectors, and other organizations with concentrated populations of 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
- 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 four interdependent strategies, which are further detailed in the following sections:



## OUR PLAN IS BASED UPON THE FOLLOWING ASSUMPTIONS

### Funding Trends

- After many years of stable annual funding (federal and state), the COVID-19 pandemic has injected a dose of uncertainty and challenge.
- While COVID-19 relief funds from the federal government made it possible to maintain service and begin this plan on steady footing, increased funding, along with new, sustainable dedicated revenue streams from New York State is required to ensure stability in the near- and long-term.
- Relief funds from the federal government represent one-time, stop-gap funding that did what they were intended to do – replace a decline in farebox revenue and cover increased expenses due to the pandemic.
- The Authority will continue applying its private-sector business model and mindset to be more productive in using government funds, while supplementing it with other revenue sources as available.
- Continued engagement with lawmakers in Albany and key stakeholders in our service area will ensure public transit needs are considered as part of important funding decisions in our area.

### Demographic/Population Trends

- There is an increased need for public transit to support a more diverse population and lifestyles based on these changing demographics.
- 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 18% of the service area's population.
- The number of young adults living in the Rochester area is starting to decline due largely to people in their 20's leaving Rochester. Even with this demographic shift, there is still demand from young adults in the Rochester region for better transit and more transportation options.
- More public transportation options exist. Transportation Network Companies (TNC) such as Uber and Lyft are well established in the area. Vanpool and bike share programs are also available.



### Business, Higher Education, and Employment Trends

- Long-term growth in employment is expected to mirror the slow overall population growth rate.
- Education is now a growing sector for employment, along with professional, scientific, and technical services; construction; and finance and insurance. The manufacturing and retail sectors have had lower employment over the last five years.
- 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.
- There is an increase in service economy jobs, such as call center operations, many of which require multiple work shifts and reliance on part-time employment.
- Due to the COVID-19 pandemic there is a significant increase in remote work. The number of people working from home in Monroe County has more than tripled since 2019. This has a negative impact on transit ridership as these workers are no longer commuting.

### 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.



## 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. This reality is expected to continue as one-time federal COVID relief funds are exhausted. We have established three key goals to ensure financial sustainability:

1. Work toward 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 ensuring financial sustainability and funding a variety of needs so we can serve current and future generations.

To achieve this, we will: analyze the cost of different zero-emission vehicle types to inform the development of future budgets, continue our review of our long-term capital funding needs, continue efforts on the final two connection hubs from Reimagine RTS, expand our focus on new facility construction and infrastructure throughout the service area, and update our 15-year campus strategic plan.

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; and developing a continuous improvement process to manage the challenges of public transit funding.

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.

*"A high-quality public transportation system is an essential cornerstone of any thriving city and Rochester is fortunate to have one of the best systems in the nation. Public transit that is efficient, safe, affordable, and accessible provides equity and opportunity for Rochester's citizens and the entire community. I am thankful for the commitment RTS provides to our community and look forward to continuing our ongoing partnership."*

– Malik D. Evans, Rochester Mayor

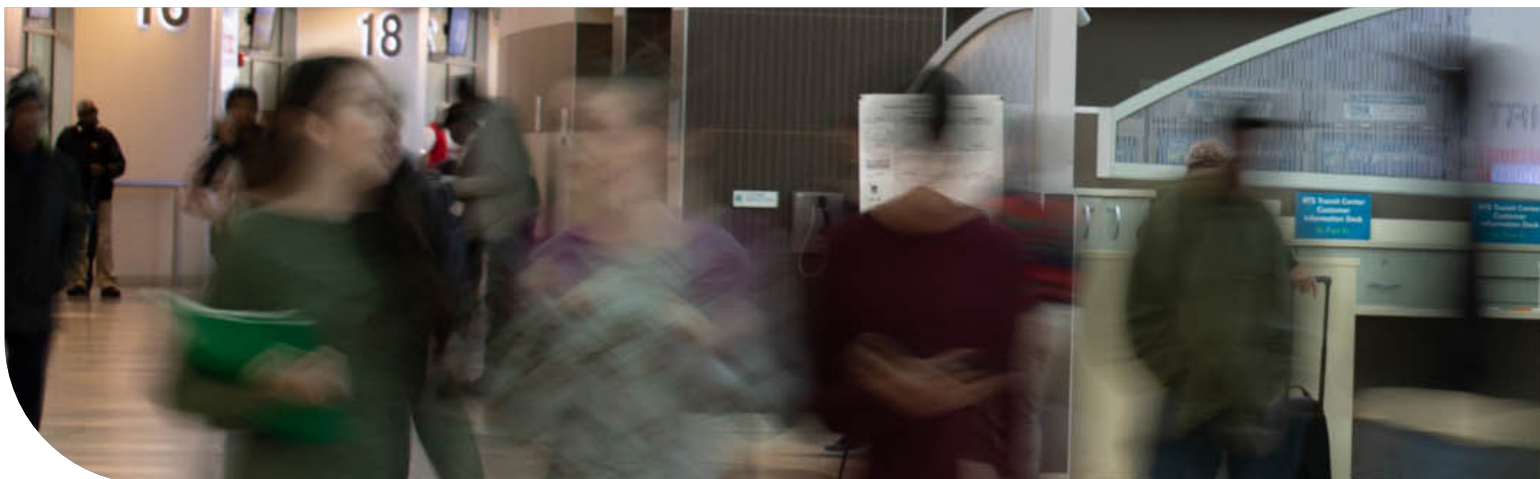
Click the Screen or Scan the QR Code  
to Watch a Short Video Message  
from Mayor Evans



## ENSURE FINANCIAL SUSTAINABILITY

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Analyze the operating cost of different zero-emission vehicle types to inform the development of future budgets	Identify metrics and related data collection and analysis mechanisms	Q1 2023-2024	Zero-Emission Strategies, Finance
	Monthly review meeting established	Q1 2023-2024	
Continuous review of our long-term capital funding needs	Begin capital review for 2024-2025 using the "state of good repair" criteria	Q1 2023-2024	Finance
	Monitor the 2023-2024 Capital Plan for progress and potential competitive grant opportunities	Q1-Q4 2023-2024	
	Review and finalize the 2024-2025 Capital Plan	Q4 2023-2024	
Design and build a new facility for RTS Access*	Start Final Design	Q2 2023-2024	RTS Access, Engineering, Finance
	Complete Final Design	Q2 2024-2025	
	Start Construction	Q1 2025-2026	
	Complete Construction	Q4 2026-2027	
Build a new facility for RTS Wyoming*	Start Construction	Q1 2023-2024	RTS Wyoming, Finance, Engineering
	Complete Construction	Q3 2024-2025	
Design and build a new facility for RTS Seneca*	Start Construction	Q1 2023-2024	RTS Seneca, Finance, Engineering
	Complete Construction	Q3 2024-2025	
Design a new facility for RTS Genesee*	Complete 30% Design	Q2 2023-2024	RTS Genesee, Finance, Engineering
	Complete Environmental Review	Q3 2023-2024	
Identify a site for a new facility for RTS Wayne*	Locate Site	Q2 2023-2024	RTS Wayne, Finance, Engineering
	Complete 30% Design	Q4 2023-2024	
	Complete Environmental Review	Q1 2024-2025	

\*Project timelines are dependent upon securing needed funding.



## ENSURE FINANCIAL SUSTAINABILITY

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Design and build a new bus storage facility for RTS Ontario*	Receive Grant	Q3 2023-2024	RTS Ontario, Finance, Engineering
	Start 30% Design	Q1 2024-2025	
	Complete 30% design	Q3 2024-2025	
	Complete environmental review	Q4 2024-2025	
	Start final design	Q1 2025-2026	
	Complete final design	Q4 2025-2026	
	Start construction	Q1 2025-2026	
	Complete construction	Q3 2026-2027	
Construction of Hylan Drive Connection Hub	Start Construction	Q1 2023-2024	Engineering, Finance
	Complete Construction	Q4 2023-2024	
Construction of New Connection Hub Near Irondequoit Plaza	Secure Property	Q1 2023-2024	Planning, Engineering, Finance, Transportation
	Start Final Design	Q1 2023-2024	
	Complete Final Design	Q1 2023-2024	
	Start Construction	Q2 2023-2024	
	Complete Construction	Q2 2024-2025	
Establish system-wide 15-year strategic plan for RTS facilities	Establish an internal working committee	Q1 2023-2024	Engineering, Zero-Emission Strategies
	Review and prioritize 5/10/15 year needs for Authority-owned campuses	Q3 2023-2024	
	Review preliminary plan with Leadership and EMT	Q3 2023-2024	
	Review preliminary plan with Board	Q3 2023-2024	
	Finalize Plan with EMT	Q4 2023-2024	
	Present and discuss plan with commissioners	Q4 2023-2024	

\*Project timelines are dependent upon securing needed funding.



## ENGAGE EMPLOYEES ON THE RTS WAY

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

Within the organization, 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 way we 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' needs and achieve our strategic goals. To do this, we developed a robust succession planning process where we identify a diverse cross-section of candidates for future leadership roles. We provided Diversity, Equity, and Inclusion, as well as anti-racism training for our Executive and Leadership teams. We implemented inclusive recruitment and on-boarding processes to include cross-functional interview teams and targeted outreach. We continued our investment in Diversity, Equity, and Inclusion (DEI) by hiring our Executive Vice President of DEI and expanded the RTS Culture and Inclusion Council to further embed the RTS Way in our culture.

As set forth in the following initiatives, we will continue our work to implement a new Human Capital Management (HCM) system – formerly known as Human Resources Information System (HRIS) – to ensure RTS employees have improved access and ease of use of employee-related systems. We will tap into our DEI efforts to identify and address workplace policies, practices, and behaviors that act as barriers to Diversity and Inclusion. We will refresh the RTS Way program. We will develop a program to provide additional training for managers and supervisors.

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

*"The Wayne County Department of Social Services has partnered with RTS for transportation services in Wayne County for years. We are pleased to have a good working relationship with the staff at RTS and appreciate the cooperative nature of the relationship so that our Wayne County community can access needed transportation around our rural county."*

**– Lisa Graf, DSS Commissioner for Wayne County**



## ENGAGE EMPLOYEES ON THE RTS WAY

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Implement new HCM system to improve access and ease of use for employees	Limited installation and testing	Q2 2023-2024	People, IT, Accounting
	End user training	Q2 2023-2024	
	Go-live	Q3 2023-2024	
Sustain a work environment that attracts, develops, and retains the best and brightest by identifying and addressing workplace policies, processes, practices, and behaviors that act as barriers to diversity and inclusion	Create a dashboard to track demographic data of the RTS workforce to better ensure equity in recruitment and hiring practices	Q1 2023-2024	DEI
	Develop and implement action plans to increase inclusion and EEO compliance using D&I assessment results	Q1-Q2 2024-2025	
	Conduct a Diversity, Equity, and Inclusion (DEI) climate assessment	Q3 2023-2024	
	Develop strategy to broaden access to talent and improve RTS' position as an employer of choice	Q3-Q4 2023-2024	
	Increase the percentage of employees who indicate "high satisfaction" on the D&I climate assessment survey by 10% over initial baseline survey	Q4 2024-2025	
Develop strategy to implement updated Public Transportation Agency Safety Plan (PTASP)	RGRTA Safety Committee develops implementation and education plan	Q1-Q4 2023-2024	RGRTA Safety Committee
	Begin annual review and update of PTASP	Q2 2023-2024	
	PTASP implementation begins with employee education campaign	Q4 2023-2024	
	Develop and implement employee safety training program	Q4 2023-2024	
RTS Way Program Refresh	Select vendor	Q1 2023-2024	People, Communications & Marketing
	Develop the work plan	Q2 2023-2024	
	Implement launch plan and communications strategy	Q3-Q4 2023-2024	
Introduce program to provide additional training for managers and supervisors	Implement training program	Q1-Q4 2023-2024	People



## ENHANCE THE CUSTOMER EXPERIENCE & DELIVER SAFE, QUALITY SERVICE

*We actively engage with our customers to identify ways to improve their experience, and then design and deliver reliable, cost-effective products consistent with our brand promise.*

With redesigned transit systems in place across the RTS service area, we have turned our focus to making improvements that are innovative and enhance our efforts to provide customers with public transportation that is safe, frequent, reliable, and connected. To ensure the success of this strategic pillar, we need to have a transit system that is financially sustainable. We can then engage with customers and identify innovation and efficiencies that enhance their experience and make it easier to deliver safe, quality service.

The COVID-19 pandemic emphasized the value of public transportation and provided further proof that the disruptive change in our industry that drove the reimagining of our public transit system reflects the evolving needs of the people and communities we serve. The RTS Transit Center, our Customer Relationship Management system (CRM), and the initiatives we have prioritized will allow us to help our customers and make it easier for them to enjoy the ride.

In 2022, we continued bringing to life key elements of the new transit system that truly enhance the customer experience. These included a new software platform for RTS On Demand, the implementation of a new route that provides daily service to Bay Street and the Rochester Public Market, a new program that makes it possible for customers to reload their RTS Go accounts at select retail outlets across Monroe County, a partnership with the Flower City Electric Car Share program, the start of a project that will replace the CAD/AVL system on RTS Access buses and prepare for the implementation of contactless fares, and a study of local service in the respective cities and villages served by the RTS Regional Operation.

Our team is relentless in their commitment to achieving continuous improvement by focusing on reliability, increasing consistency, improving our processes, incorporating new technologies, and using data and analytics to make the best possible decisions.

The goals and tactics listed here represent our commitment to provide safe and sustainable mobility, offering better access, frequency, and reliability.

The following tactics reflect our continued efforts to embrace new technology and improve the customer experience. These include continued efforts to evaluate potential improvements to our regional service, the replacement of CAD/AVL technology on RTS Access buses and the implementation of contactless fares, and an Origin and Destination study to ensure the new transit system is meeting the changed needs of the people we serve. Each of these initiatives will help RTS deliver safe, quality service and improve performance so we can continue making it easy for our customers to enjoy the ride.

Click the Screen or Scan the QR Code  
to Watch a Short Video Message  
from County Executive Adam Bello



*"Access to public transportation is a cornerstone of every thriving community – and RTS continues to be an innovative, steadfast partner in ensuring Monroe County residents can access the services they need to live successful, healthy lives. Whether going to school, the doctor, work, or the grocery store – RTS and its staff keep us moving forward. Their responsiveness to evolving community needs is second to none – from retooling buses to ensure driver and passenger safety during the pandemic, to rolling out electric buses and their goal of being fully zero-emission by 2035. Time and time again RTS has proved to be an essential component of Monroe County's success."*

– Adam Bello, Monroe County Executive

## ENHANCE THE CUSTOMER EXPERIENCE & DELIVER SAFE, QUALITY SERVICE

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Conduct study to evaluate feasibility of a local circulator route in rural villages and cities	Evaluate study recommendations	Q1 2023-2024	RTS Regionals
Conduct study on the need for and feasibility of on-demand service in the regional counties	Begin study	Q1 2023-2024	RTS Regionals
	Receive draft recommendations	Q2 2023-2024	
	Receive final recommendations	Q3 2023-2024	
	Study complete, evaluate recommendations	Q4 2023-2024	
CAD/AVL Replacement and Implementation of Contactless Fares for RTS Access	User acceptance testing and changes (CAD/AVL)	Q4 2022-2023 – Q1 2023-2024	RTS Access, Information Technology
	CAD/AVL full fleet roll-out	Q1 2023-2024	
	Design, installation, and configuration (contactless fares)	Q2 2023-2024	
	User acceptance testing and changes (contactless fares)	Q2-Q3 2023-2024	
	Contactless Fares Pilot	Q3 2023-2024	
	Contactless Fares Roll-out	Q4 2023-2024	
Conduct origin and destination study to identify travel behaviors of customers in the new transit system	Identify and award contract to vendor	Q1-Q2 2023-2024	Planning
	Begin study with data collection	Q3 2023-2024	
	Analyze data and draft findings	Q4 2023-2024	
	Finalize report and complete project	Q4 2023-2024	

*"In Congress, I remain focused on strengthening our local infrastructure through federal funding dedicated to uplifting our local families. This means ensuring our region has access to efficient and reliable public transportation so they can get to work and help grow our local economy. I am so proud of the team at RTS for consistently striving to modernize their fleet and reduce their carbon footprint while still providing excellent service options and connecting our communities. Thank you for all you do."*

– Joe Morelle, Congressman

Click the Screen or Scan the QR Code to Watch a Short Video Message from Congressman Morelle





## DEMONSTRATE CLIMATE LEADERSHIP

*We embrace our role as a climate leader and actively work with lawmakers and environmental leaders to make public transit a key partner in the community's efforts to combat climate change.*

When the Climate Leadership and Community Protection Act was signed into law in 2019, it marked New York State's commitment to reducing economy-wide greenhouse gas emissions 40 percent by 2030 and no less than 85 percent by 2050 from 1990 levels. The law established a Climate Action Council that is developing recommendations to meet these targets and place New York on a path toward carbon neutrality.

RTS and its partner transit systems across the state play a significant role in New York's efforts to achieve its climate goals. Additionally, RTS is one of five transit systems in the state working towards the goal of having 25 percent of its bus fleet zero-emission by 2025 and 100 percent by 2035.

The following initiatives will help us continue our work to meet these goals and further establish our role as a climate leader in the public transit industry. We will design and start building a new fueling and storage depot for zero-emission vehicles. We will purchase Hydrogen Fuel Cell buses and vans, as well as a fueling station as part of a demonstration project to evaluate the feasibility of this technology as part of our fleet. And we will finish updating the RTS Zero-Emission Master Plan.

Continuing our work with New York State and local climate-related organizations will help us enhance our role as a valuable community partner.

## DEMONSTRATE CLIMATE LEADERSHIP

TACTIC (DESCRIPTION)	MILESTONES	TIMING	CHAMPION
Design and build a new facility to help us meet New York's goal of having a zero-emission bus fleet by 2035	Complete Environmental Review	Q3 2023-2024	Maintenance, Finance, Engineering, Zero-Emission Strategies
	Start Final Design	Q4 2023-2024	
	Complete Final Design	Q4 2024-2025	
	Start Construction	Q1 2025-2026	
	Complete Construction	Q3 2026-2027	
Purchase Hydrogen Fuel Cell buses and vans, and a fueling station for demonstration project	Identify fueling station location	Q1 2023-2024	Zero-Emission Strategies
	Finalize specifications for buses and vans	Q1 2023-2024	
	Award fueling station construction services	Q2 2023-2024	
	Fueling station delivered and installed	Q3 2023-2024	
	Buses enter production	Q4 2023-2024	
	Buses delivered	Q4 2023-2024	
	Fueling station commissioned and buses in service	Q4 2023-2024	
Update Zero-Emission Transition Plan	Update plan with on-route charging study and hydrogen fuel cell projects	Q1 2023-2024	Zero-Emission Strategies
	Develop non-revenue zero-emission plan	Q4 2023-2024	

# FINANCIAL PLAN



## FISCAL YEAR 2023-2024 OPERATING BUDGET

Management is pleased to present a balanced operating budget for the fiscal year 2023-2024 (FY2024) which maintains the existing customer fare structures for our entire service area. This is the fourteenth 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 FY2024 are \$124.5 million, representing an increase of 3.3% from the prior year's budget. Within that total, personnel costs are \$89.1 million, an increase of \$1.7 million from the prior year. Non-personnel costs are budgeted at \$35.4 million, an increase of \$2.3 million from the prior year.

Total estimated revenues supporting operations are \$124.5 million, representing an increase of 3.3% from the prior year's budget.

A more in-depth discussion of the key factors, which affect revenues and expenses, follows. A comparison of the FY2024 Operating Budget versus the prior year is provided on the next page.

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

1. Operating Budget for Fiscal Year 2023-2024
2. Multi-Year Budget Projection covering fiscal years 2023-2024 through 2026-2027
3. Ten-Year Capital Improvement Plan covering fiscal years 2023-2024 through 2032-2033



RGRTA myRTS.com	
<b>Certification of the Chief Executive Officer</b>	
<b>Fiscal Year 2023-24 Operating Budget and Financial Plan</b>	
As Chief Executive Officer of the Rochester Genesee Regional Transportation Authority, I hereby certify that the Authority's 2023-24 Operating Budget and Financial Plan have been prepared, to the best of my knowledge and belief, after reasonable inquiry, based upon reasonable assumptions and methods of estimation, and in accordance with the requirements of 2 NYCRR, Part 203.	
Signed:	 Miguel Valázquez Chief Executive Officer Rochester Genesee Regional Transportation Authority
Date: February 3, 2023	
<b>Commissioners</b>	
Monroe County Donald Jeffries Chairman	
Terrence Rice Judith Ahlfeld Seil	
City of Rochester William J. Ambrow Jerdine Johnson Secretary William P. McDonald	
Genesee County Laurie Oltramari	
Livingston County Susanne Carlock	
Ontario County Brian H. Young Vice Chairman	
Orleans County James Beresley	
Seneca County Edward W. White	
Wayne County Michael P. Jankowski	
Wyoming County Richard Kosmerl Treasurer	
ATU Local 282 Jacques Chapman	
Non-Voting Member Heather Bird	

*Financial Certification of the Chief Executive Officer*

## SUMMARY FY2023 AND FY2024 OPERATING BUDGET COMPARISON (\$ MILLIONS)

	2022-2023 OPERATING BUDGET	2023-2024 OPERATING BUDGET	CHANGE	% CHANGE
<b>REVENUES</b>				
Locally Generated	\$ 36.9	\$ 39.3	\$ 2.4	6.4 %
Governmental Subsidies	\$ 71.8	\$ 73.1	\$ 1.3	1.8 %
Mortgage Recording Tax	\$ 11.8	\$ 12.1	\$ 0.3	2.5 %
<b>TOTAL REVENUES</b>	<b>\$120.6</b>	<b>\$124.5</b>	<b>\$4.0</b>	<b>3.3%</b>
<b>EXPENSES</b>				
Personnel	\$ 87.5	\$ 89.1	\$ 1.7	1.9 %
Non-Personnel	\$ 33.1	\$ 35.4	\$ 2.3	6.9 %
<b>TOTAL EXPENSES</b>	<b>\$120.6</b>	<b>\$124.5</b>	<b>\$4.0</b>	<b>3.3%</b>
<b>NET INCOME (DEFICIT)</b>	<b>\$ –</b>	<b>\$ –</b>	<b>\$ –</b>	

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

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

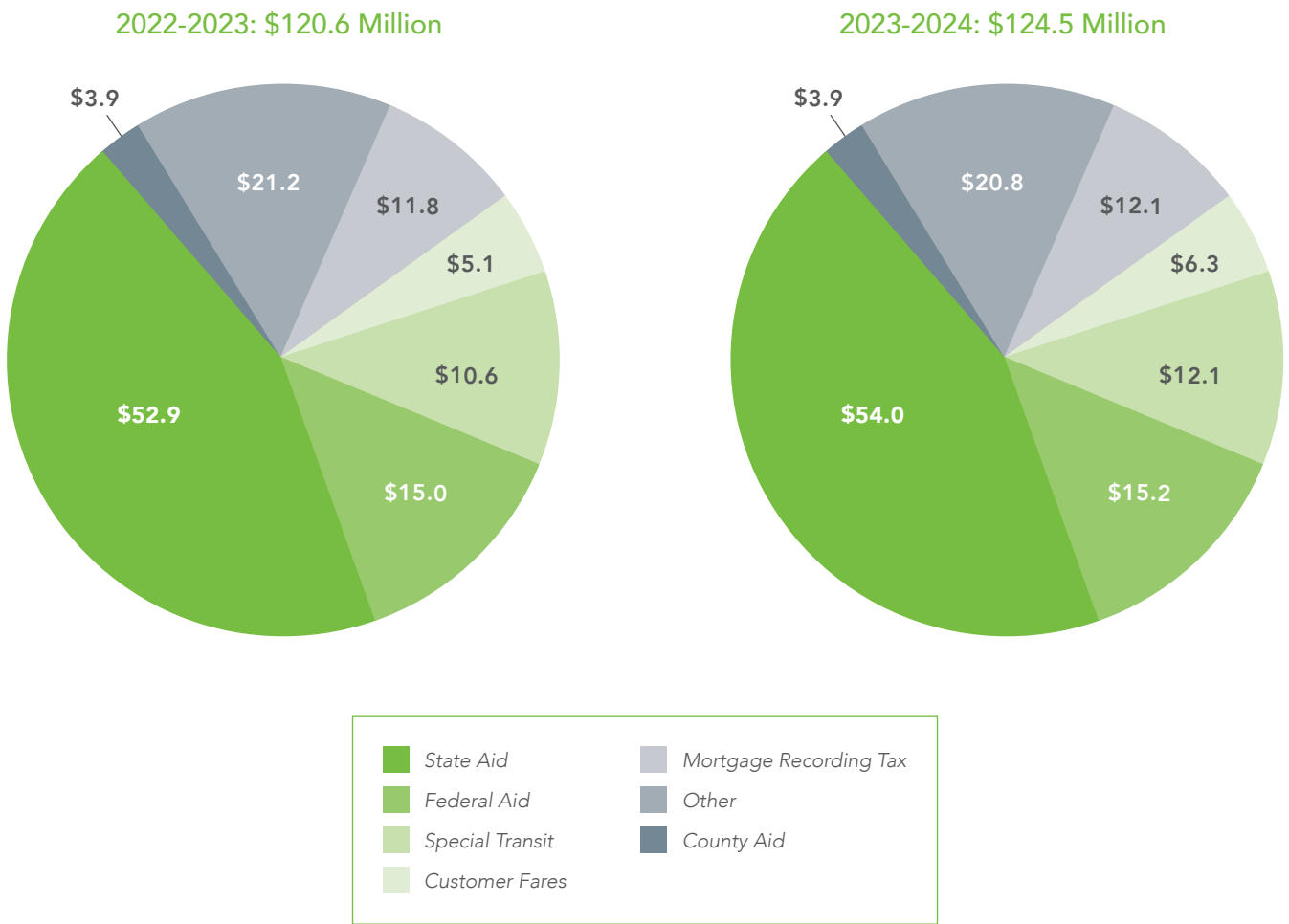
Following is a more in-depth explanation of the key factors which impact revenues and expenses.





REVENUE FACTORS

OPERATING REVENUE SOURCE COMPARISON



LOCALLY GENERATED

These include the categories of customer fares, special transit fares, and other revenues (including the use of previously recognized federal revenues). A total of \$39.3 million is budgeted for FY2024. Locally generated revenues are expected to support approximately 31.6% of total planned operating expenses for FY2024.

Customer Fares

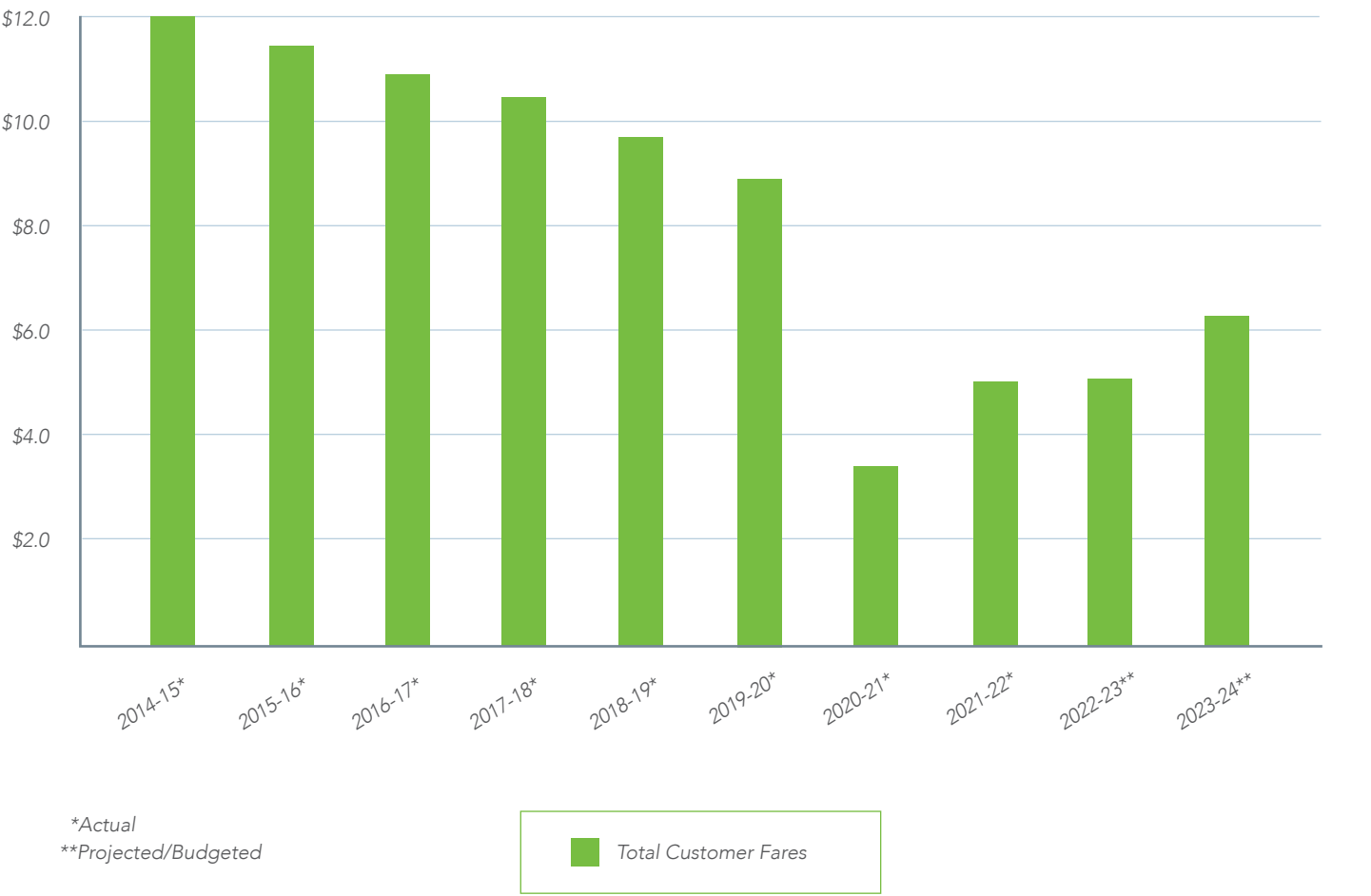
Total budgeted customer fares are estimated to be \$6.3 million, an increase of approximately \$1.2 million from the 2022-2023 Budget. Customer fare revenue has experienced a decline during the pandemic, we are anticipating a modest increase over our projected actual for the FY2023. Customer fares are derived from the cash fare and various pass programs offered to our riders depending on their needs.

Special Transit Fares

A total of \$12.1 million is estimated for special transit fares in the FY2024 budget, an increase of approximately \$1.6 million from the prior year budget. This increase is primarily due to anticipated additional service to our largest subsidy agreement and anticipated continuance of this into FY2024.

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 FARES (\$ MILLIONS)





GOVERNMENTAL SUBSIDIES

Governmental subsidies are the largest revenue category of the Authority and are expected to support approximately 58.7% of total operating expenses for FY2024. Governmental subsidies are received from the federal government, New York State, and each member county.

Federal Aid

Federal aid planned for FY2024 totals \$15.2 million, increasing approximately \$0.2 million from last year's budget. The federal government previously provided multiple stimulus programs that provided additional aid to support public transit during the pandemic. These aid packages were in response to public transit being identified as a critical component to keeping other essential businesses open. During FY2022, the Authority recognized these stimulus funds, and in FY2024 and beyond will use them to effectively bridge the recovery of lost revenue during the pandemic and offset current operating costs.

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 FY2024 is \$54.0 million, up approximately \$1.0 million from last year's budget. This increase from FY2023 is a result of the State's Budget for FY2023 providing \$1.0 million more in funding than was anticipated as part of our FY2023 Budget. We have included no increase in the FY2024 Budget as the Governor's Proposed budget has not been released at the time of our budget development.

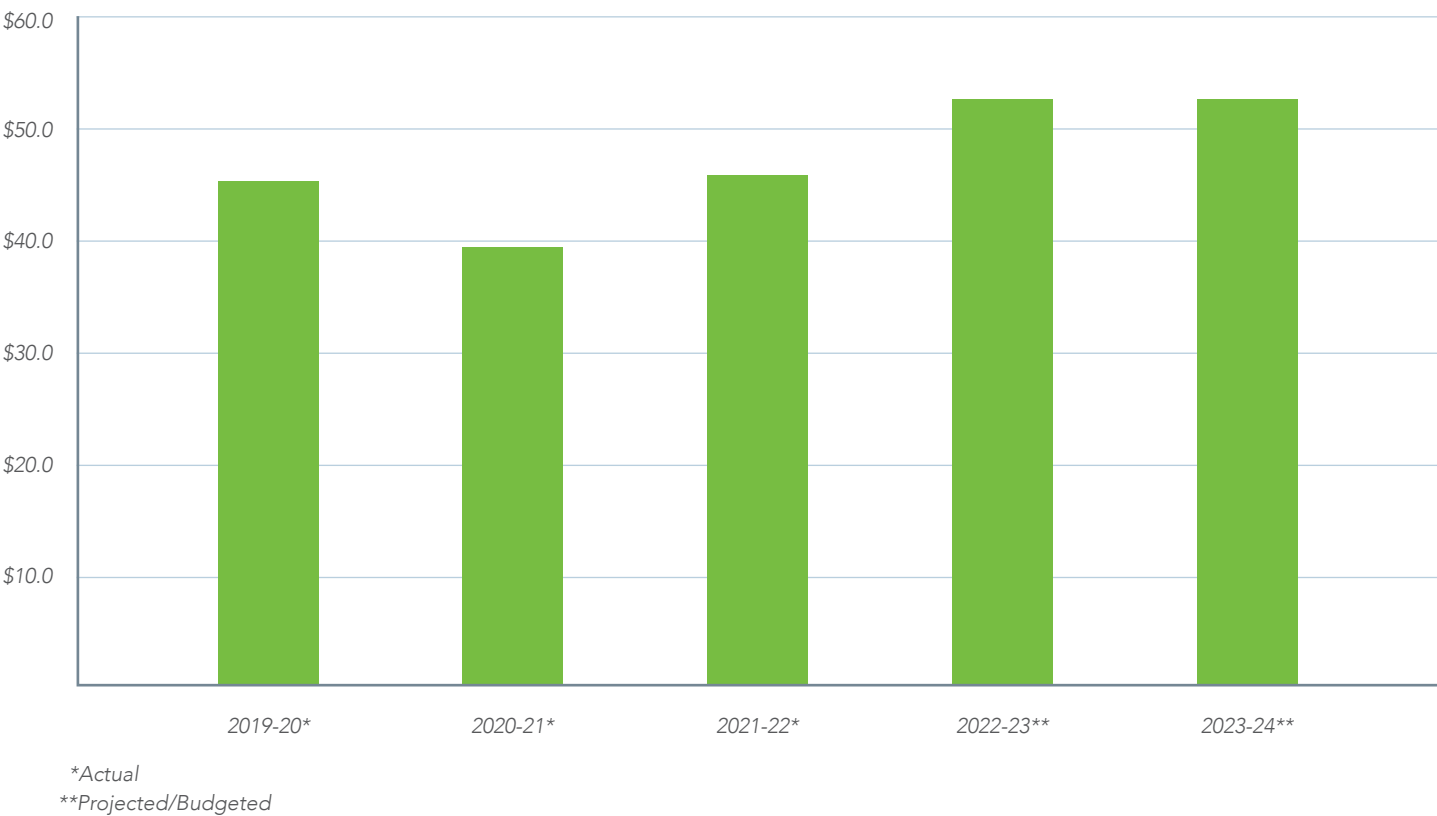
State aid is comprised of an annual state budget allocation under the State Mass Transportation Operating Assistance program (STOA) and mandatory state matching funds for federal preventive maintenance aid.

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)



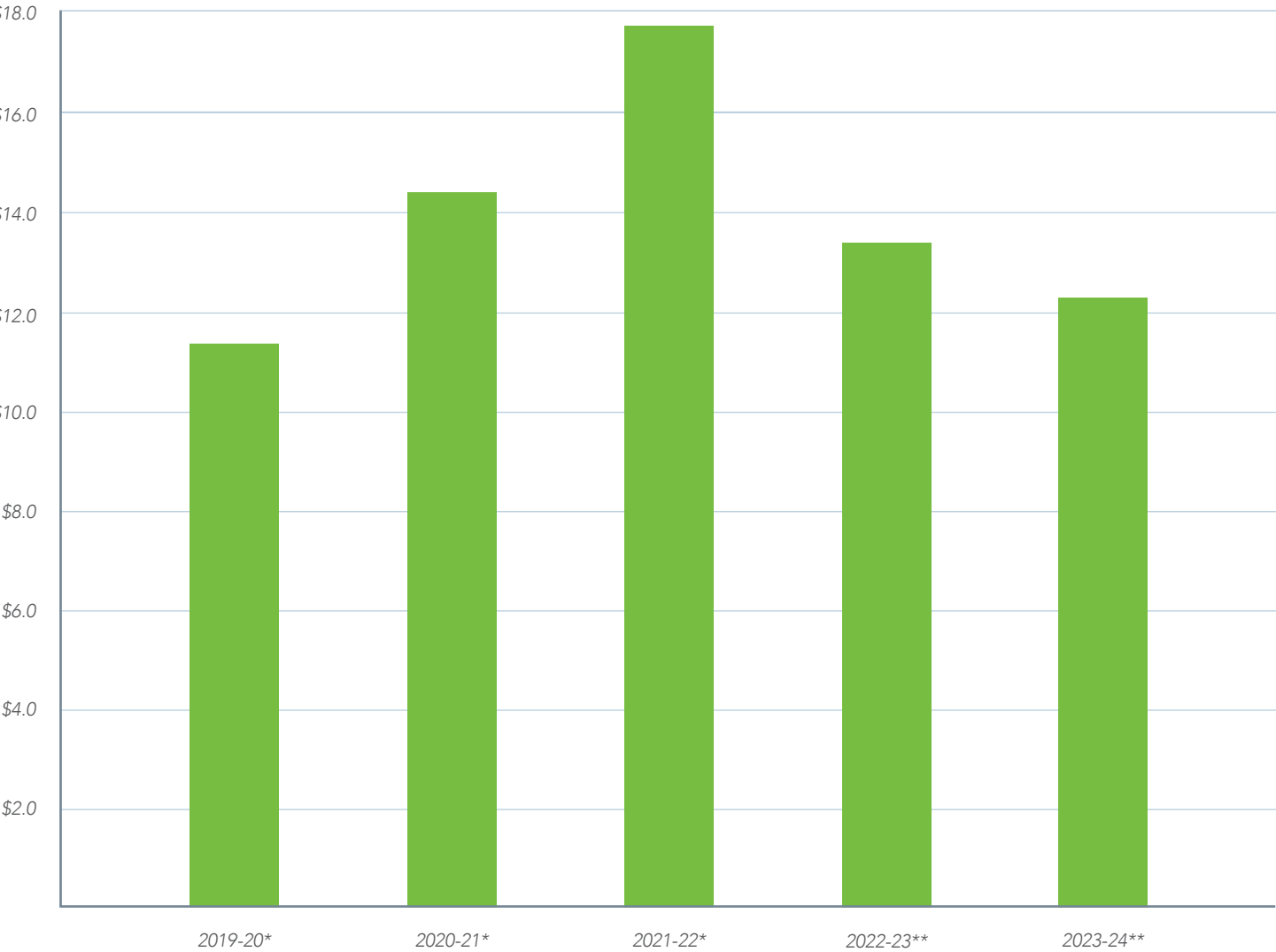


MORTGAGE RECORDING TAX

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 FY2024 is \$12.1 million, a modest 2.5% increase from last year’s budget based on home value increases as noted in prior years.

MORTGAGE RECORDING TAX RECEIPTS (\$ MILLIONS)

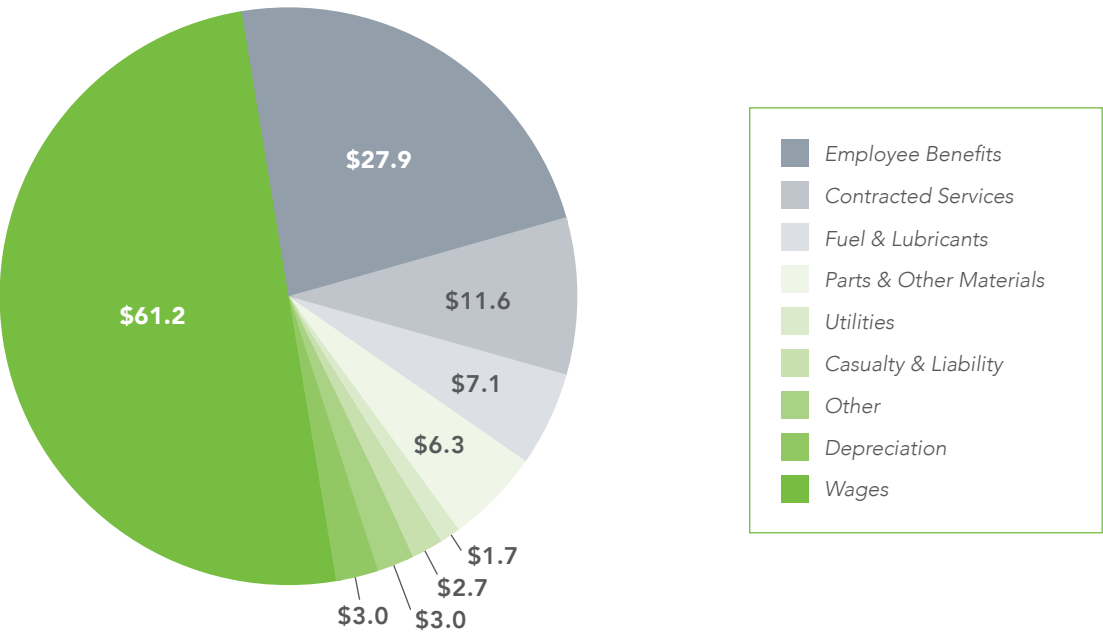


\*Actual  
\*\*Projected/Budgeted

# EXPENSE FACTORS

The Authority’s operational spending plan for FY2024 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 \$124.5 million, representing an approximate increase of \$4.0 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: 2023-24  
\$124.5 MILLION





### PERSONNEL

Total estimated wages and benefits for FY2024 are \$89.1 million, representing an increase of approximately 1.9% from the prior year’s budget. The primary driver of this increase is cost of living adjustments to wages, contractual obligations, and health insurance.

### 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 FY2024 is \$35.4 million, representing an increase of \$2.3 million compared to the prior year’s budget. The chart below provides a detailed year-to-year comparison for each category.

### NON-PERSONNEL SUMMARY (000’s)

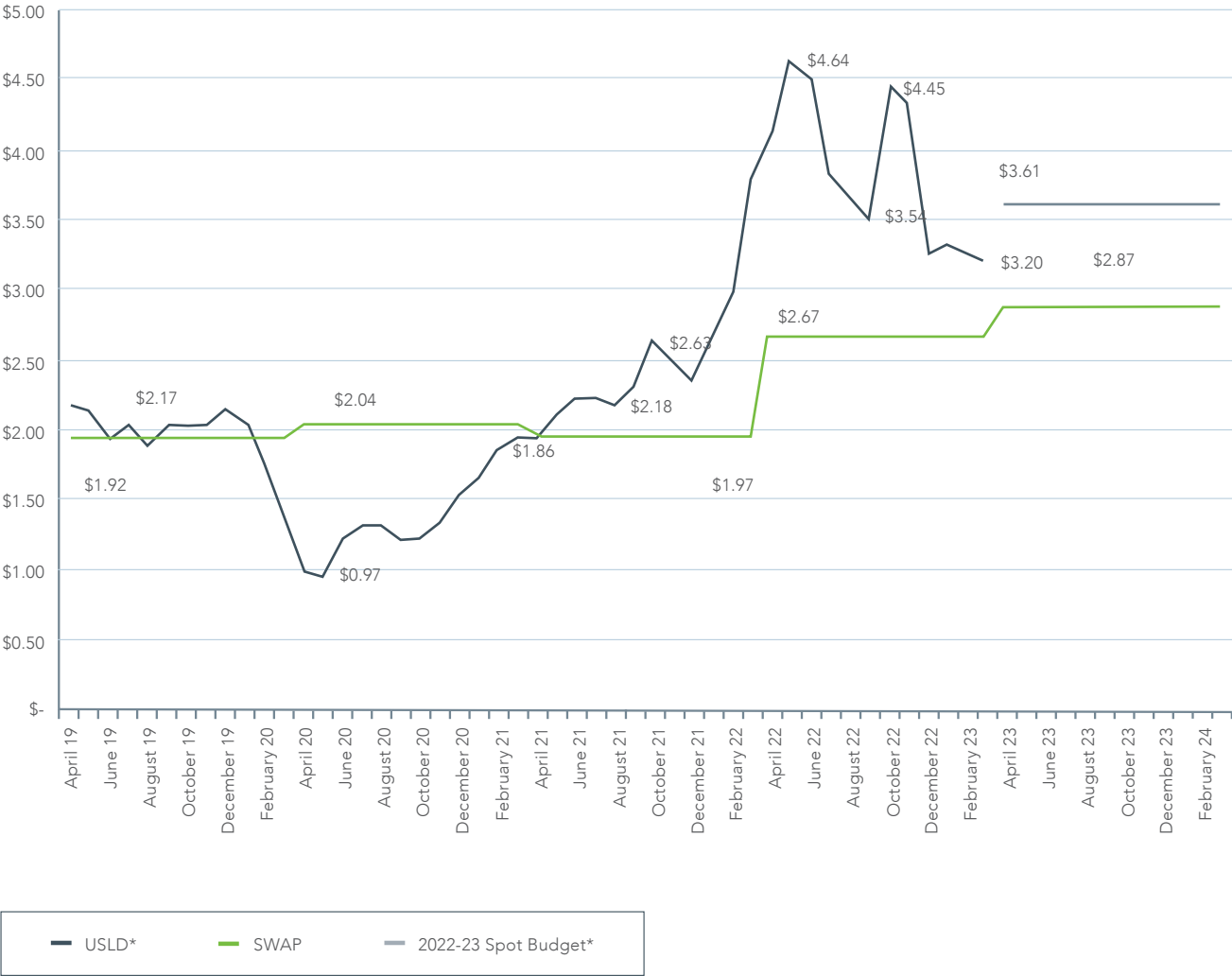
	2022-2023 OPERATING BUDGET	2023-2024 OPERATING BUDGET	CHANGE	% CHANGE
Contracted Services	\$ 10,695	\$ 11,573	\$ 879	8.2 %
Fuel/Lubricants	\$ 6,706	\$ 7,108	\$ 402	6.0 %
Parts	\$ 4,499	\$ 4,612	\$ 113	2.5 %
Depreciation	\$ 3,013	\$ 3,009	\$ (4)	(0.1) %
Casualty & Liability	\$ 2,504	\$ 2,672	\$ 168	6.7 %
Miscellaneous	\$ 1,971	\$ 2,238	\$ 317	16.6 %
Other Materials/Supplies	\$ 1,784	\$ 1,703	\$ (80)	(4.5)%
Utilities	\$ 1,334	\$ 1,731	\$ 398	29.8 %
Lease/Rental	\$ 627	\$ 705	\$ 79	12.5 %
<b>TOTAL</b>	<b>\$33,130</b>	<b>\$35,402</b>	<b>\$2,272</b>	<b>6.9 %</b>

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

Fuel and Lubricants

Fuel and lubricant costs estimated at \$7.1 million for FY2024, increasing \$0.4 million from the prior year budget. The FY2024 budget is based upon historical and current futures market price indications. The chart below depicts the historical price per gallon over the past three years, as well as the budgeted spot 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 FY2024 total \$6.3 million, representing a minor 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 FY2024 contracted services expenses are \$11.6 million, an increase of approximately 8.2% due primarily to cost of living adjustments to existing contracts.

### Miscellaneous and Other Expenses

Miscellaneous and other expenses during FY2024 are budgeted at \$7.4 million, increasing by \$1.0 million from the prior year's budget due to rising utility rates and usage. 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 FY2024 is budgeted at \$3.0 million, flat from the prior year's budget. Local depreciation accounts for the expense associated with past and current year Capital Improvement plans of the Authority.





# MULTI-YEAR BUDGET PROJECTION

## *Fiscal Years 2022-23 – 2026-27*

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. As of March 31, 2022, the Authority's AUNA totaled approximately \$79.8 million.

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

The revenues supporting operations are essentially flat, ranging from \$96.9 million to \$97.9 million. Projected annual operating expenses increase from \$134.6 to \$158.2 million over the same period, representing an increase of \$23.6 million. Each year of the projection shows a funding gap that grows from \$37.7 million to \$60.3 million with a cumulative total gap of \$80.3 million.

The Authority's current fiscal strength (represented by an estimated \$79.8 million of AUNA on March 31, 2023) could theoretically close these projected funding gaps through fiscal year 2024-25, 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 increased in the 2022-2023 State Proposed Budget and then remains flat
- No increase in member county subsidies
- Stimulus Act funding due to the pandemic is eliminated and 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 2023-2024 is based on anticipated service levels across the service area.

### Personnel

- Service needs being met on a regular basis
- Medical insurance premium rates increase according to anticipated self-insurance costs. All employees continue to share in premium cost

### Non-personnel

- Impacted due to anticipated cost of living adjustments

## CONSOLIDATED MULTI-YEAR BUDGET PROJECTION 2024-2025 TO 2026-2027<sup>1</sup> (\$ MILLIONS)

	PROJECTED 2022-2023	BUDGET 2023-2024 <sup>2</sup>	PROJECTION 2024-2025	PROJECTION 2025-2026	PROJECTION 2026-2027
<b>REVENUES</b>					
<b>LOCALLY GENERATED REVENUES<sup>3</sup></b>					
Fares: Cash, Passes, Subsidy Agreements	\$ 15.7	\$ 18.4	\$ 18.5	\$ 18.5	\$ 18.5
Other (Interest Earnings, Recoveries, Reimbursements)	\$ 21.2	\$ 20.8	\$ 2.6	\$ 2.7	\$ 2.7
<b>LOCALLY GENERATED REVENUES</b>	<b>\$ 36.9</b>	<b>\$ 39.3</b>	<b>\$ 21.1</b>	<b>\$ 21.2</b>	<b>\$ 21.3</b>
<b>GOVERNMENTAL SUBSIDIES</b>					
Federal	\$ 15.5	\$ 15.2	\$ 6.5	\$ 6.5	\$ 6.5
State	\$ 53.8	\$ 54.0	\$ 53.1	\$ 53.1	\$ 53.1
County	\$ 3.9	\$ 3.9	\$ 3.9	\$ 3.9	\$ 3.9
<b>GOVERNMENTAL SUBSIDIES</b>	<b>\$ 73.2</b>	<b>\$ 73.1</b>	<b>\$ 63.4</b>	<b>\$ 63.5</b>	<b>\$ 63.5</b>
<b>MORTGAGE RECORDING TAX</b>	<b>\$ 13.3</b>	<b>\$ 12.1</b>	<b>\$ 12.4</b>	<b>\$ 12.8</b>	<b>\$ 13.1</b>
<b>TOTAL REVENUE</b>	<b>\$123.4</b>	<b>\$124.5</b>	<b>\$ 96.9</b>	<b>\$ 97.4</b>	<b>\$ 97.9</b>
<b>EXPENSES</b>					
<b>PERSONNEL</b>					
Employee Wages	\$ 57.6	\$ 61.2	\$ 64.3	\$ 67.5	\$ 70.9
Medical Insurance	\$ 16.0	\$ 15.0	\$ 17.7	\$ 20.9	\$ 24.7
Other Fringe Benefits	\$ 12.7	\$ 12.9	\$ 14.2	\$ 15.6	\$ 17.2
<b>TOTAL PERSONNEL</b>	<b>\$ 86.4</b>	<b>\$ 89.1</b>	<b>\$ 96.2</b>	<b>\$104.0</b>	<b>\$112.8</b>
<b>NON-PERSONNEL</b>					
Fuel & Lubricants	\$ 6.7	\$ 7.1	\$ 8.1	\$ 9.3	\$ 10.7
Other Non-Personnel	\$ 26.4	\$ 28.3	\$ 30.3	\$ 32.4	\$ 34.7
<b>TOTAL NON-PERSONNEL</b>	<b>\$ 33.1</b>	<b>\$ 35.4</b>	<b>\$ 38.4</b>	<b>\$ 41.7</b>	<b>\$ 45.4</b>
<b>TOTAL EXPENSES</b>	<b>\$119.5</b>	<b>\$124.5</b>	<b>\$134.6</b>	<b>\$145.7</b>	<b>\$158.2</b>
<b>NET INCOME (DEFICIT) FROM OPERATIONS &amp; SUBSIDIES<sup>2</sup></b>	<b>\$ 3.9</b>	<b>—</b>	<b>\$ (37.7)</b>	<b>\$ (48.3)</b>	<b>\$ (60.3)</b>
<b>ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS BOY</b>	<b>\$ 79.8</b>	<b>\$ 83.7</b>	<b>\$ 66.0</b>	<b>\$ 28.3</b>	<b>\$ (20.0)</b>
<b>ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS EOY</b>	<b>\$ 83.7</b>	<b>\$ 66.0<sup>3</sup></b>	<b>\$ 28.3</b>	<b>\$ (20.0)</b>	<b>\$ (80.3)</b>

<sup>1</sup>Rounding may cause mathematical errors.

<sup>2</sup>As of December 31, 2022.

<sup>3</sup>Locally generated revenues includes use of estimated available unrestricted net assets.

## TEN-YEAR CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) is the Authority's ten-year 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 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 CEO 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.

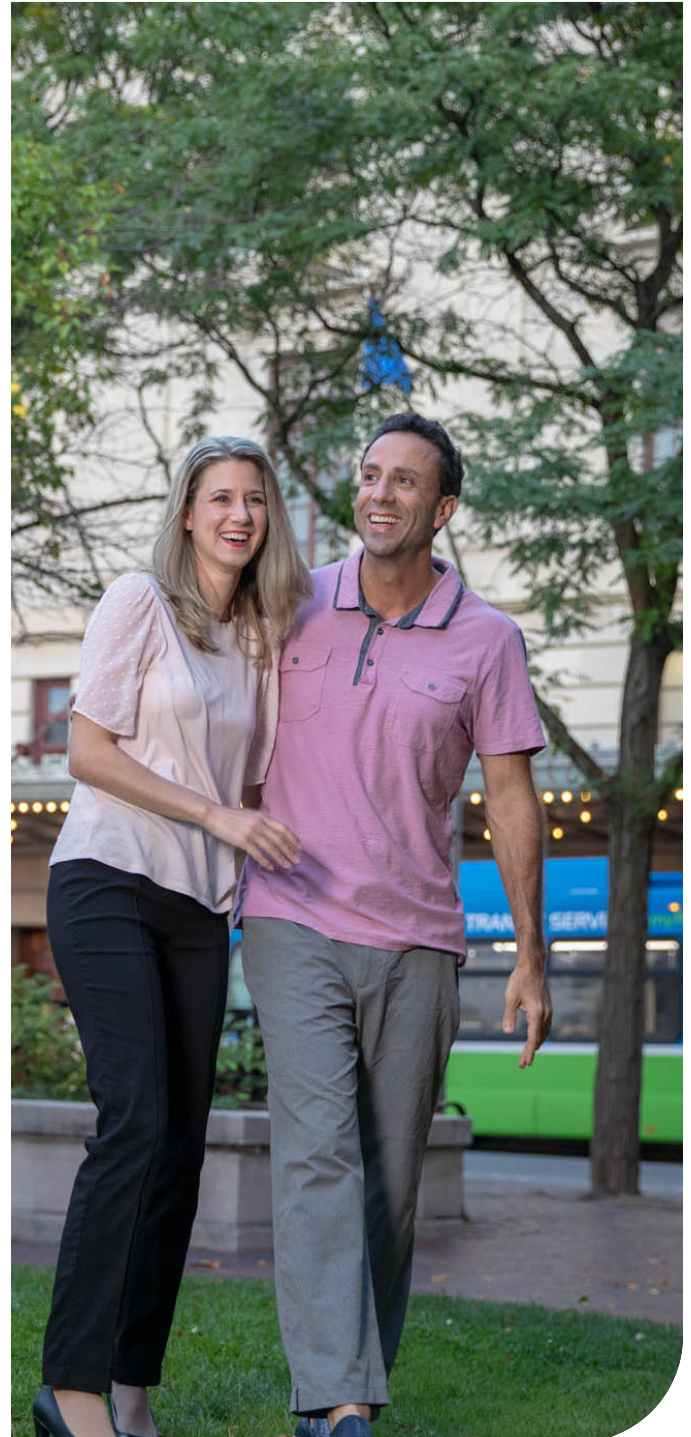
### GENERAL OVERVIEW

The CIP is fiscally constrained within available funding over the ten year period. It contains 97 projects with estimated expenses of \$377.6 million. The first year of the plan including projects in progress is \$148.1 million.

### 2023-24 CAPITAL EXPENSES BY PROJECT TYPE

PROJECT TYPE	NUMBER OF PROJECTS	\$ (MILLIONS)
Preventive Maintenance	1	\$ 30.4
Rolling Stock	22	\$ 69.8
Facilities	8	\$ 39.7
Equipment	6	\$ 3.2
Transportation Technologies	5	\$ 3.6
Other	7	\$ 1.5
<b>TOTAL</b>	<b>49</b>	<b>\$148.1</b>

Management decisions about the allocation of limited capital resources are tied to the Authority's priorities through the scoring criteria identified in the Transit Asset Management Plan. The results of the project scoring emphasize 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.



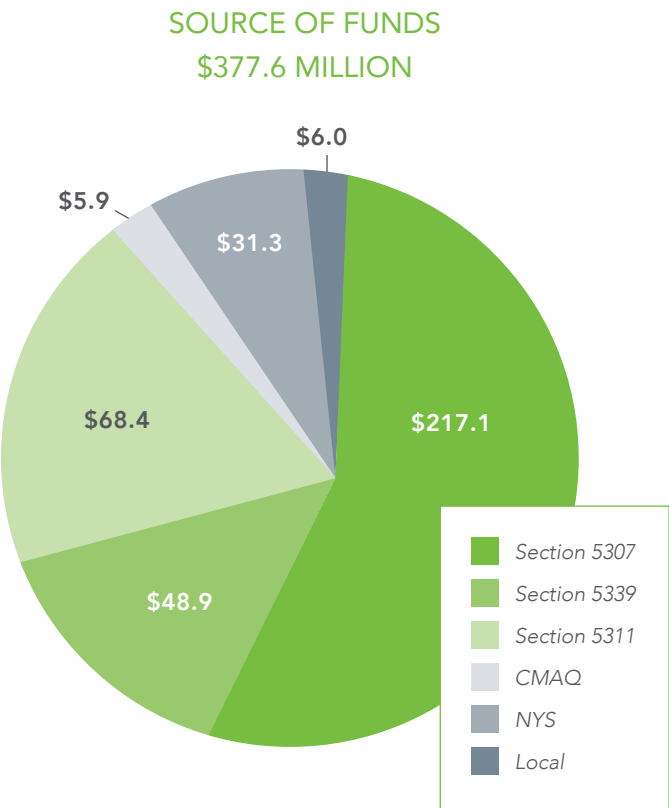
SOURCE OF FUNDS

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 November 2021, the Infrastructure Investment and Jobs Act reauthorizing surface transportation programs through Fiscal Year 2025 was signed into law. This establishment of a long-term funding bill provides stability and allows 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 70% of total funding) supporting the Authority's Ten-Year Capital Improvement Plan.

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 estimates for federal fiscal years 2022-2025 and then flat based on 2021 funding for the remainder of the plan.
- The Infrastructure Investment and Jobs 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.
- No additional New York State dedicated capital funding is assumed past 2026/27.
- Other CIP funds include distributions from the RGRTA capital reserve fund.





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 \$93.7 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 \$230 million is planned for the upcoming ten-year period, inclusive of vehicles currently under order. To accommodate the uneven annual fleet replacement schedule, the Authority will, when necessary, carry forward significant grant allocations from year to year. Continual evaluation of the size and make-up of the Authority’s fleet roster to identify the most efficient use of revenue vehicles to satisfy customer demand is essential.

Hydrogen Fuel Cell Powered Buses

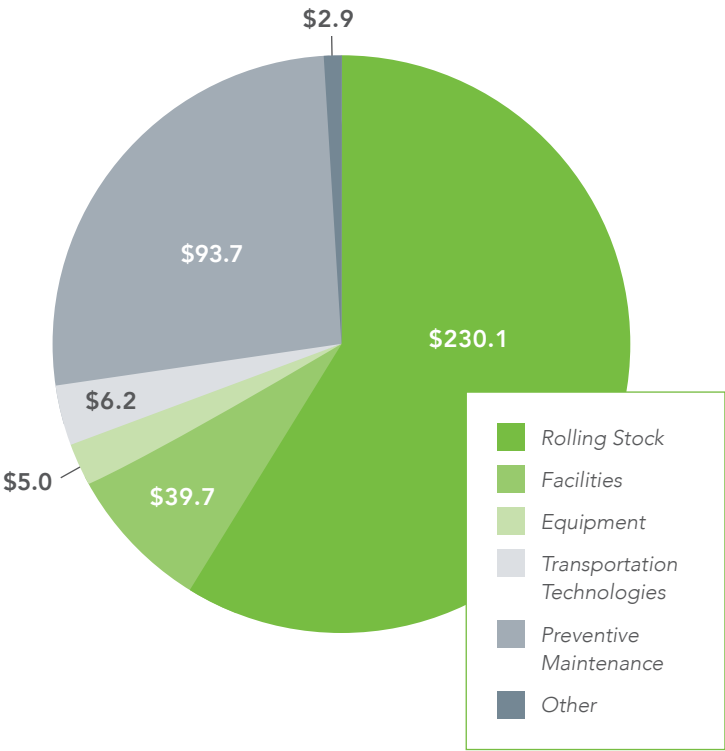
The Authority was awarded discretionary grant funding to purchase five hydrogen fuel cell powered 40-ft buses, up to five hydrogen fuel cell powered vans and fueling infrastructure. This project will allow the Authority to better evaluate the performance of hydrogen fuel cell powered vehicles in this region. Coupled with data collected from the operation of battery electric buses, this will allow for the Authority to better plan its transition to a 100% zero-emission fixed route fleet.

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 investments in a new operations facility for RTS Access and construction of Regional facilities. The CIP contains \$39.7 million to be invested in facilities.

USE OF FUNDS BY OBJECT OF EXPENSE

\$377.6 MILLION



### Reimagine RTS Connection Hubs

The changes we made through Reimagine RTS have improved the way customers travel across the region. The incorporation of alternative methods of transportation to the standard fixed route system served by 40-ft buses added 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 has constructed Connection Hubs. During this fiscal year the Authority intends to continue to progress the Hyland Drive Connection Hub and a revised location for the Irondequoit Plaza Connection Hub.

### RTS Access Facility

The existing facility for RTS Access needs significant renovations to bring it to a state of good repair. Due to the location and size of the existing property, the Authority has determined a new location needs to be found for a future facility that not only meets the current needs to provide paratransit service but allows for anticipated future growth. The Authority has completed the preliminary design for the new facility and anticipates completing the environmental review shortly. The funding included in the Capital Plan will allow the Authority to purchase the desired property and progress to final design. Partial funding for the construction of the facility has been secured, but additional funding is needed to fully fund the project.

### 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. This project was implemented for RTS in 2020. It has improved customer experiences through increased flexibility in fare payments, improved boarding times, and allows the Authority to gather more detailed ridership data to better structure service to meet the demands of customers. With remaining funding in the initial CMAQ award, the Authority is expanding mobile fare collection options to RTS Access with an anticipated go live in the Fall of 2023.

Total investment in Transportation Technologies over this CIP is \$6.2 million.

#### Equipment

This classification contains assets necessary to maintain or increase operational efficiencies, such as routine maintenance facility equipment. The Authority will fund \$5 million in equipment needs in this CIP.

#### Other

Capital projects in this section of the Plan are primarily focused on transit enhancements for the public. Such projects include the installation of bus shelters at RTS and for the regional companies. The total investment in miscellaneous projects is \$2.9 million in this CIP.





[illegible]

## 2023/24 – 2032/33 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/22	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	TOTAL
Replace 8 Regional Buses	RTS Ontario	968,550											\$968,550
Replace 4 Regional Buses	RTS Orleans	519,322											\$519,322
Replace 6 Regional Buses	RTS Seneca	692,427											\$692,427
Replace 7 Regional Buses	RTS Wayne	778,982											\$778,982
Replace 4 Regional Buses	RTS Wyoming	519,322											\$519,322
Replace 10 Type III Buses	RTS Genesee		1,605,000										\$1,605,000
Replace 2 Regional Buses	RTS Livingston		325,000										\$325,000
Replace 2 Regional Buses	RTS Ontario		325,000										\$325,000
Expand 1 Regional Bus	RTS Ontario		268,248										\$268,248
Replace 2 Regional Buses	RTS Orleans		325,000										\$325,000
Replace 10 Regional Buses	RTS Wayne		1,605,000										\$1,605,000
Replace 10 Regional Buses	RTS Wyoming		1,605,000										\$1,605,000
Replace 4 Regional Buses	RTS Livingston				1,189,645								\$1,189,645
Replace 12 Regional Buses	RTS Wayne				3,568,936								\$3,568,936
Replace 9 Regional Buses	RTS Livingston					1,657,597							\$1,657,597
Replace 9 Regional Buses	RTS Ontario					1,657,597							\$1,657,597
Replace 6 Regional Buses	RTS Orleans					1,105,065							\$1,105,065
Replace 8 Regional Buses	RTS Seneca					1,473,420							\$1,473,420
Replace 10 Regional Buses	RTS Wayne					1,841,774							\$1,841,774
Replace 4 Regional Buses	RTS Livingston						762,495						\$762,495
Replace 12 Regional Buses	RTS Ontario						2,287,484						\$2,287,484
Replace 10 Regional Buses	RTS Wayne						1,906,237						\$1,906,237
Replace 8 Regional Buses	RTS Wayne						2,548,756						\$2,548,756
Replace 14 Regional Buses	RTS Wyoming						2,668,731						\$2,668,731
Replace 10 Regional Buses	RTS Genesee							1,972,955					\$1,972,955
Replace 4 Regional Buses	RTS Livingston							1,318,981					\$1,318,981
Replace 10 Regional Buses	RTS Wayne							1,972,955					\$1,972,955
Replace 1 Regional Bus	RTS Ontario								341,286				\$341,286
Replace 2 Regional Buses	RTS Genesee									706,463			\$706,463

## 2023/24 – 2032/33 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/22	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	TOTAL
Replace 2 Regional Buses	RTS Wayne									706,463			\$706,463
Replace 9 Regional Buses	RTS Livingston										1,968,705		\$1,968,705
Replace 9 Regional Buses	RTS Ontario										1,968,705		\$1,968,705
Replace 6 Regional Buses	RTS Orleans										1,312,470		\$1,312,470
Replace 8 Regional Buses	RTS Seneca										1,749,960		\$1,749,960
Replace 10 Regional Buses	RTS Wayne										2,187,450		\$2,187,450
Replace 4 Regional Buses	RTS Livingston											1,513,561	\$1,513,561
Replace 12 Regional Buses	RTS Ontario											2,716,813	\$2,716,813
Replace 10 Regional Buses	RTS Wayne											2,264,011	\$2,264,011
Replace 14 Regional Buses	RTS Wyoming											3,169,615	\$3,169,615
<b>TOTAL ROLLING STOCK</b>		<b>\$50,668,777</b>	<b>\$19,109,934</b>	<b>\$4,484,709</b>	<b>\$23,673,114</b>	<b>\$37,185,798</b>	<b>\$21,114,587</b>	<b>\$20,383,559</b>	<b>\$1,868,224</b>	<b>\$15,258,030</b>	<b>\$17,830,847</b>	<b>\$18,496,628</b>	<b>\$230,074,207</b>

2023/24 – 2032/33 CAPITAL IMPROVEMENT PLAN CONTINUED													
PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/22	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	TOTAL
Connection Hubs	RTS	3,535,701											\$3,535,701
Advanced Environmental Service Building	RTS	500,197											\$500,197
Garage D Charging Depot	RTS	528,416											\$528,416
RTS Access Facility	RTS Access	25,941,895											\$25,941,895
RTS Genesee Facility	RTS Genesee	736,820											\$736,820
RTS Seneca Facility	RTS Seneca	3,188,299											\$3,188,299
RTS Wayne Facility Design	RTS Wayne	187,465											\$187,465
RTS Wyoming Facility Construction	RTS Wyoming	5,084,973											\$5,084,973
TOTAL FACILITIES		\$39,703,766	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$39,703,766
Maintenance Equipment	RTS	448,064	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	\$1,448,064
Replace Road Supervisor Cars	RTS	131,400			143,584	98,595	253,881	156,898			171,447	117,727	\$1,073,532
Electric Bus Charging Infrastructure	RTS	2,386,941											\$2,386,941
Electric Courier Car	RTS	40,000											\$40,000
Non-Revenue SUV	Regionals	35,000											\$35,000
Generator Replacement	RTS Livingston	35,500											\$35,500
TOTAL EQUIPMENT		\$3,076,905	\$100,000	\$100,000	\$243,584	\$198,595	\$353,881	\$256,898	\$100,000	\$100,000	\$271,447	\$217,727	\$5,019,037

## 2023/24 – 2032/33 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/22	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	TOTAL
Replace IT Hardware	RTS	383,108	508,974	318,219	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	\$3,530,301
HRIS Replacement	RTS	729,654											\$729,654
On-Board Radio & Antenna Replacement	RTS	464,426											\$464,426
Demand Response Software	RTS	297,910											\$297,910
Mobile Ticketing	RTS & Access	1,207,820											\$1,207,820
<b>TOTAL TRANSPORTATION TECHNOLOGIES</b>		<b>\$3,082,918</b>	<b>\$508,974</b>	<b>\$318,219</b>	<b>\$290,000</b>	<b>\$290,000</b>	<b>\$290,000</b>	<b>\$290,000</b>	<b>\$290,000</b>	<b>\$290,000</b>	<b>\$290,000</b>	<b>\$290,000</b>	<b>\$6,230,111</b>
Transit Enhancement (Bus Shelters)	RTS	349,577	160,289	160,289	160,289	160,289	160,289	160,289	160,289	160,289	160,289	160,289	\$1,952,465
Bus Passenger Amenities	RTS	720,500											\$720,500
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 Seneca	20,000											\$20,000
Replace 5 Bus Shelters	RTS Wayne	100,000											\$100,000
<b>TOTAL OTHER</b>		<b>\$1,290,077</b>	<b>\$160,289</b>	<b>\$160,289</b>	<b>\$160,289</b>	<b>\$160,289</b>	<b>\$160,289</b>	<b>\$160,289</b>	<b>\$160,289</b>	<b>\$160,289</b>	<b>\$160,289</b>	<b>\$160,289</b>	<b>\$2,892,965</b>
<b>GRAND TOTAL</b>		<b>\$112,977,166</b>	<b>\$35,171,920</b>	<b>\$13,164,466</b>	<b>\$32,739,812</b>	<b>\$46,360,642</b>	<b>\$28,433,034</b>	<b>\$27,508,041</b>	<b>\$8,678,909</b>	<b>\$22,068,715</b>	<b>\$24,984,427</b>	<b>\$25,542,767</b>	<b>\$377,629,898</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. Additionally, there is savings associated with reduced maintenance for newer buses for parts and labor. Finally, the incorporation of additional zero-emission buses in the fleet is anticipated to reduce fuel and maintenance costs.

### FACILITY PROJECTS

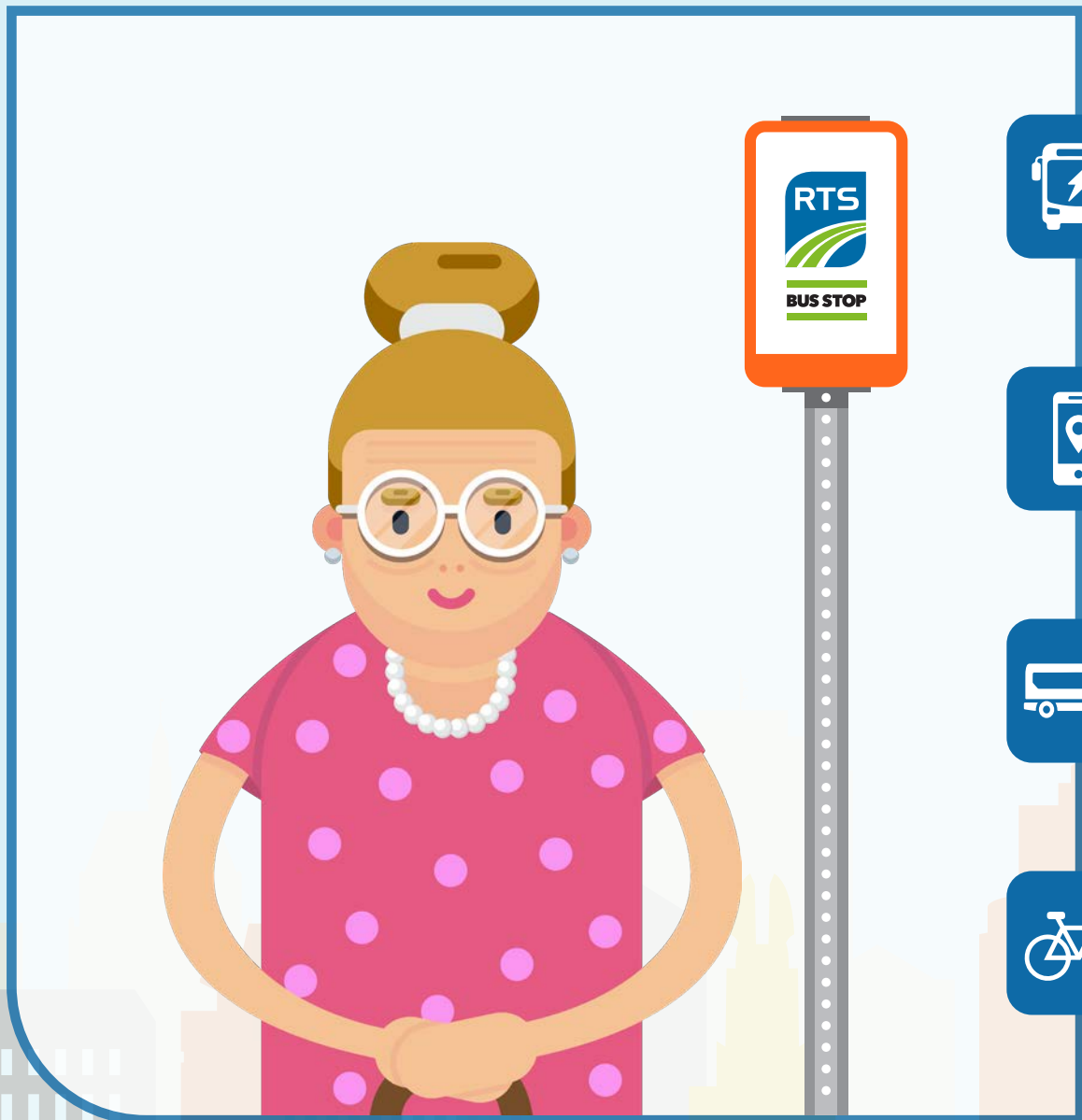
The completion of the new RTS Access Facility will likely increase utility costs due to the sizing of the facility over the current location. Increased efficiency and effectiveness of the operations will likely result in cost savings for the Authority. A formal analysis has not yet been performed to determine the total operating budget impact of the new facility.

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





# OPERATING BUDGET



## CONSOLIDATED COMPARISON 2023-24 OPERATING BUDGET (000's)

	2021-22 ACTUAL	2022-23 BUDGET	2022-23 PROJECTION*	2023-24 BUDGET	VARIANCE 2022-23 PROJECTION	VARIANCE 2022-23 BUDGET	% CHG BUDGET
<b>REVENUES</b>							
Customer Fares	\$ 4,961	\$ 5,122	\$ 5,122	\$ 6,324	\$ 1,201	\$ 1,201	23.5%
Special Transit Fares	\$ 9,537	\$ 10,553	\$ 10,553	\$ 12,105	\$ 1,552	\$ 1,552	14.7%
Other Revenues**	\$ 19,124	\$ 21,219	\$ 21,219	\$ 20,839	\$ (380)	\$ (380)	-1.8%
<b>TOTAL LOCALLY GENERATED REVENUES</b>	<b>\$ 33,622</b>	<b>\$ 36,894</b>	<b>\$ 36,894</b>	<b>\$ 39,267</b>	<b>\$ 2,373</b>	<b>\$2,373</b>	<b>6.4 %</b>
Federal Aid	\$ 58,633	\$ 14,975	\$ 15,462	\$ 15,227	\$ (236)	\$ 251	1.7 %
State Aid	\$ 46,858	\$ 52,946	\$ 53,832	\$ 53,965	\$ 133	\$ 1,019	1.9 %
County Aid	\$ 4,031	\$ 3,910	\$ 3,910	\$ 3,910	\$ –	\$ –	–
<b>TOTAL GOVERNMENTAL SUBSIDIES</b>	<b>\$ 109,521</b>	<b>\$ 71,831</b>	<b>\$ 73,204</b>	<b>\$ 73,101</b>	<b>\$ (103)</b>	<b>\$1,270</b>	<b>1.8 %</b>
<b>MORTGAGE RECORDING TAX</b>	<b>\$ 17,720</b>	<b>\$ 11,846</b>	<b>\$ 13,346</b>	<b>\$ 12,143</b>	<b>\$(1,204)</b>	<b>\$ 296</b>	<b>2.5 %</b>
<b>TOTAL REVENUES</b>	<b>\$160,863</b>	<b>\$120,571</b>	<b>\$123,444</b>	<b>\$124,511</b>	<b>\$ 1,067</b>	<b>\$3,939</b>	<b>3.3 %</b>
<b>EXPENSES</b>							
Wages	\$ 54,598	\$ 58,586	\$ 57,585	\$ 61,208	\$ 3,623	\$ 2,623	4.5 %
Employee Benefits	\$ 27,115	\$ 28,856	\$ 28,780	\$ 27,900	\$ (879)	\$ (956)	-3.3%
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 81,713</b>	<b>\$ 87,442</b>	<b>\$ 86,365</b>	<b>\$ 89,109</b>	<b>\$ 2,744</b>	<b>\$1,667</b>	<b>1.9 %</b>
Contracted Services	\$ 9,283	\$ 10,695	\$ 10,695	\$ 11,573	\$ 879	\$ 879	8.2 %
Fuel and Lubricants	\$ 5,008	\$ 6,706	\$ 6,706	\$ 7,108	\$ 402	\$ 402	6.0 %
Parts and Repairs	\$ 3,525	\$ 4,499	\$ 4,499	\$ 4,612	\$ 113	\$ 113	2.5 %
Other Materials and Supplies	\$ 1,463	\$ 1,784	\$ 1,784	\$ 1,703	\$ (80)	\$ (80)	-4.5%
Utilities	\$ 1,250	\$ 1,334	\$ 1,334	\$ 1,731	\$ 398	\$ 398	29.8%
Casualty & Liability	\$ 1,786	\$ 2,504	\$ 2,504	\$ 2,672	\$ 168	\$ 168	6.7 %
Taxes	\$ 57	\$ 60	\$ 60	\$ 60	\$ –	\$ –	0.0 %
Miscellaneous Expenses	\$ 366	\$ 1,911	\$ 1,911	\$ 2,228	\$ 317	\$ 317	16.6%
Lease and Rentals	\$ 438	\$ 627	\$ 627	\$ 705	\$ 79	\$ 79	12.5%
Depreciation (Local)	\$ 2,205	\$ 3,013	\$ 3,013	\$ 3,009	\$ (4)	\$ (4)	-0.1 %
<b>TOTAL NON- PERSONNEL EXPENSES</b>	<b>\$ 25,381</b>	<b>\$ 33,130</b>	<b>\$ 33,130</b>	<b>\$ 35,402</b>	<b>\$ 2,272</b>	<b>\$2,272</b>	<b>6.9 %</b>
<b>TOTAL EXPENSES</b>	<b>\$107,094</b>	<b>\$120,571</b>	<b>\$119,494</b>	<b>\$124,511</b>	<b>\$ 5,016</b>	<b>\$3,939</b>	<b>3.3 %</b>
<b>NET INCOME (DEFICIT) BEFORE APPROPRIATION</b>	<b>\$ 53,770</b>	<b>\$ –</b>	<b>\$ 3,949</b>	<b>\$ –</b>	<b>\$(3,949)</b>	<b>\$ –</b>	

\*As of December 31, 2022.

\*\*Includes use of Available Unrestricted Net Assets.

## 2023-2024 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ACTUAL THRU 12/31/22	2022-23 PROJECTION	2023-24 BUDGET	BUDGET CHANGE	% CHANGE		
Adult Cash	40101-0110	\$	2,692,335	\$	2,692,335	\$	2,924,135	\$	231,800	8.6%
Unlimited Pass 1 Day	40101-0120	257,352	302,262	260,268	302,262	398,235	95,973	31.8%		
Unlimited Pass 31 Day Adult	40101-0122	813,792	690,802	695,240	690,802	1,163,172	472,370	68.4%		
Freedom Pass 1 Ride	40101-0130	75,745	63,253	85,299	63,253	128,304	65,051	102.8%		
Freedom Pass 2 Plus 2	40101-0132	21,428	50,113	-	50,113	-	(50,113)	-100.0%		
Stored Value Pass	40101-0150	983,208	993,235	890,279	993,235	1,297,354	304,119	30.6%		
LiftLine Pass \$18.00	40101-0161	3,420	-	-	-	-	-	-		
LiftLine Pass \$20.00	40101-0162	218,281	240,000	200,804	240,000	277,000	37,000	15.4%		
Adult Commuter Tickets	40101-0180	104,080	90,360	104,221	90,360	135,360	45,000	49.8%		
State WTW Pass	40101-0199	18,252	-	52,644	-	-	-	-		
Senior Cash	40102-0113	142,697	-	118,963	-	-	-	-		
Child Cash	40102-0115	4,034	-	3,480	-	-	-	-		
Disabled Cash	40102-0116	4,859	-	3,307	-	-	-	-		
Unlimited Pass 1 Day Sr/Dbl	40102-0123	(424)	-	-	-	-	-	-		
Unlimited Pass 5 Day Sr/Dbl	40102-0124	(56)	-	-	-	-	-	-		
Unlimited Pass 31 Day Senior	40102-0125	(504)	-	-	-	-	-	-		
Total Customer Fares		4,960,765	5,122,360	4,226,820	5,122,360	6,323,560	1,201,200	23.5%		
STF-Colleges & Schools RIT	40203-0220	98,546	26,100	66,808	26,100	112,474	86,374	330.9%		
STF-Colleges & Schools	40203-0221	142,402	150,000	125,250	150,000	150,000	-	-		
STF-Charter Smartcards	40203-0225	2,125	2,000	3,825	2,000	4,000	2,000	100.0%		
STF-Corporate	40203-0240	7,945	600	27,197	600	19,000	18,400	3066.7%		
STF-Health Care	40203-0260	30,107	25,500	152,262	25,500	255,515	230,015	902.0%		
STF-General Regional	40203-0280	1,467,296	1,622,360	1,258,674	1,622,360	1,758,622	136,262	8.4%		
STF-RCSd	40203-0290	7,788,749	8,726,380	6,861,794	8,726,380	9,805,440	1,079,060	12.4%		
Total Special Transit Fares		9,537,169	10,552,940	8,495,809	10,552,940	12,105,051	1,552,111	14.7%		
Other-Advertising Revenue	40603-0400	883,722	743,750	459,563	743,750	641,250	(102,500)	-13.8%		
Total Advertising		883,722	743,750	459,563	743,750	641,250	(102,500)	-		
Oth Rev-Int Earnings Wrkg Capi	40704-0410	9,084	4,710	163,172	4,710	61,250	56,540	1200.4%		
Oth Rev-Int Earnings Capital R	40704-0420	931	425	10,421	425	-	(425)	-100.0%		
Oth Rev-Int Earnings Self Insu	40704-0421	313	168	2,197	168	-	(168)	-100.0%		
Oth Rev-Int Earnings OPEB	40704-0422	1,065	571	7,481	571	-	(571)	-100.0%		
Oth Rev-Int Earnings Para Tran	40704-0423	236	126	1,656	126	-	(126)	-100.0%		
Unrealized Gains (Loss) In Mkt	40704-0430	(824,171)	-	(465,347)	-	-	-	-		
Oth Rev-Sp Portfolio Int Work	40704-0441	161,800	144,922	174,135	144,922	365,344	220,422	152.1%		
Oth Rev-Sp Portfolio IntSelf	40704-0442	45,533	40,597	48,388	40,597	108,925	68,328	168.3%		
Oth Rev-Sp Portfolio Int OPEB	40704-0443	111,668	99,564	118,671	99,564	267,137	167,573	168.3%		
Oth Rev-Sp Portfolio Int Para	40704-0444	38,601	34,417	41,022	34,417	92,344	57,927	168.3%		
Total Investment Income, Net		(454,941)	325,500	101,796	325,500	895,000	569,500	175.0%		
Recov Rev-Insurance Rev Veh	40797-0481	85,159	60,000	33,311	60,000	60,000	-	-		
Recov Rev-Workers Comp	40797-0483	388,513	265,000	123,083	265,000	250,000	(15,000)	-6%		
Recov Rev-Other	40797-0484	340,508	70,000	55,494	70,000	70,000	-	-		
Reimb Rev-Employee Related	40797-0492	2,110	2,000	1,395	2,000	2,000	-	-		

## 2022-2023 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ACTUAL THRU 12/31/22	2022-23 PROJECTION	2023-24 BUDGET	BUDGET CHANGE	% CHANGE
Reimb Rev-Unleaded Fuel	40797-0493	271,970	497,957	304,907	497,957	491,261	(6,696)	-1%
Reimb Rev-Medical Ins Retiree	40797-0494	3,984	4,050	-	4,050	-	(4,050)	-100%
Reimb Rev-Pension Fund	40797-0495	4,346	6,000	-	6,000	6,000	-	-
Reimb Rev-Vending Machine	40797-0496	(2,985)	-	4,697	-	-	-	-
Reimb Rev-Warranty	40797-0497	19,653	30,000	42,930	30,000	30,000	-	-
Reimb Rev-Pension Fund Actuary	40797-0498	17,035	18,675	-	18,675	18,675	-	-
Reimb Rev-HRA Income	40797-0499	3,655	1,500	2,625	1,500	1,500	-	-
<b>Total Reimbursement and Recovery</b>		<b>1,133,948</b>	<b>955,182</b>	<b>568,441</b>	<b>955,182</b>	<b>929,436</b>	<b>(25,746)</b>	<b>-2.7%</b>
Other Rev-General	40799-0470	16,059,282	19,165,505	36,054	19,165,505	17,754,769	(1,410,736)	-7.4%
Interco Reimb-Salary & Fringe	44002-0810	28,085	28,605	21,454	28,605	33,456	4,851	17.0%
<b>Total Other/Intercompany</b>		<b>16,087,367</b>	<b>19,194,110</b>	<b>57,508</b>	<b>19,194,110</b>	<b>17,788,225</b>	<b>(1,405,885)</b>	<b>-7.3%</b>
Oth Rev-Gain Fixed Price Swap	40707-0000	602,585	-	942,108	-	584,640	584,640	100%
Loss From Fixed Price Swap	50997-0000	(12,054)	-	-	-	-	-	-
<b>Total Realized Gain on Fuel Swap</b>		<b>590,531</b>	<b>-</b>	<b>942,108</b>	<b>-</b>	<b>584,640</b>	<b>584,640</b>	<b>100.0%</b>
Oth Rev-Gain On Sale	40706-0000	59,454	-	18,680	-	-	-	-
<b>Total Gain (Loss) on Disposal</b>		<b>59,454</b>	<b>-</b>	<b>18,680</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Other</b>		<b>18,300,081</b>	<b>21,218,542</b>	<b>2,148,095</b>	<b>21,218,542</b>	<b>20,838,551</b>	<b>(379,991)</b>	<b>-1.8%</b>
<b>Total Locally Generated</b>		<b>32,798,015</b>	<b>36,893,842</b>	<b>14,870,724</b>	<b>36,893,842</b>	<b>39,267,162</b>	<b>2,373,320</b>	<b>6.4%</b>
Federal Project Rev-UPWP	41304-0510	159,982	317,500	21,677	317,500	338,500	21,000	6.6%
Federal Oth Rev-JARC	41399-0520	24,358	60,000	(3,415)	60,000	60,000	-	-
Federal Oth Rev-Sec. 5311	41399-0530	1,188,500	1,188,500	891,375	-	1,241,500	53,000	4.5%
Federal Oth Rev-Prev Maintenan	41399-0540	10,081,951	11,718,812	8,789,109	11,718,812	11,896,105	177,293	1.5%
Federal Oth Rev-Grant Chrbgack	41399-0550	30,540	24,000	3,951	24,000	24,000	-	-
Federal Oth Rev-5307 Oper Assistance	41399-0570	1,666,667	1,666,667	-	1,666,667	1,666,666	(1)	0.0%
Federal Contribution-Cares Act	41399-0580	45,480,679	-	-	2,561,000	-	-	-
<b>Total Federal</b>		<b>58,632,677</b>	<b>14,975,479</b>	<b>9,702,697</b>	<b>16,347,979</b>	<b>15,226,771</b>	<b>251,292</b>	<b>1.7%</b>
State Operating Revenue	41101-0610	45,562,300	51,478,300	39,356,025	51,478,300	52,474,700	996,400	1.9%
State Operating Prev Maint	41101-0620	1,260,244	1,464,851	1,098,639	1,464,851	1,487,013	22,162	1.5%
State Other Rev-WTW Non Pass	41101-0640	-	-	11,922	-	-	-	-
State Oth Rev-Grant Chargeback	41101-0660	35,053	3,000	58,390	3,000	3,000	-	-
<b>Total State</b>		<b>46,857,597</b>	<b>52,946,151</b>	<b>40,524,976</b>	<b>52,946,151</b>	<b>53,964,713</b>	<b>1,018,562</b>	<b>1.9%</b>
Local Oper Rev-18B Match	40901-0700	4,031,221	3,909,500	2,932,125	3,909,500	3,909,500	-	-
<b>Total County</b>		<b>4,031,221</b>	<b>3,909,500</b>	<b>2,932,125</b>	<b>3,909,500</b>	<b>3,909,500</b>	<b>-</b>	<b>-</b>
<b>Total Government Subsidies</b>		<b>109,521,494</b>	<b>71,831,130</b>	<b>53,159,798</b>	<b>73,203,630</b>	<b>73,100,984</b>	<b>1,269,854</b>	<b>1.8%</b>
Mtge Tax Rev-Genesee County	40899-0910	576,991	412,221	418,313	412,221	457,141	44,920	10.9%
Mtge Tax Rev-Livingston County	40899-0911	701,540	414,269	469,623	414,269	511,612	97,343	23.5%

## 2022-2023 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ACTUAL THRU 12/31/22	2022-23 PROJECTION	2023-24 BUDGET	BUDGET CHANGE	% CHANGE
Mtge Tax Rev-Monroe County	40899-0912	12,168,377	8,048,894	7,087,733	9,548,894	7,887,348	(161,546)	-2.0%
Mtge Tax Rev-Ontario County	40899-0913	2,225,653	1,571,405	1,330,781	1,571,405	1,506,547	(64,858)	-4.1%
Mtge Tax Rev-Orleans County	40899-0914	385,616	178,269	240,343	178,269	244,139	65,870	36.9%
Mtge Tax Rev-Seneca County	40899-0915	295,590	250,861	262,999	250,861	287,027	36,166	14.4%
Mtge Tax Rev-Wayne County	40899-0916	1,061,422	768,215	832,787	768,215	846,763	78,548	10.2%
Mtge Tax Rev-Wyoming County	40899-0917	304,451	202,270	334,417	202,270	401,987	199,717	98.7%
<b>Total Mortgage Recording Tax</b>		<b>17,719,641</b>	<b>11,846,404</b>	<b>10,976,995</b>	<b>13,346,404</b>	<b>12,142,564</b>	<b>296,160</b>	<b>2.5%</b>
<b>Total Revenue</b>		<b>160,039,150</b>	<b>120,571,376</b>	<b>79,007,517</b>	<b>123,443,876</b>	<b>124,510,710</b>	<b>3,939,334</b>	<b>3.3%</b>
Wage Operator FT-Regular	50101-0100	18,794,662	21,679,765	14,284,508	20,879,765	22,233,073	553,308	2.6%
Wage Operator FT-OT	50101-0110	2,549,528	2,835,190	2,296,744	2,866,490	3,108,317	273,127	9.6%
Wage Operator FT-Guarantee	50101-0120	487,602	418,520	522,259	633,720	721,424	302,904	72.4%
Wage Operator FT-Spread	50101-0130	449,153	486,762	348,291	489,862	524,354	37,592	7.7%
Wage Operator FT-Retro	50101-0170	51,074	-	20,432	-	-	-	-
Wages Operator FT-Other	50101-0180	178,000	154,900	115,972	154,900	287,700	132,800	85.7%
Wages Operator PT-Regular	50104-0100	1,731,971	2,199,085	1,264,813	2,199,085	2,090,605	(108,480)	-4.9%
Wages Operator PT-OT	50104-0110	50,796	87,895	30,608	87,895	50,238	(37,657)	-42.8%
Wages Operator PT-Guarantee	50104-0110	137	-	97	-	-	-	-
Wage Operator PT-Spread	50104-0130	15	-	26	-	-	-	-
Wage Operator PT-Retro	50104-0170	26,649	-	15,866	-	-	-	-
Wage Operator Trainee-Regular	50106-0100	730,181	591,468	414,412	591,468	711,950	120,482	20.4%
Wage Operator Trainee-OT	50106-0110	1,626	-	698	-	-	-	-
Wage Operator Retro	50106-0170	2,532	-	12	-	-	-	-
<b>Total Operator Wages</b>		<b>25,053,926</b>	<b>28,453,585</b>	<b>19,314,737</b>	<b>27,903,185</b>	<b>29,727,661</b>	<b>1,274,076</b>	<b>4.5%</b>
Wage Parts Purchasing-Regular	50107-0100	72,779	77,065	54,948	77,065	77,733	668	0.9%
Wage Parts Purchasing-OT	50107-0110	787	1,616	1,868	1,616	1,636	20	1.2%
Wage Parts Purchasing-Retro	50107-0170	380	-	-	-	-	-	-
Wage Mech Farebox-Regular	50108-0100	357,783	384,673	272,359	384,673	381,324	(3,349)	-0.9%
Wage Mech Farebox-OT	50108-0110	25,536	32,479	8,258	32,479	27,916	(4,563)	-14.0%
Wage Mech Svc Bldg-Regular	50110-0100	1,099,984	1,225,871	797,408	1,225,871	1,293,626	67,755	5.5%
Wage Mech Svc Bldg-OT	50110-0110	212,495	161,558	261,318	161,558	169,896	8,338	5.2%
Wage Mech Svc Bldg-Retro	50110-0170	1,803	-	1,111	-	-	-	-
Wage Mech Garage-Regular	50112-0100	2,293,999	2,780,024	1,728,620	2,480,024	2,638,095	(141,929)	-5.1%
Wage Mech Garage-OT	50112-0110	560,473	565,837	602,536	565,837	563,414	(2,423)	-0.4%
Wage Mech Garage-Retro	50112-0170	3,956	-	5,003	-	-	-	-
Wage Mech B&G-Regular	50114-0100	337,564	417,986	300,734	417,986	434,347	16,361	3.9%
Wage Mech B&G-OT	50114-0110	36,183	53,447	12,962	53,447	63,394	9,947	18.6%
Wage Non-Mech B&G-Regular	50116-0100	785,384	779,149	533,959	779,149	814,791	35,642	4.6%
Wage Non-Mech B&G-OT	50116-0110	205,729	185,454	145,171	185,454	193,346	7,892	4.3%
Wage Mech Overhaul-Regular	50118-0100	767,476	844,076	547,443	844,076	808,718	(35,358)	-4.2%
Wage Mech Overhaul-OT	50118-0110	66,678	60,296	44,505	60,296	58,901	(1,395)	-2.3%
Wage Mech Bodyshop-Regular	50120-0100	588,601	676,504	391,441	676,504	661,753	(14,751)	-2.2%
Wage Mech Bodyshop-OT	50120-0110	32,825	63,036	25,089	63,036	59,888	(3,148)	-5.0%
<b>Total Mechanic Wages</b>		<b>7,450,415</b>	<b>8,309,071</b>	<b>5,734,731</b>	<b>8,009,071</b>	<b>8,248,778</b>	<b>(60,293)</b>	<b>-0.7%</b>



2022-2023 OPERATING BUDGET DETAIL								
ACCOUNT DESCRIPTION	ACCOUNT	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ACTUAL THRU 12/31/22	2022-23 PROJECTION	2023-24 BUDGET	BUDGET CHANGE	% CHANGE
Oth Sal & Wage-Regular	50102-0100	8,714,922	10,527,645	7,120,906	10,377,645	11,404,084	876,439	8.3%
Oth Sal & Wage-OT	50102-0110	202,169	130,041	217,799	130,041	147,551	17,510	13.5%
Oth Sal& Wage-Car Allowance	50102-0160	25,588	26,200	19,071	26,200	26,200	-	-
Oth Sal & Wage-Retro	50102-0170	8,149	-	33,388	-	-	-	-
Staff Performance Incentive	50102-0190	297,776	200,000	(29,805)	200,000	200,000	-	-
Covid 19 Payout	50102-0191	1,461,250	-	-	-	-	-	-
Other Wage-Vacancy Factor	50102-0195	-	(250,000)	-	(250,000)	-	-	-
Wage Radio Cntrl & Disp-Regula	50121-0100	1,087,625	1,299,623	894,209	1,299,623	1,373,191	73,568	5.7%
Wage Radio Cntrl & Disp-OT	50121-0110	294,197	170,404	184,766	170,404	210,970	40,566	23.8%
Wage Radio Cntrl & Disp-Retro	50121-0170	-	-	39,414	-	-	-	-
Wage Garage Supvr-Regular	50122-0100	895,122	993,524	684,380	993,524	1,040,512	46,988	4.7%
Wage Garage Supvr-OT	50122-0110	124,898	81,921	90,998	81,921	85,932	4,011	4.9%
Wage Garage Supvr-Retro	20122-0170	-	-	31,424	-	-	-	-
Wage Road Supvr-Regular	50123-0100	1,511,021	1,695,259	1,115,285	1,695,259	1,633,128	(62,131)	-3.7%
Wage Road Supvr-OT	50123-0110	168,612	151,341	161,103	151,341	183,997	32,656	21.6%
Wage Road Supvr-Retro	50123-0170	1,399	-	48,275	-	-	-	-
Other Wage ATU-Regular	50124-0100	94,383	95,430	71,616	95,430	100,753	5,323	5.6%
Other Wage ATU-OT	50124-0110	13,533	13,924	8,488	13,924	14,701	777	5.6%
Total Other Wages		14,900,647	15,135,312	10,691,317	14,985,312	16,171,019	1,035,707	6.8%
Fringe Benefit-Sick Pay	50209-0000	1,121,137	1,041,979	829,382	1,041,979	1,096,397	54,418	5.2%
Fringe Benefit-Holiday Pay	50210-0000	1,465,730	1,586,702	1,078,977	1,586,702	1,672,415	85,713	5.4%
Vacation Pay	50211-0230	2,294,393	2,284,565	1,878,796	2,284,565	2,411,940	127,375	5.6%
PTO-Paid Time Off	50211-0240	1,705,244	1,706,362	1,228,553	1,706,362	1,797,896	91,534	5.4%
Fringe Benefit-Oth Pd Absence	50212-0000	91,180	68,015	57,753	68,015	82,323	14,308	21.0%
Oth Pd Absence-Covid 19 Sick	50212-0250	515,395	-	225,045	-	-	-	-
Total Wage Fringe		7,193,079	6,687,623	5,298,506	6,687,623	7,060,971	373,348	5.6%
Total Wages		54,598,067	58,585,591	41,039,291	57,585,191	61,208,429	2,622,838	4.5%
FICA	50201-0300	4,069,050	4,481,798	3,062,382	4,405,267	4,683,586	201,788	4.5%
Pension Cont-Non Union	50202-0305	1,649,028	1,431,000	293,725	1,431,000	1,397,000	(34,000)	-2.4%
Pension Cont-Union	50202-0306	1,295,992	1,220,633	914,844	1,220,633	1,367,725	147,092	12.1%
Executive 457 Deferral	50202-0308	50,827	52,500	39,441	52,500	55,000	2,500	4.8%
Health Care-Active	50203-0310	9,142,047	12,230,000	5,574,274	12,230,000	11,103,255	(1,126,745)	-9.2%
Health Care-Retiree	50203-0315	3,563,006	3,808,000	3,017,845	3,808,000	3,899,500	91,500	2.4%
Vision Care-Active	50203-0320	36,594	41,820	27,223	41,820	43,040	1,220	2.9%
Vision Care-Retiree	50203-0325	13,528	14,180	10,628	14,180	14,270	90	0.6%
HRA-Health Reimb Acct	50203-0330	891,251	1,102,000	719,497	1,102,000	1,140,500	38,500	3.5%
Dental Plan-Active	50204-0340	282,748	373,950	206,704	373,950	347,700	(26,250)	-7.0%
Dental Plan-Retiree	50204-0345	129,731	140,000	106,169	140,000	150,000	10,000	7.1%
Group Life Pension Ins Group	50205-0350	58,449	58,400	44,389	58,400	58,726	326	0.6%
Group Life Insurance	50205-0355	124,943	124,300	96,210	124,300	127,950	3,650	2.9%
Short Term Dbl Ins Plan	50206-0360	248,384	260,000	154,828	260,000	250,000	(10,000)	-3.8%
State Unemployment Insurance	50207-0000	30,000	118,720	718	118,720	118,720	-	-
Workers Compensation	50208-0370	3,049,360	399,000	92,155	399,000	330,000	(69,000)	-17.3%

## 2022-2023 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ACTUAL THRU 12/31/22	2022-23 PROJECTION	2023-24 BUDGET	BUDGET CHANGE	% CHANGE
Workers Compensation	50208-0370	3,049,360	399,000	92,155	399,000	330,000	(69,000)	-17.3%
Workers Comp-Medical	50208-0380	309,346	443,000	270,397	443,000	400,000	(43,000)	-9.7%
Workers Comp-Indemnity	50208-0385	1,729,276	2,109,000	1,298,034	2,109,000	1,950,000	(159,000)	-7.5%
Uniform Allowance	50213-0395	360,953	358,100	204,988	358,100	370,600	12,500	3.5%
Tool Allowance	50213-0396	42,244	50,728	34,220	50,728	55,440	4,712	9.3%
Smart Phone Reimbursement	50213-0397	38,070	38,940	28,235	38,940	37,140	(1,800)	-4.6%
<b>Total Employee Benefits</b>		<b>27,114,827</b>	<b>28,856,069</b>	<b>16,196,907</b>	<b>28,779,538</b>	<b>27,900,152</b>	<b>(955,917)</b>	<b>-3.3%</b>
<b>Total Personnel</b>		<b>81,712,894</b>	<b>87,441,660</b>	<b>57,236,199</b>	<b>86,364,729</b>	<b>89,108,581</b>	<b>1,666,921</b>	<b>1.9%</b>
Diesel Fuel-Revenue Vehicles	50401-0410	2,863,652	3,708,619	3,450,151	3,708,619	3,992,021	283,402	7.6%
Unleaded Fuel Revenue Vehicles	50401-0412	1,604,220	2,229,996	1,671,190	2,229,996	2,279,969	49,973	2.2%
Unleaded Fuel-NonRev Vehicles	50401-0414	307,237	517,927	401,991	517,927	512,053	(5,874)	-1.1%
Motor Oil	50401-0415	51,661	74,500	57,870	74,500	78,500	4,000	5.4%
Trans Fluid & Other Lubricants	50401-0416	180,781	174,500	130,101	174,500	175,550	1,050	0.6%
Hydrogen Fuel	50401-0417	-	-	-	-	69,750	69,750	100%
<b>Total Fuel &amp; Lubricants</b>		<b>5,007,550</b>	<b>6,705,542</b>	<b>5,711,303</b>	<b>6,705,542</b>	<b>7,107,843</b>	<b>402,301</b>	<b>6.0%</b>
M&S-Large Bus Tires	50402-0430	301,914	429,382	297,006	429,382	416,396	(12,986)	-3.0%
M&S-Small Bus Tires	50402-0431	30,702	-	25,980	-	40,000	40,000	100%
M&S-Camera Repair	50498-0440	116,464	196,000	93,735	196,000	183,875	(12,125)	-6.2%
M&S-Radio Repair	50498-0445	952	25,000	-	25,000	22,500	(2,500)	-10.0%
M&S-Farebox Repair	50498-0450	49,672	20,000	24,380	20,000	20,000	-	-
M&S-Maintenance Rev Vehicle	50498-0452	2,863,883	3,669,285	2,453,748	3,669,285	3,570,165	(99,120)	-2.7%
M&S Interco Repair	50498-0453	892	-	-	-	-	-	-
M&S-Maintenance Serv Vehicle	50498-0454	118,978	94,000	58,615	94,000	94,000	-	-
M&S-Maintenance On Demand	50498-0455	-	-	86,743	-	200,000	200,000	100%
M&S-Consumed Rev Vehicle	50498-0460	41,737	65,000	23,996	65,000	65,000	-	-
<b>Total Parts &amp; Repairs</b>		<b>3,525,194</b>	<b>4,498,667</b>	<b>3,064,203</b>	<b>4,498,667</b>	<b>4,611,936</b>	<b>113,269</b>	<b>2.5%</b>
M&S-Bus Shelter Materials	50498-0435	38,417	45,000	8,998	45,000	63,000	18,000	40.0%
M&S-Inventory Cost Variance	50498-0997	609	-	566	-	-	-	-
M&S-Other	50499-0500	316,939	317,179	214,834	317,179	358,131	40,952	12.9%
M&S-Invoice Price Variance	50499-0505	(5,814)	-	(0)	-	-	-	-
M&S-Office Supplies	50499-0510	108,284	130,800	95,583	130,800	137,600	6,800	5.2%
M&S-Printing Public Schedules	50499-0530	91,911	157,000	36,400	157,000	157,000	-	-
M&S-Printing Tickets & Passes	50499-0535	12,056	127,775	11,058	127,775	127,775	-	-
M&S-COVID 19	50499-0536	187,085	260,000	34,493	260,000	81,400	(178,600)	-68.7%
M&S-Consumed Bldgs & Grounds	50499-0560	301,363	275,800	242,943	275,800	293,580	17,780	6.4%
M&S-Shop & Build Equipment	50499-0570	56,620	95,000	54,786	95,000	95,000	-	-
M&S-Maint Shop Supplies	50499-0580	316,067	375,000	268,175	375,000	390,000	15,000	4.0%
M&S-Non Capitalized Equipment	50499-0590	35,382	-	-	-	-	-	-
M&S-Other-Reimagine RTS	50499-0647	4,124	-	-	-	-	-	-
<b>Total Materials and Supplies</b>		<b>1,463,043</b>	<b>1,783,554</b>	<b>967,836</b>	<b>1,783,554</b>	<b>1,703,486</b>	<b>(80,068)</b>	<b>-4.5%</b>

2022-2023 OPERATING BUDGET DETAIL								
ACCOUNT DESCRIPTION	ACCOUNT	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ACTUAL THRU 12/31/22	2022-23 PROJECTION	2023-24 BUDGET	BUDGET CHANGE	% CHANGE
Prof Service-Other	50303-0620	14,911	105,440	26,358	105,440	105,110	(330)	-0.3%
Prof Service-Govt Relations	50303-0622	110,844	181,000	110,273	181,000	186,430	5,430	3.0%
Prof Service-Law General	50303-0623	60,134	303,000	89,610	303,000	312,100	9,100	3.0%
Prof Service-Law Injury	50303-0624	68,006	231,500	282,178	231,500	231,500	-	-
Prof Service-Law Labor	50303-0625	212,831	468,000	196,648	468,000	687,000	219,000	46.8%
Prof Service-Outside Audit	50303-0626	89,483	97,175	79,200	97,175	97,175	-	-
Legal Affairs-General-Reimagine RTS	50303-0627	31,943	-	-	-	-	-	-
Pension Actuary	50303-0635	38,179	39,300	60,960	39,300	45,635	6,335	16.1%
Pension Mgmt Fee	50303-0636	616,617	670,000	328,784	670,000	619,500	(50,500)	-7.5%
Temp Help-Other	50304-0650	105,239	60,000	-	60,000	-	(60,000)	-100.0%
Contracted Services-Other	50305-0641	2,691,284	3,183,223	2,000,636	3,183,223	3,645,408	462,185	14.5%
Software Maintenance Fees	50305-0642	1,431,066	1,624,878	1,092,048	1,624,878	1,702,706	77,828	4.8%
Hardware Maintenance Fees	50305-0643	462,107	245,250	87,617	245,250	252,500	7,250	3.0%
Contracted Services-ARC	50305-0646	42,500	34,000	25,498	34,000	34,000	-	-
Contracted Services-Reimagine RTS	50305-0647	478,201	-	21,503	-	-	-	-
Parts Department Management	50305-0648	794,821	834,817	607,722	834,817	870,145	35,328	4.2%
Custodial Services-General	50306-0650	814,665	901,672	559,197	901,672	1,032,992	131,320	14.6%
Security Services-General	50307-0660	1,037,325	1,167,876	773,185	1,167,876	1,296,281	128,405	11.0%
Connection Hub	50308-0650	-	65,000	17,633	65,000	65,000	-	-
Medical Services	50399-0670	182,483	482,500	133,241	482,500	390,000	(92,500)	-19.2%
Total Contracted Services		9,282,638	10,694,631	6,492,291	10,694,631	11,573,482	878,851	8.2%
Utilities-Elec Admin Bldg	50502-0800	142,895	136,300	129,530	136,300	185,700	49,400	36.2%
Utilities-Elec Bus Shelter & S	50502-0801	13,894	14,000	9,098	14,000	25,000	11,000	78.6%
Utilities-Elec Oper Bldg	50502-0802	323,235	370,000	263,269	370,000	533,000	163,000	44.1%
Utilities-Elec Service Bldg	50502-0803	2,527	6,000	1,652	6,000	4,000	(2,000)	-33.3%
Utilities-Elec Transit Ctr	50502-0804	145,232	133,000	135,892	133,000	192,000	59,000	44.4%
Utilities-Elec AESB	50502-0805	39,351	41,000	31,413	41,000	49,000	8,000	19.5%
Utilities-Gas Admin Bldg	50502-0810	35,916	25,800	8,032	25,800	43,500	17,700	68.6%
Utilities-Gas Operation Bldg	50502-0812	102,851	75,000	46,527	75,000	137,000	62,000	82.7%
Utilities-Gas Svc Bldg	50502-0813	16,674	54,000	20,916	54,000	32,000	(22,000)	-40.7%
Utilities-Gas Transit Center	50502-0814	26,473	19,000	7,439	19,000	33,000	14,000	73.7%
Utilities-Water Admin Bldg	50502-0816	81,938	74,200	56,735	74,200	76,000	1,800	2.4%
Utilities-Water Transit Ctr	50502-0817	6,338	8,000	4,562	8,000	8,000	-	-
Utilities-Telephone Admin Bldg	50502-0820	312,760	377,300	250,871	377,300	413,000	35,700	9.5%
Total Utilities		1,250,084	1,333,600	965,934	1,333,600	1,731,200	397,600	29.8%
Premium Physical Damage Ins	50601-0680	1,281,945	1,509,827	1,300,988	1,509,827	1,650,904	141,077	9.3%
Payout Uninsured PL&PD	50604-0690	635,982	747,000	1,741,758	747,000	780,000	33,000	4.4%
Payout Emplymt Practice Exp	50604-0695	(131,534)	246,700	23,668	246,700	240,700	(6,000)	-2.4%
Total Casualty and Liability		1,786,392	2,503,527	3,066,414	2,503,527	2,671,604	168,077	6.7%
Leases & Rentals Copier	51212-0850	57,022	70,501	18,141	70,501	48,335	(22,166)	-31.4%
Office Lease	51212-0852	146,801	158,031	155,863	158,031	160,881	2,850	1.8%
Software License Fees	51212-0854	150,302	304,250	136,906	304,250	402,150	97,900	32.2%
IT Disaster Recovery Equipment	51212-0856	83,815	93,820	27,655	93,820	93,820	-	-
Total Leases and Rentals		437,940	626,602	338,566	626,602	705,186	78,584	12.5%

## 2022-2023 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ACTUAL THRU 12/31/22	2022-23 PROJECTION	2023-24 BUDGET	BUDGET CHANGE	% CHANGE
Other Taxes	50799-0790	57,391	60,000	20,969	60,000	60,000	-	-
Sub & Memberships-General	50901-0700	125,851	140,350	83,201	140,350	150,800	10,450	7.4%
Travel & Meetings	50902-0710	255,797	391,771	198,863	391,771	561,787	170,016	43.4%
Misc. Expense Meetings	50902-0720	33,115	25,000	22,902	25,000	25,000	-	-
Fines & Penalties-General	50906-0760	3,281	-	1	-	-	-	-
Bad Debt Expense	50907-0762	(1,017,766)	-	-	-	-	-	-
Advertising & Promotion	50908-0750	136,368	298,800	194,360	298,800	314,000	15,200	5.1%
Employment Advertising	50908-0754	17,357	22,549	24,344	22,549	30,000	7,451	33.0%
RFP & IFB Advertising	50908-0758	2,408	7,000	4,608	7,000	7,000	-	-
Misc. Service Expansion	50999-0730	17,600	35,400	(4,800)	35,400	20,400	(15,000)	-42.4%
Misc Exp-General	50999-0734	341,270	341,100	237,060	341,100	343,010	1,910	0.6%
Misc Exp-CIC Events & Initiatives	50999-0736	-	-	-	-	20,000	20,000	100%
Misc Exp-Emp Reward & Recogn	50999-0740	14,725	33,500	35,213	33,500	55,200	21,700	64.8%
Misc Exp-Employee Wellness Pro	50999-0741	89,834	81,228	143,412	81,228	110,800	29,572	36.4%
Misc Exp-Operations	50999-0743	4,298	5,000	-	5,000	-	(5,000)	-100.0%
Misc Exp-DEI Community Engagement	50999-0744	-	-	-	-	10,000	10,000	100%
UPWP Expense	50999-0770	-	187,500	-	187,500	238,500	51,000	27.2%
Interest Expense	51101-0780	341,695	341,695	-	341,695	341,695	-	-
<b>Total Taxes and Miscellaneous</b>		<b>423,223</b>	<b>1,970,893</b>	<b>960,134</b>	<b>1,970,893</b>	<b>2,288,192</b>	<b>317,299</b>	<b>16.1%</b>
Depreciation-Local	51300-0860	2,204,780	3,012,700	2,877,967	3,012,700	3,009,200	(3,500)	-0.1%
<b>Total Local Depreciation</b>		<b>2,204,780</b>	<b>3,012,700</b>	<b>2,877,967</b>	<b>3,012,700</b>	<b>3,009,200</b>	<b>(3,500)</b>	<b>-0.1%</b>
<b>Total Non-Personnel</b>		<b>25,380,843</b>	<b>33,129,716</b>	<b>24,444,648</b>	<b>33,129,716</b>	<b>35,402,129</b>	<b>2,272,413</b>	<b>6.9%</b>
<b>Total Operating Expenses</b>		<b>107,093,737</b>	<b>120,571,376</b>	<b>81,680,847</b>	<b>119,494,445</b>	<b>124,510,710</b>	<b>3,939,334</b>	<b>3.3%</b>
<b>Non-GAAP Budget Schedule Adjustments<sup>1</sup></b>		<b>(824,171)</b>	<b>-</b>	<b>(465,347)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Income (Loss)</b>		<b>\$ 53,769,584</b>	<b>\$ -</b>	<b>\$ (2,207,982)</b>	<b>\$ 3,949,431</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

<sup>1</sup> Unrealized Mark to Market Investment Changes.



### PERSONNEL CHANGE SUMMARY

	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
RTS	710	726	726
RTS Access	119	121	121
RTS Genesee	16	16	16
RTS Livingston	27	27	27
RTS Ontario	44	43	43
RTS Orleans	12	12	14
RTS Seneca	14	14	14
RTS Wayne	63	63	63
RTS Wyoming	19	20	20
<b>TOTAL</b>	<b>1024</b>	<b>1042</b>	<b>1044</b>



# 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. The Authority is engaged only in business-type activities and presents the financial statements required for enterprise funds. 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 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 requests 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. The Authority's proposed budget is then completed and included 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. The completed and approved budget complies with all relevant financial policies.

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>• Distribution of Operating Budget preparation packages 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 intent. 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 investments 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 medical claims; these costs are paid with operating funds. In regard to medical claims the Authority has both Specific and Aggregate Stop Loss policies with retention points of \$200,000 and 125% of aggregate costs, respectively. 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 approximately 1.5 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 depreciation expense contained in the current fiscal year budget. 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 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.

The Authority also participates in 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 August 4, 2016, such as health, life, and dental insurance. As of March 31, 2022, there were 394 active participants. The total actuarial accrued liability for OPEB as of March 31, 2022 was \$126.4 million.

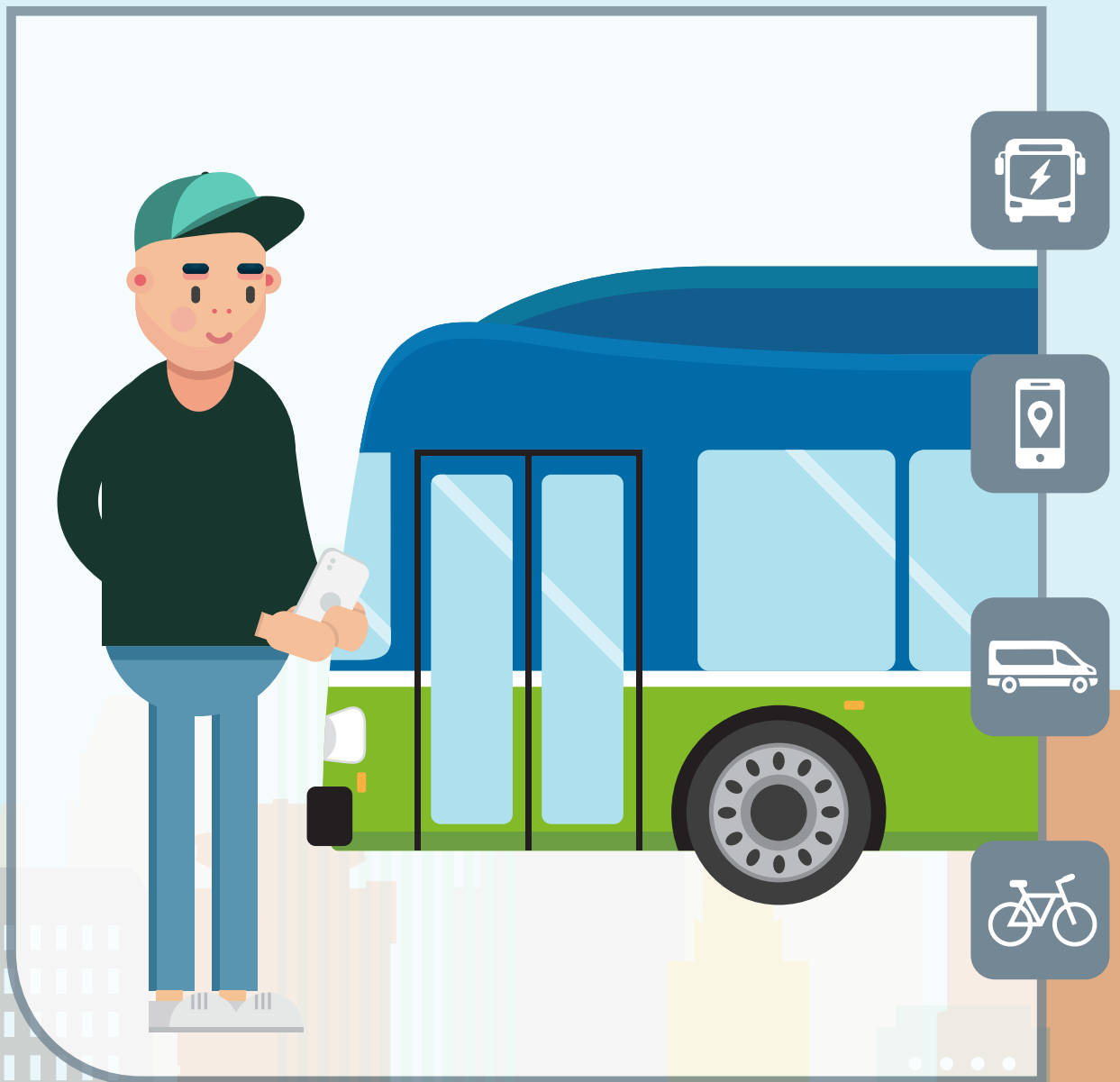
The Authority's Annual Required Contribution (ARC) for OPEB is an actuarially determined amount. Presently, the Authority funds only the current annual cost of insurance premiums for retirees and accrues the balance of the ARC for its Financial Statements as a Net OPEB Obligation.

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.





# PERFORMANCE MEASUREMENTS



# 2023-2024 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 2023-24 fiscal year, we will measure 22 metrics within the four strategic pillars of TOPS, consistent with the metrics identified and monitored during the previous fiscal year. TOPS is measured by the Financial Performance Index (FPI), Customer Service Index (CSI), and Service Performance Index (SPI) in all four quarters. Additionally, employees are surveyed in quarters 2 and 4. The results of this survey comprise the Employee Engagement Index (EEI). Each metric will be awarded points on a continuous scale.

The performance indexes and their critical success factors for the 2023-24 fiscal year are displayed below by quarter.

<div><div><div><div>RTS</div></div><div>TOPS</div></div><div>TRANSIT ORGANIZATION PERFORMANCE SCORECARD</div><div>2023-2024 • FIRST QUARTER</div></div>		
KEY RESULTS	SUCCESS INDICATORS	GOAL POINTS
Financial Sustainability	End of Year Net Income	20
Customer Satisfaction	Net Promoter Score (RTS in Monroe)	40
	Customer Satisfaction (RTS Access & Regionals)	
Service Quality	On-Time Performance	40
Employee Engagement	Employee Engagement & Satisfaction	-
GOAL 100		

## Quarter 1: April 1 – June 30, 2023

### Pillar Weighting:

FPI = 20 Points

CSI = 40 Points

SPI = 40 Points

### Success Indicators:

In the first quarter, RGRTA will measure the FPI, CSI, and SPI. 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. The SPI will measure On-Time Performance (OTP) for all RTS properties.

 TRANSIT ORGANIZATION PERFORMANCE SCORECARD 2023-2024 • SECOND QUARTER		
KEY RESULTS	SUCCESS INDICATORS	GOAL POINTS
Financial Sustainability	End of Year Net Income	20
Customer Satisfaction	Net Promoter Score (RTS in Monroe) Customer Satisfaction (RTS Access & Regionals)	30
Service Quality	On-Time Performance	40
Employee Engagement	Employee Engagement & Satisfaction	10
		GOAL 100

## Quarter 2: July 1 – September 30, 2023

### Pillar Weighting:

FPI = 20 Points

CSI = 30 Points

SPI = 40 Points

EEl = 10 Points

### Success Indicators:

In the second quarter, RGRTA will measure the FPI, CSI, SPI, and EEI. 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. The SPI will measure On-Time Performance (OTP) at all RTS properties. The EEI will measure employee engagement and satisfaction through the first employee survey of the fiscal year.

 TRANSIT ORGANIZATION PERFORMANCE SCORECARD 2023-2024 • THIRD QUARTER		
KEY RESULTS	SUCCESS INDICATORS	GOAL POINTS
Financial Sustainability	End of Year Net Income	20
Customer Satisfaction	Net Promoter Score (RTS in Monroe) Customer Satisfaction (RTS Access & Regionals)	40
Service Quality	On-Time Performance	40
Employee Engagement	Employee Engagement & Satisfaction	-
		GOAL 100

## Quarter 3: October 1 – December 31, 2023

### Pillar Weighting:

FPI = 20 Points

CSI = 40 Points

SPI = 40 Points

### Success Indicators:

In the third quarter, RGRTA will measure the FPI, CSI, and SPI. 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. The SPI will measure On-Time Performance (OTP) for all RTS properties.

 TRANSIT ORGANIZATION PERFORMANCE SCORECARD 2023-2024 • FOURTH QUARTER		
KEY RESULTS	SUCCESS INDICATORS	GOAL POINTS
Financial Sustainability	End of Year Net Income	20
Customer Satisfaction	Net Promoter Score (RTS in Monroe) Customer Satisfaction (RTS Access & Regionals)	30
Service Quality	On-Time Performance	40
Employee Engagement	Employee Engagement & Satisfaction	10
		<b>GOAL 100</b>

## Quarter 4: January 1 – March 31, 2024

### Pillar Weighting:

FPI = 20 Points

CSI = 30 Points

SPI = 40 Points

EEL = 10 Points

### Success Indicators:

In the fourth quarter, RGRTA will measure the FPI, CSI, SPI, and EEI. 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. The SPI will measure On-Time Performance for all RTS properties. The EEI will measure employee engagement and satisfaction through the second employee survey of the fiscal year.

### 2022-23 TOPS REVIEW

For the 2022-23 fiscal year, we measured our performance in an environment where employees and customers have adjusted to the

new transit system, and we have identified the best metrics to track moving forward based on the operation of the new system. With that adjustment period complete and new metrics in place, the Authority exceeded its TOPS goal of 100 in each of the first three quarters. Nearly all of the pillars of our TOPS scorecard have exceeded their goal for each period measured. At the time of this plan being developed, we are on track to meet or exceed our goal for the fourth quarter.

The Financial Performance Index, measured by the projected net income (deficit); the Customer Service Index, measured by NPS; the Service Performance Index, measured by On-Time Performance and RTS On Demand ride fulfillment; and the Employee Engagement Index, measured by engaged employees, combined to result 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 intent of being an innovative transportation provider and a climate leader in our industry 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 intent.

The comprehensive analysis provided by TOPS allows management and the Board to monitor the Authority's overall performance, and make timely and informed decisions. 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			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	35.0%			37.20	48.36	26.04
	Customer Satisfaction – Access	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Genesee	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Livingston	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Ontario	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Orleans	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Seneca	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Wayne	95.0%			0.35	0.46	0.25
	Customer Satisfaction – Wyoming	95.0%			0.35	0.46	0.25
	<b>TOTAL CSI SCORE</b>				<b>40.00</b>	<b>52.00</b>	<b>28.00</b>
SERVICE QUALITY	On-Time Performance – RTS	91.5%			36.00	46.80	25.20
	Ride Fulfillment – On Demand				Measured not scored		
	On-Time Performance – Access	95.0%			0.50	0.65	0.35
	On-Time Performance – Genesee	94.0%			0.50	0.65	0.35
	On-Time Performance – Livingston	97.0%			0.50	0.65	0.35
	On-Time Performance – Ontario	93.0%			0.50	0.65	0.35
	On-Time Performance – Orleans	95.0%			0.50	0.65	0.35
	On-Time Performance – Seneca	97.0%			0.50	0.65	0.35
	On-Time Performance – Wayne	96.0%			0.50	0.65	0.35
	On-Time Performance – Wyoming	97.0%			0.50	0.65	0.35
	<b>TOTAL SPI SCORE</b>				<b>40.00</b>	<b>52.00</b>	<b>28.00</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			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	35.0%			27.92	36.30	19.54
	Customer Satisfaction – Access	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Genesee	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Livingston	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Ontario	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Orleans	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Seneca	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Wayne	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Wyoming	95.0%			0.26	0.34	0.18
	<b>TOTAL CSI SCORE</b>				<b>30.00</b>	<b>39.00</b>	<b>21.00</b>
SERVICE QUALITY	On-Time Performance – RTS	91.5%			36.00	46.80	25.20
	Ride Fulfillment – On Demand				Measured not scored		
	On-Time Performance – Access	95.0%			0.50	0.65	0.35
	On-Time Performance – Genesee	94.0%			0.50	0.65	0.35
	On-Time Performance – Livingston	97.0%			0.50	0.65	0.35
	On-Time Performance – Ontario	93.0%			0.50	0.65	0.35
	On-Time Performance – Orleans	95.0%			0.50	0.65	0.35
	On-Time Performance – Seneca	97.0%			0.50	0.65	0.35
	On-Time Performance – Wayne	96.0%			0.50	0.65	0.35
	On-Time Performance – Wyoming	97.0%			0.50	0.65	0.35
	<b>TOTAL SPI SCORE</b>				<b>40.00</b>	<b>52.00</b>	<b>28.00</b>
EMPLOYEE ENGAGEMENT	Employee Engagement	28.0%			5.00	6.50	3.50
	Employee Satisfaction	4			5.00	6.50	3.50
	<b>TOTAL EEI 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			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	35.0%			37.20	48.36	26.04
	Customer Satisfaction – RTS Access	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Genesee	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Livingston	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Ontario	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Orleans	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Seneca	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Wayne	95.0%			0.35	0.46	0.25
	Customer Satisfaction – RTS Wyoming	95.0%			0.35	0.46	0.25
	<b>TOTAL CSI SCORE</b>				<b>40.00</b>	<b>52.00</b>	<b>28.00</b>
SERVICE QUALITY	On-Time Performance – RTS	91.5%			36.00	46.80	25.20
	Ride Fulfillment – On Demand				Measured not scored		
	On-Time Performance – Access	95.0%			0.50	0.65	0.35
	On-Time Performance – Genesee	94.0%			0.50	0.65	0.35
	On-Time Performance – Livingston	97.0%			0.50	0.65	0.35
	On-Time Performance – Ontario	93.0%			0.50	0.65	0.35
	On-Time Performance – Orleans	95.0%			0.50	0.65	0.35
	On-Time Performance – Seneca	97.0%			0.50	0.65	0.35
	On-Time Performance – Wayne	96.0%			0.50	0.65	0.35
	On-Time Performance – Wyoming	97.0%			0.50	0.65	0.35
	<b>TOTAL SPI SCORE</b>				<b>40.00</b>	<b>52.00</b>	<b>28.00</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	35.0%			27.92	36.30	19.54
	Customer Satisfaction – Access	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Genesee	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Livingston	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Ontario	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Orleans	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Seneca	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Wayne	95.0%			0.26	0.34	0.18
	Customer Satisfaction – Wyoming	95.0%			0.26	0.34	0.18
	<b>TOTAL CSI SCORE</b>				<b>30.00</b>	<b>39.00</b>	<b>21.00</b>
SERVICE QUALITY	On-Time Performance – RTS	91.5%			36.00	46.80	25.20
	Ride Fulfillment – On Demand				Measured not scored		
	On-Time Performance – Access	95.0%			0.50	0.65	0.35
	On-Time Performance – Genesee	94.0%			0.50	0.65	0.35
	On-Time Performance – Livingston	97.0%			0.50	0.65	0.35
	On-Time Performance – Ontario	93.0%			0.50	0.65	0.35
	On-Time Performance – Orleans	95.0%			0.50	0.65	0.35
	On-Time Performance – Seneca	97.0%			0.50	0.65	0.35
	On-Time Performance – Wayne	96.0%			0.50	0.65	0.35
	On-Time Performance – Wyoming	97.0%			0.50	0.65	0.35
	<b>TOTAL SPI SCORE</b>				<b>40.00</b>	<b>52.00</b>	<b>28.00</b>
EMPLOYEE ENGAGEMENT	Employee Engagement	28.0%			5.00	6.50	3.50
	Employee Satisfaction	4			5.00	6.50	3.50
	<b>TOTAL EEI 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				
	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)	\$ –	\$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	26.0%	27.5%	29.0%	30.5%	32.0%	33.5%	35.0%	36.5%	38.0%	39.5%	41.0%	42.5%	44.0%
		26.04	27.90	29.76	31.62	33.48	35.34	37.20	39.06	40.92	42.78	44.64	46.50	48.36
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46

# TOPS MATRIX QUARTER 1 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 Connect	89.0%	89.4%	89.8%	90.3%	90.7%	91.1%	91.5%	91.9%	92.3%	92.8%	93.2%	93.6%	94.0%
		25.20	27.00	28.80	30.60	32.40	34.20	36.00	37.80	39.60	41.40	43.20	45.00	46.80
	On Demand Ride Fulfillment													
	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%	98.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Genesee	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Livingston	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Ontario	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%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Orleans	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	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%	100.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	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%	99.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Wyoming	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65



## TOPS MATRIX QUARTER 2

		BELOW GOAL							ABOVE GOAL					
	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)	\$ –	\$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	26.0%	27.5%	29.0%	30.5%	32.0%	33.5%	35.0%	36.5%	38.0%	39.5%	41.0%	42.5%	44.0%
		19.54	20.94	22.34	23.73	25.13	26.52	27.92	29.32	30.71	32.11	33.50	34.90	36.30
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	Customer Satisfaction – Wwoming	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34

## TOPS MATRIX QUARTER 2 CONTINUED

		BELOW GOAL							ABOVE GOAL					
	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 Connect	89.0%	89.4%	89.8%	90.3%	90.7%	91.1%	91.5%	91.9%	92.3%	92.8%	93.2%	93.6%	94.0%
	On Demand Ride Fulfillment	25.20	27.00	28.80	30.60	32.40	34.20	36.00	37.80	39.60	41.40	43.20	45.00	46.80
	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%	98.0%
	On-Time Performance – Genesee	0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Livingston	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
	On-Time Performance – Ontario	0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Orleans	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%
	On-Time Performance – Seneca	0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	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%	99.0%
	On-Time Performance – Wyoming	0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
EMPLOYEE ENGAGEMENT	Employee Engagement	16.0%	18.0%	20.0%	22.0%	24.0%	26.0%	28.0%	30.0%	32.0%	34.0%	36.0%	38.0%	40.0%
	Employee Satisfaction	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
		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				
	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)	\$ –	\$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	26.0%	27.5%	29.0%	30.5%	32.0%	33.5%	35.0%	36.5%	38.0%	39.5%	41.0%	42.5%	44.0%
		26.04	27.90	29.76	31.62	33.48	35.34	37.20	39.06	40.92	42.78	44.64	46.50	48.36
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46
	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%
		0.25	0.26	0.28	0.30	0.32	0.33	0.35	0.37	0.39	0.40	0.42	0.44	0.46

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 Connect	89.0%	89.4%	89.8%	90.3%	90.7%	91.1%	91.5%	91.9%	92.3%	92.8%	93.2%	93.6%	94.0%
		25.20	27.00	28.80	30.60	32.40	34.20	36.00	37.80	39.60	41.40	43.20	45.00	46.80
	Ride Fulfillment – On Demand													
	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%	98.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Genesee	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Livingston	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Ontario	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%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Orleans	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	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%	100.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	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%	99.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Wyoming	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65

# TOPS MATRIX QUARTER 4

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%	30.0%
FINANCIAL SUSTAINABILITY	End of Year Net Income	\$(365)	\$(304)	\$(243)	\$(183)	\$(122)	\$(61)	\$ –	\$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	26.0%	27.5%	29.0%	30.5%	32.0%	33.5%	35.0%	36.5%	38.0%	39.5%	41.0%	42.5%	44.0%
		19.54	20.94	22.34	23.73	25.13	26.52	27.92	29.32	30.71	32.11	33.50	34.90	36.30
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34
	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%
		0.18	0.20	0.21	0.22	0.23	0.25	0.26	0.27	0.29	0.30	0.31	0.33	0.34



TOPS MATRIX QUARTER 4 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 Connect	89.0%	89.4%	89.8%	90.3%	90.7%	91.1%	91.5%	91.9%	92.3%	92.8%	93.2%	93.6%	94.0%
		25.20	27.00	28.80	30.60	32.40	34.20	36.00	37.80	39.60	41.40	43.20	45.00	46.80
	Ride Fulfillment – On Demand													
	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%	98.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Genesee	91.0%	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Livingston	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
EMPLOYEE ENGAGEMENT	On-Time Performance – Ontario	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%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Orleans	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	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%	100.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	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%	99.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
	On-Time Performance – Wyoming	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	98.0%	98.5%	99.0%	99.5%	100.0%
		0.35	0.38	0.40	0.43	0.45	0.48	0.50	0.53	0.55	0.58	0.60	0.63	0.65
EMPLOYEE ENGAGEMENT	Employee Engagement	16.0%	18.0%	20.0%	22.0%	24.0%	26.0%	28.0%	30.0%	32.0%	34.0%	36.0%	38.0%	40.0%
		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	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

## 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.

### 2023-24 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).

# APPENDIX



## FARE STRUCTURE

	ACTUAL	EFFECTIVE
RTS MONROE	2022-2023	2023-2024
<b>CASH:</b>		
Base Fare	\$ 1.00	\$ 1.00
<b>FIXED ROUTE FARE:</b>		
One Ride Pass	\$ 1.00	\$ 1.00
<b>VALUE PASSES (RTS CONNECT &amp; RTS ON DEMAND)*:</b>		
All-Day Unlimited Pass	\$ 3.00	\$ 3.00
Adult 31 Day Unlimited Pass	\$56.00	\$56.00
<b>CHILDREN UNDER AGE 11**:</b>		
Children Ages 6-10	\$ 0.50	\$ 0.50
Children Ages 5 and under (Limit of 3 children per fare-paying adult)	Free	Free
<b>SENIORS 65+/DISABLED VALUE PASSES:</b>		
Senior/Disabled 1 Ride	\$ 0.50	\$ 0.50
Senior/Disabled One-Day Unlimited*	\$ 1.50	\$ 1.50
Senior/Disabled Unlimited, 31 Consecutive Days*	\$28.00	\$28.00
<b>VETERANS:</b>		
All RTS Connect and RTS On Demand Rides	Free	Free
<b>RTS ON DEMAND***:</b>		
Connect to or from an RTS Bus Stop	\$ 1.00	\$ 1.00
Curb-to-Curb within the zone	\$ 3.00	\$ 3.00

\*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.

\*\*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	EFFECTIVE
RTS ACCESS	2022-2023	2023-2024
Required Service Area	\$ 2.00	\$ 2.00
Supplemental Area 1	\$ 2.00	\$ 2.00
Supplemental Area 2	\$ 4.00	\$ 4.00
Supplemental Area 3	\$ 8.00	\$ 8.00
Same Day Requests (additional charge)	\$ 6.00	\$ 6.00
RTS GENESEE	2022-2023	2023-2024
CASH:*		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride		
Countywide	\$ 3.00	\$ 3.00
City of Batavia	\$ 2.00	\$ 2.00
Veterans	Free	Free
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
RTS LIVINGSTON	2022-2023	2023-2024
CASH:**		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 2.00	\$ 2.00
Geneseo/Marketplace/Eastview Shuttle	\$ 6.50	\$ 6.50
Veterans	Free	Free
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00

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

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

All regionals offer children under 5 free fare on regular service when accompanied by a fare-paying adult.



## FARE STRUCTURE

	ACTUAL	EFFECTIVE
RTS ONTARIO	2022-2023	2023-2024
<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
Veterans	Free	Free
<b>PASSES:</b>		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$ 10.00	\$ 10.00
\$23 Value	\$ 20.00	\$ 20.00
Monthly Route Pass	\$ 30.00	\$ 30.00
Dial-A-Ride Passes	\$ 5.00 \$ 25.00 \$ 50.00 \$100.00	\$ 5.00 \$ 25.00 \$ 50.00 \$100.00
RTS ORLEANS	2022-2023	2023-2024
<b>CASH:**</b>		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 3.00	\$ 3.00
Veterans	Free	Free
<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.

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

All regionals offer children under 5 free fare on regular service when accompanied by a fare-paying adult.

## FARE STRUCTURE

	ACTUAL	EFFECTIVE
<b>RTS SENECA</b>	<b>2022-2023</b>	<b>2023-2024</b>
<b>CASH:*</b>		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 3.00	\$ 3.00
Veterans	Free	Free
<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>2022-2023</b>	<b>2023-2024</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
Veterans	Free	Free
<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>2022-2023</b>	<b>2023-2024</b>
<b>CASH:***</b>		
Base Route Fare**	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Veterans	Free	Free
<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.

\*\*\*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.

All regionals offer children under 5 free fare on regular service when accompanied by a fare-paying adult.



