



ROCHESTER
GENESEE REGIONAL
TRANSPORTATION
AUTHORITY

2024
2025

**COMPREHENSIVE
STRATEGIC PLAN
& FINANCIAL PLAN**





Regional Transit Service

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 connects the community by providing public transportation services to more than 10 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**.



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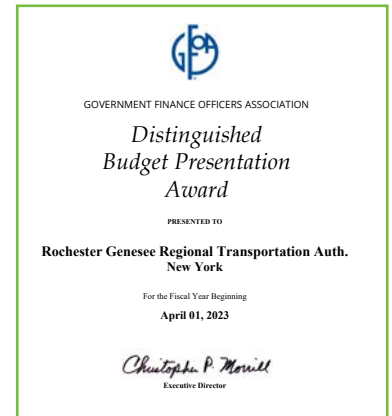
INTRODUCTION

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, 2023. 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 16 consecutive years.*



OUR VISION, MISSION, & VALUES

OUR VISION STATEMENT

We connect the community.

OUR MISSION STATEMENT

We provide safe, reliable, convenient, and sustainable transportation.

OUR VALUES

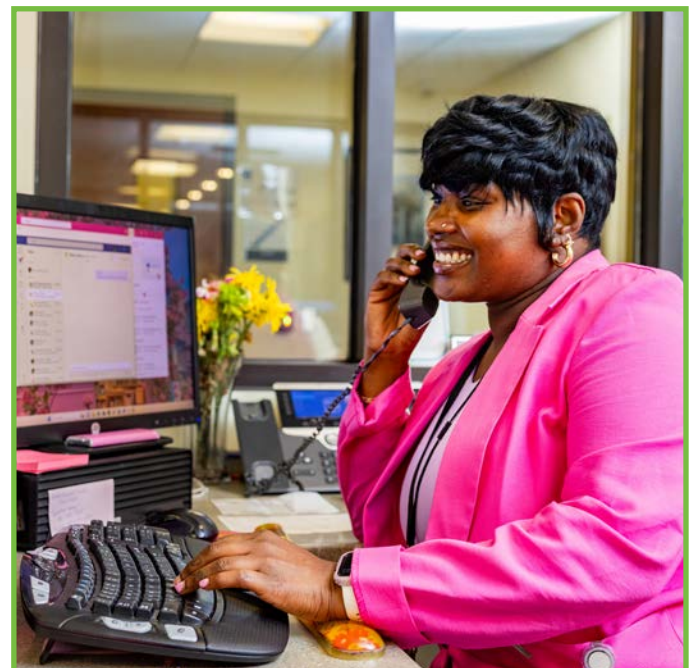
- **Integrity:** We are responsible stewards of taxpayer revenues. We are transparent and do what we say we are going to do while taking responsibility for our actions.
- **Respect:** We value and appreciate the diversity and opinions of those we work with and those we serve.
- **Diversity, Equity, and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



RTS VIVID DESCRIPTION

During the latest strategic planning process, the RTS team created the following vivid description of what the organization will look like in 25 years if we are successful in achieving our vision.

Public transportation in our region will be thriving, and RTS will be the catalyst for making it happen. RTS will be at the forefront of a seamless regional network of transportation options. The connectivity within our region will be stronger than ever before, resulting in a vibrant urban core and connected suburban and rural communities.

When customers need a ride for work, medical, education, or leisure, RTS will be a top choice for how they get there – safely, reliably, and conveniently. Our commitment to leveraging the most advanced technology, while also choosing technology that everyone can use, will ensure we are accessible to all. Customers will count on us for great service and a great experience – because every interaction with our people, spaces, and systems inspires them to choose RTS again and again.

RTS employees take pride in their work, in our impact in the community, in being part of one unified RTS team. Our employees will be fully engaged by the mission and will see a clear way to contribute to the achievement of our vision. Through deliberate and sustained investments in our people and processes, we will see diversity at all levels and departments of the organization. Employees will be enabled and empowered to live well, both inside and outside of work. We will be known for having one of the top workplace cultures in our region, so much so, we will regularly have a waiting list to apply for open positions and celebrate retirements of multi-decade careers.

RTS will have a seat at community tables and will often be at the head of them. As a proactive convener on transportation-related topics, regional leaders, government officials, businesses, and other community organizations will look to RTS as the experts on emerging needs and innovations in public transportation. Government leaders and funders will recognize our value and advocate for sustainable funding on our behalf. This will enable us to quickly respond to changing community needs while ensuring we can stay ahead of the curve with the latest technologies, be a leader in climate solutions, and advance collective equity goals.

Standing shoulder to shoulder, we will work tirelessly as one RTS to ensure transportation is no longer a barrier. By addressing transportation access at the systems level while providing reliable, affordable options every day, we will be integral to addressing poverty at its structural roots. When every community member has the opportunity to get where they need to go, when they need to be there, we will realize our potential to be a vibrant, prosperous, and connected community for all.

DIVERSITY, EQUITY, AND INCLUSION AT RTS

RTS's strategic focus on Diversity, Equity, and Inclusion started in 2017 when Diversity and Inclusion was added as an organizational value. Once the value was in place, we were able to develop and implement the strategy that started bringing the value to life. Because of our strategic approach, employees have embraced and promoted diversity, equity, and inclusivity in all areas of the organization, through wellness and engagement, formal training, professional development efforts, and the RTS Culture and Inclusion Council. Through this work, we 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:

- **Training & Personal Development:** We regularly work with community partners to provide opportunities for training and personal development for employees.
- **Cultural Heritage & 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.
- **Conversations with Tracy:** Chief DEI Officer Tracy Archie schedules open office hours each month to invite employees throughout the RTS service area to discuss whatever is important to them.
- **Employee Resource Groups:** Employee Resource Groups (ERG) are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace. We launched our first ERG in 2023 – the Women in Transit Group.

LETTER FROM THE CHAIRMAN & CHIEF EXECUTIVE OFFICER

To the RGRTA Board of Commissioners and our Community:

It is our privilege to present you with the RGRTA Comprehensive Strategic Plan and Financial Plan for Fiscal Year 2024-25.

This plan details the work the Authority will complete over the next fiscal year. It represents an organization that is a source of stability for its employees, and a source of access and reliability for its customers. To build on our work in these priority areas, the Authority embarked on an extensive strategic planning process that involved a lot of listening to employees, customers, community leaders, and industry experts. Our goal during this process was to identify and understand current and future trends, while identifying what we want to look like as an organization by 2030. This comprehensive plan reflects the result of that work and includes new mission and vision statements, 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.

At RTS, we are fortunate to have one of the hardest working and most dedicated teams in our industry and what we accomplish is because of their efforts. They perform 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.

Thanks to the RGRTA Board's approval, as well as your partnership and support, this plan continues our work to improve the well-being of our employees. It enhances our focus on the safety of employees and customers. It embraces the evaluation of processes and resources to ensure we are providing the best possible service to the community. And it continues prioritizing financial stability and an excellent customer experience.

We thank our customers for working with us to identify the best ways to grow and improve the transit system. We thank the RGRTA Board of Commissioners for volunteering their time and talents to the Authority. And we thank each member of the RGRTA team for their continued service.

Sincerely,



Don Jeffries
Chairman



Miguel Velázquez
Chief Executive Officer



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).

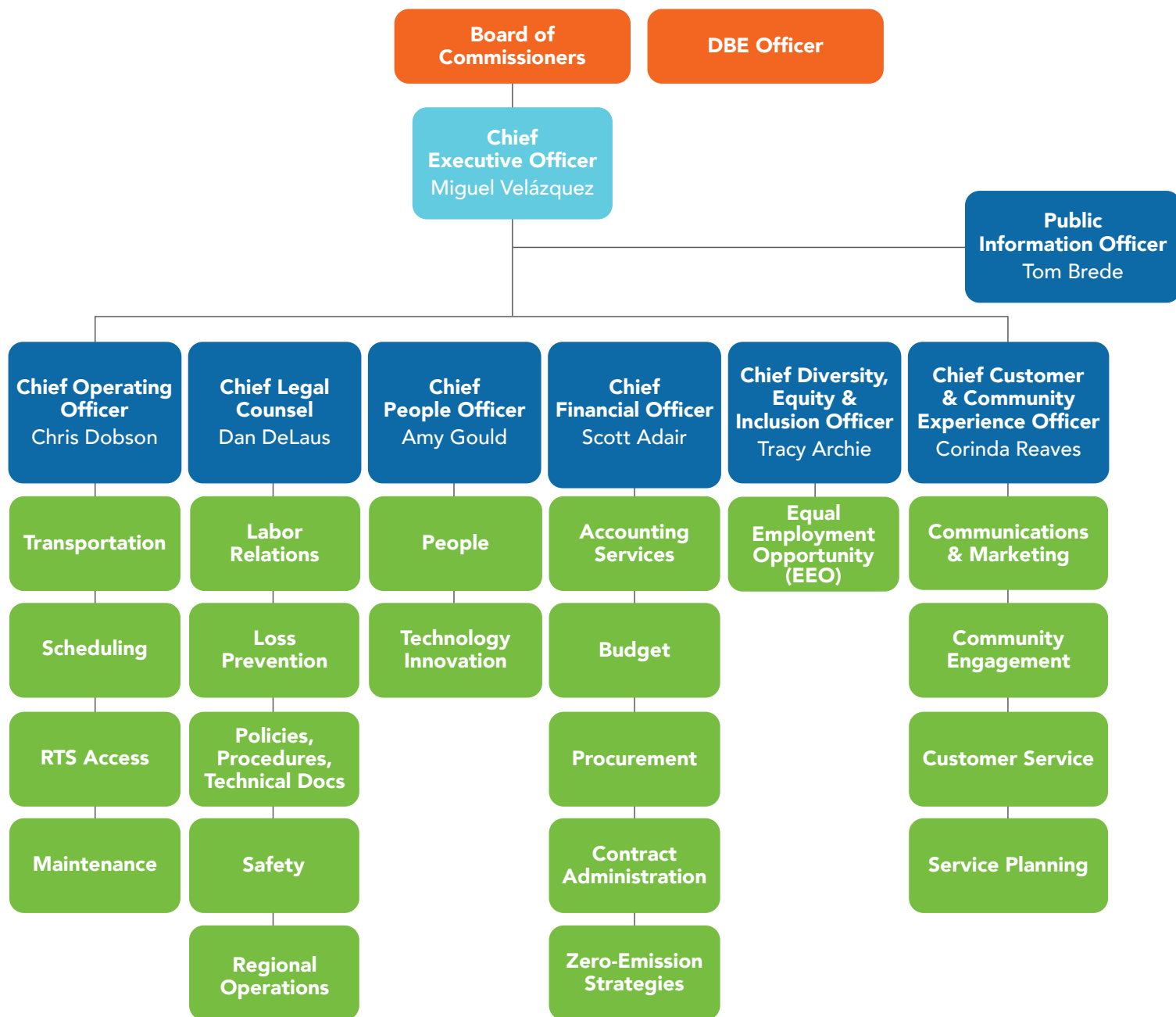


The Authority is comprised of 11 separately incorporated business units:

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	
2023 Ridership:	10,346,710
No. of Buses:	404
No. of Employees:	1,000+
Service Area Population:	1,194,339
Annual Miles:	10,118,209
Counties Served:	Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming

ORGANIZATIONAL STRUCTURE



Note: A brief description of each department is available on page 87.



RTS

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

Created in 1969

2023 Ridership:	9,707,439
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No. of Buses:	224
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No. of Employees:	694
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Service Area Population:	756,406
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RTS LIVINGSTON

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

Joined RGRTA in 1986

2023 Ridership:	71,104
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No. of Buses:	19
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No. of Employees:	26
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Service Area Population:	61,980
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RTS SENECA

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

Joined RGRTA in 2004

2023 Ridership:	41,675
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No. of Buses:	8
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No. of Employees:	15
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Service Area Population:	33,651
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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

2023 Ridership:	176,380
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No. of Buses:	53
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No. of Employees:	121
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Service Area Population:	756,406
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RTS ONTARIO

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

Joined RGRTA in 2014

2023 Ridership:	148,209
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No. of Buses:	21
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No. of Employees:	44
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Service Area Population:	112,288
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RTS WAYNE

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

Joined RGRTA in 1980

2023 Ridership:	98,850
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No. of Buses:	42
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No. of Employees:	61
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Service Area Population:	91,324
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RTS GENESEE

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

Joined RGRTA in 1971

2023 Ridership:	31,542
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No. of Buses:	12
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No. of Employees:	16
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Service Area Population:	58,204
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RTS ORLEANS

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

Joined RGRTA in 2003

2023 Ridership:	29,353
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No. of Buses:	7
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No. of Employees:	13
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Service Area Population:	40,148
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RTS WYOMING

Provides service on seven deviated routes.

Joined RGRTA in 1993

2023 Ridership:	42,158
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No. of Buses:	18
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No. of Employees:	20
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Service Area Population:	40,338
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RTS DIVERSITY PROFILE

This profile was created to ensure transparency and provide insight into the state of diversity within the Rochester Genesee Regional Transportation Authority (RGRTA) workforce. The data includes information about Diversity, Equity, and Inclusion (DEI) compliance, as well as racial and gender demographics.

COMPLIANCE DATA:

This provides insight into RGRTA's DEI compliance measures.

In 2023:

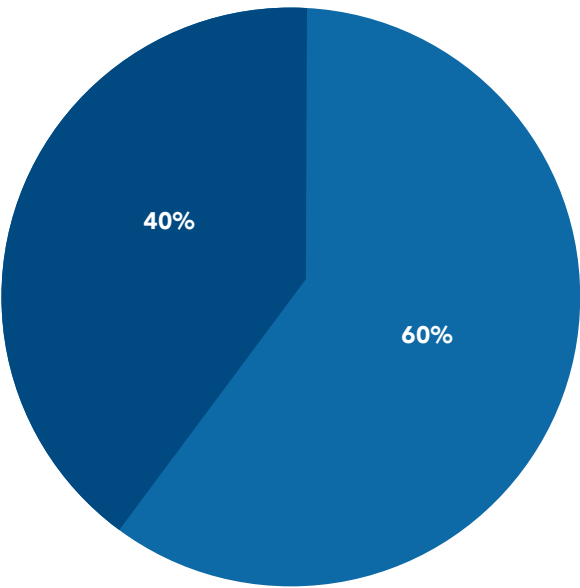
ADA Accommodations:	EEO Investigations:	Language Access Plan:	MWBE Compliance:
43 ADA Accommodations	0 EEO Investigations and Resolutions	12 Language Access Plans	54 MWBEs at \$1.6 M+

RACIAL AND GENDER DEMOGRAPHICS:

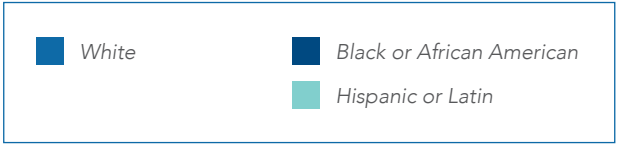
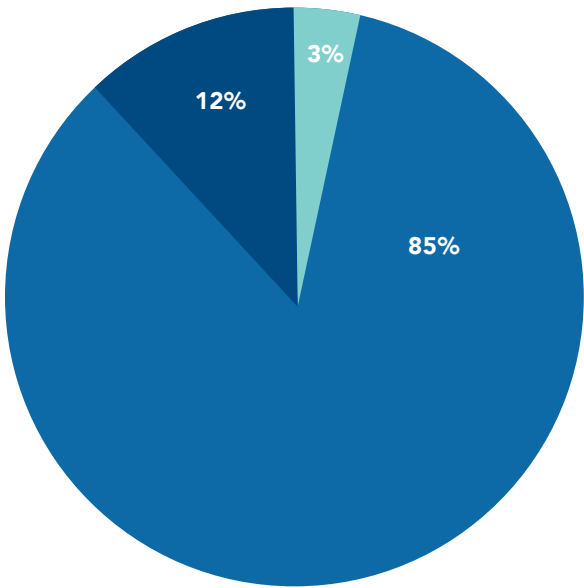
The following charts show the gender and race/ethnicity of the entire RTS workforce, and the RTS Leadership Team.

RTS Leadership:

Gender

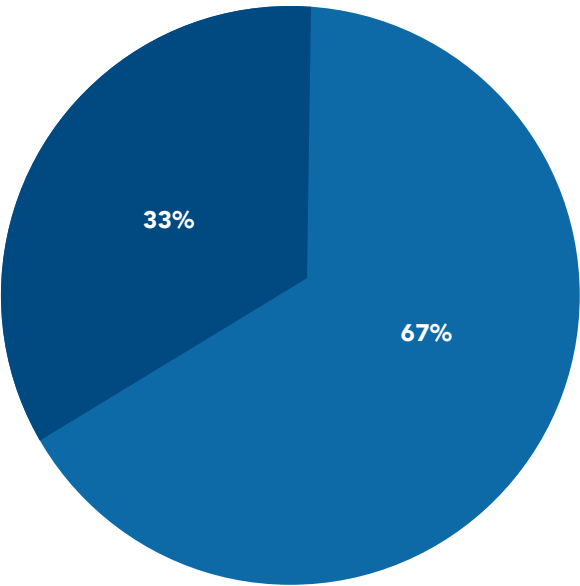


Race/Ethnicity

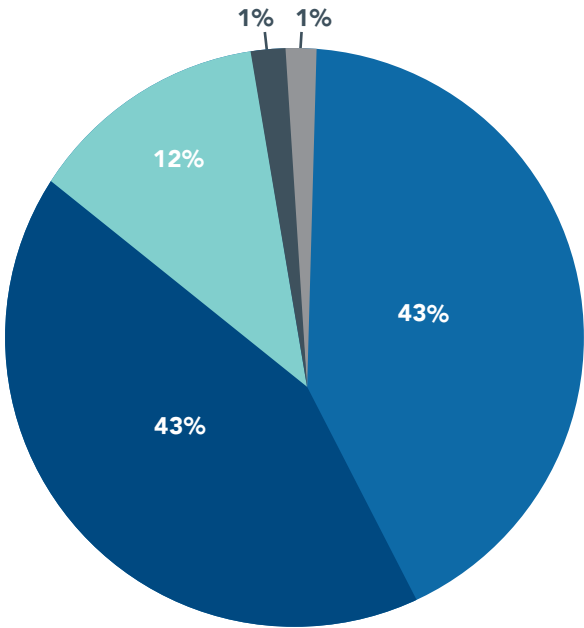


Overall RTS Workforce by:

Gender*



Race/Ethnicity**

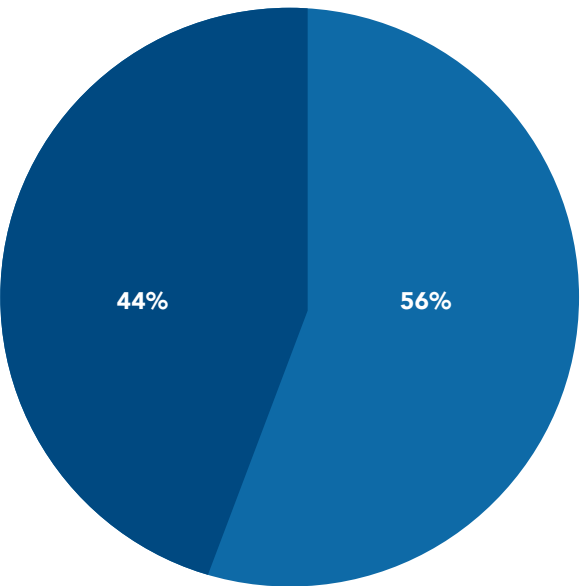


HIRING DEMOGRAPHICS:

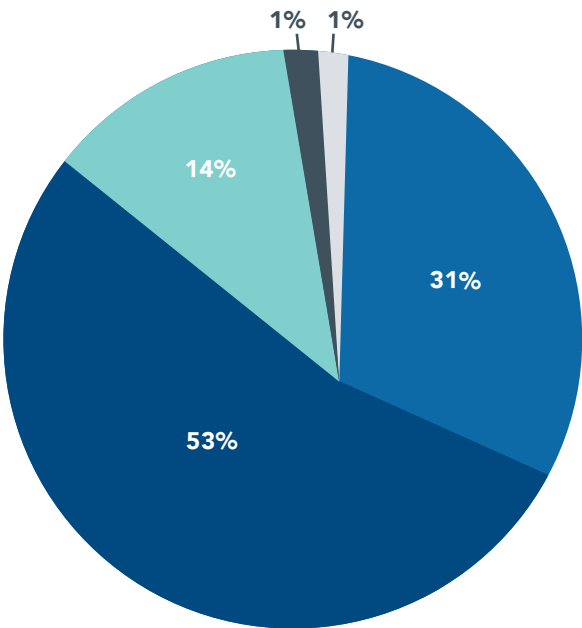
The following charts show the gender and race/ethnicity of newly hired members of the RTS team and show the impact of our DEI strategy on our recruitment and retainment efforts.

New Hires by:

Gender*



Race/Ethnicity**



*
Female Male

**
White Black or African American Hispanic or Latin Asian Two or More Races Native Hawaiian/ Pacific Isl

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.

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. Links to recorded and live video are available on the Authority’s website: 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.



RGRTA BOARD OF COMMISSIONERS

DONALD E. JEFFRIES <i>Chairman, Represents Monroe County</i>	JACQUES CHAPMAN <i>ATU Local 282 Representative (non-voting)</i>
BRIAN H. YOUNG <i>Vice-Chairman, Represents Ontario County</i>	MICHAEL P. JANKOWSKI <i>Represents Wayne County</i>
JERDINE JOHNSON <i>Secretary, Represents the City of Rochester</i>	WILLIAM P. MCDONALD <i>Represents the City of Rochester</i>
RICHARD D. KOSMERL <i>Treasurer, Represents Wyoming County</i>	LAURIE OLTRAMARI <i>Represents Genesee County</i>
WILLIAM ANSBROW <i>Represents the City of Rochester</i>	TERRENCE RICE, PE <i>Represents Monroe County</i>
JAMES BENSLEY <i>Represents Orleans County</i>	JUDITH AHFELD SEIL <i>Represents Monroe County</i>
HEATHER BIRD <i>Represents Transit-Dependent Individuals</i>	EDWARD W. WHITE <i>Represents Seneca County</i>
SUSANNE CARLOCK <i>Represents Livingston County</i>	



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



2023: THE YEAR IN REVIEW



RGRTA 2023: THE YEAR IN REVIEW

LAUNCHED UKG HCM PLATFORM

Among the most important strategic initiatives of 2023 was the implementation of the UKG Human Capital Management (HCM) system. The new UKG system is a one-stop-shop for all the benefits and payroll information employees need access to. The new system includes access to payroll and benefits, timesheets, managing time off, along with many other features. One of the key features of the new system is that it is available to employees through the UKG mobile app.

REGIONAL ON DEMAND SERVICE STUDY

As we completed the Regional City and Village Local Service Study early in the year, we started a study on the feasibility of On Demand service in the RTS regional service area. Like the local service study, this study examined the need for and feasibility of on-demand service in Genesee, Livingston, Ontario, Orleans, Seneca, Wayne, and Wyoming Counties.

STARTED BUILDING NEW FACILITIES FOR RTS SENECA AND RTS WYOMING

Two of the more exciting events we held in 2023 were the groundbreaking ceremonies that celebrated the start of construction on new facilities for RTS Seneca and RTS Wyoming. CEO Miguel Velázquez welcomed Chairman Jeffries, Commissioners White and Kosmerl, respectively, members of the RTS Seneca and Wyoming teams, as well as local lawmakers, community, and construction partners for each celebration. If all goes according to schedule, we will celebrate the opening of the new facilities in 2024.

ACHIEVED SIGNIFICANT MILESTONES ON PATH TO CONTACTLESS FARES FOR RTS ACCESS

In 2023, we achieved a significant milestone as part of our efforts to implement contactless fare technology for paratransit customers at RTS Access. This milestone was the completion of the CAD/AVL system. The second milestone is the start of a contactless fares pilot program (launched in March 2024) to test the new technology with a select group of RTS Access customers and partners.

PROGRESSED WORK ON NEW CONNECTION HUBS

One of the key features of the redesigned transit system we implemented through Reimagine RTS was Connection Hubs. These hubs serve as the primary connection points between RTS Connect – our fixed route system, and RTS On Demand. This work is specifically focused on the Hylan Drive and Irondequoit Plaza Connection Hubs. The Irondequoit Plaza hub needs to be moved to a different location at the Plaza due to the redevelopment of land where the current hub is located. The current Hylan Drive Connection Hub was always intended to be a temporary location that would then be moved onto the Marketplace Mall property in conjunction with the construction of UR Medicine's new Orthopaedic facility. In 2023, we held a public hearing on the Irondequoit Hub and started our work with UR on the construction of the new Hylan Drive hub.



CONTINUED PROGRESS ON TRANSITION TO ZERO-EMISSION VEHICLES

In 2023, we continued our progress on the transition to a zero-emission bus fleet with the procurement of Hydrogen Fuel Cell buses, vans, and a mobile fueling station. We received approval from the RGRTA Board of Commissioners to place the order for the hydrogen vehicles and fueling station and started the infrastructure work necessary to prepare for their arrival.

STARTED NEW ORIGIN AND DESTINATION STUDY

When we designed the new transit system as part of Reimagine RTS, we conducted an origin and destination study to learn where people come from before getting on the bus and where they go when they get off the bus. Since then, we implemented the new system and went through a global pandemic that significantly changed people's travel needs and habits. Because of this new reality, we conducted a new origin and destination study to better understand how those travel needs and habits have changed and identified potential service improvements to address them.

LAUNCHED FIRST ERG – WOMEN IN TRANSIT GROUP

As part of our ongoing effort to be more diverse, equitable, and inclusive, we launched our first RTS Employee Resource Group (ERG) – the Women in Transit Group – with the first annual Women in Transit Conference. During the conference, ERG participants heard from other women leaders in transit from the Cleveland Regional Transit Authority, and had the opportunity to connect with co-workers and share goals and experiences.

HONORING MILITARY VETERANS WITH A WRAPPED BUS

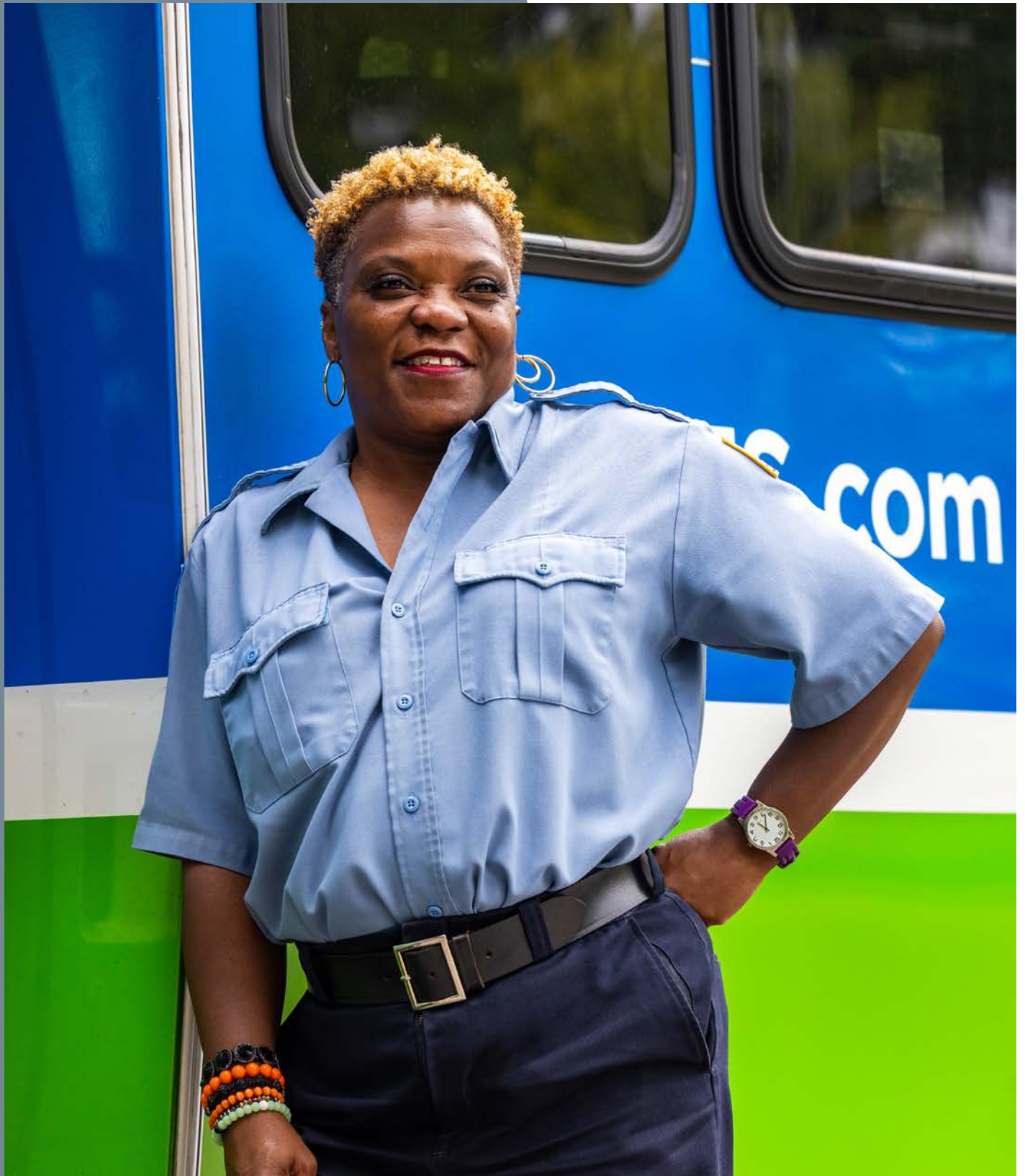
RTS unveiled a themed bus that was wrapped to show appreciation for military veterans on Veterans Day. We held a press conference with the ATU Local 282, Teamsters Local 118, Veterans Outreach Center, and the Monroe County Veterans Service Agency to unveil the bus, which was in service for the month of November and included in the Veterans Day parade.



"The vitality of Rochester is undeniably linked to the vitality of our public transportation system, which ensures all citizens have access to jobs, markets and critical services. I want to thank the men and women of RTS for the commitment to public service and continuous improvement that is reflected in the 2024-2025 Comprehensive Strategic Plan. By providing a service that is reliable, frequent and equitable, RTS is advancing our efforts to inspire hope and deliver opportunity for everyone."

– Malik D. Evans, Rochester Mayor





STRATEGIC PLAN & OPERATIONAL INITIATIVES

THE NEW RTS STRATEGIC PLAN FOR 2024-25

Our strategic plan for 2024-25 builds on the organization's success in recent years and represents our work over the past year to identify what RTS should look like in 2030 and the strategies necessary to get there. The path to 2030 and our plan for 2024-25 came from a multi-step strategic planning process that involved listening to and understanding input from employees, customers, community leaders, and industry leaders.

This included:

- **Evaluating the results and trends** from employee engagement surveys and a recent analysis by employees of our strengths, weaknesses, opportunities, and threats (SWOT analysis).
- **Review of daily feedback and input** from customers, as well as information we gather through quarterly customer surveys.
- **A discussion of recent and potential trends** with business and community leaders to better understand what we can expect locally over the next several months and years.
- **An in-depth look at trends and developing innovations** within the public transit industry through presentations from industry experts at RTS and around the country.

As part of this strategic planning process, we developed new vision and mission statements that align with our new strategic plan. This included the creation of a vivid description, which is a long-form representation of our vision statement that includes specific details about the desired state of our organization in the future.

The primary determinant of the 2024-25 strategic plan was the feedback we received from employees, which indicated a high level of fatigue and stress. This was due in part to the aftermath of the COVID-19 pandemic, staffing challenges, the undertaking of multiple major initiatives, and the impact of everyday stressors. With that as our starting point, the 2024-25 fiscal year will include a keen focus on improving the well-being of RTS employees and carrying out our mission by providing safe, reliable, convenient, and sustainable transportation for our customers.

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



"Because of the work of every single bus driver, mechanic, maintenance worker, administrative personnel, and all of the individuals in the RTS workforce, our neighborhoods are becoming stronger and more inter-connected than ever before. I'm proud to stand beside you in these efforts and continue the fight in Congress for additional federal dollars to take our public transportation and other critical infrastructure to new heights. Thank you to CEO Miguel Velázquez for your leadership and partnership, and I look forward to our continued work together to modernize our public transit system and ensure it meets the needs of the people of Rochester for decades to come."

– Joe Morelle, Congressman

2024-25 RGRTA STRATEGIC FRAMEWORK



OUR MISSION

We provide safe, reliable, convenient, and sustainable transportation.



OUR VISION

We connect the community.



OUR VALUES

- Integrity
- Respect
- Diversity, Equity, & Inclusion
- Engagement & Collaboration
- Agility & Innovation
- Performance Focus

EMPLOYEE WELL-BEING

Institute consistent and frequent communication between managers and direct reports. Progress safety plan in partnership with employees and the community. Implement programs that create a culture of continuous development and learning for all.

STAFFING

Develop performance indicators, initiatives, and processes to improve recruitment. Create initiatives to enhance the employee experience. Identify the root causes and strategies to improve absenteeism.

PROCESSES & RESOURCES

Identify and implement high priority opportunities in operational efficiencies that deliver sustainable services.

CUSTOMER & FINANCIAL PERFORMANCE

Clearly identify, track, and advance areas supporting the organization's financial stability while delivering excellent customer experiences.



WILDLY IMPORTANT GOAL:

**Improve
18-month
retention
rates by 6%**



KEY RESULT AREA: EMPLOYEE WELL-BEING

Strategy: Institute consistent and frequent communication between managers and direct reports. Progress the safety plan in partnership with employees and the community. Implement programs that create a culture of continuous development and learning for all.

STRATEGIC AREA	TACTICS	TIMING	CHAMPION
Safety	Develop a multi-year safety training program to establish a culture of safety and security.	Q4 2024-25	Chief Operating Officer
	Establish a sub-committee of the RGRTA Joint Safety Committee to focus on bus barrier design.	Q1-Q3 2024-25	VP of Zero-Emission Strategies
Communications & Development	Create project team and implementation schedule for addition of the UKG Talk feature to improve communication and engagement with employees.	Q1-Q4 2024-25	Director of People
	Create a culture of continuous learning and development by leveraging the UKG Learning Management System (LMS) to focus on guided and directed training.	Q2-Q4 2024-25	Director of People
	Work with vendor to evaluate current employee engagement survey and identify opportunities to improve engagement, analysis, and strategic planning.	Q1-Q4 2024-25	Chief People Officer
Work/Life Balance	Establish a Scheduling and Bus Operator focus group to improve collaboration through the schedule development process.	Q1 2024-25	Director Of Scheduling
	Begin evaluating and improving the mechanism for Bus Operators to interact with quarterly schedules, and select their work.	Q4 2024-25	Director of Technology Innovation, Director of Transportation



KEY RESULT AREA: STAFFING

Strategy: Develop performance indicators, initiatives, and processes to improve recruitment. Create initiatives to enhance the employee experience. Identify the root causes and strategies to improve absenteeism.

STRATEGIC AREA	TACTICS	TIMING	CHAMPION
Recruitment	Implement a maintenance technician apprenticeship program to strengthen recruitment efforts and create succession opportunities within the maintenance department.	Q3 2024-25	Director of Maintenance
Retention	Complete Diversity and Inclusion Climate Assessment and utilize results to improve workplace culture, support organizational strategies, and achieve DEI goals.	Q1-Q4 2024-2025	Chief DEI Officer
Absenteeism	Develop and implement processes to proactively support employees' return to work from long-term absences.	Q1-Q4 2024-25	Director of People
	Reduce absenteeism rates by identifying the root causes.	Q2-Q4 2024-25	Director of People, Director of Transportation



KEY RESULT AREA: PROCESSES & RESOURCES

Strategy: Identify and implement high priority opportunities in operational efficiencies that deliver sustainable services.

STRATEGIC AREA	TACTICS	TIMING	CHAMPION
Performance Metrics Review	Review current TOPS performance metrics and conduct a pilot program with new metrics for potential implementation in FY 2025-26.	Q3 2024-25	Director of Technology Innovation
Service Efficiency Improvements	Evaluate all current public transit services and provide recommendations for improvements and potential cost containment efficiencies, including fare increase and sustainability of ODS.	Q3-Q4 2024-25	Chief Customer & Community Experience Officer, Director of Service Planning
Zero-Emission Transition	Take delivery of new Hydrogen Fuel Cell vehicles and mobile fueling station and put them into service.	Q1-Q4 2024-25	VP of Zero-Emission Strategies
	Complete design of infrastructure upgrades for Garage B and award construction contracts to support the addition of Hydrogen Fuel Cell vehicles.	Q1-Q3 2024-25	VP of Zero-Emission Strategies, Director of Engineering & Facilities Management



KEY RESULT AREA: CUSTOMER & FINANCIAL PERFORMANCE

Strategy: Clearly identify, track, and advance areas supporting the organization's financial stability while delivering excellent customer experiences.

STRATEGIC AREA	TACTICS	TIMING	CHAMPION
Budget Process Review	Analyze and provide recommendations on bonding for new facilities.	Q1 2024-25	Chief Financial Officer
New Sustainable Services	Develop implementation plan for the recently completed Regional service studies.	Q1 2024-25	Director of Regional Operations
Facilities & Infrastructure	Complete construction of new RTS Wyoming facility.	Q3 2024-25	Director of Engineering & Facilities Management, Director of Regional Operations
	Complete construction of new RTS Seneca facility.		
	Identify site for new RTS Wayne facility.		
	Procure and award contract for final design of new RTS Access facility.*	Q4 2024-25	Director of Engineering & Facilities Management, Director of Paratransit Services
	Construct the new Hylan Drive Connection Hub.	Q3 2024-25	Director of Engineering & Facilities Management
	Complete final design of new Irondequoit Plaza Connection Hub.	Q1 2024-25	
Technology Innovation	Pilot new mobility technology for the regional operation to improve access to information and trip planning.	Q1-Q4 2024-25	Director of Technology Innovation

*Pending property ownership.





FINANCIAL PLAN

FISCAL YEAR 2024-2025 OPERATING BUDGET

Management is pleased to present a balanced operating budget for fiscal year 2024-2025 (FY2025) 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 FY2025 are \$130.5 million, representing an increase of 4.8% from the prior year's budget. Within that total, personnel costs are \$94.3 million, an increase of \$5.2 million from the prior year. Non-personnel costs are budgeted at \$36.2 million, an increase of \$0.8 million from the prior year.

Total estimated revenues supporting operations are \$130.5 million, representing an increase of 4.8% 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 FY2025 Operating Budget versus the prior year is provided on the next page.



myRTS.com

Certification of the Chief Executive Officer

Fiscal Year 2024-25 Operating Budget and Financial Plan

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Monroe County
Donald Jeffries
Chairman

Terrence Rice
Judith Ahlfeld
Seal

City of Rochester
William J. Ansbrow
Jerdine Johnson
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Wyoming County
Richard Kosmert
Treasurer

ATU Local 282
Jacques Chapman

Transit Dependent
Representative
Heather Bird

As Chief Executive Officer of the Rochester Genesee Regional Transportation Authority, I hereby certify that the Authority's 2024-25 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 Velázquez
Chief Executive Officer
Rochester Genesee Regional Transportation Authority

Date: February 2, 2024

Financial Certification of the Chief Executive Officer

THE AUTHORITY'S FINANCIAL PLAN CONSISTS OF THREE ELEMENTS:

1. Operating Budget for Fiscal Year 2024-2025
2. Multi-Year Budget Projection covering fiscal years 2024-2025 through 2027-2028
3. Ten-Year Capital Improvement Plan covering fiscal years 2024-2025 through 2033-2034



SUMMARY FY2024 AND FY2025 OPERATING BUDGET COMPARISON (\$ MILLIONS)

	2023-2024 OPERATING BUDGET	2024-2025 OPERATING BUDGET	CHANGE	% CHANGE
REVENUES				
Locally Generated	\$ 39.3	\$ 39.0	\$ (0.3)	(0.8)%
Governmental Subsidies	\$ 73.1	\$ 80.9	\$ 7.8	10.7 %
Mortgage Recording Tax	\$ 12.1	\$ 10.6	\$ (1.5)	(12.4)%
TOTAL REVENUES	\$124.5	\$130.5	\$ 6.0	4.8%
EXPENSES				
Personnel	\$ 89.1	\$ 94.3	\$ 5.2	5.8 %
Non-Personnel	\$ 35.4	\$ 36.2	\$ 0.8	2.3 %
TOTAL EXPENSES	\$124.5	\$130.5	\$ 6.0	4.8%
NET INCOME (DEFICIT)	\$ –	\$ –	\$ –	

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

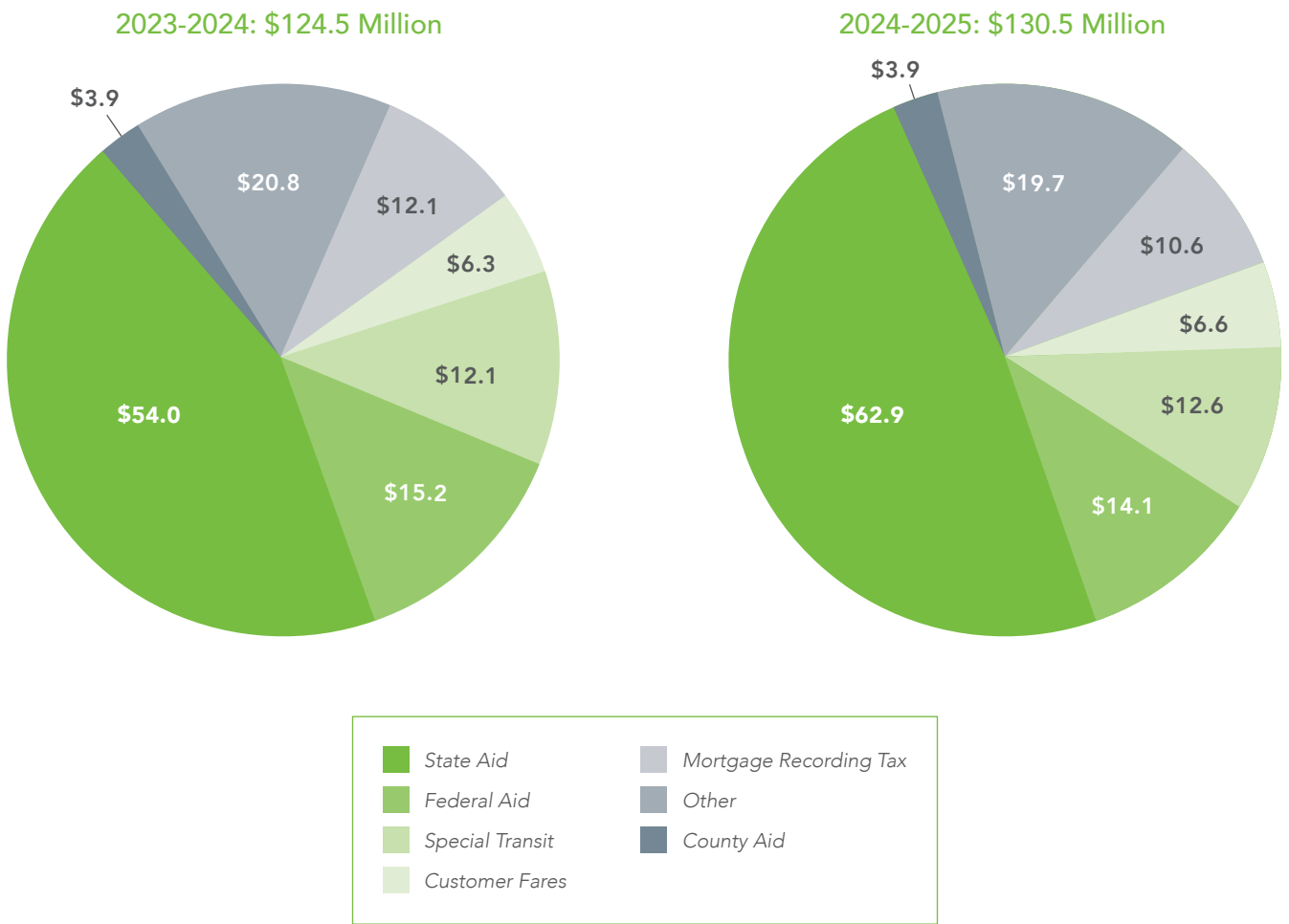
1. Locally generated, which include customer and special fares;
2. Governmental subsidies provided by member counties, New York State, and the federal government; and
3. Mortgage Recording Tax receipts, which are collected by member counties and distributed to the Authority.

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 \$39.0 million is budgeted for FY2025. Locally generated revenues are expected to support approximately 29.9% of total planned operating expenses for FY2025.

Customer Fares

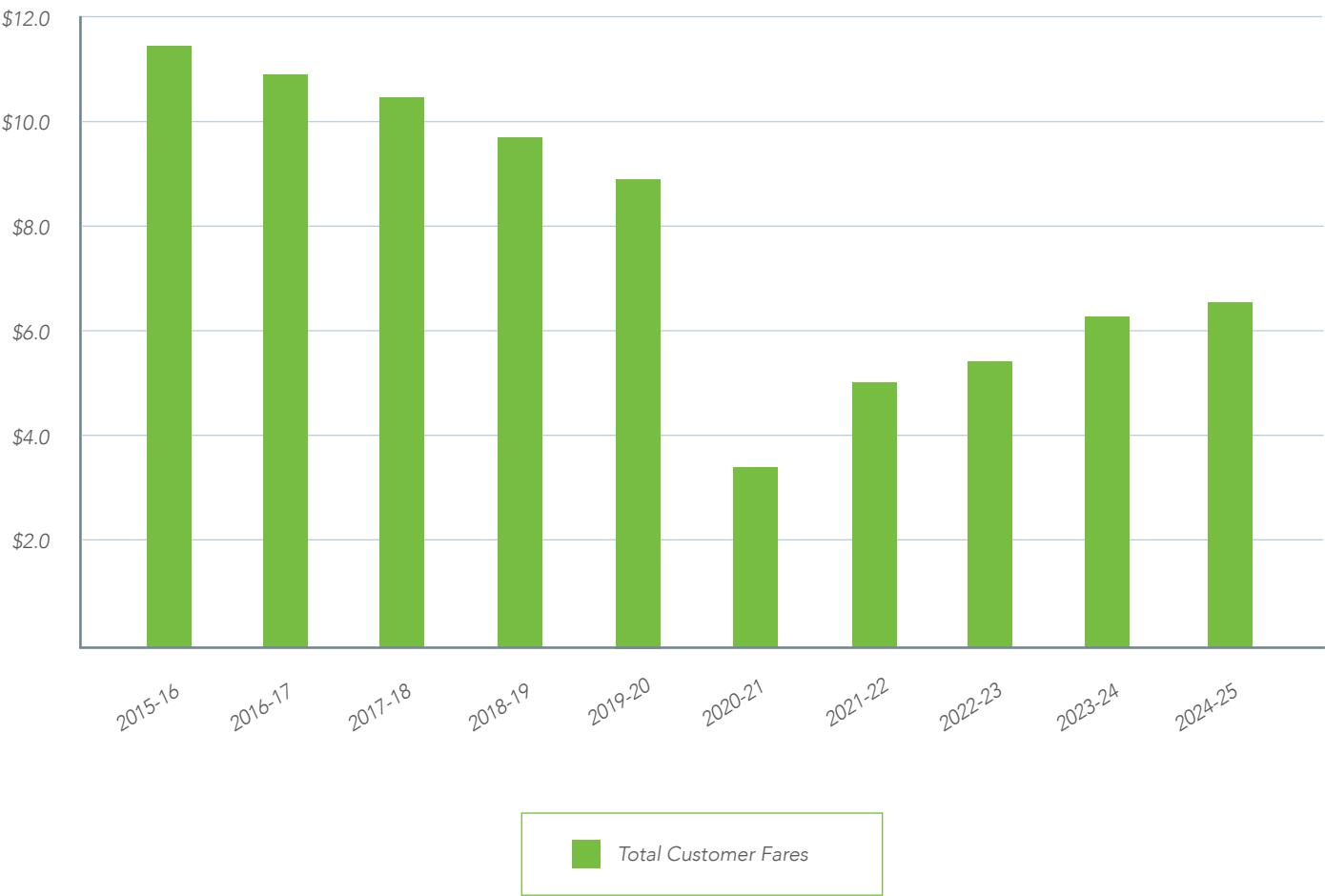
Total budgeted customer fares are estimated to be \$6.6 million, an increase of approximately \$0.3 million from the 2023-2024 budget. Customer fare revenue has experienced a decline during the pandemic, but we are anticipating a modest increase over our projected actual for FY2024. Customer fares are derived from the cash fare and various pass programs offered to our riders depending on their needs.

Special Transit Fares

A total of \$12.6 million is estimated for special transit fares in the FY2025 budget, an increase of approximately \$0.5 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 FY2025.

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 62.0% of total operating expenses for FY2025. Governmental subsidies are received from the federal government, New York State, and each member county.

Federal Aid

Federal aid planned for FY2025 totals \$14.1 million, decreasing approximately \$1.1 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.

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 FY2025 is \$62.9 million, up approximately \$8.9 million from last year’s budget. This increase from FY2024 is a result of the State’s budget for FY2024 providing \$7.7 million more in funding than was anticipated as part of our FY2024 budget. We have included a 2.0% increase in the FY2025 budget as the governor’s proposed budget has not been adopted at the time of our budget development.

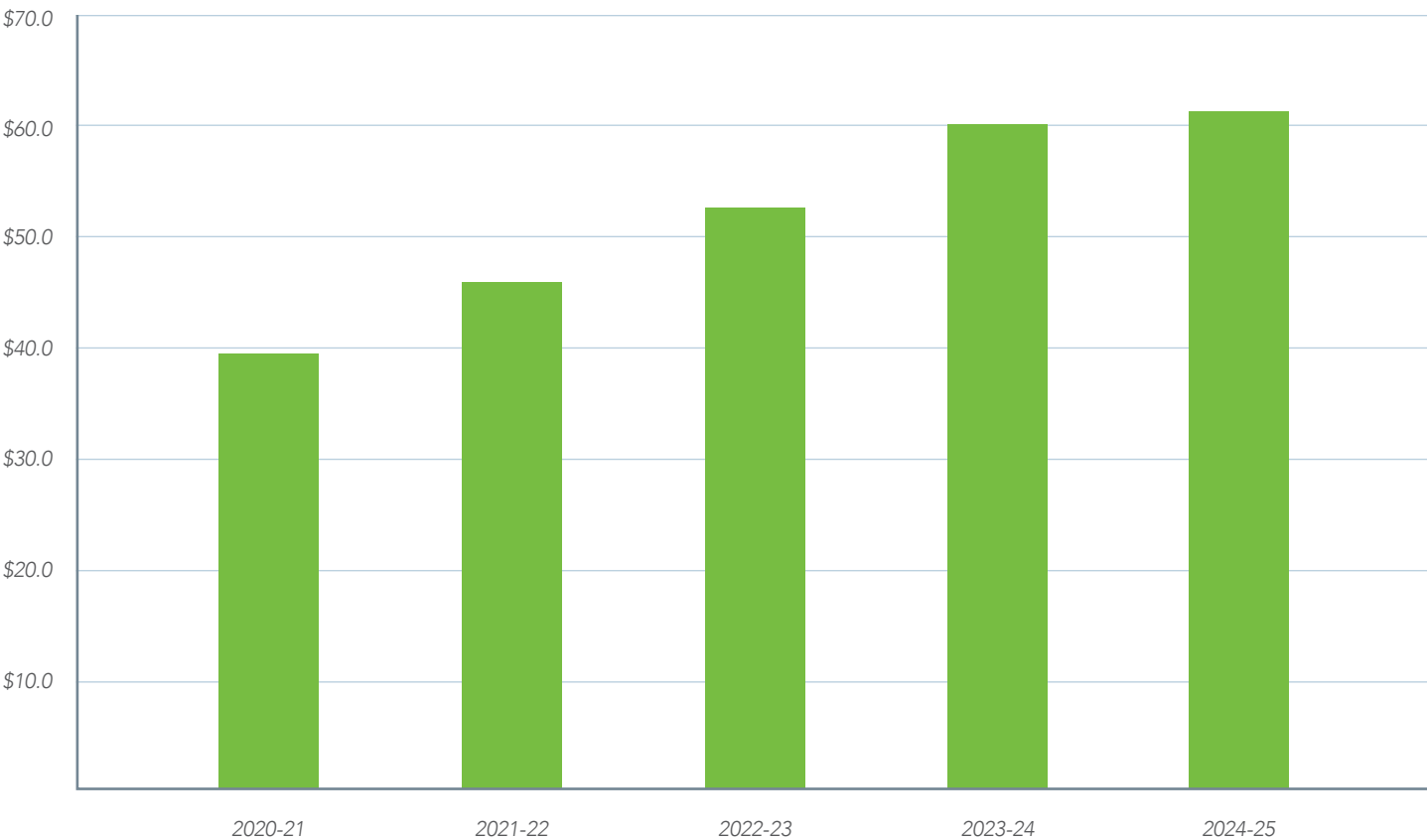
State aid is comprised of an annual state budget allocation under the State Mass Transportation Operating Assistance program (STOA) and mandatory state matching funds for federal preventive maintenance aid.

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)



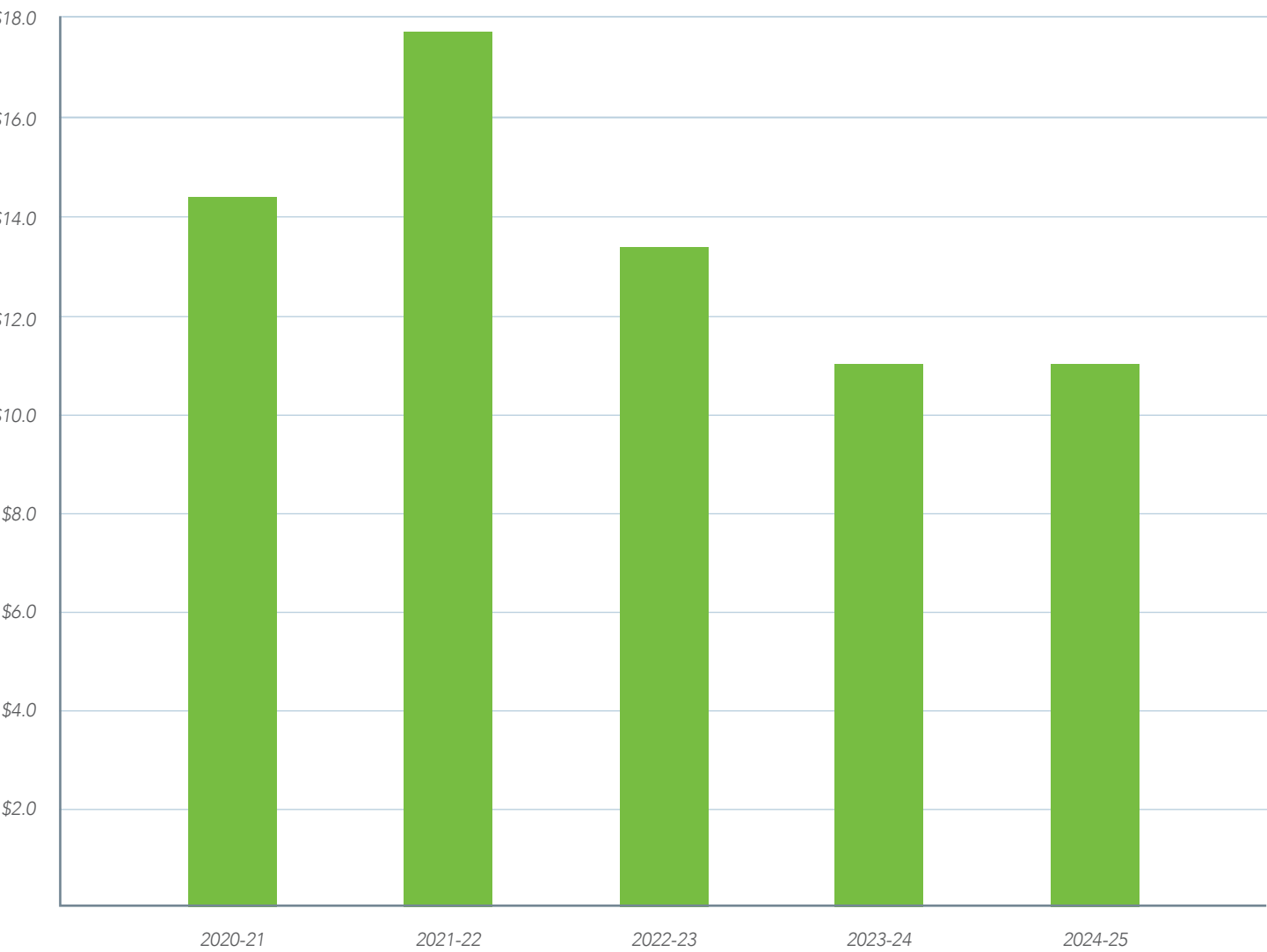


MORTGAGE RECORDING TAX

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 FY2025 is \$10.6 million, a decrease of 12.4% from last year’s budget based on actual results in FY2024.

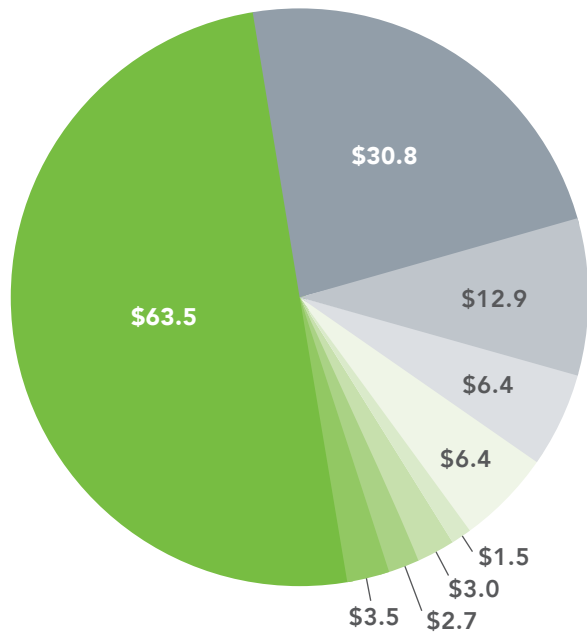
MORTGAGE RECORDING TAX RECEIPTS (\$ MILLIONS)



EXPENSE FACTORS

The Authority's operational spending plan for FY2025 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 \$130.5 million, representing an approximate increase of \$5.0 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: 2024-25
\$130.5 MILLION



- Employee Benefits
- Contracted Services
- Fuel & Lubricants
- Parts & Other Materials
- Utilities
- Casualty & Liability
- Other
- Depreciation
- Wages



PERSONNEL

Total estimated wages and benefits for FY2025 are \$94.3 million, representing an increase of approximately 5.8% 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 FY2025 is \$36.2 million, representing an increase of \$0.8 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)

	2023-2024 OPERATING BUDGET	2024-2025 OPERATING BUDGET	CHANGE	% CHANGE
Contracted Services	\$ 11,573	\$ 12,865	\$1,292	11.2 %
Fuel/Lubricants	\$ 7,108	\$ 6,356	\$ (752)	-10.6 %
Parts	\$ 4,612	\$ 4,862	\$ 250	5.4 %
Depreciation	\$ 3,009	\$ 3,452	\$ 442	14.7 %
Casualty & Liability	\$ 2,672	\$ 2,963	\$ 292	10.9 %
Miscellaneous	\$ 2,288	\$ 2,110	\$ (178)	-7.8 %
Other Materials/Supplies	\$ 1,703	\$ 1,567	\$ (136)	-8.0 %
Utilities	\$ 1,731	\$ 1,480	\$ (251)	-14.5 %
Lease/Rental	\$ 705	\$ 543	\$ (162)	-22.9 %
TOTAL	\$35,402	\$36,199	\$ 797	2.3%

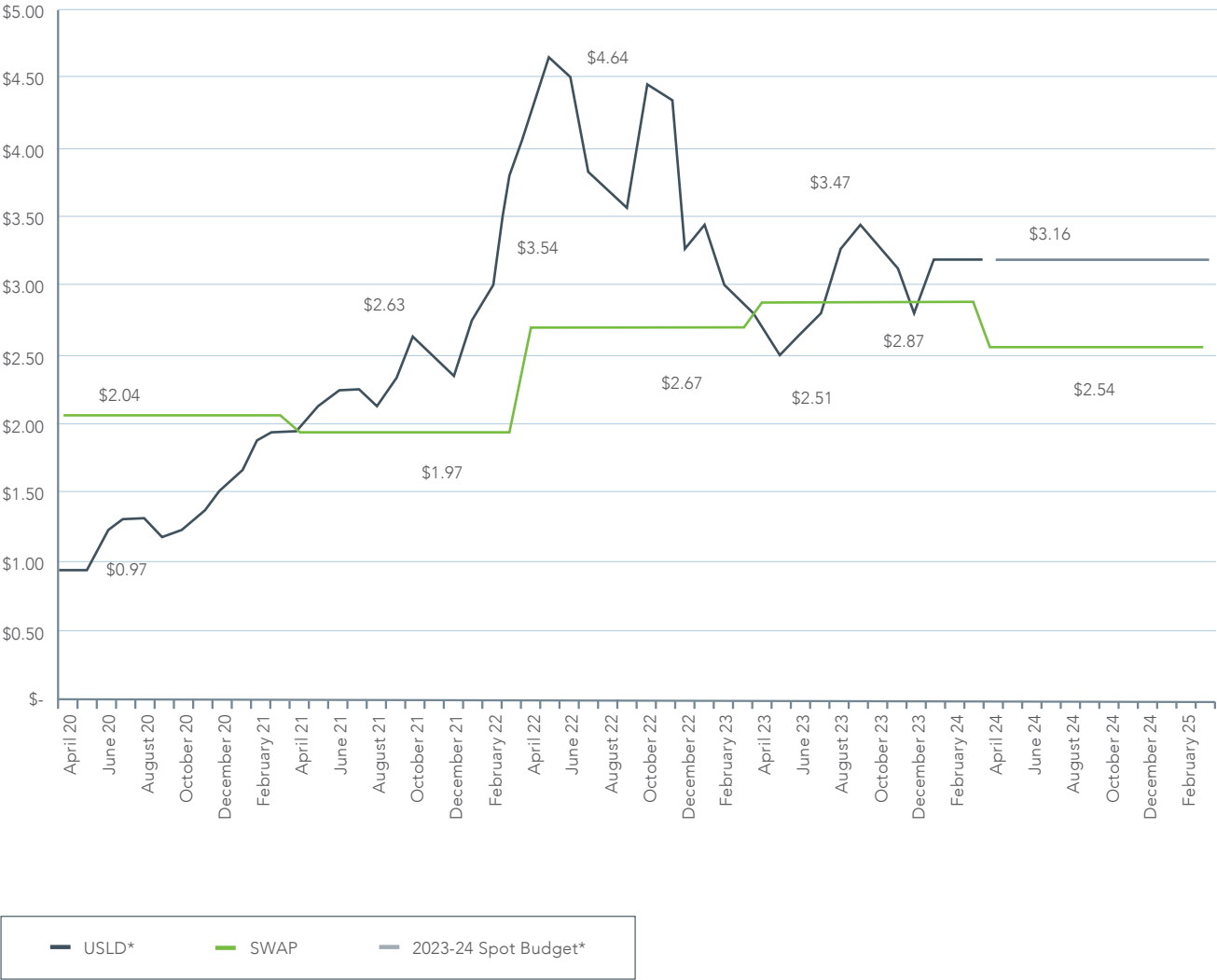


The key drivers of non-personnel expenses are outlined below.

Fuel and Lubricants

Fuel and lubricant costs are estimated at \$6.4 million for FY2025, a decrease of \$0.7 million from the prior year budget. The FY2025 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 FY2025 total \$6.4 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 FY2025 contracted services expenses are \$12.9 million, an increase of approximately 11.2% due primarily to cost of living adjustments to existing contracts.

Miscellaneous and Other Expenses

Miscellaneous and other expenses during FY2025 are budgeted at \$7.1 million, decreasing by \$0.3 million from the prior year's budget primarily due to control of discretionary costs. 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 FY2025 is budgeted at \$3.5 million, an increase of \$0.5 million from the prior year's budget. Local depreciation accounts for the expense associated with past and current year Capital Improvement plans of the Authority.



MULTI-YEAR BUDGET PROJECTION

Fiscal Years 2023-24 – 2027-28

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, 2023, the Authority's AUNA totaled approximately \$107.6 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 \$105.9 million to \$106.8 million. Projected annual operating expenses increase from \$141.1 to \$165.7 million over the same period, representing an increase of \$24.6 million. Each year of the projection shows a funding gap that grows from \$35.1 million to \$58.8 million with a cumulative total gap of \$48.2 million.

The Authority's current fiscal strength (represented by an estimated \$108.0 million of AUNA on March 31, 2024) could theoretically close these projected funding gaps through fiscal year 2026-27, 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 2024-2025 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 2024-2025 is based on anticipated service levels across the service area.

Non-personnel

- Impacted due to anticipated cost of living adjustments

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

CONSOLIDATED MULTI-YEAR BUDGET PROJECTION 2025-2026 TO 2027-2028 (\$ MILLIONS)

	PROJECTION 2023-2024	BUDGET 2024-2025	PROJECTION 2025-2026	PROJECTION 2026-2027	PROJECTION 2027-2028
REVENUES					
LOCALLY GENERATED REVENUES					
Fares: Cash, Passes, Subsidy Agreements	\$ 18.6	\$ 19.2	\$ 19.3	\$ 19.3	\$ 19.3
Other (Interest Earnings, Recoveries, Reimbursements)	\$ 21.1	\$ 19.7	\$ 3.7	\$ 3.7	\$ 3.9
LOCALLY GENERATED REVENUES	\$ 39.8	\$ 39.0	\$ 22.9	\$ 23.0	\$ 23.2
GOVERNMENTAL SUBSIDIES					
Federal	\$ 16.6	\$ 14.1	\$ 6.3	\$ 6.3	\$ 6.3
State	\$ 54.0	\$ 62.9	\$ 61.9	\$ 61.9	\$ 61.9
County	\$ 3.9	\$ 3.9	\$ 3.9	\$ 3.9	\$ 3.9
GOVERNMENTAL SUBSIDIES	\$ 74.4	\$ 80.9	\$ 72.1	\$ 72.1	\$ 72.2
MORTGAGE RECORDING TAX	\$ 10.6	\$ 10.6	\$ 10.9	\$ 11.2	\$ 11.5
TOTAL REVENUE	\$124.9	\$130.5	\$105.9	\$106.4	\$106.8
EXPENSES					
PERSONNEL					
Employee Wages	\$ 61.2	\$ 63.5	\$ 66.6	\$ 70.0	\$ 73.5
Medical Insurance	\$ 15.0	\$ 16.1	\$ 19.0	\$ 22.4	\$ 26.5
Other Fringe Benefits	\$ 12.9	\$ 14.7	\$ 16.2	\$ 17.8	\$ 19.6
TOTAL PERSONNEL	\$ 89.1	\$ 94.3	\$101.8	\$110.2	\$119.5
NON-PERSONNEL					
Fuel & Lubricants	\$ 7.1	\$ 6.4	\$ 7.3	\$ 8.3	\$ 9.6
Other Non-Personnel	\$ 28.3	\$ 29.8	\$ 31.9	\$ 34.2	\$ 36.6
TOTAL NON-PERSONNEL	\$ 35.4	\$ 36.2	\$ 39.2	\$ 42.5	\$ 46.1
TOTAL EXPENSES	\$124.5	\$130.5	\$141.1	\$152.7	\$165.7
NET INCOME (DEFICIT) FROM OPERATIONS & SUBSIDIES	\$ 0.4	–	\$ (35.1)	\$ (46.4)	\$ (58.8)
ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS BOY	\$107.6	\$108.0	\$ 92.1	\$ 57.0	\$ 10.6
ESTIMATED AVAILABLE UNRESTRICTED NET ASSETS EOY	\$108.0	\$ 92.1	\$ 57.0	\$ 10.6	\$ (48.2)

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 are proposed is ongoing. It begins as department heads review asset listings for their area of expertise. Adjustments are made to reflect their replacement needs and each asset is scored. Additionally, department heads prepare formal requests for any new projects. Capital projects must have a life expectancy of at least one year and generally a minimum cost of \$100,000.

Utilizing these project listings, the CFO and CEO seek 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 98 projects with estimated expenses of \$354.9 million. The first year of the plan including projects in progress is \$136.7 million.

2024-25 CAPITAL EXPENSES BY PROJECT TYPE

PROJECT TYPE	NUMBER OF PROJECTS	\$ (MILLIONS)
Preventive Maintenance	1	\$ 31.1
Rolling Stock	18	\$ 50.8
Facilities	10	\$ 49.6
Equipment	3	\$ 0.5
Transportation Technologies	11	\$ 3.3
Other	6	\$ 1.4
TOTAL	49	\$136.7

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 emphasizes the need to replace critical assets including rolling stock, IT and maintenance equipment, and continued investment into facilities to bring them into a state of good repair.



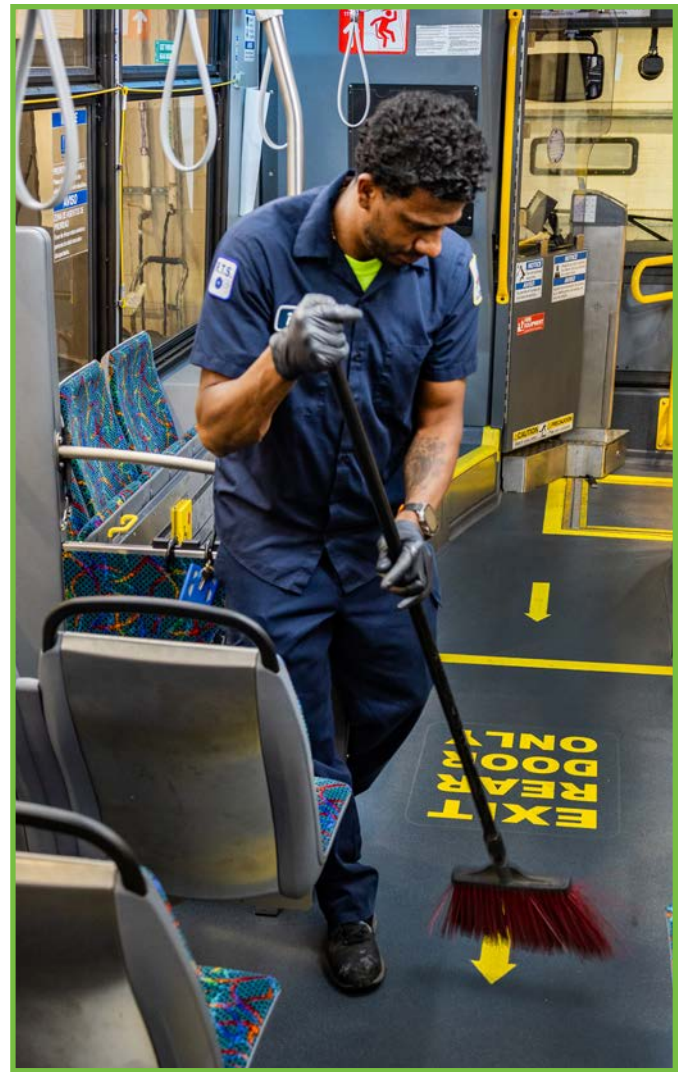
SOURCE OF FUNDS

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.

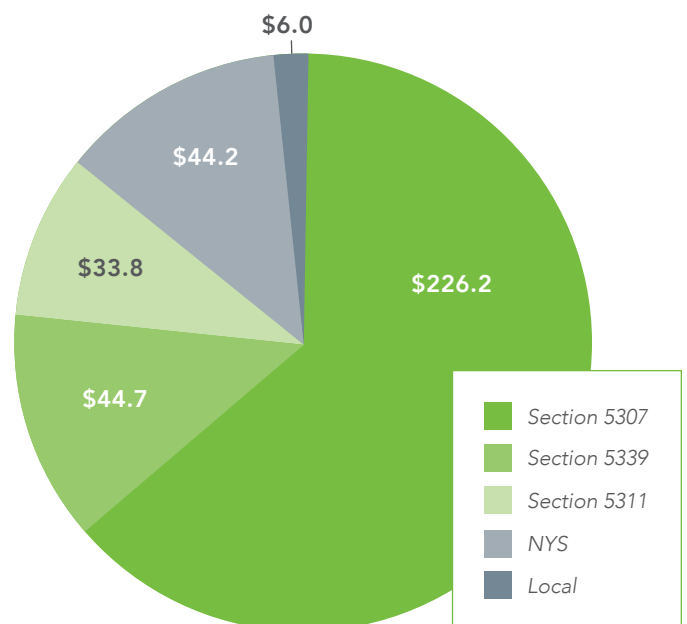
In November 2021, the Infrastructure Investment and Jobs Act reauthorizing surface transportation programs through Fiscal Year 2025 was signed into law. This establishment of a long-term funding bill provides stability and allows for better planning. It should be noted that federal grants from the Section 5307/5339 formula grant program represent the primary revenue stream (providing over 76% 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.



SOURCE OF FUNDS: \$354.9 MILLION



USE OF FUNDS BY OBJECT OF EXPENSE

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

Preventive Maintenance

The Authority allocates a portion of its annual Section 5307 formula grant for the Preventive Maintenance (PM) of capital assets. Technically a “capital” expense by federal regulations, PM essentially functions as a subsidy for operating expenses related to the support and preventive maintenance of federally acquired assets. The total PM allocation over the CIP is \$92.6 million.

Rolling Stock

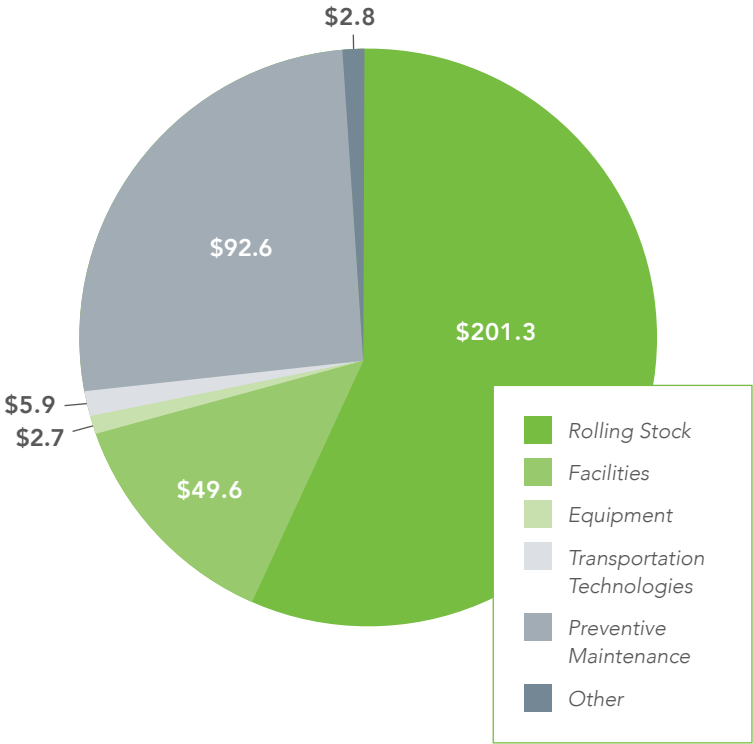
The Authority recognizes that timely replacement of its revenue vehicles is an integral part of maintaining long-term financial stability and providing excellence in customer service. A total of \$201 million is planned for the upcoming ten-year period, inclusive of vehicles currently under order. To 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.

USE OF FUNDS BY OBJECT OF EXPENSE

\$354.9 MILLION



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 the Regional facilities. The CIP contains \$49.6 million to be invested in facilities.

Reimagine RTS Connection Hubs

The new transit system we implemented through Reimagine RTS has greatly impacted the way customers travel across the region. The addition of on-demand service to the standard fixed route system created a need for connection hubs, locations for customers to transfer between transit options. 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 is in need of 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 and environmental review for the new facility. 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 will be needed to fully fund the project.

Transportation Technologies

This category includes routine IT hardware replacements as well as more innovative projects, such as Mobile Ticketing and replacing and/or introducing CAD/AVL systems for the regional operations. These projects will allow the Authority to better serve its customers. Total investment in Transportation Technologies over this CIP is \$5.9 million.

Equipment

This classification contains assets necessary to maintain or increase operational efficiencies, such as routine maintenance facility equipment. The Authority will fund \$2.7 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 \$2.8 million in this CIP.



2024/25 – 2033/34 CAPITAL IMPROVEMENT PLAN													
PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/23	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	TOTAL
Preventive Maintenance	RTS/Access	15,292,723	15,763,109	8,372,825	8,525,960	6,514,277	6,417,295	6,260,396	6,260,396	6,431,844	6,378,123	6,378,123	\$92,595,071
TOTAL PREVENTIVE MAINTENANCE		\$15,292,723	\$15,763,109	\$8,372,825	\$8,525,960	\$6,514,277	\$6,417,295	\$6,260,396	\$6,260,396	\$6,431,844	\$6,378,123	\$6,378,123	\$92,595,071
Replace 9 Transit Buses	RTS	637,614											\$637,614
On Demand Vans	RTS	658,407											\$658,407
Hydrogen Fuel Cell Buses, Fueler and Vans	RTS	14,855,700											\$14,855,700
Replace 28 Transit Buses	RTS		21,999,697										\$21,999,697
Replace 20 Transit Buses	RTS				18,625,474								\$18,625,474
Replace 29 Transit Buses	RTS				24,408,291								\$24,408,291
Replace 16 Transit Buses	RTS					14,004,370							\$14,004,370
Replace 21 Transit Buses	RTS						18,968,388						\$18,968,388
Replace 15 Transit Buses	RTS								14,568,392				\$14,568,392
Replace 10 Transit Buses	RTS									10,118,031			\$10,118,031
Replace 10 Transit Buses	RTS										10,472,162		\$10,472,162
Replace 10 On Demand Vehicles	RTS		1,317,149										\$1,317,149
Replace 11 On Demand Vehicles	RTS			1,492,330									\$1,492,330
Replace 6 On Demand Vehicles	RTS				838,418								\$838,418
Replace 4 On Demand Vehicles	RTS					575,714							\$575,714
Replace 10 On Demand Vehicles	RTS						1,482,463						\$1,482,463
Replace 11 On Demand Vehicles	RTS							1,679,631					\$1,679,631
Replace 11 On Demand Vehicles	RTS								1,730,020				\$1,730,020
Replace 11 On Demand Vehicles	RTS									1,781,920			\$1,781,920
Replace 11 On Demand Vehicles	RTS										1,835,378		\$1,835,378
Replace 11 On Demand Vehicles	RTS											1,890,439	\$1,890,439
Replace 10 Paratransit Buses	RTS Access	990,964											\$990,964
Replace 10 Paratransit Buses	RTS Access	1,278,876											\$1,278,876
Replace 12 Paratransit Buses	RTS Access		1,580,580										\$1,580,580
Replace 10 Paratransit Buses	RTS Access			1,356,664									\$1,356,664
Replace 10 Paratransit Buses	RTS Access				1,397,364								\$1,397,364
Replace 10 Paratransit Buses	RTS Access					1,439,285							\$1,439,285
Replace 10 Paratransit Buses	RTS Access						1,482,464						\$1,482,464
Replace 10 Paratransit Buses	RTS Access							1,526,938					\$1,526,938
Replace 10 Paratransit Buses	RTS Access								1,572,746				\$1,572,746
Replace 10 Paratransit Buses	RTS Access									1,619,928			\$1,619,928

2024/25 – 2033/34 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/23	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	TOTAL
Replace 10 Paratransit Buses	RTS Access										1,668,526		\$1,668,526
Replace 10 Paratransit Buses	RTS Access											1,718,582	\$1,718,582
Replace 10 Regional Buses	RTS Genesee	1,605,000											\$1,605,000
Replace 2 Regional Buses	RTS Genesee		526,495										\$526,495
Replace 2 Regional Buses	RTS Genesee				255,040								\$255,040
Replace 2 Regional Buses	RTS Genesee					255,040							\$255,040
Replace 2 Regional Buses	RTS Genesee						268,783						\$268,783
Replace 2 Regional Buses	RTS Genesee									295,662			\$295,662
Replace 2 Regional Buses	RTS Livingston	322,617											\$322,617
Replace 3 Regional Buses	RTS Livingston			645,684									\$645,684
Replace 3 Regional Buses	RTS Livingston			645,684									\$645,684
Replace 4 Regional Buses	RTS Livingston				255,040								\$255,040
Replace 3 Regional Buses	RTS Livingston					382,560							\$382,560
Replace 2 Regional Buses	RTS Livingston						268,783						\$268,783
Replace 4 Regional Buses	RTS Livingston									295,662			\$295,662
Replace 2 Regional Buses	RTS Ontario	325,000											\$325,000
Replace 1 Regional Bus	RTS Ontario	268,248											\$268,248
Replace 7 Regional Buses	RTS Ontario				892,641								\$892,641
Replace 7 Regional Buses	RTS Ontario					892,641							\$892,641
Replace 7 Regional Buses	RTS Ontario								1,034,816				\$1,034,816
Replace 2 Regional Buses	RTS Orleans	325,000											\$325,000
Replace 2 Regional Buses	RTS Orleans				255,040								\$255,040
Replace 2 Regional Buses	RTS Orleans					255,040							\$255,040
Replace 2 Regional Buses	RTS Orleans									295,662			\$295,662
Replace 2 Regional Buses	RTS Seneca				255,040								\$255,040
Replace 2 Regional Buses	RTS Seneca									295,662			\$295,662
Replace 10 Regional Buses	RTS Wayne	1,605,000											\$1,605,000
Replace 2 Regional Buses	RTS Wayne		405,000										\$405,000
Replace 2 Regional Buses	RTS Wayne		526,495										\$526,495

2024/25 – 2033/34 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/23	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	TOTAL
Replace 5 Regional Buses	RTS Wayne			1,076,140									\$1,076,140
Replace 4 Regional Buses	RTS Wayne			860,912									\$860,912
Replace 5 Regional Buses	RTS Wayne					637,601							\$637,601
Replace 10 Regional Buses	RTS Wyoming	1,605,000											\$1,605,000
Replace 3 Regional Buses	RTS Wyoming			516,547									\$516,547
Replace 5 Regional Buses	RTS Wyoming				637,601								\$637,601
Replace 5 Regional Buses	RTS Wyoming									739,154			\$739,154
TOTAL ROLLING STOCK		\$24,477,425	\$26,355,416	\$6,593,960	\$47,819,950	\$18,442,252	\$22,470,881	\$3,206,569	\$17,871,158	\$16,476,495	\$13,976,066	\$3,609,021	\$201,299,193

2024/25 – 2033/34 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/23	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	TOTAL
Connection Hubs	RTS	3,405,828	1,302,290										\$4,708,118
Advanced Environmental Service Building	RTS	300,000											\$300,000
Garage D Zero-Emission Bus Storage	RTS	322,089											\$322,089
Hydrogen Facility Upgrades	RTS	1,557,199	4,442,801										\$6,000,000
Sprinkler Water Main Replacement	RTS		500,000										\$500,000
RTS Access Facility	RTS Access	25,646,417											\$25,646,417
RTS Genesee Facility	RTS Genesee	709,125											\$709,125
RTS Seneca Facility	RTS Seneca	5,288,931											\$5,288,931
RTS Wayne Facility	RTS Wayne	183,578											\$183,578
RTS Wyoming Facility	RTS Wyoming	5,952,688											\$5,952,688
TOTAL FACILITIES		\$43,365,855	\$6,245,091	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$49,610,946
Maintenance Equipment	RTS	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	\$1,200,000
Replace Road Supervisor Cars	RTS		91,980	143,584	98,595	253,881	156,898			171,447	117,727	294,318	\$1,328,430
RTS Livingston Generator & Car Charger	RTS Livingston	123,195											\$123,195
TOTAL EQUIPMENT		\$323,195	\$191,980	\$243,584	\$198,595	\$353,881	\$256,898	\$100,000	\$100,000	\$271,447	\$217,727	\$394,318	\$2,651,625

2024/25 – 2033/34 CAPITAL IMPROVEMENT PLAN CONTINUED

PROJECT	COMPANY	PROJECTS IN PROGRESS REMAINING COST @ 12/31/23	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	TOTAL
Replace IT Hardware	RTS	395,935	318,219	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	\$3,324,154
HRIS Replacement	RTS	350,433											\$350,433
Demand Response Software	RTS	115,399											\$115,399
Mobile Ticketing	RTS & Access	939,981											\$939,981
RTS Genesee CAD/AVL Project	RTS Genesee	86,428											\$86,428
RTS Livingston CAD/AVL Project	RTS Livingston	2,500											\$2,500
RTS Ontario CAD/AVL Project	RTS Ontario	2,500											\$2,500
RTS Orleans CAD/AVL Project	RTS Orleans	83,933											\$83,933
RTS Seneca CAD/AVL Project	RTS Seneca	209,981											\$209,981
RTS Wayne CAD/AVL Project	RTS Wayne	572,524											\$572,524
RTS Wyoming CAD/AVL Project	RTS Wyoming	238,338											\$238,338
TOTAL TRANSPORTATION TECHNOLOGIES		\$2,997,952	\$318,219	\$290,000	\$290,000	\$290,000	\$290,000	\$290,000	\$290,000	\$290,000	\$290,000	\$290,000	\$5,926,171
Transit Enhancement (Bus Shelters)	RTS	996,647	160,289	160,289	160,289	160,289	160,289	160,289	160,289	160,289	160,289	160,289	\$2,599,535
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
TOTAL OTHER		\$1,216,647	\$160,289	\$160,289	\$160,289	\$160,289	\$160,289	\$160,289	\$160,289	\$160,289	\$160,289	\$160,289	\$2,819,535
GRAND TOTAL		\$87,673,797	\$49,034,103	\$15,660,658	\$56,994,793	\$25,760,699	\$29,595,363	\$10,017,254	\$24,681,843	\$23,630,075	\$21,022,205	\$10,831,751	\$354,902,541

OPERATING BUDGET IMPACT

VEHICLE REPLACEMENTS

Regular and on time replacement of 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 are 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 proper 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.

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



"Public transportation is essential to an equitable and thriving community. Locally, RTS is a critical partner in ensuring our residents are able to access the transportation they need to live successful and healthy lives. Monroe County proudly supports RTS's commitment to achieve a zero-emission fleet by 2035 by expanding the use of zero-emission buses. This forward-thinking leadership will continue to provide our residents with quality transportation while contributing to a cleaner environment for the next generation."

**– Adam Bello,
Monroe County Executive**





OPERATING BUDGET

CONSOLIDATED COMPARISON 2024-25 OPERATING BUDGET (000's)

	2022-23 ACTUAL	2023-24 BUDGET	2023-24 PROJECTION*	2024-25 BUDGET	VARIANCE 2023-24 PROJECTION	VARIANCE 2023-24 BUDGET	% CHG BUDGET
REVENUES							
Customer Fares	\$ 5,725	\$ 6,324	\$ 6,349	\$ 6,643	\$ 295	\$ 320	5.1 %
Special Transit Fares	\$ 11,857	\$ 12,105	\$ 12,296	\$ 12,589	\$ 294	\$ 484	4.0 %
Other Revenues	\$ 18,852	\$ 20,839	\$ 21,139	\$ 19,724	\$(1,415)	\$ (1,115)	-5.4 %
TOTAL LOCALLY GENERATED REVENUES	\$ 36,434	\$ 39,267	\$ 39,783	\$ 38,956	\$ (827)	\$ (311)	-0.8 %
Federal Aid	\$ 13,830	\$ 15,227	\$ 16,569	\$ 14,082	\$(2,487)	\$ (1,145)	-7.5 %
State Aid	\$ 53,899	\$ 53,965	\$ 53,965	\$ 62,904	\$ 8,939	\$ 8,939	16.6 %
County Aid	\$ 3,910	\$ 3,910	\$ 3,910	\$ 3,910	\$ –	\$ –	–
TOTAL GOVERNMENTAL SUBSIDIES	\$ 71,639	\$ 73,101	\$ 74,443	\$ 80,895	\$ 6,452	\$ 7,794	10.7 %
MORTGAGE RECORDING TAX	\$ 13,579	\$ 12,143	\$ 10,643	\$ 10,643	–	\$(1,500)	-12.4%
TOTAL REVENUES	\$121,652	\$124,511	\$124,868	\$130,494	\$5,626	\$ 5,983	4.8 %
EXPENSES							
Wages	\$ 56,084	\$ 61,208	\$ 61,208	\$ 63,465	\$ 2,257	\$ 2,257	3.7 %
Employee Benefits	\$ 27,550	\$ 27,900	\$ 27,904	\$ 30,830	\$ 2,925	\$ 2,930	10.5 %
TOTAL PERSONNEL EXPENSES	\$ 83,634	\$ 89,109	\$ 89,113	\$ 94,295	\$5,182	\$ 5,187	5.8 %
Contracted Services	\$ 9,715	\$ 11,573	\$ 11,520	\$ 12,865	\$ 1,345	\$ 1,292	11.2 %
Fuel and Lubricants	\$ 7,212	\$ 7,108	\$ 7,108	\$ 6,356	\$ (752)	\$ (752)	-10.6 %
Parts and Repairs	\$ 4,045	\$ 4,612	\$ 4,612	\$ 4,862	\$ 250	\$ 250	5.4 %
Other Materials and Supplies	\$ 1,420	\$ 1,703	\$ 1,703	\$ 1,567	\$ (136)	\$ (136)	-8.0 %
Utilities	\$ 1,359	\$ 1,731	\$ 1,731	\$ 1,480	\$ (251)	\$ (251)	-14.5 %
Casualty and Liability	\$ 4,467	\$ 2,672	\$ 2,712	\$ 2,963	\$ 252	\$ 292	10.9 %
Taxes	\$ 87	\$ 60	\$ 60	\$ 90	\$ 30	\$ 30	50.0 %
Miscellaneous Expenses	\$ 6,023	\$ 2,228	\$ 2,228	\$ 2,020	\$ (208)	\$ (208)	-9.3 %
Lease and Rentals	\$ 455	\$ 705	\$ 705	\$ 543	\$ (162)	\$ (162)	-22.9 %
Depreciation (Local)	\$ 2,156	\$ 3,009	\$ 3,009	\$ 3,452	\$ 442	\$ 442	14.7 %
TOTAL NON- PERSONNEL EXPENSES	\$ 36,939	\$ 35,402	\$ 35,389	\$ 36,199	\$ 810	\$ 797	2.3 %
TOTAL EXPENSES	\$120,573	\$124,511	\$ 124,501	\$130,494	\$5,993	\$ 5,983	4.8 %
NET INCOME (DEFICIT) BEFORE APPROPRIATION	\$ 1,079	\$ –	\$ 367	\$ –	\$ (367)	\$ –	

*As of December 31, 2023.

2024-2025 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ACTUAL THRU 12/31/23	2023-24 PROJECTION	2024-25 BUDGET	BUDGET CHANGE	% CHANGE
Adult Cash	40101-0110	\$	2,924,135	\$	2,924,135	\$	42,343	1.4%
Unlimited Pass 1 Day	40101-0120	352,637	398,235	378,883	398,235	495,784	97,549	24.5%
Unlimited Pass 31 Day Adult	40101-0122	923,328	1,163,172	872,985	1,188,172	1,241,764	78,592	6.8%
Freedom Pass 1 Ride	40101-0130	127,004	128,304	116,531	128,304	151,098	22,794	17.8%
Stored Value Pass	40101-0150	1,212,904	1,297,354	1,173,131	1,297,354	1,334,776	37,422	2.9%
LiftLine Pass \$20.00	40101-0162	273,864	277,000	216,900	277,000	300,000	23,000	8.3%
Adult Commuter Tickets	40101-0180	139,182	135,360	114,055	135,360	153,400	18,040	13.3%
State WTW Pass	40101-0199	68,408	-	15,104	-	-	-	-
Senior Cash	40102-0113	156,343	-	135,213	-	-	-	-
Child Cash	40102-0115	4,384	-	3,345	-	-	-	-
Disabled Cash	40102-0116	4,071	-	3,427	-	-	-	-
Total Customer Fares		5,724,712	6,323,560	5,006,753	6,348,560	6,643,300	319,740	5.1%
STF-Colleges & Schools RIT	40203-0220	99,043	112,474	4,029	112,474	-	(112,474)	-100.0%
STF-Colleges & Schools	40203-0221	162,750	150,000	187,500	220,000	150,000	-	-
STF-Charter Smartcards	40203-0225	3,825	4,000	-	4,000	-	(4,000)	-100.0%
STF-Corporate	40203-0240	34,851	19,000	45,099	19,000	20,000	1,000	5.3%
STF-Health Care	40203-0260	249,637	255,515	341,595	255,515	436,341	180,826	70.8%
STF-Seasonal	40203-0270	-	-	1,183	-	-	-	-
STF-General Regional	40203-0280	1,697,849	1,758,622	1,449,200	1,758,622	1,892,993	134,371	7.6%
STF-RCSD	40203-0290	9,609,026	9,805,440	7,013,986	9,926,052	10,090,000	284,560	2.9%
Total Special Transit Fares		11,856,981	12,105,051	9,042,592	12,295,663	12,589,334	484,283	4.0%
Other-Advertising Revenue	40603-0400	619,875	641,250	480,938	641,250	743,750	102,500	16.0%
Total Advertising		619,875	641,250	480,938	641,250	743,750	102,500	-
Oth Rev-Int Earnings Wrkg Capi	40704-0410	203,462	61,250	365,476	361,250	303,500	242,250	395.5%
Oth Rev-Int Earnings Capital R	40704-0420	10,421	-	-	-	-	-	-
Oth Rev-Int Earnings Self Insu	40704-0421	2,197	-	-	-	-	-	-
Oth Rev-Int Earnings OPEB	40704-0422	7,481	-	-	-	-	-	-
Oth Rev-Int Earnings Para Tran	40704-0423	1,656	-	-	-	-	-	-
Unrealized Gains (Loss) In Mkt	40704-0430	13,961	-	1,623,742	-	-	-	-
Oth Rev-Sp Portfolio Int Work	40704-0441	441,158	365,344	547,873	365,344	632,544	267,200	73.1%
Oth Rev-Sp Portfolio IntSelf I	40704-0442	118,957	108,925	149,669	108,925	172,770	63,845	58.6%
Oth Rev-Sp Portfolio Int OPEB	40704-0443	291,740	267,137	367,060	267,137	423,716	156,579	58.6%
Oth Rev-Sp Portfolio Int Para	40704-0444	100,848	92,344	126,885	92,344	146,470	54,126	58.6%
Total Investment Income, Net		1,191,882	895,000	3,180,704	1,195,000	1,679,000	784,000	87.6%
Recov Rev-Insurance Rev Veh	40797-0481	33,759	60,000	893	60,000	60,000	-	-
Recov Rev-Workers Comp	40797-0483	234,173	250,000	110,843	250,000	240,000	(10,000)	-4.0%

2024-2025 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ACTUAL THRU 12/31/23	2023-24 PROJECTION	2024-25 BUDGET	BUDGET CHANGE	% CHANGE
Recov Rev-Other	40797-0484	73,467	70,000	68,748	70,000	70,000	-	-
Reimb Rev-Employee Related	40797-0492	2,195	2,000	1,510	2,000	2,000	-	-
Reimb Rev-Unleaded Fuel	40797-0493	411,378	491,261	289,348	491,261	426,750	(64,511)	-13.1%
Reimb Rev-Pension Fund	40797-0495	8,639	6,000	-	6,000	6,000	-	-
Reimb Rev-Vending Machine	40797-0496	6,339	-	3,931	-	-	-	-
Reimb Rev-Warranty	40797-0497	43,033	30,000	48,116	30,000	40,000	10,000	33.3%
Reimb Rev-Pension Fund Actuary	40797-0498	16,150	18,675	-	18,675	18,675	-	-
Reimb Rev-HRA Income	40797-0499	3,607	1,500	2,703	1,500	2,000	500	33.3%
Total Reimbursement and Recovery		832,739	929,436	526,092	929,436	865,425	(64,011)	-6.9%
Other Rev-General	40799-0470	15,162,761	17,754,769	21,147	17,754,769	15,941,000	(1,813,769)	-10.2%
Interco Reimb-Salary & Fringe	44002-0810	28,605	33,456	25,095	33,456	31,318	(2,138)	-6.4%
Total Other/Intercompany		15,191,366	17,788,225	46,242	17,788,225	15,972,318	(1,815,907)	-10.2%
Oth Rev-Gain Fixed Price Swap	40707-0000	1,011,702	584,640	79,674	584,640	463,101	(121,539)	-20.8%
Loss From Fixed Price Swap	50997-0000	-	-	(120,824)	-	-	-	-
Total Realized Gain on Fuel Swap		1,011,702	584,640	(41,150)	584,640	463,101	(121,539)	100.0%
Oth Rev-Gain On Sale	40706-0000	18,680	-	12,612	-	-	-	-
Total Gain (Loss) on Disposal		18,680	-	12,612	-	-	-	-
Total Other		18,866,244	20,838,551	4,205,438	21,138,551	19,723,594	(1,114,957)	-5.4%
Total Locally Generated		36,447,937	39,267,162	18,254,783	39,782,774	38,956,228	(310,934)	-0.8%
Federal Project Rev-UPWP	41304-0510	120,169	338,500	85,552	338,500	176,050	(162,450)	-48.0%
Federal Oth Rev-JARC	41399-0520	15,664	60,000	26,147	60,000	30,000	(30,000)	-50.0%
Federal Oth Rev-Sec. 5311	41399-0530	1,188,500	1,241,500	931,125	79,500	1,241,500	-	-
Federal Oth Rev-Prev Maintenan	41399-0540	10,833,124	11,896,105	8,922,075	11,896,105	12,610,487	714,382	6.0%
Federal Oth Rev-Grant Chrgback	41399-0550	6,322	24,000	10,326	24,000	24,000	-	-
Federal Oth Rev-5307 Oper Assistance	41399-0570	1,666,667	1,666,666	-	1,666,666	-	(1,666,666)	-100.0%
Federal Contribution-Cares Act	41399-0580	-	-	-	2,504,046	-	-	-
Total Federal		13,830,445	15,226,771	9,975,225	16,568,817	14,082,037	(1,144,734)	-7.5%
State Operating Revenue	41101-0610	52,474,700	52,474,700	45,091,425	52,474,700	61,324,338	8,849,638	16.9%
State Operating Prev Maint	41101-0620	1,354,140	1,487,013	1,115,262	1,487,013	1,576,310	89,297	6.0%
State Other Rev-WTW Non Pass	41101-0640	11,922	-	9,468	-	-	-	-
State Oth Rev-Grant Chargeback	41101-0660	58,390	3,000	1,291	3,000	3,000	-	-
Total State		53,899,152	53,964,713	46,217,446	53,964,713	62,903,648	8,938,935	16.6%
Local Oper Rev-18B Match	40901-0700	3,909,500	3,909,500	2,932,125	3,909,500	3,909,500	-	-

2024-2025 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ACTUAL THRU 12/31/23	2023-24 PROJECTION	2024-25 BUDGET	BUDGET CHANGE	% CHANGE
Total County		3,909,500	3,909,500	2,932,125	3,909,500	3,909,500	-	-
Total Government Subsidies		71,639,097	73,100,984	59,124,795	74,443,030	80,895,185	7,794,201	10.7%
Mtge Tax Rev-Genesee County	40899-0910	557,944	457,141	400,398	457,141	471,466	14,325	3.1%
Mtge Tax Rev-Livingston County	40899-0911	594,242	511,612	341,613	511,612	423,315	(88,297)	-17.3%
Mtge Tax Rev-Monroe County	40899-0912	8,815,186	7,887,348	5,512,857	6,387,348	6,778,639	(1,108,709)	-14.1%
Mtge Tax Rev-Ontario County	40899-0913	1,626,772	1,506,547	1,121,927	1,506,547	1,381,327	(125,220)	-8.3%
Mtge Tax Rev-Orleans County	40899-0914	263,827	244,139	277,756	244,139	367,833	123,694	50.7%
Mtge Tax Rev-Seneca County	40899-0915	318,218	287,027	193,461	287,027	265,710	(21,317)	-7.4%
Mtge Tax Rev-Wayne County	40899-0916	1,043,948	846,763	622,013	846,763	771,674	(75,089)	-8.9%
Mtge Tax Rev-Wyoming County	40899-0917	358,747	401,987	145,622	401,987	182,600	(219,387)	-54.6%
Total Mortgage Recording Tax		13,578,884	12,142,564	8,615,645	10,642,564	10,642,564	(1,500,000)	-12.4%
Total Revenue		121,665,918	124,510,710	85,995,223	124,868,368	130,493,977	5,983,267	4.8%
Wage Operator FT-Regular	50101-0100	19,291,309	22,233,073	14,911,197	22,233,073	22,730,037	496,964	2.2%
Wage Operator FT-OT	50101-0110	2,987,844	3,108,317	2,524,577	3,108,317	3,370,584	262,267	8.4%
Wage Operator FT-Guarantee	50101-0120	745,152	721,424	517,287	721,424	861,969	140,545	19.5%
Wage Operator FT-Spread	50101-0130	498,923	524,354	404,530	524,354	715,901	191,547	36.5%
Wage Operator FT-Retro	50101-0170	467,958	-	1,794,693	-	-	-	-
Wages Operator FT-Other	50101-0180	148,066	287,700	102,360	287,700	239,617	(48,083)	-16.7%
Wages Operator PT-Regular	50104-0100	1,684,774	2,090,605	1,108,110	2,090,605	1,672,757	(417,848)	-20.0%
Wages Operator PT-OT	50104-0110	35,785	50,238	26,893	50,238	53,259	3,021	6.0%
Wages Operator PT-Guarantee	50104-0110	97	-	207	-	-	-	-
Wage Operator PT-Spread	50104-0130	222	-	-	-	-	-	-
Wages Operator PT-Retro	50104-0170	15,933	-	44,727	-	-	-	-
Wages Operator PT-Other	50104-0180	-	-	894	-	718	718	100.0%
Wage Operator Trainee-Regular	50106-0100	522,182	711,950	376,474	711,950	663,796	(48,154)	-6.8%
Wage Operator Trainee-OT	50106-0110	698	-	1,520	-	-	-	-
Wages Operator FT-Guarantee	50106-0120	715	-	26	-	-	-	-
Wage Operator Retro	50106-0170	12	-	10,398	-	-	-	-
Total Operator Wages		26,399,669	29,727,661	21,823,893	29,727,661	30,308,638	580,977	2.0%
Wage Parts Purchasing-Regular	50107-0100	75,653	77,733	58,385	77,733	83,492	5,759	7.4%
Wage Parts Purchasing-OT	50107-0110	2,725	1,636	2,399	1,636	3,492	1,856	113.4%
Wage Parts Purchasing-Guarantee	50107-0120	-	-	30	-	-	-	-
Wage Parts Purchasing-Retro	50107-0170	4	-	-	-	-	-	-
Wage Mech Farebox-Regular	50108-0100	369,733	381,324	278,845	381,324	412,096	30,772	8.1%
Wage Mech Farebox-OT	50108-0110	15,736	27,916	37,730	27,916	29,488	1,572	5.6%
Wage Mech Farebox-Retro	50108-0170	10,224	-	16,986	-	-	-	-
Wage Mech Svc Bldg-Regular	50110-0100	1,020,352	1,293,626	675,913	1,293,626	1,102,007	(191,619)	-14.8%
Wage Mech Svc Bldg-OT	50110-0110	383,705	169,896	348,572	169,896	185,559	15,663	9.2%
Wage Mech Svc Bldg-Guarantee	50110-0120	-	-	143	-	-	-	-
Wage Mech Svc Bldg-Retro	50110-0170	17,353	-	81,689	-	-	-	-
Wage Mech Svc Bldg-Other	50110-0180	-	-	342	-	-	-	-

2024-2025 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ACTUAL THRU 12/31/23	2023-24 PROJECTION	2024-25 BUDGET	BUDGET CHANGE	% CHANGE
Wage Mech Garage-Regular	50112-0100	2,356,115	2,638,095	1,887,538	2,638,095	3,059,220	421,125	16.0%
Wage Mech Garage-OT	50112-0110	882,212	563,414	608,088	563,414	617,555	54,241	9.6%
Wage Mech Garage-Guarantee	50112-0120	-	-	333	-	-	-	-
Wage Mech Garage-Retro	50112-0170	69,435	-	199,535	-	-	-	-
Wage Mech Garage-Other	50112-0180	-	-	681	-	-	-	-
Wage Mech B&G-Regular	50114-0100	376,967	434,347	391,514	434,347	391,362	(42,985)	-9.9%
Wage Mech B&G-OT	50114-0110	15,699	63,394	80,066	63,394	64,914	1,520	2.4%
Wage Mech B&G-Retro	50114-0170	7,673	-	37,922	-	-	-	-
Wage Mech B&G-Other	50114-0180	-	-	436	-	-	-	-
Wage Non-Mech B&G-Regular	50116-0100	716,515	814,791	365,464	814,791	846,428	31,637	3.9%
Wage Non-Mech B&G-OT	50116-0110	217,499	193,346	139,499	193,346	202,913	9,567	4.9%
Wage Non-Mech B&G-Retro	50116-0170	31,673	-	9,583	-	-	-	-
Wage Mech Overhaul-Regular	50118-0100	749,605	808,718	457,467	808,718	728,783	(79,935)	-9.9%
Wage Mech Overhaul-OT	50118-0110	70,815	58,901	61,892	58,901	60,700	1,799	3.1%
Wage Mech Overhaul-Retro	50118-0170	20,278	-	28,326	-	-	-	-
Wage Mech Bodyshop-Regular	50120-0100	533,497	661,753	373,175	661,753	580,710	(81,043)	-12.2%
Wage Mech Bodyshop-OT	50120-0110	50,141	59,888	42,137	59,888	62,926	3,038	5.1%
Wage Mech Bodyshop-Retro	50120-0170	15,071	-	29,690	-	-	-	-
Total Mechanic Wages		8,008,679	8,248,778	6,214,379	8,248,778	8,431,745	182,967	2.2%
Oth Sal & Wage-Regular	50102-0100	9,453,454	11,404,084	8,035,382	11,404,084	11,585,119	181,035	1.6%
Oth Sal & Wage-OT	50102-0110	277,604	147,551	221,932	147,551	188,514	40,963	27.8%
Oth Sal& Wage-Car Allowance	50102-0160	25,621	26,200	26,642	26,200	35,800	9,600	36.6%
Oth Sal & Wage-Retro	50102-0170	64,421	-	138,417	-	-	-	-
Staff Performance Incentive	50102-0190	300,518	200,000	6,232	200,000	200,000	-	-
Covid 19 Payout	50102-0191	-	-	-	-	-	-	-
Other Wage-Vacancy Factor	50102-0195	-	(250,000)	-	(250,000)	-	-	-
Wage Radio Cntrl & Disp-Regular	50121-0100	1,212,520	1,373,191	880,522	1,373,191	1,390,033	16,842	1.2%
Wage Radio Cntrl & Disp-OT	50121-0110	246,031	210,970	224,879	210,970	210,345	(625)	-0.3%
Wage Radio Cntrl & Disp-Retro	50121-0170	46,126	-	13,517	-	-	-	-
Wage Radio Cntrl & Disp-Other	50121-0180	-	-	286	-	-	-	-
Wage Garage Supvr-Regular	50122-0100	929,817	1,040,512	714,958	1,040,512	1,102,858	62,346	6.0%
Wage Garage Supvr-OT	50122-0110	123,209	85,932	101,629	85,932	91,018	5,086	5.9%
Wage Garage Supvr-Retro	20122-0170	31,498	-	-	-	-	-	-
Wage Road Supvr-Regular	50123-0100	1,517,896	1,633,128	1,133,045	1,633,128	1,811,895	178,767	10.9%
Wage Road Supvr-OT	50123-0110	210,997	183,997	184,153	183,997	192,800	8,803	4.8%
Wage Road Supvr-Retro	50123-0170	48,610	-	6,739	-	-	-	-
Wage Road Supvr-Other	50123-0180	-	-	339	-	-	-	-
Other Wage ATU-Regular	50124-0100	99,777	100,753	74,052	100,753	104,802	4,049	4.0%
Other Wage ATU-OT	50124-0110	11,792	14,701	9,156	14,701	15,345	644	4.4%
Other Wage ATU-Retro	50124-0110	2,497	-	4,022	-	-	-	-
Total Other Wages		14,602,386	16,171,019	11,775,900	16,171,019	16,678,529	507,510	3.1%
Fringe Benefit-Sick Pay	50209-0000	1,126,225	1,096,397	820,582	1,096,397	1,209,961	113,564	10.4%
Fringe Benefit-Holiday Pay	50210-0000	1,540,329	1,672,415	1,120,255	1,672,415	2,221,315	548,900	32.8%
Vacation Pay	50211-0230	2,273,608	2,411,940	1,850,270	2,411,940	2,450,896	38,956	1.6%
PTO-Paid Time Off	50211-0240	1,733,545	1,797,896	1,478,398	1,797,896	2,070,833	272,937	15.2%

2024-2025 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ACTUAL THRU 12/31/23	2023-24 PROJECTION	2024-25 BUDGET	BUDGET CHANGE	% CHANGE
Fringe Benefit-Oth Pd Absence	50212-0000	77,509	82,323	67,938	82,323	93,571	11,248	13.7%
Oth Pd Absence-Covid 19 Sick	50212-0250	321,826	-	79,248	-	-	-	-
Total Wage Fringe		7,073,042	7,060,971	5,416,690	7,060,971	8,046,576	985,605	14.0%
Total Wages		56,083,776	61,208,429	45,230,862	61,208,429	63,465,488	2,257,059	3.7%
FICA	50201-0300	4,206,487	4,683,586	3,408,014	4,683,586	4,855,111	171,525	3.7%
Pension Cont-Non Union	50202-0305	1,423,518	1,397,000	373,545	1,397,000	1,616,000	219,000	15.7%
Pension Cont-Union	50202-0306	1,212,612	1,367,725	935,354	1,367,725	1,438,900	71,175	5.2%
Executive 457 Deferral	50202-0308	54,302	55,000	42,599	42,599	47,500	(7,500)	-13.6%
Health Care-Active	50203-0310	8,301,501	11,103,255	6,515,131	11,103,255	12,151,765	1,048,510	9.4%
Health Care-Retiree	50203-0315	3,969,674	3,899,500	3,144,289	3,899,500	3,958,300	58,800	1.5%
Vision Care-Active	50203-0320	36,148	43,040	27,129	43,040	44,290	1,250	2.9%
Vision Care-Retiree	50203-0325	14,238	14,270	11,119	14,270	16,290	2,020	14.2%
HRA-Health Reimb Acct	50203-0330	924,917	1,140,500	722,300	1,140,500	1,489,000	348,500	30.6%
Dental Plan-Active	50204-0340	259,677	347,700	204,146	307,700	337,200	(10,500)	-3.0%
Dental Plan-Retiree	50204-0345	140,004	150,000	101,577	150,000	151,000	1,000	0.7%
Group Life Pension Ins Group	50205-0350	59,579	58,726	60,385	78,604	80,300	21,574	36.7%
Group Life Insurance	50205-0355	128,708	127,950	125,423	164,697	165,400	37,450	29.3%
Short Term Dbl Ins Plan	50206-0360	199,162	250,000	193,321	250,000	264,000	14,000	5.6%
State Unemployment Insurance	50207-0000	107,158	118,720	-	118,720	118,720	-	-
Workers Compensation	50208-0370	3,679,750	330,000	128,482	330,000	384,822	54,822	16.6%
Workers Comp-Medical	50208-0380	417,822	400,000	308,477	400,000	400,000	-	-
Workers Comp-Indemnity	50208-0385	2,023,543	1,950,000	2,130,938	1,950,000	2,844,336	894,336	45.9%
Fringe Benefit-Uniform & Tool	50213-0000	-	-	175	-	-	-	-
Uniform Allowance	50213-0395	308,738	370,600	236,863	370,600	364,100	(6,500)	-1.8%
Tool Allowance	50213-0396	45,194	55,440	33,263	55,440	62,568	7,128	12.9%
Smart Phone Reimbursement	50213-0397	37,370	37,140	29,205	37,140	40,140	3,000	8.1%
Total Employee Benefits		27,550,101	27,900,152	18,731,735	27,904,376	30,829,742	2,929,590	10.5%
Total Personnel		83,633,878	89,108,581	63,962,597	89,112,805	94,295,230	5,186,649	5.8%
Diesel Fuel-Revenue Vehicles	50401-0410	4,364,445	3,992,021	2,507,227	3,992,021	3,221,814	(770,207)	-19.3%
Unleaded Fuel Revenue Vehicles	50401-0412	2,128,823	2,279,969	1,442,389	2,279,969	2,081,875	(198,094)	-8.7%
Unleaded Fuel-NonRev Vehicles	50401-0414	469,316	512,053	351,245	512,053	451,779	(60,274)	-11.8%
Motor Oil	50401-0415	69,568	78,500	53,056	78,500	98,640	20,140	25.7%
Trans Fluid & Other Lubricants	50401-0416	179,877	175,550	95,746	175,550	181,050	5,500	3.1%
Hydrogen Fuel	50401-0417	-	69,750	-	69,750	320,542	250,792	359.6%
Total Fuel & Lubricants		7,212,030	7,107,843	4,449,663	7,107,843	6,355,700	(752,143)	-10.6%
M&S-Large Bus Tires	50402-0430	355,529	416,396	269,338	416,396	433,396	17,000	4.1%
M&S-Small Bus Tires	50402-0431	41,179	40,000	37,985	40,000	43,000	3,000	7.5%
M&S-Camera Repair	50498-0440	175,588	183,875	103,712	183,875	171,750	(12,125)	-6.6%
M&S-Radio Repair	50498-0445	1,143	22,500	2,877	22,500	7,500	(15,000)	-66.7%
M&S-Farebox Repair	50498-0450	46,746	20,000	9,036	20,000	20,000	-	-
M&S-Maintenance Rev Vehicle	50498-0452	3,186,458	3,570,165	2,292,064	3,570,165	3,641,440	71,275	2.0%
M&S Interco Repair	50498-0453	225	-	-	-	-	-	-

2024-2025 OPERATING BUDGET DETAIL								
ACCOUNT DESCRIPTION	ACCOUNT	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ACTUAL THRU 12/31/23	2023-24 PROJECTION	2024-25 BUDGET	BUDGET CHANGE	% CHANGE
M&S-Maintenance Serv Vehicle	50498-0454	70,090	94,000	56,013	94,000	97,000	3,000	3.2%
M&S-Maintenance On Demand	50498-0455	139,779	200,000	258,032	200,000	400,000	200,000	100.0%
M&S-Consumed Rev Vehicle	50498-0460	27,764	65,000	12,505	65,000	48,000	(17,000)	-26.2%
Total Parts & Repairs		4,044,502	4,611,936	3,041,561	4,611,936	4,862,086	250,150	5.4%
M&S-Bus Shelter Materials	50498-0435	32,610	63,000	27,500	63,000	66,000	3,000	4.8%
M&S-Inventory Cost Variance	50498-0997	877	-	235	-	-	-	-
M&S-Other	50499-0500	344,690	358,131	293,279	358,131	337,689	(20,442)	-5.7%
M&S-Invoice Price Variance	50499-0505	(3,115)	-	0	-	-	-	-
M&S-Office Supplies	50499-0510	129,946	137,600	61,201	137,600	140,000	2,400	1.7%
M&S-Printing Public Schedules	50499-0530	62,879	157,000	65,851	157,000	117,000	(40,000)	-25.5%
M&S-Printing Tickets & Passes	50499-0535	28,026	127,775	24,820	127,775	104,750	(23,025)	-18.0%
M&S-COVID 19	50499-0536	57,858	81,400	7,875	81,400	10,000	(71,400)	-87.7%
M&S-Consumed Bldgs & Grounds	50499-0560	287,096	293,580	263,365	293,580	295,000	1,420	0.5%
M&S-Shop & Build Equipment	50499-0570	98,783	95,000	28,466	95,000	102,000	7,000	7.4%
M&S-Maint Shop Supplies	50499-0580	370,064	390,000	245,389	390,000	395,000	5,000	1.3%
M&S-Non Capitalized Equipment	50499-0590	10,505	-	94	-	-	-	-
Total Materials and Supplies		1,420,220	1,703,486	1,018,075	1,703,486	1,567,439	(136,047)	-8.0%
Prof Service-Other	50303-0620	71,256	105,110	70,530	105,110	207,380	102,270	97.3%
Prof Service-Govt Relations	50303-0622	160,818	186,430	133,000	186,430	193,226	6,796	3.6%
Prof Service-Law General	50303-0623	257,945	312,100	116,346	312,100	322,100	10,000	3.2%
Prof Service-Law Injury	50303-0624	327,624	231,500	128,446	231,500	290,000	58,500	25.3%
Prof Service-Law Labor	50303-0625	283,092	687,000	187,638	687,000	512,000	(175,000)	-25.5%
Prof Service-Outside Audit	50303-0626	90,200	97,175	90,250	97,175	97,175	-	-
Pension Actuary	50303-0635	62,712	45,635	53,111	45,635	47,641	2,006	4.4%
Pension Mgmt Fee	50303-0636	552,201	619,500	410,648	566,000	605,500	(14,000)	-2.3%
Contracted Services-Other	50305-0641	3,306,612	3,645,408	2,001,470	3,645,408	4,304,500	659,092	18.1%
Software Maintenance Fees	50305-0642	1,414,139	1,702,706	1,230,646	1,702,706	1,891,377	188,671	11.1%
Hardware Maintenance Fees	50305-0643	134,328	252,500	498,918	252,500	479,000	226,500	89.7%
Contracted Services-ARC	50305-0646	33,997	34,000	17,003	34,000	-	(34,000)	-100.0%
Contracted Services-Reimagine RTS	50305-0647	-	-	10,000	-	-	-	-
Parts Department Management	50305-0648	814,886	870,145	625,848	870,145	884,317	14,172	1.6%
Custodial Services-General	50306-0650	812,525	1,032,992	767,271	1,032,992	1,044,996	12,004	1.2%
Security Services-General	50307-0660	1,131,416	1,296,281	795,643	1,296,281	1,502,080	205,799	15.9%
Connection Hub	50308-0650	47,281	65,000	41,621	65,000	83,840	18,840	29.0%
Medical Services	50399-0670	214,345	390,000	102,209	390,000	400,000	10,000	2.6%
Total Contracted Services		9,715,376	11,573,482	7,280,599	11,519,982	12,865,132	1,291,650	11.2%
Utilities-Elec Admin Bldg	50502-0800	155,735	185,700	93,103	185,700	138,500	(47,200)	-25.4%
Utilities-Elec Bus Shelter & S	50502-0801	22,272	25,000	9,108	25,000	24,000	(1,000)	-4.0%
Utilities-Elec Oper Bldg	50502-0802	363,960	533,000	239,602	533,000	480,000	(53,000)	-9.9%
Utilities-Elec Service Bldg	50502-0803	6,216	4,000	2,390	4,000	7,000	3,000	75.0%
Utilities-Elec Transit Ctr	50502-0804	163,148	192,000	103,368	192,000	150,000	(42,000)	-21.9%
Utilities-Elec AESB	50502-0805	56,385	49,000	26,924	49,000	47,000	(2,000)	-4.1%
Utilities-Gas Admin Bldg	50502-0810	27,872	43,500	8,561	43,500	28,570	(14,930)	-34.3%
Utilities-Gas Operation Bldg	50502-0812	90,205	137,000	26,130	137,000	87,000	(50,000)	-36.5%

2024-2025 OPERATING BUDGET DETAIL

ACCOUNT DESCRIPTION	ACCOUNT	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ACTUAL THRU 12/31/23	2023-24 PROJECTION	2024-25 BUDGET	BUDGET CHANGE	% CHANGE
Utilities-Gas Svc Bldg	50502-0813	28,670	32,000	43,443	32,000	23,000	(9,000)	-28.1%
Utilities-Gas Transit Center	50502-0814	34,247	33,000	2,998	33,000	32,000	(1,000)	-3.0%
Utilities-Water Admin Bldg	50502-0816	65,274	76,000	30,203	76,000	64,800	(11,200)	-14.7%
Utilities-Water Transit Ctr	50502-0817	6,906	8,000	6,261	8,000	8,400	400	5.0%
Utilities-Telephone Admin Bldg	50502-0820	338,082	413,000	280,357	413,000	389,550	(23,450)	-5.7%
Total Utilities		1,358,971	1,731,200	872,447	1,731,200	1,479,820	(251,380)	-14.5%
Premium Physical Damage Ins	50601-0680	1,591,984	1,650,904	1,270,719	1,690,904	1,922,543	271,639	16.5%
Payout Uninsured PL&PD	50604-0690	2,834,457	780,000	1,141,244	780,000	800,100	20,100	2.6%
Payout Emplmt Practice Exp	50604-0695	40,531	240,700	8,987	240,700	240,700	-	-
Total Casualty and Liability		4,466,972	2,671,604	2,420,950	2,711,604	2,963,343	291,739	10.9%
Leases & Rentals Copier	51212-0850	25,993	48,335	28,296	48,335	50,400	2,065	4.3%
Office Lease	51212-0852	198,447	160,881	79,037	160,881	192,602	31,721	19.7%
Software License Fees	51212-0854	152,840	402,150	66,578	402,150	206,550	(195,600)	-48.6%
IT Disaster Recovery Equipment	51212-0856	77,884	93,820	21,035	93,820	93,820	-	-
Total Leases and Rentals		455,165	705,186	194,945	705,186	543,372	(161,814)	-22.9%
Other Taxes	50799-0790	86,975	60,000	21,495	60,000	90,000	30,000	50.0%
Sub & Memberships-General	50901-0700	134,987	150,800	87,505	150,800	176,250	25,450	16.9%
Travel & Meetings	50902-0710	302,595	561,787	249,357	561,787	315,000	(246,787)	-43.9%
Misc. Expense Meetings	50902-0720	29,645	25,000	42,421	25,000	35,000	10,000	40.0%
Fines & Penalties-General	50906-0760	18,201	-	6,306	-	-	-	0.0%
Bad Debt Expense	50907-0762	4,281,757	-	363	-	-	-	0.0%
Advertising & Promotion	50908-0750	234,801	314,000	163,804	314,000	314,000	-	0.0%
Employment Advertising	50908-0754	34,145	30,000	30,922	30,000	48,000	18,000	60.0%
RFP & IFB Advertising	50908-0758	5,905	7,000	2,111	7,000	7,000	-	0.0%
Misc. Service Expansion	50999-0730	-	20,400	-	20,400	-	(20,400)	-100.0%
Misc Exp-General	50999-0734	413,923	343,010	345,794	343,010	573,010	230,000	67.1%
Misc Exp-CIC Events & Initiatives	50999-0736	-	20,000	-	20,000	30,000	10,000	50.0%
Misc Exp-Emp Reward & Recogn	50999-0740	35,603	55,200	37,604	55,200	55,500	300	0.5%
Misc Exp-Employee Wellness Pro	50999-0741	190,065	110,800	59,891	110,800	114,800	4,000	3.6%
Misc Exp-Operations	50999-0743	-	-	463	-	-	-	0.0%
Misc Exp-DEI Community Engagement	50999-0744	-	10,000	-	10,000	10,000	-	0.0%
UPWP Expense	50999-0770	-	238,500	173,661	238,500	-	(238,500)	-100.0%
Interest Expense	51101-0780	341,695	341,695	-	341,695	341,695	-	0.0%
Total Taxes and Miscellaneous		6,110,298	2,288,192	1,221,695	2,288,192	2,110,255	(177,937)	-7.8%
Depreciation-Local	51300-0860	2,155,654	3,009,200	1,496,514	3,009,200	3,451,600	442,400	14.7%
Total Local Depreciation		2,155,654	3,009,200	1,496,514	3,009,200	3,451,600	442,400	14.7%
Total Non-Personnel		36,939,187	35,402,129	21,996,449	35,388,629	36,198,747	796,618	2.3%
Total Operating Expenses		120,573,064	124,510,710	85,959,046	124,501,434	130,493,977	5,983,267	4.8%
Non-GAAP Budget Schedule Adjustments¹		13,961	-	1,623,742	-	-	-	-
Net Income (Loss)		\$ 1,078,894	\$ -	\$ (1,587,565)	\$ 366,934	\$ -	\$ -	-

¹Unrealized Mark to Market Investment Changes.

PERSONNEL CHANGE SUMMARY

	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET*
RTS	726	726	715
RTS Access	121	121	119
RTS Genesee	16	16	16
RTS Livingston	27	27	27
RTS Ontario	43	43	42
RTS Orleans	12	14	13
RTS Seneca	14	14	16
RTS Wayne	63	63	63
RTS Wyoming	20	20	20
TOTAL	1042	1044	1031

*The decreases for the 2024-25 budget represent the elimination of vacant positions in each unit.



"We have partnered with RTS for many years, which has a significant positive impact on the needs of older adults in our community. One rider connected to our office for transportation, and as a first-time rider with RTS, reported that they had a great ride that went very smoothly, and the driver really put them at ease. RTS provides for the ability to get to appointments, shopping, and other locales of interest and remain independent without having to drive on their own."

**– Diana Fox, LCSW,
Director, Genesee County Office
for the Aging**



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

FACTORS AFFECTING FINANCIAL CONDITION

COMPREHENSIVE PLANNING

As noted previously, the Authority annually adopts a Comprehensive Plan, which contains its Strategic Plan, Operating Plan, Financial Plan, and Performance Goals for the coming fiscal year. The Strategic Plan identifies the strategy of the Authority in support of the vision. The Operating Plan outlines the specific objectives and projects to be undertaken in the coming year to advance the strategies. The Financial Plan is then developed in the form of an annual Operating Budget and 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.

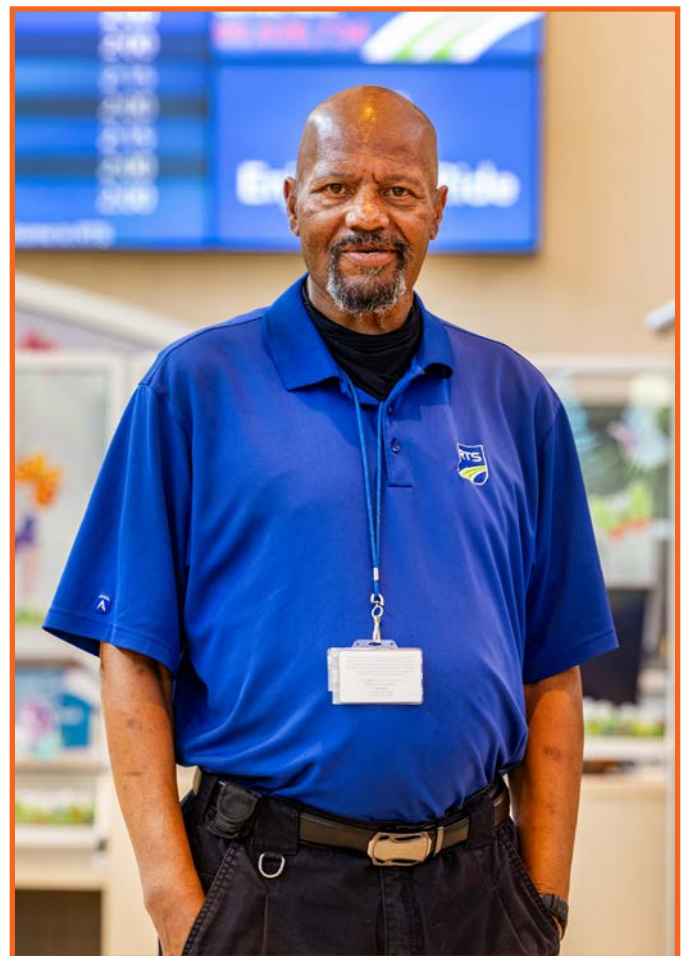
The Authority also participates in the New York State Employees Retirement System (NYSLERS), which is administered by the Office of the New York State Comptroller. The Authority makes annual contributions to the NYSLERS as determined by the State Comptroller.

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, 2023, there were 394 active participants. The total actuarial accrued liability for OPEB as of March 31, 2023 was \$130.9 million.

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

2024-2025 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 2024-25 fiscal year, we will measure 21 metrics within the four components 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 2024-25 fiscal year are displayed below by quarter.



Quarter 1: April 1 – June 30, 2024

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 2024-2025 • 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	35
Employee Engagement	Employee Engagement & Satisfaction	15
		GOAL 100

Quarter 2: July 1 – September 30, 2024

Pillar Weighting:

FPI = 20 Points

CSI = 30 Points

SPI = 35 Points

EEl = 15 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 2024-2025 • 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, 2024

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.

 TOPS TRANSIT ORGANIZATION PERFORMANCE SCORECARD 2024-2025 • 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	35
Employee Engagement	Employee Engagement & Satisfaction	15
		GOAL 100

Quarter 4: January 1 – March 31, 2025

Pillar Weighting:

FPI = 20 Points

CSI = 30 Points

SPI = 35 Points

EEI = 15 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.

2023-24 TOPS REVIEW

For the 2023-24 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 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 vision of connecting the community 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 its vision.

The comprehensive analysis provided by TOPS allows management and the Board to monitor the Authority's overall performance and make timely and informed decisions. 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
	TOTAL FPI SCORE				20.00	26.00	14.00
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
	TOTAL CSI SCORE				40.00	52.00	28.00
SERVICE QUALITY	On-Time Performance – RTS	91.9%			36.00	46.80	25.20
	On-Time Performance – Access	94.5%			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	96.0%			0.50	0.65	0.35
	On-Time Performance – Seneca	97.0%			0.50	0.65	0.35
	On-Time Performance – Wayne	97.0%			0.50	0.65	0.35
	On-Time Performance – Wyoming	97.0%			0.50	0.65	0.35
	TOTAL SPI SCORE				40.00	52.00	28.00
TOPS SCORE					100.0	130.0	70.0

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
	TOTAL FPI SCORE				20.00	26.00	14.00
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
	TOTAL CSI SCORE				30.00	39.00	21.00
SERVICE QUALITY	On-Time Performance – RTS	91.5%			36.00	46.80	25.20
	On-Time Performance – Access	94.5%			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	96.0%			0.50	0.65	0.35
	On-Time Performance – Seneca	97.0%			0.50	0.65	0.35
	On-Time Performance – Wayne	97.0%			0.50	0.65	0.35
	On-Time Performance – Wyoming	97.0%			0.50	0.65	0.35
	TOTAL SPI SCORE				40.00	52.00	28.00
EMPLOYEE ENGAGEMENT	Employee Engagement	28.0%			5.00	6.50	3.50
	Employee Satisfaction	4			5.00	6.50	3.50
	TOTAL EEI SCORE				10.00	13.00	7.00
TOPS SCORE					100.0	130.0	70.0

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
	TOTAL FPI SCORE				20.00	26.00	14.00
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
	TOTAL CSI SCORE				40.00	52.00	28.00
SERVICE QUALITY	On-Time Performance – RTS	91.90%			36.00	46.80	25.20
	On-Time Performance – Access	94.5%			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	96.0%			0.50	0.65	0.35
	On-Time Performance – Seneca	97.0%			0.50	0.65	0.35
	On-Time Performance – Wayne	97.0%			0.50	0.65	0.35
	On-Time Performance – Wyoming	97.0%			0.50	0.65	0.35
	TOTAL SPI SCORE				40.00	52.00	28.00
TOPS SCORE					100.0	130.0	70.0

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
	TOTAL FPI SCORE				20.00	26.00	14.00
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
	TOTAL CSI SCORE				30.00	39.00	21.00
SERVICE QUALITY	On-Time Performance – RTS	92.70%			31.50	40.95	22.05
	On-Time Performance – Access	94.5%			0.44	0.57	0.31
	On-Time Performance – Genesee	94.0%			0.44	0.57	0.31
	On-Time Performance – Livingston	97.0%			0.44	0.57	0.31
	On-Time Performance – Ontario	93.0%			0.44	0.57	0.31
	On-Time Performance – Orleans	96.0%			0.44	0.57	0.31
	On-Time Performance – Seneca	97.0%			0.44	0.57	0.31
	On-Time Performance – Wayne	97.0%			0.44	0.57	0.31
	On-Time Performance – Wyoming	97.0%			0.44	0.57	0.31
	TOTAL SPI SCORE				35.00	45.50	24.50
EMPLOYEE ENGAGEMENT	Employee Engagement	28.0%			7.50	9.75	5.25
	Employee Satisfaction	4			7.50	9.75	5.25
	TOTAL EEI SCORE				15.00	19.50	10.50
TOPS SCORE					100.0	130.0	70.0

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					
	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	88.9%	89.4%	89.9%	90.4%	90.9%	91.4%	91.90%	92.4%	92.9%	93.4%	93.9%	94.4%	94.9%
		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	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%
		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	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 – 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	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 – 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 – Wvoming	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	88.5%	89.0%	89.5%	90.0%	90.5%	91.0%	91.50%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%
		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	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%
		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
EMPLOYEE ENGAGEMENT	On-Time Performance – Orleans	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 – 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	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 – 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	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 ENGAGEMENT	Employee Satisfaction	3.50	3.58	3.67	3.75	3.83	3.92	4.00	4.08	4.17	4.25	4.33	4.42	4.50
		3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50

TOPS MATRIX QUARTER 3

		BELOW GOAL								ABOVE GOAL						
	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						
	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%	
STRATEGIC PILLAR	SERVICE QUALITY	On-Time Performance – RTS Connect	88.9%	89.4%	89.9%	90.4%	90.9%	91.4%	91.90%	92.4%	92.9%	93.4%	93.9%	94.4%	94.9%
		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	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%	
	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	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 – 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	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 – 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

		BELOW GOAL							GOAL & POINTS	ABOVE GOAL				
	METRIC	-30.0%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%		5.0%	10.0%	15.0%	20.0%	25.0%	30.0%
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					
	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	89.7%	90.2%	90.7%	91.2%	91.7%	92.2%	92.70%	93.2%	93.7%	94.2%	94.7%	95.2%	95.7%
		22.05	23.63	25.20	26.78	28.35	29.93	31.50	33.08	34.65	36.23	37.80	39.38	40.95
	On-Time Performance – Access	91.5%	92.0%	92.5%	93.0%	93.5%	94.0%	94.5%	95.0%	95.5%	96.0%	96.5%	97.0%	97.5%
		0.31	0.33	0.35	0.37	0.39	0.42	0.44	0.46	0.48	0.50	0.53	0.55	0.57
	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%
		0.31	0.33	0.35	0.37	0.39	0.42	0.44	0.46	0.48	0.50	0.53	0.55	0.57
	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%
		0.31	0.33	0.35	0.37	0.39	0.42	0.44	0.46	0.48	0.50	0.53	0.55	0.57
	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%
		0.31	0.33	0.35	0.37	0.39	0.42	0.44	0.46	0.48	0.50	0.53	0.55	0.57
EMPLOYEE ENGAGEMENT	On-Time Performance – Orleans	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%
		0.31	0.33	0.35	0.37	0.39	0.42	0.44	0.46	0.48	0.50	0.53	0.55	0.57
	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%
		0.31	0.33	0.35	0.37	0.39	0.42	0.44	0.46	0.48	0.50	0.53	0.55	0.57
	On-Time Performance – Wayne	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%
		0.31	0.33	0.35	0.37	0.39	0.42	0.44	0.46	0.48	0.50	0.53	0.55	0.57
	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%
		0.31	0.33	0.35	0.37	0.39	0.42	0.44	0.46	0.48	0.50	0.53	0.55	0.57
	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	4.17	4.83	5.50	6.17	6.83	7.50	8.17	8.83	9.50	10.17	10.83	11.50
EMPLOYEE ENGAGEMENT	Employee Satisfaction	3.5	3.58	3.67	3.75	3.83	3.92	4	4.08	4.17	4.25	4.33	4.42	4.50
		3.50	4.17	4.83	5.50	6.17	6.83	7.50	8.17	8.83	9.50	10.17	10.83	11.50

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.

2024-25 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).

"We are very happy to have Regional Transit Service as a resource; and are dependent upon RTS for our residents to attend necessary outside specialist appointments at a reasonable cost."

– Justin Bayliss,
Administrator, Wyoming Community Healthcare Service Skilled Nursing Facility



APPENDIX

FARE STRUCTURE

	ACTUAL	EFFECTIVE
RTS MONROE	2023-2024	2024-2025
CASH:		
Base Fare	\$ 1.00	\$ 1.00
FIXED ROUTE FARE:		
One Ride Pass	\$ 1.00	\$ 1.00
VALUE PASSES (RTS CONNECT & RTS ON DEMAND)*:		
All-Day Unlimited Pass	\$ 3.00	\$ 3.00
Adult 31 Day Unlimited Pass	\$56.00	\$56.00
CHILDREN UNDER AGE 11**:		
Children Ages 6-10	\$ 0.50	\$ 0.50
Children Ages 5 and under (Limit of 3 children per fare-paying adult)	Free	Free
SENIORS 65+/-DISABLED VALUE PASSES:		
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
VETERANS:		
All RTS Connect and RTS On Demand Rides	Free	Free
RTS ON DEMAND***:		
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	2023-2024	2024-2025
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	2023-2024	2024-2025
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	2023-2024	2024-2025
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	2023-2024	2024-2025
CASH:		
Base Route Fare*	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride within Zone 1 or 2	\$ 5.00	\$ 5.00
Dial-A-Ride between Zone 1 or 2	\$ 10.00	\$ 10.00
Geneva/Phelps to Rochester	\$ 15.00	\$ 15.00
Clifton Springs/Hopewell/Canandaigua to Rochester	\$ 12.50	\$ 12.50
Shortsville/Manchester/Farmington/Victor to Rochester	\$ 10.00	\$ 10.00
Veterans	Free	Free
PASSES:		
\$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	2023-2024	2024-2025
CASH:**		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 3.00	\$ 3.00
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.

**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
RTS SENECA	2023-2024	2024-2025
CASH:*		
Base Route Fare	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride	\$ 3.00	\$ 3.00
Veterans	Free	Free
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
RTS WAYNE	2023-2024	2024-2025
CASH:		
Base Route Fare**	\$ 1.00	\$ 1.00
Route Deviation	\$ 2.00	\$ 2.00
Dial-A-Ride (Seniors)	\$ 1.50	\$ 1.50
Veterans	Free	Free
PASSES:		
\$1 Pass	\$ 1.00	\$ 1.00
\$11 Value	\$10.00	\$10.00
\$23 Value	\$20.00	\$20.00
RTS WYOMING	2023-2024	2024-2025
CASH:***		
Base Route Fare**	\$ 1.00	\$ 1.00
Route Deviation	\$ 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

*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.

APPENDIX B

DEPARTMENT DESCRIPTION

- **Accounting Services:** Oversees the accounting, cash management, accounts payable and receivable, fare media management, and courier services.
- **Budget:** Oversees the development and monitoring of the Authority's operating budget.
- **Business Development:** Oversees all special transit fares customers. Focused on delivery of services to these customers.
- **Communications and Customer Engagement:** Oversees all customer facing engagement items for the entire Authority service area.
- **Contract Administration:** Oversees contract administration activities, which includes monitoring the Disadvantaged Business Enterprise (DBE) and Minority and Women Business Enterprise (MWBE) initiatives.
- **Customer Service:** Oversees the day to day customer issues that arise across the Authority service area.
- **Diversity, Equity, and Inclusion:** Oversight of the Authority's Diversity, Equity, and Inclusion initiatives, including the Culture and Inclusion Committee.
- **Labor Relations:** Oversees the compliance with and negotiation of all collective bargaining agreements.
- **Loss Prevention:** Oversees our risk management area of the Authority, including claims against the entire Authority.
- **Maintenance:** Primarily oversees the RTS-Monroe and RTS-Access revenue vehicle maintenance functions. They also oversee building maintenance over all Authority owned facilities.
- **People:** Oversees the single most important resource of the Authority, the people that make it all happen daily. A focus on well-being and engagement is critical to our overall success in carrying out our mission.
- **Policies, Procedures, and Technical Documents:** Oversees the development of and maintenance of the Authority's policies and procedures.
- **Procurement:** Oversees the purchasing of goods and services for the Authority.
- **Regional Operations:** Oversight of the seven regional subsidiaries of the Authority.
- **RTS Access:** Operates our para-transit services for the Monroe County area.
- **Safety:** Oversight of the Authority's safety compliance and training functions.
- **Scheduling:** Primarily oversees RTS-Monroe's fixed route scheduling.
- **Service Planning:** Oversees the development of and maintenance of our RTS-Monroe Connect and On Demand services.
- **Technology Innovation:** Oversees the information technology infrastructure associated with the Authority service area.
- **Transportation:** Oversees all of the operating functions over RTS-Monroe Connect and On Demand services. This includes the functions of radio control, dispatch, and road supervisors. The single largest employment area of the Authority.
- **Zero-Emission Strategies:** Oversees the initiatives related to all zero-emission activities, along with engineering and capital grant management.

