# Rochester Genesee Regional Transportation Authority

# 2011-12 COMPREHENSIVE PLAN



# **Table of Contents**

#### INTRODUCTION

#### **OPERATING PLAN**

Distinguished Budget		Introduction <b>70</b>
Presentation Award	4	Tactics by Pillar
Mission, Vision, Values	5	FINANCIAI PLAN
Letter from the Chief Executive Officer	6	CEO Budget Certification 112 Introduction 113
Letter from the Chairman of the Board		Fiscal Year 2011-12 Operating Budget <b>1B</b>
Commissioners	7	Six Year Capital Improvement Plan 122
HISTORY OF RGRTA Overview	8	Multi-Year Budget Projection134
ROARD OF COMMISSIONERS		Conclusion <b>135</b>
Commissioner Profiles	18	PERFORMANCE MEASUREMENTS
Governance Structure & Committees	21	Introduction
CREATION OF THE PLAN		2010 11 TOPS Paview 142
Introduction	22	2010-11 10PS Review
SWOT Analysis	25	2011-12 TOPS Modifications
EXECUTIVE SUMMARY	20	Department Scorecards145
Strategic Planning Process	28	Conclusion 146
& Pillars	32	Scorecards and Matrix Legends <b>149</b>
Comprehensive Plan Highlights	. 33	DEPARTMENTAL OVERVIEWS
Strategic Plan Highlights	34	RGRTA Organizational Chart 157
Operating Plan Highlights	40	Department Overviews 158
Financial Plan Highlights	42	DRIVING FORWARD
Performance Measurement		Driving Forward 196
Highlights	46	APPENDIX
GOALS OF THE PLAN		Financial Policies 199
Introduction and Goals	48	Demographics 204
STRATEGIC PLAN	52	Operating Budget Summary and Detail <b>209</b>
	52	Wage Schedules 273
	55	Personnel Changes 279
2010-11 Operating Plan Review	54	Glossary/Acronyms 282
2011-12 Strategic Plan Inputs and Pillars	66	202

	70
	72
N	
tification	112
	113

011-12 Operating Budget <b>1B</b>
tal Improvement Plan <b>122</b>
udget Projection <b>134</b>
135

#### ICE MEASUREMENTS

iizationPerformanceScore	. <b>136</b> card . <b>137</b>
S Review	142
S Modifications	143
Scorecards	. 145
	146
nd Matrix Legends	149

#### ITAL OVERVIEWS

nizational Chart	157
Overviews	158
<b>RWARD</b> vard	196
icies	199
cs	204
udget Summary and	
	209
ules	273
nanges	279

#### PHOTOGRAPHY

James Rojette Ken Riemer Marc Pagano Shelly Dinan



or the third consecutive year, 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, Rochester, New York** for its annual budget for the fiscal year beginning April 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to the program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# **Mission...**

To provide public transportation services and commit to the continuous improvement of such services in the greater Rochester region.

# Vision...

To attract the community to our high quality and economically sustainable transportation choice.

# Values... We "CREATE"

# USTOMERS

RGRTA exists and we all have jobs only because customers make a decision every day to use our service. Every single person who boards one of our buses or contacts us for information about our product is vitally important to us, is treated with respect and is provided high quality, safe, courteous and convenient service so they will have a positive and outstanding experience.

# DESPECT

We treat each other, our customers and our vendors with honor, dignity and respect. We are open and honest with each other, celebrate each other's accomplishments, provide constructive suggestions to help each other improve, and hold each other accountable for being the best we can be.

## MPLOYEES

Our employees are our most important asset and their individual safety, security and success is vital to the success of the Authority as a whole.

# CTIVE PARTICIPATION AND COMMUNICATION

Every employee is expected to actively participate in the business of the Authority; to communicate their knowledge, ideas, disagreements and questions; and to identify opportunities, problems and weaknesses within the Authority as well as ways to address them. Silence means that we are okay with the decisions being made. If we disagree, we say so. If we don't know, we ask.

## EAMWORK

We recognize that by working together and combining our abilities and talents we can achieve far more than any of us could achieve individually; and we act accordingly.

## XCELLENCE

Each employee is personally dedicated to continuous improvement and to achieving excellence in everything that employee does every day.



RGRTA team members top to bottom, left to right: Tony Brock, Operator; Jay Toops, IT; Linda Eberlin, Operator: Jim Ramos, Road Supervisor; Josh Ortiz, Dispatcher; Chris Dobson, Finance; Tino Ranieri, Farebox Tech.; Pat Pacheco, Operator; Pedro Abril, Mechanic; Barney Radford, Operator; Sam Tantalo, Operator; Kelly Schmidt, Operations; Sandy Miller, LiftLine; Mark Hoffman, IT; Ellen Fitzgerald, Operator; Emilio Gonzalez, Mechanic; Meir Friedman, Operator; Brock Bafford, IT; Larry Terry, Technician; and Mike Vickers, Operator.

# **Letter from the CEO**



February 19, 2011 Dear Commissioners:

On behalf of the 832 dedicated employees at RGRTA, we are pleased to present you, the community, and our customers with the 2011-2012 Comprehensive Plan.

With the mindset of continuous improvement, our strategic planning process led us to downsize our strategic pillars to four key areas that will focus on Long-Term Financial Sustainability, Excellence in Customer Service, Commitment to Quality and Employee Success.

Our plan to achieve long-term financial sustainability involves several components.

We will continue to dedicate ourselves to providing a public-sector service with a privatesector mindset. It has enabled RGRTA to buck national trends while most of the public transportation industry is moving in the opposite direction.

With the State of New York facing difficult financial times, tough decisions have to be made regarding budget cuts. RGRTA has worked diligently to bring forth the message of making cuts equitably for public transportation agencies across the state. New York State's leadership heard our message and we're proud to say state aid is now being distributed in an equitable fashion.

While public sector agencies across the country struggle, we are extremely proud to provide fare stability to our customers, a balanced budget that reduces spending compared to the prior year and continues the reduced reliance on taxpayers subsidies.

Sincerely,

Mark R. Aesch Chief Executive Officer

March 3, 2011 Dear Commissioners:

It is my great pleasure and privilege to present our community with the RGRTA 2011-2012 Comprehensive Plan on behalf of the entire Board of Commissioners. It is a plan which the board unanimously adopted on March 3, 2011 for the 2011-2012 fiscal year. One of the few constants in life is change and to continue being successful, we must accept and adapt to ongoing changes. This comprehensive plan reflects that spirit and attitude.

In 2010, the Authority's Board bid farewell to Chairman John Doyle and Commissioner Alan Bernstein. We are grateful to both men for their service on the Board and to the Authority. Under Chairman Doyle's leadership the Authority annually presented the community with a balanced operating budget, as it has for 13 consecutive years. More importantly, the board led by Chairman Doyle developed and implemented an innovative path that encouraged management to promote excellence and accountability to the public and focus on becoming the nation's preeminent provider of public transportation.

As the new Chairman, I remain committed to keeping that forward momentum going. I challenge management and the Board to proactively pursue new avenues for new opportunities so that our uncompromising goal is always delivering greater value to our customers.

This year the Authority is strengthening its focus with the adoption of a new strategic pillar: Commitment to Quality. Our long-standing commitment to quality has enabled the Authority to provide successful strategic, financial and operating plans, stronger relationships in our community and effective customer service initiatives.

Despite uncertain economic times, all of us at RGRTA must continue to look forward and provide guidance for the long-term plans contained within this Comprehensive Plan. The Authority's Management Team presented the Board with a budget that addresses the precarious nature of the present economic climate with a sound financial plan. Total budgeted expenses will be reduced .2% as compared to fiscal year 2010-11 budgeted levels. This follows the tightly restricted spending plan enacted last fiscal year with only a 1.1% growth in expenses.

The Board endorses this plan because it provides high quality customer service, maintains the 2008 lowered price for customers, and implements initiatives to optimize technology as we move into the future. What elevates this document above other plans in the transit industry is the continued dedication to measuring the success and failures in a strategic and transparent fashion. Adopting a performance-driven plan is a critical responsibility that this Board holds to ensure our agency is accountable to customers and taxpayers alike. The scorecard approach used by the Authority transforms this plan from a static document to a dynamic path for management and employees to follow in executing strategies and projects.

Again, it's my pleasure to present this plan to our community. I thank my fellow commissioners, executive management, and the entire RGRTA family who are driving excellence and serving our customers every day. Respectfully,

ames A. Redur

James H. Redmond Chairman

# Letter from the Chairman



# **RGRTA – On The Move Since 1969**

Dublic transportation in Rochester dates back more than 150 years. Horse cars, then electric street cars and a subway system predated the introduction of bus service in the Rochester area in the 1940s. In 1969, statewide legislation created four regional transportation authorities across New York - the Capital District Transportation Authority in Albany, the Central New York Regional Transportation Authority in Syracuse, the Niagara Frontier Transportation Authority in Buffalo and the Rochester Genesee Regional Transportation Authority (RGRTA) in Rochester.

Over the decades, the Authority expanded its service reach to cover suburban and rural areas surrounding Rochester, as well as added Lift Line to provide paratransit service in compliance with the Americans with Disabilities Act (ADA).

transportation service for its region which includes Monroe, Genesee, Livingston, Orleans, Seneca, Wayne and Wyoming counties. RGRTA also serves as the host agency to the Genesee Transportation Council, the metropolitanplanningorganizationfor the Genesee-Finger lakes region.

RGRTA has earned a reputation nationally for its innovative performancemanagementsystemthat includes:

- A comprehensive annual plan created by employees to document projects and goals
- Specific measurements to monitor quarterly progress
- Scorecard reporting
- Reliable data processing systems
- Incentive pay based on performance

STATS&FACTS

RIDERSHIP 17,705,443 **NO. OF BUSES** 413 **NO. OF EMPLOYEES** 832 SERVICE AREA POPULATION 1,061,932

- This management approach is credited with enabling the Authority to:
  - Reduce its fares in 2008
  - Achieve five consecutive years of surplus earnings
  - Reduce its reliance on taxpayer dollars by 33% since 2005-06
  - Increase ridership to a 20-year high

# **Regional Transit Service | RTS**

**Regional Transit** Service (RTS) is the largest subsidiary of the Authority. It has an operating fleet of over 250 Americans with

RTS •BUS•

Disabilities Act (ADA) compliant buses on 40 fixed routes throughout Greater Rochester. Service also connects communities in Livingston and Wayne counties to Downtown Rochester.



Transportation Authority.

The first RTS Park-N-Ride service began in 1971 with daily routes to Suburban Plaza in Henrietta. Park -N-Ride service soon expanded to Brockport, Hilton, Fairport, East Rochester, Penfield, Perinton, and Webster to meet the commuting needs of suburban customers.

In 2010, RTS added 10 new 60foot articulated buses to its fleet. The unveiling of these buses was celebrated with the continuation of a tradition started in 2009 in which buses are ceremoniously named after the children and grandchildren of Authority employees.



RTS has been in operation since 1969 when the City of Rochester transferred ownership of its public transit system to the newly formed **Rochester Genesee Regional** 



RGRTACEOMark Aeschandthe Ortizfamilyat theSeptember 2010busnaming celebration. AnaivaOrtizisthe daughterofRTS DispatcherJosh Ortiz.

The year was also punctuated by the reintroduction of plans to build a new transit center in downtown Rochester. In June, 2010, Rochester City Council approved conceptual designs for an enclosed transit center on Mortimer Street. Numerous community meetings, including a design review workshop in September were held to gather public input leading to anticipated final design and the start of construction in 2011.

The dollar fare introduced in 2008 remains in place, continuing to offer working families an affordable alternative to high gas prices.

# Lift Line | LL

Lift Line was created by RGRTA in 1985 to provide paratransit service within Monroe County.

In accordance with the Americans with Disabilities Act (ADA), Lift Line provides approximately 170,000 rides to certified customers annually with a fleet of 48 paratransit vehicles. The ADA requires Lift Line to mirror up to three-quarters of a mile on either side of all RTS fixedroute service.

In September 2007, RGRTA voluntarily expanded the Lift Line service area an additional two miles beyond the ADA requirement increasing the service area 166%. Unlike the ADA mandated service area which flexes to reflect the RTS service, the Supplemental Service area remains fixed seven days a week, including holidays.

The Authority further strengthened in bus cleanliness and on time Lift Line's commitment to customer satisfaction and quality service in

September 2008, with the reduction in the fares for more than 70% of customers.

More than 9,500 Lift Line ride requests have taken advantage of the Supplemental Service since it was introduced in 2007 allowing customers to visit family and friends on weekends, holidays and special occasions - an option not previously available to these customers in Rochester.

RGRTA is able to keep the fare stable for Lift Line customers because of the on-going effort to increase efficiency, improve route productivity on RTS fixed route service and enhance customer satisfaction.

In 2010, Lift Line continued its commitment to customer satisfaction with improvements performance resulting in customer satisfaction rates of 98% and 99%.



# STATS&FACTS

RIDERSHIP 168,917 **NO. OF BUSES** 48

**NO. OF EMPLOYEES** 102

SERVICE AREA POPULATION 731,543



Batavia Bus Service will celebrate 40 years of serving the residents of Genesee County in 2011.

BBS is the oldest of the Authority's regional public transportation systems joining the Authority in 1971 as a Dial-a-Ride service in the City of Batavia.

Today, BBS provides two fixed routes, one express route and Dial-a-Ride service within the City of Batavia; daily fixed route service between BataviaandLeRoy;Dial-a-Rideservice within the Village of LeRoy; and countywidecurb-to-curbDial-a-Ride service in 12 communities in Genesee County.

Genesee County ARC.

local economy.







Lift Line Purchasing/ Inventory Specialist **VikeMcCartan** 

BBS has a strong relationship with Genesee Community College and recently renewed its partnership and commitment to support student's access to transportation to campus and in the City of Batavia.

In 2010, BBS community partnerships grew stronger with the addition of

BBS is committed to providing exemplary service to the residents of Genesee County and continues to focus on building and strengthening partnerships with businesses and educational centers in support of the



RIDERSHIP 62,207

**NO. OF BUSES** 13

**NO. OF EMPLOYEES** 15

SERVICE AREA POPULATION 57,950





BBSBusOperatorSallyFalkowskiandhergrandaughter KatiewithKatie'sbusattheMay,2010busnaming celebration.

# Livingston Area Transportation Service | LATS

Livingston Area Transportation Service is the largest of RGRTA's regional public transportation systems. Livingston County joined the Authority in 1986 and served primarily the elderly and disability communities. Today, LATS provides service to over 230,000 customers per year, traveling to work, school and other destinations.

The SUNY College at Geneseo has been a partner since 2002 and continues to be a strong advocate for public transportation in the community. Ridership amongst college students continues to increase with students living on and off campus as Geneseo looks to reduce its carbon footprint.

RGRTA, LATS and Geneseo will further develop this relationship in 2011-12 with the introduction of Advanced Traveler Information System (ATIS) testing sites around campus.

**NSVILLE DIAL-A-R** 

12



# STATS&FACTS

RIDERSHIP 239,928
NO. OF BUSES 25
NO. OF EMPLOYEES 29

SERVICE AREA POPULATION 63,067



Orleans Transit Service was launched in 2003 to provide public transportation service to the County.

residents of Orleans

RIDERSHIP

NO. OF BUSES

73,460

10

16

OTS operates four fixed routes and countywide Dial-a-Ride service linking Lyndonville, Holley and Kendall with the county seat in Albion and business centers in Medina. OTS also links **Orleans** County customers to jobs within the Village of Brockport.

SERVICE AREA POPULATION 42,246

**NO. OF EMPLOYEES** 

In 2010 OTS began a new partnership with the College at Brockport

to continue to meet the transportation needs of college students that had been supported by the Brockport Student Government since 2006.

OTS also provides service to the Genesee Community College campus in Medina.

RGRTA has a long history of partnering with colleges and universities throughout the Authority.



# Seneca Transit Service | STS

Seneca Transit Service began servicing Seneca County in 2004. STS provides service throughout Seneca County which is located in the heart of the Finger Lakes wine country and travels through some of the region's most beautiful countryside.

STS maintains a successful relationship with the Seneca Falls Development Corporation providing fixed route service along portions of the Cayuga and Seneca Wine Trails. STS offers the only public bus route through wine country.

STS offers Dial-A-Rideservice linking residents between the lakes with businesses and services throughout Seneca County.

In 2010, STS moved its office to the



Seneca County Office Building as part of an on-going effort to reduce costs, provide customers with easier access and improve overall efficiency.

STS also acquired seven new replacement buses to continue to meet the increasing demand for service within the Villages of Seneca Falls and Waterloo, to Finger Lakes Health Centers and Geneva General Hospital, as well as along the wine trails.



RIDERSHIP 77,246

**NO. OF BUSES** 10

**NO. OF EMPLOYEES** 13

SERVICE AREA POPULATION 34,060

# Wayne Area Transportation Service | WATS

Wayne Area Transportation Service supported through a partnership has served the residents of Wayne County for more than 30 years.

WATS joined RGRTA as an established fixed route system in 1980 and today coordinates more than 30 buses throughout Wayne County with commuter links to business centers in Monroe and Ontario counties.

Today WATS serves a diversified population with service to Finger Lakes Community College's Newark Campus Center. In addition, the successful WATS Grocery Shuttles,

WATS continues to refine its service to better meet the changing needs of residents living along the Route 31 southern corridor and meet the increased demand for service throughout the agriculturally rich northern and central regions of the county.

WATS has developed and maintained longstanding



with Wegmans Food Market, enables many senior residents to remain active and independent.

relationships with local farms that



employ hundreds of local and seasonal workers and with public agencies which provide valuable services to residents overcoming challenges.



# Wyoming Transit Service | WYTS

Wyoming Transit Service was established in 1993 when Wyoming County joined RGRTA. For 16 years WYTS has offered exclusively Dial-A-Ride and County-wide service.

In 2009 fixed route service was also introduced in the Village of Warsaw offering more choice to customers and enabling WYTS to operate with greater efficiency and increased savings.

WYTS continues to meet the needs of customers requiring transportation to locations in Cattaraugus, Erie, Genesee and Monroe counties.



STATS&FACTS RIDERSHIP 93,502 NO. OF BUSES 23

NO. OF EMPLOYEES

23

SERVICE AREA POPULATION

41,549



Orleans Transit provides nearly 75,000 rides per year in and around Orleans County.

......

80n

00 

1

Here con

# **Board of Commissioners**

# **Voting Commissioner Profiles**

#### SCOTT M. ADAIR, CPA | APPOINTED IN 2010

- Chief Financial Officer, County of Monroe
- Graduate of Monroe Community College and SUNY Geneseo
- Community Service: Board member and Treasurer of Rochester District Heating Cooperative, Treasurer of Monroe County Airport Authority, Board member and Assistant Treasurer of Baden Street Settlement House, NYS Government Finance Officers Association Government Accounting Committee member, NYS Association of Counties Tax and Finance Committee





#### THOMAS R. ARGUST | APPOINTED IN 2007

- City of Rochester Commissioner of Community Development, Retired
- Graduate of Bucknell University and Colgate Rochester Divinity School

Community Service: Rochester Area Community Foundation Distributions Committee and former Board Chairman, Trustee Emeritus – Susan B. Anthony House, Steering Committee, and ACT Rochester

#### PAUL J. BATTAGLIA, CPA | APPOINTED IN 2008

- Managing Director of the Batavia Office of Freed Maxick & Battaglia, P.C.
- Graduate of St. Bonaventure University
- Community Service: Chairman of the Board of Directors of United Memorial Medical Center, Catholic Health System Board of Directors, Treasurer of Batavia Rotary Club, Chairman of United Way Board of Directors, Private Industry Council, President of Business Education Alliance, Board Chairman of Genesee Chamber of Commerce, Genesee Wyoming BOCES Board of Education, Chairman of the Board of YMCA and Catholic Charities of Western New York Board of Directors





#### LESLIE M. GOLDSTEIN | APPOINTED IN 1992

#### Vice President of MAPCO Ltd.

- Graduate of Monroe Community College, University of Barcelona, Spain and the University of Rochester
- Community Service: Monroe Community College Alumni Board, University of Rochester Alumni Giving, the Regional Council on Aging-GROW, Eastern Monroe Community Career Center Committee for Computers, and Jewish Community Center Auction

### MICHAEL P. JANKOWSKI | Treasurer | APPOINTED IN 2004

- Wayne County Clerk
- Graduate of St. John Fisher College and National Academy for Paralegal Studies, Inc.
- Community Service: Member of the New York State County Clerks Association, 2008 Chairman for the Wayne County United Way Campaign, Board of Directors of Newark Wayne Community Hospital and Wayne County Action Program



# BARBARA J. JONES | APPOINTED IN 2007

- Group
- at Boston College

Gateways Music Festival

#### KAREN C. PRYOR | APPOINTED IN 2007

- Retired as the University of Rochester Medical Center Director of Government Relations in 2002, previously having served as Director of Financial Aid and Assistant Dean for Student Services at the medical school
- Currently acting Presbytery Leader for the Presbytery of Genesee Valley (P.C.U.S.A.)
- Graduate of Purdue University and Mary Baldwin College
- Community Service: 19th Ward Community Association, the Boards of the Rochester Presbyterian Home and the Women's Health Partnership, Ruling Elder at Third Presbyterian Church, Treasurer of the Presbytery of Genesee Valley, and Volunteer at the Isaiah House Hospice

#### JAMES H. REDMOND | CHAIRMAN | APPOINTED IN 2004

- for Excellus BlueCross BlueShield
- Graduate of St. John Fisher College
- Greece Fire Department Exempts Club



Retired Vice President for the JP Morgan Chase Bank Community Development

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

 CommunityService:Sector4CommunityDevelopmentCorporation,RochesterArea Community Foundation, Rochester Economic Development Corporation and



Regional Vice-President of Communications and Community Investments

 Community Service: Member on the Boards of the Northwest YMCA and the Catholic-Courier for the Diocese of Rochester, and a Member of the North

#### HENRY SMITH, JR. APPOINTED IN 2008

- Orleans County Legislature, Retired from Eastman Kodak and serves as President of Community Coalition Initiatives and Actions ("CCIA"), the HLSJ Driving Academy Ltd., Board of Directors of the New York State Association of Counties (NYSAC)
- Graduate of Cornell University, Roberts Wesleyan College and Monroe **Community College**
- Community Service: United Way of Orleans County Board of Directors, Orleans County Farm Bureau Member, Community Action Board of Directors, Hospice of Orleans County and member of Lions Club of Albion, New York





#### MILO I. TURNER | APPOINTED IN 2001

Sales Manager and Auctioneer for Roy Teitsworth, Inc.

**United States Navy Veteran** 

CommunityService:ChairmanoftheNundaPlanningBoard,Volunteerforthe Nunda Fire Department and member of the Nunda Kiwanis Club

#### FRANK VITAGLIANO, JR. | Vice Chairman | APPOINTED IN 2002

- Senior Vice President of Tompkins Insurance Agencies
- Graduate of Alfred University
- Community Service: Director of the Wyoming County Local Development Corporation and the Wyoming Chamber of Commerce; member of the Tompkins Board of Directors, Wyoming County Hospital Campaign Fund Drive, and former Town Councilman in Orangeville (1986-1989) and Warsaw (1992-1996)





EDWARD W. WHITE | SECRETARY | APPOINTED IN 2006

Court Attorney for the New York State Court Seventh Judicial District

Community Service: Former Junius Town Justice and a member of the Court Facilities Capital Review Board

# **Governance Structure & Committees**



ommissioners of the Authority are individuals who have been recommended by their applicable local governing bodies, nominated by the Governor, and confirmed by the New York State Senate. Monroe County recommends four commissioners, while the City of Rochester recommends three. Each of the other member counties recommends one voting commissioner.

The Board schedules at least one meeting each month throughout the year. All meetings of the Board are open to the public, recorded and available for viewing on the Authority's website.

The Authority has established three standing committees to assist the Board in carrying out its duties.

## **Governance Committee**

- Keeps the Board informed of current best governance practices.
- Reviews corporate governance trends for their applicability to the Authority.
- Updates the Authority's corporate governance principles and practices when necessary.
- Advises member counties of the applicable skills, qualities and professional experience necessary for a person to fulfill the responsibilities of a member of the Board of Commissioners.
- Formulates and proposes to the full Board policies that promote honest and ethical conduct by Authority commissioners, officers and employees.
- Coordinates and leads annual training for the Board of Commissioners.

### Audit Committee

- Represents and assists the Board in general oversight of the Authority's accounting and financial reporting processes, financial statement audits, and internal control and audit functions.
- Provides an avenue of communication between management, independent auditors, internal auditors, and the Board.

### **Compensation Committee**

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

The Board of Commissioners helps develop the strategy for the coming year and then measures throughout the year how well that strategy is being executed. Management is held accountable for performance to make sure our riders get the best service possible. What gets measured gets done.

JAMES REDMOND | CHAIRMAN, BOARD OF COMMISSIONERS

# **Creation of the Plan**

## Introduction

The 2005-06 fiscal year marked the beginning of a new planning era at RGRTA. That was the first year that the Comprehensive Planning process was executed, replacing the traditional operating budget process with a much more progressive and accountable approach to business and organizational management.

The thinking then was, and remains today, that a vision based on a variety of significant inputs should guide planning and subsequently an operating budget. RGRTA's Comprehensive Planning process turned on its ear the arcane practice of leading with an operating budget and then retrofitting a plan and projects.

RGRTA's Comprehensive Plan is a corporate-wide roadmap for success. All levels of personnel and the Board of Commissioners work toward creation of the plan that determines where the Authority is going over the next year, how it's going to get there and how it will know if it got there or not. It includes financial information alongside rationale for the spending plan, specific projects and programs for the year, and specific quarterly measurements for all in and outside of the organization to monitor.

Though this planning process is ongoing and follows a calendar of milestones. Each year, since its inception, the process has been refined for greater efficiency and accountability. Here, in brief, are the key steps that guide the planning process.

USTOMERS

**D**ESPECT

**RGRTA'sComprehensivePlanning** processturnedonitsearthe arcanepracticeofleadingwith anoperatingbudgetandthen retrofitting a plan.

# RGRTA VALUES

We "CREATE"



Dan Butler

#### We treat each other, our customers and our vendors with honor, dignity and respect. We are open and honest with each other, celebrate each other's accomplishments, provide constructive suggestions to help each other improve, and hold each other accountable for being the best we can be. MPLOYEES Our employees are our most important asset and their individual safety, security and success is vital to the success of the Authority as a whole.

# CTIVE PARTICIPATION AND COMMUNICATION

Every employee is expected to actively participate in the business of the Authority; to communicate their knowledge, ideas, disagreements and guestions; and to identify opportunities, problems and weaknesses within the Authority as well as ways to address them. Silence means that we are okay with the decisions being made. If we disagree, we say so. If we don't know, we ask.

RGRTA exists and we all have jobs only because customers make a decision

buses or contacts us for information about our product is vitally important to

us, is treated with respect and is provided high quality, safe, courteous and

convenient service so they will have a positive and outstanding experience.

every day to use our service. Every single person who boards one of our

Rochester Genesee Regional **Transportation Authority** 

2011-12 COMPREHENSIVE PLAN

#### EAMWORK

We recognize that by working together and combining our abilities and talents we can achieve far more than any of us could achieve individually; and we act accordingly.

## XCELLENCE



#### STEP 1 **Determine Organizational Values**

Values embody employee attitudes, ideas and expectations that shape the culture and guiding principles of internal conduct and how the organization fits within its community. The Comprehensive Planning process starts right here with a close examination of existing Values and then an adjustment to best articulate current organizational mindset.

### STEP 2 **Define Mission and Vision**

The mission statement captures the essence of the fundamental question of why the Authority exists. Development of the Authority's guiding principle, the Vision Statement defines what the Authority hopes to accomplish and become.

Once the Vision is established, the Plan from here on out is based upon the articulated Vision, including the strategic objectives, operating tactics - or action items - and measurements by which the organization and community can determine if the Authority is living up to its Values, Mission and Vision.



# **RGRTA** Mission

To provide public transportation services and commit to the continuous improvement of such services in the greater Rochester region.

# **RGRTA Vision**

To attract the community to our high guality and economically sustainable transportation choice.























RGRTA team members -Left: Jason Smalling, Finance; Bruce Philpott, Operations; and Ernesto Marshall, Operator.

Bottom: R. Doug Guilfoil, Mechanic; Mike McDonald, Operator; and Shayla Washington, Operator.

Right Side: Rey Rodriguez, HR; Dave Kester, Trainer; Lucille St. George, Procurement and Grants Administration;Loretta Bryant, HR/Medical; and Ken Hebert, Radio Control/Dispatch

### **STEP 3 External and Internal Analysis**

With clearly defined Values, Mission and Vision, the next step in the planning process is to evaluate other important inputs that drive and impact the business internally and externally. Among these inputs are current financial performance, market research data, customer and employee satisfaction levels, and operating strengths and challenges that are identified by employees through a formal SWOT analysis.

SWOT (the commonly known acronym for Strengths, Weaknesses, Opportunities and Threats) is an interview process that engages every level of the RGRTA organization. In June, 2010, an independent facilitator was contracted to conduct SWOT interviews corporate wide.

Each department was interviewed separately and without their respective department head present. The intention was to create a comfortable, nonthreatening atmosphere where individuals could speak candidly about internal and external factors that are favorable and unfavorable to achieving objectives of their department and the organization as a whole.

Department heads had their opportunity to voice opinions and ideas during a peer group session with the SWOT facilitator.

Concurrently with the SWOT analysis, the Authority conducts its annual internal Employee Engagement Survey.

Gathering employee input is viewed as a valuable investment that has afforded the Authority the ability to:

- Diagnose issues and overall organizational climate
- Anticipate potential problems
- Measure the effects of organizational change

Results of departmental SWOTs and the Employee Engagement Survey were presented at the annual Leadership Team planning retreat in August.

All SWOT results were compared for gaps and commonality, providing information that is helpful in matching the Authority's resources and capabilities to the competitive environment in which it operates. As such, it is instrumental in strategic planning formulation and selection. SWOT findings for 2011-12 are outlined on the following page.

Paid market research was conducted over the year to help the Authority begin to more closely examine customer expectations and perceptions. In addition, the Authority engaged a paid market research company for the first time to measure the organization's Net Promoter Score (NPS). This metric was introduced by Fred Reichheld in a 2003

Harvard Business Review article arguing that the The One Number You Need to Grow is the Net Promoter Score. The objective of this customer satisfaction measure is to create more "Promoters" and fewer "Detractors". The NPS is derived from asking a single question on a 0 to 10 rating scale: "How likely is it that you would recommend our company to a friend or colleague?" Based on their responses, customers are categorized into one of three groups: Promoters (9-10 rating), Passives (7-8 rating), and Detractors (0-6 rating). The percentage of Detractors is then subtracted from the percentage of Promoters to obtain a Net Promoter score.

Proponents of NPS argue that this method can reduce the complexity frequently associated with measures of customer satisfaction, and provides a stable measure of business performance in customer satisfaction trends over time. Additionally, NPS can be compared across industries.

With information gathered from these collective inputs, management is able to gain a sharp focus on goals, strategies and tactics for the coming year; a clear path from start to finish can be laid out for all in the organization to follow. This path is articulated in the Comprehensive Plan's three major areas – Strategic Plan, Operating Plan and Financial Plan.



#### **2011-12 SWOT Analysis Results** Financially stable/maintain fares Wellness Program Private sector business model Attract & retain quality employees Commissioners invested Innovative Embrace Technology Compensation connected to performance We chart our own course Commitment to continuous improvement Strong, unified vision Improved relationships with interim ATU Leadership Ambitionisgreaterthanstaffcapacitytodeliverprojects Education of external customers in use of transit Safety and security underfunded Lack of "green" initiatives Lackofcomprehensivedocumentedpolicies, procedures, Inadequateauditingofinternalprocessestogualitystandards processes, and quality standards Training is not a priority No central Data Warehouse Lackofunderstandingoftheinternalcustomerconcept Information System Lackofadepartment/individualperformancescorecards Lack of community transit advocacy Notenoughrootcauseanalysistoaccompanymetrics Lack of succession planning Space shortages and space utilization Lack of formal professional Maintenance of physical assets development program Lack of Document Management System Poor internal communication Employee performance review process Project Management Failuretoadequatelyutilizeallourstaffinprojectdelivery Untapped service markets

- To continue improving the relationships with the ATU
- Federal Livability funding initiatives
- National interest in "Green" initiatives
- Federal Stimulus funding

#### Vulnerability to loss of partnership subsidies

- Federal/State funding instability
- Burdensome government policies/regulations
- Economic downturn
- Uncertainty of ATU leadership succession
- Inadequate pool of qualified applicants





RGRTA's private sector business model and data driven performance management are collectively regarded as "strengths" that serve to keep all levels of the Authority focused on the delivery of high level customer service.



#### STEP 4 Strategic Pillars, Strategic, Operating and Financial Plans

Having finished the information gathering, the next step of the planning process is to define the Strategic Pillars for the year. The pillars provide the rational for subsequent Operating Plan tactics. The tactics, in turn, drive the Financial Plan.

By early October, a draft Operating Plan is presented to the Leadership Team for review and comment. On a parallel track, development of the Financial Plan is under way. As they are developed, the elements of the Financial Plan are tested against the results of the SWOT analysis and against the Mission and Vision, as well as the strategic inputs to make sure that the Financial Plan is funding key initiatives that will advance the Authority's strategic vision.

During the Board of Commissioner's annual governance training and long range planning session in November, drafts of the Strategic and Operating Plans are presented, along with Multi-Year Budget Projections, anticipated performance measurements, and suggested Mission, Vision and Value Statements. This step ensures that the Board and management are in agreement on any significant changes before formal drafting of the Comprehensive Plan.

In December, the Financial Plan and performance measurement systems receive significant focus and finalization. The Authority's performance measurement system continues to be refined to accurately reflect outputs as well as to monitor those areas of the organization that matter most to customers. The Authority's TOPS quarterly scorecard system - provides the transparent accountability customers, management and the community require to know precisely how the organization is performing.

The annual Operating Budget, Multi-Year Budget Projection, and Six Year Capital Improvement Plan are all completed and rolled into the Financial Plan.

The last piece of developing the Operating and Financial Plans is the announcement of the New York State Governor's Executive Budget, at which time the Authority learns the recommendations to the State Legislature for State Operating Assistance (STOA).

#### STEP 5 Completing the Comprehensive Plan

The final phase of the process involves the creation of the Comprehensive Plan document and its presentation to the Board of Commissioners for consideration and comment.

While the Board has offered input and been apprised of the Plan's main elements, the composed Comprehensive Plan document is presented to the Board for its consideration in February, debated and formally adopted in March.

The Authority's TOPS quarterly scorecard system – provides the transparentaccountability customers,management and the community requiretoknowprecisely howtheorganizationis performing.



# **Executive Summary**

## Introduction

The team of more than 830 employees at RGRTA is proud to present the Board of Commissioners, the community and its customers the 2011-12 Comprehensive Plan.

The 2011-12 Comprehensive Plan will maintain all fare structures at their current level, including the fare reductions implemented in 2008 for the Authority's two largest subsidiaries, will reduce spending compared to the prior year, and maintain the current commitment to dramatic improvements in customerfacing initiatives such as on time performance, bus cleanliness and technology on the street.

The Vision Statement for the Authority has been adjusted to face the stark reality that the "public" component of public transportation is becoming scarce and is likely to see future declines. In order for RGRTA to continue as an industry leader, the vision for the organization must be adjusted to establish a foundation for sustained success.

To implement that vision, the 2011-12 Comprehensive Plan identifies four key strategies, aligns 36 operating tactics beneath them to realize those strategies, and funds a balanced Operating Budget and Capital Improvement Plan for the coming fiscal year.

Financial success for RGRTA will be measured by accelerating its already advancing transition towards a reduced reliance on public subsidies.

The Authority has come to recognize the State of New York as



Financial success for RGRTA will be measured by accelerating its already advancing transition towards are duced reliance on public subsidies.

School District and SUNY Geneseo.

Management has constructed the 2011-12 Comprehensive Plan by evaluating proposed tactics through five prisms:

- Would the tactic increase revenues?
- Would the tactic decrease expenses?
- Is the tactic cost neutral?
- Would the tactic optimize recent investments in technology?
- Is the tactic necessary to implement the aggressive construction agenda?

Perhaps more than any other recent year, the Authority's management team constructed this Comprehensive Plan through the perspective of a private company.

According to reports, 84% of public transportation systems across the United States were looking to implement fare hikes, service reductions or both in 2010. During the past year alone, RGRTA has been able to maintain its fare reductions for the RTS and Lift Line subsidiaries while continuing recent enhancements in customerfacing commitments.

The result of these fare hikes and service reductions across the country was a decline in ridership for a second consecutive year. At the same time, RGRTA's increased ridership over the previous six consecutive years is projected to remain stable, while increasing customer satisfaction.

Nonetheless, the challenges in the development of the 2011-12 Comprehensive Plan were most starkly associated with the unpredictable and scarce public revenue streams.

The public sources of revenue are New York State Operating Assistance (STOA), Mortgage Recording Tax revenue, federal capital assistance utilized for operations, and county assistance from the seven member counties.

State aid will remain flat for 2011-12 following a 7.5% decline over the previous two years. Mortgage Recording Tax Revenue has declined 41% since the peak in 2003-04. Federal aid is anticipated to remain flat, and County Assistance from the seven member counties is at the same level it was 42 years ago. It is likely that the public funding side of

challenges of the State. While Governor Cuomo's proposed 2011-12 Executive Budget keeps RGRTA aid flat at fiscal year 2010-11 levels, this hold the line approach was felt across the state by all upstate public transportation systems. Long gone are the days when under-

28

a business partner that provides

revenue in order to provide a

public service to taxpayers. In

recent years, RGRTA has won a

long standing effort to ensure

that declining state dollars are

distributed in an equitable and

fair fashion, rather than the long

standing practice of propping up

under-performance. Nonetheless,

when a business partner's overall

health is in flux, as the State in its

aid, the Authority, looking long-

term, must react as any business

Correspondingly, the Authority

anticipates growth in revenue,

Technology, the Rochester City

would, by limiting its production.

with other major business partners

such as the Rochester Institute of

2011-12 Budget with proposing flat



It is likely that the public funding side of public transportation will continue to face challenges and decline in the years to come.

public transportation will continue to face challenges and decline in the years to come. Fortunately, RGRTA has been well ahead of this curve in making the transition towards being a sustainable transportation system.

RGRTA has worked with great purpose to reduce reliance on public subsidies; however the reality is that the State of New York is a 39% business partner of the Authority. And as that partner struggles to remain economically viable, all partners of the State, of which RGRTA is one, must modify its business approach to correspond with the financial challenges of the State. performing transit systems would see an increase in state aid while financially strong ones would get cut. RGRTA has successfully led the shift in thinking in Albany that protected mediocrity. For two consecutive state budget proposals, from two different Governor's, state aid distribution has been equitable. While state aid has declined by more than \$2.5 million dollars since enactment of the 2008-09 New York State budget, RGRTA has reacted by an unprecedented hold-the-line mentality on the expense side of the ledger.

Over the course of the past three fiscal years combined, despite contractual salary adjustments, double digit increases in health care premiums and the volatile fuel market, RGRTA has seen an increase in only 1.7% of budgeted expenditures. Comparatively, over the past three fiscal years New York State spending has increased 7.4%. And spending by the United States government has increased by 5.1%.

#### In fact, for 2011-12, RGRTA is proposing to reduce spending compared to the prior fiscal year plan.

This immediate response to changes in revenue has positioned RGRTA to take a longer view in its approach to changing fiscal conditions and avoid the traditional transit solution of massive reductions in service, painful fare hikes on customers and employee cuts.

The 2011-12 Comprehensive Plan is a fiscally responsible plan that recognizes and reacts to the unstable financial future of the federal and state economies, invests in financially healthy relationships with the Rochester Institute of Technology, the Rochester City School District, and SUNY Brockport, advances the multi-million dollar investments in customer-facing technologies and provides for adequate management strength to implement the massive construction agenda.

Further, the plan fully funds the commitment the Authority has made to an improved quality experience for the customer through better on time performance, continued bus cleanliness and more frequent bus service on the busiest routes. Overthe course of the past three fiscal years combined, despite contractual salary adjustments, double digit increases in health care premiums and the volatile fuelmarket, RGRTA has only seen a 1.7% increase in expenditures.



The strategic planning process identified a myriad of tactics and growth in staffing to address the 36 Operating Plan tactics, current responsibilities and to comply with the increasing demands of federal and state regulatory bodies while their corresponding revenue

The flat state and federal funding makes it fiscally impossible to address a whole multitude of other very pressing issues. At such time as adequate sustainable revenue streams from reliable business partners are identified, the Authority looks forward to addressing each of these issues. **Unaffordable Operating Plan** tactics include such important matters as a business intelligence data warehouse software system, preparation for ISO 9000 certification, and a more robust bus technology department, all of which will be deferred.

remains flat.

...over the past three fiscal yearsNewYorkStatespending has increased 7.4%. And spendingbytheUnitedStates governmenthasincreasedby 5.1%.

The continued growth in maturity of the strategic planning process, additional technology investments which provide higher levels of quality data, and a strong commitment to live within its means, place RGRTA in a strong, sustainable position.

Quality information systems that identify potential adverse issues in the future and drive smarter business decisions today continue to be the cornerstone that sets RGRTA apart.





# **Strategic Planning Process** & Pillars

Consistent with a more restrained vision to face the economic reality of an unstable business partner, the Authority is reshaping its strategic pillars to achieve that vision.

Destination driven management has been the hallmark of the Authority's success in recent years. The clarity of the vision and the strategic pillars focused both effort and finances in crossing that clearly stated goal line.

The planning process itself was further refined to introduce more time to the entire process, more time as a management team for reflection, the introduction of a national transit resource, and a national professional in assessing employee engagement.

Employees had the opportunity to meet as a team with the outside facilitator, without their respective department heads, and conduct both a department level and corporate wide SWOT analysis. For the first time, the leadership team also conducted a corporate wide SWOT and then significant energy went into understanding any gaps that existed between employees and managers perspectives. Ultimately, this entire process was synthesized into a SWOT analysis for the entire company.

Further, for the first time, the annual leadership team retreat was expanded to an entire three day process. The first day focused on modifications to the mission and vision statements and agreement on SWOT. The second day focused on the broad strategies necessary to realize the vision statement, address issues identified in the SWOT and development of Operating Plan tactics to realize those strategies.

Subsequently an extensive scoring process was laid over the proposed tactics and weighted in a fashion consistent with their ability to advance the Authority's strategic pillars. Employees throughout the Authority participated in this very sophisticated scoring process to determine the agenda the Authority would utilize to achieve its vision.

For example, each tactic was weighted 1 to 10 with its individual ability to realize each of the four strategic pillars. That weighting was further refined and weighted consistent with the TOPS measurement system. For example, a tactic that received a 10 under the new strategy of Long-Term Financial Sustainability was weighted at .45. The same tactic might be scored a 7 under the Excellence in Customer Service strategic pillar and that would be weighted at .30. The introduction of this new process greatly heightened the focus on sharpened tactics to realize the Authority's strategic vision.

The third day of leadership team strategy development focused on conclusions from the scoring process. Results were evaluated and then placed through new sieves. Each high scoring proposed tactic was further scrutinized through the lens of these prisms –

Destinationdrivenmanagement has been the hallmark of the Authority's success in recent years. The clarity of the vision andthestrategicpillarsfocused both effort and finances in crossingthatclearlystatedgoal line.

Would the tactic increase revenues?

- Would the tactic decrease expenses?
- Is the tactic cost neutral? Would the tactic optimize recent investments in technology?
- Is the tactic necessary to implement the aggressive construction agenda?

From this, agreement was reached on the 36 Operating Plan tactics that would best advance the Strategic Plan and realize the Authority's vision.

The conclusion of this extensive strategy development process, which originated with an employee engagement survey, analysis of paid market research, an employee driven SWOT analysis, a review of current customer satisfaction levels, and careful consideration of the Authority's multi-year financial projection has resulted in four clearly defined strategies to achieve the Authority's vision.

# **2011-12 Strategic Pillars**



Employeesthroughoutthe companyparticipated in this very sophisticated scoring process to determine the agendatheAuthoritywould utilize to achieve its vision.

# **Comprehensive Plan Highlights**

- Budgeted expenses for the coming fiscal year be reduced compared to the year prior budge and as a result the Authority will not require t use of any local RGRTA available unrestricted assets to balance the budget.
- The Authority will utilize one million dollars of federal Section 5307 formula aid that had bee targeted for construction of the new RTS Tran Center and reallocate to balance the 2011-12 Operating Budget.
- Spending over the past three fiscal years combined has only increased a scant 1.7%. Comparatively New York State has increased spending 7.4% and the federal government 5. over the past three fiscal years.
- All fare structures for all operating subsidiaries remain at the same level, including the 2008 reductions implemented at RTS and Lift Line.
- Recent investments to measurably improve b cleanliness and on time performance will be continued.
- The Executive Management Team will see the addition of a Chief Operating Officer.
- The newly created Research, Analysis and Performance Measurement department will see growth in staffing levels to continue to provide higher quality information to better inform destination driven decision making.
- RTS will make minor reductions in its product offering as the result of the long-term financial outlook of the State.

	The Capital Improvement Plan, which includes the replacement of 27 buses in the coming fiscal year,
will	is balanced over the entire six years of the plan.
et ho	Additional staffing will be added to address
net	the nearly \$90 million construction agenda the
net	Authority will engage in over the coming three
	fiscal years.
f	
n	Additional staffing will be added to fully optimize
sit	the multi-million investment in customer-facing
	technologies allowing for improved decision
	making.
	While RGRTA already enjoys a 39% cost recovery
	which represents a 33% reduced reliance on
	taxpaver subsidies since 2005-06, the Business
1%	Development department will be expanded to
	continue that transition to become more self
	reliant.
s will	
are	The significant initiative of a careful analysis to
	construct Suburban Park-N-Ride Stations, that
	will reduce expenses, increase revenues and
us	provide express service will conclude with a
	recommendation.
	(E)
	N.B.

RGRTAisabletorespondover a longer term to previously decliningandflatpubliclyfunded revenue sources, rather than react to it.



...all collectively bargained employees at Lift Line will now enjoy financial incentives associated with their personal performance to drive company success.

## **Strategic Plan Highlights**

### **Long-Term Financial Sustainability**

From a strategy to Achieve Financial Stability, to Long Term Financial Stability, and after several years a strategy focused on Long Term Financial Success, the Authority must now alter that strategy to realize Long Term Financial Sustainability.

This change in financial strategy is critical to recognize the lack of reliance the Authority can place in public sources of revenue to support public transportation.

Fortunately, RGRTA began that transition many years ago and is in the enviable position to make a longer term transition to financial sustainability that continues to reduce its reliance on taxpayer subsidies. Many other transit systems across the state and nation must implement a short term approach to unstable and actual reductions in public tax dollar support.

While Mortgage Recording Tax has declined 41% since fiscal year 2003-04, and State Operating Assistance has declined 7.5% over the last three years, RGRTA had already begun the transition to become less reliant on public subsidies. As a result, RGRTA is able to respond over a longer term to previously declining and flat revenue sources, rather than react to it.

The development of this concept of destination driven management clarity of vision, a clear spoken set of strategies to realize it, specific Operating Plan tactics for a given year to achieve those strategies – and basis, fully funded all pension

only then introducing the financial component has created a culture where problems are identified early and faced head on. This course correction many years in advance has a multiplier effect whereby a \$250,000 decision in 2011 provides a more than \$1 million return in 2015.

This commitment to adopting a plan, rather than a budget, is what places RGRTA in such a strong financial position, where vision and strategy drive the process, rather than available monies.

**RGRTA** must continue to transition away from unreliable public subsidies and move towards consistent business partners that provide a strong foundation for financial sustainability.

As previously stated, there are a myriad of strategically identified initiatives and positions that RGRTA sorely needs to advance. It is extremely painful to knowingly not address a wide variety of extremely important issues. The reality, however, is that these difficult decisions that place RGRTA in a much stronger financial position than nearly all of its counterparts in the industry.

While so many public transportation systems across the state and nation are struggling to balance budgets for the current fiscal year, RGRTA is projecting a balanced budget for each of the coming three fiscal years, while maintaining all fare structures at current levels.

Further, RGRTA has, on a composite

Whilesomanypublictransportation systemsacrossthestateandnation arestrugglingtobalancebudgets forthecurrentfiscalyear, RGRTA is projectingabalancedbudgetforeach ofthecomingthreefiscalyears, while maintaining all fare structures at current levels.

obligations according to the most recent independent actuarial reports, has set aside millions of dollars in funding for retiree health care and other post employment benefits (OPEB) expenses, fully funded a six year capital plan and maintained a multi-million dollar para-transit reserve fund which provides a sustained expansion of service for customers with disabilities.

In 2011-12 the Authority will conduct an analysis to determine the viability of Suburban Park-N-Ride Stations, grow the Business Development department, and make responsible reductions to service. All of these initiatives advance the Authority towards an increase in self reliance and long-term financial sustainability.

In addition, the changes associated with a newly ratified labor agreement with the Amalgamated Transit Union for Lift Line will take hold. This agreement will, for the first time, have all employees participate in the cost of health care insurance, dramatically improve the efficiency of scheduling part time operators for work, and improve the attendance policy requirements for all employees.

TheAuthoritymusthastenits continuedtransitiontofocus oneconomicsustainabilitythat reducesitsrelianceonpublic dollars.

One of the significant cultural changes included in this new contractual agreement is that all collectively bargained employees at Lift Line will now enjoy financial incentives associated with their personal performance to drive company success. Customer satisfaction, on time performance, and fleet reliability are a few of the measurements that will help connect employees' individual performance with financial recognition. This embrace of a pay for performance philosophy will enable operators, mechanics and bus washers to enjoy the financial rewards of their successful achievement, rather than just their supervisors.

With the Amalgamated Transit Union Lift Line employees embracing its collective bargaining colleagues in the Teamsters in making a successful transition to performance based incentives, this leaves only **RTS Amalgamated Transit Union** employees who, by not electing to participate in the incentive program, permit their supervisors to receive the financial rewards for work that the union employees performed.

Perhaps most notably the Authority was able to reach an agreement without mediation or binding interest arbitration by working closely with the new leadership provided by the International Trustee assigned oversight responsibility for the local union. It may well be the first time in decades that parties were able to reach an agreement without going through those burdensome processes; taxpayers, customers and employees are clearly the winners.

More broadly, while the historic relationship with the local elected officers for the Amalgamated Transit Union has been a significant weakness of the Authority's ability to manage efficiently, the opposite has been apparent under the leadership of the International Trustee. Agreements have been reached, dozens of pending arbitrations resolved and positions arrived at that save both employees and the Authority tens of thousands of dollars.

The Authority must hasten its continued transition to focus on economic sustainability that reduces its reliance on public dollars.

The declining and instability of public subsidies from both the State of New York and Mortgage Recording Tax has become a massive fiscal problem for RGRTA.

While RGRTA is far less reliant on these public subsidies than every other upstate public transportation system, the stark reality is that an unhealthy state and a weak economy

jeopardizes both the long-term financial success and the financial sustainability of public transportation in the Rochester region.

While State Operating Assistance has declined 7.5% over the past three years, the silver lining in that decline is the recognition by the Department of Transportation and Division of Budget that reductions in aid should be equitable and across the board. After too many years of other public transportation systems seeing increases in State **Operating Assistance while RGRTA** saw a reduction or remained flat, staff in the two state agencies has recommended to the Governor each of the past two years that reductions be distributed fairly across the state. RGRTA certainly hopes that if and when the state is ever in the position to increase State Operating Assistance, either an equitable or performance driven mindset will prevail as well.

RGRTA has largely been able to absorb these declining public subsidies of public transportation because of the multi-year management effort to become a transportation system that increases its self-generated revenues. However, RGRTA's financial resources are not unlimited and continued reductions in public support of public transportation, no matter how efficient RGRTA becomes, continue to be the greatest threat to the Authority's financial well being and obligate a transition to a strategy focused on economic sustainability.

Continuation of a 2008 fare reduction, increased on time performance, improved bus clean liness, the near elimination of missed trips and a dramatic improvement in product reliability have all been drivers in allowing RGRTA to grow and now maintain market share.



# Strategic Plan Highlights

### **Excellence in Customer Service**

Ridership at RGRTA increased for six consecutive years through fiscal year 2009-10. While the industry enjoyed 4.8% ridership growth several years ago, it gave that all back and more with a 5.6% decline the following year due to fare increases, slashing of service and the corresponding reductions in the quality of experience customers enjoyed.

RGRTA customers have enjoyed a much different experience. Continuation of a 2008 fare reduction, increased on time performance, improved bus cleanliness, the near elimination of missed trips and a dramatic improvement in product reliability have all been drivers in allowing RGRTA to grow and now maintain market share.

Through three quarters of 2010-11 RGRTA is projecting maintenance of this six year run-up in customer growth. Keep in mind that 84% of transit systems nationally were projecting either fare increases, major service reductions or both during the past year.

The continuation of this strategic commitment to excellence in customer service coupled with an equal commitment to quality measurement of that service has created that environment at RGRTA.

This concerted effort to discontinue offering a service to passengers and begin to sell a product for customers to purchase has placed RGRTA in this position. In 2006-07 RGRTA ridership was at 14.9 million. Today, ridership tops out at 17.7 million – a nearly 20% increase. This growth occurs at a time, when the population of the City of Rochester has continued to remain stagnant.

The continued growth, sophistication and sharpening of data measurement tools continues to be a linchpin of this strategic pillar.

The introduction of the Net Promoter Score, a tool that measures the likelihood of a current RTS customer to recommend that a friend, family or colleagues take advantage of public transportation, to the Customer Satisfaction Index in 2011-12 will give current customers an even more transparent voice.

Further, the measurements of this strategic pillar will be simplified and reweighted consistent with the value placed by the customers to take full advantage of the new paid market research professionals engaged by the Authority.

The leadership team had ample debate over whether the strategy of Excellence in Customer Service could continue as a strategy for 2011-12. With decreases in State Operating Assistance and Mortgage Recording Tax in recent years, and the financial sustainability of the Authority at risk, it was very reasonable to pause and consider whether a customer focused strategy needed to be much more modest in nature.

# 84% of transit systems nationally were projecting either fare increases, major service reductions or both during the past year.

After careful consideration, the strategy to drive excellence related to customer service will remain. Changes to address the previously declining and current flat public financial support of transportation will be in ways that do not jeopardize recent commitments and improvements. The clearly stated customer priorities of low fares, on time performance, and bus cleanliness will continue.

In 2005, RTS on-time performance averaged 76%, while now there are days that RTS bus performance tops out at more than 90% on time. The go live of the Advanced Traveler Information System, providing customers with real time, GPS based vehicle performance will only enhance the great value customers place on their time.

The economic ability of RGRTA to continue a strategy to provide Excellence in Customer Service is significant and should be stressed.

While the prospect of scarce public resources jeopardize the long term sustainability of this strategy, for 2011-12 RGRTA will continue to provide a high quality product to the community that will continue to drive customer satisfaction and maintain the market share growth the Authority has enjoyed over recent years.

### **Commitment To Quality**

The introduction of this new strategic pillar is the direct result of an alteration in the Authority's vision. Both "to attract the community" and "our high quality" are found in the vision statement and both obligate a commitment to quality on the part of RGRTA.

This commitment to quality is a significant strategy for the Authority, particularly as it relates to declining public revenue streams. The Authority could make short term survival minded changes in strategy such as reducing the commitment to improved bus cleanliness, lesser resources focused toward on time performance and reducing preventive maintenance efforts. These changes, designed to save money in the shortterm, are not sustainable and would ultimately result in a measurable deterioration in the quality of the product RGRTA provides the community.

However, with modest changes to its product offering, largely driven to be more efficient, the Authority will maintain recent improvements in process and more positive measurable outcomes in quality that customers indicate are important to them. This commitment to high quality, rather than quantity is a purposeful strategic decision to maintain market share.

A continued commitment to ensure high standards of preventive maintenance will be a focus of this particular strategy. Similarly, there will be a constant review of the reason that a vehicle needs to be removed from service and an aggressive monitoring program to see if the vehicle is returned to the garage for the same reason multiple times in a limited window.

While the vast majority of accidents that the fleet of 413 RGRTA buses are involved in are determined not to be the fault of professional operators, with those incidents that are determined to be preventable, aggressive procedures will be implemented to ensure that the operator receives remedial training within a prescribed period.

Additionally, a close examination to provide high quality information related to the actual performance of RGRTA vehicles compared to their advertised performance will be a key component of this strategy. So called missed trips will be an important measurement of RGRTA's ability to meet its stated vision of high quality.

The introduction of this strategic pillar for 2011-12 is particularly exciting in the face of declining public revenues associated with public transportation. Despite a \$2.5 million cut in State Operating Assistance over the past three years, RGRTA is strategically, boldly and measurably putting a stake in the ground as to its commitment to a high quality transportation experience.

While sacrifices must be made in other areas of the organization, a

RGRTA is strategically, boldly and measurablyputtingastakeintheground astoitscommitmenttoahighquality transportation experience.

lengthy list of projects that simply lack the necessary capital funds to realize them or the operating dollars to adequately staff to implement them, the RGRTA commitment to a high quality product offering has increased.

This new strategic pillar clearly states to all constituencies that RGRTA will drive excellence, rather than mediocrity. Dependable buses, clean buses, on time buses, and well trained professional operators will be the hallmark of RGRTA's product offering.

The Authority will address the long term financially sustainable commitment by reducing initiatives, driving more efficiency into product offerings, and in some limited cases, actual reductions in the level of service customers would like to see. However, the product that is available to customers will be at a quality level that RGRTA is proud to provide.

This commitment to highquality,ratherthan quantityisapurposeful strategic decision to maintainmarketshare. ...with more and more collectively bargained employees voting to participate in the Authority's incentive compensation philosophy of tying pay to performance, employees are increasingly recognizing the symbiotic nature of employee performance, customer service and Authority success.

## **Strategic Plan Highlights**

#### **Employee Success**

While the vision for the Authority becomes tighter to face the realities of scarce public revenues, the strategic commitment to employee success remains constant.

RGRTA recognizes that while there are far fewer administrative employees compared to its national peer group, RGRTA remains one of the few public transportation systems that is adding employees, rather than laying them off. This commitment to organizational financially sustainable success provides security to the growing workforce of 830 employees. And with more and more collectively bargained employees voting to participate in the Authority's incentive compensation philosophy of tying pay to performance, employees are increasingly recognizing the symbiotic nature of employee performance, customer service and Authority success.

For example, if the strategic pillar is Excellence in Customer Service and that is objectively measured through independent paid market research, the employees that actually clean the buses should have the opportunity to directly receive a financial benefit when the measurement achieves its goal. Today, at RTS, only their supervisor receives a financial performance incentive.

Fortunately, collectively bargained for Lift Line employees have voted to participate in the incentive compensation program and when the company succeeds, and customers are pleased with the quality of performance, line employees will enjoy the financial benefits of their effort.

This has been the same practice for collectively bargained for Teamsters employees for some time now. From the CEO, to the Chief of Operations, to the Garage Foreman, employee success is measured by the same metric in the same fashion. If the CEO succeeds, so does the Foreman, and vice versa.

To date, only RTS Amalgamated Transit Union employees have elected not to participate in this incentive compensation program. RGRTA management will continue to strive to enable all employees to financially succeed as the company continues to enjoy industry leading results.

The transition from the more traditional employee satisfaction survey to a professional administered employee engagement survey provided a new level of insight to this particular strategy. Additionally, the introduction of a nationally recognized public transportation executive to lead the department SWOT analysis offered a two way dialogue to gain great insight into employee thoughts and also allowed the employees to gain a much greater appreciation of just how challenged the vast majority of the industry actually is.

Active efforts on the part of senior management to engage with employees has been employed throughout this past year and will continue to advance this strategy going forward. Six Pack luncheons with employees, tag-a-longs for senior executives with line employees, and monthly Executive Management Team reporting on line employee interactions will all continue. This culture of engagement with employees is what causes senior executives like the Chief of Operations to meet bi-annually with each of the mid-level supervisory staff that report to his senior management team. An engaged workforce, top to bottom and bottom to top, drives employee success and consequently organizational success.

This engaged workforce will now see a more targeted form of measurement for 2011-12 in the form of a Department Scorecard. In previous years, the TOPS measurement system offered all employees the opportunity to see only how the entire organization was performing in achieving organizational goals.

LiftLineemployeeshavevoted toparticipateintheincentive compensationprogramand whenthecompanysucceeds, andcustomersarepleasedwith the quality of performance, lineemployeeswillenjoythe financialbenefitsoftheireffort.



ThisnewsystemwillallowfororganizationalsuccesswhenTOPSachievesits transparentobjectivesandalsoallowforspecificteamsandindividualstoknow they drove that success.

These newly introduced Department Scorecards are an exciting new measurement device that will begin to connect TOPS to each department by placing the TOPS measurements specifically into a particular department's sphere of responsibility. This new system will allow for organizational success when TOPS achieves its transparent objectives and also allow for specific teams and individuals to know they drove that success.

These Department Performance Scorecards will provide for much more transparent accountability to both departments and individuals for either achieving or coming up short in realizing stated objectives.

Finally, the addition of the Department Performance Scorecards will introduce a new collaborative quarterly review process with department heads, whereby they will have the information to essentially write their own performance review. TOPS metrics will comprise one section of the Department Performance Scorecard whereby achievement will clearly be ascertainable. Department Performance Indicators have been further refined to now show department specific performance connected to stated goals for each measurement. The final section of the new Department Performance Scorecard will relate to management of projects specific to that department, and success or failure related to time line and budget.

This very transparent measurement system with department head level accountability will provide for a very well informed, objective quarterly review discussion.

Quarterly celebration or course correction at the department level, as well as organizationally, will continue to be a central component of the Employee Success strategic pillar.

# **Operating Plan Highlights**

The fiscal year 2011-12 Operating Plan was developed with the keen focus on five guiding questions –

- Will the tactic increase revenue?
- Will it decrease expense?
- Is the tactic cost neutral?
- Would the tactic optimize recent investments in technology?
- Is the tactic necessary to implement the aggressive construction agenda?

The Operating Plan presented is restrained to advance within identified financial resources including proposed 2011-12 staffing levels. Full details of the Operating Plan are included starting on page 70 as they relate to each of the four strategic pillars.

- Consistent with the five prisms mentioned above the Authority will focus significantly during the coming year in further increasing its self generated revenues.
- The RTS Transit Center that will greatly enhance the transit experience for the customer will advance through final design and property acquisition.
- The College Town project which is a community oriented, mixed-use development combining retail, office, residential, and recreational uses including a transit station component will progress through preliminary design; environmental approvals; and joint development agreement.
- Consistent with the commitment of maintaining a reliable bus fleet, Regional Transit Service will

replace 21 transit buses, six Lift Line buses, and a future determined quantity for the regional properties consistent with funding that is identified.

- A multi-year analysis of the RTS service profile will commence with the suburban transit stations study and multi-year service plan tactic. The output of these analyses will provide a guide for how service is deployed and provided for years to come including the preservation of a Park-N-Ride concept.
- The RTS campus and facilities need upgrades to improve safety, security, and efficiency for its bus services and operations. Phase I of the project will focus on the administration building needs and advance to construction while Phase II will complete design and focus on improving operations storage and process flow of the site.
- A new user friendly Authority website will be designed that will enable the effective use of recently implemented technologies such as real time schedule information. This new sleek website will launch in the 4th quarter of 2011-12.
- The Maintenance Department will establish repair guidelines to help guide management in making improvements to work performance, understanding safety, resources and budget issues.
- The Livingston County subsidiary, LATS will see a new CAD/AVL system that integrates with RTS' system and provides Advanced Traveler Information System (ATIS) capability to the customers. Installation and system "go-live" is anticipated in the 3rd quarter.
- An investment will be made in the area of safety and security with the replacement of the workers



# **Financial Plan Highlights**

The Financial Plan consists of the fiscal year 2011-12 Operating Budget, the Six Year Capital Improvement Plan and a Multi-Year Budget Projection covering four fiscal years.

The inclusion of the multi-year look at the Authority's financial position continues to be a critical component of RGRTA's success and is even more prominently featured as RGRTA transitions to a financial strategy focused on economic sustainability.

The appropriation of resources utilized for both operating and capital purposes directly relate to the advancement of the Authority's vision embodied in the four strategic pillars found in the Strategic Plan.

The fiscal year 2011-12 Operating Budget marks the 13th consecutive year of a balanced budget.

Perhaps most significant, budgeted expenses for the coming fiscal year will be reduced compared to the prior budget and as a result the Authority will not require use of any local RGRTA available unrestricted net assets to

Theprojectedcumulative operatingdeficitof\$20.0 millionforfiscalyear2013-14 as presented to the BoardofCommissioners in February of 2010 is projectedtobeentirely eliminated.



balance the budget.

Remarkably, over the past three fiscal years combined, budgeted expenses at RGRTA have grown by 1.7%.

This nearly unimaginable hold the line approach on the expense side of the ledger does not come without difficult decisions, however. There are a multitude of tactics, staffing needs and capital initiatives that continue to be deferred. In order to achieve the Authority's strategy of Long Term Financial Sustainability, these demands simply must go unmet.

Further, approximately one million dollars of federal Section 5307 formula aid that had been targeted for construction of the new downtown transit center will be reallocated and utilized to balance the 2011-12 Operating Budget. Management is comfortable based on the level of design and professionally recommended level of contingencies that adequate resources remain for the construction of this project.

The Six Year Capital Improvement Plan identifies available funds to meet key capital acquisitions and replacements. Significant and continual investment in capital infrastructure will lead to improved efficiency, customer satisfaction and maintenance of critical fixed assets. The Authority has developed a fiscally constrained plan and projects to spend \$229.4 million over the sixyear period.

One of the five prisms utilized to determine the 2011-12 Operating Plan, of which the Capital Improvement Plan is one of the funding mechanisms, was the massive construction agenda that the Authority will be engaging in. Multiple construction projects, both internal to support the Authority's growth in fleet size, growing workforce and maintenance of existing infrastructure - as well as external to provide much needed customer enhancements will be advanced as part of this aggressive agenda.

The Multi-Year Budget Projection covering fiscal years 2011-12 thru 2014-15 is developed to transparently inform the Authority's Board of Commissioners, management, and the larger community of future challenges and opportunities that may impact the Authority's ability to achieve its strategic vision. The projection contained within the Financial Plan assumes a slow economic recovery, maintenance of the current fare structure for all subsidiaries, flat State Operating Assistance, a stable workforce, flat levels of federal aid and a continued focus on the need to identify new ways of reducing reliance on taxpayer subsidies.

The projected cumulative operating deficit of \$20.0 million for fiscal year 2013-14 as presented to the Board of Commissioners in February of 2010 is projected to be entirely eliminated. However, with the expansion of the Multi-Year Budget Projection to include 2014-15, the Authority is projecting a cumulative loss of \$6.8 million in March of 2015.

It is important to note this is the smallest deficit since RGRTA introduced the Multi-Year Budget Projection process.

Due to the \$33.7 million of surplus earnings the Authority has realized over the past five fiscal years including projected for fiscal year 2010-11, management is forecasting available unrestricted net assets (cash resources) to balance Operating Budgets for the next three fiscal years.

It is important to note, that should the Authority choose to take advantage of its unique position in utilizing other reserve funds currently restricted for specific purposes, it could balance the Operating Budgets for the coming four fiscal years.

In conclusion, the Authority has reduced spending compared to the prior year budget for the 2011-12 fiscal year. The Capital Improvement Plan is fiscally constrained and balanced over the six year period and fully funds the Authority's ambitious construction agenda. The Multi-Year Budget Projection has very conservative projections and still provides the Authority with the ability to balance

Remarkably, over the past three fiscal years combined, budgeted expenses at RGRTA have grown by only 1.7%.

operating budgets for the coming three fiscal years, excluding the use of discretionary reserves described above.

As has been the case in recent years, the sooner the Authority acts in regards to these longer term financial challenges the greater the likelihood of success in achieving the Authority's vision of economic sustainability.

Perhapsmostsignificant, budgeted expenses for the coming fiscal year will be reduced compared to the prior budget and as a result the Authority will not require use of any local RGRTA available unrestricted net assets to balance the budget.

- The Authority presents a balanced budget for a 13th consecutive year; this year without the use of funds from available unrestricted net assets (AUNA).
- All fare structures for all operating subsidiaries will remain at 2010-11 levels, including the 2008 fare reductions enacted at the Authority's two largest subsidiaries.
- Expenditures will be reduced compared to prior year budgeted levels.
- Spending growth over the past three fiscal years combined has been limited to just 1.7%.
- Ridership is projected to remain relatively stable reflecting a retention of the nearly 20% growth the Authority has enjoyed over the prior six years.
- Approximately \$1.0 million of

# 2011-12 Operating Budget

federal Section 5307 previously allocated for the downtown transit center will be utilized to balance the Operating Budget. It is important to recognize that with the use of these funds an ongoing \$1 million structural budget gap exists.

- RGRTA will make minor adjustments in its product offering beyond its past years efforts to drive efficiency, in order to address the strategy of long term financial sustainability.
- With the settlement of the Lift Line labor contract with the Amalgamated Transit Union, now all employees throughout the Authority will share in the cost of healthcare insurance premiums.
- Included in the above settlement was the election by this group of employees to participate in the Authority's incentive compensation

program – tying their success to the success of the Authority. They join their collectively bargained colleagues represented by the Teamsters. Management intends to offer the final grouping of Amalgamated Transit Union employees, RTS, yet another opportunity to participate in this program when their current contract expires during the coming fiscal year.

- Administrative employees will be offered the opportunity to transition to a High Deductible Health Care Plan (HDHP) resulting in savings to most employees as well as the Authority.
- RGRTA will make additions in administrative staffing targeted towards growing revenues, providing real return to reduce expenses, optimize technology investments and to advance the ambitious construction agenda.



# **Multi-Year Budget Projection**

- The 2011-12 fiscal year scope of service to the community will remain constant throughout the multi-year projection.
- All fare structures for all subsidiaries will remain at current levels, including the fare reductions enacted in 2008 for both RTS and Lift Line.
- Ridership for all operating subsidiaries is expected to remain at 2011-12 levels.
- State Operating Assistance (STOA) will remain flat at \$30.5 million.
- A stable workforce of 830 employees is expected over the course of the projection.
- Federal operating aid is approximately 36% of the 5307 grant allocation.

#### A fiscally constrained plan with total investments of \$229.4 million over the six year period to advance the strategic pillars and maintain

Approximately \$15.1 million in capital needs remain unfunded over the six year plan.

Authority assets.

a state of good repair of existing

- A significant portion, approximately 36% of federal Section 5307 funds will be allocated to support the Operating Budget. It is important to note, that many transit systems around the nation utilize 100% of these funds for operations, rather than capital needs.
- The College Town Station joint development project with the University of Rochester and developer Fairmount Properties should advance through the preliminary design and environmental review phases. Approximately \$8.3 million has been secured to advance this initiative.

# **Six Year Capital Improvement Plan**

- The Suburban Transit Stations study, with \$250,000 funded in the Operating Budget, will advance and be brought to conclusions. This initiative is essential to realizing the Authority's strategy of economic sustainability and preserve Park-N-Ride products.
- The RTS Transit Center project will complete preliminary and final design. Approximately \$48 million will go towards the project, which is anticipated to break ground during the coming fiscal year.
- Phase I of enhancements to the RGRTA campus will break ground with more than \$12.6 million of construction. This project is fully funded and will be complete in fiscal year 2012-13.
- The scope of the Phase II enhancements to the RGRTA campus both to maintain existing assets and address the growth in fleet size and workforce due to increased customer demand over the recent years will be completed and procurement for preliminary design initiated. More than \$13.9

million has already been secured for this initiative.

- Construction of bus storage facilities in Wayne and Wyoming counties will take place. More than \$550,000 has been secured for these initiatives. Approximately \$375,000 more needs to be secured from the State of New York.
- RTS will replace 21 buses during 2011-12, Lift Line will replace 6 buses and the regional subsidiaries will replace buses consistent with funding it is able to secure from the State of New York.
- Final closeout of the multitude of TIDE related initiatives will take place as the Advanced Traveler Information System, Automatic Stop Annunciation, Single Driver Sign On, Real Time Web and Email/ Text Notifications all go live. It is estimated that this consolidated technology initiative will be approximately \$5.0 million less than the resources allocated which will be targeted for other technology demands.

The Authority was projecting a \$20.0 million unfunded cumulative operating deficit at the end of 2013-14. Through three quarters of fiscal year 2010-11 that cumulative deficit projection is

anticipated to be eliminated.

operating loss is \$6.8 million.

The projection conservatively

With the addition of fiscal year 2014-15

to the Multi-Year Budget Projection,

the cumulative unfunded multi-year

contemplates future locally generated

subsidies and advertising. Further, the

projection is just as conservative related

to government subsidies such as federal

aid, State Operating Assistance and

Mortgage Recording Tax.

revenues such as farebox receipts,

critically important partnership

- A gradual economic recovery lifts Mortgage Tax receipts 3% annually.
- Medical insurance premium rates increase 18% annually. Employees share in premium cost ranging from 5-15%.
- Continued restricted spending for all discretionary areas.
- Diesel fuel spot market prices rise approximately 5% annually, but are offset by Fixed Price Swaps now in place through March 31, 2012.
- Contract maintenance fees for TIDE software and hardware totaling \$650,000 annually beginning in fiscal year 2012-13.
- The RTS Transit Center is projected to open in September 2013. Estimated annual operating expenses for the facility are \$1.6 million.

# Performance **Measurement Highlights**

The strategic planning process has been the cornerstone of the Authority's turnaround. Destination management has focused the Board, management and employees on key issues which allow the Authority to achieve its Vision Statement. This strategic focus is what has prevented distractions from being introduced and lurching the Authority from one direction to another based on executive whim, political pressure or media distraction.

With the planning process establishing the roadmap for success, the introduction of a strategically aligned performance measurement system has been the second key component to the Authority's success.

At the outset of each year, 30 days before the fiscal year begins, management transparently describes to the Board, customers and the community the definition of success for each of its key strategies in order to successfully implement the Vision Statement. These descriptions are quantifiable and immovable. It is management's stake in the ground clearly defining success as to how management should be held accountable.

The establishment of clear goals and objectives guides the Authority's decisions and provides a consistent framework for projects and investments of resources.

Development of an annual **Comprehensive Plan without** ensuring clear definitions of measurable success would be like planning a family vacation to Disney World and never setting the alarm

ltismanagement'sstake in the ground clearly definingsuccessastohow managementshouldbe held accountable.

clock to catch the flight, monitoring spending each day or asking the children if they were having fun.

The Transit Organization Performance Scorecard (TOPS) continues to be the central measurement device of the Comprehensive Plan. Directly connected to strategy, guantifiable definitions of success, and weighted to focus attention on the most important issues, TOPS provides all parties a quarterly snapshot of implementation of the agreed to Comprehensive Plan. From that very transparent report of success or failure compared to key definitions of success, celebration or course correction is quick to follow based on that data.

A clear strategy, coupled with an elegant measurement system focuses the Board and employees on success. This has been the hallmark of RGRTA in recent years and has captured national attention to the public transportation system in Rochester.

Obviously, the third key componentfollowing strategy development and the performance measurement system – is the courage to make the necessary decisions to achieve that quantifiably defined success.



# In fiscal year 2011-12...

Some measurements were changed and the weighting of those measurements changed within the **Financial Performance** Index. This was done to more closely align the Index with the new strategy of Long-Term Financial Sustainability. The Index itself will continue to be weighted at 45 points.

The Customer Satisfaction Index was reduced in weighting to 20 points. This was largely done as several metrics previously contained within CSI were transitioned to the Quality Performance Index and another to a department performance indicator.

Weighting of measurements within the Customer Satisfaction Index will largely be driven by customer importance ratings resulting from quarterly paid market research results.

The Net Promoter Score, an innovative crosssector customer loyalty measurement device will be introduced to the Customer Satisfaction Index.

The Quality Performance Index will be introduced to TOPS and weighted at 20 points. Metrics such as disabled buses, missed trips and preventable accidents will be evaluated on a quarterly basis to determine the success of this new strategy.

21 measurements will be made more difficult, 10 made easier, 3 will come from new sources. 4 are new, and 12 will be dropped.

**Department Performance** Scorecards will be introduced in 2011-12. Among other reasons, this new measurement device will specifically assign responsibility for TOPS results to individual departments. Further, some measurements that previously resided in TOPS will be presented on these scorecards. Finally, former **Department Performance** Indicators that were merely a library of results will now have specific goals associated. These new **Department Performance** Scorecards will serve as the backbone for department head quarterly reviews.

...thethirdkeycomponent-followingstrategy developmentandtheperformancemeasurement system – is the courage to make the necessary decisionstoachievethatquantifiablydefinedsuccess.

# **Goals of the Plan**

# Introduction

he goals presented in the Comprehensive Plan are comprised of TOPS measurements and **Operating Plan tactics.** 

This year's goals have been developed based on a fiscally responsible plan that recognizes the financial condition of the national, state, and local economies. The plan invests in financially healthy

relationships with route subsidy partners, advances the multi-million dollar investments in customer facing technologies and provides for adequate management strength to implement the massive construction agenda.

The following pages describe the significant TOPS goals and project management tactics tied to the successful advancement of the strategic pillars during the coming year.

# LONG-TERM FINANCIAL SUSTAINABILITY

# On March 31, 2012 the Authority is successful if ...

# **TOPS GOALS** FINANCIALPERFORMANCE INDEX

- TheAuthoritywillhaveabalancedOperating Budgetwithouttheuseofavailableunrestricted net assets.
- Theprojectedcumulativeoperatingdeficitinthe Multi-YearBudgetProjectionwillnotexceed\$6.8 million at the end of 2014-15.
- TheAuthoritywillcontinueitsquesttobecome lessreliantontaxpayersubsidiesbyachieving 100% of the planned subsidy revenue target and maintainarelativelystablecostrecoveryat37.4%.
- Operatingrevenueperrevenuemileconsolidated forallcompanieswillachieve\$3.29perrevenue mile.

# **OPERATINGPLANTACTICS**

- TheTransitStationcomponentoftheCollege Townjointdevelopmentprojectwilladvancewith procurementofanarchitectural/engineering consultantanddevelopmentofconceptualand financial plans.
- TheBlockbusterruncutsoftwarewillgolive inthethirdguarterprovidingupdatedcutting edgetechnologytotheTransportationServices department.
- TheAuthoritywillconcludetheSuburbanTransit StationStudyandbegintodevelopactionsplans basedonthoseconclusions.Onarelatedpaththe TransportationServicesdepartmentwilladvance aMulti-YearServicePlanthatwillactasaguiding resourceforthedeploymentofserviceforyearsto come.
- TheMaintenanceDepartmentwilldevelopand implementbestpracticesandworkstandards beginning in the second guarter.
- Therenovationandexpansionthatwillimprove safety, security, and efficiency for its busservices andoperationsattheRTSmaincampuswillhave advanced to near completion.

# On March 31, 2012 the Authority is successful if ... **TOPS GOALS OPERATINGPLANTACTICS** CUSTOMER SATISFACTION INDEX

Theon-timeperformanceoftheRTSbussystemaftersignificantfocusandsuccessduringfiscalyear 2010-11achievestheincreasedgoalof84.5%.

ANSIT SERVICE

8A CHILI CENTE

- Themeasureofbuscleanlinessnowexpandedto includesheltercleanlinessreachesthegoalof70% as now measured by paid market research.
- PassupsatRTSwillaverage5.5perdayupfrom thegoalof4.5perdayin2010-11reflectiveofthe adjustmentstoserviceasaresultofalong-term vision of financial sustainability.
- ThecustomersatisfactionatRTSasmeasuredby theNetPromoterScore(NPS)achieves15%.
- TheLiftLinesubsidiarycontinuestosatisfy99.9% ofriderequestswhilemaintaining84.5% on-time performanceand95% customersatisfaction levels.



# EXCELLENCE IN CUSTOMER SERVICE

- The design for the RTST ransit Center that will provideenhancedcomfort, convenience, and safetytoAuthoritycustomersiscomplete.
- TheRGRTAwebsiteisredesignedbythefourth quartertobettercommunicateandsupportthe multiplecustomerfacingtechnologiesdeployed with the TIDE project.
- TheAuthoritywillexpandtheCAD/AVL&ATIS technologytotheLivingstonCountysubsidiary LATSimprovingthetransitexperienceofthe customersincludingSUNYGeneseostudentsbythe end of fiscal year 2011-12.
- Therewillbe21newRTSbuses,6newLiftLine buses, and a to be determined number of regional buses introduced into the fleet.

### COMMITMENT TO QUALITY On March 31, 2012 the Authority is successful if ... **TOPS GOALS OPERATINGPLANTACTICS** QUALITY PERFORMANCE INDEX Acorporatestrategyisdevelopedtodocument Missed Trips at RTS will average .1 per day policies, processes, and procedures, and withcontinuedfocusbytheOperationsand corresponding central repository. Maintenance departments. ► TheAuthoritywilldevelopandpromoteasafety Theaveragenumberofpreventableaccidentsper andsecuritycentriccultureinanefforttoprevent week at RTS will be 2. and reduce injuries to both customers and employees. TheDisabledBusesatRTSaverage1.6perday. ► ThenumberofphoneissuesreportedbyCustomer Service average 4 per month.

# EMPLOYEE SUCCESS

# On March 31, 2012 the Authority is successful if ...

# **TOPS GOALS EMPLOYEE SUCCESS INDEX**

- BusoperatorcustomerserviceskillsatRTSwill achieve 80% approval from customers.
- Theon-time%forthelowest20RTSoperators doesnotfallbelow66% in any given quarter.
- ► Theon-time%earlyhasasignificanteffectonthe overallon-timeperformancereportedintheCSI; thesuccessofemployeeswillbeachievedwitha tighter goal of 4.9%.
- ▶ 85% of incentive payopportunities will be realized by employees.

# **OPERATINGPLANTACTICS**

- ▶ Bytheendofthefiscalyearfinalizeaprofessional developmentplanforAuthoritystaffaddressing thisweaknesswhichwasidentifiedintheSWOT.
- Infiscalyear2009-10theWellnessProgramwas launched with great success; with focus and repetitionin2010-11theAuthorityadvanced makingitaroutinepartofemployee'slives; in 2011-12thisprogramwillbefurtheraligned with the medical program.



Jay Heyde

# **Strategic Plan**

## Introduction

he annual comprehensive planning process is one that actively engages the workforce in revisiting multiple key input factors, and consequently affirms or adjusts the Authority's mission, vision and strategies. This document is credited with being the single largest factor in positioning RGRTA as a market leader in the industry.

While 84% of public transportation systems across the nation were either considering fare hikes or slashing service in 2010, RGRTA is in the enviable position to complete its fifth consecutive year with a surplus, maintain millions of dollars in reserve for retiree's health care expenses and have fully funded pension plans.

This sophisticated planning process is grounded in the reality of customer, financial and employee feedback. When combined with the organizations systemic performance measurement system, this planning process allows management, the Board and customers the opportunity to transparently monitor and manage the implementation of the adopted plan.

The financial condition of the State of New York continues to be bleak. This, coupled with the fact that the United States Congress is now years late enacting the transportation reauthorization legislation, and public operating support through the Mortgage Recording Tax continues to perform substantially below traditional levels, makes the taxpayer side of RGRTA's long-term financial health challenging.

Conversely, the business development side of RGRTA's balance sheet continues to perform at a strong level and is the break wall that prevents the tidal wave that has wreaked havoc on so many other communities from overcoming operations in Rochester.

The Authority's early commitment to reducing its reliance on public subsidies is fundamental in placing RGRTA in such a strong position.

Five key elements underscore the Authority's strategy for 2011-12. They are:

- Grow locally generated revenues
- Drive sustained efficiencies
- Identify cost neutral operating tactics
- Properly staff to optimize the investment in new technologies
- Build the professional talent necessary to manage the Authority's ambitious construction program

Continued focus on the reality of under-performing and uncertain public subsidy support, while aggressively growing locally generated business opportunities must be the underpinning of the Authority's strategy to grow revenue.

Similarly, expenses are projected to come in nearly 7% under

budget for 2010-11, ongoing efforts to drive productivity, identify internal efficiencies and create sustainable new procedures to strip away long-term operating expenses must continue to be a focus.

While there will be a number of tactics that do require financial resources, a large component of the Authority's Operating Plan will be cost neutral.

Consistent with the strategy for 2010-11 there will be continued focus to ensure adequate staffing levels to optimize the Authority's investment in leading edge technologies.

And finally, with a nearly \$90 million construction program over the next several years, the development of project management talent, funded through capital resources, will be a key element of the Authority's strategy for 2011-12.

While unstable public funding will continue to have an immediate adverse impact in the overwhelming majority of communities across the state and nation, RGRTA's strong financial position will continue to allow the Authority to weather this immediate storm and react over a longer term. This more deliberate reaction, allowing RGRTA in essence respond rather than react to weakening public revenues, are the direct result of the annual comprehensive planning process,

... confronting the reality of under performing and uncertain publicsubsidysupport, while aggressively growing locally generatedbusinessopportunitiesmustbetheunderpinningof the Authority's strategy to grow revenue.

and limits the immediate negative impact on the community, customers and the workforce.

The planning process for the fiscal year just completed established some clear priorities for the Authority. Maintain a long-term strong financial position, maintain fare stability for customers and optimize the multi-million dollar investment in technology. These conclusions continue to guide the Authority's strategy.

# **The Process**

The development of the Comprehensive Plan continues to become better informed, more sophisticated and more robust in its level of debate.

An extensive review of the success and failures of the 2010-11 Operating Plan, analysis of the views of employees and customers, and an exhaustive examination of the long-term finances of the Authority are all key contributing factors to the comprehensive planning process.



Other contributing factors are a review of the region's demographics, performance measurement targets for the current and past fiscal years, externally facilitated SWOT analysis and an extensive paid market research program.

A full three days were dedicated by the entire Leadership Team to analyze all key inputs, and then synthesize initial conclusions to develop a revised Vision Statement, subsequent strategies in the form of a Strategic Plan and a much more modest Operating Plan than previous years.

These conclusions are then linked to the realities of the Financial Plan, modified accordingly, and ultimately incorporated into a draft Comprehensive Plan.

The draft is shared with the workforce at that point for reaction and comment, further altered, and finally produced in a recommendation to the Board for its consideration and adoption.

# 2010-11 Operating Plan Review

### **Long-Term Financial Success**

At the beginning of fiscal year 2010-11, the Authority believed it would have been a successful financial year if the following conclusions were reached:

- No more than \$717,000 were . needed from available unrestricted net assets to balance the operating budget.
- The projection of a cumulative operating loss through fiscal year 2013-14 was not greater than \$20.0 million.
- Cost recovery, or lack of reliance on taxpayer dollars, was 36.3%.
- The composite amount of revenue generated for each revenue mile driven was \$3.04.

With three quarters of the 2010-11 fiscal year now complete, it has been an extremely successful year from a financial perspective. Public transportation systems all across the nation continue to struggle with their fiscal health. In fact, an American Public Transportation Association study released in May, 2010, indicated that 84% of transit systems nationwide were planning to enact either fare increases, sizeable service reductions, or both. This after many transit systems have already done both in the years immediately preceding.

For RGRTA, rather than requiring \$717,000 of unrestricted net assets to balance the operating budget for 2010-11, the Authority is now projecting \$4.0 million in net income – an unprecedented fifth consecutive year of operating with a surplus.



Over these five years, RGRTA will have accumulated more than \$33.7 million in net income – ensuring fare stabilization, constancy with flat public subsidies, and major investments in customer facing technologies.

In total, for 2010-11, this represents a projected \$4.7 million change

Authority is now projecting that deficit eliminated. It warrants repeating, the forward looking comprehensive planning process identifies adverse conditions, forces attention on them, and allows the Authority to respond much more judiciously over a longer horizon, rather than react immediately.

...theAuthorityisnowprojecting\$4.0millioninnetincome-an unprecedentedfifthconsecutiveyearofoperatingwithasurplus.

in the bottom line from the beginning of the fiscal year, a 660 % improvement.

Second, in March of 2010, the Authority was projecting a cumulative operating loss of \$20.0 million through fiscal year 2013-14. As a result of actions taken during 2010-11, largely on the expense side of the ledger, the

Third, cost recovery, or lack of reliance on taxpayer subsidies, continues to operate at a level far beyond the national average. The Authority established a goal of 36.3% at the beginning of the fiscal year (including internal charges that are equal on both the revenue and expense side of the ledger the goal was 38.1%)

the Authority has made progress in establishing a national benchmarking group consisting of similar size transit agencies.

and through three quarters of 2010-11 is now projecting 39.2%. Most transit systems across the country, however, hover somewhere around a 20% cost recovery, requiring 80% of their operating costs to be covered by the taxpayer.

Finally, the Authority established a goal that each revenue mile driven would result in \$3.04 of revenue generated. Through the first three quarters of the fiscal year, it appears that RGRTA will surpass this productivity measure with a result of \$3.15, again, further reducing reliance on uncertain public subsidies.

Continued improvement in route productivity, a new business opportunity with the Rochester City School District, and growth in the relationship with the Rochester Institute of Technology were all contributing factors towards driving this result.

In addition, new business relationships with Diamond Packaging, Calkins Corporate Park and the University of Rochester, as well as financially improved relationships with Genesee Community College, Finger Lakes Developmental **Disabilities Services Office and** Livingston-Wyoming ARC, have all been driving factors behind this measurement continuing to perform well beyond a more challenging goal.

In fact, over the past six years including 2010-11 projected, RTS has been able to increase the amount of revenue generated in each revenue mile driven by 95%, while reducing fares for the overwhelming majority of customers.

The 2010-11 Operating Plan for this strategy contained such tactics as the advancement of a performance based state aid concept, the establishment of a transit benchmarking group, the research of medical insurance alternatives, the installation of a



fleet maintenance information system, and closeout of many **Technology Initiatives Driving** Excellence (TIDE) components.

The Authority appears to have succeeded in its efforts to ensure state aid be distributed on an equitable basis with the past two Executive Budgets from two different Governor's doing so. During the course of the fiscal year management worked with purpose to take this distribution to the next level with the advancement of a performance based state aid concept. The legislation drafted in the prior year that connects 15% of aid to key performance indicators was introduced in both the Senate and Assembly by both chairs respectively. Over the course of the next fiscal year management will continue to support this concept and in addition work to inform Legislative leaders at the federal level of its value and applicability.

On a performance related path the Authority has made progress in establishing a national benchmarking group consisting of similar size transit agencies. A number of discussions and meetings have taken place and an internationally proven talent has been engaged with the

Imperial College of London that has agreed to act as the independent administrator of the program. The college has a proven track record in incubating and administering a similar program that has been in place since 1997 for larger transit agencies. RGRTA is pleased to be the driving force in the medium size transit industry for this concept and looks forward to the group's accomplishments in 2011-12.

As the Authority looks to control expenses while offering employees attractive options in choosing amongst the quality benefits it provides, a medical insurance alternatives analysis was conducted. Through the use of consulting services provided within the existing cost paid for health insurance premiums management reviewed and discussed different benefit options. New in fiscal year 2011-12 for the administrative employees will be an option to transition to a high deductible health plan (HDHP) that will save money for most Authority employees and the company.

A final tactic to advance this strategy in fiscal year 2010-11 was the installation of a fleet maintenance information system and closeout of many of the TIDE technologies. The fleet maintenance information system at RTS went live in the first quarter of the fiscal year. This technology will allow for a considerable improvement in the bus maintenance data available for reports and analysis and has improved the maintenance department's identification of repeat issues and repairs improving their quality of performance. In the long run this investment will achieve savings by providing much more insight into maintenance operations. Other TIDE technologies that were placed into beneficial use were the Automatic Vehicle Location software, Automatic Passenger Counters, and Automatic Voice Annunciation through the installation on 228 RTS buses. Similarly a portion of the Advanced Traveler Information System (ATIS) was advanced with the deployment of 13 ATIS signs in the Rochester area.

The 2010-11 fiscal year was another banner year for the Authority in terms of financial success with net income currently projected at \$4.0 million a significant turnaround from the \$717,000 it planned to use from RGRTA working capital to balance the operating budget.

Among the numerous actions taken during 2010-11 that were within the Authority's control that contributed to this turnaround were:

- An expansion of the subsidy relationship with RCSD with the addition of service to the multiple schools housed at Edison Tech High School.
- A savings of over \$350,000 in the area of Maintenance department overtime as a result of actions such as level loading of scheduled PM work in the maintenance shops; floor audits to address the misuse of break times and poor performance; and the institution of daily operations meetings to review and address performance by focusing on delivery, quality, overtime, warranties, safety, and human resource issues.
- The purposeful action to leave certain funded administrative vacancies unfilled for a portion of the year generating savings in both wage and fringe benefits.
- The continued effort to effectively manage workers compensation cases thus driving down the number of open cases and cost per claim. In addition the optimization of current legal staff reducing the expense of outside counsel.
- The settlement of the Lift Line labor agreement establishing contractual terms covering the period of April 1, 2007 – March 31, 2012. In addition Lift Line overall demand decreased approximately 6% in fiscal year 2010-11 as compared to the prior year.



**Roland Melvin** 

... operationsleadersaredevelopingacampaigntoachieveeightconsecutivedays of88% on time performance – a result simply unimaginable a few short years ago.

of the fiscal year.

### **Excellence in Customer** Service

At the outset of the 2010-11 fiscal year, RGRTA believed it would be a successful year related to the strategy of customer service if the following occurred:

- RTS on time performance achieved 84%.
- The number of missed trips at RTS was less than .4 per day.
- Customer satisfaction survey results at Lift Line were greater than 92%.
- The cleanliness of the buses at RTS achieved a 50% satisfaction rating.

Through three quarters of the fiscal year, RTS on time performance averaged 84.2%. In fact, as of this writing, RTS Operations leaders are developing a campaign to achieve eight consecutive days of 88% on time performance – a result simply unimaginable a few short years ago.

The transition to a state of the art GPS based CAD/AVL system provided RTS with an even more accurate representation of on time performance than previously existed. The full transition to this new system also brought with it a much tighter definition of actual on time performance. RTS buses must arrive precisely within 2:00

before the scheduled arrival time and no later than 5:00 minutes after in order to be considered compliant with the definition. The more accurate technology representation and more stringent definition of on time performance combine to enhance the customer experience.

A second major contributor to RTS on time performance has been the dramatic reduction in buses that arrive early at a scheduled stop. Once as high as 9.67% in the fall of 2009, the early bus percentage fell to just 5.17% in the second quarter and 4.65% in the third quarter of 2010-11. In fact, as of this writing, this particular measurement is routinely below 4.25%.



Better scheduling - driver communication, enhanced training for bus operators, and mid-level management incentive opportunities all were significant factors contributing to this steady and dramatic improvement.

RTS established a 20% more challenging goal for missed trips for the 2010-11 fiscal year and has exceeded that far more ambitious goal each of the first three quarters of the fiscal year. In fact, despite the steeper ramp for performance, RTS exceeded the new goal with an average of only .04 per day over the first three quarters.

Again, this significant overachievement can be tied to several contributing factors. First, there has been a mindful focus to ensure that RTS operators depart on time. As simple as this might sound, this commitment

to initial point of departure has contributed mightily to the reduction in missed trips. Second, daily monitoring by radio controllers and proper tracking of any immediate trends has had a positive impact. Third, the maintenance of pre-scheduled extra buses strategically located in the community for immediate deployment. And finally, imbedding missed trips as an incentive opportunity for both radio controllers and garage foremen has knit those two groups together as an operations unit causing a team focus on serving the customers needs, rather than their department.

The much more close working relationship between Transportation Services, **Operations and Maintenance has** caused a 95% improvement since 2008-09 in the number of trips

Themuchmorecloseworkingrelationshipbetween TransportationServices,OperationsandMaintenancehas caused a 95% improvement since 2008-09.





that simply weren't being made.

At the Authority's second largest subsidiary, Lift Line, a very aggressive goal of 92% customer satisfaction in a quarterly survey was established. On a composite basis, this goal was exceeded by 7% over the first three quarters of the fiscal year – led by 99.5% customer satisfaction for Lift Line in the second quarter.

There were, however, some areas of customer satisfaction that failed to meet their stated goals. On hold times for RTS customers missed goal in the first three quarters, particularly in the third quarter when customers were on hold an average of 126.5 seconds. When more closely analyzed, RTS also saw an increase in customer calls of 26% over the same time frame, clearly driving this underperformance.

Further, bus cleanliness at RTS continued to be predictably unpredictable. First quarter bus cleanliness was more than 48% beyond goal, while during the summer months, performed more than 21% below goal. On a composite basis through the first three-quarters, RTS bus cleanliness was 50.9%. Continued research is necessary to understand this very strange phenomenon of predictably weaker results during the time of the year when buses are actually the cleanest. Paid market research seems to point out that customers greatest concern with cleanliness does not reside with the buses themselves, after a dramatic overhaul of this process several years ago, but the cleaning of customer shelters.

Overall, however, the Customer Satisfaction Index for RGRTA exceeded its goal each of the first three quarters of the fiscal year. It is particularly noteworthy that 43% of the goals established in the Index were more difficult to attain for 2010-11 and the Authority still enjoyed over-performance related to customer satisfaction objectives.

A number of initiatives advanced including the RTS Transit Center (former Renaissance Square joint development project); replacement of articulated RTS buses; closeout of many of the TIDE initiatives such as Automatic Stop Annunciation, CAD/AVL for RTS & LL, and advancement of the Advanced Traveler Information System (ATIS).

During fiscal year 2010-11, the Authority secured FTA approval to proceed with a modified Renaissance Square project consisting of a stand alone

Transit Center to be located on Mortimer Street in downtown Rochester. In June 2010, the **Rochester City Council approved** legislation authorizing the partial abandonment of Mortimer Street and the acquisition of various adjacent private properties. In August 2010, the Board of Commissioners authorized management to proceed with the completion of planning; and in November 2010, authorization for project financing was approved. Construction is scheduled to begin in the Fall of 2011 with opening planned for the Fall of 2013.

The Authority with its commitment to continual investment in its core assets the Regional Transit Service introduced 10 new articulated buses into its fleet in August 2010. A new bus improves the overall transit experience for the customer as they are more reliable in terms of less unexpected breakdowns and provide the latest engineering advancements available in the marketplace.

Continuing its customer facing initiatives as mentioned earlier the team of dedicated employees advanced many of the TIDE technologies to completion. Following the installation of onboard equipment on 228 of the RTS buses the Automatic Stop Annunciation and CAD/AVL went live. The commencement of the Automatic Stop Annunciation in the summer of 2010 addressed the long detracting measure of stop annunciation. The more robust CAD/AVL system has provided an enhanced level of reporting enabling the on-time performance improvements noted previously.

43% of the goals established in the Index were more difficulttoattainfor2010-11 and the Authority still enjoyedover-performance related to customer satisfaction objectives.

In addition 13 ATIS signs were installed at the busiest locations in the community to provide real time information regarding the arrival of the next bus. The testing of this enhancement continues in an effort to ensure a reliable experience for customers.

Finally the Authority advanced a thorough paid market research initiative to gain insight into customer's expectations and perceptions. A new vendor was procured in the second quarter of 2010-11 and the Authority now has two waves of data from this vendor. Based on the statistics of customer importance reported on a variety of customer satisfaction measures the Transit Organization Performance Scorecard (TOPS) was refined to better reflect these priorities. During 2011-12 the Authority will continue to comb through this data on a guarterly basis to understand what customer friendly initiatives best satisfy the Excellence in Customer Service strategy.

### **Employee Success**

The Board and management agreed in March of 2010 that the fiscal year would be successful related to the workforce if the following targets were achieved:

- RTS bus operator customer service skills were rated at 80% or better.
- Lift Line bus operator customer service skills were rated at 90% or better.
- The bottom 20 performing RTS bus operators drove on time performance to at least a 60% level.
- 75% of incentive opportunities were achieved, ensuring that the goals of the Authority were being met.

RTS bus operators fell just short of achieving their customer service goal in the first quarter with 79.7% achievement; exceeded it in the second guarter by 5.8%; and fell short in the third quarter with a result of 76.6%.

Meanwhile, Lift Line bus operators had absolutely phenomenal customer service results, 97.5% satisfaction in the first quarter, 99% in the second, and 100% in the third. These results on a composite basis represent nearly a 24% improvement since this measurement was introduced in fiscal year 2006-07.

While the quality and reliability of Lift Line services are often criticized by a very vocal minority, the consistency of high performing employees makes it demonstrably clear that 99.9% of Lift Line customer rides are delivered, customers enjoy on time performance of more than

82%, and the quality of call center customer interactions exceeds 85%, as well as the tremendous bus operator customer service skills that are enumerated above.

Paid market research has become an integral addition to providing much better information to management in recognizing what is important to the customer and corresponding performance.

It is not surprising that RGRTA is projecting a fifth consecutive year of net income, maintenance of ridership, highlevels of customersatisfaction and improved productivity.

The high quality performance of the Lift Line product has become a shining star for the Authority.

With great consistency, on time performance ranks in the top three areas that require greater concentration.



# **LIFT LINE QUALITY & RELIABILITY BY THE NUMBERS**

3 Bus Operator Customer Service – 100%

3 Lift Line Customer Rides – 99.9%

3 Lift Line On Time Performance – 82%

3LiftLineCallCenterSecretShopper-85%

ThehighqualityperformanceoftheLiftLineproducthas become a shining star for the Authority.

As indicated in the 2010-11 Operating Plan review related to the strategy for Excellence in Customer Service, the reduction of buses that are early has helped to drive on time performance to an all-time high in the second quarter. Similarly, the broad based improvement of the bottom performing 20 RTS bus operators from one quarter to the next has also been a major contributing factor.

The bottom performing twenty bus operators exceeded their goal by almost 3.8% in the first quarter, 14.8% in the second quarter and 10.0% in the third.

Perhaps the single most important measurement of the 69 that are in the TOPS balanced scorecard is the percentage of employees that realize their personal or team driven financial incentives. It is in the Authority's interests to drive this percentage as high as possible, because the more employees that are realizing individual incentive goals, by definition, the more successful the Authority will be.

The Authority has a very aggressive goal of 75% of incentive opportunities being achieved on a quarterly basis, and during the first three quarters of the fiscal year the Authority saw 97%, 92% and 89% realized. It is not surprising that RGRTA is projecting a fifth

consecutive year of net income, maintenance of ridership, high levels of customer satisfaction and improved productivity.

Further, the decision by Road Supervisors, Radio Controllers, Dispatchers and Garage Supervisors represented by Teamsters Local #118 to participate in the incentive compensation program has had a dramatic positive impact in exceeding operational performance targets

<image>

Alvin Metcalf, RTS Dispatcher; Commissioner Henry Smith, Jr. and George Todd, OTS Regional Manager at the 2010 Employee Recognition Dinner.

related to disabled buses, missed trips, % of early bus departures and passups. The majority of these measurements had a steeper hill to climb in order to reach goal for 2010-11 and the above described employees exceeded goal for nearly every measurement in each of the first three quarters of the fiscal year.

The Authority continues to believe that those employees that are driving the positive performance customers enjoy today should enjoy the financial benefits just as their supervisors do. The employees at the Lift Line collective bargaining unit of the Amalgamated Transit Union recently voted to participate in the incentive compensation program and will see the direct results of their high quality performance directly impact their personal finances.

This was the second year that regional bus operators participated in the incentive compensation program and for each of the first three quarters of the fiscal year, each of the six operating subsidiaries exceeded more challenging composite customer satisfaction goals.

In addition to the TOPS measurement goals that the Board and management agreed to that would constitute a successful year, the Employee Success strategy would also be measured by the advancement of Operating Plan tactics such as the design and implementation of a employee recognition program, the development and delivery of supervisory training, new employee customer service training, the continuation of a wellness program, and an improvement in the structure of meetings.

During fiscal year 2009-10 a team made up of employees from various functions within the organization were tasked with the development of a new employee recognition program. Over the course of that fiscal year and the beginning of 2010-11 the team developed and finalized the program for review by the CEO and key stakeholders such as the Director of Vehicle Maintenance, the Director of Transportation Operations, and the Chief Administrative Officer. Upon review, subsequent comment, and approval the program now resides with the Human Resources department where they are further vetting the program and conducting additional employee communications and feedback. The program is likely to be implemented during the 2011-12 fiscal year.

As demonstrated in the newly designed employee engagement survey an engaged employee is more productive; profitable and likely to remain in the workforce. The Authority advanced two tactics related to engaging and training its staff. A newly designed curriculum was advanced for new Authority employees through the solicitation of ideas from all Leadership Team members. Likewise a training program was developed for a set group of supervisory employees. This training will focus on Authority policies, benefits, effective labor relations, effective communication, setting priorities and conflict management.

The Authority has long focused on operational efficiencies with regards to its service on the street; as that continued management also took a look at administrative efficiency with respect to the structure of its meetings. Members of senior leadership went about a process to research and identify best practices in preparation, delivery, and follow up for meetings. These findings were presented to the broader leadership group for review and individual implementation by themselves and their staff.

Finally the Wellness Committee led by the leadership of the Legal Affairs department continued its very successful health and wellness program. The vision statement for the program is to have a healthy and supportive environment that is committed to promoting overall health and wellbeing among its employees. The committee

## **CUSTOMERS PER REVENUE MILE**



executed strategies related to this vision throughout each of the four quarters of the year; they are nutrition, fitness, stress management, and financial wellness. Each quarter a series of speakers, workshops, and informational material is published to assist with this tremendous effort.

#### **Connecting To Communities**

As stated with the adoption of the 2010-11 Comprehensive Plan in the Goals of the Plan section the Authority would be successful on March 31, 2011 if the following goals were achieved.

- After the tremendous growth in ridership in 2008-09 and 2009-10 that these customers would continue to enjoy the RGRTA service and remain loyal consumers.
- The average number of customers picked up in each revenue mile driven achieved 2.01.
- Continuing the commitment to a sustained economic business model, 55% of the Authority's total of farebox revenue and subsidized work would come from partnership subsidies.

Thismeasurehas increased 54% since 2004-05. Duringfiscalyear2010-11thefareremainedstableandcontinuedthecommitment to providing working families an alternative to high gas prices.

Through the first three quarters of the fiscal year RGRTA ridership is down just .1%; if this trend remains the Authority will have achieved the target set out of retaining the growth that occurred in fiscal year 2008-09 and 2009-10 which was two times the national average. The Authority continued its focus on route productivity with the installation of Automatic Passenger Counter (APC) technology on-board RTS buses with the TIDE project. The goal established at the beginning of the fiscal year was an overall consolidated 2.01 customers per revenue mile. As anticipated the results have been on target with an outcome of 2.04 in the first quarter; 2.01 in the second quarter; and 2.06 in the third quarter. At RTS the largest subsidiary the average customers per revenue mile through the first three-quarters was 3.29; this result continues the drive to efficiency and has stabilized over the last three years.

In addition one of the critical components contributing to the success the Authority has enjoyed over the past five years is the commitment to a business model that focuses on self generated revenues. The measure contained in the connecting to community index that relates to this focus is the percent of locally generated revenues from partnership subsidies. The dedication to providing expansive 100% subsidized service continues the Authority's quest of becoming less reliant on taxpayer subsidies and assists with connecting to the community and keeping the fare stable.

Through the first three quarters of the fiscal year the average has been 54.4%, below the goal of 55.9% as a result of the payment cycle of the subsidy payments; the second quarter of the fiscal year is always below goal due to summer break for educational institutions. The projection for the year with estimated fourth quarter results is 56%, consistent with the goal adopted.

The last measure contained within this strategy and the CCI is the stability of fares. The proxy for this measurement is the \$1 base adult fare for the Regional Transit Service. The Authority has worked with purpose over the years to reduce this fare from \$1.25 to \$1 in September 2008, in addition at the same time lowering the fare for 70% of Lift Line customers. During fiscal year 2010-11 the fare remained stable and continued the commitment to providing working families an alternative to high gas prices. This fare structure will remain in place for fiscal year 2011-12.

In creation of the Authority's 2010-11 Operating Plan the statement was made that there was a real opportunity for progressive, decisive local communities and private developers to utilize the Authority's considerable financial muscle in joint development. RGRTA continues to place truth to that statement with the advancement of the transit component of the University of Rochester's College Town initiative, CityGate development, and the initiation of a Suburban Transit Station Feasibility Study.

During the course of the 2010-11 fiscal year the Authority worked closely with the University of Rochester to introduce a transit concept for consideration in the overall College Town vision. The Authority was pleased to stand in support of UR at a recent press conference outlining the projects path forward including a transit station.

In addition the Authority worked to secure funding, develop specifications, release an RFP, select a consultant, and obtain Board approval for a study that will evaluate the feasibility and effectiveness of multi-use suburban transit centers. This study will kickoff towards the end of fiscal year 2010-11 and complete in the fourth quarter of 2011-12.

Finally RGRTA continued its support of a local development at the corner East Henrietta and Westfall roads. A component of the project envisions a multifaceted transfer station for Authority customers. The private developer progressed various City approvals during fiscal year 2010-11; the Authority will finalize project scope and obtain funding during 2011-12.

### **Infrastructure Development**

The Authority recognizes that maintaining and developing its infrastructure is important in achieving overall success. While not contained in the Transit Organization Performance Scorecard (TOPS) this strategy is measured by the advancement of Operating Plan tactics and the corresponding achievement of quarterly milestones.

In fiscal year 2010-11 the Authority was a recipient of a grant through the American Recovery and Reinvestment Act (ARRA). These funds were allocated to the replacement and enhancement of transit buses and for site improvements to the RTS campus.

In October 2010 the Authority awarded its first ever design/ build contract for the campus improvement project that will save both time and money rather than a traditional design, bid, build approach. The project will be constructed in two phases – the first focusing on providing adequate space for the growing administrative staff and the second to improve process flow of the site and increased storage

space for buses and non-revenue vehicles. After many iterations and hours of thoughtful design the first phase has progressed through preliminary and final design and construction is anticipated to begin around the start of the 2011-12 fiscal year in April. Construction is estimated to be complete in October 2012. The second phase of the project is currently under engineering review; upon completion a design-builder will be procured and construction completed 18 months from contract award.

An additional facility related project that significantly progressed during fiscal year 2010-11 was the Security System design and installation for the RTS campus. After many delays related to the advancement of other projects required before installation of a security system such as the remodel in the radio control/dispatch area; replacement of various access doors; and completion of phase one campus design the project is full steam ahead. During fiscal year 2010-11 a vendor was selected, Board approval was obtained, and installation began. The project will



include closed circuit cameras and smart card proximity readers tied to employee badges providing for an appreciable increase in security. It is anticipated that this project will come to conclusion in the first quarter of 2011-12.

Continuing with the construction theme both the Wayne Area Transportation Service and Wyoming Transit Service bus storage facilities received considerable attention. Both projects advanced through final design, environmental review and submission of those findings to the FTA. It is likely that the WYTS storage facility will be advanced to completion in 2011-12 and the WATS facility progressed.

Finally the Authority advanced its bus stop management program with the inventorying and geocoding off all bus stops and shelters to allow the effective functioning of the new on-time reporting feature of the CAD/ AVL system. This area will receive even more focus in 2011-12 with the purchase of a bus stop management software program and the funding of a dedicated staff person to manage this process.

# 2011-12 Strategic Plan Inputs and Pillars

Theannualstrategicplanningprocessfocuses the Authoritymanagement and Board of Commissioners on advancing the Mission and Vision statements. Careful and deliberate analysis are conducted throughout the year, providing management with the concrete information required to reaffirm, modify or makes ignificant changes to the Authority's strategic direction. Factors contained within this analysis are highlighted here.

#### **DEMOGRAPHICS**

The purpose of utilizing demographics as an input to formulating a Strategic Plan is important as it provides insight into trends and projections relating to housing, job locations, and travel patterns. As the Authority continues its exploration and study of different alternatives to providing transit service in both the urban core and suburban service areas the data provided in the US census and New York State Department of Labor coupled with the analysis by the Genesee Transportation Council remains significant.

Specifically, the data analyzed includes:

- Population
- Population density
- Population movement projections
- Income levels
- Automobile Ownership
- Current job locations
- Projected job shifts

It is clear that the demand for public transportation will continue to be concentrated within the City of Rochester due to income levels, population density, and automobile ownership. The growth of jobs continues to be

OTS

Eline.

Wyoming

¥

-a-

centered in the suburbs with the prospect of minor growth in the center city as revitalization efforts progress. The single zone fare will continue to benefit city residents and the potential results from a Suburban Transit Station Feasibility Study will add value for the suburban customers. Lastly the College Town Transit Station which is part of the larger University of Rochester College Town joint development project will improve transit services for this current and likely increasing demand area.

#### **CURRENT CUSTOMER SATISFACTION**

A third full year of a composite Customer Satisfaction Index continues to offer valuable insight to Authority management as to the demands of current customers.

For 2010-11 customer satisfaction levels continue to exceed goal for the first three quarters. Of note RTS exceeded goal for on time performance for the second and third quarter. Customer satisfaction for Lift Line reached an all-time high with an average of 98.4%.

On hold times for Lift Line and RTS continue to be

problematic. In addition to record high call volumes a new technology may have affected this statistic. A feature was installed on the phone system telling customers how long their expected wait will be. Customers are now making the choice to wait on-hold longer.

Research determined that 70% of the calls are requesting "next bus" information. Customers have expressed frustration at the length of time to access that information from the automated phone system so they wait to speak with a representative. A new feature for the phone system will be installed during the second quarter to resolve this issue and increase the speed with which customers can access the information from the automated system.

#### **MULTI-YEAR BUDGET PROJECTION**

The Multi-Year Budget Projection utilized by the Authority spans four fiscal years; the current plus three additional years. This forecast provides management, the Board of Commissioners, and the public critical information regarding the long-term financial health of the organization.

The assets that are not restricted and considered to be available to fund future operating budget shortfalls are termed "available unrestricted net assets" (AUNA). As of March 31, 2011 this amount is projected to be \$22.9 million. This amount is the starting point from which future operating budget shortfalls are drawn from.

The current Multi-Year Budget Projection assumes flat New York State Operating Assistance (STOA) from the 2011-12 level proposed in the Governor's Executive Budget. This assumption is critical as STOA represents 39% of revenues supporting the operating budget. The sluggish pace of the economic recovery and the huge fiscal challenges facing both the state and federal governments are clearly dominant factors for the revenue projections contained in this latest multi-year projection. Persistent high unemployment is a drag on transit demand; and, at this time, no prudent basis exists to support projections of increased operating aid from either the state or federal governments over the next four fiscal years.

As of the most recent multi-year projection, the Authority is projecting to be able to balance the operating budget for the next three fiscal years which is inclusive of fiscal year 2011-12 with the use of AUNA. However in the last year of the projection, fiscal year 2014-15 the cumulative deficit grows to \$6.8 million.

It is management's responsibility to continue its efforts to sustain the fiscal health of the Authority by a combination of controlling expenses and increasing those revenues within its control. A faster, more robust, economic recovery that resulted in higher governmental subsidies than those contained in this projection would, of course, aid in the overall solution.

66

WATS



#### **EMPLOYEE ENGAGEMENT SURVEY**

The annual employee survey is one of the initial inputs to the strategic planning process. In June of 2010 an outside firm was engaged to conduct the annual survey. This year an employee engagement survey was conducted instead of an employee satisfaction survey. The survey was administered online in an anonymous format to 825 employees of which 130 responded and of that portion approximately 50% completed all the questions. The survey instrument that was used was the Q12, developed by the Gallup Organization after hundreds of focus groups and thousands of interviews with employees in a variety of industries to measure the level of employee engagement. The Q12 is a 12-question survey that identifies strong feelings of employee engagement. Research by Gallup and others show that engaged employees are more productive. Research has shown that engaged employees are more profitable, more customer-focused, safer, and more likely to withstand temptations to leave. Results from the Q12 survey show a strong correlation between high scores and superior job performance. Here are those 12 questions:

- Do you know what is expected of you at work?
- Do you have the materials and equipment you need to do your work right?
- At work, do you have the opportunity to do what you do best every day?
- In the last seven days, have you received recognition or praise for doing good work?
- Does your supervisor, or someone at work, seem to care about you as a person?
- Is there someone at work who encourages your development?
- At work, do your opinions seem to count?
- Does the mission/purpose of your company make you feel your job is important?
- Are your associates (fellow employees) committed to doing quality work?
- Do you have a best friend at work?
- In the last six months, has someone at work talked to you about your progress?
- In the last year, have you had opportunities at work to learn and grow?

Overall how did the Authority fare? Considering the 12 areas, employees agreed with the vast majority (all but one) of the statements, from that standpoint RGRTA did well. From the standpoint that most of the questions had agreement from only 68% to 76% of employees, that would indicate that there is some work to do. The bottom line is that RGRTA is paying attention to the work that has been done which shows that engaged employees work with passion and feel a strong connection with their company. Non-engaged employees merely go through the motions. As was said last year, it takes time to change culture and to build trust. The Authority remains confident that work in this area will yield dividends.

When asked about their job, 92% of employees agree that their position is important to the mission and purpose of RGRTA, while just slightly more than 3% disagree.



Strongly Agree Agree ∎Neutral Disagree ■Strongly Disagree

#### **PAID MARKET RESEARCH**

Quarterly paid market research enables the Authority to learn more about its customers with the intent of better meeting their expectations and improving customer service and operational performance. In 2010, the Authority engaged Harris Interactive to measure the organization's Net Promoter Score (NPS) for RTS.

NPS is a relatively new customer service metric commonly used to measure customer satisfaction. The objective of this customer satisfaction measure is to create more "Promoters" and fewer "Detractors". The NPS is derived from asking a single guestion on a 0 to 10 rating scale: "How likely is it that you would recommend our company to a friend or colleague?" Based on their responses, customers are categorized into one of three groups: Promoters (9-10 rating), Passives (7-8 rating), and Detractors (0-6 rating). The percentage of Detractors is then subtracted from the percentage of Promoters to obtain a Net Promoter score.

In addition, Harris Interactive gathered supplemental

# 2011-12 Strategic Pillars



diagnostic data on a variety of performance measures including route coverage, driver courtesy, comfort, bus cleanliness and general impressions of RTS.

The first wave of customer interviews was conducted in September, 2010, and is considered the benchmark against which all future measurements will be tracked.

Since September, a total of 1,060 face-to-face, onboard interviews were completed on RTS buses over two waves. The goal is to achieve approximately 500 interviews per wave.

include:

#### **Net Promoter Score**

NPS score for wave 1 was 16%, and wave two was 14%, a statistically insignificant difference.

- internet access.



Insights gathered through the paid market research work

There is no significant differences on NPS between gender, having alternative transportation or having

NPS is significantly higher among those customers who have been using RTS for five or more years than those

who have only used RTS for less than five years.

The largest variation in NPS came when analyzing problem resolution. NPS among customers who had a problem that was not resolved were significantly lower than those who felt their problem was resolved.

### **RTS Impressions**

- Customers have high impressions of RTS as a company.
- Customers agree strongly that RTS gets them where they need to go and provides good service at a fair price.

#### **Performance Metrics**

- Overall, customers are most satisfied with the ease of purchasing bus fares.
- A majority of customers rank buses arriving on time as the most important element of bus service.
- Bus stops or shelters and floors are the main culprit of dissatisfaction in terms of bus cleanliness.
- Overall, one-third of customers are committed to RTS.

Long-Term Financial Sustainability Excellence In **Customer Service** Commitment to Quality **Employee Success** 

# **Operating Plan**

## Introduction

he Operating Plan is a tactical expression of the Authority's Vision Statement and strategies. The Plan is consistent with a more restrained vision to face the economic reality of unstable public subsidies.

As in years past, the Authority management and employees embarked upon an extensive planning process in order to develop the vision, strategies, and tactics to achieve success.

At the outset of the planning process each department met as a team with an outside facilitator, without their respective department heads, and conducted both a department level and corporate wide SWOT analysis. On a parallel path, the leadership team conducted a corporate wide SWOT which enabled leadership to identify gaps that existed between employees and managers perspectives. Ultimately, this entire process was synthesized into a SWOT analysis for the entire company.

The leadership team then participated in a two day offsite session where the SWOT was reviewed and prioritized, the mission established, the vision developed, the strategies to realize the vision laid out, and Operating Plan tactics proposed.

These proposed tactics were then brought back to the employees in the form of an online survey where each department scored the tactics based on their ability to realize the strategic pillars (strategies). At the conclusion of the scoring process a ranked list was generated and reviewed collectively by the leadership team through a further refined prism. Would the tactic increase revenues? Would the tactic decrease expenses? Is the tactic cost neutral? Would the tactic optimize recent investments in technology? Is the tactic necessary to implement the aggressive construction agenda?

The output of this process is an Operating Plan that advances the strategic vision of the Authority and provides transportation service with a focus on Long-Term Financial Sustainability, Excellence in Customer Service, Commitment to Quality, and Employee Success.

# **Long-Term Financial Sustainability**

The strategic focus of the pillar Long-Term Financial Sustainability is to provide a high quality and economically sustainable transportation experience over the long-term. This strategy is critical in that it recognizes the uncertain public sources of revenue supporting public transportation.

The Authority will realize this strategy by advancing tactics that achieve operational efficiencies to control expenses; maintain and grow partnership subsidies; identify new sources of revenue; and achieve a reduced reliance on taxpayer subsidies.

Specific tactics and anticipated milestones to be advanced during 2011-12 to realize the strategic pillar of Long Term Financial Sustainability are outlined on the following pages.




College Town Transit Station			lo	lentify	
Business Owner: Project Manager:	Robert Frye	ong-Term Financial Sustainability		Business Owner: Project Manager:	Bill Carpen
eam Members: ark Ballerstein rystal Benjamin Il Carpenter avid Cook ris Giardino				Team Members: Shelly Dinan Chris Doran Project	Directiperi
Project Description:	The University of Rochester (UR) has recently annou	unced the selection of Fairmount Properties, a		Description:	Generate ac subsidy mo vulnerabilit
	of College Town. The College Town project is conce development combining retail, office, residential, ar Transit Service transit station is included in the proje Plan, the proposed site is a 16 acre parcel owned by Avenue and Mt. Hope Boulevard, adjacent to Strong research facilities. The City of Rochester has previou facilitate mixed use development at this location. T a transit station, because of its high current and like generated by the hospital and medical complex. F million is available to the Authority to facilitate join Town site. During the first half of calendar year 2011, Fairmoun tasks to confirm the financial feasibility of this proje tasks, the UR and Fairmount will execute a formal d implement the College Town project. The Authority assume the successful accomplishment of those ob	vived to be a community oriented, mixed-use Ind recreational uses. In addition, a Regional ect concept. In accord with the UR Master UR and located at the intersection of Elmwood 3 Memorial Hospital and its related medical usly adopted an over lay zoning ordinance to This location is ideally suited for development of ily growing future demand for transit services ederal funding totaling approximately \$8.3 t development of a transit station at the College It Properties will conduct various due diligence ect. Upon satisfactory completion of those evelopment agreement and proceed to /'s milestones for participation in this project jectives by Fairmount and UR.		Milestones:	1 <sup>ST</sup> QUAR Identi Devel 2 <sup>ND</sup> QUAR Create 3 <sup>RD</sup> QUAR
Milestones:	<ul> <li>4<sup>TH</sup> QUARTER 2010-11</li> <li>Procurement of consulting services for conceptual and preliminary engineering, design, environmental, and financial studies related to the proposed Transit Station</li> </ul>	<ul> <li>3<sup>RD</sup> QUARTER</li> <li>Completion of environmental reviews and NEPA, SEQR approvals</li> </ul>			Identi
	Submission of grant application # 1 to FTA	FTA approval of draft Joint Development Agreement			Execu
	Completion of Transit Station conceptual design, engineering, and preliminary financial studies in coordination with private development concepts and objectives	<ul> <li>Board of Commissioners approval of Joint Development Agreement</li> <li>Submission of grant application #2 for completion of design and construction of a</li> </ul>			
	potentially eligible for Joint Development	Transit Station and Joint Development elements of the private project			
	Development of a preliminary Joint 2 <sup>ND</sup> QUARTER	Bidding of construction contracts			
	Development Agreement among the Authority, private development firm and UR				
	Completion of preliminary design and related environmental studies in coordination with private development concepts and objectives				
	FTA approval of grant application #1	4	J		

72

## Revenue Opportunities

evenue through new channels and models outside the existing by decreasing reliance on governmental subsidies and decrease subsidy partnerships.

- le media and other revenue opportunities narketing approach for subsidy partners
- ng material
- revenue prospects
- y opportunities and determine who will execute
- ecovery goal by route

gy - approach media and subsidy prospects for each route



74

## **Suburban Transit Stations Feasibility Study**

**Description:** This study will include an analysis of the performance and effectiveness of the existing Park -N- Ride route structure and the consideration of alternative concepts and strategies for service to the Rochester area's suburban locations. The study will investigate the feasibility of developing multi-use suburban transit centers that include complementary retail and services for transit customers (i.e. daycare centers, convenience stores, etc.) and development partners (housing, retail, commercial). Another example could be enhanced route structures that include express routes between major trip generators (i.e. downtown, U of R Medical Center). The work will include projected ridership impacts, operational impacts, capital investment and operating expense requirements. If the concepts prove to be financially feasible, the study will progress two to four development concepts in preparation for RFI/RFQ

Assess existing service and travel corridors

Develop cost estimates for two to four sites

Final report issued

Identify potential funding sources to advance the report's conclusions

## **Regional Transit Service Multi-Year Service Plan**

Pusiness Ourner

Dan dal Maay

Randal Weaver	Long-lenn i manciar Sustamability
The Multi-Year Service Plan is a guide for years to come. This plan will inclu- communicate clearly the direction of for funding opportunities and partne set of constraints for the next few year Comprehensive Plan and strategies of better understand how newly acquire evaluation structure.	book for how RTS will deploy and provide service de contingency plans for "what if" scenarios; the Authority; and better position the Authority erships. The resultant document will function as a ars and will be updated annually - along with the ontained within. In addition, the Authority will ed technology fits into the service planning and
2 <sup>ND</sup> QUARTER	
Gather and evaluate source c key destination corridors	lata for forecasting of ridership and
3 <sup>RD</sup> QUARTER	
Identify projected service (ro	ute structure) changes based on demand
Develop estimates of annual	cost/revenue impacts of proposed changes
4 <sup>™</sup> QUARTER	
	proach and begin implementation
	Randal Weaver         The Multi-Year Service Plan is a guide for years to come. This plan will inclu- communicate clearly the direction of for funding opportunities and partne- set of constraints for the next few year Comprehensive Plan and strategies of better understand how newly acquire evaluation structure.         2 <sup>ND</sup> QUARTER         Gather and evaluate source of key destination corridors         3 <sup>RD</sup> QUARTER         Identify projected service (ro Develop estimates of annual 4 <sup>TH</sup> QUARTER

## **RTS Revenue Collection System Replacement**

**Business Owner: Project Manager:** 

**Randal Weaver** Kris Giardino

**Team Members: Rusty Korth** Mark Nasky **Randal Weaver** Director of Vehicle Maintenance

#### Project

**Description:** The current RTS fare collection system is over 20 years old and in need of replacement. There are over 3,800 farebox maintenance issues per year caused by mechanical failures. An upgrade to new fareboxes would reduce the number of issues caused by the decaying infrastructure of the current system. In addition to reduced maintenance, the newer features of a "validating" farebox would offer customers improved features, including the ability to accept higher denomination currency, thus increasing customer satisfaction. A new system would include an improved vaulting system, increased revenue security protocols, wireless data downloads (eliminating probe-based fare data collection), and improved reporting.

#### **Milestones:**

### **1<sup>ST</sup> OUARTER** Define the system and user requirements Conduct Fare Box Demos Site-visits to other transit properties Refine project cost estimates 2<sup>ND</sup> QUARTER Develop project plan and schedule 3<sup>RD</sup> QUARTER internal systems 4<sup>TH</sup> QUARTER

Acceptance Test

Procurement process (issue RFP, select vendor, obtain Board approval)

Implementation Phase 1 - Operational Review; Fare Box Configuration Integration planning and agreement finalization ACS, AssetWorks, other

Implementation Phase 2 - Installation, Training, Integration testing, Final

CityGate			
Business Owner: Project Manager:	Bill Carpenter Bill Carpenter	Long-Term Financial Sustainability	
<b>Team Members:</b> Mark Ballerstein David Cook Robert Frye			
Project Description:	The Multi-faceted CityGate Costello & Son Developmen Development Assistance Pro York (DASNY). The construct mixed use planned develop of East Henrietta Road and V will be determined by the d Station tactic. The Generic been completed.	Transit Center is proposed in partnership with Anthony J. It. Funding for the transit center is through a NY Economic ogram from the Dormitory Authority of the State of New stion of the transit center will involve the first phase of a oment known as CityGate located at the southeast quadrant Westfall Road. The overall scope and schedule of CityGate eveloper and in conjunction with the Suburban Transit Environmental Impact Statement (GEIS) for CityGate has	
Milestones:	<ul> <li>Confirmation from D</li> <li>Identify additional fu</li> <li>Determine project so</li> </ul>	DASNY of eligible expenses unding opportunities cope	
	<ul> <li>Project-specific Envi</li> <li>DASNY Funding Cor</li> </ul>	ronmental Review htract Executed	

## **RTS Campus Improvements – Phase 1**

Bill Carpenter David Cook		
	Project Description:	To improve the RTS campus an services and operations. Phas administrative functions, and i administration buildings.
	Milestones:	<ul> <li>1<sup>ST</sup> QUARTER</li> <li>Design complete and construction continues -3</li> <li>2<sup>ND</sup> QUARTER</li> <li>Construction continues -5</li> <li>3<sup>RD</sup> QUARTER</li> <li>Construction continues -5</li> <li>4<sup>TH</sup> QUARTER</li> </ul>

Mark Ballerstein

Mark Ballerstein

**Business Owner:** 

**Project Manager:** 

**Team Members:** 

**Long-Term Financial Sustainability** 

and facilities safety, security and efficiency for bus hase 1 focus will be on providing adequate space for all nd improving the interface between the operations and

construction under way

s –30% complete

s –55% complete

Construction continues –75% complete



## **DART Claims Management Software Replacement**

**Description:** This purchase is to replace the DART software system with an externally developed product. More than 1200 incidents per year are processed. The more efficiently that the Authority can manage the claims the more preventive it will be.

Issue RFP and choose a vendor/negotiate terms of contract/ begin installation and transfer of existing data to new system

Finalize transfer of data/install system with primary users Start and finish training on new software program for primary users

Install system and train other, non-primary users

Server Virtualization			Fuel and Fluids Mana		
Business Owner:	Miguel Velazquez		Busin	ess Owner:	Director of Vehicle Mainter
Project Manager:	Christian Mahood	Long-Term Financial Sustainability	Projec	ct Manager:	Director of Vehicle Mainter
			<b>Team</b> Bob Be	Members: auchamp	
Project				Project	
Description:	This project is to virtualize the recovery.	servers at RTS and provide for improved disaster		Description:	This purchase is to replace the fuel management system
	A virtualized environment allo server therefore making use of maintenance cost space and e	ws for multiple systems to be installed on the same underutilized servers and reducing purchasing cost, nergy consumption			monitoring through informa fluids such as oil and diesel.
	Currently no such environmen A virtualization study complete servers from 63 to 6 a 90% red	t exists and as a result there are upwards of 80 servers. ed concludes that the Authority could reduce the # of action. A return on investment is projected at 14 months.			There is a potential to realize (substantial volume and cost lead to proactive maintenan in the future.
	The benefits of server virtualiz	ation are;			In addition, this system will l
	Reduces the number of c	perating systems to manage			
	Reduces the number of p	hysical servers		Miloctopos	
	Reduces space requirem	ents		miestones:	1 <sup>ST</sup> OUARTER
	Reduces power and cool	ng costs			File FTA grant applic
	Simplifies overall security	of server infrastructure			Develop REP
	Allows for more efficient	utilization of staff			Negotiate System us
	Provides faster server provides faster provides faster provides faster server provides f	ovisioning for application development			Negotiate Project Ma
	Improves disaster recove	ry options and business continuity			
Milestones:					FIA obligates grant
winestones.	1 <sup>ST</sup> OUARTER				Release RFP
	<ul> <li>File FTA grant applicati</li> </ul>	on			Select Vendor
	System design				3 <sup>RD</sup> QUARTER
					Seek Board Approval
		are and cofficient			Award Contract
	ETA obligatos grant				4 <sup>™</sup> QUARTER
					Commence Project
					Design Reviews
	3 <sup>RD</sup> QUARTER				
	Develop and implement	nt retired server disposal strategy			

## nagement System for RTS and Lift Line

ehicle Maintenance ehicle Maintenance

se is to replace the Fleetwatch and Petrovend fuel & fluids management systems.

nagement system will improve maintenance efficiencies and fluid usage through information systems that report usage, waste, and inventory of such oil and diesel.

otential to realize cost savings through the hands on monitoring of usage volume and cost) which will allow an early identification of over consumption and ctive maintenance thus reducing the potential of a larger maintenance expense

this system will be the system of record for mileage.

TA grant application

tiate System usage with RPD tiate Project Management contract

### **Upgrade On-board Digital Video Recorders Business Owner: Bruce Philpott Project Manager: Kevin McKee Team Members: Brock Bafford** Mark Hoffman Project **Description:** This project is to replace the G.E. Digital Video Recorders (DVR) that are on 30 buses with the March Network's DVR product. This upgrade will allow the wireless capability and eliminate the need for the video system administrator to physically locate the vehicle to download the video. In addition, this will increase video retention from 7 days to 30 days. Status quo increases the likelihood of missing an incident on video with a G.E camera equipped bus. Further with the investment in personnel to manage this function replacing these DVR's only increases the payback of that investment. **Milestones: 1<sup>ST</sup> QUARTER** File grant application 2<sup>ND</sup> QUARTER Final approval from FTA Initiate procurement Select vendor and negotiate agreement Award contract Determine installation plan 3<sup>RD</sup> QUARTER Develop work plan Synchronization of new DVRs to wireless network and integration with March Networks software Final test and project close-out

### **Security System for RTS Campus Business Owner:** Bruce Philpott/Amy Coté **Project Manager: Rusty Korth** Team Members: Amy Coté **Rich Kirtland Bruce Philpott** Miguel Velázquez Project **Description:** The RTS campus security system was designed in fiscal year 2008-09 and includes CCTV, access control and alarms. This project has been planned around a number of other projects including the Radio Control/Dispatch Center remodel, Phase 1 Campus Improvement, and the replacement of many access doors. Funding was secured in 2009-10 and an RFP was subsequently issued. A vendor was selected in 2010-11 and work began in the fourth quarter. **Milestones: 1<sup>ST</sup> QUARTER** System installation is completed System testing, training, and customer acceptance



#### **Excellence in Customer Service**

A long standing strategy of the Authority is to provide Excellence in Customer Service. The Authority strives to provide a service that is safe and reliable with the goal of retaining and attracting new customers. In order to achieve its goal the Authority will provide equipment that is reliable and clean; a service that is on-time and a positive interaction with employees.

The Authority will realize this strategy by advancing bus replacements at Regional Transit Service, Lift Line, and its Regional properties; furthering the RTS Transit Center initiative; and rolling out a new sleek look to the RGRTA website that will allow for real time schedule information and notifications.

Specific tactics and anticipated milestones to be advanced during 2011-12 to realize the strategic pillar of Excellence in Customer Service are outlined on the following pages.

## **Replace 21 RTS Transit Buses**

Director of Vehicle Mainter
Dawn Sywulski
A contract has been execute replacements for the RTS flee
<ul> <li>1<sup>ST</sup> QUARTER</li> <li>Pre-production</li> <li>Pilot production</li> <li>2<sup>ND</sup> QUARTER</li> <li>Pilot inspection</li> <li>Pilot delivery and accomposition</li> <li>Production, delivery and accomposition</li> <li>3<sup>RD</sup> QUARTER</li> </ul>
Disposal of replaced

ance

### **Excellence in Customer Service**

ed with Gillig Bus Manufacturers for delivery of 21 transit bus et.

ceptance and acceptance of remaining buses

buses



## **Replace 6 Lift Line Buses**

**Excellence in Customer Service** 

**Description:** Lift Line will replace six buses that have exceeded their useful life. This will help minimize repair costs and maximize the reliability of the fleet.

Determine procurement approach: OGS or full procurement (only if acceptable equipment is not available through OGS)

Begin procurement: OGS or full procurement



## **RTS Transit Center**

### Excellence in Customer Service

**Description:** Construct a new 30 bay transit center in Downtown Rochester to replace its existing onstreet system of bus transfers. The Project is proposed to greatly enhance the comfort, convenience, and safety of customers and will improve the operation of the bus system.

Begin final design and property acquisition

- Final design and property acquisition continues
- Prepare final design construction documents
- Procure a commissioning agent and operations consultant

Final design continues and property acquisition complete

- Confirm and update initial operating budget

Utility relocation and site remediation under way

#### **Transit Enhancements RGRTA Website Redesign Business Owner: Business Owner:** Shelly Dinan Ann Nichols **Excellence in Customer Service Excellence in Customer Service Project Manager: Rusty Korth Project Manager: Rusty Korth Team Members: Team Members:** Leadership Team Shelly Dinan Chris Dobson April Jordan Project Ann Nichols **Description:** The 5307 urbanized area formula grant program requires that 1% of the allocation Venetia Presley provided be used for transit enhancements. During fiscal year 2011-12, RTS staff will Jason Schunk identify potential enhancements to be undertaken, such as bus shelter replacement or Miguel Velázquez expansion and ATIS signage. Janet Wong Project **Milestones: Description:** Implementation of an updated, user-friendly Authority website that will allow for better customer service and provide users access to RGRTA's new technology such as real-time schedule information and notifications. This will allow RGRTA to better connect with its **1<sup>ST</sup> QUARTER** customers. Identify potential enhancements and develop project charters 2<sup>ND</sup> QUARTER **Milestones:** Select transit enhancements and develop implementation plans **1<sup>ST</sup> QUARTER 3<sup>RD</sup> QUARTER** Design and development Finalize implementation plans and begin projects 3<sup>5D</sup> QUARTER 4<sup>TH</sup> QUARTER Testing Continue or complete projects depending upon specific timelines and scopes 4<sup>TH</sup> QUARTER Launch Media campaign Complete additional components such as integrations and user portals

LATS CAD/AVL & ATIS			Dev	elop and
Business Owner: Project Manager:	Randal Weaver Rusty Korth	Excellence in Customer Service	Business Owner: Project Manager:	Ann Nichols Ann Nichols
Team Members: Brock Bafford Kelly Fitzpatrick Mark Hoffman Dan Howland			Team Members: Chris Doran Project Description:	Evaluate the fea customers with
Description:	Implement CAD/AVL and ATIS for enhanced customer service to L be improved by the real time tra provide more accurate on-time reporting.	or LATS. This GPS and ATIS capability will provide ATS customers including SUNY Geneseo. Safety will acking of bus locations. This functionality will also performance resulting from system generated, not self-	Milestones:	1 <sup>st</sup> QUARTE Develop
Milestones:	1 <sup>s™</sup> QUARTER			2 <sup>ND</sup> QUARTE Benchma
	<ul><li>Final approval from FTA</li><li>Procurement of vendor</li></ul>	to obligate grant		Create ma
	<ul> <li>Board approval</li> <li>Commence project</li> <li>Vehicle install plan deve</li> <li>Vehicle parts and signs of</li> </ul>	eloped and approved ordered		<ul> <li>3<sup>RD</sup> QUARTE</li> <li>Beta test</li> <li>4<sup>TH</sup> QUARTE</li> </ul>
	2 <sup>ND</sup> QUARTER ► Training plan developed	3		Measure location,
	<ul> <li>3<sup>RD</sup> QUARTER</li> <li>Mini fleet installed, teste</li> <li>Vehicle and sign installa</li> <li>System acceptance</li> </ul>	ed and approved tions complete		

## nd Retail Ticket Outlets

## Excellence in Customer Service

eveloping and expanding retail ticket outlets to provide ns to purchase fare media through a test expansion program.

ing system es and ridership trends

ier agencies roval

aterial

f beta sales through a comparison to historical sales by n-board purchases

#### **Commitment to Quality**

While a commitment to quality has always been an underpinning in the success of the Authority it has now risen to the level of a pronounced strategy as a result of the alteration of the Vision Statement. The Vision Statement now contains both the language "to attract the community" and "our high quality" which obligates a commitment to quality on the part of RGRTA. This commitment to high quality, rather than quantity is a purposeful strategic decision to maintain market share and drive excellence.

RGRTA will progress tactics such as documentation of policies, procedures, and processes; the development of labor standards for maintenance of the RTS fleet and implementation of bus stop management software.

Specific tactics and anticipated milestones to be advanced during 2011-12 to realize the strategic pillar of Commitment to Quality are outlined on the following pages.

Wren LeShoure

## **Document Policies, Processes and Procedures**

Business Owner:	Bill Carpenter
Project Manager:	Sara Molyneux
<b>Team Members:</b> Bill Carpenter Miguel Velázquez	
Project Description:	Develop a corporate strategy strategy will first focus on de repository with the possible i
Milestones:	
	<ul> <li>1<sup>ST</sup> QUARTER</li> <li>Document Control Sy</li> <li>2<sup>ND</sup> QUARTER</li> <li>Identify critical proce documentation effort</li> <li>3<sup>RD</sup> QUARTER</li> <li>Continue documentat</li> <li>4<sup>TH</sup> QUARTER</li> <li>Identify consultant to</li> </ul>

**Commitment to Quality** 

to document policies, processes and procedures. The veloping a standard documentation methodology and result of preparing for ISO 9000 certification.

ystem identified

esses and policies to be documented and begin rt

ation activities

o assess and develop ISO 9000 certification plan



## **Install Urea Tank**

### **Commitment to Quality**

**Description:** The 2010 EPA regulations will require extensive modification to the exhaust systems of diesel buses. 2010 engines have modifications which require a urea solution be injected into the exhaust to reduce NOx emissions. These buses will be fitted with a urea tank

WATS Vehicle Storage Facility				WYTS Vehicle
Business Owner: Project Manager:	Dan Howland Mark Ballerstein	Commitment to Quality	Business Owner: Project Manager:	Dan Howland Mark Ballerstein
<b>Team Members:</b> Dan Howland Dawn Sywulski			<b>Team Members:</b> Dan Howland Dawn Sywulski	
Project Description:	Design and construct a bus storage elements, reducing winter startuge a sheltered environment.	e facility for WATS vehicles to protect them from the problems, and allow drivers to conduct pre-checks in	Project Descriptio	n: Design and construct a stor elements, reducing winter s a sheltered environment.
Milestones:			Milestone	5:
	2 <sup>ND</sup> QUARTER			1 <sup>st</sup> QUARTER
	<ul><li>Identification of an accept</li><li>Document in support of C</li></ul>	able site by Wayne County ategorical Exclusion prepare and submitted		<ul> <li>FTA issues Categoric</li> <li>Revise preliminary e</li> </ul>
	3 <sup>RD</sup> QUARTER			2 <sup>ND</sup> OUARTER
	FTA issues Categorical Exe	lusion		<ul> <li>Final design complet</li> </ul>
	Revise preliminary engine	ering and project cost estimates as required		3 <sup>RD</sup> QUARTER
	Secure additional NYSDO	5311 funding required		Construction comple
	4 <sup>™</sup> QUARTER			

## e Storage Facility

**Commitment to Quality** 

rage facility for WYTS vehicles to protect them from the startup problems and allow drivers to conduct pre-checks in

cal Exclusion and NYSDOT 5311 funding is put in place engineering and project cost estimates as required

ete and construction begins

ete

Replace 10 Mobile Bus Lifts			
Business Owner: Project Manager:	Director of Vehicle Maintenance Rich Kirtland	Commitment to Quality	
Project		: <b>6</b>	
Description:	life of the equipment; which is estimate	d at 15 years.	
	All of the 10 lifts for this replacement are out of service because they have been deeme unsafe and not cost effective to repair.		
	These lifts would be used daily and it is equipment to maximize productivity in delayed while technicians wait for a set	critical that technicians have safe reliable a safe manner. Often repairs on buses are of lifts to become available.	
	Making sure that a sufficient number of department for fulfillment of scheduled maintenance department.	buses are available to the transportation service is one of the primary objectives for the	
Milestones:			
	2 <sup>ND</sup> QUARTER		
	Procure bus lifts		
	Award contract		
	Install and customer acceptanc	e	

## **Business Owner: Director of Vehicle Maintenance Project Manager:** Bob Beauchamp **Team Members:** Jay Corey Pete Gottschalk Project **Description:** Establish a plan for developing, communicating, and implementing Maintenance **Milestones: 1<sup>ST</sup> QUARTER** 2<sup>ND</sup> QUARTER Communicate plan performance; integrate with AssetWorks Begin developing workforce training plan 3<sup>RD</sup> QUARTER organizational structure as necessary Refine training plan 4<sup>TH</sup> QUARTER Continue standards implementation

## **RTS Fleet Maintenance Repair Guidelines**

### **Commitment to Quality**

Department work standards, performance metrics, feedback, and quality control processes. Integrating new processes and standards will allow the Authority to measure performance and gain better understanding of workforce productivity and efficiency. It will also allow for improved resource planning and budgeting. A transparent system integrated into the fleet maintenance information system will provide a better understanding of how the Authority can improve safety within work efforts.

- Establish work tasks list and supervisory assignments
- Establish goals and metrics to measure success and compliance
- Create supervisor stand-up meetings with employees
- Collect data on work tasks; establish and use standards to measure
- Provide feedback to employees and supervisors

Review and analyze data, including quality audits and adjust processes and

Continue workforce plan, resources and budget

Install RTS Articulated Lifts		ed Lifts		Bus Stop
Business Owner: Project Manager:	Director of Vehicle Maintenance Mark Ballerstein	Commitment to Quality	Business Owner: Project Manager:	Crystal Benjamin Rusty Korth
am Members: ch Kirtland rector of Vehicle laintenance Project Description:	The articulated bus fleet has recently increas maintenance and running repairs are perforr Occasionally articulated bus lifts are perform disruptive to garage operations as it requires The current lift set up doesn't provide the ca bus fleet. The purpose is to provide a new fix	ed from 10 to 27. Currently, preventive ned with an in-ground post lift. ed with six portable lifts, but it is very shutting down portions of the garage. pacity needed to maintain the articulated ted lift that will allow running repairs and	Team Members: Crystal Benjamin Ken Boasi Janet Wong Project Description:	Managing bus stop of advanced RGRT/ success and aides i of a centralized dat management by au
Milestones:	maintenance to be performed more efficient	ly.	Milestones:	use in maintenance change manageme and tracking of sto implementing BSM
	<ul> <li>Completion and review and of engir</li> <li>Procurement of equipment and inst.</li> <li>Equipment installation and testing</li> </ul>	neer's report allation services		1 <sup>ST</sup> QUARTER Finalize vend

## agement Software

## **Commitment to Quality**

hs, amenities, and stop ridership is critical to the success and initiatives. GPS based location is critical to CAD/AVL asurement of on-time performance. The implementation r bus stops will streamline the process of bus stop g data collection and data transfer into a master bus stop er (BSM) will provide an accurate inventory of amenities for sing, communication to customers, etc. Development of a ess will allow for better management of bus stop requests nents. In addition there are significant Title VI benefits to easing compliance.

ract

3<sup>RD</sup> QUARTER

4<sup>™</sup>QUARTER

Begin project work and assist vendor in Operational Review of RTS system and stops

Design and develop the system with the vendor

Employee training and system go-live

## **Employee Success**

While the vision for the Authority becomes tighter to face the realities of unpredictable public revenues, the strategy commitment to employee success remains constant. Employees are successful when they are productive in the most efficient and effective manner, and are motivated to help the organization excel and achieve its goals. Under this pillar it is important that a safe and secure environment be provided for employees and the necessary tools to be successful at what they do.

The tactics to be advanced under this strategy include the continuation of the wellness program, replacement of non-revenue vehicles to support Road Supervisors, and routine computer replacements.

Specific tactics and anticipated milestones to be advanced during 2011-12 to realize the strategic pillar of Employee Success are outlined on the following pages.

## **Professional Development Plan for Employees**

ess Owner:	Executive Management T
t Manager:	Debbie Griffith
<b>Members:</b> ve Management	
ship Team	
Project Description:	This tactic is to create profe professional development
Milestones:	
	<ul> <li>1<sup>ST</sup> QUARTER</li> <li>Define scope</li> <li>2<sup>ND</sup> QUARTER</li> <li>Procure consultant</li> <li>3<sup>RD</sup> QUARTER</li> <li>Professional Develor</li> <li>4<sup>TH</sup> QUARTER</li> <li>Professional Develor</li> </ul>

Busin

Proje

Team

Executi

Team

Leader

106

eam

## **Employee Success**

essional development opportunities for staff. "Lack of a formal program" was identified as a weakness in the SWOT analysis.

opment plan developed

opment plan reviewed and approved

	Wellness Pro	gram
Business Owner: Project Manager:	Debbie Griffith Debbie Griffith	Employee Success
Team Members: Wellness Program Administrator Project Description:	This tactic will align the Wellness Progra needs of Authority employees.	am with medical utilization and the wellness
Milestones:	1 <sup>s⊤</sup> QUARTER	
	<ul> <li>Conduct needs assessment</li> <li>2<sup>ND</sup> QUARTER</li> <li>Develop strategy and phases for</li> </ul>	or Wellness Program
	<ul> <li>3<sup>RD</sup> QUARTER</li> <li>Implement Phase I</li> <li>4<sup>TH</sup> QUARTER</li> <li>Assess and revise as pecessary.</li> </ul>	

## Revenue Vehicles

## Employee Success

e replacement plan assures the vehicles in the road ve pool and dedicated to staff remain safe and minimizes ct implements this year's vehicle replacement of one

ehicle

	Replace PCs and Lap	otops
Business Owner: Project Manager:	Miguel Velázquez Technical Support Administrator	Employee Success
<b>Team Members:</b> Technical Support Administrator		
Project Description:	The replacement of 20% of the total computer/ the normal replacement cycle. This tactic will r replacement schedule up to date.	/laptop assets are required to maintain replace 25% of the inventory, bringing the
Milestones:		
	<ul> <li>1<sup>ST</sup> QUARTER</li> <li>Specify and place order</li> <li>2<sup>ND</sup> QUARTER</li> <li>Receive order and tag inventory</li> <li>Set up machines</li> <li>3<sup>RD</sup> QUARTER</li> <li>Distribute</li> <li>Scrap and salvage</li> </ul>	



## Certification Letter

## **Financial Plan**

### Introduction

he Authority's Financial Plan consists of three elements:

- Operating Budget for Fiscal Year 2011-12
- Six Year Capital Improvement Plan covering fiscal years 2011-12 through 2016-17
- Multi-Year Budget Projection covering fiscal years 2011-12 through 2014-15

### **Fiscal Year 2011-12 Operating Budget**

The Authority is pleased to present a balanced Operating Budget for the 13th consecutive year. This accomplishment is significant given the severe fiscal problems at both the state and federal level that are preventing any consideration of growth in operating subsidies. It's achieved primarily by a proposed spending plan that, while constrained, also provides strategic investments

which RGRTA believes are necessary to strengthen the organization.

No appropriation of RGRTA assets in the form of working capital are required to balance the operating budget for fiscal year 2011-12. Total planned operating expenditures for fiscal year 2011-12 are \$78.3 million, representing a .2% reduction from last year's budget total. Total estimated revenues in support of operation also total \$78.3 million, representing an increase of less than 1% from the prior year.

Revenues which support the Authority's operations are derived from three main sources: fares and other local revenues that are self-generated; governmental subsidies provided by the Authority's seven member counties, New York State, and the federal government; and Mortgage Recording Tax receipts.

Gover Mortg Total R Expens Persor

Net Inc Approp Net Inc Net of internal charges, total locally generated revenues are estimated at \$29.8 million, representing an increase of approximately \$1.0 million or 3.5% compared to the prior year's budget. Estimated governmental subsidies total \$41.4 million, decreasing \$.20 million or .5%. The budget estimate for Mortgage Recording Tax receipts totals \$7.05 million, decreasing \$.25 million or 3.4% from last year's budget.

Net of internal charges, planned fiscal year 2011-12 operating expenses total \$78.3 million, which is .2% below the prior year. Within that total, personnel costs are \$58.3 million, increasing \$.8 million or 1.4%. Non-personnel costs are estimated at \$20.0 million, decreasing \$.9 million or 4.4% compared to last year's budget.

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

SUMMARY FISCAL YEAR 2010-11 & 2011-12 OPERATING BUDGET COMPARISON											
(\$ Millions) Revenues	2010-11 Operating Budget	2011-12 Operating Budget	Change	% Change							
Locally Generated	\$28.8	\$29.8	\$1.0	3.5%							
Governmental Subsidies	41.6	41.4	(0.2)	-0.5%							
Mortgage Recording Tax	7.3	7.1	(0.3)	-3.4%							
Total Revenues	77.7	78.3	0.6	0.7%							
Expenses											
Personnel	57.5	58.3	0.8	1.4%							
Non-Personnel	20.9	20.0	(0.9)	-4.4%							
Total Expenses	78.4	78.3	(0.1)	-0.2%							
Net Income (Deficit)	\$(0.7)	-	\$0.7	-100%							
Appropriated Working Capital	\$0.7	-	\$ <b>(0.7)</b>	-100%							
Net Income (Deficit)	-	-	-	0.0%							

A high level comparison of the proposed fiscal year 2011-12 Operating Budget to the prior year is shown in the chart above.

#### LIFT LINE PARATRANSIT RIDERSHIP

REVENUE COMPARISON									
(\$ Millions)	2010-11 Operating Budget	2011-12 Operating Budget	Change	% Change					
Customer Fares	\$11.7	\$11.5	\$(0.2)	-2.0%					
Special Transit Fares	14.9	15.9	1.1	7.2%					
Other Revenue	2.2	2.4	0.2	8.4%					
State Aid	31.4	31.2	(0.2)	-0.6%					
Federal Aid	6.5	6.5	(0.0)	-0.3%					
County Aid	3.7	3.7	0.0	0.0%					
Mortgage Recording Tax	7.3	7.1	(0.3)	-3.4%					
Total Revenue	\$77.7	\$78.3	\$0.6	0.7%					

ntinual n of the l Transit evenue over st years ical nt of thority's ssmodel nancial nability.

#### **Revenue Factors** amount represents **Locally Generated** Revenues

These include the categories of customer Locally generated fares, special transit fares, and other miscellaneous revenues, such as interest earnings and advertising fees. The Authority is pleased that all customer fare structures remain unchanged for fiscal 2011-12, including the reduction implemented in 2008. Since the local economy remains troubled by high unemployment, the affordability of public transit is a particularly important and valued benefit to the community.

As noted earlier the total budgeted estimate for locally generated revenues is \$29.8 million for fiscal year 2011-12. This

an increase of approximately \$1.0 million or 3.5% from last year's budget plan. revenues will support approximately 38% of total planned operating expenses for fiscal year 2011-12.

#### **Customer Fares**

Total budgeted customer fares for fiscal year 2011-12 are \$11.5 million, representing a slight reduction of \$.2 million or 2.0% from the prior year's budget. For the second consecutive year, this estimate contemplates essentially flat customer demand for RTS and the regionals combined with continuation of reduced demand for paratransit service, which experienced a 6% drop in during fiscal year 2010-11.





The Authority's Welfare to Work grant from New York State was reduced from \$2 million to \$400,000 during fiscal year 2010-11. Over the past ten years this program has enabled local county social service departments to apply grant funds for the purchase of fare media for income eligible persons. Due to the State's continuing fiscal problems, the 2011-12 budget assumes the complete elimination of this grant. Unfortunately, the loss of this grant puts a greater financial burden on member counties to provide transportation assistance for needy persons.

#### **Special Transit Fares**

that are established by the Authority with community companies. Management's and financial success.

**Special Transit Fares CUSTOMER & SPECIAL TRANSIT FARES** CustomerFares

2008-09 2009-10 2006-07 2007-08

Paratransit demand declined 6% during fiscal year 2010-11.

Special transit fares are derived from route subsidy agreements partners that benefit from public transit service. These partners include educational institutions, social service and non-profit agencies, as well as private sector emphasis on growing revenues from subsidy agreements over the past five years is a critical element of the Authority's business model

More than 50 route subsidy agreements are in now place.

The Authority plans to increase its business development staff for fiscal yar 2011-12, in order to further strengthen its ability to drive additional revenues by establishing more community partner relationships.

A total of \$15.9 million is planned for special transit fares in the fiscal year 2011-12 budget, representing an increase of \$1.1 million, or 7.2% over the prior year budget.

### More than 50 route subsidy agreements are in now place.



2011-12 2010-11 Budget Projection

115

#### **Governmental Subsidies**

#### **Federal Aid**

Federal aid planned in support of operations for fiscal year 2011-12 totals \$6.5 million, remaining flat from last year's budget.

The major components of federal aid are as follows:

Annual formula based grants under the Federal Transportation Administration's Section "5307" program: While these grants are designated for capital purposes, grant funds may also be used to support operating expenses for the preventive maintenance of assets acquired with federal funds, such as buses. The 2011-12 budget assumes flat levels of formula aid, as Congress has not authorized any change in the current level of funding. A total \$5.2 million of Section 5307 funds (federal share) is planned for the 2011-12 budget in support of preventive maintenance operating expenses. This amount includes approximately \$900,000 of reallocated unspent Section 5307 funds previously designated for capital purposes.

2007-08

2008-09

Job Access Reverse Commute (JARC) grant funds will decrease 7.7% to \$352,347.

- Operating assistance for the Authority's rural transit systems is provided through the federal Section "5311" program. This aid is expected to increase to \$484,600, representing an increase of 5.0% from the prior year.
- The Urban Planning Work Program (UPWP) provides federal assistance for planning purposes. A total of \$175,000 is estimated for the 2011-12 budget plan.

#### **State Aid**

State operating aid is comprised of an annual state budget allocation under the State Mass Transportation Operating Assistance program (STOA) and also mandatory state matching funds for federal aid used for preventive maintenance. STOA aid will remain flat for fiscal year 2011-12 at \$30.5 million.

Over the past decade the State's ability to provide STOA for public transit has become severely compromised due to the structural inadequacy of its primary supporting revenue stream, the Petroleum Business Tax (PBT).

The Legislature has consistently chosen to supplement STOA funding through General Fund appropriations which compete with other State needs.

The STOA funding dilemma becomes even more severe as the economic recession squeezes income tax revenues that support the General Fund.

STOA remains the single largest revenue source supporting operating expenses, representing 39% of all such revenues for fiscal year 2011-12, including mandatory state matching funds for federally funded preventive maintenance, total state aid planned for fiscal year 2011-12 is \$31.2 million, representing a decrease of \$.20 million from the prior year's budget plan.

#### **Member County Aid**

Each member county of the Authority is 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 to be contributed varies significantly based upon the level of services provided within each county. It is significant that the State Legislature has never authorized an increase in the level of transit support aid required of any Authority member county since the Authority was established in 1969. The total amount of County assistance received by the Authority from all member counties is \$3.7 million, representing slightly less than 5.0% of total revenues supporting

#### Mortgage Recording Tax (MRT)

transit operations.

The Mortgage Recording Tax is a state tax, the proceeds of which provide aid to local school districts, municipalities, and public transportation. Unless exempted by action of the local industrial development agency, all real estate mortgage recordings within each member county are, by state law, assessed a MRT

### ANN COU Mon Gene Living Orlea Sene Way Wyom TOTA

fee. For public transportation, this fee equals 25 basis points against the recorded mortgage principal amount. During fiscal year 2010-11, the negative impact of the economic recession on real property prices and sales levels were somewhat muted by the extension of the federal stimulus for home purchases through May 2010. A total of \$7.1 million is projected for fiscal year 2010-11.

The MRT 2011-12 budget estimate of \$7.05 million is based on the assumption that the slow economic recovery will continue and sustain the current level of receipts.

## \$33.00 \$27.50 \$22.00 \$16.50 \$11.00 \$5.50 \$00 2011-12

2009-10

#### **STOA:** NEW YORK STATE MASS TRANSPORTATION OPERATING ASSISTANCE [MILLIONS]

2002-03 2003-04 2004-05 2005-06 2006-07 2007-08 2008-09 2009-10 2010-11 2011-12



2010-11

Budget

UAL 18 B CONTRIBUTION								
AMOUNT (\$)								
\$3,524,051								
\$53,282								
\$35,024								
\$30,181								
\$24,964								
\$38,378								
\$20,120								
\$3,726,000								

The level of member County assistance has remained flat since the establishment of the Authority in 1969.



#### **MORTGAGE RECORDING TAX RECEIPTS [MILLIONS]**

During fiscal year 2010-11, the negative impact of the economic recession on real property prices and sales levels were somewhat muted by the extension of the federal stimulus for home purchases through May 2010.

#### **Expense Factors**

Developing the spending plan for fiscal year 2011-12 to realize Operating Plan objectives was quite challenging. The primary objective being to prudently allocate limited resources in a manner that sustains quality services for customers, while enabling management to strategically invest in strengthening the capabilities of the organization. Management believes that objective has been accomplished.

Total estimated operating expenses, net of internal charges, for fiscal year 2011-12 are \$78.3 million, representing a slight decrease of \$.15 million or .2% 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.





### Total estimated wages and

benefits for fiscal year 2011-12 are \$58.3 million, representing an increase of \$.8 million or 1.4% from the prior year budget. This amount includes approximately \$.8 million for the proposed creation of 15 new staff positions necessary to strengthen capabilities across various functional units of the Authority, including operations, finance, research & development, engineering, business development, and legal.

#### Wages

The total estimate of wages is \$35.9 million, representing an increase of \$1.2 million or 3.6% compared to the prior year's budget. Wage adjustments are planned for administrative personnel based on performance. The wage increases for employes covered by collectively bargaining agreements will be consistent with authorized agreements. Authorized positions total 832, including the proposed 15 new positions.

#### **Employee Benefits**

Employee benefits for fiscal year 2011-12 are estimated at \$22.4 million, representing a decrease of \$.5 million.

This decrease is driven by projected lower costs for both medical

#### **MEDICAL INSURANCE EXPENSE** Retiree Active Medicalinsurance for both active employees and retirees has grown 64% since 2005-06 and now represent nearly 14% of all operating 2008-09 2009-10 2006-07 2007-08 expenses.

#### **Personnel Expenses**

**Contracted Servi** Fuel Other Total Non-Personnel Total Expense

Wages

Benefits

**Total Personnel** 

insurance and worker compensation for which the combined budget total is \$12.3 million, compared to \$13.2 million for the prior year, a reduction of \$.9 million or 6.5%.

118

## PERSO (000's)

NNEL AND NON-PERSONNEL SUMMARY										
	Change from 2010-11	2011-12 Operating Budget	% Change							
	\$1,235	\$35,926	3.6%							
	(455)	22,396	-2.0%							
	\$781	58,323	1.4%							
ces	(276)	4,264	-6.1%							
	(236)	6,692	-3.4%							
	(417)	9,017	-4.4%							
	(930)	19,974	-4.4%							
	(149)	78,297	-0.2%							

All active employees now share in the cost of medical insurance, ranging from 5 – 10%, while all newly hired employees pay a 10% share. Newly retired union employees can no longer choose to enroll in highly expensive health plans. Effective April 1, 2011, medical insurance premiums for all noncollectively bargained employees will be experienced rated, instead of community rated, resulting in a savings of 15% for this group. In addition, for the first time, a high deductible health plan (HDHP) will be available as an option for noncollectively bargained employees. Coupled with an expanded Health

Reimbursement Account, significantly lower monthly premium costs, and financial incentives for participation in Wellness programs, the HDHP option will be attractive to many employees. Cumulatively, these changes lower the 2011-12 budgeted expense for medical insurance to \$10.5 million, saving \$.34 million compared to prior year's budget.

The continued success of the Authority's management of workers compensation claims has resulted in both a reduced frequency of claims and severity of claims expenses. During fiscal year 2011-12, a continued focus on wellness and new focus on safety in the work place should further constrain costs. The 2011-12 budgeted amount for workers compensation is \$1.8 million, representing a reduction of \$.5 million from the prior year budget.



#### **Non-Personnel Expenses**

Included in this category are fuel and lubricants; bus parts and shop supplies; contracted services; insurance premiums and liability claims; and other miscellaneous expenses. Total estimated cost for non-personnel expenses, net of internal charges, for fiscal year 2011-12 is \$20.0 million, representing a decrease of \$.9 million or 4.4% from the fiscal year 2010-11 budget. The adjacent table provides a detailed year-to-year comparison for each category.

NON-PERSONNEL SUMMARY										
(000)	2010-11 2011-12 Operating Operating Budget Budget		Change	% Change						
Fuel/Lubricants	\$6,928	\$6,692	\$(236)	-3.4%						
Contracted Services	4,541	4,264	(276)	-6.1%						
Bus Parts	3,137	2,899	(239)	-7.6%						
Other Materials/Supplies	1,343	1,323	(20)	-1.5%						
Depreciation	1,200	1,288	88	7.3%						
Casualty & Liability	1,334	1,262	(72)	-5.4%						
Miscellaneous	1,092	1,028	(65)	-5.9%						
Utilities	965	905	(60)	-6.2%						
Lease/Rental	362	313	(49)	-13.5%						
Total	\$20,904	\$19,974	\$(930)	-4.4%						



#### **Fuel and Lubricants**

Fuel and lubricant costs are estimated to total \$6.7 million for fiscal year 2011-12, falling \$.2 million or 3.4% from prior year's budget. Fixed price swap agreements covering 70% of fuel supply needs for all companies are in place to reduce price risk and expense through March 31, 2012. Spot market prices for the remaining portion of the Authority's supply needs are estimated to average \$2.73/gallon, based on an estimated average 11% increase in spot market prices during fiscal year 2011-12.

#### **Bus Parts and Other Materials** and Supplies

Bus parts and other materials and supplies expenses planned for fiscal year 2011-12 total \$4.2 million, representing a decrease of 5.8% from prior year's budget. Bus replacements which occurred during 2009 and 2010 have reduced the average age of the RTS fleet from 8.8 to 6.1 years, which, in turn, reduces expenses for parts and supplies.

#### **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 computer equipment; custodial and security services; parts supply management services; and, inter-company charges which are offset by inter-company transfers in the revenue budget. Total estimated fiscal year 2011-12 contracted services expenses are \$7.4 million, representing an increase of \$.6 million or 9.0% from the prior year. Excluding internal charges, contracted service expenses total \$4.3 million, which is a decrease of \$.3 million or 6.0% from the prior year.

#### 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 fiscal year 2011-12 is budgeted at \$1.3 million, representing an increase of 7.3% from the prior year. The increase is due to the acquisition of new buses and the conversion to beneficial use for major technology investments of the TIDE program.

#### **Miscellaneous Expenses**

Miscellaneous expenses during fiscal year 2011-12 are budgeted at \$1.0 million, a reduction of 5.9% from the prior year's budget. The miscellaneous category includes elements such as marketing; subscriptions; employee travel and training; taxes; and environmental remediation charges.

Fixedpriceswap agreements covering70% of fuelsupplyneeds forallcompanies are in place to reducepricerisk and expense throughMarch31 2012.



## **Six Year Capital Improvement Plan**

The Capital Improvement Plan (CIP) is an integral component of the Authority's Financial Plan which provides the mechanism to finance the Operating Plan, which, in turn, is a tactical expression of the Strategic Plan and Vision Statement.

The Capital Improvement Plan is a six year plan of proposed capital investments (FY 2011/12 - 2016/17), identifying estimated costs, funding sources, and schedules. Significant and continual investment in capital infrastructure will lead to improved efficiency, customer satisfaction and maintenance of critical fixed assets.

The process by which capital needs are identified and solutions are proposed is ongoing. It begins annually in September as Department Heads are asked to formally prepare capital funding requests for the forthcoming sixyear period. These requests must have a life expectancy of at least three years and a minimum cost of \$10,000.

Additional information required includes project budget estimates, technical information to assist in evaluation, anticipated milestones, and a justification for the proposed investment. An evaluation team comprised of representatives of the various business functions reviews and ranks all non-core capital project requests. Using structured evaluation criteria, each project is scored in terms of its criticality of repair, impacts of deferment, future operating cost impact and its ability to advance the Authority's strategic vision. A prioritized list of projects is then reviewed by the Executive Management Team for allocation of available funding.

### **General Overview**

The Plan is fiscally constrained within available funding over the six year period. It contains eighty-eight (88) projects totaling \$229.4 million against total estimated available funding of \$238.7 million. A balance of \$9.3 million of anticipated future funding is reserved to provide fiscal flexibility should it be necessary to supplement the Authority's operating expenses or to augment support for the various construction projects underway. Capital funds are also held in reserve to enable revenue fleet replacements scheduled to occur in out years beyond the scope of the six year plan.

In fiscal year 2009-10, the Authority was the beneficiary of a \$20.4 million allocation under the American Recovery and Reinvestment Act (ARRA). This stimulus funding has enabled and will continue to enable the Authority to advance many unfunded projects, such as bus replacements and major facility and site improvements. During fiscal year 2010-11, the Authority was awarded \$16.3 million of competitive grant funds through the Federal Transit Administrations State of Good Repair (SGR) program which will provide funding for a portion of the first phase and the entire second phase of improvements to the Authority's main campus.

Notwithstanding the boost provided by ARRA and SGR funding, there remains a long list of unfunded capital needs totaling \$15.1 million during the next six years. The process by which management allocates the limited capital resources ties directly to the Authority's mission of providing safe, reliable transportation services and to the strategic pillars in support of that mission. In order to execute that mission the Authority must remain committed to replacing its bus fleet (rolling stock) on a consistent and timely basis. All planned bus purchases included in the Plan are fully funded.

In addition to its core projects such as replacement of buses and preventive maintenance; the Authority will conclude the Technologies Initiatives for Driving Excellence (TIDE) project that has spanned the last four years; continue efforts to develop a transit station as part of the University of Rochester's proposed College Town private mixed use project to be located adjacent to the Strong Memorial Hospital complex; and, advance the construction phase for the RTS Transit Center on Mortimer Street downtown and the facility and site improvements planned for the campus at 1372 East Main Street.

During the first year of the plan fiscal year 2011-12 (including 2010-11 carryover), a total of 49 projects are planned with an estimated cost in that year of \$81.8 million.

#### **2011-12 CAPITAL EXPENSES BY PROJECT TYPE**

Project Type	Numberof Projects	(S Millions)
Rolling Stock	10	\$14.6
Non Revenue Vehicles	1	\$0.04
Facilities	13	\$47.4
Equipment	5	\$0.3
Transportation Technologies	6	\$12.3
Preventive Maintenance	1	\$6.5
Other	13	\$0.7
TOTAL	49	\$81.8

Usingstructuredevaluationcriteria, each project is scored interms ofitscriticalityofrepair, impacts of deferment, future operating cost impactanditsabilitytoadvancetheAuthority'sstrategicvision.

#### 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 is 80% federal, 10% state, and 10% local. An exception to this is the American **Recovery and Reinvestment Act** (ARRA) which provides 100% federal funding. On a somewhat sporadic basis, the New York State Department of Transportation also provides 100% capital grants drawing from a dedicated trust fund for transportation capital purposes. The Authority's local capital contributions are funded from its Capital Reserve Fund that is supported by annual transfers from working capital in an amount equal to local depreciation expenses.

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

- Federal Section 5307 formula assistance is assumed to be flat throughout the entire six years of the Plan.
- Congestion Mitigation and Air **Quality Improvement Program** (CMAQ) funds are allocated to the greater Rochester area for transportation improvement projects that will improve air guality standards. This Plan assumes the continuation of all CMAQ funds currently allocated to the Authority in the region's Transportation Improvement Program (TIP).

Bus and Bus Facilities Section 5309 federal discretionary aid provides funding for new and replacement buses, related equipment, and facilities. Beyond the amounts currently secured, \$6.3 million will be needed for the potential development of one or more suburban transit station(s) in fiscal year 2015-16 that may be an outgrowth of the feasibility study now under way.

FHWA & STP/FLEX grants, which are federal highway funds flexed for transportation use, have not been assumed beyond those funds now committed to the RTS Transit Center.

stimulus funds.

Other \$3.2 NYS Ormitory Authority \$6.0 SDF \$1.6

ARRA funds (\$7.7 million) included in this plan are the remainder of the Authority's allocation of federal economic

- All rural transportation capital needs are assumed to be fully funded by the federal Section 5311 non-urbanized area formula program.
- Allocations from the New York State Dedicated Trust Fund for fiscal years 2011-12 and 2012-13 are assumed to be zero (\$0) and \$250,000 each year for fiscal years 2013-14 through 2016-17.
- Other funds planned include a grant from the NYS Dormitory Authority; Department of Homeland Security; and allocations from the RGRTA capital reserve fund.



It should be noted that Federal grants from the Section 5307 formula grant program represent the primary revenue stream supporting the Six Year Capital Improvement Plan, providing nearly 50% of total funding. Congress has yet to approve legislation establishing long term spending authorizations for this program. A series of continuing resolutions have sustained funding at current levels through March 4, 2011. Therefore, for future planning the Authority has assumed that formula 5307 aid throughout the plan will remain flat at fiscal year 2010 levels.

#### Use of Funds by Object of Expense

All capital projects contained within this six year Capital Improvement Plan can be classified among the following categories: Preventive Maintenance, Rolling Stock, Non-Revenue Vehicles, Facilities, Transportation Technologies, Equipment and Other.

#### **Preventive Maintenance**

Traditionally, the Authority allocates 36% of its annual Section 5307 formula grant for the Preventive Maintenance (PM) of capital assets. Although technically considered a "capital" expense by federal regulations, PM essentially functions as a subsidy for operating expenses. To help offset the reduction of state operating assistance for the 2011-12 fiscal year, this plan includes a one time \$1.1 million increase of the PM federal subsidy. Total PM over the six years of the capital plan is \$32.9 million.



#### **Rolling Stock**

RGRTA recognizes that timely replacement of its revenue fleet is an integral part of maintaining long-term financial stability and providing excellence in customer service. A total of \$85.0 million is planned for the upcoming six year period, inclusive of buses currently under order, for a total of 375 vehicles to be replaced. The Authority projects to have the ability over the entire six year CIP to fund 100 % of all scheduled bus replacements. The Authority will carry forward significant financial resources from year to year as needed to fund the uneven replacement schedule of the fleet.

The non-revenue fleet includes a variety of trucks, automobiles, and specialty vehicles that support transportation operations and maintenance. This fleet ensures safe and reliable support service to employees and customers. The Authority has programmed approximately \$730,000 in the Capital Improvement Plan for the replacement of 17 non-revenue vehicles. The Authority has classified the non-revenue vehicle replacements to be core (mission critical) capital costs and has been able to catch up on replacement of these units with the use of ARRA funds this past fiscal year.

**Non-Revenue Vehicles** 

RGRTArecognizes that timely replacement of its revenue fleet is an integral part of maintaining long-term financial stability and providing excellence in customer service.

#### **Facilities**

The Authority remains committed to improving the quality of transportation service in the community and the quality of the transportation experience for customers through the development of a downtown transit station and suburban transit stations at strategic locations.

#### RTS Transit Center

During fiscal year 2010-11, the Authority secured FTA approval to proceed with a modified Renaissance Square project consisting of a stand alone Transit





Center to be located on Mortimer Street in downtown Rochester. In June 2010, the Rochester City Council approved legislation authorizing the

- partial abandonment of Mortimer Street and the
   acquisition of various adjacent private properties. In
   August 2010, the Board of Commissioners authorized
   management to proceed with the completion of
   planning; and in November 2010, authorization for
   project financing was approved. Construction is
   scheduled to begin in the Fall of 2011 with opening
- A scheduled to begin in the Fall of 2011 with opening planned for the Fall of 2013.

Renderings of the RTS Transit Center by The Associates.

#### College Town Transit Station & Suburban Transit Station Feasibility Study

The University of Rochester recently announced selection of a private development firm which shares its vision for College Town, a proposed mixed use project to be located on approximately 16 acres of land owned by the University and located adjacent to the Strong Memorial Hospital complex. The vision for College Town is a community oriented, mixed-use development containing retail, residential, office, recreational uses with structured parking, and a transit station to serve both the future customers and residents of College Town and the many thousands of people who now travel to this second most active destination in the RTS system for employment and health services on a daily basis.

College Town represents a major economic development project for the community with a concept plan that calls for total development of approximately 300,000 square feet at an estimated cost between \$75 and \$100 million. Approximately \$8.3 million of federal transit funds have been identified for the Authority's participation in this project. During fiscal year 2011-12, the Authority will be working together with the University and the private developer to refine and solidify plans; prepare and execute formal development agreements; and, secure federal grant approvals for the transit aspects of the project. A grand opening for the project is slated for September 2013.

The Authority will also undertake a feasibility study for the establishment of suburban transit stations. The study will include an analysis of the performance and effectiveness of the existing Park-N-Ride route structure and the consideration of alternative concepts and strategies (such as express routes) for serving suburban locations. In addition, a feasibility analysis will consider the financial practicality for development of mixed-use satellite transit centers that include complementary retail and services for transit customers (i.e. daycare centers, convenience stores) and development partners (housing, retail, commercial). Should the feasibility study provide positive recommendations a preliminary amount of \$6.3 million is contained in the Plan for potential future development of such facilities.

#### CityGate

On December 14, 2010 the Rochester City Council approved Planning Development District # 11 or CityGate. This approval allows the Developer to submit plans to the City for site assembly and demolition of buildings on the 43 acre city portion of the site. The CityGate project will allow for 503,000 sq ft. of retail/commercial space, 1,035 residential units and two hotels. The site located at the former Iola Complex bordered by Westfall Road, East Henrietta Road and Interstate 390, is made up of approximately 44 acres in the City and 21 acres in the Town of Brighton. The first three phases are in the City of Rochester. Envisioned as a major activity center and trip generator with high-density urban characteristics, the Park-N-Ride concept could be expanded to this location. During fiscal year 2011-12, the Authority, will work with the developer to define a project scope for the transit element of the project and identify a mechanism that will enable New York State grant funds of \$6 million to be invested in the project for the benefit of public transit. The developer is working on concept plans for the first phase of the development and will present a site plan for the proposed transit component to the Authority.



# Throughadesign/buildapproachtheAuthority will save both time and money.

## RTS Campus & Site Improvements

Another significant investment will occur at the RTS campus located at 1372 East Main Street which was constructed in 1974. Despite significant changes over the more than 35 years to RTS's operational, service, and administrative requirements much of the 16.5 acre campus structures remain little changed since its construction. The RTS campus and facilities need upgrades to improve safety, security, and efficiency for its bus services and operations.

The campus improvement project will address the above needs by constructing additions to the Administration Building, a new warehouse building to store large parts and equipment, a new nonrevenue vehicle storage building, a new quick clean bus shelter, and reconfigure parking and undertake other miscellaneous site improvements such as lighting, access control, and fencing. The project budget is \$26.5 million and will be constructed in two phases. Phase I is estimated at \$12.8 million and will be accomplished largely through the use of ARRA and formula transit funds. The budget for Phase II is \$13.7 million and has been made possible by the State of Good Repair (SGR) discretionary grant awarded by the FTA. Phase I will focus on the Administration Building and Phase II will address the Operations Buildings needs.

Phase I began in October of 2010 with the award of the first designbuild contract in the Authority's history. Through this approach the Authority will save both time and money. Phase I has progressed through preliminary and final design and construction will begin in April, 2011. It is estimated that construction will be complete by October of 2012.

Phase II began in December 2010 with the award of an engineering contract to further define project scopes; prepare project budget



estimates; and a prioritized recommended scope within the available financial resources. It is anticipated that the Authority will duplicate the Phase I model and advance a design-build approach. Upon the award of a design-build contract it is estimated that the project will take 18 months to complete.

#### **Other**

In addition to these improvements for the Regional Transit Service customers and employees the Authority will invest in both the Wayne and Wyoming County properties with the construction of two bus barns to house a combined fleet of 54 buses.

A total of \$96.2 million is estimated be invested in facilities through fiscal year 2016-17.

#### **Transportation Technologies**

Technology Initiatives Driving Excellence (TIDE) is the Authority's major technology investment project that is now in its fourth year of implementation. With a total planned capital investment of \$25 million, TIDE is the largest single technology project undertaken by the Authority since its establishment in 1969.

Fiscal year 2010-11 was a successful year for the TIDE project. Building upon the implementation of a new RTS fixed end radio system and Computer Aided Dispatch that completed in 2009-10, fleet installations occurred on 228 RTS buses. These on-board installations included Automatic Vehicle Location, Automatic Passenger Counters, and Automatic Voice Annunciation. Similarly a portion of the Automated Traveler Information System (ATIS) was advanced with the deployment of 13 ATIS signs in the Rochester area. During the early part of 2011-12 real time web and email/text notifications will go-live to accompany the ATIS experience.

In addition to the customer facing technology advances the Authority has made significant progress in the installation of a fleet maintenance information system. This leap in technology will provide real time information regarding the maintenance of our revenue fleet and allow for the establishment of repair standards to drive efficiency and reduce fleet maintenance expenses.

Fiscal year 2011-12 is an ambitious year as well with the commencement of a Fare Collection upgrade and Fare Box replacement for the existing 20 year old system. This will result in increased reliability and lowered operating and maintenance costs along with advanced financial controls and reporting capabilities. Additionally LATS (Livingston Area Transportation Service) will see a new CAD/AVL system that integrates with RTS' system and provides ATIS capability to customers in Livingston County.

This ambitious and exciting program is the result of thousands of hours of work, and will positively affect each and every customer and employee for years to come, providing a technology foundation for the next decade of customer satisfaction, customer reach, and operational excellence.

In addition to the TIDE project the Authority is advancing a number of investments that will generate a positive return.

The Blockbuster fixed route run cutting software product will provide the Transportation Services department with the latest technology to maximize the efficiency of customer service schedules. This product will allow multiple users at one time; the ability of multiple scenarios and a dollar approach to balance effectiveness of the best product at least cost. This project has the potential of a substantial shortterm return on investment.

In the area of information technology back office support the Authority will invest in a server virtualization project that has an estimated 14 month payback. The technology available in this product will create a virtualized server environment and will allow the Authority to reduce the number of physical servers by 90%. Additional benefits include improved disaster recovery options and business continuity; simplified server infrastructure security:

## TIDE is the largest single technologyprojectundertaken by the Authority since its establishment in 1969.

reduced space and cooling costs; and more efficient utilization of staff.

Lastly an investment will be made in the area of safety and security with the replacement of the workers compensation and auto claims management software and an upgrade of the video retention period on a portion of the RTS bus fleet.

A total of \$12.3 million is committed over the six year schedule for public transportation technologies.

#### Equipment

This classification contains assets necessary to maintain or increase operational efficiencies, such as routine computer replacement and maintenance facility equipment. The Authority will fund \$800,000 in equipment needs over the six year period. Due to fiscal constraints many identified equipment needs are not included in the Plan.

#### Other

Miscellaneous smaller capital projects in the Plan are primarily focused on transit enhancements for the public. Such projects include the installation of bus stop signs for both BBS and WATS and bus shelters for the regional companies. The total investment in miscellaneous projects is \$1.4 million.

2011-12 CAPITAL IMPROVEMENT PLAN															
		EXPENSE													
Project	Co.	2010/11 Carryover	2011/12	Total Expense	Section 5307	Section 5311	Section 5309	ARRA	CMAQ	FHWA	STP/FLEX	NYSDA	SDF	OTHER	Total Funding
Replace Transit Buses (21)	RTS	\$8,036,283		\$8,036,283	\$3,282,244	\$-	\$-	\$3,412,844	\$1,341,195	\$-	\$-	\$-	\$-	\$-	\$8,036,28
Replace Transit Buses (4)	RTS	\$1,662,234		\$1,662,234	\$1,662,234	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$1,662,23
RTS Site Improvements Phase I	RTS	\$9,637,934	\$2,600,000	\$12,237,934	\$6,005,877	\$-	\$2,600,000	\$3,543,775	\$-	\$-	\$-	\$-	\$88,281	\$-	\$12,237,93
RTSCampusSecurityImprovements	RTS	\$620,438		\$620,438	\$49,091	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$27,207	\$544,140	\$620,43
WATS Bus Storage Facility	WATS	\$553,422		\$553,422	\$-	\$553,422	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$553,42
WYTS Bus Storage Facility	WYTS	\$348,822		\$348,822	\$-	\$348,822	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$348,82
Lift Replacement Remediation	RTS	\$250,000		\$250,000	\$250,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$250,00
Procure Platform lifts for Artics	RTS	\$210,000		\$210,000	\$210,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$210,00
UREAStorage&DispensingSystem	RTS	\$184,677		\$184,677	\$-	\$-	\$-	\$184,677	\$-	\$-	\$-	\$-	\$-	\$-	\$184,67
RadioControlRoomRedesign/Remodel	RTS	\$168,065		\$168,065	\$168,065	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$168,06
SprinklerRepairsOperationsBuildingB&C	RTS	\$60,000		\$60,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$60,000	\$-	\$60,000
BBS Office Improvements	BBS	\$19,000		\$19.000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$19.000	\$19.000
Procure/InstallTirechangingeguipment	RTS	\$12,000		\$12,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$12,000	\$-	\$12,000
Body Shop Shear	RTS	\$43.700		\$43.700	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$43,700	\$-	\$43,700
Trapeze Blockbuster	RTS	\$170.000		\$170.000	\$170.000	\$-	\$-	\$-	÷-	\$-	÷-	\$-	\$-	÷-	\$170.00
HumanResourceInformationSystem	RTS	\$64.483		\$64,483	\$-	\$-	\$-	÷ s-	\$-	\$-	\$-	\$-	\$64,483	\$-	\$64,483
VOIDETSTalaphonoSystemPoplacomont	DTC	\$59,637		\$59,627	÷	÷ c	÷ د	* ¢	÷ c	÷ ¢	č	÷ ¢	\$59,627	ć	\$59,637
Bus Shelter Replacement (4)		\$58,027		\$58,027	ې- د_	ې۔ د.	ې- د_	\$58.000	پ۔ د	ې- د.	پ۔ د	ې۔ د.	\$38,027	ې- د.	\$58,027
Bus Shelter Replacement (2)	WATS	\$29,000		\$29,000	\$- \$-	ې۔ د.	ф. с.	\$29,000	ې۔ د.	\$- \$-	\$- \$-	ې۔ د_	ې- د_	ې- د_	\$29,000
Pur Shelter Penlacement (2)	DDC	\$29,000		\$27,000	¢.	÷-	¢.	\$25,000	÷-	÷-	÷-	ې۔ د	ې- د	ې۔ د	\$27,000
Bus Shelter Penlacement (3)	CTC	\$27,000		\$27,000	ې- د	ې- د	ې- د	\$27,000	ş- с	ې- د	ې- د	ې- د	ې- د	ې- د	\$27,000
Bus Shelter Replacement (2)	313 WVTC	\$18,000		\$18,000	ې- د	ې- د	ې- د	\$18,000	\$- ¢	ې- د	\$- ¢	ې- د	ې- د	\$- ¢	\$18,000
Bus Sheller Replacement (2)	WITS	\$18,000		\$10,000	ې- د	ې- د ۱۵ ۵۵۵	- ¢	\$18,000	\$- ¢	ې- د	\$- ¢	ې- د	ې- د	\$- ¢	\$18,000
Bus Stop Signs	WAIS	\$18,000		\$18,000	\$- ¢	\$18,000	\$- ¢	\$- ¢	\$- ¢	۶- د	\$- ¢	ې- د	\$- ¢	\$- ¢	\$18,000
Bus Stop Signs	BBS	\$9,000	¢2,125,000	\$9,000	\$-	\$9,000	>-	\$- ¢	\$- ¢	ې- در 220 400	ې- د 125,000	\$- ¢	\$- ¢	\$- ¢	\$9,000
	DTC	\$22,024,190	\$5,125,000	\$25,149,190	\$2,061,654	ې- د	\$15,011,000	ş- د	\$- ¢	\$0,530,490	\$3,123,000	<u>ې-</u>	ې- د	\$- ¢	\$25,149,15
College lown	RIS	\$1,000,000	\$625,000	\$1,625,000	\$-	\$-	\$1,625,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$1,625,00
TIDE*	RTS	\$5,455,333	\$5,352,030	\$10,807,363	\$158,021	Ş-	\$875,000	Ş-	\$9,774,342	Ş-	Ş-	Ş-	Ş-	Ş-	\$10,807,36
Upgrade/Replace PCs & Laptops	RTS	\$43,062	\$50,000	\$93,062	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$93,062	\$93,062
TransitEnhancement(1%ofallocation)	RTS	\$131,505	\$145,852	\$277,357	\$277,357	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$277,35
Preventive Maintenance	RTS/LL		\$6,465,347	\$6,465,347	\$6,465,347	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$6,465,34
ReplaceTransit/ArticulatedBusesw/used	RTS		\$920,000	\$920,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$920,000	\$920,000
Replace Paratransit Buses (6)	LL		\$456,000	\$456,000	\$456,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$456,00
Replace Regional Buses (8)	BBS		\$558,213	\$558,213	\$-	\$558,213	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$558,21
Replace Regional Buses (7)	LATS		\$625,193	\$625,193	\$-	\$625,193	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$625,19
Replace Regional Buses (3)	OTS		\$209,330	\$209,330	\$-	\$209,330	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$209,33
Replace Regional Buses (1)	STS		\$69,777	\$69,777	\$-	\$69,777	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$69,777
Replace Regional Buses (14)	WATS		\$1,113,629	\$1,113,629	\$-	\$1,113,629	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$1,113,6
Replace Regional Buses (14)	WYTS		\$976,872	\$976,872	\$-	\$976,872	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$976,87
Replace Non Revenue Vehicle (1)	RTS		\$38,002	\$38,002	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$38,002	\$38,002
CityGate	RTS		\$6,000,000	\$6,000,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$6,000,000	\$-	\$-	\$6,000,0
Replace Portable Bus Lifts	RTS		\$180,000	\$180,000	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$</b> -	<b>\$</b> -	\$180,000	<b>\$</b> -	\$180,00
FuelManagementSystemforRTS&LL	RTS-LL		\$691,700	\$691,700	\$691,700	\$-	\$-	\$-	<b>\$</b> -	\$-	\$-	<b>\$</b> -	\$-	\$-	\$691,70
Dart Replacement	RTS		\$310,000	\$310,000	\$310,000	<b>\$</b> -	\$-	\$-	<b>\$</b> -	\$-	<b>\$</b> -	<b>\$</b> -	\$-	\$-	\$310,00
Server Virtualization	RTS		\$205,000	\$205,000	\$205,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$205,00
On-BoardVideoSystemReplacement(30)	RTS		\$109,000	\$109,000	\$109,000	\$-	ş-	ş.	<b>\$</b> -	\$-	\$-	<b>\$</b> -	\$-	<b>\$</b> -	\$109,00
BBS Radio Replacement	BBS		\$36.750	\$36.750	\$-	\$36.750	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$36,750
WATS Radio Replacement	WATS		\$43.763	\$43.763	ş-	\$43.763	\$-	ş-	ş-	÷-	ş-	ş-	ş-	- \$-	\$43.763
WYTS Radio Replacement	WYTS		\$37,388	\$37,388	ş-	\$37,388	\$-	\$-	ş-	ş-	ş-	ş-	ş-	- \$-	\$37 388
		¢50 020 791	\$20.042.946	\$81 874 678	\$22 551 770	\$4 600 150	\$18 711 866	\$7 291 297	\$11 115 527	\$6 330 496	\$3 125 000	\$6,000,000	\$534.798	\$1 614 204	\$81 874 67

\*Includes RTS & LL CAD/AVL, Fare Collection, Operations/Yard Management System, Advanced Travel Information System (ATIS), Automatic Passenger Counters, Real Time Video, Fleet Maintenance Information System, and LATS CAD/AVL & ATIS.

	2011-1	2 - 201	6/17 C	APITAL IN	<b>MPROVE</b>	MENT PL	AN		
Project	Company	2010/11 Carryover	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Total
Preventive Maintenance	RTS/LL		\$6,465,347	\$5,447,055	\$5,250,674	\$5,250,674	\$5,250,674	\$5,250,674	\$32,915,100
TOTAL PREVENTIVE MAINTENANCE		\$-	\$6,465,347	\$5,447,055	\$5,250,674	\$5,250,674	\$5,250,674	\$5,250,674	\$32,915,100
Replace Transit Buses (21)	RTS	\$8,036,283							\$8,036,283
Replace Transit Buses (4)	RTS	\$1,662,234							\$1,662,234
ReplaceTransit/ArticulatedBusesw/used(8Transit; 2 Articulated)	RTS		\$920,000						\$920,000
Replace Transit Buses (33)	RTS			\$14,674,906					\$14,674,906
Replace Articulated Buses (10)	RTS			\$7,471,968					\$7,471,968
Replace Transit Buses (19)	RTS				\$8,702,770				\$8,702,770
Replace Transit Buses (20)	RTS					\$9,480,835			\$9,480,835
Replace Used Articulated Buses (5)	RTS						\$505,000		\$505,000
Replace Transit Buses (30)	RTS							\$15,326,783	\$15,326,783
Replace Used Transit Buses (10)	RTS							\$915,000	\$915,000
Replace Paratransit Buses (6)	LL		\$456,000						\$456,000
Replace Paratransit Buses (18)	LL			\$1,308,000					\$1,308,000
Replace Paratransit Buses (18)	LL				\$1,354,000				\$1,354,000
Replace Paratransit Buses (6)	LL					\$467,000			\$467,000
Replace Paratransit Buses (6)	LL						\$484,000		\$484,000
Replace Paratransit Buses (12)	LL							\$1,001,000	\$1,001,000
Replace Regional Buses (8)	BBS		\$558,213						\$558,213
Replace Regional Buses (5)	BBS					\$386,813			\$386,813
Replace Regional Buses (8)	BBS							\$662,982	\$662,982
Replace Regional Buses (7)	LATS		\$625,193						\$625,193
Replace Regional Buses (6)	LATS			\$716,399					\$716,399
Replace Regional Buses (2)	LATS				\$149,493				\$149,493
Replace Regional Buses (7)	LATS					\$541,538			\$541,538
Replace Regional Buses (7)	LATS				İ			\$742,533	\$742,533
Replace Regional Buses (3)	OTS		\$209,330						\$209,330
Replace Regional Buses (5)	OTS					\$386.813			\$386.813
Replace Regional Buses (2)	OTS					\$300,013	\$264 761		\$264 761
Replace Regional Buses (3)	OTS						4201,701	\$248.618	\$248.618
Replace Regional Buses (3)	STS		\$69 777					\$2 10/010	\$69 777
Replace Regional Buses (1)	STS		<i>409,111</i>	\$119.400					\$119,000
Replace Regional Buses (7)	STS			\$115,400		\$541 538			\$541 538
Renlace Regional Ruses (1)	STS					231,330	\$132.281		\$132.281
Renlace Regional Ruses (1)	STS						106,2616	\$87.873	\$82.873
Replace Regional Ruses (1/	WATS		\$1 113 670					402,07J	\$1 113 670
Poplace Pogional Purces (1)	WATS		¥1,113,029	L	\$74.74C				¢74 744
Poplace Regional Ruses (1)	WATS				\$74,740	¢619.000			\$/4,/40
Replace Regional Buses (8)	WATS					2018,900	\$264.741		\$264.761
Replace Regional Buses (2)	WATS						ə∠04,/61	¢011.000	\$204,701
Replace Regions! Porces (14)	WATS		£076 070					000,116¢	\$911,000
nepiace regional Buses (14)	WTIS		¢۶۶/6,8/2						\$9/6,8/2
Replace Regional Buses (2)	WYTS				\$149,493				\$149,493
Replace Regional Buses (7)	WYTS					\$541,538			\$541,538
Replace Regional Buses (14)	WYTS							\$1,160,218	\$1,160,218
TOTAL ROLLING STOCK		\$9,698,517	\$4,929,014	\$24,290,673	\$10,430,502	\$12,9 <mark>64,975</mark>	\$1,650,903	\$21,051,607	\$85,016,191
Replace Non Revenue Vehicle (1)	RTS		\$38,002	ļ			ļ		\$38,002
Replace Non Revenue Vehicle (2)	RTS			\$78,761					\$78,761
Replace Non Revenue Vehicle (3)	RTS				\$122,483				\$122,483
Replace Non Revenue Vehicle (1)	RTS					\$42,347			\$42,347

	2011-	12 - 201	6/17 C	APITAL I	MPROVE	MENT PL	AN		
Replace Non Revenue Vehicle (3)	RTS						\$131,827		\$131,827
Replace Non Revenue Vehicle (7)	RTS							\$316,974	\$316,974
TOTAL NON REVENUE VEHICLES		\$-	\$38,002	\$78,761	\$122,483	\$42,347	\$131,827	\$316,974	\$730,394
				, .					
RTS Transit Center	RTS	\$22,024,196	\$3,125,000	\$9,375,000	\$12,790,000				\$47,314,196
College Town	RTS	\$1,000,000	\$625,000		\$1,875,000	\$4,847,150			\$8,347,150
RTS Site Improvements Phase I	RTS	\$9,637,934	\$2,600,000						\$12,237,934
RTS Campus Security Improvements	RTS	\$620,438							\$620,438
Radio Control Room Redesign/Remodel	RTS	\$168,065							\$168,065
UREA Storage & Dispensing System	RTS	\$184,677							\$184,677
Procure Platform lifts for Artics	RTS	\$210,000							\$210,000
Sprinkler Repairs Operations Building B&C	RTS	\$20,000							\$20,000
Lift Replacement Remediation	RTS	\$250,000							\$250,000
ConstructbarnatWayneCountyHighwayFacility	WATS	\$553,422							\$553,422
ConstructbarnatWyomingCountyHighwayFacility	WYTS	\$348,822							\$348,822
BBS Office Improvements	BBS	\$19,000							\$19,000
Citygate	RTS		\$6,000,000						\$6,000,000
RTS Site Improvements Phase II	RTS			\$13,655,000					\$13,655,000
Suburban Transit Stations	RTS						\$6,250,000		\$6,250,000
TOTAL FACILITIES		\$35,036,554	\$12,350,000	\$23,030,000	\$14,665,000	\$4,847,150	\$6,250,000	\$-	\$96,178,704
ProcureandInstallTirechangingequipment	RTS	\$12,000							\$12,000
Body Shop Shear	RTS	\$43,700							\$43,700
Upgrade/Replace PCs & Laptops	RTS	\$43,062	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$343,062
Replace Portable Bus Lifts	RTS		\$180,000						\$180,000
Server and Network Devices Upgrades	RTS			\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
TOTAL EQUIPMENT		\$98,762	\$230,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$828,762
Trapeze Blockbuster	RTS	\$170,000							\$170,000
TechnologyInitiativesforDrivingExcellence*	RTS	\$5,455,333	\$5,352,030						\$10,807,363
On-BoardVideoSystemReplacement(30units)	RTS		\$109,000						\$109,000
Fuel Management System for RTS & LL	RTS/LL		\$691,700						\$691,700
Server Virtulization	RTS		\$205,000						\$205,000
Dart Replacement	RTS		\$310,000						\$310,000
TOTAL TRANSPORTATION TECHNOLOGIES		\$5,625,333	\$6,667,730	\$-	\$-	\$-	\$-	\$-	\$12,293,063
Transit Enhancement (1% of allocation)	RTS	\$131,505	\$145,852	\$145,852	\$145,852	\$145,852	\$145,852	\$145,852	\$1,006,617
Human Resource Information System	RTS	\$64,483							\$64,483
VOIP RTS Telephone System Replacement	RTS	\$58,627							\$58,627
Bus Shelter Replacement (3)	BBS	\$27,000							\$27,000
Bus Shelter Replacement (4)	LATS	\$58,000							\$58,000
Bus Shelter Replacement (2)	STS	\$18,000							\$18,000
Bus Shelter Replacement (2)	WATS	\$29,000							\$29,000
Bus Shelter Replacement (2)	WYTS	\$18,000							\$18,000
Bus Stop Signs	WATS	\$18,000							\$18,000
Bus Stop Signs	BBS	\$9,000							\$9,000
BBS Radio Replacement	BBS		\$36,750						\$36,750
WATS Radio Replacement	WATS		\$43,763						\$43,763
WYTS Radio Replacement	WYTS		\$37,388						\$37,388
TOTAL OTHER		\$431,615	\$263,753	\$145,852	\$145,852	\$145,852	\$145,852	\$145,852	\$1,424,628
GRAND TOTAL		\$50,890,781	\$30,943,846	\$53,092,341	\$30,714,511	\$23,350,998	\$13,529,256	\$26,865,107	\$229,386,842

\*Includes RTS & LL CAD/AVL, Fare Collection, Operations/Yard Management System, Advanced Travel Information System (ATIS), Automatic Passenger Counters, Real Time Video, Fleet Maintenance Information System, and LATS CAD/AVL & ATIS.

#### **Operating Budget Impact**

All capital projects contained within this six year Capital Improvement Plan can be classified among the following categories: Preventive Maintenance, Rolling Stock, Non-Revenue Vehicles, Facilities, Transportation Technologies, Equipment and Other.

#### **Vehicle Replacements**

The Authority's commitment to regular replacement of its revenue fleet help to keep operating costs stable and maintain the reliability and quality of customer service. New buses require fewer parts and burn fuel more efficiently than older buses. For example, new buses consume approximately 12% less fuel per mile than a bus at the end of its useful life of 12 years. Assuming that labor costs savings are equal to that of the parts savings, the continued modernization of the fleet results in savings of \$30,000 per bus in the first year of operation.

#### **RTS Campus Improvements**

The phase I and II facility and site improvements to the RTS campus will improve safety, security, and efficiency for its bus services and operations. Phase I design is currently underway and construction is estimated to conclude in October of 2012; Phase II will overlap with Phase I construction and is estimated to span 18 months.

The renovation work included in Phase I will result in an estimated \$7,500 in annual energy savings. The renovation work entails window replacements, additional insulation, lighting improvements and increased motor efficiencies. It's estimated that the 35,000 square foot addition to the Administration Building will increase annual operating costs by approximately \$85,000. The scope of Phase II is currently being hardened and will focus largely on the operations and maintenance facilities. In December 2010 the Authority's Board of Commissioners approved an engineering task order to prepare an evaluation of alternative concepts; project budget estimates for the alternatives; and a prioritized recommended scope within the available financial resources. In addition the engineering firm's data will allow Authority staff to develop operating cost estimates.

#### **College Town and Suburban Transit Stations** College Town

Incremental annual operating expenses for a transit station at College Town will primarily consist of facility maintenance and operation costs, because RTS already provides significant bus service to Strong Memorial Hospital and related facilities. It is anticipated that revenue streams generated from retail uses located in or nearby the transit center will offset incremental operating expenses. Detailed analysis of these future costs and revenues will occur during completion of the planning phase for this project.

#### Suburban Transit Stations

The suburban transit station feasibility study will include an analysis of potential ridership impacts, operational impacts, capital investment and operating expense and revenue estimates to determine the financial practicality of such investments, prior to the actual start of any development projects.

#### **RTS Transit Center**

The RTS Transit Center will provide current and future generations of customers traveling to downtown Rochester with a greatly improved transit experience. Approximately 20,000 customers a day now transfer buses along Main Street

exposed to all kinds of weather conditions. The RTS Transit Center will provide an enclosed, climate controlled facility that will offer many amenities while using transit service. The Authority will incur additional operating cost for this facility beginning in September 2013. The preliminary annual estimate contained in the Authority's Multi-Year Budget Projection is approximately \$1.6 million and is related to facility maintenance; security; insurance; increased bus travel distance; and debt service.

TheRTSTransitCenterwillprovidean enclosed, climate controlled facility that will offermany amenities while using transit service.

#### Technology Initiatives for Driving Excellence (TIDE)

The TIDE project will provide an enhanced level of customer service to the community as well as an increase in operational efficiencies that will have a positive impact on the bottom line. The main components of the TIDE project as discussed above are Computer Aided Dispatch and Automatic Vehicle Location, Operations and Yard Management, Advanced Traveler Information System, Automatic Passenger Counters, Real Time Video, and the Fleet Maintenance Information System. The following will discuss a few of the larger investment components.

The return on investment (ROI) can be categorized into two types of benefits those that are hard which are defined as financial or operational and those that are soft which are benefits to the public.

The first component; an upgrade

to a more robust CAD/AVL system at RTS will provide a greater amount of data in a more clear concise fashion to the Transportation Services department which will enable more efficient scheduling both reducing the mileage driven and increasing the customers transported. This change will be gauged in the customers per revenue mile measure. In addition part of this system will be a vehicle health monitoring module that will track several diagnostic signals and send automated messages to the maintenance department, if certain diagnostic results fall outside of predefined parameters. This notification and thus early identification should reduce the number of engine rebuilds and transmission replacements that occur each year. It is estimated that this reduction could be in the range of 3-4 engine rebuilds and 2-3 transmission replacements valued at

approximately \$100,000 per year.

The second component noteworthy is the Operations and Yard Management system; this information system has two main components. The first is an operator sign in terminal and kiosks where the bus operator can log in for the day and view their assignment and bus location. In addition they may view statistics regarding their service profile such as on-time performance. The second element is the yard management solution which will improve the efficiency and accuracy of assigning and placing buses on the RTS Campus, assigning by dispatch, and locating by operators or technicians buses required for service or maintenance. The public benefit of this module is reflected in the decrease in late pullouts as a result of the real time tracking of the location of the revenue fleet and reduced time for the operator to get the bus up and running as a result of the single driver sign-on. The hard savings associated with this module



is a reduction in payroll staff effort with the interface created between this module and the Human Resource Information System.

Lastly, much like the introduction of the Trip Scoring Index (TSI) to improve route efficiency, the introduction of the Fleet Maintenance Information System launched this past June will improve the productivity of the maintenance function. Management will see a considerable improvement in the bus maintenance data available for reports and analysis. Data is now being collected detailing the direct labor spent on each bus; the system also tracks the preventive maintenance schedule and compliance, campaigns and open/closed work orders. The historical information has improved the maintenance department's identification of repeat issues and repairs improving their guality of performance. This information over time will have an impact on the productivity as trends are analyzed and standards are created to help guide management in making improvements to work performance, understanding safety, resources and budget issues. Improvements will be realized as the Authority progresses and continuously develops and deploys clear standards for the completion of various routine and complex tasks such as inspections; brake replacements, tire changes, etc. In addition Maintenance

technicians will be able to order parts directly from their workstations and use schematics to help identify the correct parts thus, reducing time spent in identification and movement of parts from the supply room to their work area. The Authority will continue to introduce other functions in this coming year both at RTS and Lift Line. Looking forward there are opportunities to improve performance and this improvement will certainly have a positive impact on customers, employees and financial standing.

As all of the technologies mentioned above transition from implementation to normal day to day operation, additional staff is needed to provide on-going system support and to optimize performance. During the course of the prior fiscal year 2010-11 and upcoming 2011-12, a total of 14 new positions are planned with total salary and benefit costs of approximately \$1.2 million. Annual software and hardware maintenance fees for the new technologies will be covered by a one year warranty. Maintenance fees will begin one year after final customer acceptance which is currently scheduled to be during the first quarter of 2011-12. The TIDE maintenance and support strategy will be developed during the next nine months as the Authority assesses the stability of the deployed technology and determines the internal capacity to provide technical support.

## **Multi-Year Budget Projection Fiscal Years 2011-12** thru 2014-15

Sound fiscal management requires vigilance in looking ahead. The Authority's Multi-Year Budget Projection is its financial look ahead, which serves to alert management, the Board of Commissioners, customers, and the larger community of future challenges and opportunities that may impact the Authority's ability to meet its strategic vision. Management's responsibility is then to develop alternative action plans to meet those challenges or opportunities.

The Authority's Multi-year Budget Projection spans four fiscal years: fiscal year 2011-12 thru fiscal year 2014-15. This economic model is built from the ground up. The modeling starts at the subsidiary company level with an examination of all expense and revenue elements and rolls up into a consolidated summary to present an overall perspective for review and discussion. On a quarterly basis, the model is updated to maintain its freshness and relevancy to changes affecting the economy, the fiscal health of the governmental subsidy providers, and internal drivers of both expenses and revenues.

It is important to recognize the inherent limitations of any financial projection. The Multi-Year Budget Projection represents a composite look at numerous future estimates of revenue and expense. Some estimates are based on known fact, while others may rely on historical trends or management's educated guess.

The term Available Unrestricted Net Assets (AUNA) refers to funds that are not restricted or committed to specific purposes. These funds are available for future needs as determined by the Board of Commissioners. The level of AUNA is a very important indicator of the Authority's overall financial health as these funds also represent the Authority's provision for future needs. For the fiscal year ending March 31, 2011, management projects net income of approximately \$4.0 million, which will increase AUNA to approximately \$22.9 million.

The sluggish pace of the economic recovery and the huge fiscal challenges facing both the state and federal governments are clearly dominant factors for the revenue projections contained in this latest multiyear projection. Persistent high unemployment is a drag on transit demand; and, at this time, no prudent basis exists to support projections of increased operating aid from either the state or federal governments over the next four fiscal years. Consequently, the overall outlook for revenue streams to support annual operating expenses are flat-lined, growing from \$78.3 to \$78.6, or less than 1% over the entire period. On the other hand, projected annual operating expenses increase from \$78.3 to \$92.9 over the next four years, representing an increase of \$14.6 million or 19%.

As previously noted in the Financial Plan, year one (fiscal 2011-12) contains a balanced budget with estimated revenues equal to expenses. The next three years of the projection show a steadily growing gap between revenues and expenses: \$-5.7 million; \$-9.7 million; and \$-14.4 million, for a

cumulative total of \$-29.8 million. Theoretically, the projected deficits for both the second and third year of the projection could be remedied by the appropriation of AUNA funds. Thereafter, the remaining AUNA funds are inadequate to close the entire projected deficit of \$-14.4 million for fiscal year 2014-15, leaving a shortfall of \$-6.8 million.

Given this multi-year projection, management's charge is to continue its efforts to sustain the fiscal health of the Authority by a combination of controlling expenses and increasing those revenues within its control. A faster, more robust, economic recovery that resulted in higher governmental subsidies than those contained in this projection would, of course, be welcomed.

An early response by the Authority to the projected shortfall has a multi-year effect whereby a decrease in 2011 will provide four times the return in 2015.

> The sluggish pace of the economicrecoveryandthe hugefiscalchallengesfacing both the state and federal governments are clearly dominant factors for the revenueprojectionscontained in this latest multiyear projection.

The key assumptions driving this forecast are listed below.

#### **Revenues**

#### Locally generated

- No increase in fare structures for all subsidiary companies.
- Ridership trends essentially flat.
- Revenues from major subsidy partners increase 3-4% annually.

#### **Governmental Subsidies**

- STOA for fiscal year 2011-12 (\$30.5M) remains flat through fiscal year 2014-15.
- No increase in operating subsidies from member counties.
- Federal operating aid drops back to traditional levels of approximately 36% of grant allocation in fiscal year 2012-13, and flat thereafter.

#### **Mortgage Recording Tax**

• A gradual economic recovery lifts receipts 3% annually.

#### Expenses

• The scope of transit service planned for fiscal year 2011-12 is maintained.

#### Personnel

- No increase in workforce beyond fiscal 2011-12.
- Annual wage increases per union contracts through 12/31/11; 2-3% wage increases assumed thereafter; Administrative wages grow 2% annually.
- Medical insurance premium rates increase 18% annually. All employees share in premium cost ranging from 5 – 15%.

#### **Non-Personnel**

- Continued restricted spending for all discretionary areas.
- Diesel fuel spot market prices rise approximately 5% annually, but are offset by Fixed Price Swaps now in place through 3/31/12.
- Contract maintenance fees for TIDE software and hardware totaling \$650,000 annually beginning in fiscal year 2012-13.
- The RTS Transit Center opens in September 2013. Estimated annual operating expenses for the facility are \$1.6 million.

2011-12 – 2014-15							
(\$ MILLIONS)	Budget 2010-12	Projection 2012-13	Projection 2013-14	Projection 2014-15			
REVENUES							
Locally Generated Revenues	\$29.8	\$30.1	\$30.3	\$30.8			
Governmental Subsidies	\$41.4	\$40.2	\$40.1	\$40.1			
Mortgage Recording Tax	\$7.1	\$7.3	\$7.5	\$7.7			
Total Revenue	\$78.3	\$77.6	\$77.9	\$78.6			
EXPENSES							
Personnel							
Employee Wages	\$35.9	\$36.8	\$37.6	\$38.5			
Medical Insurance	\$10.9	\$12.6	\$14.1	\$16.6			
Other Fringe Benefits	\$11.5	\$12.1	\$12.4	\$12.7			
Total Personnel	\$58.3	\$61.4	\$64.2	\$67.8			
Non-Personnel							
Fuel & Lubricants	\$6.7	\$7.2	\$7.6	\$8.0			
Other Non-Personnel	\$13.3	\$14.6	\$15.9	\$17.2			
Total Non-Personnel	\$20.0	\$21.8	\$23.5	\$25.1			
Total Expenses	\$78.3	\$83.3	\$87.6	\$92.9			
NetIncome(Deficit)FromOperations& Subsidies	\$(0.0)	\$(5.7)	\$(9.7)	\$(14.4)			
Estimated Net Income Available for Carryover	\$(0.0)	\$(5.7)	\$(9.7)	\$(14.4)			
EstimatedAvailableUnrestrictedNet Assets BOY	\$22.9	\$22.9	\$17.2	\$7.5			
EstimatedAvailableUnrestrictedNet Assets EOY	\$22.9	\$17.2	\$7.5	\$(6.8)			

## Conclusion

Driven by a management approach emphasizing planning, execution, and performance measurement, the Authority's financial health has steadily improved over the past few years. The fiscal year 2011-12 Financial Plan continues this approach by providing the financial means to achieve all of the operating goals and tactics contained in the 2011-12 Operating Plan, addressing the Authority's capital investment needs over the next six years in a fiscally prudent manner, and identifying potential future fiscal challenges for which solution alternatives must be developed and implemented.

## **Performance Measurements**

## Introduction

t is with great pleasure and enthusiasm that RGRTA presents to the community, its employees and Board of Commissioners the 2011-12 Transit Organization Performance Scorecard ("TOPS"). TOPS is the tool used to measure and monitor the performance of the Authority in those areas identified as essential to RGRTA's success; where success is defined as accomplishing the Mission and Vision of the organization.

Measuring performance has become part of the RGRTA culture. The organization is in a continuous evolution and has significantly transformed itself to a culture of relying on calculated data and converting that data into information in order to make sound, informed business decisions. Performance is then measured based on the results of those decisions. With TOPS the Authority measures how RGRTA performs in each of the organization's strategic pillars. These pillars represent the functional areas identified as most critical to success: customer service, employee success, financial sustainability, and commitment to quality. Data is collected, analyzed and used to set goals and measure performance on these strategic pillars.

The Transit Organization Performance Scorecard for fiscal year 2011-12, is a refinement of the metrics and goals employed over the last several years. This year's TOPS measurements have been adjusted to reflect changes in resources, resulting in an increase or decrease in the level of difficulty amongst goals.

The success resulting from this performance-based management methodology drove the Authority to refine its approach in developing strategic pillars. As such, the number of strategic pillars has been adjusted from five to four, each of which is supported by a comprehensive performance measurement index in TOPS: Financial Performance Index, Customer Satisfaction Index, Employee Success Index and Quality Performance Index. The Quality Performance Index is a newly created set of measurements that support the new strategic pillar of a Commitment to Quality, which underscores the commitment to continually improve, realize operational efficiencies, better serve the community and be economically sustainable.

As in previous years, every department will measure their individual performance through the use of Department Performance Indicators (DPI). However, there will be a greater emphasis and a more aggressive approach in aligning each department's DPIs with the indices in TOPS and for the first time goals established. This new emphasis has prompted the creation of department scorecards as a new approach to more succinctly and clearly cascade the metrics outlined in TOPS throughout the entire organization. The objective is to increase every employee's understanding of their contribution to the overall performance of the organization,

as measured in TOPS. Similarly, this will provide a way to measure the health and performance of every department in their effort to accomplish the goals and objectives of the Authority.

The adoption of the Comprehensive Plan by the Board of Commissioners will present every RGRTA employee, customer, Commissioner and community member with the opportunity to monitor the overall health and performance of the Authority in one comprehensive measurement system. This raises the level of accountability that the organization accepts as a way of demonstrating its commitment to managing its operations in an economically sustainable manner while delivering a high quality service.

The organization is in acontinuousevolution and has significantly transformed itself to a culture of relying on calculated data and convertingthatdatainto information in order to make sound, informed business decisions.

## Transit Organization Performance Scorecard (TOPS)

#### **HOW TOPS FUNCTIONS**

TOPS is a scorecard measurement tool that monitors the Authority's performance in each of the four Strategic Pillars - Financial Sustainability, Excellence in Customer Service, Employee Success and Quality. Each Strategic Pillar has a related index - Financial Performance Index, Customer Satisfaction Index, Employee Success Index and Quality Performance Index. Each index is weighted and given a specified number of points reflecting its relative importance to the overall health and success of the Authority.

Within a particular index is a series of metrics, which are also weighted based on their contribution to the realization of the goals of a specific pillar. For example, the Financial Sustainability pillar is measured by the Financial Performance Index (FPI), which carries 45 out of 100 points in TOPS. In turn, there are six metrics within this index; each with a weighed point value. The sum of all six metrics within this index adds up to the 45 points assigned to the FPI.

If every item measured in TOPS achieved exactly the goal established in the Comprehensive Plan, the overall TOPS score would equal 100 points. However, that rarely happens. RGRTA faces all the same challenges as any other business. Additionally, RGRTA's designation as a public authority also introduces its own set of risks. Mandates from higher levels of government and unanticipated changes in State funding are examples of external influences that could impact the Authority's



TOPSprovidesaneasyandcomprehensive method of immediately determining whether the Authority is succeeding in accomplishing its objectives.

performance as compared to plan. There will also be unforeseen internal challenges and changes in priorities that could have an effect on the plan originally drafted by the Authority at the outset of the fiscal year. TOPS must be able to accommodate this dynamic, and somewhat unstable, characteristic of the Authority's environment, while at the same time maintaining a fair system that is objective, tamperproof and structured in nature.

To reflect the flexibility required in this environment, TOPS introduces a sliding point scale system that allows and recognizes efforts that perform above goal, as well as efforts that might fall short as compared to plan. The scale allows for 6 steps on either side of the established goal. Each step above or below goal represents a 5% improvement or decline from the target. Therefore, the score can be 30% higher or 30% lower than the score that is assigned to achieving precisely the established goal.

TOPS provides an easy and comprehensive method of immediately determining whether the Authority is succeeding in accomplishing its objectives. This provides management a snapshot view of the Authority's health, allowing them to react quickly and make the necessary adjustments to achieve targets. Equally important, is the value that TOPS serves to communicate with full transparency RGRTA's current level of performance and condition to employees, the Board of Commissioners and the community.

#### FINANCIAL PERFORMANCE INDEX (FPI) – 45 POINTS

Accounting for 45 of 100 points, the Financial Performance Index (FPI) continues to garner the largest point allocation in the TOPS report card. This allocation reflects the importance of financial sustainability in enabling RGRTA to achieve its strategic goals.

Within the Financial Performance Index, 20 points are allocated to the End of Year Net Income (Deficit) Projection metric and 10 points to the Multi-Year Budget Projection metric. The point totals for these two metrics each represent a 1 point increase from last year. This increase in point allocation, combined with the fact that these two metrics comprise more than half of all FPI points, further underscores the importance of long-term financial sustainability to RGRTA's success as an organization.

The remaining 15 FPI points are distributed among four additional metrics: Cost Recovery Ratio (6 points), Operating Revenue per Revenue Mile (5 points), Pension Liability Coverage (2 points), and Percent of New Partnership Subsidy Revenue Target Achieved (2 points). This last metric, a reformulation of a previously existing metric, measures how effective RGRTA is in achieving its goal of decreased reliance on taxpayer dollars.

		- X
Aı	reas of evaluation:	Points
<ul> <li>End of Year Net Income</li> </ul>		20
	(Deficit) Projection	
+	Multi-Year Budget Projection	10
<b>→</b>	Cost Recovery Ratio	6
→OperatingRevenuePerRevenueMile		5
+	% New Partnership Subsidy	2
	Revenue Target Achieved	
H	Pension Liability Coverage	2
Т	otal	45

#### CUSTOMER SATISFACTION INDEX (CSI) – 20 POINTS

The Customer Satisfaction Index (CSI) assesses RGRTA's effectiveness in providing excellence in customer service. CSI combines eight different metrics grouped in varying combinations across the Authority's operating subsidiaries. The target values for each metric vary between operating units to reflect each subsidiary's unique service characteristics.

The allocation of 20 TOPS points to the Customer Satisfaction Index represents a decrease from 30 points last year. This change reflects the migration of two metrics (Disabled Buses and Missed Trips) from the Customer Satisfaction Index to the newly created Quality Performance Index. The distribution of the 20 CSI points among operating units is based on each subsidiary's respective percentage of the total customers served by the Authority. Based on this methodology, approximately 95% of the CSI points are allocated to Regional Transit Service, 1% to Lift Line, and 4% to the six regional subsidiaries.





Michelle Vega

CSI CUSTOMER SATISFACTION IND	EX
of evaluation:	Points
S	19.03
	0.19
S	0.07
TS	0.27
S	0.08
S	0.09
ATS	0.16
YTS	0.11
	20.00

#### QUALITY PERFORMANCE INDEX (QPI) – 20 POINTS

The Quality Performance Index (QPI) is a new measurement instrument that reflects the new strategic pillar of a Commitment to Quality, which in turn reflects the Authority's increased emphasis on continuous improvement. The QPI measures the effectiveness of the Authority's internal processes and functions at delivering a consistently high level of service to customers. It also measures the Authority's effectiveness at improving the efficiency of internal and external operations.

20 TOPS points are allocated to the Quality Performance Index. These points are evenly distributed among five QPI metrics, with each metric accounting for 4 TOPS points. Three of the five QPI metrics - RTS Bus Failure Threepeats, Number of Phone Issues Reported by the Customer Service Department, and Number of Preventable Bus Accidents involving RTS Operators - are new to the TOPS scorecard. The other two QPI metrics – Disabled RTS Buses and Missed RTS Trips – were Customer Satisfaction Index metrics in prior years.

Areas of Evaluation:	Points
→MonthlyRTSBusFailureThreepeats	4
<ul> <li>MonthlyPhoneIssuesReported</li> </ul>	4
byCustomerServiceDepartment	
WeeklyPreventableBusAccidents	4
Involving RTS Operators	
<ul> <li>Daily Disabled RTS Buses</li> </ul>	4
<ul> <li>Daily Missed RTS Trips</li> </ul>	4
Total	20



Tim Quinlan

#### EMPLOYEE SUCCESS INDEX (ESI) – 15 POINTS

The Employee Success Index (ESI) evaluates how effectively Authority employees provide service to the internal and external customers and how effectively they perform their job functions.

ESI metrics are designed to assess employees' face-to-face and telephone interactions with customers, to evaluate employees' effectiveness in providing reliable on-time bus service, and to measure the level of employees' personal achievement. This last measure is attained through the Authority's incentive pay program, in which all administrative employees, collectively bargained for Teamsters employees, and collectively bargained for Lift Line ATU employees share in the success of the organization with performance incentives tied to the achievement of specific individual and team goals.

The Employee Success Index again accounts for 15 TOPS points. All ESI metrics will maintain the same definitions and point allocations as last year.



FSI	
EMPLOYEE SUCCESS INDEX	
Areas of evaluation:	Points
→ RTSBusOperatorCustomerService	2.66
→ RTSBusOperatorCustomerService	0.06
→ On Time % of the Lowest	3.99
20 RTS Bus Operators	
✤ % On-Time Early	3.99
<ul> <li>RTSCallCenterSecretShopperScore</li> </ul>	0.51
<ul> <li>Lift Line Call Center Secret Shopper Score</li> </ul>	0.51
→ RegionalOfficesSecretShopperScore	0.38
<ul> <li>% of Employee Incentive Opportunities Achieved</li> </ul>	2.90
Total	15

## The first quarter result of 113.49 was the highest performance in the eleven guarters...

## To reflect changes to the Mission and Vision, RGRTA refined serveral TOPS metrics...

#### **2010-11 TOPS REVIEW**

For the third consecutive year, the Authority exceeded its TOPS goal of 100 points in each of the first three quarters. The first quarter result of 113.49 was the highest performance in the eleven quarters that the TOPS performance measurement system has been in place. The second and third quarters followed closely behind with scores of 113.11 and 113.00 points. This remarkable achievement is underscored further by the fact that at the outset of fiscal year 2010-11 the Authority made 30 performance goals harder while lowering the target threshold of only 9 performance goals.

The Financial Performance Index (FPI), which has performed significantly above goal every guarter, continues to drive the vast majority of overall performance. The Customer Satisfaction Index (CSI) performed above goal for the first three quarters, extending the streak of exceeding the CSI goal to seven consecutive quarters. The Employee Success Index (ESI) reached goal all three quarters. ESI was bolstered

by the improvement in the on-time performance of the lowest 20 RTS Bus Operators as well as by an improvement in the area of on-time percent early bus departures. The **Connecting to Communities** Index (CCI) fell slightly below goal in the first two quarters but exceed goal in the third.

Through the end of the first three quarters of 2010-11, only four of the TOPS metrics attained the minimum number of points possible. This level of success was driven by a TOPS record of 80% of the metrics meeting or exceeding their target goal in the second guarter. This record was surpassed in the third quarter, where 83% of the TOPS metrics met or exceeded their target goal.

The TOPS scorecard provides management with the data necessary to alter course or make an informed decision to continue on its current path. One such example of this directly led to a mid-year improvement in RTS's on-time performance.

During the 2010-11 fiscal year an area of course correction and

focus surrounded the measure of on-time performance of the RTS Bus Operators, resulting in a complete review and retooling of the process used to monitor and enact change. The implementation of technology with the TIDE project provided more frequent and quality ontime performance data. Armed with this information, the team was able to determine that the root causes of poor on-time performance are operator performance; scheduling effectiveness; and data integrity. The results of this analysis have been terrific, with the second quarter's on-time performance of 84.8% surpassing the goal of 84% for the first time. The third quarter score of 84.5% continued the tremendous performance.

The value of the TOPS scorecard is that it provides a comprehensive analysis of the Authority's overall performance. In fiscal year 2010-11, this analysis proved valuable in allowing management and the Board to monitor the Authority's overall health and make timely and informed decisions.



2005-062006-07 2007-08 2008-09 2009-10 2010-11 4thQuarter 1stQuarter

#### One of the Authority's 88% 86%

performance management goals focuses on RTS on time performance, which continues to steadily increase. In January, 2011, despite high snowfall, RTS bus operators achieved an astounding 86.9\% on time performance record.

## 2011-12 TOPS **Modifications**

#### **STRATEGIC FOCUS**

RGRTA has made a significant change to its Mission and Vision that will guide the organization through the upcoming fiscal year. The improved Mission and Vision has a more targeted focus on efforts to be economically sustainable and to continuously improve every aspect of the business in order to provide a high quality service that will attract customers to public transportation as their preferred mode of transport. RGTRA's strategic pillars are designed to advance these goals and TOPS is the device used to measure the performance in achieving those goals.

NPS is a highly regarded measure used in the private sector and considered to be the to eliminate Average Hold ultimate measure of customer satisfaction.

To reflect the changes to the Mission and Vision, RGRTA refined several TOPS metrics, created a new Quality index to support the new Commitment to Quality strategic pillar and eliminated the Connecting to Communities index to reflect the dissolution of the Connecting to Communities strategic pillar. For fiscal year 2011-12, TOPS indices will measure the Authority's success in the key areas of: Financial Performance, Customer Satisfaction, Employee Success and Quality.

In this fourth year of measuring financial performance, RGTRA continues to refine the metrics that reflect the financial strength of the organization. There are

sustainable. The second change in FPI is the elimination of the Available Unrestricted Net Assets metric, as this is already being captured and reflected within the End of Year Net Income (Deficit) Projection metric.

Customer Satisfaction will continue to be measured via the Customer Satisfaction Index. The metrics associated with this index have been distilled to a finer point of customer-focused measurements. For fiscal year 2011-12, RGRTA has leveraged the knowledge derived from the use of paid market research and the results of the Net Promoter Score (NPS). NPS is a highly regarded measure used in the private sector and

142

January

2010-11

July

two changes in the Financial Performance Index (FPI) for 2011-12. First, FPI redefines the % Of Locally Generated Revenue from Partnership Subsidies (previously found under the Connecting to Communities index) to what is now the % of New Partnership Subsidy Revenue Target Achieved. This change is significant, as it hones the Authority's attention towards expanding and increasing revenue via the engagement of new subsidy agreements. This new definition increases the pressure on the team to grow business development efforts, as new revenue streams will be crucial in the endeavor to reduce reliance on taxpayer's money; this change is a direct manifestation of the vision to be economically

considered to be the ultimate measure of customer satisfaction by asking current customers "'the ultimate question: 'How likely is it that you would recommend our service to another person?" The score is the result of the difference between the percent of those considered to be promoters (very likely to recommend the service) and the percent of those considered to be detractors (not likely to recommend the service). RGTRA has adopted this score as its measure for the Customer Satisfaction metric. The paid market research also influenced the decision to rethink the meaning of Bus Cleanliness to include the cleanliness of bus shelters in its definition, which better encapsulates customer's

perception of the service as it relates to cleanliness. Similarly, the paid market research drove the decision Time and to add Maintain Fare Stability as a key measure of the importance of affordable service to Authority customers. The metrics that measure Disabled Buses

and Missed Trips continue to exist and are in the newly created **Quality Performance Index for** better strategic pillar alignment.

The Mission and Vision has key words like continuous improvement and high quality. The Quality Performance Index (QPI) is included in this year's TOPS to advance those main elements of the Mission and Vision and one of the core principles of RGRTA's success during the last seven years: Driving Excellence. RGTRA recognizes that working every day with a sense of high quality performance is essential
## ForthefirsttimesincetheimplementationofTOPS, the Authority is placing newemphasisonthepracticeandconceptof" continuous improvement."

to achieving efficiencies that result in better service to the customer and improve the bottom line. Some of the metrics in the Quality Performance index were formerly part of the Customer Satisfaction Index, namely Disabled Buses and Missed Trips. The new TOPS metrics in this index capture three critical aspects of the business: the number of times a bus is worked on for the same reason three or more times in a given month, the number of phone related issues reported by the customer service department and the number of RTS bus operator related preventable accidents.

Once again, the Employee Success Index, continues to be of utmost importance to the overall success of the organization. If RGRTA's employees are successful, so is the organization; and vice-versa. RGRTA values its employees and what they contribute to the organization. The Authority recognizes committed and engaged employees and the importance to invest in their professional development. Recognizing those who demonstrate a high degree of performance and drive the values of the Authority is paramount to RGRTA as an organization and epitomizes what the Authority is all about. As such, the **Employee Success Index continues** to hold in place the metrics that were outlined in previous years.

#### **PILLAR WEIGHTING. MEASUREMENT POINT ALLOCATION. NEW** AND DELETED METRICS

For fiscal year 2011-12, the Authority has revised its strategic pillars and, once again, a point system has been established whereby each corresponding index is weighted and allocated a number of points reflecting its weighted relevance; that is, its impact in advancing the strategic goals of the organization.

The Financial Performance Index continues to hold the most number of points at 45. This demonstrates how critical the FPI is in carrying forward the vision of economic sustainability. Without the necessary financial health, the Authority will be unable to accomplish the rest of its strategic goals. Therefore, FPI carries the most points, which has a tremendous effect on the final TOPS score. The Customer Satisfaction Index and the Quality Performance Index are next in the list with 20 points each; and the Employee Success Index consumes the balance of the points with 15. The points assigned to each index are in turn distributed amongst the metrics within the index using the same weighted approach.

Of the 45 points in the Financial Performance Index, more than half continue to be 5 points in value.

The Customer Satisfaction Index will now be responsible for 20 points out of the one hundred points in TOPS. This is a reduction in points from previous years. The change comes as a result of the reassignment of metrics from this index to the Quality Performance index (QPI); these are: Disabled Buses and Missed Trips. The balance of the metrics remaining in CSI, will be distributed as follows: On Time Performance 9.5 Points, Passups 4 Points, Customer Satisfaction 3.5 Points, Bus and Shelter Cleanliness 1.03 Points and Fare Stability 1 Point.

For the first time since the implementation of TOPS, the Authority is placing new emphasis on the practice and concept of

# Without the necessary financial health, the Authority will be unable to accomplish the rest of it strategic goals.

of those points are allocated to the End Of Year Projected Net Income (Deficit) metric and the Multi-Year Budget Projection metric, each with 20 points and 10 points, respectively. While the definitions for these two metrics remain unchanged, one other metric has been re-defined to better reflect its purpose and the impact it exerts in the FPI measurement: The % of New Partnership Subsidy **Revenue Target Achieved will** represent a pre-established quarterly quota in revenue from new subsidy arrangements. The guota will vary each quarter and the performance will be measured based on the percent of the quota realized.

The percentage of New Partnership Subsidy Revenue Target Achieved and the Pension Liability Coverage metric hold 2 points each. The metric and customer service. ESI will of Cost Recovery Ratio, remains unchanged in its definition and now carries 6 points, while the Operating Revenue Per Revenue Mile will

"continuous improvement." The Quality Performance Index (QPI) is designed to measure critical aspects of the business with the objective of demonstrating the amount of effort employed into implementing efficiencies in daily operations and delivering a guality product to the customers. Similar to the Customer Satisfaction Index, QPI will carry a total of 20 points. All points will be evenly distributed amongst 5 different metrics. Three of these metrics are totally new to the measurement system, while the other two have been incorporated from CSI.

RGRTA continues to value its most important asset: employees! The Employee Success Index will continue to measure several aspects related to bus operator's performance continue to contribute a total of 15 points towards TOPS and all metrics will maintain the exact same definition and point allocation.

#### **GOALS AND INTERVALS**

RGRTA reviews TOPS results on an annual basis and Department Scorecards have now replaced tracks the performance of each metric from quarter Department Performance Indicators (DPI) as the to guarter. At the end of each year historical data primary measurement system in RGRTA's effort to is reviewed and information on potential future permeate a culture of accountability and performance influences is used to fine-tune TOPS goals and throughout the organization; down to every determine suitable targets for the upcoming year. department and every individual. Instead, DPIs As it's to be expected, some goals become more will be incorporated as part of the department's difficult and require a higher level of performance by scorecard; a new concept for fiscal year 2011-12 the Organization. Conversely, other measurement's devised to keep promoting the organization's success. goals may be modified to a slighter level of difficulty In addition, DPIs will now have clearly established in order to adjust for changes in staff, funding, goals associated with them instead of the previous system where DPIs were merely a library of results. equipment or other resources. One fact remains true for all TOPS goals: they shall be challenging The point system used in TOPS is also used at the and achievable. Other measurements are no department level. Just as it works in TOPS, realizing longer relevant or have been driven to maximum a goal of one hundred points represents the success performance. RGRTA will continue to monitor of a department in meeting its targets. Department's these metrics and measure them at a departmental opportunity to obtain maximum points will depend level, but they will no longer be part of TOPS.

There will be a total of 61 performance measurements for fiscal year 2011-12. These 61 measurements include 3 new metrics and 4 metrics that have been re-defined to better align with customer expectations and adequately reflect performance.

TOPS employs a scale system that accommodates performance six steps above and six steps below goal. While the six steps above and below goal structure is used for all points, the percent increase or decrease in goal between each step may vary based on the type of measurement. For example, metrics such as customer satisfaction have a maximum of 100%. The scale of such measurement is adjusted accordingly to account for this limit.

In addition, as a result of the Authority not requiring any Available Unrestricted Net Assets (AUNA) to balance the 2011-12 Operating Budget, the scale for End of Year Net Income (Deficit) Projection was adjusted. With a goal of \$0 any percent variance above or below the goal is \$0. A scale of \$855,000 above and below at the 30% and -30% threshold, respectively, has been established. The scale was arrived at by dividing the cumulative deficit at the end of Multi-Year, 2014-15 by four (the number of years from current to 2014-15).

Next assuming less action is required in year one to solve this multi-year deficit a 50% discount factor was applied. In conclusion, the maximum achievement in year one will solve approximately half of the cumulative deficit projected in the Multi-Year Budget Projection in fiscal year 2014-15.

## **Department Scorecards**

on their performance as it relates to their DPIs, their achievements in TOPS related goals and their ability to deliver projects on time and on budget. The 100 points allocated to each department will be distributed amongst these aforementioned areas, except in cases where a department is not responsible for projects and/or TOPS related metrics. In those situations, points will be assigned in its entirety to DPIs.

		FACII	ITIES.	SCOF	RECAR	D		
Manag		G	DAL			RESULTS		
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Point
End of Year Projected Net Income (Deficit)	FPI	\$0				1		
% of Employee Incentive Opportunities Achieved	ESI	85%						
Total			50			ĺ		1
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Point
Preventive Maintenance percent on time		90%				1		
Ratio of Actual vs Budgeted Overtime Hours		70%				1		
Ratio of Planned / Unplanned work order hours		85%						
Media Placements RTS		2/QTR						
Media Placements Regionals		2/YR						
Total			35					
PROJECT MANAGEMENT	Index	Goal	Points		May	Jun	Qtr 1	Point
Install Urea Tank	QPI							
On Time								
On Budget								
Replace 10 Mobile LIfts	QPI							
On Time								
On Budget								
Install RTS Articulated Lifts	QPI							
On Time								
On Budget								
Total			15					
SUMMARY	TOPS TO	TAL	50					
	DPI TOT/	AL.	35					
	On Sche	dule TOTA	L 7.5					
	On Budg	et TOTAL	7.5					
	GRAND	TOTAL	100					

DPIswillnowhaveclearlyestablished goals associated with them instead of the previous system where DPIs were merely a library of results.



It is important for every measurement in TOPS to have a designated owner, or department, responsible for overseeing the performance of that measurement and for making the necessary adjustments throughout the year. The TOPS section of the departmental scorecard will reflect those metrics assigned to a particular department. In essence, every measurement in TOPS will also show up in a department scorecard. This means that the performance of a department will have a tangible impact on the organization and it will be clearly reflected in TOPS. This section carries 50 of the 100 points in the scorecard.

DPIs will now be incorporated within the departmental scorecards and account for 35 points. The metrics measured in this section are specific to each department and will continue to be a management device for department heads to assess their operating unit's daily activities. While the items under the TOPS section of the department's scorecard mirror the items in TOPS, at the corporate level, DPIs serve as inputs to TOPS, and as such, DPIs influence TOPS outcomes. DPIs can be thought of as the lower level processes that are essential to the operation of a department and may directly or indirectly impact other, more visible processes.

The remaining 15 points in the department scorecard captures the performance of each department with respect to achievement of milestones. These are projects that have been identified as necessary to advance the Mission, Vision and Strategic Pillars of RGRTA. Thus, they have been funded and assigned to different departments. Each department works in conjunction with the Project Management Office, in the capacity of project manager or project owner, to deliver the project on time and on budget.

## **Conclusion**

TOPS and department level scorecards provide the Board of Commissioners, employees 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 Transit Organization Performance Scorecard revolves around the key terms in the Mission and Vision: Continuous improvement, economic sustainability, high quality and attracting the community. This TOPS attribute makes it the perfect medium to transmit the organizational objectives and the performance in achieving those objectives. It allows for accountability, clear communication and direction, while increasing the level of transparency with which the organization operates.

In order to cultivate a culture of achievement and high performance, RGRTA introduces a scorecard at the department level. Every department will have clear metrics tying back to the high level corporate measurements and strategies. This cascading effect of the organization's objectives shows how daily activities performed by departments and employees impact the goals of the Mission and Vision outlined in TOPS. DPIs and projects will continue to form part of the measurement system, taking stage at the department scorecards. These two areas of measurements will have tangible effects on department's individual point score.

The RGRTA measurement system is what guides the organization's behavior and continues to be at the cornerstone of the Authority's success. RGRTA is once again proud to provide TOPS as a barometer for the Board and the community to monitor the organization's performance as compared to plan. RGRTA is looking forward to another year of data driven decisions leading to the success that continues to position the Authority as one of the premier transit authorities in the country.





#### THE LINK TO STRATEGIC PILLARS



	PS	
IZATION PER	FORMANCE SCORECARD	

	SCORE
<b>RFORMANCE INDEX</b>	45
ATISFACTION INDEX	20
T TO QUALITY INDEX	20
ICCESS INDEX	15
	<b>TOTAL</b> <b>100</b>

HELCOME ABOARD		D.	5	RG			SCO	RECA	RD
	TRANSIT ORGANIZATION PERFO	RMANCE SC	ORECARD				~~~	_	
STRATEGIC PILLAR	COMPONENT METRIC	PLANGOAL	Actual 1stQuarter	Actual 2ndQuarter	Actual 3rdQuarter	Actual 4thQuarter	%Variance from Plan	Earned Points	Goal Points
FDI	EOYNetIncome(Deficit)Projection (000's)	\$0							20.00
	Multi-yearBudgetProjection(000's)	\$(6,832)							10.00
Long-Torm	Cost Recovery Ratio	37.4%							6.00
Financial	OperatingRevenuePerRevenueMile	\$3.29							5.00
Financiai Custo in a bility	%ofNewPartnershipSubsidyRevenue	100%							2.00
Sustainability	Pension Liability Coverage	100%			1	1			2.00
	TOTAL FPI SCORE								45.00
CSI	Regional Transit Service	19.03							19.03
	Lift Line	0.19							0.19
	Batavia Bus Service	0.07							0.07
Excellence in	Livingston Area Transportation Service	0.27							0.27
Customer	Orleans Transit Service	0.08							0.08
Service	Seneca Transit Service	0.09							0.09
	WayneAreaTransportationService	0.16							0.16
	Wyoming Transit Service	0.11							0.11
	TOTAL CSI SCORE								20.00
OPI	Daily Disabled RTS Buses	1.60							4.00
	Daily Missed RTS Trips	0.10				ļ			4.00
Commitment	MonthlyRTSBusFailureThreepeats	5.00			 				4.00
To Quality	Customer Service	4.00							4.00
	WeeklyPreventableBusAccidents Involving RTS Operators	2.00							4.00
	Total QPI SCORE								20.00
ESI	RTSBusOperatorCustomerService	80.0%							2.66
	LiftLineBusOperatorCustomer Service	92.0%							0.06
	On-TimePercentageoftheLowest20 RTS Bus Operators	66.0%							3.99
	On-Time % Early	4.9%							3.99
Employee	RTSCallCenterSecretShopperScore	90.0%							0.51
Success	LiftLineCallCenterSecretShopper Score	90.0%							0.51
	RegionalOfficesSecretShopperScore	85.0%							0.38
	% of Employees Incentive Opportunities Achieved	85.0%							2.90
	Total ESI SCORE								15.00

									FINA	NCIAL PEI	RFORMAN	CE INDEX				
FP	Poin	it Syst	em Ma	atrix						Meeting Plan Goal = 45 Scale moves in 5%						
			BELOW	GOAL			Goal		E	CEEDI	NG GO	A 1				
Component	-30%	-25%	-20%	-15%	-10%	-5%	Points	5%	10%	15%	20%	25%	30%			
EOYNetIncome	\$(855)	\$(713)	\$(570)	\$(428)	\$(285)	\$(143)	\$0	\$143	\$285	\$428	\$570	\$713	\$855			
Projection (000's)	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			
Multi-YearBudget	(\$8,882)	\$(8,540)	\$(8,198)	\$(7,857)	\$(7,517)	\$(7,174)	\$(6,832)	\$(6,490)	\$(6,149)	\$(5,807)	\$(5,466)	(\$5,124)	\$(4,782)			
Projection(000's)	7.00	7.50	8.00	8.50	9.00	9.50	10.00	10.50	11.00	11.50	12.00	12.50	13.00			
Cost Recovery	26.2%	28.1%	29.9%	31.8%	33.7%	35.5%	37.4%	39.3%	41.1%	43.0%	44.9%	46.8%	48.6%			
Natio	4.20	4.50	4.80	5.10	5.40	5.70	6.00	6.30	6.60	6.90	7.20	7.50	7.80			
% New	70%	75%	80%	85%	90%	95%	100%	105%	110%	115%	120%	125%	130%			
Partnership SubsidyRevenue TargetAchieved	1.40	1.50	1.60	1.70	1.80	1.90	2.00	2.10	2.20	2.30	2.40	2.50	2.60			
Pension	70%	75%	80%	85%	90%	95%	100%	105%	110%	115%	120%	125%	130%			
Liability Coverage	1.40	1.50	1.60	1.70	1.80	1.90	2.00	2.10	2.20	2.30	2.40	2.50	2.60			
Operating Revenue PerRevenueMile																
DTC	\$3.47	\$3.72	\$3.97	\$4.22	\$4.46	\$4.71	\$4.96	\$5.21	\$5.46	\$5.70	\$5.95	\$6.20	\$6.45			
KI3	2.04	2.18	2.33	2.47	2.62	2.76	2.91	3.06	3.20	3.35	3.49	3.64	3.78			
11	\$0.17	\$0.17	\$0.18	\$0.20	\$0.21	\$0.22	\$0.23	\$0.24	\$0.25	\$0.26	\$0.28	\$0.29	\$0.30			
	0.56	0.61	0.65	0.69	0.73	0.77	0.81	0.85	0.89	0.93	.97	1.01	1.05			
BBS	\$1.06	\$1.14	\$1.22	\$1.29	\$1.37	\$1.44	\$1.52	\$1.60	\$1.67	\$1.75	\$1.82	\$1.90	\$1.98			
	0.06	0.06	0.06	0.07	0.07	0.08	0.08	0.08	0.09	0.09	0.10	0.10	0.10			
LATS	\$1.80	\$1.93	\$2.06	\$2.18	\$2.31	\$2.44	\$2.57	\$2.70	\$2.83	\$2.96	\$3.08	\$3.21	\$3.34			
	\$0.86	0.20 \$0.92	0.21 \$0.98	\$1.05	0.23 \$1.11	0.25 \$1.17	0.20 \$1.23	\$1.20	\$1.35	0.30 \$1.41	0.31 \$1.48	0.33 \$1.54	0.34 \$1.60			
OTS	0.10	0.11	0.11	0.12	0.13	0.13	0.14	0.15	0.15	0.16	0.17	0.18	0.18			
	\$0.70	\$0.75	\$0.80	\$0.85	\$0.90	\$0.95	\$1.00	\$1.05	\$1.10	\$1.15	\$1.20	\$1.25	\$1.30			
STS	0.11	0.11	0.12	0.13	0.14	0.14	0.15	0.16	0.17	0.17	0.18	0.19	0.20			
	\$0.94	\$1.01	\$1.07	\$1.14	\$1.21	\$1.27	\$1.34	\$1.41	\$1.47	\$1.54	\$1.61	\$1.68	\$1.74			
WATS	0.30	0.32	0.34	0.37	0.39	0.41	0.43	0.45	0.47	0.49	0.52	0.54	0.56			
	\$0.57	\$0.61	\$0.65	\$0.69	\$0.73	\$0.77	\$0.81	\$0.85	\$0.89	\$0.93	\$0.97	\$1.01	\$1.05			
WYTS	0.16	0.17	0.18	0.20	0.21	0.22	0.23	0.24	0.25	0.26	0.28	0.29	0.30			

100.00

**TOPS Score** 

CS	Poii	nt Syst	<b>iem M</b> a	atrix						custo Meeti Scal	DMER SAT ng Plan e moves	ISFACTIO   <b>Goal =</b> in 5% incl	n INDEX 19.03 rements
<b>RTS</b> Component	-30%	-25%	-20%	<b>GOAL</b>	-10%	-5%	Goal Point	NG GO 20%	<b>0 A L</b>				
On-Time	<b>-30%</b>	71.6%	74.2%	<b>-13%</b>	<b>-10%</b>	<b>-J%</b> 81.9%	84.5%	87.1%	89.7%	92.3%	<b>20%</b> 94.8%	<b>23%</b> 97.4%	<b>30%</b>
Performance	6.65	7.13	7.60	8.08	8.55	9.03	9.50	9.98	10.45	10.93	11.40	11.88	12.35
Dass Line	7.15	6.88	6.60	6.33	6.05	5.78	5.50	5.23	4.95	4.68	4.40	4.13	3.86
Pass-Ups	2.80	3.00	3.20	3.40	3.60	3.80	4.00	4.20	4.40	4.60	4.80	5.00	5.20
Customer	10.5%	11.3%	12.0%	12.8%	13.5%	14.3%	15.0%	15.8%	16.5%	17.3%	18.0%	18.8%	19.5%
Satisfaction Survey (NPS)	2.45	2.63	2.80	2.98	3.15	3.33	3.50	3.68	3.85	4.03	4.20	4.38	4.55
Bus & Shelter	49.0%	52.5%	56.0%	59.5%	63.0%	66.5%	70%	73.5%	77.0%	80.5%	84.0%	87.5%	91.0%
Cleanliness	0.72	0.77	0.82	0.88	0.93	0.98	1.03	1.08	1.13	1.18	1.24	1.29	1.34
	\$1.30	\$1.25	\$1.20	\$1.15	\$1.10	\$1.05	\$1.00	\$0.95	\$0.90	\$0.85	\$0.80	\$0.75	\$0.70
Fare Stability	0.70	0.75	0.80	0.85	0.90	0.95	1.00	1.05	1.10	1.15	1.20	1.25	1.30



lift ling							Goal						
LIILLIIIG			BELOW	GOAL			Points		EX	CEEDI	NG GO	AL	
Component													
component	-30%	-25%	-20%	-15%	-10%	-5%		5 %	10%	15%	20%	25%	30%
On Time	69.0%	71.6%	74.2%	76.8%	79.3%	81.9%	84.5%	87.1%	89.7%	92.3%	94.8%	97.4%	100.0%
Performance	0.025	0.027	0.029	0.030	0.032	0.034	0.036	0.038	0.039	0.041	0.043	0.045	0.047
DisabledBuses	0.39	0.38	0.36	0.35	0.33	0.32	0.30	0.29	0.27	0.26	0.24	0.23	0.21
Disableabases	0.025	0.027	0.029	0.030	0.032	0.034	0.036	0.038	0.039	0.041	0.043	0.045	0.047
Ride Request	99.80%	99.82%	99.83%	99.85%	99.87%	99.88%	99.90%	99.92%	99.93%	99.95%	99.97%	99.98%	100.0%
Satisfaction	0.025	0.027	0.029	0.030	0.032	0.034	0.036	0.038	0.039	0.041	0.043	0.045	0.047
PusCloanliness	74.0%	76.1%	78.3%	80.5%	82.6%	84.3%	87.0%	89.1%	91.3%	93.5%	95.7%	97.8%	100.0%
Dusclear III ness	0.025	0.027	0.029	0.030	0.032	0.034	0.036	0.038	0.039	0.041	0.043	0.045	0.047
Customer	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	96.7%	97.7%	98.3%	99.2%	100.0%
Satisfaction	0.025	0.027	0.029	0.030	0.032	0.034	0.036	0.038	0.039	0.041	0.043	0.045	0.047
Average Hold	97.5	93.8	90.0	86.3	82.5	78.8	75.0	71.3	67.5	63.8	60.0	56.3	52.5
Time	0.008	0.009	0.010	0.010	0.011	0.011	0.012	0.013	0.013	0.014	0.014	0.015	0.016

#### CUSTOMER SATISFACTION INDEX

**Meeting Plan Goal = .191** Scale moves in 5% increments

	_		_

CS	Poi	int Sys	item N	<b>latrix</b>					CUSTOMER SATISFACTION I Meeting Plan Goal = 0.070 Scale moves in 5% increments					
BBS			BELOW	GOAL			Goal		EX	CEEDI	NG GO	AL		
Component	-30%	-25%	-20%	-15%	-10%	-5%	Points	5%	10%	15%	20%	25%	30%	
On-Time	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%	
Performance	0.012	0.013	0.014	0.015	0.016	0.017	0.018	0.018	0.019	0.020	0.021	0.022	0.023	
Disabled	1.63	1.56	1.50	1.44	1.38	1.31	1.25	1.19	1.13	1.06	1.00	0.94	0.88	
Buses	0.012	0.013	0.014	0.015	0.016	0.017	0.018	0.018	0.019	0.020	0.021	0.022	0.023	
	80.0 %	81.7 %	83.3%	85.0%	86.7%	88.3%	90.0 %	91.7%	93.3%	95.0%	96.7%	98.3%	100.0%	
BusCleanliness	0.012	0.013	0.014	0.015	0.016	0.017	0.018	0.018	0.019	0.020	0.021	0.022	0.023	
Customer	84.0%	85.3%	86.7%	88.0%	89.3%	90.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%	
Satisfaction	0.012	0.013	0.014	0.015	0.016	0.017	0.018	0.018	0.019	0.020	0.021	0.022	0.023	

CS	Poi	int Sys	stem N	<b>latrix</b>					<b>Me</b> Sca	CUSTON Eting P Ile moves	MER SATIS lan Goa s in 5% in	SFACTION al = 0.2 crements	i index 71	
LATS			BELOW	GOAL			Goal EXCEEDING GOAL							
Component	-30%	-25%	-20%	-15%	-10%	-5%	Points	5 %	10%	15%	20%	25%	30%	
On-Time	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%	
Performance	0.047	0.051	0.054	0.058	0.061	0.064	0.068	0.071	0.075	0.078	0.081	0.085	0.088	
Disabled	1.63	1.56	1.50	1.44	1.38	1.31	1.25	1.19	1.13	1.06	1.00	0.94	0.088	
Buses	0.047	0.051	0.054	0.058	0.061	0.064	0.068	0.071	0.075	Image and set of the	0.088			
	80.0 %	81.7 %	83.3%	85.0%	86.7%	88.3%	90.0 %	91.7%	93.3%	95.0%	96.7%	98.3%	100.0%	
BusCleanliness	0.047	0.051	0.054	0.058	0.061	0.064	0.068	0.071	0.075	0.078	0.081	0.085	0.088	
Customer Satisfaction	84.0%	85.3%	86.7%	88.0%	89.3%	90.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%	
	0.047	0.051	0.054	0.058	0.061	0.064	0.068	0.071	0.075	0.078	0.081	0.085	0.088	

<b>U</b> 5	Poi	int Sys	stem N	<b>latrix</b>								
OTS	BELOW GOAL											
Component	-30%	-25%	-20%	-15%	-10%	-						
On-Time	90.0%	90.8%	91.7%	92.5%	93.3%	94						
Performance	0.015	0.016	0.017	0.018	0.019	0.0						
Disabled	1.63	1.56	1.50	1.44	1.38	1.						
Buses	0.015	0.016	0.017	0.018	0.019	0.0						
	80.0 %	81.7 %	83.3%	85.0%	86.7%	88						
Buscleanliness	0.015	0.016	0.017	0.018	0.019	0.0						
Customer	84.0%	85.3%	86.7%	88.0%	89.3%	90						
Satisfaction	0.015	0.016	0.017	0.018	0.019	0.0						



	CUSTOMER SATISFACTION INDEX										
			<b>Mee</b> Sca	ting Pla le moves	an Goal s in 5% in	l = 0.08 crements	3				
	Goal		EX	CEEDI	NG GO	AL					
-5%	Points	5 %	10%	15%	20%	25%	30%				
94.2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%				
0.020	0.021	0.022	0.023	0.024	0.025	0.026	0.027				
1.31	1.25	1.19	1.13	1.06	1.00	0.94	0.88				
0.020	0.021	0.022	0.023	0.024	0.025	0.026	0.027				
88.3%	90.0 %	91.7%	93.3%	95.0%	96.7%	98.3%	100.0%				
0.020	0.021	0.022	0.023	0.024	0.025	0.026	0.027				
90.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%				

				CUSTO	MER SATIS	SFACTION	INDEX
			<b>Me</b> Sca	eting P Ie move:	<b>lan Goa</b> s in 5% in	<b>i = 0.0</b> 8 crements	87 ;
	Goal		EX	CEEDI	NGGO	AL	
%	Points	5 %	10%	15%	20%	25%	30%
2%	95.0%	95.8%	96.7%	97.5%	98.3%	99.2%	100.0%
)21	0.022	0.023	0.024	0.025	0.026	0.027	0.028
31	1.25	1.19	1.13	1.06	1.00	0.94	0.88
)21	0.022	0.023	0.024	0.025	0.026	0.027	0.028
.3%	90.0 %	91.7%	93.3%	95.0%	96.7%	98.3%	100.0%
)21	0.022	0.023	0.024	0.025	0.026	0.027	0.028
.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%

0.022

0.023

0.024

0.025

0.026

0.027

0.028

0.021

0.020

0.022

0.023

0.024

0.025

0.026

0.027

CS	Poi	int Sys	item N	<b>latrix</b>					<b>Me</b> ( Sca	CUSTOMER SATISFACTION INDEX Eting Plan Goal = 0.164 Ne moves in 5% increments			
WATS	WATS BELOW GOAL						Goal		EX	CEEDI	NGGO	AL	
Component	-30%	<b>-25</b> %	-20%	-15%	-10%	-5%	Points	5 %	10%	15%	20%	25%	30%
On-Time Performance	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%
	0.029	0.031	0.033	0.035	0.037	0.039	0.041	0.043	0.045	0.047	0.049	0.051	0.053
Disabled	1.63	1.56	1.50	1.44	1.38	1.31	1.25	1.19	1.13	1.06	1.00	0.94	0.88
Buses	0.029	0.031	0.033	0.035	0.037	0.039	0.041	0.043	0.045	0.047	0.049	0.051	0.053
	80.0 %	81.7 %	83.3%	85.0%	86.7%	88.3%	90.0 %	91.7%	93.3%	95.0%	96.7%	98.3%	100.0%
BusCleanliness	0.029	0.031	0.033	0.035	0.037	0.039	0.041	0.043	0.045	0.047	0.049	0.051	0.053
Customer Satisfaction	84.0%	85.3%	86.7%	88.0%	89.3%	90.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%
	0.029	0.031	0.033	0.035	0.037	0.039	0.041	0.043	0.045	0.047	0.049	0.051	0.053

										QUA	ALITY PER	FORMANC	EINDEX
UΡ	Po	int Sy	stem I	Matrix					M Sca	eeting Ie move	<b>Plan Go</b> s in 5% in	<b>)al = 20</b> crements	
			BELOW	GOAL			Goal	-	EX	CEEDI	NG GO	AL	
Component	-30%	-25%	-20%	-15%	-10%	-5%	Points	5%	10%	15%	20%	25%	30%
DailyDisabledRTS	2.08	2.00	1.92	1.84	1.76	1.68	1.60	1.52	1.44	1.36	1.28	1.20	1.12
Buses	2.80	3.00	3.20	3.40	3.60	3.80	4.00	4.20	4.40	4.60	4.80	5.00	5.20
DailyMissedRTS Trips	0.13	0.13	0.12	0.12	0.11	0.11	0.10	0.10	0.09	0.09	0.08	0.08	0.07
	2.80	3.00	3.20	3.40	3.60	3.80	4.00	4.20	4.40	4.60	4.80	5.00	5.20
MonthlyRTSBus	6.50	6.25	6.00	5.75	5.50	5.25	5.00	4.75	4.50	4.25	4.00	3.75	3.50
FailureThreepeats	2.80	3.00	3.20	3.40	3.60	3.80	4.00	4.20	4.40	4.60	4.80	5.00	5.20
MonthlyPhone IssuesReportedby	5.20	5.00	4.80	4.60	4.40	4.20	4.00	3.80	3.60	3.40	3.20	3.00	2.80
CustomerService	2.80	3.00	3.20	3.40	3.60	3.80	4.00	4.20	4.40	4.60	4.80	5.00	5.20
Weekly PreventableBus	2.60	2.50	2.40	2.30	2.20	2.10	2.00	1.90	1.80	1.70	1.60	1.50	1.40
Accidents Involving RTS Operators	2.80	3.00	3.20	3.40	3.60	3.80	4.00	4.20	4.40	4.60	4.80	5.00	5.20

CS				<b>Me</b> ( Sca	CUSTOR Eting P le moves	MER SATIS Ian Goa s in 5% in	SFACTION 1 = 0.10 crements	INDEX )6 5					
WYTS	BELOW GOAL						Goal		EX	CEEDI	NG GO	AL	
Component	-30%	-25%	-20%	-15%	-10%	-5%	Points	5 %	10%	15%	20%	25%	30%
On-Time	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%
Performance	0.018	0.020	0.021	0.022	0.024	0.025	0.026	0.028	0.029	0.030	0.032	0.033	0.034
Disabled	1.63	1.56	1.50	1.44	1.38	1.31	1.25	1.19	1.13	1.06	1.00	0.94	0.88
Buses	0.018	0.020	0.021	0.022	0.024	0.025	0.026	0.028	0.029	0.030	0.032	0.033	0.034
Duchaulin	80.0 %	81.7 %	83.3%	85.0%	86.7%	88.3%	90.0 %	91.7%	93.3%	95.0%	96.7%	98.3%	100.0%
Buscleanliness	0.018	0.020	0.021	0.022	0.024	0.025	0.026	0.028	0.029	0.030	0.032	0.033	0.034
Customer	84.0%	85.3%	86.7%	88.0%	89.3%	90.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%
Satisfaction	0.018	0.020	0.021	0.022	0.024	0.025	0.026	0.028	0.029	0.030	0.032	0.033	0.034

QUALITY PERFORMANCE INDEX
Meeting Plan Goal = 20
Scale moves in 5% increments

	Poin	t Svstr	em Ma	trix						Meet	EMPLOYE	n Goal	s index = 15
										Scale	moves in	5% incre	nents
Component		В	ELOW	GOAL			GOAL/		EX	CEEDI	NG GC	DAL	
Component	-30%	-25%	-20%	-15%	-10%	-5%	POINTS	5 %	10%	15%	20%	25%	30%
RTS Bus Operator	60.0%	63.3%	66.7%	70.0%	73.3%	76.7%	80.0%	83.3%	86.7%	90.0%	93.3%	96.7%	100.0%
Customer Service Score	1.86	2.00	2.13	2.26	2.39	2.53	2.66	2.79	2.93	3.06	3.19	3.33	3.46
Lift Line Bus Operator	84.0%	85.3%	86.7%	88.0%	89.3%	90.7%	92.0%	93.3%	94.7%	96.0%	97.3%	98.7%	100.0%
Customer Service Score	0.04	0.05	0.05	0.05	0.05	0.06	0.06	0.06	0.07	0.07	0.07	0.08	0.08
On Time % of	46.2%	49.5%	52.8%	56.1%	59.4%	62.7%	66.0%	69.3%	72.6%	75.9%	79.2%	82.5%	85.8%
RTSOperators	2.79	2.99	3.19	3.39	3.59	3.79	3.99	4.19	4.39	4.59	4.79	4.99	5.19
On-Time	6.4%	6.1%	5.9%	5.6%	5.4%	5.1%	4.9%	4.7%	4.4%	4.2%	3.9%	3.7%	3.4%
% Early	2.79	2.99	3.19	3.39	3.59	3.79	3.99	4.19	4.39	4.59	4.79	4.99	5.19
RTSCallCenter	80.0%	81.7%	83.3%	85.0%	86.7%	88.3%	90.0%	91.7%	93.3%	95.0%	96.7%	98.3%	100.0%
Shopper	0.36	0.38	0.41	0.44	0.46	0.49	0.51	0.54	0.56	0.59	0.61	0.64	0.66
Lift Line Call	80.0%	81.7%	83.3%	85.0%	86.7%	88.3%	90.0%	91.7%	93.3%	95.0%	96.7%	98.3%	100.0%
SecretShopper	0.36	0.38	0.41	0.44	0.46	0.48	0.51	0.54	0.56	0.59	0.61	0.64	0.66
RegionalOffices	70.0%	72.5%	75.0%	77.5%	80.0%	82.5%	85.0%	87.5%	90.0%	92.5%	95.0%	97.5%	100.0%
CallCenterStaff SecretShopper	0.27	0.29	0.30	0.32	0.34	0.36	0.38	0.40	0.42	0.44	0.46	0.48	0.49
%ofEmployee Incentive	70.0%	72.5%	75.0%	77.5%	80.0%	82.5%	85.0%	87.5%	90.0%	92.5%	95.0%	97.5%	100.0%
Opportunities Achieved	2.03	2.18	2.32	2.47	2.61	2.76	2.90	3.05	3.19	3.34	3.48	3.63	3.77



## **RGRTA Organizational Chart**







RGRTA Management team, front: Debbie Griffith, Chief AdministrativeOfficer; Mark Aesch, Chief Executive Officer; Migue /elazquez, Chief Information Officer; and back: Robert Frye, Chie Financial Officer; Hal Carter, General Counsel, Randal Weave of Operations; and Bill Carpenter, Chief Operating Office



## DESCRIPTION

The Executive Management Team is responsible for the overall administration, management, strategic planning and operation of the Authority.

## MISSION

To work to ensure that the mission, vision and values of the Authority are integrated into the daily actions of the 832 employees at the Authority.

## VISION

To attract the community to our high quality and economically sustainable transportation choice.

One way the Executive Management Team ensures quality is that we maintain a rigorous daily standup meeting schedule. We meet every day at 8:30 am for 20 minutes and we share with each other our activities, accomplishments and noteworthy news from every area of the business. Each member of the team shares a daily measurement and our goal for the day, and then we each communicate a key issue or bottleneck that has us stuck. It's a great way for us to focus our collective intelligence on the issues and opportunities at hand. This daily meeting is what we do to ensure quality and to hold each of us accountable to perform at the highest level each and every day. We all agree that we can't live without our daily standup meeting!

#### **RANDAL WEAVER | CHIEF OF OPERATIONS**

# **Business Development**



As a result of innovative communitypartnerships,RGRTA has reduced its reliance on taxpayersubsidiesby33%since 2005-06.

## DESCRIPTION

The Business Development Department is responsible for identifying new potential markets for service expansion through evaluation of corporate expansion opportunities and future development needs. The department will seek to create a coalition of financial support along existing routes identified by the Transportation Services Department. The process will enable the Authority to raise the cost recovery of an individual route to be consistent with well-performing routes.

#### MISSION

The mission of the Business Development Department is to provide progressive economic development services through partnerships on behalf of stakeholders in the community, thus increasing the Authority's subsidy revenue stream. The increased revenue generated by these partnerships will help reduce the Authority's dependence upon state and local subsidies - and ultimately taxpayer dollars.

#### VISION

To be recognized as the industry leader in connecting employers to their workforces through the use of public transportation.



s Director of Business Development, my goal is to ensure A that the level of service provided to our subsidy partners exceeds their expectations. Through frequent service review meetings with our major partners, questions and concerns are addressed in a timely fashion. In addition, the information exchanged during these meetings, is utilized in our ongoing efforts to deliver the best possible experience to our customers when utilizing our services.

CHRIS DORAN | DIRECTOR OF BUSINESS DEVELOPMENT

PPI PPI PUTA PUTA PUTA PUTA PUTA PUTA PUTA PUTA		BUSI	NESS	DEVE	LOPM	ENT S	CORE	CARD
and the second sec		GO	AL			RESULTS	5	
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
End of Year Projected Net Income (Deficit)	FPI	\$0	40					
% of New Partnership Subsidy Revenue Target Achieved	FPI	100%	4					
%ofEmfEmploeeIncentiveOpportunitiesAchieved	ESI	85%	6					
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
‰ofAnnualNewPartnershipSubsidyRevenueTarget Achieved		Q1&2: 20% Q3&4: 30%	18					
% of Existing Subsidy Hours Renewed		90%	9					
Number of Subsidy Proposals per Quarter		24	4					
CommunityAwarenessPresentationsperQuarter		9	4					
Total			35					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Identify New Revenue Opportunities	FPI		15					
On Time								
On Budget								
Total			15					
SUMMARY	TOPS TO	<b>AL</b>	50					
	DPI TOTA	L	35					ļ
	Project N TOTAL	lanageme	ent 15					
	GRAND 1	OTAL	100					

Note: Additional guarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

# **Capital Construction Projects**



### DESCRIPTION

The Capital Construction Projects team is responsible the development of productive and cost-effective facilities. The team identifies and prioritizes the infrastructure needs of Authority employees and customers, and works with the different funding sources to maximize the resources available. The team also oversees the design, construction and renovation required to provide the best return to RGRTA from the resources available.

### MISSION

The Capital Construction Projects Department provides professional oversight of the design, construction and renovation of all RGRTA facilities with the intention of maximizing the life cycle benefits to Authority employees, customers and the community at large.

#### VISION

RGRTA facilities meet the needs of the Authority's customers and employees while supporting continued growth and loyalty for public transportation.



Architectural rendering of the proposed RTS Transit Center



As the provider of public transportation, RGRTA has always played a key role in the local economy. In the coming months, in addition to driving thousands of customers to and from their jobs every day with the lowest fares in the state, we are driving regional economic vitality by creating new employment opportunities and better service to our customers. Development of the new RTS Transit Center and construction work at our Main Street campus are expected to create 1,100 local jobs.

BILL CARPENTER | CHIEF OPERATING OFFICER

DPI V								
CAPITAL C	ONST	RUCT	ION P	ROJE	CTS S	CORE	CARD	
renta anagentit		G		1		RESULT	ç	
The second se						NESOLI	J	
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
End of Year Projected Net Income (Deficit)	FPI	\$0	44					
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	85%	6					
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
$\label{eq:percent} Percent of Three-Month Milestone Objectives Met$			20					
PercentofCompliancewithInternalCapitalProject Procedures			15					
Total			35					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
RTS Transit Center	CSI		7					
On Time								
On Budget			<u> </u>					
CityGate	FPI		1					
On Time								
On Budget								
RTS Campus Improvement Phase 1	FPI		2					
On Time								
On Budget								
RTS Campus Improvement Phase 2	FPI		3					
On Time								
On Budget								
WYTS Vehicle Storage Facility	QPI		1					
On Time								
On Budget								
WATS Vehicle Storage Facility	QPI		1					
On Time								
On Budget								
Total			15					
SUMMARY	TOPS TO	TAL	50					
	DPI TOTA	L	35					
	On Sche	dule TOTA	L 7.5					
	On Budg	et TOTAL	7.5					
	GRAND 1	OTAL	100					

Note: Additional guarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

# **Communications**





Quality for the Communications Department is defined by accuracy and timeliness of messages. We have a variety of target audiences - customers, employees, business owners, community leaders, to name a few – requiring that we tapintodifferentmodesofcommunication to deliver our messages as effectively and efficiently as possible.

SHELLY DINAN | VICE PRESIDENT OF COMMUNICATIONS

## DESCRIPTION

The Communications Department is charged with the important role of providing accurate and timely information to the Authority's customers, employees and the community at large, using a variety of messaging mediums. In addition, the Communications team coordinates marketing and public relations initiatives to promote the Authority's services and outstanding work in the community.

## MISSION

Every day, the Communications Department works to generate and relay pertinent information about the Authority's services, work and the achievements of its employees. This function is conducted at the internal level to facilitate the flow of information between departments and externally to keep customers and the community at large informed, aware and supportive of RGRTA's transportation services.

## VISION

The Vision of the Communications Department is to...

- Be part of a communications-rich culture in which all RGRTA employees feel well-informed, and where employees are receiving and sharing the same consistent messages about the Authority.
- Have no gaps in the communications infrastructure at RGRTA.
- Be part of an organization where impeccable communication makes way for a respectful work environment.
- Be part of a community which fosters a sense of pride about RGRTA's valuable role in providing outstanding public transportation services in Rochester and the surrounding region.

COPS PP		COMN	AUNIC	CATIO	NS SC	OREC	ARD	
Key Manager		GOAL						
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Customer Satisfaction (Net Promoter Score)	CSI	92%	7					
End of Year Projected Net Income (Deficit)	FPI	\$0	37					
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	85%	6					
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
nternal Campaigns		8/QTR	7					
External Campaigns		1/QTR	7					
Website Updates		2/MNT	7					
Media Placements RTS		2/QTR	7					
Media Placements Regionals		2/YR	7					
Total			35					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
RGRTA Website Redesign	CSI		15					
On Time								
On Budget								
Total			15					
SUMMARY	TOPS TO	TAL	50					
	DPI TOTA	L	35					
	Project M TOTAL	Managemo	ent 15					
	GRAND 1	OTAL	100					
SUPPLEMENTAL DEPARTMENTINFORMATION								
Total Web Visitors								

Note: Additional quarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

# **Customer Service**



## DESCRIPTION

The Customer Service Department is the personfication of the Authority's commitment to customer satisfaction. The Customer Service Department operates as a cohesive team that is committed to providing customers with accurate and appropriate information in a timely manner. Customer Service Representatives work to develop relationships with customers that promote and support the Authority's commitment to customer satisfaction.

## MISSION

The Customer Service Department supports and promotes the Driving Excellence initiatives. Customer contacts are primarily through telephone communications, but the department does provide direct customer assistance through staff at the Downtown ticket booth, the Main Street Information Booth and transit presentations and tours. Conveying to customers detailed information of the RTS and Lift Line transportation systems in a quick and efficient manner is a cornerstone of the Excellence in Customer Satisfaction pillar of the Strategic Plan.

## VISION

RGRTA Call Center efficiently meets the needs of the Authority's customers and drives continued ridership growth, customer satisfaction and loyalty.



On a daily basis, I strive to treat each customer the way that I would like to be treated, if I were the customer. The years in customer service and the experience have taught me that listening to the customer and trying to understand them, is essential to customer satisfaction and resolving customer concerns.

HECTOR TORRES | RTS CUSTOMER SERVICE REPRESENTATIVE



After 10 years of work at RGRTA, the most uplifting strength I think I have on a daily basis is simply and truly working within a team environment that creates its own atmosphere where you can look forward to having a fun and productive day knowing that support is always just an "arms length" away.

**BOBBY HERNANDEZ | LIFT LINE SCHEDULER/DISPATCHER** 

		RTS C	USTO	MER	SERVI	CE SC	OREC	ARD	
Manaustrian Annual Contraction		GO	AL	RESULTS					
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points	
Customer Satisfaction (Net Promoter Score)	CSI	15%	7						
RTS Call Center Secret Shopper Scores	ESI	90%	1						
End of Year Projected Net Income (Deficit)	FPI	\$0	37						
% of Employee Incentive Opportunities Achieved	ESI	85%	5						
Total			50						
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points	
Average # of Days to Respond to Complaints		1	10						
Average # of Days to Respond to Schedule Inquiries		1.5	5						
Average # of Days to Respond to Ticket Orders		1	5						
In-House Evaluations per Team Member/Month		5	10						
On-Hold Times		60	5						
Total			35						
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points	
Develop and Expand Retail Ticket Outlets	CSI		15						
On Time									
On Budget									
Total			15						
SUMMARY	TOPS TO	TAL	50						
	DPI TOTA	L	35						
	On Sche	dule TOTA	L 7.5						
	On Budg	et TOTAL	7.5						
	GRAND	OTAL	100						
SUPPLEMENTAL DEPARTMENT INFORMATION									
Total number of calls received									

.....



LL Call Center Secret Shoper S
Ride Request Satisfaction
Average On-Hold Time
Customer Satisfaction Survey
Operating Revenue per Reven
End of Year Projected Net Inco
% of Employee Incentive Oppo

DPI MEASURES % Subscription Status of Eligi

 In-house evaluations per tear

 PROJECT MANAGEMENT

 PROJECT MANAGEMENT

 SUMMARY

 will be tracked on this

 annual scorecard; they

 have been removed for

 presentation purposes.

		LL CU	STOM	ER SI	ERVIC	E SCO	RECA	RD
		GC	DAL			RESULTS		
	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
ore	ESI	90%	2					
	CSI	99.9%	1					
	CSI	75	1					
	CSI	95%	1					
ue Mile	FPI	\$0.23	3					
me (Deficit)	FPI	\$0	36					
ortunities Achieved	ESI	85%	6					
Total			50					
	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
ole Customers/Qtr		75%	25					
n member		5	25					
Total			50				_	
	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Total			15					
	TOPS TO	TAL	50					
	<b>DPI TOTA</b>	L	50					
	GRAND	TOTAL	100					
INFORMATION								

# **Facilities**



## DESCRIPTION

The Facilities Department is responsible for implementing capital infrastructure projects and maintaining the RTS facilities. Services are performed in support of the **Operations Department.** 

## MISSION

We will promote and achieve high quality service delivery and facility performance that is safe, secure, productive, and always customer focused.

We will focus on continuous improvement of service and performance by driving the efficient use of resources; leading the state of good repair for facilities and equipment; and championing a culture of employee engagement. VISION

Our vision is to innovate and deliver high quality public transportation to our customers that is always improving, safe, reliable and efficient.

DPI Tyrta Tyrta Managathan		FACIL	ITIES	SCOI	RECAR		5	
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
End of Year Projected Net Income (Deficit)	FPI	\$0	44					
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	85%	6					
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Preventive Maintenance percent on time		90%	25					
Ratio of Actual vs Budgeted Overtime Hours		80%	15					
RatioofPlanned/Unplannedworkorderhours		75%	10					
Total			50					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Total								
SUMMARY	TOPS TO	TAL	50					
	DPI TOTA	L	50					
	<b>GRAND</b> T	OTAL	100					

Note: Additional quarters will be tracked on this annual scorecard; they have been removed for presentation purposes.



We are responsible for providing and maintaining efficient and reliable facilities. We manage capital projects being implemented as strategic initiatives for the company. Our purpose is to deliver these projects in an efficient manner that provides the best value to our customers and the community. We make personal commitments to meeting these goals.

MARK BALLERSTEIN | DIRECTOR OF ENGINEERING

# **Finance**





The primary goal of the Finance Department is to provide timely and accurate financial information to both internal and external customers. As Budget Analyst, I ensure quality through continuous improvements to my analysis and review process. This is achieved by sharing my analysis and assumptions with my team members on a regular basis and welcoming their scrutiny and suggestions for improvement. Accuracy and attention to detail combined with gathering the most current information possible are the performance criteria I have established for myself in managing my various responsibilities. Adhering to these criteria on a daily basis ensures a quality output. SHARON MUIR-EDDY | BUDGET ANALYST

## DESCRIPTION

The Finance Department operates under the direction of the Chief Financial Officer. Team responsibilities are focused on accounting, budgeting, and financial analysis for each of the Authority's subsidiary companies. The Finance Department also provides assistance to other departments in the achievement of effective business agreements, cost controls, and efficiencies.

The Finance Department is responsible for the following functions:

- Accounting
- Financial and statistical reporting
- Cash Management
- Preparation of the annual Operating Budget and Capital Improvement Plan
- Monthly budget analysis and year-end forecasting
- Multi-Year Budget forecasting
- Coordination of the annual Internal Control Program

For each of the past four fiscal years, the department's Comprehensive Annual Financial Report (CAFR) has been the recipient of a Certificate of Achievement for Excellence in Financial Reporting issued by the Governmental Finance Officers Association (GFOA). In addition, the past two Comprehensive Plans were awarded the Distinguished Budget Award by the GFOA.

## MISSION

The Mission of the Finance Department is to effectively and transparently manage the financial affairs of the Authority following Generally Accepted Accounting Principles and applicable laws and regulations. Through the use of sound management practices, with an equal emphasis on forward looking information, the department will provide quality financial information to both internal and external customers on a timely basis and in a manner that is readily understood.

## VISION

The Finance Department achieves excellence in financial management through efficiency, innovation, and professional development as measured by the highest professional standards, independent audits and the satisfaction of our internal and external customers.

3	0P.
	DPL
	eci Managembr



eer Manaye		GOA	L			RESULTS	5	
TOPS METRICS	Index	Goal	Points	Apr	Мау	Jun	Qtr 1	Points
End of Year Projected Net Income (Deficit)	FPI	\$0	28					
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	85%	4					
Multi-Year Budget Projections	FPI	\$-6.8 M	14					
Pension Liability Coverage	FPI	100%	3					
Fare Stability	CSI	\$1.00	1					
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Investment of Idle Cash (% of total cash invested)		98%	5					
Budget Analysis Productivity (% of target edanalysis reviewed)		90%	5					
TimelyAccountingClose(#ofbusinessdaysaftermonthend)		5	5					
TimelySubmissionofReportstootherAgencies		100%	5					
InternalControlAnnualProgram%completed		100%	5					
GeneralLedgerHardClose(#ofdaysafterquarterend)		30	5					
AR Outstanding Over 90 days (Non - NYS )		\$400,000	5					
Total			35					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
College Town Transit Station	FPI		15					
On Time								
On Budget								
Total			15					
SUMMARY	TOPS TO	AL	50		1			
	DPI TOTA	L	35					
	Project M TOTAL	lanagement	15					
	GRAND T	OTAL	100					
SUPPLEMENTALDEPARTMENTINFORMATION								
Internal Customer Survey								
On Budget/On Time								
Planning for financial software								
On Budget/On Time								
Ramco User Training (Department heads & staff)								
On Budget/On Time								
Staff Professional Development								
On Budget/On Time								
FinanceProcedureManualContinuousUpdate&Revision (% Reviewed/Revised)								

## **FINANCE SCORECARD**

## **Human Resources**



individuals who provide management of the Authority's active and retired employees; promote equity and fair human and labor relations throughout the organization, as well as coordinate facility safety and health regulatory and compliance. In addition to providing a full range of centralized human resource management, payroll and training services, Human Resources works to establish an Authority-wide work environment conducive to sustained high productivity, supportive of strategic and measurement driven decision making, and with a focus on excellence in customer service.

### MISSION

To provide leadership in the development, implementation, and administration of sound human resources, training, payroll and labor relations policies, procedures, and programs which support the Authority's mission. We ansure quality by recognizing boy in

We ensure quality by recognizing how important the work that we do is to each individual person we are working on behalf of. While we may see fifty applications come in for one position or process twenty payroll changes in one day we always strive to acknowledge the person behind the work that we do and to give each person the time, attention and respect that they deserve.

Clerk

Medical

Assistant

SUZZANE GARRISON | HUMAN RESOURCE GENERALIST

DPI CONTRACTOR		HUM	
anayan a second a s		G	
TOPS METRICS	Index	Goal	
End of Year Projected Net Income (Deficit)	FPI	\$0	
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	85%	
Total			
DPI MEASURES	Index	Goal	
%PayrollChecksProducedAccuratelyandOnTime		100%	
%ofTrainingCompletedAfterPreventableAccident		100%	
Secret Shopper Score for the Front Desk		90%	
% Drawer Accuracy for Pass Sales		100%	
%AnnualMandatoryTrainingCompletedOnTime		100%	
Total			
PROJECT MANAGEMENT	Index	Goal	
Wellness Program	ESI		
On Time			
On Budget			
Total			
SUMMARY	TOPS TO	TAL	
	DPI TOTA	L	
COPS METRICS End of Year Projected Net Income (Deficit) %ofEmployeeIncentiveOpportunitiesAchiever Tot DPI MEASURES %PayrollChecksProducedAccuratelyandOnTim %ofTrainingCompletedAfterPreventableAccider Secret Shopper Score for the Front Desk % Drawer Accuracy for Pass Sales %AnnualMandatoryTrainingCompletedOnTim Tot PROJECT MANAGEMENT Wellness Program On Time On Budget Tot SUMMARY SUPPLEMENTAL DEPARTMENTINFORMATIO %Payroll-AccuratePaydatesandTransmittedbyTim Deadline fpr Payday to ACH %HealthBenefitEnrollmentsEnteredintoCarrie System within 5 Days of Receipt % Appealed Unemployment Cases Won %ArbitrationDecisionsCompanyPositionUphel	Project Manageme TOTAL		
	TOTAL		
	TOTAL Grand T	OTAL	
SUPPLEMENTALDEPARTMENTINFORMATION	TOTAL GRAND T	OTAL	
SUPPLEMENTALDEPARTMENTINFORMATION %Payroll-AccuratePaydatesandTransmittedbyTime Deadline fpr Payday to ACH	TOTAL GRAND 1	OTAL	
SUPPLEMENTALDEPARTMENTINFORMATION %Payroll-AccuratePaydatesandTransmittedbyTime Deadline fpr Payday to ACH %HealthBenefitEnrollmentsEnteredintoCarriers System within 5 Days of Receipt	TOTAL GRAND 1	OTAL	
SUPPLEMENTAL DEPARTMENTINFORMATION %Payroll-AccuratePaydatesandTransmittedbyTime Deadline fpr Payday to ACH %HealthBenefitEnrollmentsEnteredintoCarriers System within 5 Days of Receipt % Appealed Unemployment Cases Won	TOTAL GRAND 1	OTAL	
SUPPLEMENTALDEPARTMENTINFORMATION %Payroll-AccuratePaydatesandTransmittedbyTime Deadline fpr Payday to ACH %HealthBenefitEnrollmentsEnteredintoCarriers System within 5 Days of Receipt % Appealed Unemployment Cases Won %ArbitrationDecisionsCompanyPositionUpheld	TOTAL GRAND 1	OTAL	
SUPPLEMENTAL DEPARTMENTINFORMATION %Payroll-AccuratePaydatesandTransmittedbyTime Deadline fpr Payday to ACH %HealthBenefitEnrollmentsEnteredintoCarriers System within 5 Days of Receipt % Appealed Unemployment Cases Won %ArbitrationDecisionsCompanyPositionUpheld %19A EE's Examination On Time	TOTAL GRAND 1	OTAL	

Note: Additional quarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

## IAN RESOURCES SCORECARD

GOA	AL.			RESULTS	5	
al	Points	Apr	Мау	Jun	Qtr 1	Points
1	44					
6	6					
	50					
al	Points	Apr	May	Jun	Qtr 1	Points
%	7					
%	7					
6	7					
%	7					
%	7					
	35					
al	Points	Apr	May	Jun	Qtr 1	Points
	15					
	15					
	50					
	35					
nent	15					
	100					

# **Information Technology**





I work to ensure quality in my department by applying Lean Six Sigma principles to improve our processes. Continuous improvement is a fundamental value of the IT Department and the Authority. JASON SCHUNK | DBA/APPLICATION PROGRAMMER

#### DESCRIPTION

The information Technology (IT) Team is responsible for the strategic planning and administration of all Authority related information and telecommunications systems, with the objective of providing reliable information to its internal and external customers.

The team's responsibilites focus on the following functions:

- Technical support
- Project management
- Network, Radio and Telecommunication Administration
- Application Development
- Database Administration
- Technology planning, procurement and deployment
- Data security and integrity
- Document administration

## MISSION

To provide the most reliable technology and outstanding customer service to support the Authority in serving our community.

## VISION

Implement the most advanced and cost-effective technology available that best fits the Authority's needs and which will result in the highest operational efficiency for the Authority and its employees.

Provide excellent customer service to our employees, helping them to efficiently perform their jobs with the goal of supporting the Authority's mission and vision.

Constantly measure the quality, efficiency and reliability of our services and systems, and use those measurements as a commitment to continuous improvement.

Recruit and develop talented individuals.



Manayett		GOA	۱L			RESULTS	5	
TOPS METRICS	Index	Goal	Points	Apr	Мау	Jun	Qtr 1	Points
End of Year Projected Net Income (Deficit)	FPI	\$0	37					
% of Employee Incentive Opportunities Achieved	ESI	85%	6					
MonthlyPhonelssuesReportedbyCustomerService	QPI	4	7					
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Customer Service (Survey)			7					
Mean Time to Close Requests			7					
CriticalSystemUptime(phones,ACS,TrapezeSuite, Ramco, Highline)		99%	10					
Critical System Recovery Testing Success Rate (Quarterly)		95%	6					
AuditsPassRate(Backups,Updates,Inventory,AD Information)		90%	5					
Total			35					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Server Virtualization	FPI		12					
On Time								
On Budget								
Replace PCs and Laptops	ESI		3					
On Time								
On Budget								
Total			15					
SUMMARY	TOPS TOT	AL	50					
	DPI TOTA	L	35					
	Project N TOTAL	lanagement	15					
	GRAND T	OTAL	100					
SUPPLEMENTALDEPARTMENTINFORMATION								
Number of tickets submitted (Monthly)								

Note: Additional quarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

## **INFORMATION TECHNOLOGY SCORECARD**

# **Legal Affairs**





The Legal Affairs Department is a dedicated group of employees who strive to continue to bring excellence to the Authority in all areas. My role has evolved, as has the Department's, in not only helping to identify and solve legal problems, but in keeping the Authority as a whole conscious of its legal and ethical responsibilities to employees and customers.

**KAREN JENESS | LEGAL AFFAIRS ASSISTANT** 

## DESCRIPTION

The Legal Affairs Department has responsibility for managing the legal affairs and risk management of RGRTA and its subsidiaries. These responsibilities include: support for the effective conduct of Authority affairs as reflected in legal documents and agreements; review of matters affected by local, state and federal law; work to assure compliance of the Authority and its subsidiaries with applicable laws, rules and regulations; assistance in negotiation of business transactions with other parties; preparation and review of legal documentation; assistance and training to the Board of Commissioners in connection with governance and related matters; maintenance and regular review of Authority Bylaws, policies and procedures; management of the costs associated with the Authority's legal affairs, including management of the Authority's business relationship with outside legal counsel; oversight of the Authority's risk management and workers compensation programs.

## MISSION

The Legal Affairs Department, through competent, responsive and professional representation of RGRTA and its subsidiaries, shall promote the achievement of the Authority's Comprehensive Plan by providing excellent legal services with integrity, zeal, accuracy and efficiency.

#### VISION

The Legal Affairs Department is regarded by all Departments and subsidiaries throughout the Authority as a trusted partner that supports and assists in their efforts to prevent and/or mitigate losses to the Authority and injuries to employees and that is the trusted source for information with regard to statutory and regulatory compliance and legal strategy matters.



Cer Manaugelie	GOAL				RESULTS				
TOPS METRICS	Index	Goal	Points	Apr	Мау	Jun	Qtr 1	Points	
End of Year Projected Net Income (Deficit)	FPI	\$0	44						
$\% of {\sf Employee} Incentive {\sf Opportunities} {\sf Achieved}$	ESI	85%	6						
Total			50						
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points	
%oftimeClaimOpeningTaskswereCompletedWithin 7 Business Days of Receiving Claim		90%	8						
% of Time and Attemptism a deto Contact the WC Claim ant Within 2 Business Days of Learning of the Claim		80%	8						
%ofTimethatAccidentPreventabilityResultswere Sent on Time		100%	2						
%ofDollarValueofRecoverableClaimsthatwas Recovered		30%	5						
Diary Management Success Rate - WC		80%	3						
Diary Management Success Rate - Liability		80%	3						
${\it Board Minutes Posted on the Internet on Time}$		90%	3						
Board Resolutions Completed on Time		80%	3						
Total			35						
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points	
DARTClaimsManagementSoftwareReplacement	FPI		15						
On Time									
On Budget									
Total			15						
SUMMARY	TOPS TOT	AL	50						
	DPI TOTA	L	35						
	On Schee	dule TOTAL	7.5						
	On Budg	et TOTAL	7.5						
	GRAND T	OTAL	100						
SUPPLEMENTAL DEPARTMENTINFORMATION									
NumberandValueofOutstandingLitigatedandNon- Litigated Claims									
Number of Lost Work Days									
$\label{eq:control} Average Costper Workers 'Compensation Claim$									
Aggregate Incurred and Projected Workers' Compensation Costs									

Note: Additional guarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

## LEGAL AFFAIRS SCORECARD

# **Paratransit and Regional Operations**



## DESCRIPTION

The Department of Paratransit and Regional Operations consists of seven separate and distinct operating subsidiaries in seven counties:

- Genesee County Batavia Bus Service (BBS)
- Livingston County Livingston Area Transportation Service (LATS)
- Monroe County Lift Line (LL)
- Orleans County Orleans Transit Service (OTS)
- Seneca County Seneca Transit Service (STS)
- Wayne County Wayne Area Transportation Service (WATS)
- Wyoming County Wyoming Transit Service (WYTS)

Each of the regional subsidiaries operates services within their respective counties designed to meet the specific public transportation needs of their community's fixed-route, demand-response, and paratransit customers. Lift Line provides paratransit service exclusively within Monroe County both consistent with and beyond the requirements of the Americans with Disabilities Act.

## MISSION

We will promote and achieve high quality service delivery and facility performance that is safe, secure, productive, and always customer focused.

We will focus on continuous improvement of service and performance by driving the efficient use of resources; leading the state of good repair for facilities and equipment; and championing a culture of employee engagement.

#### VISION

Our vision is to innovate and deliver high quality public transportation to our customers that is always improving, safe, reliable and efficient.



To ensure excellence in customer service, it is important to take care of and satisfy our customer needs. This will make riding Lift Line a positive experience and the motivating factor behind everyday operations.

In the event of any unforeseen development that may hinder our performance as a service provider to our customers, all appropriate measures will be evaluated and expediently implemented as tools to ensure the continued success of our Lift Line mission... "Motivation is the mark, pro-activity is the key".

#### SHELIA AYALA | ADMINISTRATIVE ASSISTANT



I am always looking to partner with local government agencies and other untapped markets to subsidize routes and help them with their transportation needs. We continue to monitor on a daily basis as to how we can increase our ridership and revenue streams to allow us the ability to maintain our low fares.

We also are seeing a more aggressive and improved marketing plan for the Regionals that will connect us to the communities to raise more awareness to the safe and affordable transportation that is offered in Seneca County.

**BILL WHITE | SENECA TRANSIT SERVICE MANAGER** 







3	OP,	X
-	rgrta	
	<sup>a</sup> ct Manayem	

## LIFT LINE SCORECARD

Manaystin	GOAL RESULTS							
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Ride Request Satisfaction	CSI	99.9%	1					
On-Time Performance	CSI	85%	1					
Customer Satisfaction Survey	CSI	95%	1					
Bus Operator Customer Service Score	ESI	92%	1					
Disabled Buses	CSI	0.3	1					
Bus Cleanliness	CSI	87%						
Operating Revenue per Revenue Mile	FPI	\$0.23	2					
End of Year Projected Net Income (Deficit)	FPI	\$0	36					
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	85%	6					
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Average Weekly Operator Overtime		200	9					
Customers per Revenue Mile		0.124	9					
Slack Time		TBD	9					
AvergeDailyBusAvailability(GoalEquivalenttoPeak Requirement)		39	8					
Total			35					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Replace 6 Lift Line Buses	CSI							
On Time								
On Budget								
Total			15					
SUMMARY	TOPS TO	<b>AL</b>	50					
	DPI TOTA		35					
	On Sche	dule TOTAL	7.5					
	Un Budg	et IOIAL	7.5					
	GRAND	UIAL	100					

	(	REGION EXAMP	AL OF LE)	PERAT	IONS	SCOR	ECAR	D
Manay Mine		GOA	۸L			RESULT	S	
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
End of Year Projected Net Income (Deficit)	FPI	\$0	37					
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	85%	6					
Dn-Time Performance	CSI	95%	1					
Disabled Buses	CSI	1.25	1					
Bus Cleanliness	CSI	90%	1					
Customer Satisfaction	CSI	92%	1					
Operating Revenue per Revenue Mile	FPI	\$1.52	3					
Total			50					
OPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Average Weekly Operator Overtime		20	8					
AnnualizedHoursofFullCostRecoverySubsidyService		37,619	8					
%ofTotalServiceHoursthatareFullySubsidized		73%	8					
Average Daily Bus Availability		15	5					
Secret Shopper Score		90%	6					
Total			35					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Replace Regional Buses			15					
Total			15					
SUMMARY	TOPS TOT	AL	50					
	On Cale		35					
			7.5					
	GRAND	OTAL	100					

Note: Additional quarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

Note: Additional quarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

		BATAV	IA BUS	S SER	VICE S	SCORE	CARD	
C Manage		GO/	AL		RESULTS			
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
On Time Performance	CSI	95%						
Disabled Buses	CSI	1.25						
Bus Cleanliness	CSI	90%						
Customer Satisfaction	CSI	92%						
Operating Revenue per Revenue Mile	FPI	\$1.52						
End of Year Projected Net Income (Deficit)	FPI	\$0						
% of Employee Incentive Opportunities Achieved	ESI	85%						
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Average Weekly Operator Overtime								
Weekly Hours of Full Cost Recovery Subsidy Service								
Average Daily Bus Availability (Goal Equivalent to Peak Requirement)								
Secret Shopper Score		90%						
Total			50					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
SUMMARY	TOPS TO	TAL	50					
	DPI TOTA	NL .	50					
	GRAND	TOTAL	100					

	AREA	TRANS	PORT	ATIOI	N SER	VICE	SCORE	CARD
Manasa Manas		G0/	AL			RESULTS		
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
On Time Performance	CSI	95%						
Disabled Buses	CSI	1.25						
Bus Cleanliness	CSI	90%						
Customer Satisfaction	CSI	92%						
Operating Revenue per Revenue Mile	FPI	\$2.57						
End of Year Projected Net Income (Deficit)	FPI	\$0						
% of Employee Incentive Opportunities Achieved	ESI	85%						
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Average Weekly Operator Overtime								
Weekly Hours of Full Cost Recovery Subsidy Service								
Average Daily Bus Availability (Goal Equivalent to Peak Requirement)								
Secret Shopper Score		90%						
Total			50					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
CIIMMADY	TODS TOT	A1	50					
SUMMART	DDI TOTA		50				<u> </u>	<u> </u>
	CRAND		100				<u> </u>	
	GRAND T	OTAL	100					

Note: Additional quarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

WAYNE A	REA T	RANSP	ORTA	TION	SERV	ICE SO	OREC	ARD	
eer Managente		GO/	AL.		RESULTS				
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points	
On Time Performance	CSI	95%							
Disabled Buses	CSI	1.25							
Bus Cleanliness	CSI	90%							
Customer Satisfaction	CSI	92%							
Operating Revenue per Revenue Mile	FPI	\$1.34							
End of Year Projected Net Income (Deficit)	FPI	\$0							
% of Employee Incentive Opportunities Achieved		85%							
Total		-	50						
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points	
Average Weekly Operator Overtime									
Weekly Hours of Full Cost Recovery Subsidy Service									
Average Daily Bus Availability (Goal Equivalent to Peak Requirement)									
Secret Shopper Score		90%							
Total			35						
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points	
WATS Vehicle Storage Facility	QPI								
On Time									
On Budget									
Total			15						
SUMMARY	TOPS TO	TAL	50						
	Project A	L Nanagemen	35 t					<u> </u>	
	GRAND	TOTAL	100					<u> </u>	

e: Additional quarters will be tracked on this annual scorecard; they have been removed for presentation purposes.	
--	--

	W	YOMIN	G TRA	NSIT	SERV	ICE SO	COREC	ARD
Manager		G0.	AL			RESULTS		
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Point
On-Time Performance	CSI	95%						
Disabled Buses	CSI	1.25						
Bus Cleanliness	CSI	90%						
Customer Satisfaction	CSI	92%						
Operating Revenue per Revenue Mile	FPI	\$.81						
End of Year Projected Net Income (Deficit)	FPI	\$0						
% of Employee Incentive Opportunities Achieved	ESI	85%						
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Average Weekly Operator Overtime								
Weekly Hours of Full Cost Recovery Subsidy Service								
Average Daily Bus Availability (Goal Equivalent to Peak Requirement)								
Secret Shopper Score		<b>90</b> %						
Total			35					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
WYTS Vehicle Storage Facility	QPI							
On Time								
On Budget								
Total			15					
SUMMARY	TOPS TOT	AL	50					
	DPI TOTA Project N	L Ianagemen	35 t					
	GRANDT	ΟΤΔΙ	100		<u> </u>		-	
Note: Additional guarters will be tracked on this app	In scores	ordu those ha		mound		tation pu	L	

	AREA	TRANS	PORT	ATIOI	N SER	VICES	SCORE	CARD
Manage		GO/	NL		RESULTS			
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
On Time Performance	CSI	95%						
Disabled Buses	CSI	1.25						
Bus Cleanliness	CSI	90%						
Customer Satisfaction	CSI	92%						
Operating Revenue per Revenue Mile	FPI	\$2.57						
End of Year Projected Net Income (Deficit)	FPI	\$0						
% of Employee Incentive Opportunities Achieved	ESI	85%						
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Average Weekly Operator Overtime								
Weekly Hours of Full Cost Recovery Subsidy Service								
Average Daily Bus Availability (Goal Equivalent to Peak Requirement)								
Secret Shopper Score		90%						
Total			50					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
SUMMARY	TOPS TO	AL	50					
	DPI TOTA	L	50					
	GRAND	OTAL	100					

		SENEC	A TRA	NSIT	SERVI	CE SC	OREC	ARD
Manass		GOA	L			RESULTS		
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
On-Time Performance	CSI	95%						
Disabled Buses	CSI	1.25						
Bus Cleanliness	CSI	90%						
Customer Satisfaction	CSI	92%						
Operating Revenue per Revenue Mile	FPI	\$1.00						
End of Year Projected Net Income (Deficit)	FPI	\$0						
% of Employee Incentive Opportunities Achieved	ESI	85%						
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Average Weekly Operator Overtime								
Weekly Hours of Full Cost Recovery Subsidy Service								
Average Daily Bus Availability (Goal Equivalent to Peak Requirement)								
Secret Shopper Score		90%						
Total			50					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Total			15					
SUMMARY	TOPS TOT	AL	50					
	<b>DPI TOTA</b>	L	50					
	GRAND T	OTAL	100					

Note: Additional quarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

# **Procurement and Grants Administration**





Procuring goods and services for a public entity and obtaining and managing the grant funds that support RGRTA's operation are governed by a myriad of federal and state regulations. In such a regulated environment both sets of responsibilities can be challenging. Every day the PGA Department proudly meets this challenge while maintaining the highest ethical standards, maximizing benefits to our customers and maximizing value to RGRTA and the taxpayers.

#### DAVID COOK | VICE PRESIDENT OF **PROCUREMENT AND GRANTS ADMINISTRATION**

#### DESCRIPTION

The Procurement and Grants Administration Department is responsible for:

- Procurement of the goods and services that are required for the effective day-to-day operation of RGRTA and its subsidiaries
- Project management of projects designed to enhance our operations and the long-term goals of the Authority
- Acquisition and management of federal and state grants
- Representation of the Authority at the technical and capital programming meetings of the Genesee Transportation Council (GTC)

Effective procurement methods are employed to help ensure that the Authority receives the greatest value for its financial outlays. Project management procedures and processes, including constant monitoring and review of contractors, are deployed to ensure that projects are successfully completed and that all project goals are met.

Procurement of equipment and buses is an on-going, multi-million dollar responsibility. It requires the development of specifications and contract documents in concert with Authority staff including drivers and mechanics.

Further, the department's grant management responsibilities require the ability to work with all levels of government, the Genesee Transportation Council, Federal Transit Administration, and the New York State Department of Transportation. These cooperative relationships help ensure that the Authority avails itself of all funding opportunities and remains in compliance with associated funding restrictions and guidelines.

## MISSION

The Mission of the Procurement and Grants Administration Department is to provide value to the Authority through the effective and efficient procurement of the goods and services while maintaining and promoting compliance with the federal, state and local regulations. Further, the department is committed to effective project management and proactive grant acquisition and administration.

## VISION

The PGA Department maximizes benefits and value to the Authority, its customers and the taxpayers through the transparent application of efficient and innovative business methods to the acquisition of goods and services and the securing and management of federal and state grant funds.

	PROCU	JREME	NT & G	RAN	rs adi	MINIS	STRAT	ION
Manager		GO/	4L			RESULT	5	
TOPS METRICS	Index	Goal	Points	Apr	Мау	Jun	Qtr 1	Points
End of Year Projected Net Income (Deficit)	FPI	\$0	44					
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	85%	6					
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
%ofPRFsReceivedPriortoCommencementof Procurement		100%	10					
Avg.No.ofDaysfromReceiptofApprovedPRFtoAd Date		21	10					
%oflFBProcurementsCompletedw/inSix(6)Weeks of Ad Date		100%	10					
%ofRFPProcurementsCompletedw/inNine(9)Weeks of Ad Date		100%	10					
%ofProjectMilestonesCompletedonTimetoDate		90%	10					
Total			50					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
SUMMARY	TOPS TOT	AL	50					
	DPI TOTA	L	50					
	GRAND TOTAL 100							
SUPPLEMENTALDEPARTMENTINFORMATION			· · · ·				i	1
Number of Open Projects	L							
Avg.No.ofDaysActiveGrantsHaveBeenOpen	ļ							
Number of Open Grants								
No. of Procurements Initiated and Cancelled								

Note: Additional guarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

# **Project Management Office**



#### DESCRIPTION

The Project Management Office (PMO) is a new department that centralizes project management capability and expertise within the organization. The PMO is responsible for developing project management processes that will be consistently applied to projects. The PMO will also staff an adequate number of Project Managers whose primary job responsibility will be to directly manage projects, assist in managing projects and supporting other PMO activities.

The focus of PMO Year 1 will be to develop project management processes across the project management lifecycle, integrate PMO into the management of RGRTA's portfolio of projects and initiatives and improve the tactic identification and planning activities that is part of the annual Comprehensive Plan development process.

#### MISSION

Project Management is viewed as a core competency of RGRTA and is critical to its survival in the ever-constricting public transit business environment. In order to realize this core competency:

- We will develop and improve project management processes that are flexible and pragmatic and in alignment with the business realities of RGRTA.
- We will train and hire people who have the capacity and potential to be effective project managers.
- We will directly manage, oversee and support a variety of critical project-based initiatives within the organization.
- We will constantly look to improve our processes and skill sets.

### VISION

The Project Management Office provides project management services to RGRTA and its subsidiaries enabling increased value from project based activities by reducing costs and risk through better planning and increased efficiencies.



The creation of the Project Management Office (PMO) provides the Authority with a key resource to plan for and execute initiatives identified in the strategic planning process. As a PMO team member, I contribute to the Authority's success in implementing these initiatives by effectively communicating project status and actions, providing creative problem solving, and a strict attention to detail. This helps ensure that the Authority's valuable resources are utilized efficiently.

KRIS GIARDINO | PROJECT MANAGER

DPI Turta	PROJI	EC
Managar		
TOPS METRICS	Index	
End of Year Projected Net Income (Deficit)	FPI	
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	
Total		
DPI MEASURES	Index	
PMProjectUtilization(%oftimebilledtoproject- based work)		
InternalCustomerSatisfaction(ProjectCloseout)		
DirectlyManagedProjectPerformance-OnSchedule		
DirectlyManagedProjectPerformance-OnBudget		
AggregateCorporatePortfolioPerformance-On Schedule		
AggregateCorporatePortfolioPerformance-On Budget		
Total		
PROJECT MANAGEMENT	Index	
LATS CAD/AVL & ATIS	CSI	
On Time		
On Budget		
Transit Enhancements	CSI	
On Time		
On Budget		
RTSRevenueCollectionSystemReplacements	FPI	
On Time		
On Budget		
Total		
SUMMARY	TOPS TOT	TAL
	DPI TOTA	L
	Project N TOTAL	/ai
	<b>GRAND</b> T	'OT

Note: Additional quarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

## CT MANAGEMENT OFFICE SCORECARD

GOA	NL.	RESULTS						
Goal	Points	Apr	May	Jun	Qtr 1	Points		
\$0	44							
85%	6							
	50							
Goal	Points	Apr	May	Jun	Qtr 1	Points		
57%	7							
90%	7							
90%	3							
90%	6							
80%	5							
80%	7							
	35							
Goal	Points	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3 	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3 1	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3 1 1 1 11	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3 1 1 11	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3 1 1 11	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3 1 1 1 1 1 1 1 5	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3 1 1 1 1 1 1 1 5 50	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3 1 1 1 1 1 1 1 5 50 35	Apr	May	Jun	Qtr 1	Points		
Goal	Points 3 1 1 1 1 1 1 1 5 50 35 15	Apr	May	Jun	Qtr 1	Points		

# **Research & Development/Performance Measurement**



### DESCRIPTION

The Research and Development / Performance Measurement Department will be a research and development engine where Authority ideas are cultivated and vetted before being brought to a larger discussion with the Executive and Leadership Teams. In addition with the team of skilled analysts it will focus and strengthen the Authority's industry leading performance measurement system TOPS and improve the productivity of the maintenance and service delivery function.

#### MISSION

To create a forward thinking, process driven organization with superior results and a commitment to continuous improvement.

### VISION

- Provide exceptional anlytical support
- Develop and administer rigorous quality control
- Instill a culture of systematic thinking
- Educate RGRTA staff on problem solving strategies and processes



By rigorous use of statistical analysis and strict adherence to industryproven practices, such as Lean Six Sigma, the Research & Development/ Performance Measurement Department supports RGRTA's commitment to continuous improvements through information-based decisionmaking. The department's staff of statisticians and Six Sigma experts works with numerous cross-departmental teams to provide an objective lens to the entire organization, thus ensuring that all business processes and functions conform to RGRTA's high standard of quality. RYAN GALLIVAN | MANAGEMENT ANALYST

RESEARCH & I	DEVELO	PMENT/F	PERFOR	MANCI	MEAS	JRMEN	T SCOR	ECARD
Manager Manager		GO/	AL			RESULTS	5	
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
End of Year Projected Net Income (Deficit)	FPI	\$0	19					
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	85%	3					
On-Time Performance	QPI	84.5%	9					
Daily Disabled RTS Buses	QPI	1.6	4					
Cost Recovery Ratio	FPI	37.4%	6					
Monthly RTS Bus Failure Threepeats	QPI	5	4					
Operating Revenue Per Revenue Mile	FPI	\$3.29	5					
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
R&D Assisted DPIs Achieving Goal		90%	8					
MetricPerformance,IntegrityandQualityEvaluation		1/Qtr	13					
Initiate New Process Improvement Project		1/Qtr	13					
CompliancewithMonthly&QuarterlyTOPSReporting Deadlines		100%	8					
CompliancewithMonthly&QuarterlyMetricReport Card Deadlines		100%	8					
Total			50					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
	TOPS TOT	AL	50			<u> </u>		
	DPI TOTA	L	50			<u> </u>		
	<b>GRAND</b> T	OTAL	100					

Note: Additional quarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

# **Transportation Operations**



DESCRIPTION

The RTS Transportation Operations Department consists of over 330 bus operators and 30 first-line supervisors (Dispatchers, Radio Controllers, Road Supervisors) who provide direct transportation services to customers. Dispatch ensures the timely assignment of buses and work to operators to ensure that fixed route service is staffed on a daily basis. Radio Controllers monitor on-time performance, maintain communication with bus operators, and direct any requested assistance as situations demand. Road Supervisors monitor safe operations, respond to and investigate onboard incidents including bus collisions, customer disputes, or other bus operator or customer requests for assistance.

## MISSION

RTS Transportation Operations is committed to providing safe, on-time, reliable transportation services to our customers.



I work to ensure quality in my department by being a team player. I focus on building the best working relationship I can with whoever it is, from our operators to senior staff. I help wherever I can to make sure we provide the highest quality of service to our customers by meeting or exceeding our departmental goals.

MICHAEL CAPADANO | TRANSIT OPERATIONS MANAGER

	JP.	
		0
		~
- Diel	rgrta 7 Manati <sup>9</sup>	HIGH

Analysin and An		GOA	AL.		5			
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
WeeklyPreventableRTSBusOperatorAccidents	QPI	1.6	4					
RTS Bus Operator Customer Service Score	ESI	80%	2					
OnTimePercentageoftheLowest20RTSOperators	ESI	66%	4					
% of Early Departures of RTS Buses	ESI	4.9%	4					
On Time Performance	CSI	84.5%	9					
Pass-Ups	CSI	5.5	4					
Daily Missed RTS Trips	QPI	0.1	4					
End of Year Projected Net Income (Deficit)	FPI	\$0	16					
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	85%	3					
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
On Time Performance % Late		10.50%	8					
Late-outs, Operator Related – Average Daily		1.5	9					
PreventableRTSBusOperatorAccidents-Avg.Mnthly		9.0	9					
UnscheduledOperatorOvertime-AverageHoursWkly		125.0	9					
Total			35					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Safety and Security Program	QPI		1					
On Time								
On Budget								
Security System for RTS Campus	FPI		11					
On Time								
Un Budget	501							
	FFI		2					
On Budget								
Replace Non-Revenue Vehicles	ESI		1					
On Time								
On Budget								
Total			15					
SUMMARY	TOPS TOT	AL	50					
	DPI TOTA	L	35					
	Project N TOTAL	oject Management FAI 15						
	GRAND T	OTAL	100					

## **TRANSPORTATION OPERATIONS SCORECARD**

# **Transportation Services**



#### DESCRIPTION

The Transportation Services Department is comprised of the Planning and Scheduling Divisions. Transportation Services in responsible for the development and scheduling of efficient transportation services for RGRTA. Staff continually scrutinizes productivity and efficiency of each route utilizing data from cutting edge transit technologies. Staff also continually monitors population movement and urban development in the Greater Rochester region. These activites create the informed, effective service adjustments by the Transportation Services Department staff that results in the customer-friendly, cost-effective transit service experienced by the community every day.

#### MISSION

The Transportation Services Department's mission is to continually improve the performance of transit services in the Rochester metropolitan area and to precisely manage RGRTA's cutting-edge, customer-facing technologies.

## VISION



Our vision is to innovate and deliver high quality public transportation to our customers that is always improving, safe, reliable and efficient.

In the position of Checker for Regional Transit Service, one of my responsibilities is to do ride checks. I compile customer count information, which in turn allows us to assess if we are meeting our customers' needs in a cost-effective manner. In addition, I perform the duties of schedule clerk; copying, typing up the school service sheet, lost and found school passes, driver report cards and ensure distribution to Radio Control and Dispatch. **PHYLLIS JILES | CHECKER CLERK** 



Act Managerro		GOA	۸L	RESULTS					
TOPS METRICS	Index	Goal	Points	Apr	Мау	Jun	Qtr 1	Points	
Cost Recovery Ratio	FPI	37.4%	6						
Operating Revenue Per Revenue Mile	FPI	\$4.96	3						
On Time Performance	CSI	84.5%	10						
Pass-ups	CSI	5.5	4						
End of Year Projected Net Income (Deficit)	FPI	\$0	20						
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	85%	3						
On Time % Early	ESI	4.9%	4						
Total			50						
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points	
Daily Number of Trips Missing Lineups	CSI	3	4						
No.ofServiceRelatedCustomerComplaints/Month	CSI	20	5						
Timetableserrorsperpick(Qualityoftimetables)	CSI	3	10						
Paddleerrorsperpick(Qualityofproducttodrivers)	CSI	15	9						
Average # of Days to Close a Stop Request	CSI	7	7						
Total			35						
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points	
Blockbuster Run Cut Software	FPI		9						
On Time									
On Budget									
RTS Multi-Year Service Plan	FPI		1						
On Time									
On Budget									
Bus Stop Management Software	QPI		5						
On Time									
On Budget									
Total			15						
SUMMARY	TOPS TOT	AL	50						
	DPI TOTA	L	35						
	Project N TOTAL	lanagement	15						
	GRAND T	OTAL	100						

Note: Additional quarters will be tracked on this annual scorecard; they have been removed for presentation purposes.

## **TRANSPORTATION SERVICES SCORECARD**

# **Vehicle Maintenance (RTS)**





### DESCRIPTION

The Vehicle Maintenance Department is responsible for providing support staff to maintain the RGRTA fleet and implement its scheduled service. Maintenance encompasses the buses and non-revenue vehicles and functions as separate divisions with integrated teams made up of management, administrative assistants, and technicians.

## **MISSION**

The Vehicle Maintenance Department is committed to providing safe, clean and reliable vehicles for customers. The department will be disciplined, consistent, methodical, and innovative in the administration, conduct, practices, and procedures with respect to financial stability, customers, and co-workers.



Quality to the Maintenance Department means that our customers internally and externally have safe, reliable and efficient buses that do not create problems while in service.

One of our measures of success, is understanding and preventing repetitive complaints, and part of our continuous improvement plan is to listen and respond positively to our customers input. Our plan also includes working towards "zero defects" so our internal customers can deliver a quality experience to our paying customers. It is our desire to create an extraordinary experience when riding our buses.

**BOB BEAUCHAMP | ASSISTANT DIRECTOR OF MAINTENANCE** 

-	OP.	,
	DPL	k
		F
	eci Manayemen	5

A COL MANABER		GOA	L			RESULTS	;	
TOPS METRICS	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Daily Disabled RTS Buses	QPI	1.6	5					
Bus & Shelter Cleanliness	CSI	70%	2					
Daily Missed RTS Trips	QPI	0.1	5					
Monthly RTS Bus Failure Threepeats	QPI	5	5					
End of Year Projected Net Income (Deficit)	FPI	\$0	25					
%ofEmployeeIncentiveOpportunitiesAchieved	ESI	85%	4					
Customer Satisfaction (Net Promoter Score)	CSI	15%	4					
Total			50					
DPI MEASURES	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Numberofclosedworkordersperday(totalallShops)		18	2					
BudgetPerformanceBudgetvsActual(Pctover/under)		Onbudget	5					
Avg.NumberofDownedBusesperday(totalallshops)		30.0	6					
Total number of Maint. Change-offs		10.0	8					
Avg.PM%OnTimecompliancebusPMs,Lifts&Facilities		95%	12					
Number of open work orders beyond 30 days		151	2					
Total			35					
PROJECT MANAGEMENT	Index	Goal	Points	Apr	May	Jun	Qtr 1	Points
Fuel&FluidsManagementSystemforRTSandLiftLine	FPI		1					
Replace 21 RTS Transit Buses			8					
Replace 4 RTS Transit Buses			2					
RTS Fleet Maintenance Repair Standards	QPI		1					
Install Urea Tank			1					
Replace 10 Mobile Bus Lifts			1					
Install RTS Articulated Lifts			1s					
Total			15					
SUMMARY	TOPS TO	TAL	50					
	DPI TOT/	AL	35					
	Project TOTAL	Management	15					
	GRAND	TOTAL	100					

## **VEHICLE MAINTENANCE SCORECARD**

# **Driving Foward**



RGRTAworksdiligentlytobe anindustryleaderinpublic transportationfortheGreater Rochesterregion'smorethan 17millioncustomers.Indoing so,theAuthorityhasbecome anationalrolemodelofhow privatesectormanagementcan significantlybenefitapublic organization.

Driving forward, RGRTA will continue to innovate and lead. Technology upgrades remain a major focal point for reaching customer service goals and advancing operational efficiencies.

Customers will benefit from automated real-time schedule information on their smart phones and computers as an alternative to printed schedules. Through the Advanced Traveler Information System (ATIS) directly aligned with the GPS radio communications system on board the bus, customers will know precisely when their bus will arrive. This allows customers to make the most of their time while still getting where they need to go.

Customers will also see live scheduling information via NextBus technology right on the street. They will see exactly when their bus is coming. Upon boarding the bus, the Automatic Stop Annunciation system provides customers with disabilities, such as the visually impaired, assistance in knowing

exactly when to disembark the bus by announcing transfer points and major stops. Further, for customers that are hearing impaired, the corresponding LED signs on board the bus will provide exactly the same information.

The long sought after RTS Transit Center is certain to become a reality and will offer customers protection from the elements as a transfer point to reach their ultimate destination.

Renovation and modernization of the RTS campus will be underway in Spring 2011 to expand the administration building and accommodate recent growth in staffing needed to properly run new technology initiatives and provide adequate meeting space for employees and the monthly Board meetings.

Part of the renovation's construction plan is a new paviliontype facility serving as a physical bridge between the administration and the operations buildings, creating a much better flow of interaction between employees housed in the separate buildings. Employee gatherings, meetings and even lunchtime use of the grill on the adjacent patio will enhance that interaction. To further bridge the communication gap, a new internal website will offer current information for every subsidiary and department, including Executive Management, Human Resources, and the Wellness Program. The

goal is to give employees access to significant information and most importantly, make the distance between subsidiaries and departments seem nonexistent and keep the team connected.

RGRTA's website, www.rgrta.com, will get a new modernized look with technology upgrades to allow customers a more personal travel experience with log-in accounts personalized for their travel needs.

RGRTA will continue to buck the trend and keep the fares at unimaginable low. In an effort to ensure that all customers are served at the time they expect to use the service, the on-board cameras are monitored live by supervisory personnel at the RTS campus. This monitoring helps to reduce the number of drivers that call in and communicate that their bus is too full to pick up more customers. Further, it allows experienced radio control personnel to assist and support the driver in better positioning customers on board the bus so as to ensure that everyone is getting to their destination as comfortably, timely and safely as possible.

Public transportation for RGRTA customers is continuously evolving and is proof of the Authority's culture to persistently drive forward the mission of continuous improvement and customer service excellence.

# Appendix

#### **I. FINANCIAL POLICIES**

Legal Structure Factors Affecting Financial Condition

#### **II. DEMOGRAPHICS**

**RGRTA** Profile

Annual Ridership

Greater Rochester Population Density 2010

**RGRTA Service Area Population** 

**RGRTA Service Area Income Data** 

City of Rochester Income Data

Greater Rochester Zero Vehicle Households 2010

**RGRTA Service Area Employment** 

**Employment By Industry** 

#### III. OPERATING BUDGET SUMMARY AND DETAIL

Consolidated Summary

**Consolidated Budget Report** 

Reports by Company -

- RGRTA
   RTS
   LL
   BBS
   LATS
   OTS
   STS
   WATS
- WYTS

#### **IV. WAGE SCHEDULES**

#### **V. PERSONNEL CHANGES**

#### **VI. GLOSSARY OF TERMS**

# **I. Financial Policies**

## **Legal Structure**

The Authority is a public benefit
corporation and a component unit
of the State of New York. Created
in 1969 by an act of the State
Legislature, the Authority is charged
with the continuance, further
development and improvement
of public transportation, and
other related services within the
Genesee/Finger Lakes region of the
state. In 1969, Monroe County was
the sole member of the Authority.
Since that time, membership in
the Authority has grown to seven
counties with a total land area of
3.702 square miles and population
of approximately 11 million
Current member counties include
Monroe Genesee Livingston
Orleans Seneca Wayne and
Wyoming
wyonning.
A 13-member Board of
A 13-member Board of Commissioners (Board) establishes
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance with the Authority's enabling logicitation. Board membership is
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance with the Authority's enabling legislation, Board membership is
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance with the Authority's enabling legislation, Board membership is apportioned among the member
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance with the Authority's enabling legislation, Board membership is apportioned among the member counties based on population.
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance with the Authority's enabling legislation, Board membership is apportioned among the member counties based on population. Current membership is as follows:
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance with the Authority's enabling legislation, Board membership is apportioned among the member counties based on population. Current membership is as follows: City of Rochester, three; Monroe
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance with the Authority's enabling legislation, Board membership is apportioned among the member counties based on population. Current membership is as follows: City of Rochester, three; Monroe County, four; and one member
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance with the Authority's enabling legislation, Board membership is apportioned among the member counties based on population. Current membership is as follows: City of Rochester, three; Monroe County, four; and one member each from Wayne, Livingston,
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance with the Authority's enabling legislation, Board membership is apportioned among the member counties based on population. Current membership is as follows: City of Rochester, three; Monroe County, four; and one member each from Wayne, Livingston, Wyoming, Genesee, Orleans, and
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance with the Authority's enabling legislation, Board membership is apportioned among the member counties based on population. Current membership is as follows: City of Rochester, three; Monroe County, four; and one member each from Wayne, Livingston, Wyoming, Genesee, Orleans, and Seneca counties. The Authority has
A 13-member Board of Commissioners (Board) establishes policy and sets direction for the management of the Authority. The Commissioners are residents of the various member counties of the Authority and are appointed by the Governor of New York State and confirmed by the New York State Senate. In accordance with the Authority's enabling legislation, Board membership is apportioned among the member counties based on population. Current membership is as follows: City of Rochester, three; Monroe County, four; and one member each from Wayne, Livingston, Wyoming, Genesee, Orleans, and Seneca counties. The Authority has separate legal standing from each

Responsibility for the administration of the Authority rests with the Chief Executive Officer, subject to the policy direction and oversight of the Board of Commissioners.

The Authority is comprised of tense parately incorporated business units. A list of the seunits and brief description of respective functions is below.

1. RochesterGeneseeRegionalTransportationAuthority,Inc.(Authority) Corporate governance.

 Regional Transit Service, Inc. (RTS) UrbanfixedrouteoperationsservingtheCityofRochesterandMonroe County.

3. Lift Line, Inc. (LL) ParatransitserviceswhichcomplementRTSfixedrouteoperations, in accordance with the Americans with Disabilities Act.

4. Batavia Bus Service, Inc. (BBS) Fixed and flexible route operations for Genesee County.

5. Wayne Area Transportation Service, Inc. (WATS) Fixed and flexible route operations for Wayne County.

6. Wyoming Transit Service, Inc. (WYTS) Fixed and flexible route operations for Wyoming County.

7. Livingston Area Transportation Service, Inc. (LATS) Fixed and flexible route operations for Livingston County.

8. Orleans Transit Service, Inc. (OTS) Fixed and flexible route operations for Orleans County.

9. Seneca Transit Service, Inc. (STS) Fixed and flexible route operations for Seneca County.

10. Genesee Transportation Council Staff, Inc. (GTCS) TheAuthorityalsofunctionsasthehostagencyfortheGTCS, which is theadministrativearmoftheGeneseeFingerLakesRegionalPlanning Council.

#### **BASIS OF ACCOUNTING**

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

The Authority applies all applicable Governmental Accounting Standards Board (GASB) pronouncements and any Financial Accounting Standards Board (FASB) pronouncement issued on or before November 30, 1989, except those that conflict with or contradict GASB pronouncements.

#### **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 endoffiscal year financial statements. The Authority also engages an independent auditor to examine the financial statements of each of the four pension plans sponsored by the Authority. The Audit Committee recommends the selection of the independent auditor(s) to the full Board of Commissioners and is responsible for oversight of the independent auditor.

#### **BUDGETARY CONTROL**

The Authority's annual fiscal year runs from April 1 – through March 31. The annual budget preparation process occurs within the development of the Authority's Annual Comprehensive Plan. Operating Plan goals and tactics for the coming year are formulated during July and August each year by the Executive and Leadership teams. Formal budget preparation packages are distributed in mid-September to each department head of Regional Transit Service and to the managers of the other subsidiary companies. Operating budget and capital project requests are initially proposed at the departmental or subsidiary level and submitted to the Finance Department 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. Revenue estimates are subject to the same type of scrutiny and analysis. Extensive documentation is maintained for all budget elements. In mid-December, the CFO submits

detailed and summary budget recommendations to the CEO. At this stage the budget, by necessity, 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 mid-January. At that time, the Authority's proposed

budget is finalized for inclusion in its Annual Comprehensive Plan, which is submitted by the CEO to the Board of **CommissionersinFebruaryforreview** and adoption prior to the start of the fiscal year on April first.

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

The budget for each subsidiary company and its respective departments is represented by appropriations. 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 budgetamendmentprocessrequires the submission of an amendment request by the CEO to the Board for its approval by resolution.



Annual Employee Survey to identify potential programs for inclusion in Strategic and Operating

Leadership Team off-site meeting to review issues and programs for inclusion in Strategic, Operating,

Budget Team updates, as necessary, all budget preparation protocols, documents, and system

Submission of Capital Project Requests by Leadership Team to Budget Team for compilation of un-scored

Proposed Strategic and Operating Plans shared with Board of Commissioners and Leadership Team.

Leadership Team meeting for general discussion of Operating Plan and related financial issues for the

Budget team preparation of all revenue and expense estimates within its scope of responsibility.

Budget team holds meetings with each Leadership Team member for in-depth review of budget request.

✓ CFO submits preliminary budget recommendations to the CEO for review and approval.

Budget Team prepares summary information, graphs, and analysis for development of Financial Plan

✓ 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.

CEO submits Annual Comprehensive Plan to the Board of Commissioners for review and comment.

## **Factors Affecting Financial** Condition

#### **COMPREHENSIVE PLANNING**

As previously noted, 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 and pillars in support of that vision. The Operating Plan outlines the specific objectives and projects to be undertaken in the coming year to advance the strategic pillars. The Financial Plan is then developed in the form of an annual Operating Budget and Six-Year Capital Plan which supports the objectives of both the Strategic and Operating Plans. Performance metrics are managed through a complete scorecard approach called TOPS (Transit Organization Performance Scorecard) which tracks the Authority's progress in the attainment of both financial and non-financial goals related to its Annual Comprehensive Plan. Management reports TOPS metrics 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 judgement, the Multi-Year Budget Projection identifies projected annual net income or deficits from operations, inclusive of governmental subsidies. The multi-year projection is updated on a guarterly basis to ensure that it remains current and relevant.

#### **CASH MANAGEMENT**

The Authority pursues an active cash managementandinvestmentprogram in order to maximize investment earnings. Available cash balances are invested in various types of low

risk products in accordance with appropriate provisions of law and investmentguidelinesapproved by the Board of Commissioners.

#### **RISK MANAGEMENT**

The Authority has established a Risk Managementprogramunderdirection of the General Counsel. Utilizing an internal staff of both legal and claims management professionals, the 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 settlementofcasualtylosses, litigation, and employment related claims and litigation.

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

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

Withdrawals from the Authority's self insurance reserve fund for liability claim settlements require the approval of the Board of Commissioners.

As a transportation provider consuming in excess of 2 million gallons of fuel each year, fuel price volatility is a major concern for the Authority. Accordingly, a formal policy to guide the use of price risk management tools such as fixed price

swaps and forward pricing contracts has been adopted by the Board of Commissioners and is managed under the direction of the Chief Financial Officer.

#### **CAPITAL RESERVE**

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

#### **DEBT MANAGEMENT**

Pursuant to law, the Authority has the power to issue bonds and notes to achieve its purposes, subject to the approval of the State Comptroller. A formal Debt Policy has been adopted by the Board of Commissioners to provide guidelines for the evaluation, issuance, management and reporting of debt.

#### **PENSION BENEFITS**

The Authority sponsors four separate defined benefit plans to provide pension benefits for separate groups of employees among its subsidiary companies. Annually, an independent actuarial firm prepares a formal valuation report for each plan which includes a calculation of the annual required contribution necessary to ensure

that each plan will be able to fully meet its obligations to retirees. As a matter of long standing practice, the Authority funds 100% of the annual required contributions to the various pension plans, as determined by the valuation reports. Employees of RGRTA, the corporate governance entity, are provided pension benefits through the New York State Employees Retirement System (NYSERS) which is administered by the Office of the New York State Comptroller. The Authority makes annual contributions to the NYSERS as determined by the State Comptroller.

#### **OTHER POST EMPLOYMENT BENEFITS** (OPEB)

The Authority provides other post employment benefits for retirees, such as health, life, and dental insurance. As of March 31, 2010 there were 351 retirees receiving such benefits and 519 current employee's eligible for future benefits. The total actuarial accrued liability for OPEB as of March 31, 2010 was \$88.7 million.

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

An examination of demographic and local economic data for the Authority's extensive service area (3700 square miles) indicates that the greatest need and demand for transit service will remain within the urban area of Monroe County for the foreseeable future due to its high population density and low income levels. **Population:** According to US Census data, from 2001 to 2008 the total population of the Authority's service area has remained flat, hovering at just under 1.1 million.

Of significance is the fact that during this same period the population of the City of Rochester, which contains the primary market for transit service, has declined by 4.8%; continuing a steady trend of population dispersal from the central city to the suburbs and beyond. Long term population change projections available from the US Census Bureau indicate continued overall flat population

RGRTA SERVICE AREA POPULATION													
County	Mon	iroe	Genesee	Livingston	Orleans	Seneca	Wayne	Wyoming	TOTAL				
	Rochester Suburbs												
2001	217,758	7,758 520,906 59		64,455	43,681	34,635	93,478	42,972	1,077,777				
2008	207,294	524,249	57,950	63,067	42,246	34,060	91,517	41,549	1,061,932				
% Change	- <b>4.8</b> %	0.6%	-3.2%	-2.2%	-3.3%	-1.7%	- <b>2.1</b> %	-3.3%	-1.5%				
Square Miles	37	626	494	632	391	325	604	593	3,702				
Pop./Sq. Mile	5,603	837	117	100	108	105	152	70	287				

The New York State Legislature has not yet passed legislation to enable governmental entities, such as the Authority or municipalities, to establish a qualifying irrevocable trust for the purpose of funding OPEB benefits. Pending such legislation, the Board of Commissioners has established an OPEB Reserve Fund into which it authorizes deposits as it deems

#### **DEMOGRAPHICS AND THE LOCAL**

appropriate.

ECONOMY

change thru 2035.

Median Income: In 2008, the latest available data, the median household income throughout the Authority'sserviceareawas\$49,985, representing an aggregate increase of 24.5% since 2001 and an average annual increase of 3.1%. By contrast, 2008 median household income within the Authority's primary market, the City of Rochester, stood at \$29,975. Approximately, 25% of the City's population has income at or below the poverty level, according to the US Census Bureau.

**Employment:** Employment levels within the Authority's service area show a slight improvement as the current national economic recession begins to recover. As of October 2010, the unemployment rate was 7.8%, representing a 1.7% decrease over the prior year. Total employment over the same period has declined from 505,357 to 502,440. Retail, service, and government employment together represent 76.9% of total work force composition, manufacturing and construction comprise 15.6%, and all other types (finance, insurance, etc.) represent 7.5%.

# II. Demographics

	RGRTA PROFILE <sup>1</sup>
Date the Authority Began Operation	1969
Form of Government	Public Benefit Corporation - Public Authority
Number of Commissioners	13
Taxes Dedicated to Transit	Mortgage Recording Tax
Member Counties	Monroe, Genesee, Livingston, Orleans, Seneca, Wayne and Wyoming
<sup>2</sup> Service Area in Square Miles	3,702
<sup>2</sup> Population	1,061,932
Annual Customers	17,719,512
Annual Miles	10,722,484
Annual Hours	740,962
Employees (FTE)	681
Wheel Chair Equipped Standard Buses	424
Customer Service Center	
Annual number of telephone inquires	256,018
Annual number of email inquires	2,067
Web Site (# of visitors)	28,482,562

<sup>1</sup> Data as of 3/31/10

<sup>2</sup> Source: US Census







Source: Genesee/Finger Lakes Regional Planning Council, 2003

RGRTA SERVICE AREA	POPULATION
County	Population
Monroe (excluding City)	524,249
City of Rochester	207,294
Wayne	91,517
Livingston	63,067
Genesee	57,950
Orleans	42,246
Wyoming	41,549
Seneca	34,060
Total	1,061,932

Population (per Sq. Mile) 0 - 250 501 - 1,000 1,001 - 2,500 2,501 - 5,000 5,001 - 7,500 7,501 - 10,000 10,000+



ł.



	RGRTA SERVICE <sup>1</sup> AREA INCOME DATA													
Fiscal Year	Population <sup>2</sup>	Total Personal Income (in thousands)²	Per Capita Income <sup>2</sup>	Median Age <sup>3</sup>	Median Household Income <sup>3</sup>									
2001	1,077,777	\$31,792,154	\$29,498	*	\$40,151									
2002	1,076,749	\$32,126,243	\$29,836	*	\$40,215									
2003	1,074,409	\$32,729,562	\$30,463	*	\$40,918									
2004	1,071,538	\$34,367,934	\$32,073	*	\$42,381									
2005	1,065,444	\$35,555,066	\$33,371	*	\$44,233									
2006	1,062,622	\$37,207,306	\$35,015	*	\$46,006									
2007	1,061,927	\$39,984,567	\$37,653	*	\$47,978									
2008	1,061,932	\$41,252,196	\$38,846	*	\$49,985									
2009	*	*	*	*	*									
2010	*	*	*	*	*									

	CI	TY OF ROCHESTER <sup>3</sup> A	REA INCOME DATA		
Fiscal Year	Population <sup>2</sup>	Total Personal Income (in thousands)²	Per Capita Income²	Median Age <sup>3</sup>	Median Household Income <sup>3</sup>
2001	217,758	*	*	*	*
2002	216,085	*	*	*	*
2003	214,058	*	*	*	*
2004	212,297	*	*	*	*
2005	209,781	\$3,357,964	\$16,007	31.6	\$26,650
2006	208,205	\$3,443,086	\$16,537	32.2	\$27,407
2007	207,481	\$3,570,126	\$17,207	31.1	\$30,927
2008	207,348	\$3,764,196	\$18,154	30.8	\$29,975
2009	207,294	*	*	*	*
2010	*	*	*	*	*

**2010 GREATER ROCHESTER ZERO VEHICLE HOUSEHOLDS** 



\* Data not available

<sup>1</sup>RGRTA Service Area: Monroe, Genesee, Livingston, Orleans, Seneca, Wayne, and Wyoming Counties

<sup>2</sup> Source: Bureau of Economic Analysis <sup>3</sup> Source: US Census Bureau

RGRTA SERVICE AREA EMPLOYMENT <sup>1</sup>												
Employment Annual Average <sup>2</sup>	2001	2002	2003*	2004*	2005*	2006*	2007*	2008*	2009*	2010**		
Total Civilian Labor Force	548,340	548,655	546,506	547,353	550,617	549,560	546,634	551,611	549,196	545,232		
Total Employed	524,853	518,322	515,482	517,955	524,500	524,332	521,536	521,035	505,357	502,440		
Total Unemployed	23,487	30,333	31,024	29,398	26,117	25,228	25,098	30,576	43,839	42,792		
Unemployment Rate	4.3%	5.5%	5.7%	5.4%	4.7%	4.6%	4.6%	5.5%	8.0%	7.8%		

\*Data reflects revised inputs, reestimation, and new statewide controls.

\*\*Data reflects revised inputs, reestimation, and new statewide controls. Data is reported on the months of January-October.

1 Monroe, Genesee, Livingston, Orelans, Seneca, Wayne, and Wyoming Counties.

2 Source: U.S. Department of Labor

						EMPL	OYMEN	T BY IN	IDUSTR	Y <sup>1, 4</sup> N A	\ICS** ((	000s)						
	Manufacturing Constructio		uction	Wholesale Retail		Service		Government		Finance Insurance		Information		Other <sup>2</sup>		TOTAL		
Year	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
2001	96.0	19.2%	16.8	3.4%	74.3	14.9%	192.8	38.6%	78.7	15.8%	14.1	2.8%	12.9	2.6%	13.3	2.7%	498.9	100.0%
2002	88.0	18.0%	15.6	3.2%	72.5	14.8%	193.2	39.5%	80.5	16.5%	13.4	2.7%	13.2	2.7%	13.1	2.7%	489.5	100.0%
2003	82.8	17.0%	15.6	3.2%	70.9	14.5%	196.6	40.3%	81.2	16.7%	14.1	2.9%	12.7	2.6%	13.5	2.8%	487.4	100.0%
2004	79.2	16.3%	16.2	3.3%	70.1	14.4%	200.0	41.1%	80.9	16.6%	14.4	3.0%	11.7	2.4%	14.4	3.0%	486.9	100.0%
2005	77.7	15.9%	16.4	3.4%	70.8	14.5%	203.1	41.5%	81.0	16.6%	14.2	2.9%	11.1	2.3%	14.5	3.0%	488.8	100.0%
2006	76.5	15.7%	16.1	3.3%	69.9	14.4%	204.1	42.0%	79.7	16.4%	14.6	3.0%	10.6	2.2%	15.0	3.1%	486.4	100.0%
2007	74.4	15.1%	17.0	3.5%	70.7	14.3%	208.6	42.3%	83.8	17.0%	14.5	2.9%	10.0	2.0%	14.2	2.9%	493.2	100.0%
2008	70.0	15.2%	16.9	3.7%	70.8	15.3%	183.4	39.7%	80.8	17.5%	14.2	3.1%	9.6	2.1%	16.2	3.5%	461.8	100.0%
2009	62.9	14.0%	15.6	3.5%	68.2	15.2%	181.9	40.6%	80.9	18.1%	13.6	3.0%	9.0	2.0%	16.0	3.6%	448.2	100.0%
2010 <sup>3</sup>	59.8	12.6%	14.2	3.0%	67.5	14.3%	211.8	44.7%	84.9	17.9%	13.6	2.9%	8.7	1.8%	13.3	2.8%	473.9	100.0%

\*\*The Standard Industrial Classification System (SIC) has been replaced by the North American Industry Classification System.

Due to this change in the reporting method used a historical comparison is only available for the years of 2000-2008.

1 RGRTA Service Area; Monroe, Genesee, Livingston, Orleans, Seneca, Wayne, and Wyoming Counties.

2 Includes Mining, Agriculture/Forestry, Transportation/Warehousing, and unclassifed.

3 Data represents 1st & 2nd Quarter January - June

4 Source: N.Y. Department of Labor

# III. Operating Budget Summary & Detail

# **Consolidated Summary**

Rochester	Genesee	Regiona	l Transp	ortation	Authori	ty	
	2011-1	2 Operatin	g Budget (	000s)			
	Conso	olidated (A	ll Compani	es)			
	2009-10 Actual	2010-11 Budget	2010-11 Projected	2011-12 Budget	Variance 2010-11 Projection	Variance 2010-11 Budget	% Chg Budget
Revenues							
Customer Fares	\$11,763	\$11,732	\$11,802	\$11,500	\$(303)	\$(232)	-2.0%
Special Transit Fares	\$14,165	\$14,853	\$15,152	\$15,921	\$769	\$1,068	7.2%
Other Revenues	\$2,968	\$2,226	\$1,927	\$2,413	\$486	\$187	8.4%
Total Locally Generated Revenues	\$28,896	\$28,811	\$28,881	\$29,833	\$952	\$1,022	3.5%
Federal Aid	\$5,647	\$6,497	\$6,478	\$6,480	\$1	\$(17)	-0.3%
State Aid	\$31,566	\$31,395	\$31,150	\$31,208	\$59	\$(187)	-0.6%
County Aid	\$3,726	\$3,726	\$3,726	\$3,726	\$-	\$-	0.0%
Total Governmental Subsidies	\$40,939	\$41,618	\$41,354	\$41,414	\$60	\$(204)	-0.5%
Mortgage Recording Tax	\$7,059	\$7,300	\$7,100	\$7,050	\$(50)	\$(250)	-3.4%
Total Revenues	\$76,894	\$77,729	\$77,335	\$78,297	\$962	\$568	0.7%
Appropriated Working Capital	\$-	\$717	\$-	\$-	\$-	\$(717)	
Total Revenues & Appropriations	\$76,894	\$78,446	\$77,335	\$78,297	\$962	\$(149)	-0.2%
Expenses							
Wages	\$31,391	\$34,691	\$32,488	\$35,926	\$3,438	\$1,235	3.6%
Fringe Benefits	\$19,573	\$22,851	\$20,941	\$22,396	\$1,455	\$(455)	-2.0%
Total Personnel Expenses	\$50,964	\$57,542	\$53,429	\$58,323	\$4,894	\$781	1.4%
Contracted Services	\$3,941	\$4,541	\$4,105	\$4,264	\$159	\$(276)	-6.1%
Fuel and Lubricants	\$8,121	\$6,928	\$5,921	\$6,692	\$771	\$(236)	-3.4%
Parts and Repairs	\$3,862	\$3,137	\$2,982	\$2,899	\$(84)	\$(239)	-7.6%
Other Materials and Supplies	\$1,165	\$1,343	\$1,314	\$1,323	\$9	\$(20)	-1.5%
Utilities	\$771	\$965	\$855	\$905	\$50	\$(60)	-6.2%
Casualty & Liability	\$815	\$1,334	\$2,159	\$1,262	\$(896)	\$(72)	-5.4%
Taxes	\$18	\$20	\$20	\$22	\$2	\$2	7.8%
Miscellaneous Expenses	\$2,440	\$1,072	\$1,090	\$1,006	\$(84)	\$(66)	-6.2%
Lease and Rent	\$288	\$362	\$358	\$313	\$(44)	\$(49)	-13.5%
Depreciation (Local)	\$1,135	\$1,200	\$1,088	\$1,288	\$199	\$88	7.3%
Total Non Personnel Expenses	\$22,555	\$20,904	\$19,893	\$19,974	\$81	\$(930)	-4.4%
Total Expenses	\$73,518	\$78,446	\$73,322	\$78,297	\$4,975	\$(149)	-0.2%
Net Income (Deficit)	\$3,375	\$-	\$4,013	\$-	\$(4,013)	\$-	

	2011-201	2 OPERATING	BUDGET DE	TAIL		Report Date	: 02/02/2011	
		CONSOLID	ATED		Fisca	l Period Ending	: December 2(	010
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
CUSTOMER FARES								
ADULT CASH	401-01-01-000-100	4,272,203	4,176,393	3,324,051	4,432,895	4,375,769	199,376	4.77
ADULT REFUNDS	401-01-02-000-400	-40		-136	-137		0	0.00
ADULT COMM TICKETS	401-01-05-000-300	49,913	46,500	37,974	50,000	50,500	4,000	8.60
31 DAY ADULT	401-01-06-000-300	2,983,317	3,217,000	3,466,773	4,475,150	5,036,512	1,819,512	56.56
ONE DAY UNLIMITED PASS	401-01-15-000-300	858,072	806,000	729,939	941,739	901,033	95,033	11.79
FIVE DAY UNLIMITED PASS	401-01-16-000-300	165,586	110,000	110,768	136,636	138,966	28,966	26.33
\$12.50 STORED VALUE PASS	401-01-17-000-300	-691					0	0.00
ONE DAY SENIOR/DISABLED	401-01-18-000-300	2,145	2,200	2,278	3,000	3,000	800	36.36
FIVE DAY SENIOR/DISABLED	401-01-19-000-300	-84	600	1,211	1,500	2,000	1,400	233.33
\$18.00 LIFTLINE PASSES	401-01-21-000-300	43,128	42,735	28,152	38,000	38,000	-4,735	-11.08
\$25.00 LIFTLINE PASSES	401-01-22-000-300					600	600	100.00
ONE RIDE FREEDOM PASS	401-01-23-000-000	212,994	211,000	158,660	216,689	207,350	-3,650	-1.73
TWO RIDE FREEDOM PASS	401-01-24-000-000	88,224	87,000	80,748	98,748	90,000	3,000	3.45
TWO PLUS TWO FREEDOM PASS	401-01-25-000-000	71,610	68,000	67,874	85,680	75,000	7,000	10.29
\$12.00 Lift Line Passes	401-01-26-000-000	1,704	2,700	969	200		-2,700	-100.00
\$20.00 LIFT LINE PASS	401-01-27-000-000	184,000	185,000	129,940	172,000	175,000	-10,000	-5.41
\$12.00 STORED VALUE PASS	401-01-28-000-000	302,452	306,000	193,476	262,268	258,079	-47,921	-15.66
SENIOR CASH	401-02-01-000-100	34,304	43,897	55,968	71,535	71,868	27,971	63.72
31 DAY SENIOR	401-02-03-000-300	16,492	15,000	16,968	22,000	24,000	6,000	60.00
ENDLESS SUMMER	401-03-01-000-100	24,780	25,000	13,840	13,840	14,000	-11,000	-44.00
CHILD CASH	401-04-01-000-100	23,359	24,183	18,399	22,870	22,622	-1,561	-6.45
HANDICAP CASH	401-05-01-000-100	14,400	14,473	11,428	14,952	15,282	809	5.59
TOTAL CUSTOMER FARES		9,347,869	9,383,681	8,449,008	11,060,065	11,499,581	2,115,900	22.55
SPECIAL TRANSIT FARES								
GUAR REV-RIT	402-03-01-000-000	1,042,434	1,028,052	860,763	1,172,716	1,278,413	250,361	24.35
GUAR REV-U OF R	402-03-02-000-000			10,250	15,372	21,115	21,115	100.00
GUAR REV-OTHER	402-03-03-000-000	2,728,354	2,786,155	2,031,601	2,715,993	2,933,843	147,688	5.30
AIR SHOW	402-03-06-000-503	14,157					0	0.00
STRONG TIES SUBSIDY AGREEMENT	402-03-06-000-520	22,942	23,860	18,095	24,127	25,092	1,232	5.16
ROCHESTER WORKS SUBSIDY	402-03-06-000-521	7,020	7,300	5,580	7,440	7,738	438	6.00
NAZARETH COLLEGE SUBSIDY	402-03-06-000-524	45,640	43,900	30,052	42,043	43,295	-605	-1.38
BRYANT & STRATTON SUBSIDY	402-03-06-000-525	8,778	14,706	10,640	14,706	15,294	588	4.00
GUAR REV-BRIAR MANOR APARTMENTS	402-03-06-000-526	1,200	1,200	500	200	1,200	0	0.00
GUAR REV- HILL HAVEN	402-03-06-000-527	14,963	18,006	13,497	18,006	19,070	1,064	5.91
EVEREST INSTITUTE SUBSIDY	402-03-06-000-528	57,960	77,280	77,280	77,280	77,280	0	0.00
DIAMOND PACKAGING SUBSIDY	402-03-06-000-529			3,033	4,044	4,206	4,206	100.00

Account DescriptionAccourMONROE#1 BOCES SUBSIDY402-03-0CALKINS CORPORATE PARK SUBSIDY402-03-0TOTAL SPECIAL TRANSIT FARES		CONSOLID	ATED		Fisca	I Period Ending	December 2	10
Account Description Accour MONROE#1 BOCES SUBSIDY 402-03-0 CALKINS CORPORATE PARK SUBSIDY 402-03-0 TOTAL SPECIAL TRANSIT FARES								
MONROE#1 BOCES SUBSIDY 402-03-0 CALKINS CORPORATE PARK SUBSIDY 402-03-0 TOTAL SPECIAL TRANSIT FARES	ınt	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL SPECIAL TRANSIT FARES	-06-000-531 -06-000-532			1,914 7,293	2,871 10,940	3,943 15,025	3,943 15,025	100.00 100.00
		3,943,449	4,000,459	3,070,498	4,106,238	4,445,514	445,055	11.13
SCHOOL BUS SERVICE REVENUE TRIPPER SERVICE 403-00-0	-01-000-000	10,221,070	10,852,430	7,785,296	11,045,362	11,475,009	622,579	5.74
TOTAL SCHOOL BUS SERVICE REVENUE		10,221,070	10,852,430	7,785,296	11,045,362	11,475,009	622,579	5.74
CHARTER SERVICE REVENUE PRIVATE CARRIER SERVICE 405-00-0	-01-000-000						0	00.0
TOTAL CHARTER SERVICE REVENUE							0	0.00
AUXILIARY TRANSPORTATION REVENUE ADVERTISING REVENUE 406-03-0	-01-000-000	548,579	612,500	447,407	608,000	662,500	50,000	8.16
TOTAL AUXILIARY TRANSPORTATION REVENUE		548,579	612,500	447,407	608,000	662,500	50,000	8.16
NON-TRANSPORTATION REVENUE								
WORKING CAPITAL 407-04-0	-01-000-000	189,603	171,300	88,853	108,010	165,600	-5,700	-3.33
CAPITAL RESERVE- INTEREST EARNINGS 407-04-0	-02-000-000	48,596	26,000	14,582	20,500	24,000	-2,000	-7.69
SELF INSURANCE-INTEREST EARNINGS 407-04-0	-03-000-000	98,526	33,500	18,980	25,500	30,300	-3,200	-9.55
OPEB-INTEREST EARNINGS 407-04-0	-04-000-000	80,448	56,000	30,818	42,000	52,200	-3,800	-6.79
PARA TRANSIT INTEREST EARNINGS 407-04-0	-05-000-000	59,453 05 715	20,500	11,809	16,000 131 132	18,800	-1,700	-8.29
GAIN ON SALE GAIN FROM FIXED PRICE SWAP 407-07-0	-01-000-000	93,713 1.030.422	290,000	1.926.778 1.926.778	124, 122	42,000 439,500	30,000 149.500	51.55
OTHER REVENUE 407-99-0	-01-000-600	85,513	104,500	130,486	136,357	73,000	-31,500	-30.14
OTHER REVENUE - GOLDEN FOX 407-99-0	-01-000-601	5,409	5,480	5,242	5,478		-5,480	-100.00
OTHER REVENUE - NY TRAILWAYS 407-99-0	-01-000-602	37,368					0	0.00
INSURANCE RECOVERY - REV. VEH. 407-99-0	-02-000-700	81,053	25,000	11,860	25,000	20,000	-5,000	-20.00
RECOVERY OF ST DISABILITY 407-99-0	-02-000-701	2,663	1,000	348	1,000	1,000	0	0.00
RECOVERY WORKERS COMP 407-99-0	-02-000-702	51,608	175,525	242,809	253,803	180,000	4,475	2.55
OTHER RECOVERIES 407-99-0	-02-000-704	1,104	1,000	1,338	2,645	1,000	0	0.00
WARRANTY REIMBURSEMENT 407-99-0	-03-000-800	8,534	10,000	9,893	10,000	60,000	50,000	500.00
FUEL REIMB. CITY ROCH. 407-99-0	-03-000-801	441,120	589,000	353,124	470,522	554,067	-34,933	-5.93
FUEL REIMBACTION BETTER COMM. 407-99-0	-03-000-802	21,170					0	0.00
FUEL REIMB - BADEN STREET 407-99-0	-03-000-806	5,253	5,250	3,671	5,595	6,104	854	16.27
NON REVENUE RECEIPTS - DISCNTS 407-99-0	-04-000-000	22,086	19,500	12,564	18,365	12,500	-7,000	-35.90

	2011-201	2 OPERATING	BUDGET DE	TAIL		Report Date	: 02/02/2011	
		CONSOLID	ATED		Fisc	al Period Ending	: December 2	010
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
MEDICAL INSURANCE REV RETIREES VENDING MACHINE COMMISSION	407-99-05-000-000 407-99-06-000-000	13,713	16,745	11,652 1.296	15,398	18,660	1,915 0	11.44 0.00
PENSION FUND REIMBURSEMENT	407-99-99-000-000	31,512	42,500		27,000	35,000	-7,500	-17.65
TOTAL NON-TRANSPORTATION REVENUE		2,410,872	1,604,800	3,000,228	1,307,295	1,733,731	128,931	8.03
TAXES DEDICATED TO TRANSIT								
MTGE TAX REV MONROE CTY	408-01-01-000-000	5,392,514	5,616,654	4,588,712	5,415,535	5,409,540	-207,114	-3.69
MTGE TAX REV WAYNE COUNTY	408-01-02-000-000	559,385	572,633	434,956	572,378	556,511	-16,122	-2.82
MTGE TAX REV LIVINGSTON COUNTY	408-01-03-000-000	353,344	373,054	297,763	354,855	370,284	-2,770	-0.74
MTGE TAX REV GENESEE CTY	408-01-04-000-000	254,161	254,898	189,419	255,244	234,731	-20,167	-7.91
MTGE TAX REV WYOMING CTY	408-01-05-000-000	166,933	156,627	149,330	167,646	174,249	17,622	11.25
MTGE TAX REV ORLEANS COUNTY	408-01-06-000-000	130,197	131,034	84,660	130,754	114,851	-16,183	-12.35
MTGE TAX REV SENECA COUNTY	408-01-07-000-000	202,723	195,100	139,190	203,588	189,834	-5,266	-2.70
TOTAL TAXES DEDICATED TO TRANSIT		7,059,256	7,300,000	5,884,029	7,100,000	7,050,000	-250,000	-3.42

LOCAL CASH GRANTS AND REIMB								
LOCAL OPERATING REV 18B MATCH	409-01-01-000-000	3,726,000	3,726,000	2,794,500	3,726,000	3,726,000	0	0.00
TOTAL LOCAL CASH GRANTS AND REIMB		3,726,000	3,726,000	2,794,500	3,726,000	3,726,000	0	0.00
STATE CASH GRANTS AND REIMB								
STATE OPERATING REV	411-01-01-000-000	30,812,845	30,543,000	22,907,250	30,408,969	30,543,000	0	0.00
PREVENTATIVE MAINTENANCE	411-01-02-000-000	545,352	667,304	500,478	667,304	647,972	-19,332	-2.90
STATE OTHER REV - WTW PASS	411-99-01-000-000	2,415,380	2,348,098	369,781	742,402		-2,348,098	-100.00
STATE OTHER REV - WTW NON PASS	411-99-01-000-906	179,408	176,107	33,130	60,050		-176,107	-100.00
NYS CHARGEBACK	411-99-05-000-000	28,218	8,500	8,189	13,300	17,228	8,728	102.68
TOTAL STATE CASH GRANTS AND REIMB		33,981,203	33,743,009	23,818,828	31,892,025	31,208,200	-2,534,809	-7.51
FEDERAL CASH GRANTS AND REIMB								
FEDERAL PROJECT REV - UPWP	413-04-03-000-000	247,401	200,816	56,939	200,816	175,000	-25,816	-12.86
FEDERAL OTHER REV - JARC	413-99-01-000-000	376,406	382,000	268,424	358,605	352,347	-29,653	-7.76
FEDERAL OTHER REV - SEC. 5311	413-99-02-000-000	431,500	461,700	346,275	461,700	484,600	22,900	4.96
FEDERAL OTHER REV - SEC. 5307	413-99-03-000-000	4,362,817	5,338,435	4,003,826	5,338,435	5,183,776	-154,659	-2.90
FEDERAL CHARGEBACK	413-99-05-000-000	186,679	68,000	31,072	72,600	137,827	69,827	102.69
FEDERAL-NEW FREEDOMS	413-99-06-000-000	42,365	46,000	21,811	46,000	46,000	0	0.00
FEDERAL REVENUE/UPWP	413-99-07-000-000			47,915		100,000	100,000	100.00

	2011-201	2 OPERATING	3 BUDGET DE	TAIL		Report Date	: 02/02/2011	
		CONSOLI	DATED		Fisc	al Period Ending	: December 2	010
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL FEDERAL CASH GRANTS AND REIM	B	5,647,168	6,496,951	4,776,262	6,478,156	6,479,550	-17,401	-0.27
SUBSIDIES FROM OTHER SECTORS OF OPE INTERCOMPANY REIMB-SAL & FRINGE	<b>ERATIO</b> 440-99-02-000-000	2,091,937	2,300,058	1,571,017	2,094,690	3,197,109	897,051	39.00
TOTAL SUBSIDIES FROM OTHER SECTORS	OF OPERATIO	2,091,937	2,300,058	1,571,017	2,094,690	3,197,109	897,051	39.00
SUBSIDIES FROM APPROPRIATION RGRTA SUBSIDY	440-99-07-000-000	8,310,604	6,768,033	-845,524	1,728,227	5,373,276	-1,394,757	-20.61
TOTAL SUBSIDIES FROM APPROPRIATION		8,310,604	6,768,033	-845,524	1,728,227	5,373,276	-1,394,757	-20.61
TOTAL REVENUE		87,288,008	86,787,921	60,751,552	81,146,058	86,850,470	62,549	0.07
OPERATORS WAGES								
OPERATORS WAGES	501-01-01-010-000	18,284,432	19,954,062	13,925,873	18,914,600	19,665,907	-288,155	-1.44
OPERATORS WAGES - NEW OPERATOR TRAINING	501-01-02-010-000	105,648	120,000	89,160	89,160	75,000	-45,000	-37.50
OPERATOR WAGES - CHARTER INCORRECT ACCOUNT	501-01-03-010-000 501-05-01-041-000	46,803	18,000	251			-18,000 0	-100.00 0.00
TOTAL OPERATORS WAGES		18,436,883	20,092,062	14,015,284	19,003,760	19,740,907	-351,155	-1.75
MECHANICS WAGES								
MECHANIC WAGES - FAREBOX	501-01-01-111-000	277,437	291,300	174,327	250,000	270,000	-21,300	-7.31
PAKI S-PURCHASING WAGES MECHANIC WAGES - SERVICE BIIII DING	501-01-01-01-172-000 501-01-02-051-000	65,193 084 176	75,900 1 007 300	45,371 805 733	63,000 1 003 000	71,500	-4,400	-5.80
MECHANIC WAGES - GARAGE	501-01-03-061-000	2,278,427	2,517,100	1,741,368	2,377,500	2,448,700	-68,400	-1.12
MECHANIC WAGES - BUILDINGS/GROUNDS MECH	501-01-05-125-000	309,513	381,000	236,827	323,000	307,700	-73,300	-19.24
MECHANCIS WAGES - BUILD/GROUNDS NON MECH	501-01-06-125-000	456,703	536,000	320,280	446,500	472,800	-63,200	-11.79
MECHANICS WAGES - OVERHAUL	501-01-07-061-000	743,708	827,500	491,730	669,000	732,000	-95,500	-11.54
MECHANICS WAGES - BODYSHOP	501-01-08-061-000	581,929	572,500	369,885	506,000	544,000	-28,500	-4.98
TOTAL MECHANICS WAGES		5,697,088	6,298,600	4,185,521	5,728,000	5,931,800	-366,800	-5.82

	2011-201	2 OPERATING	BUDGET DE	LAIL		Report Date	02/02/2011	
		CONSOLID	ATED		Fisca	Period Ending	December 20	10
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
OTHER WAGES								
OTH SAL&WAGE ADM TRANS OPERTNS	501-02-01-011-000	1,377,467	1,392,215	909,733	1,220,694	1,349,934	-42,281	-3.04
OTH SAL&WAGE SCHEDULING	501-02-01-021-000	237,544	612,938	472,082	626,505	775,995	163,057	26.60
OTHER SAL&WAG REG OPRTNS ADM	501-02-01-041-000			976	18,631	75,227	75,227	100.00
<b>OTHER WAGES - MAINTENANCE ADMIN</b>	501-02-01-061-000	193,949	232,375	109,216	147,389	225,329	-7,046	-3.03
OTHER WAGES - COURIER	501-02-01-151-000	28,174					0	00.0
OTHER WAGES - CUSTOMER SERVICE	501-02-01-162-000	327,637	345,558	249,872	335,753	341,685	-3,873	-1.12
OTHER WAGES - BUSINESS DEVELOPEMENT	501-02-01-163-000	70,244	70,565	98,433	128,000	183,499	112,934	160.04
OTHER WAGES - COMMUNICATIONS	501-02-01-164-000	68,700	76,380	58,637	76,893	75,088	-1,292	-1.69
OTHER WAGES - LEGAL AFFAIRS	501-02-01-165-000	156,484	153,370	122,385	162,628	195,861	42,491	27.70
<b>OTHER WAGES - HUMAN RESOURCES</b>	501-02-01-167-000	429,108	491,844	330,078	452,360	669,181	177,337	36.06
OTHER WAGES - INFORMATION TECHNOLOGY	501-02-01-170-000	209,826	461,640	203,318	314,296	711,451	249,811	54.11
OTHER WAGES - FINANCE	501-02-01-171-000	284,018	289,811	225,948	301,785	346,960	57,149	19.72
OTH SAL&WAGE GEN MANAGEMENT	501-02-01-176-000	1,238,908	1,427,541	1,135,951	1,541,639	1,778,457	350,916	24.58
OTHER WAGES - PGA	501-02-01-177-000	192.260	208.170	123.373	168.252	180.428	-27.742	-13.33
OTHER WAGES- SHUTTLES	501-02-01-178-000		11,000				-11,000	-100.00
STAFF PERFORMANCE INCENTIVE	501-02-01-181-000	556,249	251,650	169,721	374,079	418,159	166,509	66.17
OTHER WAGES R&D/PERFORMANCE MEASUREMENT	501-02-01-182-000		168,084			185,975	17,891	10.64
OTHER WAGES - PROJECT MANAGEMENT OFFICE	501-02-01-183-000			76,629	15,130	148,754	148,754	100.00
OTHER WAGES - CAPITAL CONST. PROJECTS	501-02-01-184-000					130,924	130,924	100.00
OTHER WAGES - ROAD SUPV.; DISPATCH/CONTR	501-02-02-011-000	1,158,554	1,349,000	846,586	1,230,578	1,550,356	201,356	14.93
<b>OTHER WAGES - GARAGE SUPERVISORS</b>	501-02-02-061-000	613,817	646,725	379,760	546,834	817,409	170,684	26.39
OTHER WAGES - TRANS OPERATIONS ATU ADMIN	501-02-03-011-000	39,753	40,000	28,729	39,178	40,170	170	0.42
OTHER WAGES - MAINTENANCE ADMIN ATU	501-02-03-061-000	74,225	71,500	41,488	55,684	52,864	-18,636	-26.06
TOTAL OTHER WAGES		7,256,918	8,300,366	5,582,915	7,756,308	10,253,706	1,953,340	23.53
FRINGE BENEFITS								
FICA	502-01-01-000-000	2,586,246	2,993,126	2,071,038	2,806,848	3,083,496	90,370	3.02
PENSION CONT. NON UNION	502-02-01-000-000	177,067	221,700	241,785	253,240	409,840	188,140	84.86
PENSION CONT. UNION	502-02-02-000-000	418,654	551,642	398,052	526,142	696,579	144,937	26.27
Account Description PENSION ADM EXP ACTUARY PENSION FUND MGMT FEE EMPLOYER MATCH TEAMSTERS 457 EXECUTIVE 457 DEF-ELIG COMP PLAN EXECUTIVE INELIGIBLE COMPENSATION PLAN BLUE CROSS/BLUE SHIELD		2009-10	2010-11		r Leafer - C	2011-2012	Budget	%
--	--	----------------------	------------------------	-----------------------------	----------------------	------------------------	---------------------	------------------
PENSION ADM EXP ACTUARY PENSION FUND MGMT FEE EMPLOYER MATCH TEAMSTERS 457 EXECUTIVE 457 DEF-ELIG COMP PLAN EXECUTIVE INELIGIBLE COMPENSATION PLAN BLUE CROSS/BLUE SHIELD	Account	Actual	Budget	10-11 Actual Thru 12/10	Projectea 2010-11	Budget	Change	ر Change
PENSION FUND MGMT FEE EMPLOYER MATCH TEAMSTERS 457 EXECUTIVE 457 DEF-ELIG COMP PLAN EXECUTIVE INELIGIBLE COMPENSATION PLAN BLUE CROSS/BLUE SHIELD	502-02-03-000-000	98,670	86,400	53,269	86,400	93,100	6,700	7.75
EXECUTIVE 457 DEF-ELIG COMP PLAN EXECUTIVE INELIGIBLE COMPENSATION PLAN BLUE CROSS/BLUE SHIELD	502-02-04-000-000 502-02-07-000-000	276,811 9.818	296,000 10.000	288,647 10.872	314,000 16.000	318,700 23.670	22,700 13.670	7.67 136.70
COMPENSATION PLAN BLUE CROSS/BLUE SHIELD	502-02-08-000-000 502-02-09-000-000	33,000 60,000	95,500	38,775	39,000 35,000	46,500	49,000	-51.31 0.00
	502-03-01-000-000	6.878.463	7,483,262	4,542,083	6,351,643	7,035,881	-447,381	-5.98
HOSP INS - RETIREES	502-03-02-000-000	0	3,403,165	2,089,496	2,833,280	3,185,237	-217,928	-6.40
VISION CARE - RETIREES	502-03-05-000-000	0 0	25,102 11,230	18,387 7,443	26,200 11,615	30,478 12,665	5,376 1,435	21.42 12.78
HRA-HEALTH REIMBURSEMENT ACCOUNT EXPENSE	502-03-06-000-000			267,471	577,680	323,163	323,163	100.00
DENTAL PLANS	502-04-01-000-000	264,287	272,355	207,944	290,800	278,512	6,157	2.26
DENTAL PLAN - RETIREES GROUP LIFE PENSION INS GROUP	502-04-02-000-000 502-05-01-169-000	0 7	45,820 2,925	25,037 1.617	40,043 2.425	41,250 2.925	-4,570 0	-9.97 0.00
GROUP LIFE INSURANCE	502-05-02-169-000	129,362	149,917	82,648	121,052	151,846	1,929	1.29
STATE UNEMPLOYMENT INS	502-07-02-169-000	127,181	1.38,805	101,942	143,105	141,309 148,500	2,504 46,400	1.80
WORKERS COMPENSATION	502-08-01-000-000	247,495	814,755	72,044	697,471	553,730	-261,025	-32.04
WORKERS COMP. MEDICAL ONLY WORKERS COMPENSATION - INDEMNITY	502-08-02-000-000 502-08-04-000-000	241,606 951,481	332,075 1,166,232	195,662 554,670	292,287 861,760	324,072 895,351	-8,003 -270,881	-2.41 -23.23
SICK LEAVE	502-09-01-000-000	702,003	753,947	524,714	724,045	741,499	-12,448	-1.65
HOLIDAY	502-10-01-000-000 502-11-01-000-000	953,872 1 510 360	1,184,433 1 647 721	921,128 1 403 351	994,874 1 684 124	1,082,392 1 724 560	-102,041 76 830	-8.62 4.66
DTHER PAID ABSENCE BEREAV ETC	502-12-01-000-000	59,414	83,701	59,827	80,453	80,858	-2,843	-3.40
JNIFORM & TOOL ALLOWANCE	502-13-01-000-000 502-15-01-000-000	217,669 806.034	216,732 762 316	167,972 630 128	216,282 719.306	218,711 751 401	1,979 -10.915	0.91 -1 43
OPEB EXPENSE	502-17-01-000-000	8,294,400	0	22-000	000.0		0	00.0
FOTAL FRINGE BENEFITS		25,176,708	22,850,961	15,192,827	20,940,875	22,396,225	-454,736	-1.99
SERVICES								
//ANAGEMENT SERVICE FEES-RGRTA //ANAGE SERV FEES - RTS	503-01-01-000-000 503-01-02-000-000	1,210,649 823,332	1,280,108 961,201	911,539 618,470	1,215,384 824,627	1,455,949 1,673,535	175,841 712,334	13.74 74.11
AANAGEMENT SERVICE FEES-LIFTLINE	503-01-03-000-000	49,446	49,980	32,395	43,194	51,054	1,074	2.15
PROF&TECH SERV ADM OF TRANS PROFESSIONAL SERVICES -	503-03-01-011-000 503-03-01-164-000	150 46,000	143,200	600 58,007	173,315		0 -143,200	0.00 -100.00
COMMUNICATIONS		007 100						00 11
PROF AND TECH SER INJ LAWYERS	503-03-01-165-000	225,426	155,500	265,504	346,853	177,673	22,173	14.26
	2011-201	2 OPERATIN	G BUDGET DE	TAIL		Report Date	: 02/02/2011	
		CONSOLI	DATED		Fisca	al Period Ending	: December 2	010
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru  12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
PROFESSIONAL SERVICES - TRAINING PROFESSIONAL SERVICES -	503-03-01-166-000 503-03-01-167-000	3,469 26.117	3,100 96.000	697 34.844	3,100 80.000	126.473	-3,100 30.473	-100.00 31.74
HUMAN RESOURCES PROF AND TECH SER GEN LAW EXP	503-03-01-168-000	175,168	333,000	60,002	113,900	141,000	-192,000	-57.66
PROF AND TECH SERV OUTSIDE AUD	503-03-01-171-000	88,798	91,777	95,166	127,528	146,388	54,611	59.50
OTHER PROF SERVICES PROF & TECH SFRV I ABOR I AW	503-03-01-174-000 503-03-01-176-000	209,144 437 375	422,200 392 750	136,823 114 793	335,351 210 540	225,600 325,550	-196,600 -67 200	-46.57 -17 11
GOVERNMENT RELATIONS	503-03-01-179-000	287,198	370,000	213,611	296,000	296,000	-74,000	-20.00
TEMPORARY HELP CONTRACT SERVICE - REVENUE VEH	503-04-01-167-000 503-05-01-051-000	4,578 610.569	56,000 668_000	85,032 335,599	128,000 549.500	25,000 546.500	-31,000 -121.500	-55.36 -18.19
CONTRACTED SERVICES - OPERATIONS	503-05-02-011-000	99,759	101,000	65,872	89,000		-101,000	-100.00
CONTRACTED SERVICES - SCHEDULING CONTRACTED SERVICES - MAINTENANCE	503-05-02-021-000 503-05-02-042-000	31,187 62.711	93.000	7,297 32,292	60.000	22,000	0 -71.000	0.00 -76.34
CONTRACT MAINTENANCE SERVICES	503-05-02-043-000 503-05-02-162-000	24,254 66.227	2,750	1,618 12.742	2,750	2,250	-500	-18.18 100.00
CUSTOMER SERVICE CONTRACTED SERVICES - BUSINESS DEV.	503-05-02-163-000			-		9,508	9,508	100.00

	9,508 100.00	192,600 100.00	-7,850 -67.67	-4,300 -32.33	25,000 100.00	33,200 89.73	39,600 235.71	99,749 374,900.00	71,000 100.00	42,500 100.00	0 0.00	-37,260 -79.28	82,301 24.61	3,700 0.83	-300 -60.00	-2,260 -2.64	12,500 3.43	9,500 10.03	-35 000 -58 33
	9,508	192,600	3,750	6,000	25,000	70,200	56,400	99,750	71,000	42,500		9,740	416,716	450,000	200	83,340	377,000	104,200	25 000
			9,720	11,000		48,000	13,200					49,000	325,860	430,000	200	81,640	371,000	86,600	53 000
	-		7,554	6,364	0	18,416	10,062		0	0	0	39,341	239,502	354,861	100	69,482	309,802	79,314	37 051
			11,600	13,300		37,000	16,800	-				47,000	334,415	446,300	500	85,600	364,500	94,700	60 000
		5,612	11,571	10,582		39,553	15,787					179,299	14,095	446,719	160	76,871	345,457	90,587	50 155
	503-05-02-163-000	503-05-02-164-000	503-05-02-166-000	503-05-02-167-000	503-05-02-168-000	503-05-02-171-000	503-05-02-177-000	503-05-02-179-000	503-05-02-180-000	503-05-02-182-000	503-05-02-183-000	503-05-03-170-000	503-05-03-171-000	503-05-05-061-000	503-05-05-160-000	503-06-01-043-000	503-07-01-161-000	503-99-01-000-000	503 00 03 000 000
CUDI UNIER DERVICE	CONTRACTED SERVICES - BUSINESS DEV.	CONTRACTED SERVICES - COMMUNICATIONS	CONTRACTED SERVICES - TRAINING	CONTRACTED SERVICES - HUMAN RESOURCES	CONTRACTED SERVICES - LEGAL AFFAIRS	CONTRACTED SERVICES - FINANCE	CONTRACTED SERVICES - PGA	<b>CONTRACTED SERVICES - PLANNING</b>	CONTRACTED SERVICES - FACILITY MAINT	CONTRACTED SERVICES R&D PERF MEASUREMENT	CONTRACTED SERVICES- PMO	CONTRACTED SERVICES - IT	SOFTWARE MAINTENANCE FEES	PARTS DEPARTMENT MANAGEMENT	RIDE SHARE GUAR RIDE HOME	CUSTODIAL SERVICES	SECURITY SERVICES	MEDICAL SERVICES	

	2011-201	<b>2 OPERATING</b>	<b>3 BUDGET DE</b>	TAIL		Report Date	: 02/02/2011	
		CONSOLIE	DATED		Fisca	I Period Ending	: December 2	010
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL SERVICES		5,777,003	6,731,282	4,254,755	6,078,262	7,269,896	538,614	8.00
FUEL & LUBRICANTS								
M&S FUEL CONSUMED DIESEL NO 1	504-01-01-051-000	7,403,594	6,043,300	3,774,514	5,210,000	5,895,076	-148,224	-2.45
FUEL FOR REVENUE VEHICLES GAS	504-01-02-051-000	24,910	34,700	19,409	28,350	34,100	-600	-1.73
M&S CONSUMED FUEL FOR SER VEH	504-01-02-081-000	467,622	625,145	370,842	495,976	582,192	-42,953	-6.87
M&S CONSUMED OIL M&S CONSUMED OTHER LUBRICANTS	504-01-03-051-000 504-01-04-051-000	86,360 138.450	76,400 148.650	50,387 84.939	70,500 116.350	72,750 108.109	-3,650 -40.541	-4.78 -27.27
TOTAL FUEL & LUBRICANTS		8,120,935	6,928,195	4,300,091	5,921,176	6,692,227	-235,968	-3.41
PARTS & REPAIRS								
M&S CONSUMED TIRES	504-02-01-051-000	343,187	377,400	265,927	346,350	363,559	-13,841	-3.67
M&S CONSUMED SERV REV VEH	504-99-02-051-000	21,164	31,900	17,531	28,200	27,997	-3,903	-12.24
OTHER M&S ANTIQUE BUS	504-99-03-051-000	292					0	00.00
M&S CONSUMED MAINTENANCE REV VEHICLE	504-99-04-061-000	2,970,687	2,643,300	1,808,049	2,531,500	2,403,650	-239,650	-9.07
OTH M&S INSP&MAINT REV VEHICLE/NAPA	504-99-04-063-000	442,934					0	0.00
OTH M&S BUS 103	504-99-05-051-000			326			0	00.0
M&S CONSUMED	504-99-06-091-000	68,705	60,000	45,108	60,000	48,000	-12,000	-20.00
MAINTENANCE SERVIVEN M&S CONSUMED RADIO REPAIR PARTS	504-99-07-126-000	7,481	6,900	1,051	1,500	26,131	16,231	163.95
CAMERA REPAIR PARTS	504-99-08-161-000	7,119	14,800	10,084	14,800	29,316	14,516	98.08
TOTAL PARTS & REPAIRS		3,861,569	3,137,300	2,148,077	2,982,350	2,898,653	-238,647	-7.61
OTHER MATERIALS & SUPPLIES								
M&S-BUSINESS DEVELOPEMENT	504-99-04-163-000			0		118	118	100.00
M&S CONSUMED MAINTENANCE FAREBOX	504-99-08-111-000	45,787	44,200	35,139	44,200	84,664	40,464	91.55
M&S CONSUMED BUILDINGS AND GROLINDS	504-99-09-125-000	311,748	315,850	262,707	377,000	345,275	29,425	9.32
OTH M&S PRNTNG TICKETS&PASSES	504-99-10-151-000	49,306	25,000	37,853	50,000	47,650	22,650	90.60
MATERIALS & SUPPLIES - TRAINING	504-99-11-166-000	12,596	8,500	10,004	8,500	18,500	10,000	117.65
MATERIALS & SUPPLIES - IT	504-99-12-170-000	46,919	29,000	11,835	33,000	27,000	-2,000	-6.90
OTHER M&S OFFICE SUPPLIES	504-99-13-000-000	88,939	126,060	81,969	112,060	108,700	-17,360	-13.77
OTHER M&S PRNTNG PUBLIC SCHDLS	504-99-14-000-000	94,556	100,000	65,041	100,000	112,800	12,800	12.80
OTHER M&S MEDICAL	504-99-15-000-000	1,335	5,050	1,309	5,050	6,200	1,150	22.77
MATERIALS & SUPPLIES -	504-99-16-164-000	96,942	174,000	38,371	107,050	108,800	-65,200	-37.47

		CONSOLID	ATED		Fisca	I Period Ending	: December 2	010
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
COMMUNICATIONS INVOICE PRICE VARIANCE ACCOUNT	504-99-17-000-000	-743		-340	-341		0	0.00
MATERIALS & SUPPLIES - CUSTOMER SERVICE	504-99-21-000-000	12,478	14,665	9,911	14,665	7,700	-6,965	-47.49
OTHER M&S - EQUIPMENT	504-99-22-000-000	26,483	94,000	9,924	60,000	84,500	-9,500	-10.11
OTH M&S BUS SHELTER MATERIAL	504-99-23-000-000	20,363	41,500	20,458	36,000	33,000	-8,500	-20.48
M&S SHOP & BUILD EQUIPMENT	504-99-24-000-000	37,806	49,300	23,676	35,000	40,500	-8,800	-17.85
MATERIALS & SUPPLIES - TRANS OPERATIONS	504-99-25-011-000	8,121	5,500	9,334	11,800	3,500	-2,000	-36.36
M&S MAINTENENCE SHOP SUPPLIES	504-99-26-061-000	304,157	310,400	239,553	315,000	293,664	-16,736	-5.39
NON-CAPITALIZABLE EQUIPMENT	504-99-27-000-000	7,827		7,594	4,524		0	0.00
TOTAL OTHER MATERIALS & SUPPLIES		1,164,619	1,343,025	864,338	1,313,508	1,322,571	-20,454	-1.52
UTILITIES								
UTILITIES ELECTRIC	505-02-01-000-000	313,432	361,100	339,642	384,714	401,000	39,900	11.05
UTILITIES GAS	505-02-02-000-000	273,639	389,250	136,944	263,250	310,750	-78,500	-20.17
UTILITIES WATER	505-02-03-000-000	47,064	50,090	24,034	47,090	50,200	110	0.22
UTILITIES - TELEPHONE	505-02-05-000-000	135,944	164,670	110,564	159,725	142,555	-22,115	-13.43
UTILITIES TELEPHONES - MKTG RIDE SHR	505-02-06-000-000	602		398	600	600	600	100.00
TOTAL UTILITIES		770,682	965,110	611,581	855,379	905,105	-60,005	-6.22
CASUALITY AND LIABILITY COSTS								
PREMIUM PHYSICAL DAMAGE INS.	506-01-01-000-000	803,157	823,148	645,765	840,232	873,842	50,694	6.16
PAYOUTS UNINSURED PL&PD PUBLIC PAYOUTS EMPLOYMENT	506-04-01-000-000 506-04-02-000-000	11,899	501,325	901,834 97,098	906,425 412,200	388,583	-112,742 0	-22.49 0.00
PRACTICES EXPENSE CASH SETTLEMENT EMPLOYEES	506-09-01-000-000		10,000				-10,000	-100.00
TOTAL CASUALITY AND LIABILITY COSTS		815,056	1,334,473	1,644,697	2,158,857	1,262,425	-72,048	-5.40
TAXES								
OTHER TAXES	507-99-01-000-000	18,432	20,227	15,042	20,227	21,800	1,573	7.78
TOTAL TAXES		18,432	20,227	15,042	20,227	21,800	1,573	7.78
MISC EXPENSES								
MISC EXP SUBSCRIPTS MEMBERSHIP MISC EXP TRAVEL AND MEETINGS	509-01-01-000-000 509-02-01-000-000	75,725 161,029	108,210 165,100	65,472 126,181	93,210 186,200	97,245 170,728	-10,965 5,628	-10.13 3.41

Report Date : 02/02/2011

2011-2012 OPERATING BUDGET DETAIL

	2011-201	2 OPERATING	BUDGET DE	TAIL		Report Date	:02/02/2011	
		CONSOLID	ATED		Fisca	I Period Ending	: December 2	010
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TRAVEL & TRAINING - OPERATIONS	509-02-01-011-000	22,663	29,400	44,668	45,000	24,500	-4,900	-16.67
<b>TRAVEL &amp; TRAINING - SCHEDULING</b>	509-02-01-021-000	13,912	29,400	12,258	20,000	30,000	600	2.04
TRAVEL & TRAINING -MAINTENANCE	509-02-01-042-000	12,097	37,000	25,674	37,000	25,000	-12,000	-32.43
<b>TRAVEL &amp; TRAINING -CUSTOMER SERVICE</b>	509-02-01-162-000	2,348	16,200	2,123	12,200	7,000	-9,200	-56.79
TRAVEL & TRAINING - BUSINESS DEVELOPMENT	509-02-01-163-000	1,427	7,700	1,105	2,500	3,495	-4,205	-54.61
TRAVEL & TRAINING - COMMUNICATIONS	509-02-01-164-000	1,098	15,500	103	5,000	5,000	-10,500	-67.74
TRAVEL & TRAINING -TRAINING	509-02-01-166-000	5,884	14,400	10,878	14,400	9,000	-5,400	-37.50
<b>TRAVEL &amp; TRAINING - HUMAN RESOURCE</b>	509-02-01-167-000	9,445	24,200	7,535	24,200	15,000	-9,200	-38.02
TRAVEL & TRAINING - LEGAL AFFAIRS	509-02-01-168-000	23,218	12,900	7,125	10,100	10,920	-1,980	-15.35
TRAVEL & TRAINING - IT	509-02-01-170-000	9,200	27,100	14,400	27,100	25,000	-2,100	-7.75
TRAVEL & TRAINING -FINANCE	509-02-01-171-000	10,721	21,000	6,235	10,000	17,000	-4,000	-19.05
TRAVEL & TRAINING - PGA	509-02-01-177-000	6,854	19,500	9,748	19,500	12,000	-7,500	-38.46
TRAVEL & TRAINING - PMO	509-02-01-178-000			0		7,000	7,000	100.00
TRAVEL& TRAINING -PLANNING	509-02-01-179-000		0			6,500	6,500	399,900.00
TRAVEL&TRAINING-FACILITY MAINTENANCE	509-02-01-180-000			0		10,000	10,000	100.00
TRAVEL & TRAINING - R&D PERF MEASU	509-02-01-182-000			0		10,000	10,000	100.00
MISC EXP FINES AND PENALITIES	509-06-01-000-000	-1,342		5,541	5,206		0	0.00
MISC EXP BAD DEBT	509-07-01-000-000	10,240		12,788	12,646		0	0.00
ADVERTISING & PROMOTION	509-08-01-164-000	341,656	394,100	177,277	411,506	314,235	-79,865	-20.27
EMPLOYMENT ADVERTISING	509-08-01-167-000	9,372	10,000	5,075	10,000	10,000	0	0.00
RFP & IFB ADVERTISING	509-08-01-177-000	8,017	10,000	4,892	10,000	10,500	500	5.00
TRAINING	509-99-02-000-000	3,909					0	0.00
OTHER MISCELLANEOUS EXPENSE	509-99-04-000-000	224,674	126,145	86,272	130,145	183,880	57,735	45.77
MISC EXP TRAINING & TUITION	509-99-05-000-000	3,917					0	0.00
TRAINING&TUITION-SCHEDULING	509-99-05-021-000	284					0	0.00
TRAINING&TUITION-MAINTENANCE	509-99-05-042-000	3,150					0	0.00
TRAINING&TUITION CUSTOMER SERV	509-99-05-162-000	6,072					0	0.00
TRAINING&TUITION TRAINING DEPT	509-99-05-166-000	1,465					0	0.00
TRAINING&TUITION-HUMAN RESOURCES	509-99-05-167-000	3,360					0	0.00
<b>TRAINING &amp; TUITION LEGAL AFFAIRS</b>	509-99-05-168-000	210					0	0.00
TRAINING&TUITION-INF TECH	509-99-05-170-000	8,690					0	00.0
TRAINING&TUITION- FINANCE	509-99-05-171-000	1,139					0	0.00
TRAINING&TUITION- PLANNING	509-99-05-177-000	3,747					0	00.0
UPWP EXPENSE	509-99-08-000-000	247,401	100,816	56,939	109,840	175,000	74,184	73.58
LOSS FROM FIXED PRICE SWAP	509-99-93-000-000	1,452,578		1,314,816			0	0.00
LOSS ON SALE	509-99-98-000-000	82,490		52,669			0	0.00
INTEREST EXPENSE	511-01-01-000-000	6,763	4,386	4,386	4,386	1,915	-2,471	-56.34
CURRENT YEAR PROJECT EXPENSE	513-00-06-000-000	-86,490		13,546			0	0.00

	2011-201	2 OPERATING	BUDGET DE	TAIL		Report Date	:02/02/2011	
		CONSOLIE	ATED		Fisc	I Period Ending	: December 2	010
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL MISC EXPENSES		2,686,924	1,173,057	2,067,705	1,200,139	1,180,918	7,861	0.67
SUBSIDIES FROM APPROPRIATION								
APPROPRIATION BBS OPERATING	509-99-13-000-000	375,904	503,776	295,945	445,840	584,793	81,017	16.08
APPROPRIATION LATS OPERATING	509-99-14-000-000	490,792	585,347	218,538	375,615	466,301	-119,046	-20.34
APPROPRIATION WATS OPERATING	509-99-16-000-000	237,088	390,881	246,959	362,555	535,295	144,414	36.95
APPROPRIATION WYTS OPERATING	509-99-17-000-000	533,581	690,771	421,729	559,327	732,326	41,555	6.02
APPROPRIATION LIFT LINE OPERATING	509-99-18-000-000	4,079,610	4,664,558	2,723,066	3,981,152	4,537,356	-127,202	-2.73
APPROPRIATION RTS OPERATING	509-99-19-000-000	2,100,217	-706,093	-5,117,136	-4,569,270	-2,277,697	-1,571,604	222.58
APPROPRIATION OTS OPERATING	509-99-22-000-000	187,709	290,102	173,946	263,568	389,581	99,479	34.29
APPROPRIATION ON STS OPERATIONS	509-99-23-000-000	305,845	348,691	191,430	309,440	405,321	56,630	16.24
TOTAL SUBSIDIES FROM APPROPRIATION		8,310,744	6,768,033	-845,524	1,728,227	5,373,276	-1,394,757	-20.61
LEASES AND RENTALS								
LEASES&RENT PASS TERM MIDTOWN	512-02-01-000-000	52,540	10,175	8,284	11,095	11,395	1,220	11.99
LEASE FACILITIES AT HSBC	512-02-02-000-000	3,500	6,000	4,500	6,000	6,000	0	0.00
C.C RENT	512-12-01-000-000	20,879	19,074	13,969	18,600	19,074	0	0.00
LEASES&RENTALS COPIER	512-12-02-000-000	86,983	105,000	73,927	109,260	142,400	37,400	35.62
OFFICE LEASE	512-12-03-000-000	83,592	95,355	55,670	86,033	79,992	-15,363	-16.11
SOFTWARE LICENSE FEES	512-12-04-000-000	40,539	126,600	78,930	126,600	54,300	-72,300	-57.11
TOTAL LEASES AND RENTALS		288,033	362,204	235,278	357,588	313,161	-49,043	-13.54
LOCAL DEPRECIATION								
DEP/AMOR LOCAL PROJECT	513-00-01-000-000	1,134,843	1,200,000	778,225	1,088,350	1,287,800	87,800	7.32
TOTAL LOCAL DEPRECIATION		1,134,843	1,200,000	778,225	1,088,350	1,287,800	87,800	7.32
TOTAL EXPENSES		89,516,436	87,504,895	55,050,811	77,133,006	86,850,470	-654,425	-0.75

<b>Rochester Genesee Regional</b>
Transportation Authority

	2011-2	2012 OPERAT	ING BUDGET	DETAIL		Report Date:	02/02/2011	
	Rochester Ge	nesee Region	ıal Transporta	tion Authority	Fisca	I Period Ending:	December 20	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
NON-TRANSPORTATION REVENUE								
WORKING CAPITAL INTEREST EARNINGS	407-04-01-000-000	188,190	169,500	88,428	107,500	165,000	-4,500	-2.65
CAPITAL RESERVE- INTEREST EARNINGS	407-04-02-000-000	48,596	26,000	14,582	20,500	24,000	-2,000	-7.69
SELF INSURANCE-INTEREST EARNINGS	407-04-03-000-000	98,526	33,500	18,980	25,500	30,300	-3,200	-9.55
OPEB-INTEREST EARNINGS	407-04-04-000-000	80,448	56,000	30,818	42,000	52,200	-3,800	-6.79
PARA TRANSIT INTEREST EARNINGS	407-04-05-000-000	59,453	20,500	11,809	16,000	18,800	-1,700	-8.29
OTHER REVENUE NON REVENUE RECEIPTS - DISCNTS	407-99-01-000-600 407-99-04-000-000	40,464 456	4,000 2,000	9,287 141	9,287 141	4,000	0 -2,000	0.00 -100.00
TOTAL NON-TRANSPORTATION REVENUE		516,134	311,500	174,044	220,928	294,300	-17,200	-5.52
TAXES DEDICATED TO TRANSIT								
MTGE TAX REV MONROE CTY	408-01-01-000-000	5,392,514	5,616,654	4,588,712	5,415,535	5,409,540	-207,114	-3.69
MTGE TAX REV WAYNE COUNTY	408-01-02-000-000	559,385	572,633	434,956	572,378	556,511	-16,122	-2.82
MTGE TAX REV LIVINGSTON COUNTY	408-01-03-000-000	353,344	373,054	297,763	354,855	370,284	-2,770	-0.74
MTGE TAX REV GENESEE CTY	408-01-04-000-000	254,161	254,898	189,419	255,244	234,731	-20,167	-7.91
MTGE TAX REV WYOMING CTY	408-01-05-000-000	166,933	156,627	149,330	167,646	174,249	17,622	11.25
MTGE TAX REV ORLEANS COUNTY	408-01-06-000-000	130,197	131,034	84,660	130,754	114,851	-16,183	-12.35
MTGE TAX REV SENECA COUNTY	408-01-07-000-000	202,723	195,100	139,190	203,588	189,834	-5,266	-2.70
TOTAL TAXES DEDICATED TO TRANSIT		7,059,256	7,300,000	5,884,029	7,100,000	7,050,000	-250,000	-3.42
STATE CASH GRANTS AND REIMB								
NYS CHARGEBACK NY-03-0418	411-99-05-000-000	14,140	3,500				-3,500	-100.00
TOTAL STATE CASH GRANTS AND REIMB		14,140	3,500				-3,500	-100.00
FEDERAL CASH GRANTS AND REIMB								
FEDERAL PROJECT REV - UPWP FEDERAL CHARGEBACK NY-03-0418	413-04-03-000-000 413-99-05-000-000	247,401 113,109	200,816 28,000	56,939	200,816	175,000	-25,816 -28,000	-12.86 -100.00
TOTAL FEDERAL CASH GRANTS AND REIME	m	360,510	228,816	56,939	200,816	175,000	-53,816	-23.52
SUBSIDIES FROM OTHER SECTORS OF OPE	RATIO							
INTERCOMPANY REIMB-SAL & FRINGE	440-99-02-000-000	1,210,649	1,280,110	911,539	1,215,386	1,455,948	175,838	13.74
TOTAL SUBSIDIES FROM OTHER SECTORS	OF OPERAT	1,210,649	1,280,110	911,539	1,215,386	1,455,948	175,838	13.74
TOTAL REVENUE		9,160,689	9,123,926	7,026,552	8,737,130	8,975,248	-148,678	-1.63

OTHER WAGES

	2011-2	2012 OPERATI	ING BUDGET	DETAIL		Report Date :	02/02/2011	
	Rochester Ge	nesee Region	al Transporta	tion Authority	Fisca	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
OTH SAL&WAGE GEN MANAGEMENT STAFF PERFORMANCE INCENTIVE INCORRECT ACCOUNT	501-02-01-176-000 501-02-01-181-000 501-05-01-041-000	1,182,660 282,851	1,295,500 61,950	1,025,042 66,091 251	1,382,737 132,750	1,537,264 99,880	241,764 37,930 0	18.66 61.23 0.00
TOTAL OTHER WAGES FRINGE BENEFITS		1,465,511	1,357,450	1,091,384	1,515,487	1,637,144	279,694	20.60
FICA PENSION CONT. NON UNION EXECUTIVE 457 DEF-ELIG COMP PLAN	502-01-01-000-000 502-02-01-000-000 502-02-08-000-000	99,926 116,663 33,000	118,118 171,700 95,500	85,320 200,555 36,275	131,985 200,555 36,500	140,095 349,840 44,000	21,977 178,140 -51,500	18.61 103.75 -53.93
COMPENSATION PLAN BLUE CROSS/BLUE SHIELD		97,110	129,156	78,459	114,948	142,814	13,658	10.57
HUSP INS - RE LIREES HRA-HEALTH REIMBURSEMENT ACCOUNT EXPENSE	502-03-06-000-000 502-03-06-000-000	Þ	54,03U	6,140 6,140	52,280 13,341	7,201	7,201	9.10 100.00
DENTAL PLANS DENTAI PI AN - RETIRFES	502-04-01-000-000 502-04-02-000-000	8,812 0	11,600 4 000	8,882 364	11,600 4 000	12,000 3.000	400 -1 000	3.45 - 25 00
GROUP LIFE PENSION INS GROUP	502-05-01-169-000	, <u>-</u>	225	93	225	225	000	0.00
GROUP LIFE INSURANCE SHORT TERM DBL INS PLAN	502-05-02-169-000 502-06-01-169-000	8,008	8,000 2,500	4,541 22	6,800	7,800	-200 -2,500	-2.50 -100.00
STATE UNEMPLOYMENT INS WORKERS COMPENSATION	502-07-02-169-000 502-08-01-000-000	369	2,000 420	151	475	465	-2,000 45	-100.00 10.71
НОПРАУ	502-10-01-000-000	43,826	57,564	49,267	48,297	46,768	-10,796	-18.75
OTHER PAID ABSENCE BEREAV ETC PAID TIME OFF OPEB EXPENSE	502-12-01-000-000 502-15-01-000-000 502-17-01-000-000	454 176,221 108,843	129,009	1,144 131,362	161,511	147,393	0 18,384 0	0.00 14.25 0.00
TOTAL FRINGE BENEFITS SERVICES		753,232	784,422	640,499	817,517	961,202	176,780	22.54
MANAGE SERV FEES - RTS MANAGE SERV FEES - RTS PROF AND TECH SER OUTSIDE AUD OTHER PROF SERVICES	503-01-02-000-000 503-03-01-168-000 503-03-01-171-000 503-03-01-174-000	338,848 70,432 2,804 1,181	374,123 190,000 3,650 30,000	194,825 29,397 3,014 6,034	259,767 55,000 3,650 15,000	531,645 72,000 3,654	157,522 -118,000 -30,000	42.10 -62.11 0.11
TOTAL SERVICES CASUALITY AND LIABILITY COSTS		413,265	597,773	233,270	333,417	607,299	9,526	1.59
PREMIUMS: PHYSICAL DAMAGE INSURANCE	506-01-01-000-000	1,480	1,405	1,249	1,260	1,327	-78	-5.55

	2011-	2012 OPERAT	ING BUDGET	DETAIL		Report Date	: 02/02/2011	
	Rochester Ge	enesee Region	ıal Transporta	tion Authority	Fiscal	Period Ending	: December 20	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL CASUALITY AND LIABILITY COSTS MISC EXPENSES		1,480	1,405	1,249	1,260	1,327	-78	-5.55
MISC EXP SUBSCRIPTS MEMBERSHIP	509-01-01-000-000	47,937	74,000	50,978	61,000	63,500	-10,500	-14.19
MISC EXP TRAVEL AND MEETINGS	509-02-01-000-000	122,323	115,000	86,580	125,000	115,000	0	0.00
MISC EXP FINES AND PENALITIES	509-06-01-000-000	-3,556		328	330		0	00.0
OTHER MISCELLANEOUS EXPENSE	509-99-04-000-000	30,781	42,000	10,108	32,000	41,500	-500	-1.19
UPWP EXPENSE	509-99-08-000-000	247,401	100,816	56,939	109,840	175,000	74,184	73.58
TOTAL MISC EXPENSES		444,885	331,816	204,933	328,170	395,000	63,184	19.04
SUBSIDIES FROM APPROPRIATION								
APPROPRIATION BBS OPERATING	509-99-13-000-000	375,904	503,776	295,945	445,840	584,793	81,017	16.08
APPROPRIATION LATS OPERATING	509-99-14-000-000	490,792	585,347	218,538	375,615	466,301	-119,046	-20.34
APPROPRIATION WATS OPERATING	509-99-16-000-000	237,088	390,881	246,959	362,555	535,295	144,414	36.95
APPROPRIATION WYTS OPERATING	509-99-17-000-000	533,581	690,771	421,729	559,327	732,326	41,555	6.02
APPROPRIATION LIFT LINE OPERATING	509-99-18-000-000	4,079,610	4,664,558	2,723,066	3,981,152	4,537,356	-127,202	-2.73
APPROPRIATION RTS OPERATING	509-99-19-000-000	2,100,217	-706,093	-5,117,136	-4,569,270	-2,277,697	-1,571,604	00.0
APPROPRIATION OTS OPERATING	509-99-22-000-000	187,709	290,102	173,946	263,568	389,581	99,479	34.29
APPROPRIATION ON STS OPERATIONS	509-99-23-000-000	305,845	348,691	191,430	309,440	405,321	56,630	16.24
TOTAL SUBSIDIES FROM APPROPRIATION		8,310,744	6,768,033	-845,524	1,728,227	5,373,276	-1,394,757	-20.61
TOTAL EXPENSES		11,389,117	9,840,899	1,325,811	4,724,078	8,975,248	-865,651	-8.80

	2011-	2012 OPERAT	ING BUDGET	DETAIL		Report Date :	02/02/2011	
		2009-10	2010-11	10-11 Actual	Projected	2011-2012	Budaet	%
Account Description	Account	Actual	Budget	Thru 12/10	2010-11	Budget	Change	Change
CUSTOMER FARES								
ADULT CASH ADULT REFUNDS	401-01-01-000-100 401-01-02-000-400	3,971,688 -40	3,882,393	3,088,622 -136	4,124,595 -137	4,072,119	189,726 0	4.89 0.00
31 DAY ADULT	401-01-06-000-300	2,983,317	3,217,000	3,466,773	4,475,150	5,036,512	1,819,512	56.56
ONE DAY UNLIMITED PASS FIVE DAY UNLIMITED PASS	401-01-15-000-300 401-01-16-000-300	858,072 165,586	806,000 110,000	729,939 110.768	941,739 136,636	901,033 138.966	95,033 28.966	11.79 26.33
\$12.50 STORED VALUE PASS	401-01-17-000-300	-691			000	000	0	0.00
ONE DAY SENIOR/DISABLED EIVE DAY SENIOR/DISABLED	401-01-18-000-300 401-01-19-000-300	2,145 -84	2,200 600	2,278 1 211	3,000 1 500	3,000	800	36.36 233 33
ONE RIDE FREEDOM PASS	401-01-23-000-000	212,994	211,000	158,660	216,689	207,350	-3,650	-1.73
TWO RIDE FREEDOM PASS TWO PI IIS TWO FREEDOM PASS	401-01-24-000-000 401-01-25-000-000	88,224 71 610	87,000 68 000	80,748 67 874	98,748 85 680	90,000 75,000	3,000	3.45 10.20
\$12.00 STORED VALUE PASS	401-01-28-000-000	7 1,010 302,452	96,000 306,000	o/ ,o/ 4 193,476	00,000 262,268	73,000 258,079	7,921-47,921	-15.66
SENIOR CASH	401-02-01-000-100	34,304 16 402	43,897	55,968 16.060	71,535	71,868	27,971 0.000	63.72 60.00
ENDLESS SUMMER	401-03-01-000-100	24,780	25,000	13,840	zz,000 13,840	24,000 14,000	3,000 -11,000	-44.00
CHILD CASH HANDICAP CASH	401-04-01-000-100 401-05-01-000-100	23,359 14,400	24,183 14,473	18,399 11,428	22,870 14,952	22,622 15,282	-1,561 809	-6.45 5.59
TOTAL CUSTOMER FARES		8,768,609	8,812,746	8,016,817	10,491,065	10,931,831	2,119,085	24.05
SPECIAL TRANSIT FARES								
GUAR REV-RIT GUAR REV-U OF R	402-03-01-000-000 402-03-02-000-000	1,042,434	1,028,052	860,763 10,250	1,172,716 15,372	1,278,413 21,115	250,361 21,115	24.35 100.00
GUAR REV-OTHER	402-03-03-000-000	46,939		548	548	50,643	50,643	100.00
AIR SHOW STRONG TIES SUBSIDY AGREEMENT	402-03-06-000-520 402-03-06-000-520	14,157 22,942	23,860	18,095	24,127	25,092	0 1,232	0.00 5.16
ROCHESTER WORKS SUBSIDY NAZARETH COLLEGE SUBSIDY	402-03-06-000-521 402-03-06-000-524	7,020 45.640	7,300 43 900	5,580 30 052	7,440 42 043	7,738 43 295	438 -605	6.00 -1.38
BRYANT & STRATTON SUBSIDY	402-03-06-000-525	8,778	14,706	10,640	14,706	15,294	588	4.00
GUAR REV-BRIAR MANUR APAR IMEN IS GUAR REV- HILL HAVEN	402-03-06-000-527 402-03-06-000-527	1,200 14,963	1,200 18,006	500 13,497	700 18,006	1,200 19,070	0 1,064	0.00 5.91
EVEREST INSTITUTE SUBSIDY	402-03-06-000-528	57,960	77,280	77,280	77,280	77,280	0	0.00
MONROE#1 BOCES SUBSIDY CALKINS CORPORATE PARK SUBSIDY	402-03-06-000-533 402-03-06-000-532 402-03-06-000-532			0,000 1,914 7,293	4,0 <del>11</del> 2,871 10,940	4,200 3,943 15,025	4,200 3,943 15,025	100.00 100.00
TOTAL SPECIAL TRANSIT FARES		1,262,034	1,214,304	1,039,445	1,390,793	1,562,314	348,010	28.66
SCHOOL BUS SERVICE REVENUE TRIPPER SERVICE	403-00-01-000-000	10,221,070	10,852,430	7,785,296	11,045,362	11,475,009	622,579	5.74

# **Regional Transit Service, Inc.**

	2011-5	2012 OPERAT	ING BUDGET	DETAIL		Report Date :	02/02/2011	
		Regional Tr	ansit Service		Fisca	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL SCHOOL BUS SERVICE REVENUE		10,221,070	10,852,430	7,785,296	11,045,362	11,475,009	622,579	5.74
CHARTER SERVICE REVENUE PRIVATE CARRIER SERVICE	405-00-01-000-000						0	0.00
TOTAL CHARTER SERVICE REVENUE AUXILIARY TRANSPORTATION REVENUE							o	0.00
ADVERTISING REVENUE	406-03-01-000-000	548,579	612,500	447,407	608,000	662,500	50,000	8.16
TOTAL AUXILIARY TRANSPORTATION REVE	ENUE	548,579	612,500	447,407	608,000	662,500	50,000	8.16
NON-TRANSPORTATION REVENUE								
WORKING CAPITAL	407-04-01-000-000	1,384	1,800	416	500	600	-1,200	-66.67
GAIN UN SALE GAIN FROM FIXED PRICE SWAP	407-07-01-000-000	67,439 1.030.422	290.000	37,343 1.926.778	31,343	42,000	42,000 149,500	100.00 51.55
OTHER REVENUE	407-99-01-000-600	41,720	100,000	109,130	115,000	68,000	-32,000	-32.00
OTHER REVENUE - GOLDEN FOX	407-99-01-000-601	5,409	5,480	5,242	5,478		-5,480	-100.00
UTHEK REVENUE - NY TRAILWAYS INSI IRANCE RECOVERY - REV VEH	407-99-01-000-602 407-99-02-000-700	37,368 71 803	25,000	11 860	25,000		0 2-	0.00
RECOVERY OF ST DISABILITY	407-99-02-000-701	2,663	1,000	348	1,000	1,000	0	0.00
RECOVERY WORKERS COMP	407-99-02-000-702	51,608	175,525	242,809	253,803	180,000	4,475	2.55
OTHER RECOVERIES	407-99-02-000-704	1,104	1,000	1,338	2,645	1,000	0	0.00
WARRANTY REIMBURSEMENT	407-99-03-000-800	8,534	10,000	9,893	10,000	60,000 551 067	50,000 24.023	500.00 5 02
	407-99-03-000-802	21.170	203,000	000,124	410,322	100,400	-0 <del>4</del> ,900	00.0
FUEL REIMB - BADEN STREET	407-99-03-000-806	5,253	5,250	3,671	5,595	6,104	854	16.27
NON REVENUE RECEIPTS - DISCNTS	407-99-04-000-000	19,093	17,500	11,199	17,000	12,500	-5,000	-28.57
MEDICAL INSURANCE REV RETIREES	407-99-05-000-000	13,713	16,745	11,652	15,398	18,660	1,915	11.44
VENDING MACHINE COMMISSION PENSION FUND REIMBURSEMENT	407-99-06-000-000 407-99-99-000-000	31,512	42,500	1,336	27,000	35,000	0 -7,500	0.00 -17.65
TOTAL NON-TRANSPORTATION REVENUE		1,851,407	1,280,800	2,726,141	986,284	1,438,431	157,631	12.31
LOCAL OPERATING REV 188 MATCH	409-01-01-000-000	3,524,051	3,524,051	2,643,038	3,524,051	3,524,051	0	0.00
TOTAL LOCAL CASH GRANTS AND REIMB		3.524.051	3.524.051	2.643.038	3.524.051	3.524.051	0	0.00
STATE CASH GRANTS AND REIMB								
STATE OPERATING REVENUE PREVENTATIVE MAINTENANCE	411-01-01-000-000 411-01-02-000-000	28,568,227 532,852	28,298,382 654,804	21,223,786 491,103	28,164,351 654,804	28,298,382 635,472	0 -19,332	0.00 -2.95

	2011-	2012 OPERAT	ING BUDGET	DETAIL		Report Date	: 02/02/2011	
		Regional Tra	ansit Service		Fisca	l Period Ending	: December 20	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
STATE OTHER REV - WTW PASS STATE OTHER REV - WTW NON PASS NYS CHARGEBACK	411-99-01-000-000 411-99-01-000-906 411-99-05-000-000	2,348,947 179,408 13,754	2,285,512 176,107 5,000	348,357 33,130 8,189	702,240 60,050 13,300	17,228	-2,285,512 -176,107 12,228	-100.00 -100.00 244.56
TOTAL STATE CASH GRANTS AND REIMB FEDERAL CASH GRANTS AND REIMB		31,643,188	31,419,805	22,104,566	29,594,745	28,951,082	-2,468,723	-7.86
FEDERAL CASH GRAVIS AND NEMILIS FEDERAL OTHER REV - JARC FEDERAL OTHER REV - SEC. 5311 FEDERAL OTHER REV - SEC. 5307 FEDERAL CHARGEBACK FEDERAL REVENUE/UPWP	413-99-01-000-000 413-99-02-000-000 413-99-03-000-000 413-99-05-000-000 413-99-05-000-000	330,287 36,100 4,262,817 70,980	360,800 38,600 5,238,435 40,000	242,298 28,950 3,928,826 31,072 47,915	337,405 38,600 5,238,435 72,600	352,347 360,500 5,083,776 137,827 100,000	-8,453 1,900 -154,659 97,827 100,000	-2.34 4.92 -2.95 244.57 100.00
TOTAL FEDERAL CASH GRANTS AND REIME SUBSIDIES FROM OTHER SECTORS OF OPEI INTERCOMPANY REIMB-SAL & FRINGE	з RATIO 440-99-02-000-000	4,700,184 831,842	5,677,835 969,965	4,279,061 627,083	5,687,040 836,111	5,714,450 1,690,105	36,615 720,140	0.64 74.24
TOTAL SUBSIDIES FROM OTHER SECTORS SUBSIDIES FROM APPROPRIATION RGRTA SUBSIDY	<b>OF OPERAT</b> 440-99-07-000-000	831,842 2,100,217	969,965 -706,093	627,083 -5,117,136	836,111 -4,569,270	1,690,105 -2,277,697	720,140 -1,571,604	74.24 0.00
TOTAL SUBSIDIES FROM APPROPRIATION TOTAL REVENUE		2,100,217 65,451,181	-706,093 63,658,343	-5,117,136 44,551,720	-4,569,270 59,594,181	-2,277,697 63,672,076	-1,571,604 13,733	222.58 0.02
OPERATORS WAGES OPERATORS WAGES OPERATORS WAGES - NEW OPERATOR TRAINING OPERATOR WAGES - CHARTER	501-01-01-010-000 501-01-02-010-000 501-01-03-010-000	14,123,286 105,648 43,214	15,410,610 120,000 18,000	11,140,530 89,160	15,117,000 89,160	15,450,639 75,000	40,029 -45,000 -18,000	0.26 -37.50 -100.00
TOTAL OPERATORS WAGES MECHANICS WAGES		14,272,148	15,548,610	11,229,690	15,206,160	15,525,639	-22,971	-0.15
MECHANIC WAGES - FAREBOX MECHANIC WAGES - SERVICE BUILDING MECHANIC WAGES - GARAGE MECHANIC WAGES - BUILDINGS/GROUNDS MECH	501-01-01-111-000 501-01-02-051-000 501-01-03-061-000 501-01-05-125-000	277,437 915,692 1,969,063 309,513	291,300 1,014,500 2,142,000 381,000	174,327 750,479 1,545,421 236,827	250,000 1,014,500 2,096,500 323,000	270,000 998,300 2,108,900 307,700	-21,300 -16,200 -33,100 -73,300	-7.31 -1.60 -1.55 -19.24

₹	
F	
ш	
Δ	
H	
ш	
G	
Δ	
$\supset$	
ш	
(7)	
ž	
=	
≫	
iii.	
2	
5	
Ň	
2	
ò	
Ņ	
÷	
Ξ	
2	

Report Date:02/02/2011 Fiscal Period Ending:December 2010

# Regional Transit Service

Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru  12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
MECHANCIS WAGES - BI III D/GROI INDS NON MECH	501-01-06-125-000	456,703	536,000	320,280	446,500	472,800	-63,200	-11.79
MECHANICS WAGES - OVERHAUL	501-01-07-061-000 501-01-08-061-000	743,708 581,929	827,500 572,500	491,730 369,885	669,000 506,000	732,000 544,000	-95,500 -28,500	-11.54 -4.98
TOTAL MECHANICS WAGES		5,254,046	5,764,800	3,888,949	5,305,500	5,433,700	-331,100	-5.74
OTHER WAGES								
OTHER WAGES - TRANS OPERATIONS ADMIN	501-02-01-011-000	172,034	376,502	183,778	253,248	325,433	-51,069	-13.56
OTHER WAGES - TRANSPORTATION SERVICES	501-02-01-021-000	237,544	338,678	250,760	336,505	498,354	159,676	47.15
OTHER SAL&WAG REG OPRTNS ADM	501-02-01-041-000			976	18,631	75,227	75,227	100.00
<b>OTHER WAGES - MAINTENANCE ADMIN</b>	501-02-01-061-000	193,949	232,375	109,216	147,389	225,329	-7,046	-3.03
<b>OTHER WAGES - COURIER</b>	501-02-01-151-000	28,174					0	0.00
<b>OTHER WAGES - CUSTOMER SERVICE</b>	501-02-01-162-000	327,637	345,558	249,872	335,753	341,685	-3,873	-1.12
OTHER WAGES - BUSINESS DEVELOPEMENT	501-02-01-163-000	70,244	70,565	98,433	128,000	183,499	112,934	160.04
OTHER WAGES - COMMUNICATIONS	501-02-01-164-000	68,700	76,380	58,637	76,893	75,088	-1,292	-1.69
<b>OTHER WAGES - LEGAL AFFAIRS</b>	501-02-01-165-000	156,484	153,370	122,385	162,628	195,861	42,491	27.70
<b>OTHER WAGES - HUMAN RESOURCES</b>	501-02-01-167-000	429,108	491,844	330,078	452,360	669,181	177,337	36.06
OTHER WAGES - INFORMATION TECHNOLOGY	501-02-01-170-000	209,826	461,640	203,318	314,296	711,451	249,811	54.11
OTHER WAGES - FINANCE	501-02-01-171-000	284 018	289.811	225 948	301 785	346 960	57 149	19.72
OTHER WAGES - GENERAL MANAGEMENT	501-02-01-176-000	56,249	132,041	110,909	158,902	241,193	109,152	82.67
OTHER WAGES - PGA	501-02-01-177-000	192,260	208,170	123,373	168,252	180,428	-27,742	-13.33
OTHER WAGES- SHUTTLES	501-02-01-178-000		11,000				-11,000	-100.00
STAFF PERFORMANCE INCENTIVE	501-02-01-181-000	223,278	149,500	85,592	194,329	243,013	93,513	62.55
OTHER WAGES R&D//PERFORMANCE MEASUREMENT	501-02-01-182-000		168,084			185,975	17,891	10.64
OTHER WAGES - PROJECT MANAGEMENT OFFICE	501-02-01-183-000			76,629	15,130	148,754	148,754	100.00
OTHER WAGES - CAPITAL CONST. PROJECTS	501-02-01-184-000					130,924	130,924	100.00
OTHER WAGES - ROAD SUPV.; DISPATCH/CONTR	501-02-02-011-000	1,158,554	1,349,000	846,586	1,230,578	1,550,356	201,356	14.93
OTHER WAGES - GARAGE SUPERVISORS	501-02-02-061-000	613,817	646,725	379,760	546,834	817,409	170,684	26.39
OTHER WAGES - TRANS OPERATIONS ATU ADMIN	501-02-03-011-000	39,753	40,000	28,729	39,178	40,170	170	0.42

	2011-	2012 OPERATI	ING BUDGET	DETAIL		Report Date:	02/02/2011	
		Regional Tra	insit Service		Fisca	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
OTHER WAGES - MAINTENANCE ADMIN ATU	501-02-03-061-000	74,225	71,500	41,488	55,684	52,864	-18,636	-26.06
TOTAL OTHER WAGES FRINGE RENEFITS		4,535,855	5,612,743	3,526,466	4,936,375	7,239,154	1,626,411	28.98
FICA DENSION CONT LINION	502-01-01-000-000 502-02-02-000-000	2,006,451 331 020	2,331,611 451 142	1,637,937 347 086	2,204,633 451 142	2,431,721 508 770	100,110 147 637	4.29 32 73
PENSION ADM EXP ACTUARY	502-02-03-000-000	60.810	51.900	15,864	51,900	58.600	6.700	12.91
PENSION FUND MGMT FEE	502-02-04-000-000	260,005	278,000	279,084	295,000	299,500	21,500	7.73
EMPLOYER MATCH TEAMSTERS 457	502-02-07-000-000	9,818	10,000	10,872	16,000	23,670	13,670	136.70
EXECUTIVE 457 DEFERRAL	502-02-08-000-000			2,500	2,500	2,500	2,500	100.00
HEALTHCARE - ACTIVE	502-03-01-000-000	5,789,801	6,218,179	3,582,391	5,069,137	5,668,062	-550,117	-8.85
HOSP INS - RETIREES	502-03-02-000-000	0	3,348,535	2,051,573	2,781,000	3,125,636	-222,899	-6.66
VISION CARE	502-03-04-000-000	22,717	25,102	18,387	26,200	30,478	5,376	21.42
VISION CARE - RETIREES	502-03-05-000-000	0	11,230	7,443	11,615	12,665	1,435	12.78
HRA-HEALTH REIMBURSEMENT ACCOUNT FXPENSF	502-03-06-000-000			239,549	484,109	259,452	259,452	100.00
DENTAL PLANS	502-04-01-000-000	208,116	209,055	167,450	225,000	212,962	3,907	1.87
DENTAL PLAN - RETIREES	502-04-02-000-000	0	41,820	24,672	36,043	38,250	-3,570	-8.54
<b>GROUP LIFE PENSION INS GROUP</b>	502-05-01-169-000	0-	2,700	1,524	2,200	2,700	0	0.00
GROUP LIFE INSURANCE	502-05-02-169-000	109,460	129,165	70,456	101,500	130,771	1,606	1.24
SHORT TERM DBL INS PLAN	502-06-01-169-000	89,162	92,305	71,618	92,305	93,809	1,504	1.63
STATE UNEMPLOYMENT INS	502-07-02-169-000	60,563	60,000	78,992	130,000	000'06	30,000	50.00
WORKERS COMPENSATION	502-08-01-000-000	282,137	741,220	45,214	607,746	470,610	-270,610	-36.51
WORKERS COMPENSATION - MEDICAL	502-08-02-000-000	195,786	277,150	163,525	242,716	268,021	-9,129	-3.29
WORKERS COMPENSATION - INDEMNITY	502-08-04-000-000	833,541	976,097	480,003	736,241	737,190	-238,907	-24.48
SICK LEAVE	502-09-01-000-000	641,602	682,000	484,496	667,400	680,574	-1,426	-0.21
HOLIDAY	502-10-01-000-000	747,982	923,817	738,441	775,300	868,938	-54,879	-5.94
VACATION	502-11-01-000-000	1,427,417	1,539,317	1,415,384	1,583,400	1,621,168	81,851	5.32
OTHER PAID ABSENCE BEREAV ETC	502-12-01-000-000	50,430	72,500	55,788	73,300	74,693	2,193	3.02
UNIFORM & TOOL ALLOWANCE	502-13-01-000-000	178,785	172,317	136,649	172,317	171,726	-591	-0.34
PAID TIME OFF	502-15-01-000-000	304,501	334,815	276,583	271,300	343,332	8,517	2.54
OPEB EXPENSE	502-17-01-000-000	8,185,557					0	0.00
TOTAL FRINGE BENEFITS		21,796,575	18,979,977	12,403,480	17,110,004	18,315,807	-664,170	-3.50
SERVICES								
MANAGEMENT SERVICE FEES-RGRTA	503-01-01-000-000	885,090	935,442	700,998	934,664	1,070,072	134,630	14.39
PROF&TECH SERV ADM OF TRANS	503-03-01-011-000	150		600			0	00.0
PROFESSIONAL SERVICES -	503-03-01-164-000	46,000	143,200	58,007	173,315		-143,200	-100.00

	2011-2	2012 OPERAT	ING BUDGET	DETAIL		Report Date :	02/02/2011	
		Regional Tra	ansit Service		Fisca	Period Ending :	December 201	0
Account Description	Account	2009-1 0 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
PROFESSIONAL SERVICES - INJURY LAW	503-03-01-165-000	155,353	118,000	253,102	318,000	143,673	25,673	21.76
PROFESSIONAL SERVICES - TRAINING PROFESSIONAL SERVICES -	503-03-01-166-000 503-03-01-167-000	3,469 26,117	3,100 96,000	697 34,844	3,100 80,000	126,473	-3,100 30,473	-100.00 31.74
HUMAN RESOURCES PROFESSIONAL SERVICES - GFNFRAL LAW	503-03-01-168-000	92,287	110,000	29,921	52,000	50,000	-60,000	-54.55
PROFESSIONAL SERVICES - AUDIT	503-03-01-171-000	69,768	72,495	67,522	90,370	115,187	42,692	58.89
OTHER PROFESSIONAL SERVICES	503-03-01-174-000	181,710	333,450	101,003	260,000	185,000	-148,450	-44.52
PROFESSIONAL SERVICES - LABOR LAW	503-03-01-176-000	265,129	358,000	56,304	120,000	223,300	-134,700	-37.63
GOVERNMENT RELATIONS TEMPOPAPY HELP	503-03-01-179-000 503 04 01 167 000	287,198 4 578	370,000	213,611 85.032	296,000 128 000	296,000 25 000	-74,000	-20.00
CONTRACTED SERVICES - OPERATIONS	503-05-02-011-000	99,759	101.000	65.872	89,000	20,000	-101,000	-100.00
CONTRACTED SERVICES - SCHEDULING	503-05-02-021-000	31,187		7,297			0	0.00
CONTRACTED SERVICES - MAINTENANCE	503-05-02-042-000	62,711	93,000	32,292	60,000	22,000	-71,000	-76.34
CONTRACTED SERVICES - CUSTOMER SERVICE	503-05-02-162-000	66,227		12,742		9,020	9,020	100.00
CONTRACTED SERVICES - BUSINESS DEV.	503-05-02-163-000			-		9,508	9,508	100.00
CONTRACTED SERVICES - COMMUNICATIONS	503-05-02-164-000	5,612				192,600	192,600	100.00
CONTRACTED SERVICES - TRAINING	503-05-02-166-000	11.571	11.600	7,554	9.720	3.750	-7,850	-67.67
CONTRACTED SERVICES - HUMAN RESOURCES	503-05-02-167-000	10,582	13,300	6,364	11,000	9,000	-4,300	-32.33
CONTRACTED SERVICES - LEGAL AFFAIRS	503-05-02-168-000			0		25,000	25,000	100.00
CONTRACTED SERVICES - FINANCE	503-05-02-171-000	39,553	37,000	18,416	48,000	70,200	33,200	89.73
CONTRACTED SERVICES - PGA	503-05-02-177-000	15,787	16,800	10,062	13,200	56,400	39,600	235.71
CONTRACTED SERVICES - PLANNING	503-05-02-179-000		-			99,750	99,749 37	4,900.00
CONTRACTED SERVICES - FACILITY MAINT	503-05-02-180-000			0		71,000	71,000	100.00
CONTRACTED SERVICES R&D PERF MEASUREMENT	503-05-02-182-000			0		42,500	42,500	100.00
CONTRACTED SERVICES- PMO	503-05-02-183-000			0			0	0.00
CONTRACTED SERVICES - IT	503-05-03-170-000	179,299	47,000	39,341	49,000	9,740	-37,260	-79.28
SOFTWARE MAINTENANCE FEES	503-05-03-171-000	10,320	334,415	222,921	305,500	395,749	61,334	18.34
PARTS DEPARTMENT MANAGEMENT	503-05-05-061-000	446,719	446,300	354,861	430,000	450,000	3,700	0.83
RIDE SHARE GUAR RIDE HOME	503-05-05-160-000	160	500	100	200	200	-300	-60.00
CUSTODIAL SERVICES	503-06-01-043-000	67,047	74,000	61,266	70,000	71,500	-2,500	-3.38
SECURITY SERVICES	503-07-01-161-000	345,457	364,500	309,802	371,000	377,000	12,500	3.43
MEDICAL SERVICES	503-99-01-000-000	87,145	89,400	77,272	82,000	99,100	9,700	10.85
WELFARE TO WORK EXP _ PHASE II	503-99-02-000-000	59,155	60,000	37,051	53,000	25,000	-35,000	-58.33
TOTAL SERVICES		3,555,141	4,284,503	2,864,857	4,047,069	4,273,722	-10,781	-0.25
FUEL & LUBRICANTS								

	2011-3	2012 OPERATI	ING BUDGET	DETAIL		Report Date :	02/02/2011	
		Regional Tra	ansit Service		Fisca	I Period Ending:	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
M&S FUEL CONSUMED DIESEL NO 1 M&S CONSUMED FUEL FOR SER VEH M&S CONSUMED OIL M&S CONSUMED OTHER LUBRICANTS	504-01-01-051-000 504-01-02-081-000 504-01-03-051-000 504-01-03-051-000	6,201,166 464,464 77,126 134,618	4,728,800 620,000 63,400 143,300	3,002,857 367,376 42,007 81,937	4,144,000 491,291 58,500 111,000	4,654,576 576,828 61,750 102,759	-74,224 -43,172 -1,650 -40,541	-1.57 -6.96 -2.60 -28.29
TOTAL FUEL & LUBRICANTS PARTS & REPAIRS		6,877,374	5,555,500	3,494,176	4,804,791	5,395,913	-159,587	-2.87
M&S CONSUMED TIRES M&S CONSUMED SERV REV VEH OTHER M&S ANTIQUE BUS M&S CONSUMED MAINTENANCE REV VEHICLE	504-02-01-051-000 504-99-02-051-000 504-99-03-051-000 504-99-04-061-000	275,086 21,164 292 2,808,898	265,000 31,900 2,502,800	214,497 17,531 1,721,727	265,000 28,200 2,400,000	259,409 27,997 2,265,397	-5,591 -3,903 0 -237,403	-2.11 -12.24 0.00 -9.49
OTH M&S INSP&MAINT REV VEHICLE/NAPA OTH M&S BUS 103 M&S CONSUMED MAINTENANCE SERV VEH M&S CONSUMED RADIO REPAIR PARTS CAMEDA DEPAID DADTS	504-99-04-063-000 504-99-05-051-000 504-99-06-091-000 504-99-07-126-000 504-00-07-161-000	442,934 68,705 7,481 7,140	60,000 9,900	326 45,108 1,051	60,000 1,500 21 800	48,000 26,131 20,316	0 0 -12,000 16,231	0.00 0.00 -20.00 163.95
TOTAL PARTS & REPAIRS		3,631,680	2,884,400	2,010,324	2,769,500	2,656,250	-228,150	-7.91
OTHER MATERIALS & SUPPLIES M&S-BUSINESS DEVELOPEMENT M&S CONSUMED MAINTERAANCE FARFROX	504-99-04-163-000 504-99-08-111-000	45,787	44,200	0 35,139	44,200	118 84,664	118 40,464	100.00 91.55
M&S CONSUMED BUILDINGS AND GROUNDS	504-99-09-125-000	282,597	275,000	205,566	325,000	290,000	15,000	5.45
OTH M&S PRNTNG TICKETS&PASSES MATERIALS & SUPPLIES - TRAINING MATERIALS & SUPPLIES - IT	504-99-10-151-000 504-99-11-166-000 504-99-12-170-000	49,306 12,596 46,919	25,000 8,500 29,000	37,853 10,004 11.835	50,000 8,500 33.000	40,000 18,500 27,000	15,000 10,000 -2,000	60.00 117.65 -6.90
OTHER M&S OFFICE SUPPLIES OTHER M&S PRNTNG PUBLIC SCHDLS OTHEE M#S MEDICAL	504-99-13-000-000 504-99-14-000-000 504-99-14-000-000	58,591 94,556 1 335	91,000 100,000 6.050	58,277 65,041 1 300	78,000 100,000 5,050	75,000 90,000 6.200	-16,000 -10,000 1 150	-17.58 -10.00
MATERIALS & SUPPLIES - COMMUNICATIONS	504-99-16-164-000	96,942	174,000	38,371	107,050	108,800	-65,200	-37.47
INVOICE PRICE VARIANCE ACCOUNT MATERIALS & SUPPLIES - CLISTOMER SERVICE	504-99-17-000-000 504-99-21-000-000	-767 12,478	14,665	-340 9,911	-341 14,665	7,700	0 -6,965	0.00 -47.49
OTHER MATERIALS & SUPPLIES OTH M&S BUS SHELTER MATERIAL M&S SHOP & BUILD EQUIPMENT	504-99-22-000-000 504-99-23-000-000 504-99-24-000-000	26,483 20,363 34,430	94,000 41,500 39,300	8,215 20,458 16,165	60,000 36,000 25,000	84,500 33,000 30,000	-9,500 -8,500 -9,300	-10.11 -20.48 -23.66

	2011-2	2012 OPERATI	ING BUDGET	DETAIL		Report Date :	02/02/2011	
		Regional Tra	ansit Service		Fiscal	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
MATERIALS & SUPPLIES - TDANS ODEDATIONS	504-99-25-011-000	8,121	5,500	9,334	11,800	3,500	-2,000	-36.36
M&S MAINTENENCE SHOP SUPPLIES NON-CAPITALIZABLE EQUIPMENT	504-99-26-061-000 504-99-27-000-000	293,227 4,589	300,400	230,551 688	305,000 689	283,164	-17,236 0	-5.74 0.00
TOTAL OTHER MATERIALS & SUPPLIES UTILITIES		1,087,551	1,247,115	758,377	1,203,613	1,182,146	-64,969	-5.21
UTILITIES ELECTRIC	505-02-01-000-000	286,929	327,500	319,318	348,639	367,500	40,000	12.21
UTILITIES GAS	505-02-02-000-000	244,657	345,000	126,172	230,000	281,500	-63,500	-18.41
UTILITIES WATER	505-02-03-000-000 -01 00 000	43,671	46,000	22,312	43,000	47,000	1,000	2.17
UTILITIES - TELEPHONE UTILITIES TELEPHONES - MKTG RIDE SHR	505-02-06-000-000 505-02-06-000-000	104,693 602	109,200	82,346 398	103,000 600	110,500 600	1,300 600	1.19 100.00
τοται υπιμπες		680,551	827,700	550,545	725,239	807,100	-20,600	-2.49
CASUALITY AND LIABILITY COSTS								
							000 01	000
PREMIUMS: PHYSICAL DAMAGE INS. PAYOUTS UNINSURED PL&PD PUBLIC PAYOUTS EMPLOYMENT PRACTICFES EXPENSE	506-01-01-000-000 506-04-01-000-000 506-04-02-000-000	516,145 56,475	539,834 395,000	425,527 735,343 78,464	559,740 850,000 135,500	583,163 238,583	43,329 -156,417 0	8.03 -39.60 0.00
CASH SETTLEMENT EMPLOYEES	506-09-01-000-000		10,000				-10,000	-100.00
TOTAL CASUALITY AND LIABILITY COSTS		572,621	944,834	1,239,335	1,545,240	821,746	-123,088	-13.03
TAXES								
OTHER TAXES	507-99-01-000-000	16,388	18,227	14,925	18,227	19,600	1,373	7.53
TOTAL TAXES		16,388	18,227	14,925	18,227	19,600	1,373	7.53
MISC EXPENSES								
MISC EXP SUBSCRIPTS MEMBERSHIP	509-01-01-000-000	21,309	27,000	9,770	25,000	27,000	0	0.00
TRAVEL & TRAINING - GENERAL	509-02-01-000-000	18,370	18,900	25,582	30,000	27,000	8,100	42.86
TRAVEL & TRAINING - OPERATIONS	509-02-01-011-000	22,663	29,400	44,668	45,000	24,500	-4,900	-16.67
TRAVEL & TRAINING - SCHEDULING	509-02-01-021-000	13,912	29,400	12,258	20,000	30,000	600	2.04
TRAVEL & TRAINING -MAINTENANCE	509-02-01-042-000	12,097	37,000	25,674	37,000	25,000	-12,000	-32.43
TRAVEL & TRAINING -CUSTOMER SERVICE	509-02-01-162-000	2,348	16,200	2,123	12,200	7,000	-9,200	-56.79
TRAVEL & TRAINING - BUSINESS DEVELOPMENT	509-02-01-163-000	1,427	7,700	1,105	2,500	3,495	-4,205	-54.61
TRAVEL & TRAINING - COMMUNICATIONS	509-02-01-164-000	1,098	15,500	103	5,000	5,000	-10,500	-67.74
TRAVEL & TRAINING - TRAINING	509-02-01-166-000	5,884	14,400	10,878	14,400	9,000	-5,400	-37.50
TRAVEL & TRAINING - HUMAN RESOURCE	509-02-01-167-000	9,445	24,200	7,535	24,200	15,000	-9,200	-38.02
TRAVEL & TRAINING - LEGAL AFFAIRS	509-02-01-168-000	23,218	12,900	7,125	10,100	10,920	-1,980	-15.35

	2011-3	2012 OPERATI	ING BUDGET	DETAIL		Report Date	02/02/2011	
		Regional Tra	ansit Service		Fisca	Period Ending	December 20	10
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TRAVEL & TRAINING - IT	509-02-01-170-000	9,200	27,100	14,400	27,100	25,000	-2,100	-7.75
TRAVEL & TRAINING -FINANCE	509-02-01-171-000	10,721	21,000	6,235	10,000	17,000	4,000	-19.05
TRAVEL & TRAINING - PGA	509-02-01-177-000	6,854	19,500	9,748	19,500	12,000	-7,500	-38.46
TRAVEL & TRAINING - PMO	509-02-01-178-000			0		7,000	7,000	100.00
TRAVEL& TRAINING -PLANNING	509-02-01-179-000		0			6,500	6,500 3	99,900.00
TRAVEL&TRAINING-FACILITY MAINTENANCE	509-02-01-180-000			0		10,000	10,000	100.00
TRAVEL & TRAINING - R&D PERF MEASU	509-02-01-182-000			0		10,000	10,000	100.00
MISC EXP FINES AND PENALITIES	509-06-01-000-000			4,876	4,876		0	0.00
MISC EXP BAD DEBT	509-07-01-000-000	6,214					0	0.00
ADVERTISING & PROMOTION	509-08-01-164-000	309,637	320,000	137,178	337,406	262,500	-57,500	-17.97
EMPLOYMENT ADVERTISING	509-08-01-167-000	9,372	10,000	5,075	10,000	10,000	0	0.00
RFP & IFB ADVERTISING	509-08-01-177-000	8,017	10,000	4,892	10,000	10,500	500	5.00
OTHER MISCELLANEOUS EXPENSE	509-99-04-000-000	179,955	74,000	60,979	83,000	103,000	29,000	39.19
MISC EXP TRAINING & TUITION	509-99-05-000-000	3,917					0	0.00
TRAINING&TUITION-SCHEDULING	509-99-05-021-000	284					0	0.00
TRAINING&TUITION-MAINTENANCE	509-99-05-042-000	3,150					0	0.00
TRAINING&TUITION CUSTOMER SERV	509-99-05-162-000	6,072					0	0.00
TRAINING&TUITION TRAINING DEPT	509-99-05-166-000	1,465					0	0.00
TRAINING&TUITION-HUMAN RESOURCES	509-99-05-167-000	3,360					0	0.00
TRAINING & TUITION LEGAL AFFAIRS	509-99-05-168-000	210					0	0.00
TRAINING&TUITION-INF TECH	509-99-05-170-000	8,690					0	0.00
TRAINING&TUITION- FINANCE	509-99-05-171-000	1,139					0	0.00
TRAINING&TUITION- PLANNING	509-99-05-177-000	3,747					0	0.00
LOSS FROM FIXED PRICE SWAP	509-99-93-000-000	1,452,578		1,314,816			0	0.00
LOSS ON SALE	509-99-98-000-000			19,015			0	0.00
INTEREST EXPENSE	511-01-01-000-000	6,763	4,386	4,386	4,386	1,915	-2,471	-56.34
CURRENT YEAR PROJECT EXPENSE	513-00-06-000-000	-86,490		13,546			0	0.00
TOTAL MISC EXPENSES		2,076,626	718,586	1,741,967	731,668	659,330	-59,256	-8.25
LEASES AND RENTALS								
LEASES&RENT PASS TERM MIDTOWN	512-02-01-000-000	52,540	10,175	8,284	11,095	11,395	1,220	11.99
LEASE FACILITIES AT HSBC	512-02-02-000-000	3,500	6,000	4,500	6,000	6,000	0	0.00
C.C RENT	512-12-01-000-000	20,879	19,074	13,969	18,600	19,074	0	0.00
LEASES&RENTALS COPIER	512-12-02-000-000	74,393	85,500	60,789	91,500	108,200	22,700	26.55
OFFICE LEASE	512-12-03-000-000			-1,300			0	0.00
SOFTWARE LICENSE FEES	512-12-04-000-000	24,729	126,600	78,930	126,600	54,300	-72,300	-57.11
TOTAL LEASES AND RENTALS		176,040	247,349	165,171	253,795	198,969	-48,380	-19.56
LOCAL DEPRECIATION								

	2011-	2012 OPERAT	ING BUDGET	DETAIL		Report Date	: 02/02/2011	
		Regional Tra	ansit Service		Fisca	I Period Ending	: December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
DEP/AMOR LOCAL PROJECT	513-00-01-000-000	918,585	1,024,000	663,458	937,000	1,143,000	119,000	11.62
TOTAL LOCAL DEPRECIATION		918,585	1,024,000	663,458	937,000	1,143,000	119,000	11.62
TOTAL EXPENSES		65,451,181	63,658,344	44,551,720	59,594,181	63,672,076	13,732	0.02

# Lift Line, Inc.

	2011-2	2012 OPERAT Lift Li	ING BUDGET ne Inc.	DETAIL	Fiscal	Report Date: Period Ending:	: 02/02/2011 : December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
CUSTOMER FARES ADULT CASH \$18.00 LIFTLINE PASSES \$25.00 LIFTLINE PASSES \$12.00 LIft Line PASSES	401-01-01-000-100 401-01-21-000-300 401-01-22-000-300 401-01-22-000-300	104,317 43,128 1,704	104,000 42,735 2,700	76,776 28,152 696	102,300 38,000 700	100,500 38,000 600	-3,500 -4,735 600 -2,700	-3.37 -11.08 100.00 -100.00
\$20.00 LIFT LINE PASS TOTAL CUSTOMER FARES SPECIAL TRANSIT FARES	401-01-27-000-000	184,000 333,149	185,000 334,435	129,940 235,564	313,000	175,000 314,100	-10,000 -20,335	-5.41 -6.08
TOTAL SPECIAL TRANSIT FARES	402-03-03-000-000						0	00.0
NON-IRANSPORTATION REVENUE GAIN ON SALE OTHER REVENUE INSURANCE RECOVERY - REV. VEH. NON REVENUE RECEIPTS - DISCNTS VENDING MACHINE COMMISSION	407-06-01-000-000 407-99-01-000-600 407-99-02-000-700 407-99-04-000-000 407-99-06-000	24,974 2,399 625 2,532	12,000 500	35,101 10,341 1,224 -40	35,101 10,341 1,224	1,000	-12,000 500 0 0	-100.00 100.00 0.00 0.00
TOTAL NON-TRANSPORTATION REVENUE		30,530	12,500	46,626	46,666	1,000	-11,500	-92.00
STATE CASH GRANTS AND REIMB STATE OPERATING REV STATE OPERATING REV - PREVENTATIVE MAINT NYS CHARGEBACK NY-03-0418	411-01-01-000-000 411-01-02-000-000 411-99-05-000-000	1,890,669 12,500 324	1,890,669 12,500	1,418,002 9,375	1,890,669 12,500	1,890,669 12,500	00 0	0.00 00.00 00.00
TOTAL STATE CASH GRANTS AND REIMB		1,903,493	1,903,169	1,427,377	1,903,169	1,903,169	0	00.0
FEDERAL CASH GRANTS AND REIMB FEDERAL OTHER REV - SEC. 5307 FEDERAL CHARGEBACK FEDERAL-NEW FREEDOMS	413-99-03-000-000 413-99-05-000-000 413-99-06-000-000	100,000 2,590 42,365	100,000 46,000	75,000 21,811	100,000 46,000	100,000 46,000	000	00.0 00.0
TOTAL FEDERAL CASH GRANTS AND REIME	m	144,955	146,000	96,811	146,000	146,000	0	0.00
SUBSIDIES FROM OTHER SECTORS OF OPEI INTERCOMPANY REIMB-SAL & FRINGE	. <b>RATIO</b> 440-99-02-000-000	49,446	49,983	32,395	43,193	51,056	1,073	2.15
TOTAL SUBSIDIES FROM OTHER SECTORS SUBSIDIES FROM APPROPRIATION	OF OPERAT	49,446	49,983	32,395	43,193	51,056	1,073	2.15
	2011-2	2012 OPERAT	ING BUDGET	DETAIL		Report Date :	: 02/02/2011	
		Lift Li	ne Inc.		Fisca	Period Ending :	: December 20	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
RGRTA SUBSIDY	440-99-07-000-000	4,079,610	4,664,558	2,723,066	3,981,152	4,537,356	-127,202	-2.73
TOTAL SUBSIDIES FROM APPROPRIATION		4,079,610	4,664,558	2,723,066	3,981,152	4,537,356	-127,202	-2.73
TOTAL REVENUE		6,541,182	7,110,645	4,561,839	6,433,180	6,952,681	-157,964	-2.22
OPERATORS WAGES OPERATORS WAGES REGULAR WAGES CHARTER WORK	501-01-01-010-000 501-01-03-010-000	2,028,149 3,589	2,265,052	1,250,869	1,728,600	2,000,168	-264,884 0	-11.69 0.00
TOTAL OPERATORS WAGES MECHANICS WAGES		2,031,738	2,265,052	1,250,869	1,728,600	2,000,168	-264,884	-11.69

PARTS-PURCHASING WAGES MECHANIC WAGES SERV REV VEHIC MECHANIC WAGES INSP&MAINT RVEH	501-01-01-172-000 501-01-02-051-000 501-01-03-061-000	65,193 68,484 309,364	75,900 82,800 375,100	45,371 55,254 195,947	63,000 78,500 281,000	71,500 86,800 339,800	-4,400 4,000 -35,300	-5.80 4.83 -9.41
TOTAL MECHANICS WAGES		443,041	533,800	296,572	422,500	498,100	-35,700	-6.69
OTHER WAGES OTH SAL&WAGE ADM TRANS OPERTNS	501-02-01-011-000	670.701	408,005	286.681	382.551	436.560	28.555	7.00
OTH SAL&WAGE SCHEDULING	501-02-01-021-000		274,260	221,322	290,000	277,641	3,381	1.23
STAFF PERFORMANCE INCENTIVE	501-02-01-181-000	18,335	12,000	7,538	18,800	42,206	30,206	251.72
TOTAL OTHER WAGES		689,036	694,265	515,541	691,351	756,407	62,142	8.95
FRINGE BENEFITS								
FICA	502-01-01-000-000	257,674	297,467	176,522	243,778	273,578	-23,889	-8.03
PENSION PROVISION NON UNION	502-02-01-000-000	19,174	17,500		17,500	19,045	1,545	8.83
PENSION PROVISION UN CONT GR	502-02-02-000-000	73,963	85,000	44,743	66,000	85,000	0	0.00
PENSION ADM EXP ACTUARY	502-02-03-000-000	37,860	34,500	37,405	34,500	34,500	0	0.00
PENSION FUND MGMT FEE	502-02-04-000-000	16,806	18,000	9,563	19,000	19,200	1,200	6.67
BLUE CROSS/BLUE SHIELD	502-03-01-000-000	648,181	686,537	578,890	755,661	747,428	60,891	8.87
HRA-HEALTH REIMBURSEMENT ACCOUNT EXPENSE	502-03-06-000-000			3,499	42,173	35,873	35,873	100.00
DENTAL PLANS	502-04-01-000-000	25,134	25,000	15,847	25,000	27,500	2,500	10.00
GROUP LIFE INSURANCE	502-05-02-169-000	7,144	7,250	4,420	7,250	7,600	350	4.83
SHORT TERM DBL INS PLAN	502-06-01-169-000	7,372	15,000	5,294	15,000	8,000	-7,000	-46.67
STATE UNEMPLOYMENT INS	502-07-02-169-000	30,311	20,000	16,887	30,000	30,000	10,000	50.00
WORKERS COMPENSATION	502-08-01-000-000	15,232	45,100	11,463	47,477	49,701	4,601	10.20

	2011-2	012 OPERATI	ING BUDGET	DETAIL		Report Date :	02/02/2011	
		Lift Li	ne Inc.		Fisca	I Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
WORKERS COMPENSATION MEDICAL	502-08-02-000-000	25,154	34,435	22,607	32,035	31,907	-2,528	-7.34
WORKERS COMPENSATION INDEMNITY	502-08-04-000-000	69,628	119,700	59,119	87,402	89,476	-30,224	-25.25
SICK LEAVE	502-09-01-000-000	60,274	71,947	40,218	56,645	60,925	-11,022	-15.32
HOLIDAY	502-10-01-000-000	99,786	121,293	82,136	102,928	96,576	-24,717	-20.38
VACATION	502-11-01-000-000	106,800	108,404	77,967	100,724	103,392	-5,012	-4.62
OTHER PAID ABSENCE BEREAV ETC	502-12-01-000-000	5,589	8,228	1,389	4,921	4,381	-3,847	-46.75
UNIFORM&WORK CLOTHING ALLOW	502-13-01-000-000	24,312	29,000	19,305	29,000	29,000	0	0.00
PAID TIME OFF	502-15-01-000-000	68,950	85,469	58,906	78,977	56,237	-29,232	-34.20
TOTAL FRINGE BENEFITS		1,599,343	1,829,830	1,266,182	1,795,971	1,809,319	-20,511	-1.12
SERVICES								
MANAGEMENT SERVICE FEES-RGRTA	503-01-01-000-000	182,423	192,154	85,522	114,029	120,327	-71,827	-37.38
MANAGE SERV FEES - RTS	503-01-02-000-000	213,754	264,875	174,866	233,155	447,461	182,586	68.93
PROF AND TECH SER INJ LAWYERS	503-03-01-165-000	63,618	22,000	7,173	12,300	20,000	-2,000	-9.09
PROF AND TECH SER GEN LAW EXP	503-03-01-168-000	12,400	15,000	684	4,000	10,000	-5,000	-33.33
PROF AND TECH SERV OUTSIDE AUD	503-03-01-171-000	8,149	7,869	15,534	16,807	14,014	6,145	78.09
OTHER PROF SERVICES	503-03-01-174-000	23,924	58,750	24,361	57,000	38,300	-20,450	-34.81
PROF & TECH SERV LABOR LAW	503-03-01-176-000	172,206	34,000	58,490	89,790	101,500	67,500	198.53
CONTRACT SERVICE - REVENUE VEH	503-05-01-051-000	16,006	33,000	11,745	20,000	20,000	-13,000	-39.39
CONTRACT MAINTENANCE SERVICES	503-05-02-043-000	21,736		398			0	0.00
SOFTWARE MAINTENANCE FEES	503-05-03-171-000	3,775		16,581	20,360	20,967	20,967	100.00
CUSTODIAL SERVICES	503-06-01-043-000	8,735	9,500	7,156	9,540	9,540	40	0.42
MEDICAL SERVICES	503-99-01-000-000	1,354	1,800	858	1,800	1,800	0	0.00
TOTAL SERVICES		728,082	638,948	403,369	578,781	803,909	164,961	25.82
FUEL & LUBRICANTS								
M&S FUEL CONSUMED DIESEL NO 1	504-01-01-051-000	606.298	501.500	272.543	379.000	442.900	-58.600	-11.68
M&S CONSUMED FUEL FOR SER VEH	504-01-02-081-000	3,158	5,145	3,466	4,685	5,364	219	4.26
M&S FUEL CONSUMED OIL	504-01-03-051-000	9,234	13,000	8,380	12,000	11,000	-2,000	-15.38
M&S CONSUMED OTHER LUBRICANTS	504-01-04-051-000	1,970	3,600	2,499	3,600	3,600	0	0.00
TOTAL FUEL & LUBRICANTS		620,659	523,245	286,888	399,285	462,864	-60,381	-11.54
PARTS & REPAIRS								
M&S CONSUMED TIRES AND TUBES	504-02-01-051-000	25.113	45.000	17.087	27.500	43.750	-1.250	-2.78
OTH M&S INSP&MAINT REV VEHICLE	504-99-04-061-000	100,458	95,000	60,005	85,000	92,400	-2,600	-2.74
TOTAL PARTS & REPAIRS		125,571	140,000	77,092	112,500	136,150	-3,850	-2.75
<b>OTHER MATERIALS &amp; SUPPLIES</b>								
OTHER M&S MAINT BLDGS GRNDS&EG	504-99-09-125-000	28.121	40.000	55,433	50.000	54.000	14,000	35.00
		-       	0	0				

Lift Line Inc.           Account Description         Account         2009-10         2010-11         10-           The Mass OFFICE SuPPLIES         54-99-13-000-000         10-414         13,000         71           OTHER MASS OFFICE SUPPLIES         54-99-13-000-000         10-414         13,000         71           OTHER MASS OFFICE SUPPLIES         54-99-25-000-000         24-91         13,000         73,000           OTHER MASS OFFICE SUPPLIES         54-99-25-000-000         3,376         10,000         74,000           OTHER MASS FEDUPRUIDS UNP         54-99-25-000-000         3,376         10,000         74,000           OTHER MASS FEDUPRUIDS UNP         54-99-25-000-000         3,376         10,000         74,000           OTHER MASS         0.000-000         3,449         13,000         73,000         73,000           OTHER MASS         0.000-000         24,470         66,100         0,0000         0,000         0,000         <	Lift Line Inc	ä		Fisca	- Douted Ending	Pacashor 201	
Account Description         2009-10         2010-11         1           The Account Description         Account Description         2010-11         11,000           The Mass Forfice Suppriles         564-99-13:000-000         24         13,000           NUNCIE FRIE VARMER COUNT         564-99-27:000-000         24         13,000           OTHER MASS - EQUIPMENT         564-99-27:000-000         3,378         10,000           OTHER MASS - EQUIPMENT         564-99-27:000-000         3,238         10,000           OTHER MASS - EQUIPMENT         564-99-27:000-000         3,238         10,000           ONOLOGE PRIE EVANDER         564-90-27:000-000         3,238         10,000           ONOLOGE PRIE EVANDER         564-90-20:00000         3,238         10,000           ONOLOGE PRIE MASTERIES SUPPLIES         564-90-20:00000         2,434         3,500           UTLITES         ELECHAIC         565-20-50:00000         2,444         1,100           UTLITES         FLEFHONE         565-20-50:000         2,444         1,100           UTLITES         FLEFHONE         565-20-50:000         2,444         1,100           UTLITES         FLEFHONE         565-20-50:000         2,744         1,100           UTLITES         FLEFHONE<				1	. רפרוטט בווטוויט	December 201	0
OTHER MAS OFFICE SUPPLIES         564-89-17.000-000         10,414         13,000           NVOICE PRICE VARIANCE ACCOUNT         564-99-17.000-000         24         13,000           NVOICE PRICE VARIANCE ACCOUNT         564-99-17.000-000         3,376         10,000           REPAIRS&MINIT TO SHOPSBUILDEGUIP         564-99-25-601-000         3,376         10,000           OTHER MAS         504-99-25-61-0000         3,376         10,000           OTH MAS MAINTENENCE SHOP SUPPLIES         504-99-25-61-0000         3,376         10,000           NON CARTINALIZABLE         504-99-25-61-0000         10,330         10,000           NON CARTINALIZABLE         564-00-000         3,374         3,450           UTLITES         UTLITES         56-02-03-000-000         15,251         19,000           UTLITES         TUTLITES WATER         56-02-03-000-000         23,444         1,300           UTLITES         TTLUTIES WATER         56-02-03-000-000         23,444         1,300           UTLITIES         TTLUTIES WATER         56-02-03-000-000         23,444         1,300           UTLITIES         TTLITIES WATER         56-02-03-000-000         23,444         1,410           UTLITIES         TTLITIES WATER         56-01-01-00-000         27,444	2009-10 Actual	2010-11 1 Budget	0-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
Mathematication         Set 499-25:00:000         3.376         10.000           REMASS MAINTENENCE SHOP SUPLIES         504-99-27:00:000         3.376         10.000           OTHER MASS EQUIPMENT         504-99-27:00:000         3.236         10.000           OTHER MASS EQUIPMENT         504-99-27:00:000         3.236         10.000           OTHER MASS         504-99-27:00:000         3.236         10.000           OTHER MASS         504-99-27:00:000         3.238         73.000           OTHER MASS         504-99-27:00:000         3.238         73.000           OTHER MASS         504-99-27:00:000         3.238         73.000           OTHER MASS         504-99-27:00:000         23.43         34.500           OTHER MASS         505-20-00:000         23.43         34.500           UTILITES ELECTRIC         505-02-00:000         23.43         34.500           UTILITES WATER         505-02-00:000         23.43         34.500           UTILITES WATER         505-02-00:000         23.43         14.100           UTILITES WATER         506-01-00:000         23.43         14.100           UTILITES WATER         506-01-00:000         23.43         14.100           UTILITES WATER         506-01-00:000	00 10,414 20 24	13,000	4,456	13,000	11,000	-2,000	-15.38
REPAIRS&MAINT TO SHOPR&BUILDECUIP OTH M&S MAINTENENCE SHOP SUPLIES         504.99.24.000-000         3.376         10,000           OTH M&S MAINTENENCE SHOP SUPPLIES         504.99.25.061.000         3.238         10,000           ONOVE CAPITALIZABLE         504.99.25.061.000         3.238         10,000           IOTAL OTHER MAS         504.99.25.061.000         3.238         10,000           UTULTIES         504.99.25.001.000         3.244         34,500           UTULTIES GAS         505.02-05.000.000         597.44         34,500           UTULTIES GAS         505.02-05.000.000         597.44         34,500           UTULTIES GAS         505.02-07.000         59.44         34,500           UTULTIES MATER         505.02-07.000         8,911         14,100           UTULTIES MATER         505.02-07.000         8,911         14,100           UTULTIES MATER         505.02-07.000         51.44         34,500           UTULTIES MATER         506.04-07.0000         8,911         14,100           UTULTIES MATER         506.04-07.0000         51.44         34,500           UTULTIES MATER         506.04-07.0000         51.44         14,700           DATAL TAND LABILITY COSTS         506.04-07.0000.000         57.41         110,751	<sup>54</sup>		1,710			0 0	0.00
OTH MISE MAINTENENCE SHOP SUPPLIES         564.492.26.061.000         10,330         10,000           OTH MISE MAINTENENCE SHOP SUPPLIES         564.495.27.000-000         3.238         73,000           ONV-CAPITALIZABLE         564.495.27.000-000         3.238         73,000           UTILITIES ELECTRIC         505-02-02.000-000         15.251         19,000           UTILITIES ELECTRIC         505-02-03.000-000         23.434         34,500           UTILITIES MAIRE         505-02-03.000-000         23.434         34,500           UTILITIES MAIRE         505-02-03.000-000         23.434         34,500           UTILITIES MAIRE         505-02-03.000-000         24.440         68,900           UTILITIES MAIRE         505-02-03.000-000         24.440         68,900           UTILITIES MAIRE         505-02-03.000-000         24.440         68,900           OTAL UTILITIES TELEPHONE         505-02-03.000-000         24.440         68,900           PREMIUMS: PHYSICAL DAMAGE INS.         506-04-01-000-000         110,751         74,000           PREMIUMS: PHYSICAL DAMAGE INS.         506-04-01-000-000         75,411         77,010         57,800           PAYOUTS UNINSURED PUBLIC         506-04-01-000-000         110,716         110,751         74,800	3,376	10,000	7,512	10,000	10,500	500	5.00
TOTAL OTHER MATERIALS & SUPPLIES         56,103         73,000           UTILITIES         SE,103         73,000           UTILITIES         56,103         56,103         73,000           UTILITIES ELECTRIC         566-02-01-000-000         15,251         19,000           UTILITIES MATER         566-02-03-000-000         874         1,300           UTILITIES MATER         566-02-03-000-000         874         1,300           UTILITIES MATER         56.5-02-03-000-000         874         1,4,100           UTILITIES MATER         56.5-02-03-000-000         8,911         14,100           UTILITIES MATER         56.5-02-03-000-000         8,911         14,100           UTILITIES MATER         56.5-02-03-000-000         8,911         14,100           OTILITIES MATER         566-04-01-000-000         7,417         57,800           PREMIUMS: PHYSICAL DAMAGE INS.         566-04-01-000-000         76,417         57,800           PAYOUTS UNINSURED PLABULITY COSTS         566-04-01-000-000         76,417         57,800           PAYOUTS UNINSURED PLABULITY COSTS         560-04-01-000-000         76,417         57,800           PAYOUTS UNINSURED PLABULITY COSTS         560-04-01-000-000         20,44         2,000           PAYOUTS EMULIN	00 10,930 00 3,238	10,000	9,001	10,000	10,500	500 0	5.00 0.00
UTILITIES         S05-02-01-000-000         15.251         19,000           UTILITIES ELECTRIC         505-02-000-000         23,434         34,500           UTILITIES MATER         505-02-000-000         23,434         34,500           UTILITIES WATER         505-02-000-000         23,434         34,500           UTILITIES VATER         505-02-000-000         8,911         14,100           UTILITIES TELEPHONE         505-02-000-000         8,911         14,100           TOTAL UTILITIES TELEPHONE         505-01-01-000-000         8,911         14,100           PATOUTS UNINSURED PLARD DAMAGE INS.         506-01-01-000-000         74,470         56,300           PATOUTS EMPLOYMENT         506-01-01-000-000         75,417         57,800           PATOUTS EMPLOYMENT         506-01-000-000         75,417         57,800           PATOUTS EMPLOYMENT         507-01-000-000         2,044         2,000      <	56,103	73,000	78,112	83,000	86,000	13,000	17.81
UTILITIES ELECTRIC         55-02-01-000         15,251         19,000           UTILITIES WATER         555-02-000-000         874         1,300           UTILITIES WATER         555-02-000-000         874         1,300           UTILITIES WATER         555-02-000-000         8,911         1,1,00           UTILITIES WATER         555-02-05-000-000         8,911         1,1,100           TOTAL UTILITIES WATER         555-02-05-000-000         8,911         1,1,100           TOTAL UTILITIES WATER         555-02-05-000-000         8,911         1,1,0751           TOTAL UTILITIES VALER         556-01-01-000-000         110,716         1,1,0751           PROUNTS ENDILIERDITY COSTS         566-01-01-000-000         7,6,417         57,800           PRACUTS EXPENSE         566-01-000-000         7,6,417         57,800           PRACUTS EXPENSE         566-01-000-000         7,64         2,000           PRACUTS EXPENSE         560-01-000-000         2,044         2,000           PRACUTS EXPENSE         507-99-01-000-000         2,044         2,000           PRACUTS EXPENSE         507-99-01-000-000         2,044         2,000           PRACUTS EXPENSE         507-99-01-000-000         2,044         2,000           PAT							
UTILITIES GAS         505-02-00-000         23,434         34,500           UTILITIES WATER         505-02-05-000-000         874         1,300           UTILITIES VATER         505-02-05-000-000         8,911         1,100           TOTAL UTILITIES - TELEPHONE         505-02-05-000-000         8,911         1,100           TOTAL UTILITIES - TELEPHONE         505-02-05-000-000         8,911         1,100           TOTAL UTILITIES - TELEPHONE         505-04-01-000-000         8,911         1,10,751           PREMIUMS: PHYSICAL DAMAGE INS.         506-04-02-000-000         10,716         1,0,751           PAYOUTS UNINSURED PL&PD PUBLIC         506-04-02-000-000         75,417         57,800           PAYOUTS EMPLOYMENT         506-04-02-000-000         75,417         57,800           PAYOUTS EMPLOYMENT         506-04-02-000-000         76,417         57,800           PAYOUTS EMPLOYMENT         507-09-01-000-000         76,417         57,800           PAYOUTS EMPLOYMENT         507-09-01-000-000         76,417         57,800           PAYOUTS EMPLOYMENT         507-09-01-000-000         76,417         2,000           PAYOUTS EMPLOYMENT         507-09-01-000-000         2,044         2,000           TAXES         509-03-01-000-000         2,044 <td>00 15,251</td> <td>19,000</td> <td>13,683</td> <td>21,475</td> <td>22,700</td> <td>3,700</td> <td>19.47</td>	00 15,251	19,000	13,683	21,475	22,700	3,700	19.47
UTILITIES WATER         505-02-000         674         1,300           UTILITIES TELEPHONE         505-00-000         8,911         14,100           TOTAL UTILITIES         48,470         68,900         8,911         14,100           TOTAL UTILITIES         505-01-000-000         8,911         14,100         10,751           PREMIUMS: PHYSICAL DAMAGE INS.         506-01-01-000-000         175,417         57,800         57,800           PRAVOUTS UNINSURED PL&P DUBLIC         506-04-02-000-000         75,417         57,800         57,800           PAYOUTS EMPLOYMENT         506-04-02-000-000         10,07,61         57,800         168,551           PAYOUTS EMPLOYMENT         507-99-01-000-000         2,044         2,000         17,800           PAYENTRES         509-02-01-000-000         2,044         2,000         10,000	00 23,434	34,500	9,998	23,500	26,500	-8,000	-23.19
TOTAL UTILITIES         48,470         68,900           CASUALITY AND LIABILITY COSTS         48,470         68,900           CASUALITY AND LIABILITY COSTS         506-01-01-000-000         110,716         110,751           PAYOUTS UNINSURED PL&PD PUBLIC         506-04-01-000-000         75,417         57,800           PAYOUTS EMPLOYMENT         506-04-02-000-000         76,417         57,800           PAYOUTS EXPENSE         507-99-01-000-000         2,044         2,000           OTHER TAXES         507-99-01-000-000         2,044         2,000           OTHER TAXES         509-06-01-000-000         7,044         8,500           MISC EXP ENDERT         509-06-01-000-000         5,704         8,500           MISC EXP ENDERT	00 874 00 8,911	1,300 14,100	299 9,888	1,300 13,300	1,000 13,080	-300 -1,020	-23.08 -7.23
CASUALITY AND LIABILITY COSTS         506-01-01-000-000         110,716         110,751           PAY OUTS UNINSURED PL&PD PUBLIC         506-04-02-000-000         -75,417         57,800           PAY OUTS EMPLOYMENT         506-04-02-000-000         -704         2,000           TOTAL CASUALITY AND LIABILITY COSTS         507-99-01-000-000         2,044         2,000           TAKES         507-99-01-000-000         2,044         2,000         2,000           OTHER TAXES         509-01-01-000-000         5,704         8,500         3,509           MISC EXP SUBSCRIPTS MEMBERSHIP         509-01-01-000-000         5,704         8,500         3,500           MISC EXP SAND PENALITIES         509-02-01-000-000         5,704         8,500         3,500           MISC EXP RANDEL AND MEETINGS         509-02-01-000-000         5,704         8,500         3,458         1,080           MISC EXP RAND FENALITIES         509-02-01-000-000         5,704         8,500         3,458         1,0400         1,0400	48,470	68,900	33,868	59,575	63,280	-5,620	-8.16
REMIUMS: PHYSICAL DAMAGE INS.         506-01-01-000-000         110,716         110,751           PAYOUTS UNINSURED PL&PD BUBLIC         506-04-01-000-000         -75,417         57,800           PAYOUTS EMPLOYMENT         506-04-01-000-000         -75,417         57,800           PAYOUTS EMPLOYMENT         506-04-02-000-000         10,716         57,800           PAYOUTS EMPLOYMENT         506-04-02-000-000         25,417         57,800           PAYOUTS EXPENSE         506-04-02-000-000         26,417         57,800           OTHAL TAXEN         507-99-01-000-000         2,044         2,000           OTHER TAXEN         509-01-01-000-000         2,044         2,000           MISC EXP SUBSCRIPTS MEMBERSHIP         509-00-1000-000         5,704         8,500           MISC EXP RAND MEETINGS         509-06-01-000-000         7,023         1,080           MISC EXP RAND MEETINGS         509-06-01-000-000         5,704         8,500           MISC EXP RAND MEETINGS         509-06-01-000-000         5,704         8,500           MISC EXP RAND PRALITIES         509-06-01-000-000         5,704         8,500           MISC EXP PAND PRALITIES         509-06-01-000-000         5,704         8,500           MISC EXP PAND PRENT         509-08-01-164-000							
PAYOUTS UNINSURED PL&PD BLIC       506-04-02-000       -75,417       57,800         PAYOUTS EMPLOYMENT       506-04-02-000-000       -75,417       57,800         PAYOUTS EMPLOYMENT       506-04-02-000-000       -770       57,800         PACTICES EXPENSE       506-04-02-000-000       -770       57,800         TOTAL CASUALITY AND LIABILITY COSTS       35,299       168,551         TAXES       507-99-01-000-000       2,044       2,000         OTHER TAXES       509-01-01-000-000       5,704       8,500         MISC EXP SUBSCRIPTS MEMBERSHIP       509-01-01-000-000       5,704       8,500         MISC EXP SUBSCRIPTS MEMBERSHIP       509-06-01-000-000       5,704       8,500         MISC EXP PAND PRALITIES       509-06-01-000-000       5,704       8,500         MISC EXP FINES AND PRETINGS       509-06-01-000-000       5,704       8,500         MISC EXP BAD DEBT       509-09-01-0	110,716 110,716	110,751	86,128	109,789	114,340	3,589	3.24
PAYOUIS EMPLOYMENT       506-04-02-000         PRACTICES EXPENSE       55,299         TOTAL CASUALITY AND LIABILITY COSTS       55,299         TAXES       507-99-01-000         OTHER TAXES       509-01-000         MISC EXPENSE       1,023         MISC EXP SUBSCRIPTS MEMBERSHIP       509-001-000-000         MISC EXP RAVEL AND MEETINGS       509-001-000-000         MISC EXP TRAVEL AND MEETINGS       509-001-000-000         MISC EXP FINES AND PENALITIES       509-001-164-000         MISC EXP FINES AND PENALITIES       509-001-164-000         MISC EXP PAD DEBT       509-001-164-000         MISC EXP PRADICION       509-001-000-000         MISC EXP FINES AND PENALITIES       509-001-164-000         MISC EXP PRADICION       509-001-000-000         MISC EXP FINES AND PENALITIES       509-001-000-000         MISC EXP PAD DEBT       509-001-000-000         MISC EXP PAD	-75,417	57,800	138,158	15,000	57,730	0 <i>L</i> -	-0.12
TOTAL CASUALITY AND LIABILITY COSTS         35,299         168,551           TAXES         507-99-01-000-000         2,044         2,000           TAXES         2,044         2,000         2,000           TOTAL TAXES         2,044         2,000         2,000           TOTAL TAXES         2,09-01-00-000         1,023         1,080           MISC EXPENSES         509-02-01-000-000         5,704         8,500           MISC EXP RAND FRALITIES         509-06-01-000-000         5,704         8,500           MISC EXP TRAVEL AND MEETINGS         509-06-01-000-000         5,704         8,500           MISC EXP FINES AND PENALITIES         509-06-01-000-000         7,8         1,080           MISC EXP FINES AND PENALITIES         509-06-01-000-000         5,704         8,500           MISC EXP PRAD DEBT         509-06-01-000-000         5,704         8,500           MISC EXP PRAD DEBT         509-06-01-000-000         5,704         8,500           MISC EXP PRAD DEBT         509-08-01-164-000         3,458         1,2400           MISC EXP PRAD DEBT         509-08-01-164-000         3,458         1,2400           MISC EXP BAD DEBT         509-09-02-000-000         3,909         2,500           MISC EXP BAD DEBT <td< td=""><td>00</td><td></td><td>18,634</td><td>276,700</td><td></td><td>0</td><td>00.0</td></td<>	00		18,634	276,700		0	00.0
TAXES         Display in the image in	35,299	168,551	242,920	401,489	172,070	3,519	2.09
OTHER TAXES         507-99-01-000-000         2,044         2,000           TOTAL TAXES         507-99-01-000-000         2,044         2,000           TOTAL TAXES         2,044         2,000           MISC EXPENSES         2,044         2,000           MISC EXPENSES         509-01-01-000-000         1,023         1,080           MISC EXP SUBSCRIPTS MEMBERSHIP         509-01-01-000-000         5,704         8,500           MISC EXP FINES AND MEETINGS         509-02-01-000-000         5,704         8,500           MISC EXP FINES AND MEETINGS         509-02-01-000-000         78         1,080           MISC EXP PAD DEBT         509-03-01-164-000         78         1,080           MISC EXP BAD DEBT         509-03-01-164-000         3,458         12,400           ADVERTISING & PROMOTION         509-03-01-164-000         3,458         12,400           ADVERTISING & PROMOTION         509-03-01-164-000         3,458         12,400           OTHER MISCELLANEOUS EXPENSE         509-03-04-000-000         3,909         2,500							
TOTAL TAXES         2,044         2,000           MISC EXPENSES         2,044         2,000           MISC EXPENSES         7,023         1,080           MISC EXP SUBSCRIPTS MEMBERSHIP         509-01-01-000-000         1,023         1,080           MISC EXP TRAVEL AND MEETINGS         509-02-01-000-000         5,704         8,500           MISC EXP TRAVEL AND MEETINGS         509-06-01-000-000         78         8,500           MISC EXP FINES AND PENALITIES         509-06-01-000-000         78         8,500           MISC EXP BAD DEBT         509-06-01-000-000         78         8,500           MISC EXP BAD DEBT         509-08-01-164-000         3,458         12,400           ADVERTISING & PROMOTION         509-99-02-000-000         3,909         3,909           OTHER MISCELLANEOUS EXPENSE         509-99-04-000-000         3,909         2,500	2,044	2,000	116	2,000	2,200	200	10.00
MISC EXPENSE         1,023         1,080           MISC EXP SUBSCRIPTS MEMBERSHIP         509-01-01-000-000         1,023         1,080           MISC EXP SUBSCRIPTS MEMBERSHIP         509-01-01-000-000         5,704         8,500           MISC EXP TRAVEL AND MEETINGS         509-06-01-000-000         78         8,500           MISC EXP FINES AND PENALITIES         509-06-01-000-000         78         8,500           MISC EXP BAD DEBT         509-08-01-164-000         556         12,400           ADVERTISING & PROMOTION         509-99-01-164-000         3,458         12,400           TRAINING         509-99-02-000-000         3,909         2,500           OTHER MISCELLANEOUS EXPENSE         509-99-04-000-000         -770         2,500	2,044	2,000	116	2,000	2,200	200	10.00
MISC EXP SUBSCRIPTS MEMBERSHIP         509-01-01-000-000         1,023         1,080           MISC EXP TRAVEL AND MEETINGS         509-02-01-000-000         5,704         8,500           MISC EXP FINES AND PENALITIES         509-06-01-000-000         78         8,500           MISC EXP FINES AND PENALITIES         509-06-01-000-000         78         8,500           MISC EXP BAD DEBT         509-08-01-000-000         556         12,400           ADVERTISING & PROMOTION         509-99-02-000-000         3,458         12,400           TRAINING         509-99-02-000-000         3,909         2,500           OTHER MISCELLANEOUS EXPENSE         509-99-04-000-000         -770         2,500							
MISC EXP TRAVEL AND MEETINGS         509-02-01-000-000         5,704         8,500           MISC EXP FINES AND PENALITIES         509-06-01-000-000         78         8,500           MISC EXP FINES AND PENALITIES         509-06-01-000-000         78         8,500           MISC EXP BAD DEBT         509-08-01-164-000         3,458         12,400           ADVERTISING & PROMOTION         509-99-02-000-000         3,909         3,909           TRAINING         509-99-02-000-000         3,909         2,500           OTHER MISCELLANEOUS EXPENSE         509-99-04-000-000         -770         2,500	1,023	1,080	810	1,080	1,080	0	00.0
MISC EXP FINES AND PENALITIES         509-06-01-000-000         78           MISC EXP BAD DEBT         509-07-01-000-000         556           MISC EXP BAD DEBT         509-08-01-164-000         3,458           ADVERTISING & PROMOTION         509-99-02-000-000         3,458         12,400           TRAINING         509-99-02-000-000         3,909         2,500           OTHER MISCELLANEOUS EXPENSE         509-99-04-000-000         -770         2,500	5,704	8,500	3,362	8,500	10,000	1,500	17.65
MISC EXP BAD DEBT 509-07-01-000-000 556 512,400 ADVERTISING & PROMOTION 509-08-01-164-000 3,458 12,400 TRAINING 3,909 3,909 3,909 0THER MISCELLANEOUS EXPENSE 509-99-04-000-000 -770 2,500	00 78		337			0	00.0
ADVERTISING & PROMOTION 509-08-01-164-000 3,458 12,400 TRAINING 509-99-02-000-000 3,909 OTHER MISCELLANEOUS EXPENSE 509-99-04-000-000 -770 2,500	JO 556		142			0	0.00
I KAINING 0THER MISCELLANEOUS EXPENSE 509-99-04-000-000 -770 2,500	00 3,458 2,650	12,400	2,420	12,400	12,000	400	-3.23
	00 -770	2.500	2.888	2.500	2.500		00.0
TOTAL MISC EXPENSES 24,480	13,958	24,480	9,959	24,480	25,580	1,100	4.49

	2011-2	:012 OPERATII Lift Lin	NG BUDGET le Inc.	DETAIL	Fiscal	Report Date Period Ending	: 02/02/2011 : December 201	o
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
LEASES&RENTALS COPIER OFFICE LEASE Software License Fees	512-12-02-000-000 512-12-03-000-000 512-12-04-000-000	10,710 20,879 15,811	12,500 19,074	6,057 16,469	8,310 22,038	6,900 22,834	-5,600 3,760 0	-44.80 19.71 0.00
TOTAL LEASES AND RENTALS LOCAL DEPRECIATION DEP/AMOR LOCAL PROJECT	513-00-01-000-000	47,400 100,435	31,574 117,000	22,526 77,825	30,348 103,300	29,734 106,900	-1,840 -10,100	-5.83 -8.63
TOTAL LOCAL DEPRECIATION		100,435	117,000	77,825	103,300	106,900	-10,100	-8.63
TOTAL EXPENSES		6,541,178	7,110,645	4,561,839	6,433,180	6,952,681	-157,964	-2.22

Batavia Bus Service, Inc.

	2011-2	012 OPERATI	NG BUDGET	DETAIL		Report Date :	02/02/2011	
		Batavia Bu	us Service		Fiscal	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
CUSTOMER FARES ADULT CASH ADULT COMM TICKETS	401-01-01-000-100 401-01-05-000-300	28,883 7,662	28,500 6,000	28,866 4,775	37,000 7,000	32,000 7,000	3,500 1,000	12.28 16.67
TOTAL CUSTOMER FARES SPECIAL TRANSIT FARES GUAR REV-OTHER	402-03-03-000-000	36,545 199,527	34,500 228,715	33,641 109,162	44,000 152,650	39,000 163,585	4,500 -65,130	13.04 -28.48
TOTAL SPECIAL TRANSIT FARES		199,527	228,715	109,162	152,650	163,585	-65,130	-28.48
NON-I RANSPORTATION REVENUE GAIN ON SALE OTHER REVENUE INSURANCE RECOVERY - REV. VEH. NON REVENUE RECEIPTS - DISCNTS	407-06-01-000-000 407-99-01-000-600 407-99-02-000-700 407-99-04-000-000	988 988 5		608	608		0000	0.00 00.0 00.0
TOTAL NON-TRANSPORTATION REVENUE LOCAL CASH GRANTS AND REIMB LOCAL OPERATING REV 18B MATCH	409-01-01-000-000	2,111 53,282	53,282	309 39,962	309 53,282	53,282	0 0	0.00
TOTAL LOCAL CASH GRANTS AND REIMB STATE CASH GRANTS AND REIMB		53,282	53,282	39,962	53,282	53,282	0	0.00
STATE OPERATING REV STATE OTHER REV - WTW PASS	411-01-01-000-000 411-99-01-000-000	53,282 1,116	53,282	39,962 900	53,282 540	53,282	00	00.0
TOTAL STATE CASH GRANTS AND REIMB FEDERAL CASH GRANTS AND REIMB FEDERAL OTHER REV - SEC. 5311	413-99-02-000-000	54,398 67,900	53,282 72,700	40,862 54,525	53,822 72,700	53,282 76,300	0 3,600	0.00 4.95
TOTAL FEDERAL CASH GRANTS AND REIMB SUBSIDIES FROM APPROPRIATION RGRTA SUBSIDY	440-99-07-000-000	67,900 375,904	72,700 503,776	54,525 295,945	72,700 445,840	76,300 584,793	3,600 81,017	4.95 16.08
TOTAL SUBSIDIES FROM APPROPRIATION		375,904	503,776	295,945	445,840	584,793	81,017	16.08
TOTAL REVENUE		789,666	946,255	574,404	822,603	970,242	23,987	2.53

	2011-2	2012 OPERATI	ING BUDGET	DETAIL		Report Date :	02/02/2011	
		Batavia Bı	us Service		Fisca	I Period Ending:	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
OPERATORS WAGES OPERATORS WAGES REGULAR	501-01-01-000	258,526	263,700	159,661	216,000	228,500	-35,200	-13.35
TOTAL OPERATORS WAGES		258,526	263,700	159,661	216,000	228,500	-35,200	-13.35
OTHER WAGES OTH SAL&WAGE ADM TRANS OPERTNS STAFF PERFORMANCE INCENTIVE	501-02-01-011-000 501-02-01-181-000	99,856 4,479	109,400 1,500	75,526 600	107,100 1,500	115,253 2,310	5,853 810	5.35 54.00
TOTAL OTHER WAGES		104,335	110,900	76,126	108,600	117,563	6,663	6.01
FICA	502-01-01-000-000	31,964	34,408 0.500	22,627	29,031	30,850	-3,558	-10.34
PENSION PROVISION NON UNION DENSION PROVISION I IN CONT GR	502-02-01-010-000 502-02-02-000-000	2,481 10 760	2,500 15 500	2,481 6 223	2,500	2,405 12 800	95- 007 c.	-1.40
BLUE CROSS/BLUE SHIELD	502-03-01-000-000	62,280	75,000	48,670	65,102	74,007	-993	-1.32
HRA-HEALTH REIMBURSEMENT ACCOUNT EXPENSE	502-03-06-000-000			452	904	452	452	100.00
DENTAL PLANS	502-04-01-000-000	2,804	3,000	1,689	3,000	3,000	0	0.00
GROUP LIFE INSURANCE	502-05-02-169-000	844	006	515	006	200	-200	-22.22
SHORT TERM DBL INS PLAN	502-06-01-169-000	5,225	6,000	8,491	10,000	15,000	9,000	150.00
STATE UNEMPLOYMENT INS	502-07-02-169-000	2,515	1,100	6,282	10,000	6,500	5,400	490.91
WORKERS COMPENSATION	502-08-01-000-000	-22,881	9,615	12,048	22,541	12,747	3,132	32.57
WORKERS COMPENSATION MEDICAL	502-08-02-000-000	19,698	15,495	9,330	14,986	19,144	3,649	23.55
WORKERS COMPENSATION INDEMNITY	502-08-04-000-000	37,311 10.02F	53,865 16 765	15,547	32,517	53,685 11,062	-180 2 602	-0.33
OTHER PAID ABSENCE REREAV FTC	502-10-01-000-000 502-12-01-000-000	1 279	1321	0,490	12,347 670	14,002 684	-2,090	-10.07
UNIFORM&WORK CLOTHING ALLOW	502-13-01-000-000	1,347	1,650	943	1,200	1,350	-300	-18.18
PAID TIME OFF	502-15-01-000-000	36,189	57,099	30,629	41,872	42,465	-14,634	-25.63
TOTAL FRINGE BENEFITS		204,655	294,208	174,427	256,570	289,911	-4,297	-1.46
SERVICES								
MANAGEMENT SERVICE FEES-RGRTA	503-01-01-000-000	22,610	24,129	19,869	26,492	30,622	6,493	26.91
MANAGE SERV FEES - RTS	503-01-02-000-000	43,371	50,950	39,937	53,249	120,152	69,202	135.82
MANAGEMENT SERVICE FEES-LIFTLINE	503-01-03-000-000	8,241	8,330	5,399	7,199	8,509	179	2.15
PROF AND TECH SER INJ LAWYERS	503-03-01-165-000		1,500		1,500	1,000	-500	-33.33
PROF AND TECH SER GEN LAW EXP	503-03-01-168-000		3,000		500	1,500	-1,500	-50.00
PROF AND LECH SERV OU ISIDE AUD	503-03-01-171-000	1,108	926	1,207	2,410	1,979	1,059	115.11
UTTER FROT SERVICES PROF & TECH SERV LABOR LAW	503-03-01-176-000	191 39	750	õ	750	750	0	00.00

	2011-2	2012 OPERAT	ING BUDGET	DETAIL		Report Date	: 02/02/2011	
		Batavia Bı	us Service		Fisca	l Period Ending	: December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
CONTRACT SERVICE - REVENUE VEH MEDICAL SERVICES	503-05-01-051-000 503-99-01-000-000	59,754 156	60,000 200	34,875 96	55,000 200	60,000 200	00	0.00
TOTAL SERVICES FIJEL AND LITREICANTS		135,471	149,779	101,441	147,400	224,812	75,033	50.10
M&S FUEL CONSUMED DIESEL NO 1	504-01-01-051-000	44,114	60,300	31,807	42,500	50,600	-9,700	-16.09
TOTAL FUEL AND LUBRICANTS PARTS AND REPAIRS		44,114	60,300	31,807	42,500	50,600	-9,700	-16.09
M&S CONSUMED TIRES AND TUBES	504-02-01-051-000	3,328	5,300	852	2,600	5,300	0	00.0
TOTAL PARTS AND REPAIRS OTHER MATERIALS & SUPPLIES		3,328	5,300	852	2,600	5,300	0	0.00
OTH M&S PRNTNG TICKETS&PASSES OTHER M&S OFFICE SUPPLIES OTHER M&S PRNTNG PUBLIC SCHDLS	504-99-10-151-000 504-99-13-000-000 504-99-14-000-000	2,565	3,500	2,046	3,500	1,400 3,700 1,800	1,400 200 1,800	100.00 5.71 100.00
TOTAL OTHER MATERIALS & SUPPLIES		2,565	3,500	2,046	3,500	6,900	3,400	97.14
UTILITIES UTILITIES - TELEPHONE	505-02-05-000-000	2,552	5,640	1,874	5,640	2,640	-3,000	-53.19
TOTAL UTILITIES		2,552	5,640	1,874	5,640	2,640	-3,000	-53.19
CASUALITY AND LIABILITY COSTS PREMIUMS: PHYSICAL DAMAGE INS. PAYOUTS UNINSURED PL&PD PUBLIC	506-01-01-000-000 506-04-01-000-000	11,946	11,253 3,000	8,687	11,061 1,000	12,221 8,070	968 5,070	8.60 169.00
TOTAL CASUALITY AND LIABILITY COSTS		11,946	14,253	8,687	12,061	20,291	6,038	42.36
MISC EXPENSES MISC FXP SUBSCRIPTS MEMBERSHIP	509-01-01-000-000	577	750	440	750	200	- 70	-6.67
MISC EXP RAD DFBT	509-02-01-000-000 509-07-01-000-000	769	4,000	677 677 4.337	4,000	1,500	-2,500	-62.50
ADVERTISING & PROMOTION OTHER MISCELLANEOUS EXPENSE	509-08-01-164-000 509-99-04-000-000	1,558 1,030	9,700 425	5,743 110	9,700 425	6,825 400	-2,875 -25	-29.64 -5.88
TOTAL MISC EXPENSES		3,950	14,875	11,307	19,212	9,425	-5,450	-36.64
LEASES AND RENIALS LEASES&RENTALS COPIER	512-12-02-000-000					4,900	4,900	100.00
	2011-2	2012 OPERAT	ING BUDGET	DETAIL		Report Date	: 02/02/2011	
		Batavia Bı	us Service		Fisca	Period Ending	: December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
OFFICE LEASE	512-12-03-000-000	6,000	18,800	4,500	6,000	7,200	-11,600	-61.70
TOTAL LEASES AND RENTALS LOCAL DEPRECIATION		6,000	18,800	4,500	6,000	12,100	-6,700	-35.64
DEP/AMOR LOCAL PROJECT	513-00-01-000-000	12,227	5,000	1,676	2,520	2,200	-2,800	-56.00
TOTAL LOCAL DEPRECIATION		12,227	5,000	1,676	2,520	2,200	-2,800	-56.00

TOTAL EXPENSES

2.53

23,987

970,242

822,603

574,404

946,255

789,668

# Livingston Area Transportation Service, Inc.

	2011-3	2012 OPERATI	<b>NG BUDGET</b>	DETAIL		Report Date	: 02/02/2011	
	Living	jston Area Tra	nsportation S	ervice	Fisca	I Period Ending	: December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
CUSTOMER FARES ADULT CASH	401-01-01-000-100	21,540	21,000	17,754	22,000	23,650	2,650	12.62
TOTAL CUSTOMER FARES		21,540	21,000	17,754	22,000	23,650	2,650	12.62
SPECIAL TRANSIT FARES GUAR REV-OTHER	402-03-03-000-000	891,493	889,535	730,792	1,001,000	1,096,085	206,550	23.22
TOTAL SPECIAL TRANSIT FARES		891,493	889,535	730,792	1,001,000	1,096,085	206,550	23.22
NON-TRANSPORTATION REVENUE Gain on Sale Other Revenue	407-06-01-000-000 407-99-01-000-600	4 350		17,800 246	17,800 246		00	0.00
TOTAL NON-TRANSPORTATION REVENUE		354		18.046	18.046		0	00.0

LOCAL CASH GRANTS AND REIMB								
LOCAL OPERATING REV 18B MATCH	409-01-01-000-000	35,024	35,024	26,268	35,024	35,024	0	0.00
TOTAL LOCAL CASH GRANTS AND REIMB		35,024	35,024	26,268	35,024	35,024	0	0.00
STATE CASH GRANTS AND REIMB								
STATE OPERATING REV STATE OTHER REV - WTW PASS	411-01-01-000-000 411-99-01-000-000	35,024 684	35,024	26,268	35,024	35,024	00	00 <sup>.</sup> 0
TOTAL STATE CASH GRANTS AND REIMB		35,708	35,024	26,268	35,024	35,024	0	0.00
FEDERAL CASH GRANTS AND REIMB								
FEDERAL OTHER REV - SEC. 5311	413-99-02-000-000	77,300	82,700	62,025	82,700	86,800	4,100	4.96
TOTAL FEDERAL CASH GRANTS AND REIMB		77,300	82,700	62,025	82,700	86,800	4,100	4.96
SUBSIDIES FROM APPROPRIATION								
RGRTA SUBSIDY	440-99-07-000-000	490,652	585,347	218,538	375,615	466,301	-119,046	-20.34
TOTAL SUBSIDIES FROM APPROPRIATION		490,652	585,347	218,538	375,615	466,301	-119,046	-20.34
TOTAL REVENUE		1,552,071	1,648,630	1,099,691	1,569,409	1,742,884	94,254	5.72
OPERATORS WAGES		517 007	F32 100	C31 COC	513 000 5	531100	700	0 0
		111,031	004,400	000,100	010,010	004,-00		20.0

	2011-2	2012 OPERATI	NG BUDGET	DETAIL		Report Date :	02/02/2011	
	Living	ston Area Tra	nsportation S	ervice	Fisca	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL OPERATORS WAGES		517,897	532,400	383,463	513,000	534,100	1,700	0.32
OTHER WAGES								
OTH SAL&WAGE ADM TRANS OPERTNS	501-02-01-011-000	88,433	102,835	66,965 0 0	90'000 0 200	90,769 - 210	-12,066	-11.73
STAFF PERFORMANCE INCENTIVE	501-02-01-181-000	6,820	6,500	2,550	6,500	1,310	810	12.46
TOTAL OTHER WAGES FRINGE BENEFITS		95,253	109,335	69,515	96,500	98,079	-11,256	-10.29
FICA	502-01-01-000-000	51 088	54 896	39 456	52 250	53 720	-1,176	-2.14
PENSION PROVISION NON UNION	502-02-01-000-000	12.685	12.000	12.685	12.685	12.601	601	5.01
BLUE CROSS/BLUE SHIELD	502-03-01-000-000	101,051	125,410	91,022	124,730	132,119	6,709	5.35
HRA-HEALTH REIMBURSEMENT ACCOUNT EXPENSE	502-03-06-000-000			6,996	13,992	7,159	7,159	100.00
DENTAL PLANS	502-04-01-000-000	9,342	000'6	3,540	000'6	9,500	500	5.56
<b>GROUP LIFE INSURANCE</b>	502-05-02-169-000	1,274	1,308	872	1,308	1,525	217	16.59
SHORT TERM DBL INS PLAN	502-06-01-169-000	4,672	5,000	6,050	8,000	7,000	2,000	40.00
STATE UNEMPLOYMENT INS	502-07-02-169-000	6,544	6,000	2,281	4,500	4,500	-1,500	-25.00
WORKERS COMPENSATION	502-08-01-000-000	-37,568	11,350	2,077	12,210	12,104	754	6.64
WORKERS COMPENSATION MEDICAL	502-08-02-000-000	352	1,000	201	1,000	1,000	0	0.00
WORKERS COMPENSATION INDEMNITY	502-08-04-000-000		3,000		2,000	3,000	0	0.00
SICK LEAVE	502-09-01-000-000	81					0	0.00
HOLIDAY	502-10-01-000-000	19,034	18,145	12,482	17,833	16,501	-1,644	-9.06
VACATION	502-11-01-000-000	-9,105					0	0.00
OTHER PAID ABSENCE BEREAV ETC	502-12-01-000-000	939	1,061	1,071	1,033	1,100	39	3.68
UNIFORM&WORK CLOTHING ALLOW	502-13-01-000-000	3,668	3,750	2,381	3,750	4,325	575	15.33
PAID TIME OFF	502-15-01-000-000	68,678	56,648	40,498	54,667	52,439	-4,209	-7.43
TOTAL FRINGE BENEFITS		232,736	308,568	221,611	318,958	318,593	10,025	3.25
SERVICES								
MANAGEMENT SERVICE FEES-RGRTA	503-01-01-000-000	25,631	27,279	22,244	29,659	74,283	47,004	172.31
MANAGE SERV FEES - RTS	503-01-02-000-000	48,850	61,140	42,161	56,214	132,088	70,948	116.04
MANAGEMENT SERVICE FEES-LIFTLINE	503-01-03-000-000	8,241	8,330	5,399	7,199	8,509	179	2.15
PROF AND TECH SER INJ LAWYERS	503-03-01-165-000	1,531	4,000		2,000	5,000	1,000	25.00
PROF AND TECH SER GEN LAW EXP	503-03-01-168-000		3,000		500	1,500	-1,500	-50.00
PROF AND TECH SERV OUTSIDE AUD	503-03-01-171-000	2,057	1,891	2,009	3,380	2,884	993	52.51
OTHER PROF SERVICES	503-03-01-174-000	917		2,007	648	1,050	1,050	100.00
CONTRACT SERVICE - REVENUE VEH	503-05-01-051-000	203,818	200,000	107,320	200,000	160,000	-40,000	-20.00
CONTRACT MAINTENANCE SERVICES	503-05-02-043-000	2,518	2,750	1,220	2,750	2,250	-500	-18.18
CUSTODIAL SERVICES	503-06-01-043-000	1,088	2,100	1,061	2,100	2,300	200	9.52

	2011-	2012 OPERAT	ING BUDGET	DETAIL		Report Date	: 02/02/2011	
	Livinç	jston Area Tra	insportation S	ervice	Fisca	Period Ending	: December 20	10
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
MEDICAL SERVICES	503-99-01-000-000	264	300	351	400	300	0	0.00
TOTAL SERVICES FUEL & LUBRICANTS		294,916	310,790	183,770	304,850	390,164	79,374	25.54
M&S FUEL CONSUMED DIESEL NO 1 FUEL FOR REVENUE VEHICLES GAS M&S CONSUMED OTHER LUBRICANTS	504-01-01-051-000 504-01-02-051-000 504-01-04-051-000	153,656 7,892 1,862	217,600 6,900 1,750	124,499 6,215 503	171,500 9,700 1,750	199,200 11,400 1,750	-18,400 4,500 0	-8.46 65.22 0.00
TOTAL FUEL & LUBRICANTS PARTS & REPAIRS		163,411	226,250	131,216	182,950	212,350	-13,900	-6.14
M&S CONSUMED TIRES AND TUBES OTH M&S INSP&MAINT REV VEHICLE	504-02-01-051-000 504-99-04-061-000	17,841 7,164	26,200 8,000	14,579 4,533	22,000 8,000	21,000 7,025	-5,200 -975	-19.85 -12.19
TOTAL PARTS & REPAIRS OTHER MATERIALS & SUPPLIES		25,005	34,200	19,112	30,000	28,025	-6,175	-18.06
OTHER M&S MAINT BLDGS GRNDS&EG	504-99-09-125-000	1,030	850	1,708	2,000	1,275	425	50.00
OTH M&S PRNING TICKETS&PASSES OTHER M&S OFFICE SUPPLIES OTHER M&S PRNTNG PUBLIC SCHDLS	504-99-10-151-000 504-99-13-000-000 504-99-14-000-000	1,746	3,000	1,129	2,000	2,000 6,000	0 -1,000 6,000	0.00 -33.33 100.00
NON-CAPITALIZABLE EQUIPMENT	504-99-27-000-000			3,586	515		0	00.0
TOTAL OTHER MATERIALS & SUPPLIES UTILITIES		2,776	3,850	6,423	4,515	9,275	5,425	140.91
	505_02_01_000_000	A 570	6 000	3 276	6 000	6 000	C	
	505-02-02-000-000	976	1,200	428	1,200	1,250	50	4.17
UTILITIES WATER UTILITIES - TELEPHONE	505-02-03-000-000 505-02-05-000-000	1,262 2,608	1,350 5,760	969 1,862	1,350 5,760	1,400 2,820	50 -2,940	3.70 -51.04
TOTAL UTILITIES		9,426	14,310	6,485	14,310	11,470	-2,840	-19.85
CASUALITY AND LIABILITY COSTS PREMIUMS: PHYSICAL DAMAGE INS. PAYOUTS UNINSURED PL&PD PUBLIC	506-01-01-000-000 506-04-01-000-000	43,165 28,717	42,572 13,800	33,849	43,089 2,500	44,288 30,000	1,716 16,200	4.03 117.39
TOTAL CASUALITY AND LIABILITY COSTS MISC EXPENSES		71,882	56,372	33,849	45,589	74,288	17,916	31.78
MISC EXP SUBSCRIPTS MEMBERSHIP MISC EXP TRAVEL AND MEETINGS MISC EXP FINES AND PENALITIES	509-01-01-000-000 509-02-01-000-000 509-06-01-000-000	421 1,545 31	500 3,500	342 1,816	500 3,500	400 2,500	-100 -1,000 0	-20.00 -28.57 0.00

	2011-; Living	2012 OPERATI Jston Area Tra	ING BUDGET	DETAIL ervice	Fisca	Report Date	: 02/02/2011 : December 20	6
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
MISC EXP BAD DEBT ADVERTISING & PROMOTION OTHER MISCELLANEOUS EXPENSE LOSS ON SALE	509-07-01-000-000 509-08-01-164-000 509-99-04-000-000 509-99-98-000-000	6,770 6,022 75,019	9,700 1,000	7,692 6,007 4,672	7,692 9,700 6,000	7,010 26,330	0 -2,690 25,330	0.00 -27.73 2,533.00 0.00
TOTAL MISC EXPENSES LEASES AND RENTALS LEASES&RENTALS COPIER OFFICE LEASE	512-12-02-000-000 512-12-03-000-000	89, 808 560 9, 890	14,700 400 10,455	20,528 385 7,311	27,392 400 10,455	36,240 500 10,400	21,540 100 -55	146.53 25.00 -0.53
TOTAL LEASES AND RENTALS LOCAL DEPRECIATION DEP/AMOR LOCAL PROJECT	513-00-01-000-000	10,450 38,511	10,855 27,000	7,696 16,021	10,855 20,490	10,900 19,400	45 -7,600	0.41 -28.15
TOTAL LOCAL DEPRECIATION TOTAL EXPENSES		38,511 1,552,071	27,000 1,648,630	16,021 1,099,691	20,490 1,569,409	19,400 1,742,884	-7,600 94,254	-28.15 5.72

# **Orleans Transit Service, Inc.**

	2011-2	012 OPERATI	NG BUDGET	DETAIL		Report Date :	02/02/2011	
		Orleans Trai	nsit Service		Fisca	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
CUSTOMER FARES ADULT CASH ADULT COMM TICKETS	401-01-000-100 401-01-05-000-300	20,117 7,920	18,500 8,000	15,912 6,750	20,000 9,000	20,000 8,500	1,500 500	8.11 6.25
TOTAL CUSTOMER FARES SPECIAL TRANSIT FARES GUAR REV-OTHER	402-03-00-000	28,037 247.378	26,500 247.570	22,663 175,989	29,000 248.430	28,500 256.330	2,000 8.760	7.55 3.54
TOTAL SPECIAL TRANSIT FARES		247,378	247,570	175,989	248,430	256,330	8,760	3.54
NON-IRANSPORTATION REVENUE WORKING CAPITAL GAIN ON SALE OTHER REVENUE	407-04-01-000-000 407-06-01-000-000 407-99-01-000-600	29 261 73		10 4,800 243	10 4,800 243		000	0.00 00.0 00.0
TOTAL NON-TRANSPORTATION REVENUE LOCAL CASH GRANTS AND REIMB LOCAL OPERATING REV 18B MATCH	409-01-000-000	363 30,181	30,181	5,052 22,636	5,053 30,181	30,181	0 0	0.00
TOTAL LOCAL CASH GRANTS AND REIMB STATE CASH GRANTS AND REIMB STATE OPERATING REV	411-01-000-000	30,181 30,181	30,181 30,181	22,636 22,636	30,181 30,181	30,181 30,181	0 0	0.00 0.00
TOTAL STATE CASH GRANTS AND REIMB FEDERAL CASH GRANTS AND REIMB FEDERAL OTHER REV - SEC. 5311	413-99-02-000-000	30,181 43,700	30,181 46,700	22,636 35,025	30,181 46,700	30,181 49,000	0 2,300	0.00
TOTAL FEDERAL CASH GRANTS AND REIMB SUBSIDIES FROM APPROPRIATION RGRTA SUBSIDY	440-99-07-000-000	43,700 187,709	46,700 290,102	35,025 173,946	46,700 263,568	49,000 389,581	2,300 99,479	4.92 34.29
TOTAL SUBSIDIES FROM APPROPRIATION TOTAL REVENUE		187,709 567,549	290,102 671,234	173,946 457,946	263,568 653,113	389,581 783,773	99,479 112,539	34.29 16.77
OPERATORS WAGES OPERATORS WAGES REGULAR	501-01-01-010-000	175,289	199,000	137,420	195,000	209,700	10,700	5.38

	2011-2	2012 OPERAT	ING BUDGET	DETAIL		Report Date :	02/02/2011	
		Orleans Tra	insit Service		Fisca	Period Ending :	December 20	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL OPERATORS WAGES		175,289	199,000	137,420	195,000	209,700	10,700	5.38
OTHER WAGES OTH SAL&WAGE ADM TRANS OPERTNS STAFF PERFORMANCE INCENTIVE	501-02-01-011-000 501-02-01-181-000	63,178 5,013	97,234 4,100	76,799 1,200	101,387 4,100	99,337 4,910	2,103 810	2.16 19.76
TOTAL OTHER WAGES FRINGE BENEFITS		68,191	101,334	77,999	105,487	104,247	2,913	2.87
FICA PENSION PROVISION NON UNION	502-01-01-000-000 502-02-01-000-000	18,458 1.435	24,659 1.250	19,247 1.435	24,860 1.250	25,880 1.425	1,221 175	4.95 14.00
BLUE CROSS/BLUE SHIELD	502-03-01-000-000	9,036	18,130	9,860	14,639	29,019	10,889	60.06
HRA-HEALTH REIMBURSEMENT ACCOUNT EXPENSE	502-03-06-000-000			200	1,400	1,400	1,400	100.00
DENTAL PLANS	502-04-01-000-000	396	500	715	500	550	50	10.00
<b>GROUP LIFE INSURANCE</b>	502-05-02-169-000	84	800	117	800	400	-400	-50.00
SHORT TERM DBL INS PLAN	502-06-01-169-000	4,887	3,000	6,788	6,800	6,500	3,500	116.67
STATE UNEMPLOYMENT INS	502-07-02-169-000	7,529	4,000	1,881	4,000	4,000	0	00.0
WORKERS COMPENSATION	502-08-01-000-000	7,407	1,860	167	1,444	1,436	-424	-22.80
WORKERS COMPENSATION MEDICAL	502-08-02-000-000	550	3,445		1,000	1,000	-2,445	-70.97
WORKERS COMPENSATION INDEMNITY	502-08-04-000-000	11,000	11,970		2,000	3,000	-8,970	-74.94
HOLIDAY	502-10-01-000-000	2,032	6,935	4,551	4,726	4,852	-2,083	-30.04
UNIFORM&WORK CLOTHING ALLOW PAID TIME OFF	502-13-01-000-000 502-15-01-000-000	1,165 23,673	1,465 15,074	1,832 15,811	1,465 19,760	1,950 19,497	485 4,423	33.11 29.34
TOTAL FRINGE BENEFITS		87,651	93,088	63,105	84,644	100,909	7,821	8.40
SERVICES								
MANAGEMENT SERVICE FEES-RGRTA	503-01-01-000-000	23,724	25,276	20,727	27,635	30,622	5,346	21.15
MANAGE SERV FEES - RTS	503-01-02-000-000	44,346	51,954	42,161	56,214	121,349	69,395	133.57
MANAGEMENT SERVICE FEES-LIFTLINE	503-01-03-000-000	8,241	8,330	5,399	7,199	8,509	179	2.15
PROF AND TECH SER INJ LAWYERS	503-03-01-165-000		1,500		1,500	1,000	-500	-33.33
PROF AND TECH SER GEN LAW EXP	503-03-01-168-000		3,000		400	1,500	-1,500	-50.00
PROF AND TECH SERV OUTSIDE AUD	503-03-01-171-000	829	647	982	2,137 50	1,715 50	1,068 50	165.07
	503-03-01-174-000	101		440	000	00000	0000	00.001
CONTRACT SERVICE - REVENUE VEH MEDICAL SERVICES	503-09-01-051-000 503-99-01-000-000	33,707 108	30,000	14,862 193	27,500	33,000 200	-2,000	17.6- 0.00
		8	004	2	2024	2024	>	00.0
TOTAL SERVICES FUEL & LUBRICANTS		111,055	125,907	84,763	122,835	197,945	72,038	57.22

	2011-2	012 OPERATI	NG BUDGET	DETAIL		Report Date:	02/02/2011	
		Orleans Tra	nsit Service		Fisca	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
M&S FUEL CONSUMED DIESEL NO 1 FUEL FOR REVENUE VEHICLES GAS	504-01-01-051-000 504-01-02-051-000	60,042 180	78,400	51,214 149	72,000 150	83,600	5,200 0	6.63 0.00
TOTAL FUEL & LUBRICANTS PARTS & REPAIRS		60,222	78,400	51,362	72,150	83,600	5,200	6.63
M&S CONSUMED TIRES AND TUBES OTH M&S INSP&MAINT REV VEHICLE	504-02-01-051-000 504-99-04-061-000	1,949 7,040	4,225 4,500	2,045 151	4,100 4,500	4,300 4,500	75 0	1.78 0.00
TOTAL PARTS & REPAIRS		8,989	8,725	2,196	8,600	8,800	75	0.86
OTH M&S PRNTNG TICKETS&PASSES OTHER M&S OFFICE SUPPLIES OTHER M&S PRNTNG PUBLIC SCHDLS	504-99-10-151-000 504-99-13-000-000 504-99-14-000-000	2,545	2,700	1,945	2,700	1,000 2,700 5,500	1,000 0 5,500	100.00 0.00 100.00
TOTAL OTHER MATERIALS & SUPPLIES UTILITIES		2,545	2,700	1,945	2,700	9,200	6,500	240.74
UTILITIES - TELEPHONE	505-02-05-000-000	4,858	7,650	3,643	8,325	5,475	-2,175	-28.43
TOTAL UTILITIES CASUALITY AND LIABILITY COSTS		4,858	7,650	3,643	8,325	5,475	-2,175	-28.43
PREMIUMS: PHYSICAL DAMAGE INS. PAYOUTS UNINSURED PL&PD PUBLIC	506-01-01-000-000 506-04-01-000-000	16,410	15,030 2,500	11,594	14,822 800	16,397 7,000	1,367 4,500	9.10 180.00
TOTAL CASUALITY AND LIABILITY COSTS MISC EXPENSES		16,410	17,530	11,594	15,622	23,397	5,867	33.47
MISC EXP SUBSCRIPTS MEMBERSHIP MISC EXP TRAVEL AND MEETINGS MISC EXP FINES AND PENALITIES MISC EXP BAD DEBT	509-01-01-000-000 509-02-01-000-000 509-06-01-000-000 509-07-01-000-000	1,607 1,420 2,100 345	1,700 2,500	1,092 345	1,700 2,500	1,700 3,000	500 500 0	0.00 20.00 0.00 0.00
ADVERTISING & PROMOTION OTHER MISCELLANEOUS EXPENSE	509-08-01-164-000 509-99-04-000-000	5,911 1,922	11,500 1,300	6,847 464	11,500 1,300	5,600 8,000	-5,900 6,700	-51.30 515.38
TOTAL MISC EXPENSES LEASES AND RENTALS		13,305	17,000	8,749	17,000	18,300	1,300	7.65
LEASES&RENTALS COPIER OFFICE LEASE	512-12-02-000-000 512-12-03-000-000	12,400	15,900	2,376 9,860	3,700 13,200	6,200 12,400	6,200 -3,500	100.00 -22.01
TOTAL LEASES AND RENTALS		12,400	15,900	12,236	16,900	18,600	2,700	16.98

	2011-2	2012 OPERATII Orleans Trar	NG BUDGET I 1sit Service	DETAIL	Fisca	Report Date: I Period Ending:	02/02/2011 December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
LOCAL DEPRECIATION DEP/AMOR LOCAL PROJECT	513-00-01-000-000	6,636	4,000	2,934	3,850	3,600	-400	-10.00
TOTAL LOCAL DEPRECIATION		6,636	4,000	2,934	3,850	3,600	-400	-10.00
TOTAL EXPENSES		567,551	671,234	457,946	653,113	783,773	112,539	16.77

	2011-2	012 OPERAT	ING BUDGET	DETAIL		Report Date :	02/02/2011	
		Seneca Trans	it Service, Inc.		Fisca	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
CUSTOMER FARES	00-000-100	18 101	17 500	14 466	000 81	19 500		11 43
ADULT COMM TICKETS	401-01-05-000-300	13,962	13,500	14,400 10,816	15,000	14,500	1,000	7.41
TOTAL CUSTOMER FARES SPECIAL TRANSIT FARES		32,153	31,000	25,283	34,000	34,000	3,000	9.68
GUAR REV-OTHER	402-03-03-000-000	210,274	238,425	180,601	227,625	221,705	-16,720	-7.01
TOTAL SPECIAL TRANSIT FARES		210,274	238,425	180,601	227,625	221,705	-16,720	-7.01
NON-TRANSPORTATION REVENUE GAIN ON SALE OTHER REVENUE	407-06-01-000-000 407-99-01-000-600	0 153		4,650 84	4,650 84		00	0.00
TOTAL NON-TRANSPORTATION REVENUE		153		4,734	4,734		0	0.00
LOCAL CASH GRAN IS AND REIMB LOCAL OPERATING REV 188 MATCH	409-01-01-000-000	24,964	24,964	18,723	24,964	24,964	0	0.00
TOTAL LOCAL CASH GRANTS AND REIMB		24,964	24,964	18,723	24,964	24,964	0	0.00
STATE CASH GRANTS AND REIMB State operating rev State other rev - wtw pass	411-01-01-000-000 411-99-01-000-000	24,964	24,964	18,723 126	24,964 126	24,964	0 0	0.00
TOTAL STATE CASH GRANTS AND REIMB		24,964	24,964	18,849	25,090	24,964	0	0.00
FEDERAL CASH GRANTS AND REIMB FEDERAL OTHER REV - SEC. 5311	413-99-02-000-000	37,600	40,200	30, 150	40,200	42,200	2,000	4.98
TOTAL FEDERAL CASH GRANTS AND REIME SURSIDIES FROM APPROPRIATION	~	37,600	40,200	30,150	40,200	42,200	2,000	4.98
RGRTA SUBSIDY	440-99-07-000-000	305,845	348,691	191,430	309,440	405,321	56,630	16.24
TOTAL SUBSIDIES FROM APPROPRIATION		305,845	348,691	191,430	309,440	405,321	56,630	16.24
TOTAL REVENUE		635,953	708,244	469,770	666,053	753,154	44,910	6.34
OPERATORS WAGES OPERATORS WAGES REGULAR	501-01-010-000	183,902	194,500	136,787	184,000	199,400	4,900	2.52

# Seneca Transit Service, Inc.

	2011-2	2012 OPERATI	ING BUDGET	DETAIL		Report Date :	02/02/2011	
		Seneca Transi	it Service, Inc.		Fiscal	Period Ending :	December 20	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL OPERATORS WAGES		183,902	194,500	136,787	184,000	199,400	4,900	2.52
OTH SAL&WAGE ADM TRANS OPERTNS STAFF PERFORMANCE INCENTIVE	501-02-01-011-000 501-02-01-181-000	79,793 4,965	94,068 3,500	67,082 1,175	94,700 3,500	96,104 4,310	2,036 810	2.16 23.14
TOTAL OTHER WAGES FRINGE BENEFITS		84,758	97,568	68,257	98,200	100,414	2,846	2.92
	502-01-01-000-000	21,485	23,902	17,124	22,897	24,426	524 2 224	2.19
BLUE CROSS/BLUE SHIELD	502-03-01-000-000 502-03-01-000-000	4,203 23.931	43.530	4,203	31.018	35.796	-7.734	-17.77
HRA-HEAL TH REIMBURSEMENT ACCOUNT EXPENSE	502-03-06-000-000			1,604	3,208	1,604	1,604	100.00
DENTAL PLANS	502-04-01-000-000	3,205	2,000	476	2,000	2,000	0	00.0
<b>GROUP LIFE INSURANCE</b>	502-05-02-169-000	469	450	352	450	650	200	44.44
SHORT TERM DBL INS PLAN	502-06-01-169-000	2,777	3,000	347	3,000	1,500	-1,500	-50.00
STATE UNEMPLOYMENT INS	502-07-02-169-000	2,635	2,000	5,926	7,000	5,000	3,000	150.00
WORKERS COMPENSATION	502-08-01-000-000	81	575	88	604	966	423	73.57
WORKERS COMPENSATION MEDICAL	502-08-02-000-000		200		200	1,000	800	400.00
WORKERS COMPENSATION INDEMNITY	502-08-04-000-000		500		500	3,000	2,500	500.00
HOLIDAY	502-10-01-000-000	4,323	7,443	5,036	5,249	6,514	-929	-12.48
OTHER PAID ABSENCE BEREAV ETC	502-12-01-000-000	176					0	00.0
UNIFORM&WORK CLOTHING ALLOW	502-13-01-000-000	1,141	1,350	1,035	1,350	1,844	494	36.59
PAID TIME OFF	502-15-01-000-000	15,139	10,237	9,521	11,854	12,966	2,729	26.66
TOTAL FRINGE BENEFITS		79,567	96,437	68,541	90,580	101,475	5,038	5.22
SERVICES								
MANAGEMENT SERVICE FEES-RGRTA	503-01-01-000-000	23,724	25,276	20,727	27,635	30,622	5,346	21.15
MANAGE SERV FEES - RTS	503-01-02-000-000	44,346	51,954	41,180	54,907	106,502	54,548	104.99
MANAGEMENT SERVICE FEES-LIFTLINE	503-01-03-000-000	8,241	8,330	5,399	7,199	8,509	179	2.15
PROF AND TECH SER INJ LAWYERS	503-03-01-165-000		1,500		1,500	1,000	-500	-33.33
PROF AND TECH SER GEN LAW EXP	503-03-01-168-000		3,000		500	1,500	-1,500	-50.00
PROF AND TECH SERV OUTSIDE AUD	503-03-01-171-000	826	786	1,096	2,275	1,797	1,011	128.63
OTHER PROF SERVICES	503-03-01-174-000	237		1,619	1,620	250	250	100.00
CONTRACT SERVICE - REVENUE VEH	503-05-01-051-000	37,743	48,000	10,657	20,000	30,000	-18,000	-37.50
MEDICAL SERVICES	503-99-01-000-000	120	200	144	200	200	0	0.00
TOTAL SERVICES		115,236	139,046	80,822	115,836	180,380	41,334	29.73

	2011-:	2012 OPERATI	ING BUDGET	DETAIL		Report Date :	02/02/2011	
		Seneca Transi	it Service, Inc		Fisca	Period Ending :	December 20	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
FUEL & LUBRICANTS M&S FUEL CONSUMED DIESEL NO 1	504-01-01-051-000	64,841	82,700	58,986	80,000	91,400	8,700	10.52
TOTAL FUEL & LUBRICANTS PARTS & REPAIRS		64,841	82,700	58,986	80,000	91,400	8,700	10.52
M&S CONSUMED TIRES AND TUBES OTH M&S INSP&MAINT REV VEHICLE	504-02-01-051-000 504-99-04-061-000	3,364 24,283	6,750 11,000	355 8,618	4,750 12,000	5,000 12,000	-1,750 1,000	-25.93 9.09
TOTAL PARTS & REPAIRS		27,647	17,750	8,972	16,750	17,000	-750	4.23
OTHER MATERIALS & SUPPLIES OTH M&S PRNTNG TICKETS&PASSES OTHER M&S OFFICE SUPPLIES OTHER M&S PRNTNG PUBLIC SCHDLS	504-99-10-151-000 504-99-13-000-000 504-99-14-000-000	2,922	3,060	4,117	3,060	1,250 4,000 3,000	1,250 940 3,000	100.00 30.72 100.00
TOTAL OTHER MATERIALS & SUPPLIES		2,922	3,060	4,117	3,060	8,250	5,190	169.61
UTILITIES ELECTRIC UTILITIES GAS UTILITIES WATER UTILITIES - TELEPHONE	505-02-01-000-000 505-02-02-000-000 505-02-03-000-000 505-02-05-000-000	3,837 3,561 512 9,517	4,500 6,750 540 13,620	2,335 250 8,462	4,500 6,750 540 15,000	1,200 5,280	-3,300 -6,750 -540 -8,340	-73.33 -100.00 -61.23
TOTAL UTILITIES CASUALITY AND LIABILITY COSTS		17,428	25,410	11,047	26,790	6,480	-18,930	-74.50
PREMIUMS: PHYSICAL DAMAGE INS. PAYOUTS UNINSURED PL&PD PUBLIC	506-01-01-000-000 506-04-01-000-000	14,854 692	15,977 2,500	12,304	15,684 800	18,464 7,000	2,487 4,500	15.57 180.00
TOTAL CASUALITY AND LIABILITY COSTS MISC EXPENSES		15,546	18,477	12,304	16,484	25,464	6,987	37.81
MISC EXP SUBSCRIPTS MEMBERSHIP MISC EXP TRAVEL AND MEETINGS	509-01-01-000-000 509-02-01-000-000	3,616 3,616	300 4,400	310 2,965	300 4,400	185 3,228	-115 -1,172 0	-38.33 -26.64
MISC EXP BAU DEBI ADVERTISING & PROMOTION OTHER MISCELLANEOUS EXPENSE	509-97-07-01-000-000 509-08-01-164-000 509-99-04-000-000	1,086 2,447 2,200	9,300 1,870	617 3,117 4,550	617 9,300 1,870	6,070 150	0 -3,230 -1,720	0.00 -34.73 -91.98
TOTAL MISC EXPENSES LEASES AND RENTALS		9,659	15,870	11,560	16,487	9,633	-6,237	-39.30
LEASES&RENTALS COPIER OFFICE LEASE	512-12-02-000-000 512-12-03-000-000	16,633	13,426	4,638	13,426	4,900 5,558	4,900 -7,868	100.00 -58.60

	2011-	2012 OPERATII Seneca Transit	VG BUDGET : Service, Inc.	DETAIL	Fiscal	Report Date : Period Ending :	02/02/2011 December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL LEASES AND RENTALS		16,633	13,426	4,638	13,426	10,458	-2,968	-22.11
DEP/AMOR LOCAL PROJECT	513-00-01-000-000	17,816	4,000	3,740	4,440	2,800	-1,200	-30.00
TOTAL LOCAL DEPRECIATION		17,816	4,000	3,740	4,440	2,800	-1,200	-30.00
TOTAL EXPENSES		635,953	708,244	469,770	666,053	753,154	44,910	6.34

# Wayne Area Transporation Service, Inc.

	2011-2	2012 OPERAT	ING BUDGET	DETAIL		Report Date :	02/02/2011	
	Way	/ne Area Trans	sportation Ser	vice	Fisca	Period Ending :	December 20	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
CUSTOMER FARES ADULT CASH	401-01-00-100	72,841	69,500	54,332	72,000	73,000	3,500	5.04
TOTAL CUSTOMER FARES		72,841	69,500	54,332	72,000	73,000	3,500	5.04
SPECIAL TRANSIT FARES GUAR REV-OTHER	402-03-03-000-000	836,548	891,265	629,031	818,000	884,965	-6,300	-0.71
TOTAL SPECIAL TRANSIT FARES		836,548	891,265	629,031	818,000	884,965	-6,300	-0.71
GAIN ON SALE OTHER REVENUE INSURANCE RECOVERY - REV. VEH.	407-06-01-000-000 407-99-01-000-600 407-99-02-000-700	1,254 111 7,554		14,878 744	14,878 744		000	00.0 00.0
TOTAL NON-TRANSPORTATION REVENUE LOCAL CASH GRANTS AND REIMB		8,919		15,622	15,622		0	00.0
LOCAL OPERATING REV 18B MATCH	409-01-01-000-000	38,378	38,378	28,784	38,378	38,378	0	0.00
TOTAL LOCAL CASH GRANTS AND REIMB		38,378	38,378	28,784	38,378	38,378	0	0.00
STATE OPERATING REV STATE OTHER REV - WTW PASS	411-01-01-000-000 411-99-01-000-000	38,378 62,586	38,378 62,586	28,784 19,102	38,378 38,200	38,378	0 -62,586	0.00 -100.00
TOTAL STATE CASH GRANTS AND REIMB		100,964	100,964	47,886	76,578	38,378	-62,586	-61.99
FEDERAL CASH GRANTS AND REIMB FEDERAL OTHER REV - JARC FEDERAL OTHER REV - SEC. 5311	413-99-01-000-000 413-99-02-000-000	46,119 99,700	21,200 106,700	26,126 80,025	21,200 106,700	112,000	-21,200 5,300	-100.00 4.97
TOTAL FEDERAL CASH GRANTS AND REIMB	m	145,819	127,900	106,151	127,900	112,000	-15,900	-12.43
SUBSIDIES FROM APPROPRIATION RGRTA SUBSIDY	440-99-07-000-000	237,088	390,881	246,959	362,555	535,295	144,414	36.95
TOTAL SUBSIDIES FROM APPROPRIATION		237,088	390,881	246,959	362,555	535,295	144,414	36.95
TOTAL REVENUE		1,440,556	1,618,888	1,128,763	1,511,033	1,682,016	63,128	3.90
OPERATORS WAGES								
	2011-:	2012 OPERAT	ING BUDGET	DETAIL		Report Date :	02/02/2011	
	Wa)	/ne Area Trans	sportation Ser	vice	Fisca	Period Ending :	December 20	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
OPERATORS WAGES REGULAR	501-01-01-010-000	570,675	615,100	413,150	555,000	605,700	-9,400	-1.53
TOTAL OPERATORS WAGES		570,675	615,100	413,150	555,000	605,700	-9,400	-1.53
OTHER WAGES OTH SAL&WAGE ADM TRANS OPERTNS STAFF PERFORMANCE INCENTIVE	501-02-01-011-000 501-02-01-181-000	103,522 7,536	104,465 7,100	78,134 2,775	103,708 7,100	106,961 7,910	2,496 810	2.39 11.41
TOTAL OTHER WAGES EPINGE RENEFITS		111,058	111,565	80,909	110,808	114,871	3,306	2.96

FICA	502-01-01-000-000	55,785	60,691	40,600	55,998	60,155	-536	-0.88
<b>PENSION PROVISION NON UNION</b>	502-02-01-000-000	10,788	9,000	10,788	11,000	10,716	1,716	19.07
BLUE CROSS/BLUE SHIELD	502-03-01-000-000	72,620	90,690	62,202	90,275	119,629	28,939	31.91
HRA-HEALTH REIMBURSEMENT ACCOUNT EXPENSE	502-03-06-000-000			3,769	9,638	5,869	5,869	100.00
DENTAL PLANS	502-04-01-000-000	2,581	7,700	3,416	7,700	5,000	-2,700	-35.06
<b>GROUP LIFE INSURANCE</b>	502-05-02-169-000	980	834	670	834	1,150	316	37.89
SHORT TERM DBL INS PLAN	502-06-01-169-000	8,632	6,000	2,599	8,000	4,000	-2,000	-33.33
STATE UNEMPLOYMENT INS	502-07-02-169-000		4,000	11,944	4,000	4,000	0	00.0
WORKERS COMPENSATION	502-08-01-000-000	598	3,125	573	3,380	3,692	567	18.14
WORKERS COMPENSATION MEDICAL	502-08-02-000-000		150		150	1,000	850	566.67
WORKERS COMPENSATION INDEMNITY	502-08-04-000-000		600		600	3,000	2,400	400.00
SICK LEAVE	502-09-01-000-000	45					0	0.00
HOLIDAY	502-10-01-000-000	16,237	17,702	10,140	14,880	16,027	-1,675	-9.46
VACATION	502-11-01-000-000	-11,092					0	00.0
OTHER PAID ABSENCE BEREAV ETC	502-12-01-000-000	34	591	204	204		-591	-100.00
UNIFORM&WORK CLOTHING ALLOW	502-13-01-000-000	3,589	4,200	3,194	4,200	5,516	1,316	31.33
PAID TIME OFF	502-15-01-000-000	69,367	48,386	41,952	51,114	49,739	1,353	2.80
TOTAL FRINGE BENEFITS		230,165	253,669	192,051	261,973	289,493	35,824	14.12
SERVICES								
MANAGEMENT SERVICE FEES-RGRTA	503-01-01-000-000	23,724	25,276	20,727	27,635	30,622	5,346	21.15
MANAGE SERV FEES - RTS	503-01-02-000-000	46,035	55,399	41,180	54,907	106,502	51,103	92.25
MANAGEMENT SERVICE FEES-LIFTLINE	503-01-03-000-000	8,241	8,330	5,399	7,199	8,509	179	2.15
PROF AND TECH SER INJ LAWYERS	503-03-01-165-000	2,310	5,500	4,989	8,553	5,000	-500	-9.09
PROF AND TECH SER GEN LAW EXP	503-03-01-168-000	48	3,000		500	1,500	-1,500	-50.00
PROF AND TECH SERV OUTSIDE AUD	503-03-01-171-000	1,889	2,016	2,112	3,506	2,752	736	36.51
OTHER PROF SERVICES	503-03-01-174-000	475		534	534	450	450	100.00
<b>CONTRACT SERVICE - REVENUE VEH</b>	503-05-01-051-000	115,344	121,000	62,059	97,000	99,500	-21,500	-17.77
MEDICAL SERVICES	503-99-01-000-000	864	1,800	291	1,000	1,800	0	0.00

	2011-2	012 OPERATI	ING BUDGET	DETAIL		Report Date:	02/02/2011	
	Way	ne Area Trans	sportation Ser	vice	Fisca	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL SERVICES FUEL & LUBRICANTS		198,929	222,321	137,290	200,834	256,635	34,314	15.43
M&S FUEL CONSUMED DIESEL NO 1 FUEL FOR REVENUE VEHICLES GAS	504-01-01-051-000 504-01-02-051-000	182,304 10,494	246,900 17,100	152,181 7,887	210,000 11,000	249,000 14,000	2,100 -3,100	0.85 -18.13
TOTAL FUEL & LUBRICANTS PARTS & REPAIRS		192,798	264,000	160,068	221,000	263,000	-1,000	-0.38
M&S CONSUMED TIRES AND TUBES OTH M&S INSP&MAINT REV VEHICLE	504-02-01-051-000 504-99-04-061-000	7,367 14,716	14,225 15,000	8,009 10,693	11,500 15,000	14,100 15,328	-125 328	-0.88 2.19
TOTAL PARTS & REPAIRS OTHER MATERIALS & SUPPLIES		22,083	29,225	18,702	26,500	29,428	203	0.69
OTH M&S PRNTNG TICKETS&PASSES OTHER M&S OFFICE SUPPLIES OTHER M&S PRNTNG PUBLIC SCHDLS OTHER M&S NON-CAPITALIZABLE EQUIPMENT	504-99-10-151-000 504-99-13-000-000 504-99-14-000-000 504-99-27-000-000	3,539	3,800	3,723 3,320	3,800 3,320	1,000 3,800 3,500	1,000 0 3,500 0	100.00 0.00 0.00 0.00
TOTAL OTHER MATERIALS & SUPPLIES UTILITIES		3,539	3,800	7,042	7,120	8,300	4,500	118.42
UTILITIES ELECTRIC UTILITIES - TELEPHONE	505-02-01-000-000 505-02-05-000-000	1,149 1,598	1,600 4,500	481 1,128	1,600 4,500	1,600 1,560	0 -2,940	0.00 -65.33
TOTAL UTILITIES CASUALITY AND LIABILITY COSTS		2,747	6,100	1,609	6,100	3,160	-2,940	-48.20
PREMIUM PHYSICAL DAMAGE INS. PAYOUTS UNINSURED PL&PD PUBLIC	506-01-01-000-000 506-04-01-000-000	61,009 -5,855	57,978 23,000	44,636 28,308	56,998 35,000	53,799 33,200	-4,179 10,200	-7.21 44.35
TOTAL CASUALITY AND LIABILITY COSTS MISC EXPENSES		55,154	80,978	72,944	91,998	86,999	6,021	7.44
MISC EXP SUBSCRIPTS MEMBERSHIP MISC EXP TRAVEL AND MEETINGS	509-01-01-000-000 509-02-01-000-000	1,080 3,284	1,080 3,700	810 1,904	1,080 3,700	1,080 3,900	0 200	0.00 5.41
MISC EXP BAD DEBT MISC. ADVERTISING & PROMOTION	509-07-01-000-000 509-08-01-164-000	2,000 9,721	11,800	9,931	11,800	7,750	0 -4,050	0.00 -34.32
OTHER MISCELLANEOUS EXPENSE LOSS ON SALE	509-99-04-000-000 509-99-98-000-000	3,478 3,774	2,550	1,593 22,867	2,550	1,000	-1,550 0	-60.78 0.00

	2011- Wa	2012 OPERAT /ne Area Trans	ING BUDGET sportation Ser	DETAIL vice	Fisca	Report Date :	: 02/02/2011 : December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL MISC EXPENSES		23,336	19,130	37,105	19,130	13,730	-5,400	-28.23
LEASES AND KENTALS LEASES&RENTALS COPIER	512-12-02-000-000					4,900	4,900	100.00
TOTAL LEASES AND RENTALS						4,900	4,900	100.00
DEP/AMOR LOCAL PROJECT	513-00-01-000-000	30,072	13,000	7,893	10,570	5,800	-7,200	-55.38
TOTAL LOCAL DEPRECIATION		30,072	13,000	7,893	10,570	5,800	-7,200	-55.38
TOTAL EXPENSES		1,440,556	1,618,888	1,128,763	1,511,033	1,682,016	63,128	3.90

TOTAL EXPENSES	

267

	2011-2	2012 OPERATI	ING BUDGET	DETAIL		Report Date :	02/02/2011	
		Wyoming Tra	ansit Service		Fiscal	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
CUSTOMER FARES ADULT CASH ADULT COMM TICKETS	401-01-01-000-100 401-01-05-000-300	34,628 20,368	35,000 19,000	27,323 15,632	36,000 19,000	35,000 20,500	0 1,500	0.00 7.89
TOTAL CUSTOMER FARES SPECIAL TRANSIT FARES GLIAD DEVLOTHED	000-000-000	54,996 206,105	54,000 200 645	42,955 206.470	55,000 267 740	55,500 260 F30	1,500	2.78 -10 36
TOTAL SPECIAL TRANSIT FARES		296,195	290,645	205,479	267,740	260,530	-30,115	-10.36
NON-TRANSPORTATION REVENUE GAIN ON SALE OTHER REVENUE	407-99-01-000-000 407-99-01-000-600	795 106		9,550 103	9,550 103		0 0	0.00
TOTAL NON-TRANSPORTATION REVENUE LOCAL CASH GRANTS AND REIMB LOCAL OPERATING REV 18B MATCH	409-01-01-000-000	901 20,120	20,120	9,653 15,090	9,653 20,120	20,120	0 0	0.00
TOTAL LOCAL CASH GRANTS AND REIMB		20,120	20,120	15,090	20,120	20,120	0	0.00
SIAIE CASH GRANIS AND REIMB STATE OPERATING REV STATE OTHER REV - WTW PASS	411-01-01-000-000 411-99-01-000-000	172,120 2,047	172,120	129,090 1,296	172,120 1,296	172,120	0 0	0.00
TOTAL STATE CASH GRANTS AND REIMB FEDERAL CASH GRANTS AND REIMB FEDERAL OTHER REV - SEC. 5311	413-99-02-000-000	174,167 69.200	172,120 74,100	130,386 55.575	173,416 74_100	172,120 77,800	0 0 3.700	0.00
TOTAL FEDERAL CASH GRANTS AND REIME SUBSIDIES FROM APPROPRIATION RGRTA SUBSIDY	<b>3</b> 440-99-07-000-000	69,200 533,581	74,100 690,771	55,575 421,729	74,100 559,327	77,800 732,326	3,700 41,555	4.99 6.02
TOTAL SUBSIDIES FROM APPROPRIATION TOTAL REVENUE		533,581 1,149,160	690,771 1,301,756	421,729 880,867	559,327 1,159,356	732,326 1,318,396	41,555 16,640	6.02 1.28
OPERATOR WAGES OPERATORS WAGES REGULAR	501-01-010-000	426,708	473,700	303,994	406,000	437,700	-36,000	09'2-

# Wyoming Transit Service, Inc.

	2011-2	012 OPERATI	NG BUDGET	DETAIL		Report Date:	02/02/2011	
		Wyoming Tra	ansit Service		Fisca	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
TOTAL OPERATOR WAGES		426,708	473,700	303,994	406,000	437,700	-36,000	-7.60
OTH SAL&WAGES OTH SAL&WAGE ADM TRANS OPERTNS STAFF PERFORMANCE INCENTIVE	501-02-01-011-000 501-02-01-181-000	99,951 2,971	99,706 5,500	74,767 2,200	88,000 5,500	79,517 6,310	-20,189 810	-20.25 14.73
TOTAL OTHER WAGES FRINGE BENEFITS		102,922	105,206	76,967	93,500	85,827	-19,379	-18.42
FICA PENSION PROVISION NON LINION	502-01-01-000-000 502-02-01-000-000	43,414 0.636	47,374 6 500	32,205 0.636	41,416 6 500	43,071 9.571	4,303	-9.08 47.25
BLUE CROSS/BLUE SHIELD	502-03-01-000-000	0,000 74,452	96,630	67,763	86,133	87,007	-9,623	-9.96
HRA-HEALTH REIMBURSEMENT ACCOUNT EXPENSE	502-03-06-000-000			4,762	8,915	4,153	4,153	100.00
DENTAL PLANS	502-04-01-000-000	3,896	4,500	5,929	7,000	6,000	1,500	33.33
<b>GROUP LIFE INSURANCE</b>	502-05-02-169-000	1,098	1,210	704	1,210	1,250	40	3.31
SHORT TERM DBL INS PLAN	502-06-01-169-000	4,453	6,000	734	2,000	5,500	-500	-8.33
STATE UNEMPLOYMENT INS	502-07-02-169-000		3,000	2,632	4,300	4,500	1,500	50.00
WORKERS COMPENSATION	502-08-01-000-000	2,120	1,490	263	1,594	1,977	487	32.68
WORKERS COMP. MEDICAL ONLY	502-08-02-000-000	65	200		200	1,000	800	400.00
WORKERS COMPENSATION INDEMNITY	502-08-04-000-000		500		500	3,000	2,500	500.00
HOLIDAY	502-10-01-000-000	9,818	14,779	10,575	13,314	12,154	-2,625	-17.76
VACATION	502-11-01-000-000	-3,659					0	0.00
OTHER PAID ABSENCE BEREAV ETC	502-12-01-000-000	513		231	325		0 0	0.00
UNIFORM&WORK CLUTHING ALLOW PAID TIME OFF	502-13-01-000-000 502-15-01-000-000	3,662 43.316	3,000 25.579	2,632 24.866	3,000 28.251	3,000 27.333	0 1.754	0.00 6,86
TOTAL FRINGE BENEFITS		192.784	210.762	162.932	204.658	209.516	-1.246	-0.59
SERVICES								
MANAGEMENT SERVICE FEES-RGRTA	503-01-01-000-000	23,724	25.276	20,727	27,635	68.779	43.503	172.11
MANAGE SERV FEES - RTS	503-01-02-000-000	43,783	50,806	42,161	56,214	107,836	57,030	112.25
MANAGEMENT SERVICE FEES-LIFTLINE	503-01-03-000-000	8,241	8,330	5,399	7,199	8,509	179	2.15
PROF AND TECH SER INJ LAWYERS	503-03-01-165-000	2,614	1,500	240	1,500	1,000	-500	-33.33
PROF AND TECH SER GEN LAW EXP	503-03-01-168-000		3,000		500	1,500	-1,500	-50.00
PROF AND TECH SERV OUTSIDE AUD	503-03-01-171-000	1,369	1,503	1,690	2,993	2,406	903	60.08
OTHER PROF SERVICES	503-03-01-174-000	408		768	399	400	400	100.00
CONTRACT SERVICE - REVENUE VEH	503-05-01-051-000	144,196 535	171,000	94,082	130,000	144,000 000	-27,000	-15.79
MEDICAL SERVICES	503-99-01-000-000	G/G	800	109	800	600	002-	-25.00
TOTAL SERVICES		224,909	262,215	165,174	227,240	335,030	72,815	27.77

	2011-2	2012 OPERATI	NG BUDGET	DETAIL		Report Date :	02/02/2011	
		Wyoming Tra	insit Service		Fisca	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
FUEL & LUBRICANTS M&S FUEL CONSUMED DIESEL NO 1 FUEL FOR REVENUE VEHICLES GAS	504-01-01-051-000 504-01-02-051-000	91,172 6,345	127,100 10,700	80,427 5,159	111,000 7,500	123,800 8,700	-3,300 -2,000	-2.60 -18.69
TOTAL FUEL & LUBRICANTS DADTS & DEDAIDS		97,516	137,800	85,586	118,500	132,500	-5,300	-3.85
M&S CONSUMED TIRES AND TUBES OTH M&S INSP&MAINT REV VEHICLE	504-02-01-051-000 504-99-04-061-000	9,138 8,128	10,700 7,000	8,504 2,323	8,900 7,000	10,700 7,000	00	00.0
TOTAL PARTS & REPAIRS OTHER MATERIALS & SUPPLIES		17,266	17,700	10,827	15,900	17,700	0	0.00
OTH M&S PRNTNG TICKETS&PASSES OTHER M&S OFFICE SUPPLIES OTHER M&S PRNTNG PUBLIC SCHDLS	504-99-10-151-000 504-99-13-000-000 504-99-14-000-000	6,617	6,000	6,276	6,000	3,000 6,500 3,000	3,000 500 3,000	100.00 8.33 100.00
TOTAL OTHER MATERIALS & SUPPLIES UTILITIES		6,617	6,000	6,276	6,000	12,500	6,500	108.33
UTILITIES ELECTRIC UTILITIES GAS UTILITIES WATER UTILITIES - TELEPHONE	505-02-01-000-000 505-02-02-000-000 505-02-03-000-000 505-02-03-000-000	1,687 1,011 745 1,209	2,500 1,800 900 4,200	598 347 204 1,360	2,500 1,800 900 4,200	2,000 1,500 800 1,200	-500 -300 -100 -3,000	-20.00 -16.67 -11.11 -71.43
TOTAL UTILITIES CASUALITY AND LIABILITY COSTS		4,652	9,400	2,509	9,400	5,500	-3,900	-41.49
PREMIUM PHYSICAL DAMAGE INS. PAYOUTS UNINSURED PL&PD PUBLIC	506-01-01-000-000 506-04-01-000-000	27,432 7,286	28,348 3,725	21,792 25	27,789 1,325	29,843 7,000	1,495 3,275	5.27 87.92
TOTAL CASUALITY AND LIABILITY COSTS MISC EXPENSES		34,718	32,073	21,817	29,114	36,843	4,770	14.87
MISC EXP SUBSCRIPTS MEMBERSHIP MISC EXP TRAVEL AND MEETINGS MISC EXP FINES AND PENALITIES	509-01-01-000-000 509-02-01-000-000 509-06-01-000-000	1,461 4,001 5	1,800 4,600	919 2,948	1,800 4,600	1,600 4,600	-200 0 0	-11.11 0.00 0.00
MISC EXP BAD DEBT ADVERTISING & PROMOTION OTHER MISCELLANEOUS EXPENSE LOSS ON SALE	509-07-01-000-000 509-08-01-164-000 509-99-04-000 509-99-98-000-000	22 2,155 56 3,697	9,700 500	6,034 908 10,787	9,700 500	6,480 1,000	0 -3,220 500 0	0.00 -33.20 100.00 0.00
TOTAL MISC EXPENSES		11,397	16,600	21,596	16,600	13,680	-2,920	-17.59

	2011-2	2012 OPERATII	NG BUDGET	DETAIL		Report Date:	02/02/2011	
		Wyoming Tra	nsit Service		Fiscal	Period Ending :	December 201	0
Account Description	Account	2009-10 Actual	2010-11 Budget	10-11 Actual Thru 12/10	Projected 2010-11	2011-2012 Budget	Budget Change	% Change
LEASES AND RENTALS LEASES&RENTALS COPIER	512-12-02-000-000	1,320	6,600	4,319	5,350	5,900	002-	-10.61
OFFICE LEASE	512-12-03-000-000	17,790	17,700	14,192	20,914	21,600	3,900	22.03
TOTAL LEASES AND RENTALS		19,111	24,300	18,511	26,264	27,500	3,200	13.17
LOCAL DEPRECIATION DEP/AMOR LOCAL PROJECT	513-00-01-000-000	10,560	6,000	4,677	6,180	4,100	-1,900	-31.67
TOTAL LOCAL DEPRECIATION		10,560	6,000	4,677	6,180	4,100	-1,900	-31.67
TOTAL EXPENSES		1,149,160	1,301,756	880,867	1,159,356	1,318,396	16,640	1.28

(AN	RTS BUS 1ALGAMA	OPERATO TED TRA	OR WAGE	SCHEDU ON, LOC <i>A</i>	LE (L 282)	
Time In Service	Jan. 1, 2006	Jan. 1, 2007	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011
0-12 Months	\$15.24	\$15.62	\$16.01	\$16.61	\$17.28	\$17.97
13 -24 Months	\$16.32	\$16.73	\$17.15	\$17.79	\$18.50	\$19.24
25-36 Months	\$17.41	\$17.85	\$18.29	\$18.98	\$19.74	\$20.53
37-48 Months	\$18.49	\$18.95	\$19.43	\$20.15	\$20.96	\$21.80
49-60 Months	\$20.67	\$21.19	\$21.71	\$22.53	\$23.43	\$24.37
Over 60 Months	\$21.76	\$22.30	\$22.86	\$23.72	\$24.67	\$25.65

(AN	RTS ME 1ALGAM <i>I</i>	CHANICS	S WAGE S NSIT UNI	CHEDULE ON, LOC <i>I</i>	E AL 282)	
Job Title	Jan. 1, 2006	Jan. 1, 2007	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011
Technician I	\$22.85	\$23.42	\$24.00	\$24.91	\$25.91	\$26.95
Technician II	\$22.32	\$22.88	\$23.45	\$24.33	\$25.30	\$26.31
Technician III	\$21.96	\$22.50	\$23.07	\$23.93	\$24.89	\$25.88
Tire Technician	\$21.43	\$21.97	\$22.51	\$23.36	\$24.29	\$25.27

l (AN	RTS NON- MALGAM/	MECHAN ATED TRA	ICAL WAC	GE SCHED ON, LOCA	ULE (L 282)	
Hired prior to November1,1979:	Jan. 1, 2006	Jan. 1, 2007	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011
Job Title						
Bus Washer	\$21.65	\$22.20	\$22.75	\$23.60	\$24.55	\$25.53
Placer	\$21.90	\$22.44	\$23.01	\$23.87	\$24.82	\$25.82
Laborer	\$21.54	\$22.08	\$22.63	\$23.48	\$24.42	\$25.39
Janitor	\$21.71	\$22.25	\$22.81	\$23.67	\$24.61	\$25.60
Watchman	\$21.60	\$22.14	\$22.69	\$23.54	\$24.48	\$25.46
Truck Driver	\$21.76	\$22.30	\$22.86	\$23.72	\$24.67	\$25.65

I (AN	RTS NON- MALGAM	MECHAN	IICAL WA	GE SCHEE ION, LOC <i>i</i>	DULE AL 282)	
Hired on or after November1,1979 andbeforeMay1, 1994:	Jan. 1, 2006	Jan. 1, 2007	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011
Job Title						
Bus Washer	\$19.01	\$19.49	\$19.97	\$20.72	\$21.55	\$22.41
Placer	\$19.01	\$19.49	\$19.97	\$20.72	\$21.55	\$22.41
Laborer	\$19.01	\$19.49	\$19.97	\$20.72	\$21.55	\$22.41
Janitor	\$18.66	\$19.13	\$19.61	\$20.34	\$21.16	\$22.00
Watchman	\$18.66	\$19.13	\$19.61	\$20.34	\$21.16	\$22.00
Truck Driver	\$19.37	\$19.85	\$20.35	\$21.11	\$21.95	\$22.83

l (AN	RTS NON MALGAM	-MECHAI	NICAL WAG ANSIT UNIC	E SCHED DN, LOCA	ULE L 282)	
Hired on or after May 1, 1994:	Jan. 1, 2006	Jan. 1, 2007	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011
Job Title						
Janitor	\$11.70	\$11.99	\$12.29	\$12.75	\$13.26	\$13.79
Watchman	\$11.70	\$11.99	\$12.29	\$12.75	\$13.26	\$13.79
Truck Driver	\$19.37	\$19.85	\$20.35	\$21.11	\$21.96	\$22.84

()	RTS NON AMALGAN	I-MECHAN 1ATED TR <i>i</i>	NICAL WAG	GE SCHED ON, LOCA	ULE (L 282)	
Hiredonorafter May1,1994and beforeJanuary1, 2010:	Jan. 1, 2006	Jan. 1, 2007	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011
Job Title						
Bus Washer, Placer, Laborer: Starting Rate	\$12.98	\$13.31	\$13.64	\$14.15	\$14.72	\$15.31
Bus Washer, Placer, Laborer: After 5 years					\$15.40	\$16.02

(A	RTS NON MALGAM	-MECHAN ATED TRA	ICAL WAG	SE SCHED ON, LOCA	ULE L 282)	
Hired on or after January 1, 2010:	Jan. 1, 2006	Jan. 1, 2007	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011
Job Title						
BusWasher,Placer, Laborer:Starting Rate					\$13.30	\$13.30
BusWasher,Placer, Laborer: After 5 years					\$14.72	\$15.29

CL (AN	ERICAL A	ND TRAN	ISPORTAT	TION SERV	VICES AL 282)	
Job Title	Jan. 1, 2006	Jan. 1, 2007	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011
Secretary of Maintenance	\$16.15	\$16.55	\$16.97	\$17.60	\$18.31	\$19.04
Secretary of Transportation	\$17.13	\$17.56	\$18.00	\$18.67	\$19.42	\$20.20
Secretary of Transportation Analysis	\$18.15	\$18.60	\$19.07	\$19.78	\$20.58	\$21.40
SeniorScheduler	\$17.50	\$17.94	\$18.39	\$19.08	\$19.84	\$20.63
Fixed Route Scheduler		\$14.86	\$15.23	\$15.81	\$16.44	\$17.10
Schedule Maker	\$23.11	\$23.69	\$24.28	\$25.19	\$26.20	\$27.25
Checker	\$11.86	\$12.16	\$12.46	\$12.93	\$13.44	\$13.98
Checker	\$11.85	\$12.15	\$12.45	\$12.92	\$13.43	\$13.97
Manager of Transportation Analysis			\$24.64	\$25.57	\$26.59	\$27.65
Data Quality Technician					\$20.19	\$21.00

TEAMST	ERS LOC	AL 118 WA	GE SCHE	DULE	
Category	Jan. 1, 2007	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011
Employees currently in progressionpaidanhourly rateof\$26.24/hourorlesswill receivea5%annualincreas nottoexceedvaluesstated	\$27.15	\$28.00	\$28.84	\$29.71	\$30.60
Employees currently in progressionpaidanhourlyrate above\$26.24/hourwillreceive a \$.40 increase/hournotto exceed values stated	\$27.15	\$28.00	\$28.84	\$29.71	\$30.60
EmployeeshiredafterJanuary 1,2007 will have a starting rate of no less than \$21.50/ hour increased by 3%/year	\$21.50	\$22.15	\$22.81	\$23.49	\$24.20

LL BUS OPERATOR WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 282)								
Hired prior to	Jan. 1,	Jan. 1	,	Jan. 1, Jan.		1,	Jan. 1,	
December 1, 199	5 2008	2009		2010		201	1	2012
Time in Service								
25-36 Months	\$15.62	.62 \$16.01		1 \$16.41		1 \$16.86		\$17.37
Over 36 Months	\$16.44	\$16.8	5	\$17.	7.27 \$17.		75	\$18.28
LL B (AMALGA	US OPER	ATOR W TRANSII	'AGI T UN	E SCH	HED , LC	OULE OCAL	282	2)
Hired on or after December 1, 199	Jan. 1, 5 2008	Jan. 1, 2009	Jar 20	n. 1, )10	Ja 2(	n. 1, 011	J	lan. 1, 2012
Time in Service								
0-12 Months	\$13.14	\$13.47	\$1	3.81	\$1	4.19	\$1	4.61
13-24 Months	\$13.95	\$14.30	\$1 <sup>,</sup>	4.66	\$1	5.06	\$1	5.51
25-36 Months	\$14.79	\$15.16	\$1	5.54	\$1	5.97	\$1	6.45
37-48 Months	\$15.59	\$15.98	\$1	6.38	\$1	6.83	\$1	7.33
Over 48 Months	\$16.43	\$16.84	\$1	7.26	\$1	7.74	\$1	8.27
LL	MECHAN	NIC WA	GE S	сне	DU	LE		
(AMALGA	MATED -	TRANSI		IION	, LC	CAL	282	2)
Time in Service	Jan. 1, 2008	Jan. 1, 2009	Ja 2	n. 1, 010	Ja 2	in. 1, 011		Jan. 1, 2012
0-12 Months	\$17.25	\$17.68	\$18.12		\$	18.62		\$19.18
13-24 Months	\$18.25	\$18.70	\$19.17		\$	19.70	:	\$20.29
25-36 Months	\$19.27	\$19.75	\$2	\$20.25		20.80	:	\$21.43
Over 36 Months	\$20.33	\$20.83	\$2	\$21.35 \$21.94		21.94		\$22.60
LL PURCHASING CLERK WAGE SCHEDULE								
(AMALGA	MATED	TRANSIT	UN	IION	, LC	CAL	282	2)
Time in Service	Jan. 1, 2008	Jan. 1, 2009	Ja 2	n. 1, 010	Ja 2	in. 1, 011	•	Jan. 1, 2012
0-12 Months	\$14.06	\$14.41	\$1	4.77	\$'	15.18		\$15.63
13-24 Months	\$14.87	\$15.24	\$1	5.63	\$	16.06	:	\$16.54
25-36 Months	\$15.72	\$16.12	\$1	6.52	\$'	16.97		\$17.48
Over 48 Months	\$16.68	\$17.09	\$1	7.52	\$'	18.00	9	\$18.54
LL VEHICLE SERVICE WAGE SCHEDULE								
(AMALGAMATED TRANSIT UNION, LOCAL 282)								
Time in Service	Jan. 1, 2008	Jan. 1, 2009	Jai 20	n. 1, 010	Ja 2	n. 1, 011	-	Jan. 1, 2012
0-12 Months	\$11.83	\$12.12	\$1	2.43	\$1	2.77		\$13.15
13-24 Months	\$12.56	\$12.87	\$1	3.19	\$1	3.55		\$13.96
25-36 Months	\$13.31	\$13.65	\$1	3.99	\$1	4.37		\$14.80
37-48 Months	\$14.03	\$14.38	\$1	4.74	\$1	5.15		\$15.60
Over 48 Months	\$14.79	\$15.16	\$1	5.54	\$1	5.97		\$16.45

## RGRTA ADMINISTRATIVE SALARY SCHEDULE 2011-12

Min	Mid	Max
\$50.92	\$72.74	\$97.01
\$42.44	\$60.62	\$80.84
\$31.74	\$44.71	\$57.68
\$26.90	\$37.89	\$48.88
\$22.80	\$32.11	\$41.43
\$19.33	\$27.22	\$35.11
\$16.37	\$23.06	\$29.76
\$13.88	\$19.55	\$25.22
\$11.76	\$16.57	\$21.37
\$9.97	\$14.04	\$18.11
	Min \$50.92 \$42.44 \$26.90 \$22.80 \$19.33 \$16.37 \$13.88 \$11.76 \$9.97	Min         Mid           \$50.92         \$72.74           \$42.44         \$60.62           \$31.74         \$44.71           \$26.90         \$37.89           \$22.80         \$32.11           \$19.33         \$27.22           \$16.37         \$23.06           \$13.88         \$19.55           \$11.76         \$14.04

REGIONAL B	US OPERAT	ORS SALAF	RY SCHEDU	LE - 2011-:	2012	
LATS	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Wage Rate	\$13.09	\$13.55	\$14.02	\$14.51	\$15.02	\$15.55
OTS	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Wage Rate	\$13.09	\$13.55	\$14.02	\$14.51	\$15.02	\$15.55
STS	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Wage Rate	\$13.09	\$13.55	\$14.02	\$14.51	\$15.02	\$15.55
WATS	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Wage Rate	\$14.57	\$15.08	\$15.61	\$16.16	\$16.72	\$17.31
WYTS	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Wage Rate	\$13.09	\$13.55	\$14.02	\$14.51	\$15.02	\$15.55
BBS	10/1/08	10/1/09	10/1/10			
Starting Wage Rate	\$9.31	\$9.59	\$9.88			
After 90 days Wage Rate	\$15.80	\$16.27	\$16.76			

# V. Personnel Changes

PERSONNEL CHANGES					
RGRTA & RTS <sup>1</sup>	2009-10Budget	2010-11Budget	2010-11 Changes During Fiscal Year	2011-12Changes	2011-12Budget
Executive Management	6	8	1	0	9
Business Development	1	1	0	1	2
Capital Construction Projects <sup>3</sup>	0	0	0	2	2
Communications	4	4	0	0	4
Customer Service	11	10	0	0	10
Facilities	0	20	-1	-1	18
Finance	10	9	0	1	10
Human Resources	13	13	0	2	15
Information Technology	11	8	1	2	11
Legal Affairs	4	4	0	1	5
Procurement & Grants Administration	7	6	0	0	6
Project Management Office	0	6	-1	-2	3
Research&Development/PerformanceMeasurement	0	4	0	0	4
Transportation Operations (RTS)	355	367	7	-4	370
Transportation Services	10	9	0	2	11
Vehicle Maintenance (RTS)	138	123	0	0	123
TOTAL	570	592	7	4	603
Paratransit & Regional Operations					
Lift Line <sup>2</sup>	109	102	0	0	102
Batavia Bus Service	16	16	-1	0	15
Livingston Area Transportation Service	29	29	0	0	29
Orleans Transit Service	16	16	0	0	16
Seneca Transit Service	13	13	0	0	13
Wayne Area Transportation Service	31	31	0	0	31
Wyoming Transit Service	23	23	0	0	23
TOTAL	237	230	-1	0	229
TOTAL	807	822	6	4	832

<sup>1</sup> Employees of Executive Management who are also Department Heads are reflected in the Executive Management line.

<sup>2</sup> LL Call Center Supervisor and Schedulers are displayed on the Customer Service Department organizational chart.

<sup>3</sup> The Director of Engineering is part of this unit and facilities and is represented in the facilities count.

2010-11 PERSONNEL CHANGES DURING THE FISCAL YEAR				
DEPARTMENT	ADDITIONS	DELETIONS	CHANGE	
Executive Management	<ul> <li>ExecutiveAssistanttoLeadershipandBoard</li> <li>Chief Operating Officer</li> </ul>	- Administrative Clerk	1	
Business Development	-	-	0	
Communications	-	-	0	
Customer Service	-	-	0	
Facilities	- Associate Engineer	- Truck Driver - Civil Engineer	-1	
Finance	- Budget Analyst	- Budget Technician	0	
Human Resources	-	-	0	
Information Technology	- Systems Administrator - Senior Systems Engineer	- Radio Farebox Technical Administrator	1	
Legal Affairs	-	-	0	
Procurement & Grants Administration	- Grants Technician	Grants Manager	0	
Project Management Office	- Senior Project Manager - Project Manager	<ul> <li>AdvancedTechnologySystems</li> <li>Program Manager</li> <li>Application Programmer</li> <li>Revenue Analyst</li> </ul>	-1	
Research&Development/PerformanceMeasurement	<ul> <li>Process Improvement Specialist</li> <li>Statistical Analyst</li> <li>Director of Research &amp; Development</li> <li>VicePresidentof Research &amp; Development</li> </ul>	<ul> <li>Data/Quality Analyst</li> <li>PerformanceMeasurementAnalyst</li> <li>Management Analyst</li> <li>DirectorofAnalysis&amp;Measurement</li> </ul>	0	
Transportation Operations (RTS)	- Road Controller/Dispatcher - Road Supervisor - Bus Operator (FT) 9	- Quality Control Specialist - Video Systems Administrator - Road Supervisor (PT) 2	7	
Transportation Services	- Data Quality Technician	- Quality Control Specialist	0	
Vehicle Maintenance (RTS)	- CommunicationsandFareCollection Systems Supervisor - Service writer (2) - Vehicle service (2)	<ul> <li>Overhaul Technician (1)</li> <li>Bus Washer (2)</li> <li>MaintenanceProcess/Methods Analyst</li> <li>Data Entry Clerk</li> </ul>	0	
Lift Line	- ADA Certification Coordinator - PT	-ADACertificationAssistant(PT)	0	
Batavia Bus Service	-	- Bus Operator (FT)	-1	
Livingston Area Transportation Service	- LATS/WYTS Regional Manager - Operations Manager (LATS)	- Assistant Manager - Manager (LATS)	0	
Orleans Transit Service	-	-	0	
Seneca Transit Service	-	•	0	
Wayne Area Transportation Service	-	-	0	
Wyoming Transit Service	- Operation Manager (WYTS)	- Manager (WYTS)	0	
TOTAL CHANGES DURING FISCAL YEAR 2010-11			6	

2011-12 PERSONNEL CHANGES				
DEPARTMENT	ADDITIONS	DELETIONS	Change	
Executive Management	-	-	0	
Business Development	- Business Development Associate	-	1	
Capital Construction Projects	- Senior Engineer - Associate Engineer		2	
Communications	-	-	0	
Customer Service	-	-	0	
Facilities	-	- Associate Engineer	-1	
Finance	- Accounting Technician - Financial Analyst	-AccountsPayableClerk	1	
Human Resources	- Trainer - Senior Payroll Clerk	-	2	
Information Technology	<ul> <li>Data Warehouse Administrator</li> <li>Report Writer/Systems Analyst</li> <li>Database Administrator</li> <li>Principle Communications Systems</li> <li>Engineer</li> <li>Technical Support Administrator</li> </ul>	-SeniorDBAProgrammer - Application DBA Programmer - Helpdesk Technician	2	
Legal Affairs	- Worker Compensation Paralegal	-	1	
Procurement&GrantsAdministration	-	-	0	
Project Management Office	<ul> <li>Director of Project Management</li> <li>Project Manager</li> </ul>	-Radio Systems Administrator -SeniorDBA/Programmer - InformationTechnology Information Assistant -SeniorProjectManager	-2	
Research&Development/Performance Measurement	<ul> <li>PerformanceMeasurement&amp;Research</li> <li>Specialist</li> </ul>	-Statistical Analyst	0	
Transportation Operations (RTS)	- Road Supervisor - Administrative Assistant - Safety and Security Officer	• Bus Operator (FT) 7	-4	
Transportation Services	<ul> <li>Bus Stop/Shelter Manager</li> <li>Compliance Manager</li> <li>Director of Transportation Services</li> <li>Senior Planner</li> </ul>	-ManagerofScheduling - Manager of Planning	2	
Vehicle Maintenance (RTS)	<ul> <li>Assetworks Administrator</li> <li>Fleet Engineer</li> <li>Body Shop Technician</li> <li>-Farebox&amp;ElectronicsShopTechnician(2)</li> </ul>	-OverhaulShopTechnician -BodyShopTechnician(2) - Parts Runner (2)	0	
Lift Line	-	-	0	
Batavia Bus Service	-	-	0	
LivingstonAreaTransportationService	-	-	0	
Orleans Transit Service	-	-	0	
Seneca Transit Service	-	-	0	
Wayne Area Transportation Service	-	-	0	
Wyoming Transit Service	-	-	0	
Total Changes for Fiscal Year 2011-12			4	
FISCAL YEAR 2011-12 BUDGET			832	

# **VI. Glossary of Terms**

# A

#### Accrual Basis Accounting

This method of accounting recognizes revenues when earned and expenses when the obligation is incurred regardless of when payment is made.

#### Accrued Expense

Expenses incurred and recorded during an accounting period for which payment will be made in the future.

#### Accrued Revenue

Revenue which has been earned and recorded during an accounting period that will be collected in the future.

#### **Advanced Traveler Information System** (ATIS)

Wireless based technology integrating real time bus location data derived from satellite based networks to determine bus arrival times at upcoming destinations. The arrival time information is continually displayed and updated on electronic signage at bus stops and may also be accessed via the internet. This information improves the effectiveness of transportation service by reducing customer wait times and "anxiety".

#### Advertising Revenue

Income from the sales of display advertising on the interior or exterior of RTS vehicles.

#### **American Public Transportation** Association (APTA)

APTA is the international organization which represents over 1,500 transportation industry organizations.

#### Americans with Disabilities Act (ADA)

1990 Federal Law establishing the civil rights of people with disabilities. Prohibits discrimination against people with disabilities and requires common places used by the public to provide an equal opportunity for access.

## Automatic Passenger Counter (APC) Equipment installed on a

transportation vehicle to count the number of people entering or exiting the vehicle.

#### **Automatic Stop Annunciation and Bus Sign Controls**

Wireless based technology integrating real time bus location data derived from satellite based networks with fixed route information to create automatic audio announcements of upcoming stops for customers on board the bus. For the hearing impaired and others, the on board electronic signage is also continually updated to display the next stop on the route.

# Automatic Vehicle Locator System (AVL)

Wireless based technology derived from satellite based networks that continuously track the location of buses.

## **Available Unrestricted Net Assets (AUNA)**

The remaining balance of unrestricted net assets after subtraction of reserve funds, inventory, notes receivable, and prepaid expenses, sometimes referred to as "working capital".

# B

#### **Balanced Budget**

A financial plan in which the total estimated or actual revenues in support of operations plus transfers of working capital, if necessary, equals the total estimated or actual expenses to conduct operations during a fiscal year.

## **Bus Operations and Yard Management**

Operations management software that supports daily dispatch; bus pull out; incident/accident investigation and reporting; run picks for operators; time and attendance tracking, generation of payroll information; grievance management; control of bus locations within the yard and assignment of buses to operators.

282

# <u>C</u>

#### **Capital Budget**

A financial plan which identifies the planned capital expenditures and supporting revenues, over a defined period of time.

#### Capital Expenditure

Expenditures of \$10,000 or greater for assets with a useful life of at least three years such as property, plant, or equipment. The item is expected to benefit future periods.

#### Capital Improvement Plan (CIP)

A multi-year financial plan of proposed capital investments to support an organizations' strategic and operating plans, identifying the related estimated costs and sources of funding.

#### **Capital Reserve Fund**

An asset established for the purpose of funding local capital expenditures.

#### **Civilian Labor Force**

Represents the number of persons 16 years of age or older employed or seeking employment. Civilian labor force statistics are developed by the Bureau of the Census U.S. Department of Commerce.

#### **Comprehensive Plan**

Document that outlines the Strategic, Operating, and Financial plans of the Authority.

#### **Computer Aided Dispatch/Automatic** Vehicle Location

Integrated system of hardware and software providing communications, vehicle tracking technology, and computerized dispatching services.

#### **Congestion Mitigation and Air Quality** (CMAO)

A program of federal grants designed for the purpose of funding public projects that will mitigate traffic congestion and improve air quality.

#### Cost Recovery

The ratio of total customer fares, route subsidy agreements, and other revenues that have a corresponding expense to total expenses.

#### **Customers Per Revenue Mile**

A performance measurement calculated by dividing the total number of customers by total revenue miles for services.

Genesee Regional Transportation Authority subsidiaries.

## D

## Department Performance Indicators

Departmental indicators that assist department heads in monitoring frequently the progress of their team's actions in supporting the broader strategic goals of the Authority.

#### **Distinguished Budget Presentation** Award

An award given by the Government **Finance Officers Association** (GFOA) for exemplary budget documentation.

#### **Driving Excellence**

The Authority's customer service campaign started in spring of 2004 which defines the Authority's commitment to providing excellent customer service.

#### Encumbrance Accounting

A method of accounting which reserves budget authorizations for commitments that will subsequently become expenditures when the goods or services are received.

Customer Satisfaction Index (CSI) A key performance indicator to monitor the quality of customer service provided by Rochester

Farebox

## Farebox Revenue

employees.

Fare

Income generated from customers using transportation service. This includes cash fares and income from the sales of tickets and passes.

## Federal Section 5307 Assistance

Urbanized area formula grant administered by the Federal Transit Administration or FTA, to provide capital, operating, and planning assistance for mass transportation.

A proprietary fund type used for any activity in which a fee is charged to external users for goods or services.

Enterprise Fund

#### Equal Employment Opportunity (EEO)

Where all personnel activities are conducted so as to assure equal access in all phases of the employment process.

#### Fair Labor Standards Act (FLSA)

1938 Federal Law enforcing minimum standards that employers must abide by when hiring and compensating

#### Family Medical Leave Act (FMLA)

1993 Federal Law that grants eligible employees up to a total of 12 work weeks of unpaid leave during any 12-month period for eligible reasons as defined in the regulations.

Fee paid by a customer for receipt of public transportation service.

A device used to collect and classify cash and magnetically encoded pass transactions on board a bus.

#### Federal Section 5311 Assistance

Non-urbanized area formula grant administered by the Federal Transit Administration or FTA, to provide capital, operating, and planning assistance for mass transportation.

## Federal Transit Administration (FTA)

Provides oversight to transportation agencies in all 50 states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, Guam, Northern Mariana Islands, and American Samoa.

#### **Financial Plan**

A budgetary planning document reflecting the way an organization plans to use its financial and human resources to execute its strategic and operating plans.

#### **Fiscal Year**

The accounting year of an organization. RGRTA's fiscal year is April 1 through March 31.

#### **Fixed Forward Pricing Contract**

A contract between two parties to transact a fixed quantity at a specified future date at a fixed price.

#### **Fixed Route Service**

Transportation service that operates according to a fixed schedule and route.

#### Fleet Maintenance Information System

Assists in tracking, managing, reporting and analyzing many of the activities conducted in maintaining our fleet, which will help us forecast and control cost. Some of the system features include: work order administration, management of equipment warranty, recalls/ campaigns, labor, parts inventory and forecasting of preventive maintenance.

## Frontline Advisory Group (FLAG)

Employee group comprised of bus operators and customer service representatives who provide insight on customer service related issues.

## Full Time Equivalent (FTE)

Numeric equivalent of one person occupying one employment position for the equivalent of 2,080 hours.

# G

#### Generally Accepted Accounting Principles (GAAP)

Uniform Standards for financial accounting and reporting. They govern the form and content of an entity's financial statements.

#### **Government Finance Officers Association** of the US and Canada (GFOA)

Professional Association of State, provincial and local finance officers whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

#### **Governmental Accounting Standards** Board (GASB)

A private, non-profit organization established in 1984; responsible for establishing accounting standards for governmental entities.

#### **Governmental Subsidies**

Monetary assistance provided by a government to support an enterprise engaged in serving the public's interest.

#### Investment Income

Interest earned from the investment of idle cash assets.

#### Job Access Reverse Commute Program (JARC)

Program administered by the FTA that provides grant money to communities to provide transportation to low-income families to access job opportunities, training opportunities, and child care.

#### Locally Generated Revenues

All self-generated revenues including both operating and non operating revenue.

## M

## **Metropolitan Statistical Area (MSA)** A large population nucleus together

with adjacent communities having a high degree of social and economic integration with that core.

#### Mortgage Recording Tax (MRT)

New York State tax that is levied on every mortgage transaction within the state. RGRTA receives a quarter of a percent of each mortgage recording tax levied in each of the seven member counties.

#### Multi-Year Budget

A forecast of estimated future operating revenues and expenses for three fiscal years beyond the current fiscal year.

#### Net Income

Income available after subtracting total expenses from total revenues.

#### **New Freedoms**

Disabilities Act.

Federal Transit Administration grant program to fund the capital and operating cost of services and facility improvements to address the transportation needs of persons with disabilities that go beyond those required by the Americans with

#### **New York State Department of** Transportation (NYSDOT)

State transportation agency responsible for highway construction and maintenance, assistance to local airports and transportation agencies, and transportation related safety programs.

## **New York State Mass Transportation**

**Operating Assistance (STOA)** Provides financial subsidy to transportation authorities within the state.

#### **On-Time Performance**

Percentage of bus trips leaving their start point or arriving at a destination within specified time parameters.

#### **Operating Budget**

The planned amount of revenue and expenses for operations over a specified period of time, generally one year duration.

#### **Operating Plan**

The Authority's defined program of projects for a fiscal year that is structured to advance the objectives of its' Strategic Plan.

#### **Other Post Employment Benefits (OPEB)**

Represents non-pension retirement benefits offered to employees that the employer is obligated to pay for. For example, medical and dental insurance and life insurance.

# P

#### Paratransit Service

Demand responsive flexible passenger transportation. Paratransit service does not follow fixed routes or schedules.

#### Park & Ride

RTS service option where bus customers drive their cars to a designated location, park, and board a bus.

#### Performance Measure

A quantitative measurement of activity normally used to judge success or effectiveness.

#### Procurement

The process of acquiring goods or services at the best possible total cost of ownership.

#### **Public Benefit Corporation**

A public corporation charted by a state and designed to perform a public service.

#### Pullout

Scheduled departure of a vehicle from its garage into revenue service.

## R

## **Revenue Service**

The time that a revenue vehicle is available to pick up and discharge passengers.

#### Ridership

Total number of riders, passengers, or boardings.

#### Route

A designated, specified path to which a transit unit (vehicle) is assigned. Several routes may traverse a single portion of road or line.

# S

#### Self-Insurance Reserve

An asset established for the purpose of funding significant losses resulting from personal injury claims that cannot be funded from the operating budget and are below the threshold of the Authority's excess insurance coverage.

#### Service Hours

Hours incurred by revenue vehicles from the time a vehicle leaves the garage until it returns.

#### Service Miles

Miles incurred by revenue vehicles from the time a vehicle leaves the garage until it returns.

#### Smart Traveler Plus

A web-based system that provides RTS customers with accurate real-time information on bus location, service changes, special announcements, and points of interest, all over the public internet in real-time.

#### Strategic Plan

The outcome of a strategic planning process which is used to define a strategy to achieve the vision and mission of the organization.

#### Subsidy Agreement

A contractual agreement between the authority and another party whereas the second party agrees to provide partial or full funding for a specified public fixed route service(s).

## Surface Transportation Program Flexible (STP/FLEX)

A federal funding program that issues funds to be used for highway or public transportation purposes.

interest rate.

#### **Technology Initiatives for Driving** Excellence (TIDE) Represents multiple technology initiatives that have been combined into a single project to achieve efficiency. The projects include: Bus **Operations and Yard Management** System, Automatic Stop Annunciation and Bus sign Controls, Advanced Traveler Information System, Fare Collection System Upgrade, Computer Aided Dispatch, and **Replacement of Automatic Vehicle** Locator System.

#### **Transportation Improvement Program** (TIP)

A plan that identifies and schedules specific transportation improvements in a designated region that will receive federal funding over the next five years. The plan is created and managed by the Municipal Planning Organization (MPO) responsible for the region with input from member agencies.

## **Trip Planner**

Software designed to assist in planning a route between two geographic locations.

## Trip Scoring Index (TSI)

Internally developed analysis tool to evaluate financial performance of a trip that combines cost recovery and ridership results.

#### Swap Agreement

Two parties agree to exchange periodic payments tied to the dynamic price of a commodity or

# W

#### Welfare to Work (WTW)

A program of grant funding provided to the Authority through New York State that is used to provide transportation assistance to income eligible persons.

#### **Working Capital**

The remaining balance of unrestricted net assets after subtraction of reserve funds, inventory, notes receivable, and prepaid expenses, sometimes referred to as "available unrestricted net assets".

TERM	DEFINITION
ADA ►	Americans with Disabilities Act
APC >	Automatic Passenger Counter
APTA →	American Public Transportation Association
ATIS ►	Advanced Traveler Information System
AUNA >	Available Unrestricted Net Assets
AVL≻	Automatic Vehicle Locater
BBS ►	Batavia Bus Service, Inc.
CAD/AVL ►	Computer Aided Dispatch/Automatic Vehicle Location
CIP >	Capital Improvement Plan
CMAQ >	Congestion Mitigation and Air Quality
CSI ►	Customer Satisfaction Index
DPI►	Department Performance Indicators
EEO >	Equal Employment Opportunity
FLAG >	Frontline Advisory Group
FLSA ►	Fair Labor Standards Act
FMLA ►	Family Medical Leave Act
FTA≻	Federal Transit Administration
FTE≻	Full Time Equivalent
GAAP ►	Generally Accepted Accounting Principles
GASB ►	Governmental Accounting Standards Board
GFOA >	Government Finance Officers Association
JARC >	Job Access Reverse Commute
LATS →	Livingston Area Transportation Service, Inc.
<b>U</b> ≻	Lift Line, Inc.
MSA ►	Metropolitan Statistical Area
MRT►	Mortgage Recording Tax
NYSDOT ►	New York State Department of Transportation
OPEB ►	Other Post Employment Benefits
OTS ►	Orleans Transit Service, Inc.
<b>PTO &gt;</b>	Paid Time Off
RGRTA ►	Rochester Genesee Regional Transportation Authority
RTS ►	Regional Transit Service, Inc.
STOA >	New York State Mass Transportation Operating Assistance
STP/FLEX →	Surface Transportation Program - Flexible
STS →	Seneca Transit Service, Inc.
SW0T ►	Strengths, Weaknesses, Opportunities, Threats
TIDE>	Technology Initiatives Driving Excellence
TIP≻	Transportation Improvement Program
TOPS >	Transit Organization Performance Scorecard
TSI►	Irip Scoring Index
WATS >	Wayne Area Transportation Service, Inc.
WTW►	Weltare To Work
WYTS >	Wyoming Transit Service, Inc



Rochester Genesee Regional Transportation Authority 1372 East Main Street • Rochester, New York 14609 (585) 654-0200 • www.rgrta.com