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# I. HISTORY OF RGRTA

## History of RGRTA

Public transportation in Rochester dates back more than 150 years. Horse cars, then electric streetcars 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).

Today, RGRTA is governed by a board of 13 commissioners that directs public 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 metropolitan planning organization for the Genesee-Finger lakes region.

RGRTA has earned a reputation nationally for its innovative performance management system that 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
- Transparency

## RGRTA STATS

### RIDERSHIP

18,405,443

### NO. OF BUSES

411

### NO. OF EMPLOYEES

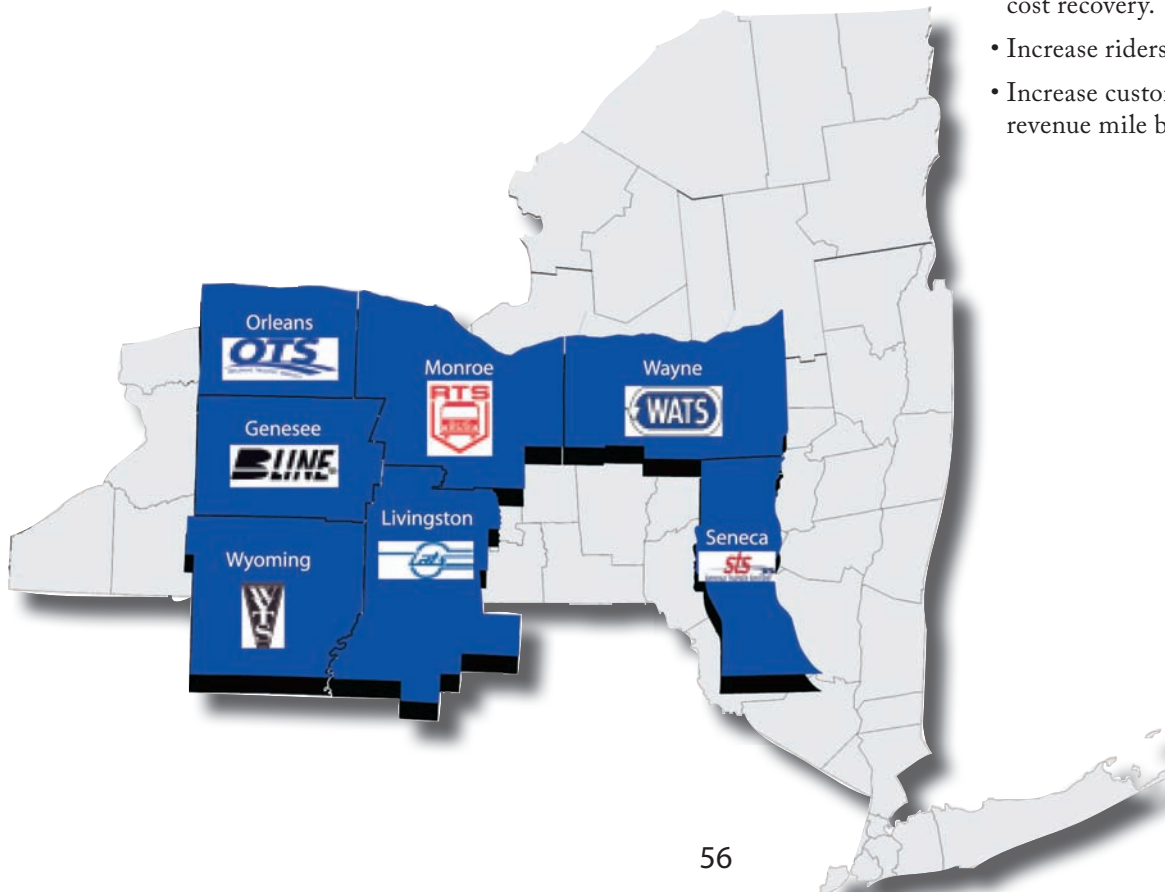
832

### SERVICE AREA POPULATION

1,083,877

This management approach is credited with enabling the Authority to:

- Reduce its fares in 2008.
- Achieve five consecutive years of positive financial results.
- Increase and maintain a high level of cost recovery.
- Increase ridership to a 20-year high.
- Increase customers transported per revenue mile by 66% since 2004-05.



# RGRTA – DRIVING FORWARD FOR MORE THAN 40 YEARS

## Regional Transit Service | RTS

Regional Transit Service (RTS), in operation since 1969, is the largest subsidiary of the Authority.

It has an operating fleet of over 250 Americans with Disabilities Act (ADA) compliant buses on 40 fixed routes throughout Greater Rochester. Service also connects communities in Livingston and Wayne counties to Downtown Rochester.



## RTS STATS

RIDERSHIP	17,540,553
NO. OF BUSES	251
NO. OF EMPLOYEES	604
SERVICE AREA POPULATION	744,344

## 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 165,000 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 fixed-route service.

# LL STATS

RIDERSHIP	165,192
NO. OF BUSES	48
NO. OF EMPLOYEES	101
SERVICE AREA POPULATION	744,344



## Batavia Bus Service | BBS

Batavia Bus Service celebrated 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.



## BBS STATS

RIDERSHIP	66,412
NO. OF BUSES	13
NO. OF EMPLOYEES	15
SERVICE AREA POPULATION	60,079

## 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 245,000 customers per year, traveling to work, school and other destinations.

<b>LATS STATS</b>	
<b>RIDERSHIP</b>	<b>247,148</b>
<b>NO. OF BUSES</b>	<b>25</b>
<b>NO. OF EMPLOYEES</b>	<b>29</b>
<b>SERVICE AREA POPULATION</b>	<b>65,393</b>





## Orleans Transit Service | OTS

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

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.

## OTS STATS

### RIDERSHIP

46,589

### NO. OF BUSES

10

### NO. OF EMPLOYEES

16

### SERVICE AREA POPULATION

42,883



## 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 STATS

### RIDERSHIP

89,929

### NO. OF BUSES

10

### NO. OF EMPLOYEES

13

### SERVICE AREA POPULATION

35,251



## Wayne Area Transportation Service | WATS

Wayne Area Transportation Service 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.

## WATS STATS

### RIDERSHIP

157,022

### NO. OF BUSES

31

### NO. OF EMPLOYEES

31

### SERVICE AREA POPULATION

93,772



## Wyoming Transit Service | WYTS

Wyoming Transit Service was established in 1993 when Wyoming County joined RGRTA. For 19 years WYTS has offered exclusively Dial-A-Ride and County-wide service.

## WYTS STATS

### RIDERSHIP

92,591

### NO. OF BUSES

23

### NO. OF EMPLOYEES

23

### SERVICE AREA POPULATION

42,155



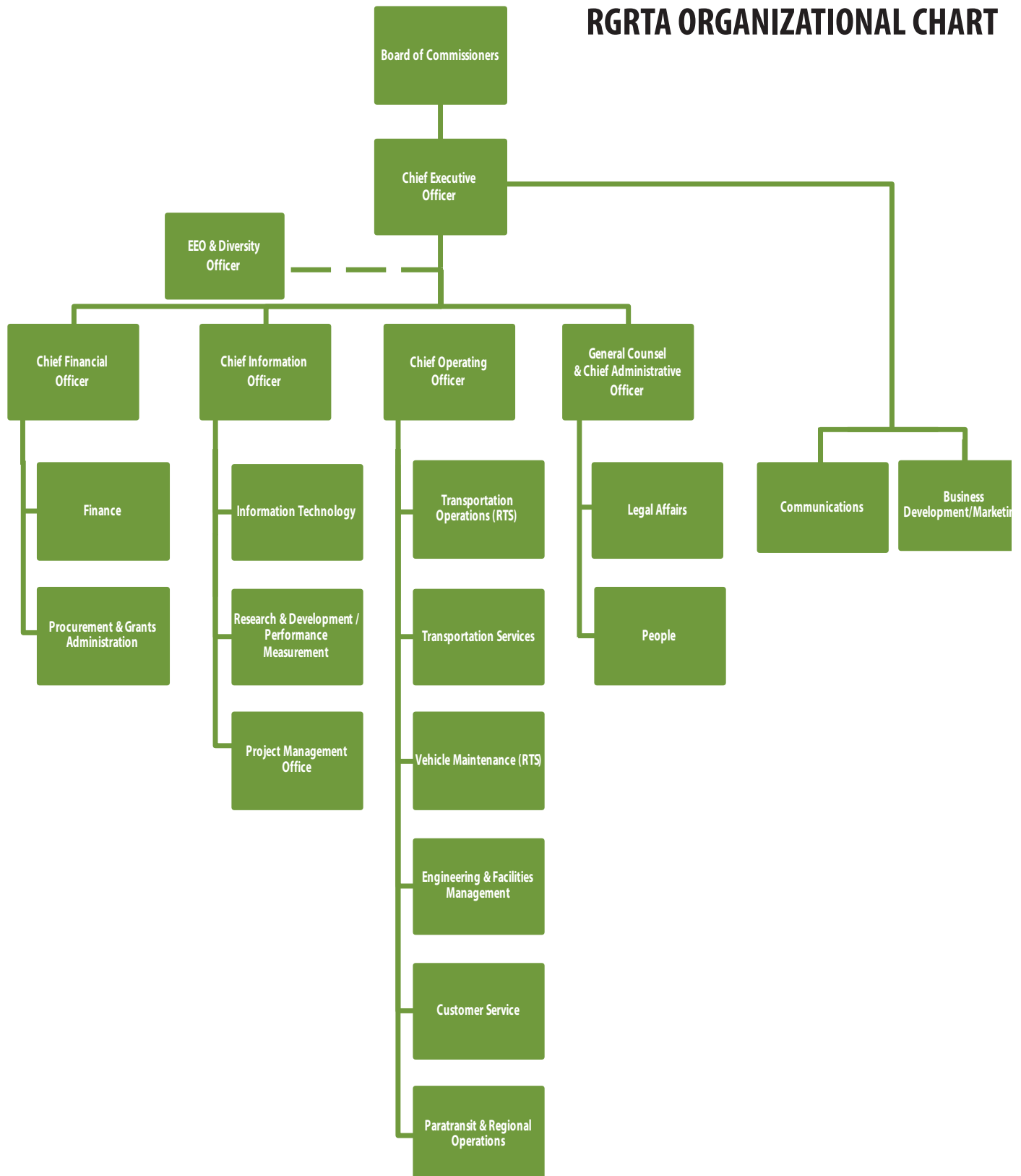






## II. DEPARTMENT OVERVIEWS

### RGRTA ORGANIZATIONAL CHART



# EXECUTIVE MANAGEMENT

## DESCRIPTION

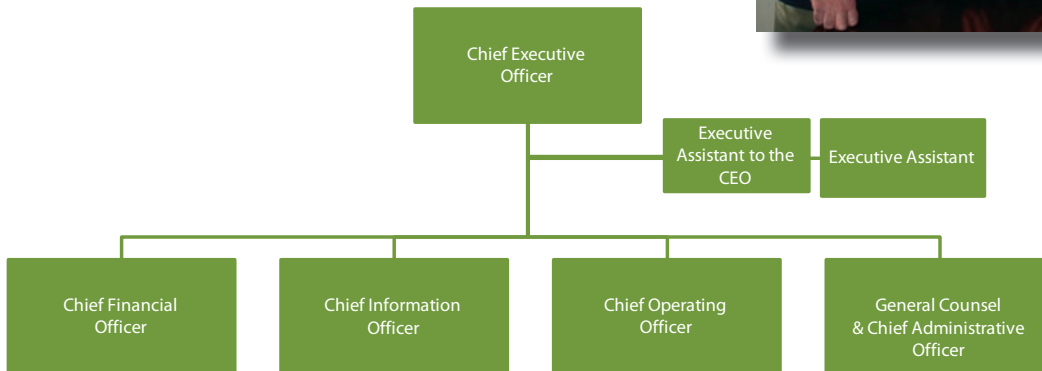
The Executive Management Team is responsible for the overall administration, management, strategic planning and operation of the Authority.

## MISSION

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

The preferred transportation choice.



In my position as Executive Assistant, I work very closely with our CEO and Executive Team to come up with new strategies and tactics to make RGRTA the preferred transportation choice

for not only our existing customers but future ones as well. Customer service is a very important aspect of the Executive offices day to day tasks.

**KELLY SCHMIDT | EXECUTIVE ASSISTANT**



ATU Officers Tracy Greene & Jacquie Chapman



# BUSINESS DEVELOPMENT/MARKETING

## DESCRIPTION

The Business Development/Marketing Department is charged with attracting new business partners that require service customized to meet their customers' needs, whether they are employees, students, patients or clients. Our team strives to provide excellent customer service not only at the time of sale, but with marketing support and education after the sale. Our goal is to "delight" our customers!

## MISSION

To serve our community by creating partnerships that best meet the needs in our community and generate the revenue for sustainable products and service, which in turn reduce our reliance on taxpayers' dollars.

## VISION

To connect businesses, education and healthcare institutions with public transportation and to be recognized in the community as a partner that serves the transportation needs of all.

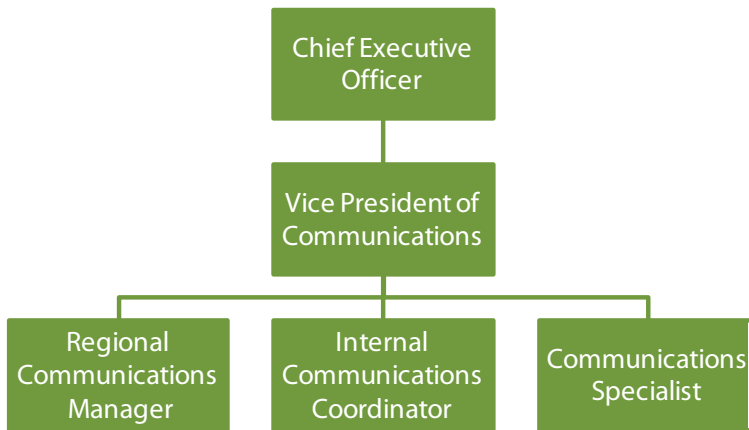


To be the preferred transportation choice, it is the task of business development/marketing to understand our clients' needs and then develop a customized plan that best suits the needs of their employees, students or customers. It is our responsibility to enhance that service with education, excellent communication, marketing support and to be the customer service liaison at the Authority for them. Our ultimate goal is for each client contact and their customers to have a positive experience when they use our service.

**BONNIE MAGUIRE | DIRECTOR OF BUSINESS DEVELOPMENT/MARKETING**



# COMMUNICATIONS



The communications department strives each and every day to create clear communication paths across the entire organization – to departments, employees, customers, business leaders and our community members. We work hard to create the best mode of communication that will deliver a clear message for each situation that we encounter on a daily basis efficiently as possible.

**CHERYL NIESKES | COMMUNICATIONS SPECIALIST**

## 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 public relations initiatives to promote the Authority's services and outstanding work in the community.

## MISSION

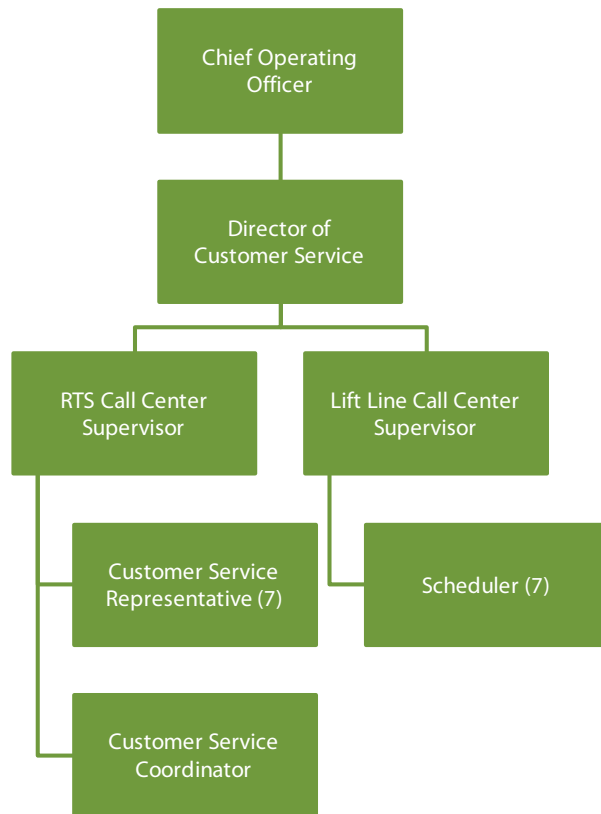
To provide critical, important and meaningful information through a variety of media. The result is that employees, customers and the communities we serve are connected and educated about the value we provide.

## 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 supports 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.

# CUSTOMER SERVICE



## DESCRIPTION

The Customer Service Department is the personification 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 relations with customers that promote and support the Authority's commitment to customer satisfaction.

## MISSION

To provide exemplary customer service and commit to the continuous improvement of such service to all of our customers.

## VISION

To be the standard for customer service.



I think people do their best when they like what they do. I take great pride and am greatly motivated in giving the best customer service that I can - that includes quality service, scheduling rides with accuracy and resolving issues in a timely fashion. Our Lift Line customers have special needs and can be a challenge, but I get great satisfaction at the end of the day when I can help them.

**JENNIFER MILLER | LIFT LINE SCHEDULER**



# ENGINEERING & FACILITIES MANAGEMENT



As the Associate Engineer for Capital Construction Projects here at RGRTA I really enjoy the ability to work on these projects that will better serve our customers. I am currently working on the design of the Downtown Transit Center and Mt. Hope Station at College Town which will enhance our customer's experience and work toward our vision to be the preferred transportation choice.

**DAVE BELASKAS | ASSOCIATE ENGINEER**

## DESCRIPTION

The Engineering & Facilities Management Department is responsible for implementing capital infrastructure projects and maintaining the RTS facilities. Services are performed in support of the Operations Department.

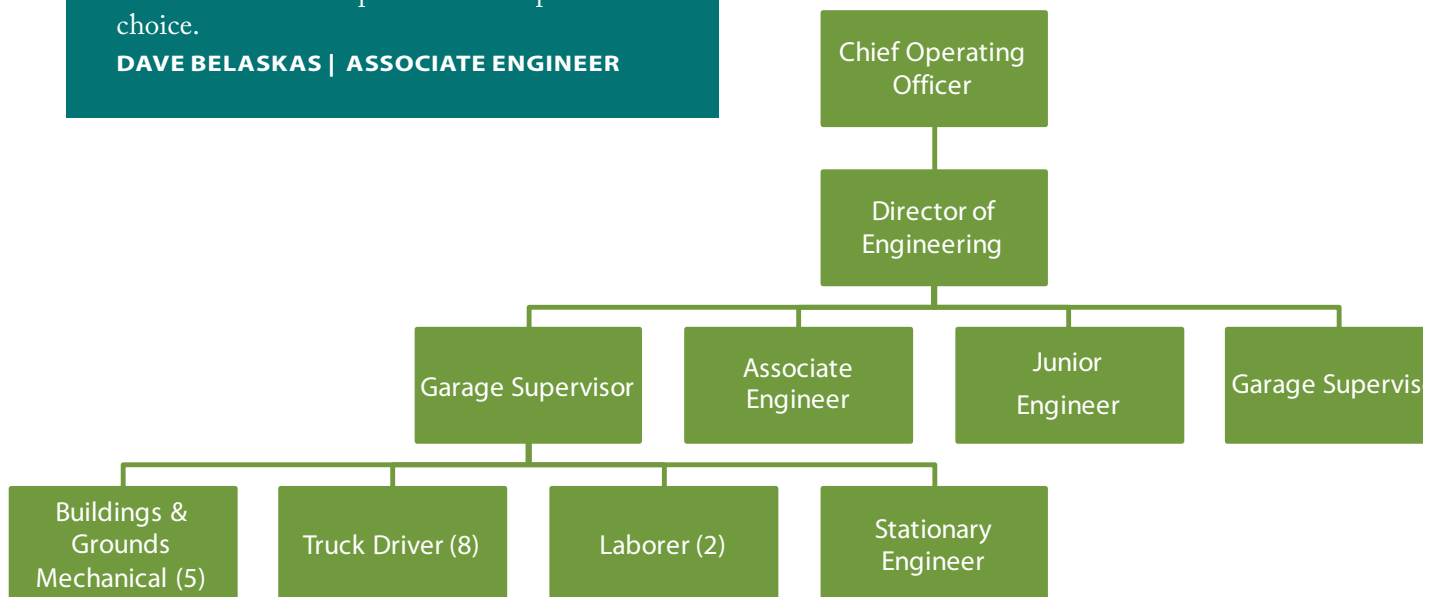
## MISSION

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.



# FINANCE

## DESCRIPTION

The Finance Department operates under the direction of the Director of Finance with the executive oversight by 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

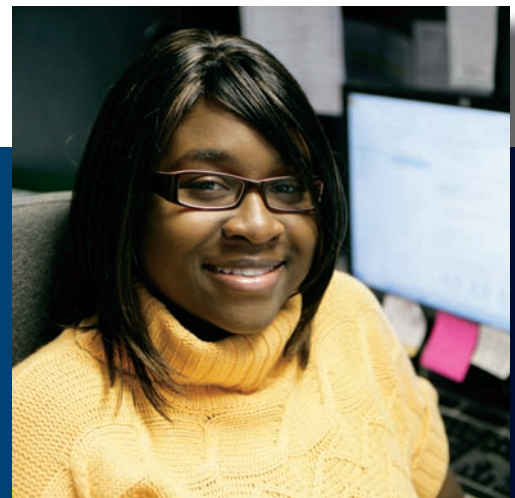
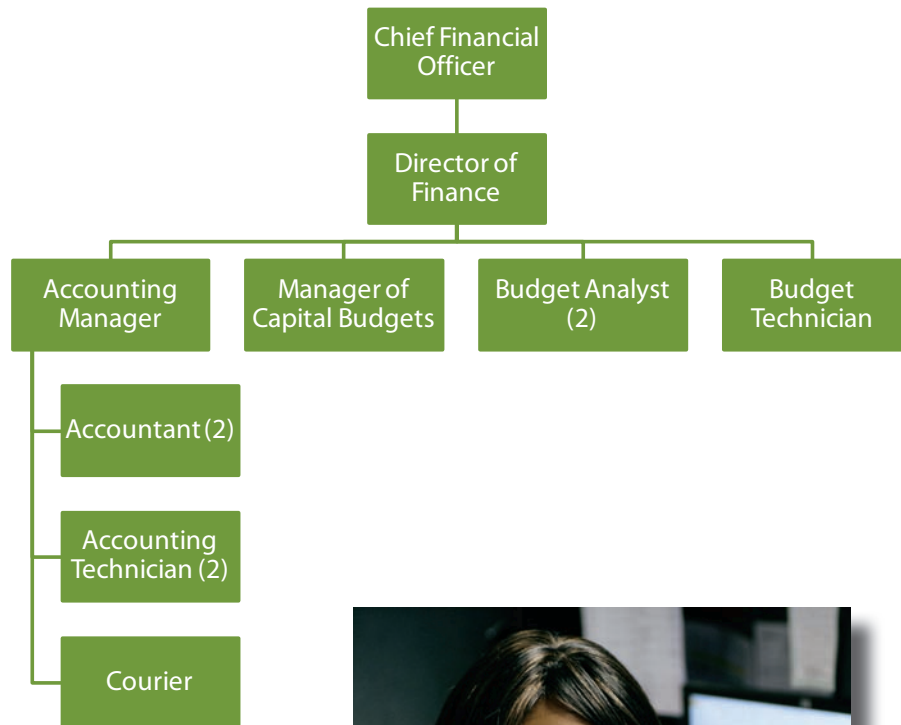
For each of the past six fiscal years, the Comprehensive Annual Financial Report (CAFR) has been the recipient of a Certificate of Achievement for Excellence in Financial Reporting issued by the Governmental Finance Officers Association (GFOA). In addition, the past four Comprehensive Plans were awarded the Distinguished Budget Award by the GFOA.

## MISSION

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

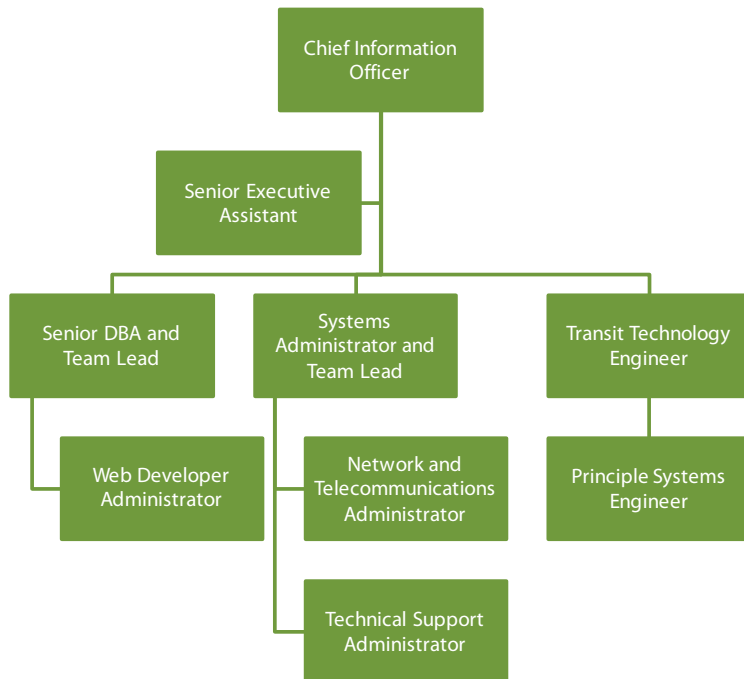
The Finance Department achieves excellence in financial management through efficiency, innovation, and professional development as measured by the highest professional standards, independent audits and the satisfaction of our internal and external customers.



Everyone in my department strives to close on time every month for effective financial reporting. My primary role is to ensure prompt payment of vendor invoices for the subsidiary companies by processing checks in a timely manner. I have the privilege of preparing fare media orders for our customers on a daily basis and handling any concerns or issues as needed. I also work with the staff in my department to continuously improve the efforts for the efficiency of processes.

**MIRANDA HEYWARD | ACCOUNTING TECHNICIAN**

# INFORMATION TECHNOLOGY



## 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 responsibilities focus on the following functions:

- Technical Support
- Fleet Technology Administration
- Systems Administration
- Technical Documentation
- Project Management
- Network, Radio and Telecommunication Administration
- Application Development
- Database Administration
- Technology Planning, Procurement and Deployment
- Data Security and Integrity

## MISSION

To provide the most reliable technology and outstanding customer service to support the Authority in serving our community.

## VISION

Make transportation a vital option through pioneering technology.

My name is Chris Mahood and I am the Systems Administrator and Team Lead at RGRTA. My main responsibility is to maintain and implement different IT infrastructure and technologies to improve and serve the organization's daily functions. As RGRTA strives to be the preferred transportation choice, there are many necessary aspects, from an IT perspective, that must be accomplished to achieve that goal. Maintaining uptime of our various technology platforms and systems will ensure that our buses and Operators can deliver a product to our customers that is both desirable and reliable. It is also imperative that RGRTA remains on the cutting edge of available technology to allow the Authority to tailor new services to the community.

Over the next year I will be dedicated to providing these necessary changes to bolster RGRTA's IT infrastructure and allow us to deliver these services to our customer.

**CHRIS MAHOOD | SYSTEMS  
ADMINISTRATOR  
& TEAM LEAD**





# LEGAL AFFAIRS



## 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.



Over the last several years our employees have shown great commitment towards meeting the ever changing needs of today's public transit customer. As our organization explores new opportunities to offer our community a better choice of services and products customer service at every level is critical to converting the first time transit user to a long term customer. In my role within the organization handing off problems experienced by our customers is not an option. I take pride in assisting our customers within the confines of our ethical and legal responsibilities with any problem or concern that may arise. Managing our insurance costs and supporting the needs of our customers is what drives my performance every day.

**DAVE MASTEN | LOSS PREVENTION MANAGER**

# 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 provide for 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.

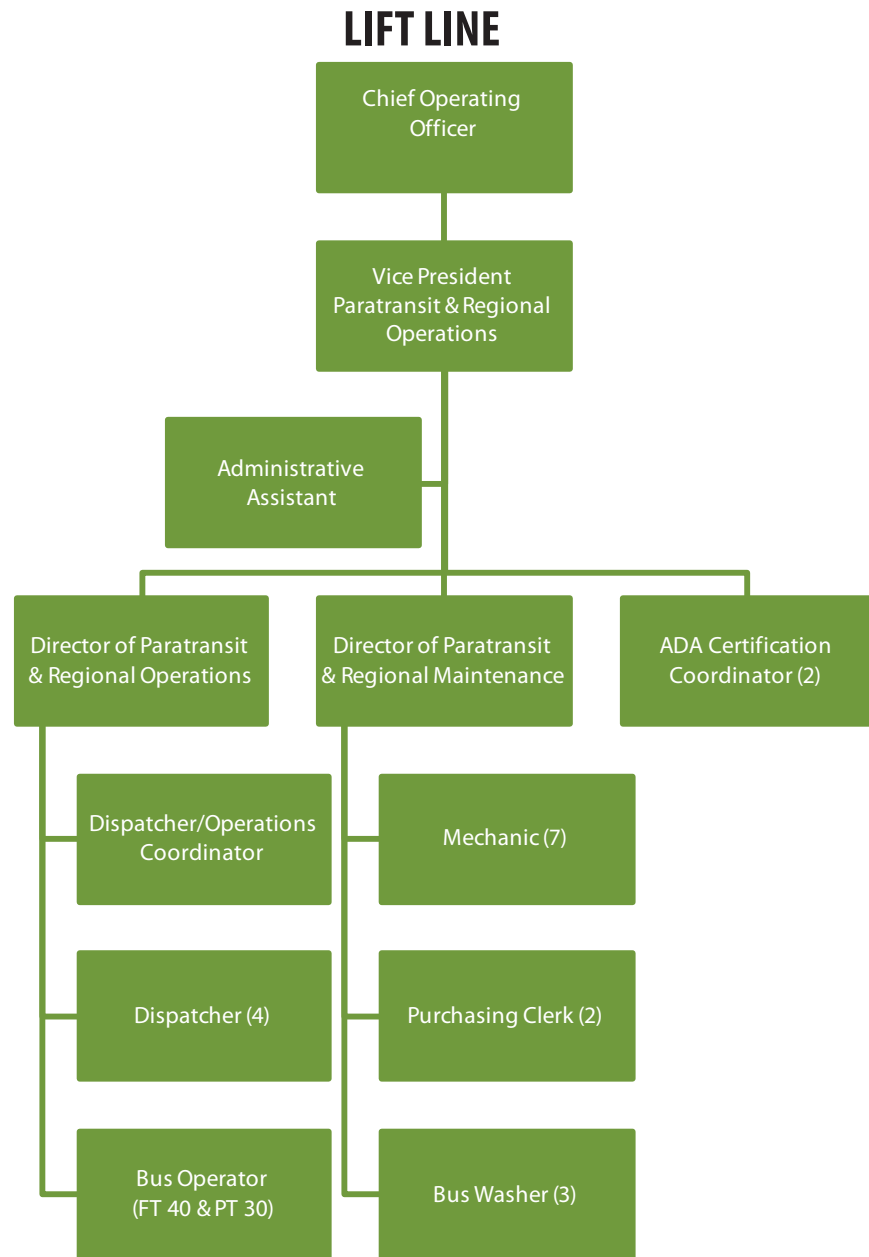
## MISSION

To provide for the public transportation needs of the general public, people with disabilities, and human services agencies of Genesee, Livingston, Orleans, Seneca, Wayne, and Wyoming counties.

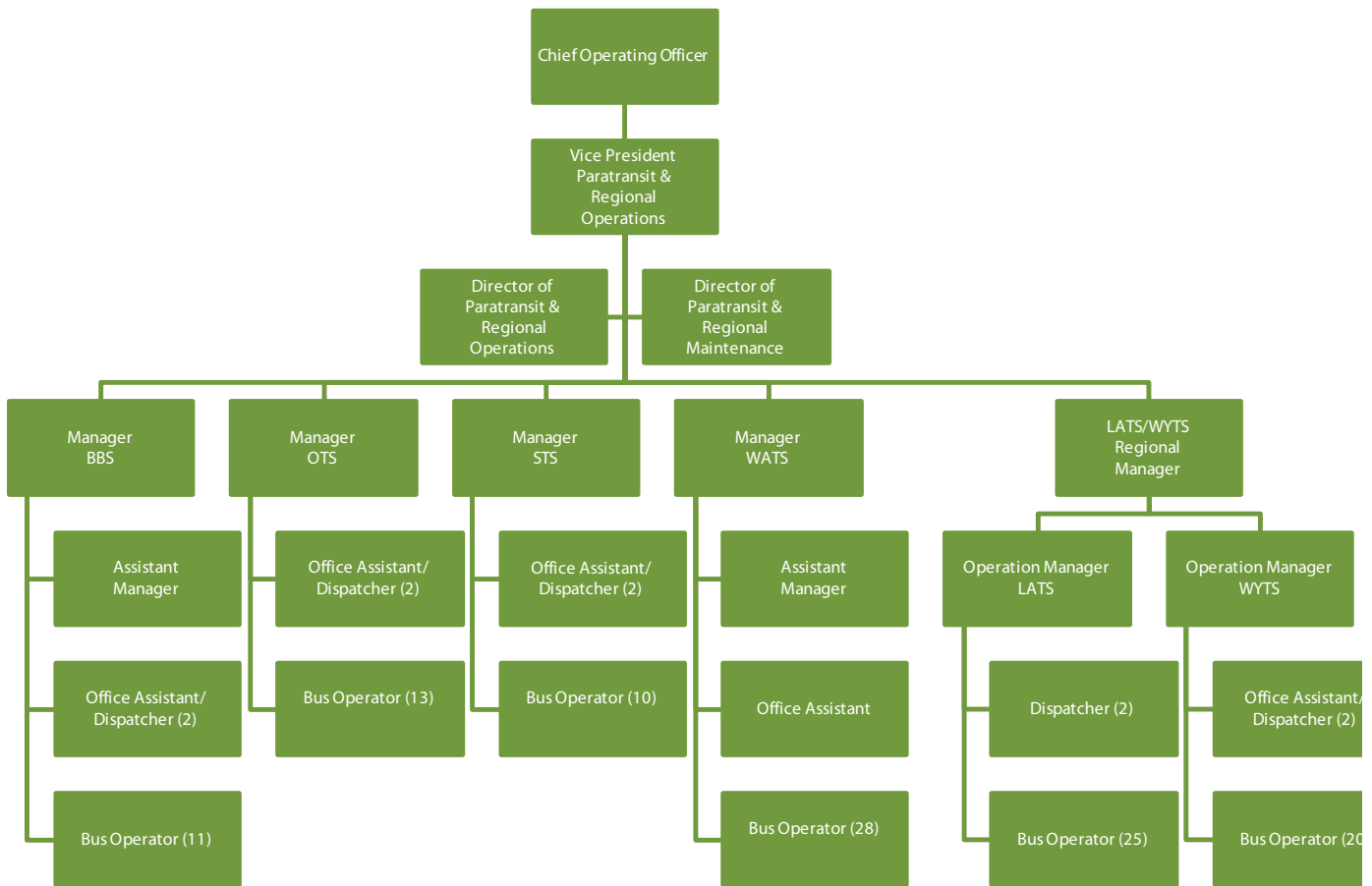
To provide for the public transportation needs of people with disabilities in Monroe County.

## VISION

To innovate and deliver high quality public transportation to our customers that is always improving, safe, reliable and efficient.



# REGIONAL OPERATIONS



**A**s a WYTS bus operator, I enjoy getting our customers to their destination in a safe and timely manner which helps achieve our vision to be the preferred transportation choice.

**DEAN MCGEE | WYTS BUS OPERATOR**



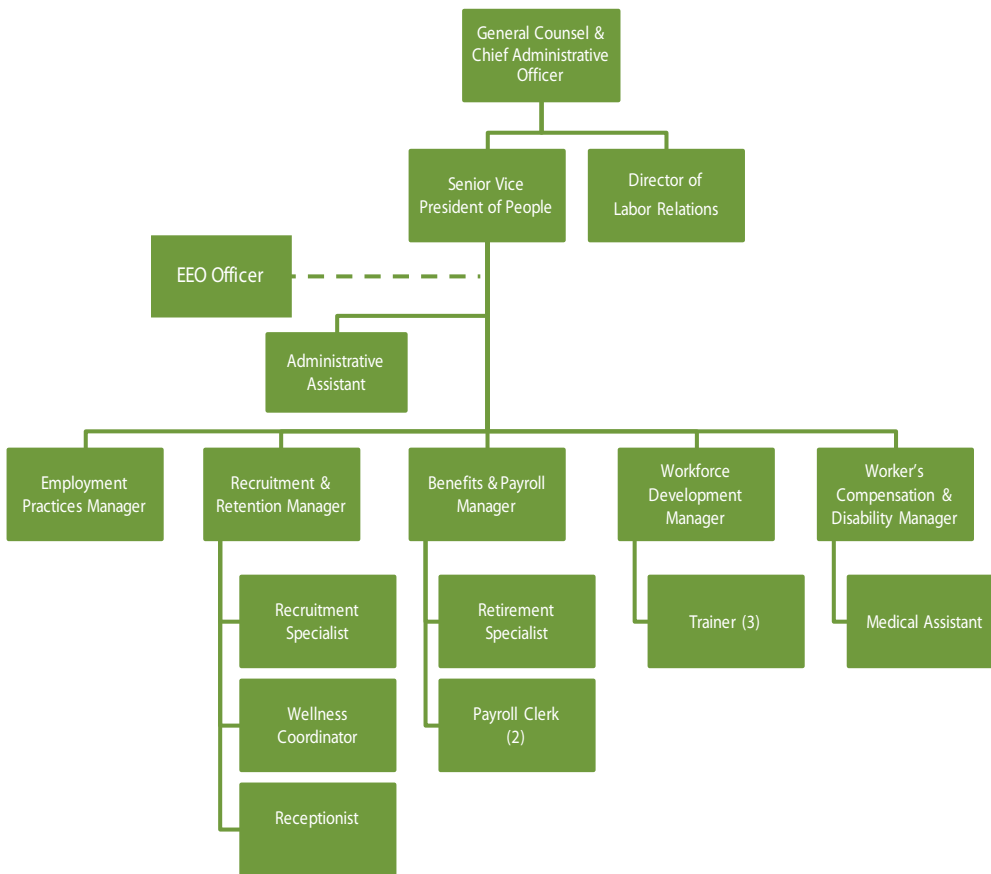
# PEOPLE

## DESCRIPTION

The People Department is a team of knowledgeable, professional 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 people management, payroll and training services, the People Team 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.



In my dual roles as EEO Officer and People Manager, I strive to provide RGRTA employees with excellent customer service by being timely in my response to their concerns and questions. My goal is to ensure that each employee that I serve feels that they are respected and feels that their concerns/feedback is valued. The entire People Team succeeds if our service to our employees makes them feel valued. If our employees feel that they work for the preferred employer of choice every day in the way in which they interact with our customers, then that ultimately contributes to RGRTA's goal of being the preferred transportation choice.

**DONATA SANDS | EEO OFFICER & PEOPLE MANAGER**



# 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 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 operators and mechanics.

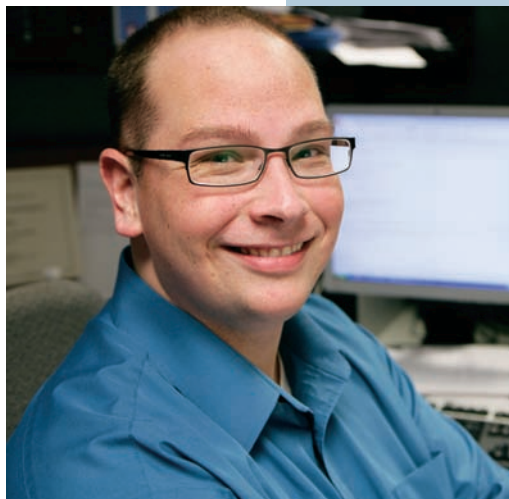
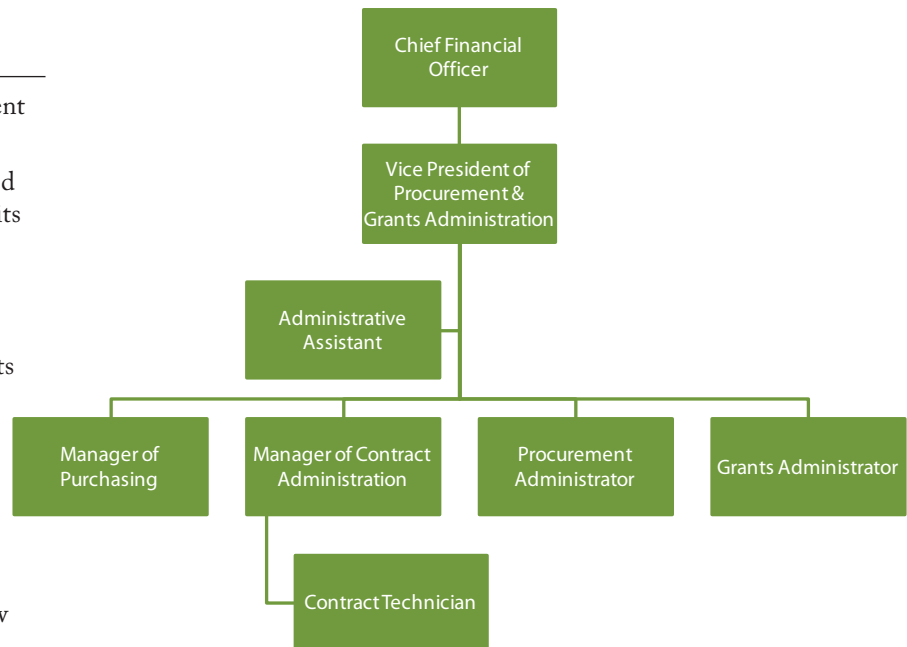
Further, the department's grant management responsibilities require the ability to work with all levels of government, the Genesee Transportation Council, Federal Transit Administration, and the New York State Department of Transportation. These cooperative relationships help ensure that the Authority avails itself of all funding opportunities and remains in compliance with associated funding restrictions and guidelines.

## MISSION

To provide value to the Authority through the effective and efficient procurement of 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.



As a Grants Administrator I assist the Authority in achieving the goal of being the preferred transportation choice by securing funding for our capital projects. The majority of our capital purchases are funded through Federal and State grants. This includes our routine purchases such as buses, non-revenue vehicles and IT equipment that allow us to continue to provide quality service. Beyond that, it also funds projects such as TIDE, the RTS Transit Center and the Mt. Hope Station which allows RGRTA to improve the transit experience for our customers and brings us that much closer to our vision.

**ERIC FARR | GRANTS ADMINISTRATOR**

# PROJECT MANAGEMENT OFFICE

## DESCRIPTION

The Project Management Office (PMO) centralizes the 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 current focus of the PMO 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.

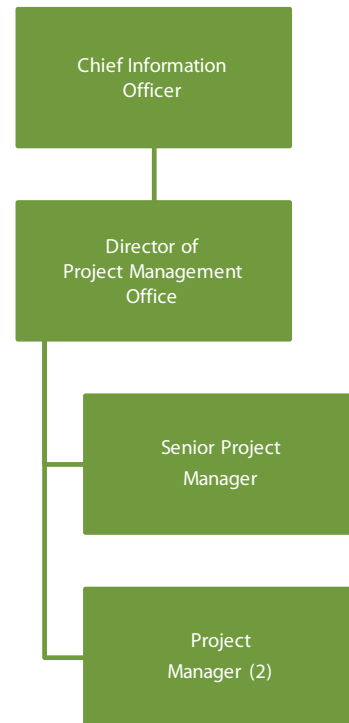
## MISSION

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.

## VISION

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 hire and train 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.



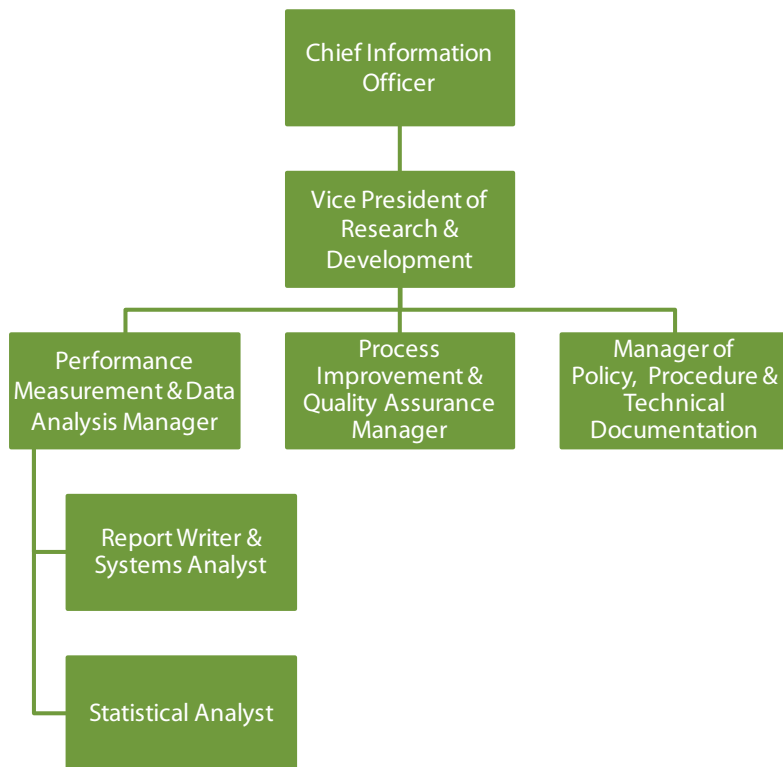
The Project Management Office supports strategic business improvements and innovation activities by providing:

- **Standardized Project Management Practices** to create repeatable processes to control costs, improve project successes, balance risk and eliminate inefficiencies.
- **Project Portfolio Management** to prioritize initiatives based on strategic value, assess implementation risks and resource requirements, and provide visibility in order to align projects with corporate objectives.

**LAURA GIACCHINO | DIRECTOR OF PROJECT MANAGEMENT OFFICE**



# 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 support a forward thinking, process driven organization with superior results and a commitment to continuous improvement.

## VISION

- Provide exceptional analytical support
- Develop and administer rigorous quality control
- Educate RGRTA staff on problem solving strategies and processes to increase systematic thinking in the Authority



Here at R & D we bring together information from different systems and sources across the organization to show process behavior and characteristics. Then we assist various departments in monitoring and improving that process using a structured methodology. My role focuses on getting that information from the source systems and ensuring that it is accurate, useful, efficient, and displayed in ways that make decision making easier for everyone.

**JAY TOOPS | REPORT WRITER & SYSTEMS ANALYST**

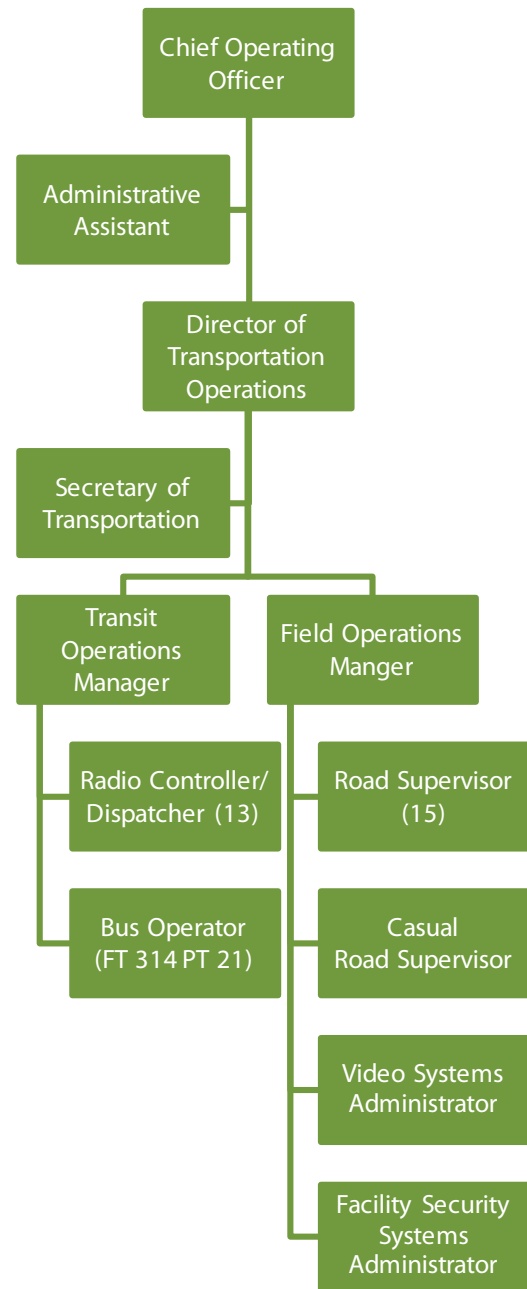
# RTS TRANSIT OPERATIONS

## DESCRIPTION

The RTS Transit Operations Department consists of over 330 bus operators and 30 first-line supervisors (Dispatchers, Radio Controllers, Road Supervisors) who provide direct transportation services and assistance to our customers. Dispatch ensures the timely assignment of buses and work to operators and staffing fixed route service 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 on-board 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 that delight our customers.



**The operators are my customers.**  
JEFF ROBERTS | RADIO CONTROL/DISPATCH

# TRANSPORTATION SERVICES

## DESCRIPTION

The Transportation Services Department is comprised of the Planning and Scheduling Divisions. Transportation Services is responsible for the development and scheduling of efficient transportation services for RGRTA. Staff continually scrutinizes the 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 activities create the informed, effective service adjustments that result in the customer-friendly, cost-effective transit service experienced by the community every day.



As a member of the transportation services department, I strive on a daily basis to ensure our customers have bus stops and shelters that are located in a safe, accessible and convenient location. I enjoy the opportunity to communicate with our customers to discuss their concerns and suggestions regarding their daily bus stops and shelters.

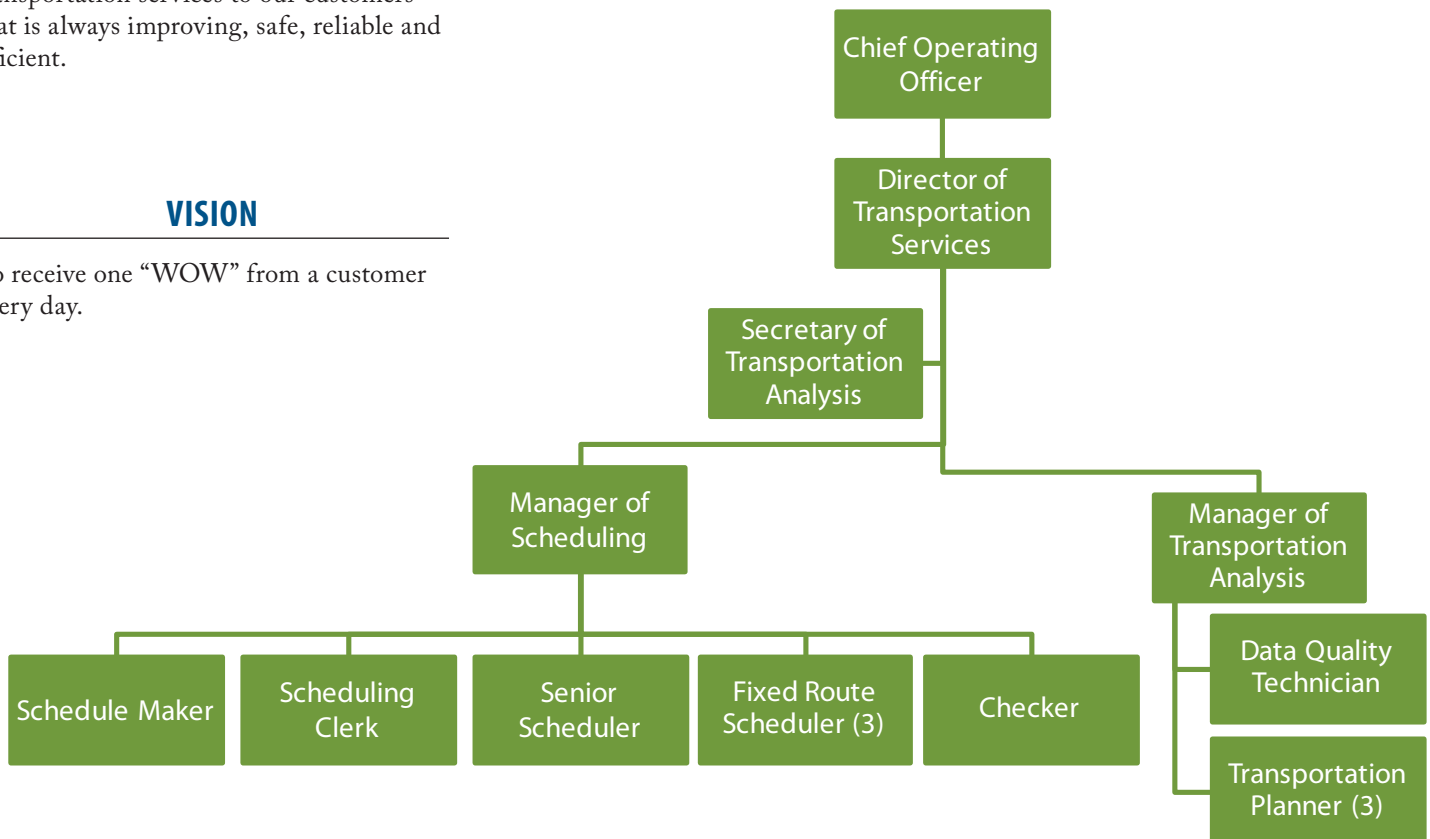
**BRITTANY MARKS | TRANSPORTATION PLANNER**

## MISSION

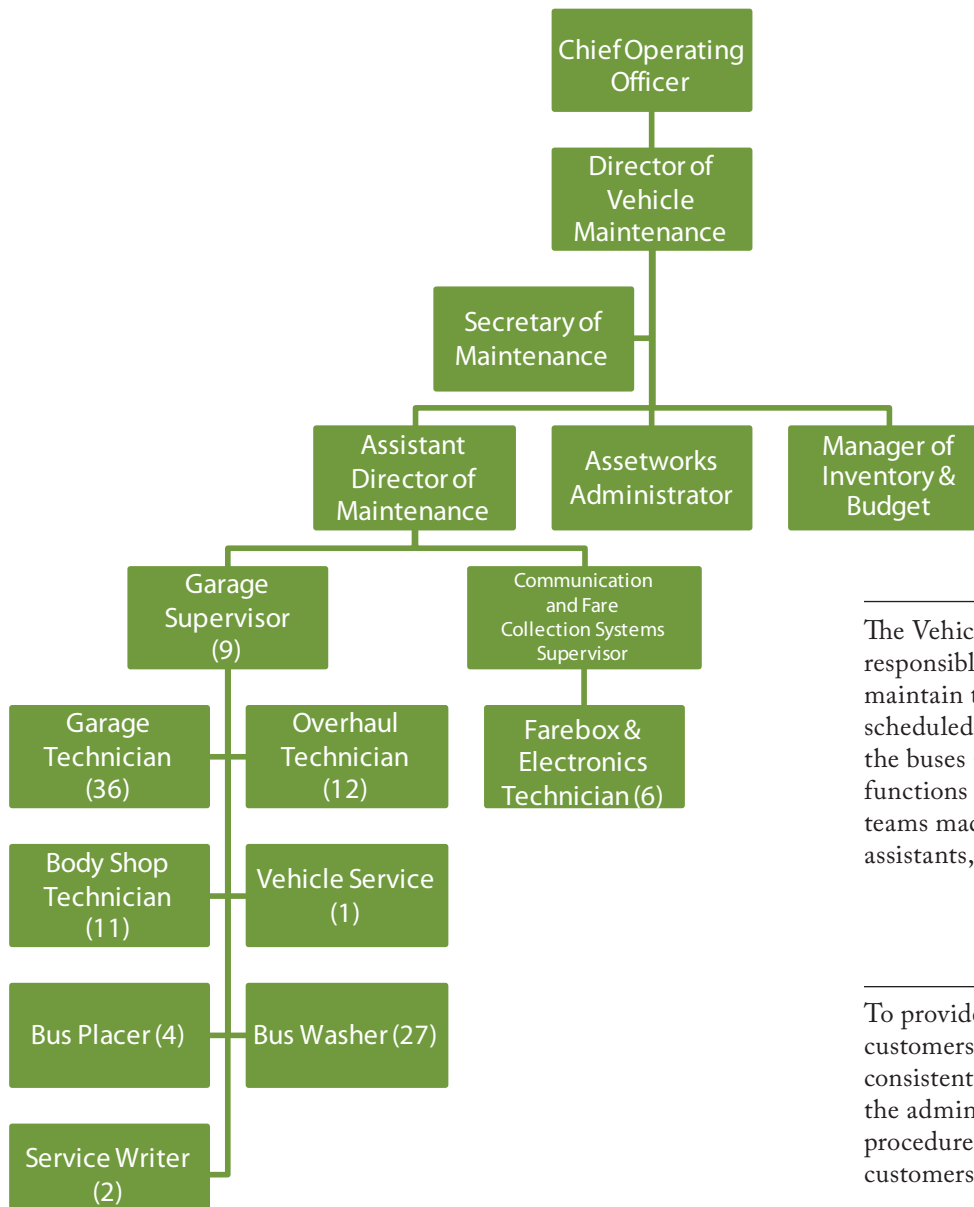
To innovate and deliver high-quality public transportation services to our customers that is always improving, safe, reliable and efficient.

## VISION

To receive one “WOW” from a customer every day.



# 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

To provide 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.



The Maintenance Department's contribution to being the preferred transportation choice is providing the customer with a clean, comfortable bus that gets them where they want to go in a safe, reliable manner. The number one concern for our customers is getting to their destination on time which we influence by having the fleet properly prepared for our drivers every morning and maintaining the buses in a way that limits disruptions to service.

**JAY COREY | ASSISTANT DIRECTOR OF MAINTENANCE**



### III. PERSONNEL CHANGES

PERSONNEL CHANGES					
RGRTA & RTS <sup>1</sup>	2010-11 Budget	2011-12 Budget	2011-12 Changes During Fiscal Year	2012-13 Changes	2012-13 Budget
Executive Management	8	9	-2	0	7
Business Development/Marketing	1	2	1	0	3
Capital Construction Projects	0	2	-2	0	0
Communications	4	4	0	0	4
Customer Service	10	10	0	0	10
Engineering & Facilities Management	20	18	3	0	21
Finance	9	10	0	1	11
Information Technology	8	11	0	-3	8
Legal Affairs	4	5	0	-1	4
People	13	15	1	3	19
Procurement & Grants Administration	6	6	0	1	7
Project Management Office	6	3	0	1	4
Research & Development/Performance Measurement	4	4	1	1	6
Transportation Operations (RTS)	367	370	0	1	371
Transportation Services	9	11	0	4	15
Vehicle Maintenance (RTS)	123	123	0	-9	114
<b>TOTAL</b>	<b>592</b>	<b>603</b>	<b>2</b>	<b>-1</b>	<b>604</b>
<b>Paratransit &amp; Regional Operations</b>					
Lift Line <sup>2</sup>	102	102	-1	0	101
Batavia Bus Service	16	15	0	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
<b>TOTAL</b>	<b>230</b>	<b>229</b>	<b>-1</b>	<b>0</b>	<b>228</b>
<b>TOTAL</b>	<b>822</b>	<b>832</b>	<b>1</b>	<b>-1</b>	<b>832</b>

<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 (8) are displayed on the Customer Service Department organizational chart.

2011-12 PERSONNEL CHANGES DURING THE FISCAL YEAR			
FISCAL YEAR 2011-2012 BUDGET			832
DEPARTMENT	ADDITIONS	DELETIONS	CHANGE
Executive Management	- General Counsel & Chief Administrative Officer - Executive Assistant to the CEO - Executive Assistant	- Chief of Operations - General Counsel - Chief Administrative Officer - Manager of Administrative Services - Executive Assistant to Leadership Team & Board	-2
Business Development	- Director of Business Development/Marketing - Senior Account Executive - Brand Advocate	- Director of Business Development - Business Development Associate	1
Capital Construction Projects	-	- Associate Engineer - Senior Engineer	-2
Communications	- VP of Communications - Regional Communications Manager - Communications Specialist	- VP of Marketing & Communications - Regional Marketing Manager - Marketing Technician	0
Customer Service	-	-	0
Engineering & Facilities Management	- Associate Engineer - Junior Engineer - Garage Supervisor	-	3
Finance	-	-	0
People	- Senior Vice President of People - Payroll Clerk	- Senior Payroll Clerk	1
Information Technology	- Web Developer Administrator	- Report Writer & Systems Analyst	0
Legal Affairs	-	-	0
Procurement & Grants Administration	-	-	0
Project Management Office	-	-	0
Research & Development/Performance Measurement	- Report Writer & Systems Analyst	-	1
Transportation Operations (RTS)	- Facility Security Systems Administrator	- Video Systems Administrator	0
Transportation Services	- Manager of Scheduling - Scheduling Clerk - Transportation Planner (2) - Manager of Transportation Analysis	- Senior Scheduler - Checker - Bus Stop/Shelter Manager - Compliance Manager - Senior Planner	0
Vehicle Maintenance (RTS)	- Manager of Inventory & Budget - Body Shop Technician	- Garage Supervisor - Farebox & Electronics Technician	0
Lift Line	-	- Secretary	-1
Batavia Bus Service	-	-	0
Livingston Area Transportation Service	-	-	0
Orleans Transit Service	-	-	0
Seneca Transit Service	-	-	0
Wayne Area Transportation Service	-	-	0
Wyoming Transit Service	-	-	0
<b>TOTAL CHANGES DURING FISCAL YEAR 2011-12</b>			<b>1</b>

2012-13 BUDGET PERSONNEL CHANGES			
FISCAL YEAR 2011-2012 at 1/31/11			833
DEPARTMENT	ADDITIONS	DELETIONS	Change
Executive Management	-	-	0
Business Development	-	-	0
Capital Construction Projects	-	-	0
Communications	-	-	0
Customer Service	-	-	0
Engineering & Facilities Management	-	-	0
Finance	- Budget Technician	-	1
People	- Worker's Compensation & Disability Manager - Employment Practices Manager - Recruitment & Retention Manager - Recruitment Specialist - Wellness Coordinator - Receptionist - Benefits & Payroll Manager - Retirement Specialist - Workforce Development Manager - Trainer - Administrative Assistant	- Manager of Employment Support - Human Resource Generalist (2) - Senior Payroll Clerk - Pension & Retirees Benefits Coordinator - Human Resource Clerk - Training Supervisor - Trainer	3
Information Technology	- Senior DBA & Team Lead - Systems Administrator & Team Lead - Transit Technology Engineer & Team Lead - Principle Systems Engineer	- Development & DBA Team Lead - Datawarehouse Administrator - Systems Administrator - Principal Communications Systems Engineer - Technical Document Administrator	-3
Legal Affairs	-	- Workers Compensation Program Manager	-1
Procurement & Grants Administration	- Manager of Purchasing - Manager of Contract Administration - Grant Administrator - Contract Technician	- Manager of Purchasing & Contracts - Project Management Specialist - Grants Technical	1
Project Management Office	- Project Manager	-	1
Research & Development/ Performance Measurement	- Manager of Policy & Procedure Documentation Management - Performance Measurement & Data Analysis Manager - Process Improvement & Quality Assurance Manager - Statistical Analyst	- Director of Research & Development - Process Improvement Specialist - Performance Measurement & Research Specialist	0
Transportation Operations (RTS)	- Bus Operators (2)	- Safety & Security Officer	1
Transportation Services	- Senior Scheduler - Fixed Route Scheduler (2) - Transportation Planner		4
Vehicle Maintenance (RTS)	-	- Garage Supervisor (3) - Overhaul Technician (3) - Bus Washer (2) - Fleet Engineer	-9
Lift Line	-	-	0
Batavia Bus Service	-	-	0
Livingston Area Transportation Service	-	-	0
Orleans Transit Service	-	-	0
Seneca Transit Service	-	-	0
Wayne Area Transportation Service	-	-	0
Wyoming Transit Service	-	-	0
Total Changes for Fiscal Year 2012-13			-1
FISCAL YEAR 2012-13 BUDGET			832

## IV. WAGE SCHEDULES

RTS BUS OPERATOR WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 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

RTS MECHANICS WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 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

\*Contract expired 12/31/11



RTS NON-MECHANICAL WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 282)*						
Hired prior to November 1, 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

RTS NON-MECHANICAL WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 282)*						
Hired on or after November 1, 1979 and before May 1, 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

RTS NON-MECHANICAL WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 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

\*Contract expired 12/31/11

RTS NON-MECHANICAL WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 282)*						
Hired on or after May 1, 1994 and before January 1, 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

RTS NON-MECHANICAL WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 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						
Bus Washer, Placer, Laborer: Starting Rate					\$13.30	\$13.30
Bus Washer, Placer, Laborer: After 1 year					\$14.72	\$15.29

\*Contract expired 12/31/11

CLERICAL AND TRANSPORTATION SERVICES WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 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
Senior Scheduler	\$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

TEAMSTERS LOCAL 118 WAGE SCHEDULE*					
Category	Jan. 1, 2007	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011
Employees currently in progression paid an hourly rate of \$26.24/hour or less will receive a 5% annual increase not to exceed values stated	\$27.15	\$28.00	\$28.84	\$29.71	\$30.60
Employees currently in progression paid an hourly rate above \$26.24/hour will receive a \$.40 increase/hour not to fall below the values stated	\$27.15	\$28.00	\$28.84	\$29.71	\$30.60
Employees hired after January 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

\*Contract expired 12/31/11

LL BUS OPERATOR WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 282)*					
Hired prior to December 1, 1996	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011	Jan. 1, 2012
Time in Service					
25-36 Months	\$15.62	\$16.01	\$16.41	\$16.86*	\$17.37
Over 36 Months	\$16.44	\$16.85	\$17.27	\$17.75	\$18.28

LL BUS OPERATOR WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 282)*					
Hired on or after December 1, 1996	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011	Jan. 1, 2012
Time in Service					
0-12 Months	\$13.14	\$13.47	\$13.81	\$14.19	\$14.61
13-24 Months	\$13.95	\$14.30	\$14.66	\$15.06	\$15.51
25-36 Months	\$14.79	\$15.16	\$15.54	\$15.97	\$16.45
37-48 Months	\$15.59	\$15.98	\$16.38	\$16.83	\$17.33
Over 48 Months	\$16.43	\$16.84	\$17.26	\$17.74	\$18.27

LL MECHANIC WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 282)*					
Time in Service	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011	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	\$20.25	\$20.80	\$21.43
Over 36 Months	\$20.33	\$20.83	\$21.35	\$21.94	\$22.60

LL PURCHASING CLERK WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 282)*					
Time in Service	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011	Jan. 1, 2012
0-12 Months	\$14.06	\$14.41	\$14.77	\$15.18	\$15.64
13-24 Months	\$14.87	\$15.24	\$15.63	\$16.06	\$16.54
25-36 Months	\$15.72	\$16.12	\$16.52	\$16.97	\$17.48
Over 48 Months	\$16.68	\$17.09	\$17.52	\$18.00	\$18.54

LL VEHICLE SERVICE WAGE SCHEDULE (AMALGAMATED TRANSIT UNION, LOCAL 282)*					
Time in Service	Jan. 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011	Jan. 1, 2012
0-12 Months	\$11.83	\$12.12	\$12.43	\$12.77	\$13.15
13-24 Months	\$12.56	\$12.87	\$13.19	\$13.55	\$13.96
25-36 Months	\$13.31	\$13.65	\$13.99	\$14.37	\$14.80
37-48 Months	\$14.03	\$14.38	\$14.74	\$15.15	\$15.60
Over 48 Months	\$14.79	\$15.16	\$15.54	\$15.97	\$16.45

RGRTA ADMINISTRATIVE SALARY SCHEDULE 2012-2013			
Grade	Min	Mid	Max
10	\$52.55	\$75.07	\$100.11
9	\$43.79	\$62.56	\$83.43
8	\$32.76	\$46.14	\$59.53
7	\$27.76	\$39.10	\$50.44
6	\$23.53	\$33.14	\$42.75
5	\$19.95	\$28.09	\$36.23
4	\$16.89	\$23.80	\$30.71
3	\$14.32	\$20.17	\$26.03
2	\$12.14	\$17.10	\$22.05
1	\$10.28	\$14.49	\$18.69

\*Contract expires 3/31/12



REGIONAL BUS OPERATORS SALARY SCHEDULE - 2012-2013						
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			

**\*Contract expired 9/30/11**

# V. STRATEGIC PLANNING INPUTS

## Introduction

The annual comprehensive planning process is one that actively engages the workforce and Board of Commissioners in revisiting multiple key input factors, and consequently affirming or adjusting the Authority's mission, vision and strategies. Careful and deliberate analysis, both internally and externally, are conducted throughout the year, providing management with the concrete information required to re-affirm, modify or make significant 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 highest demand for public transportation will continue to be concentrated within the City of Rochester. A movement for increased use is also noticeable from the area's colleges where students are asking for transportation alternatives that will help them to explore areas outside their campuses.

The growth of jobs continues to be centered in the suburbs with the prospect of minor growth in the center city as revitalization efforts progress.





## 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 projects future operating expenses and supporting revenues for each fiscal year. It provides management, the Board of Commissioners, and the public with critical information regarding the forecasted long-term financial health of the organization.

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, 2012, this amount is projected to be \$25.2 million. The Board of Commissioners must approve the appropriation of AUNA for this purpose.

The current Multi-Year Budget Projection assumes flat New York State Operating Assistance (STOA) from the 2012-13 level proposed in the Governor’s Executive Budget. This assumption is critical as STOA represents 41% of revenues supporting the operating budget. The sluggish pace of the economic recovery and the continuing fiscal challenges

facing both the state and federal governments are dominant factors for the revenue projections contained in this latest multi-year projection.

The most recent multi-year projection (updated 12/31/2011) indicates that the Authority has adequate fiscal resources to balance the operating budget for the next four fiscal years.

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.

**Engaged employees work with passion and feel a profound connection to their company; they drive innovation and move the organization forward.**

## **Employee Engagement Survey**

The annual employee survey is one of the initial inputs to the strategic planning process. In June of 2011 an employee engagement survey was administered online in an anonymous format to 825 employees of which 119 responded and of that portion approximately 92% completed all the questions. Engaged employees work with passion and feel a profound connection to their company; they drive innovation and move the organization forward. Gathering employee input is viewed as a valuable tool and has afforded the Authority the ability to diagnose issues and overall organizational climate, anticipate potential problems, and begin to measure the effects of organizational change.

In total 15 questions are posed with responses applied to a scaled agree – disagree. A sample of the questions are;

- ▶ My job is important to the success of the company.
- ▶ I believe that the benefits and compensation are fair and reasonable.
- ▶ I feel appreciated and valued.
- ▶ If I had an opportunity to do a similar job at a different company I would most likely stay where I am.
- ▶ I have been provided with the training and equipment to do my job well.
- ▶ My supervisor or manager makes it a habit to provide me with feedback and guidance.

## **SWOT**

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 2011, 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, non-threatening 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.

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.

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



# SAMPLING OF SWOT ANALYSIS RESULTS

## S

### TRENGTHS

- ▶ Unity of vision
- ▶ Fuel risk management
- ▶ High capacity performers
- ▶ Efforts to become fact-based decision makers-data driven
- ▶ Supportive Board
- ▶ Financial stability
- ▶ \$1 fare
- ▶ Business model
- ▶ Great planning process
- ▶ Wellness program

## W

### WEAKNESSES

- ▶ Ambition outstrips capacity to deliver
- ▶ No Brand Identity
- ▶ No clear ownership of projects/monitoring too many projects
- ▶ No clear plan for suburban areas
- ▶ Disconnection between Administration and Operations

## O

### OPPORTUNITIES

- ▶ Downtown Transit Center
- ▶ Plan strategically/rethink how we deliver service (focus on suburbs)
- ▶ Educate community to gain support
- ▶ Sell “green” aspects of business
- ▶ Sell business mindset of RGRTA

## T

### THREATS

- ▶ Uncertain governmental public transportation subsidies
- ▶ Increasing cost drivers such as diesel fuel and healthcare
- ▶ Perception of public transportation

## Customers have consistently stated that on-time performance is the most important factor driving customer satisfaction...

### 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. Late in 2010, the Authority engaged an independent third party survey firm to measure the Net Promoter Score (NPS) for the Authority's largest subsidiary RTS. Since then, more than 3,300 face-to-face, onboard interviews were completed on RTS buses over five subsequent periods (commonly referred to as waves).

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 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. NPS score for wave 1 was 16%, and wave six was 18%. While this improvement of NPS score from 16% to 18% could be termed a statistically insignificant difference, the supplemental diagnostic data gathered on a variety of performance measures including driving professionalism, bus comfort, bus cleanliness and general impressions of RTS has proved valuable to the organization for planning, project development, and Title VI requirements.

When NPS is looked at by demographic breaks, similar trends wave over wave are found. Here, in brief, are some of the noteworthy findings:

- ▶ Customers continue to have high impressions of RGRTA as a company. Customers continue to give RTS the highest marks for getting them where they need to go and providing services at a fair price.
- ▶ Customers have consistently stated that on-time performance is the most important factor driving customer satisfaction by an overwhelming majority.
- ▶ There are no significant differences on NPS by gender and race/ethnicity. NPS was highest among those ages 30-39.
- ▶ Those who have been customers of RTS for five or more years have higher NPS scores than those who have been customers of RTS for a shorter period of time.
- ▶ Those customers who ride the bus 5 days or more per week have higher NPS scores than those who ride less often during the week.
- ▶ Customers with an income between \$25,000 and \$50,000 had a higher percentage of Promoters and the highest NPS.
- ▶ The largest variations in NPS are occurring when customers indicate that they contacted RTS about a problem, and more specifically and significantly, when the problem they reported goes unresolved.

## Conclusion

The annual planning process that began in June of 2011 with an employee engagement survey and completion of a SWOT by many levels of the organization provided valuable information that was synthesized and used by the management team to develop a new vision statement, three key strategies, four supporting pillars, prioritize many operating plan initiatives, and develop performance measurements to gauge success along the way.

As the Authority drives forward to become “The Preferred Transportation Choice”, the strategic focus will be on modernizing the infrastructure to support a new generation of transit users, developing community partnerships, and introducing new products. The pillars in support of those strategies are Employee Success, Customer Service Excellence, Quality Service Delivery, and Financial Sustainability.



Bus Operator Mike Vickers suggested that the new RTS “911” bus become a special remembrance vehicle. As a result of his request, RGRTA joined the community and nation with a special ceremony to mark the tenth anniversary of the September 11 attacks on the United States.