

## Excitement is







2014 – 2017 Comprehensive Strategic Plan & 2014 - 2015 Budget





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Rochester Genesee Regional Transportation Authority provides public bus transportation in Monroe, Genesee, Livingston, Orleans, Seneca, Wayne, and Wyoming Counties. Recognized as one of the best-run transit systems in the nation, our 800+ employees proudly enjoy serving our customers who count on us for more than 18 million rides each year. For more information, visit rgrta.com.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

# Distinguished Budget Presentation Award

PRESENTED TO

Rochester Genesee Regional Transportation Auth.

**New York** 

For the Fiscal Year Beginning

April 1, 2013

Jeffry P. Emer

Executive Director

## Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Rochester Genesee Regional Transportation Authority, New York for our annual budget for the Fiscal Year beginning April 1, 2013. To receive this Award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan, and a communications device.

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



## Our Vision

The preferred transportation choice.

## Our Mission

We are our community's provider and partner for safe, reliable, and convenient public transportation that more and more people can build their lives around.

## Our Values

Integrity. We do what we say we are going to do and take responsibility for our actions.

Respect. We value and appreciate the diversity and opinions of those we work with and those we serve.

Service Excellence. We strive to meet the needs of our customers, every day, no exceptions.

**Performance Focus.** We establish the outcomes that define our success and use data-based decision making to achieve them.

Engagement. We understand how our work impacts customers, and we maintain an environment focused on teamwork, dedication, and fun.

Fresh Thinking. We take time to discover and develop ideas that create value for our company, our customers, and our community.

## Letter from the CEO



Dear Commissioners:

Excitement is building at RGRTA as we get closer to the grand opening of our brand-new RTS Transit Center. This Center is the culmination of many years of planning and much effort on the part of hundreds of people. It will be a vital, vibrant destination for millions of riders—but it's not a final destination for RTS. In fact, our Center is simply the next step in helping us to realize our vision: The preferred transportation choice.

This year, we completed a collaborative strategic planning process that involved our Commissioners, Executive Management and Leadership Teams, RGRTA employees, and customers. The goal was to better understand the needs of our community and to determine how to meet those needs in light of current fiscal realities.

While our vision still resonates with people, we decided it was time to refresh our mission and values. Moving forward, our mission is: We are our community's provider and partner for safe, reliable, and convenient public transportation that more and more people can build their lives around.

We made this shift because RGRTA doesn't just serve our community; we collaborate with multiple audiences, which include our bus customers in seven counties and over 65 business partners who rely on us to get to jobs, school, shopping, health care appointments, and leisure activities. We are truly a backbone for our community.

We also refined our values, which are now: Integrity, Respect, Service Excellence, Performance Focus, Engagement, and Fresh Thinking. Each of these values is important to our success. For example, Engagement is what will drive our company: when employees are more engaged, they will in turn engage our customers — which will enhance the customer experience. This will enable us to continue to increase ridership and boost customer satisfaction.

In addition, Performance Focus and Fresh Thinking are values that will help us to continue to be financially successful. Solid financial management is a cornerstone of our organization, and we are reinventing, streamlining, and even providing more routes with the level of funding provided to us.

As we look ahead, we will remain customer-focused in every market we serve, which includes people who rely solely on public transit, along with commuters, college students, older adults, and people with impaired mobility who choose public transit as their preferred transportation.

One of the key highlights of 2013 was the success of our transportation partnership with the Professional Golf Association for the 95th PGA Championship at Oak Hill Country Club. Approximately 250,000 residents and visitors experienced our public transit service, and the response was overwhelmingly positive. We'll give everyone a fresh look at RTS this year with the opening of the new Transit Center!

On behalf of our entire team, I am pleased to present the RGRTA 2014 – 17 Comprehensive Strategic Plan and 2014 - 15 Budget. On these pages, you'll find more details on our path forward. Thank you for your continued support.

Sincerely,

Bill Carpenter

Chief Executive Officer

## Letter from the Chairman



To Our Community:

On behalf of the entire Board of Commissioners, it is our privilege to present you with the RGRTA Comprehensive Strategic Plan for 2014 - 17 and the budget for the Fiscal Year 2014 - 15 that is contained within it.

Through this plan, we define what success means to RGRTA and identify our goals for the coming years. We also describe how we'll measure our progress and, in turn, use these milestones to compensate our people when and where success is achieved.

As a result of this private sector mindset — combined with strong governance and the use of national best practices — RGRTA has become one of the premier transportation systems in the country.

We are on the brink of an exciting year that will be truly significant for our customers and business partners. The RTS Transit Center is scheduled to open. We expect to expand the number of customers we serve and we'll be unifying the look of our brand throughout our operating region. We'll also continue investing in our operational infrastructure and in our employees — all so we can better serve our customers who choose to use our service every day.

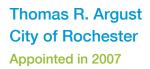
Finally, I'd like to recognize and thank my fellow commissioners who volunteer their time and professional talents on behalf of the counties they represent. And I thank all of our employees for their continued professionalism and dedication to serving our customers and our community.

Sincerely,

James H. Redmond

Chairman





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, Susan B. Anthony House Trustee Emeritus, ACT Rochester Steering Committee Chair, Yates County Community Endowment Fund Co-chair



Paul J. Battaglia, CPA Vice Chairman **Genesee County** 

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 WNY Board of Trustees, and Audit Committee Chair

Commissioners of the Rochester Genesee Regional Transportation Authority are individuals who have been recommended by their applicable local governing bodies, nominated by the Governor of New York State, 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. All meetings of the Board are open to the public, recorded, and available for viewing on the Authority's website: www.rgrta.com



Stephen J. Carl **Monroe County** Appointed in 2012

Chief Operating Officer of Federated Investors, Inc. and Manager of Carl Group Graduate of University of Rochester

Community Service: Member of the Young Presidents' Organization (YPO) Northeast U.S. Regional **Executive Board** 



Robert J. Fischer **Monroe County** 

Appointed in 2012

**Primary Business** Manager of Fischer **Investment Group** Graduate of St. John Fisher College

#### Community Service:

Board of Directors of the Rochester Philharmonic Orchestra, the Greater Rochester Visitors' Association, the Boy Scouts of America Otetiana Council, Chair of the Monroe County Budget Advisory Team, member of the NYS **Environmental Facilities** Corporation Board of **Directors** 



#### Michael P. Jankowski, Treasurer **Wayne County**

Appointed in 2004

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

#### **Community Service:**

Member 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 City of Rochester

Appointed in 2007

Retired Vice President for the JP Morgan Chase Bank Community Development Group

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

#### Community Service:

Sector 4 Community Development Corporation, Rochester Area Community Foundation, Rochester **Economic Development** Corporation, and Gateways Music Festival

"I would like to commend the service RGRTA provided for the PGA of America. We appreciate all of the effort to work closely with us in order to make the 2013 PGA Championship transportation program a success. The fact that the execution was so positive is a testament to what is possible when a talented group shares a common objective. Truly remarkable."

Ryan Cannon 2013 Championship Director PGA of America

## **Board of Commissioners** & Governance Structure



#### Karen C. Pryor City of Rochester 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 University of Rochester School of Medicine

Graduate of Purdue University and Mary Baldwin College

Community Service: 19th Ward Community Association, Board of Directors of the Rochester Presbyterian Home and the Women's Health Partnership, Ruling Elder at Third Presbyterian Church, Treasurer of the Presbytery of Genesee Valley, Volunteer at the Isaiah House Hospice



#### James H. Redmond, Chairman **Monroe County** Appointed in 2004

Regional Vice President of Communications and Community Investments for Excellus BlueCross BlueShield

Graduate of St. John Fisher College

Community Service: Board of Directors of Catholic-Courier for the Diocese of Rochester, Member of the North Greece Fire Department **Exempts Association** 



#### Henry Smith, Jr. **Orleans County** Appointed in 2008

Former Member of Orleans County Legislature, Retired from Eastman Kodak Company, President of Community Coalition Initiatives and Actions (CCIA), the HLSJ Driving Academy Ltd.

Graduate of Cornell University, Roberts Wesleyan College, and Monroe Community College

Community Service: Orleans County Farm Bureau Member. Community Action Board of Directors, Member of Lions Club of Albion, New York



#### Milo I. Turner **Livingston County** Appointed in 2001

Sales Manager and Auctioneer for Rov Teitsworth, Inc.

United States Navy Veteran

#### Community Service:

Chairman of the Nunda Planning Board, Volunteer for the Nunda Fire Department, Member of the Nunda Kiwanis Club



Frank Vitagliano, Jr. **Wyoming County** 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, Former Town Councilman in Orangeville (1986-1989) and Warsaw (1992 - 1996)



Edward W. White, Secretary **Seneca County** Appointed in 2006

Court Attorney for the New York State Supreme Court Seventh **Judicial District** Graduate of University of Toledo

#### **Community Service:** Former Junius Town Justice, Former Member of the Court **Facilities Capital** Review Board

#### COMMITTEES

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

#### **Governance Committee**

- Keeps the Board of Commissioners 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 Commissioner responsibilities
- Formulates and proposes to the full Board for adoption policies that promote honest and ethical conduct by Authority Commissioners, officers, and employees.

#### **Audit Committee**

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

#### **Compensation Committee**

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

#### **Finance/Investment Committee**

- Represents and assists the Board in its general oversight of the Authority's borrowing and investment activities
- Reviews proposals for the issuance of debt by the Authority and its subsidiaries
- Formulates investment policy of the Authority; monitors the system of internal controls with respect to the investment policy
- Determines that investment results are consistent with the Board of Commissioners' objectives
- Reviews independent audits of the investment program

# Strategic Plan2014–17



## Driving innovation: leading the way in transportation

Our Strategic Plan for 2014 – 2017 builds on strategies we've identified and actions we've taken over the past two years to maintain a relentless focus on financial stability and ridership growth.

This plan also exemplifies RGRTA's continuing transformation. It was developed through a collaborative process that involved the Executive Management and Leadership Teams - and influenced by input from the Board of Commissioners, over 150 employees, extensive market research, and customer feedback.

We applied an iterative planning approach that included:

- Internal assessment against our 2013 Strategic Frameworks (conducted in May 2013)
- Organization-wide SWOT analysis with employees from all functional groups (conducted in July 2013) to gather their input regarding RGRTA's perceived strengths, weaknesses, opportunities, and threats.
- Customer surveys
- Comparisons of our performance against Upstate NY peer groups and other transit systems (ABBG study)
- Market research that provided insights from current and prospective customers and business partners, and other community stakeholders

As a result of this holistic approach to strategic thinking and planning, we identified five interdependent strategies, with goals and objectives aligned to each that will help RGRTA achieve our vision and mission. These strategies are detailed later in this section.

The RTS Transit Center in downtown Rochester continues to be a major initiative within our plan that will enable us to improve service to current customers while attracting new riders - and giving the community a fresh look at our organization. This significant investment is critical to our success.

A strong start for the Transit Center is essential to fulfilling our mission. We fully expect the Transit Center to make a positive impact on the regional economy as many first-time customers become repeat riders.

While we grow as an organization, RGRTA continues to deliver a great value. Our core service - safe, reliable public transportation - will remain at the \$1 fare level at least through 2015. To fulfill this commitment, we must:

- Constantly evaluate and improve internal operations to lower total costs
- Deliver convenient, reliable service and exceed customer expectations
- Retain and acquire new business partners to grow this now-proven revenue model

We are well-positioned to do more than simply build on past success. We're seeing results from our active pursuit of new partnerships, our commitment to train and develop our people, our focus on serving customers, and our quest to maximize the investment of government funders. We continue to be excited about the work we're doing: operating a public transportation system that people can build their lives around.

#### Strategic Plan

#### **ASSUMPTIONS**

Our plan is based upon the following assumptions:

#### **FUNDING TRENDS**

- Annual funding (federal and state) for RGRTA's core mission will remain relatively steady for the life of our plan.
- RGRTA continues our cultural shift to be a public authority that delivers a public service with a private-sector mindset and a performance focus. This shift will enable us to be more productive in using government funds and to supplement it with other revenue sources.

#### **DEMOGRAPHIC/POPULATION TRENDS**

- The City of Rochester (where our services are concentrated) continues to be the region's economic and cultural center. Most current and potential riders live and work in Monroe County and the City of Rochester. Approximately 61% of the region's population lives in Monroe County; this percentage is expected to hold steady over time.
- The region will see slower population growth (approximately 2%) with a demographic shift to an older population. It is estimated that the percentage of adults aged 65+ could increase as much as 40% in the coming decades, while the percentage of working adults may decline by 15% in that time.
- There will be an increased need for public transit to support a more diverse population and lifestyles based on these changing demographics.

#### **BUSINESS, HIGHER EDUCATION, AND EMPLOYMENT TRENDS**

- Long-term growth in employment will mirror the overall population growth rate (approximately 2%).
- Regional employment will continue to move away from manufacturing and retail, while moving more toward health care, social assistance, and governmental services.

- Manufacturing employment will not decline across all segments; employment in high-value sectors has the potential to add employees who seek alternative methods of transit. These industries include optics/ imaging, biofuels, and food and beverage processing; their facilities are often located in "clusters."
- Public transportation services at scheduled times are required by clusters of business employers and medical/health facilities to attract the workforces they need.
- There will be an increase in service economy jobs, many of which require multiple work shifts and reliance on part-time employment (e.g., call center operations).
- Area colleges and universities will continue to impact the region's economy by expanding student populations, providing employment, and educating the workforce that employers need. They also offer innovation and entrepreneurship centers for local businesses. These institutions need reliable public transportation to attract and retain students and employees.

#### REGIONALIZATION

- · Beyond Rochester and its suburbs, higher education and agriculture are growing industries, with employees who rely on public transportation to get to work.
- · Although suburban transit centers are not feasible in the short term, developing suburban-based orientation points utilizing the methodology from the Suburban Transit Center Feasibility Study will be given serious consideration.

#### WORKFORCE AND SUCCESSION PLANNING

• RGRTA will recruit, hire, train, and develop the next generation of employees with the skills and knowledge required to ensure that we are the preferred transportation choice for more and more people.

#### **REVISITING OUR VISION, MISSION, AND VALUES**

During the planning process, the team reviewed RGRTA's vision, mission, and values. While we've made significant progress toward our vision to be the preferred transportation choice, we refreshed our mission and values to better reflect our culture and strategic thinking. As always, we continue to strive to be the preferred transportation choice for people who live, work, attend school, shop, and play in the region we serve.

#### **OUR VISION**

The preferred transportation choice.

#### **OUR MISSION**

We are our community's provider and partner for safe, reliable, and convenient public transportation that more and more people can build their lives around.

#### **OUR VALUES**

- INTEGRITY: We do what we say we are going to do and take responsibility for our actions.
- RESPECT: We value and appreciate the diversity and opinions of those we work with and those we serve.
- SERVICE EXCELLENCE: We strive to meet the needs of our customers, every day, no exceptions.
- PERFORMANCE FOCUS: We establish the outcomes that define our success and use databased decision making to achieve them.
- ENGAGEMENT: We understand how our work impacts customers, and we maintain an environment focused on teamwork, dedication, and fun.
- FRESH THINKING: We take time to discover and develop ideas that create value for our company, our customers, and our community.

#### **BASE STRATEGY**

Our base strategy is the bridge between our mission and the strategies in our plan, and the major driver for making decisions about resource allocation and service development and delivery. Our base strategy is to be customer-focused in every market we choose to serve.

By focusing on the customer, we can design and deliver services to steadily grow ridership. This strategy requires us to truly understand the needs of current and potential customers who include:

- Transit-dependent We are their primary method of transportation for work, school, shopping, and important appointments.
- Mobility-impaired We help people with limited mobility reach their destinations.
- Business Partners Colleges, businesses, and other institutions with concentrated populations of students, employees, and customers who need cost-effective, reliable transportation.
- Older adults People who prefer to have options other than driving due to their age, health, or simply a desired change in lifestyle.
- Choice riders Particularly younger people who increasingly view public transit as essential to their beliefs regarding environmental sustainability and as a good fit with their lifestyles.

## Our strategic framework

### **KEY STRATEGIES**

Guided by our base strategy, we've identified five strategies that are integral to our success. These are to:

- 1. Ensure Financial Sustainability
- 2. Grow Ridership and Customer Satisfaction
- 3. Deliver Quality Service and Improve Performance
- 4. Engage Employees in Delivering on Our Brand Promise
- Modernize Our Infrastructure

Goals and objectives were developed, along with operational tactics and actions to achieve them. We measure progress and results toward our goals on a systematic, timely basis. Project champions are accountable for ensuring that the goals and objectives are achieved.

#### ENSURE FINANCIAL SUSTAINABILITY

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

RGRTA is known throughout the transit industry for effectively blending government support with customer fare and business partnership revenues. We have one of the highest cost recovery ratios in the country.

We're guided by a disciplined private sector mindset with a culture that's performance-focused; we will continue to drive forward to achieve sustainable growth in a fiscally responsible way. We continuously reinvent, streamline, and provide service and an overall experience that meet the diverse needs of our customers, business partners, and community stakeholders.

From a dollar perspective, the funding level from New York State for upstate transit agencies has increased a mere 1% since 2009. We will continue to grow in a fiscally constrained way with the funds provided to us by seeking out efficiencies, process improvements, and business partners willing to subsidize additional services. Our plans remain contingent on reliable state and federal funding.

We have three key goals/areas of focus for ensuring financial sustainability: annually achieving the budget target, developing our long-range financial plan, and enhancing our business analysis and decision making capabilities.

To achieve our budget targets, we will ensure that we're properly developing those targets and that the annual capital plan is fully funded.

Long-range financial planning involves identifying and prioritizing needs; securing sources of competitive grants; developing a continuous improvement process to deal with the challenges of public transit funding, and encouraging the Business Development team's efforts to partner with local organizations.

Forward-looking information is essential to our planning process, so we are developing technology tools (including a new data warehouse) that will allow us to make solid, timely business decisions. We will also optimize our new financial systems so that we can better forecast and manage both operating and capital budgets. These systems will also allow us to develop financial models for subsidy pricing and service evaluation.

## Ensure Financial Sustainability

Tactic	Key Milestones	Timing	Project Owner
Annually achieve the budget target	Develop the Authority's Annual Comprehensive Plan (the Operating Budget) with input from all EMT members and their respective departments	Q3 Annually	Scott Adair
	Annually develop a capital spending plan that meets the priority of the Authority and maintains a "state of good repair"	Q3 Annually	Christopher Dobson
Develop Long-Range Financial Plan	Identify and review various competitive grant funding sources and establish an annual plan for success in identified areas	Q3 2014-15	David Cook
	Develop a Capital Committee to assist in reviewing capital requests and prioritizing capital spending	Q1 2014-15	Scott Adair
	Develop an assistance plan with Business Development to ensure that they are getting the necessary information for pricing for business partners	Q4 2014-15	Christopher Dobson
	Devise an ongoing approach of continuous improvement and meeting with departments to develop creative solutions to the public transportation funding gap	Ongoing	All
Enhance Business Analysis and Decision Making	Develop internal implementation team that remains in tact for post-go live trouble shooting/training of our financial software system	Q1 2014-15	Christopher Dobson
	Maintain a steering committee to review project status and resolve any issues	Q1 2014-15	Scott Adair

#### GROW RIDERSHIP & CUSTOMER SATISFACTION

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

A Public Interest Research Group study on transportation trends in the U.S. revealed that the Rochester community saw a 37.4% increase in public transit miles traveled percapita from 2005 to 2010. This ranks us 13th highest in that category in the nation.

RGRTA's ridership has increased dramatically over the past seven years — outpacing the national average — and now totals over 18 million trips annually.

Our ridership extends well beyond those who rely on public transit by necessity. College students and young professionals prefer public transit over car ownership, and they are choosing to rent and buy homes in neighborhoods with robust public transit options. Commuters are seeking out bus routes and schedules to avoid the high cost of parking while enhancing their lifestyles with added convenience. Older adults and others with impaired mobility readily choose public transit as their preferred transportation because it provides safe, reliable, and easy access to health care appointments, shopping, or leisure activities.

With the goal to increase ridership by 2% each year, we will develop and execute annual marketing and consumer education campaigns that prompt consideration and use by new customers, and foster customer loyalty. We will also implement an annual business development plan and create an RTS UPass Program with one or more area colleges that expands student access to public transit.

Since the customer experience is vital to our success as an organization, we work to increase satisfaction year-overyear by actively soliciting their feedback, improving our communications tools, and ensuring that they have a positive experience with us. We want customers to have 24/7 access to real-time information and assistance, and we plan to achieve this by launching apps and other interactive communications tools, such as an interactive voice response (IVR) system, a redesigned website, and optimized bus stop signage.

Another important facet of this strategy is the RGRTA brand identity, which will be refreshed this year, and subsequently rolled out to internal and external audiences.

#### **Grow Ridership & Customer Satisfaction**

Tactic	Key Milestones	Completion Date	Project Champion
Develop relevant marketing and education campaigns to educate consumers about RTS services and route enhancements	Mobile application launch Festivals campaign Service enhancements	Q1 2014-15 Q1 2014-15 Q2 2014-15	Megan Jasinski
Finalize robust business development plan	Finalize plan Implement plan Monitor success metrics	Q1 2014-15 Ongoing Ongoing	Bonnie Maguire
Develop UPass Program	Develop RTS UPass model; identify pilot partner(s), and refine program components Test and finalize implementation plan Launch UPass	Q3 2014-15 Q4 2014-15 Q2 2015-16	Bonnie Maguire
Implement IVR tool to enhance customer interactions with Customer Service	Finalize system design  Complete installation, testing and go-live	Q1 2014-15 Q2 2014-15	Krystle Hall
Complete Bus Stop Optimization and Sign Redesign & Replacement Project	Complete optimization report; schedule community meetings  Finalize sign design and fabrication	Q1 2014-15 Q1 2014-15	Brittany Marks  Maryalice Keller
	specifications; issue RFP  Implement customer communication campaign  Complete installation	Q3 2014-15 Q3 2014-15	
Launch redesigned RGRTA website	Issue RFP for website development Design and develop Launch refreshed website	Q1 2014-15 Q2 2014-15 Q3 2014-15	Megan Jasinski
Implement Transit Center Communications Plan	Implement construction phase plan Implement pre-opening plan Implement grand opening plan	Q1 2014-15 Q2 2014-15 Q3 2014-15	Maryalice Keller
Launch refreshed RGRTA brand identity	Implement internal launch of brand identity and brand promise Implement external launch of new RGRTA brand identity	Q1 2014-15 Q2 2014-15	Maryalice Keller
Assess community awareness and perception	Develop research plan Implement plan Review and devise appropriate action plans	Q2 2015-16 Q3 2015-16 Q4 2015-16	Maryalice Keller

#### DELIVER QUALITY SERVICE AND IMPROVE PERFORMANCE

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

The key to delivering quality service and excellent performance is to listen to our customers and respond with specific enhancements that improve their experience with our organization.

By harnessing GPS technology, we are now able to reliably monitor in real-time when our buses reach our bus stops according to our printed schedules. We have improved our performance already – in 2009, we were on schedule 83% of the time; by Q3 of 2013, our on-time performance hit 91%. We also reduced our early performance to less than 2% in that same quarter. By continuing to monitor our performance, we can target further improvements.

Within the past two years we've maximized technology investments to drive service excellence. This includes offering text, voice, and email messages that notify customers on their cell phones when the next three buses are due – replacing anxiety with peace of mind and convenience.

The RTS Transit Center will be a hub of activity, accommodating up to 100 buses an hour during peak times. We will continue to adjust and redesign service to improve timetables and frequency at the busiest times. We will also add new routes and streamline others based on the needs of the community.

Our team will set transit service performance standards, design and implement Bus Operator service standards, and enhance paratransit service throughout the region. And with an eye toward operational efficiencies, we will improve fleet utilization, reduce maintenance costs, and improve staff productivity.

"Quality, affordable, and convenient public transportation is a key component for improving the economic health and viability of the Rochester region. RGRTA is a critical community partner and is enabling further growth at the University by enhancing the public transit experience for transformational development projects."



#### Deliver Quality Service and Improve Performance

Tactic	Key Milestones	Completion Date	Project Champion
Reduce earlies through improved training, monitoring, and follow up	Consistently maintain at less than 2%	2014-2015 Quarterly	Michael Capadano
Maintain a low level of lates by monitoring controllable variables and follow-up	Consistently maintain at less than 8%	2014-2015 Quarterly	Michael Capadano
Prevent failures through more thorough preventative maintenance	Average miles between failures reaches 4500	Q4 2014-2015	Rusty Korth
Improve problem diagnosing	2 peats reach 10 or less per month	Q3 2014-2015	Rusty Korth
Identify variables contributing to pass-ups and implement needed adjustments	Pass ups reach 3 or less per day	Q4 2014-2015	Michael Capadano
Adjust fixed-route services based on specific performance standards, high transit propensity, destination and origins, and the needs of our community business partners	Complete a Service Standards document that provides productivity goals for Authority Service offerings	Q3 2014-2015	Crystal Benjamin
	Review Authority service offerings against stated productivity goals	Q3 2014-2015	
	Update annual TSDP with results from completed reviews and audits (include regional connectivity and route infrastructure planning)	Q4 2014-2015	
Assemble a work team to design Operator service standards	Launch standards training	Q4 2014-2015	Daniele Coll-Gonzalez
Pursue community collaborations to improve the access and efficiencies of services throughout the provider network for the mobility impaired	Establish two collaborations with community providers	Q3 2014-2015	Joy Pacheco
Implement the interlining and demand headway service changes to the core routes	Adjust routing to achieve consistencies across the RTS network	Q3 2014-2015	Jan Mojzisek
Examine peak fleet use and implement plans to lower the spare ratios	Move preventative maintenance process to the second and third shifts	Q2 2014-2015	Rusty Korth
Compare RGRTA maintenance costs to those of like transit authorities and implement best practices to improve selected areas where RGRTA is below average	Reduce maintenance costs per Actual Total Vehicle Miles by 10%	Q3 2015-2016	Rusty Korth
Compare RGRTA staff productivity to those of like transit authorities and implement best practices to improve selected areas where RGRTA is below average	Increase RGRTA productivity by 5%	Q4 2016-2017	Rusty Korth

#### ENGAGE EMPLOYEES IN DELIVERING ON OUR BRAND PROMISE

Engaged employees enthusiastically embrace our mission and do their best to serve our customers.

We strive to provide a workplace environment that our employees experience as a great place to work because they receive the resources, training, and support they need to succeed in serving our customers.

Our philosophy is that when we invest in our employees, they in turn provide a better experience and increased satisfaction for our customers.

Our People Department works to ensure that employees at every level of our organization are more deeply engaged in delivering on this promise. The key areas of focus include workforce and leadership development, optimizing union relationships, workforce wellness, and employee satisfaction.

#### Our team will:

- Utilize best practices in workforce recruitment, retention, performance management, and compensation practices to ensure the Authority has the talent needed to achieve our strategic goals
- Prioritize and accommodate training and development needs in alignment with organizational goals
- Train all employees to consistently deliver on RGRTA's brand promise and provide regular feedback on their performance
- Ensure that the Transit Center is adequately staffed to serve our customers and achieve our operating targets

We also want to optimize our labor union relationships to achieve a shared focus on key strategic initiatives.

Workforce wellness means engaging and supporting our employees in initiatives designed to improve their health and overall well-being, which results in lower health care costs and improved productivity.

We actively continue to obtain and make the best use of employee feedback to improve employee satisfaction year-over-year.

### Engage Employees in Delivering on Our Brand Promise

Tactic	Key Milestones	Completion Date	Project Champion
Identify and develop current and future leaders; annually review the Authority's leadership succession plan	Establish individual development plans for all Leadership Team members	Q2 2014-15	Maryalice Keller
	Monitor progress	Quarterly	
	Utilize succession plan to facilitate promotional opportunities	Ongoing	
Adopt and implement customer service standards and continuously train all employees	Implement training plan for current and new employees	Q1 2014-15	Amy Gould
. ,	Incorporate skills assessment into performance evaluations	Q4 2014-15	
Establish dedicated training and career development pathways for all Maintenance mechanical and	Determine requirements and develop curriculum	Q2 2014-15	Amy Gould
non-mechanical technicians to ensure an adequate supply of chief technicians and master technicians	Implement	Q2 2014-15	
Implement Transit Center staffing plan	Transit Center Supervisors Radio Control/Monitors Customer Service Reps	Q4 2013-14 Q2 2014-15	Traci Clark
Successfully renegotiate contracts	LL Teamsters BBS SEIU RTS ATU RTS Teamsters LL ATU	12/31/2013 9/30/2014 12/31/2014 12/31/2016 3/31/2016	Maryalice Keller
Strive to consistently resolve all grievances by the second level			Janet Snyder
Offer employees a diverse and robust wellness program	Design and implement programs in key areas: Know your Numbers, Fitness & Exercise, Sleep Issues, Financial Management, Smoking Cessation	Quarterly	Traci Clark
	Continuously assess participation and outcomes; adjust as needed.	Ongoing	
Measure employee satisfaction and update action plans to achieve improvement opportunities	Implement surveys and assess results. Adjust action plans as needed.	Q4 2013-14	Maryalice Keller
	Implement refreshed recognition program, to include a peer-to-peer component	Q1 2015-16	

#### MODERNIZE OUR INFRASTRUCTURE

Ensure that RGRTA is well positioned in terms of the required facilities, equipment, and technologies to provide public transportation in our community for current and future generations.

RGRTA is making significant progress to improve and enhance its infrastructure in order to serve the next generation of transit customers.

Ongoing upgrades to RTS' maintenance garages and service facilities, as well as the construction of a new warehouse, will enable the Authority to increase its capacity to house and maintain a fleet approaching 300 buses.

Similar improvement efforts continue to take place at the Lift Line, Livingston, Orleans, Seneca, and Wyoming facilities.



RGRTA is also aligning its infrastructure modernization efforts with major community initiatives. The results of this community collaboration will spotlight the brand-new RTS Transit Center, as well as city-based transit stations complementing the University of Rochester's College Town development and the City Gate project.

#### **Modernize Our Infrastructure**

Tactic	Key Milestones	Completion Date	Project Owner
Complete RTS Transit Center Construction	Achieve substantial completion  Grand opening	Q3 2014-15 Q3 2014-15	Miguel Velazquez
Construct Mt. Hope Transit Stations	Complete Environmental Review Complete final design Complete construction	Q1 2014-15 Q2 2014-15 Q1 2015-16	Mark Ballerstein
Complete Lift Line Campus improvements	Install windows, doors, and access control replacements  Complete power upgrade and generator installation; lift and drain replacements; storm sewer and pavement repair  Install security video system	Q4 2014-15 Q4 2014-15 Q4 2014-15	Dave Belaskas
Complete RGRTA Campus Improvement Project	Complete parking lot expansion  Complete final design  Complete property acquisition process  Begin construction  Complete construction	Q4 2015-16 Q3 2014-15 Q4 2014-15 Q4 2014-15 Q1 2016-17	Dave Belaskas
LATS garage improvements	Complete preliminary design Complete environmental review Begin construction Complete construction	Q1 2014-15 Q2 2014-15 Q1 2015-16 Q1 2016-17	Dave Belaskas
Construct new OTS fleet facility	Complete preliminary design  Complete environmental review  Begin construction  Complete construction	Q1 2014-15 Q3 2014-15 Q2 2015-16 Q2 2016-17	Dave Belaskas
Construct new STS fleet facility	Complete preliminary design  Complete environmental review  Begin construction  Complete construction	Q1 2014-15 Q2 2014-15 Q1 2015-16 Q2 2016-17	Dave Belaskas
Construct new WYTS fleet facility	Complete preliminary design Begin construction Complete construction	Q1 2014-15 Q3 2014-15 2015-16	Dave Belaskas
Develop a long-range plan for the Authority technology investments	Develop plan and budget Obtain necessary grants Begin implementation of Technology Roadmap Plan recommendations	Q4 2014-15 Q3 2015-16 Q3 2016-17	Brock Bafford/ Chris Mahood









## RTS Transit Center Helps Us Realize Our Vision

The completion of the RTS Transit Center is a crucial next step in helping us to realize our vision; it's also a critical component of the continuing revitalization of Rochester's downtown core and our region as a whole.

This world-class facility in the heart of downtown Rochester will make it easier for customers to ride the bus and enhance their experience with RGRTA. The Transit Center will serve as a community connection point and transfer hub for bus customers as well as visitors to Rochester, who will enjoy the Center because it is convenient, safe, and easy to navigate.

This project has been a collaboration of federal, state, and local entities. Its \$50 million cost is funded by the Federal Transit Administration (80%), the New York State Department of Transportation (10%), and RGRTA (10%). It has also had a significant impact on local employment, creating 400 construction jobs and 50 new jobs when in operation.

The City of Rochester and Monroe County have been important partners in redesigning street traffic flow and traffic signal timing to accommodate bus traffic in and out of the Transit Center, and to improve traffic and pedestrian flow throughout downtown.

The 87,000 square-foot building spans an entire city block, bordered by Mortimer Street and Pleasant Street, with entrances on North Clinton Avenue and St. Paul Street. It will have 30 bays (26 indoor brick-enclosed bus bays and 4 spots on Mortimer Street) that can accommodate up to 100 buses per hour during peak times.

The Center's stunning architectural design includes a 40-foot tall main concourse, Terrazzo floors with radiant heat, and digital signage throughout the building with real-time schedules, departure times, detour information, community events, and more.

Ticket vending machines, an Information Center, and on-site security staff, as well as family restrooms for parents with children, will aid customers. We'll even provide access to bike racks and lockers in the adjacent Mortimer Street garage.

The Center is environmentally friendly: the building will be Leadership in Energy & Environmental Design (LEED) certifiable at the Silver level.

It also exceeds all ADA requirements, with large-print displays and visual cues for the hearing impaired, and audio assistance for the visually impaired.

"RIT and RGRTA have a long-lasting partnership that is vital to connect the university to the Greater Rochester community. Thousands of RIT students and many RIT staff use the bus service on a monthly basis to navigate the campus, the surrounding town of Henrietta, as well as to connect to downtown Rochester. We have seen a steady rise in ridership. Furthermore, our students are working with RGRTA in the classroom on key transportation issues, including projects aimed at reducing emissions."

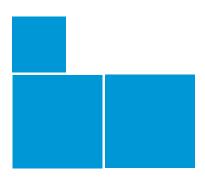
Randy Vercauteren Director of Parking, Transportation & Building Services Rochester Institute of Technology

#### TRACKING & MEASURING OUR SUCCESS

We continue to measure, monitor, and report with full transparency our overall performance and progress using the industry-leading Transit Organization Performance Scorecard (TOPS). The scorecard serves as a tool that monitors, from quarter to quarter, whether established goals tied to our long-term strategic plan are being met.

#### THE HEART OF RGRTA

While the face of RGRTA may change, our dedication to our vision remains the same. We have a highly engaged and empowered employee team, strong and growing partnerships with our customers and community stakeholders, and a passion for providing the best transportation experience possible for every customer. We have an ambitious and exciting long-term growth strategy and we are now better positioned for success than ever before!



# OrganizationalOverview

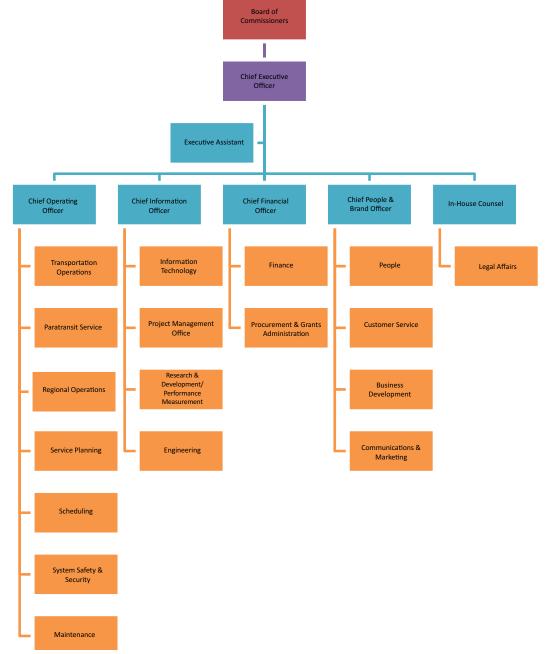


## **Executive Management Team**



Front row (L to R): Maryalice Keller, Chief People & Brand Officer, Daniele Coll-Gonzalez, Chief Operating Officer. Back row (L to R): Miguel Velazquez, Chief Information Officer; Bill Carpenter, Chief Executive Officer; Scott Adair, Chief Financial Officer

 Rochester Genesee Regional Transportation Authority's Executive Management Team is responsible for the overall administration, management, strategic planning, and operation of the Authority.



#### Organizational Overview

## Department Overviews

#### **BUSINESS DEVELOPMENT**

The Business Development team builds and maintains positive relationships with business partners that request public transit service customized to meet the needs of their employees, students, patients, or clients. The Team provides communications support and education to ensure the optimal delivery and utilization of services.

#### **COMMUNICATIONS & MARKETING**

The Communications & Marketing Department helps to define and foster RGRTA's brand identity. The Team develops and executes impactful communications strategies designed to elevate market awareness and promote the use of public transit, and assist customers in using public transit. The Department also supports internal initiatives that foster a culture dedicated to delivering exceptional service to our customers.

#### **CUSTOMER SERVICE**

The Customer Service Department is committed to providing customers with accurate and appropriate information in a timely manner. Customer Service Representatives respond to customer and community inquiries and input regarding schedules, general information, and service issues.

#### **ENGINEERING**

The Department oversees and implements capital infrastructure projects and improvements for the Authority. The Facilities Management Group maintains the RTS Operating Facilities at 1372 East Main Street, including building and site infrastructure, and all equipment required for vehicle maintenance.

#### **FINANCE**

The Finance Department is responsible for effectively and transparently managing the financial affairs of the Authority and each of its subsidiary companies 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 provides accounting, budgeting, financial analysis, and reporting to both internal and external customers on a timely basis and in a manner that is readily understood.

#### INFORMATION TECHNOLOGY

The Information Technology (IT) Team is responsible for providing the most reliable and optimal technical solutions to help the Authority serve our community and make public transportation a preferred option through pioneering technology.

#### **LEGAL AFFAIRS**

The Legal Affairs Department manages the legal affairs and risk management of RGRTA and its subsidiaries. The Legal Department counsels the Authority and its subsidiaries with regard to compliance with local, state, and federal law, rules, and regulations. The team assists in the negotiation of business transactions, and the preparation and review of legal documentation. The Department provides governance oversight for the Board of Commissioners, and provides regular review of Authority bylaws, policies, and procedures.

#### LIFT LINE

In accordance with the Americans with Disabilities Act (ADA), Lift Line provides paratransit service in Monroe County to people with disabilities who cannot ride RTS fixed route service. Lift Line provides curb-to-curb, curb-to-door, and shared ride service as required by the ADA. In 2007, RGRTA voluntarily expanded the Lift Line service area an additional two miles beyond the ADA requirement of three-quarters of a mile on either side of all RTS fixed route service.

#### **MAINTENANCE**

The Maintenance Department maintains and services the Authority's fleet of buses and support vehicles to ensure they are safe, clean, and reliable for customers and operators. Our staff includes Bus Service Technicians who clean, fuel, and park our buses every evening; Mechanical Technicians who maintain and repair our buses on a 24x7 basis; and Garage Supervisors and administrative staff who manage the work and support inventory management. The Maintenance Department is also responsible for maintaining the buildings and grounds at RGRTA's main campus.

#### **PEOPLE**

The People Department focuses on selecting and retaining the very best workforce talent by working to provide the opportunities, tools, and environment necessary to foster employee growth, development, and success. The Team ensures equitable and fair people relations throughout the organization, coordinates employee wellness, and oversees compliance with health and safety initiatives.

#### **PROCUREMENT & GRANTS ADMINISTRATION**

The Department utilizes effective procurement methods to help ensure that the Authority receives the greatest value for the goods and services needed for effective day-to-day operations. The Team develops specifications and contract documents, and also employs project management processes to ensure that projects are successfully completed and that all goals are met. The Department is also responsible for the acquisition and management of federal and state grants, and the attendant communications and associations with the NYS Department of Transportation, Federal Transit Administration, and Genesee Transportation Council.

#### PROJECT MANAGEMENT OFFICE

PMO is a strategic enabler of corporate objectives using rigorous project management processes to deliver high-quality products to the community. This project management expertise allows RGRTA to meet the expectations of customers and fiduciary agencies.

#### **REGIONAL OPERATIONS**

RGRTA Regional Operations encompass six counties. Each regional subsidiary provides a range of fixed route, Dial-A-Ride, paratransit, and shuttle services to county residents. Combined, the regional subsidiaries - with 108 employees and over 100 vehicles – provide approximately 835,000 rides annually.

- Genesee County Batavia Bus Service (BBS)
- Livingston County Livingston Area Transportation Services (LATS)
- 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)

#### Organizational Overview







#### **RESEARCH & DEVELOPMENT/** PERFORMANCE MEASUREMENT

R&D measurably supports the strategies of RGRTA by providing the necessary analyses and a commitment to continuous improvement. Its team of analysts focuses and strengthens the Authority's industryleading performance measurement system, TOPS, and supports all business units in developing, delivering, using, and driving big ideas, measurable improvements, and relevant controls.

#### RTS TRANSIT OPERATIONS

RTS Transit Operations consists of Bus Operators, Dispatchers, and Radio Controllers. Dispatch monitors the timely arrival and assignment of buses and work to the Bus Operators. Radio Controllers monitor and correct on-time performance, maintain communication with Bus Operators, and direct any special assistance as needed. Transit Operations will also be responsible for oversight and management of the Transit Center.

#### **SCHEDULING**

The Scheduling Department develops the schedules and routes, as well as the work shifts for Bus Operators. The Team's product development process creates convenient, efficient, and cost-effective transportation service for customers.

#### **SERVICE PLANNING**

The Service Planning Department ensures that the Authority can offer its customers public transportation to their desired destinations in the most efficient and effective manner possible. They make optimal use of population and economic development data and trends, as well as input from municipal, community, and regional partners and customers to continuously improve the customer experience. The Team monitors the productivity and efficiency of each route on an ongoing basis, and recommends improvements when needed. The Department also manages the location and installation of the Authority's bus stops and shelters, and ensures compliance with certain federal reporting requirements

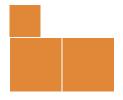
#### SYSTEM SAFETY AND SECURITY

The Department is responsible for facility and bus system safety and security, including emergency response planning. The Team promotes safety and security awareness, and directs initiatives to reduce loss. Road Supervisors assist Bus Operators and customers in the field, and also respond to and investigate on-board incidents. The Department maintains relationships and ensures compliance with federal, state, and local law enforcement, emergency management, and homeland security agencies. The Department is also responsible for Occupational Safety, and conducts workplace safety audits and training.

## **Business Structure**

Public transportation in Rochester dates back more than 150 years. Horse cars, followed by electric streetcars and then a subway system, predated the introduction of bus service 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 in Rochester.

Today, RGRTA's services encompass urban, suburban, and rural areas, as well as paratransit service in compliance with the Americans with Disabilities Act (ADA). The Authority is governed by a Board of Commissioners that directs public transportation services for the counties of Monroe, Genesee, Livingston, Orleans, Seneca, Wayne, and Wyoming.



#### **RGRTA STATS**

Ridership: 18,082,889 No. of Buses: 412

No. of Employees: 873

Service Area: Population: 1,085,595





#### **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 17,257,099
- No. of Buses 258
- No. of Employees 658
- Service Area Population 747,813



#### Lift Line | LL

Lift Line was created by RGRTA in 1985 to provide paratransit service within Monroe County to certified customers, in accordance with the Americans with Disabilities Act (ADA). The ADA requires Lift Line service to mirror up to three-quarters of a mile on either side of all RTS fixed-route service.

#### **LL STATS**

- Ridership 169,354
- No. of Buses 48
- No. of Employees 100
- Service Area Population 747,813



#### **Batavia Bus** Service | BBS

Batavia Bus Service has served Genesee County residents since 1971, and is the oldest of the Authority's regional public transportation systems. Service includes fixed routes serving the city of Batavia, the Village of Leroy, and Genesee Community College, as well as paratransit.

#### **BBS STATS**

- Ridership 59,953
- No. of Buses 10
- No. of Employees 15
- Service Area Population 59,977



#### **Livingston Area Transportation** Service | LATS

Livingston Area Transportation Service joined the Authority in 1986. LATS provides service on nine fixed routes, including routes that originate from the SUNY Geneseo Campus, as well as Dial-A-Ride and paratransit service.

#### LATS STATS

- Ridership 231,232
- No. of Buses 20
- No. of Employees 29
- Service Area Population 64,810



#### **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 STATS**

- Ridership 35,279
- No. of Buses 7
- No. of Employees 16
- Service Area Population 42,836



#### Seneca Transit Service | STS

Seneca Transit Service began servicing Seneca County in 2004. STS provides fixed route, Dial-A Ride, and paratransit service throughout Seneca County, which is located in the heart of the Finger Lakes region.

#### STS STATS

- Ridership 85,876
- No. of Buses 9
- No. of Employees 13
- Service Area Population 35.305



#### Wayne Area **Transportation** Service | WATS

WATS joined RGRTA as an established fixed route system in 1980, and today provides service to 26 towns, as well commuter links to Rochester. WATS operates 20 routes for the County's human service agencies.

#### **WATS STATS**

- Ridership 162,169
- No. of Buses 39
- No. of Employees 36
- Service Area Population 92,962



#### **Wyoming Transit** Service | WYTS

Wyoming Transit Service was established and joined RGRTA in 1993. WYTS offers Dial-A-Ride and County-Wide services exclusively.

#### **WYTS STATS**

- Ridership 81,927
- No. of Buses 21
- No. of Employees 23
- Service Area Population 41,892

## Financial Plan



## The Authority's Financial Plan consists of three elements:

- Operating Budget for Fiscal Year 2014-2015
- Multi-Year Budget Projection covering fiscal years 2015-2016 through 2017-2018
- Six Year Capital Improvement Plan covering fiscal years 2014-2015 through 2019-2020

#### Fiscal Year 2014-2015 **Operating Budget**

Management is pleased to present a structurally balanced operating budget for the fiscal year 2014-2015 (FY2015) which maintains the existing customer fare structures for all subsidiary companies. This is the sixth consecutive year of maintaining the \$1.00 base adult fare for customers of Regional Transit Service, the largest subsidiary.

Total planned operating expenditures for FY2015 are \$84.0 million, representing a 2.6% increase from the prior year's budget.

Included in the planned expenditures are one-time investments in initiatives directed toward the Authority's strategic objectives. Excluding these investments, recurring revenues are equal to recurring expenses.

Total estimated revenues supporting operations are \$83.2 million, representing a 2.2% increase from the prior year budget. A minor funding shortfall, equal to \$0.8 million of total planned expenditures, is proposed to be closed by the appropriation of \$0.8 million from the Authority's available unrestricted net assets.

A comparison of the FY2015 Operating Budget versus the prior year is shown on the following page.



#### **Financial Certification of the Chief Executive Officer**

## Summary Fiscal Year 2013–14 & 2014–15 Operating Budget Comparison

Net Income (Deficit)	\$-	\$-	\$-	
Appropriated Working Capital	\$0.5	\$0.8	\$0.3	
Net Income (Deficit)	\$(0.5)	\$(0.8)	\$(0.3)	
TOTAL EXPENSES	81.9	84.0	2.1	2.6%
Non-Personnel	22.5	22.3	(0.2)	-0.9%
Personnel	59.4	61.7	2.3	3.9%
EXPENSES				
Total Revenues	81.4	83.2	1.8	2.2%
Mortgage Recording Tax	7.8	8.1	0.3	4.0%
Governmental Subsidies	43.2	44.3	1.1	2.5%
Locally Generated	\$30.4	\$30.8	\$0.4	1.2%
REVENUES				
	2013-14 Operating Budget	2014-15 Operating Budget	Change	% Change

#### Revenues which support the Authority's Operations are derived from three main sources:

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

Total locally generated revenues are estimated to be \$30.8 million, representing an increase of \$0.4 million or 1.2% compared to the prior year's budget. Estimated governmental subsidies total \$44.3 million, an increase of \$1.1 million from the prior year's budget. The budget estimate for Mortgage Recording Tax receipts is \$8.1 million, increasing \$0.3 million, or 4.0%, from last year's budget.

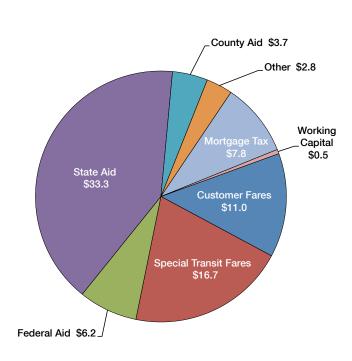
Planned FY2015 operating expenses total \$84.0 million, which is an increase of 2.6% from the prior year's budget. Within that total, personnel costs are \$61.7 million, increasing \$2.3 million or 3.9%. Non-personnel costs are estimated at \$22.3 million, decreasing \$0.2 million compared to last year's budget.

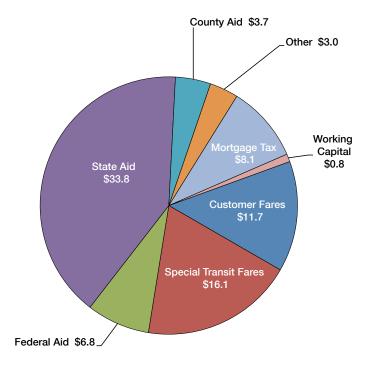
A more in-depth discussion of the key factors which impact revenues and expenses follows.

## **Revenue & Appropriated Net Assets Comparison**

2013-14: \$81.9 Million

2014-15: \$84.0 Million





#### REVENUE FACTORS

#### **Locally Generated**

These include the categories of customer fares, special transit fares, and other revenues. As noted earlier, a total of \$30.8 million is budgeted for FY2015. Locally generated revenues are expected to support approximately 36.7% of total planned operating expenses for FY2015.

#### **CUSTOMER FARES**

Total budgeted customer fares are estimated to be \$11.7 million, an increase of approximately 6.3% from last year's budget. Customer fares are derived from the various pass programs offered to our riders depending on their needs. Overall, the Authority's projected ridership for the fiscal year ending March 31, 2014 totals 18.1 million.

## **Revenue Comparison**

(\$ Millions)

	2013-14 Operating Budget	2014-15 Operating Budget	\$ Change	% Change
Customer Fares	\$11.0	\$11.7	\$0.7	6.3%
Special Transit Fares	16.7	16.1	(0.6)	-3.3%
Other Revenue	2.8	3.0	0.2	8.6%
State Aid	33.3	33.8	0.5	1.6%
Federal Aid	6.2	6.8	0.6	8.8%
County Aid	3.7	3.7	-	-
Mortgage Recording Tax	7.8	8.1	0.3	4.0%
Total Revenue	\$81.4	\$83.2	\$1.8	2.2%

## • • Financial Plan

#### **SPECIAL TRANSIT FARES**

A total of \$16.1 million is estimated for special transit fares in the FY2015 budget, an increase of approximately 1.3% from the projected total for the fiscal year ending March 31, 2014. The special transit fare has become a critical element of the Authority's business model and financial success.

Special transit fares are derived from route subsidy agreements with community partners, such as educational institutions, private sector firms, and nonprofit agencies that benefit from fixed route services provided by the Authority. Management will continue to emphasize this type of business development to grow revenues in the special transit fare category.

#### **GOVERNMENTAL SUBSIDIES**

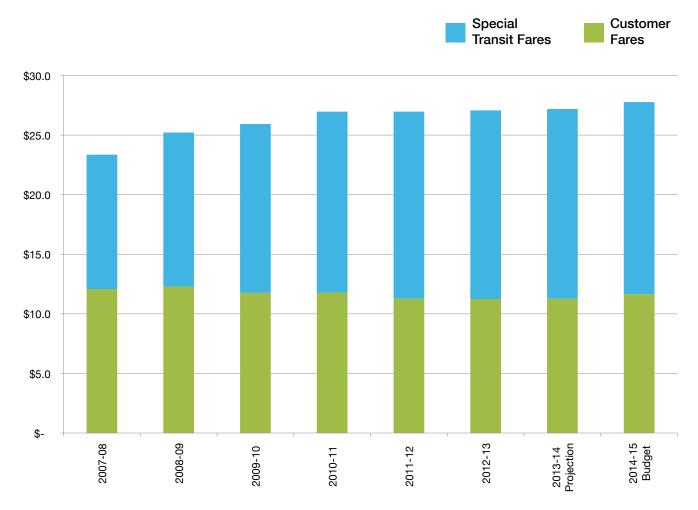
Governmental subsides are the majority of the Authority's revenue structure, totaling 53.2% of the total revenues supporting operations for FY2015. Governmental subsidies are received from the federal government, New York State, and each member county.

#### **FEDERAL AID**

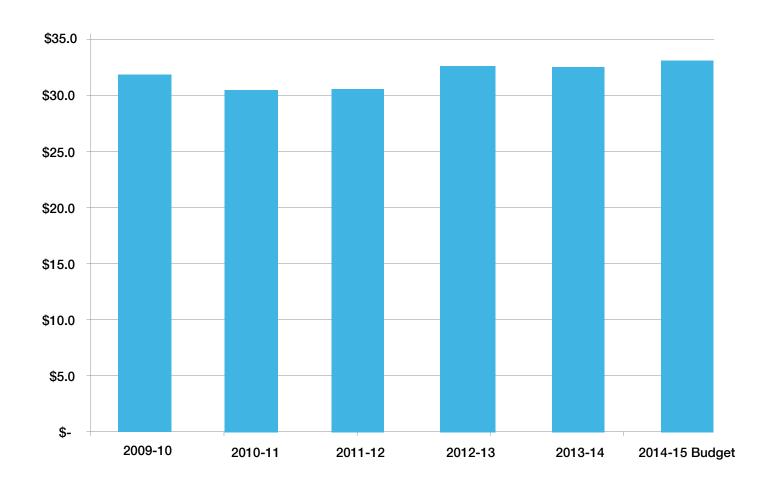
Federal Aid planned for FY2015 totals \$6.8 million, up approximately \$0.6 million from last year's budget.

The major components of federal aid are annual formula-based grants under the urbanized "5307" program and rural "5311" program.









#### **STATE AID**

State aid planned for FY2015 is \$33.8 million, up approximately \$0.5 million from last year.

State Aid is composed of an annual state budget allocation under the State Mass Transportation Operating Assistance (STOA) program and mandatory state matching funds for federal preventive maintenance aid. We remain engaged with the state legislature as they move through their review and approval process of the Governor's proposed budget.



#### • • Financial Plan

#### **COUNTY AID**

The total amount of County aid to be received by the Authority from all member counties is \$3.7 million and has remained unchanged for several years.

Each of the Authority's member counties is required under New York State Transportation Law to make an annual contribution in support of public transportation services provided within their respective jurisdictions.

#### **County Aid (18B-Contribution)**

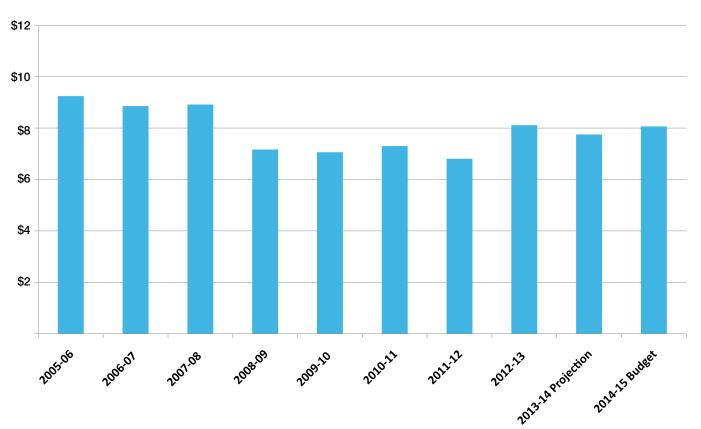
County	Amount (\$)
Monroe	\$3,524,051
Genesee	\$53,282
Livingston	\$35,024
Orleans	\$30,181
Seneca	\$24,964
Wayne	\$38,378
Wyoming	\$20,120
TOTAL	\$3.726.000

#### **MORTGAGE RECORDING TAX (MRT)**

Mortgage Recording Tax (MRT) is a state tax collected by the counties and distributed to municipalities, school districts, and public transportation authorities. Unless exempted by action of the local industrial development agency, all real estate mortgage recordings within each member county must pay an MRT.

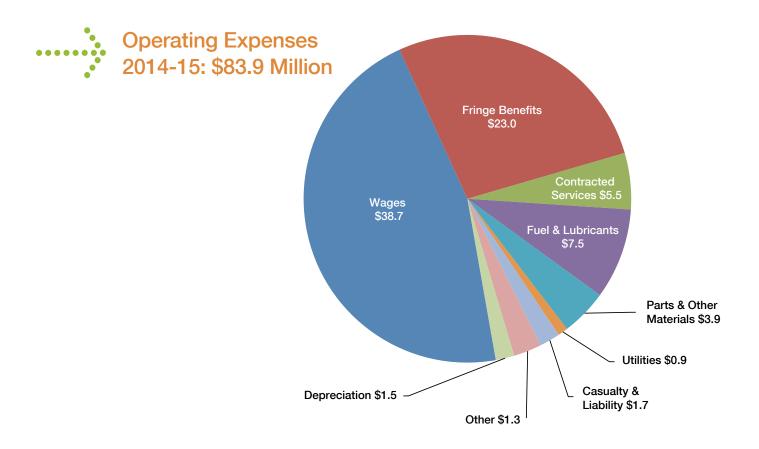
The public transit share of MRT equals 25 basis points against the mortgage principal amount. The MRT budget for FY 2015 is \$8.1 million, an increase of 4.0% percent from the prior year.





## Expense Factors

The Authority's operational spending plan for FY2014-15 has been developed, including the expenses of opening the RTS Transit Center, to maintain the high quality of services customers deserve and to restrict cost increases wherever possible. Total estimated operating expenses for the fiscal year are \$84.0 million, representing an increase of \$2.1 million, or 2.6%, 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.



#### **PERSONNEL**

Total estimated wages and fringe benefits for FY2014-2015 are \$61.7 million, representing an increase of \$2.3 million or 3.9% from the prior year budget. The total number of authorized personnel (both full-time and part-time) is 873, compared to 841 for the previous year.

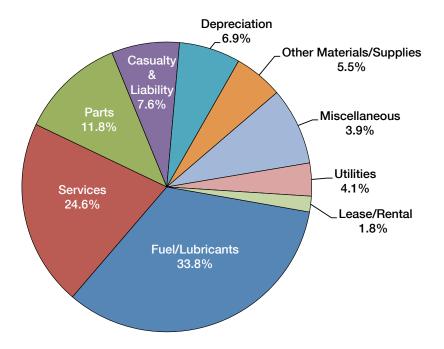
### Financial Plan

#### **NON-PERSONNEL EXPENSES**

Included in this category are fuel and lubricants; bus parts and shop supplies, contracted services, insurance premiums and liability claims, depreciation, and other miscellaneous expenses. Total estimated cost for non-personnel expenses for FY2014-15 is \$22.3 million, representing a decrease of \$0.2 million compared to the prior year's budget. The chart below provides a detailed year-to-year comparison for each category.

The key drivers of non-personnel expenses are discussed on the following pages.

## **Total Non-Personnel Expenses** 2014-15: \$22.3 Million



#### **Non-Personnel Summary** {\$ 000s}

	2013-14 Operating Budget	2014-15 Operating Budget	Change	% Change
Fuel/Lubricants	\$7,775	\$7,516	\$(259)	(3.3%)
Contracted Services	\$5,034	\$5,489	455	9.0%
Parts	\$2,976	\$2,633	(343)	(11.5%)
Casualty & Liability	\$1,669	\$1,699	30	1.8%
Depreciation	\$1,376	\$1,536	160	11.6%
Other Materials/Supplies	\$1,251	\$1,227	(24)	(1.9%)
Miscellaneous	\$1,109	\$871	(238)	(21.5%)
Utilities	\$919	\$910	(9)	(0.9%)
Lease/Rental	\$358	\$393	36	10.0%
TOTAL	\$22,466	\$22,274	\$(193)	(0.9%)

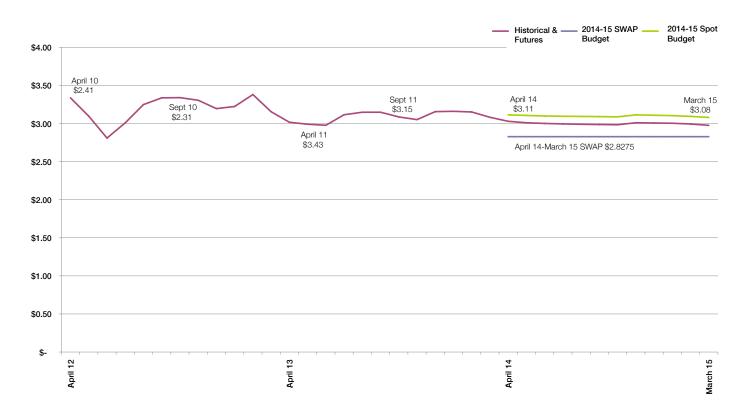


#### **FUEL AND LUBRICANTS**

Fuel and lubricant costs are estimated at \$7.5 million for FY2015, decreasing \$0.3 million from the prior year's budget. The FY2015 budget estimate is based upon current futures market price indications for those quantities not fixed under the hedge. The Authority currently has protection against volatility on 50% of its supply for FY2015 with a fixed price SWAP. The chart below depicts the historical price per gallon over the past three years and futures market, as well as the budgeted spot and SWAP price.



## Diesel Fuel Price/Gallon Trend vs. Budget









## BUS PARTS AND OTHER MATERIALS AND SUPPLIES

Bus parts and other materials and supplies expenses planned for FY2015 total \$3.9 million, representing a decrease of \$0.4 million from the prior year's budget.

#### **CONTRACTED SERVICES**

Contracted services include professional fees for legal, medical, and governmental relations; contracted vehicle maintenance for regional companies; maintenance services for various building systems and software; custodial and security services; and parts supply management services. Total estimated FY2015 contracted services expenses are \$5.5 million, representing an increase of \$0.5 million from the prior year's budget.

## MISCELLANEOUS AND OTHER EXPENSES

Miscellaneous and other expenses during FY 2015 are budgeted at \$3.9 million, a decrease of 4.5% from the prior year's budget. This category includes elements such as utilities, marketing, subscriptions, employee travel and training, taxes, and automobile insurance and liability expenses.

#### **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 FY2015 is budgeted at \$1.5 million, representing an increase of \$0.2 million from the prior year's budget. The increase is attributed to the beginning of depreciation for the investment in the RTS campus and the acquisition of buses.





## Multi-Year Budget Projection: **Fiscal Years 2015-2016** through 2017-2018

Sound fiscal management practice and regulations for public authorities require the development of a Multi-Year Budget Projection (Multi-Year) to alert the Authority's Board of Commissioners, customers, and the community at large of future challenges and opportunities that may impact the Authority's ability to meet its mission and vision. It is then management's responsibility to develop alternative action plans, as needed, to effectively meet those challenges or opportunities.

The Authority has developed and maintains a multi-year forecast model that spans four fiscal years: the current year plus the next three fiscal years. The model is built from the ground up, starting at the subsidiary company level and rolling into a consolidated summary to present an overall perspective for review and discussion. The Authority periodically updates this fiscal projection to maintain its relevancy in the face of dynamic factors such as the economy, the fiscal health of our key governmental subsidy providers, and internal drivers of both expense and revenue.

It's important to recognize the uncertainties inherent in any projection. The Multi-Year represents a composite look at numerous future estimates of revenue and expense. Some estimates are based on known fact, while others rely on historical trends as well as assumptions.

The term "Available Unrestricted Net Assets" (AUNA) refers to Authority funds which are not restricted or committed to specific purposes. These funds are available for future Authority needs as determined by the Board of Commissioners. The level of AUNA is a very important component of the Authority's overall financial health as these assets also represent a potential funding source for future needs. It is estimated that as of March 31, 2014, the Authority's AUNA will total approximately \$24.0 million.

This latest update of the Multi-Year contemplates a continued slow economic recovery impacting both revenue and expense projections over the next three years. The inherent structural imbalance of public transit revenue growth lagging behind expenses required to maintain service levels is also evident.

The revenues supporting operations are essentially flat, increasing from \$83.2 million to \$84.1 million, or approximately 1.1% over the projection period.

Projected annual operating expenses increase from \$84.0 to \$94.7 million over the same period, representing an increase of \$10.7 million, or 12.7%. Each year of the projection shows a funding gap that grows from \$5.6 million to \$10.7 million with a cumulative total gap of \$24.3 million.

The Authority's current fiscal strength (represented by a budgeted \$23.2 million of AUNA at the start of the multi-year projection) will be eliminated by the end of the projected period. Financial challenges will remain until a sustainable funding solution is achieved for public transportation. This solution, along with future actions taken by management to reduce projected costs, will be necessary to close these gaps.

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

Key elements/assumptions driving this forecast are as follows:

#### **REVENUES**

#### **Locally Generated**

- No increase in fare structures for all subsidiary companies
- Ridership trends stable
- Major business partner revenues increase 3% annually

#### **Governmental Subsidies**

- STOA allocation of \$33.7 million is assumed to remain flat
- No increase in member county subsidies
- Federal formula aid is assumed to decrease based on uncertainty at the funding source level

#### **Morgage Tax**

 A gradual economic recovery provides for an expected increase of 2.5% annually

#### **EXPENSES**

• Scope of transit services planned for fiscal year 2014-15 is maintained

#### **Personnel**

- Stable workforce overall
- Medical insurance premium rates increase 10% annually, all employees continue to share in premium cost

#### Non-personnel

- Diesel fuel prices increase 5% annually
- RTS Transit Center operating expense begins in Q3 2014-15 with estimated annual net operating costs of \$2.4 million, including debt service

## Consolidated Multi-Year Budget Projection: 2015-16 to 2017-18

(\$ Millions)

	Projected 2013-2014	Budget 2014-2015	Projection 2015-2016	Projection 2016-2017	Projection 2017-2018
REVENUES					
Locally Generated					
Fares: Cash, Passes, subsidy agreements	\$27.2	\$27.8	\$28.3	\$28.8	\$29.3
Other (Interest earnings, recoveries, reimbursements)	\$2.7	\$3.0	\$2.9	\$2.9	\$3.0
Total Locally Generated	\$29.9	\$30.8	\$31.2	\$31.7	\$32.3
Governmental Subsidies					
Federal	\$6.7	\$6.8	\$5.6	\$5.7	\$5.7
State	\$33.4	\$33.8	\$33.7	\$33.7	\$33.7
County	\$3.7	\$3.7	\$3.7	\$3.7	\$3.7
Total Governmental Subsidies	\$43.8	\$44.3	\$43.0	\$43.1	\$43.1
Mortgage Recording Tax	\$7.8	\$8.1	\$8.2	\$8.4	\$8.6
TOTAL REVENUE	\$81.5	\$83.2	\$82.4	\$83.3	\$84.1
EXPENSES					
Personnel					
Employee Wages	\$38.2	\$38.7	\$39.6	\$40.4	\$41.3
Medical Insurance	\$9.5	\$10.1	\$11.2	\$12.4	\$13.7
Other Fringe Benefits	\$11.7	\$12.9	\$13.2	\$13.6	\$13.9
Total Personnel	\$59.5	\$61.7	\$64.0	\$66.4	\$68.9
Non-Personnel					
Fuel & Lubricants	\$7.6	\$7.5	\$7.9	\$8.3	\$8.7
Other Non-Personnel	\$14.6	\$14.8	\$16.1	\$16.9	\$17.1
Total Non-Personnel	\$22.2	\$22.3	\$24.0	\$24.9	\$25.8
TOTAL EXPENSES	\$81.7	\$84.0	\$88.0	\$91.3	\$94.7
Net Income (Deficit) From Operations & Subsidies	\$(0.3)	<b>\$(0.8)</b>	\$(5.6) ====	\$(8.0) ====	\$(10.7)
Estimated Available Unrestricted Net Assets EOY	\$24.0	\$23.2	\$17.6	\$9.6	\$(1.0)

## Six-Year Capital Improvement Plan

The Capital Improvement Plan (CIP) is the Authority's six-year (FY 2014/15 - 2019/20) plan of proposed capital investments necessary to maintain and improve the infrastructure. The key elements of this infrastructure are rolling stock, facilities, and technology-related equipment and systems. The CIP is fiscally constrained in that the funding schedule and sources for all listed projects have been identified.

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

The Project Management Office (PMO) provides valuable support to assist department heads in the development of formal project charters for capital requests that exceed \$100,000. PMO proficiency in project definition and scoping provided insight and detail about each project that was useful in the decision making process. Utilizing the project charters, the capital requests were reviewed by an evaluation team composed of representatives of the various business functions. The key information required to review and rank all requests included project budget estimates, technical information, anticipated milestones, and a justification for the proposed investment. The structured evaluation criteria scoring each request was based on criticality of repair, impacts of deferment, future operating cost impact, and its ability to advance the Authority's strategies. A prioritized list of projects was then reviewed by the Executive Management Team for the determination of final funding allocations.

#### **GENERAL OVERVIEW**

The CIP is fiscally constrained within available funding over the six year period. It contains a total of 130 projects with total estimated expenditures of \$158.0 million. The first year of the plan including projects in progress is \$69.4 million.

#### 2014–15 Capital Expenses by Project Type

Project Type	Number of Projects	\$ Millions
Preventive Maintenance	1	\$7.1
Rolling Stock	15	\$21.6
Facilities	11	\$32.6
Equipment	32	\$1.3
Transportation Technologies	6	\$5.8
Other	4	\$1.0
TOTAL	69	\$69.4

Management decisions about the allocation of limited capital resources are tied directly to the Authority's vision of becoming The Preferred Transportation Choice. The Authority remains committed to replacing its bus fleet (rolling stock) on a consistent and timely basis. All scheduled bus purchases included in the Plan are fully funded, however, not included in this Plan are approximately \$32 million of unfunded needs for other project types. Included in this unfunded estimate are the remaining funds necessary to realize the efficiencies designed in the RTS Campus master plan.

In addition to the core projects, such as replacement of buses and preventive maintenance, the Authority will complete construction of the RTS Transit Center in downtown Rochester, continue efforts to incorporate transit as part of the University of Rochester's College Town project, and continue the facility and site improvements for the RTS Campus and the Lift Line Campus. In addition to these exciting construction projects, the Authority will redesign and replace the RTS bus stop signs, and implement a data warehouse and business intelligence tool to support and assist the organization in making business decisions.

#### SOURCE OF FUNDS

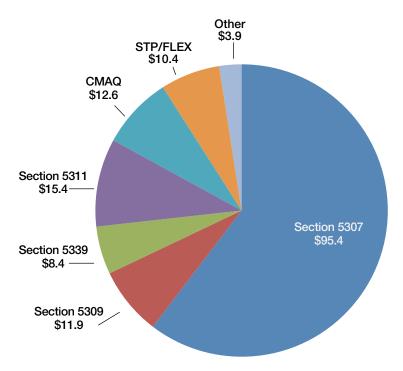
Capital funding is primarily dependent upon federal grants, which are partially matched by contributions from both New York State and the Authority. Generally, the funding split for capital investments is 80% federal, 10% state, and 10% local. The New York State Department of Transportation provides capital grants to meet the 10%

state share of federally funded projects. The Authority's local capital contributions are funded from its Capital Reserve Fund, supported by annual transfers from working capital in an amount equal to local depreciation budgeted expense.

In July of 2012, Congress authorized and the President signed into law MAP-21 (Moving Ahead for Progress in the 21st Century), setting forth the estimated federal transportation funding for the two-year period ending September 30, 2014. As of the drafting of this Plan, Congress is discussing the potential successor to MAP-21; as a result, the funding contained in the last five years of the Plan are estimates. It should be noted that federal grants from the Section 5307 formula grant program represent the primary revenue stream (providing over 60% of total funding) supporting the Six-Year Capital Improvement Plan.

The Authority has made the following assumptions with

## Source of Funds \$158.0 Million



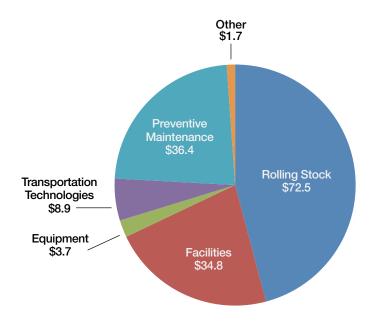
respect to funding sources for this Plan:

- Due to the fact that Congress has not yet approved appropriations past September 30, 2014, the Authority's Federal Section 5307 and 5339 formula assistance is assumed to be flat from 2014 levels for the first three years of the CIP, with a 5% increase for year four, and flat thereafter.
- Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds are allocated to the Greater Rochester area for transportation improvement projects that will improve air quality standards. This Plan assumes the continuation of all CMAQ funds currently allocated to the Authority in the Genesee Transportation Council's regional Transportation Improvement Program (TIP).
- Bus and Bus Facilities Section 5309 federal discretionary aid is eliminated and replaced by Section 5339 formula aid established for state of good repair.
- Additional FHWA & STP/FLEX grants, which are federal highway funds flexed for mass transit use. have not been assumed beyond those funds now committed to the RTS Transit Center.
- All rolling stock capital needs for the Authority's rural subsidiaries are assumed to be fully funded by the federal Section 5311 non-urbanized area formula program.
- Remaining balances from prior years' allocations from the New York State Dedicated Trust Fund (SDF) are being utilized to partially fund several projects in the CIP; an additional one-time SDF allocation is estimated in 2014-15.

Other CIP funds include distributions from the RGRTA capital reserve fund.

#### Financial Plan

#### Use of Funds \$158.0 Million



## Use of Funds by Object of Expense

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

#### PREVENTIVE MAINTENANCE

The Authority allocates a portion of its annual Section 5307 formula grant for the Preventive Maintenance (PM) of capital assets. Although technically considered a "capital" expense by federal regulations, PM essentially functions as a subsidy for operating expenses related to the support of federally acquired assets. Total PM allocations over the six-year CIP are \$36.4 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 \$72.5 million is planned for the upcoming six-year period, inclusive of buses currently under order, for a total of 336 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. To accommodate the uneven annual fleet replacement schedule, the Authority will, when necessary, carry forward significant

grant allocations from year to year. Continual evaluation of the size and make-up of the Authority's fleet roster to identify the most efficient use of revenue vehicles to satisfy customer demand is essential.

#### **FACILITIES**

The Authority remains committed to improving the quality of transportation service in the community and the quality of the transportation experience for customers through the construction of the RTS Transit Center, as well as improvements to the RTS and Lift Line campuses. The CIP contains a total of \$34.8 million to be invested in facilities through fiscal year 2019-20.

#### • RTS TRANSIT CENTER

Construction of the RTS Transit Center in downtown Rochester has progressed on schedule, and is slated to open in Q3 2014-15. This exciting project is the culmination of years of hard work and effort by many inside and outside of the Authority. The RTS Transit Center will provide current and future generations of customers traveling to and through downtown Rochester with a greatly improved transit experience. Approximately 20,000 customers a day now transfer buses along Main Street. They are exposed to all kinds of weather conditions, and lack access to centralized transit information and resources. The RTS Transit Center will provide an enclosed, climate-controlled facility with access to realtime bus arrival information, vending machines to purchase fare media, and exceptional customer service personnel available to assist them.

#### • MT. HOPE TRANSIT STATION AT COLLEGE TOWN

In early 2011, the University of Rochester announced the selection of a private firm as prime developer for its proposed College Town. The vision for the project, to be located on approximately 16 acres of land owned by the University adjacent to the University of Rochester Medical Center complex, is a community-oriented development containing retail, residential, office, and recreational uses.

College Town represents a major economic development opportunity for the community. During fiscal year 2013-14, the Authority continued discussions with the University to structure a transit component to serve the many thousands of people who now and in the future will travel daily to this second most active destination in the RTS system for employment and health services. In the coming 18 months, heated transit stations will be installed around the medical center and campus, and will include real-time bus arrival information in the form of way-side notification signs.

The RTS Transit Center will transform the way people in the Rochester community use public transportation. Its unique design and user-friendly features will provide convenience, comfort, and safety for customers who ride the bus to and from downtown Rochester each day.

#### RTS CAMPUS & SITE IMPROVEMENTS

Another significant facility investment continues at the Authority's headquarters and RTS operations campus at 1372 East Main Street. The 16.5 acre campus and its facilities, constructed in 1974, continue to need upgrades to improve safety, security, and efficiency for both bus and administrative operations.

During the summer and fall of 2012, the first component of the master site plan was executed with the completion of an addition and renovations to the Administration Building. During fiscal year 2013-14, planned improvements were completed, which included the installation of above ground diesel storage tanks, fire alarm system replacement, roof replacement, and HVAC system upgrades. The acquisition and site clearing of adjacent properties is anticipated during 2014-15. This will expand the site's footprint to allow for the reconfiguration of campus parking and traffic flow. In addition, the procurement of designbuild services will take place and renovations to the Operations Building and construction of a maintenance warehouse will commence.

The project is being implemented with a phased approach. As funding is secured, additional elements of the pre-defined master plan will be executed. The eventual completion of the master plan, inclusive of phases already complete, will total \$50 million.

The unfunded needs of approximately \$23 million include: the construction of a new maintenance garage to locate the buses inside (away from the elements) as they wait to be put in revenue service; renovations to the maintenance garage to reduce facility costs; enhancements to the perimeter wall and lighting to augment current safety and security practices; and the replacement of the service building - a critical element of the master plan that will improve the nightly cleaning, fueling, and parking of buses.

#### • LIFT LINE FACILITY

Lift Line provides paratransit services to complement the fixed route services of RTS. The operations and administrative headquarters for Lift Line are located on Trabold Road in the Town of Gates. Engineering studies have determined the need for significant improvements to this facility, and the Authority continues to seek discretionary grant funds and allocate formula funds for such improvements. Beginning in fiscal year 2012-13, activities that have been completed or are in process include the installation of above-ground fuel storage tanks, roof and HVAC replacement, fire alarm replacement, and general office renovations. During 2014-15, the Authority will continue these efforts with door repairs, access control system, security video system, power distribution improvements, installation of an emergency generator, and mobile lift replacements. Inclusive of the funds spent to date, the investment through fiscal year 2014-15 will total \$1.87 million.

#### TRANSPORTATION TECHNOLOGIES

Technology Initiatives Driving Excellence (TIDE) is the Authority's major technology investment project that began implementation in 2007 and is nearing completion. With a total planned capital investment of \$25 million, TIDE is the largest singular technology project undertaken by the Authority.

In 2009-10, a new RTS fixed end radio system and Computer Aided Dispatch was installed. In 2011-12, fleet radio and computer installations occurred on RTS buses. These on-board installations included automatic vehicle location and automatic passenger counters. Similarly, a portion of the Automated Traveler Information System (ATIS) was advanced with the deployment of 13 ATIS signs in the Rochester area. These way-side signs display in real-time the bus arrival times of the next three buses at that stop. In fiscal year 2012-13, the second phase of the real-time arrival notification system was launched. Customers are now able to receive realtime bus arrival information via email/text messages. "Where's My Bus" is as simple as emailing or texting the ID of a bus stop (located on the bus stop sign) to WMB@rgrta.com or 585-351-2878 and the next three arrival times will be sent to a customer's mobile phone.

During fiscal year 2013-14, the upgrade and replacement of the existing 20-year-old fare collection system was completed. This advancement in technology simplifies the customer experience and allows for expanded payment options. The new fareboxes accept \$1, \$5, \$10, and \$20 bills, and provide credit back to the customer in the form of a stored value pass that does not expire. This project will result in increased reliability and lowered operating and maintenance costs, along with advanced financial controls and reporting capabilities. Additionally, in concert with the training plan for the RTS Transit Center, the existing bus simulator was upgraded to take full advantage of the technology available in the marketplace to augment traditional training exercises.

In Livingston County, a new CAD/AVL system that integrates with RTS' system and provides ATIS capability to customers of LATS (Livingston Area Transportation Service) went live. Included in this project was the deployment of ATIS signs at selected locations with high ridership.

These ambitious and exciting TIDE investments will provide a technology foundation which will continue to positively impact the organization and its customers for years to come.

Building upon the momentum of TIDE, the Authority is advancing a number of investments that will generate a positive return from the financial or customer perspective. The implementation of a data warehouse and Business Intelligence (BI) tool will allow the Authority to combine data from the various information technology systems into one central repository to yield meaningful insight into business needs and operational trends. Lastly, the installation of an improved integrated voice response and appointment verification system will go-live during the 2014-15 fiscal year.

A total of \$8.9 million is committed over the six-year schedule for transportation technologies.

#### **EQUIPMENT**

This classification contains assets necessary to maintain or increase operational efficiencies, such as routine computer replacement and maintenance facility equipment. In addition, highlighted projects include the completion of a disaster recovery site for information systems and commencement of a project that will install cameras on LATS buses. The Authority will fund \$3.7 million in equipment needs over the six-year period.

#### **OTHER**

Capital projects in this section of the Plan are primarily focused on transit enhancements for the public. The key transit enhancement project in fiscal year 2014-15 is the redesign and deployment of bus stop signs at RTS to coincide with branding efforts and the RTS Transit Center project. The total investment in miscellaneous projects is \$1.7 million.

2014-15 thru 2019-20 Capital Improvement Plan

D		Projects in Progress	31/7100	2015/16	71/2100	91/2/10	01/0100	00/0100	E P
rioject	Company	12/31/13	61/4102	2012/102	71/0107	201//10	2010/12	2012/20	TOTAL
TOTAL PREVENTIVE MAINTENANCE			\$7,067,818	\$5,740,462	\$5,759,261	\$5,866,875	\$5,994,829	\$5,941,842	\$36,371,086
Replace 19 Transit Buses	RTS	\$6,242,659							\$6,242,659
Replace 20 Transit Buses Replace 30 Transit Buses	RTS		\$9,095,378		\$15.101.392				\$9,095,378 \$15.101.392
Replace 19 Transit Buses	RTS					\$9,841,368			\$9,841,368
Replace 22 Transit Buses	RTS	27 010 14						\$12,319,521	\$12,319,521
Replace 18 Paratransit Buses  Donlace 6 Daratraneit Buses	7 1	\$1,218,563	CA33 787						\$1,218,563
Purchase 1 Revenue Service Car	1 =		\$25,000						\$25,000
Replace 6 Paratransit Buses	11		00000	\$436,849					\$436,849
Replace 12 Paratransit Buses	TT				\$902,807				\$902,807
Replace 12 Paratransit Buses	TT					\$932,936			\$932,936
Replace 12 Paratransit Buses	11						\$964,119		\$964,119
Replace 12 Paratransit Buses Replace 5 Regional Buses	LL		6359 350					\$996,393	\$996,393
Replace 1 Regional Bus	BBS		000,000	\$135,265					\$135,265
Replace 1 Regional Bus	BBS					\$78,535			\$78,535
Replace 4 Regional Buses	BBS						\$390,480		\$390,480
Replace 4 Regional Buses	BBS	000						\$333,268	\$333,268
Replace 10 Regional Buses	LAIS	\$1,101,520	\$503,000						\$1,101,520
Replace / Regional Buses Replace 3 Regional Buses	LATS		9303,030		8417.969				\$417.969
Replace 4 Regional Buses	LATS				707,711		\$323,564		\$323,564
Replace 5 Regional Buses	LATS							\$692,285	\$692,285
Replace 1 Regional Bus	OTS	\$71,870							\$71,870
Replace 6 Regional Buses	SLO		\$431,220					010 0010	\$431,220
Replace / Regional buses Replace / Regional Buses	STS		\$503.090					\$585,419	\$583,219
Replace 1 Regional Buses	STS		000000	\$135,265					\$135,265
Replace 1 Regional Buses	STS				\$76,247				\$76,247
Replace 7 Regional Buses	STS	4						\$583,219	\$583,219
Replace 4 Regional Buses	WATS	\$460,969	¢502 000						\$460,969
Replace 7 Regional Buses	WATS		9303,030	\$676.325					\$676,325
Replace 1 Regional Bus	WATS				\$76,247				\$76,247
Replace 7 Regional Buses	WATS					\$874,580			\$874,580
Replace 11 Regional Buses	WATS						\$1,625,877	1	\$1,625,877
Replace 8 Regional Buses	WATS	017 1164						\$666,536	\$666,536
Replace 5 Regional Buses Renlace 6 Regional Buses	SLIW	010,012¢	\$431,220						\$431,220
Replace 2 Regional Buses	WYTS		) }			\$157,070			\$157,070
Replace 10 Regional Buses	WYTS						\$808,910		\$808,910
Replace 9 Regional Buses	WYTS							\$749,853	\$749,853
TOTAL ROLLING STOCK		\$9,311,191	\$12,274,225	\$1,383,704	\$16,574,662	\$11,884,489	\$4,112,950	16,924,294	\$72,465,515
RTS Downtown Transit Center	RTS	\$12,663,243	\$5,003,625						\$17,666,868
RTS Downtown Transit Center - Two-Way	RTS	\$562,500							\$562,500
Mt Hone Station of Colloge Town	DTG	6562 476	¢2 220						62 611 617
Facility Engineering & Design	STS	\$40.000	66,677,000						\$40.000
Facility Engineering & Design	OTS	800,008							890,000
Bus Storage Facility Improvements	LATS	\$297,512							\$297,512
RTS Campus Improvement Project Wyoming Transit Bus Storage Facility Con-	RTS	\$9,217,603 \$793,473					\$1,875,000		\$11,092,603 \$793,473
Struction Lift Line Campus Improvement Phase I	TT	891.852							\$91,852
	İ								

2014-15 thru 2019-20 Capital Improvement Plan continued

Project	Company	Projects in Progress Remaining Cost @ 12/31/13	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Lift Line Campus Improvement Phase II Lift Line Campus Improvement Phase III Lift Line Campus Improvement Phase IV	1111	\$298,269	\$765,894	\$345,000					\$298,269 \$765,894 \$345,000
TOTAL FACILITIES		\$24,636,930	\$7,998,858	\$345,000	-\$	-\$	\$1,875,000	-\$	\$34,855,788
Replace Non Revenue Vehicle (3)	RTS		\$78,471						\$78,471
Replace Non Revenue Vehicle (1) Replace Non Revenue Vehicle (3)	ETS.			\$18,610 \$99.834					\$99.834
Replace Non Revenue Vehicle (5)	RTS				\$172,214				\$172,214
Replace Non Revenue Vehicle (2)	RTS					\$65,151			\$65,151
Replace Non Revenue Vehicle (2)	RTS						\$67,105		\$67,105
Keplace Non Revenue Vehicle (2)	KIS	\$104 650						\$69,118	\$69,118
Establish Disaster Recovery Hot Site	RTS	\$127,792							\$127,792
Rebuild Front End Loader/Back Hoe	RTS	\$17,315							\$17,315
<b>Body Shop Hydraulic Press Replacement</b>	RTS	\$12,500							\$12,500
Floor Scrubbing Machine Replacement	RTS	\$85,000							\$85,000
Fork Lift Replacement	RTS	\$85,400							\$85,400
Multi-Refrigeration Re-cycle Machine Replacement	RTS	\$7,500							\$7,500
Replace Welder	RTS	88,300							\$8,300
Replace Parts Washer	RTS	\$2,821							\$2,821
Replace Bobcat	RTS	\$40,230							\$40,230
Rework Bus Lift Posts	RTS	82,000							82,000
Sheet Metal Bender	RTS	\$27,500							\$27,500
Variable Speed Drive Exhaust Fan	RTS		\$10,000						\$10,000
Energy Submeter Monitoring System	RTS		\$12,000						\$12,000
Replace Dump Truck	KIS		\$95,000						\$95,000
Replace Cut-On Saw Replace Portable Pressure Washer	RTS		\$4,500 \$5,000						\$5,000
Replace Electric Welder	RTS		\$7,500						\$7,500
Replace Jacks, Jack Stands and Lifting	RTS		\$12,000						\$12,000
Equipment	DTC		\$15,000						000 213
Replace Compressor and Air Demand Resononsive Control System	KIS		\$15,000						\$15,000
Replace Sheet Metal Brake	RTS		\$20,000						\$20,000
Replace Brake Drum and Disc Lathe	RTS		\$50,000						\$50,000
Lift Line Shop Equipment	TI		\$75,000						\$75,000
Replace 10W Truck Replace Road Service Truck	KIS RTS			\$300,000					\$300,000
Replace Electric Welder	RTS			\$7,500					\$7,500
Replace Portable Air Compressor	RTS			\$7,500					87,500
Replace Lathe	RTS			\$8,000					88,000
Replace Tire Changer	RTS			\$8,500					88,500
Replace Portable Bus Lifts (4)	RTS			\$60,000					860,000
Replace Parts Washer and Dip Tank	RTS			\$18,000					\$18,000
Replace Van	RTS				\$45,000				\$45,000
Donloce Commesced Air Devos	KIS				\$45,000				\$45,000
Replace Electric Welder	RTS				\$7.500				87.500
Replace Portable Bus Lifts (6)	RTS				890,000				890,000
Replace Bus Stop Service Truck	RTS					\$40,000			\$40,000
Test and Maintain Main Electrical Gear	RTS					\$20,000			\$20,000
Replace Pavement Striper	RTS					86,000			86,000
Replace Hacksaw	RTS					\$8,000			\$8,000
Replace Scissors Lift	RTS					\$20,000			\$20,000

2014-15 thru 2019-20 Capital Improvement Plan continued

Project	Company	Projects in Progress Remaining Cost @ 12/31/13	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Replace Stationary Compressor Replace Push/Jump Vehicle Replace Portable Lifts (10) Vehicle Maintenance & Facility Equipment Server Replacement	RTS RTS RTS RTS	\$45,724	\$56,000	\$50,000	\$50,000	\$20,000	\$85,000 \$180,000 \$50,000	\$125,000 \$50,000	\$20,000 \$85,000 \$180,000 \$125,000 \$351,724
Personal Computer (PC) Replacement	RTS	\$14,353	\$26,947	\$97,581	\$50,000	\$50,000	\$50,000	\$50,000	\$338,881
Badge Printer	RTS		\$22,000						\$22,000
Existing Phone System Upgrade	RTS		\$52,000						\$52,000
Network Equipment Replacement	RTS		\$35,000						\$35,000
Server Room Cooling System	RTS		\$35,000						\$35,000
Network Equipment Replacement	RTS				\$200,000				\$200,000
TOTAL EQUIPMENT		\$676,085	\$611,418	\$720,525	\$665,714	\$279,151	\$432,105	\$294,118	\$3,660,506
Technology Initiatives Driving Excellence (TIDE)*	RTS	\$3,048,683							\$3,048,683
Business Intelligence/Data Warehouse System	RGRTA	\$958,299							\$958,299
Financial Software System Replacement	RGRTA	\$1,012,417							\$1,012,417
Integrated Voice Response & Appointment Verification System	RTS/LL	\$500,307							\$500,307
Upgrade Bus Simulator	RTS	\$224,831							\$224,831
Lift Line Customer Scheduling Online Portal	TT		\$102,645						\$102,645
Payroll Software Replacement	RGRTA			\$500,000					\$500,000
Customer Relationship Management Software Replacement	RGRTA			\$600,000					\$600,000
Incident Management Software Replacement	RGRTA			\$722,181					\$722,181
On-Board Kadio & Antenna Replacement	KIS	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		\$1,200,000	•	•	•	4	\$1,200,000
TOTALTIKANSPORTATIONTECHNOLOGIES		\$5,744,537	\$102,645	\$3,022,181	s <del>'</del> s	s <del>'</del> s	sh	÷	\$8,869,363
Transit Enhancement - Bus Shelters	RTS	\$85,780							\$85,780
Transit Enhancement - Bus Stop Sign Re- placement	RTS	\$259,201	\$557,282						\$816,483
Transit Enhancement - ATIS Sign Relocation	RTS		\$65,520						\$65,520
Transit Enhancement - 1% of formula allocation	RTS			\$146,765	\$146,765	\$154,103	\$154,103	\$154,103	\$755,841
Grant Administration	RTS	\$35,354							\$35,354
TOTAL OTHER		\$380,335	\$622,802	\$146,765	\$146,765	\$154,103	\$154,103	\$154,103	\$1,758,978
GRAND TOTAL		\$40,749,078	\$28,677,766	\$11,358,637	\$23,146,402	\$18,184,618	\$12,568,988	\$23,314,358	\$157,981,235

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

## **Operating Budget Impact**

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

#### **VEHICLE REPLACEMENTS**

Regular and on-time replacement of the revenue fleet helps to keep operating costs stable, and maintains the reliability and quality of customer service. New buses require fewer parts and burn fuel more efficiently than older buses. For example, new buses consume approximately 12% less fuel per mile than a bus at the end of its useful life of 12 years. Assuming that labor cost savings are equal to that of the parts savings, the continued modernization of the fleet results in savings of \$15,000 per bus in the first year of operation.

#### RTS CAMPUS IMPROVEMENTS

The site improvements to the RTS and Lift Line campuses will improve safety, security, and efficiency for bus services and operations.

The construction of the expanded administrative building has added to the overall energy needs, but has done so in an environmentally friendly manner being LEED certifiable. Additionally, the renovation work completed has resulted in consumption savings. The renovation work entailed window replacements, additional insulation, lighting improvements, and increased motor efficiencies.

The construction of the wellness center in the Administration Building is having many tangible and intangible benefits on employee health and wellness, and will continued to be monitored. Additional efficiencies are anticipated with the construction of a maintenance warehouse building to improve the storage and repair of Authority assets. Other aspects of the project anticipated to have an impact on operating costs in a positive manner are the above-ground diesel storage tanks and renovations to the operations building, including the roof replacement.

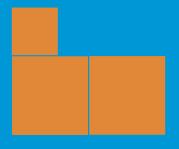
#### RTS TRANSIT CENTER

The RTS Transit Center will have expenses in the area of personnel, contracted security, janitorial, and maintenance, and debt service. The preliminary annual estimate is approximately \$2.4 million. The 2014-15 Operating Budget contains a portion of the annual estimate to coincide with the commencement of the expenses and thereafter is included in the Multi-Year Budget Projection.



## Conclusion

The FY2015 Financial Plan provides the financial means to enable the Authority to achieve its annual operating goals and tactics as outlined in this Plan. It addresses the Authority's capital investment needs over the next six years in a fiscally prudent manner; and, it identifies potential future fiscal challenges for which solution alternatives must be developed and implemented. Guided by a robust Strategic Plan and driven by a management approach focused on results, the Authority will drive forward to a financially sustainable future.



## 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 1.1 million. Current member counties include Monroe, Genesee, Livingston, Orleans, Seneca, Wayne, and Wyoming.

A thirteen-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. Current membership is as follows: City of Rochester, three; Monroe County, four; and one member each from Genesee, Livingston, Orleans, Seneca, Wayne, and Wyoming counties. The Authority has separate legal standing from each of the member counties.

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 composed of nine separately incorporated business units. A list of these units and brief description of respective functions is below:

- **Rochester Genesee Regional Transportation** Authority, Inc. (Authority) Corporate governance.
- Regional Transit Services, Inc. (RTS) Urban fixed route operations serving the City of Rochester and the County of Monroe.
- Lift Line, Inc. (LL) Paratransit services which complement RTS fixed route operations, in accordance with the Americans with Disabilities Act.
- Batavia Bus Service, Inc. (BBS) Fixed and flexible route operations for Genesee County.
- Livingston Area Transportation Service, Inc. (LATS) Fixed and Flexible route operations for Livingston County.
- Orleans Transit Services, Inc. (OTS) Fixed and flexible route operations for Orleans County.
- Seneca Transit Service, Inc. (STS) Fixed and flexible route operations for Seneca County.
- Wayne Area Transportation Services, Inc. (WATS) Fixed and flexible route operations for Wayne County.
- Wyoming Transit Services, Inc. (WYTS) Fixed and flexible route operations for Wyoming County.

## **Basis of Accounting**

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

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

#### Internal Control Structure

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

#### **INDEPENDENT AUDIT**

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

#### **BUDGETARY CONTROL**

The Authority's fiscal year runs from April 1 – through March 31. The annual budget preparation process occurs within the development of the Authority's Annual Comprehensive Plan. Operating Plan goals and tactics for the coming year are formulated during August and refined as budget development progresses by the Executive and Leadership teams. Formal budget preparation packages are distributed in mid-September by the Finance Department to each department head of Regional Transit Service and to the managers of the other subsidiary companies. Operating budget and capital project request submissions are due by mid-October. Each departmental request is closely analyzed utilizing a process aimed at breaking down the elements of each request; comparison with historical data and recognition of trends and external factors, economic or other that might impact the budget element. Budget staff also meets with department representatives to discuss and review their budget submissions as necessary. Revenue estimates are subject to the same type of scrutiny and analysis. Documentation is prepared and retained for budget estimates.

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

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

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

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



Month	Activity
August	<ul> <li>Leadership Team off-site meeting to review issues and programs for inclusion in Strategic, Operating, and Financial plans for the coming fiscal year.</li> <li>Budget Team updates, as necessary, all budget preparation protocols, documents, and system changes.</li> <li>Finance staff updates Multi-Year Budget Projection.</li> </ul>
September	<ul> <li>Distribution of Capital Project Request packages to Leadership Team.</li> <li>Distribution of Operating Budget preparation packages to Leadership Team.</li> </ul>
October	<ul> <li>Submission of Capital Project Requests by Leadership Team to Budget Team for compilation of un-scored preliminary Capital Improvement Plan (CIP).</li> <li>CIP Rating Team meets and scores capital project requests.</li> <li>Budget Team preparation of all revenue and expense estimates within its scope of responsibility.</li> <li>Submission of Operating Budget requests by Leadership Team.</li> </ul>
November	<ul> <li>Budget Team holds meetings with each Leadership Team member for in-depth review of budget request, if necessary.</li> <li>Budget Team analysis of all Leadership Team requests.</li> </ul>
December	<ul> <li>Budget Team concludes analysis and recommendations.</li> <li>Budget Team communicates recommendations to CFO.</li> <li>CFO submits preliminary budget recommendations to the Executive Management Team for review and approval.</li> <li>Executive Management Team finalizes budget.</li> </ul>
January	<ul> <li>Budget Team prepares summary information, graphs, and analysis for development of Financial Plan section of Comprehensive Plan.</li> <li>Finance staff updates Multi-Year Budget Projection.</li> <li>Governor submits proposed Executive Budget to the Legislature, thereby providing notice to the Authority of the proposed amount of State Operating Assistance for the coming fiscal year.</li> <li>Finalization of budget for inclusion in the Comprehensive Plan.</li> </ul>
February	<ul> <li>CEO submits Comprehensive Plan to the Board of Commissioners for review and comment.</li> <li>Employee meeting to review Comprehensive Plan.</li> </ul>
March	Board of Commissioners approves the Comprehensive Plan.
April	Fiscal Year begins April 1.

## **Factors Affecting Financial** Condition

#### **COMPREHENSIVE PLANNING**

As noted previously, the Authority annually adopts a Comprehensive Plan which contains its Strategic Plan, Operating Plan, Financial Plan, and Performance Goals for the coming fiscal year. The Strategic Plan identifies the strategy of the Authority in support of the vision. The Operating Plan outlines the specific objectives and projects to be undertaken in the coming year to advance the strategies. The Financial Plan is then developed in the form of an annual Operating Budget and 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 judgment, the Multi-Year Budget Projection identifies projected annual net income or deficits from operations, inclusive of governmental subsidies. It is used as a planning tool to identify potential future fiscal challenges and opportunities to assist decision making by the Board and management. The multi-year projection is updated on a semi-annual basis to ensure that it remains current and relevant.

#### **CASH MANAGEMENT**

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

#### **RISK MANAGEMENT**

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

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

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

The Authority is 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.

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

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

#### **CAPITAL RESERVE**

Annually, the Authority is the recipient of a formula-based grant from the Federal Department of Transportation which is primarily directed toward capital investments. This grant requires a local match of 20%, of which 50% is drawn from the Authority's Capital Reserve Fund and 50% provided by the New York State Department of Transportation. The Capital Reserve Fund is itself funded annually by a Board-authorized transfer from Working Capital in an amount equal to the annual depreciation expense contained in the current fiscal year budget. From time to time, the Board of Commissioners may also authorize additional contributions to the Capital Reserve as recommended by the Chief Executive and Chief Financial Officers. The Capital Reserve fund also provides 100% funding for capital projects when authorized by the Board of Commissioners.

#### **DEBT MANAGEMENT**

Pursuant to law, the Authority has the power to issue debt to achieve its purposes, subject to the approval of the State Comptroller. A formal Debt Policy has been adopted by the Board of Commissioners, which contains quidelines for the evaluation, issuance, management, and reporting of debt. The Finance/Investment Committee of the Board represents and assists the Board in its oversight of borrowing activities. The Authority has not issued debt and does not have a legal debt limit. The Finance/Investment Committee will discuss the potential issuance of debt for the Renaissance Square Transit Center project that is scheduled to be complete by early 2015.

#### **PENSION BENEFITS**

The Authority sponsors four separate defined benefit plans to provide pension benefits for various groups of employees among its subsidiary companies.

Annually, an independent actuarial firm prepares a formal valuation report for each plan 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. The Authority generally funds 100% of the Annual Required Contribution (ARC) for each of the various pension plans.

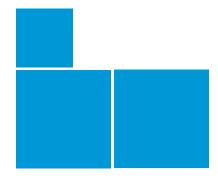
Employees of RGRTA, the corporate governance entity, are provided pension benefits through the New York State Employees Retirement System (NYSERS), which is administered by the Office of the New York State Comptroller. The Authority makes annual contributions to the NYSERS as determined by the State 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, 2013, there were 377 retirees receiving such benefits and 551 current employees who were eligible for future benefits. The total actuarial accrued liability for OPEB as of March 31, 2013 was \$59.6 million.

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

The New York State legislature has not vet passed legislation to enable public benefit corporations to establish a qualifying irrevocable trust for the purpose of funding future OPEB benefits. Pending such legislation, the Board of Commissioners has established an OPEB Reserve Fund into which it authorizes deposits as it deems appropriate.



#### Financial Policies

#### **RGRTA Service Area Population**

(By County)

	Мог	nroe							
	Rochester	Suburbs	Genesee	Livingston	Orleans	Seneca	Wayne	Wyoming	Total
2005	209,781	528,725	60,068	65,322	43,475	35,177	93,727	42,780	1,079,055
2010	210,532	537,281	59,977	64,810	42,836	35,305	92,962	41,892	1,085,595
% Change	0.4%	1.6%	-0.2%	-0.8%	-1.5%	0.4%	-0.8%	-2.1%	0.6%
Square Miles	37	626	494	632	391	325	604	593	3,702
Pop./Sq. Mile	5,690	858	121	103	110	109	154	71	293

## Demographics and the **Local Economy**

An examination of demographic and local economic data for the Authority's extensive service area (3,700 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 U.S. Census data, the total population of the Authority's service area has remained flat, hovering at just under 1.1 million.

The City of Rochester, which represents the Authority's primary market for transit service, has experienced an uptick in population after several years of slight decline. Long-term population projections available from the U.S. Census Bureau indicate an overall flat population for the Authority's service area through 2035.

#### **MEDIAN INCOME**

In 2011, the latest available data, the median household income throughout the Authority's service area was \$51,014, representing an aggregate increase of 15.3% since 2005 and an average annual increase of 2.6%. By contrast, 2011 median household income within the City of Rochester stood at \$30,367. Approximately, 25% of the City's population has income at or below the poverty level, according to the U.S. Census Bureau.

#### **EMPLOYMENT**

Unemployment levels within the Authority's service area continue to remain elevated. As of May, 2013, the unemployment rate was 8.1%, representing a 3.8% increase over 2011. Total employment over the same period has decreased from 493,914 to 488,637. Retail, service, and government employment together represent 76% of total work force composition, manufacturing and construction comprise 16%, and all other types (finance, insurance, etc.) represent 8%.

# PerformanceMeasurements





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

#### **HOW TOPS FUNCTIONS**

The 2014–15 Transit Organization Performance Scorecard (TOPS) will concentrate on a few critical metrics in each of the following four key result areas:

- Financial Sustainability
- Customer Experience
- Service Quality
- Employee Engagement

Each key result area has a related index, which is weighted and given a specified number of points reflecting its relative importance. Each index is directly measured by one or two "critical success indicators." For example, On-Time Performance is the "critical to success" metric for the Service Performance Index (SPI). RGRTA reviews and tracks the performance of each TOPS metric from quarter to quarter. At the end of each fiscal year, historical data is reviewed and information on potential future influences is used to fine-tune the goals and determine suitable targets for the upcoming year. The level of difficulty for each metric is re-calibrated to adjust for changes in staff, funding, equipment, and other resources. One fact remains true for all goals: they shall be challenging and achievable.

If every metric in TOPS achieves exactly the goal established in the Comprehensive Plan, the overall TOPS score would equal 100 points. However, RGRTA's designation as a public authority introduces its own set of challenges. Government mandates and unanticipated changes in state funding are examples of external influences that can impact the Authority's performance in meeting targets established at the outset of the fiscal year. Therefore, TOPS utilizes a sliding point scale system which allows and recognizes efforts that perform above goal as well as efforts that might fall short. This scale allows for six steps on either side of the established goal. Each step above or below the goal represents a 5% improvement or decline from the target. Therefore, the score can be 30% higher or 30% lower than the established goal.

#### **HOW TOPS FUNCTIONS**

The 2014–15 TOPS will have a total of five metrics, similar to the metrics identified and monitored during the previous fiscal year. Employee Engagement is the only metric in TOPS this year that will be modified slightly to further refine and focus our efforts on Employee Engagement. The Employee Engagement metric is measuring our success in providing the right environment, culture, tools, conditions, and training necessary to motivate and align our workforce. RGRTA understands that engaged employees result in improved productivity, efficiency, performance, quality of service and a consistent customer experience.

## Performance Indexes and Their "Critical Success Indicators"

Financial Performance Index (FPI) – 35 Points

#### Success Indicator: End of Year Net Income (Deficit) Projection

RGRTA's ability to be a reliable Public Transportation provider is dependent on its financial stability. FPI shows the Authority's success in managing its finances and being fiscally responsible in the way it provides services to the community.

In 2014-15 TOPS, the performance of RGRTA's financial health will continue to be measured based on the results of the quarterly End of Year Net Income (Deficit) Projection, which is an estimate of operating revenues, subsidies, and expenses across the entire organization. For Fiscal Year 2014-15, FPI will carry 35 out of the 100 points in TOPS. This is the highest point allocation among the four indexes, as financial success forms the foundation necessary to allow RGRTA to achieve its strategic goals.

#### Customer Satisfaction Index (CSI) – 25 Points

#### Success Indicators: Ridership Growth, **Net Promoter Score (NPS)**

The Customer Satisfaction Index (CSI) assesses RGRTA's effectiveness in providing excellence in customer service. The allocation of 25 TOPS points to the CSI is the same as last year.

Ridership Growth and the Net Promoter Score (NPS) comprise the CSI, and are the ultimate measures of the Authority's delivery of a quality experience. NPS is a highly regarded measure used in the private sector and considered to be the ultimate measure of customer satisfaction by asking 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).

RGRTA believes that quality service translates into ridership stability and growth - current customers using the service more frequently and new customers making a choice to try public transportation. To accomplish this, all business units throughout the organization need to focus on providing a service that is on-time, clean, safe, convenient, and affordable for the community.

The NPS will be allocated 20 points, while Ridership Growth will be allocated five points, with the distribution among operating units based on each subsidiary's respective percentage of the total customers served by the Authority. Based on this methodology, 95% of the CSI points are allocated to RTS, 1% to Lift Line, and 4% to the six regional subsidiary companies combined.

#### Service Performance Index (SPI) – 20 Points

#### Success Indicator: On-Time Performance (OTP)

The Service Performance Index (SPI) measures the Authority's commitment to providing the product that our customers want. The most critical success indicator of quality performance for the Authority is On-Time Performance (OTP). Quarterly customer surveys consistently show OTP as the single most important priority to customers. As such, OTP is the sole indicator of success in the SPI. Lean Six Sigma principles will continue to be applied throughout the organization to improve processes such as preventative maintenance, repeat failures, and bus availability, which are just a few among other Department Performance Indicators (DPIs) which can have a sizable impact on OTP. Newly appointed driver coaches will continue to put best practices to work as RGRTA continues to focus on providing a consistent and reliable experience.

The allocation of 20 TOPS points to the Service Performance Index is consistent with last year's point allocation.

#### Employee Engagement Index (EEI) – 20 Points

#### Success Indicator: Employee Engagement, Participation, Satisfaction and the EEI

The Employee Engagement Index (EEI) continues to evolve, and reflects the people-focused facet of our culture. The Authority, through the People Department, is focused on providing the conditions, equipment, and training necessary to foster employee growth, development, and success. The return on this investment will pay forward in a better customer experience and increased customer satisfaction.

This effort will be measured in TOPS by employee engagement, which is defined as the measurable degree of an employee's positive attachment to their job, colleagues, and organization that then influences their willingness to learn and perform at work. Employee engagement will be captured by three metrics: participation, satisfaction, and the Employee Engaged Index which measures the employee's commitment and motivation to act in the best interest of the business.

The number of points allocated for the EEI Index will account for 20 of the total 100 TOPS points.

#### **2013-14 TOPS REVIEW**

For the sixth consecutive year, the Authority exceeded its TOPS goal of 100 points in each of the first three quarters. The third quarter result of 118.9 was the fourth highest performance in the 23 quarters of the TOPS performance measurement system. The first and second quarters had excellent scores with 111.5 and 109.3 points, respectively. This remarkable achievement is underscored further by the fact that the Authority made the measures more difficult at the outset of the Fiscal Year.



#### Conclusion

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

The comprehensive analysis provided by TOPS allows management and the Board to monitor the Authority's overall performance, and make timely and informed decisions. The emphasis on a few critical metrics will demand a higher level of performance by each business unit. Success is going to be focused on what is of great importance to the organization: End of Year Net Income (Deficit) Projection, Customer Net Promoter Score (NPS), Ridership Growth, On-Time Performance, and Employee Engagement. It makes it clear for our employees, focuses their attention, and directs their efforts. It makes it clear for the Board and the community on how to hold RGRTA accountable.



KEY RESULT AREAS	SUCCESS INDICATORS	GOAL POINTS
FINANCIAL SUSTAINABILITY	END OF YEAR NET INCOME	35
CUSTOMER SATISFACTION	RIDERSHIP GROWTH & NET PROMOTER SCORE (NPS)	25
SERVICE QUALITY	ON-TIME PERFORMANCE	20
EMPLOYEE ENGAGEMENT	EMPLOYEE SURVEY PARTICIPATION & SATISFACTION SCORE	20
		GOAL

100

# **DETAILS**

	Metric	Plan Goal	Actual 1st Quarter	Actual 2nd Quarter	Actual 3rd Quarter	Actual 4th Quarter	<b>Earned Points</b>	Goal Points	Max Points	Min Points
FINANCIAL	End of Year Net Income (Deficit) Projection	-\$815						35.00	45.50	24.50
SOSIAIINABILIII	TOTAL FPI SCORE							35.00	45.50	24.50
	Net Promoter Score - RTS	33.0%						19.00	24.7	13.3
	Customer Satisfaction - Lift Line	95.0%						0.40	0.52	0.28
	Customer Satisfaction - BBS	94.0%						0.10	0.13	0.07
	Customer Satisfaction - LATS	92.0%						0.10	0.13	0.07
CUSTOMER	Customer Satisfaction - OTS	92.0%						0.10	0.13	0.07
SATISFACTION	Customer Satisfaction - STS	92.0%						0.10	0.13	0.07
	Customer Satisfaction - WATS	92.0%						0.10	0.13	0.07
	Customer Satisfaction - WYTS	95.0%						0.10	0.13	0.07
	Ridership % Growth - RGRTA	2.0%						5.00	6.50	3.50
	TOTAL CSI SCORE							25.00	32.50	17.50
	On-Time Performance - RTS *	90.1%						19.00	24.70	13.30
	On-Time Performance - Lift Line	93.0%						0.40	0.52	0.28
	On-Time Performance - BBS	95.0%						0.10	0.13	0.07
	On-Time Performance - LATS	<b>62.0%</b>						0.10	0.13	0.07
SERVICE	On-Time Performance - OTS	92.0%						0.10	0.13	0.07
QUALITY	On-Time Performance - STS	<b>62.0%</b>						0.10	0.13	0.07
	On-Time Performance - WATS	95.0%						0.10	0.13	0.07
	On-Time Performance - WYTS	95.0%						0.10	0.13	0.07
	TOTAL SPI SCORE							20.00	26.00	14.00
	Employee Participation	35%						8.00	10.40	2.60
	Employee Engaged Index	10						4.00	5.20	2.80
EMPLOYEE	Employee Satisfaction	4.0						8.00	10.40	5.60
ENGAGEMENT	TOTAL EEI SCORE							20.00	26.00	14.00
	TOTAL SCORE  * On-Time Performance: RTS value stated above is the annual average (90.1%). Ouarterly goals are: 01 90.5%: 02 89.5%: 03 89.5%: 04 91.0%	he annual averag	e (90.1%). Ou	arterly goals	are: 01 90.5	%: 02 89.5%:	03 89.5%: 04	100.00	130.00	70.00

\* On-Time Performance: RTS value stated above is the annual average (90.1%). Quarterly goals are: Q1 90.5%; Q2 89.5%; Q3 89.5%; Q4 91.0%

		$\mathbb{N}$	SC	ORIN	<u>M</u>	ORING MATRIX 2014-15	<b>4 201</b>	4-15	u		١	di	Н	П
			B	ELOW GOAL	OAL					EXC	EXCEEDING GOAL	GOAL		
	Metric	-30%	-25.0%	-20.0%	-15.0%	-10.0%	-5.0%	Goal & Points	2.0%	10.0%	15.0%	20.0%	25.0%	30.0%
	End of Year Net Income	(\$1,180)	(\$1,119)	(\$1,058)	(266\$)	(\$937)	(928\$)	(\$812)	(\$754)	(\$694)	(\$633)	(\$572)	(\$511)	(\$451)
SUSTAINABILITY	(Deficit) Projection	24.50	26.25	28.00	29.75	31.50	33.25	35.00	36.75	38.50	40.25	42.00	43.75	45.50
	Net Promoter Score	23.0%	24.7%	26.3%	28.0%	29.7%	31.3%	33.0%	34.7%	36.3%	38.0%	39.7%	41.3%	43.0%
	- RTS	13.30	14.25	15.20	16.15	17.10	18.05	19.00	19.95	20.90	21.85	22.80	23.75	24.70
	Customer Satisfaction	%0.06	8.06	91.7%	92.5%	93.3%	94.2%	95.0%	95.8%	%2'96	97.5%	98.3%	99.2%	100.0%
	-TT	0.28	0.30	0.32	0.34	0.36	0.38	0.40	0.42	0.44	0.46	0.48	0.50	0.52
	<b>Customer Satisfaction</b>	88.0%	80.68	%0.06	91.0%	92.0%	93.0%	94.0%	95.0%	%0.96	%0.76	%0'86	%0.66	100.0%
	- BBS	0.070	0.075	0.080	0.085	0.090	0.095	0.100	0.105	0.110	0.115	0.120	0.125	0.130
	Customer Satisfaction	%0.06	8.06	91.7%	92.5%	93.3%	94.2%	95.0%	%8'56	%2'96	97.5%	98.3%	99.5%	100.0%
	- LATS	0.070	0.075	0.080	0.085	0.090	0.095	0.100	0.105	0.110	0.115	0.120	0.125	0.130
CUSTOMER	<b>Customer Satisfaction</b>	%0.06	8.06	91.7%	92.5%	93.3%	94.2%	95.0%	<b>95.8</b> %	<b>%2'96</b>	97.5%	98.3%	99.5%	100.0%
SATISFACTION	- OTS	0.070	0.075	0.080	0.085	0.090	0.095	0.100	0.105	0.110	0.115	0.120	0.125	0.130
	Customer Satisfaction	84.0%	85.3%	<b>86.7</b> %	88.0%	89.3%	%2'06	92.0%	93.3%	94.7%	%0.96	97.3%	%2'86	100.0%
	- STS	0.070	0.075	0.080	0.085	0.090	0.095	0.100	0.105	0.110	0.115	0.120	0.125	0.130
	Customer Satisfaction	%0.06	8.06	<b>91.</b> 7%	92.5%	93.3%	94.2%	95.0%	<b>95.8</b> %	<b>%2'96</b>	97.5%	98.3%	99.5%	100.0%
	- WATS	0.070	0.075	0.080	0.085	0.090	0.095	0.100	0.105	0.110	0.115	0.120	0.125	0.130
	Customer Satisfaction	%0.06	8.06	%2'16	92.5%	93.3%	94.2%	95.0%	95.8%	%2'96	97.5%	98.3%	99.5%	100.0%
	- WYTS	0.070	0.075	0.080	0.085	0.090	0.095	0.100	0.105	0.110	0.115	0.120	0.125	0.130
	Ridership % Growth	1.0%	1.2%	1.3%	1.5%	1.7%	1.8%	2.0%	2.17%	2.33%	2.50%	2.67%	2.83%	3.00%
	- RGRTA	3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	00.9	6.25	6.50

# **SCORING MATRIX 2014-15**

**BELOW GOAL** 

**EXCEEDING GOAL** 

On-Time Performance         86.0%         87.2%         88.3%         89.5%         90.7%         91.8%         93.0%           -LL         0.28         0.30         0.32         0.34         0.36         0.38         0.40           On-Time Performance         84.0%         85.3%         86.7%         88.0%         89.3%         90.7%         92.0%           -BBS         0.070         0.075         0.080         0.085         0.090         0.095         0.100           On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%         95.0%           On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%         95.0%           On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%         95.0%           On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%         95.0%           -WATS         0.070         0.075         0.080         0.085         0.090         0.095         0.100           On-Time Performance         90.0%         90.8%         91.7%         92.5%		Metric On-Time Performance - RTS *	-30% 87.1% 13.30	-25.0% 87.6% 14.25	-20.0% 88.1% 15.20	-15.0% 88.6% 16.15	-10.0% 89.1% 17.10	-5.0% 89.6% 18.05	Goal & Points 90.1% 19.00	5.0% 90.6% 19.95	10.0% 91.1% 20.90		15.0% 91.6% 21.85	2 0 10	20.0% 2 6 92.1% 5
On-Time Performance       84.0%       85.3%       86.7%       88.0%       99.3%       90.7%         -BBS       0.070       0.075       0.080       0.085       0.090       0.095         On-Time Performance       90.0%       90.8%       91.7%       92.5%       93.3%       94.2%         -LATS       0.070       0.075       0.080       0.085       0.090       0.095         On-Time Performance       90.0%       90.8%       91.7%       92.5%       93.3%       94.2%         - OTS       0.070       0.075       0.080       0.085       0.090       0.095         On-Time Performance       90.0%       90.8%       91.7%       92.5%       93.3%       94.2%         - WATS       0.070       0.075       0.080       0.085       0.090       0.095         On-Time Performance       90.0%       90.8%       91.7%       92.5%       93.3%       94.2%         - WATS       0.070       0.075       0.080       0.085       0.090       0.095         On-Time Performance       90.0%       90.8%       91.7%       92.5%       93.3%       94.2%         - WATS       0.070       0.075       0.080       0.085 <t< th=""><th></th><th>On-Time Performance - LL</th><th>86.0% 0.28</th><th>87.2%</th><th>88.3%</th><th>89.5% 0.34</th><th>90.7%</th><th>91.8%</th><th>93.0</th><th>40</th><th>94.2%</th><th></th><th>94.2% 9 0.42</th><th>94.2% 95.3% 9 0.42 0.44</th><th>94.2% 95.3% 96.5% 0.42 0.44 0.46</th></t<>		On-Time Performance - LL	86.0% 0.28	87.2%	88.3%	89.5% 0.34	90.7%	91.8%	93.0	40	94.2%		94.2% 9 0.42	94.2% 95.3% 9 0.42 0.44	94.2% 95.3% 96.5% 0.42 0.44 0.46
On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%           -LATS         0.070         0.075         0.080         0.085         0.090         0.095           On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%           - WATS         0.070         0.075         0.080         0.085         0.090         0.095           - WYTS         0.070         0.075         0.080         0.085         0.090         0.095           Employee Participation         30.0%         90.8%         91.7%         92.5%         93.3%         94.2%           Employee Engaged Index         9.7         9.85         9.85         9.95         9.95         9.95		On-Time Performance - BBS	84.0%	85.3%	86.7%	88.0%	89.3%	90.7%	92.0%		93.3%		93.3% 0.105	93.3% 94.7% 0.105 0.110	93.3%     94.7%     96.0%       0.105     0.110     0.115
On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%           - OTS         0.070         0.075         0.080         0.085         0.090         0.095           On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%           On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%           - WATS         0.070         0.075         0.080         0.085         0.090         0.095           On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%           - WATS         0.070         0.075         0.080         0.085         0.090         0.095           - WYTS         0.070         0.075         0.080         0.085         0.090         0.095           Employee Participation         30.0%         30.8%         31.7%         32.5%         33.3%         34.2%           Employee Engaged Index         9.75         9.8         9.85         9.8         9.85         9.9         9.9		On-Time Performance - LATS	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%		95.8%	95.8% 96.7% 0.105 0.110		96.7%	96.7% 97.5% 0.110 0.115
On-Time Performance       90.0%       90.8%       91.7%       92.5%       93.3%       94.2%         - STS       0.070       0.075       0.080       0.085       0.090       0.095         On-Time Performance       90.0%       90.8%       91.7%       92.5%       93.3%       94.2%         On-Time Performance       90.0%       90.8%       91.7%       92.5%       93.3%       94.2%         - WATS       0.070       0.075       0.080       0.085       0.090       0.095         - WYTS       0.070       0.075       0.080       0.085       0.090       0.095         Employee Participation       30.0%       30.8%       31.7%       32.5%       33.3%       34.2%         Employee Engaged Index       9.7       9.75       9.85       9.9       9.9       9.95	QUALITY	On-Time Performance - OTS	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%		95.8%	95.8%96.7%0.1050.110	J.	96.7%	96.7% 97.5% 0.110 0.115
On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%         95.0%           - WATS         0.070         0.075         0.080         0.085         0.090         0.095         0.100           On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%         95.0%           -WYTS         0.070         0.075         0.080         0.085         0.090         0.095         0.100           Employee Participation         30.0%         30.8%         31.7%         32.5%         33.3%         34.2%         35.0%           Employee Engaged Index         9.7         9.75         9.85         9.95         9.95         10.0		On-Time Performance - STS	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%		95.8%	95.8% 96.7% 0.105 0.110		96.7%	96.7% 97.5% 0.110 0.115
On-Time Performance         90.0%         90.8%         91.7%         92.5%         93.3%         94.2%         95.0%           -WYTS         0.070         0.075         0.080         0.085         0.090         0.095         0.100           Employee Participation         30.0%         30.8%         31.7%         32.5%         33.3%         34.2%         35.0%           5.60         6.00         6.40         6.80         7.20         7.60         8.00           Employee Engaged Index         9.7         9.75         9.8         9.85         9.9         9.95         10.0		On-Time Performance - WATS	90.0%	90.8%	91.7%	92.5%	93.3%	94.2%	95.0%	O,	95.8% 0.105	95.8% 96.7% 0.105 0.110		96.7%	96.7% 97.5% 0.115
-WY1S         0.070         0.075         0.080         0.085         0.090         0.095         0.100           Employee Participation         30.0%         30.8%         31.7%         32.5%         33.3%         34.2%         35.0%           5.60         6.00         6.40         6.80         7.20         7.60         8.00           Employee Engaged Index         9.7         9.75         9.8         9.85         9.9         9.95         10.0		On-Time Performance	%0.06	%8.06	91.7%	92.5%	93.3%	94.2%	%0'56	Ŏ,	95.8%	%2.8% 96.7%		%2'96	96.7% 97.5% 98.3%
Employee Participation         30.0%         30.8%         31.7%         32.5%         33.3%         34.2%         35.0%           5.60         6.00         6.40         6.80         7.20         7.60         8.00           Employee Engaged Index         9.7         9.75         9.8         9.85         9.9         9.95         10.0		- WYTS	0.070	0.075	0.080	0.085	0.090	0.095	0.100		0.105	0.105 0.110		0.110	0.110 0.115
5.60       6.00       6.40       6.80       7.20       7.60       8.00         Employee Engaged Index       9.7       9.75       9.8       9.85       9.9       9.95       10.0		Employee Participation	30.0%	30.8%	31.7%	32.5%	33.3%	34.2%	35.0%	8	2.8%	36.7%		36.7%	36.7% 37.5%
Employee Engaged Index 9.7 9.75 9.8 9.85 9.9 9.95 10.0			2.60	00.9	6.40	6.80	7.20	7.60	8.00	οŏ	40	.40 8.80		8.80	8.80 9.20
	EMPLOYEE	Employee Engaged Index	6.7	9.75	8.6	9.85	6.6	9.95	10.0	10.0	ī.	5 10.1		10.1	10.1 10.15
		Employee Satisfaction	3.50	3.58	3.67	3.75	3.83	3.92	4.00	4.08		4.17		4.17	4.17 4.25
3.50 3.58 3.67 3.75 3.83 3.92 4.00			5.60	9.00	6.40	6.80	7.20	2.60	8.00	8.40		8.80	8.80 9.20		9.20

\* On-Time Performance: RTS value stated above is the annual average (90.1%). Quarterly goals are: Q1 90.5%; Q2 89.5%; Q3 89.5%; Q4 91.0%

#### Performance Measurements

#### Service Standards

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

#### 2014-15 RTS SERVICE STANDARDS

Metric	Goal	Measurement Definition
On-Time Performance	89.0%	The percentage of total time points encountered inside the specified parameters of 2:59 minutes early to 5:59 minutes late.
Percent Early	2.0%	The percentage of total time points encountered earlier than the specified parameter of 2:59 minutes early.
Cleanliness of Buses and Shelters	67%	Data comes from an independent third-party satisfaction survey asking on a scale from 1 to 10 if the respondents are satisfied with the cleanliness. It is calculated as the sum of the percentages of respondents in the top 4 satisfaction levels (7-10).
Pass-ups	3.0	It is the daily average of the total number of incidents per day where customers were passed up resulting from a lack of manpower or extra fill-ins because the following bus was more than five minutes away.
Missed Trips	0.01	It is the daily average of the total number of incidents per day resulting from missing a whole trip either from downtown to the end of the line or the end of the line to downtown.
Bus Operator Customer Service	80%	Data comes from an independent third-party satisfaction survey asking on a scale from 1 to 10 five different questions on driver performance. It is calculated as the equally weighted average of those five scores from the top four satisfaction levels (7-10).
Customer Satisfaction	32%	The net promoter score (NPS) is calculated by an independent third-party survey firm by taking the percentage of promoters (a 9-10 on a 0-10 scale) less the percentage of detractors (0-6 on a 0-10 scale).
Customers per Revenue Mile	3.50	The average number of customers transported in each revenue mile driven.
Operating Revenue per Revenue Mile	\$4.95	The total amount of revenue generated by customer fares and special transit fares divided by the number of revenue miles driven.
Cost Recovery Ratio	40.5%	The ratio of customer fares, special transit fares, recoveries, and reimbursements that have a corresponding expense to total expenses.

# OperatingBudget



# Consolidated Operating Budget Summary 2014-15 Operating Budget {\$ 000s}

	2012-13 Actual	2013-14 Budget	2013-14 Projection (as of 12-31-2013)	2014-15 Budget	Variance 2013-14 Projection	Variance 2013-14 Budget	% Chg Budget
Revenues							
Customer Fares	\$11,245	\$10,966	\$11,275	\$11,655	\$380	\$688	6.3%
Special Transit Fares	\$15,827	\$16,675	\$15,916	\$16,117	\$201	\$(558)	-3.3%
Other Revenues	\$2,572	\$2,783	\$2,700	\$3,023	\$324	\$240	8.6%
Total Locally Generated	\$29,644	\$30,425	\$29,890	\$30,795	\$905	\$371	1.2%
Federal Aid	\$6,146	\$6,207	\$6,712	\$6,753	\$41	\$546	8.8%
State Aid	\$33,303	\$33,307	\$33,373	\$33,848	\$474	\$540	1.6%
County Aid	\$3,726	\$3,726	\$3,726	\$3,726	\$-	\$-	0.0%
Total Governmental Subsidies	\$43,175	\$43,240	\$43,812	\$44,327	\$515	\$1,086	2.5%
Mortgage Recording Tax	\$8,110	\$7,750	\$7,750	\$8,063	\$313	\$313	4.0%
Total Revenues	\$80,930	\$81,415	\$81,451	\$83,184	\$1,733	\$1,769	2.2%
Expenses							
Wages	\$36,248	\$37,206	\$38,214	\$38,729	\$515	\$1,522	4.1%
Fringe Benefits	\$21,167	\$22,195	\$21,253	\$22,997	\$1,744	\$802	3.6%
Total Personnel	\$57,415	\$59,401	\$59,467	\$61,725	\$2,259	\$2,324	3.9%
Contracted Services	\$3,760	\$5,034	\$4,966	\$5,489	\$523	\$455	9.0%
Fuel and Lubricants	\$7,842	\$7,775	\$7,598	\$7,516	\$(82)	\$(259)	-3.3%
Parts and Repairs	\$2,828	\$2,976	\$2,958	\$2,633	\$(325)	\$(343)	-11.5%
Other Materials and Supplies	\$1,344	\$1,251	\$1,286	\$1,227	\$(59)	\$(24)	-1.9%
Utilities	\$807	\$919	\$858	\$910	\$52	\$(9)	-0.9%
Casualty & Liability	\$1,201	\$1,669	\$1,692	\$1,699	\$7	\$30	1.8%
Taxes	\$17	\$25	\$23	\$20	\$(4)	\$(5)	-20.4%
Miscellaneous Expenses	\$1,129	\$1,084	\$1,150	\$851	\$(298)	\$(233)	-21.5%
Lease and Rentals	\$309	\$358	\$339	\$393	\$55	\$36	10.0%
Depreciation (Local)	\$1,088	\$1,376	\$1,376	\$1,536	\$160	\$160	11.6%
Total Non Personnel	\$20,325	\$22,466	\$22,246	\$22,274	\$28	\$(193)	-0.9%
Total Expenses	\$77,740	\$81,868	\$81,713	\$83,999	\$2,287	\$2,131	2.6%
Net Income (Deficit) Before RGRTA Appropriation	\$3,190	\$(453)	\$(261)	\$(815)	\$(554)	\$(362)	
RGRTA Working Capital Appropriation	<b>\$-</b>	\$453	\$261	\$815	\$554	\$362	
Net Income (Deficit) After RGRTA Appropriation	\$3,190	\$-	\$-	\$-	\$-	\$-	

	2014-201	5 OPERATIN	2014-2015 OPERATING BUDGET DETAIL	TAIL		Report Date: 02/12/2014	: 02/12/2014	
		CONSOLIDATED	DATED		Fisce	Fiscal Period Ending:December 2013	: December 2	013
Account Description	Account	2012-13 Actual	2013-14 Budget	13-14 Actual Thru 12/13	Projected 2013-14	2014-2015 Budget	Budget Change	% Change
CUSTOMER FARES								
ADULT CASH	401-01-01-000-100	5,300,785	5,320,215	3,993,390	5,355,950	5,720,950	400,735	7.53
ADULT REFUNDS	401-01-02-000-400	-197					0	0.00
ADULT COMM TICKETS	401-01-05-000-300	55,375	53,100	41,990	57,300	57,300	4,200	7.91
31 DAY ADULT	401-01-06-000-300	3,889,809	3,605,760	3,066,448	3,813,000	3,900,000	294,240	8.16
ONE DAY UNLIMITED PASS	401-01-15-000-300	878,919	850,400	712,863	910,000	910,000	59,600	7.01
FIVE DAY UNLIMITED PASS	401-01-16-000-300	224,336	212,988	113,582	152,000	152,000	-60,988	-28.63
ONE DAY SENIOR/DISABLED	401-01-18-000-300	3,417	3,000	1,903	3,000	3,000	0	00.0
FIVE DAY SENIOR/DISABLED	401-01-19-000-300	630	1,000	14	1,000	1,000	0	00.0
\$18.00 LIFTLINE PASSES	401-01-21-000-300	37,188	37,000	27,198	38,000	38,000	1,000	2.70
ONE RIDE FREEDOM PASS	401-01-23-000-000	149,519	138,600	100,458	133,000	133,000	-5,600	-4.04
TWO RIDE FREEDOM PASS	401-01-24-000-000	89,154	84,880	71,438	95,000	95,000	10,120	11.92
TWO PLUS TWO FREEDOM PASS	401-01-25-000-000	40,050	20,950	59,550	47,800	47,800	26,850	128.16
\$12.00 Lift Line Passes	401-01-26-000-000	228		780	144	144	144	100.00
\$20.00 LIFT LINE PASS	401-01-27-000-000	168,377	167,680	136,040	182,000	184,000	16,320	9.73
STORED VALUE PASS	401-01-28-000-000	243,684	236,640	182,854	230,000	230,000	-6,640	-2.81
SENIOR CASH	401-02-01-000-100	89,227	79,800	95,119	112,000	114,000	34,200	42.86
31 DAY SENIOR	401-02-03-000-300	22,195	23,000	12,348	20,000	20,000	-3,000	-13.04
ENDLESS SUMMER	401-03-01-000-100	10,340	10,300	9,680	9,680	9,680	-620	-6.02
CHILD CASH	401-04-01-000-100	23,455	23,880	20,517	25,000	25,000	1,120	4.69
HANDICAP CASH	401-05-01-000-100	14,880	15,270	9,370	13,500	14,000	-1,270	-8.32
TOTAL CUSTOMER FARES		11,241,372	10,884,463	8,655,544	11,198,374	11,654,874	770,411	7.08
SPECIAL TRANSIT FARES								
GUAR REV-RIT	402-03-01-000-000	1,359,133	1,389,375	1,070,111	1,443,026	1,449,324	59,949	4.31
GUAR REV-U OF R	402-03-02-000-000	27,767	28,653	21,402	28,653	29,449	796	2.78
GUAR REV-OTHER	402-03-03-000-000	2,666,135	2,958,697	2,114,724	2,812,266	2,889,358	-69,339	-2.34
STRONG TIES SUBSIDY AGREEMENT	402-03-06-000-520	12,352	12,722	9,471	12,722	13,104	382	3.00
ROCHESTER WORKS SUBSIDY	402-03-06-000-521	6,982	7,191	5,394	7,191	7,407	216	3.00
NAZARETH COLLEGE SUBSIDY	402-03-06-000-524	28,867	29,649	18,156	29,064	29,852	203	0.68
BRYANT & STRATTON SUBSIDY	402-03-06-000-525	12,281	13,765	9,237	12,876	11,619	-2,146	-15.59
GUAR REV-BRIAR MANOR APARTMENTS	402-03-06-000-526	1,227	1,264	946	1,264	1,302	38	3.01
GUAR REV- HILL HAVEN	402-03-06-000-527	19,783	20,425	15,294	20,526	21,242	817	4.00
EVEREST INSTITUTE SUBSIDY	402-03-06-000-528	81,877	84,234	73,627	73,627	72,300	-11,934	-14.17
DIAMOND PACKAGING SUBSIDY	402-03-06-000-529	4,334	4,464	3,323	4,460	4,630	166	3.72
MONROE#1 BOCES SUBSIDY	402-03-06-000-531	2,730	2,806	2,092	2,795	2,872	99	2.35
CALKINS CORPORATE PARK SUBSIDY	402-03-06-000-532	13,132	13,341	10,177	13,592	13,967	626	4.69
HEWITT ENTERPRISES-CHILI, LLC	402-03-06-000-533	5,952	6,116				-6,116	-100.00

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Account Description	Account	2012-13 Actual	2013-14 Budget	13-14 Actual Thru 12/13	Projected 2013-14	2014-2015 Budget	Budget Change	% Change
JEWISH HOME OF ROCHESTER	402-03-06-000-534	794	818	625	834	859	41	5.01
BROAD STONE REAL ESTATE	402-03-06-000-535	816	840	853	1,137	1,171	331	39.40
THE SHORE WINDS SUBSIDY AGREEMENT	402-03-06-000-536	1,957	2,037	1,558	2,088	2,167	130	6.38
ROCHESTER TECH PARK, LLC	402-03-06-000-537	4,668	4,774	3,560	4,764	4,900	126	2.64
EMPIRE STATESMEN	402-03-06-000-538	592	504	154	824	335	-169	-33.53
LIFETIME CARE	402-03-06-000-539	6,924	7,684	5,829	7,764	7,986	302	3.93
SHIRE AT CULVERTON	402-03-06-000-540	538	523	542	542	549	56	4.97
UNITY HEALTH SYSTEM	402-03-06-000-541	11,842	12,226	2,298	3,064	3,180	-9,046	-73.99
WESTGATE NURSING HOME	402-03-06-000-542	1,294	1,332	1,118	1,490	1,535	203	15.24
PREMIER STAFFING	402-03-06-000-543	4,238	4,365	824	1,177	1,448	-2,917	-66.83
MERCY COMMUNITY SERVICES	402-03-06-000-544	2,445	4,254	3,185	4,264	4,392	138	3.24
DIRECT 2 MARKET SALES SOLUTIONS	402-03-06-000-545	743		2,229	3,002	2,995	2,995	100.00
THE HURLBUT	402-03-06-000-546	869	3,504	2,608	3,497	3,580	76	2.17
TOTAL SPECIAL TRANSIT FARES		4,280,271	4,615,563	3,379,337	4,496,509	4,581,523	-34,040	-0.74
SCHOOL BUS SERVICE REVENUE								
TRIPPER SERVICE	403-00-01-000-000	11,546,914	12,059,286	8,317,591	11,420,515	11,535,526	-523,760	-4.34
TOTAL SCHOOL BUS SERVICE REVENUE		11,546,914	12,059,286	8,317,591	11,420,515	11,535,526	-523,760	-4.34
AUXILIARY TRANSPORTATION REVENUE								
ADVERTISING REVENUE	406-03-01-000-000	712,765	750,000	562,500	750,000	475,000	-275,000	-36.67
TOTAL AUXILIARY TRANSPORTATION REVENUE	NUE	712,765	750,000	562,500	750,000	475,000	-275,000	-36.67
NON-TRANSPORTATION REVENUE								
WORKING CAPITAL	407-04-01-000-000	41,764	34,000	22,562	29,002	16,900	-17,100	-50.29
CAPITAL RESERVE-INTEREST EARNINGS	407-04-02-000-000	7,181	4,500	936	936		-4,500	-100.00
SELF INSURANCE-INTEREST EARNINGS	407-04-03-000-000	3,983	3,000	226	300	325	-2,675	-89.17
OPEB-INTEREST EARNINGS	407-04-04-000-000	51		R	125	650	650	100.00
PARA TRANSIT INTEREST EARNINGS	407-04-05-000-000	3,999		121	200	275	275	100.00
UNREALIZED GAINS IN MARKET VALUE	407-04-06-000-000	-559,601	-503,500	-731,597	-594,500		503,500	-100.00
WORK CAP-SPECIAL PORTFOLIO INTEREST	407-04-08-000-000	408,599	393,000	338,586	444,000	415,850	22,850	5.81
SELF INSURANCE-SPECIAL PORTFOLIO INTERES	407-04-10-000-000	105,410	97,500	82,377	107,500	99,400	1,900	1.95
OPEB RESERVE-SPECIAL PORTFOLIO INTEREST	407-04-11-000-000	271,805	242,000	202,029	264,000	244,850	2,850	1.18
PARA TRANSIT-SPECIAL PORTFOLIO INTEREST	407-04-12-000-000	46,848	83,000	69,837	91,000	84,850	1,850	2.23

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Account Description	Account	2012-13 Actual	2013-14 Budget	13-14 Actual Thru 12/13	Projected 2013-14	2014-2015 Budget	Budget Change	% Change
GAIN ON SALE	407-06-01-000-000	70,109	50,000	91,494	136,166		-50,000	-100.00
GAIN FROM FIXED PRICE SWAP	407-07-01-000-000	95,980	107,252	35,369		164,161	56,909	53.06
OTHER REVENUE	407-99-01-000-600	193,435	123,000	131,951	166,368	222,500	99,500	80.89
OTHER REVENUE - GOLDEN FOX	407-99-01-000-601	990'9	5,000	4,437	5,000		-5,000	-100.00
OTHER REVENUE-WELLNESS CENTER	407-99-01-000-603	7,275		2,963	2,963	009	009	100.00
OTHER REVENUE-EMPLOYEE ACTIVITIES REIMBU	407-99-01-000-604			2,962	2,962		0	0.00
INSURANCE RECOVERY - REV. VEH.	407-99-02-000-700	62,768	50,000	76,095	85,104	75,000	25,000	50.00
RECOVERY OF ST DISABILITY	407-99-02-000-701	7.3	200		200	200	0	00.0
RECOVERY WORKERS COMP	407-99-02-000-702	244,114	388,843	280,999	270,000	350,000	-38,843	-9.99
OTHER RECOVERIES	407-99-02-000-704	11,666	1,000	11,502	11,502	1,000	0	00:00
WARRANTY REIMBURSEMENT	407-99-03-000-800	71,088	143,520	100,142	167,379	100,000	-43,520	-30.32
FUEL REIMB. CITY ROCH.	407-99-03-000-801	673,144	698,235	485,212	659,000	675,000	-23,235	-3.33
FUEL REIMB - BADEN STREET	407-99-03-000-806	5,466	6,425	1,242	4,600	4,000	-2,425	-37.74
OTHER REVENUE-DEFENSIVE DRIVING COURSE	407-99-03-000-807			246	246		0	0.00
NON REVENUE RECEIPTS - DISCNTS	407-99-04-000-000	20,763	13,500	12,175	15,148	12,600	006-	-6.67
MEDICAL INSURANCE REV RETIREES	407-99-05-000-000	10,839	9,100	7,014	9,100	10,111	1,011	11.11
VENDING MACHINE COMMISSION	407-99-06-000-000	-1,795		-87			0	00.0
PENSION FUND REIMBURSEMENT	407-99-99-000-000	37,740	29,000		46,500	48,600	-10,400	-17.63
TOTAL NON-TRANSPORTATION REVENUE		1,838,769	2,008,875	1,228,817	1,925,101	2,527,172	518,297	25.80
TAXES DEDICATED TO TRANSIT								
MTGE TAX REV MONROE CTY	408-01-01-000-000	6,317,731	5,996,000	4,561,065	5,996,000	6,238,340	242,340	4.04
MTGE TAX REV WAYNE COUNTY	408-01-02-000-000	595,001	576,500	449,956	576,500	599,560	23,060	4.00
MTGE TAX REV LIVINGSTON COUNTY	408-01-03-000-000	377,560	384,200	326,255	384,200	399,568	15,368	4.00
MTGE TAX REV GENESEE CTY	408-01-04-000-000	275,728	274,100	202,518	274,100	285,064	10,964	4.00
MTGE TAX REV WYOMING CTY	408-01-05-000-000	175,621	161,100	162,201	161,100	167,544	6,444	4.00
MTGE TAX REV ORLEANS COUNTY	408-01-06-000-000	159,522	135,350	104,560	135,350	140,764	5,414	4.00
MTGE TAX REV SENECA COUNTY	408-01-07-000-000	209,299	222,750	164,426	222,750	231,660	8,910	4.00
TOTAL TAXES DEDICATED TO TRANSIT		8,110,460	7,750,000	5,970,982	7,750,000	8,062,500	312,500	4.03
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	00:00
STATE CASH GRANTS AND REIMB								

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Account Description	Account	2012-13 Actual	2013-14 Budget	13-14 Actual Thru 12/13	Projected 2013-14	2014-2015 Budget	Budget Change	% Change
STATE OPERATING BEV	411-01-01-000-000	32 665 800	32 665 800	24 499 350	32 665 800	33 105 700	439 900	1.35
PBEVENTATIVE MAINTENANCE	411-01-02-000-000	588.134	562.840	422,130	623.046	710.067	147,227	26.16
STATE OTHER BEV - WTW PASS	411-99-01-000-000	3920	82 000	149 152	76.248		-82 000	-100 00
STATE OTHER REV - WTW NON PASS	411-99-01-000-906	292		11,168	5,752		0	0.00
NYS CHARGEBACK	411-99-05-000-000	49,009	78,805	27,479	78,805	31,750	-47,055	-59.71
TOTAL STATE CASH GRANTS AND REIMB		33,307,155	33,389,445	25,109,279	33,449,651	33,847,517	458,072	1.37
FEDERAL CASH GRANTS AND REIMB								
FEDERAL PROJECT REV - UPWP	413-04-03-000-000	5,327	100,800		100,800	167,000	66,200	65.67
FEDERAL OTHER REV - JARC	413-99-01-000-000	428,168	328,651	253,320	336,068		-328,651	-100.00
FEDERAL OTHER REV - SEC. 5311	413-99-02-000-000	484,600	522,500	393,000	524,000	539,700	17,200	3.29
FEDERAL OTHER REV - SEC. 5307	413-99-03-000-000	4,705,070	4,502,716	3,377,037	4,984,364	5,680,539	1,177,823	26.16
FEDERAL CHARGEBACK	413-99-05-000-000	411,396	633,443	229,923	633,443	249,000	-384,443	-60.69
FEDERAL-NEW FREEDOMS	413-99-06-000-000	19,217	18,000	8,094	16,000	16,000	-2,000	-11.11
FEDERAL REVENUE/UPWP	413-99-07-000-000	92,444	100,800	54,355	117,438	100,800	0	0.00
TOTAL FEDERAL CASH GRANTS AND REIMB	а	6,146,222	6,206,910	4,315,729	6,712,113	6,753,039	546,129	8.80
SUBSIDIES FROM OTHER SECTORS OF OPERATIO	ERATIO							
INTERCOMPANY REIMB-SAL & FRINGE INTERCOMPANY REVENUE-VEHICLE REPAIR	440-99-02-000-000 440-99-11-000-000	2,763,355	3,104,969	2,270,176	3,104,969	3,064,460	-40,509	-1.30
TOTAL SUBSIDIES FROM OTHER SECTORS OF OPERATIO	OF OPERATIO	2,763,355	3,104,969	2,270,176	3,104,969	3,064,460	-40,509	-1.30
SUBSIDIES FROM APPROPRIATION								
RGRTA SUBSIDY	440-99-07-000-000	7,745,246	6,631,860	4,325,203	6,639,728	7,742,524	1,110,664	16.75
TOTAL SUBSIDIES FROM APPROPRIATION		7,745,246	6,631,860	4,325,203	6,639,728	7,742,524	1,110,664	16.75
TOTAL REVENUE		91,418,529	91,127,371	66,929,658	91,172,960	93,970,135	2,842,764	3.12
OPERATORS WAGES								
OPERATORS WAGES	501-01-01-000	20,493,246	20,816,086	15,942,354	21,508,946	21,798,125	982,039	4.72
OPERATORS WAGES - NEW	501-01-02-010-000	110,853	122,400	80,561	106,400	177,600	55,200	45.10
INCORRECT ACCOUNT	501-05-01-041-000						0	0.00

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Account Description	Account	2012-13 Actual	2013-14 Budget	13-14 Actual Thru 12/13	Projected 2013-14	2014-2015 Budget	Budget Change	% Change
TOTAL OPERATORS WAGES		20,604,099	20,938,486	16,022,915	21,615,346	21,975,725	1,037,239	4.95
MECHANICS WAGES								
MECHANIC WAGES - FAREBOX	501-01-01-111-000	357,804	430,600	293,297	375,229	401,851	-28,749	-6.68
PARTS-PURCHASING WAGES	501-01-01-172-000	69,184	79,000	55,165	75,000	75,000	-4,000	-5.06
MECHANIC WAGES - SERVICE BUILDING	501-01-02-051-000	1,043,549	955,124	764,055	1,039,685	1,045,438	90,314	9.46
MECHANIC WAGES - GARAGE	501-01-03-061-000	2,337,069	2,333,400	1,858,193	2,483,934	2,598,423	265,023	11.36
MECHANIC WAGES - BUILDINGS/GROUNDS MECH	501-01-05-125-000	248,993	282,300	184,458	264,909	283,092	792	0.28
MECHANCIS WAGES - BUILD/GROUNDS NON MECH	501-01-06-125-000	490,802	481,100	359,225	484,103	480,650	-450	-0.09
MECHANICS WAGES - OVERHAUL	501-01-07-061-000	542,729	565,200	453,593	563,481	596,344	31,144	5.51
MECHANICS WAGES - BODYSHOP	501-01-08-061-000	464,224	476,900	364,562	498,439	542,159	65,259	13.68
TOTAL MECHANICS WAGES		5,554,353	5,603,624	4,332,550	5,784,780	6,022,957	419,333	7.48
OTHER WAGES								
OTH SAL&WAGE ADM TRANS OPERTNS	501-02-01-011-000	1,051,229	974,869	732,901	1,019,508	1,206,194	231,325	23.73
OTH SAL&WAGE SCHEDULING	501-02-01-021-000	717,065	704,760	480,682	641,000	532,140	-172,620	-24.49
OTHER SAL&WAG REG OPRTNS ADM	501-02-01-041-000	79,720	78,480	95,331	112,985	92899	-11,604	-14.79
OTHER WAGES - MAINTENANCE ADMIN	501-02-01-061-000	215,707	250,443	219,910	321,600	396,934	146,491	58.49
OTHER WAGES - CUSTOMER SERVICE	501-02-01-162-000	371,037	429,800	254,321	355,000	400,820	-28,980	-6.74
OTHER WAGES - BUSINESS DEVELOPEMENT	501-02-01-163-000	250,495	266,155	220,732	287,000	260,545	-5,610	-2.11
OTHER WAGES - COMMUNICATIONS	501-02-01-164-000	171,888	371,340	124,531	176,660	228,487	-142,853	-38.47
OTHER WAGES - LEGAL AFFAIRS	501-02-01-165-000	162,178	172,325	126,156	172,668	160,040	-12,285	-7.13
OTHER WAGES - PEOPLE	501-02-01-167-000	915,044	984,065	577,468	787,000	842,443	-141,622	-14.39
OTHER WAGES - INFORMATION TECHNOLOGY	501-02-01-170-000	391,817	567,143	375,938	527,000	571,770	4,627	0.82
OTHER WAGES - FINANCE	501-02-01-171-000	400,909	461,145	341,385	460,000	462,751	1,606	0.35
OTH SAL&WAGE GEN MANAGEMENT	501-02-01-176-000	1,242,831	1,284,769	1,072,651	1,470,500	1,557,609	272,840	21.24
OTHER WAGES - PGA	501-02-01-177-000	187,088	231,950	162,780	227,094	225,817	-6,133	-2.64
OTHER WAGES- SHUTTLES	501-02-01-178-000			-263			0	0.00
STAFF PERFORMANCE INCENTIVE	501-02-01-181-000	446,842	344,000	265,911	342,725	200,000	-144,000	-41.86
OTHER WAGES R&D/PERFORMANCE MEASUREMENT	501-02-01-182-000	381,102	448,465	385,010	530,000	538,050	89,585	19.98
OTHER WAGES - PROJECT	501-02-01-183-000	321,893	329,945	167,706	236,000	246,293	-83,652	-25.35

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OTHER WAGES - ENGINEERING & FACILITIES	501-02-01-184-000	129,333	141,846	96,385	135,000	141,607	-239	-0.17
OTHER SALARY & WAGES-PLANNING	501-02-01-186-000	136,480	185,975	144,163	205,000	189,704	3,729	2.01
OTHER WAGES SAFETY & SECURITY	501-02-01-187-000		214,000	188,984	261,000	271,068	57,068	26.67
OTHER WAGES-VACANCY FACTOR	501-02-01-188-000		-400,000		-114,124	-540,000	-140,000	35.00
OTHER WAGES - RADIO CONTROL & DISPATCH	501-02-02-011-000	1,623,627	915,465	667,733	892,350	893,682	-21,783	-2.38
OTHER WAGES - GARAGE SUPERVISORS	501-02-02-061-000	826,412	846,925	666,757	891,000	853,590	6,665	0.79
OTHER WAGES-ROAD SUPERVISORS	501-02-02-161-000		780,810	578,875	797,000	941,302	160,492	20.55
OTHER WAGES - TRANS OPERATIONS ATU ADMIN	501-02-03-011-000	38,837	40,965	30,919	40,965	42,795	1,830	4.47
OTHER WAGES - MAINTENANCE ADMIN ATU	501-02-03-061-000	28,381	38,635	27,966	38,635	39,546	911	2.36
TOTAL OTHER WAGES		10,089,916	10,664,275	8,004,932	10,813,566	10,730,063	65,788	0.62
FRINGE BENEFITS								
FICA	502-01-01-000-000	3,096,942	3,221,220	2,409,122	3,272,548	3,311,862	90,642	2.81
PENSION CONT. NON UNION	502-02-01-000-000	718,873	388,193	254,664	202,672	718,283	330,090	85.03
PENSION CONT. UNION	502-02-02-000-000	513,787	526,750	511,174	729,376	748,162	221,412	42.03
PENSION ADM EXP ACTUARY	502-02-03-000-000	64,412	57,650	43,500	57,650	77,650	20,000	34.69
PENSION FUND MGMT FEE	502-02-04-000-000	331,509	357,500	219,385	343,500	421,125	63,625	17.80
<b>EMPLOYER MATCH TEAMSTERS 457</b>	502-02-07-000-000	21,265	22,225	461	200		-22,225	-100:00
EXECUTIVE 457 DEF-ELIG COMP PLAN	502-02-08-000-000	36,125	29,500	25,575	24,250	27,750	-1,750	-5.93
BLUE CROSS/BLUE SHIELD	502-03-01-000-000	6,660,007	6,957,209	4,994,934	6,602,425	6,764,995	-192,214	-2.76
HOSP INS - RETIREES	502-03-02-000-000	2,154,250	2,262,838	1,282,021	1,855,553	2,077,397	-185,441	-8.20
VISION CARE	502-03-04-000-000	33,774	37,000	26,974	36,772	40,975	3,975	10.74
VISION CARE - RETIREES	502-03-05-000-000	12,334	14,335	9,107	14,335	14,793	458	3.19
HRA-HEALTH REIMBURSEMENT ACCOUNT EXPENSE	502-03-06-000-000	441,228	442,234	373,162	442,791	601,908	159,674	36.11
DENTAL PLANS	502-04-01-000-000	306,871	337,636	273,218	355,997	380,850	43,214	12.80
DENTAL PLAN - RETIREES	502-04-02-000-000	41,402	55,313	44,122	58,313	58,004	2,691	4.87
GROUP LIFE PENSION INS GROUP	502-05-01-169-000	26,010	27,072	20,015	26,497	27,128	56	0.21
GROUP LIFE INSURANCE	502-05-02-169-000	111,808	108,190	84,982	124,601	116,430	8,240	7.62
SHORT TERM DBL INS PLAN	502-06-01-169-000	120,941	143,301	84,150	119,565	134,175	-9,126	-6.37
STATE UNEMPLOYMENT INS	502-07-02-169-000	164,332	164,000	96,035	163,702	152,000	-12,000	-7.32
WORKERS COMPENSATION	502-08-01-000-000	18,253	777,299	307,196	336,284	617,511	-159,788	-20.56
WORKERS COMP. MEDICAL ONLY	502-08-02-000-000	254,520	247,360	306,552	358,642	337,500	90,140	36.44
WORKERS COMPENSATION - INDEMNITY	502-08-04-000-000	993,162	1,140,291	734,622	1,095,948	1,132,700	-7,591	-0.67
SICKLEAVE	502-09-01-000-000	832 271	803 191	888 909	813.861	841 088	27 007	4 75

CONSOLIDATED   Projected   P		2014-201	5 OPERATIN	2014-2015 OPERATING BUDGET DETAIL	TAIL		Report Date: 02/12/2014	: 02/12/2014	
Account         Actual         Budget         Thru 12/13         Projected         2012-2015         Budget         Change           562: 1-00.000-000         1,089.728         1,144,728         22.546           562: 1-00.000-000         1,089.728         1,144,728         22.546           562: 1-00.000-000         1,644,111         1,614,122         927.286         1,945,500         1,917,887         28.526           562: 1-00.000-000         1,644,111         1,641,112         1,627.286         1,033.286         1,144,788         2.546           562: 1-00.000-000         1,644,000         1,875.20         1,675.60         1,977.60         2.546           562: 1-00.000-000         1,187.22         22.155,110         1,675.60         2,448.60         1,017.00         2.548.60           562: 1-00.000-000         1,187.22         22.155,110         1,53.98.64         1,017.00         2.243.65         1,648.60         2.243.65         1,648.60         2.243.65         1,648.60         2.243.65         1,648.60         2.243.65         1,648.60         2.243.65         1,648.60         2.243.65         1,648.60         2.243.65         1,648.60         2.243.65         1,648.60         1,648.60         2.243.65         2.243.65         2.243.65         2.243			CONSOLI	DATED		Fisca	al Period Ending	: December 2	9013
502-11-01-000-000         1,089,728         1,121,182         957,296         1,093,328         1,143,728           502-11-01-000-000         1,644,111         1,831,452         1,609,798         1,944,500         1,917,687           502-11-01-000-000         1,187,527         733,566         8,643         4,629         70,562         17,066           502-11-01-000-000         1,187,527         733,566         1,673,40         24,6800         24,736           502-11-01-000-000         1,187,527         733,566         1,673,40         24,6800         24,580           502-10-01-000-000         1,187,527         733,566         1,673,742         21,40,538         2,661           502-10-02-00-000         1,834,004         2,140,538         1,557,442         2,140,538         2,061,566           503-01-02-00-000         1,834,004         2,140,538         1,557,442         2,140,538         2,061,666           503-01-02-00-000         1,834,004         2,140,538         1,557,442         2,140,538         2,061,666           503-01-02-00-000         1,834,004         2,140,538         1,560         5,000         1,000           503-01-02-00-000         2,8861         1,000         7,4106         1,440         3,405,600         2,960,7	Account Description	Account	2012-13 Actual	2013-14 Budget	13-14 Actual Thru 12/13	Projected 2013-14	2014-2015 Budget	Budget Change	% Change
502-11-01-000-000         1,944,111         1,831,452         1,569,798         1,946,500         1,917,897           502-11-01-000-000         63,280         69,433         46,289         70,582         72,029           502-12-01-000-000         43,280         70,549         1,946,500         24,335           502-13-01-000-000         4,544,000         22,144,111         1,633,600         24,680         24,335           502-13-01-000-000         4,544,000         22,146,538         1,557,442         21,605,53         22,966,731           502-01-02-000-000         4,544,000         2,140,538         1,557,442         2,140,538         2,061,63           503-01-02-000-000         46,272         50,496         17,090         50,496         17,090           503-01-02-000-000         48,272         50,496         17,090         50,496         45,400           503-01-02-000-000         48,272         50,496         17,049         30,496         45,400           503-01-02-000-000         48,272         50,496         17,049         30,400         120,000           503-01-02-000-000         48,212         50,496         17,049         30,496         45,400           503-01-02-000-000         48,211         44,400	HOLIDAY	502-10-01-000-000	1 089 728	1 121 182	992 798	1 093 328	1 143 728	22 546	201
562-120-1000000         28,140         1,001,732         1,001,732         1,001,732         1,001,732         1,001,733         1,001,732         1,001,733         1,001,734         1,001,733         1,001,734         1,001,733         1,001,734         1,001,733         1,001,734         1,001,733         1,001,734         1,001,734         1,001,734         1,001,734         1,001,734         1,001,734         1,001,734         1,001,734         1,001,734	MOLENCAY	502 11-01-000-000	1 644 111	1 831 452	1 609 798	1 949 500	1 017 697	350 30	171
562-15-01-000-000         563-25-00         684-33         70.052	NO.	205-00-10-11-205		204,100,1	067,600,1	000,646,	100,116,1	00,2,00	- 1
502-17-02-0000         228,114         259,150         167,540         246,800         243,925           502-17-02-000-000         4,549,000         22,195,110         16,396,064         21,253,176         22,996,751         1,017,096           502-17-02-000-000         4,549,000         22,195,110         16,396,064         21,253,176         22,996,751         1,017,096           502-10-00-000-000         889,877         899,531         678,239         889,531         996,239           503-01-02-000-000         18,410         21,40,538         1,557,442         21,40,538         20,140,538           503-01-02-000-000         18,217         36,000         15,000         45,460           503-01-02-000-000         18,218         366,000         15,449         21,40,538         20,466           503-01-02-000-000         18,218         366,000         15,449         12,1000         30,466           503-01-17-000         19,518         36,000         15,000         120,000         120,000           503-03-01-17-000         16,522         227,000         11,000         11,000         120,000           503-03-01-17-000         1,464         227,000         15,679         227,000         120,000           503-04-01-17-00	OTHER PAID ABSENCE BEREAV ETC	502-12-01-000-000	63,260	69,433	46,259	70,562	72,029	2,596	3.74
5G2-15-01-000-000         1187,557         793,586         880,320         857,204         1,017,096         3           5G2-17-G2-000-000         4,546,000         4,546,000         22,195,110         16,399,064         21,253,176         22,996,751         1           5G3-01-G2-000-000         48,572         2,140,538         1,557,449         2,140,538         2,051,536           5G3-01-G2-000-000         48,272         50,496         17,090         50,496         45,460           5G3-01-G2-000-000         48,272         50,496         17,090         50,496         45,400           5G3-01-G2-000-000         48,272         50,496         17,090         50,496         45,400           5G3-01-G2-000-000         195,218         365,000         74,108         124,000         110,001           5G3-02-01-183-000         561,632         26,585         52,478         72,400         110,001           5G3-03-01-173-000         51,632         56,600         74,147         6,600         70,000           5G3-03-01-173-000         51,600         27,000         227,000         227,000         227,000           5G3-03-01-173-000         1,444         2,474         6,600         77,000           5G3-03-01-163-000	UNIFORM & TOOL ALLOWANCE	502-13-01-000-000	228,114	259,150	167,540	246,800	243,925	-15,225	-5.87
5G2-17-02-000-000         45-48,000         22,195,110         16,369,064         21,253,176         22,996,751         1           5G3-01-02-000-000         8E9,877         889,531         678,238         889,531         936,229           5G3-01-02-000-000         1,834,004         2,140,538         1,557,442         2,140,538         2,061,336           5G3-01-02-000-000         1,834,004         2,140,538         1,557,442         2,140,538         2,061,336           5G3-01-02-000-000         1,834,004         2,140,538         1,557,442         2,140,538         2,061,336           5G3-01-02-000-000         1,832,18         366,000         15,000         5,046         45,460         303,155           5G3-02-01-167-000         2,6611         1,000         7,4108         1,24,000         110,001           5G3-03-01-177-000         1,01,670         2,743         1,21,000         110,001           5G3-03-01-177-000         2,146,23         5,800         5,800         2,800         350,000           5G3-04-01-167-000         3,865,56         2,770         144,420         6,445,000         2,700           5G3-04-01-167-000         2,861         5,600         4,747         6,600         7,000           5G3-04-01-167	PAID TIME OFF	502-15-01-000-000	1,187,527	793,586	880,320	857,204	1,017,096	223,510	28.16
673 14 818         22,195,110         16,369,064         21,253,176         22,996,751           673 24 05 11 01 000 000         869,877         889,631         678,238         889,531         936,229           503 01 02 000 000         18,34,004         2,140,538         1,557,442         2,140,538         2,061,636           503 01 02 000 000         18,34,004         2,140,538         1,557,442         2,140,538         2,061,636           503 01 02 000 000         18,34,004         2,140,538         1,557,442         2,140,538         2,061,636           503 01 01 167 000         18,34,004         18,34,004         11,0001         10,000         10,000         10,000           503 02 01 175 000         56,611         109,000         74,108         124,000         120,000         120,000           503 02 01 175 000         56,585         52,478         72,219         72,400         110,001           503 02 02 01 175 000         56,586         57,700         15,479         72,219         72,400           503 02 02 01 177 000         56,396         56,887 02         227,000         44,747         64,747         64,000         70,000           503 05 05 02 177 000         52,400         56,000         56,000         56,000	OPEB EXPENSE-Current Portion	502-17-02-000-000	4,548,000					0	0.00
603-01-01-000-000         869,877         899,531         678,238         889,531         936,229           503-01-02-000-000         1,834,004         2,140,538         1,557,442         2,140,538         2,061,636           503-01-02-000-000         48,272         50,496         17,030         50,496         45,400           503-03-01-165-000         195,218         366,000         151,449         340,500         303,155           503-03-01-170-00         26,611         109,000         74,108         124,000         110,001           503-03-01-171-00         101,909         121,000         77,643         112,000         110,001           503-03-01-174-000         56,685         52,479         72,219         72,400           503-03-01-174-000         211,670         227,000         151,679         227,000         110,001           503-03-01-174-000         211,670         227,000         151,679         227,000         110,001           503-03-01-174-000         211,670         227,000         151,679         227,000         110,001           503-03-01-174-000         21,660         227,000         151,679         227,000         227,000           503-04-01-167-000         23,600         56,600         4	TOTAL FRINGE BENEFITS		25,714,818	22,195,110	16,369,064	21,253,176	22,996,751	801,641	3.61
503-01-01-000-000         858,877         889,531         678,238         889,531         936,229           503-01-02-000-000         1,834,004         2,140,538         1,557,442         2,140,533         2,061,636           503-01-03-000-000         49,272         50,496         1,17,090         5,0496         45,460           503-03-01-175-000         26,851         36,000         15,1449         340,500         303,155           503-03-01-176-000         26,611         109,000         15,000         120,000         120,000           503-03-01-176-000         61,622         56,85         52,479         72,219         72,400           503-03-01-176-000         61,622         275,800         258,762         320,800         359,000           503-03-01-176-000         211,670         275,800         258,762         320,800         359,000           503-03-01-176-000         211,670         275,800         258,762         320,800         359,000           503-03-01-176-000         211,670         275,800         258,762         327,000         359,000           503-03-01-176-000         256,000         47,47         6,600         7,000         503,000           503-03-01-176-000         256,000         256,	SERVICES								
503-01-02-000-000         1,834,004         2,140,538         1,557,442         2,140,538         2,081,636           503-01-03-000-000         48,272         50,496         17,090         50,496         45,460           503-03-01-165-000         196,218         366,000         151,449         346,500         303,155           503-03-01-167-000         26,851         120,000         74,108         120,000         120,000           503-03-01-177-000         101,909         121,000         77,643         121,000         110,001           503-03-01-177-000         101,909         275,800         286,762         320,800         359,000           503-03-01-177-000         1,464         277,800         226,762         320,800         359,000           503-03-01-177-000         1,464         227,000         16,600         7,000         359,000           503-03-01-177-000         1,464         227,000         227,000         227,000         328,000           503-03-01-177-000         1,464         10,230         3,606         4,747         6,600         7,000           503-05-02-162-000         2,000         2,000         2,200         2,200         2,200           503-05-02-162-000         1,117 <td< td=""><td>MANAGEMENT SERVICE FEES-RGRTA</td><td>503-01-01-000-000</td><td>859,877</td><td>889,531</td><td>678,238</td><td>889,531</td><td>936,229</td><td>46,698</td><td>5.25</td></td<>	MANAGEMENT SERVICE FEES-RGRTA	503-01-01-000-000	859,877	889,531	678,238	889,531	936,229	46,698	5.25
503-01-03-000-000         49,272         50,496         17,090         50,496         45,480           503-03-01-03-000-000         19,518         366,000         151,449         340,500         303,155           503-03-01-167-000         26,611         109,000         74,108         121,000         110,000           503-03-01-171-000         101,909         121,000         77,643         121,000         110,000           503-03-01-171-000         61,632         65,685         52,479         72,19         72,400           503-03-01-173-000         21,670         27,500         156,790         110,001         100,001           503-03-01-173-000         21,670         227,000         156,790         227,000         227,000           503-03-01-173-000         23,739         664,180         447,420         644,500         227,000           503-04-01-167-000         23,739         664,180         47,420         64,500         7,000           503-05-02-167-000         2,016         10,230         3,606         644,500         588,500         7,000           503-05-02-167-000         1,176         1,1036         3,606         6,800         7,000           503-05-02-167-000         1,176         1,1036 </td <td>MANAGE SERV FEES - RTS</td> <td>503-01-02-000-000</td> <td>1,834,004</td> <td>2,140,538</td> <td>1,557,442</td> <td>2,140,538</td> <td>2,061,636</td> <td>-78,902</td> <td>-3.69</td>	MANAGE SERV FEES - RTS	503-01-02-000-000	1,834,004	2,140,538	1,557,442	2,140,538	2,061,636	-78,902	-3.69
503-03-01-165-000         195,218         366,000         151,449         340,500         303,155           503-03-01-167-000         26,851         5,000         5,000         120,000         120,000         120,000         120,000         120,000         120,000         120,000         110,000	MANAGEMENT SERVICE FEES-LIFTLINE	503-01-03-000-000	49,272	50,496	17,090	50,496	45,460	-5,036	-9.97
502-03-01-167-000         26,861         109,000         74,108         124,000         120,000           503-03-01-168-000         50,611         109,000         77,643         121,000         110,001           503-03-01-174-000         61,632         65,685         524,79         72,219         72,400           503-03-01-174-000         211,670         227,000         258,722         320,800         359,000           503-03-01-176-000         211,670         227,000         257,700         227,000         227,000           503-03-01-176-000         1,464         227,000         151,679         227,000         227,000           503-04-01-167-000         21,670         227,000         151,679         227,000         227,000           503-04-01-167-000         23,79         644,500         598,500         7,000           503-05-02-042-000         22,600         4,747         6,600         7,000           503-05-02-042-000         22,600         3,606         8,230         7,000           503-05-02-167-000         1,873         385,000         239,715         385,000         7,10,000           503-05-02-167-000         1,116         1,116         2,000         2,000         2,000	PROF AND TECH SER INJ LAWYERS	503-03-01-165-000	195,218	366,000	151,449	340,500	303,155	-62,845	-17.17
503-03-01-168-000         50,611         109,000         74,108         124,000         120,000           503-03-01-173-000         101,309         121,000         77,643         121,000         110,001           503-03-01-174-000         365,396         275,800         258,762         320,800         359,000           503-03-01-174-000         211,670         227,000         151,679         227,000         110,001           503-04-01-176-000         21,670         227,000         151,679         227,000         227,000           503-04-01-167-000         23,779         664,180         447,420         644,500         527,000           503-04-01-167-000         23,608         664,180         47,47         6,600         7,000           503-05-02-042-000         22,016         10,230         3,606         8,230         7,000           503-05-02-042-000         2,016         10,230         3,606         8,230         7,000           503-05-02-042-000         1,873         385,000         239,715         385,000         7,10,000           503-05-02-167-000         1,116         111,036         2,000         2,000         2,000           503-05-02-167-000         1,116         111,036         2,000 <td>PROFESSIONAL SERVICES - PEOPLE</td> <td>503-03-01-167-000</td> <td>26,851</td> <td></td> <td>5,000</td> <td>5,000</td> <td></td> <td>0</td> <td>0.00</td>	PROFESSIONAL SERVICES - PEOPLE	503-03-01-167-000	26,851		5,000	5,000		0	0.00
502-03-01-171-000         101,909         121,000         77,643         121,000         110,001           503-03-01-174-000         61,632         65,685         52,479         72,219         72,400           503-03-01-174-000         211,670         227,000         151,679         227,000         359,000           503-03-01-179-000         211,670         227,000         151,679         227,000         227,000           503-04-01-011-000         23,779         660         47,47         6600         7,000           503-05-02-02-1051-000         28,601         5,600         47,47         6,600         7,000           503-05-02-042-000         28,601         5,600         47,47         6,600         7,000           503-05-02-042-000         28,601         5,600         4,747         6,600         7,000           503-05-02-042-000         2,016         5,600         4,747         6,600         7,000           503-05-02-042-000         2,016         1,0,230         3,606         8,230         710,000           503-05-02-164-000         1,116         1,11,036         5,07,63         111,036         5,200           503-05-02-164-000         21,268         204,400         158,931         209,0	PROF AND TECH SER GEN LAW EXP	503-03-01-168-000	50,611	109,000	74,108	124,000	120,000	11,000	10.09
503-03-01-174-000         61,632         65,685         52,479         72,219         72,400           503-03-01-176-000         356,596         275,800         258,762         320,800         389,000           503-03-01-176-000         21,1457         227,000         151,679         227,000         227,000           503-04-01-167-000         23,779         664,180         447,420         644,500         588,500           503-05-02-04-01-051-000         28,601         5,600         4,747         6,600         7,000           503-05-02-04-00         28,601         10,230         3,606         8,230         7,000           503-05-02-04-00         2,016         1,673         385,000         7,000         8,520           503-05-02-162-000         1,873         385,000         239,715         385,000         7,000           503-05-02-164-000         1,116         10,230         239,715         385,000         7,000           503-05-02-164-000         1,116         11,337         8,700         7,000         2,000           503-05-02-164-000         11,337         8,700         3,840         4,500         5,200           503-05-02-177-000         11,337         8,700         3,840         4,500	PROF AND TECH SERV OUTSIDE AUD	503-03-01-171-000	101,909	121,000	77,643	121,000	110,001	-10,999	-9.09
503-03-01-176-000         356,596         275,800         258,762         320,800         359,000           503-03-01-179-000         211,670         227,000         151,679         227,000         227,000           503-04-01-107-000         1,464         227,000         151,679         227,000         227,000           503-04-01-167-000         23,779         664,180         447,420         644,500         598,500           503-05-02-043-000         2,016         5,600         4,747         6,600         7,000           503-05-02-043-000         2,016         1,6230         3,606         8,230         8,520           503-05-02-164-000         1,873         385,000         239,715         385,000         710,000           503-05-02-164-000         1,116         3,606         8,230         710,000         8,520           503-05-02-164-000         1,116         3,606         8,230         710,000         7,500           503-05-02-164-000         1,116         2,000         2,000         2,000         2,000         2,000           503-05-02-164-000         1,116         2,000         2,000         2,000         2,000         2,000           503-05-02-171-000         21,268         204,400 </td <td>OTHER PROF SERVICES</td> <td>503-03-01-174-000</td> <td>61,632</td> <td>65,685</td> <td>52,479</td> <td>72,219</td> <td>72,400</td> <td>6,715</td> <td>10.22</td>	OTHER PROF SERVICES	503-03-01-174-000	61,632	65,685	52,479	72,219	72,400	6,715	10.22
503-03-01-179-000         211,670         227,000         151,679         227,000         227,000           503-04-01-011-000         1,444         227,000         1,444         227,000         227,000           503-04-01-167-000         23,779         664,180         447,420         644,500         598,500           503-05-02-042-000         22,616         1,6230         4,747         6,600         7,000           503-05-02-043-000         7,240         1,0230         3,606         8,230         7,000           503-05-02-164-000         1,873         385,000         239,715         385,000         710,000           503-05-02-164-000         1,116         2,000         7,500         7,500           503-05-02-164-000         1,116         385,000         710,000         7,500           503-05-02-164-000         1,116         2,000         7,500         7,500           503-05-02-164-000         1,116         2,000         7,000         7,500           503-05-02-164-000         1,116         2,000         2,000         7,500           503-05-02-164-000         1,1387         8,700         11,030         2,000           503-05-02-167-000         21,268         204,400         156,931	PROF & TECH SERV LABOR LAW	503-03-01-176-000	356,596	275,800	258,762	320,800	359,000	83,200	30.17
503-04-01-011-000         1,464         447,420         644,500         598,500           503-04-01-167-000         23,779         664,180         447,420         644,500         598,500           503-05-02-042-000         2,016         5,600         4,747         6,600         7,000           503-05-02-162-000         7,240         10,230         3,606         8,230         8,520           503-05-02-164-000         1,116         385,000         239,715         385,000         710,000           503-05-02-167-000         1,116         50,763         111,036         103,000         2,000           503-05-02-167-000         94,36         111,036         50,763         111,036         103,000           503-05-02-171-000         21,268         204,400         158,931         209,000         215,000           503-05-02-177-000         91,420         93,200         94,500         5,200           503-05-02-177-000         91,420         93,200         95,000         500,000           503-05-02-180-000         62,768         107,007         100,000           503-05-02-180-000         148,836         107,007         100,000           503-05-02-187-000         148,836         107,007         101,500	GOVERNMENT RELATIONS	503-03-01-179-000	211,670	227,000	151,679	227,000	227,000	0	0.00
503-04-01-167-000         23,779         664,180         447,420         644,500         598,500           503-05-02-042-000         28,601         5,600         4,747         6,600         7,000           503-05-02-043-000         20,16         1,6230         3,606         8,230         7,000           503-05-02-162-000         7,240         10,230         3,606         8,230         7,10,000           503-05-02-164-000         1,116         239,715         385,000         7,10,000           503-05-02-164-000         1,116         2,000         7,500           503-05-02-167-000         94,436         111,036         50,763         111,036         103,000           503-05-02-167-000         21,268         2,004         1,60,700         2,000         2,000           503-05-02-177-000         11,397         8,700         3,840         4,500         5,200           503-05-02-177-000         91,420         93,200         95,000           503-05-02-187-000         62,768         107,007         100,000           503-05-02-182-000         148,836         113,500         14,995         225,000           503-05-02-187-000         148,836         113,500         14,995         225,000 <td>TEMPORARY HELP TRANSPORTATION</td> <td>503-04-01-011-000</td> <td>1,464</td> <td></td> <td></td> <td></td> <td></td> <td>0</td> <td>0.00</td>	TEMPORARY HELP TRANSPORTATION	503-04-01-011-000	1,464					0	0.00
503-05-01-051-000         559,069         664,180         447,420         644,500         598,500           503-05-02-042-000         28,601         5,600         4,747         6,600         7,000           503-05-02-043-000         2,016         10,230         3,606         8,230         8,520           503-05-02-162-000         1,873         385,000         239,715         385,000         710,000           503-05-02-164-000         1,116         111,036         50,763         111,036         103,000           503-05-02-167-000         94,436         111,036         50,763         111,036         103,000           503-05-02-167-000         21,268         204,400         158,931         209,000         215,000           503-05-02-177-000         11,397         8,700         3,840         4,500         5,200           503-05-02-177-000         91,420         93,200         66,526         93,200         95,000           503-05-02-180-000         62,768         107,007         100,000         95,200         95,200           503-05-02-182-000         148,836         131,500         14,995         225,000         131,700	TEMPORARY HELP	503-04-01-167-000	23,779					0	0.00
503-05-02-042-000         28,601         5,600         4,747         6,600         7,000           503-05-02-043-000         2,016         10,230         3,606         8,230         8,520           503-05-02-162-000         1,873         385,000         239,715         385,000         710,000           503-05-02-164-000         1,116         -75,000         770,000         770,000           503-05-02-167-000         94,436         111,036         50,763         111,036         103,000           503-05-02-177-000         21,268         204,400         158,931         209,000         215,000           503-05-02-177-000         11,397         8,700         3,840         4,500         5,200           503-05-02-177-000         91,420         93,200         66,526         93,200         95,000           503-05-02-180-000         62,768         107,007         68,142         107,007         100,000           503-05-02-182-000         148,836         131,500         14,995         225,000         317,700	CONTRACT SERVICE - REVENUE VEH	503-05-01-051-000	559,069	664,180	447,420	644,500	598,500	-65,680	-9.89
503-05-02-043-000         2,016         3,606         8,230         8,520         8,520           503-05-02-162-000         1,873         385,000         239,715         385,000         710,000           503-05-02-164-000         1,116         111,036         50,763         111,036         103,000           503-05-02-167-000         94,436         111,036         50,763         111,036         103,000           503-05-02-177-000         21,268         204,400         158,931         209,000         215,000           503-05-02-177-000         11,397         8,700         3,840         4,500         5,200           503-05-02-177-000         91,420         93,200         66,526         93,200         95,000           503-05-02-180-000         62,768         107,007         100,000         95,000         95,000           503-05-02-182-000         148,836         131,500         14,995         225,000         131,500           503-05-02-187-000         148,836         131,500         14,995         225,000         317,700	CONTRACTED SERVICES - MAINTENANCE	503-05-02-042-000	28,601	5,600	4,747	9,600	7,000	1,400	25.00
503-05-02-162-000         7,240         10,230         3,606         8,230         8,520           503-05-02-164-000         1,873         385,000         239,715         385,000         710,000           503-05-02-166-000         1,116         -75,000         -75,000           503-05-02-167-000         94,436         111,036         50,763         111,036         103,000           503-05-02-177-000         21,268         204,400         158,931         209,000         215,000           503-05-02-177-000         11,397         8,700         3,840         4,500         5,200           503-05-02-177-000         91,420         93,200         66,526         93,200         95,000           503-05-02-180-000         62,768         107,007         100,000         95,000           503-05-02-182-000         148,836         131,500         14,995         225,000         131,500	CONTRACT MAINTENANCE SERVICES	503-05-02-043-000	2,016					0	0.00
503-05-02-164-000         1,873         385,000         239,715         385,000         710,000           503-05-02-166-000         1,116         -75,000         -75,000           503-05-02-167-000         21,268         204,400         158,931         209,000         215,000           503-05-02-177-000         11,397         8,700         3,840         4,500         5,200           503-05-02-177-000         91,420         93,200         66,526         93,200         95,000           503-05-02-177-000         148,836         107,007         100,000         131,500         59,240         107,007         100,000           503-05-02-182-000         148,836         131,500         59,240         101,500         131,500	CONTRACTED SERVICES - CUSTOMER SERVICE	503-05-02-162-000	7,240	10,230	3,606	8,230	8,520	-1,710	-16.72
503-05-02-166-000         1,116         -75,000           503-05-02-167-000         94,436         111,036         50,763         111,036         103,000           503-05-02-168-000         21,268         204,400         158,931         209,000         215,000           503-05-02-177-000         11,397         8,700         3,840         4,500         5,200           503-05-02-177-000         91,420         93,200         66,526         93,200         95,000           503-05-02-180-000         62,768         107,007         100,000           503-05-02-182-000         148,836         131,500         14,995         225,000         317,700	CONTRACTED SERVICES - COMMUNICATIONS	503-05-02-164-000	1,873	385,000	239,715	385,000	710,000	325,000	84.42
503-05-02-167-000         94,436         111,036         50,763         111,036         103,000           503-05-02-168-000         21,268         20,000         158,931         209,000         215,000           503-05-02-177-000         11,397         8,700         3,840         4,500         5,200           503-05-02-177-000         91,420         93,200         66,526         93,200         95,000           503-05-02-180-000         62,768         107,007         100,000         131,500         131,500         131,500           503-05-02-187-000         148,836         131,500         14,995         225,000         317,700	CONTRACTED SERVICES - TRAINING	503-05-02-166-000	1,116				-75,000	-75,000	0.00
503-05-02-168-000         2,000         2,000         21,268         204,400         158,931         209,000         215,000           503-05-02-177-000         11,397         8,700         3,840         4,500         5,200           503-05-02-177-000         91,420         93,200         66,526         93,200         95,000           503-05-02-180-000         62,768         107,007         68,142         107,007         100,000           503-05-02-182-000         148,836         131,500         59,240         101,500         131,500           503-05-02-187-000         225,000         14,995         225,000         317,700	CONTRACTED SERVICES - PEOPLE	503-05-02-167-000	94,436	111,036	50,763	111,036	103,000	-8,036	-7.24
503-05-02-177-000         21,268         204,400         158,931         209,000         215,000           503-05-02-177-000         11,397         8,700         3,840         4,500         5,200           503-05-02-177-000         91,420         93,200         66,526         93,200         95,000           503-05-02-180-000         62,768         107,007         68,142         107,007         100,000           503-05-02-182-000         148,836         131,500         59,240         101,500         131,500           503-05-02-187-000         225,000         14,995         225,000         317,700         317,700	CONTRACT MAINTENANCE - LEGAL AFFAIRS	503-05-02-168-000		2,000			2,000	0	0.00
503-05-02-177-000         11,397         8,700         3,840         4,500         5,200           503-05-02-177-000         91,420         93,200         66,526         93,200         95,000           503-05-02-180-000         62,768         107,007         68,142         107,007         100,000           503-05-02-182-000         148,836         131,500         131,500         131,500           503-05-02-187-000         225,000         14,995         225,000         317,700         8	CONTRACTED SERVICES - FINANCE	503-05-02-171-000	21,268	204,400	158,931	209,000	215,000	10,600	5.19
503-05-02-179-000         91,420         93,200         96,526         93,200         95,000           503-05-02-180-000         62,768         107,007         68,142         107,007         100,000           503-05-02-182-000         148,836         131,500         131,500         131,500         131,500           503-05-02-187-000         225,000         14,995         225,000         317,700         8	CONTRACTED SERVICES - PGA	503-05-02-177-000	11,397	8,700	3,840	4,500	5,200	-3,500	-40.23
503-05-02-180-000         62,768         107,007         68,142         107,007         100,000           503-05-02-182-000         148,836         131,500         59,240         101,500         131,500           503-05-02-187-000         225,000         14,995         225,000         317,700	CONTRACTED SERVICES - PLANNING	503-05-02-179-000	91,420	93,200	66,526	93,200	95,000	1,800	1.93
503-05-02-182-000         148,836         131,500         59,240         101,500         131,500           503-05-02-187-000         225,000         14,995         225,000         317,700	CONTRACTED SERVICES - FACILITY MAINT	503-05-02-180-000	62,768	107,007	68,142	107,007	100,000	-7,007	-6.55
503-05-02-187-000 225,000 14,995 225,000 317,700	CONTRACTED SERVICES R&D PERF MEASUREMENT	503-05-02-182-000	148,836	131,500	59,240	101,500	131,500	0	0.00
	CONTRACTED SERVICES	503-05-02-187-000		225,000	14,995	225,000	317,700	92,700	41.20

		CONSOLIDATED	DATED		Fisca	Fiscal Period Ending : December 2013	: December 2	013
Account Description	Account	2012-13 Actual	2013-14 Budget	13-14 Actual Thru 12/13	Projected 2013-14	2014-2015 Budget	Budget Change	% Change
SAFETY & SECURITY								
CONTRACTED SERVICES - IT	503-05-03-170-000	49,452	265,600	13,285	189,200	93,850	-171,750	-64.66
SOFTWARE MAINTENANCE FEES	503-05-03-171-000	507,608	549,748	339,728	559,987	666,988	117,240	21.33
HARDWARE MAINTENANCE SUPPORT	503-05-03-172-000					114,000	114,000	100.00
PARTS DEPARTMENT MANAGEMENT	503-05-05-061-000	471,863	478,000	333,065	478,000	491,500	13,500	2.82
RIDE SHARE GUAR RIDE HOME	503-05-05-160-000	52	200			100	-100	-50.00
CUSTODIAL SERVICES	503-06-01-043-000	125,261	177,000	138,054	183,500	172,035	-4,965	-2.81
SECURITY SERVICES	503-07-01-161-000	396,880	247,000	178,649	245,000	265,000	18,000	7.29
MEDICAL SERVICES WELFARE TO WORK EXP PHASE II	503-99-01-000-000	95,681	103,290	75,232	103,290	108,355	5,065	4.90
TOTAL SERVICES		6 497 335	8 013 741	5 219 828	7 945 634	8 365 129	351 388	4 38
FUEL & LUBBICANTS								
M&S FUEL CONSUMED DIESEL NO 1	504-01-01-051-000	6.765.287	6.183.989	4.576.689	6121507	5,918,725	-265,264	-4.29
FUEL FOR BEVENUE VEHICLES GAS	504-01-02-051-000	155.466	652.426	426.148	598.751	684.771	32,345	4.96
M&S CONSUMED FUEL FOR SER VEH	504-01-02-081-000	706,462	728,215	496,053	677,040	707,000	-21,215	-2.91
M&S CONSUMED OIL	504-01-03-051-000	85,885	87,300	63,423	87,300	84,100	-3,200	-3.67
M&S CONSUMED OTHER LUBRICANTS	504-01-04-051-000	128,739	123,000	80,540	113,500	121,100	-1,900	-1.54
TOTAL FUEL & LUBRICANTS		7,841,838	7,774,930	5,642,854	7,598,098	7,515,696	-259,234	-3.33
PARTS & REPAIRS								
M&S CONSUMED TIRES	504-02-01-051-000	405,714	437,000	343,578	437,199	459,900	22,900	5.24
M&S CONSUMED SERV REV VEH	504-99-02-051-000	19,909	28,600	13,231	23,000	25,350	-3,250	-11.36
M&S CONSUMED MAINTENANCE REV VEHICLE	504-99-04-061-000	2,462,044	2,343,455	1,593,110	2,355,234	2,012,821	-330,634	-14.11
OTH M&S INSP&MAINT REV VEHICLE/NAPA	504-99-04-063-000	-195,579					0	0.00
OTH M&S INSP&MAINT INTERCOMPANY RV EXPEN	504-99-05-061-000						0	0.00
GILLIG BUS PARTS	504-99-06-051-000	-88		-2,794	-2,795		0	0.00
M&S CONSUMED MAINTENANCE SERV VEH	504-99-06-091-000	47,237	000'09	33,994	50,000	50,000	-10,000	-16.67
M&S CONSUMED RADIO REPAIR PARTS	504-99-07-126-000	4,993	5,000	11,252	25,000	25,000	20,000	400.00
M&S CONSUMED MAINTENANCE FAREBOX	504-99-08-111-000	72,541	72,000	10,769	40,000	30,000	-42,000	-58.33
CAMERA REPAIR PARTS	504-99-08-161-000	11,675	30,000	18,299	30,000	30,000	0	00.00
		1	10 mm		1	996000000000000000000000000000000000000	50	

		CONSOLIDATED	АТЕР		Fisca	Fiscal Period Ending: December 2013	: December 2	013
Account Description	Account	2012-13 Actual	2013-14 Budget	13-14 Actual Thru 12/13	Projected 2013-14	2014-2015 Budget	Budget Change	% Change
OTHER MATERIALS & SUPPLIES								
M&S-BUSINESS DEVELOPEMENT	504-99-04-163-000	7,570	46,700	20,123	46,700	46,700	0	0.00
M&S CONSUMED BUILDINGS	504-99-09-125-000	416,303	370,575	330,184	370,575	370,575	0	00.00
OTH M&S PRNTNG TICKETS&PASSES	504-99-10-151-000	63.810	60 500	87.568	78.036	92 500	32,000	52 89
MATERIALS & SUPPLIES - PEOPLE	504-99-11-166-000	30,170	30,000	4.599	30,000	21,000	000'6-	-30.00
MATERIALS & SUPPLIES - IT	504-99-12-170-000	13,977	38,750	9,437	38,750	36,000	-2,750	-7.10
OTHER M&S OFFICE SUPPLIES	504-99-13-000-000	114,897	113,800	78,939	113,800	113,800	0	0.00
OTHER M&S PRNTNG PUBLIC SCHDLS	504-99-14-000-000	126,118	146,200	48,903	121,000	133,000	-13,200	-9.03
OTHER M&S MEDICAL	504-99-15-000-000	5,952	7,680	942	7,680	7,500	-180	-2.34
MATERIALS & SUPPLIES - COMMUNICATIONS	504-99-16-164-000	64,495	28,500	26,158	40,746	28,500	0	0.00
INVOICE PRICE VARIANCE ACCOUNT	504-99-17-000-000	τò					0	0.00
MATERIALS & SUPPLIES - CUSTOMER SERVICE	504-99-21-000-000	4,992	4,850	1,240	4,850	7,150	2,300	47.42
OTHER M&S - EQUIPMENT	504-99-22-000-000	43,373	27,640	12,672	27,640	5,500	-22,140	-80.10
OTH M&S BUS SHELTER MATERIAL	504-99-23-000-000	35,531	37,000	21,417	33,000	33,000	-4,000	-10.81
M&S SHOP & BUILD EQUIPMENT	504-99-24-000-000	56,175	45,000	31,623	45,000	55,000	10,000	22.22
MATERIALS & SUPPLIES - TRANS OPERATIONS	504-99-25-011-000	7,213	1,500	499	1,500	1,500	0	0.00
M&S MAINTENENCE SHOP SUPPLIES	504-99-26-061-000	270,671	287,000	207,949	287,000	255,000	-32,000	-11.15
NON-CAPITALIZABLE EQUIPMENT	504-99-27-000-000	8,889		25,978	24,231		0	0.00
OTH M&S-MARKETING	504-99-27-185-000	73,718		162	162		0	0.00
OTH M&S SAFETY & SECURITY	504-99-28-187-000		1,500	9,376	11,021	16,800	15,300	1,020.00
OTH M&S-PMO	504-99-29-178-000		200		200	200	0	0.00
OTH M&S-R & D	504-99-30-182-000		1,000		1,000	200	-500	-50.00
OTH M&S- PLANNING	504-99-31-179-000		1,500	952	1,500	1,500	0	0.00
OTH M&S-TRANSPORTATION SERVICES	504-99-32-021-000		1,000	87	1,000	1,000	0	0.00
TOTAL OTHER MATERIALS & SUPPLIES		1,343,849	1,251,195	918,807	1,285,691	1,227,025	-24,170	-1.93
UПLITES								
UTILITIES ELECTRIC	505-02-01-000-000	370,878	406,405	287,665	405,250	426,500	20,095	4.94
UTILITIES GAS	505-02-02-000-000	194,660	264,500	100,441	211,500	249,000	-15,500	-5.86
UTILITIES WATER	505-02-03-000-000	43,734	49,250	24,664	49,250	50,125	875	1.78
UTILITIES - TELEPHONE	505-02-05-000-000	161,200	173,408	111,537	167,408	159,370	-14,038	-8.10
UTILITIES TELEPHONES - MKTG RIDE SHR		21					0	0.00
UTILITIES ELECTRIC BUS SHELTER & SIGNS	505-02-07-000-000	36,699	25,000	6,011	25,000	25,000	С	000

		CONSOLIDATED	DATED		Fisca	Fiscal Period Ending:December 2013	: December 2	013
Account Description	Account	2012-13 Actual	2013-14 Budget	13-14 Actual Thru 12/13	Projected 2013-14	2014-2015 Budget	Budget Change	% Change
тотаl unlines		807,192	918,563	530,318	858,408	909,995	-8,568	-0.93
CASUALITY AND LIABILITY COSTS								
PBEMIIIM PHYSICAL DAMAGE INS	506-01-01-000-000	770.363	797 135	659 621	859 427	894 998	97.863	12.28
PAYOUTS UNINSURED PL&PD PUBLIC	506-04-01-000-000	418,285	853,000	445,826	864,500	734,405	-118,595	-13.90
PAYOUTS EMPLOYMENT PRACTICES EXPENSE	506-04-02-000-000	12,664	19,000	107,169	-31,500	70,000	51,000	268.42
TOTAL CASUALITY AND LIABILITY COSTS		1,201,311	1,669,135	1,212,617	1,692,427	1,699,403	30,268	1.81
TAXES								
OTHER TAXES	507-99-01-000-000	17,353	24,500	18,899	23,100	19,500	-5,000	-20.41
TOTAL TAXES		17,353	24,500	18,899	23,100	19,500	-5,000	-20.41
MISC EXPENSES								
MISC EXP SUBSCRIPTS MEMBERSHIP	509-01-01-000-000	78,487	125,400	67,471	125,400	124,730	-670	-0.53
TRAVEL & TRAINING	509-02-01-000-000	188,215	117,800	78,149	128,300	117,800	0	0.00
TRAVEL & TRAINING - OPERATIONS	509-02-01-011-000	19,425	17,000	27,513	24,000	17,000	0	00.00
TRAVEL & TRAINING - TRANS SERVICES	509-02-01-021-000	17,530	22,000	8,077	22,000	16,000	-6,000	-27.27
TRAVEL & TRAINING -MAINTENANCE	509-02-01-042-000	10,154	24,600	10,089	24,600	24,600	0	00.00
MISC EXP TRAVEL&MEETINGS-CUSTOM ER SERVIC	509-02-01-162-000	6,504	4,200	216	4,200	4,200	0	0.00
TRAVEL & TRAINING - BUSINESS DEVELOPMENT	509-02-01-163-000	10,587	8,250	2,508	8,250	3,000	-5,250	-63.64
TRAVEL & TRAINING - COMMUNICATIONS	509-02-01-164-000	4,357	2,500	3,002	2,500	2,500	0	00.00
TRAVEL & TRAINING -TRAINING	509-02-01-166-000	9,683				-100,000	-100,000	00.00
TRAVEL & TRAINING - PEOPLE	509-02-01-167-000	30,176	99,500	74,495	96,500	140,500	41,000	41.21
TRAVEL & TRAINING - LEGAL AFFAIRS	509-02-01-168-000	5,057	5,050	3,693	5,050	5,050	0	0.00
TRAVEL & TRAINING - IT	509-02-01-170-000	34,527	8,500	3,295	8,500	15,500	7,000	82.35
TRAVEL & TRAINING -FINANCE	509-02-01-171-000	6,885	15,500	4,686	14,000	15,500	0	0.00
MISC EXP-TRAVEL&MEETINGS-PLANNING	509-02-01-177-000	9,451	15,600	7,166	15,600	15,600	0	0.00
TRAVEL & TRAINING - PMO	509-02-01-178-000	2,803	17,450	1,362	17,450	12,800	-4,650	-26.65
TRAVEL& TRAINING -PLANNING	509-02-01-179-000	14,171	6,000	11,700	6,000	6,000	0	0.00
TRAVEL&TRAINING-FACILITY MAINTENANCE	509-02-01-180-000	7,301	16,500	2,889	16,500	16,500	0	0.00
TRAVEL & TRAINING - R&D PERF MEASU	509-02-01-182-000	16,876	31,950	10,293	31,950	10,978	-20,972	-65.64
TRAVEL & TRAINING MARKETING	509-02-01-185-000	691					0	00.00

COMPOLIDATED   Protective   P		2014-201	5 OPERATING	2014-2015 OPERATING BUDGET DETAIL	TAIL		Report Date: 02/12/2014	: 02/12/2014	
PANSION   Science   Pansion   Account   Actual   Budget   Thiru 12/13   2013-14   Budget   Change			CONSOLI	DATED		Fisce	Il Period Ending	: December 2	013
FANSION   SEGRECO-1-180-000   7   580.000   54.209   58.000   10.0000   10.0000   10.0000   10.000   10.0000   10.0000   10.0000   10.0000   10.0000   10.0000   10	Account Description	Account	2012-13 Actual	2013-14 Budget	13-14 Actual Thru 12/13	Projected 2013-14	2014-2015 Budget	Budget Change	% Change
FANKS N   500-00-11-00-000   100,0	MISC EXPENSE MEETINGS	509-02-01-189-000	7	58,000	54,209	58,000	68,000	10,000	17.24
1500   1500	MISCELLANEOUS SERVICE EXPANSION	509-02-01-190-000		100,000			100,000	0	0.00
FINE   569-66-01-000-000   5,975   FINE	TRAVEL & TRAINING REGIONAL OPERATIONS AD	509-02-01-191-000					1,000	1,000	100.00
Signature   Sign	MISC EXP FINES AND PENALITIES	509-06-01-000-000	5,975		19,106	14,400	200	200	100.00
Signature   Sign	MISC EXP BAD DEBT	509-07-01-000-000	64,917		4,889	569		0	0.00
FINE   509-90-1-167-000   11.297   15.000   6.036   15.000   12.000   3.000	ADVERTISING & PROMOTION	509-08-01-164-000	190,325	257,000	149,150	257,000	191,000	-66,000	-25.68
FINSE 509-90-177-000 5,099 8,000 4,243 8,000 6,000 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	EMPLOYMENT ADVERTISING	509-08-01-167-000	11,297	15,000	960'9	15,000	12,000	-3,000	-20.00
FANSE   569-99-04-000-0000   197,238   143,944   147,586   177,2906   177,8000   94,062   176,000   197,	RFP & IFB ADVERTISING	509-08-01-177-000	5,099	8,000	4,243	8,000	8,000	0	00.0
ENSE 509-90-0000000 197.238 143.344 147.566 172.906 176.000 34.056 65.00 197.238 143.344 147.566 170.000 197.238 143.34 140.000 197.00	TRAINING	509-99-02-000-000			649			0	00:00
509-99-00-0000   5,327   100,800   10,0800   167,000   66,200   66,200   167,000   66,200   167,000   66,200   167,000   167	OTHER MISCELLANEOUS EXPENSE	509-99-04-000-000	197,238	143,944	147,586	172,906	178,000	34,056	23.66
4P         569-95-000-000         26,437         25,000         21,782         25,000         25,000         0           4P         569-99-50-000-000         63,666         27,571         27,571         27,500         27,500         0           ANSFER         509-99-90-000-000         23,485         -100,000         23,455         8,395         -220,000         0           PENSE         510-02-00-000-000         37,978         -100,000         5,817         -220,000         -120,000         1125,000         11018,258         1120,000         110,000	UPWP EXPENSE	209-99-08-000-000	5,327	100,800		100,800	167,000	66,200	65.67
Scoto-99-51-000-000   Cay 646   Cay 650   Ca	MISC EXP-EMPLOYEE REWARD & RECOGN SYSTEM	509-99-50-000-000	26,437	25,000	21,782	25,000	25,000	0	0.00
509-99-30:000-000         63,866         34,553         8,395         0           509-99-80:000-000         23,483         -100,000         -120,000         -120,000         120,000         -120,000         120,000	MISC EXP-EMPLOYEE WELLNESS PROGRAM	509-99-51-000-000	29,192	27,500	27,571	27,500	27,500	0	0.00
509-99-80-000-000         23,483         -100,000         5,817         -220,000         -120,000         1           510-02-00-000-000         37,978         1,185,044         798,456         1,250,370         1,018,258         -166,796         -1           513-00-06-000-000         37,978         1,185,044         798,456         1,250,370         1,018,258         -166,796         -1           509-99-13-000-000         511,600         569,627         448,360         529,811         560,599         10,962         -1           509-99-14-000-000         332,110         683,624         750,305         993,537         844,308         160,704         2           509-99-18-000-000         488,413         263,751         231,443         357,659         453,994         100,704         3           509-99-18-000-000         4,552,018         4,928,393         3,722,166         4,944,861         4,946,985         100,704         3           509-99-18-000-000         4,552,018         4,928,393         3,722,166         4,944,885         502,398         9,24,391         50,042         5           509-99-18-000-000         4,35,44         4,946,881         4,946,881         4,946,881         50,042         5         5 <t< td=""><td>LOSS FROM FIXED PRICE SWAP</td><td>209-93-000-000</td><td>63,866</td><td></td><td>34,553</td><td>8,395</td><td></td><td>0</td><td>00:0</td></t<>	LOSS FROM FIXED PRICE SWAP	209-93-000-000	63,866		34,553	8,395		0	00:0
509-99-9001-000       37,978       -100,000       -100,000       -120,000	LOSS ON SALE	208-98-98-000-000	23,483					0	0.00
510-02-00-0000       37,978       5,817       0         513-00-06-0000       37,978       1,185,044       798,456       1,250,370       1,018,258       -166,786       -166,786         509-99-13-000-000       511,600       569,627       448,360       529,811       580,589       10,962       -166,786         509-99-14-000-000       488,413       263,751       283,751       881,541       993,537       844,308       10,962         509-99-16-000-000       488,413       263,751       283,751       993,537       844,308       10,902,43       7         509-99-17-000-000       4552,018       4,928,393       3,732,166       4,954,851       4,666,096       -232,298         509-99-19-000-000       65,178       -1,710,322       -2,270,326       -2,128,594       10,042       -2         509-99-19-000-000       65,178       -1,710,322       -2,270,326       -2,128,596       95,527       34,527         509-99-19-000-000       438,654       493,866       398,532       501,986       95,232       96         509-99-19-000-000       438,654       493,866       4,325,203       51,742,524       1,110,664       7,742,524       1,110,664         512-02-000-000       5,000       5,000 <td>PRODUCTIVITY &amp; EFFICIENCY IMPROVEMENTS</td> <td>509-99-99-001-000</td> <td></td> <td>-100,000</td> <td></td> <td></td> <td>-220,000</td> <td>-120,000</td> <td>120.00</td>	PRODUCTIVITY & EFFICIENCY IMPROVEMENTS	509-99-99-001-000		-100,000			-220,000	-120,000	120.00
513-00-06-000         37,978         5,817         0           1,134,019         1,185,044         798,456         1,250,370         1,018,258         -166,786           508-99-13-000-000         511,600         569,627         448,360         529,811         580,589         10,962           509-90-14-000-000         332,110         683,604         750,305         993,537         844,308         160,704         2           509-90-16-000-000         488,413         263,751         231,443         357,659         453,994         190,243         7           509-90-17-000-000         883,738         881,541         653,999         924,131         931,583         50,042           509-90-17-000-000         4,522,018         4,928,393         3,732,166         4,934,851         4,696,095         -232,298           509-90-17-000-000         4,736         4,928,393         3,732,166         4,948,851         4,696,095         -232,298         -232,298           509-99-13-000-000         4,336         4,936,852         512,860         380,726         476,285         502,838         9,252           509-99-23-000-000         4,325,244         6,639,728         7,742,524         1,110,664         7,110,664         7,110,664         1	INTERCOMPANY EXPENSE TRANSFER	510-02-00-000-000						0	0.00
509-99-13-000-000         511,600         569,627         448,360         529,811         580,589         10,962         10,962         10,962         10,962         10,962         10,962         10,962         10,962         10,962         10,962         10,962         10,962         10,962         10,962         10,962         10,962         10,962         10,962         10,062         10,062         10,062         10,062         10,062         10,062         10,062         10,062         10,002	CURRENT YEAR PROJECT EXPENSE	513-00-06-000-000	37,978		5,817			0	00.00
509-99-13-0000-000         511,600         569,627         448,360         529,811         580,589         10,962           509-99-14-000-000         332,110         683,604         750,305         993,537         844,308         160,704         2           509-99-14-000-000         488,413         263,751         231,443         357,659         453,994         190,243         7           509-99-16-000-000         48,552,018         49,28,393         3,732,166         4,954,851         4,696,095         -232,298           509-99-17-000-000         4,552,018         4,928,393         3,732,166         4,954,851         4,696,095         -232,298         -56,042           509-99-19-000-000         473,534         521,680         380,726         -2,128,526         -823,090         887,232         -8           509-99-23-000-000         438,654         493,586         380,726         476,285         502,838         9,252           509-99-23-000-000         5,923         4,325,203         6,639,728         7,742,524         1,110,664         -1,110,664           512-02-02-000-000         5,000         6,000         6,000         6,000         6,000         6,000         0,000         0,000         0,000	TOTAL MISC EXPENSES		1,134,019	1,185,044	798,456	1,250,370	1,018,258	-166,786	-14.07
509-99-13-000-000         511,600         569,627         449,360         529,811         580,589         10,962           509-99-14-000-000         332,110         683,604         750,305         993,537         844,308         160,704         260,99-14-000-000           509-99-16-000-000         488,413         263,751         231,443         357,659         453,994         190,243         7           509-99-17-000-000         883,738         881,541         653,999         924,131         931,583         50,042         50,042           509-99-17-000-000         4,552,018         4,928,393         3,732,166         4,954,851         4,696,095         -232,298         -22,270,326         -2,128,526         -823,090         887,232         -5           509-99-22-000-000         473,534         521,680         380,726         476,285         502,838         9,252           509-99-23-000-000         438,654         6,631,860         4,325,203         6,633,728         7,742,524         1,110,664           512-02-01-000-000         5,923         6,000         6,000         6,000         6,000         6,000         6,000         6,000         0	SUBSIDIES FROM APPROPRIATION								
509-96-14-000-000         332,110         683,604         750,305         993,537         844,308         160,704         2           509-96-16-000-000         488,413         263,751         231,443         357,659         453,994         190,243         7           509-96-16-000-000         883,738         881,541         653,999         924,131         931,583         50,042         7           509-96-17-000-000         4,552,018         4,928,393         3,732,166         4,954,851         4,696,095         -232,298         -227,298           509-99-18-000-000         65,178         -1,710,322         -2,270,326         -2,128,526         -823,090         887,232         -5           509-99-23-000-000         473,534         6,51,680         380,726         476,285         562,077         34,527         -8           509-99-23-000-000         438,654         6,631,860         4,325,203         6,633,728         7,742,524         1,110,664         -1           512-02-01-000-000         5,923         6,000         6,000         6,000         6,000         6,000         0         0         0	APPROPRIATION BBS OPERATING	509-99-13-000-000	511,600	569,627	448,360	529,811	580,589	10,962	1.92
509-96-16-0000         488,413         263,751         231,443         357,659         453,994         190,243         7           509-96-17-000-000         883,738         881,541         653,999         924,131         931,583         50,042         50,042           509-99-17-000-000         4,552,018         4,928,393         3,732,166         4,954,851         4,696,095         -232,298         -222,298           509-99-18-000-000         473,534         521,680         386,532         -2,128,526         -823,090         887,232         -5           509-99-22-000-000         473,534         493,586         380,726         476,285         562,007         34,527           509-99-23-000-000         438,654         6,631,860         4,325,203         6,639,728         7,742,524         1,110,664           512-02-01-000-000         5,923         6,000         6,000         6,000         6,000         0	APPROPRIATION LATS OPERATING	509-99-14-000-000	332,110	683,604	750,305	993,537	844,308	160,704	23.51
509-91-7-000-000         883,738         881,541         653,999         924,131         931,583         50,042           509-99-18-000-000         4,552,018         4,928,393         3,732,166         4,954,851         4,696,095         -232,298           509-99-22-000-000         65,178         -1,710,322         -2,270,326         -2,128,526         -823,090         887,232         -5           509-99-22-000-000         473,534         521,680         386,726         476,285         502,838         9,252           509-99-23-000-000         438,654         6,631,860         4,325,203         6,639,728         7,742,524         1,110,664         7           512-02-01-000-000         5,923         6,000         6,000         6,000         6,000         6,000         0	APPROPRIATION WATS OPERATING	509-99-16-000-000	488,413	263,751	231,443	357,659	453,994	190,243	72.13
509-918-000-000         4,552,018         4,928,393         3,732,166         4,954,851         4,696,095         -232,298         -227,298           509-99-19-000-000         65,178         -1,710,322         -2,270,326         -2,128,526         -823,090         887,232         -5           509-99-22-000-000         473,534         521,680         380,726         476,285         502,838         9,252           ION         7,745,244         6,631,860         4,325,203         6,639,728         7,742,524         1,110,664         7           512-02-01-000-000         5,923         6,000         6,000         6,000         6,000         6,000         0         0	APPROPRIATION WYTS OPERATING	509-99-17-000-000	883,738	881,541	623,999	924,131	931,583	50,042	5.68
509-99-19-000-000         65,178         -1,710,322         -2,270,326         -2,128,526         -823,090         887,232         -55           509-99-22-000-000         473,534         521,680         386,526         531,980         556,207         34,527         34,527           ONS         509-99-23-000-000         438,654         493,586         493,586         4,325,203         6,631,980         7,742,524         1,110,664         7           WN         512-02-01-000-000         5,923         6,000         4,500         6,000         6,000         6,000         6,000         0	APPROPRIATION LIFT LINE OPERATING	509-99-18-000-000	4,552,018	4,928,393	3,732,166	4,954,851	4,696,095	-232,298	-4.71
PRIATION OTS OPERATING         509-99-22-000-000         473,534         521,680         398,532         531,980         556,207         34,527           PRIATION ON STS OPERATIONS         509-99-22-000-000         438,654         493,586         493,586         380,726         476,285         502,838         9,252           SUBSIDIES FROM APPROPRIATION         7,745,244         6,631,860         4,325,203         6,639,728         7,742,524         1,110,664         1,110,664           SARENT PASS TERM MIDTOWN         512-02-01-000-000         5,923         6,000	APPROPRIATION RTS OPERATING	509-99-19-000-000	65,178	-1,710,322	-2,270,326	-2,128,526	-823,090	887,232	-51.88
PRIATION ON STS OPERATIONS         509-99-23-000-000         438,654         493,586         380,726         476,285         502,838         9,252           SUBSIDIES FROM APPROPRIATION         7,745,244         6,631,860         4,325,203         6,639,728         7,742,524         1,110,664         1,110,664           SARENT PASS TERM MIDTOWN         512-02-01-000-000         5,923         6,000         6,000         6,000         6,000         6,000         6,000         6,000         6,000         0         0	APPROPRIATION OTS OPERATING	509-99-22-000-000	473,534	521,680	398,532	531,980	556,207	34,527	6.62
SUBSIDIES FROM APPROPRIATION         7,745,244         6,631,860         4,325,203         6,639,728         7,742,524         1,110,664         1,110,664           S AND RENTALS         SARENT PASS TERM MIDTOWN         5,12-02-01-000-000         5,923         6,000         6,000         6,000         6,000         6,000         0         0	APPROPRIATION ON STS OPERATIONS	509-99-23-000-000	438,654	493,586	380,726	476,285	502,838	9,252	1.87
MIDTOWN 512-02-01-000-000 5,923 0.000 6,000 6,000 6,000 0.00	TOTAL SUBSIDIES FROM APPROPRIATION		7,745,244	6,631,860	4,325,203	6,639,728	7,742,524	1,110,664	16.75
512-02-000-000 6,000 6,000 6,000 6,000 0	LEASES AND RENTALS LEASES&RENT PASS TERM MIDTOWN	512-02-01-000-000	5,923					0	0.00
	LEASE FACILITIES AT HSBC	512-02-02-000-000	6,000	6,000	4,500	6,000	6,000	0	0.00

	2014-201	5 OPERATING	2014-2015 OPERATING BUDGET DETAIL	TAIL		Report Date: 02/12/2014	: 02/12/2014	
		CONSOLIDATED	DATED		Fisc	Fiscal Period Ending: December 2013	: December 2	013
Account Description	Account	2012-13 Actual	2013-14 Budget	13-14 Actual Thru 12/13	Projected 2013-14	2014-2015 Budget	Budget Change	% Change
C.C RENT	512-12-01-000-000	19,441	20,000	16,408	19,728	1,646	-18,354	-91.77
LEASES&RENTALS COPIER	512-12-02-000-000	159,467	167,345	125,072	148,950	157,012	-10,333	-6.17
OFFICE LEASE	512-12-03-000-000	80,605	80,608	58,555	80,336	61,980	-18,628	-23.11
SOFTWARE LICENSE FEES	512-12-04-000-000	37,733	72,800	8,094	72,800	155,800	83,000	114.01
IT DISASTER RECOVERY EQUIPMENT	512-12-05-000-000		11,000		11,000	11,000	0	00:00
TOTAL LEASES AND RENTALS		309,170	357,753	212,628	338,814	393,438	35,685	6.97
LOCAL DEPRECIATION								
DEP/AMOR LOCAL PROJECT	513-00-01-000-000	1,087,952	1,376,100	1,023,941	1,376,100	1,535,600	159,500	11.59
TOTAL LOCAL DEPRECIATION		1,087,952	1,376,100	1,023,941	1,376,100	1,535,600	159,500	11.59
TOTAL EXPENSES		92,776,896	91,580,371	66,654,449	91,432,876	94,785,135	3,204,764	3.50

# OrganizationalDetails



# Regional Profile

Located in western-central New York State, the nearly 4,700 square-mile Genesee-Finger Lakes Region stretches south from the shores of Lake Ontario to the low rolling hills of the Appalachian Highlands. Many striking natural features and scenic vistas lie within the nine-county region, including the western Finger Lakes, the Genesee River, and Letchworth State Park, commonly known as the "Grand Canyon of the East."

Founded in 1803 and incorporated in 1834, Rochester is New York State's third largest city and the internationally recognized corporate and cultural center of the region that includes the counties of Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming, and Yates. The region is home to approximately 1.2 million residents and more than 27,000 businesses with over 500,000 employees.

The region is known throughout the world as a leader in the development and production of optics and imaging products and technologies. The region's preeminence in these industries began in the late 19th century with the founding of Eastman Kodak Company and Bausch & Lomb in Rochester, and has expanded significantly as other firms throughout the region have made advances in optics and imaging (photonics) technologies and integrated them into other sectors, including biotechnology and telecommunications.

The region is also a major manufacturer of precision instruments, fabricated metals, and transportation equipment. More people are employed by manufacturing and related support service firms in this region than in any other in New York State.

Agriculture is also an important component of the regional economy with the production of fruits, vegetables, and dairy products both for export and in support of the expanding food processing sector and world-class wineries in the region.

Given the region's production of high-quality goods and its close proximity to major population centers in the United States and Canada, it is not surprising that the region is a major exporter both domestically and internationally. In terms of value, the Gross Domestic Product of the Rochester metropolitan area (Livingston, Monroe, Ontario, Orleans, and Wayne counties) was the 54th largest of the nearly 370 metropolitan areas in the United States in 2009 at more than \$45 billion, demonstrating that the regional economy is an important contributor to the national economy.

With over 80,000 full- and part-time students, the more than 20 two- and four-year universities and colleges in the region are essential in training the future workforce, upgrading the skills of employees and those seeking work, and acting as an economic catalyst by employing over 5,500 people. Furthermore, these institutions play a vital role alongside local industry in creating an environment of innovation that is unequaled in the nation as measured by the number of patents issued per worker.

Cultural and historical attractions abound throughout the region. The City of Rochester plays host to museums of science and art, theatrical productions, the Strong National Museum of Play, the Rochester Philharmonic Orchestra, the George Eastman House and its International Museum of Photography and Film, and several festivals. From an historical standpoint, the region is renowned as the birthplace of the women's suffrage movement and center of the abolitionist movement, as well as for its American Indian heritage. This renowned past is preserved and celebrated in numerous venues, including the Women's Rights National Historic Park, the Susan B. Anthony house, and the Ganondagan State Historical Site.

The region's local and state parks offer year-round opportunities to enjoy a range of outdoor activities and the changing of the seasons.

#### TRANSPORTATION'S ROLE

While topography and natural features shaped the earliest physical development of the region, the opening of the Erie Canal in 1825 laid the foundation for the Genesee-Finger Lakes Region's prosperous future. The presence of such an efficient transportation route to America's frontier enabled entrepreneurial skills and talents to be combined with the natural resources necessary to fill a burgeoning nation's demand for goods and provisions. Even though the Erie Canal eventually gave way to railroads and then highways as the primary modes of travel, it remains a prime example of the impacts that the transportation system can have on the character and development of a region. Regardless of the form it takes in the future, the ability of the transportation system to safely and efficiently move people and goods will continue to be a major factor in determining the quality of life and economic success of the region.

\*Courtesy: Genesee Transportation Council

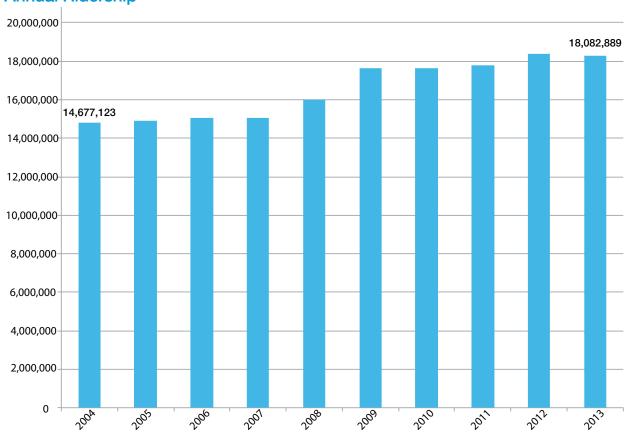
# **Demographics**

#### **RGRTA Profile**

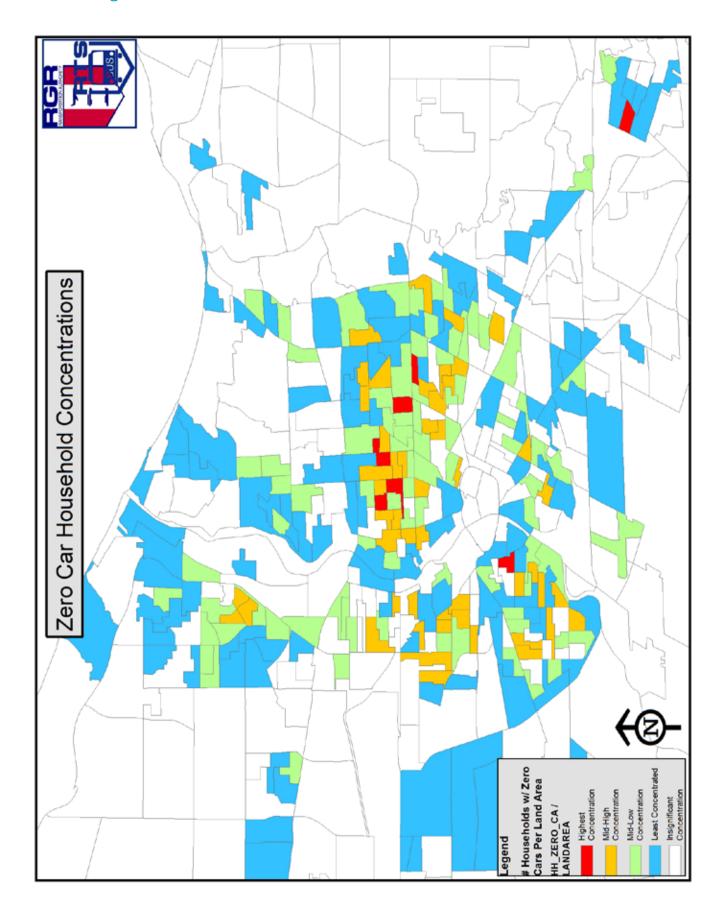
Date the Authority Began Operation	1969
Form of Government	Public Benefit Corporation - Public Authority
Number of Commissioners	13
Taxes Dedicated to Transit	Mortgage Recording Tax
Member Counties	Monroe, Genesee, Livingston, Orleans, Seneca, Wayne, and Wyoming
Service Area in Square Miles <sup>1</sup>	3,702
Population <sup>1</sup>	1,085,585
Annual Customers	18,082,889
Annual Miles	10,306,235
Annual Hours	724,906
Employees	873
Wheel Chair Equipped Standard Buses	401

<sup>&</sup>lt;sup>1.</sup>Source: U.S. Census

#### **Annual Ridership**



# Organizational Details



#### RGRTA Service Area<sup>1</sup> Population & Income Data

Fiscal Year	Population	Total Personal Income {in thousands}2	Per Capita Income <sup>2</sup>	Median Household Income <sup>2</sup>
2004	1,082,489	\$34,367,979	\$31,749	\$42,381
2005	1,079,055	\$35,555,195	\$32,950	\$44,233
2006	1,078,516	\$37,207,325	\$34,499	\$46,006
2007	1,079,504	\$39,375,801	\$36,476	\$47,978
2008	1,081,194	\$41,858,995	\$38,716	\$49,985
2009	1,082,878	\$40,477,116	\$37,379	\$47,871
2010	1,084,052	\$42,166,191	\$38,897	\$50,021
2011	1,083,888	\$43,981,103	\$40,577	\$51,014
2012 <sup>3</sup>	1,085,595	*	*	*
2013	*	*	*	*

#### City of Rochester<sup>3</sup>

Fiscal Year	Population	Total Personal Income {in thousands} <sup>2</sup>	Per Capita Income <sup>4</sup>	Median Age	Median Household Income <sup>2</sup>
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	\$3,914,954	\$18,886	32.8	\$30,55
2010	210,565	\$3,761,744	\$17,865	30.8	\$30,138
2011	210,855	\$3,851,688	\$18,267	*	\$30,367
2012 3	210,532	*	*	*	*
2013	*	*	*	*	*

<sup>\*</sup> Data not available

#### Source:

<sup>&</sup>lt;sup>1</sup> RGRTA Service Area: Monroe, Genesee, Livingston, Orleans, Seneca, Wayne, and Wyoming Counties

<sup>&</sup>lt;sup>4</sup> Total personal income is a calculation of per capita income multiplied by population

<sup>&</sup>lt;sup>2</sup> Bureau of Economic Analysis

<sup>&</sup>lt;sup>3</sup> U.S. Census Bureau

# Organizational Details

# **RGRTA Service Area Employment**

	2004*	2005*	2006*	2007*	2008*	2009*	2010*	2011*	2012*	2013*
Total Civilian Labor Force	547,353	550,617	547,731	544,097	548,504	544,285	540,834	535,920	536,072	533,685
Total Employed Total Unemployed	517,955 29,398	524,500 26,117	522,571 25,160	518,912 25,185	517,644	500,157 44,128	496,114 44,720	493,914 42.006	492,418 43,654	494,633
Unemployment	,	,	,		,	·	·	,	,	
Rate	5.4%	4.7%	4.6%	4.6%	5.6%	8.1%	8.3%	7.8%	8.1%	7.3%

<sup>\*</sup>Data reflects revised inputs, re-estimation, and new statewide controls.



Employment by Industry NAICS (\$ 000s)

	Manufa	Manufacturing	Const	Construction	Wholesale Retail Trade	lesale Trade	Service	ice	Gove	Government	Fina	Finance Insurance	Information	ıtion	Other*	*_	Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
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
2005	7.77	15.9%	16.4	3.4%	70.8	14.5%	203.1	41.5%	81.0	16.6%	14.2	2.9%	1.1	2.3%	14.5	3.0%	488.8
2006	76.5	15.7%	16.1	3.3%	6.69	14.4%	204.1	42.0%	79.7	16.4%	14.6	3.0%	10.6	2.2%	15.0	3.1%	486.4
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
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
2009	65.9	13.1%	15.6	3.3%	68.2	14.3%	212.0	44.3%	80.9	16.9%	13.6	2.8%	0.6	1.9%	16.0	3.3%	478.3
2010	60.1	12.6%	15.3	3.2%	68.3	14.3%	214.1	44.9%	9.08	16.9%	13.6	2.8%	8.6	1.8%	15.9	3.3%	476.5
2011	60.5	12.6%	15.6	3.3%	9.89	14.3%	217.3	45.4%	78.8	16.4%	13.9	2.9%	8.3	1.7%	16.1	3.4%	479.2
2012	59.9	12.4%	16.1	3.3%	8.89	14.3%	221.9	46.0%	77.5	16.1%	14.1	2.9%	8.0	1.7%	16.0	3.3%	482.3
2013	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

# Organizational Details

# Personnel Change Summary

	2012-13 Budget	2013-14 Budget	2013-14 Changes During Fiscal Year	2014-15 Changes	2014-15 Budget
RGRTA & RTS	<u> </u>		<u> </u>		
Executive Management	7	9	-1	0	8
Business Development	3	3	1	0	4
Communications & Marketing	4	4	0	0	4
Customer Service	18	21	-9	1	13
Engineering	21	4	1	0	5
Finance	11	12	0	0	12
Information Technology	8	9	0	0	9
Legal Affairs	4	3	0	0	3
Maintenance	114	134	0	4	138
People	19	17	-1	0	16
Planning	5	4	0	0	4
Procurement & Grants Administration	7	8	0	0	8
Project Management Office	4	4	-1	0	3
Research & Development/ Performance Measurement	6	7	-1	0	6
Scheduling	10	10	-1	0	9
System Safety and Security	0	20	1	9	30
Transit Operations (RTS)	371	351	14	5	370
TOTAL	612	620	3	19	642
PARATRANSIT & REGIONAL OPERATIONS					
Lift Line	93	92	8	0	100
Batavia Bus Service	15	15	0	0	15
Livingston Area Transportation Service	28	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	32	4	0	36
Wyoming Transit Service	23	23	-1	0	22
TOTAL	219	220	11	0	231
TOTAL	831	840	14	19	873

# Personnel Change Detail

Fiscal Year 2013-14 Budget	The Fire of Verni		840
2013-14 Personnel Changes During			<u>.</u>
Department	Additions	Deletions	Change
Executive Management	Chief People and Brand Officer	<ul><li>Chief Marketing Officer</li><li>Chief People Officer</li></ul>	-1
Business Development	<ul> <li>Business Development Representative</li> </ul>		1
Communications & Marketing	<ul> <li>Public Relations Specialist</li> <li>Customer Relationship Marketing Specialist</li> </ul>	<ul><li>Director of Marketing &amp; Communications</li><li>Marketing Communications Specialist</li></ul>	0
Customer Service	RTS Call Center Supervisor	<ul> <li>Customer Service Representative</li> <li>Manager of Customer Service</li> <li>Lift Line Call Center Supervisor</li> <li>Lift Line Scheduler (7)</li> </ul>	-9
Engineering	<ul><li>Project Engineer</li><li>Facilities Manager</li></ul>	Junior Engineer	1
Finance	Budget Analyst	Budget Technician	0
Maintenance (RTS)	<ul><li>Vice President of Maintenance</li><li>Maintenance System Manager</li></ul>	<ul><li>Assistant Director of Maintenance</li><li>Garage Supervisor</li></ul>	0
People	<ul><li>Director of People</li><li>Recruitment Manager</li><li>Payroll Manager</li></ul>	<ul> <li>Recruitment &amp; Retention Manager</li> <li>Recruitment Specialist</li> <li>Benefits &amp; Payroll Manager</li> <li>Payroll Specialist</li> </ul>	-1
Project Management Office		<ul> <li>Senior Project Manager</li> </ul>	-1
Research & Development/Performance Measurement		Statistical Analyst	-1
Scheduling (RTS)	Director of Scheduling	<ul><li>Director of Transportation Services</li><li>Senior Scheduler - Union</li></ul>	-1
System Safety & Security	Occupational Safety Manager		1
Transit Operations (RTS)	<ul> <li>Transit Center Operations Manager</li> <li>Director of Regional Operations</li> <li>Bus Operator PT (12)</li> </ul>		14
Lift Line	<ul> <li>Vice President of Lift Line Operations</li> <li>Lift Line Operations Manager</li> <li>Lift Line Maintenance Manager</li> <li>Lift Line Scheduler (4)</li> <li>Sedan Driver (3)</li> </ul>	<ul><li>Director of Paratransit/ Regionals</li><li>Director Lift Line Maintenance</li></ul>	8
Batavia Bus Service	BBS/OTS Regional Manager	BBS Regional Manager	0
Livingston Area Transportation Service	<ul><li>LATS Regional Manager</li><li>Dispatcher</li></ul>	LATS/WYTS     Regional Manager     Dispatcher PT	0
Orleans Transit Service	OTS Operations Manager	OTS Regional Manager	0
Wayne Area Transportation Service	Bus Operator PT (4)	<u> </u>	4
Wyoming Transit Service	WYTS Regional Manager	WYTS Operations Manager     WYTS Bus Operator PT	-1
TOTAL CHANGES DURING FISCAL YEA	R 2013-14		14
			17

# Organizational Details

#### PERSONNEL CHANGE DETAIL

Department	Additions	Deletions	Change
Executive Management			0
Business Development			0
Communications	Director, Communications & Marketing	Marketing Manager	0
Customer Service	Customer Service Rep PT		1
Engineering			0
Finance			0
Information Technology			0
Legal Affairs			0
Maintenance (RTS)	<ul><li>Mechanical Tech 1 (2)</li><li>Mechanical Tech 2 (2)</li></ul>		4
People			0
Planning			0
Procurement & Grants Administration			0
Project Management Office	Manager of PMO	Senior Project Manager	0
Research & Development/Performance Measurement			0
Scheduling (RTS)			0
System Safety and Security	<ul> <li>Road Supervisors/ Transit Center Supervisors (5)</li> <li>Road Supervisors/ Transit Center Superviosrs PT (4)</li> </ul>		9
Transit Operations (RTS)	Radio Controllers/Monitors (5)		5
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 20	014-15		19
FISCAL YEAR 2014-15 BUDGET			873

# Glossary of Terms

#### Α

#### 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

#### 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.

#### 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 organization's =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 (CMAQ)

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.

#### **Customer Satisfaction Index** (CSI)

A key performance indicator to monitor the quality of customer service provided by Rochester Genesee Regional Transportation Authority subsidiaries.

#### 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.

#### **Encumbrance Accounting**

A method of accounting which reserves budget authorizations for commitments that will subsequently become expenditures when the goods or services are received.

#### **Enterprise Fund**

A proprietary fund type used for any activity in which a fee is charged to external users for goods or services.

#### 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 employees.

#### 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.

#### Fare

Fee paid by a customer for receipt of public transportation service.

#### Farebox

A device used to collect and classify cash and magnetically encoded pass transactions on board a bus.

#### Farebox Revenue

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.

#### 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.

#### Glossary of Terms

#### 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 U.S. 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.

#### L

#### 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.

#### N

#### Net Income

Income available after subtracting total expenses from total revenues.

#### New Freedoms

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 Disabilities Act.

#### 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.

#### 0

#### 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 it's 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.

#### 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.

#### Swap Agreement

Two parties agree to exchange periodic payments tied to the dynamic price of a commodity or interest rate.

#### **Glossary of Terms**

#### Т

#### 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.

#### 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.

# **Abbreviations**

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.
LL	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.
PTO	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

