



RVT System Performance Review

September 2, 2021

Performance Report

Williamsport Bureau of Transportation d.b.a., River Valley Transit, RVT

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PREFACE

Pennsylvania law requires transit agency performance reviews and five-year performance targets to improve efficiency and effectiveness of service

COVID-19: Transit-dependent populations are bearing a heavy burden

Transit agencies are navigating new demands, plummeting ridership, and higher costs

PennDOT will reevaluate performance targets when long-term impacts of the pandemic are known

Act 44 of 2007 and Act 89 of 2013 increased funding for public transportation in Pennsylvania. The laws also required transit agencies to improve the efficiency and effectiveness of service delivery by increasing ridership and revenue and containing costs. PennDOT evaluates every fixed-route transit agency in the Commonwealth through a performance review at least once every five years to determine how well the agency satisfies these requirements. Act 44 also requires PennDOT to develop five-year performance targets for each agency as part of the performance review process.

Beginning in February 2020, COVID-19 caused significant social and economic disruptions as people sheltered in place to limit the spread of the disease. The adverse impacts throughout the Commonwealth of Pennsylvania were profound. The health and unemployment effects of COVID-19 disproportionately impacted senior, disabled, and low-income populations. These individuals also rely heavily on public transportation to meet their essential travel needs.

The impacts of COVID-19 on the public transportation industry were also numerous. Ridership decreased by more than 90 percent at some agencies during April 2020. Revenues dropped as agencies opted to waive fares to limit bus driver interactions and possible disease transmission from the handling of tickets and currency. Agencies increased the frequency and extent of bus cleaning, which increased operating costs. Some agencies furloughed drivers as they reduced service in response to plummeting passenger demand.

By late summer 2020, transit agencies had begun to stabilize from the initial impacts of COVID-19, only to have statewide infection rates soar in the fall and winter. As of mid-2021, widespread vaccination has brought an end to most restrictions. However, the long-term effects of the pandemic on transit remain unknown.

Many of the ridership, revenue, and operating cost trends used to develop this transit performance review report, including five-year performance targets, rely on information that predates the pandemic. PennDOT will continue to monitor the impacts of COVID-19 and reassess the transit agency's five-year performance targets when the long-term effects of the pandemic become known. If the performance targets are revised, they will be published as an addendum to this report.

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PUBLIC TRANSPORTATION SERVICE SUMMARY
Fiscal Year 2019-20

Agency	City of Williamsport (d.b.a. RVT)		
Year Founded	1969		
Reporting Fiscal Year End (FYE)	2020		
Service Area (square miles)	92		
Service-Area Population	69,764		
Annual Operating Statistics*	Fixed-Route	Paratransit (ADA)	Total (Fixed-Route + Paratransit)
Vehicles in Maximum Service (VOMS)	23	2	25
Operating Cost	\$8,305,637	\$131,430	\$8,437,067
Operating Revenues	\$915,007	\$19,248	\$934,255
Operating Subsidies	\$7,318,894	\$112,182	\$7,431,076
Total (Actual) Vehicle-Miles	886,517	69,738	956,255
Revenue Miles of Service (RVM)	843,491	60,189	903,680
Total Vehicle-Hours	62,942	2,874	65,816
Revenue Vehicle-Hours (RVH)	52,455	2,458	54,913
Total Passenger Trips	965,590	4,770	970,360
Senior Passenger (Lottery) Trips	145,319	0	145,319
Act 44 Performance Statistics			
Passengers / RVH	18.41	1.94	17.67
Operating Cost / RVH	\$158.34	\$53.47	\$153.64
Operating Revenue / RVH	\$17.44	\$7.83	\$17.01
Operating Cost / Passenger	\$8.60	\$27.55	\$8.69
Other Performance Statistics			
Operating Revenue / Operating Cost	11.02%	14.65%	11.07%
Operating Cost / Total Vehicle-Hours	\$131.96	\$45.73	\$128.19
Operating Cost / Total Vehicle-Miles	\$9.37	\$1.88	\$8.82
Total Passengers / Total Vehicle-Hours	15.34	1.66	14.74
Operating Cost / RVM	\$9.85	\$2.18	\$9.34
RVM / Total Vehicle Miles	95.15%	86.31%	94.50%
RVH / Total Vehicle-Hours	83.34%	85.53%	83.43%
Operating Subsidy / Passenger Trip	\$7.65	\$23.52	\$7.73

*Source: dotGrants 2020 reporting

EXECUTIVE SUMMARY

Act 44 of 2007 addressed the dire financial needs of local public transportation organizations across the Commonwealth by almost doubling state funding for public transportation operations, from \$535 million per year to \$800 million in the first year of the legislation. Public transportation organizations that had been on the verge of major service cuts and/or significant fare increases could maintain existing service and fares and, with a predictable and growing source of operating assistance, plan service changes.

Act 44 also ushered in requirements for accountability, performance improvement, and maximizing return on investment. It established a framework for PennDOT to work with local public transportation organizations to:

- Assess efficiency and effectiveness of service, financial stability, and general management/business practices;
- Agree to five-year targets for Act 44-mandated performance criteria;
- Develop an Action Plan for improvement and to achieve performance targets;
- Provide technical assistance to implement the plan at the request of the transportation organization; and
- Reassess each organization on a five-year cycle.

The reassessment at the end of each five-year cycle is to evaluate:

- Whether the organization met the agreed-upon performance targets; and
- The sufficiency and effectiveness of the organization's actions to improve performance and management practices in its efforts to meet performance targets.

Act 44 regulations address PennDOT actions regarding performance reviews and the financial penalties for public transportation organizations that fail to meet performance targets. Section 427.12, Performance Reviews, states:

(E) The application of funding adjustment will be as follows:

1. Operating fund reductions in Section 1513(G) of the Act (relating to operating program) may be implemented for grantees subject to this section that are not satisfying the minimum performance standards, considering all other provisions of Section 1513. A funding reduction may be assessed in cases when a local transportation organization fails to report progress of, or fails to implement, the agreed upon strategic Action Plan, or both.

PennDOT conducted the initial transit performance review for the Williamsport Bureau of Transportation (d.b.a. River Valley Transit, RVT) in September 2014. PennDOT finalized the performance report in 2016 after completion of a 2015 cost allocation review. PennDOT established five-year performance targets for RVT in the 2016 report and agreed to RVT's Action Plan to meet those targets. In April 2021, PennDOT reassessed RVT to determine whether RVT met its targets and what actions were taken to improve the agency's performance and management practices to maximize the return on investment of Commonwealth funding. This report summarizes PennDOT's findings.

IMPORTANT CHANGES SINCE THE 2014 PERFORMANCE REVIEW

PennDOT conducted its initial review of RVT in 2014. Since finalizing the original RVT performance report in July 2016, the following changes and other factors impacted operations, finance, and statistical reporting at RVT, as well as the performance targets established in 2016:

- 1. Pilot Service in Clinton County** – In 2018 RVT launched the Clinton County Express—a demonstration project to provide fixed-route service within Clinton County with stops in Wayne Township, Lock Haven, Bald Eagle Township, and Jersey Shore Borough. Despite the initial success of the service in contributing to the overall increase in ridership for RVT, from 1.2 million total passenger trips to 1.3 million total trips between 2018 and 2019, the service did not meet its performance factor of 100 riders per day and subsequently was eliminated in December 2020.
- 2. High Operating Costs** – RVT has experienced significant growth in operating expenses since its 2014 performance review. Operating costs increased at an average rate of 3.36 percent per year, from \$6.3 million in FYE 2014 to \$7.7 million in FYE 2019. For FYE 2020, RVT had the third-highest operating cost per revenue vehicle-hour in Pennsylvania, at \$157.37.
- 3. Misreported Financials** – In 2020, a review of RVT's finances determined that reported operating costs and revenues included ineligible activities, such as the use of state and federal transit operating subsidies for purposes other than transit operations. The misreporting was not detected due to the complex financial relationship between the City of Williamsport and RVT, which is a city department. RVT reported transit operating expenses that should have been charged to other activities managed by RVT (e.g., capital debt, Williamsport Parking Authority, Hiawatha Paddlewheel Riverboat, Peter Herdic Transportation Museum, etc.). RVT is working with a new auditor to report all financial data correctly.

2014 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2014 performance review for RVT compared RVT to a group of peer agencies based on the four performance criteria required by Act 44. RVT was "In Compliance" for six of the eight performance criteria. RVT outperformed the peer group average for passengers per revenue vehicle-hour, operating revenue per revenue vehicle-hour, and operating cost per passenger. RVT was "At Risk" for the cost trend metrics for operating cost per revenue vehicle-hour and operating cost per passenger.

RVT 2014 Act 44 Peer Comparison Analysis

Performance Criteria	FYE*	Determination	Rank (of 12)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle-Hour	2012	In Compliance	2	Better	25.60	21.85
	Trend	In Compliance	7	Worse	1.72%	2.15%
Operating Cost / Revenue Vehicle-Hour	2012	In Compliance	10	Worse	\$100.60	\$86.09
	Trend	At Risk	10	Worse	5.98%	3.53%
Operating Revenue / Revenue Vehicle-Hour	2012	In Compliance	3	Better	\$18.82	\$14.02
	Trend	In Compliance	5	Better	5.23%	2.37%
Operating Cost / Passenger	2012	In Compliance	7	Better	\$3.93	\$4.01
	Trend	At Risk	11	Worse	4.19%	1.38%

* National Transit Database information most current at the time of the peer review.

RVT developed an action plan to address improvement opportunities identified in the performance review report. Among the steps RVT took to improve its performance were:

1. Reducing the number of road calls and maintenance labor hours through farebox improvements.
2. Reporting on-time performance using AVL technology.
3. Periodically assessing discount fare media pricing policies.

PennDOT, in consultation with RVT management, established the following performance targets that the agency was to attain before its next performance review:

- Increase passengers per revenue vehicle-hour annually by 2.0 percent;
- Contain yearly increases in operating costs per revenue vehicle-hour to 3.0 percent;
- Increase annual operating revenue per revenue vehicle-hour by 2.0 percent; and
- Restrict growth in the share of operating costs per passenger to 1.0 percent per year.

The following performance targets were established using the most accurate data available at the time.

Performance Criteria	2019 Target	2019 Actual	Met Target
Passengers / Revenue Vehicle-Hour	24.76	23.03	No
Operating Cost / Revenue Vehicle-Hour	\$131.28	\$134.46	No
Operating Revenue / Revenue Vehicle-Hour	\$20.92	\$29.67	Yes
Operating Cost / Passenger	\$5.31	\$5.84	No

RVT met—and significantly exceeded—its target for operating revenue per revenue vehicle-hour. The exceptional revenue performance is attributable to \$670,251 reported as Other Income from Out of Service Area (OOSA) medical assistance transportation program (MATP) trips provided for Endless Mountains Transportation Authority (EMTA), now BeST Transit. RVT reported revenue earned from OOSA MATP trips inconsistently over the years, and FYE 2019 is an outlier from past year revenue trends. Typically, this source of revenue should be reported as a reconciling item against operating expenses. RVT fell below the target 2.0 percent annual increase for passengers per revenue vehicle-hour and failed to control growth in annual operating costs to within 3.0 percent per revenue vehicle-hour and 1.0 percent per passenger. RVT completed many of its actions from the 2016 Action Plan and took additional steps to improve performance, such as establishing the Jersey Shore Connector and the Clinton County Express demonstration project that ran from 2018 to 2020.

In 2020, an analysis of RVT's financial reporting concluded that operating costs and revenues had been misreported for several years. It is likely that RVT's Act 44 performance targets were initially based on incorrect data with overstated operating costs and revenues reported by the previous administration.

2021 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2021 performance review compared RVT with a group of peer agencies based on the four Act 44 performance criteria. RVT was found to be "In Compliance" with seven performance measures and "At Risk" for the single-year FYE 2019 determination for operating cost per revenue vehicle-hour.

Performance Criteria	FYE*	Determination	Rank (of 14)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue-Hour	2019	In Compliance	3	Better	23.03	16.49
	Trend	In Compliance	3	Better	-0.72%	-4.61%
Operating Cost / Revenue-Hour	2019	At Risk	13	Worse	\$134.46	\$100.78
	Trend	In Compliance	11	Worse	3.36%	1.89%
Operating Revenue / Revenue-Hour	2019	In Compliance	2	Better	\$29.67	\$16.03
	Trend	In Compliance	2	Better	7.50%	-0.27%
Operating Cost / Passenger	2019	In Compliance	6	Better	\$5.84	\$6.62
	Trend	In Compliance	5	Better	4.10%	7.03%

*Note: Single-year and five-year trend peer comparisons are based on NTD information that was current at the time of peer review. Therefore, these factors differ from those presented on the Agency Profile page, which uses FYE 2020 data.

RVT performed better than the peer group average in all metrics except operating cost per revenue vehicle-hour. Passengers per revenue vehicle-hour remained stable, with a negligible 0.72 percent decline compared to the peer group average decline of 4.61 percent per year. RVT ranked second out of the peer group for operating revenue per revenue vehicle-hour, performing better than the peer average with a 7.50 percent increase in income compared to the peer group's 0.27 percent decline. RVT had a second "At Risk" finding for operating cost per revenue vehicle-hour in the single-year determination. Operating costs per revenue vehicle-hour increased 3.36 percent per year since FYE 2014. Although RVT maintained a high rate of passengers per revenue vehicle-hour, operating costs per passenger increased by 4.10 percent per year, from \$4.78 to \$5.84 between FYE 2014 and FYE 2019.

The 2021 performance review examined additional steps beyond those specified in the 2016 Action Plan that RVT has taken to improve performance. The most important action was installing an external reboot switch accessible to drivers that significantly reduced the number of road calls for farebox failures and reduced maintenance labor hours. The 2021 performance review identified steps that RVT can take to improve overall agency performance, including:

1. Identify an optimal price point for fixed-route fares and discounted fare media to improve farebox recovery.
2. Develop a long-term financial strategy to reduce operating expenses and improve financial sustainability.
3. Consider establishing an independent oversight committee or a routine governance structure that monitors RVT finances and reports to the mayor and Williamsport City Council.

PennDOT also identified additional opportunities for improvement during the 2021 performance review. The complete list of opportunities for improvement will serve as the basis for RVT's Board-approved Action Plan.

2025 PERFORMANCE TARGETS

As required by Act 44, PennDOT and RVT management developed new five-year performance targets. Performance targets are designed to be aggressive yet achievable. Over the next five years, RVT must achieve the targets shown in the following table to ensure continued eligibility for full Section 1513 funding.

Performance Criteria	Fiscal Year			Target Annual Increase
	2019 Actual	2020 Unaudited	2025 Target	
Passengers / Revenue Vehicle-Hour	23.03	18.41	18.87	0.50%
Operating Cost / Revenue Vehicle-Hour	\$134.46	\$158.34	\$166.42	1.00%
Operating Revenue / Revenue Vehicle-Hour	\$29.67	\$17.44	\$18.33	1.00%
Operating Cost / Passenger	\$5.84	\$8.60	\$8.82	0.50%

Ridership, revenue, and operating cost trends used to develop this transit performance review report, including five-year performance targets, rely on information that predates the pandemic. PennDOT will continue to monitor the impacts of COVID-19 and reassess the transit agency's five-year performance targets when the long-term effects of the pandemic become known. If the performance targets are revised, they will be published as an addendum to this report.

FINANCIAL REVIEW

RVT currently has a balanced operating budget. Its net cash equivalent balance has decreased since 2015. Noteworthy elements of RVT's financial condition as of FYE 2019 and FYE 2020 are:

- RVT had \$676,092 in state carryover funds (cash reserves) as of FYE 2019.
- Carryover subsidies were equal to 8.7 percent of total operational funding in FYE 2019.
- RVT received Federal CARES Act and ARPA grants totaling approximately \$9.7 million to offset revenue losses and expenses incurred in response to the COVID-19 pandemic.
- RVT had a cash balance of available and restricted cash equal to 16.5 percent of total annual operating expenses as of FYE 2019.
- Legacy financial reporting was erroneous but practices will improve with a new auditor and rigorous staff training.
- Current assets exceeded current liabilities as of FYE 2019.
- Accounts payable were negligible as of FYE 2020.
- RVT had significant accounts receivables in arrears over 90 days, equal to 4.0 percent of FY 2019-20 operating budget as of May 2021.
- RVT had no credit line as of FYE 2020.
- RVT had a 7.6 percent fixed-route farebox recovery ratio in FYE 2020, and passenger fares and other local revenues covered 11.1 percent of total fixed-route operating expenses.

As RVT more accurately reports its finances, the true cost and revenues associated with public transportation will become more apparent and provide management with better data to develop future budgets. The City of Williamsport and RVT need to implement robust financial oversight measures to ensure RVT's long-term financial sustainability and to minimize the risk of misappropriation. While

efforts to rectify RVT's financials are ongoing, management should take appropriate actions to contain costs (i.e., containing cost growth within 1.0 percent annually), achieve farebox recovery goals, and maintain cash reserves to preserve RVT's overall financial health.

NEXT STEPS

RVT's management and Board will develop an Action Plan in response to the complete list of "Opportunities for Improvement" identified in this performance review report. Some actions will be quickly implementable, while others may take several discrete steps to achieve over a more extended period. RVT's management must report to the Board and PennDOT quarterly on progress toward accomplishing the Action Plan and meeting its performance targets.

INTRODUCTION

PURPOSE

Act 44 of 2007 addressed the dire financial needs of local public transportation organizations across Pennsylvania by almost doubling state funding for public transportation operations, from \$535 million annually to \$800 million in the first year of the legislation. Public transportation organizations that had been on the verge of major service cuts and/or significant fare increases could maintain existing service and fares and, with a predictable and growing source of operating assistance, plan service changes.

Act 44 also ushered in critical requirements for accountability, performance improvement, and maximizing return on investment. It established a framework for PennDOT to work with local public transportation organizations to:

- Assess efficiency and effectiveness of service, financial stability, and general management/business practices;
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The reassessment at the end of each five-year cycle is to evaluate:

- Whether the organization met the agreed-upon performance targets; and
- The sufficiency and effectiveness of actions taken by the organization to improve performance and management practices in its efforts to meet performance targets.

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AGENCY DESCRIPTION

The City of Williamsport established the Williamsport Bureau of Transportation (d.b.a. River Valley Transit, RVT) in 1969 to provide fixed-route bus service in the greater Williamsport area. Today, RVT operates fixed-route bus service within Williamsport and to Montoursville, Jersey Shore, and Lock Haven. Success Through Engagement & Partnership, Inc. (STEP) is the primary demand-response transportation service provider in Lycoming County. STEP provides shared-ride and medical assistance transportation program (MATP) trips in Lycoming County and weekday ADA complementary trips for RVT. RVT provides Saturday ADA complementary paratransit service.

As a department of municipal government, RVT is overseen by the Mayor of Williamsport and the Williamsport City Council. Williamsport has a strong-mayor form of local government where the general manager of RVT reports directly to the mayor. The City of Williamsport handles RVT business as part of regular City Council meetings and City Finance Committee meetings. RVT also participates in the Transit Advisory Committee for the Williamsport Area Transportation Study (WATS), the metropolitan planning organization (MPO) for the greater Williamsport area.

RVT operates 23 bus routes in the greater Williamsport area, including service to the Pennsylvania College of Technology and Lycoming College. RVT also provides service for special events such as the Little League World Series. RVT owns and operates several transit-oriented development properties in Williamsport, including the Trade & Transit Centre I, Trade & Transit Centre II, and the Church Street Transportation Center. Other properties that RVT operates include a public compressed natural gas (CNG) fueling facility and the Peter Herdic Transportation Museum. RVT also manages the Endless Mountains Transportation Authority (EMTA) and the Williamsport Parking Authority.

Fixed-route service operates on weekdays and Saturdays from 5:30 a.m. to 7:00 p.m., with two evening service routes (i.e., Super Nightline East and Super Nightline West) from 6:00 p.m. to 11:45 p.m. The standard fixed-route bus fare is \$2.00 cash, \$2.25 one-day EZ Pass from the Trade & Transit Center, and \$2.50 one-day EZ Pass purchased from a driver.

During FY 2019-20, RVT provided 965,590 fixed-route passenger trips with a total fleet of 23 vehicles operated in maximum service (VOMS). In March 2020, RVT began to experience ridership impacts due to COVID-19. Fixed-route ridership was lowest in April 2020 (**Exhibit 1**). Ridership held steady in the first half of 2021 between 46,700 and 58,000 monthly passenger trips and is on pace to remain at summer 2020 levels. **Exhibit 2** presents fixed-route bus statistics for RVT from FYE 2015 through FYE 2020. **Appendix A: Data Adjustments** on page 24 details data reconciliations between dotGrants and NTD-reported operating statistics.

Exhibit 1: RVT Monthly Fixed-Route Ridership (2020 and 2021)

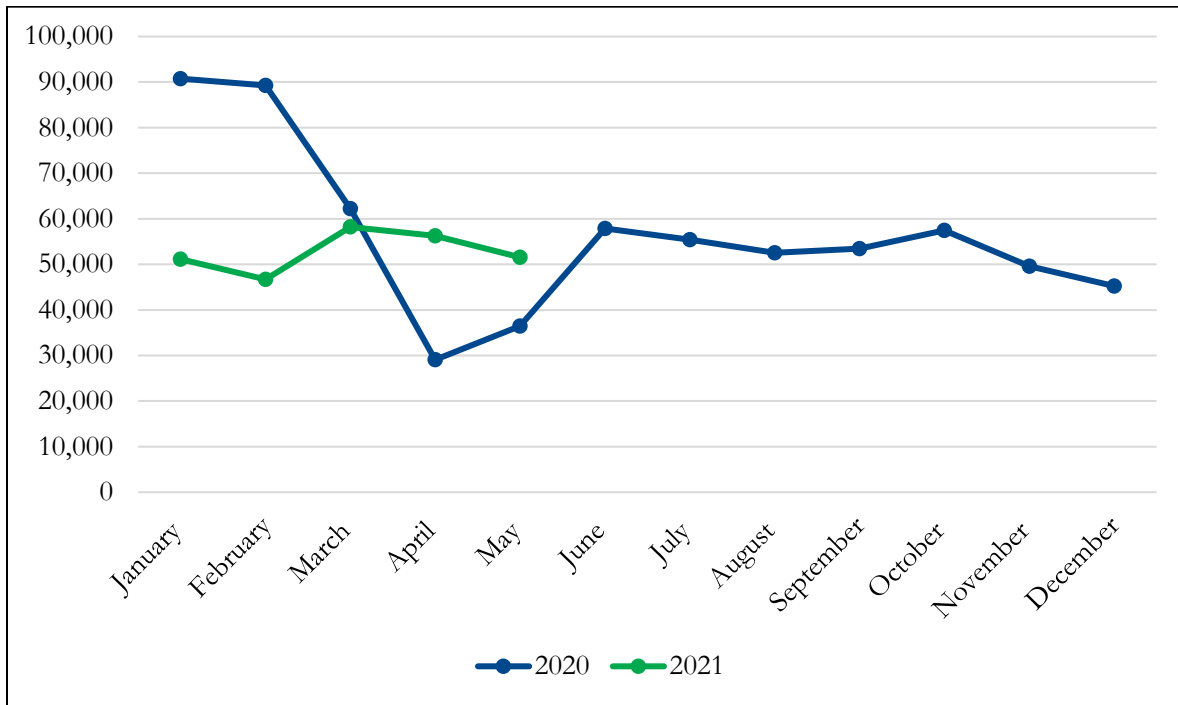
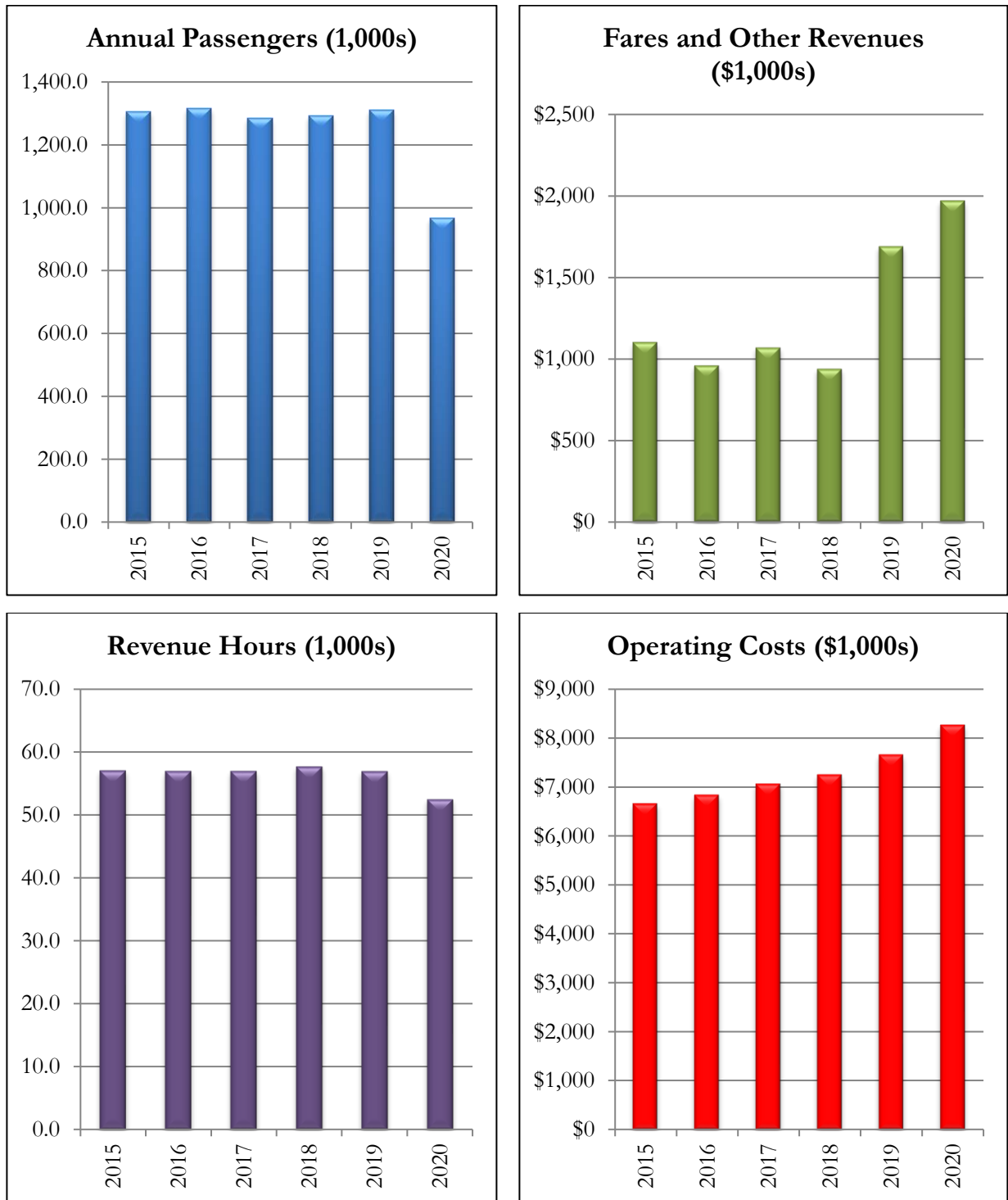


Exhibit 2: RVT Fixed-Route Bus Service Annual Performance Trends (FYE 2015–2020)



Source: NTD and PennDOT Legacy Reporting System (dotGrants)

PERFORMANCE REVIEW PROCESS

In February 2021, PennDOT initiated an Act 44-mandated performance review for RVT. The following outlines the review process:

1. Notify RVT of performance review schedule and transmit a document request.
2. Review available data and request additional information.
3. Agree upon a set of peer agencies for comparison (RVT and PennDOT).
4. Review the most recent customer satisfaction survey.
5. Assess Act 44 variables, including current performance, targets from the previous review, and Action Plan implementation.
6. Conduct Act 44 performance criteria analysis.
7. Interview RVT management, staff, and Board.
8. Perform supplementary data collection and reconciliation.
9. Evaluate performance, financial management, and operations.
10. Report results and determine agency compliance with performance requirements.
11. Finalize the performance review report.
12. Develop, implement, and monitor a five-year Action Plan (RVT).
13. Provide technical assistance, if required, to help meet five-year performance targets.

These steps in the performance review process assess RVT's unique challenges, changes since the previous performance review, the accuracy and reliability of reported data, implemented practices, additional opportunities for improvement, and realistic goals to attain before the next review.

CUSTOMER SATISFACTION SURVEY

RVT conducted a customer satisfaction survey (CSS) between November 17, 2018, and November 27, 2018. The CSS consisted of 15 questions addressing customer satisfaction, rider characteristics, and patterns in service usage. RVT collected 408 responses. Based on survey results, RVT has between 2,400 and 4,100 individual passengers. The survey's margin error is less than 4.6 percent. Results from the survey show:

1. One hundred (100) percent of respondents indicated they were satisfied with the RVT service.
2. Ninety-nine (99) percent of respondents indicated they would continue using the service.
3. Ninety-nine (99) percent of respondents indicated they would recommend the service to others.

Riders rated a total of 19 performance measures, addressing topics such as driver and staff performance, safety, capacity, frequency of service, schedule adherence, and clarity of bus schedules (**Exhibit 3**).

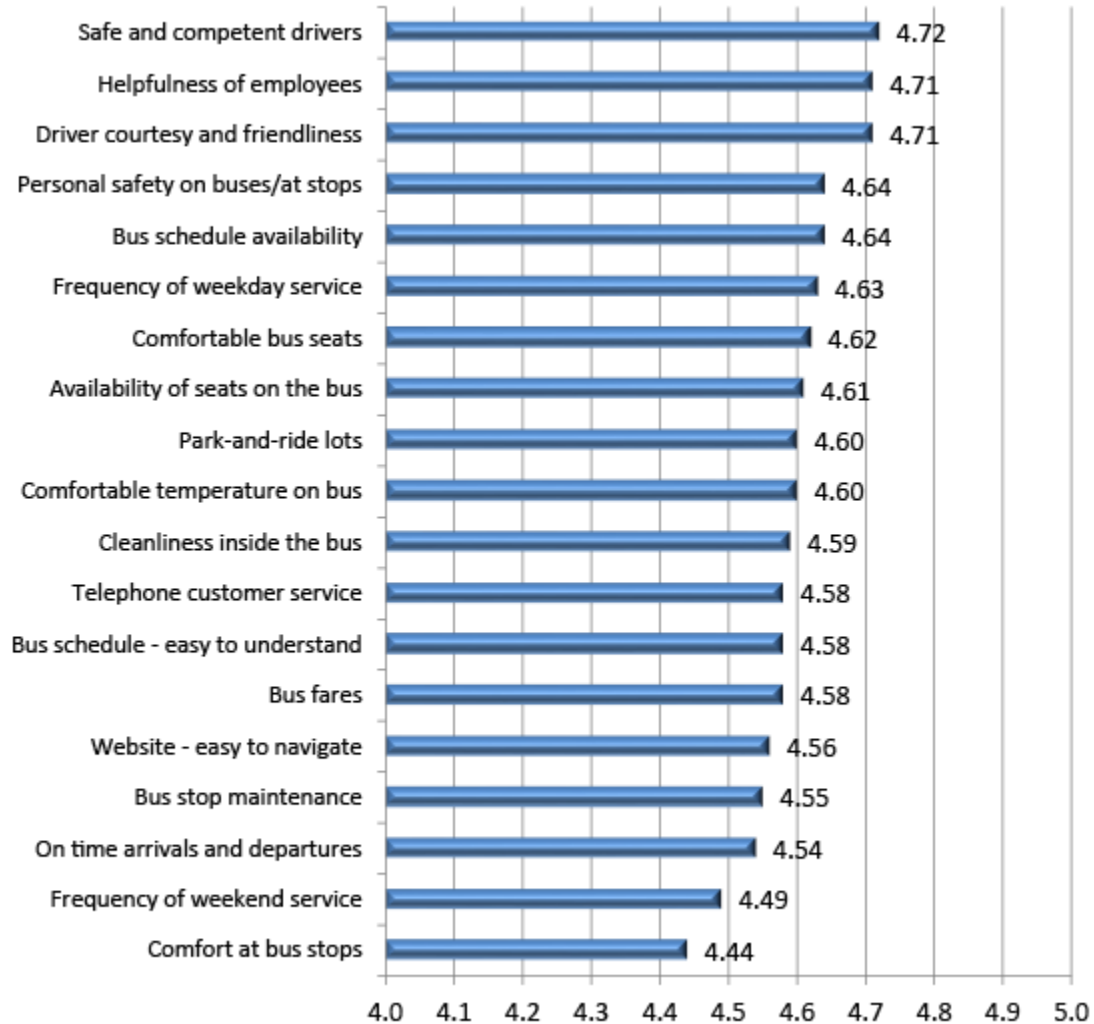
The top-rated measures were:

1. Safe and competent drivers
2. Helpfulness of employees
3. Driver courtesy and friendliness
4. Personal safety at bus stops
5. Bus schedule availability

Measures that received the lowest average scores were:

1. Comfort at bus stops
2. Frequency of weekend service
3. On-time arrivals and departures
4. Bus stop maintenance
5. Website—easy to navigate

Exhibit 3. Average Customer Satisfaction Score by Performance Measure



A total of 133 respondents (33 percent) provided open-ended feedback. Common themes included:

1. Positive comments about the transit center, real-time app, and mounted bike racks.
2. An interest in expanding weekend service and evening service.
3. Requests for additional routes, including service to Geisinger/Lewisburg.
4. Requests for additional stops, including Cogan Station.
5. Dissatisfaction with other passenger behavior, including shopping carts, strollers, and/or baby carriages on the bus.

PRIOR ACT 44 PERFORMANCE ASSESSMENTS

PRIOR REVIEW DETERMINATIONS AND FINDINGS

The 2014 performance review compared RVT to a group of peer agencies based on the four performance criteria required by Act 44. RVT was "In Compliance" for six performance criteria and "At Risk" for operating cost per revenue vehicle-hour and operating cost per passenger in the five-year trend determinations (**Exhibit 4**). RVT outperformed the peer group average in both operating revenue per revenue vehicle-hour metrics and the FYE 2012 single-year determination for passengers per revenue vehicle-hour and operating cost per passenger. However, RVT performed worse than the peer group for operating cost per revenue vehicle-hour in both metrics and operating cost per passenger for the five-year trend determination.

Exhibit 4: 2014 RVT Performance Review Act 44 Comparison Summary

Performance Criteria	FYE	Determination	Rank (of 14)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle-Hour	2012	In Compliance	2	Better	25.60	21.85
	Trend	In Compliance	7	Worse	1.72%	2.15%
Operating Cost / Revenue Vehicle-Hour	2012	In Compliance	10	Worse	\$100.60	\$86.09
	Trend	At Risk	10	Worse	5.98%	3.53%
Operating Revenue / Revenue Vehicle-Hour	2012	In Compliance	3	Better	\$18.82	\$14.02
	Trend	In Compliance	5	Better	5.23%	2.37%
Operating Cost / Passenger	2012	In Compliance	7	Better	\$3.93	\$4.01
	Trend	At Risk	11	Worse	4.19%	1.38%

ACTION PLAN AND PERFORMANCE TARGETS

RVT developed an action plan to address opportunities for improvement identified in the 2016 performance report. Many of the actions recommended in the 2016 RVT report involved improvements to standard operating procedures, such as:

- Reducing the number of road calls and maintenance labor hours.
- Reporting on-time performance through AVL technology.
- Periodically assessing discount fare media pricing policies.

The complete list of RVT's previous Action Plan items from the 2016 performance report, as well as RVT's progress in addressing previously identified opportunities for improvement, are provided in **Appendix B: 2016 Performance Review Action Plan Assessment**.

The following performance targets were established with RVT in 2016:

- Increase passengers per revenue vehicle-hour annually by 2.0 percent;
- Contain yearly increases in operating costs per revenue vehicle-hour to 3.0 percent;
- Increase annual operating revenue per revenue vehicle-hour by 2.0 percent; and
- Restrict growth in the share of operating costs per passenger to 1.0 percent per year.

As shown in **Exhibit 5**, RVT achieved its performance target for operating revenue per revenue vehicle-hour. The exceptional revenue performance is attributable to \$670,251 reported as other income from Out of Service Area (OOSA) MATP trips provided for EMTA. RVT did not meet its performance targets for passengers per revenue vehicle-hour, operating costs per revenue vehicle-hour, and operating cost per passenger.

Exhibit 5: 2019 RVT Performance Targets

Performance Criteria	2019 Target	2019 Actual	Met Target
Passengers / Revenue Vehicle-Hour	24.76	23.03	No
Operating Cost / Revenue Vehicle-Hour	\$131.28	\$134.46	No
Operating Revenue / Revenue Vehicle-Hour	\$20.92	\$29.67	Yes
Operating Cost / Passenger	\$5.31	\$5.84	No

ASSESSMENT

Since the initial performance report was finalized in 2016, RVT worked to address its performance targets and implement actions listed in the 2016 Action Plan as described above. During that time, the following changes and other factors impacted operations, finance, and statistical reporting at RVT.

- 1. Pilot Service in Clinton County** – In 2018 RVT launched the Clinton County Express—a demonstration project to provide fixed-route service within Clinton County with stops in Wayne Township, Lock Haven, Bald Eagle Township, and Jersey Shore Borough. Despite the initial success in contributing to the overall increase in ridership for RVT from 1.2 million total passenger trips to 1.3 million total trips between 2018 and 2019, the service did not meet its performance factor of 100 riders per day and subsequently was eliminated in December 2020.
- 2. High Operating Costs** – RVT has experienced significant increases in operating expenses since the 2014 performance review. Operating costs have grown at an average rate of 3.36 percent per year, from \$6.3 million in FYE 2014 to \$7.7 million in FYE 2019. For FYE 2020, RVT had the third-highest operating cost per revenue vehicle-hour in Pennsylvania, at \$157.37.
- 3. Misreported Financials** – In 2020, a review of RVT's finances determined that reported operating costs and revenues included ineligible activities, such as the use of state and federal transit operating subsidies for purposes other than transit operations. The misreporting was not detected due to the complex financial relationship between the City of Williamsport and RVT, which is a city department. RVT reported operating expenses that should have been charged to other activities managed by RVT (e.g., capital debt, Williamsport Parking Authority, Hiawatha Paddlewheel Riverboat, Peter Herdic Transportation Museum, etc.). RVT is working with a new auditor to report all financial data correctly.

2021 ACT 44 PERFORMANCE ASSESSMENT

The 2021 performance review compared RVT to a group of peer agencies based on the four performance criteria required by Act 44.

PEER AGENCY COMPARISONS

Peer agencies were identified through a collaborative process between PennDOT and RVT management using criteria defined in Act 44 and data from the most recently available National Transit Database (NTD)—FYE 2019. The systems identified for peer comparisons were:

1. Muncie Indiana Transit System – Muncie, IN
2. TransIT Services of Frederick County – Frederick, MD
3. Municipal Transit – La Crosse, WI
4. Iowa City Transit – Iowa City, IA
5. Decatur Public Transit System – Decatur, IL
6. Altoona Metro Transit – Altoona, PA
7. Eau Claire Transit – Eau Claire, WI
8. Yakima Transit – Yakima, WA
9. Gary Public Transportation Corporation – Gary, IN
10. Grand Valley Transit – Grand Junction, CO
11. Davenport CitiBus Transit System – Davenport, IA
12. Tri-State Transit Authority – Huntington, WV

Results of the 2021 RVT analysis and peer comparison are presented in **Exhibit 6**. The detailed data used to develop the peer comparison summary is shown in **Appendix C: Peer Comparisons**.

Exhibit 6: Current Performance Review Act 44 Peer Comparison Summary

Performance Criteria	FYE	Determination	Rank (of 13)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue-Hour	2019	In Compliance	3	Better	23.03	16.49
	Trend	In Compliance	3	Better	-0.72%	-4.61%
Operating Cost / Revenue-Hour	2019	At Risk	13	Worse	\$134.46	\$100.78
	Trend	In Compliance	11	Worse	3.36%	1.89%
Operating Revenue / Revenue-Hour	2019	In Compliance	2	Better	\$29.67	\$16.03
	Trend	In Compliance	2	Better	7.50%	-0.27%
Operating Cost / Passenger	2019	In Compliance	6	Better	\$5.84	\$6.62
	Trend	In Compliance	5	Better	4.10%	7.03%

ASSESSMENT

In 2021, RVT was "In Compliance" with seven Act 44 performance criteria and "At Risk" for operating cost per revenue vehicle-hour in the single-year FYE 2019 determination. Of the 13 peer systems, RVT performed better than the peer group average in all metrics except for operating cost per revenue vehicle-hour. Passengers per revenue vehicle-hour remained stable within the five-year trend period, with a negligible 0.72 percent decline compared to the peer group average decline of 4.61 percent per year. RVT ranked second out of the peer group for operating revenue per revenue vehicle-hour, performing better than the peer average with a 7.50 percent increase in income compared to the peer group's 0.27 percent decline. Other sources of revenue, including income from

Out of Service Area (OOSA) MATP trips provided for EMTA and CNG fuel sales, were the primary reason RVT met its target for operating revenue per revenue vehicle-hour.

RVT had one "At Risk" finding for operating cost per revenue vehicle-hour in the single-year determination. At \$134.46, RVT had the third-highest operating cost per revenue-vehicle hour in Pennsylvania for FYE 2019. Operating costs per revenue vehicle-hour increased 3.36 percent per year since FYE 2014. Although RVT maintained a high rate of passengers per revenue vehicle-hour, operating costs per passenger increased by 4.10 percent per year, from \$4.78 to \$5.84 between FYE 2014 and FYE 2019.

2025 PERFORMANCE TARGETS

Act 44 requires that PennDOT and transit agencies establish five-year performance targets for each of the four Act 44 metrics for fixed-route service. Setting performance targets for these metrics and regularly evaluating performance is intended to improve both the effectiveness and efficiency of service delivery. Act 89 requires agencies to maintain a policy to adjust fares for inflation to keep pace with increases in operating costs.

PennDOT uses the most recent audited and agency-verified values for passengers, operating costs, and operating revenues as the baseline for developing the targets. Five-year targets are then set based on realistic and achievable expectations of improvement.

The 2021 performance review noted that RVT outperformed most of its peers in maintaining its passengers per revenue vehicle-hour and increasing operating revenue per revenue vehicle-hour. However, operating costs per revenue vehicle-hour have continued to grow. RVT received an "At Risk" finding for its \$134.46 single-year FYE 2019 determination; operating costs increased even further to \$158.34 per revenue vehicle-hour by FYE 2020.

RVT began to experience COVID-19 impacts to its fixed-route ridership in March 2020, resulting in declines in total passenger trips and passenger fares. PennDOT based RVT's future-year performance targets on the most recently available data (i.e., FYE 2020).

PennDOT established the following performance targets in cooperation with RVT:

- Increase passengers per revenue vehicle-hour by at least 0.5 percent per year on average.
- Contain operating cost per revenue vehicle-hour increases to no more than 1.0 percent per year on average.
- Increase revenue per revenue vehicle-hour by at least 1.0 percent per year on average.
- Contain operating cost per passenger trip increases to no more than 0.5 percent per year on average.

Over the next five years, RVT must achieve the targets shown in **Exhibit 7** to ensure continued eligibility for full Section 1513 funding.

Exhibit 7: FYE 2025 Act 44 Performance Targets

Performance Criteria	Fiscal Year			Target Annual Increase
	2019 Actual	2020 Unaudited	2025 Target	
Passengers / Revenue Vehicle-Hour	23.03	18.41	18.87	0.50%
Operating Cost / Revenue Vehicle-Hour	\$134.46	\$158.34	\$166.42	1.00%
Operating Revenue / Revenue Vehicle-Hour	\$29.67	\$17.44	\$18.33	1.00%
Operating Cost / Passenger	\$5.84	\$8.60	\$8.82	0.50%

PennDOT will continue to monitor the impacts of COVID-19 and reassess the transit agency's five-year performance targets when the long-term effects of the pandemic become known. If the performance targets are revised, they will be published as an addendum to this report.

FUNCTIONAL REVIEW

PennDOT uses functional reviews to determine the reasons behind performance results found in the Act 44 comparisons. The reviews catalog best practices to share with other transit agencies and identify opportunities for improvement that should be addressed in the Action Plan (see **Appendix D: Action Plan Template**). Functional review findings are organized according to the Act 44 variables guiding the performance review: passengers, revenues, and operating costs.

The following sections summarize ways in which RVT could deliver service more efficiently and effectively. Transit service must be responsive to the community's needs to achieve optimum service levels. The observations recorded during the review process are categorized as Best Practices or Elements to Address in the Action Plan. Best Practices are those exceptional current practices that are beneficial and should be continued or expanded. Elements to Address in the Action Plan are recommendations that can maximize productivity, control operating costs, and achieve optimum revenue levels, which will enhance the system's future performance for one or more Act 44 fixed-route performance factors.

For RVT's convenience, Action Plan templates are included in **Appendix D: Action Plan Template** (see pg. 37). Some actions will be quickly implementable, while others may take several discrete steps to achieve over a more extended period. The template provides a simple-to-follow order of key findings of this report that the Action Plan should address.

OPPORTUNITIES TO INCREASE FIXED-ROUTE RIDERSHIP

BEST PRACTICE

1. RVT has built strong brand awareness through its marketing efforts, which increased visibility in the community. Riders gave RVT a 100 percent satisfaction rating, a 99 percent likely to continue using RVT, and a 99 percent likely to recommend RVT to others in the 2018 customer satisfaction survey.

ELEMENTS TO ADDRESS IN PART 1 OF THE ACTION PLAN

1. RVT has built many successful partnerships throughout the greater Williamsport area to increase community awareness of its transportation services. RVT should **continue to develop strategic partnerships to increase its ridership**, such as with the new Geisinger Medical facility in Muncy.

OPPORTUNITIES TO INCREASE FIXED-ROUTE REVENUES

BEST PRACTICE

1. RVT demonstrates that it operates with a level of service above the industry average for urbanized areas with a population less than 200,000, which qualifies RVT to receive additional federal funding through the Federal Transit Administration's (FTA) Small Transit Intensive Cities (STIC) program.

ELEMENTS TO ADDRESS IN PART 2 OF THE ACTION PLAN

1. As of May 2021, RVT has approximately \$340,000 in accounts receivable over 90 days, with some amounts overdue since 2017. Currently, the City of Williamsport has no guidelines to

determine when delinquent accounts should be considered bad debt and written off. RVT should **develop a bad debt policy that includes steps for collecting accounts receivable over 90 days and a procedure to clear the bad debt. Policy considerations should consist of:**

- a. **A definition of bad debt.**
 - b. **Criteria for uncollectible debt (e.g., the cost of collecting the debt would be equal to or exceed the amount of the debt, length of time account is in arrears, bankruptcy, etc.); and**
 - c. **Steps for writing off uncollectible accounts receivable.**
2. RVT has a flat fare structure and has not implemented a fare increase since 2005. RVT's fare adjustment policy requires the annual rate of change in the national inflation rate to be greater than the last fare increase to justify a new fare increase. For example, RVT considered raising base fares in response to the 2016 performance report. The last fare increase was from \$1.50 to \$2.00 in May 2005, a 33 percent increase. Management then compared RVT's previous rate of change to the national inflation rate from 2005 to 2015—a 22.9 percent increase. Since the difference in the U.S. inflation was less than RVT's previous fare increase rate of 33 percent, then no increase was necessary. During this time, RVT's farebox recovery ratio has fallen to 10.7 percent as of FYE 2019. While the full fare per passenger trip is \$2.00, the effective fare (total fare revenue over total passenger boardings) was \$0.64 in FYE 2019. RVT should **revise its fare adjustment policy to:**
- a. **Consider farebox recovery when assessing potential fare adjustments; and**
 - b. **Identify an optimal price point for fixed-route fares and discounted fare media to improve farebox recovery.**

OPPORTUNITIES TO CONTROL OPERATING COSTS

BEST PRACTICES

1. RVT reduced road calls and maintenance hours due to farebox failures by installing an external "reboot" switch accessible to drivers. This solution reduced farebox road calls from three per day to three per week.

ELEMENTS TO ADDRESS IN PART 3 OF THE ACTION PLAN

1. RVT had 11 accidents between January 2019 and March 2021 caused by drivers backing into poles, other vehicles, signs, mailboxes, and other property. RVT should **identify locations that require drivers to back up and mitigate using safety management systems.** Furthermore, RVT should **determine whether backup accidents result from a roadway design issue or whether additional driver training is warranted.**
2. RVT's reported costs have historically been higher than agencies of similar size. For example, general administrative expenses have consistently been approximately 30 percent of total fixed-route operating costs—double the ideal percentage. After RVT finishes analyzing its existing cost structure and reporting, it should **examine the size of its administration and ensure administrative costs stay around 15-20 percent of total operating expenses.**
3. RVT had the third-highest operating cost per revenue vehicle-hour in the Commonwealth as of FYE 2020, at \$158.34. RVT's operating costs have continued to grow at an unsustainable rate despite being flagged as "At Risk" for both operating cost per revenue vehicle-hour and

operating cost per passenger in the 2016 performance report. The increase in operating expenses resulted in missed performance targets in the 2021 review. RVT should **develop a long-term financial strategy to contain operating expenses and improve financial sustainability.**

4. Historically, the City of Williamsport provided very little oversight of RVT. Furthermore, there was no clear segregation of duties or accountability between RVT and city management. RVT's auditor did not report clear violations of PennDOT's grant requirements (e.g., not maintaining a separate interest-bearing account for state and local funds). With a change in city administration in late 2019, the City began examining RVT expenses and revenues. Over the last 18 months, independent reviewers identified many instances of financial misreporting. To provide an appropriate level of financial oversight, the City of Williamsport should **establish dedicated and knowledgeable oversight mechanisms that monitor RVT finances, system performance, and regulatory compliance.** These mechanisms could range from forming a subcommittee of the Williamsport City Council to establishing an independent authority with an appointed Board. Any participants in the new RVT oversight mechanism should receive PPTA board training and report their findings and recommendations to RVT's management, the mayor, and the Williamsport City Council.
5. As a component of City government, RVT often shares staff and resources with other City departments. This practice makes it difficult to ensure that transit operating costs attributed to RVT are accurately reported. Given its high operating cost per revenue hour, RVT **should discontinue providing support services to other City departments and "right-size" historically shared functions (i.e., management, finance, IT, WPA, etc.) to meet RVT's needs only.**

OTHER OPPORTUNITIES TO IMPROVE PERFORMANCE

BEST PRACTICES

1. None.

ELEMENTS TO ADDRESS IN PART 4 OF THE ACTION PLAN

1. RVT is under new management and city administration. The previous RVT manager had many legacy practices (e.g., financial reporting, budgeting, procurement, etc.) that did not follow PennDOT, FTA, or RVT official policies. To improve the accuracy of data collection, reporting, and financial transparency, RVT should **incorporate routine PennTRAIN training modules for management, finance, and governance into staff and governance meetings.**
2. RVT's current strategic plan prioritizes non-transit business ventures and partnerships, contributing to inflated operating costs from an array of non-transit activities managed by RVT. Management indicated a need to improve transparency and rebuild credibility in the community through strategic planning. RVT should **update the strategic plan after the City of Williamsport establishes new oversight measures for governance and finance.** As part of its strategic plan update, RVT should **consider the following essential elements:**
 - a. **Define the role of RVT for the City of Williamsport as a transportation service provider.**

- b. Set strategic goals and objectives based on the direction of the mayor and Williamsport City Council (e.g., ensure long-term financial sustainability, improve community perception of the service, etc.).**
- c. Identify implementable actions for RVT staff to carry out in support of strategic goals and objectives.**
- d. Establish performance measures to report on progress and inform future strategic plan updates.**
- e. Align management job descriptions with roles, responsibilities, and essential functions to implement the strategic plan.**
- f. Update the strategic plan every five years.**

FINANCIAL REVIEW

This financial review considers high-level snapshot data and trend indicators to determine whether additional follow-up by PennDOT is warranted. It is based on the examination of audit reports, other financial reports, and budgets. This review assesses the agency based on:

- High-Level Indicators of Financial Health
- Total Public Transportation Operational Expenditures and Funding
- Fixed-Route Funding
- Paratransit Funding
- Balance Sheet Findings

In 2020, an analysis determined that operating costs and revenues for RVT had been misreported for many years, and errors had gone undetected due to the complex financial relationship between the City of Williamsport and RVT. The City reports RVT financials on a fund basis rather than separating transit operating expenses and funding from other RVT-managed activities. Pooling costs and funding resulted not only in inaccurate transit cost reporting but also in the use of state and federal transit operating subsidies for purposes other than transit operations (e.g., Williamsport Parking Authority, Hiawatha Paddlewheel Riverboat, Peter Herdic Transportation Museum, and capital debt belonging to the City of Williamsport, etc.). The untangling of finances between the City, RVT transit operations, and other RVT-managed activities was ongoing at the time of this performance report.

HIGH-LEVEL INDICATORS OF FINANCIAL HEALTH

As shown in **Exhibit 8**, as of FYE 2019, RVT had \$676,092 in 1513 carryover subsidies (i.e., cash reserves) equal to 8.7 percent of total annual operating costs. These reserves provide liquidity in case of unexpected cost increases. RVT has operated most years expending total operating subsidies with no reserves available for the next fiscal year.

RVT received its required local match to state operating funds. Currently, RVT does not maintain a line of credit. However, previous audits included the City of Williamsport's \$5 million revolving lines of credit on RVT's financial statements. Prior financial statements also included long-term debt from the series 2017 General Obligation Bonds issued by the City of Williamsport that refunded 2016, 2014, and 2013 series bonds, on which RVT made annual debt service payments. As of FYE 2020, RVT had no long-term debt.

RVT had accounts receivable (AR) over 90 days equal to 4.0 percent of its FY 2019-20 operating budget. The AR over 90 days includes amounts owed to RVT by the Williamsport Parking Authority and other City of Williamsport properties managed by RVT. RVT had approximately \$340,000 in AR over 90 days as of March 2021.¹

Federal CARES Act and ARPA grants totaling approximately \$9.7 million enabled RVT to increase its total carryover subsidies in FY 2020-21. These funds will offset operating losses resulting from the decreased revenues received and higher costs incurred in response to the COVID-19 pandemic.

¹ RVT indicated that it is the City of Williamsport's responsibility to collect the \$423,502 in AR (90+) from the Lycoming Economic Development Foundation, which previously was carried on RVT's books. This debt was removed from RVT's AP/AR report. If included, then total AR (90+) would be approximately \$763,000.

Exhibit 8: High-Level Financial Indicators

Indicator	Value	Assessment Criteria / Rationale	Source
Total Carryover Subsidies / Annual Operating Cost	8.7%	A combined target of 25%+ provides liquidity to cover unexpected cost increases or service changes without incurring interest fees from loans.	FYE 2019 Audit
Credit Available/ Annual Payroll	0.0%	Only necessary if combined carryover subsidies are less than 25% of annual operating costs. This ensures that the agency maintains sufficient cash flow and liquidity to pay all current bills.	FYE 2019 Audit and PennDOT dotGrants
Actual Local Match / Required Match	100.0%	Target 100%+. A local match that exceeds required minimums gives a transit agency flexibility to change service, accommodate unexpected cost changes, and make capital investments.	PennDOT dotGrants 2019
Accounts Payable (AP) 90+ days	0.0%	Target should be 0% over 90 days. Larger values indicate cash flow concerns.	March 2021 RVT-reported value
Accounts Receivable (AR) 90+ days	4.0%	Target should be 0% over 90 days. Larger values can cause cash flow problems.	March 2021 RVT-reported value
Debt / Annual Operating Cost	0.0%	Target should be 0%. Low debt amounts reduce interest expense.	FYE 2019 Audit

TOTAL PUBLIC TRANSPORTATION OPERATIONAL EXPENDITURES AND FUNDING

RVT's total operating budget increased from about \$6.85 million in FYE 2016 to about \$8.44 million in FYE 2020 (**Exhibit 9**). In FYE 2020, 98.8 percent of RVT's operating expenses were for fixed-route service. The remaining operating costs (1.2 percent) were for paratransit service, as shown in **Exhibit 10**. Fixed-route bus service operating costs increased from \$6.83 million in FYE 2016 to \$8.31 million in FYE 2020. The cost of providing ADA paratransit trips increased from \$14,000 in FYE 2016 to \$130,000 in FYE 2020.

Agency-wide operating funds come from various sources, including state, federal, and local subsidies; passenger fares; and advertising. Federal and state grants are the largest share of income for RVT, accounting for 84.0 percent of total operating income. Local subsidy and revenues (e.g., passenger fares, Out of Service Area (OOSA) MATP trips for EMTA, organization-paid fares, advertising) are the remaining funding sources, representing 16.0 percent of total operating income, as shown in **Exhibit 11** and **Exhibit 12**.

Exhibit 9: Public Transportation Operating Expense by Service Type (FYE 2016– 2020)

Service Type * (Millions)	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Fixed-Route	\$6.83	\$7.06	\$7.24	\$7.65	\$8.31
Paratransit	\$0.01	\$0.01	\$0.01	\$0.11	\$0.13
Total	\$6.85	\$7.07	\$7.25	\$7.77	\$8.44

*May not add due to rounding.

Exhibit 10: Operating Expense Trends by Service Type (FYE 2016–2020)

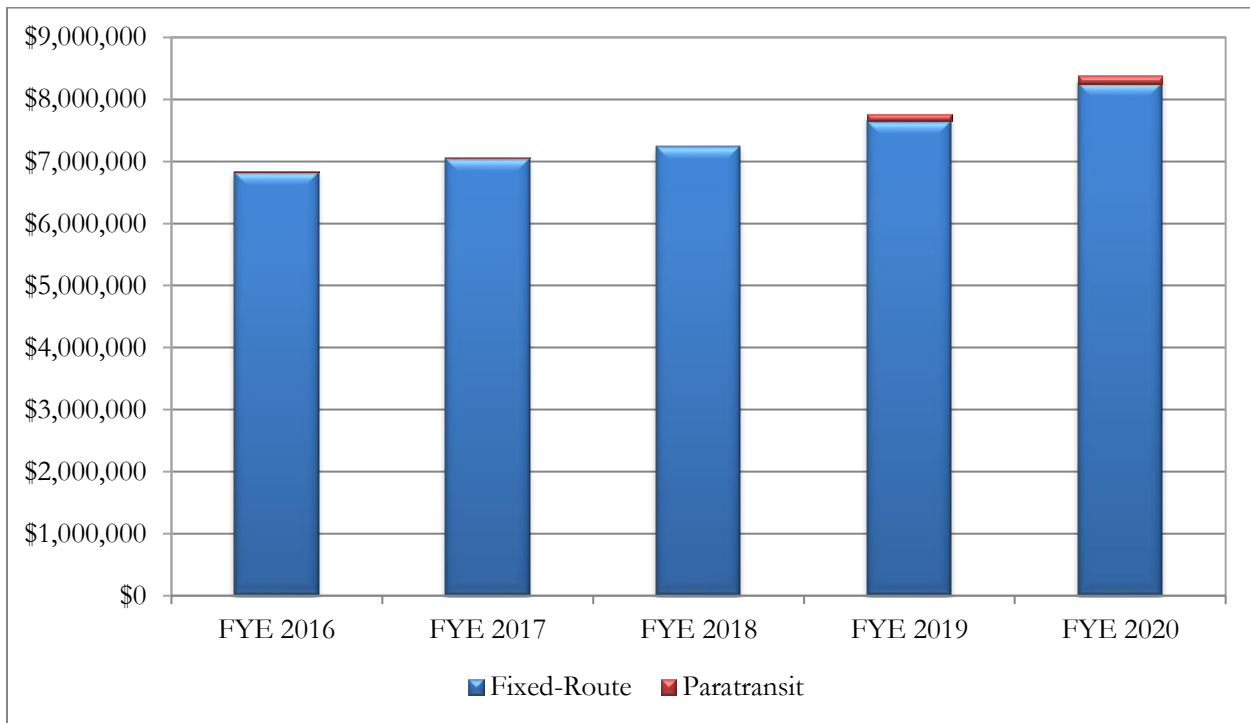
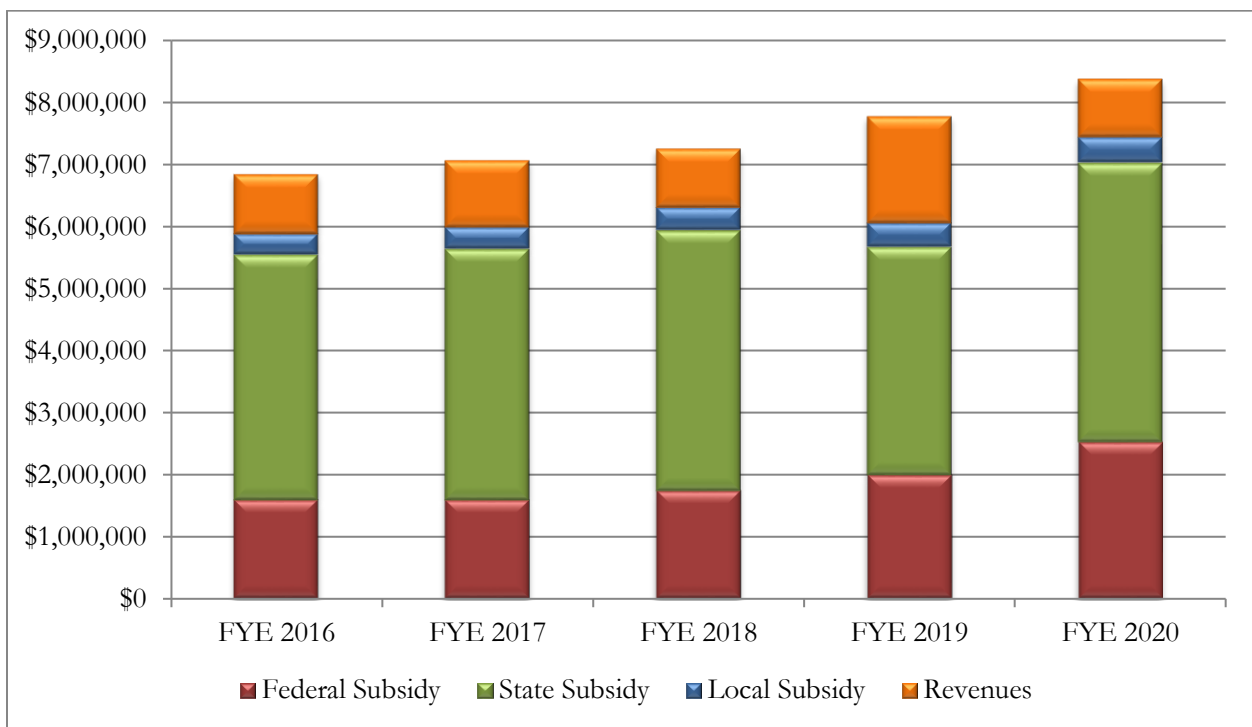


Exhibit 11: Percentage of Total Public Transportation (Fixed-Route + Paratransit) Operating Budget by Funding Source and Fiscal Year (FYE 2016–2020)

Funding Source	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Federal Subsidy	23.4%	22.6%	24.1%	25.8%	30.3%
State Subsidy	57.7%	57.2%	57.8%	47.3%	53.7%
Local Subsidy	4.9%	5.0%	5.1%	5.0%	4.9%
Revenues	14.0%	15.1%	13.0%	22.0%	11.2%
Local Subsidy / State Subsidy	8.5%	8.7%	8.8%	10.5%	9.0%

Exhibit 12: Total Public Transportation (Fixed-Route + Paratransit) Operating Funding Sources (FYE 2016–2020)



FIXED-ROUTE FUNDING

Fixed-route service, funded by general revenues and government subsidies, accounts for 98.4 percent of RVT's public transportation operating expenses. Between 2016 and 2020, direct passenger fares represented between 11.4 and 7.6 percent of total operating funding (**Exhibit 13**). Based on the FYE 2016 to FYE 2019 dotGrants reporting, RVT operated using current-year funding, with \$676,092 in state funds and \$0 in local funds carried over into FY 2019-20.

In FYE 2019, RVT reported \$1,688,625 in total fixed-route revenues. Other revenues totaled \$831,346 and were nearly equal to the amount derived from passenger fares (\$822,296). The greatest share of other revenues for FYE 2019 came from \$670,251 in Out of Service Area (OOSA) MATP trips for EMTA. RVT reported revenue earned from OOSA MATP trips inconsistently over the years. Typically, this source of revenue should be reported as a reconciling item against operating expenses

Exhibit 13: Fixed-Route Funding

Funding Source	FYE 2016	FYE 2017	FYE 2018*	FYE 2019	FYE 2020
Revenues					
Passenger-Paid Fares	\$776,531	\$796,256	\$616,092	\$652,372	\$467,233
Organization-Paid Fares	\$0	\$0	\$174,218	\$169,924	\$159,004
Advertising	\$21,438	\$25,414	\$19,779	\$19,358	\$43,491
Other – Charters	\$12,187	\$8,935	\$9,240	\$15,625	\$10,095
Other – Church Street / OOSA/ CNG / Souvenirs	\$149,310	\$208,427	\$88,429	\$831,346	\$235,184
Other – Contracted Services	\$0	\$29,458	\$12,426	\$0	\$0
Subtotal	\$959,466	\$1,068,490	\$930,103	\$1,688,625	\$915,007
Subsidies					
Federal Operating Grant	\$1,597,667	\$1,597,959	\$1,748,376	\$1,974,038	\$2,437,716
1513 – State Prior Year	\$0	\$0	\$0	\$0	\$0
1513 – State Current Year	\$3,940,772	\$4,040,081	\$4,188,722	\$3,609,305	\$4,423,584
1513 – Local Current Year	\$333,151	\$350,192	\$367,841	\$381,008	\$399,657
Special – Federal Planning	\$0	\$0	\$0	\$0	\$57,937
Subtotal	\$5,871,590	\$5,988,232	\$6,304,939	\$5,964,351	\$7,318,894
Total Funding	\$6,831,056	\$7,056,722	\$7,235,042	\$7,652,976	\$8,233,901
Fare Revenue / Total Funding	11.4%	11.3%	10.9%	10.7%	7.6%

Source: PennDOT dotGrants Reporting System

*In FYE 2018, \$8,640 in insurance rebates were netted out of total fixed-route revenues and credited toward fixed-route operating costs.

PARATRANSIT FUNDING

Paratransit service (i.e., ADA complementary service), funded by subsidies and passenger fares, accounts for 1.6 percent of RVT's public transportation operating expenses (**Exhibit 14**). Paratransit funding increased from \$13,975 in FYE 2016 to \$130,954 in FYE 2020. Total paratransit passenger trips increased from 526 in FYE 2016 to 4,813 in FYE 2020 (**Exhibit 15**). The increase in passenger trips and expenses is attributable to improved trip reporting at STEP Inc, RVT's ADA service provider.

Exhibit 14: Paratransit Funding by Source

Funding Source	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Revenues					
Passenger Fares	\$2,088	\$1,978	\$1,200	\$16,620	\$19,248
Advertising	\$0	\$0	\$0	\$0	\$0
Subtotal	\$2,088	\$1,978	\$1,200	\$16,620	\$19,248
Subsidies					
Federal Operating Grant	\$2,333	\$2,041	\$1,624	\$28,866	\$36,565
Act 44 (1513) State Prior Year	\$0	\$0	\$0	\$0	\$0
Act 44 (1513) State Current Year	\$8,763	\$5,159	\$3,716	\$62,666	\$69,366
Act 44 (1513) – Local Current Year (Municipal)	\$791	\$447	\$330	\$5,572	\$6,251
Subtotal	\$11,887	\$7,647	\$5,670	\$97,104	\$112,182
Total Funding	\$13,975	\$9,625	\$6,870	\$113,724	\$131,430

Exhibit 15: Paratransit Operating Statistics

Operating Category	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Paratransit Operating Statistics					
Total Paratransit Trips	526	544	300	4,155	4,813
Total Miles	5,430	5,611	3,421	56,786	74,915
Total Hours	265	280	156	1,877	2,378
VOMS	2	2	2	5	2

Source: PennDOT dotGrants Reporting System

BALANCE SHEET FINDINGS

RVT's FYE 2020 audit was not complete at the time of the 2021 performance review. The 2020 analysis of RVT's financial reporting suggests that prior audits for RVT are based on incorrect information, with overstated expenses and pooled sources of revenues. RVT's balance sheet also includes long-term debt and current liabilities that actually belong to the City of Williamsport or should be accounted for separately as part of other non-transit RVT-managed activities. The untangling of RVT's finances from the City was ongoing at the time of this report and will likely continue into FY 2021-22. However, some assumptions based on separating RVT and City financials were applied to past RVT balance sheets to yield a more accurate representation of RVT's financial position:

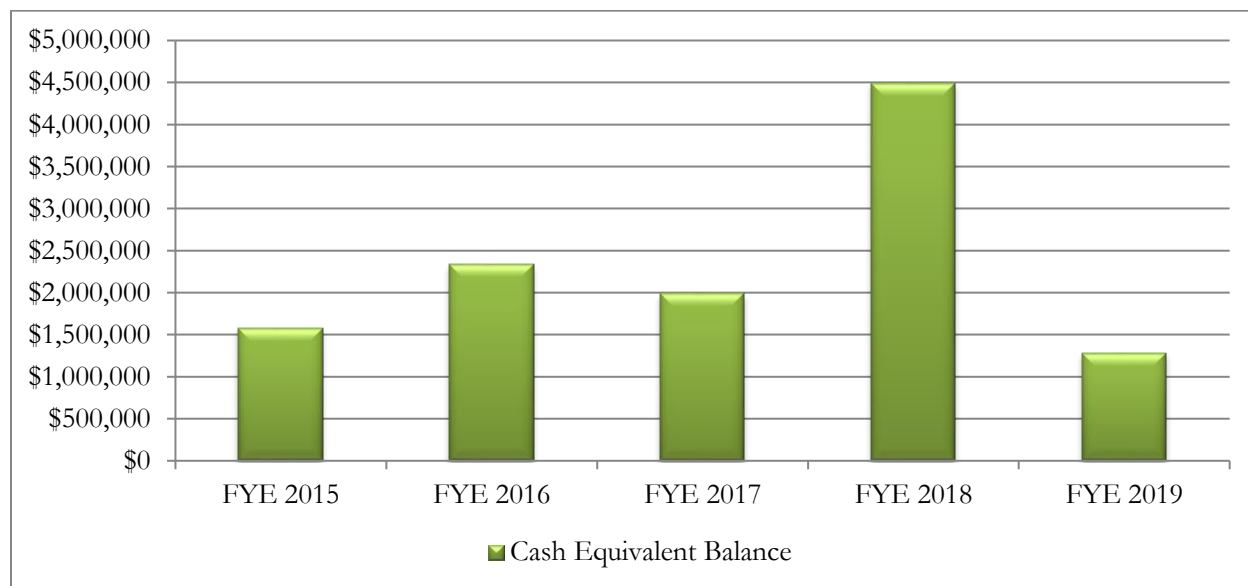
- Removed annual debt service obligations from the City of Williamsport's 2017 bonds
- Removed current portions due on the City of Williamsport's revolving line of credit

A review of balance sheets shows that RVT decreased its available cash on hand between FYE 2015 and 2019 (**Exhibit 16** and **Exhibit 17**). The current cash equivalent balance reported as of FYE 2019 was \$1,283,207, equal to 16.5 percent of total operating expenses.

Exhibit 16: Balance Sheet Summary (FYE 2015–2019)

Balance Sheet Report	FYE 2015	FYE 2017	FYE 2018	FYE 2019	FYE 2019
Current Assets					
Cash Equivalent Balance	\$1,579,827	\$2,337,066	\$1,987,761	\$4,495,432	\$1,283,207
Grants Receivable (incl. capital)	\$6,900,218	\$4,854,499	\$592,139	\$1,886,925	\$1,875,177
Other Accounts Receivable	\$153,007	\$143,969	\$297,609	\$271,273	\$239,259
Inventory Value	\$471,285	\$487,846	\$500,483	\$486,504	\$476,991
Prepaid Expenses	\$93,706	\$87,424	\$63,871	\$48,368	\$39,199
Current Liabilities					
Accounts Payable (incl. capital)	\$1,137,403	\$1,302,305	\$484,049	\$717,543	\$262,172
Accrued Expenses	\$443,632	\$472,229	\$479,731	\$517,614	\$534,177
Deferred Revenue	\$1,089,164	\$2,123,458	\$2,026,534	\$5,110,743	\$2,503,539
Total Operating Expense	\$6,671,839	\$6,845,031	\$7,066,347	\$7,250,552	\$7,766,700
Cash Equivalent Balance / Total Operating Expenses	23.7%	34.1%	28.1%	62.0%	16.5%
Line of Credit / Annual Payroll	0.0%	0.0%	0.0%	0.0%	0.0%
Current Assets	\$9,198,043	\$7,910,804	\$3,441,863	\$7,188,502	\$3,913,833
Current Liabilities	\$2,670,199	\$3,897,992	\$2,990,314	\$6,345,900	\$3,299,888
Net Current Assets	\$6,527,844	\$4,012,812	\$451,549	\$842,602	\$613,945

Source: Annual Audit Reports and dotGrants

Exhibit 17: End-of-Year Cash Balance (FYE 2015–2019)**ASSESSMENT**

RVT currently has a balanced operating budget. Its net cash equivalent balance has decreased since 2015. Noteworthy elements of RVT's financial condition as of FYE 2019 and FYE 2020 are:

- RVT had \$676,092 in state carryover funds (cash reserves) as of FYE 2019.
- Carryover subsidies were equal to 8.7 percent of total operational funding in FYE 2019.
- RVT received Federal CARES Act and ARPA grants totaling approximately \$9.7 million to offset revenue losses and expenses incurred in response to the COVID-19 pandemic.
- RVT had a cash balance of available and restricted cash equal to 16.5 percent of total annual operating expenses as of FYE 2019.
- Legacy financial reporting was erroneous but practices will improve with a new auditor and rigorous staff training.
- Current assets exceeded current liabilities as of FYE 2019.
- Accounts payable were negligible as of FYE 2020.
- RVT had significant accounts receivables in arrears over 90 days, equal to 4.0 percent of FY 2019-20 operating budget as of May 2021.
- RVT had no credit line as of FYE 2020.
- RVT had a 7.6 percent fixed-route farebox recovery ratio in FYE 2020, and passenger fares and other local revenues covered 11.1 percent of total fixed-route operating expenses.

As RVT more accurately reports its finances, the true cost and revenues associated with public transportation will become more apparent and provide management with better data to develop future budgets. The City of Williamsport and RVT need to implement robust financial oversight measures to ensure RVT's long-term financial sustainability and to minimize the risk of misappropriation. While efforts to rectify RVT's financials are ongoing, management should take appropriate actions to contain costs (i.e., containing cost growth within 1.0 percent annually), achieve farebox recovery goals, and maintain cash reserves to preserve RVT's overall financial health.

APPENDIX A: DATA ADJUSTMENTS

There were minor discrepancies in operating statistics reported between NTD and dotGrants. Adjustments were made to reconcile differences in NTD-reported data that included the Clinton County Express demonstration project in FYE 2018 and FYE 2019. Other negligible data discrepancies were reconciled for each year from FYE 2014 to FYE 2017.

Fixed-Route Revenue	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
dotGrants-reported revenue	\$6,288,299	\$6,655,593	\$6,830,857	\$7,049,850	\$7,372,710	\$8,063,312
NTD-reported revenue	\$6,291,704	\$6,655,999	\$6,831,056	\$7,056,722	\$7,243,682	\$7,652,976
Other revenue adjustment	\$3,405	\$406	\$199	\$6,872	(\$129,028)	(\$410,336)
Adjusted revenue	\$6,288,299	\$6,655,593	\$6,830,857	\$7,049,850	\$7,372,710	\$8,063,312

Fixed-Route Revenue	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
dotGrants-reported revenue	\$1,140,531	\$1,102,449	\$959,307	\$1,068,293	\$942,654	\$1,315,415
NTD-reported revenue	\$1,140,531	\$1,102,634	\$959,466	\$1,068,490	\$938,743	\$1,688,625
Other revenue adjustment	\$-	\$185	\$159	\$197	(\$3,911)	\$373,210
Adjusted revenue	\$1,140,531	\$1,102,449	\$959,307	\$1,068,293	\$942,654	\$1,315,415

The following Act 44 performance metrics were calculated for RVT.

Act 44 Performance Metrics	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
Passengers/RVH	23.87	22.88	23.10	22.53	22.41	23.03
Operating Revenue/RVH	\$20.67	\$19.32	\$16.84	\$18.76	\$16.27	\$29.67
Operating Cost/RVH	\$114.00	\$116.64	\$119.90	\$123.88	\$125.57	\$134.46
Operating Cost/Passenger	\$4.78	\$5.10	\$5.19	\$5.50	\$5.60	\$5.84

APPENDIX B: 2016 PERFORMANCE REVIEW ACTION PLAN ASSESSMENT

Last Updated in 2019

Category	Suggested Action	Progress	Status
1. Ridership	Conduct periodic non-rider surveys	RVT collected sample non-rider surveys from systems across the Commonwealth and initiated development of a survey instrument. Survey postponed in December 2019.	Incomplete
1. Ridership	Evaluate the potential of including customer service metrics in the annual performance report	RVT continues to evaluate customer service metrics as part of the 2020-2024 strategic plan. RVT began monitoring on-time performance.	Complete
1. Ridership	Report on-time performance using AVL technology	<p>RVT has the capability to use the GPS/AVL technology (Avail Technologies) to track on-time performance daily by driver, by route, or by run. On-time performance parameters are as follows:</p> <ul style="list-style-type: none"> • On-time (within -5 minutes from the time point) • Late (more than 5 minutes) • Early (ahead of schedule) <p>RVT reviews these "schedule adherence" reports at monthly staff meetings to provide management a means to track on-time performance trends and modify schedules accordingly.</p>	Complete

Category	Suggested Action	Progress	Status
1. Ridership	Develop a system map to put on the RVT website	RVT's website has all RVT routes. No system map exists but all routes can be viewed in real-time from MyStop. RVT planned to address the system map as part of its strategic planning sessions.	Incomplete
1. Ridership	Expand marketing plan to include an implementation schedule of proposed activities, performance results of previous activities and performance targets for future marketing activities	RVT will continue to evaluate the marketing plan as a planned action of the 2020–2024 Strategic Plan.	Complete
2. Revenue	Periodically assess discount fare media pricing policies	RVT developed a fare adjustment policy that periodically assesses potential fare increases against the U.S. inflation rate. RVT proposed a fare increase on its EZ pass fare media in the 2019 Lycoming County Ride Guide. However, no fare increase was implemented.	Complete
3. Operating Cost	Establish goals related to maintaining or reducing the number of road calls over time	RVT modified its fareboxes with a an "on/off" switch, which significantly reduced farebox-related mechanical failures and overall road calls.	Complete
4. Other	Track and report on all self-defined performance standards	RVT had established a total of 29 performance standards for use as targets for its system-wide operation. These are organized in six categories as follows: <ul style="list-style-type: none"> • Staffing Ratios • Labor Productivity 	Completed

Category	Suggested Action	Progress	Status
		<ul style="list-style-type: none"> • Operating Efficiency • Service Quality • Utilization • Cost-Effectiveness <p>Each measure has been defined using standard transit terminology and for each a standard or target has been identified by a numerical value. When RVT's FY 2017 and FY 2018 NTD Reports are completed, RVT will finalize and adopt performance standards and annually track and report on these self-defined performance standards. A draft of the updated performance standards has been completed and was adopted as part of the RVT Strategic Plan 2020–2024.</p>	
4. Other	Develop a formal succession plan	RVT has collected sample succession plans from transit systems across the Commonwealth and is in the process of developing a formal succession plan. RVT has received a proposal to develop a succession plan which will include job descriptions.	Complete
4. Other	Report all sources of local match in dotGrants	The City of Williamsport is listed as the local match and then the other 20+ municipalities/private entities are invoiced annually and the City is reimbursed. RVT would have to attend over 20 local township/ municipality meetings annually to get the local match resolution signed which would increase administrative cost.	Incomplete
4. Other	Identify and implement a cost-effective solution to provide regular off-site data backup	RVT has several redundant/back-up systems in place. Each type of data is stored on at least one centralized server, with an offline copy stored on each workstation. Each one of those servers has the following features:	Complete

Category	Suggested Action	Progress	Status
		<ul style="list-style-type: none"> • Redundant power sources: servers have utility power, battery back-up, and generator power available at all times • Redundant power supplies: if one component fails, the other automatically takes over • Redundant hard disk arrays: information is stored on at least two internal storage devices on each server • External hard disk back-ups: each server has a current file level and bare metal system-level backup stored to external hard drives at least daily • File system level "Shadow Copies:" provide immediate access to additional redundant copies of each file in case of accidental deletion or modification • On-site spare parts availability for high-risk failure items. <p>Information regarding off-site back-up solutions: RVT currently has data stored at each of its primary locations—the Garage & Office Facility, the Trade & Transit Centre Complex, and the Church Street Transportation Center.</p> <p>Due to the large amount of data that we keep, it would be very costly and complicated to maintain automatic regular off-site data backup of all of our data. However, one thing we can do is to determine the specific data that needs to be maintained off-site, and once we determine that, select a solution</p>	

Category	Suggested Action	Progress	Status
		<p>for storing such data. Possible solutions include, but are not limited to the following:</p> <ol style="list-style-type: none"> 1. Rotating external media between sites. 2. Storing the data "in the cloud" with a third party. 3. Storing the data on a storage appliance or server at one of our other locations. <p>The up-front and recurring cost of each of these solutions depends on the specific type and amount of information we want to store, and how accessible we want that information to be in case of the unavailability of our existing redundancy and backup solutions.</p>	
<p>4. Other</p>	<p>Establish a farebox discrepancy threshold</p>	<p>As part of the Act 44 regulations, RVT evaluates the daily ridership and cash from the GFI farebox with the Avail Data Point software. It should be noted that RVT's daily cash fares account for less than 2% of all fares. See RVT's Quality Control and Data Verification.</p>	<p>Complete</p>

APPENDIX C: PEER COMPARISONS

Comparison of RVT with the selected peer systems was completed using NTD-reported data and PennDOT dotGrants legacy statistics. Due to its consistency and availability for comparable systems, the NTD FYE 2019 Reporting Year database was selected as the primary data source used in the calculation of the five-year trend Act 44 metrics for motor bus (MB):

- Passengers / revenue vehicle-hour
- Operating cost / revenue vehicle-hour
- Operating revenue / revenue vehicle-hour
- Operating cost / passenger

The variables used in the calculations are defined as follows:

- Passengers: Annual unlinked passenger boardings by mode for both directly operated and purchased transportation
- Operating Costs: Annual operating cost of services provided (excluding capital costs) by mode for both directly operated and purchased transportation
- Operating Revenue: Total annual operating revenue generated from farebox and other non-state, non-federal sources by mode for both directly operated and purchased transportation
- Revenue Vehicle-Hours: The total annual number of "in-service" hours by mode for both directly operated and purchased transportation
- Average: Un-weighted linear average of all values being measured across all peer transit agencies
- Standard Deviation: Standard deviation of all values being measured across all peer transit agencies

Act 44 stipulates that metrics be designated as either "In Compliance" or "At Risk." The following criteria are used to make the determination:

- "At Risk" if costlier than one standard deviation **above** the peer average in:
 - The single-year or five-year trend for Operating Cost / Revenue Vehicle-Hour
 - The single-year or five-year trend for Operating Cost / Passenger
- "At Risk" if performing worse than one standard deviation **below** the peer group average in:
 - The single-year or five-year trend for Passengers / Revenue Vehicle-Hour
 - The single-year or five-year trend for Operating Revenue / Revenue Vehicle-Hour

Passengers / Revenue Vehicle-Hour

Passengers / Revenue-Hour (MB)					
System	FYE 2019 Single-Year		Five-Year Change Since FYE 2014		
	Value	Rank of 14	2014 Value	Annual Rate	Rank of 14
Muncie Indiana Transit System	25.22	2	33.03	-5.25%	10
Frederick County, Maryland	8.51	14	13.68	-9.06%	13
City of La Crosse	14.93	8	22.00	-7.46%	12
City of Iowa City	27.04	1	27.13	-0.06%	2
City of Decatur, Il	16.28	6	21.19	-5.13%	9
Altoona Metro Transit	12.76	10	15.59	-3.94%	8
City of Eau Claire	18.06	5	21.06	-3.03%	5
City of Yakima	19.73	4	23.16	-3.15%	6
City of Santa Maria	11.75	13	16.37	-6.41%	11
Gary Public Transportation Corporation	11.87	12	13.64	-2.75%	4
County of Mesa	13.66	9	16.68	-3.92%	7
City of Davenport	12.09	11	26.97	-14.82%	14
The Tri-State Transit Authority	15.91	7	15.03	1.15%	1
City of Williamsport	23.03	3	23.87	-0.72%	3
<i>Average</i>	<i>16.49</i>		<i>20.67</i>	<i>-4.61%</i>	
<i>Standard Deviation</i>	<i>5.51</i>		<i>5.84</i>	<i>4.06%</i>	
<i>Average – 1 Standard Deviation</i>	<i>10.98</i>		<i>14.83</i>	<i>-8.67%</i>	
<i>Average + 1 Standard Deviation</i>	<i>22.00</i>		<i>26.51</i>	<i>-0.55%</i>	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Better		Better		

Operating Cost / Revenue Vehicle-Hour

Operating Cost / Revenue-Hour (MB)					
System	FYE 2019 Single-Year		Five-Year Change Since FYE 2014		
	Value	Rank of 14	2014 Value	Annual Rate	Rank of 14
Muncie Indiana Transit System	\$98.23	9	\$86.08	2.68%	7
Frederick County, Maryland	\$87.97	5	\$74.90	3.27%	10
City of La Crosse	\$87.71	4	\$85.98	0.40%	5
City of Iowa City	\$102.53	10	\$86.79	3.39%	12
City of Decatur, Il	\$96.10	8	\$74.27	5.29%	14
Altoona Metro Transit	\$108.47	11	\$106.73	0.32%	4
City of Eau Claire	\$87.03	2	\$88.60	-0.36%	3
City of Yakima	\$145.22	14	\$125.85	2.91%	9
City of Santa Maria	\$91.27	7	\$72.14	4.82%	13
Gary Public Transportation Corporation	\$87.57	3	\$96.25	-1.87%	1
County of Mesa	\$59.30	1	\$57.24	0.71%	6
City of Davenport	\$133.90	12	\$116.11	2.89%	8
The Tri-State Transit Authority	\$91.16	6	\$97.70	-1.38%	2
City of Williamsport	\$134.46	13	\$114.00	3.36%	11
<i>Average</i>	\$100.78		\$91.62	1.89%	
<i>Standard Deviation</i>	\$23.04		\$19.21	2.24%	
<i>Average – 1 Standard Deviation</i>	\$77.74		\$72.41	-0.35%	
<i>Average + 1 Standard Deviation</i>	\$123.82		\$110.82	4.12%	
Act 44 Compliance Determination	At Risk		In Compliance		
Compared to the Peer Group Average	Worse		Worse		

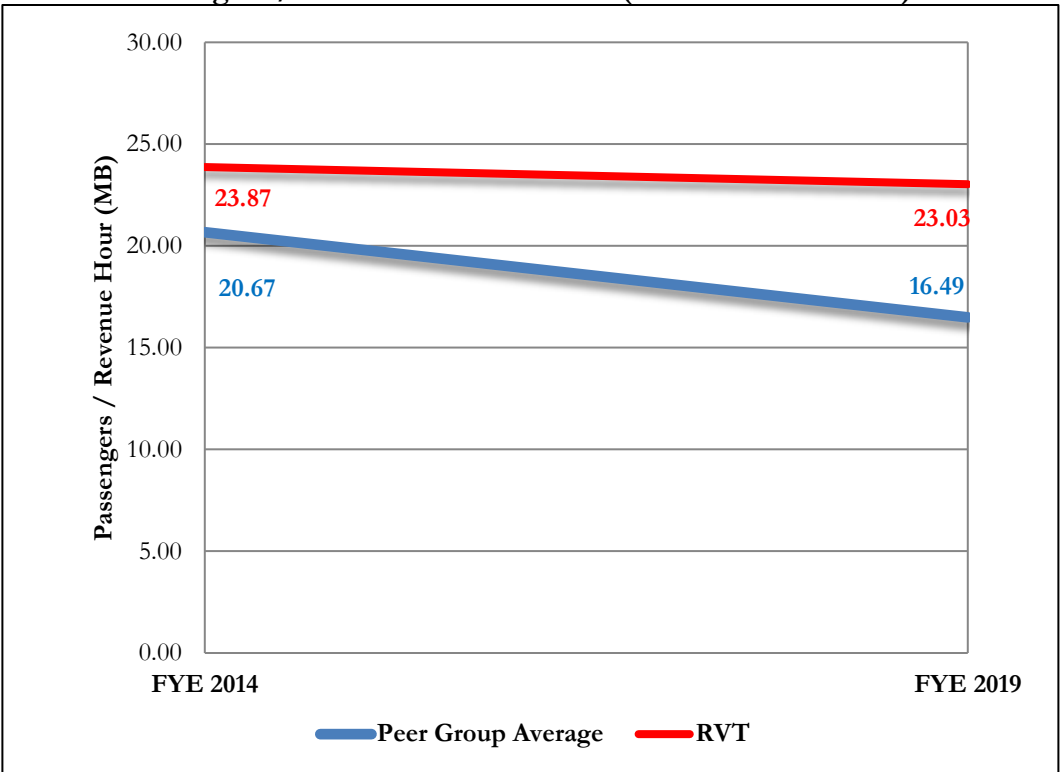
Operating Revenue / Revenue Vehicle-Hour

Operating Revenue / Revenue Hour (MB)					
System	FYE 2019 Single-Year		Five-Year Change Since FYE 2014		
	Value	Rank of 14	2014 Value	Annual Rate	Rank of 14
Muncie Indiana Transit System	\$4.28	14	\$3.50	4.12%	3
Frederick County, Maryland	\$10.02	10	\$10.97	-1.81%	9
City of La Crosse	\$11.58	9	\$14.29	-4.11%	12
City of Iowa City	\$22.91	3	\$29.36	-4.84%	13
City of Decatur, IL	\$7.65	13	\$8.70	-2.54%	10
Altoona Metro Transit	\$19.00	6	\$19.71	-0.74%	6
City of Eau Claire	\$19.30	5	\$17.05	2.50%	5
City of Yakima	\$11.90	8	\$20.11	-9.97%	14
City of Santa Maria	\$22.53	4	\$14.90	8.63%	1
Gary Public Transportation Corporation	\$12.93	7	\$13.50	-0.86%	7
County of Mesa	\$8.71	11	\$7.69	2.52%	4
City of Davenport	\$8.40	12	\$8.78	-0.90%	8
The Tri-State Transit Authority	\$35.51	1	\$41.90	-3.25%	11
City of Williamsport	\$29.67	2	\$20.67	7.50%	2
<i>Average</i>	\$16.03		\$16.51	-0.27%	
<i>Standard Deviation</i>	\$9.10		\$9.87	4.97%	
<i>Average – 1 Standard Deviation</i>	\$6.92		\$6.64	-5.24%	
<i>Average + 1 Standard Deviation</i>	\$25.13		\$26.38	4.70%	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Better		Better		

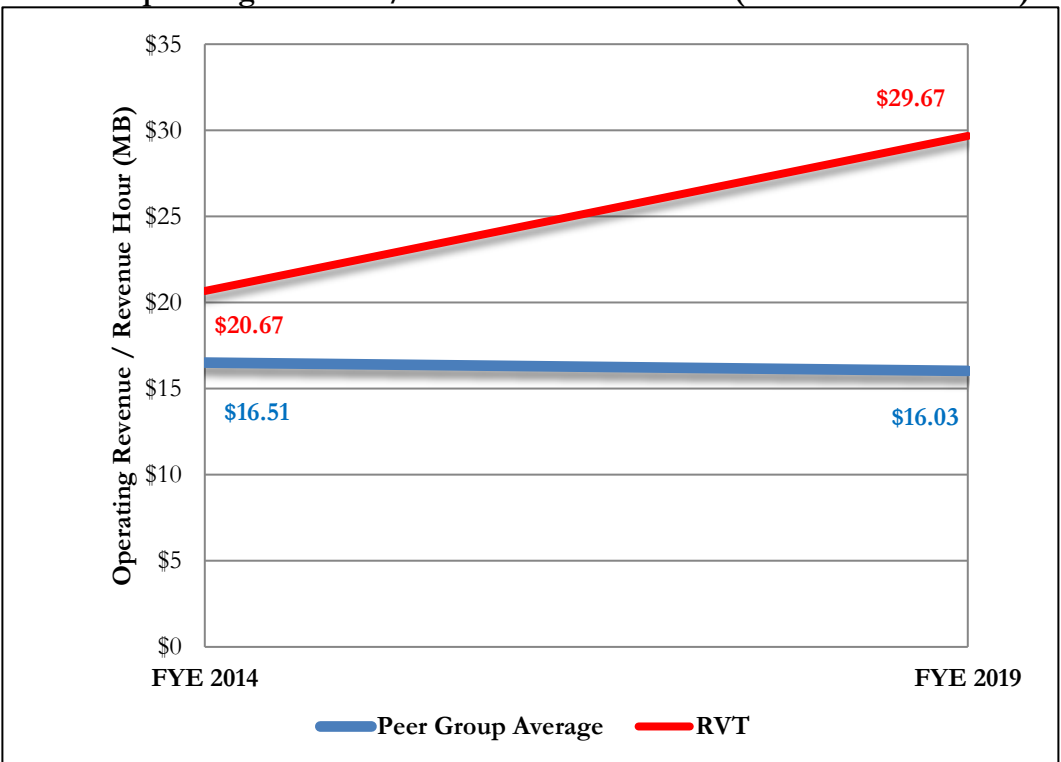
Operating Cost / Passenger

Operating Cost / Passenger (MB)					
System	FYE 2019 Single-Year		Five-Year Change Since FYE 2014		
	Value	Rank of 14	2014 Value	Annual Rate	Rank of 14
Muncie Indiana Transit System	\$3.89	2	\$2.61	8.37%	9
Frederick County, Maryland	\$10.34	13	\$5.47	13.56%	13
City of La Crosse	\$5.87	7	\$3.91	8.49%	10
City of Iowa City	\$3.79	1	\$3.20	3.46%	4
City of Decatur, IL	\$5.90	8	\$3.51	10.99%	11
Altoona Metro Transit	\$8.50	12	\$6.85	4.43%	6
City of Eau Claire	\$4.82	4	\$4.21	2.76%	3
City of Yakima	\$7.36	9	\$5.43	6.25%	8
City of Santa Maria	\$7.77	11	\$4.41	12.00%	12
Gary Public Transportation Corporation	\$7.38	10	\$7.05	0.90%	2
County of Mesa	\$4.34	3	\$3.43	4.82%	7
City of Davenport	\$11.07	14	\$4.31	20.79%	14
The Tri-State Transit Authority	\$5.73	5	\$6.50	-2.50%	1
City of Williamsport	\$5.84	6	\$4.78	4.10%	5
<i>Average</i>		<i>\$6.62</i>	<i>\$4.69</i>	<i>7.03%</i>	
<i>Standard Deviation</i>		<i>\$2.25</i>	<i>\$1.40</i>	<i>5.93%</i>	
<i>Average – 1 Standard Deviation</i>		<i>\$4.36</i>	<i>\$3.29</i>	<i>1.10%</i>	
<i>Average + 1 Standard Deviation</i>		<i>\$8.87</i>	<i>\$6.09</i>	<i>12.96%</i>	
Act 44 Compliance Determination		In Compliance	In Compliance		
Compared to the Peer Group Average		Better	Better		

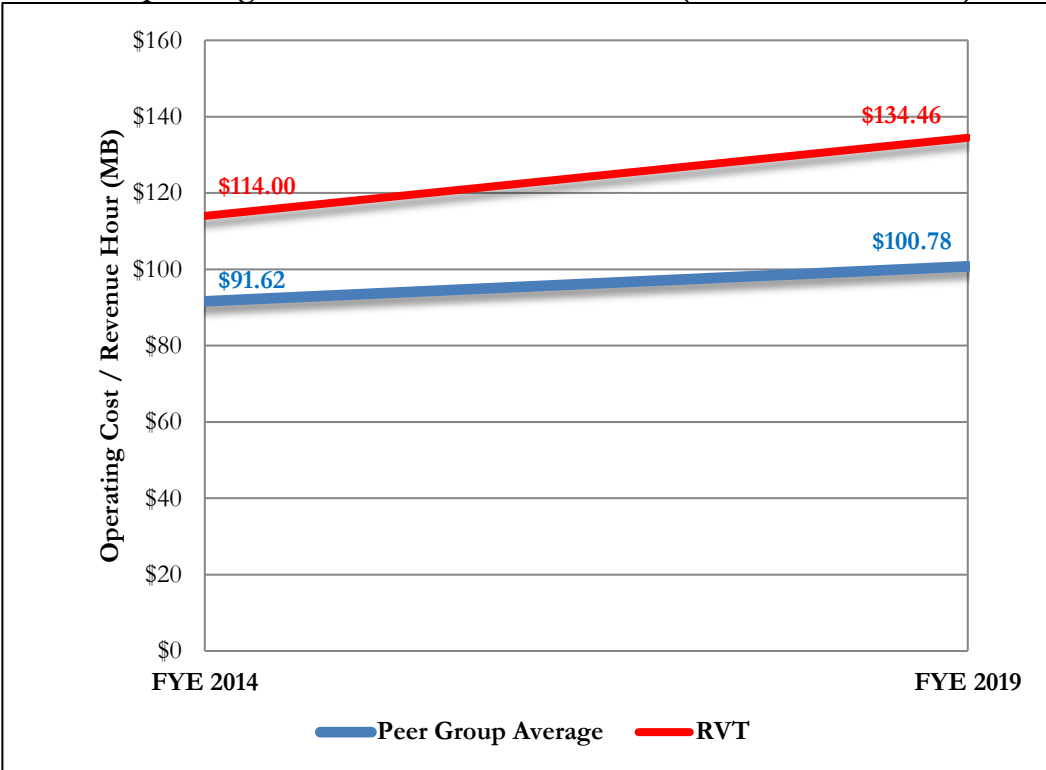
Trend – Passengers / Revenue Vehicle-Hour (FYE 2014-FYE 2019)



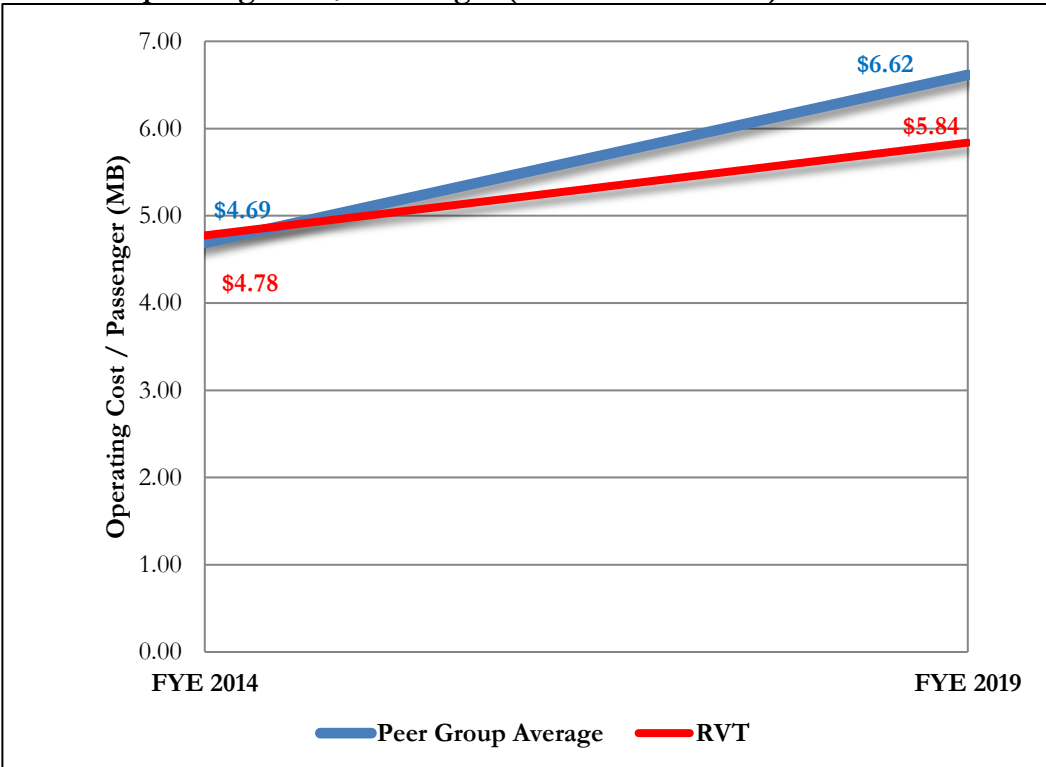
Trend – Operating Revenue / Revenue Vehicle-Hour (FYE 2014–FYE 2019)



Trend – Operating Cost / Revenue Vehicle-Hour (FYE 2014–FYE 2019)



Trend – Operating Cost / Passenger (FY 2014–FYE 2019)



APPENDIX D: ACTION PLAN TEMPLATE

PART 1 – ACTIONS TO INCREASE PASSENGERS / REVENUE-HOUR

Recommendations From narrative starting on page 12	RVT Action	Estimated Initiation Date	Estimated Completion Date
1. Continue to develop strategic partnerships to increase ridership.			

PART 2 – ACTIONS TO INCREASE OPERATING REVENUE / REVENUE-HOUR

Recommendation From narrative starting on page 12	RVT Action	Estimated Initiation Date	Estimated Completion Date
1. Develop a bad debt policy that includes steps for collecting accounts receivables over 90 days and a procedure to clear the bad debt. Policy considerations should consist of: <ol style="list-style-type: none"> a. A definition of bad debt. b. Criteria for uncollectible debt (e.g., the cost of collecting the debt would be equal to or exceed the amount of the debt, length of time account is in arrears, bankruptcy, etc.); and c. Establish steps for writing off uncollectible accounts receivable. 			
2. Revise its fare adjustment policy to: <ol style="list-style-type: none"> a. Consider farebox recovery when assessing potential fare adjustments; and 			

<p>b. Identify an optimal price point for fixed-route fares and discounted fare media to improve farebox recovery.</p>			
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PART 3 – ACTIONS TO REDUCE OR CONTAIN OPERATING COST / REVENUE-HOUR

<p>Recommendation From narrative starting on page 13</p>	<p>RVT Action</p>	<p>Estimated Initiation Date</p>	<p>Estimated Completion Date</p>
<p>1. Identify locations that require drivers to back up and mitigate using safety management systems; determine whether backup accidents result from a roadway design issue or whether additional driver training is warranted.</p>			
<p>2. Examine the size of RVT administration and ensure administrative costs stay around 15-20 percent of total operating expenses.</p>			
<p>3. Develop a long-term financial strategy to reduce operating expenses and improve financial sustainability.</p>			
<p>4. Establish dedicated and knowledgeable oversight mechanisms that monitor RVT finances, system performance, and regulatory compliance.</p>			
<p>5. Discontinue providing support services to other City departments and “right size” historically shared functions (i.e., management, finance, IT, WPA, etc.) to meet RVT’s needs only.</p>			

PART 4 – OTHER ACTIONS TO IMPROVE OVERALL PERFORMANCE

Recommendations From narrative starting on page 14	RVT Action	Estimated Initiation Date	Estimated Completion Date
<p>1. Incorporate routine PennTRAIN training modules for management, finance, and governance into staff and governance meetings.</p>			
<p>2. Update the strategic plan after the City of Williamsport establishes new oversight measures for governance and finance, and consider the following essential elements:</p> <ul style="list-style-type: none"> a. Define the role of RVT for the City of Williamsport as a transportation service provider. b. Set strategic goals and objectives based on the direction of the mayor and Williamsport City Council (e.g., ensure long-term financial sustainability, improve community perception of the service, etc.). c. Identify implementable actions for RVT staff to carry out in support of strategic goals and objectives. d. Establish performance measures to report on progress and inform future strategic plan updates. e. Align management job descriptions with roles, responsibilities, and essential functions to implement the strategic plan. f. Update the strategic plan every five years. 			

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