FAYETTE AREA COORDINATED TRANSPORTATION PERFORMANCE REVIEW REPORT

MARCH 2011

pennsylvania
DEPARTMENT OF TRANSPORTATION

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EXECUTIVE SUMMARY

In July 2007 the Pennsylvania Legislature passed Act 44, establishing a framework for a transit system performance review process. The purpose of a review is to assess performance and make transit agencies aware of improvement opportunities. The transit review process is an intense, short-duration effort intended to assess a transit system's efficiency, effectiveness, and best practices.

In August 2010, an Act 44 transit performance review was initiated for Fayette Area Coordinated Transportation (FACT). The performance review considered fixed-route service only (although FACT also provides shared-ride and paratransit service). This document conveys the results of that performance review and identifies areas where improvements may be made, as well as best practices that may be shared with similar agencies throughout Pennsylvania.

AGENCY PROFILE

Agency Name	Fayette Area Coordinated Transportation (FACT)	
Year Founded	2000	
National Transit Database Reporting Year	2008	
Service Area (square miles)	812	
Service Area Population	148,644	
Type of Service Provided	Fixed-Route Bus	Demand Response
Vehicles Operated in Maximum Service	9	42
Annual Revenue Miles of Service	562,851	819,214
Annual Revenue Hours of Service	32,123	49,465
Annual Passenger Trips	108,025	122,374
Employees (full-time/part-time)	11	16
Annual Operating Budget	$1,497,145	$1,998,941
Annual Fare Revenues	$109,841	$35,343
Farebox Revenues / Total Operating Cost	7.34%	1.77%
Administrative Cost / Total Operating Cost	17.07%	26.12%
Operating Cost / Revenue Mile	$2.66	$2.44
Operating Cost / Revenue Hour	$46.61	$40.41
Passengers / Revenue Hour	3.36	2.47
Operating Revenue / Revenue Hour	$7.71	$3.50
Operating Cost / Passenger	$13.86	$12.33

ACT 44 PERFORMANCE DETERMINATION

Available documentation and Act 44 metrics were reviewed to quantify FACT's fixed-route performance with respect to its own performance over time and to a set of its peers. Peers were selected through an analytical process with interagency coordination between Pennsylvania Department of Transportation (PennDOT) staff and FACT.

Act 44 stipulates that metrics fall into two categories: "In Compliance" and "At Risk." The following criteria are used to make the determination:

- In compliance if within one standard deviation **above** the peer group average for –
    - Single-year and five-year trend for operating cost per revenue vehicle hour
    - Single-year and five-year trend for operating cost per passenger

- In compliance if within one standard deviation **below** the peer group average for –
    - Single-year and five-year trend for passengers per revenue vehicle hour
    - Single-year and five-year trend for operating revenue per revenue vehicle hour

If the agency falls outside of any of the boundaries, it is considered "At Risk" for that criteria and must create an action plan to bring the criteria into compliance and to meet collaboratively established performance targets prior to the next performance review.

An analysis of the eight key criteria mandated by Act 44 was conducted and *it was determined that FACT is "In Compliance" for four of eight criteria and "At Risk" with respect to four criteria*. The peer comparison process as applied to Act 44 criteria (below, in bold typeface) revealed that:

In Compliance

- **2008 operating cost per revenue vehicle hour** ranks 3rd out of 14 peer transit agencies (3rd least expensive) and is much better than the group average.
- **The five-year trend for operating cost per revenue vehicle hour** ranks 1st out of 14 transit agencies and is significantly above (better than) the peer group average.
- **The five-year trend for operating revenue per revenue vehicle hour** ranks 3rd of 12 peer transit agencies.
- **The five-year trend for operating cost per passenger** ranks 8th of 14 peer transit agencies and is slightly better than the peer group average.

At Risk

- **2008 passengers per revenue vehicle hour** ranks the poorest of all 14 transit agencies in the peer group and is more than one standard deviation below the peer group average, indicating low route productivity.
- **The five-year trend for passengers per revenue vehicle hour** ranks last in the peer group and is a negative value, indicating that productivity has decreased over time.
- **2008 operating revenue per revenue vehicle hour** ranks 12th of 14 in the peer group and is more than one standard deviation below the peer group average, indicating low usage of the system.

- **2008 operating cost per passenger** ranks last in the peer group and is more than one standard deviation above the peer group average. While FACT's operating cost is low, poor route productivity causes cost per passenger to be unusually high.

FACT must find ways to increase passengers while maintaining the same relative cost structure in order to compare favorably with the peer group for all Act 44 criteria. Interim performance targets must be established and monitored by FACT and PennDOT to assure compliance with the Act 44 requirements.

Performance Criteria		Determination	Rank	Comparison to Peer Avg.	Value	Peer Average
Passengers / Revenue Hour	2008	**At Risk**	14	Worse	3.36	13.80
	Trend	**At Risk**	13	Worse	-8.16%	3.30%
Operating Cost / Revenue Hour	2008	**In Compliance**	3	Better	$46.61	$64.18
	Trend	**In Compliance**	1	Better	-2.65%	11.24%
Operating Revenue / Revenue Hour	2008	**At Risk**	12	Worse	$7.71	$13.64
	Trend	**In Compliance**	3	Better	20.94%	11.91%
Operating Cost / Passenger	2008	**At Risk**	14	Worse	$13.86	$5.61
	Trend	**In Compliance**	8	Better	6.00%	7.57%

FUNCTIONAL REVIEW

In addition to the macro-level evaluation of FACT by the eight Act 44 measures, a functional evaluation of the system was performed to provide more insight into the system. The performance evaluation consisted of additional document reviews, on-site review, and interviews with key staff. Findings are categorized as above average, average, or below average, and indicate whether the finding is trending upward, staying constant, or declining.

In accordance with Act 44, findings are additionally indicated as "opportunities for improvement" or "best practices." Improvement opportunities identify tasks that may be undertaken to increase the efficiency, effectiveness, and/or quality of service of the agency. Best practices are current practices that enhance the efficiency, effectiveness, and/or quality of service of FACT and may be shared with other agencies as techniques for improvement. Major findings are indicated below, with detailed information available in the full report.

OPPORTUNITIES FOR IMPROVEMENT

- **Strengthen Contractor Oversight –** Contracts in place contain service standards (on-time performance, driver appearance, customer complaints, maintenance and storage requirements, etc.), but in most cases do not include enforced progressive penalties for lack of compliance, up to and including contract termination. New contracts must include progressive penalties for non-compliance on all terms and conditions. Contractor selection should consider previous contract performance as well as price. Specific issues with contractor Budget Charters are noted later in the report and should be remedied immediately. (pg. 49)

- **Increase Visibility of System –** Review of the system suggested a lack of branding or route delineation. Bus stop signage, shelters, or other physical features that could increase the presence of FACT in the community are lacking. (pg.91)

- **Develop and Employ Performance Metrics, Quality Control Procedures, and Reporting Protocols to Optimize the Performance of Agency Functions –** Several key functions at FACT were found to be without well-documented standards to ensure proper protocol, measurement of service quality, etc., including:
  o **Inventory Management and Control –** There are no written performance metrics in place for inventory management and control. Typical metrics include inventory turnover ratios, parts cost per vehicle mile, parts cost per vehicle, and vehicle days lost to vehicles awaiting parts. (pg. 75)
  o **Marketing –** There is no effective tool to analyze which marketing efforts are producing benefits and which are the least cost-effective, to best direct future marketing investment and maximize its impact. (pg. 91)
  o **Service Planning –** FACT does not use route-level performance analysis to determine where service changes should occur. (pg. 95)
  o **Self-registering Fareboxes –** While the data exists, FACT has no way to extract ridership information from GFI self-registering fareboxes installed on vehicles, limiting data availability for planning and other functions. (pg. 87)
  o **DBE/WBE/MBE Contracting –** While no major procurement issues exist, FACT does not routinely meet its Disadvantaged Business Enterprise (DBE)/Women-owned Business Enterprise (WBE)/Minority-owned Business Enterprise (MBE) goals, particularly in operations. (pg. 61)

- **Develop, Implement, and Monitor Performance Criteria and Plans for Medium- and Long-Range Agency Functions –** Several key functional areas were found to lack medium- and long-range plans, implementation programs, and monitoring programs in long-term investments. Medium- and long-range plans and performance criteria allow for proper budgeting and effective acquisitions, and ensure the long-term viability and sustainability of the agency. These long-term exercises will provide a strategic advantage for FACT in providing high quality service in the future. These functions are:
  o **Capital Facilities –** There are no medium- or long-term plans for facilities, including the soon-to-be-opened Transfer Facility. (pg. 89)
  o **AVL & Information Technology –** Automatic Vehicle Locator (AVL) technology is currently installed but may only be used to track deployed buses with no playback or archiving of information. An upgrade is currently underway but has not been completed at the time of review. (pg. 87)
  o **Data Management –** A plan for consistent data management is lacking, creating the potential for inaccurate data and analysis, leading FACT to make decisions based on erroneous data. (pg. 95)

BEST PRACTICES

- **Low Cost Structure –** FACT achieves the lowest cost per revenue hour of service for fixed-route bus service in Pennsylvania. This may be accomplished through outsourcing of fixed-route bus service operation to local contractors. Additional efforts should be made to identify the source of low cost structure and continue those practices.

- **Aggressive Marketing and Customer Service Programs –** FACT places a high value on customer service and recently initiated a proactive outreach to new markets. They also regularly conduct customer service surveys and report findings to the Board. FACT's marketing approaches are comparable to what could be expected from a much larger transit service provider.

FIVE YEAR PERFORMANCE STANDARDS

This transit agency performance report outlines critical areas where improvements may be made to improve to overall quality, effectiveness, and efficiency of the transit system. As a result of the performance review, a set of "performance standards" have been established and detailed on page 25. These performance standards are required to comply with Act 44 and represent the Department's minimum performance level that FACT should achieve for each Act 44 performance criteria during the next review cycle, five years from the date of this report.

Performance targets were created using historical data analyzed during the five-year tend analysis as well as the most current DotGrants information available (FY 2010). Standards were extrapolated to FY 2015 and are designed to be aggressive, yet achievable, and are summarized below:

Performance Criteria	2008 Value	2010 Value	2015 Standard	Average Annual Increase 2010-2015
Passengers / Revenue Hour	3.36	4.61	5.34	At least 3% per year
Operating Cost / Revenue Hour	$46.61	$68.37	$79.26	No more than 3% per year
Operating Revenue / Revenue Hour	$7.71	$10.47	$12.17	At Least 3% per year
Operating Cost / Passenger	$13.86	$14.83	$14.83	No more than 0.0% per year

NEXT STEPS

Upon final transmission of the performance review report, Act 44 regulations stipulate that FACT, "…shall develop and submit to the Department within 90 days… a strategic action plan focuses on continually improving the system to achieve the established minimum performance standards." The action plan should outline corrective action that will be taken to address:

- Four Act 44 criteria that are deemed "at risk"
    - Passengers / Revenue Hour for the current year
    - Passengers / Revenue Hour trend
    - Operating Revenue / Revenue Hour for the current year
    - Operating Cost / Passenger
- Functional area metrics that are considered "below average"

Corrective action taken for the four Act 44 criteria that are "at risk" must result in achievement of the performance standards mutually agreed upon by FACT and PennDOT. Functional area metrics that have been identified as "below average" are areas in which improvement may result in cost savings, improved service quality, and ridership and/or revenue increases. Improvements in these areas will assist in the achievement of the performance standards by directly addressing areas that affect Act 44 performance criteria. It should be noted that many functional areas are interrelated, and the action plan should establish a comprehensive program that focuses on actions that address the larger issues within FACT.

FACT will submit the action plan to the FACT governing body for approval, and subsequently submit the final approved strategic action plan to PennDOT. FACT must report at least quarterly to the governing body and PennDOT on the progress of the strategic action plan, actions taken, and actions soon to be implemented. Reporting may occur on a more frequent basis, to be determined jointly by the Department, FACT, and the governing body.

INTRODUCTION

PURPOSE

In July 2007 the Pennsylvania Legislature passed Act 44, establishing a framework for a performance review process for all public transportation agencies receiving state financial assistance. This report documents the findings and observations of the public transportation agency performance review for Fayette Area Coordinated Transportation (FACT).

Performance reviews are conducted to emphasize the importance of good management, proactive planning, and efficient service, which maximize the effectiveness of federal, state, and local funding. In addition, other important goals of the review process and this document are to:

- Find, document, and publicize best practices that contribute to efficient, high quality public transit service delivery, encouraging other Pennsylvania transit agencies to apply them as appropriate.
- Provide guidance to transit agencies on cost-effective ways to improve efficiency, effectiveness, and quality of service.
- Identify and document legal, institutional, or other barriers beyond the control of the transit agency that may impede efficiency in service delivery and management.

PERFORMANCE REVIEW PROCESS

In August 2010, a transit agency performance review was initiated for FACT. The performance review proceeded following the steps outlined below:

1. Initial notification of performance review selection and transmission of document request
   o Review of available data and requests for what should be "off-the-shelf" information that may not be publicly available.
2. Peer selection
   o A set of peers used for comparative analysis was jointly agreed upon by FACT and PennDOT.
3. Act 44 performance criteria analysis
   o Performance criteria mandated by Act 44 was analyzed for the peer group.
   o Additional performance criteria were calculated for informative purposes to help guide the on-site review.
4. On-site review
   o On-site review was conducted on August 17-18, 2010.
   o An interview guide customized for FACT's service characteristics was used for the review.
   o Topics covered during the interview process included:
      ▪ Background Information
      ▪ Governance
      ▪ Management
      ▪ Finance
      ▪ Contracting
      ▪ Procurement
      ▪ Human Resources/Labor Relations

- Safety and Security
- Operations and Scheduling
- Maintenance
- Information Technology
- Customer Service
- Marketing and Public Relations
- Planning
- Capital Programming

AGENCY DESCRIPTION

FACT was founded as a county system which coordinated shared rider services. FACT became a "Designated Recipient" of federal transportation funding and started providing Welfare-to-Work services in 1999. In 2000, FACT became a grant recipient of PennDOT's Rural Transportation Division under "demonstration status" and began providing fixed-route service. In 2003, FACT was designated as an urban transit operation; however FACT's service characteristics remain largely rural to date. In 2007, FACT added the "Persons with Disabilities" program.

FACT's fixed-route system, shown in **Exhibit 1,** constitutes seven bus routes serving Fayette and the City of Pittsburgh, typically operating on 90- or 180-minute headways on weekdays. Additionally, there are two formally-designated park-and-ride lots as well as two designated transit/transfer centers. **Exhibit 2**, **Exhibit 3**, and **Exhibit 4** present some of the most recent statistics for FACT available from the National Transit Database (NTD) for directly-operated (DO) and purchased (PT) transportation. FACT has been growing in recent years—as have farebox revenues. Operating costs have been growing steadily; maintenance costs peaked in 2007.

Exhibit 1: FACT System Map
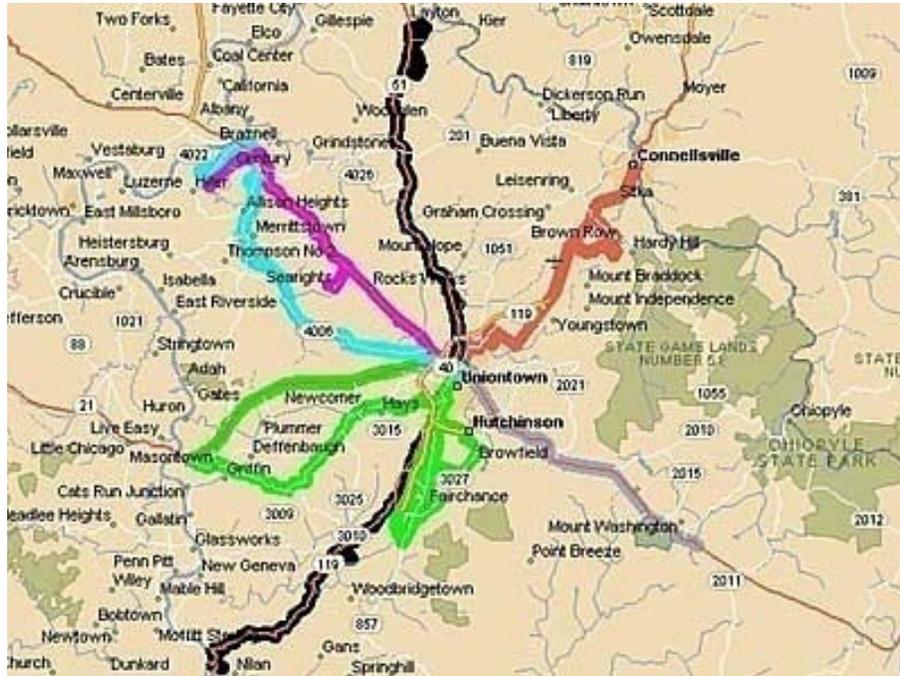
Legend:

Uniontown/Connellsville Route Monday-Saturday
Brownsville Express Route Monday-Friday
Brownsville/Republic/Uniontown Route Monday-Saturday
Masontown/Fairchance Route Monday-Friday
Hopwood/Chalk Hill/Farmington Route Monday-Sunday
City of Uniontown/Hopwood Route Monday-Sunday
Pittsburgh Route Monday-Friday

Exhibit 2: FACT Operating Characteristics

Directly Operated Vehicles in Maximum Service

Bus ■ Demand response

Direct Employees

■ Full-time Employees ■ Part-time Employees
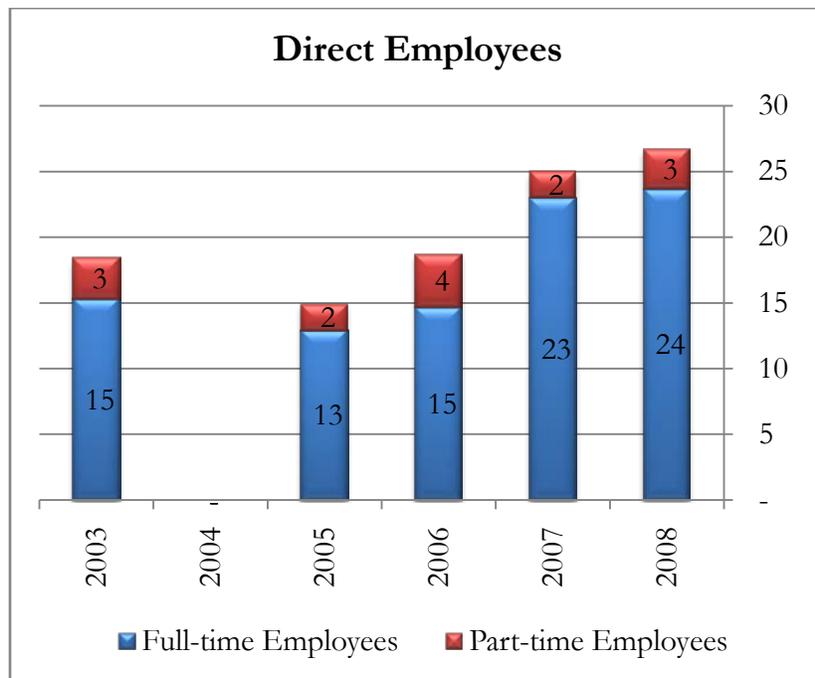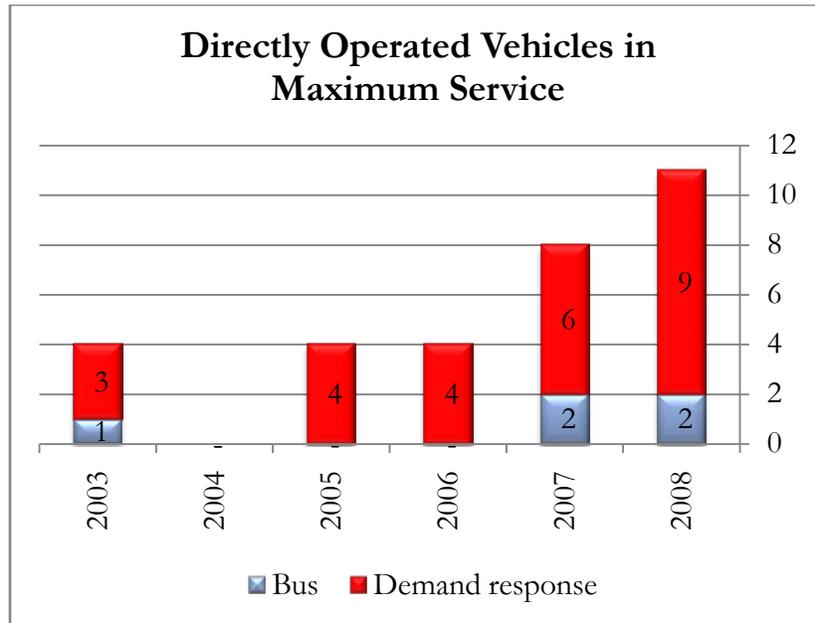
Source: National Transit Database, 2003-2008 (2004 Not Reported) for Directly Operated Services

Exhibit 3: FACT Operating and Capital Funding by Source
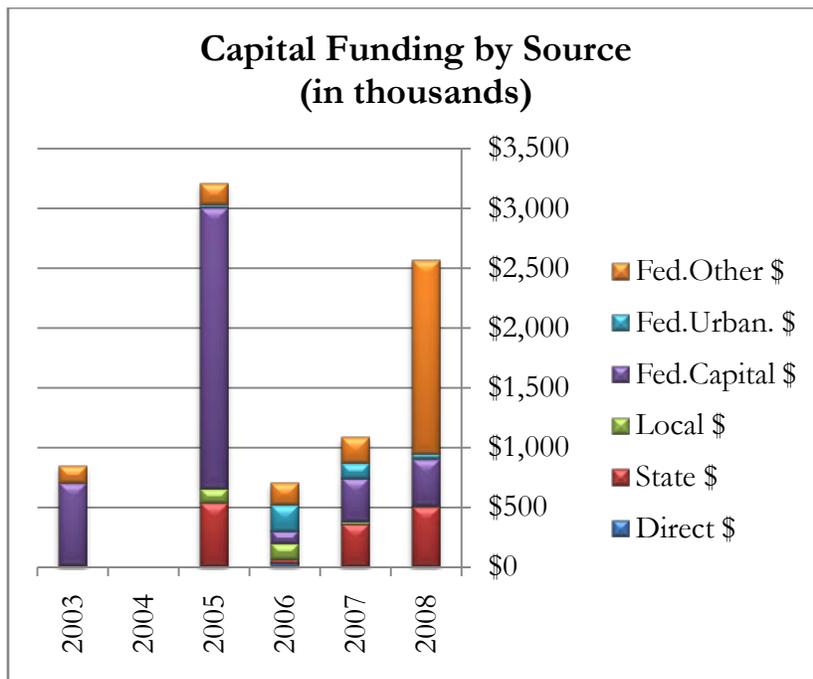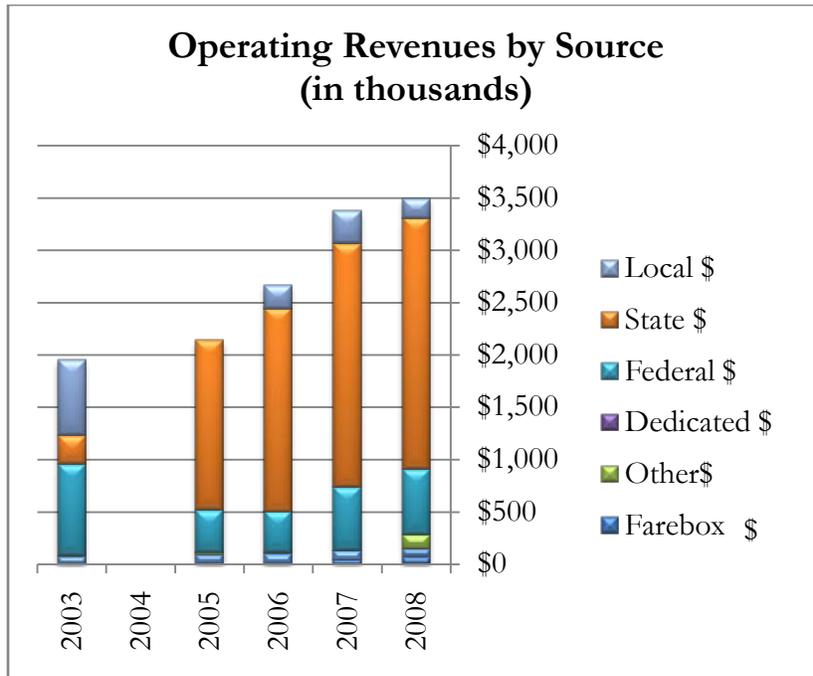
Operating Revenues by Source (in thousands)

Capital Funding by Source (in thousands)

Source: National Transit Database, 2003-2008 (2004 Not Reported) For Entire Agency Operations

Exhibit 4: FACT Operating and Maintenance Cost by Category
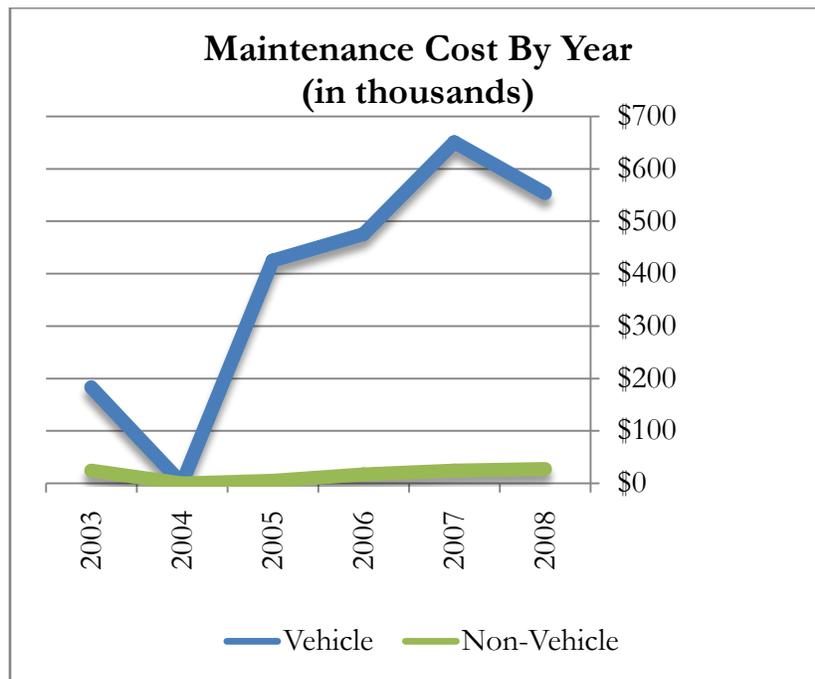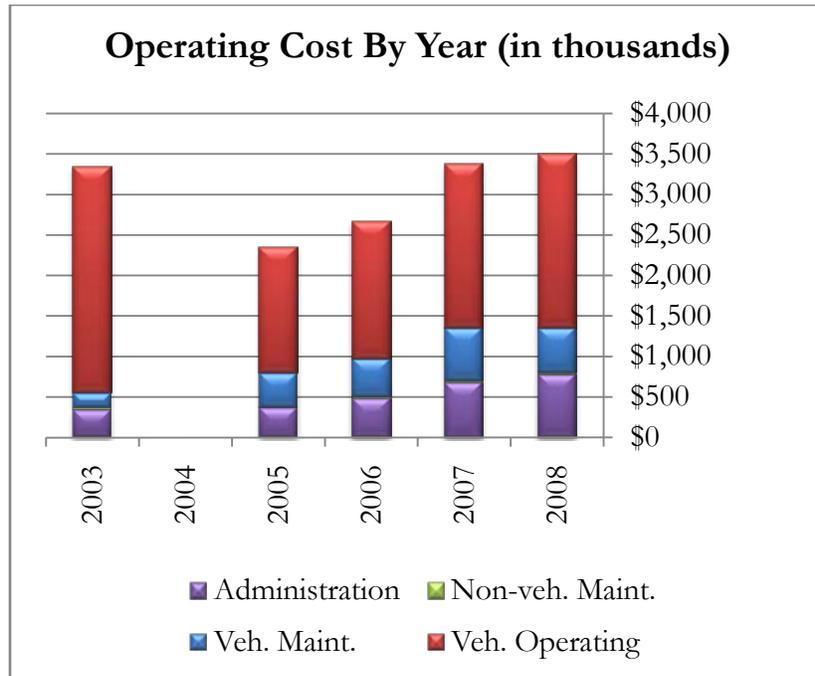
Source: National Transit Database, 2003-2008 (2004 Not Reported) for Entire Agency Operations

SERVICE AREA TRANSPORTATION GOALS

FACT's Mission Statement:

> *"Fayette Area Coordinated Transportation is fully committed to providing all Fayette County residents with quality public transportation services, regardless of age, income, or mobility restrictions."*

No specific vision, goals, or objectives were noted that would further define how FACT would achieve the mission statement.

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ACT 44 PERFORMANCE ASSESSMENT

Act 44 establishes the framework for a performance review process as follows:

"The Department may conduct performance reviews of an award recipient under this section to determine the effectiveness of the financial assistance. Reviews shall be conducted at regular intervals as established by the Department in consultation with the management of the award recipient. After completion of a review, the Department shall issue a report that:

> *Highlights exceptional performance and identifies any problems that need to be resolved;*
> *Assesses performance, efficiency, and effectiveness of the use of the financial assistance;*
> *Makes recommendations on follow-up actions required to remedy any problem identified; and*
> *Provides an action plan documenting who should perform the recommended actions and a time frame within which they should be performed."* [1]

The law sets forth performance criteria to be used to satisfy its objectives:

- Passengers per revenue vehicle hour,
- Operating cost per revenue vehicle hour,
- Operating revenue per revenue vehicle hour,
- Operating cost per passenger, and
- Other items as the Department may establish.

Performance criteria are to be compared for both the system being reviewed and for a group of five or more peers by mode, determined by considering:

- Revenue vehicle hours (car hours for rail and fixed guideway)
- Revenue vehicle miles (car miles for rail and fixed guideway)
- Number of peak vehicles
- Service area population

The law further instructs PennDOT to prepare a five-year trend analysis for the local transportation organization under review and the peer systems by performance criteria and by mode, and make a determination of "In Compliance" or "At Risk" status based on findings.[2]

PEER SYSTEM SELECTION PROCESS

The following potential peers were submitted to FACT management for review and comment; FACT endorsed keeping all suggested peers in the analysis. All 13 systems, in addition to FACT, were included in subsequent analyses for peer comparison purposes:

- Albany Transit System (ATS), Albany, GA
- Amarillo City Transit (ACT), Amarillo, TX
- Battle Creek Transit (BCT), Battle Creek, MI
- Blue Water Area Transportation Commission, Port Huron, MI

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[1] 67 Pa C.S. § 427.12
[2] *Ibid.*

- City of Alexandria (ATRANS), Alexandria, LA
- City of Jackson Transportation Authority (JTA), Jackson, MI
- County of Lebanon Transit Authority (COLT/LT), Lebanon, PA
- Lawton Area Transit System (LATS), Lawton, OK
- Metropolitan Transit Authority of Black Hawk County (MET Transit), Waterloo, IA
- Middletown Transit District (MTD), Middletown, CT
- Muskegon Area Transit System (MATS), Muskegon Heights, MI
- Ozark Regional Transit (ORT), Springdale, AR
- Yuma Metropolitan Planning Organization (YMPO), Yuma, AZ

ACT 44 COMPARISONS AND FINDINGS

Comparison of FACT with the selected peer systems was completed using NTD-reported data and statistics. NTD data was selected as the source of data for use in the calculation of the following Act 44 metrics due to their consistency and availability[3] for comparable systems for the five-year trend analysis window:

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

The definition of the variables used in the calculations is 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, local contributions, 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 of service provided by mode for both directly-operated and purchased transportation.
- Average: Unweighted linear average of all values being measured across all peer transit agencies, including FACT.
- Standard Deviation: Standard deviation of all values being measured across all peer transit agencies, including FACT.

Act 44 stipulates that metrics fall into two categories: "In Compliance" and "At Risk." The following criteria are used to make the determination:

- In compliance if within one standard deviation **above** the peer group average for –
  o Single-year and five-year trend for Operating Cost / Revenue Vehicle Hour
  o Single-year and five-year trend for Operating Cost / Passenger

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[3] NTD data are available for almost every urbanized area transit system in the United States. The latest data available at the time of this review was for 2008.

- In compliance if within one standard deviation **below** the peer group average for –
    - Single-year and five-year trend for Passengers / Revenue Vehicle Hour
    - Single-year and five-year trend for Operating Revenue / Revenue Vehicle Hour

If FACT falls outside of any of the boundaries, it is considered "At Risk" for that criteria and must create an action plan to bring the criteria into compliance prior to the next performance review.

Results of the FACT analysis and the peer analysis are presented in the **Fixed–Route Bus Performance Comparisons** section below and are as follows:

Exhibit 5: Act 44 Measures Findings Summary Table

Metric	2008 Single Year	Five-Year Trend
Passengers / Revenue Hour	At Risk	At Risk
Operating Cost / Revenue Hour	In Compliance	In Compliance
Operating Revenue / Revenue Hour	At Risk	In Compliance
Operating Cost / Passenger Boarding	At Risk	In Compliance

FIXED-ROUTE BUS PERFORMANCE COMPARISONS

For the 13 peer systems plus FACT, NTD data was extracted and summarized for each of the required Act 44 metrics. Measures were put into histograms and tables for visual inspection, statistical analyses, and ordinal ranking purposes. The single-year results of these analyses are presented in **Exhibit 6**, **Exhibit 7**, **Exhibit 8**, and **Exhibit 9**. Five-year trend analyses are presented in **Exhibit 10**, **Exhibit 11**, **Exhibit 12**, and **Exhibit 13**.

For measures relating to passengers or operating revenue, ordinal rankings are based on a highest-to-lowest system. For measures relating to operating cost, ordinal rankings are based on a lowest-to-highest system. Thus a ranking of 1st consistently indicates that the agency scores best amongst its peers and a ranking of 14th indicates that it performs the poorest on any given metric.

The findings presented in the exhibits can be summarized as follows:

- FACT's 2008 **passengers per revenue hour ranks the poorest of all 14 transit agencies in the peer group**. Compounding this has been a drop in passengers per revenue hour between 2003 and 2008. Review of early indicators of 2009 and 2010 data indicates that FACT is regaining passengers per revenue hour but still has not recovered to the 2003 rate.
- FACT's 2008 **operating cost per revenue vehicle hour ranks well** (3rd least expensive out of the 14 peers) and is **the best of the group average** in the 2003-2008 trend analysis.
- FACT's 2008 **operating revenue per revenue vehicle hour is poor** (12th lowest of the 14 peers). The trend between 2003 and 2008 indicates that FACT's revenues per revenue vehicle hour are increasing at a slightly faster rate than the peer group.
- FACT **performs the poorest of the 14 peers** based on 2008 **operating cost per passenger**. The slope of FACT's trend is worse than the group of peers, while the absolute value still remains high. Given that FACT's operating cost per revenue vehicle hour is well below average (both in single-year number and trend), the slope of the curve seems to be a function of declining passengers per revenue mile of service.

FACT will need to find ways to increase passengers per revenue hour or mile and maintain the same relative cost structure in order to compare favorably with its peer group in subsequent performance reviews. Interim performance targets will need to be established and monitored to assure compliance with Act 44 requirements.

Exhibit 6: 2008 Passengers per Revenue Vehicle Hour (Bus)
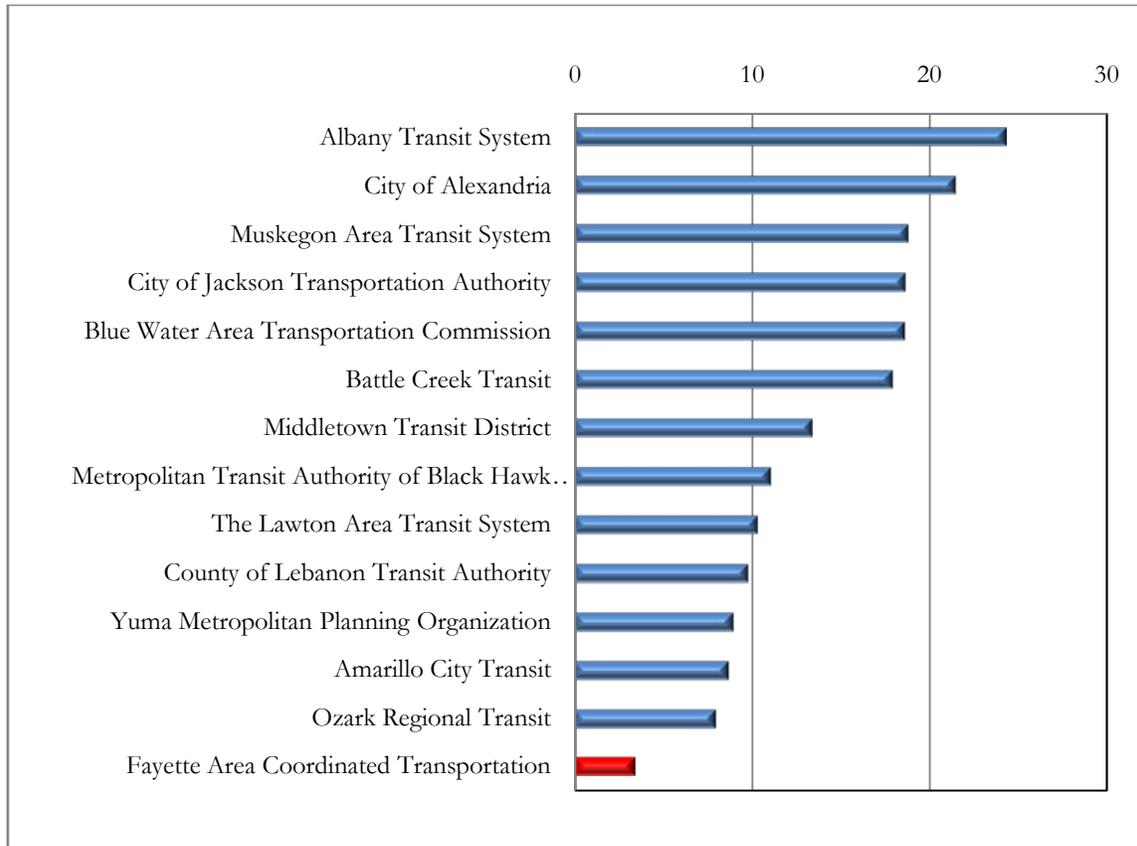
Passengers / Revenue Vehicle Hour		
System	**Value**	**Rank**
Albany Transit System	24.30	1
City of Alexandria	21.45	2
Muskegon Area Transit System	18.78	3
City of Jackson Transportation Authority	18.63	4
Blue Water Area Transportation Commission	18.58	5
Battle Creek Transit	17.91	6
Middletown Transit District	13.40	7
Metropolitan Transit Authority of Black Hawk County	11.05	8
Lawton Area Transit System	10.32	9
County of Lebanon Transit Authority	9.79	10
Yuma Metropolitan Planning Organization	8.96	11
Amarillo City Transit	8.69	12
Ozark Regional Transit	7.97	13
Fayette Area Coordinated Transportation	**3.36**	**14**

Exhibit 7: 2008 Operating Cost per Revenue Vehicle Hour (Bus)
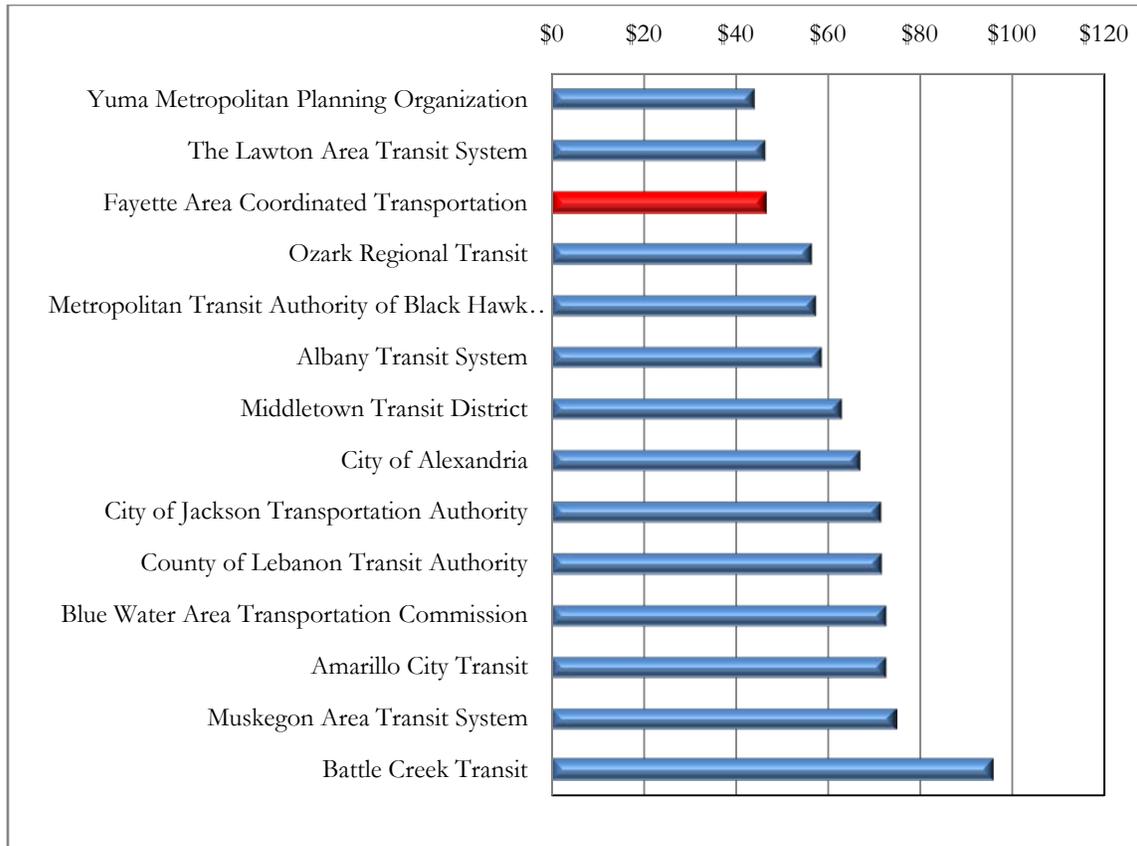
Operating Cost / Revenue Vehicle Hour		
System	**Value**	**Rank**
Yuma Metropolitan Planning Organization	$44.06	1
Lawton Area Transit System	$46.38	2
Fayette Area Coordinated Transportation	**$46.61**	**3**
Ozark Regional Transit	$56.51	4
Metropolitan Transit Authority of Black Hawk County	$57.36	5
Albany Transit System	$58.64	6
Middletown Transit District	$63.00	7
City of Alexandria	$67.02	8
City of Jackson Transportation Authority	$71.52	9
County of Lebanon Transit Authority	$71.63	10
Blue Water Area Transportation Commission	$72.57	11
Amarillo City Transit	$72.62	12
Muskegon Area Transit System	$74.78	13
Battle Creek Transit	$95.78	14

Exhibit 8: 2008 Operating Revenue per Revenue Vehicle Hour (Bus)
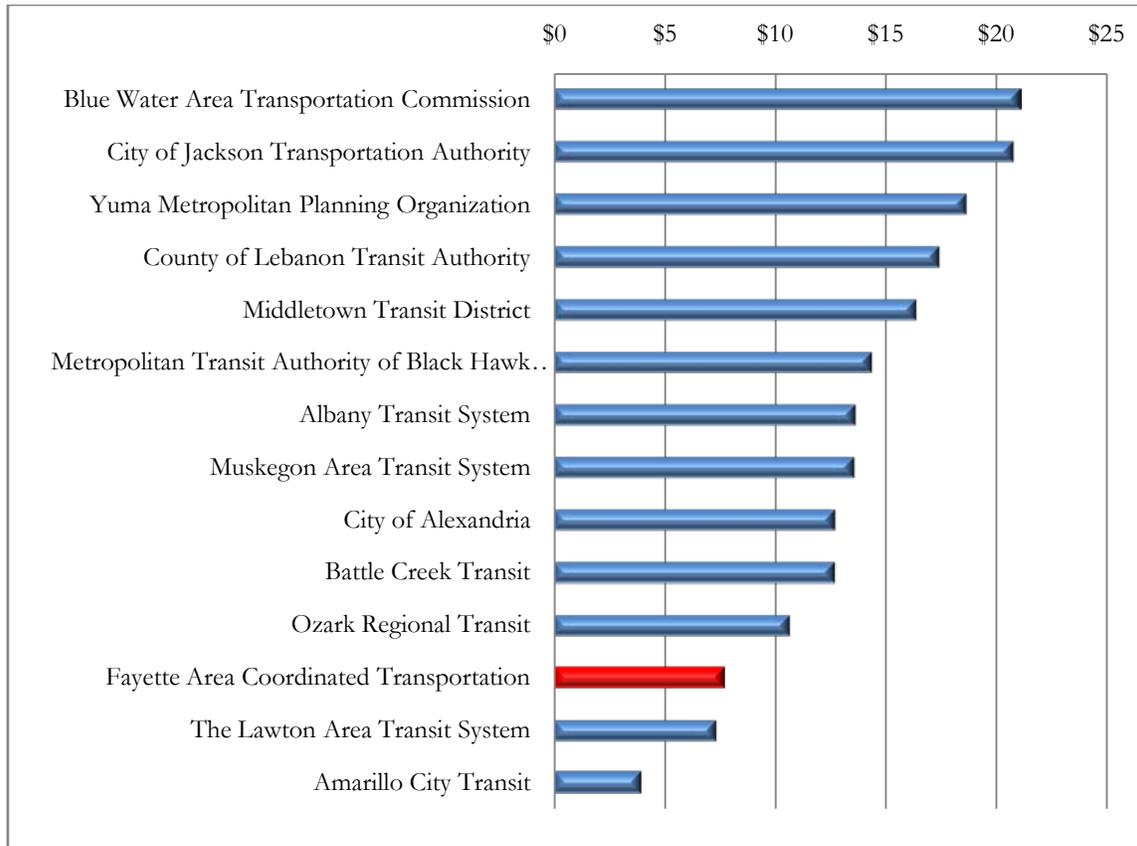
Operating Revenue / Revenue Vehicle Hour		
System	**Value**	**Rank**
Blue Water Area Transportation Commission	$21.08	1
City of Jackson Transportation Authority	$20.76	2
Yuma Metropolitan Planning Organization	$18.64	3
County of Lebanon Transit Authority	$17.41	4
Middletown Transit District	$16.37	5
Metropolitan Transit Authority of Black Hawk County	$14.38	6
Albany Transit System	$13.64	7
Muskegon Area Transit System	$13.58	8
City of Alexandria	$12.72	9
Battle Creek Transit	$12.70	10
Ozark Regional Transit	$10.67	11
Fayette Area Coordinated Transportation	**$7.71**	**12**
Lawton Area Transit System	$7.35	13
Amarillo City Transit	$3.89	14

Exhibit 9: 2008 Operating Cost per Passenger (Bus)
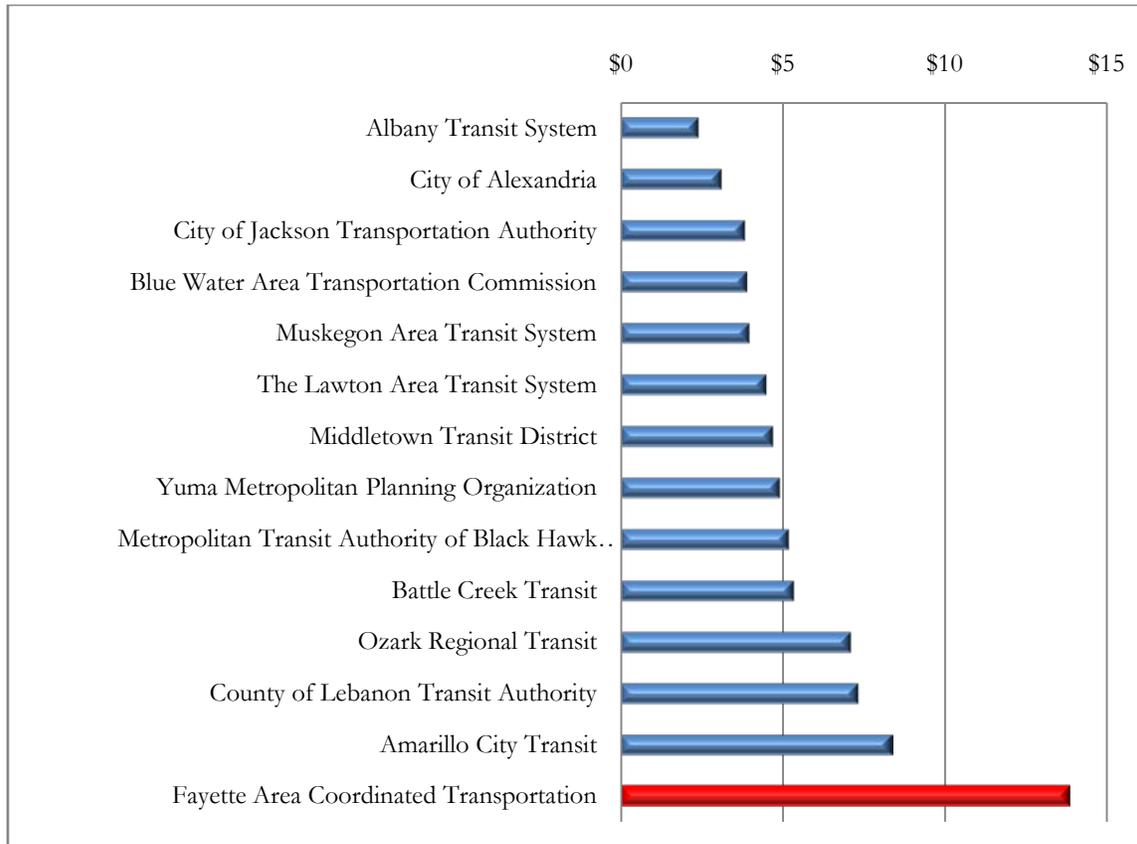
Operating Cost / Passenger		
System	**Value**	**Rank**
Albany Transit System	$2.41	1
City of Alexandria	$3.13	2
City of Jackson Transportation Authority	$3.84	3
Blue Water Area Transportation Commission	$3.91	4
Muskegon Area Transit System	$3.98	5
Lawton Area Transit System	$4.50	6
Middletown Transit District	$4.70	7
Yuma Metropolitan Planning Organization	$4.92	8
Metropolitan Transit Authority of Black Hawk County	$5.19	9
Battle Creek Transit	$5.35	10
Ozark Regional Transit	$7.09	11
County of Lebanon Transit Authority	$7.32	12
Amarillo City Transit	$8.36	13
Fayette Area Coordinated Transportation	**$13.86**	**14**

Exhibit 10: Five-Year (2003-2008) Passengers per Revenue Vehicle Hour Trend
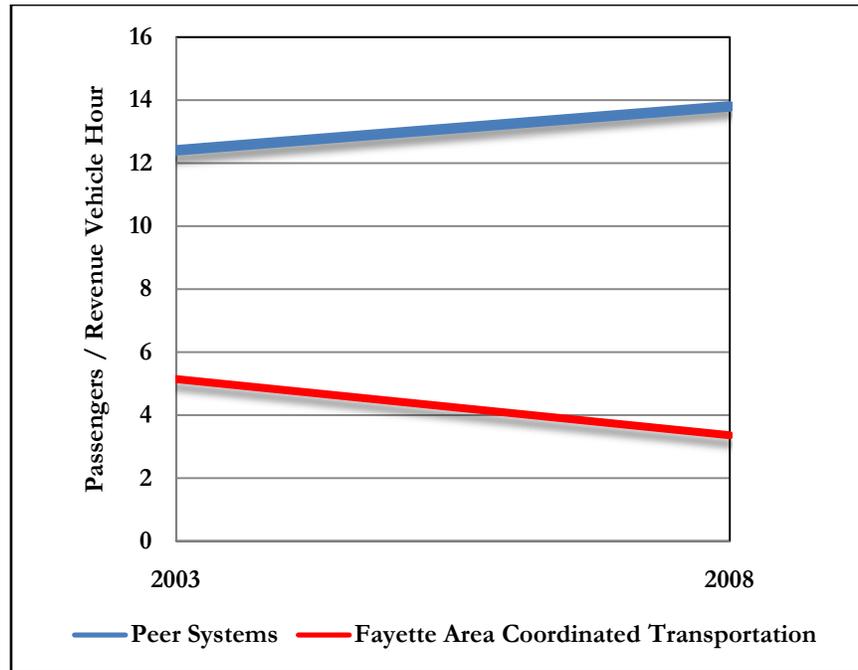
Passengers / Revenue Vehicle Hour		
System	**Value**	**Rank**
Yuma Metropolitan Planning Organization	19.97%	1
Ozark Regional Transit	12.27%	2
Muskegon Area Transit System	9.95%	3
Blue Water Area Transportation Commission	5.88%	4
Albany Transit System	3.12%	5
County of Lebanon Transit Authority	2.00%	6
Battle Creek Transit	1.27%	7
Middletown Transit District	0.55%	8
Amarillo City Transit	-0.07%	9
City of Alexandria	-0.93%	10
City of Jackson Transportation Authority	-1.12%	11
Metropolitan Transit Authority of Black Hawk County	-1.55%	12
Fayette Area Coordinated Transportation	**-8.16%**	**13**
Lawton Area Transit System	N/A	N/A
Average	*3.30%*	
Standard Deviation	*7.23%*	
Average – 1 Standard Deviation	*-3.92%*	
Average + 1 Standard Deviation	*10.53%*	
Within Standard Deviation	**No**	
Better or Worse Than Peer Group Average	**Worse**	

Exhibit 11: Five-Year (2003-2008) Operating Cost per Revenue Vehicle Hour Trend
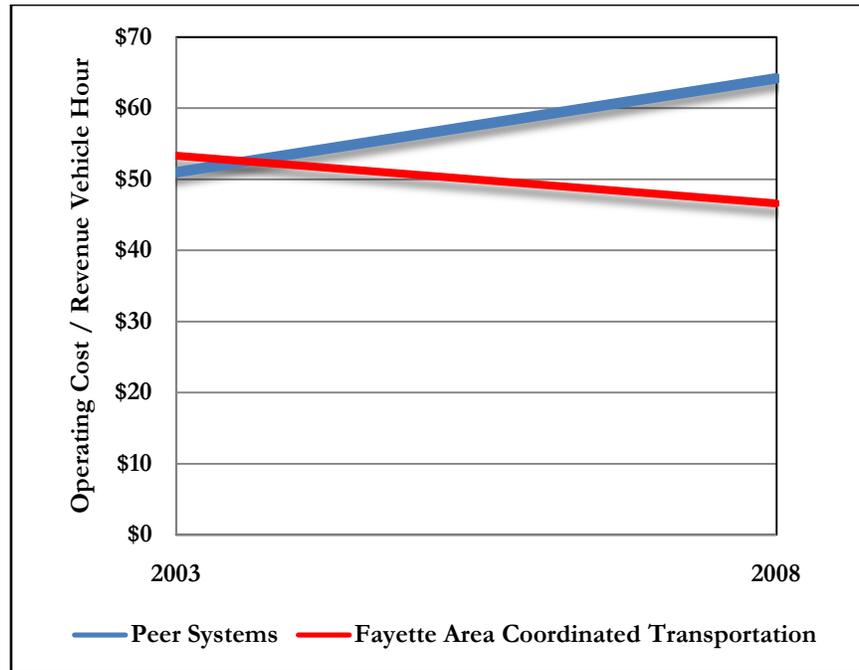
Operating Cost / Revenue Vehicle Hour		
System	**Value**	**Rank**
Fayette Area Coordinated Transportation	**-2.65%**	**1**
Metropolitan Transit Authority of Black Hawk County	1.81%	2
Middletown Transit District	2.78%	3
Muskegon Area Transit System	3.31%	4
Battle Creek Transit	5.05%	5
Blue Water Area Transportation Commission	6.02%	6
City of Alexandria	6.21%	7
Albany Transit System	6.80%	8
Amarillo City Transit	7.32%	9
City of Jackson Transportation Authority	8.04%	10
County of Lebanon Transit Authority	10.31%	11
Yuma Metropolitan Planning Organization	13.77%	12
Ozark Regional Transit	74.11%	13
Lawton Area Transit System	N/A	N/A
Average	*11.24%*	
Standard Deviation	*19.40%*	
Average – 1 Standard Deviation	*-8.16%*	
Average + 1 Standard Deviation	*30.64%*	
Within Standard Deviation	**Yes**	
Better or Worse Than Peer Group Average	**Better**	

Exhibit 12: Five-Year (2003-2008) Operating Revenue per Revenue Vehicle Hour Trend
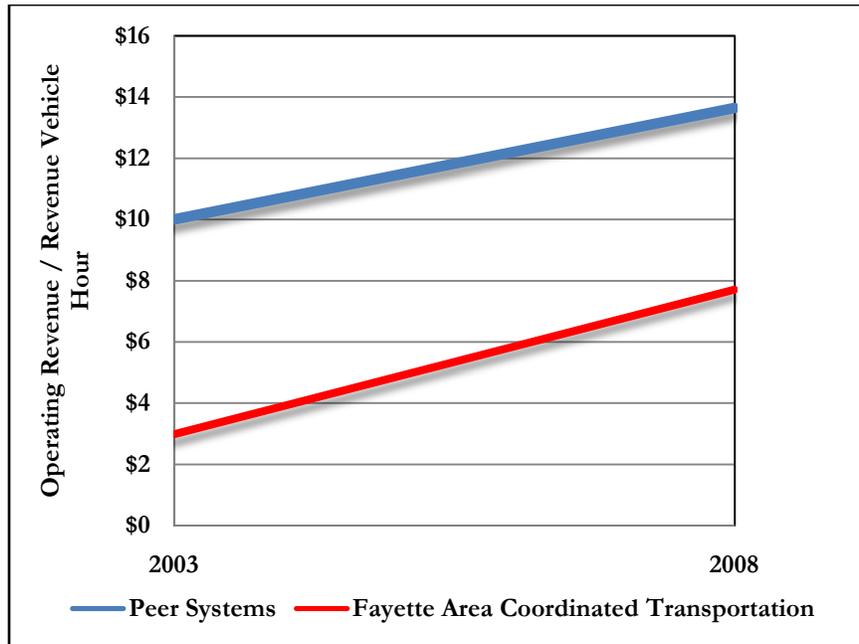
Operating Revenue / RVH		
System	**Value**	**Rank**
Ozark Regional Transit	38.09%	1
Blue Water Area Transportation Commission	36.25%	2
Fayette Area Coordinated Transportation	**20.94%**	**3**
County of Lebanon Transit Authority	16.21%	4
Muskegon Area Transit System	14.27%	5
City of Alexandria	9.00%	6
Middletown Transit District	6.63%	7
Albany Transit System	5.84%	8
Battle Creek Transit	2.06%	9
Metropolitan Transit Authority of Black Hawk County	1.97%	10
Amarillo City Transit	-0.13%	11
City of Jackson Transportation Authority	-10.61%	12
Yuma Metropolitan Planning Organization	N/A	N/A
Lawton Area Transit System	N/A	N/A
Average	*11.91%*	
Standard Deviation	*14.56%*	
Average – 1 Standard Deviation	*-2.65%*	
Average + 1 Standard Deviation	*26.46%*	
Within Standard Deviation	**Yes**	
Better or Worse Than Peer Group Average	**Better**	

Exhibit 13: Five-Year (2003-2008) Operating Costs per Passenger Trend
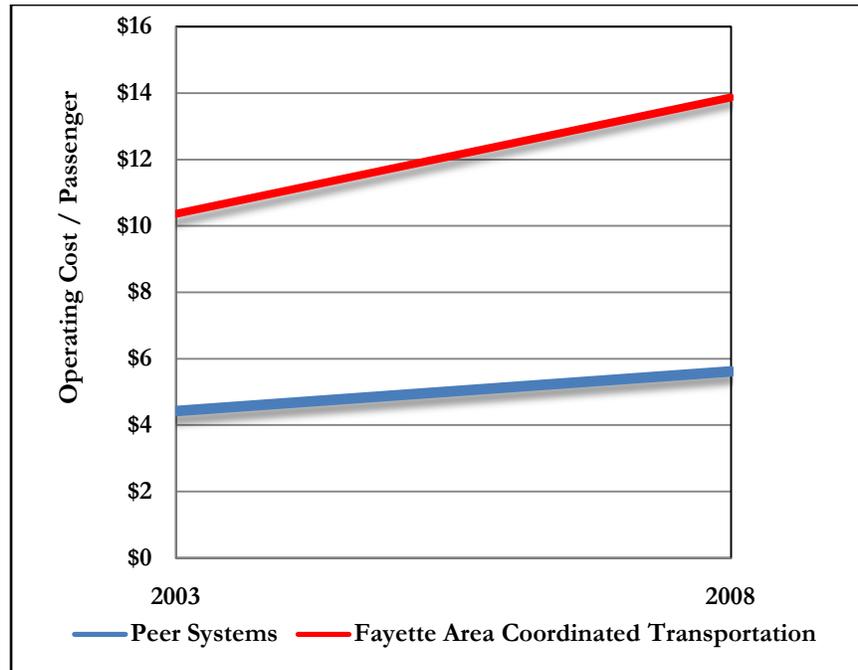
Operating Cost / Passenger		
System	**Value**	**Rank**
Muskegon Area Transit System	-6.05%	1
Yuma Metropolitan Planning Organization	-5.17%	2
Blue Water Area Transportation Commission	0.14%	3
Middletown Transit District	2.22%	4
Metropolitan Transit Authority of Black Hawk County	3.42%	5
Albany Transit System	3.57%	6
Battle Creek Transit	3.73%	7
Fayette Area Coordinated Transportation	**6.00%**	**8**
City of Alexandria	7.21%	9
Amarillo City Transit	7.39%	10
County of Lebanon Transit Authority	8.14%	11
City of Jackson Transportation Authority	9.26%	12
Ozark Regional Transit	55.09%	13
Lawton Area Transit System	N/A	N/A
Average	*7.57%*	
Standard Deviation	*15.16%*	
Average – 1 Standard Deviation	*-7.60%*	
Average + 1 Standard Deviation	*22.73%*	
Within Standard Deviation	**Yes**	
Better or Worse Than Peer Group Average	**Better**	

FIVE-YEAR PERFORMANCE STANDARDS

This transit agency performance report outlines critical areas where improvements may be made to increase the overall quality, effectiveness, and efficiency of the transit system. As a result of the performance review, a set of "performance standards" have been established. These performance standards represent the minimum performance level that FACT should achieve for each Act 44 criteria during the next performance review cycle, five years from the date of this report.

Performance targets were created using historical data analyzed during the five-year tend analysis as well as the most current DotGrants information available (FY 2010) for FACT and the peer group. Standards were extrapolated to FY 2015 and are designed to be aggressive, yet achievable. Performance Standards have been mutually agreed upon by PennDOT and FACT. Five-year performance standards are located in Exhibit 14, Exhibit 15, Exhibit 16, and Exhibit 17.

Exhibit 14: FACT Year 2015 Passengers Per Revenue Vehicle Hour Performance Targets

2015 Target …………………………………………………….…………...………**5.34**
Interim Year Targets……………………………………………….**Annual increase of at least 3.0%**
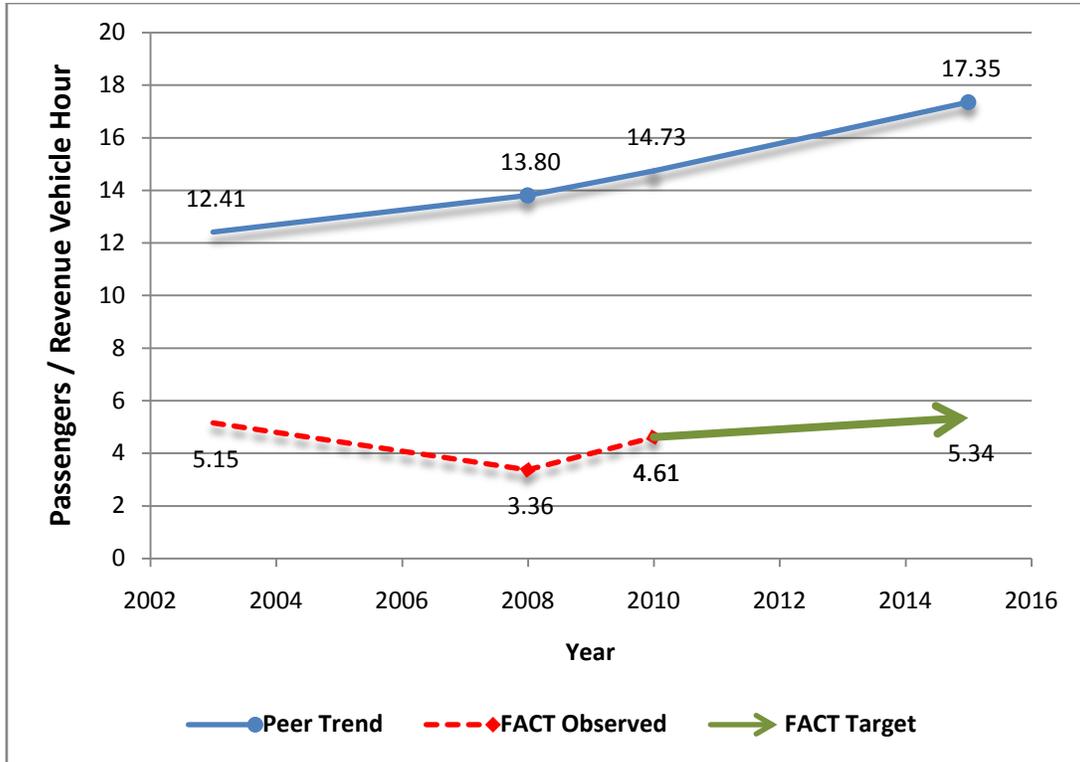
Exhibit 15: FACT Year 2015 Operating Cost Per Revenue Vehicle Hour Performance Targets

2015 Target …………………………………………………….…………...……$79.26
Interim Year Targets…………………………………...…Annual increase of no more than 3.0%
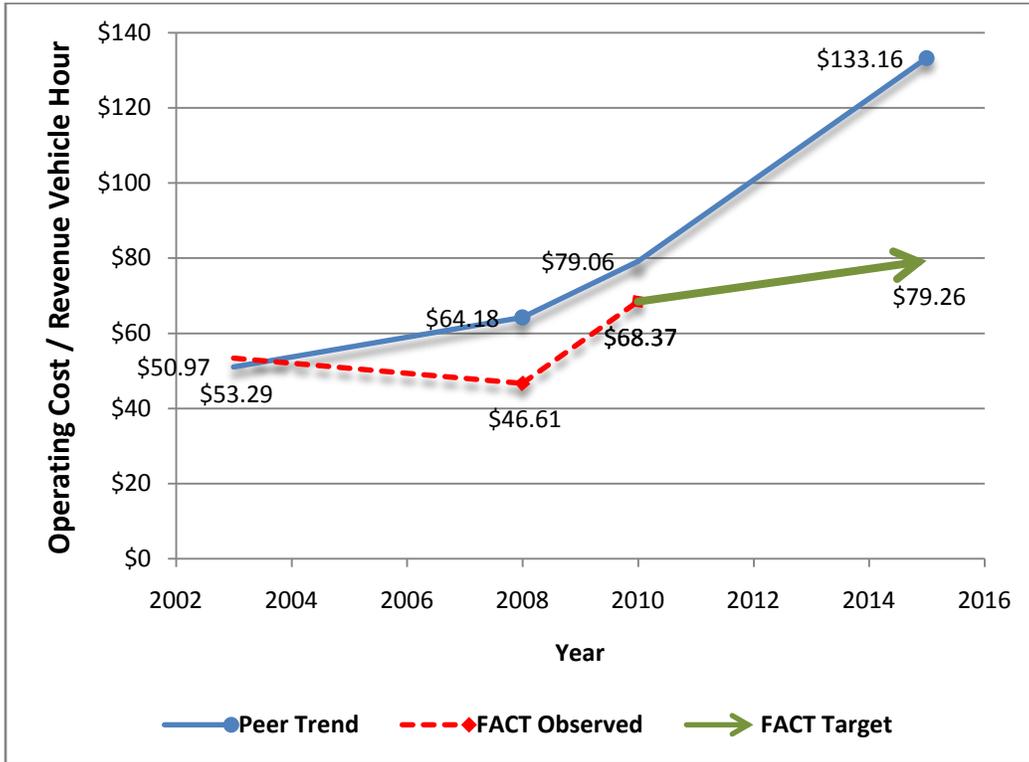
Exhibit 16: FACT Year 2015 Operating revenue Per Revenue Vehicle Hour Performance Targets

2015 Target ……………………………………………………………….………....……$12.17
Interim Year Targets…………………………………..………...…Annual increase of at least 3.0%
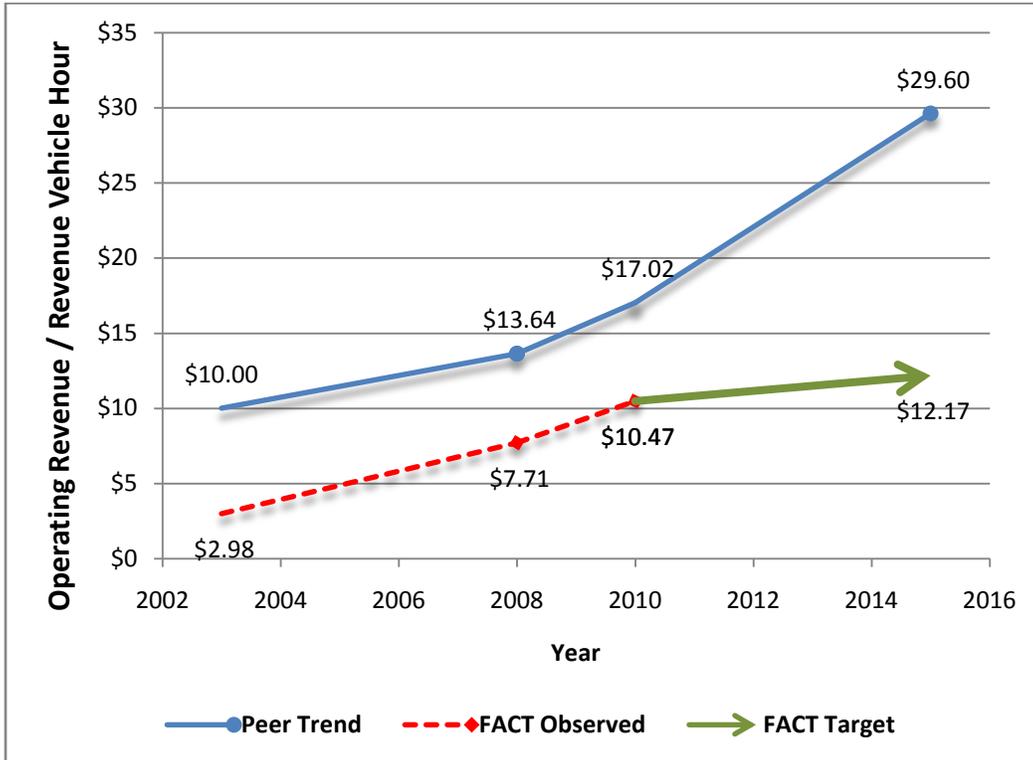
Exhibit 17: FACT Year 2015 Operating Cost Per PassengerPerformance Targets

2015 Target …………………………………………………….…………...…….…$14.83
Interim Year Targets……………………………….....…Annual increase of no more than 0.0%
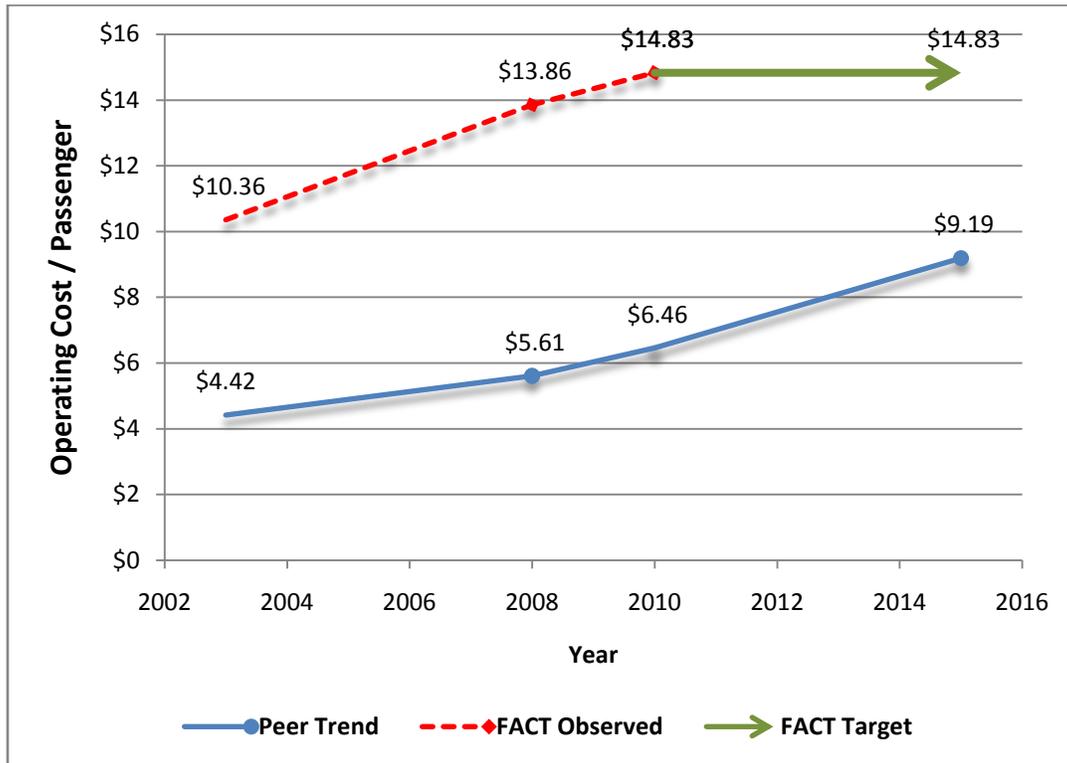
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FUNCTIONAL REVIEWS

Functional reviews are used to evaluate the reasons behind broad values found in the Act 44 comparisons, to find "best practices" to share with other transit agencies, and to identify opportunities for improvement.

For FACT, a total of 15 functional areas were reviewed through documents received from the agency and interviews conducted on-site. The functional areas are:

- **Governing Body –** Responsibilities include management oversight, recruiting and retaining top management personnel, and advocacy for the agency's needs and positions with their constituents.

- **Advisory Committees –** Typically provide review and input to the governing body and agency staff in specific topic areas ranging from a public perspective to technical reviews.

- **General Management –** Responsible for the day-to-day operations of the agency. Manage, monitor, analyze, direct, and plan for the future with regard to all functional areas. Inform and report to the Governing Board, and implement Board direction.

- **Purchased Transportation Services –** Functional area includes existing service contract descriptions and major provisions, administration responsibilities, and success of contractors and contract enforcement.

- **Human Resources –** Responsible for employee retention, recruitment, training, performance reviews, grievance procedures, employee benefits, and labor relations.

- **Finance –** Functional area includes budgeting, accounting, cash flow management, revenue handling, and insurance.

- **Procurement –** Functional area includes acquisition of rolling stock, vehicle parts, non-revenue capital items (i.e., office equipment) and other operations-related items.

- **Operations –** Functional area includes management of daily service operations, on-street supervision and control, dispatching, and general route management.

- **Maintenance –** Functional area includes vehicle and non-vehicle maintenance management, procedures, and performance.

- **Scheduling –** Functional area includes route and driver scheduling and decision-making, pay premium considerations, general management, procedures, and performance.

- **Safety and Security –** Functional area includes vehicle and passenger safety, facility security, and emergency preparedness.

- **Customer Service –** Functional area includes management, procedures, and performance related to current and future customers of the fixed-route system. Includes service information and complaint handling process.

- **Information Technology –** Functional area includes automated mechanisms for in-house and customer service communication. Includes current capabilities and future plans for new technology.

- **Capital Programming –** Functional area includes assessing and programming current and future capital needs reflecting both funded and unfunded projects. Includes the Transit Improvement Plan (TIP), 12-Year Plan, and Long-Range Transit Plan.

- **Marketing and Public Relations –** Functional area includes maximizing current markets and expanding into new/different markets. Includes managing the perception of the agency by the public at-large to encourage current and future ridership.

- **Planning –** Functional area includes analysis of information to effectively plan for changes to the system in the short-, medium-, and long-term horizon, to help ensure the continued viability and success of the agency.

FUNCTIONAL REVIEW ORGANIZATION

Functional review sections are organized by a brief description of the topic area and a tabular *Summary* of findings, followed by explanations for findings within specific subject areas. Metrics associated with each topic are categorized as *Findings* with the following notations:

+	Above Average	The agency's actions/conditions are notably more/better than those observed in similar agencies.
✓	Average	The agency's actions/conditions are comparable to those observed in similar agencies.
▬	Below Average	The agency's actions/conditions are notably less/worse than those observed in similar agencies.

In an effort to recognize where commitments or actions are already under way to change the current state of a particular metric, a column labeled *Trend* has been added to the *Summary* sections. *Trends* are categorized as follows:

↗	Improving	A commitment or actionable plan is under way to improve upon the current practice/conditions.
⇨	Little net change	No commitment or actionable plan has been made to improve upon the current practice/conditions.
↘	Worsening	No commitment or plan has been made to improve upon the current practice/conditions *and* conditions are expected to degrade unless the topic is addressed.

Taken together, the *Findings* and *Trends* are intended to identify best practices and help prioritize the areas where addressing a finding can help improve the efficiency, effectiveness, and/or quality of service provided:

Finding	Trend	Action/Interpretation
+	↗	Continue current actions and policies – Potential Best Practice
+	⇨	Continue current actions and policies
+	↘	Corrective action may be desirable
✓	↗	Continue current actions and policies
✓	⇨	Continue current actions and policies
✓	↘	Corrective action desirable
▬	↗	Continue current actions but closely monitor progress
▬	⇨	Corrective action desirable
▬	↘	Corrective action necessary

Each section concludes by recognizing the agency's challenges and opportunities, and by providing a succinct set of recommendations for consideration.

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GOVERNING BODY

The governing body of a public transit authority is primarily responsible for:

- Establishing policy and the strategic direction of the transit system.
- Monitoring agency management to ensure that the agency's mission is being accomplished.
- Creating and communicating a clear understanding of the distinction between the roles, responsibilities, and oversight required to govern.
- Retaining and directing senior management personnel.
- Promoting transit in the community.

Summary of Findings

Metric[4]	Finding	Trend
Full Governing Body membership	✓	⇨
Governance and structure meet changing needs and equitably represent agency's customers	✓	⇨
Sets and achieves strategic goals	▬	⇨
Meets community public transit needs	✓	⇨
Public opinion of Board and transit system	✓	⇨
Working relationship among Board members	▬	⇨
Working relationship with Executive Director and other agency staff	✓	⇨

Legend:

- ✚ *Above Average*
- ✓ *Average*
- ▬ *Below Average*
- ↗ *Improving*
- ⇨ *Little net change*
- ↘ *Worsening*

Structure

FACT is organized under county government and reports directly to the three-member Board of County Commissioners. The Board is responsible for FACT oversight and selection of the Executive Director in addition to their other county government responsibilities.

As shown in Exhibit 18, all three Commission seats are currently filled. The Board meets regularly on the fourth Thursday of each month at 10:00 a.m. in the Uniontown Public Service Building.

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[4] The metrics are abbreviated from the Transit Cooperative Research Program Report 85 – Public Transit Board Governance Guidebook.

Exhibit 18: Fayette County Board of County Commissioners (July 2010)

Name	Initially Elected	Term Expires
Vince Zapotosky	2008	12/31/2011
Vincent Vicites	1996	12/31/2011
Angela Zimmerlink	2004	12/31/2011

A review of 2009-2010 meeting notes indicates that Commissioners attend all meetings, and that a quorum nearly always exists. FACT's financials, policies, contracts, studies, and reports are addressed by the Board. Certain financial performance metrics are provided to the Board prior to each meeting as part of the Board packet. Relationships between the Board and FACT staff generally appear good; however, the local press reports of strained relationships among Board members.

In recent years, FACT has added to its fleet and instituted several fixed-route bus service expansions, including commuter service to Pittsburgh. FACT also completed construction of a new park-and-ride lot and a transfer facility (**Exhibit 19**) funded through the American Recovery and Reinvestment Act (ARRA).

Exhibit 19: FACT's New Transit Facility

Oversight Procedures and Mechanisms

The Board meets monthly and has ongoing contact with FACT's Executive Director. Existing mechanisms for monitoring performance include the monthly Board meeting and review of financial performance data provided by the management. Ridership-related performance measures are not reported in the Board packet; however one member of the Transportation Executive Committee regularly attends the commissioner meetings to report on operating statistics.

The Board annually reviews the performance of senior management and approves changes in compensation for employees not represented by a collective bargaining unit, in addition to ratifying all contracts. FACT is one department within Fayette County Government and must compete with other departments for resources and the attention of the Commissioners.

Management and Succession Planning

The Board is responsible for hiring the Executive Director. There is no employment contract between the Executive Director and the Board of Directors. As shown in **Exhibit 19**, FACT does have formal succession plans that recognize how each major agency function would be temporarily staffed in the event of the extended leave of any key staff member.

Exhibit 20: FACT Short-term (Temporary) Succession Strategy

Key Director Functions	Temporary Staffing Strategy
Leadership & Vision	Board of Commissioners
Financial Management	Accounting Manager
Human Resource	Fayette County Director of Human Resources
Community & Public Relations	Program Specialist
Spokesperson	Operations Manager

Positives and Practices to Continue

- Obtain ongoing input from riders of the fixed-route services.
- Growing population provides opportunities to increase transit ridership.

Suggested Actions

Observations for Improvement	Suggested Actions
Competing demands on Commissioners beyond acting as FACT Board Members.	Consider establishing a separate or expanded FACT Governing Board.
Lack of vision statement to guide Board decisions.	Use FACT's Mission Statement to develop a vision statement with commensurate goals, objectives, and performance measures.
Lack of detailed information and documentation to support decision-making.	Encourage management to provide detailed reporting on all key aspects affecting costs, ridership, and quality of service including route-specific statistics. Refine existing and adopt additional performance standards and associated metrics for key functional areas. Proactively monitor metrics on a monthly basis.

ADVISORY COMMITTEES

FACT has two advisory committees that meet quarterly—the transportation executive committee (ridership, grants, funding opportunities) and the transportation coalition committee (bridging carriers, riders, and the community). These committees cover both fixed-route- and paratransit-related issues including ridership reporting, service standards, customer service, grants, vehicles, and route alignments.

Summary of Findings

Metric	Finding	Trend
Advisory committees provide opportunity for citizen input	✓	⇨
Advisory committees provide opportunity for technical input	✓	⇨
The number and types of advisory boards are appropriate for an agency of this size	✓	⇨

Legend:

✚	*Above Average*		⬈	*Improving*
✓	*Average*		⇨	*Little net change*
➖	*Below Average*		⬊	*Worsening*

Structure and Overview

The Fayette County Transportation Executive Committee is organized for the primary purpose of overseeing the implementation of the county transit plan. Its stated mission is to improve transportation services in Fayette County by documenting the need for and working toward the development of a coordinated, comprehensive transit system to serve all Fayette County residents.

The committee is comprised of three members elected by the Transportation Coalition and four members appointed by the commissioners. Committee meetings are scheduled for the first Wednesday in March, July, September, and November. The meetings are held at the FACT/Fayette County Office of Human and Community Services' conference room.

Additionally, FACT has a Transportation Coalition Committee. The Transportation Coalition began in 1991 as a subcommittee of the Human Services Council. The coalition is an advocacy group whose membership consists of representatives from various health and human service agencies, businesses, schools, hospitals, and consumers.

FACT's advisory committees appear to be largely focused on issues related to demand response services (i.e., Americans with Disabilities Act (ADA) complementary paratransit, Medical Assistance Transportation Program (MATP)) and less so on fixed-route services. Minutes from 2009-2010 meetings indicate that the advisory committees actively monitor ridership, fares, customer service, and other issues regarding service provision for paratransit operations, and provide recommendations on how to improve fixed-route service and demand.

FACT's largely rural population makes it difficult to ensure broad representation on Advisory Boards due to travel distances and a possible lack of interest in public transportation issues.

<u>Positives and Practices to Continue</u>

- Large, active, and representative advisory boards.

<u>Suggested Actions</u>

Observations for Improvement	Suggested Actions
Ongoing education of advisory board members.	Develop and implement an education program for advisory board members.
Committees are oriented toward demand response, with limited consideration of fixed-route services.	Increase focus on fixed-route system or consider creating a separate committee for fixed-route-only issues.
Increase outreach efforts to the general public.	Develop and implement a public involvement plan that solicits input on public transportation issues.

GENERAL MANAGEMENT

The management of a public transit authority has many responsibilities, including:

- Provision of safe, efficient, and effective transit services.
- Manage, monitor, direct, and plan for the future regarding all functional areas (i.e., service delivery, maintenance, support services, infrastructure, service enhancement).
- Provide support services (e.g., human resources, finance, procurement).
- Ensure sustainability of key administrative and management functions.
- Inform and report to the Board.
- Implement Board direction.

<u>Summary of Findings</u>

Metric	Finding	Trend
Relationship with Governing Body	✓	⇨
Organizational structure appropriate for size of agency	✓	⇨
Provides regular performance reporting to oversight Body	✓	⇨
All key management positions currently filled	✓	⇨
Employs strategic policies, goals, and objectives	−	⇨
Employs, monitors, and uses written performance standards for all major agency functions	−	⇨
Actively promotes and achieves interagency coordination	✓	⇨
Timely satisfaction of all federal and state reporting requirements	✓	⇨
Has and follows a written quality control plan for key functions	−	⇨
Has a succession plan in place for all key positions	✓	⇨
Has cross-training and responsibility practices to ensure functions can operate smoothly in the event of absenteeism, retirement, etc.	✓	⇨
Percent of Total Operating Costs Attributable to General & Administrative	✓	⇨

Legend:

+	*Above Average*	↗	*Improving*
✓	*Average*	⇨	*Little net change*
−	*Below Average*	↘	*Worsening*

<u>Management Structure</u>

As shown in **Exhibit 21**, FACT management is organized in a standard structure for a transit authority of its size, with all functional managers reporting to the Assistant Executive Director, who, along with an Executive Assistant, reports to and provides key support for the Executive Director.

Exhibit 21: FACT Organizational Chart
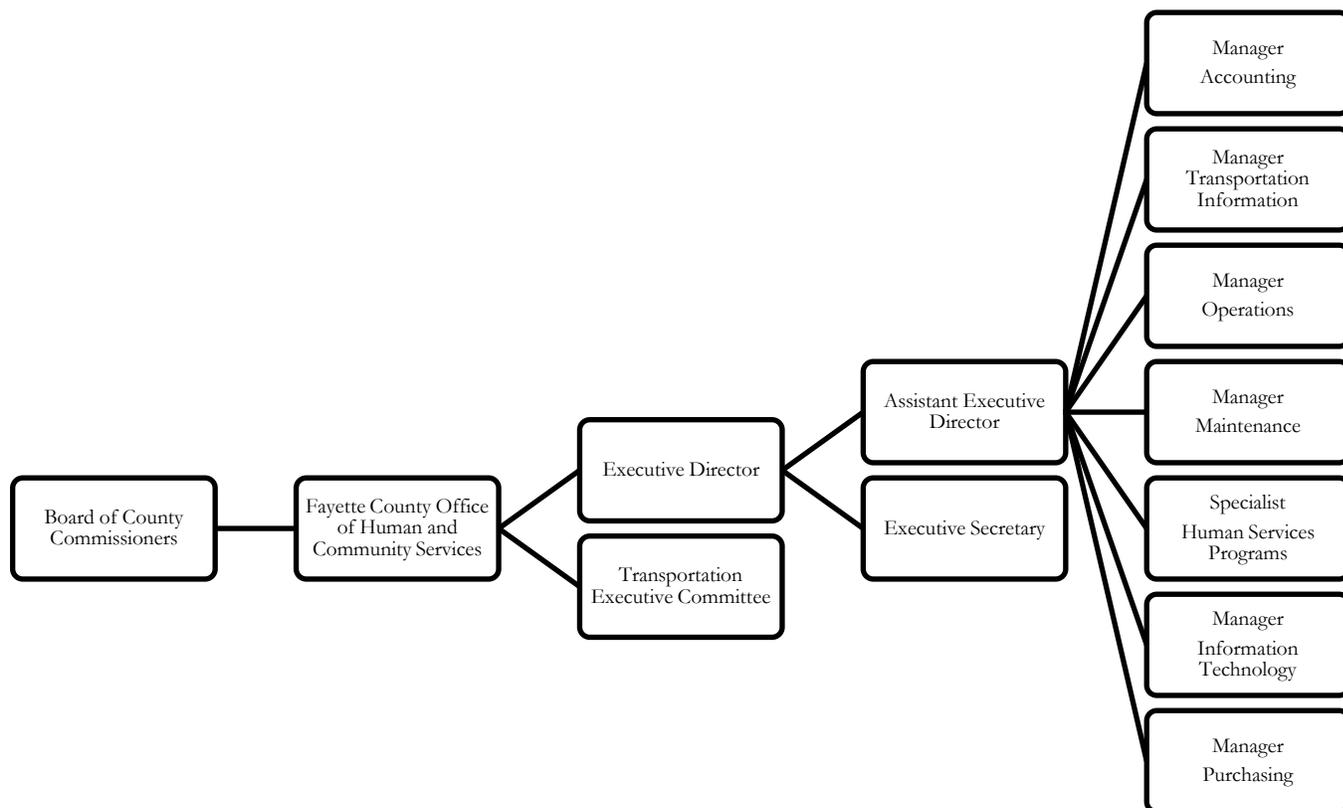
Effective: August 2010

FACT's general and administrative costs are in line relative to other Pennsylvania transit systems (see Exhibit). With administrative costs at 17 percent of total operating costs, FACT is in the "middle of the pack" for urban transit agencies in the Commonwealth reporting to the Federal Transit Administration's (FTA's) National Transit Database (NTD).

Exhibit 22: Year 2008 Percent of Annual Operations & Maintenance Costs Reported as Administrative for Pennsylvania Urban Transit Systems

System	Percent
AMTRAN(3011)	23.6%
BCTA(3023)	19.4%
BARTA(3024)	15.6%
CamTran(3012)	12.0%
CAT(3014)	17.4%
CATA(3054)	14.0%
WCT(3101)	39.6%
COLTS(3025)	17.8%
COLT(3095)	39.2%
EMTA(3013)	7.7%
FACT(3087)	17.1%
LANTA(3010)	10.4%
LCTA(3015)	13.8%
MMVTA(3061)	21.9%
Port Authority(3022)	14.8%
RRTA(3018)	16.3%
SVSS(3055)	34.2%
SEPTA(3019)	16.9%
WCTA(3044)	29.9%
RVT(3026)	21.7%
rabbittransit(3027)	8.8%
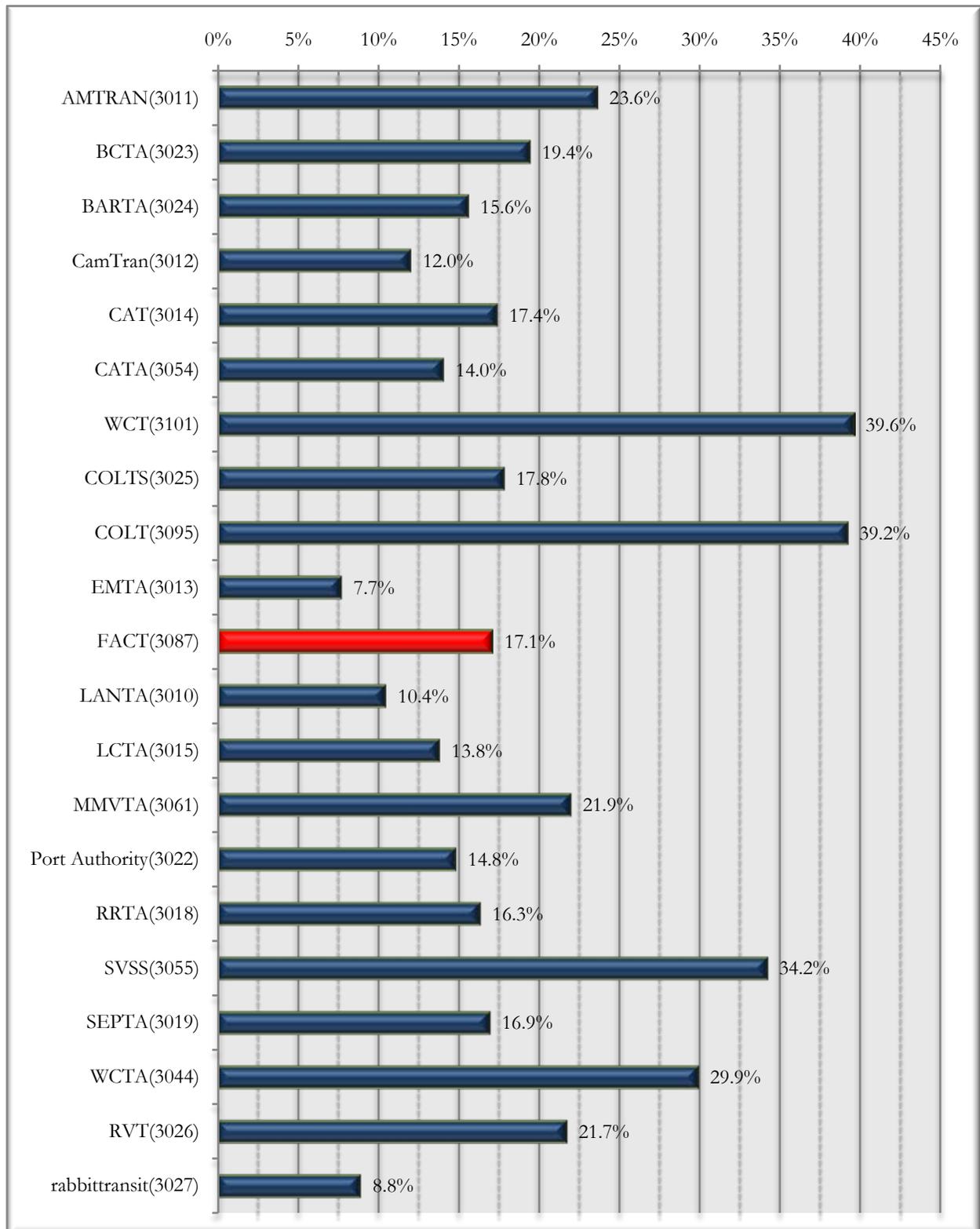
Source: 2008 National Transit Database (NTD)

Strategic Goals and Objectives

FACT was an outgrowth of the 1995 Fayette County Transit Study, which identified transit operational scenarios for Fayette County. No written strategic goals and objectives were found to support its mission statement. FACT uses the SPC region's Transportation Improvement Plan (TIP) as its primary method of identifying short-term and long-term capital needs. Special studies augment the TIP "as-needed." Recent special studies (conceptual and design) include the ARRA-funded transit center. No Transit Development Plan (TDP) or other prioritized needs assessments were found for capital or other planning purposes.

Interagency Coordination

FACT participates in the Southwestern Pennsylvania Commission (SPC). SPC is the Metropolitan Planning Organization (MPO) for the greater Pittsburgh urbanized area. Additionally, FACT has been working to provide service along the Port Authority of Allegheny County (Port Authority) busway, but insurance issues have delayed that initiative. FACT is currently implementing services between Fayette County and Pittsburgh in limited coordination with the Port Authority. As a county department, FACT relies on other county resources and relationships to accomplish key management functions in Human Resources and Accounting.

Compliance with Local, State, and Federal Requirements

FACT now appears to satisfy all local and federal requirements. The 2008 FTA Financial Management Oversight (FMO) triennial review noted that in 8 of 23 areas reviewed, including NTD reporting, FACT initially had deficiencies. All those areas have been addressed to the satisfaction of FTA.

FACT's Executive Director notes that reporting to the Commonwealth has been problematic in the past. Although there are still issues, she indicates that reporting is "getting better," because recent hires have more experience in meeting reporting requirements. In particular, capital grant reporting requirements in the dotGrants system have had issues. The reporting of mixed revenues and expenses has not been executed appropriately due to the sale of fuel in some years to private contractors, further complicated by a large number of open grant agreements.

Quality Control Procedures and Mechanisms

Financial affairs and bookkeeping are subject to an annual audit by an independent auditor. Quality control of management functions (including budgets, budget categories, and charges against various grants) and documents appears to primarily consist of reviews by management staff, including the Executive Director. A written quality control plan for key functions (i.e., grants, procurement, human resources, etc.) was not provided. See accompanying Finance section for additional information.

Succession Planning

A written succession plan was provided by FACT for key agency positions and is appropriate for the size and type of public transportation agency.

Positives and Practices to Continue

- Positive interagency relationships with other Fayette County departments, the Port Authority of Allegheny County (PAAC) and the Southwestern Pennsylvania Commission (MPO).

- A good understanding and implementation of short-term operational issues.
- Executive Director has held various roles at FACT and has a "hands-on" understanding of certain key functional areas.
- Board has a keen interest in working with management to understand, oversee, and "fine-tune" operational aspects of the agency.

Suggested Actions

Observations for Improvement	Suggested Actions
Lack of strategic plans for many major functional areas.	Draft a strategic plan for Board review and adoption, with commensurate goals, objectives, and metrics. Implement and monitor achievements toward strategic goals and provide reports to the Board on a monthly or quarterly basis as appropriate.
Lack of performance standards, associated reporting, and active use of these for many functional areas.	Create and actively use performance metrics for all major management functions, including grants management. Monitor and report periodically to staff and Board. Develop and implement quality control procedures for all key management functions.
Fully train staff on the protocols and requirements of a federal and Commonwealth grant recipient.	Continue to provide ongoing training and cross-training among management personnel to help ensure continuity for short- or long-term absences and personnel departures. Capitalize on grant training programs offered by outside entities.

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PURCHASED TRANSPORTATION SERVICES

Some transit agencies chose to outsource some or all aspects of their operations. Reasons for this range widely but can generally be categorized as to achieve cost savings (or at least to contain costs for a contract's duration), to provide necessary services that are inconsistent with the capacities of the agency or to provide some level of perceived efficiency. While outsourcing some or all aspect of paratransit services is common-place, contracting out fixed-route service delivery is less common. Contracted service approaches to fixed-route service delivery add to the oversight responsibilities.

Summary of Findings

Metric	Finding	Trend
Number of Different Contractors is Reasonable Given Local Concerns	**–**	⇨
Contracts Provide Reasonable Provisions consistent with Agency's Service Delivery Standards	✓	⇨
Contracts Incorporate Progressive Penalties in Order to Enforce Service-Delivery Standards and Other Contract Requirements	**–**	⇨
Contractors Properly Maintain and Store Vehicles	**–**	⇨
Contractors Demonstrate Clear Understanding of Agency's Mission and Values	**–**	⇨
Agency Provides Regular Oversight of Contractors and Contract Service Delivery	✓	⇨
Contractors provide a safe and professional working environment for their employees.	**–**	⇨

Legend:

+	*Above Average*	⬈	*Improving*
✓	*Average*	⇨	*Little net change*
–	*Below Average*	⬊	*Worsening*

Contractors

Currently FACT uses three (3) different contractors to provide fixed-route service:

Subcontractor	Route Operated	Busses Leased from FACT	Spare busses owned by subcontractor	Annual Vehicle Revenue	Annual Passengers
Brownsville Bus Lines	Brownsville Express	1	2	2,816	8,721
	Brownsville/Republic	1		4,068	20,300
Central Cab Co	Masontown/Fairchance	1	1	2,840	9,712
Budget Charters	Uniontown A	1		4,626	34,743
	Uniontown B	1	1	2,917	9,859
	ChalkHill/Farmington	1		3,637	11,243

The contractors are located in relatively distant locations and service outlying communities. At face value, this would seem to be a relatively large number of contractors (each contractor services one route). However, the geographic distance between the services areas would likely introduce a great amount of deadhead to the existing route structure should fewer contractors be selected. The reduction in deadhead would appear to be viewed by the FACT board as compensation for the additional degree of agency oversight required to maintain three separate contracts. However, no documentation was provided that demonstrated that this is the most efficient approach to purchased transportation service delivery.

Contract Provisions

The contracts between FACT and the three contractors are virtually identical with the exception of the service provided. Contractors are afforded the opportunity to purchase fuel from FACT at the county's purchase price with a $0.05/gallon fee added for handling. In prior years, all contractors used this option. In 2010, only one contractor (Brownsville Bus Lines) used this option.

Contracts are awarded for a two (2) year term and require contractors "to do all things necessary to manage, operate, and maintain the services described in the Contract", including but not limited to:

- Provide management and supervision;
- Undertake day-to-day operation of FACT vehicles:
- Employ and supervise all personnel, including managers, supervisors, vehicles operators, technicians and other maintenance personnel;
- Administer and pay for training and safety programs except for Safety and Training Programs to be held at FACT headquarters and administrative building;
- Undertake maintenance and repair of vehicles and equipment;
- Process warranty claims for FACT vehicles;
- Assist in public relations and promotions;
- Prepare reports and provide information as required by FACT;
- Provide and issue uniforms to all vehicle operators: and
- Provide all equipment parts and supplies, unless specifically identified to be provided by FACT.

Contracts include standard language required by FTA and the Commonwealth and specific language concerning: general qualifications; performance standards; liquidated damages for non-compliance with performance standards; insurance (worker and general liability); employee management and supervision; minimum requirements for vehicle operators and maintenance staff; training (initial and refresher); a safety program; fare collection; reporting; and, other relevant areas. The contracts also include language requiring vehicle storage between the months of November and April and on-site fueling. The contract also includes language about termination of the agreement without cause (30 days) or with cause (immediately) by either party.

Interviews with FACT staff and contractors indicated that contractors generally comply with all contract requirements. However, one contractor (Budget Charters) has had difficulty complying with some aspects of their contract, particularly in the area of insurance requirements. This has created issues. The current contracts with all three providers do not incorporate progressive penalties for breaches of contract except in areas of service delivery.

FACT performs a quarterly monitoring review of all contractors. A combination of operations, maintenance, and fiscal staff attend the reviews. There is a comprehensive review form that is used to address all key contract provisions.

On-site reviews

The review team visited the facilities of all three contractors. All three contractors provided a tour of their facilities and information about coordination, repairs, staffing and other important topics. Two of the providers (Brownsville Bus and Central Cab) appeared to maintain professional standards for their workplaces and had adequate vehicle storage for FACT's vehicles.

The facilities of Budget Charters appeared inadequate to meet the terms of their contract with FACT. The vehicle storage facility appeared unsafe with miscellaneous parts and equipment strewn about. There was no dedicated storage for FACT's vehicles, several of which were observed to be stored under trees when not in service. In short, this site reflected poorly on the values and mission of FACT.

Positives and Practices to Continue

- Current contracts have reasonable provisions to ensure quality of service.

Suggested Actions

Observations for Improvement	Suggested Actions
Reasonable contract provisions are in place, but are not enforced by the Board.	Incorporate progressive penalties for breach of all requirements of the service provider contracts.
The use of multiple contracts may hinder efficiency or quality of service.	Document and report to the Board the benefits and costs of using contracted service (vs. in-house service delivery) and the benefits of using three different contracts vs. one contract to purchased fixed-route service delivery.
Budget Charters does not appear to meet current contract requirements.	Rectify insurance, workplace and vehicle storage issues with Budget Charters within 30 days or use current contract provisions to terminate the contract as soon as it is practical to do so.

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HUMAN RESOURCES

This section provides a review of the human resources and labor relations functions at FACT. This includes a review of organization and staffing, employee retention, employee recruitment, training, performance reviews, grievance procedures, employee benefits, and labor relations.

Summary of Findings

Metric	Finding	Trend
Retain stable work force	▬	⇨
Recruit qualified employees promptly as vacancies occur	▬	⇨
Provide training focused on job performance	✓	⇨
Manage the cost of employee benefits	✓	⇨
Manage labor relations effectively	✓	⇨

Legend:

✚	*Above Average*		↗	*Improving*
✓	*Average*		⇨	*Little net change*
▬	*Below Average*		↘	*Worsening*

Organization and Staffing

FACT does not have a Human Resources Director. Instead, these functions are completed by Fayette County. The administration of employee benefits is also handled by the county.

Similarly, FACT does not have a Labor Relations Manager. Service Employees International Union (SEIU) Local Number 668 represents FACT's full-time and regular part-time non-professional employees, including drivers, mechanics, and bus washers. Labor relations are managed by the Executive Director via county government.

The management of grievances is the responsibility of the Assistant Executive Director. Grievances are first addressed at the immediate supervisor level and then proceed through the chains of command as necessary.

A "best practice" found at FACT is that all paratransit drivers can also serve as drivers for fixed-route service. This approach eliminates the need for an Extra Board and results in cost savings.

Employee Retention

As shown in **Exhibit 23**, the overall annual employee turnover rate at FACT is very high for all functions. A review of 2008 indicates that the overall percentage turnover was approximately 66 percent.

Exhibit 23: Five-Year Average Employee Turnover Rates

Employee Function	Approximate Annual Turnover
Administration	16%
Maintenance	77%
Vehicle Operations	47%

Employee Recruitment

Employee recruitment is outsourced to Fayette County's general human resources department. This creates some issues as filling a position can take anywhere from 60 to 90 days. Job advertisements are typically placed on the county's Web site.[5]

With a high turnover rate and a relatively small staff size, FACT encounters difficulties in employee recruitment—particularly in hiring drivers as they must have a Commercial Driver's License (CDL) with passenger endorsement to apply.

Training

FACT coordinates with nearby agencies such as Washington Rides to provide training, including CPR and Safety, to its employees. With a substantial portion of its fixed-route service outsourced, FACT also provides online training that each vendor/driver must complete. Drivers and mechanics receive four trainings per year, on a range of topics including safety.

All employees are given the standard Fayette County Employee Handbook when they start work. This handbook covers the essential topics for a new employee, including appropriate work conduct; attendance polices; working hours; use of paid leave, benefits, and military leave; and resignation.

The operating employees (operators and mechanics) have an additional Operators Handbook that spells out additional responsibilities and the rationale behind them.

Performance Reviews

FACT has an organized approach for conducting annual performance reviews for all employees.

Grievance Procedures

FACT has an organized, three-step process for represented employee grievances:

- Step 1: Discussion with first-line supervisor.
- Step 2: Review by Assistant Executive Director.
- Step 3: Final review by Executive Director.

If these three steps fail to resolve the issue to the satisfaction of the parties, the case goes to arbitration. It was reported that no grievances have gone to arbitration in the past six years.

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[5] http://www.co.fayette.pa.us/JobPost/Pages/default.aspx

Employee Benefits

The benefits offered to FACT employees are comparable to those offered employees at similar transit systems. The key benefits are a family health plan including medical, drug, and vision benefits ($10.65 employee family contribution per pay period), 13 holidays, one personal day, 10 sick days, and, as shown in **Exhibit 24**, one to six weeks of paid vacation time based on tenure. Additionally, the county offers a retirement plan and a $15,000 life insurance policy that increases to $20,000 during the term of the union contract.

Exhibit 24: Vacation Benefits

Years of Service	Vacation Entitlement/Year
1	5 days
2-4	10 days
5-9	15 days
10-15	20 days
16-25	1 additional day per year of service (29 max)

Labor Relations

Interviews with management suggested that labor relations are generally good and that management has been successful in maintaining positive labor relations.

Practices to Continue

- Proactive approach to labor relations.
- All drivers can operate both fixed-route or paratransit vehicles.

Suggested Actions

Observations for Improvement	Suggested Actions
High employee turnover rates	Investigate and address cause of high employee turnover rate for all functional areas.
Recruitment difficulties	Explore expediting the county government hiring process; compare hiring requirements to similar agencies.

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FINANCE

This section addresses five major financial functions of FACT:

- Budgeting
- Accounting
- Cash Flow Management
- Revenue Handling
- Insurance

Summary of Findings

Metric	Finding	Trend
Provides realistic annual budgets	✓	⇨
Accurately records and reports financial transactions	✓	⇨
Manages state/federal grants efficiently to meet government requirements	✓	⇨
Analyzes and manages cash flow	✓	⇨
Uses reasonable approach for handling passenger revenues	✓	⇨

Legend:

✚	*Above Average*	⬈	*Improving*
✓	*Average*	⇨	*Little net change*
➖	*Below Average*	⬊	*Worsening*

Organization and Staffing

The Accounting Director is responsible for the financial activities at FACT. The finance manager is experienced in her position, participates in other roles within the organization, and coordinates closely with the Executive Director—who formerly held the position of finance manager at FACT.

The finance manager performs functional assignments such as accounts payable and receivable, billing, and general ledger. Hours worked, vacation, etc., are tracked by the county's human resources department. Paychecks and tax reporting are handled by county government.

The Executive Director leads the development of the annual budget with support from the finance manager.

Budgeting

FACT operates on a fiscal year that starts on July 1 and ends on June 30. The budgeting process typically begins in March. The Executive Director leads the budget development process. She prepares the budget based on inputs received from department heads, a review of the expenditures for the prior fiscal year, the budgeted and actual expenditures for the current year, and her knowledge of cost and revenue trends by line item. Generally, it is assumed that service levels will remain constant unless specific service changes have been approved by the Board.

Fare revenues are estimated based on current fares and ridership, and any projected fare changes. The estimates of federal and state funding are based on current allocations or new information received on allocations for the fiscal year.

The Executive Director submits the budget to the Board in the spring for approval as part of the overall county budget. As necessary, the budget is revised based on Board comments. The budget may be revised subsequent to Board adoption if significant changes in revenues or expenditures are expected.

FACT is upgrading hardware technology and associated reporting software. Future budgets should reflect the additional costs of maintaining and utilizing the new technology.

Accounting

FACT's accounting system and resulting financial statements cover FACT's total operations. Their accounting department was made independent of Fayette County in 2006. MIP® Accounting software is not integrated with other software systems in use, such as those used for maintenance and procurement.

FACT produces an annual financial report that is audited by an independent auditor. Zelenkofske Axelrod LLC conducted the audit of the fiscal year ending June 30, 2009, following *Government Auditing Standards*. It found that FACT's financial statements conformed to generally accepted accounting principles.

FACT management has focused on addressing outstanding grants—an area where they've historically had issues. Grants are now handled properly and closed out to the satisfaction of funding agencies.

FACT uses the sampling approach outlined in *FTA Circular 2710.1A* to estimate the passenger miles traveled figure that is reported on *NTD Form S-10*. This approach was developed for systems that do not have a 100 percent count of boarding passengers.

Cash Flow Management

FACT prepares monthly and quarterly cash flow statements and projections of receipts and revenues for the coming month. Based on these projections, FACT develops its financial strategy for the coming month. This may include encouraging early payments to vendors or delaying payments, as appropriate.

FACT has an operating fund reserve account—currently about $370,000—to cover unexpected revenue shortfalls.

Revenue Handling

FACT operates an exact fare system. Full fares, as presented in **Exhibit 25**, range from $1.40 to $1.90. Pittsburgh Express fares, shown in **Exhibit 26**, range from $1.40 to $7.86. Additionally, FACT offers half-price fares for seniors and passengers with disabilities.

Exhibit 25: FACT Local Bus Fixed-Route Fare Structure

Brownsville $1.90	Connellsville $1.90	Fairchance $1.90	Farmington $1.90	Hopwood $1.40	Masontown $1.90
New Salem $1.90	Penn State $1.40	Republic $1.90	Searights $1.90	Uniontown $1.40	Smithfield $1.90

Exhibit 26: FACT Pittsburgh Express Fare Structure

From/To	FACT Park-and-Ride	Union-town Hub	Rt 51 Plaza	Former Thrift Drug	Star Junction McDonald's	Perry-opolis	Ros-traver Airport	Century III Mall	Penn Station
FACT Park-and-Ride	$-	$1.90	$1.90	$1.90	$3.80	$3.80	$5.60	$5.60	$7.86
Uniontown Hub	$1.90	$-	$1.40	$1.90	$1.90	$1.90	$5.60	$5.60	$7.30
Rt 51 Plaza	$1.90	$1.40	$-	$1.40	$1.90	$1.90	$5.60	$5.60	$7.30
Former Thrift Drug	$1.90	$1.90	$1.40	$-	$1.90	$1.90	$5.60	$5.60	$6.70
Star Junction McDonald's	$3.80	$1.90	$1.90	$1.90	$1.40	$1.40	$5.60	$5.60	$5.60
Perryopolis	$3.80	$1.90	$1.90	$1.90	$1.40	$-	$5.60	$5.60	$5.60
Rostraver Airport	$5.60	$5.60	$5.60	$5.60	$5.60	$5.60	$-	$5.60	$5.60
Century III Mall	$5.60	$5.60	$5.60	$5.60	$5.60	$5.60	$5.60	$-	$-
Penn Station	$7.86	$7.30	$7.30	$6.70	$5.60	$5.60	$5.60	$-	$-

Passengers may pay their fares by exact cash or by purchasing a $45 monthly pass (local routes only).

Fixed-route buses are equipped with registering fareboxes made by GFI. The operators count all passengers who board regardless of whether a fare is paid or not. Currently, FACT has neither the technical nor staff capacity to fully utilize and analyze the GFI registering fareboxes. This is a shortcoming that should be addressed as soon as practical because the fareboxes can provide information that can be used to support service planning.

Vaults are pulled daily from the buses upon return to the garage, or they are turned in daily by contractors. All money is kept in the GFI vault until it is counted. Cash is kept separate by route until it is verified. Cash is counted in a secured environment with a security camera, and is driven to the bank daily by a member of FACT's staff daily. While there are no formal standards as to when a cash discrepancy is too large, keeping cash separate rather than pooling it upon receipt allows the source of discrepancies to be identified. Funds are stored in a safe between pick-ups. Insurance

FACT is insured as part of Fayette County Government. Fayette County is a member of the Pennsylvania Counties Risk Pool (PCoRP) and as such carries the following insurance coverage:

General Liability ($350,000/$5,000,000)
Public Officials Liability ($350,000/$5,000,000)

Property ($350,000,000)
Law Enforcement Liability ($350,000/$5,000,000)
Equipment Breakdown ($100,000,000)
Automobile Insurance, ($350,000/$5,000,000)
Crime ($1,000,000)

Medical insurance is provided through Fayette County and takes advantage of their group rate; however, rates have increased substantially in recent years.

Contractors are required to maintain separate insurance, including Workers' Compensation. There has been some difficulty with one contractor not providing insurance consistent with their contract's requirements. Further, FACT has had difficulty enforcing some of the contract's requirements, as the power to enforce contract terms resides with the Board of County Commissioners.

Positives and Practices to Continue

- Financial management dedicated to documenting accounting and grants management procedures.

- Executive Director with experience as FACT's finance manager.

Suggested Actions

Observations for Improvement	Suggested Actions
Evidence suggests that contractors may not be meeting key contract provisions.	Establish and monitor all contractor insurance, finance, and reporting requirements. Establish progressive penalties in the contract for non-compliance up to and including contract termination. FACT's Executive Director or his/her designated agent should have exclusive authority to enforce the penalties.
Better integration between the accounting systems and the other management systems.	Pursue appropriate and cost-effective integration of accounting and financial management software with other systems.
Lack of formal audit standards for farebox discrepancies.	Establish formal standards that would trigger an audit when cash receipts and GFI registering farebox collections are inconsistent.
GFI fareboxes are not being utilized to maximum capabilities.	Explore and make full use of the GFI registering fareboxes and associated data to assist in other key functions.

PROCUREMENT

This function includes procurement of vehicle parts and other operations-related items. Effective procurement and inventory management can facilitate the proper and cost-effective maintenance of the vehicle fleet and help ensure that funds are not tied up in unnecessary or excessive stock. Procurement policies are also regulated to some degree by city, state, and federal law. This section provides a review of the procurement and inventory control functions at FACT.

Summary of Findings

Metric	Finding	Trend
Use of computerized parts management system	✓	⇨
Automated analysis and identification of procurement needs	–	⇨
Established procedures for verifying inventory figures	✓	⇨
Record and measure inventory function performance	–	⇨
Has and achieves DBE/MBE/WBE goals	–	⤴
Appropriate use of technology in parts inventory control	✓	⇨
Appropriately procures contracts for purchased transportation according to state and federal guidelines	✓	⇨

Legend:

+	*Above Average*	⤴	*Improving*
✓	*Average*	⇨	*Little net change*
▬	*Below Average*	⤵	*Worsening*

Organization and Staffing

The most significant task within the Procurement function is the purchasing and management of the vehicle parts inventory. The Accounting department is responsible for this aspect of the function. Reporting to the Accounting Manager is one full-time Transportation Clerk, who is responsible for procuring building and office supplies. The Maintenance Manager is responsible for procuring tools and vehicle parts. The Transportation Clerk is also responsible for the procurement process related to vendor maintenance contracts. Other procurement activities, such as the purchase of capital items or professional services, are addressed by the Executive Director and the Assistant Executive Director for Bus Operations. Smaller purchases such as office supplies are also the responsibility of the Transportation Clerk.

Parts Inventory Control

Fleet Management® software is used to track parts inventory. Minimum and maximum inventory values are established for each inventory item and are recorded in the Fleet Management® database. Minimum and maximum values are manually determined by the Maintenance and/or Operations Manager based on lead times to order and receive parts into inventory and typical usage rates of the part (monthly versus less frequently).

The parts area is located in the vehicle maintenance shop. The parts area is not locked and only designated employees are authorized to enter. Mechanics take a part out of inventory and enter the

part onto a written log in the parts room. The mechanic later enters the list of items used into Fleet Management® which automatically assigns the cost of the part to the applicable vehicle, with the same information entered into the MIP® accounting system.

Procurement

The Maintenance Department uses Fleet Management® to identify parts that need to be re-ordered and the value of current assets. This information is provided to the Maintenance Manager who then passes the information to the Accounting department. The thresholds for purchasing parts and other items are: under $2,500 represents a micro purchase not requiring quotes or bids, between $2,500 and $10,000 is defined as a small purchase requiring price quotes (phone, fax, or internet), purchases above $10,000 require a formal written bid process. Use of purchasing cooperatives that advertise the solicitation satisfy this requirement if documentation of the advertisement is provided to FACT.

Fuel is currently purchased through annual contracts. Historically it was purchased by FACT and sold to service contractors with an administrative fee. That approach is currently optional for contractors, and only one contractor currently purchases fuel through FACT. This is because two of FACT's contractors are located in relatively distant parts of the county, far from FACT's offices.

Procurement of capital items and non-maintenance-related items is addressed by the Executive Director and typically handled through a formal Request For Proposal (RFP).

FACT establishes an annual 4.3 percent procurement and 10 percent construction DBE goal. There have been no difficulties achieving the construction goal; however, achieving the procurement goal has proven difficult in the last two years reportedly due to a lack of DBE firms providing necessary goods and services in the local market.

Quality control over procurement documentation is achieved through a Procurement Checklist that defines what information should be kept in each file for each purchase.

Parts and Procurement Performance

Currently, FACT does not use any metrics to assess the performance of the parts inventory function. Common performance measures used in the industry include inventory turnover ratios, parts cost per vehicle mile, parts cost per vehicle, and vehicle days lost to vehicles awaiting parts.

Practices to Continue

- Computerized recordkeeping has been incorporated in parts inventory accounting functions.
- Appropriate inventory levels established through analysis of lead times and usage rates.

Suggested Actions

Observations for Improvement	Suggested Actions
Limited reporting and analysis capabilities of parts inventory information system.	Investigate the report generation capabilities of Fleet Management® and accounting software to determine whether more automated analyses could be performed.
Reliance on manual analysis and the knowledge of specific individuals to determine minimum and maximum inventory levels.	Investigate the report generation capabilities of Fleet Management® to determine whether more automated analyses could be performed.
Reliance on manual verification that mechanics have fully accounted for parts removed from inventory.	Pursue automated procedures for determining whether mechanics have taken parts out of inventory.
Lack of procedures to generate data needed to evaluate the performance of the function and lack of established parameters to determine adequacy.	Establish performance metrics for the parts inventory function and develop procedures for collecting and reporting the data needed to determine performance. FACT can refer to the Transportation Research Board's publication, *Inventory Management in a Maintenance Environment*, for guidance on applicable metrics and methodologies for determining performance.
Not consistently meeting DBE/WBE/MBE goals.	Investigate root cause and implement improvements to meet goals, especially in operating purchases.
No systematic analysis of benefits of contracting service versus in-house operations.	Conduct financial and operations analysis to develop quantifiable benefits of either contracting a service out or completing more in-house.
Numerous contracts decrease competition in service providers.	Consider consolidating contracts to increase competition and attract different service providers.

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OPERATIONS

This section provides a review of the transit operations function. This includes an analysis of staffing levels, management of daily operations, and on-street supervision and control, as well as payroll processing. The effective management of this function is vital to the quality of service provided to the public and the cost-effectiveness of the overall operation.

Summary of Findings

Metric	Finding	Trend
Service is operated in accordance with published schedules	✓	⇨
Track key cost drivers such as unscheduled overtime pay and other premium pay categories	−	⇨
Track and report on-time performance	−	⇨
Track and analyze service-related customer feedback by category	✓	⬈
Contracts contain service standards with appropriate enforcement penalties.	−	⇨
Contractors abide by operations standards set forth in contracts.	−	⇨

Legend:

✚	*Above Average*	⬈	*Improving*
✓	*Average*	⇨	*Little net change*
−	*Below Average*	⬊	*Worsening*

Organization and Staffing

The operations function is administered by a full-time Operations Manager who reports to the Assistant Executive Director. As of 2008, FACT employs 14 full-time small bus operators and 2 part-time operators. FACT's labor contract has no limit on the number of part-time operators. A highly successful approach to FACT's staffing is that all operators can drive fixed-route or paratransit vehicles, as can the Operations Manager.

Management of Daily Operations

A primary function of the Operations Department is to ensure that all scheduled fixed-route service is operated in accordance with posted public schedules. This entails identifying Bus Operators to work shifts or services that are not covered due to known and unknown Bus Operator absences. Known absences are caused by Bus Operator vacations, long- and short-term sicknesses that FACT is made aware of at least one day prior to service, and Bus Operators being out for disability or other leave purposes.

To cover known absences, FACT primarily makes use of its entire pool of drivers who are cross-trained on fixed-route operations, its part-time operators, and, when necessary, its managers. FACT does not maintain an Extra Board.

Various measures can be used to determine the effectiveness of transportation staff utilization. Operations management tracks overtime and reports these figures on a weekly basis. These figures

are summed monthly and reported to the Executive Director. Operations management also compares the totals for each category to similar periods in previous years to determine whether the totals are out of the ordinary. There are no established targets for any of the pay premium categories.

There are three contractors providing fixed-route service. Each of these contractors is required to manage and monitor all aspects of their respective routes.

Service Supervision and Control

The Operations Manager has primary responsibility for on-street supervision, however it can be provided by all executive staff members.

In terms of service control, staff reported that there are no "dead spots" for the current radio system in the service area, which includes commuter service to Pittsburgh.

FACT reports an on-time performance target as zero minutes early or up to six minutes after the scheduled arrival time, for 93 percent of stops. This information is reported by subcontractors; however there is no evidence to suggest that it is tracked on a regular basis. FACT does have AVL on all vehicles; however, this information is not archived for analysis or quality control purposes. FACT indicated that an upgrade is underway, but it was not complete at the time of review.

The most useful metrics for judging the performance of the street supervision and control function are the overall level of on-time performance and customer service complaints/commendations by category. Currently, operations management collects on-time performance data through manual checks, but the information is not tabulated and reported. Also, operations management receives copies of all customer service correspondences, but there is no tabulation for trend analysis purposes.

Payroll Processing

Payroll is processed on a bi-weekly basis and staff hours are managed by daily timecard checks. The union contract has an 8 hours per day overtime pay requirement (versus 40 hours per week). An Excel spreadsheet is used to track benefits, trends, and premium pay, in addition to reports generated by the county's human resources department.

Contract Service Providers

The review team visited three separate contract service providers. Two of the three providers seemed to provide proper maintenance and storage facilities for FACT vehicles. One contractor, Budget, was noted to store FACT vehicles outside, with no space available in the storage shed to store FACT vehicles. Further, that particular facility was found to be in poor condition in terms of workplace safety, cleanliness, and "professional atmosphere." Additionally, FACT staff report issues with Budget meeting certain contractual requirements such as workers' compensation and liability insurance.

Few mechanisms exist or are enforced promptly when a contracted service provider fails to meet minimum standards. Contract language should be adopted that clearly spells out acceptable standards and includes enforced progressive penalties for lack of compliance, up to and including contract termination. Previous contract performance should be a consideration in selecting contractors, in addition to price.

Practices to Continue

- All vehicles are AVL-equipped.
- Conscientious and experienced management dedicated to delivering quality service.
- Use of any driver for any vehicle is an economical approach to covering unexpected absences.

Suggested Actions

Observations for Improvement	Suggested Actions
Minimal collection of data and reporting of on-time performance.	Complete automated data collection and archiving efforts and incorporate data into operations decision-making.
Lack of service standards enforcement for contracted service.	Contract language should be adopted that clearly spells out acceptable standards and includes enforced progressive penalties for lack of compliance, up to and including contract termination for all contracted service.
One contractor stores FACT vehicles outdoors and has very limited storage capacity given the number of vehicles on the lot.	Consider adding storage and maintenance requirements to future contracts. Previous contract performance should be a consideration in selecting contractors, in addition to price.
Lack of on-time performance standards analysis.	Develop and implement a reliable tracking methodology for on-time performance.
Lack of trend analysis for service improvement.	Tabulate service-related customer service feedback by category to measure performance trends.
Lack of targets for key cost drivers to identify issues before they become major.	Establish targets for key cost drivers such as unscheduled overtime pay and develop response strategies for when performance is outside of acceptable parameters.

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MAINTENANCE

Safe and reliable service depends upon effective vehicle and facility maintenance. This section provides a review of the vehicle and non-vehicle maintenance function and includes analysis of staffing levels, facilities, fleet condition, the preventive maintenance inspection program, running repair performance, vehicle servicing, and other maintenance-related work for <u>vehicles directly operated by FACT only.</u> Contractors are responsible for maintenance consistent with contract provisions.

Summary of Findings

Metric	Finding	Trend
Use of computerized fleet maintenance recordkeeping	✓	⇨
Automated analysis and identification of trends, performance, and maintenance issues	−	⇨
Adopted vehicle maintenance plan and preventive maintenance schedules/checklists	✓	⇨
Maintenance performance in terms of miles per major road call	✓	⇨
Preventive maintenance on-time performance	✓	⇨
Adequacy of maintenance facilities	✓	⬊

Legend:

+	*Above Average*	⬈	*Improving*
✓	*Average*	⇨	*Little net change*
−	*Below Average*	⬊	*Worsening*

Organization and Staffing

FACT's maintenance function is administered by a full-time Maintenance Manager who reports to the Assistant Executive Director. Reporting to the Manager are four full-time maintenance staff. These staff members are responsible for the maintenance of both the fixed-route and paratransit fleets.

Between fixed-route and paratransit service, FACT vehicles operate approximately 1,382,000 miles annually.[6] Of this, approximately 136,000 miles are directly-operated fixed-route and 258,000 are directly-operated paratransit, for a total of approximately 394,000 directly-operated vehicle miles. Contractors are responsible for maintaining vehicles they operate. This represents a miles per mechanic ratio of approximately 98,500 miles for directly operated vehicle maintenance. A typical ratio is between 100,000 and 125,000 miles per mechanic. FACT's ratio is consistent with industry standards.

Facilities and Equipment

FACT's facility is equipped with one official repair bay with space for one fixed-route vehicle and two paratransit vehicles, effectively providing three repair bays. There are two fixed lifts, one for

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[6] NTD 2008 Table 19

small buses and one for large buses. The formula of 2.34 bays per million miles operated annually plus 3.79 bays was presented in the *Transit Cooperative Research Program (TCRP) Synthesis 7 – Regulatory Impacts on Design and Retrofit of Bus Maintenance Facilities.* This would suggest the need for approximately five repair bays based on the number of miles operated. Other major equipment in the facility is one fueling station and one bus washer. The facility can store the entire directly-operated fixed-route fleet indoors. FACT has indicated that should all service become directly operated, the existing maintenance facility could support storing all vehicles indoors. It should be noted that this decision would likely strain the storage capacity, and the implementation of any additional service will likely exceed the storage capacity of the facility.

Various measures suggest that the FACT facility is inadequately sized in terms of repair bays and adequately sized for storage of the current fleet. However, the property has little flexibility for service expansion or changes to the fleet mix, due to geographic constraints and topography.

Revenue Fleet

FACT has a total fixed-route fleet of 15 vehicles and a peak vehicle need of 9 (2008)[7], representing a 40 percent spare ratio. This exceeds the 20 percent FTA guideline. While FACT is not subject to the 20% FTA spare ratio guideline, it is sound industry practice. FACT indicated that the high spares ratio was a result of subcontractors each requiring one spare on-site, and three vehicles that are jointly used by demand response service, and a newly operated shuttle service. This effectively leaves one spare, which is appropriate for the size of the agency.

The FTA suggests that the average age of a vehicle fleet should be less than one-half the average useful life of the fleet. For FACT's fixed-route fleet, this should be approximately 6.0 years. At an average of 3.5 years, FACT has a relatively new fixed-route fleet. This is due to the fact that FACT is fairly new to fixed-route service and purchased its vehicles after starting bus operations in 2002.

A visual inspection of the fleet found the vehicles to be generally in excellent condition.

Maintenance Recordkeeping and Reporting

FACT employs computerized maintenance recordkeeping using Fleet Management® software. All vehicle maintenance histories are stored within the Fleet Management® database. Fleet Management® is also programmed with the schedules for preventive maintenance for each vehicle make in the fleet. Warranty information has not been entered into Fleet Management® and Fleet Management® is not used to identify warranty work.

Fleet Management® is used to generate and track mechanic work orders including the parts used to complete assigned work. Fleet Management® then assigns applicable maintenance costs to each vehicle in the fleet.

The primary record kept by the Maintenance Manager is the Inventory System software program. Each part is checked out by a Maintenance Department employee, who has the responsibility—along with his manager—to ensure that proper parts accountability is recorded on a maintenance work order. The Maintenance Manager or his designee in turn enters the data into the computer, which automatically tabulates a balance on hand and notifies the Maintenance Manager when the inventory level reaches a pre-specified minimum quantity. When the minimum quantity is reached, the Maintenance Manager reorders—from an approved list of suppliers—a sufficient quantity to

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[7] NTD 2008 Agency_Mode_Service.xls report

bring the inventory up to the required maximum quantity shown on the inventory printout. While Fleet Management® has been incorporated into many maintenance functions; staff reports limited capabilities for Fleet Management® in terms of reporting and analysis.

Fuel is tracked through a card system. Other consumables are tracked manually.

Preventive Maintenance (PM) Program

FACT has an adopted Vehicle Maintenance Plan that identifies the mileage intervals for various levels of PM inspections by vehicle make and model. This information has been entered into Fleet Management®. Each day, service line employees manually record hubometer readings, which are entered into Fleet Management® by the Operations Manager. Fleet Management® is then used to produce a report indicating upcoming needed inspections. As inspections are scheduled, Fleet Management® produces the inspection work order along with a checklist of items to be performed as part of the particular inspection type.

The Maintenance Manager tracks preventive maintenance on-time performance. FACT does not have an established target for on-time performance but defines on-time as within 10 percent of the prescribed interval. Staff reports that the Fleet Management® software does not provide an automated PM on-time performance report.

There is also a defined PM program for major shop equipment and a PM program for buildings and grounds. The four maintenance staff are responsible for both vehicle and non-vehicle maintenance.

Running Repair

Running repairs for revenue vehicles are identified through the drivers reporting problems before pull-out, driver defect cards left on board the bus, service line employees, or by mechanics while performing other maintenance work.

For very minor repairs (less than $5.00 in parts, such as light bulb replacements), service line employees or mechanics will correct the defect and no work order will be generated. For more severe repairs, the defect is entered into Fleet Management® and a work order is generated.

FACT's 2008 National Transit Database report indicates that FACT's performance in terms of miles per major vehicle road call was 12,861[8], which is much better than the 2008 industry average of 5,222 miles[9] between major vehicle road calls. This seems to be due, in part, to the relatively young age of the vehicle fleet.

Vehicle Servicing

FACT has defined vehicle servicing procedures for its fixed-route and paratransit fleet. Maintenance employees are assigned to the service line function for the two fleets. For the fixed-route fleet, daily servicing entails fueling the bus and replenishing fluids, interior vacuuming (daily), mopping (when needed), and visual inspection. Maintenance technicians then park vehicles on the property.

Fuel and fluids consumed by each vehicle are manually recorded by the driver. This list is then provided to the Maintenance Manager who enters the information into Fleet Management.

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[8] NTD 2008 Service.xls and T16_RVI_Maintenanace_Performance.xls
(136,572 DO MB Miles + 467,926 PT MB Miles) / 47 MB Road Calls
[9] NTD 2008: 2,271,693,825 MB Miles / 435,044 MB Road Calls

FACT's mechanics are also responsible for performing interior detail cleanings of the fixed-route buses. Each vehicle receives a detailed interior cleaning as part of its PM cycle.

Maintenance Staff Development

FACT's maintenance staff receives vendor training on all vehicles in the fleet. Hiring maintenance staff members is at the discretion of the management.

Positives and Practices to Continue

- Computerized fleet maintenance recordkeeping has been incorporated in the management of the maintenance function.
- Maintenance staff willing to support technology improvements.
- Vehicle Maintenance Plan and PM inspection schedules and checklists have been implemented.
- Established target rates for PM inspection on-time performance and a definition of on-time.
- Established procedures for collecting and tracking key maintenance performance figures.

Suggested Actions

Observations for Improvement	Suggested Actions
Limited reporting and analysis capabilities of vehicle maintenance information system.	Investigate the report generation capabilities of Fleet Management® to determine whether more automated analyses could be performed.
High turnover rate in maintenance personnel.	Continue to monitor staff training needs and work with the Pennsylvania Public Transportation Association (PPTA) and local technical colleges to develop necessary courses and curricula.
Reliance on manual analysis and the knowledge of specific individuals to identify maintenance trends, performance, and vital information such as warranty terms.	Pursue procedures for direct use of maintenance tracking software system by all mechanics and service line employees. Enter warranty information into maintenance software and pursue automated notifications.
Limited number of staff using Fleet Management® software.	Pursue greater use of technology to automate such tasks as recording fuel and fluids consumption data.
"At capacity" covered vehicle storage.	Develop a Master Plan for the maintenance facility to meet the current and future needs of the system, considering directly-operated versus contracted operational needs.
Lack of maintenance function performance standards.	Adopt target rates for miles per major road call and make more extensive use of trend analyses to identify strategies to improve performance.

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SCHEDULING

Transit is a labor-intensive industry where drivers' wages and fringe benefits account for more than half of all bus operating costs. Because of this, scheduling has a significant influence on transit expenditures and the resulting efficiency and effectiveness. The scheduling process can maximize the use of drivers while attempting to minimize operating costs related to driver compensation. Another beneficial attribute of the scheduling function is to provide input to the negotiating process of the collective bargaining agreement to help analyze and communicate the cost consequences of various contract provisions.

Summary of Findings

Metric	Finding	Trend
Understanding of scheduling process	✓	⇨
Production of vehicle and driver assignments in a timely manner	✓	⇨
Input from operating personnel	✓	⇨
Appropriate use of computers	✓	⇨
Scheduling as an analytical tool	▬	⇨
Performance measures to gauge output of schedule process	▬	⇨
Adequate data to support scheduling function	▬	⇨

Legend:

✚	*Above Average*		⬈	*Improving*
✓	*Average*		⇨	*Little net change*
▬	*Below Average*		⬊	*Worsening*

Organization and Staffing

FACT has assigned the responsibility for fixed-route scheduling to the Operations Manager, who works with the Executive Director to develop the information presented to FACT's Executive Transportation Committee. This approach is consistent with some agencies that are similar in size to FACT. Most fixed-route scheduling changes result from the recent addition of new services and the desire to minimize overtime pay.

Data Inputs

The scheduling process mandates recent, reliable, and comprehensive information on ridership levels (i.e., maximum load point volumes and running times). As noted with planning, data collection is limited and oriented to addressing problems as they arise and complying with NTD submission requirements for ridership information. The limited information that is gathered is obtained manually by field personnel. Reliance on available automated data collection equipment and technology systems, such as FACT's Automatic Vehicle Locator (AVL) and passenger counts, would provide additional data to support the scheduling function.

Service Standards

Also related to planning is the need for a service standards policy to guide the assessment of current service and operations. Typical service standard elements that can be used by the schedule maker are acceptable load factor, policy headways and spans, and on-time performance. FACT'S service standard policies that relate to scheduling define "on-time" as between zero and six minutes late with an overall goal of 93 percent; however, no reports were available to indicate whether those goals were achieved or to provide performance trends.

Scheduling Steps

The scheduling process consists of five primary steps: headway determination, headway table, blocking (vehicle assignments), run-cutting (driver assignments), and rostering (driver requirements). The first four steps in the process are performed by the management team. Rostering is performed by the Operations Manager in coordination with the dispatcher.

Scheduling Assessment

One analysis feature not part of the current FACT scheduling process is a quantitative review of the scheduling process. Typically, the ratio of pay hours to platform (i.e., vehicle hours) is used to assess how economical a schedule iteration is in efficiently using drivers. Because of the reliance on manual techniques with no use of spreadsheets or scheduling software, the Pay/Platform Ratio (PPR) value or other measures (e.g., overtime or paid guarantee) are not reported.

Computerization

FACT staff uses manual and spreadsheet techniques to perform the fixed-route scheduling process with no use of available scheduling software packages to perform various calculations and display information. Given the current fleet size, operational complexity, and scheduling frequency, this approach is appropriate. Contractors provide their own scheduling and optimize according to their own criteria to minimize the cost of service delivery within contractual constraints.

Labor Agreement

A collective bargaining agreement between FACT and Teamsters Service Employees International Union (SEIU) Local Number 668—covering all full-time and regular part-time blue-collar non-professional employees, including drivers, mechanics, and bus washers—outlines work rules, pay provisions, wages, and fringe benefits. The contract terms include common provisions such as guarantee of work week, report time, and allowable spread. Nothing in the labor agreement would prevent FACT management from optimizing the scheduling process with respect to staffing or overtime. However the 8 hours per day overtime rule does place constraints on operations that FACT management considers in the scheduling process. It is important to note that contractors and their employees are not part of the union.

Positives and Practices to Continue

- Flexible schedule building process that has worked well and in a timely manner during the past several years.
- Current practice to manually gather and use data which is an implicit part of the current scheduling process.
- Knowledge, experience, and expertise of the staff involved in scheduling.

- Close working relationship between operations staff and schedule makers.

Suggested Actions

Observations for Improvement	Suggested Actions
Insufficient ridership and running time data to support scheduling function.	In conjunction with planning, develop a data management plan that utilizes currently available AVL technology to monitor and track performance trends in running time and on-time performance.
Lack of service standards to guide the schedule building process and lack of adequate metrics for the areas where standards are in place.	Establish and monitor service standards such as on-time performance, headways, and/or loading to assist in scheduling process.
Lack of information generated by the scheduling process and metrics to assess the output in terms of driver utilization and compensation.	Specify and monitor metrics, such as Pay/Platform Ratio, to gauge the adequacy and success of the scheduling process for directly-operated fixed-route service.
Little consideration given to coordination of route times to reduce transfer layovers.	Consider coordinating schedules to reduce transfer times especially when the new Transfer Center is opened.

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SAFETY AND SECURITY

This section provides a review of the safety and security functions at FACT. This section is focused on daily concerns related to vehicle and passenger safety in the fixed-route bus system. Specific attention also is given to emergency preparedness.

Summary of Findings

Metric	Finding	Trend
Provide comprehensive new operator and refresher training	✓	⇨
Require operators to use consistent and comprehensive procedures for reporting accidents/incidents	✓	⇨
Track and report accidents by type	✓	⇨
Develop and maintain System Security and Emergency Preparedness Plan	✓	⇨
Contracts utilize proper safety protocols and maintain security plan	▬	⇨

Legend:

✚	*Above Average*	⬈	*Improving*
✓	*Average*	⇨	*Little net change*
▬	*Below Average*	⬊	*Worsening*

Organization and Staffing

Safety and security issues are handled by the Operations Manager.

Reportable Incidents

FACT reports major incidents to the NTD as required. This encompasses incidents that meet one of the following criteria:

- A fatality other than suicide.
- An injury requiring immediate medical attention away from the scene for one person.
- Property damage of $25,000 or more.

Additionally, FACT keeps information on all safety-related incidents and reports them to their insurance carrier regardless of whether or not a claim is filed. As shown in **Exhibit 27**, in the past six calendar years (2004-2009), FACT reported a total of 64 incidents that involved one personal injury. One incident in 2008 involved total damage exceeding $25,000. FACT maintains highly detailed records of all incidents regardless of their value and had a significant drop in claims in 2009.

Exhibit 27: FACT Incident History Summary (2004-2009)

Calendar Year	Incidents	Injuries	Damage > $25,000
2004	2		
2005	2		
2006	19		
2007	15	1	
2008	21		1
2009	5		
Total	**64**	**1**	**1**

Training

The training of new operators consists of two or more weeks of combined classroom and field instruction on the bus routes. The two weeks of classroom instruction is based on the program developed by the United States Department of Transportation's Transportation Safety Institute and is coordinated with nearby transit agencies' needs and resources.

The content of the training program is provided in a student notebook, which includes proper driving and operator procedures. A bus operator is issued an Operations Manual at the completion of training. Its purpose is to outline the proper operating procedures that the driver should follow and answer any questions that might arise during typical operations.

Security

Fixed-route drivers are instructed to call the dispatcher in an emergency. The Operations Manager carries a cellular phone at all times when FACT has revenue vehicles on the road.

All revenue vehicles and all properties except for one contractor (Budget) incorporate video monitoring. Budget claims to use a 24-hour patrol and a "guard dog." All transit agencies in the Commonwealth note that video logs have proven invaluable in resolving questions and issues regarding safety and liability.

The new transit center includes a modern security system with video monitoring.

Emergency Preparedness

FACT has a Disaster Recovery/Business Continuity Plan and a fire plan. The plans contain information about preparedness, response, recovery, and organizational structure. The plans cover the operational facility and data systems. They also include evacuation procedures.

Positives and Practices to Continue

- Function appears to be very well managed with a strong focus on new operator training and refresher training for operators who have had accidents.
- FACT has established procedures for responding to and investigating accidents.
- Pooled insurance coverage with Fayette County Government resulting in perceived lower costs.

Suggested Actions

Observations for Improvement	Suggested Actions
Lack of security at all storage facilities.	Develop off-site security plan or require contractors to submit security plans for agency-owned equipment.
Lack of collision reduction plan.	Develop and implement a collision reduction plan.
Lack of written security plan for new Transfer Facility.	Develop and implement a security plan for the new transfer facility to ensure passenger and building security.

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CUSTOMER SERVICE

Customer services are those processes used to meet the needs of current customers. Within an agency, almost every employee with direct customer contact has a role in customer service. Effective customer service proactively provides information, an avenue for comments, and a mechanism for responding to customer compliments and complaints. The measure of effective customer service typically comes from a survey of riders. Effective customer service reduces the number of complaints per rider over time and increases the number of compliments. Customer service can have a direct impact on public relations and ridership.

Summary of Findings

Metric	Finding	Trend
Number of staff responsible for customer service	✓	⇨
Understanding of staff roles in customer service	✓	⬈
Clear customer service protocols (tracking, response, timeliness, satisfaction)	+	⇨
Customer Service Quality Improvement Plan	✓	⇨
Regular monitoring of customer service satisfaction	✓	⇨
Personal follow-up protocols for complaints and compliments	✓	⇨
Automated follow-up protocols for complaints and compliments	✓	⇨

Legend:

+	*Above Average*		⬈	*Improving*
✓	*Average*		⇨	*Little net change*
—	*Below Average*		⬊	*Worsening*

Organization and Staffing

Customer service follow-up for phone or mail customer communication is fielded by the subject area. There is not a dedicated staff member responsible for customer service-related issues.

Customer Service Policies

Customer service comes in two varieties: proactive and reactive. FACT provides proactive customer service in the form of information available on the FACT Web site and information available on the telephone. The Web site provides information about route/schedule changes, weather delays, and similar information.

FACT currently does not have the technologies to provide bus location information on the Web, though all vehicles are outfitted with AVL. Staff members expressed a desire for such a system, recognizing that it would be part of the ongoing investment in technology.

Reactive customer service is responding to specific compliments and complaints. FACT accepts these via mail, Web site, e-mail, fax, and telephone. There are no automated procedures to track complaints or to ensure that they have been closed out satisfactorily.

Complaints sent to the office via any means are documented on FACT's Complaint Documentation Form by the Transportation Clerk. After all information has been gathered, the form is forwarded to the division supervisor(s) for which the complaint has been directed. The supervisor who receives the complaint responds, logs his or her response in writing within 48 hours, and forwards a copy of the Complaint Document Form and response to the Transportation Clerk. The complainant is contacted by the Transportation Clerk within one week to follow up before closing the file on the complaint.

Written documentation of all complaints includes the date and time of the incident, carrier, nature of the complaint, response, resolutions, and date action taken. A file is kept of all complaints and this file is used during the semi-annual review meetings to track recurring complaints and identify potential solutions.

Quality Improvement Processes

Improvements in customer service typically result from findings from customer satisfaction surveys, recognition of customer complaints/compliment patterns, or political pressures from newspapers or elected officials. Advisory boards also play a role in quality improvement.

There seems to be a solid recognition within all levels of the agency of the importance of good customer service. However, there is no clear chain of custody, tracking, or responsibility for managing or reducing the number of complaints. FACT is the only agency reviewed so far, however, that has documented policies for handling complaints from staff, drivers, clients, and contractors.

With the passage of Act 44, customer service surveys are no longer mandated as part of the review process. Nevertheless, customer service surveys do provide one of the few systematic ways to measure changes in customer service effectiveness over time. FACT conducted a passenger survey in 2002 and again in 2008. Responses to key customer service metrics are presented in **Exhibit 28**. For all measured categories, FACT scored 65 percent in ratings of good to excellent.

Exhibit 28: FACT 2008 Customer Service Survey Responses

Customer Service Category	Poor	Fair	Good	Excellent
Clean vehicles	1.7%	24.1%	60.3%	13.8%
Response to telephone inquiries	11.1%	20.4%	53.7%	14.8%
On-time performance	3.6%	32.1%	46.4%	17.9%
Areas we serve	0.0%	23.2%	58.9%	17.9%
Drivers	3.5%	17.5%	52.6%	26.3%
Safety	1.8%	17.5%	50.9%	29.8%

Practices to Continue

- Personal "touch" in handling complaints/compliments by staff.
- Agency-wide understanding of the importance of good customer service.
- Written protocols for handling complaints from clients, staff, contractors, and drivers.

Suggested Actions

Observations for Improvement	Suggested Actions
No systematic means to conduct trend analysis of customer satisfaction.	Develop and implement procedures to track complaints and identify trends and needed improvements.

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INFORMATION TECHNOLOGY

Information technology (IT) provides the automated mechanisms for in-house and customer service communication. A reliable and seamless IT infrastructure makes it possible to move and analyze information in a less costly and timelier manner.

Summary of Findings

Metric	Finding	Trend
Number of staff responsible for Information Technology	✓	⇨
Appropriate use of outsourcing for IT needs	✓	⇨
Adequacy of in-house network and computer technology	✓	⇨
Adequacy of radio and communications systems	✓	⇨
Full use of registering fareboxes	▬	⇨
AVL technology	✓	⇨
Disaster Recovery Plan	✓	⇨

Legend:

✚	*Above Average*	⬀	*Improving*
✓	*Average*	⇨	*Little net change*
▬	*Below Average*	⬂	*Worsening*

Organization and Staffing

FACT has an on-call consultant (Vitalink) who is responsible for all IT-related issues. This arrangement makes for cost-effective management of IT needs.

Software

FACT uses the following software systems for specific functions:

- On-vehicle farebox: GFI
- Fixed-route run cutting: manual process and spreadsheets
- Paratransit scheduling: Route Match®
- Accounting and asset management: MIP®
- Maintenance requests: Fleet Management® for vehicles
- Payroll: outsourced to Fayette County
- Geographic Information Systems (GIS): outsourced[10]

Hardware

FACT is in the process of upgrading Web-based customer service technologies and at this time does not have a strategic IT infrastructure development plan.

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[10] GIS needs are satisfied by an interagency agreement with the SPC and Fayette County agencies.

Current Projects and Issues

FACT is scheduled to open a new transit facility in a business park, a project funded by an ARRA grant. The facility will include enhanced electronic security that will place some additional burdens on FACT's IT infrastructure.

Additionally, there is a stated goal to improve customer service by directly operating some service.

FACT also reports that it does not have the physical probes or the staff to fully utilize its GFI registering fareboxes. Given the investment in these fareboxes and the wealth of data they can produce both for auditing and planning purposes, finding the resources to fully use the registering fareboxes—a relatively minimal sum—would seem prudent.

Disaster Recovery Plan

FACT has a documented disaster recovery plan for its IT infrastructure. Web services are handled off-site, thereby providing an extra layer of security, and there have been no disruptions to that service. Servers are also backed up off-site.

Practices to Continue

- Vehicles include AVL technology that can be monitored at FACT.
- Staff members interested in exploring possible use of AVL for Web-based customer information systems.

Suggested Actions

Observations for Improvement	Suggested Actions
Additional infrastructure required to support the new transfer center. **Varying age of technologies.**	Develop a master IT plan that incorporates changes in on-vehicle technology and Web-based customer service.
Coordinating data sharing between various software systems.	Evaluate and refine reporting mechanisms in each major IT software package used for agency operations.
Lack of technology to maximize use of GFI self-registering fareboxes.	Acquire a farebox probe and train operations staff on its proper usage including the development of management reporting.

CAPITAL PROGRAMMING

The capital programming function at FACT is oriented toward maintaining the current transit system in a state of good repair as well as enabling bus system changes and expansion. The FACT capital programming activities and project list is primarily oriented to the SPC region's Transportation Improvement Program (TIP) and Twelve-Year Plan. The Twelve-Year Plan is a prioritized list of highway and transit projects eligible for federal and state funding and expected to be undertaken within the next 12 years. The TIP is the first four years of the Twelve-Year Plan, and represents projects for which there is adequate federal, state, and local funding. The TIP is updated about every two years to reflect changing conditions and priorities. FACT's TIP projects include initiatives such as acquiring vehicles and equipment and improving facilities.

Summary of Findings

Metric	Finding	Trend
Relationships with other agencies in the region	✓	⬈
Adequate staff to lead capital programming	✓	⇨
TIP as initial list of all capital needs (fiscally constrained)	✓	⇨
Relationship and coordination with external agencies	+	⇨

Legend:

+	*Above Average*	⬈	*Improving*
✓	*Average*	⇨	*Little net change*
▬	*Below Average*	⬊	*Worsening*

Organization and Staffing

Preparation of the TIP projects is the responsibility of the Executive Director with support by other members of the management staff.

Staffing Levels and Organization

FACT does not have a dedicated planning director; those responsibilities fall primarily to the Executive Director. Given the size of the agency, this is a reasonable staffing arrangement.

Capital Elements

Projects submitted for the TIP do not represent a complete capital program as the TIP does not include all needed capital projects. Certain needed projects are not listed on the TIP because they exceed available near-term funding or require additional analysis to further define the project and its cost. The capital program should be a list of projects that include a description, rationale, and a prioritized ranking. It is reasonable to expect that the project FACT submits for the TIP have the highest priority consistent with available funding.

A typical project on the TIP is the replacement of buses as they reach the end of their useful life. Similar to many agencies, FACT has opted to purchase low-floor buses which afford fewer seats for the same length bus. However, FACT has been buying larger Gillig buses in recent years and has noted an increase in fuel and operating expenses accordingly.

One concern is that because the TIP project list only identifies funded needs, it may not include major projects that have significant costs. For example, recent additions of commuter service have responded to public needs but have not been weighed as part of a larger capital plan.

Practices to Continue

- Strong relationships with other regional agencies.
- Coordinate other study efforts through a single capital program document.

Suggested Actions

Observations for Improvement	Suggested Actions
Need to specify a complete list of projects.	Assemble a master list of projects (i.e., needs) ranked by priority.
Distinguish between project lists that are financially constrained and one that is not.	Distinguish projects on the basis of available funding and identify those projects that could move forward with additional funding.

MARKETING AND PUBLIC RELATIONS

Effective marketing captures more of an agency's "traditional" markets and expands into new markets. While the direct measure of marketing effectiveness is "how many new riders are achieved as the result of marketing efforts," it is difficult to isolate the ridership effects of marketing from public relations, customer service, and even pricing pressures (i.e., fares, parking, and gas prices). Effective public relations can be measured in the perception of the agency's "image" with those it interacts with locally and outside the region.

Summary of Findings

Metric	Finding	Trend
Marketing:		
Thorough understanding of current customer base	✚	⇨
Effective use of targeted marketing and educational materials for special populations such as the disability community, non-English-speaking populations, etc.	✓	⇨
Effective use of marketing approaches to expand market share with current clientele	✓	⬈
Clear procedures to identify and assess potential (new) markets	✓	⇨
Public Relations:		
Visibility in the community	▬	⇨
Positive image with local community and elected officials	✓	⇨
Positive image with state and federal review agencies	✓	⇨

Legend:

✚	*Above Average*	⬈	*Improving*
✓	*Average*	⇨	*Little net change*
▬	*Below Average*	⬊	*Worsening*

Organization and Staffing

FACT manages marketing via the Executive Director and a part-time marketing specialist. This is consistent with the practices of similar sized agencies. FACT budgets approximately $50,000 per year for marketing-related activities.

Marketing and Outreach

The need to understand the current client base, how it is changing, and the most effective ways to communicate are important elements of marketing. They help focus scarce marketing resources, provide information on aspects of service delivery, and provide a base for planning new services. Much of the information about the markets and submarkets of FACT's current customer base is currently understood by the marketing staff. Targeted marketing campaigns have heightened the visibility of FACT in the community.

While FACT has developed a marketing plan and budget, no documented goals or metrics have been established to measure the effectiveness of the campaign in achieving the agency's goals. Such

metrics might measure brand familiarity by riders and the community, opinions of the brand and how they change over time, and how ridership changes in areas where marketing and branding changes have been implemented. The marketing staff is able to quantify the number of hits on FACT's Web site—currently about 700 per month.

Employer and Major Trip Attractor Coordination Agreements

FACT has undertaken proactive efforts to target commuters to Pittsburgh. Those efforts are expected to continue and could result in the addition of new choice client bases. How effective those efforts are should be monitored and adjusted to meet changing needs.

Public Information

The FACT Web site provides information on service disruptions, route schedules, and commuter programs. Staff members indicated a desire to provide a more robust Internet-based public information system that would include real-time information on bus locations, once vehicles and other services are outfitted with the appropriate hardware and software.

FACT currently lacks a high quality system map to help riders and potential riders visually understand how they can get from their origin to a destination through the system. Additionally, signage at bus stops is very limited. This would be a useful addition to FACT's public information toolkit.

Advertising

FACT advertises in a variety of media including newspaper, radio, billboards, direct mail, and its Web site. The Web site is hosted "off-site" and has no difficulty handling current traffic, and has not experienced any unscheduled disruptions. FACT staff members expressed an overall satisfaction with their Web hosting service provider.

Public Relations

Direct measures of public relations effectiveness are not easily captured apart from the customer satisfaction surveys which have been conducted in the last five years. For public relations purposes, FACT has a good perceived "image" with all officials interviewed—especially under its new Executive Director. A brief review of newspaper editorials and articles indicates that this holds true in the press as well. There is pride at all levels of the agency in maintaining a positive image. FACT maintains a library of news clippings which indicate that press coverage and agency image are generally favorable in the local press.

Interagency Relations

On the interagency component of public relations, FACT has established a good reputation for outreach and coordination. FACT coordinates efforts with the Pittsburgh area MPO and attempts to coordinate service and transfers with the Port Authority and other local transit providers.

Awards and Accolades

FACT provided no documentation on any industry or local awards or accolades.

Positives and Practices to Continue

- Dedicated marketing budget.
- Good working relationship with the SPC and other local agencies that have skills that FACT may not be able to maintain readily in-house.
- Good local public relations image with public officials and the press.
- Continue to identify innovative ways to increase market share in areas where FACT competes well against other transportation modes.

Suggested Actions

Observations for Improvement	Suggested Actions
Lack of empirical data and reports on current or past customer markets and submarkets.	Regularly conduct analysis of ridership patterns and market segments in a cost-effective manner.
Lack of analysis or reporting of marketing effectiveness.	Implement processes to measure the effectiveness of marketing expenditures and report findings at least quarterly to the Board.
Lack of route-level maps and complete system map.	Develop maps for each route to be part of existing timetables and create a high quality system-level route map.
Low level of system visibility.	Investigate procurement and implementation of route signs, bus shelters, etc., to increase visibility in the community.

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PLANNING

The two primary objectives of the planning process are to monitor service and develop entirely new service proposals. These changes attempt to remedy current deficiencies and seize future opportunities. Another facet of the planning process is that it should cover three planning horizon periods. The first, short-range or near-term, pursues service changes that can be made within a year. Mid-term planning extends the focus to a five-year time frame and typically would be documented in a Transit Development Plan (TDP). A long-range transit plan (i.e., 20 years) is mandated by the FTA and the Federal Highway Administration (FHWA) as part of the metropolitan planning (3C) process.

Summary of Findings

Metric	Finding	Trend
Proactive approach to short-range planning	✓	⇨
Proactive approach to mid-range planning	−	⇨
Proactive approach to long-range planning	−	⇨
Possesses adequate staff capabilities in planning	−	⇨
Uses empirical data used to support planning functions	−	⇨
Demonstrates strong staff leadership in planning functions	✓	⇨
Provides opportunities for planning input from operating personnel	✓	⇨
Relationships and coordination with other local planning agencies	✓	⇨
Positive vision for what transit could be	✓	⇨
Uses performance measures to assess route performance	−	⇨

Legend:

  + *Above Average*   ⤢ *Improving*

  ✓ *Average*   ⇨ *Little net change*

  − *Below Average*   ⤡ *Worsening*

Staffing Levels and Organization

FACT currently does not have a dedicated Planning Director, a position that would focus all planning activities. This is typical for agencies of this size where the responsibilities for planning are distributed among senior managers. The Executive Director takes the lead in many planning activities with the support of managers and the SPC.

Planning Hierarchy, Perspective, and Vision

Similar transit agencies have found it helpful for both staff and Board members to develop a clear planning mission statement to guide activities that range from fine-tuning adjustments in the near-term to more major system-wide changes with a longer horizon period. In turn, FACT should have clear goals and objectives which are helpful in defining a planning vision for the agency. The recent

focus at FACT has been on expanding into commuter markets and a capital program, as demonstrated by the Pittsburgh Express service and the new transit facility.

For the mid-term period, which should guide FACT's planning activities over the next five years, a TDP should be developed. The TDP's service plan would accompany a capital improvement program and appropriate financial projections. This document would present a positive vision for FACT with less attention placed on financial constraints. In essence, it would be what FACT could achieve if provided greater funding. Emphasis would be on latent demand and potential ridership consisting mainly of individuals who have a car available (i.e., choice riders). Long-term planning activities are currently assumed by SPC staff under the advisement of the FACT Executive Director. FACT's current coordination role seems appropriate; however, the process should consider different levels of transit service in terms of coverage and level of service.

Data Inputs

FACT currently does not use the more detailed ridership data available from their registering fareboxes, which could provide boardings by bus trip and permit more detailed route assessments in terms of passengers per revenue hour and passengers by bus trip. This seems to have resulted from a lack of a GFI probe and the staff capacity to use such information.

Data collection is currently limited and oriented toward addressing problems as they arise and complying with NTD ridership reporting requirements. The limited information is obtained manually by the field personnel consisting of part-time checkers, drivers on light duty, and the Operations Manager. FACT's Automatic Vehicle Locator (AVL) system provides the opportunity to mine additional data to support the planning and scheduling functions; however, it is not utilized to the maximum extent possible.

The conduct and utilization of transit-specific surveys typically is limited to addressing specific complaints or problems. A quantitative approach to understand the service area through GIS is not used by FACT staff since they lack the necessary software and expertise. This is possibly an area where the SPC could be of assistance, particularly when the results of the 2010 U.S. Census become available.

The discussion above indicates the need for increased data collection and the efficient use of technology to support this effort in an economical manner. Planned investments in hardware and software will likely result in a deluge of new information that could support decision-making. FACT should prepare a data management plan to help maximize the effective use of this information.

Service Standards

Also related to planning is the need for FACT to expand its formal service standards policy to better guide the assessment of current service and provide a basis to gauge new route proposals. The standards should include about a dozen guidelines that relate to the operator, rider, and the broader community that supports the system. The standards are often grouped in terms of coverage, patron convenience, agency fiscal condition, and patron comfort. The service standards policy is a key input to the data management plan since it indicates what information is required from routine record keeping, external data sources, and surveys.

Route-Level Performance Evaluation

Currently, route performance is based on passenger and revenue statistics. These values are important metrics and should continue to be used and provided to staff and Transportation

Executive Committee members for their consideration. This process should be expanded to include financial measures such as farebox recovery and cost, deficit, and subsidy per passenger. A suggested approach is to develop a three-variable cost model and apply it to each route. The other operating, passenger, and financial data by route can be obtained from the current and upcoming reporting systems with little additional effort.

Positives and Practices to Continue

- Short-range planning process is proactive and this level of involvement needs to be carried into the five-year planning horizon.
- Intimate knowledge of service area and prior planning efforts and service changes.
- Well-established relationships among staff that could easily expand into a service development committee.
- Close working relationships with other agencies that influence planning and funding issues in the region.

Suggested Actions

Observations for Improvement	Suggested Actions
Insufficiently detailed ridership information to support the planning function.	Develop formal service standards for planning functions.
Insufficiently detailed service standards to guide the planning process and development of improvement proposals.	Develop a data management plan that utilizes technology investments (i.e., AVL) and staff resources to obtain ridership and running time information.
Lack of a Transit Development Plan (TDP).	Update a TDP that addresses issues facing FACT over the next several years.
Insufficient route-level analysis to support decision making.	Expand on current route-level evaluation to include financial measures.
Limited fixed-route planning experience due to history as a demand response system.	Capitalize on education opportunities offered through outside entities and investigate peer-to-peer information exchange to gain knowledge.
New transfer facility requires near- and long-term plans for service and future uses.	Develop a plan for the transfer facility as part of a larger system plan and facilities master plan.
Document a planning process for staff use.	Develop and implement a written planning process.

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APPENDIX A: DOCUMENTATION REQUEST

FACT 2010 Transit Performance Review
Data Request
Pennsylvania Department of Transportation
Bureau of Public Transportation

DOCUMENT REQUEST

Please provide the following documents and label as shown for **fixed route service only**. Information is strongly preferred in electronic format. Please indicate on the below checklist as to the status and availability of the information.

**Denotes information requested from contractors in addition to FACT.

Requested Item	Mark Form in which Data to Be Provided			
	Electronic	Paper Mail	Not Available	Not Applicable
BACKGROUND				
1. Enabling legislation, ordinances, compacts or charter.	X			
2. Brief history of the agency, including its current and any prior official names, any present nicknames or monikers, and identify any predecessor entities, service days/hours and any other general agency information.	X			
3. Business or Strategic Plans, including adopted Mission and Vision statements.	X			
4. Describe any unique circumstances that have adversely or positively affected the agency (ridership, finances, other).			X	
GOVERNANCE/GENERAL MANAGEMENT				
5. List of current governing body members, with terms and tenure of each member and contact information for each.	X			
6. Governing body minutes and agenda from the last 12 months(related to FACT).	X			
7. Biography, contract terms, and tenure of General Manager / Executive Director.	X			
8. **Organization chart delineating decision authority by roles.	X			
9. Succession plan or equivalent.	X			
10. Any documentation not provided above which delineates the respective roles and responsibilities of management and governing body members.				
OVERSIGHT AND REVIEWS				
11. Two most recent annual reports from chief executive officer to governing board.	X			
12. Financial Management Oversight (FMO) reviews, Triennial Reviews, and any other recent outside audits or evaluations in any administrative areas such as: Executive Management, Human Resources, Finance, Legal, Information Management, Resource Management, Internal Audit, Marketing, etc. Include all correspondence between the agency, PennDOT, FTA, auditors, etc.	X			
HUMAN RESOURCES				
13. All collective bargaining agreements as well as any related documents(e.g., letters or memoranda of understanding, letter	X			

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Bureau of Public Transportation

	Requested Item	*Mark Form in which Data to Be Provided*			
		Electronic	Paper Mail	Not Available	Not Applicable
	agreements, side letters that clarify or modify the collective bargaining agreements, etc.)				
14.	Any strikes or work stoppages over the past 6 years.	X			
15.	Any reports filed with the state or federal government regarding union operations, funds management, etc.				
16.	Cost of benefits (health care, pension/retirement, etc.) broken down by major category for the last year and projected for the next 5 years.	X			
17.	Turnover rate by position for each of the last 5 years.	X			
18.	**Operator hiring and performance review procedures.	X			
FINANCE					
19.	Operating and Capital Budgets for the current fiscal year (provide separately if not in the Annual Report).	X			
20.	Official Bond Statements for the most recent issuances.	X			
21.	Audited Financial Statement for the most recent fiscal year and Single Audit Statement.	X			
22.	Profit/Loss/Cash Flow statements for each of the past 12 months.	X			
23.	Year-end cash position for each of the last 2 fiscal years.				
24.	Operating revenues and expense detail by account for each of the last 2 years. Please provide in as frequent intervals as possible (i.e. monthly, quarterly)	X			
PROCUREMENT					
25.	Procurement policy and procedures.	X			
CONTRACTING					
26.	Contracts involving purchased transportation.	X			
27.	Contracts for the provision of services or special operations agreements to specific agencies, localities, colleges, universities, or other entities.				
28.	**Contracts for tire services, management services, and professional services over $25,000 in value.	X			
29.	Contract management plan.	X			
OPERATIONS					
30.	**Operations Manual.	X			
31.	**Operators Manual.	X			
32.	**Emergency and inclement weather (snow, flood, etc.) operational plans and procedures.	X			
33.	**Dispatch procedures				
34.	**On-street supervision procedures (incl. AVL, if equipped).	X			
35.	**Service standards for existing and new or newly restructured services. Provide description or example of how used in periodic service evaluations and service planning.	X			
36.	Significant seasonal variations in service supplied (including school alterations, special routes, etc.).				

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FACT 2010 Transit Performance Review
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Requested Item	Mark Form in which Data to Be Provided			
	Electronic	Paper Mail	Not Available	Not Applicable
37. Identify and provide relevant documents regarding any present & future operational challenges.				
FARES AND FARE SECURITY				
38. Listing of fares by type and media (pass, token, cash, etc.)	X			
39. Plans for changes in fare media (e.g. electronic).				
40. **Monthly fare revenue by category, and by patron type.	X			
41. **Fare handling policy & procedures (from on-board vehicle to deposit at bank).	X			
42. Commuter choice program description, synopsis of participants, marketing activities, and total revenues derived from program (if applicable).	X			
MAINTENANCE				
43. **Maintenance plan, programs and procedures manual.	X			
44. End of year parts inventory value ($) for each of past 5 years.	X			
45. Building condition appraisals.				
46. Ongoing asset maintenance programs.	X			
OPERATIONAL SCHEDULING/PLANNING				
47. **Scheduling Manual.	X			
48. Maps and schedules (system wide and route specific).	X			
49. Revenue miles, revenue hours & fares from any charter services provided in each of the last 6 years.				
50. Short range transit operational plan (i.e., TDP - transit development plan).				
51. Long range transit plan.	X			
SAFETY AND SECURITY				
52. Summary of Worker Compensation Claims, by year, for each of last 5 years.	X			
53. **Description of accident/incident policy and definitions, including how they are recorded and monitored (separated by employee and patron).	X			
54. **Property collisions and other reportable incidents for each of the past 6 years.	X			
55. **Personal injuries and fatalities for each of the past 6 years.	X			
56. **On-board criminal activities for each of the past 6 years				
57. **Property criminal activities for each of the past 6 years				
58. **Safety training and Collision reduction plan(s).	X			
59. **Emergency Preparedness / Operations Continuity Plan.	X			
60. **List of any safety or security issues and/or concerns.				
61. **Number of vehicles and sites with security monitoring (i.e., camera, patrols).	X			
62. Records of safety meetings for past 2 years.	X			

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FACT 2010 Transit Performance Review
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Pennsylvania Department of Transportation
Bureau of Public Transportation

Requested Item	Mark Form in which Data to Be Provided			
	Electronic	Paper Mail	Not Available	Not Applicable
CUSTOMER SERVICE				
63. **Fixed route ADA compliance reports for the most recent year.				
64. Two most recent customer service surveys reports and any actions taken to address known issues.	X			
65. **Complaint procedures manual/policy and 2 most recent reports.	X			
66. Other customer service metrics maintained by the agency.	X			
INFORMATION TECHNOLOGY				
67. **Computer disaster recovery plan.	X			
68. Computer security procedures now in use.				
69. **Data collection technology/programs (i.e., APCs, AVL, scheduling software, financial management software, maintenance software).	X			
CAPITAL PROGRAMMING				

70. Short and Long-term capital programs or plans including:
• Transit TIP
• Agency Specific Plans (additional to TIP):
   ○ Fleet expansion needs/plans for revenue and non-revenue vehicles (if in addition to TIP)
   ○ State-of-good-repair facility projects for next 5 years (new roof, vehicle overhaul, etc.)
   ○ New/Expanded facilities projects for next 5 years
   ○ Replacement/expansion needs/plans for all other capital assets for next 5 years
	X			

71. Contact information for any assets owned, operated, or maintained by others.				
72. Listing of real estate fixed assets (i.e., facilities, transfer locations, etc.) identifying any asset currently not directly used in transit operations and plans for same.	X			
73. Listing of Real estate plans (purchases, sales, or lease changes) including current or planned construction projects, documenting cost to complete and projected completion date planned for next 5 years				
MARKETING AND PUBLIC RELATIONS				
74. Service area demographics, customer profiles, and market research documents (as available).	X			
75. Local news clippings from past 5 years.	X			
76. Copy of current year marketing program and policies.	X			
77. Public involvement plan, and notices and attendance rosters from events from most recent 2 years.	X			
78. Reports, input, recommendations, etc. from ridership committees and/or advocacy groups for the past 2 years.	X			

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APPENDIX B: FUNCTIONAL REVIEW FINDINGS, TRENDS, AND SUGGESTED ACTIONS

Legend:

+   *Above Average*   ⬀   *Improving*

✓   *Average*   ⇨   *Little net change*

—   *Below Average*   ⬂   *Worsening*

Metric	Finding	Trend	Suggested Action
Governance			
Full Governing Body membership	✓	⇨	No suggested actions.
Governance and structure meet changing needs and equitably represent agency's customers	✓	⇨	Consider establishing a separate or expanded FACT Governing Board.
Sets and achieves strategic goals	—	⇨	Use FACT's Mission Statement to develop a vision statement with commensurate goals, objectives, and performance measures.
Meets community public transit needs	✓	⇨	No suggested actions.
Public opinion of Board and transit system	✓	⇨	No suggested actions.
Working relationship among Board members	—	⇨	Consider establishing a separate or expanded FACT Governing Board.

Metric	Finding	Trend	Suggested Action
Working relationship with Executive Director and other agency staff	✓	⇨	Encourage management to provide detailed reporting on all key aspects affecting costs, ridership, and quality of service including route-specific statistics. Refine existing and adopt additional performance standards and associated metrics for key functional areas. Proactively monitor metrics on a monthly basis.
Advisory Committees			
Advisory committees provide opportunity for citizen input	✓	⇨	Develop and implement a public involvement plan that solicits input on public transportation issues.
Advisory committees provide opportunity for technical input	✓	⇨	Develop and implement an education program for advisory board members.
The number and types of advisory boards are appropriate for an agency of this size	✓	⇨	Increase focus on fixed-route system or consider creating a separate committee for fixed-route-only issues.
General Management			
Relationship with Governing Body	✓	⇨	No suggested actions.
Organizational structure appropriate for size of agency	✓	⇨	No suggested actions.
Provides regular performance reporting to oversight Body	✓	⇨	No suggested actions.
All key management positions currently filled	✓	⇨	No suggested actions.

Metric	Finding	Trend	Suggested Action
Employs strategic policies, goals, and objectives	**–**	⇨	Draft a strategic plan for Board review and adoption, with commensurate goals, objectives, and metrics. Implement and monitor achievements toward strategic goals and provide reports to the Board on a monthly or quarterly basis as appropriate.
Employs, monitors, and uses written performance standards for all major agency functions	**–**	⇨	Create and actively use performance metrics for all major management functions, including grants management. Monitor and report periodically to staff and Board.
Actively promotes and achieves interagency coordination	✓	⇨	No suggested actions.
Timely satisfaction of all federal and state reporting requirements	✓	⇨	Capitalize on grant training programs offered by outside entities.
Has and follows a written quality control plan for key functions	**–**	⇨	Develop and implement quality control procedures for all key management functions.
Has a succession plan in place for all key positions	✓	⇨	No suggested actions.
Has cross-training and responsibility practices to ensure functions can operate smoothly in the event of absenteeism, retirement, etc.	✓	⇨	Continue to provide ongoing training and cross-training among management personnel to help ensure continuity for short- or long-term absences and personnel departures.
Percent of Total Operating Costs Attributable to General & Administrative	✓	⇨	No suggested actions.

Metric	Finding	Trend	Suggested Action
Purchased Transportation Services			
Number of Different Contractors is Reasonable Given Local Concerns	–	⇨	Document and report to the Board the benefits and costs of using contracted service (vs. in-house service delivery) and the benefits of using three different contracts vs. one contract to purchased fixed-route service delivery.
Contracts Provide Reasonable Provisions consistent with Agency's Service Delivery Standards	✓	⇨	No suggested actions.
Contracts Incorporate Progressive Penalties in Order to Enforce Service-Delivery Standards and Other Contract Requirements	–	⇨	Incorporate progressive penalties for breach of all requirements of the service provider contracts.
Contractors Properly Maintain and Store Vehicles	–	⇨	Rectify insurance, workplace and vehicle storage issues with Budget Charters within 30 days or use current contract provisions to terminate the contract as soon as it is practical to do so.
Contractors Demonstrate Clear Understanding of Agency's Mission and Values	–	⇨	Rectify insurance, workplace and vehicle storage issues with Budget Charters within 30 days or use current contract provisions to terminate the contract as soon as it is practical to do so.
Agency Provides Regular Oversight of Contractors and Contract Service Delivery	–	⇨	Develop and implement regular oversight reviews of contractors.

Metric	Finding	Trend	Suggested Action
Contractors provide a safe and professional working environment for their employees.	**–**	⇨	Rectify insurance, workplace and vehicle storage issues with Budget Charters within 30 days or use current contract provisions to terminate the contract as soon as it is practical to do so.
Human Resources			
Retain stable work force	**–**	⇨	Investigate and address cause of high employee turnover rate for all functional areas.
Recruit qualified employees promptly as vacancies occur	**–**	⇨	Explore expediting the county government hiring process; compare hiring requirements to similar agencies.
Provide training focused on job performance	✓	⇨	No suggested actions.
Manage the cost of employee benefits	✓	⇨	No suggested actions.
Manage labor relations effectively	✓	⇨	No suggested actions.
Finance			
Provides realistic annual budgets	✓	⇨	No suggested actions.
Accurately records and reports financial transactions	✓	⇨	Pursue appropriate and cost-effective integration of accounting and financial management software with other systems.
Manages state/federal grants efficiently to meet government requirements	✓	⇨	No suggested actions.
Analyzes and manages cash flow	✓	⇨	No suggested actions.

Metric	Finding	Trend	Suggested Action
Uses reasonable approach for handling passenger revenues	✓	⇨	Establish formal standards that would trigger an audit when cash receipts and GFI registering farebox collections are inconsistent. Explore and make full use of the GFI registering fareboxes and associated data to assist in other key functions.
Procurement			
Use of computerized parts management system	✓	⇨	No suggested actions.
Automated analysis and identification of procurement needs	−	⇨	Investigate the report generation capabilities of Fleet Management® and accounting software to determine whether more automated analyses could be performed.
Established procedures for verifying inventory figures	✓	⇨	Pursue automated procedures for determining whether mechanics have taken parts out of inventory.
Record and measure inventory function performance	−	⇨	Establish performance metrics for the parts inventory function and develop procedures for collecting and reporting the data needed to determine performance. FACT can refer to the Transportation Research Board's publication, *Inventory Management in a Maintenance Environment*, for guidance on applicable metrics and methodologies for determining performance.

Metric	Finding	Trend	Suggested Action
Has and achieves DBE/MBE/WBE goals	−	↗	Investigate root cause and implement improvements to meet goals, especially in operating purchases.
Appropriate use of technology in parts inventory control	✓	⇨	Conduct financial and operations analysis to develop quantifiable benefits of either contracting a service out or completing more in-house.
Appropriately procures contracts for purchased transportation according to state and federal guidelines.	✓	⇨	Consider consolidating contracts to increase competition and attract different service providers.
Operations			
Service is operated in accordance with published schedules	✓	⇨	Complete automated data collection and archiving efforts and incorporate data into operations decision-making.
Track key cost drivers such as unscheduled overtime pay and other premium pay categories	−	⇨	Establish targets for key cost drivers such as unscheduled overtime pay and develop response strategies for when performance is outside of acceptable parameters.
Track and report on-time performance	−	⇨	Develop and implement a reliable tracking methodology for on-time performance.
Track and analyze service-related customer feedback by category	✓	↗	Tabulate service-related customer service feedback by category to measure performance trends.

Metric	Finding	Trend	Suggested Action
Contracts contain service standards with appropriate enforcement penalties.	━	⇨	Contract language should be adopted that clearly spells out acceptable standards and includes enforced progressive penalties for lack of compliance, up to and including contract termination for all contracted service.
Contractors abide by operations standards set forth in contracts.	━	⇨	Consider adding storage and maintenance requirements to future contracts. Previous contract performance should be a consideration in selecting contractors, in addition to price.
Maintenance			
Use of computerized fleet maintenance recordkeeping	✓	⇨	Pursue procedures for direct use of maintenance tracking software system by all mechanics and service line employees.
Adopted vehicle maintenance plan and preventive maintenance schedules/checklists	✓	⇨	No suggested actions.
Automated analysis and identification of trends, performance, and maintenance issues	━	⇨	Investigate the report generation capabilities of Fleet Management® to determine whether more automated analyses could be performed. Pursue greater use of technology to automate such tasks as recording fuel and fluids consumption data. Enter warranty information into maintenance software and pursue automated notifications.

Metric	Finding	Trend	Suggested Action
Maintenance performance in terms of miles per major road call	✓	⇨	Adopt target rates for miles per major road call and make more extensive use of trend analyses to identify strategies to improve performance.
Preventive maintenance on-time performance	✓	⇨	No suggested actions.
Adequacy of maintenance facilities	✓	⬂	Develop a Master Plan for the maintenance facility to meet the current and future needs of the system, considering directly-operated versus contracted operational needs.
Scheduling			
Understanding of scheduling process	✓	⇨	In conjunction with planning, develop a data management plan that utilizes currently available AVL technology to monitor and track performance trends in running time and on-time performance.
Production of vehicle and driver assignments in a timely manner	✓	⇨	No suggested action.
Input from operating personnel	✓	⇨	No suggested action.
Appropriate use of computers	✓	⇨	Consider coordinating schedules to reduce transfer times especially when the new Transfer Center is opened.
Scheduling as an analytical tool	−	⇨	Establish and monitor service standards such as on-time performance, headways, and/or loading to assist in scheduling process.

Metric	Finding	Trend	Suggested Action
Performance measures to gauge output of schedule process	**–**	⇨	Specify and monitor metrics, such as Pay/Platform Ratio, to gauge the adequacy and success of the scheduling process for directly-operated fixed-route service.
Adequate data to support scheduling function	**–**	⇨	In conjunction with planning, develop a data management plan that utilizes currently available AVL technology to monitor and track performance trends in running time and on-time performance.
Safety and Security			
Provide comprehensive new operator and refresher training	✓	⇨	No suggested actions.
Require operators to use consistent and comprehensive procedures for reporting accidents/incidents	✓	⇨	No suggested actions.
Track and report accidents by type	✓	⇨	No suggested actions.
Develop and maintain System Security and Emergency Preparedness Plan	✓	⇨	Develop and implement a security plan for the new transfer facility to ensure passenger and building security.
Collision reduction plan.	**–**	⇨	Develop and implement a collision reduction plan.
Contracts utilize proper safety protocols and maintain security plan	**–**	⇨	Develop off-site security plan or require contractors to submit security plans for agency-owned equipment.
Customer Service			
Number of staff responsible for customer service	✓	⇨	No suggested actions.

Metric	Finding	Trend	Suggested Action
Understanding of staff roles in customer service	✓	↗	No suggested actions.
Clear customer service protocols (tracking, response, timeliness, satisfaction)	**+**	⇨	No suggested actions.
Customer Service Quality Improvement Plan	✓	⇨	No suggested actions.
Regular monitoring of customer service satisfaction	✓	⇨	Develop and implement procedures to track complaints and identify trends and needed improvements.
Personal follow-up protocols for complaints and compliments	✓	⇨	No suggested actions.
Automated follow-up protocols for complaints and compliments	✓	⇨	No suggested actions.
Information Technology			
Number of staff responsible for Information Technology	✓	⇨	No suggested actions.
Appropriate use of outsourcing for IT needs	✓	⇨	No suggested actions.
Adequacy of in-house network and computer technology	✓	⇨	Evaluate and refine reporting mechanisms in each major IT software package used for agency operations.
Adequacy of radio and communications systems	✓	⇨	No suggested actions.
Full use of registering fareboxes	**–**	⇨	Acquire a farebox probe and train operations staff on its proper usage including the development of management reporting.
AVL technology	✓	⇨	No suggested actions.
Disaster Recovery Plan	✓	⇨	No suggested actions.

Metric	Finding	Trend	Suggested Action
Strategic IT Plan	**-**	⇨	Develop a master IT plan that incorporates changes in on-vehicle technology and Web-based customer service.
Capital Programming			
Relationships with other agencies in the region	✓	⬈	No suggested actions.
Adequate staff to lead capital programming	✓	⇨	No suggested actions.
TIP as initial list of all capital needs (fiscally constrained)	✓	⇨	No suggested actions.
Relationship and coordination with external agencies	**+**	⇨	No suggested actions.
TIP as initial list of all capital needs (fiscally constrained)	✓	⇨	Assemble a master list of projects (i.e., needs) ranked by priority. Distinguish projects on the basis of available funding and identify those projects that could move forward with additional funding.
Marketing			
Thorough understanding of current customer base	**+**	⇨	Regularly conduct analysis of ridership patterns and market segments in a cost-effective manner.
Effective use of targeted marketing and educational materials for special populations such as disabled populations, non-English-speaking populations, etc.	✓	⇨	No suggested actions.

Metric	Finding	Trend	Suggested Action
Effective use of marketing approaches to expand market share with current clientele	✓	↗	Implement processes to measure the effectiveness of marketing efforts and report findings at least quarterly to the Board.
Clear procedures to identify and assess potential (new) markets	✓	⇨	No suggested actions.
Public Relations			
Visibility in the community	−	⇨	Develop maps for each route to be part of existing timetables and create a high quality system-level route map. Investigate procurement and implementation of route signs, bus shelters, etc., to increase visibility in the community.
Positive image with local community and elected officials	✓	⇨	No suggested actions.
Positive image with state and federal review agencies	✓	⇨	No suggested actions.
Planning			
Proactive approach to short-range planning	✓	⇨	No suggested actions.
Proactive approach to mid-range planning	−	⇨	Update a TDP that addresses issues facing FACT over the next several years.
Proactive approach to long-range planning	−	⇨	Capitalize on education opportunities offered through outside entities and investigate peer-to-peer information exchange to gain knowledge.

Metric	Finding	Trend	Suggested Action
Possesses adequate staff capabilities in planning	**–**	⇨	Develop formal service standards for planning functions.
Uses empirical data used to support planning functions	**–**	⇨	Develop a data management plan that utilizes technology investments (i.e., AVL) and staff resources to obtain ridership and running time information.
Demonstrates strong staff leadership in planning functions	✓	⇨	Develop a plan for the transfer facility as part of a larger system plan and facilities master plan.
Provides opportunities for planning input from operating personnel	✓	⇨	Develop and implement a written planning process.
Relationships and coordination with other local planning agencies	✓	⇨	No suggested actions.
Positive vision for what transit could be	✓	⇨	No suggested actions.
Uses performance measures to assess route performance	**–**	⇨	Expand on current route-level evaluation to include financial measures.