COUNTY OF LEBANON TRANSIT AUTHORITY
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 agency 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 County of Lebanon Transit (doing business as COLT/LT). The performance review considered fixed-route service only (although COLT/LT 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	County of Lebanon Transit (dba COLT/LT)	
Year Founded	1979	
National Transit Database Reporting Year	2008	
Service Area (square miles)	362	
Service Area Population	120,327	
Type of Service Provided	Fixed-Route Bus	Demand Response
Vehicles Operated in Maximum Service	13	13
Annual Revenue Miles of Service	444,000	312,000
Annual Revenue Hours of Service	32,700	24,000
Annual Passenger Trips	306,000	61,000
Employees (full-time/part-time)	31/4	21/2
Annual Operating Budget	$2.2 million	$1.1 million
Annual Fare Revenues	$323,700	$979,100
Farebox Revenues / Total Operating Cost	15%	88%
Administrative Cost / Total Operating Cost	39%	36%
Operating Cost / Revenue Mile	$4.95	$3.53
Operating Cost / Revenue Hour	$71.63	$45.83
Passengers / Revenue Hour	9.79	2.54
Operating Revenue / Revenue Hour	$13.39	$40.80
Operating Cost / Passenger	$7.32	$18.03

ACT 44 PERFORMANCE DETERMINATION

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

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 **<u>above</u>** of the peer average in –
  - Single year and five year trend for Operating Cost / Revenue Vehicle Hour
  - Single year and five year trend for Operating Cost / Passenger

- In Compliance if within one standard deviation **<u>below</u>** the peer group average in –
  - Single year and five year trend for Passengers / Revenue Vehicle Hour
  - Single year and five year trend for Operating Revenue / 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 prior to the next performance review.

An analysis of the eight key criteria mandated by Act 44 was conducted and *it was determined that COLT/LT is "In Compliance" for six of eight criteria and "At Risk" with respect to two criteria*, both of which relate to cost trends. The peer comparison process as applied to Act 44 criteria (below, in bold typeface) revealed that:

In Compliance

- **2008 passengers per revenue hour** ranks 12th out of the 14 transit agencies in the peer group and is worse than the peer group average.
- The **five-year trend of passengers per revenue hour** ranks 5th out of 14 and is worse than the peer group average. Unless action is taken, COLT/LT will likely be further behind the peer group average at the five-year reevaluation.
- **2008 operating cost per revenue vehicle hour** ranks 10th out of 14 and is worse than the peer group average.
- **2008 operating revenue per revenue vehicle hour** ranks 8th out of 14 and is better than the peer group average.
- The **five-year trend for operating revenue per revenue vehicle hour** ranks 5th out of 14 and is better than the peer group average.
- **2008 operating cost per passenger** ranks 13th of 14 and is worse than the peer group average.

At Risk

- The **five-year trend for operating cost per revenue vehicle hour** ranks 13th of 14 and is considered *at risk*. If COLT/LT does not curb costs, it will be further behind the peer group average at the five-year reevaluation.
- The **five-year trend for operating cost per passenger** ranks 14th of 14 and is considered *at risk*. If COLT/LT does not curb costs, it will be further behind the peer group average at the five-year reevaluation.

Given COLT/LT's "At Risk" determination, it is recommended that **technical capacity be developed** to allow **route-by-route and system-wide evaluation** of all eight Act 44 performance metrics to be conducted on at least a monthly basis and reported to the management and Governing Board so that appropriate monitoring can be implemented.

Performance Criteria		Determination	Rank	Comparison to Peer Avg.	Value	Peer Average
Passengers / Revenue Hour	2008	**In Compliance**	12	Worse	9.79	13.48
	Trend	**In Compliance**	5	Worse	1.78%	2.43%
Operating Cost / Revenue Hour	2008	**In Compliance**	10	Worse	$71.63	$66.11
	Trend	**At Risk**	13	Worse	13.54%	4.81%
Operating Revenue / Revenue Hour	2008	**In Compliance**	8	Better	$13.39	$13.12
	Trend	**In Compliance**	5	Better	10.27%	8.66%
Operating Cost / Passenger	2008	**In Compliance**	13	Worse	$7.32	$5.55
	Trend	**At Risk**	14	Worse	11.55%	2.60%

FUNCTIONAL REVIEW FINDINGS

In addition to the macro-level evaluation of COLT/LT by the eight Act 44 measures, a functional evaluation of the system was also 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 COLT/LT 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

- **Develop and Employ Performance Metrics, Quality Control Procedures, and Reporting Protocols to Optimize the Performance of Agency Functions –** Several key functions at COLT/LT were found to be without well-documented standards to ensure proper protocol, measurement of service quality, etc., including:
  - o **On-Time Performance –** There is no standard method for analyzing on-time performance and thereby the quality of the service. (pg. 71)
  - o **Marketing –** There is no effective tool to analyze which marketing efforts are realizing benefits and which are the least cost-effective, to best direct future marketing investment and maximize its impact. (pg. 85)
  - o **Service Planning –** Route-level analysis is an important component of future service planning, and there appears to be no concrete method to assess existing service. (pg. 89)

By implementing performance metrics and quality control protocols, COLT/LT will have mechanisms to
- o evaluate effectiveness and efficiency,
- o identify potential issues before they occur, and
- o encourage proactive management practices.

- **Develop Long-Range Facility Master Plan –** There is no long term plan in place to address existing capacity concerns and accommodate for possible future fleet changes, service expansions, etc. Developing a facility master plan will provide a strategic advantage with a prioritized list of projects for future capital funding (89).

- **Expand Long-Range Capital Program –** COLT/LT currently has a twelve-year capital program based on anticipated funding levels; this is considered solid industry practice. To continue improving and to leverage any additional revenue sources yet-to-be identified, COLT/LT should develop a prioritized long-range capital plan that addresses state-of-good repair and justified service expansion identified through a Transit Development Plan (TDP) or other service planning document (83).

- **Develop Strategic Plans to implement and use technology –**
  - o **AVL, APC, and Information Technology –** Acquisition is underway, however there is no documented long-term plan in place for the use of Automatic Vehicle Locator (AVL), Automatic Passenger Counters (APC), or any additional information technology used in the business function for fixed-route service. (pg. 81)
  - o **Data Management –** A plan for consistent data management is lacking, creating the potential for inaccurate data and analysis, leading COLT/LT to make decisions based on erroneous data. (pg. 81)

- **Retire Vehicles that are In Service Beyond the Useful Life –** COLT/LT has expanded the fleet by not retiring vehicles that have been replaced to use in expanded service. Road calls have increased on these older vehicles, and they have a much higher maintenance cost per mile—and maintenance costs on aging vehicles will only increase. Retiring these vehicles will lower maintenance costs and likely provide a higher quality service to patrons. (pg. 63)

- **Carefully Scrutinize Actions that Could Increase Administrative Costs –** COLT/LT reports to NTD a significantly higher administrative cost than most agencies in the Commonwealth, including agencies of similar size. (pg. 43)

- **Increase Emphasis on Cost Containment –** COLT/LT operating costs have increased at a much higher rate than would be expected for similar systems, even when taking into consideration its relatively recent transition from a rural to an urban transit system. Management should explore the root causes of the increases, monitor changes, and make

adjustments as necessary to contain future cost increases consistent with the rate of inflation. (pg. 53)

Best Practices

- **Managers are Cross-trained as Standby Drivers –** This practice has eliminated the need for an Extra Board, resulting in cost savings and real "on-the-street" experience for managers. (pg. 61)

- **Strong Emphasis on Training and Safety –** All staff members, especially drivers, regularly receive safety training ranging from routine to remedial. (pg. 71)

- **Very Knowledgeable and Active Board –** COLT/LT Board members have diverse experience and actively participate in governance and advocacy. They have an understanding of customer service and their role in the agency. Board members work directly with staff to answer questions and resolve issues. (pg. 35)

- **Concerted Effort to Modernize Branding –** COLT/LT has made a great effort to update and modernize the branding and look of its vehicles. While this remains a work in progress, the rebranding may attract attention that leads to more customers and increased awareness of service. (pg.85)

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 COLT/LT 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	9.79	9.71	10.71	At least 2% per year
Operating Cost / Revenue Hour	$71.63	$76.76	$88.99	No more than 3% per year
Operating Revenue / Revenue Hour	$13.39	$12.06	$13.30	At Least 2% per year
Operating Cost / Passenger	$7.32	$7.91	$8.31	No more than 1.0% per year

NEXT STEPS

Upon final transmission of the performance review report, Act 44 regulations stipulate that COLT/LT, "…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:

- Two Act 44 criteria that are deemed "at risk"
  - Operating Cost / Revenue Hour trend
  - Operating Cost / Passenger trend

- Functional area metrics that are considered "below average"

Corrective action taken for the two Act 44 criteria that are "at risk" must result in achievement of the performance standards mutually agreed upon by COLT/LT 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 COLT/LT.

COLT/LT will submit the action plan to the COLT/LT governing body for approval, and subsequently submit the final approved strategic action plan to PennDOT. COLT/LT 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, COLT/LT, 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 County of Lebanon Transit (COLT/LT).

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 COLT/LT. 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 COLT/LT and PennDOT.
3. Act 44 performance criteria analysis
   o Performance criteria mandated by Act 44 were 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 31 and September 1, 2010.
   o An interview guide customized for COLT/LT's service characteristics was used for the review.
   o Topics covered during the interview process included:
      ▪ Background Information
      ▪ Governance
      ▪ Management
      ▪ Finance
      ▪ 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

According to COLT/LT's self-reported description:

> *"The County of Lebanon Transit Authority (COLT) was incorporated in 1979.[1]*
>
> *COLT contracted out all revenue vehicle service until 1997. During the early years COLT had about 10 employees. Since then, COLT has grown to about 50 employees and has assumed operation of all revenue vehicles. The official name remains, for legal purposes, County of Lebanon Transit Authority, though recent rebranding led to the public release of the moniker "Lebanon Transit" with a new "LT" logo as of May 2010.*
>
> *Teamsters Local 429 has represented COLT/LT drivers and maintenance employees since 1999. The agency has approximately 15 paratransit vehicles and about 19 fixed-route vehicles.*
>
> *COLT/LT has a park-and-ride construction project under way with an anticipated completion date of September or October 2010. Upon completion, COLT/LT will begin express bus service from the park-n-ride to Harrisburg via Interstate 81. COLT/LT presently runs express bus service to Harrisburg via Route 422, and will continue to operate this express service in addition to the I-81 service. Fixed-route service days are Monday through Saturday. Monday through Friday hours are 5:15 a.m. until 1:00 a.m. Saturday service begins at 7:00 a.m. and continues until 1:00 a.m."*[2]

COLT/LT was designated as a rural transportation agency from 1979 until 2006. In 2006, COLT/LT was designated as an urban system and began reporting to the Federal Transit Administration (FTA) through the National Transit Database (NTD).

COLT/LT's fixed-route system consists of 16 bus routes serving Lebanon County and connecting with the City of Harrisburg, typically operating with 60- to 90-minute headways. Additionally, there are two designated park-and-ride lots.

Exhibit 1, **Exhibit 2**, and **Exhibit 3** present recent statistics for COLT/LT from the NTD for directly-operated (DO) and purchased (PT) transportation. COLT/LT first appears in the 2006 NTD reports. Data for prior years has been gathered from PennDOT statistical reports. For trend and performance measurement purposes, analysis was based on Fiscal Year 2003-2008 data. In developing the performance targets with a 2013 horizon, Fiscal Year 2009 and 2010 data from dotGrants was used (comparable information was unavailable for the peer group).

Important observations evident from the operating characteristics are:

- COLT/LT's fixed-route service has been growing in recent years.
- Farebox revenues have been growing.
- The Commonwealth contribution to operating subsidies is significantly less than farebox revenues in any given year.
- Operating costs have been growing steadily, as have maintenance costs.

This information indicates that, on the surface, COLT/LT operates a system that is expanding in all directions and creating revenue greater than what the Commonwealth is contributing, meaning the Commonwealth is receiving a return on its investment in COLT/LT.

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[1] Resolution Number 1979-21 and Certificate of Incorporation, Resolution Number 2002-5
[2] Agency description was provided in large part by COLT Executive Director Theresa L. Giurintano.

Exhibit 1: COLT/LT Operating Characteristics

Directly Operated Vehicles in Maximum Service

Bus ■ Demand response ■

Direct Employees

Full-time Employees ■ Part-time Employees ■
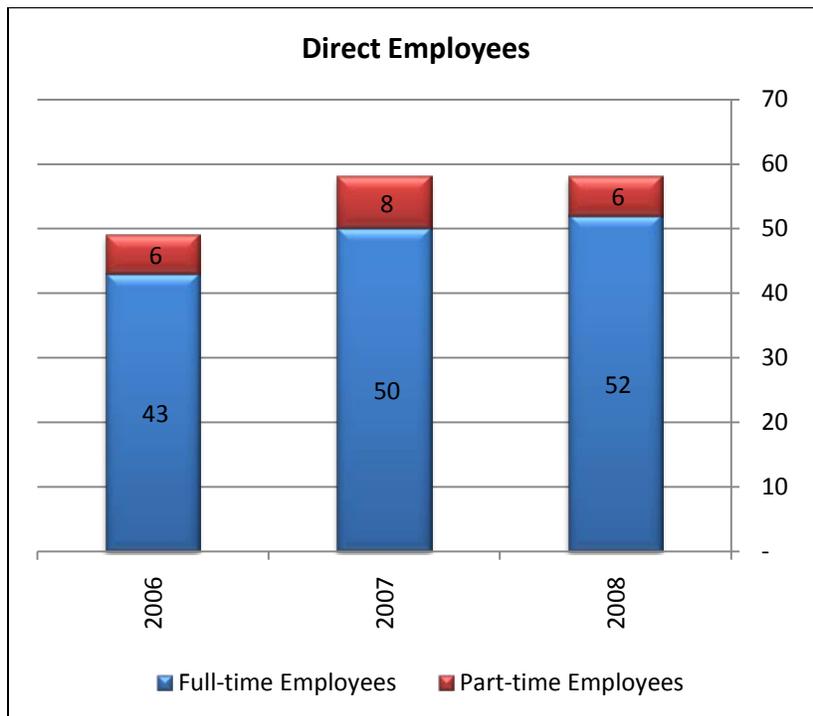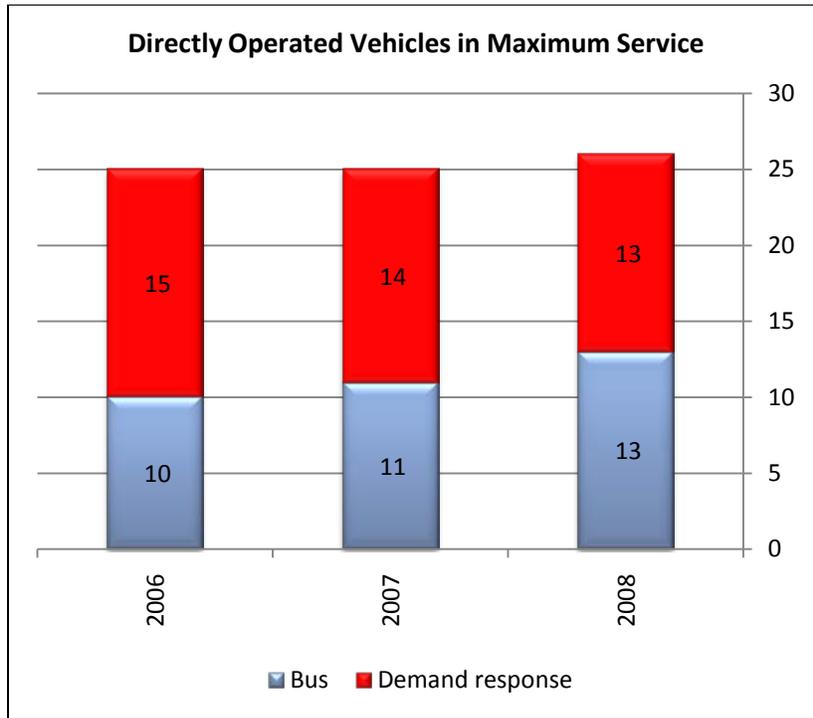
Source: National Transit Database, 2006-2008

Exhibit 2: COLT/LT Operating and Capital Funding by Source

Operating Revenues by Source (in thousands)

Capital Funding by Source (in thousands)
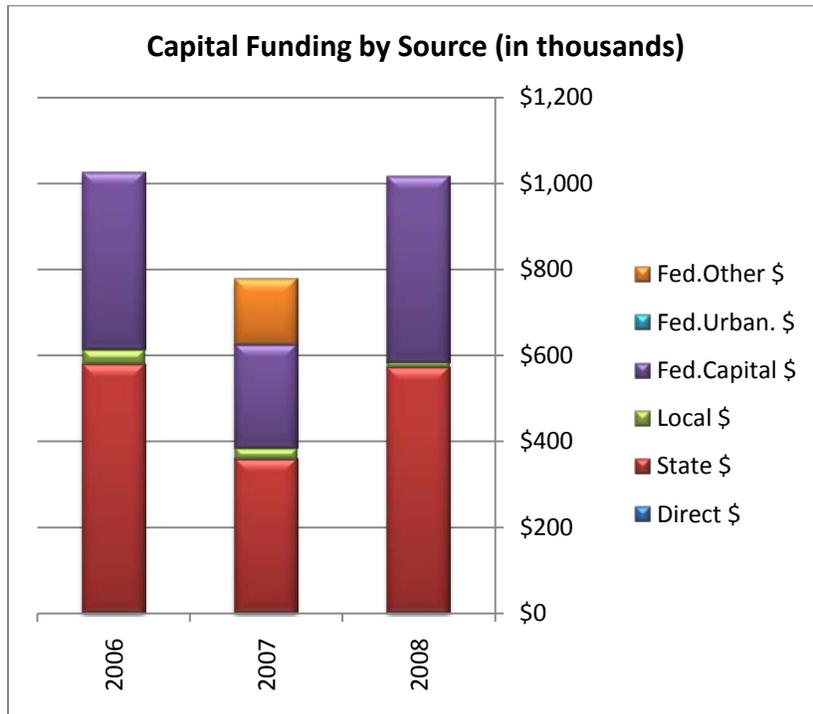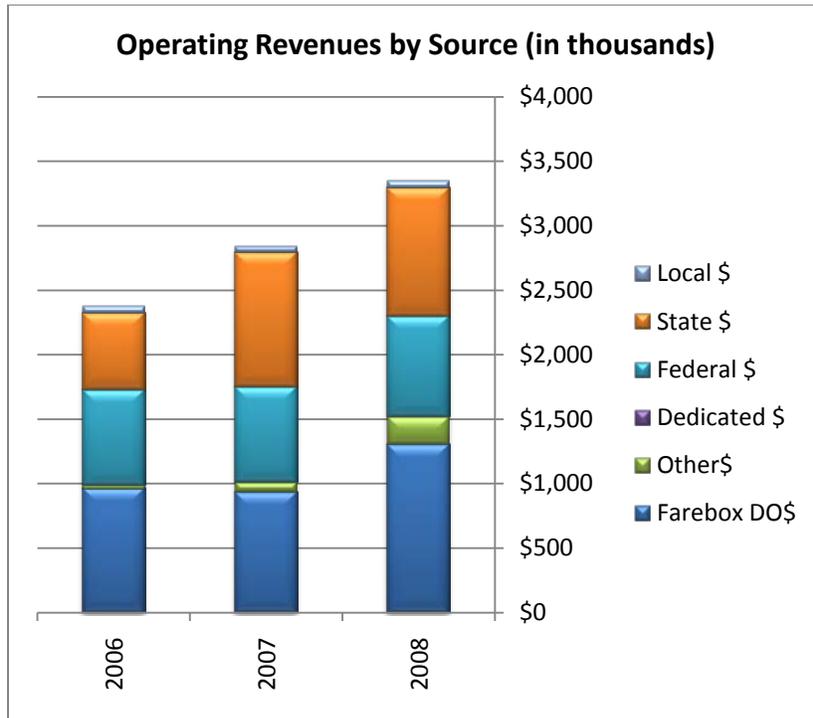
Source: National Transit Database, 2006-2008

Exhibit 3: COLT/LT Operating and Maintenance Cost by Category

Operating Cost By Year (in thousands)

Legend: Administration, Non-veh. Maint., Veh. Maint., Veh. Operating

Maintenance Cost By Year (in thousands)

Legend: Vehicle, Non-Vehicle
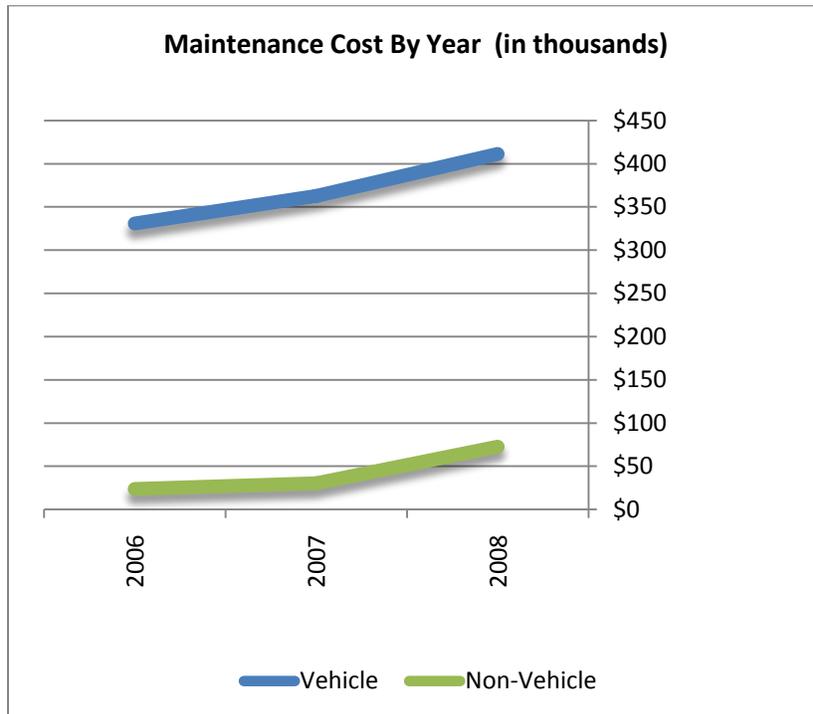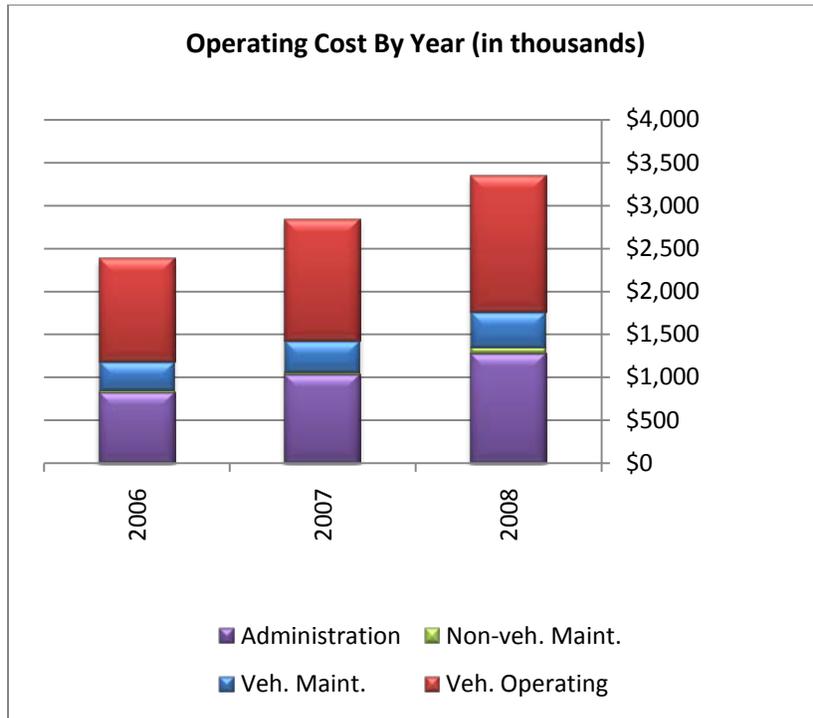
Source: National Transit Database, 2006-2008

SERVICE AREA TRANSPORTATION GOALS

COLT/LT's mission statement is:

> *"The County of Lebanon Transit Authority will provide safe, efficient, convenient, and affordable public transportation alternatives to the residents of Lebanon County."*

No specific vision, goals, or objectives were noted that would further define how COLT/LT would satisfy 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."*

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.

PEER SYSTEM SELECTION

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

- Abilene Transit System, Texas (CityLink)
- Cooperative Alliance for Seacoast Transportation, New Hampshire (COAST)
- Blue Water Area Transportation Commission, Michigan
- Las Cruces Area Transit, New Mexico (Road Runner)
- Great Falls Transit District, Montana (GFTD)
- Manchester Transit Authority, New Hampshire (MTA)
- Muskegon Area Transit System, Michigan (MATS)

- Janesville Transit System, Wisconsin (JTS)
- Middletown Transit District, Connecticut (MTD)
- Metropolitan Transit Authority of Black Hawk County, Iowa (MET Transit)
- Yuma Metropolitan Planning Organization, Arizona (YMPO)
- Fayette Area Coordinated Transportation, Pennsylvania (FACT)
- Battle Creek Transit, Michigan (BCT)

ACT 44 COMPARISONS AND FINDINGS

Comparison of COLT/LT with the selected peer systems was completed using NTD-reported data and statistics. NTD data was selected as the source of data to use in the calculation of the following Act 44 metrics due to 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, 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 COLT/LT.
- Standard Deviation: Standard deviation of all values being measured across all peer transit agencies, including COLT/LT.

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** of the peer average in –
    - Single year and five year trend for Operating Cost / Revenue Vehicle Hour
    - Single year and five year trend for Operating Cost / Passenger

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

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[3] NTD data is 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.

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 prior to the next performance review.

Results of the COLT/LT analysis and the peer analysis are presented in the **Fixed-Route Bus Performance Comparisons** section below and are as follows:

Exhibit 4: Act 44 Measures Findings Summary Table

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

FIXED-ROUTE BUS PERFORMANCE COMPARISONS

For the 13 peer systems plus COLT/LT, NTD data were 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 5**, **Exhibit 6**, **Exhibit 7**, and **Exhibit 8**. Five-year trend analyses are presented in **Exhibit 9**,

Exhibit 10, **Exhibit 11**, and **Exhibit 12.**

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:

- COLT/LT's 2008 passengers per revenue hour ranks 12th out of the 14 transit agencies in the peer group. While passengers per revenue hour has been growing, it is at a rate less (worse) than the peer systems' average.
- COLT/LT's 2008 operating cost per revenue vehicle hour is worse than the peer group average, ranking 10th (the 5th most costly of the 14 peers) and is climbing at a much steeper rate than the peers (with the 13th highest rate of cost increase of 14 peers).
- COLT/LT's 2008 operating revenue per revenue vehicle hour ranks 8th out of 14 and is above (better than) the peer group average. The trend between 2003 and 2008 indicates that revenue per revenue vehicle hour is increasing at a faster (better) rate than the peer group.
- COLT/LT performs the 2nd poorest of the 14 peers based on 2008 operating cost per passenger, and the trend is getting worse faster than that of the group of peers.

The findings provided a basis for further investigation during the on-site interviews and functional area reviews.

Exhibit 5: 2008 Passengers per Revenue Vehicle Hour (Bus)
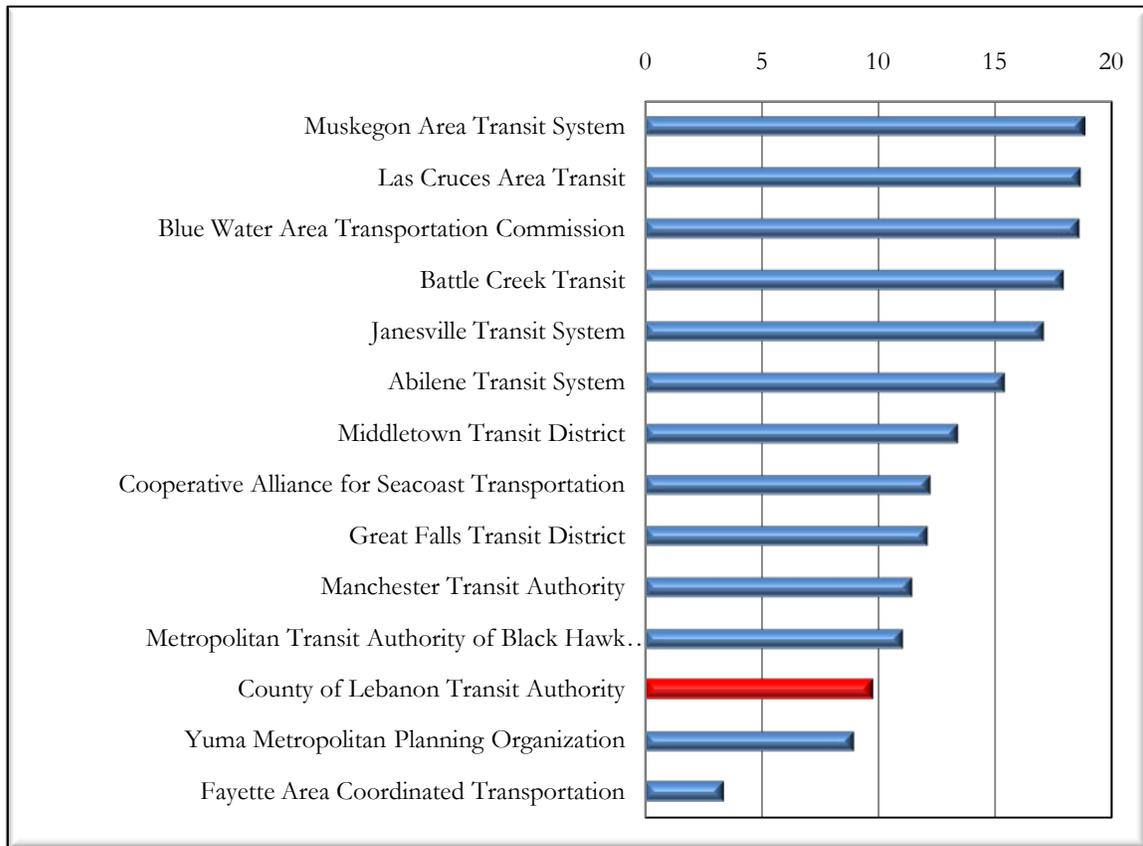
Passengers / Revenue Hour		
System	Value	Rank
Muskegon Area Transit System	18.78	1
Las Cruces Area Transit	18.64	2
Blue Water Area Transportation Commission	18.58	3
Battle Creek Transit	17.91	4
Janesville Transit System	17.06	5
Abilene Transit System	15.39	6
Middletown Transit District	13.40	7
Cooperative Alliance for Seacoast Transportation	12.22	8
Great Falls Transit District	12.10	9
Manchester Transit Authority	11.45	10
Metropolitan Transit Authority of Black Hawk County	11.05	11
County of Lebanon Transit Authority	9.79	12
Yuma Metropolitan Planning Organization	8.96	13
Fayette Area Coordinated Transportation	3.36	14

Exhibit 6: 2008 Operating Cost per Revenue Vehicle Hour (Bus)
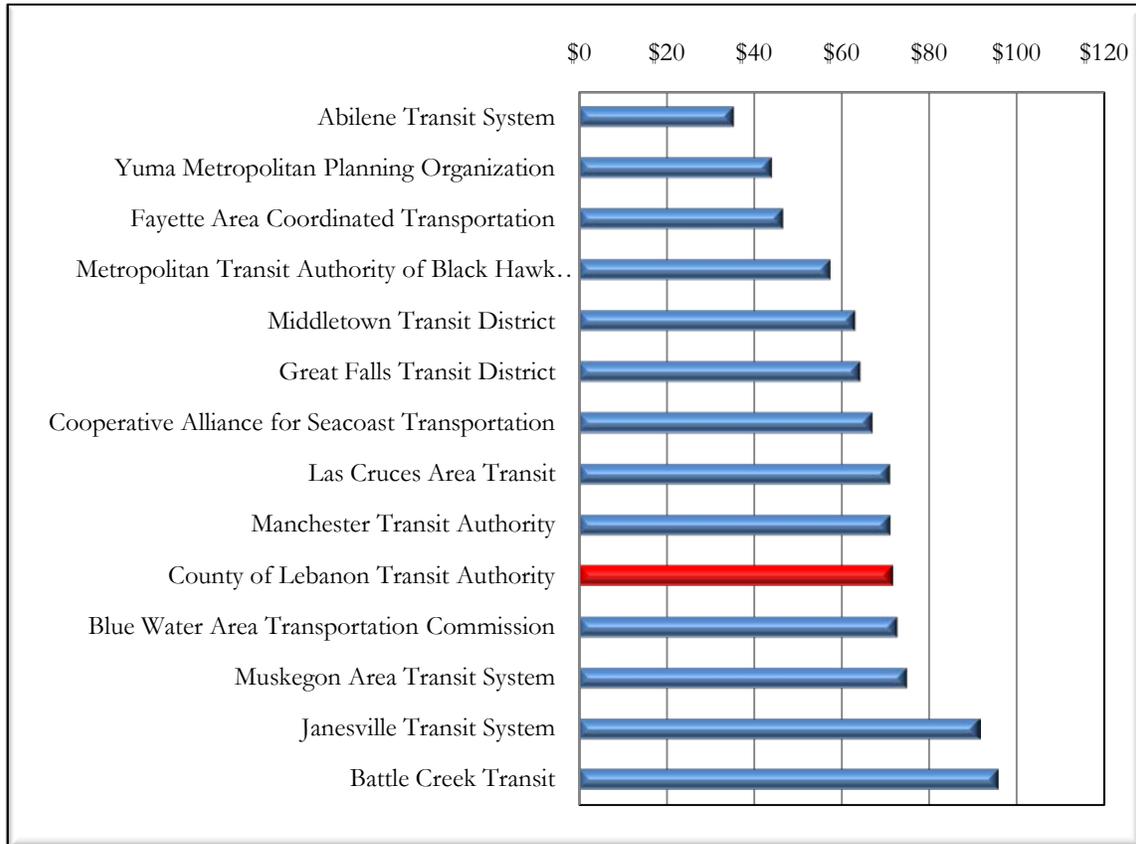
Operating Cost / Revenue Hour		
System	Value	Rank
Abilene Transit System	$35.39	1
Yuma Metropolitan Planning Organization	$44.06	2
Fayette Area Coordinated Transportation	$46.61	3
Metropolitan Transit Authority of Black Hawk County	$57.36	4
Middletown Transit District	$63.00	5
Great Falls Transit District	$64.17	6
Cooperative Alliance for Seacoast Transportation	$66.89	7
Las Cruces Area Transit	$70.95	8
Manchester Transit Authority	$71.00	9
County of Lebanon Transit Authority	$71.63	10
Blue Water Area Transportation Commission	$72.57	11
Muskegon Area Transit System	$74.78	12
Janesville Transit System	$91.36	13
Battle Creek Transit	$95.78	14

Exhibit 7: 2008 Operating Revenue per Revenue Vehicle Hour (Bus)
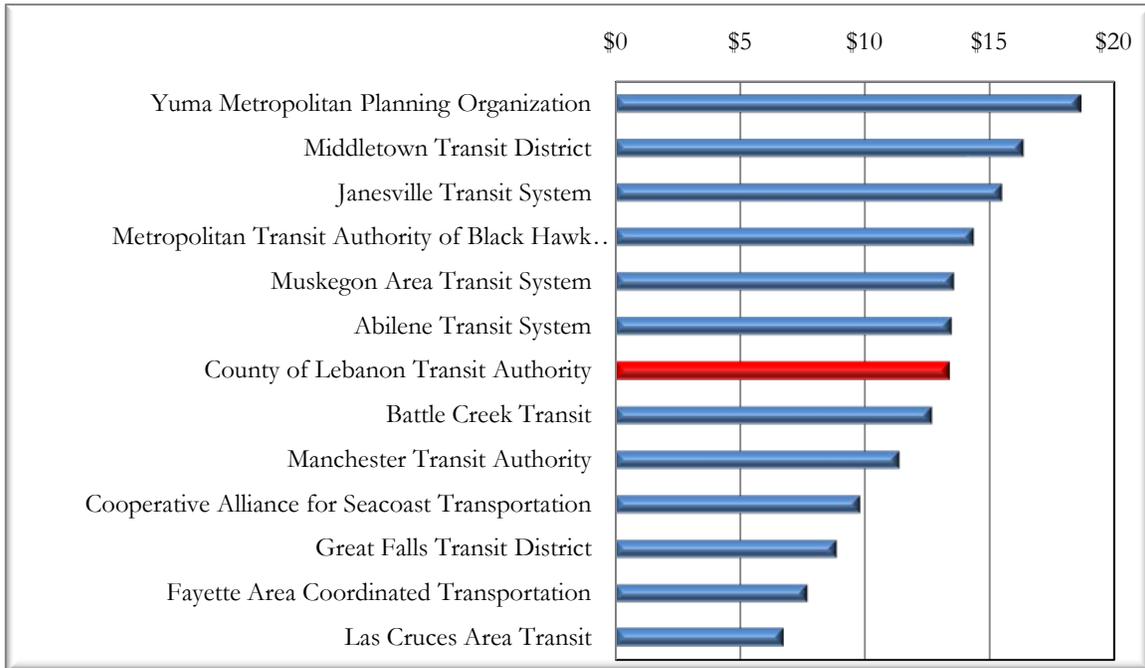
Operating Revenue / Revenue Hour		
System	Value	Rank
Blue Water Area Transportation Commission	$21.08	1
Yuma Metropolitan Planning Organization	$18.64	2
Middletown Transit District	$16.37	3
Janesville Transit System	$15.51	4
Metropolitan Transit Authority of Black Hawk County	$14.38	5
Muskegon Area Transit System	$13.58	6
Abilene Transit System	$13.49	7
County of Lebanon Transit Authority	$13.39	8
Battle Creek Transit	$12.70	9
Manchester Transit Authority	$11.40	10
Cooperative Alliance for Seacoast Transportation	$9.83	11
Great Falls Transit District	$8.88	12
Fayette Area Coordinated Transportation	$7.71	13
Las Cruces Area Transit	$6.72	14

Exhibit 8: 2008 Operating Cost per Passenger (Bus)
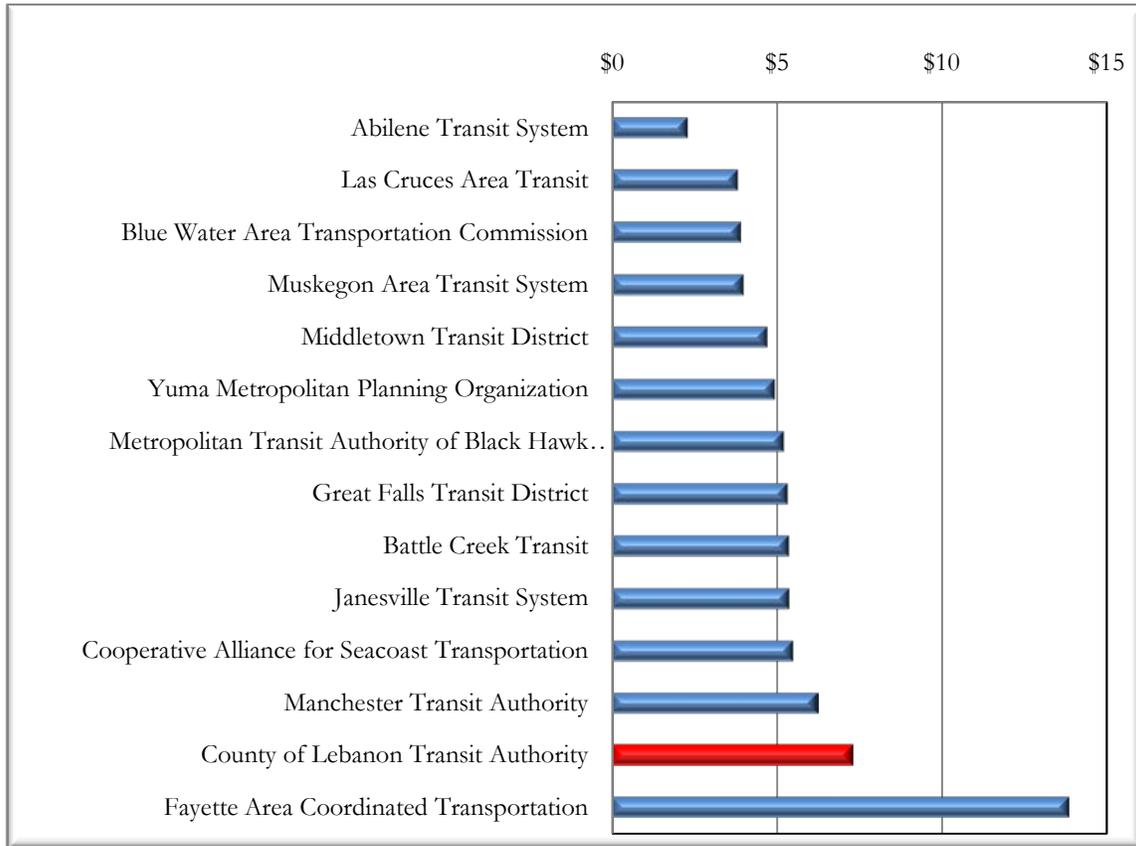
Operating Cost / Passenger Boarding		
System	Value	Rank
Abilene Transit System	$2.30	1
Las Cruces Area Transit	$3.81	2
Blue Water Area Transportation Commission	$3.91	3
Muskegon Area Transit System	$3.98	4
Middletown Transit District	$4.70	5
Yuma Metropolitan Planning Organization	$4.92	6
Metropolitan Transit Authority of Black Hawk County	$5.19	7
Great Falls Transit District	$5.30	8
Battle Creek Transit	$5.35	9
Janesville Transit System	$5.36	10
Cooperative Alliance for Seacoast Transportation	$5.47	11
Manchester Transit Authority	$6.20	12
County of Lebanon Transit Authority	$7.32	13
Fayette Area Coordinated Transportation	$13.86	14

Exhibit 9: Five-Year (2003-2008) Passengers per Revenue Vehicle Hour Trend
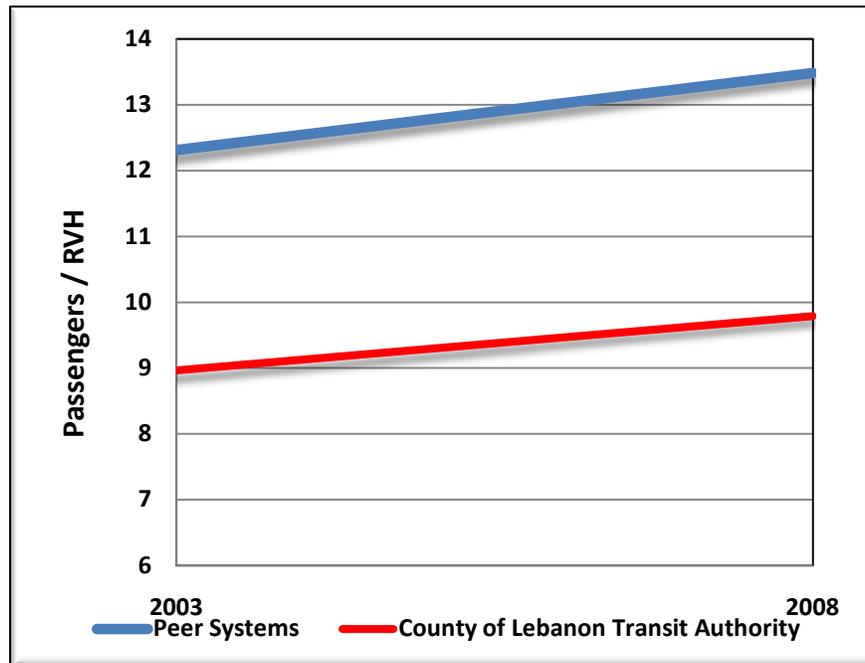
Passengers / Revenue Hour		
System	Value	Rank
Yuma Metropolitan Planning Organization	19.97%	1
Cooperative Alliance for Seacoast Transportation	10.48%	2
Muskegon Area Transit System	9.95%	3
Blue Water Area Transportation Commission	5.88%	4
County of Lebanon Transit Authority	1.78%	5
Battle Creek Transit	1.27%	6
Manchester Transit Authority	1.14%	7
Janesville Transit System	0.91%	8
Middletown Transit District	0.55%	9
Metropolitan Transit Authority of Black Hawk County	-1.55%	10
Abilene Transit System	-1.79%	11
Las Cruces Area Transit	-2.09%	12
Great Falls Transit District	-4.26%	13
Fayette Area Coordinated Transportation	-8.16%	14
Average	*2.43%*	
Standard Deviation	*7.13%*	
Average – 1 Standard Deviation	*-4.70%*	
Average + 1 Standard Deviation	*9.56%*	
Within Standard Deviation	Yes	
Better or Worse Than Peer Group Average	Worse	

Exhibit 10: Five-Year (2003-2008) Operating Cost per Revenue Vehicle Hour Trend
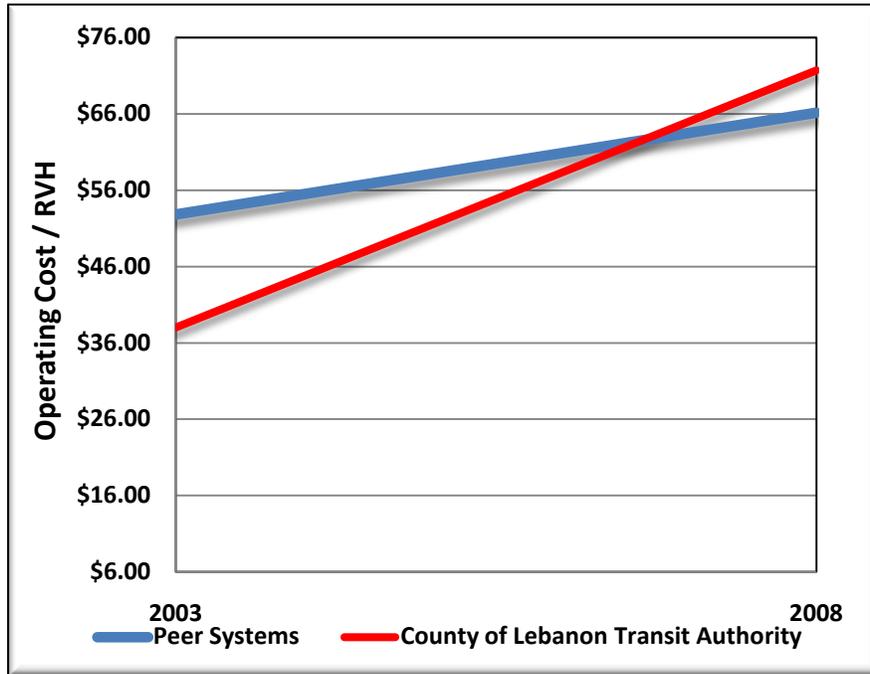
Operating Cost / Revenue Hour		
System	Value	Rank
Fayette Area Coordinated Transportation	-2.65%	1
Abilene Transit System	0.26%	2
Metropolitan Transit Authority of Black Hawk County	1.81%	3
Manchester Transit Authority	2.38%	4
Middletown Transit District	2.78%	5
Muskegon Area Transit System	3.31%	6
Cooperative Alliance for Seacoast Transportation	3.80%	7
Great Falls Transit District	3.89%	8
Battle Creek Transit	5.05%	9
Janesville Transit System	5.93%	10
Blue Water Area Transportation Commission	6.02%	11
Las Cruces Area Transit	7.45%	12
County of Lebanon Transit Authority	13.54%	13
Yuma Metropolitan Planning Organization	13.77%	14
Average	*4.81%*	
Standard Deviation	*4.52%*	
Average – 1 Standard Deviation	*0.29%*	
Average + 1 Standard Deviation	*9.33%*	
Within Standard Deviation	No	
Better or Worse Than Peer Group Average	Worse	

Exhibit 11: Five-Year (2003-2008) Operating Revenue per Revenue Vehicle Hour Trend
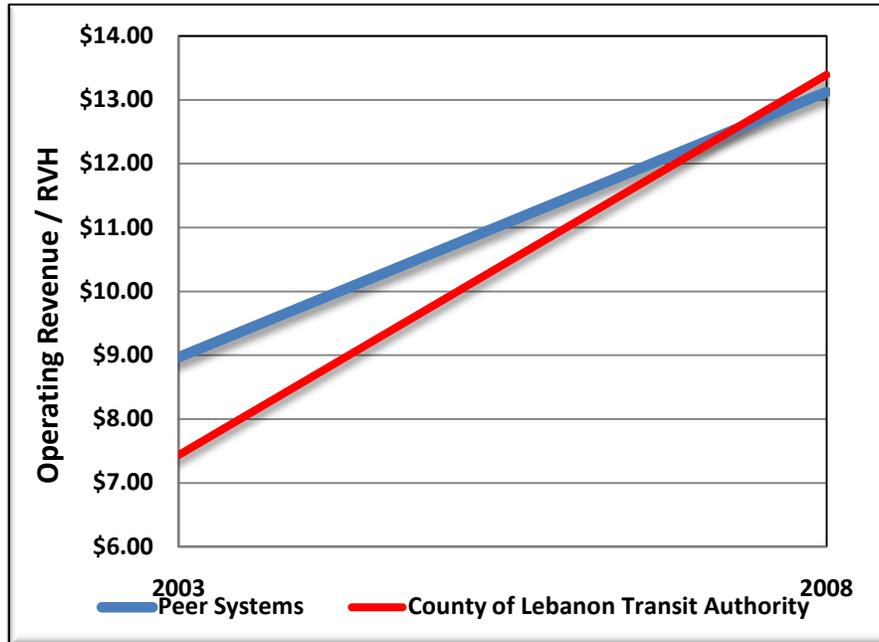
Operating Revenue / Revenue Hour		
System	Value	Rank
Blue Water Area Transportation Commission	36.25%	1
Fayette Area Coordinated Transportation	20.94%	2
Muskegon Area Transit System	14.27%	3
Abilene Transit System	13.75%	4
County of Lebanon Transit Authority	10.27%	5
Great Falls Transit District	8.01%	6
Middletown Transit District	6.63%	7
Janesville Transit System	3.07%	8
Las Cruces Area Transit	2.81%	9
Battle Creek Transit	2.06%	10
Metropolitan Transit Authority of Black Hawk County	1.97%	11
Cooperative Alliance for Seacoast Transportation	-2.03%	12
Manchester Transit Authority	-5.43%	13
Yuma Metropolitan Planning Organization	N/A	N/A
Average	*8.66%*	
Standard Deviation	*10.97%*	
Average – 1 Standard Deviation	*-2.31%*	
Average + 1 Standard Deviation	*19.63%*	
Within Standard Deviation	Yes	
Better or Worse Than Peer Group Average	Better	

Exhibit 12: Five-Year (2003-2008) Operating Costs per Passenger Trend
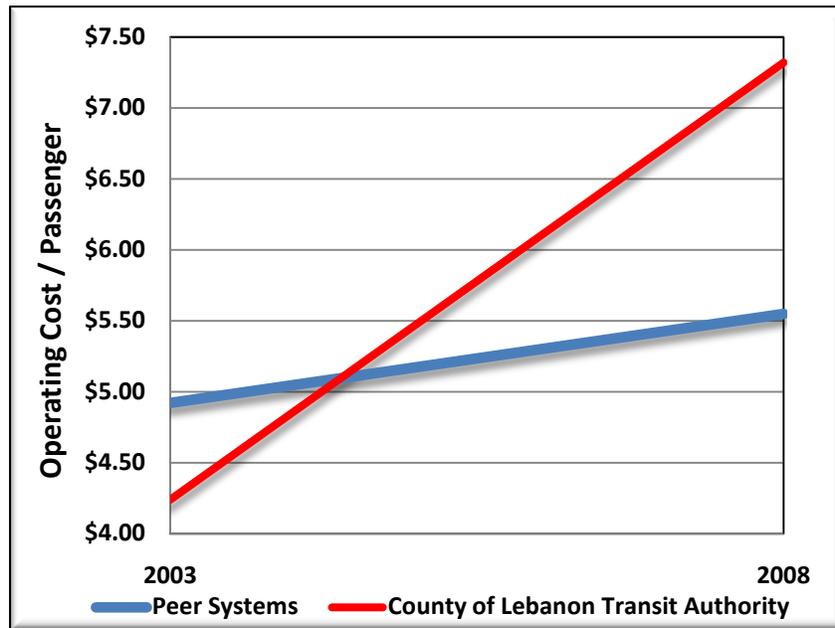
Operating Cost / Passenger Boarding		
System	Value	Rank
Muskegon Area Transit System	-6.05%	1
Cooperative Alliance for Seacoast Transportation	-6.04%	2
Yuma Metropolitan Planning Organization	-5.17%	3
Blue Water Area Transportation Commission	0.14%	4
Manchester Transit Authority	1.23%	5
Abilene Transit System	2.08%	6
Middletown Transit District	2.22%	7
Metropolitan Transit Authority of Black Hawk County	3.42%	8
Battle Creek Transit	3.73%	9
Janesville Transit System	4.97%	10
Fayette Area Coordinated Transportation	6.00%	11
Great Falls Transit District	8.51%	12
Las Cruces Area Transit	9.74%	13
County of Lebanon Transit Authority	11.55%	14
Average	*2.60%*	
Standard Deviation	*5.57%*	
Average – 1 Standard Deviation	*-2.97%*	
Average + 1 Standard Deviation	*8.16%*	
Within Standard Deviation	No	
Better or Worse Than Peer Group Average	Worse	

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 COLT 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 COLT 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 COLT. Five-year performance standards are located in Exhibit 13, Exhibit 14, Exhibit 15, and Exhibit 16.

Exhibit 13: COLT Year 2015 Passengers Per Revenue Hour Performance Targets

2015 Target ……………………………………………………………..………………**10.71**
Interim Year Targets……………………………………………**Annual increase of at least 2.0%**
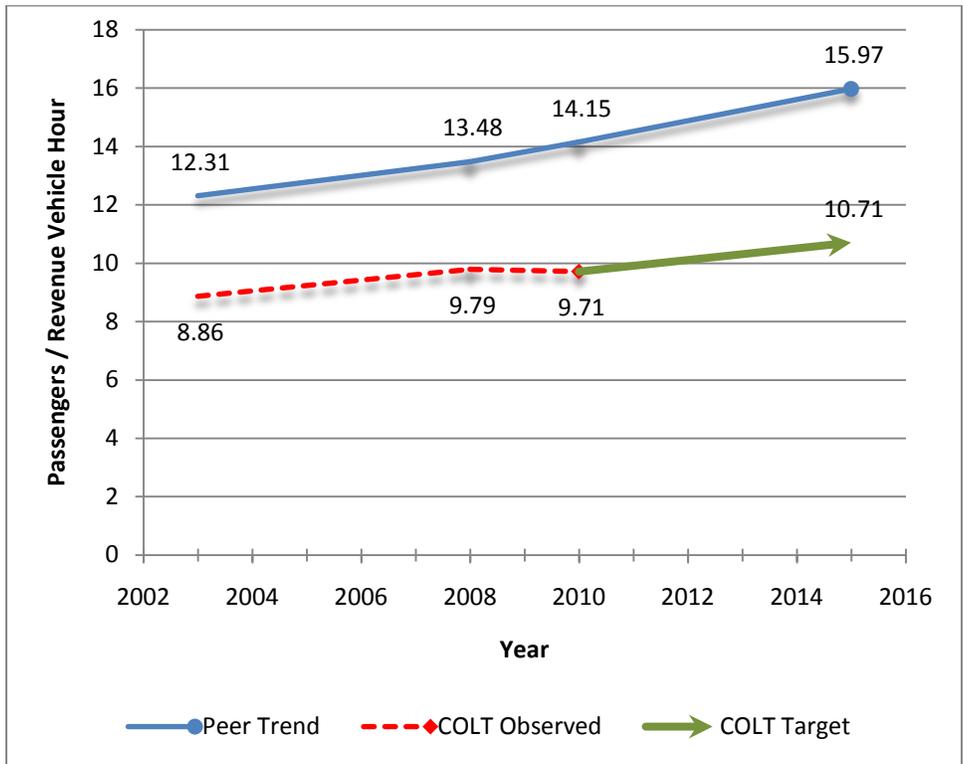
Exhibit 14: COLT Year 2015 Operating Cost Per Revenue Vehicle Hour Performance Targets

2015 Target …………………………………………………………………………........$88.99

Interim Year Targets…………………………………..Annual increase of no more than 3.0%
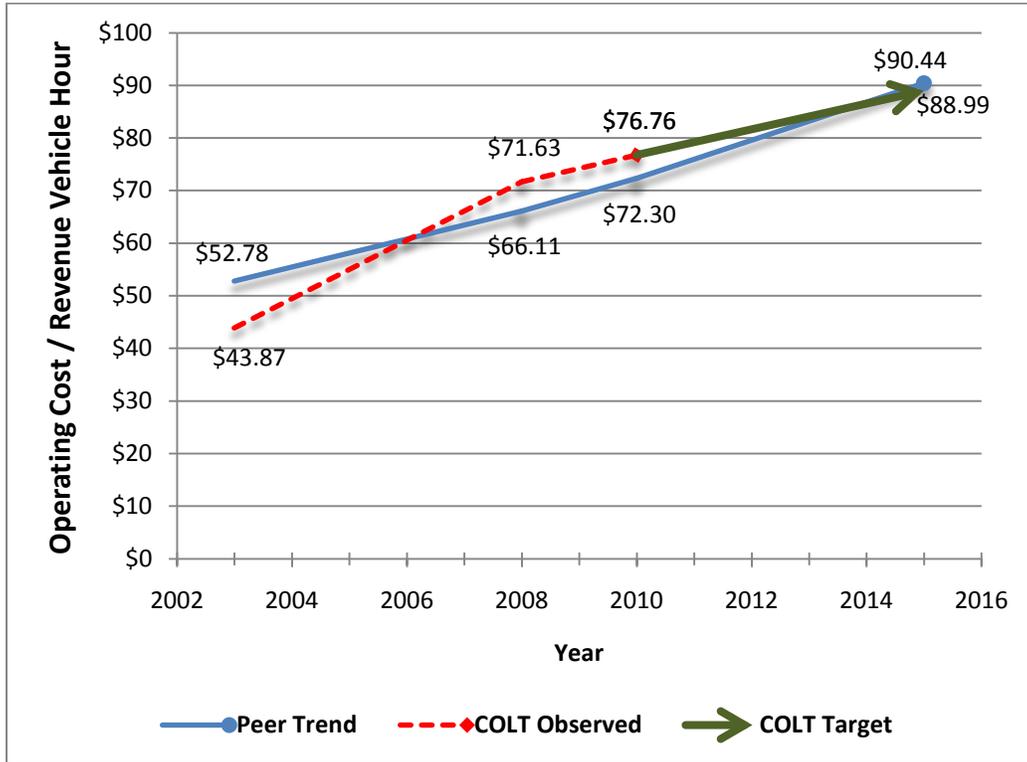
Exhibit 15: COLT Year 2015 Operating Revenue Per Revenue Vehicle Hour Performance Targets

2015 Target ………………………………………………………………….......$13.930
Interim Year Targets……………………………………...…..Annual increase of at least 2.0%
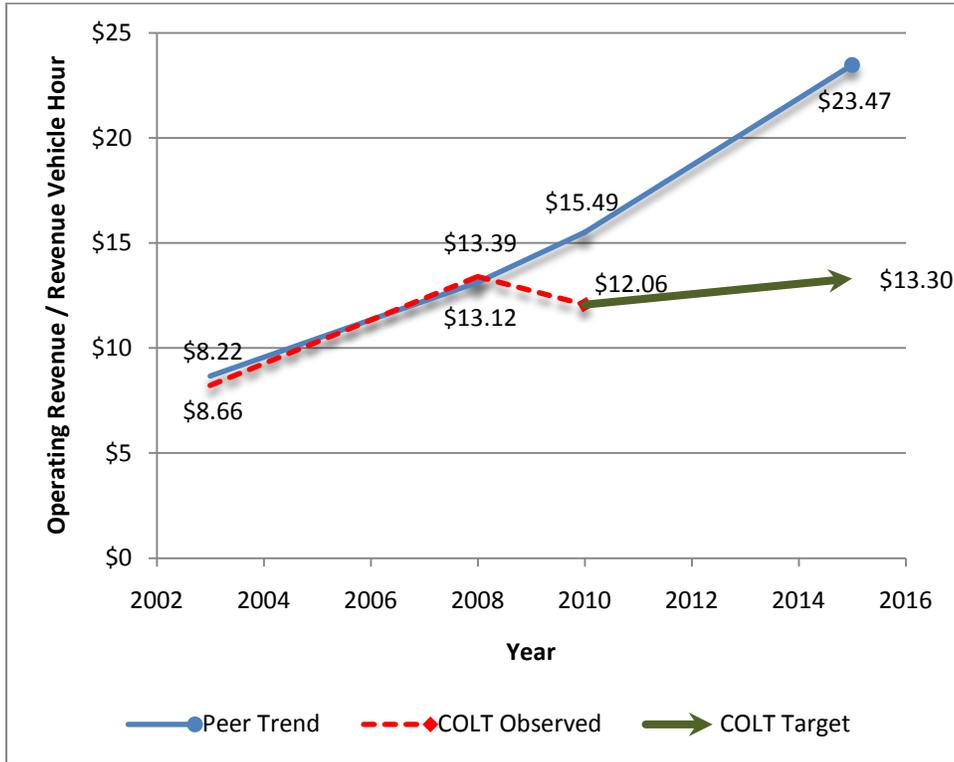
Exhibit 16: COLT Year 2015 Operating Cost Per Passenger Performance Targets

2015 Target …………………………………………………………….…………...........$8.31
Interim Year Targets…………….…………..……Annual increase of no more than 1.0%
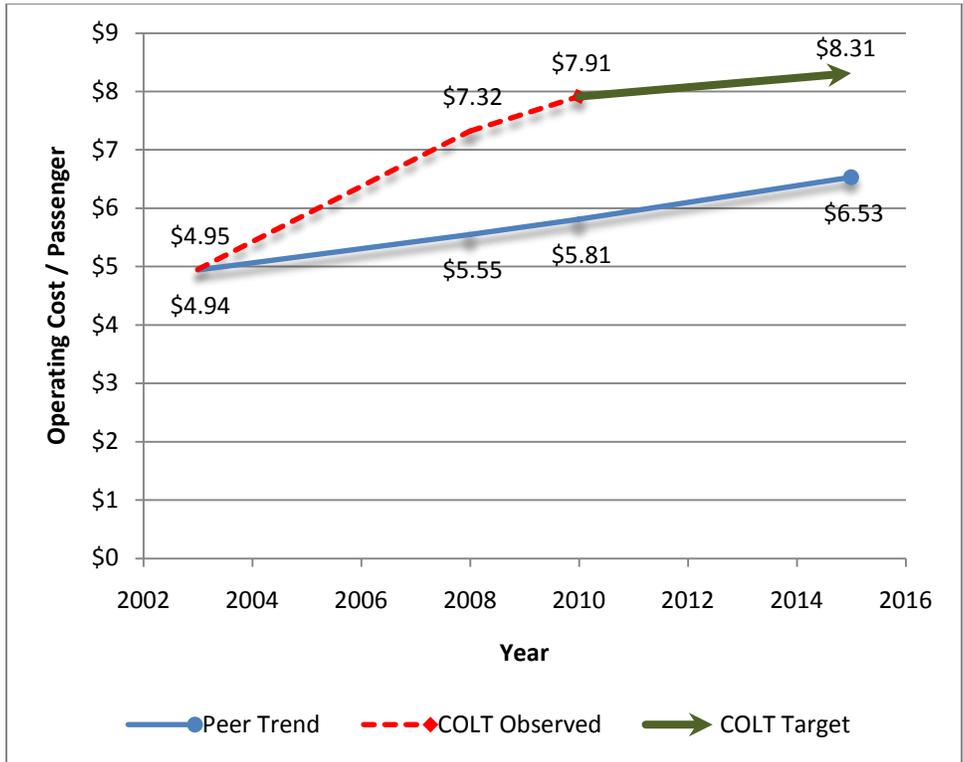
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FUNCTIONAL REVIEWS

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 COLT/LT, 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 Body, and implement governing body direction.

- **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 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 horizons, 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 *Finding* and *Trend* 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 agencies existing practices that should continue to assist in overall improvement, 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*	⬀	*Improving*
✓	*Average*	⇨	*Little net change*
▬	*Below Average*	⬂	*Worsening*

Structure

The County of Lebanon Transit Authority ("COLT" is approved for use in the bylaws) was founded in February 1979 under the Municipal Authorities Act of 1945. The Articles of Incorporation and Bylaws (last amended July 23, 2002) provide for the following:

- A nine-member Board of Directors, which shall be appointed by the Lebanon County Commissioners.
- A majority of Directors constitutes a quorum.
- Officers are to include: Chairman, Vice Chairman, Treasurer, Secretary, Assistant Secretary, and Assistant Treasurer. The duties of each are provided in the bylaws.
- The Board selects a solicitor who has general control of legal matters and who is subject to the control of the Board.

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

- Officers to be elected annually via voting of the Board members for a term of two years (maximum two consecutive terms per office per individual).

As shown in **Exhibit** 17, all Board seats are currently filled. In recent years, Board positions that have become vacant have taken approximately two months to fill, leaving key membership seats vacant for at least two Board meetings.

Exhibit 17: COLT/LT Board of Governors (July 2010)

Name	Board Position	Initially Appointed	Term Expires
Barry Heckard	Chairman	9/30/2004	1/31/2011
Allen Freed	Vice Chairman	2/8/1979	1/31/2012
Lowell Brogan	Treasurer	1/31/2010	1/31/2013
Joyce Daub	Assistant Treasurer	1/31/2002	1/31/2011
Barb Heckard	Secretary	9/30/2004	1/31/2011
Brenda Wurges	Assistant Secretary	8/23/2007	1/31/2012
Joseph Eisenhauer	Member	1/19/2009	1/31/2012
Franklin Shearer	Member	8/1/1980	1/31/2013
Edward Anspach	Member	2010	1/31/2013

The COLT/LT Board meets regularly on the fourth Wednesday of each month at COLT/LT's facility in Lebanon. Monthly Board meetings were held in 2009 (all months except December). A review of 2009/2010 meeting notes indicates that Board members attend most meetings, and that a quorum was consistently reached.

Financial, policy, specific service issues, studies, and reports are addressed by the Board. Aggregate ridership data and certain financial performance metrics are provided to the Board by COLT/LT management prior to each Board meeting. Increasing the amount of information available to the Board will assist in decision-making.

The bylaws call for committees that can be created at the discretion of the board. Any committee standing for more than one year must be reevaluated annually: Interviews indicate that the Board largely functions as a committee of the whole, with ad hoc committees convened on an as-needed basis.

In recent years COLT/LT has added to its fleet and instituted several fixed-route bus service expansions, including commuter service. COLT/LT has initiated and implemented studies of other potential service additions and enhancements including a rebranding of the service to "LT."

Oversight Procedures and Mechanisms

The Board meets monthly and has ongoing contact with COLT/LT senior management. Existing mechanisms for monitoring performance include the monthly Board meeting, committee efforts, and review of data provided by COLT/LT management. The Board annually reviews the performance of senior management and approves changes in compensation for employees not represented by a collective bargaining unit.

Management and Succession Planning

There is no employment contract between the Executive Director and the Board of Directors. The Executive Director serves at the will of the Board of Directors. No formal succession plans for senior management staff members are in place.

Strategic Goals

COLT/LT's mission statement is:

> *"The County of Lebanon Transit Authority will provide safe, efficient, convenient, and affordable public transportation alternatives to the residents of Lebanon County."*

No specific vision, goals, or objectives were noted that would further define how COLT/LT would satisfy the mission statement.

Positives and Practices to Continue

- Continue soliciting input from riders of the fixed-route system and apply information to service planning activities.
- Capitalize on the area's growing population to increase transit ridership.
- Take advantage of short-term planning experience to develop long-term plans for service changes and necessary supporting facilities and finances.

Suggested Actions

Observations for Improvement	Suggested Actions
Ongoing education of Board members to address present and future challenges.	Board should work with Executive Director to develop education programs.
Create vision statements with commensurate goals and objectives.	Board should work with senior COLT/LT staff to create a vision with measurable goals and objectives to accomplish the strategic mission statement.
Increase ridership on existing services.	Continue marketing efforts and assess effectiveness.
Lack of detailed information and documentation to support decision-making.	Board should adopt performance standards and associated metrics for key functional areas and staff should report metrics monthly to the Board for monitoring.
Control costs that are increasing at a much higher rate than the peer group (as per Act 44 performance metrics).	Board should review monthly reported metrics and encourage staff to provide reporting on all key aspects affecting costs and ridership, particularly route-specific statistics needed to make informed decisions. Board should request that staff develop five-year financial projections for use in decision-making.
Identify and capture additional local revenues from traditional and non-traditional sources.	Board work with staff to identify sources of revenue not currently being sought, including: private businesses, public institutions, special events, etc.
No formal succession plans for senior management staff.	Board should work with staff to develop succession plans to ensure continuity of operations.

ADVISORY COMMITTEES

Advisory Committees are established to provide guidance in the governance and management of the transit agency, and they report directly to the Board. COLT/LT has three advisory committees that meet every third Tuesday to address issues related to seniors (AAA), disabled (PwD), and welfare-to-work (W2W). There are no committees dedicated to fixed-route service issues.

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

COLT/LT's citizens' advisory committee appears to be focused on issues related to demand response services (i.e., Americans with Disabilities Act (ADA) complementary paratransit, Medical Assistance Transportation Program (MATP). Minutes from 2010 meetings were reviewed and it was found that the advisory committee actively monitors ridership, fares, customer service, and legal issues regarding service provision for paratransit operations and provides recommendations on how to improve service and demand. While the size and number of advisory boards are appropriate for an agency of COLT/LT's size, adding a focus on fixed-route issues to existing committees would facilitate a community discussion of issues unique to that service.

Positives and Practices to Continue

- Obtain ongoing input from riders of the fixed-route services.
- Capitalize on the area's growing population to increase ridership

Suggested Actions

Observations for Improvement	Suggested Actions
Lack of advisory committee addressing fixed-route-related issues.	Expand the scope of existing committees or develop a new advisory committee to focus on fixed-route issues.
Ongoing education of advisory board members.	Develop and implement an education program for advisory board members, possibly in conjunction with a Governing Board education program.

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GENERAL MANAGEMENT

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

- Provision of safe, efficient, and effective transit services.
- Manage, monitor, analyze, 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.

Summary of Findings

Metric	Finding	Trend
Relationship with Governing Body	+	⇨
Organizational structure appropriate for size of agency	✓	⇨
Provides regular performance reporting to oversight Board	✓	⇨
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*

Management Structure

As shown in **Exhibit 18**, COLT/LT management is organized in an atypical structure for a transit authority of its size, with all functional managers reporting to the Assistant Executive Director who is the "sole report" to the Executive Director. The Assistant Executive Director is expected to retire in April 2011. According to documents provided by COLT/LT the intended succession plan is that, under normal conditions, the Assistant Executive Director would be expected to fill the

Executive Director position upon its vacancy. Apart from this aspect, the management structure is "typical."

This approach to management structure/succession may contribute to COLT/LT's relatively high general and administrative costs compared to other Pennsylvania transit systems (see **Exhibit 19**). At 39.2 percent of total costs, COLT/LT's General and Administrative costs are the second-highest of all transit agencies in the Commonwealth reporting to FTA's NTD.

Exhibit 18: COLT/LT Organizational Chart
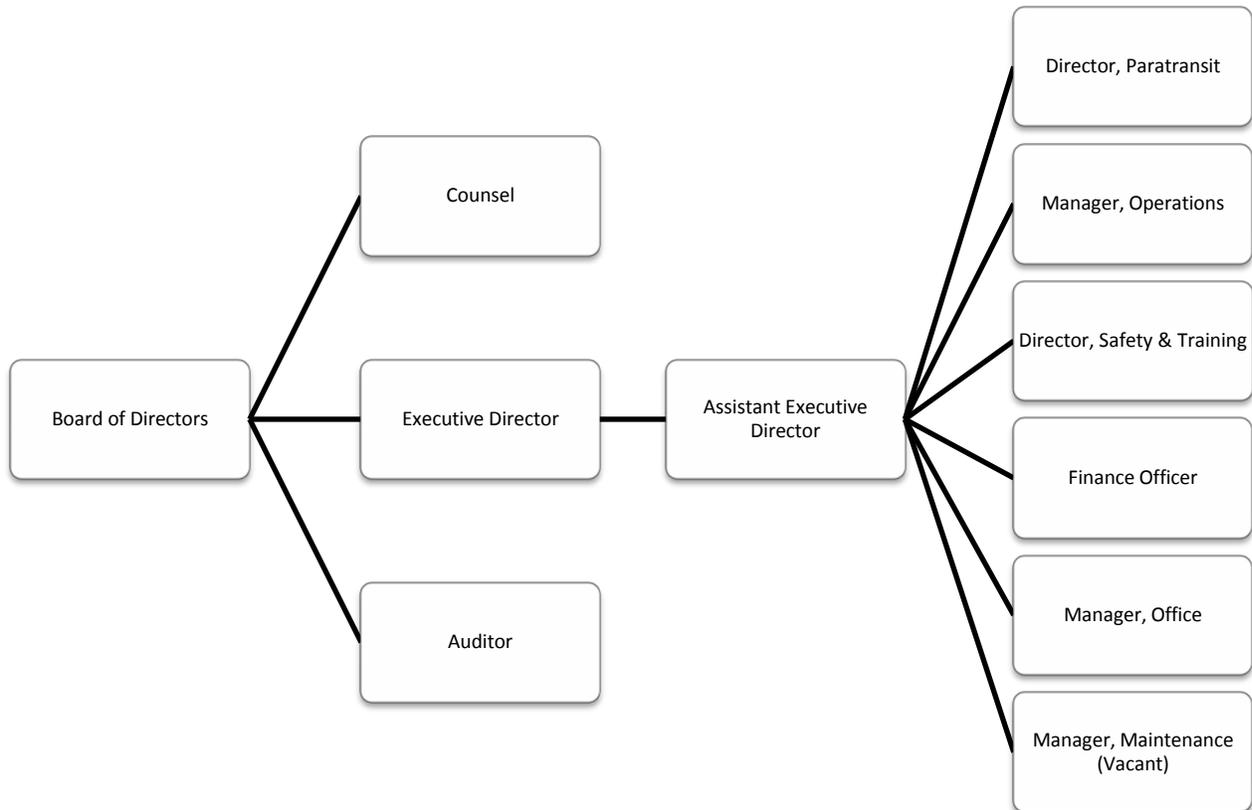
Effective: July 2010

Exhibit 19: Year 2008 Percent of Annual Operations & Maintenance Costs Reported as Administrative for Pennsylvania Urban Transit Systems

Transit 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%
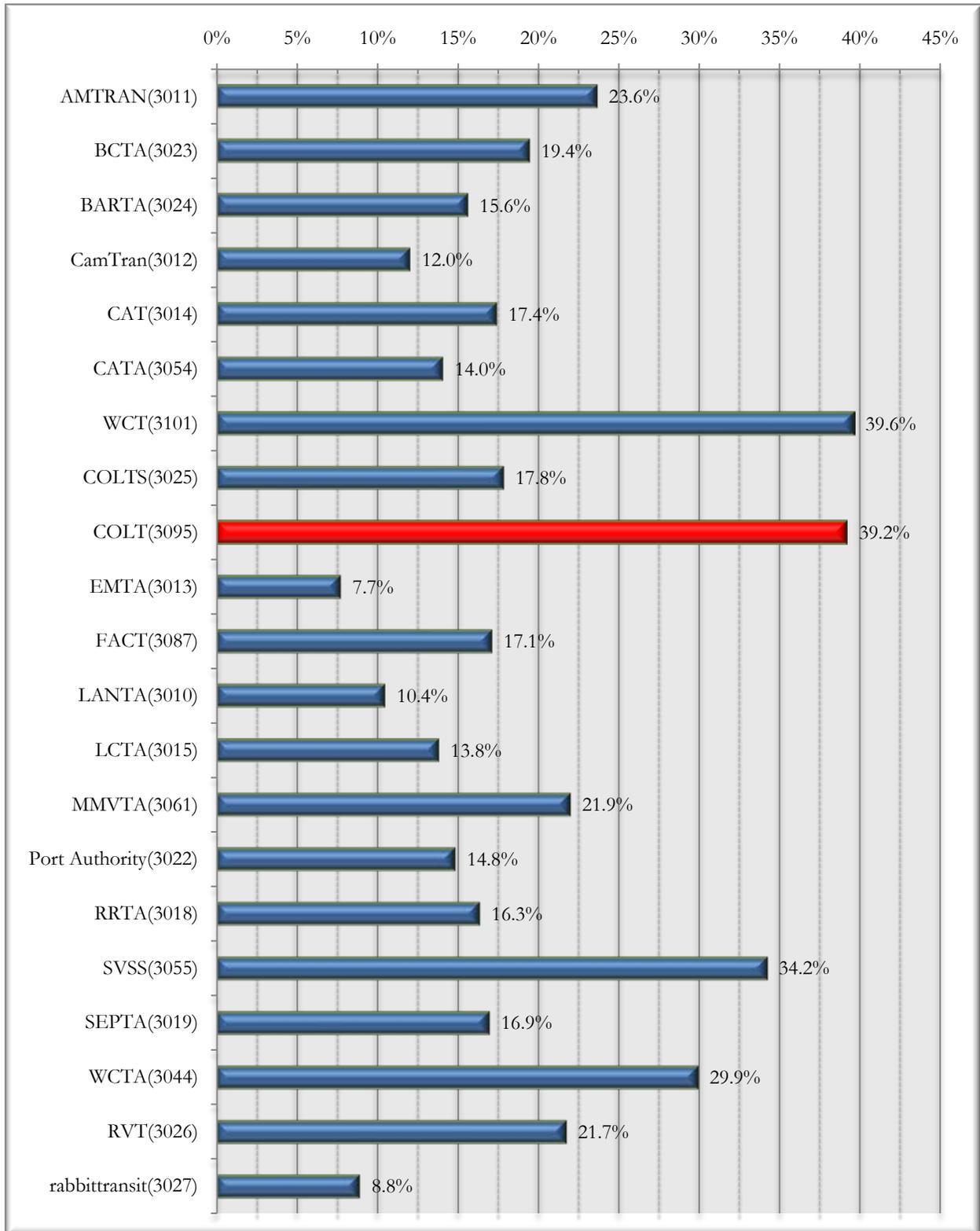
Source: 2008 National Transit Database (NTD)

Strategic Goals and Objectives

COLT/LT developed a Transit Development Plan (TDP) several years ago, but the document has not been updated recently. No other written strategic goals and objectives were found. COLT/LT utilizes the Transportation Improvement Plan (TIP) as its primary method of identifying short-term and long-term capital needs. Special studies augment the TIP. Recent special studies include the marketing plan, park-and-ride facility plan, and abbreviated studies for express route (commuter) service to Harrisburg. Other than the existing, outdated TDP, no fiscally unconstrained, prioritized needs assessments were found for capital or other planning purposes.

Interagency Coordination

COLT/LT participates in Commuter Services of Pennsylvania, which provides regional rideshare, vanpool, transit, emergency ride home, and related services in Adams, Berks, Cumberland, Dauphin, Franklin, Lancaster, Lebanon, Perry, and York counties. Services are provided through the metropolitan planning organizations (MPOs), rural planning organizations (RPOs), transit agencies, and chambers of commerce. Commuter Services of Pennsylvania markets the Commuter Choice program. COLT/LT accesses the TransitCheks® services administered by the Delaware Valley Regional Planning Commission (DVRPC) in Philadelphia.

The Lebanon County MPO was formed in 2002. In its most recent Long-Range Transportation Plan (LRTP), the MPO identified more than $21 million in potential transit projects for the 25-year planning horizon. These projects and associated documentation demonstrate a clear coordination between COLT/LT, the MPO, and Capital Area Transit (CAT).

COLT/LT is currently implementing services between Lebanon County and Harrisburg in limited coordination with CAT.

Compliance with Local, State, and Federal Requirements

COLT/LT appears to satisfy all local, state, and federal requirements.

Quality Control Procedures and Mechanisms

COLT/LT's 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 not provided by COLT/LT for any agency positions.

Positives and Practices to Continue

- Strong interagency relationships with nearby transit systems and the Lebanon MPO.
- A good understanding and implementation of short-term operational issues.
- Executive Director has a long history with the agency and has a "hands-on" understanding of almost all 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
Provide for continuity among present staff and functions, and for future personnel changes.	Provide ongoing training and cross-training among management personnel to help ensure continuity for short- or long-term absences, and personnel departures. Prepare management continuity plan.
Lack of strategic plans for many major functional areas.	Draft a strategic plan with goals and objectives for Board review and adoption, implement with appropriate performance metrics, conduct review by management and the Board on a monthly or quarterly basis as appropriate.
Lack of performance standards, associated reporting, and active use of these for most functional areas.	Develop and implement quality control procedures for key management functions. Create and actively use performance metrics for all major management functions. Monitor and report periodically to staff and Board.
Management costs per operations cost is the second-highest in Pennsylvania.	Evaluate existing costs and cost allocation methods for general and administrative expenses. Carefully scrutinize actions that could result in increased administrative costs.
Key management personnel will soon be eligible for retirement.	Evaluate management needs and determine whether vacated positions should be retained.

HUMAN RESOURCES

This section provides a review of the human resources and labor relations functions at COLT/LT. 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 qualified, 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

COLT/LT does not have a Human Resources Director. Instead, these functions are the responsibilities of the Executive Director and the Office Manager. The administration of employee benefits is handled by an accounting assistant. This position also handles the payroll for fixed-route bus operations and administrative personnel.

Similarly, COLT/LT does not have a Labor Relations Manager. Teamsters Local Union Number 429 represents COLT/LT's full-time and regular part-time non-professional employees, including drivers, mechanics, and bus washers. The Assistant Executive Director manages labor relations with the Teamsters.

The management of grievances is the responsibility of the Assistant Executive Director. Grievances are first handled at the immediate supervisor level and then proceed through the chain-of-command.

Employee Retention

As shown in **Exhibit 20**, the overall annual turnover rate at COLT/LT is less than 5 percent for all functions—a low rate as compared to similar transit agencies.

Exhibit 20: COLT/LT Five-Year Average Employee Turnover Rates

Employee Function	Approximate Annual Turnover
Administration	5%
Maintenance	2%
Fixed-Route Bus Operators	4%
Paratransit Operators	2%

Employee Recruitment

The recruitment policy at COLT/LT is to first offer open positions to qualified current employees based on seniority. If no qualified employees apply, then COLT/LT advertises and recruits from outside the agency.

With a low turnover rate and a relatively small staff size, COLT/LT does not encounter many difficulties in employee recruitment except for hiring drivers. The main exception to this is the hiring of a maintenance director. COLT/LT management cites salary pressures that may make filling this position difficult. The COLT/LT Board is involved in the recruitment process and provides strategic guidance on which positions to fill—particularly in the agency's management.

Training

COLT/LT does not have a formally documented orientation program for new hires, except for new bus operators who receive orientation as a part of their four-week training program. The managers of the other employees provide an informal overview of the employee's responsibilities and COLT/LT administrative requirements. The Executive Director conducts an orientation for all new hires.

Administrative employees are given an Employee Handbook when they start work. The 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.

Operating employees (operators and mechanics) have a similar handbook. Additionally, operator policy guidelines summarize key points of the employee and operators' handbook.

COLT/LT provides extensive safety training for existing employees, including 150+ hours of initial training for operators. When new vehicles are purchased, all operators are given familiarization training. Mechanics are provided training when new vehicles or new systems (e.g., fareboxes) are purchased. Similarly, administrative employees receive training from the vendors of new computer systems.

Performance Reviews

COLT/LT has an organized approach for conducting annual performance reviews for non-represented employees.

Grievance Procedures

COLT/LT has an organized, three-step process for grievances (represented employees only) that involves:

- 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, then it goes to arbitration. It was reported that no grievances have gone to arbitration in the past six years.

Employee Benefits

The benefits offered to non-represented COLT/LT employees (management) are slightly more generous than those offered to employees at similar transit systems. The key benefits are a family health plan including medical, drug, and vision benefits ($15 employee contribution per pay period); six holidays; eight personal days; twelve sick days; and two weeks of vacation. Additionally COLT/LT offers a 457(b) retirement plan and a $25,000 life insurance policy.

The benefits offered to COLT/LT union-represented employees are a bit more generous than those offered to employees at similar transit systems. The key benefits are a family health plan including medical, drug, and vision benefits, with a co-pay paid by payroll deduction not to exceed 20 percent of the premium (**Exhibit 21**); six holidays; two personal days; sick days per contract period (**Exhibit 22**); and vacation time per service time (**Exhibit 23**). Additionally COLT/LT offers a $25,000 term life insurance policy and a 457(b) retirement plan, which COLT/LT funds at 5 percent or more of an eligible employee's gross wages. COLT/LT management notes that health care premiums have increased in recent years and are becoming a cause of concern for long-term cost containment.

Exhibit 21: Co-Pay for Medical Insurance per Pay Period by Contract Year

Contract Year	Paratransit & Bus Washers	Fixed-Route & Mechanics
July 1, 2009 – June 30, 2010	$27.50	$37.50
July 1, 2010 – June 30, 2011	$42.50	$57.50
July 1, 2011 – June 30, 2012	$57.50	$77.50
July 1, 2012 – June 30, 2013	$72.50	$92.50
July 1, 2013 – June 30, 2014	$87.50	$107.50

Exhibit 22: Sick Days per Contract Year

Contract Year	Sick Days
July 1, 2009 – June 30, 2010	10
July 1, 2010 – June 30, 2011	8
July 1, 2011 – June 30, 2012	6
July 1, 2012 – June 30, 2013	6
July 1, 2013 – June 30, 2014	6

Exhibit 23: Vacation per Service Time

Years of Service	Vacation Entitlement
1 – 5	Two weeks per year
6 – 12	Three weeks per year
13 +	Four weeks per year

Labor Relations

Our interviews with management suggested that labor relations are generally good and that management has been successful in maintaining positive labor relations while negotiating contracts that have no onerous conditions. Given the reduction in sick time present in the labor contract, it seems that management has been successful in gaining concessions to assist in cost containment.

Positives and Practices to Continue

- Qualified, stable work force with minimal turnover
- Flexible union contract
- Proactive approach to labor relations

Suggested Actions

Observations for Improvement	Suggested Actions
Health care premiums are increasing at a rate much higher than most sources of agency revenues.	This is a problem for most agencies in the US and not particular to COLT/LT. Continue to explore options to reduce the rate of cost increase in medical insurance. Other Systems in Pennsylvania have found a creative solution that may have transferability.

FINANCE

This section addresses five major financial functions of COLT/LT:

- 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 Finance Manager is responsible for the financial activities at COLT/LT. The Finance Manager is experienced in her position and participates in other roles within the organization.

The Finance Manager performs functional assignments such as accounts payable and receivable, billing, and general ledger. Hours worked, vacation, etc., are tracked using a spreadsheet. The actual paychecks and tax reporting are generated by an outside firm. This is reasonable given the labor involved, complexity of reporting, and the relatively modest fee charged for the service (approximately $160 per two-week pay period).

The Executive Director leads the development of the annual budget with support from the Finance Manager.

Budgeting

COLT/LT 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 two prior fiscal years, and the budget and actual expenditures for the current year. The Executive Director examines the expenditures by budget line item and evaluates them

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based on trends and other known cost increases. 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 coming fiscal year.

The Executive Director submits the budget to the Board in the spring for approval. 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.

COLT/LT is investing in Automatic Vehicle Locator (AVL) and Automatic Passenger Counter (APC) technologies along with Avail reporting software. Future budgets should reflect the additional costs of maintaining and utilizing the new technology.

Accounting

COLT/LT is a public authority formed by Lebanon County. Its accounting system and resulting financial statements cover COLT/LT's total operations.

COLT/LT uses the MAS 90® accounting software. The system is not integrated with other software systems in use at COLT/LT, such as maintenance and procurement. COLT/LT should consider integrating these systems to increase efficiencies. The MAS 90® software is appropriate and is used properly.

COLT/LT produces an annual financial report that is audited by an independent auditor. Reinsel Kuntz Lesher conducted the audit of the fiscal year ending June 30, 2009, following *Government Auditing Standards*. It found that COLT/LT's financial statements conformed to generally accepted accounting principles.

Grants are handled properly and are closed out to the satisfaction of funding agencies.

COLT/LT 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. COLT/LT should consider altering sample procedures in the future to reflect those appropriate for agencies with 100 percent count of boarding passengers, thus reducing the burden of sampling on COLT/LT staff.

Cash Flow Management

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

COLT/LT has an operating fund reserve account to cover shortfalls and maintains about $3 million in a checking account to cover all capital expenditures.

Revenue Handling

COLT/LT operates an exact fare system. Passengers may pay their fares in several ways:

- Exact cash fare ($1.40 City, $1.80 County)

- All day pass ($5.00)
- 10-Ride Pass ($14.00 City, $18.00 County)
- 31-Day Pass ($50.00 City, $65.00 County)

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.

Vaults are pulled from buses daily upon return to the garage. All money is combined, which limits the ability to track any discrepancy between farebox readings and cash collected. The check is made based on totals for the entire system. Cash is counted in a secured environment equipped with a security camera, and an armored car service is used to transport monies to the bank once a week. Funds are stored in the safe between pick-ups.

To date the cash "mixing" has not been a problem as more cash is collected than is reported in the GFI reports. However, this practice is non-standard in the industry and should be revised when possible to provide mechanisms for isolating shortages that result on any given run.

Insurance

COLT/LT is part of the State Association for Transportation Insurance (SAFTI) liability insurance pooled coverage program shared by many other transit agencies in the Commonwealth. It is managed by the Executive Director. COLT/LT purchases the insurance through the broker Arthur J. Gallagher & Co., located in Independence, Ohio. Its current carrier is World Source. The general liability coverage has the following features:

- General Liability Insurance Limits
    - Master Control Program Aggregate: $2,000,000
    - General Aggregate: $2,000,000
    - Products Completed Operations Aggregate: Not Covered
    - Personal and Advertising Injury: $1,000,000
    - Each Occurrence: $1,000,000
    - Damage to Rented Premises: $50,000
    - Hired and Non-Hired Autos: $1,000,000
    - Medical Expense: $10,000
- Employer's Liability Limits
    - Injury By Accident: $1,000,000
    - Injury by Disease: $1,000,000

Medical insurance is provided through Lebanon County and takes advantage of their group rate. However, rates have increased substantially in recent years. A creative solution to this issue would impact long-term cost trends.

Positives and Practices to Continue

- New financial management dedicated to documenting accounting and grants management procedures
- Route-level revenue reporting with Avail's Intelli-Fare® software system

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<u>Suggested Actions</u>

Observations for Improvement	Suggested Actions
Lack of integration between the MAS 90® accounting systems and the Dossier® maintenance system.	Conduct a systems integration study to determine the best way to integrate accounting and financial management software with other systems in COLT/LT.
Combining all cash before counting makes it difficult to identify the source of potential discrepancies.	Account for actual cash collected for each vehicle each day.

PROCUREMENT

This function includes procurement for 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 COLT/LT.

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 Disadvantaged Business Enterprise (DBE)/Minority-owned Business Enterprise (MBE)/Women-owned Business Enterprise (WBE) goals	✓	⇨
Appropriate use of technology in parts inventory control	✓	⇨

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 Maintenance Manager is responsible for this aspect of the function, however, the Maintenance Manager position is currently vacant and the Operations Director is actively overseeing the maintenance function. Reporting to the Maintenance Manager is one full-time Maintenance Clerk, who is responsible for maintaining the parts inventory and identifying parts procurement needs. In addition to parts, the Maintenance Manager is responsible for the procurement process related to maintenance vendor 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. The purchasing of office supplies is the responsibility of the Office Manager.

Parts Inventory Control

MAS 90® software is used to track parts inventory. Minimum and maximum inventory values are established for each inventory item and are recorded in the MAS 90® 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 frequent).

The parts room is located in the vehicle maintenance shop. The parts room is not locked and all employees can enter. Mechanics take the 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 Dossier® which automatically assigns the cost of the part to the applicable vehicle, with the same information entered into the MAS 90® accounting system.

Procurement

The maintenance department uses MAS 90® to identify parts which need to be reordered and the value of current assets. This information is provided to the Operations Manager. The thresholds for purchasing parts and other items are:

- Under $2,500 represents a micro purchase.
- Between $2,500 and $100,000 requires price quotes (a minimum of two are required and at least three are preferred).
- Purchases above $100,000 require a bid process.

Fuel is currently purchased through annual contracts. Procurement of capital items and non-maintenance-related items is addressed by the Executive Director.

Parts and Procurement Performance

Currently, COLT/LT 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. The Executive Director noted that parts costs have been increasing substantially in recent years.

Positives and Practices to Continue

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

<u>Suggested Actions</u>

Observations for Improvement	Suggested Actions
Limited reporting and analysis capabilities of parts inventory information system.	Investigate the report generation capabilities of MAS 90® and Dossier® to determine whether more automated analyses could be performed.
Reliance on manual analysis and knowledge of specific individuals to determine minimum and maximum inventory levels.	Investigate the report generation capabilities of MAS 90® and Dossier® to determine whether more automated analyses could be performed. Establish written protocols for acceptable inventory levels.
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 Procurement 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. COLT/LT 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.

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OPERATIONS

The transit operations function includes an analysis of staffing levels, management of daily operations, on-street supervision and control, and 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 costs 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	✓	⤴

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 and a Safety Director who report to the Assistant Executive Director. As of 2008, COLT/LT employed 31 full-time and four part-time fixed-route bus operators. COLT/LT's labor contract has no limit on the number of part-time operators.

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 COLT/LT is made aware of on at least the day prior to service, and Bus Operators being out for disability or other leave purposes.

To cover the work due to known absences, COLT/LT primarily makes use of the paratransit drivers who are cross-trained on fixed-route operations, part-time operators, and, when necessary, managers. COLT/LT 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 weekly. Monthly totals are 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 COLT/LT's pay premium categories.

Service Supervision and Control

All executive staff members provide on-street supervision. However, it is handled primarily by the Safety Director.

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

COLT/LT reports an on-time performance target as one minute early or up to two minutes after the scheduled arrival time, which is less than the generally-accepted industry practice. However, this information is neither collected nor reported in a systematic manner.

The most useful metrics for judging the performance of the street supervision and control function are 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 or reported. Also, operations management receives copies of all customer service correspondence, but there is no tabulation for trend analysis purposes. COLT/LT plans to use AVL technology to build a database to track on-time performance.

Payroll Processing

Payroll is processed on a bi-weekly basis and staff hours are managed by daily timecard checks. An Excel spreadsheet is used to track benefits, trends, and premium pay.

Positives and Practices to Continue

- Operations appears to be well managed, with the key factor of operating scheduled service addressed on a daily basis
- Conscientious and experienced management dedicated to delivering quality service
- Established procedures to inform Customer Service and customers about service disruptions
- Use of a driver for the early morning dispatch is an economical approach to providing a driver for unexpected absences

Suggested Actions

Observations for Improvement	Suggested Actions
Minimal collection of data and analysis for decision-making.	Complete automated data collection efforts and incorporate data into operations decision-making. Tabulate service-related customer feedback by category to measure performance trends.
Minimal reporting of on-time performance.	Develop and implement a reliable tracking methodology for on-time performance.
Lack of established targets for pay premium categories.	Establish targets for key costs such as unscheduled overtime pay, and develop response strategies for when performance is outside of acceptable parameters.

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.

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	✓	⇨
Adequacy of revenue fleet	✓	⇨

Legend:

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

Organization and Staffing

COLT/LT's maintenance function is currently administered by a full-time Operations Manager (the Maintenance Manager position is vacant) who reports to the Assistant Executive Director. Reporting to the Manager are five full-time maintenance staff: three mechanics and two technicians (bus washing, light maintenance). These staff members are responsible for the maintenance of both the fixed-route and paratransit fleets.

Between fixed-route and paratransit services, COLT/LT vehicles operate approximately 756,000 miles annually.[5] This represents a miles per mechanic ratio of 157,200 miles. Typically, transit agencies display a ratio of between 100,000 and 125,000 miles per mechanic. COLT/LT is significantly above that figure. Outsourcing heavy repair activities appears to have allowed COLT/LT to maintain a relatively low in-house staffing level compared to industry averages.

Facilities and Equipment

COLT/LT's facility is equipped with one single-lane repair bay with room for one fixed-route vehicle and two paratransit vehicles simultaneously, effectively providing three repair bays. There are two fixed lifts, one pit for oil changes and other underbody repair, and one mobile lift. The

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[5] NTD 2008 Table 19.

Transit Cooperative Research Program (TCRP) Synthesis 7 – Regulatory Impacts on Design and Retrofit of Bus Maintenance Facilities presents a formula of 2.34 bays per million miles operated annually plus 3.79 bays. This would suggest the need for approximately six repair bays for COLT/LT. The facility also contains one fueling station and one bus washer. The facility cannot store the current fixed-route fleet indoors. It should be noted that the purchase of additional vehicles will further complicate the ability to accommodate the entire fleet indoors.

Various measures would suggest that the COLT/LT facility is inadequately sized in terms of repair bays and inadequately sized for storage of the current fleet. However, the property has some flexibility for service expansion or changes to the fleet mix.

Revenue Fleet

As of 2008 COLT/LT had a total fixed-route fleet of 17 vehicles and a peak vehicle need of 13, representing a 31 percent spare ratio. Standard practice, developed from FTA guidelines used to determine vehicle needs for larger agencies, is to have approximately a 20 percent spare ratio. However, because COLT/LT has such a small fleet, it is over the standard by only one vehicle and this is not a cause for concern.

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 COLT/LT's fixed-route fleet, the average age should be approximately 6.0 years. At an average of 8.0 years, COLT/LT has a relatively old fixed-route fleet. COLT/LT has expanded the fleet by not retiring vehicles that were eligible for replacement due to the unavailability of sufficient funding. These older vehicles were then used to provide expanded service. Road calls have increased on these older vehicles, and they have a much higher maintenance cost per mile—and maintenance costs on aging vehicles will only increase. Retiring these vehicles will lower maintenance costs and likely provide a higher quality service to patrons. A visual inspection of the fleet found the vehicles to be generally in excellent condition. Only some rust and minor bumper damage was noted on the oldest of the vehicles (14 years old).

Maintenance Recordkeeping and Reporting

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

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

Currently, all data entry for vehicle maintenance is performed by the mechanic performing the work. While Dossier® has been incorporated into many maintenance functions, the staff reports limited capabilities for Dossier® in terms of reporting and analysis.

Preventive Maintenance (PM) Program

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

The Operations Manager tracks on-time preventive maintenance and reports the rate each month to the Executive Director. COLT/LT has an established target of 100 percent on-time performance for preventative maintenance and defines on-time as within 500 miles of the prescribed interval. The on-time maintenance performance rate is calculated through a manual review of the completed PM inspection work orders which list the mileage interval from the previous inspection. Staff reports that the Dossier® software does not provide an automated PM on-time performance report.

There is also a defined preventive maintenance program for major shop equipment and a preventive maintenance program for buildings and grounds.

Running Repair

Running repairs for revenue vehicles are identified by 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, 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 Dossier® and a work order is generated.

COLT/LT's 2008 National Transit Database report indicates that COLT/LT's miles per major vehicle road call was 11,225 miles,[6] which is much better than the 2008 industry average of 5,222 miles[7] between major vehicle road calls. This seems to be due, in part, to the same drivers being assigned to the same vehicles, an aggressive PM program, and a strong sense of pride by the maintenance staff.

Vehicle Servicing

COLT/LT 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) and mopping (when needed), an exterior wash, and a 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 lead mechanic who enters the information into Dossier®.[8] While Dossier® provides an alert if the vehicle fuel mileage falls outside of a prescribed window, staff reports that the information system does not provide an exceptions report of vehicles with fuel and fluids consumption rates outside of acceptable levels. COLT/LT relies on manual identification of trends in this regard.

COLT/LT also employs two full-time maintenance technicians responsible for performing interior detail cleanings of the fixed-route buses. Based on the amount of time needed to perform the cleaning, each vehicle receives a detailed interior cleaning approximately monthly.

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[6] 449,000 Miles / 40 Road Calls

[7] NTD 2008: 2,271,693,825 Miles / 435,044 Road Calls

[8] Dossier is developed and maintained by Arsenault Associates for Fleet Management. See http://www.arsenault.com/content_pages/view/75 for more information.

Maintenance Staff Development

COLT/LT's maintenance staff receives training from vendors on all vehicles in the fleet. Hiring maintenance staff is at the discretion of management.

COLT/LT relies heavily on the Pennsylvania Public Transportation Association (PPTA) maintenance training programs for maintenance staff development. Maintenance department management reports that new technology presents the greatest training need, given the increasing complexity of modern vehicle systems and data collection tools (i.e., registering fareboxes, AVL, APC, etc.).

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
- Adopted Vehicle Maintenance Plan and PM inspection schedules and checklists
- Established procedures for collecting and tracking key maintenance performance figures

Suggested Actions

Observations for Improvement	Suggested Actions
Relatively old rolling stock.	When opportunities become available through the capital program, ensure prompt acquisition of replacement vehicles to retire old busses used in service expansion.
Continued reliance on manual processes for various functions.	Pursue greater use of technology in the maintenance function to automate such tasks as the recording of fuel and fluids consumption data.
Reliance on manual analysis and the knowledge of specific individuals to identify maintenance trends, performance, and vital information such as warranty terms.	Investigate the report generation capabilities of Dossier® to determine whether more automated analyses could be performed. Despite the use of maintenance recordkeeping software, the maintenance function still relies heavily on manual analysis and the knowledge of long-term employees. Enter warranty information into Dossier® and pursue automated notifications. COLT/LT currently relies on management to identify warranty-eligible maintenance work.
Limited number of staff using Dossier®.	Pursue procedures for direct use of Dossier® or a successor software system by all mechanics and service line employees.
Inadequate covered vehicle storage.	Develop a Master Plan for the maintenance facility to meet the current and future needs of the system.

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	✓	⇨
Existing service standard policy	−	⇨
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

COLT/LT has distributed the responsibilities for the fixed-route scheduling function among senior management. This is consistent with most agencies that are similar in size to COLT/LT. Most fixed-route scheduling results from the recent addition of new services.

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. It is oriented toward addressing problems as they arise and gathering ridership information to comply with NTD requirements. The limited information that is gathered is obtained manually by field personnel. Implementing automated data collection equipment and technology systems, such as Automatic Vehicle Locator (AVL) and Automatic Passenger Counters (APC), will provide 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. COLT/LT does not have a documented service standard policy.

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 schedule maker.

Scheduling Assessment

One analysis feature not part of the current COLT/LT 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, the Pay/Platform Ratio (PPR) value or other measures (e.g., overtime or paid guarantee) are not reported.

Computerization

COLT/LT staff use manual methods and spreadsheets to perform the fixed-route scheduling process; they do not use scheduling software packages to perform various calculations and display information. Given the current fleet size, operational complexity, and scheduling frequency, this approach is appropriate.

Labor Agreement

A collective bargaining agreement between COLT/LT and Teamsters Local Union Number 429—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 COLT/LT management from optimizing the scheduling process with respect to staffing or overtime.

Positives and Practices to Continue

- Scheduling process that has worked well and in a timely manner during the past several years
- Well established process and steps from preparation of a service plan, through scheduling, to service on the street
- Knowledge, experience, and expertise of the staff involved in scheduling
- Close working relationship between operations staff and schedule makers

<u>Suggested Actions</u>

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 AVL and APC technology currently being implemented to obtain ridership, running time, and on-time performance.
No set of service standards to guide the scheduling process.	Specify and monitor metrics, such as Pay/Platform Ratio, to gauge the adequacy and success of the 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.

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SAFETY AND SECURITY

This section provides a review of the safety and security functions at COLT/LT. 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	✓	⇨
Prioritized plan for safety and security needs	**–**	⇨

Legend:

+	*Above Average*		⬀	*Improving*
✓	*Average*		⇨	*Little net change*
–	*Below Average*		⬂	*Worsening*

Organization and Staffing

Safety and security issues are handled by the Safety Director. The Director has worked in both large-scale private and public-sector transit service agencies and has been at COLT/LT for approximately three years.

The Safety Director conducts all operators' training. He has taken a very proactive role in safety training for all staff and acts as one of the field supervisors.

Reportable Incidents

COLT/LT 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, COLT/LT keeps information on all safety-related incidents. As shown in **Exhibit 24**, in the past seven calendar years (2003-2009), COLT/LT reports a total of 39 incidents that involved four personal injuries. Two incidents in 2003 involved both injuries and total damage exceeding $25,000. From 2004 to the present there were no reported major incidents. As shown in **Exhibit 25**, COLT/LT maintains highly detailed records of all incidents regardless of their cost and has had a marked decline in all incident types since 2003 with $0 in claims in 2009.

Exhibit 24: COLT/LT Incident History Summary (2003-2009)

Calendar Year	Incidents	Injuries	Damage > $25,000
2003	19	2	2
2004	4	2	0
2005	8	0	0
2006	1	0	0
2007	4	0	0
2008	1	0	0
2009	2	0	0
Total	**39**	**4**	**2**

Exhibit 25: COLT/LT Incident History Detail (2003-2009)

Date	Cost	Description
1-Feb	$57,236	insured failed to stop at stop sign and struck claimant vehicle
1-Feb	$540	insured failed to stop at stop sign and struck claimant vehicle
25-Feb	$533	insured struck legally-parked car when attempting to pass
22-Mar	$200	claimant and insured involved in sideswipe accident
27-Mar	$2,493	insured struck a parked car causing damages to door
27-Mar	$0	insured struck fire escape of building causing damage
11-Apr	$0	claimant listed was seated in wheelchair that collapsed
15-Apr	$392	claimant driver opened door into traffic while bus was passing
25-Apr	$68,724	insured bus driver failed to lockdown claimant's wheelchair
8-May	$669	insured failed to stop in timely manner and struck parked vehicle
24-May	$500	insured changed lanes into claimant car
5-Jun	$715	insured driver struck legally-parked vehicle
16-Jun	$2,480	insured struck building with bus causing damages
19-Jun	$500	insured failed to stop bus in a timely manner and struck vehicle
20-Jun	$100	insured bus struck home owned by claimant listed
30-Jul	$0	vehicle driven by other party went through stop sign
29-Sep	$250	insured vehicle struck and damaged building
6-Dec	$336	claimant fell from seat when bus left roadway
16-Dec	$0	insured struck rear of claimant vehicle
2003 Total	**$135,668**	
16-Jan	$4,698	insured bus hit by other car, claimant listed was passenger
23-Aug	$3,112	insured traveling on road when collided with youth on bike
6-Oct	$0	insured struck parked car damaging the fender and mirror
12-Nov	$660	RV backed into parked claimant vehicle
2004 Total	**$8,470**	
9-Apr	$271	claimant alleges that insured bus cut a turn too short
11-Apr	$1,725	insured driver was pulling out from parked position
9-May	$100	insured vehicle changed lanes hitting claimant vehicle
3-Jun	$500	insured driver was backing into parking spot and struck own vehicle
1-Aug	$100	insured struck legally-parked and unoccupied truck
5-Aug	$500	insured bus driver backed vehicle into claimant truck
4-Oct	$500	insured backed into car that was pulling into parking space
3-Nov	$879	insured bus struck by other car while claimant was passing
2005 Total	**$4,575**	
15-Jul	$5,085	insured driver had to make sudden stop to avoid accident
2006 Total	**$5,085**	
2-Jan	$1,393	insured rear-ended claimant when pulling into parking lot
8-Feb	$2,007	insured vehicle hit parked claimant vehicle
26-May	$2,395	insured vehicle hit claimant vehicle in intersection as claimant vehicle made right turn
29-Sep	$271	insured vehicle swerved to avoid opening car door and claimant was injured
2007 Total	**$6,066**	
29-Jan	$0	passenger on insured bus slipped and fell while exiting
2008 Total	**$0**	
17-Jun	$0	bus stopped at stop sign and was struck from behind
17-Jun	$0	bus stopped at stop sign and was struck from behind
2009 Total	**$0**	

Training

The training of new operators consists of four 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 USDOT Transportation Safety Institute.

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 and Operator's Policy Brief at the completion of training. Its purpose is to outline the operating procedures that the driver should follow.

Security

Fixed-route drivers are instructed to call the paratransit dispatcher in an emergency. The Operations Manager and Safety and Training Director also carry portable radios at all times when COLT/LT has revenue vehicles on the road. The vehicle maintenance department also monitors the radio.

All revenue vehicles and all properties incorporate video monitoring. However, COLT/LT management cites ongoing security concerns in the main facility area which are described as "more of a pervasive awareness than any specifically-identified shortcoming." They are working on upgrades to the security system at the transfer station. They have also upgraded administrative office security with secure access and are investigating options for securing the area surrounding the building and garage. COLT/LT has a plan to upgrade systems that are dated and aims to identify areas that may require additional measures. The new park-and-ride incorporates an extensive security system.

Emergency Preparedness

COLT/LT has a System Security and Emergency Preparedness Plan (SSEPP). The SSEPP contains information about preparedness, response, recovery, and organizational structure. The plan covers the operational facility and data systems. It also includes evacuation procedures and other safety protocols.

Positives and Practices to Continue

- Safety and Security appears to be very well managed, with a strong focus on new operator training and refresher training for operators who have had accidents
- Established procedures for responding to and investigating accidents

<u>Suggested Actions</u>

Observations for Improvement	Suggested Actions
Monitoring, assessing, and prioritizing safety-related needs at COLT/LT facilities including the new park-and-ride lot, transfer station, new paratransit operations building, and main facility.	Develop a written procedure for monitoring and assessing safety needs and improvements. In coordination with other functions, prioritize safety/security improvements in a short-, mid-, and long-term capital plan as well as a facility master plan.
Significant improvement in safety and drop in incidents.	Develop a case study of the actions taken that have resulted in such a marked drop in incidents since 2003.

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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 customer communications by telephone or mail are 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. COLT/LT provides proactive customer service in the form of information available on the COLT/LT Web site, information available by telephone, and text messaging. The Web site provides information about route/schedule changes, weather delays, and similar information.

COLT/LT currently does not have the technologies to provide online bus location information, 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. There is also a desire to provide automated telephone notification to customers, but COLT/LT does not yet have that capacity.

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

There is a periodic review process conducted at least twice per calendar year to address customer complaint issues. COLT/LT's Executive Director (or his or her designee) chair these review meetings. Representatives from each division (Maintenance, Paratransit, Fixed-Route, and Office Administration) are also present at these meetings.

Complaints phoned to the office are documented on COLT/LT's Complaint Documentation Form. After all information has been gathered, the form is forwarded to supervisor of the division toward which the complaint has been directed. The supervisor who receives the complaint responds, logs his response in written form, and forwards a copy of the Complaint Document Form and his response to the Executive Director. Written complaints are forwarded to the Executive Director or his designee for review and forwarding to the appropriate supervisor for action. If a customer does not feel that his or her complaint has been dealt with in an appropriate manner, they are given access to the Executive Director or his designee.

Written documentation of all complaints includes the name of the complainant, nature of the complaint, date and time of the incident, action recommended, and 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 customer satisfaction survey responses, recognition of customer complaints/compliment patterns, or political pressures from newspapers or elected officials. Advisory boards also have a role to play 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. COLT/LT does track the number of calls into its call center and reports that information to the Board—which is very interested in customer service.

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. COLT/LT conducts periodic customer satisfaction surveys based on Act 3 questionnaires.

Positives and Practices to Continue

- Personal touch in handling complaints/compliments by staff
- Agency-wide understanding of the importance of good customer service

<u>Suggested Actions</u>

Observations for Improvement	Suggested Actions
No automated methods to ensure complaints are resolved to the customer's satisfaction in a timely manner.	Establish a follow-through process to ensure that the customer's issues have been resolved in a timely manner.
No systematic means to conduct trend analysis of customer satisfaction.	Establish a database of customer complaints, compliments, and associated information, and analyze the trend of customer satisfaction.

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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 more timely 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	−	⇨
Strategic IT Plan	−	⇨

Legend:

+	*Above Average*		⬀	*Improving*
✓	*Average*		⇨	*Little net change*
−	*Below Average*		⬂	*Worsening*

Organization and Staffing

COLT/LT has an on-call consultant assigned to IT who is responsible for all IT-related issues. The same consultant provides on-call services to nearby Capital Area Transit (CAT). This arrangement makes for cost-effective management of IT needs.

Software

COLT/LT uses the following software systems for specific functions:

- On-vehicle farebox: GFI (Avail's Intelli-Fare® being added)
- Fixed-route run cutting: manual process
- Paratransit scheduling: Route Match®
- Accounting and asset management: MAS 90®
- Maintenance requests: Dossier® for vehicles
- Payroll: outsourced
- Geographic Information Systems (GIS): outsourced[9]

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[9] GIS needs are satisfied by an interagency agreement with the Lebanon County MPO.

Hardware

COLT/LT is in the process of upgrading in-vehicle technologies and at this time does not have a strategic IT plan.

Current Projects and Issues

COLT/LT is scheduled to open a new park-and-ride facility funded through an American Recovery and Reinvestment Act (ARRA) grant. The facility will include an enhanced security infrastructure that will place some additional burdens on COLT/LT's IT infrastructure. Additionally, there is a project to move paratransit operations to an off-site facility located a couple of blocks from the main facility, necessitating coordination between the two locations' IT needs.

COLT/LT is also planning to implement an Avail's Intelli-Fare® data mining tool for the agency's GFI registering fareboxes.

Disaster Recovery Plan

COLT/LT does not have 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.

Positives and Practices to Continue

- COLT/LT staff members with experience at similar transit agencies
- Vehicles include GPS hardware
- Staff members interested in exploring AVL and Web-based customer information systems

Suggested Actions

Observations for Improvement	Suggested Actions
COLT/LT is investing in new technologies with Avail's Intelli-Fare® data-mining software and new on-vehicle hardware.	Begin development of a master IT plan that incorporates changes in on-vehicle technology and Web-based customer service to ensure compatibility and strategic IT procurement.
Varying age and capability of existing technology.	Evaluate and refine reporting mechanisms in each major IT software package used for agency operations.
Lack of Disaster Recovery Plan	Develop a Disaster Recovery Plan to ensure continuity of operations.
Lack of Strategic IT Plan	Begin development of a master IT plan that incorporates changes in on-vehicle technology and Web-based customer service to ensure compatibility and strategic IT procurement.
Not fully capitalizing of existing self registering fareboxes.	Develop capabilities to extract and analyze data already collected by self registering fareboxes.

CAPITAL PROGRAMMING

The capital programming function at COLT/LT aims to maintain the current transit system in a good state of repair and enable bus system changes and expansion. The COLT/LT capital programming activities and project list is primarily oriented to the 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. COLT/LT'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

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

Capital Elements

COLT/LT regularly submits information to the Lebanon MPO for inclusion in the Transit TIP. COLT/LT also has developed an internal five year and twelve year capital program in addition to the TIP. A review of these documents indicates that they are appropriate for the size of COLT/LT and constitute an understanding by management of the long term capital needs of the system.

It should be noted that a best practice would consist not only of the fiscally constrained five year and twelve year plans that COLT/LT has developed, but also a prioritized capital plan that documents all projects necessary to reach a state of good repair and justified service expansion identified through a Transit Development Plan (TDP) or similar service/business plan. Prioritized capital plans assist agencies in quickly identifying projects for completion should additional funding

be secured, as well as provide written justification for additional capital funding to various elected officials at all levels of government.

Positives and Practices to Continue

- Strong relationships with other regional agencies

Suggested Actions

Observations for Improvement	Suggested Actions
Lack of a capital plan that identifies all needs—both funded and unfunded.	Develop a long-term capital plan reflecting all capital needs. 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 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	✓	⇨
Awards and accolades	**✚**	⬈

Legend:

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

Organization and Staffing

COLT/LT manages marketing via the Executive Director and outsourcing. This is consistent with the practices of similar sized agencies. In recent years, COLT/LT's marketing and public relations efforts have focused on increasing agency visibility within the region and rebranding to "LT."

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 the current customer base is currently understood by COLT/LT staff.

Materials designed to reach non-English-speaking communities and disabled populations were available for review. COLT/LT staff and the Board have an understanding of the changing demographics in the region and develop marketing media accordingly.

Rebranding from COLT to LT has been an ongoing effort. COLT/LT recently released an updated Web site (http://www.lebanontransit.org/index.html) that has a modern feel. It is intended to serve as one of the first lines of public information about the agency and to increase the agency's visibility within the community. The rebranding of COLT/LT is a work in progress and marketing materials have been coming online over time, most likely due to fiscal constraints. COLT/LT should accelerate and complete the rebranding as soon as practical—running two different brands for a prolonged period could result in rider confusion and will minimize the positive impact the new branding might have in the community.

While COLT/LT has developed a new marketing plan, no documented goals or metrics have been provided that 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 new branding have been implemented.

Employer and Major Trip Attractor Coordination Agreements

COLT/LT has a "Commuter Benefit" program, coordinated with DVRPC, where employers can purchase monthly transit passes for employees and receive tax incentives. The program, TransitCheks®, is supplemented by a "guaranteed ride home" program coordinated through Pennsylvania Commuter Services.

Additionally, COLT/LT management staff members have undertaken proactive efforts to target commuters destined for Harrisburg. 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

COLT/LT has implemented a front-end on its telephone answering system that provides callers with information about service disruptions. Should more information be desired, the phone system routes calls to a "live" representative who is trained to answer questions on a variety of topics. An e-mail notification system is available to alert riders of service delays and disruptions. Additionally, the Web site includes information on service disruptions, route schedules, and commuter programs. Staff members indicated a desire to provide a more robust Web-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.

COLT/LT currently lacks a system map that would help riders and potential riders visually understand how they can get from their origin to a destination through the system. This would be a useful addition to COLT/LT's public information toolkit.

Advertising

COLT/LT 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. COLT/LT 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, COLT/LT has a good perceived "image" with all officials interviewed. 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 this image. COLT/LT 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, COLT/LT has established a good reputation for outreach and coordination. COLT/LT coordinates efforts with the Lebanon MPO and attempts to coordinate service and transfers with Capital Area Transit (CAT).

Awards and Accolades

COLT/LT recently received three First Place awards from the American Public Transit Association (APTA) for its rebranding efforts, marketing media, and promotional T-shirt design.

Positives and Practices to Continue

- Dedicated marketing budget
- National recognition from APTA for COLT/LT's marketing and branding efforts
- Good working relationship with the MPO and other local agencies, that have skills COLT/LT may not be able to maintain readily "in-house"
- Positive local image with public officials and the press

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.	Develop, implement, and monitor the effectiveness of plans to increase share of the current customer base. Implement processes to measure the effectiveness of marketing expenditures and report findings at least quarterly to the Board.
Continue using marketing to increase ridership.	Continue to identify innovative ways to increase market share in areas where COLT/LT competes well against other transportation modes.
Rebranding effort is being done in phases that may delay ultimate desired effect.	Finalize and monitor the effectiveness of the rebranding campaign. Investigate accelerating new brand implementation.
Lack of system-level route map.	Develop a system-level route map.

PLANNING

The two primary objectives of the planning process are to monitor service and develop new service proposals. These objectives 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.

<u>Summary of Findings</u>

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*

<u>Staffing Levels and Organization</u>

COLT/LT 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 Lebanon MPO.

<u>Planning Hierarchy, Perspective, and Vision</u>

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, COLT/LT should have clear goals and objectives which are helpful in defining a planning vision for the agency. The recent focus at COLT/LT has been on expanding into commuter markets as demonstrated by the Harrisburg Express service.

For the mid-term period, which should guide COLT/LT's planning activities over the next five years, a TDP exists, but is outdated. After an update, the TDP's service plan would accompany a capital improvement program and appropriate financial projections. This document would present a positive vision for COLT/LT with less attention placed on financial constraints. In essence, it would be what COLT/LT 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). It is crucial that COLT/LT updates its current TDP to reflect current conditions and goals for the future.

The long-term planning activities are currently assumed by the MPO staff under the advisement of the COLT/LT Executive Director. COLT/LT'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

COLT/LT currently does not use the more detailed ridership data (by trip, route, etc.) available from its 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 is because the staff has found the information currently garnered from the GFI to be lacking in accuracy and specificity. In response, COLT/LT has decided to invest in the Avail Intelli-Fare® software and associated training to facilitate data mining and reporting.

Data collection is currently limited. It is oriented to addressing problems as they arise and complying with NTD ridership reporting requirements. The limited information is obtained manually by field personnel consisting of part-time checkers, drivers on light duty, and the Safety and Training Director. Planned investments in automated data collection equipment and technology, such as Automatic Vehicle Locator (AVL) and Automatic Passenger Counters (APC) systems, will provide additional data to support the planning and scheduling functions. The Board members interviewed expressed an interest in more detailed reporting of route-level travel demand so that they could make more enlightened judgments regarding proposed service changes.

The conduct and utilization of transit-specific surveys typically is limited to addressing specific complaints or problems. Some information has become available from a 2008 travel characteristics survey conducted by the Lebanon MPO. A quantitative approach to understand the service area through GIS is not used by COLT/LT staff because they lack the necessary software and expertise. This is possibly an area where the MPO could be of assistance, particularly now that the results of the 2010 U.S. Census are 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 result in a potential deluge of new information that will support decision-making. COLT/LT should prepare a data management plan that can help maximize the effective use of this information.

Service Standards

Also related to planning is the need for COLT/LT to develop a formal service standards policy that would 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 because it indicates what information is required from routine recordkeeping, external data sources, and surveys.

<u>Route Level Performance Evaluation</u>

Currently, route performance is based on passengers and revenue. These values are important metrics and should continue to be used and provided to staff and Board members for their consideration. This process should be expanded to include financial measures such as farebox recovery, cost per passenger, 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.

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

- Short-range planning process is proactive
- 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 relationship with other agencies that influence planning and funding issues in the region

<u>Suggested Actions</u>

Observations for Improvement	Suggested Actions
Insufficient detailed ridership information to support planning function.	In conjunction with planning, develop a data management plan that utilizes technology investments (i.e., AVL and APC) to obtain ridership and running time information. Expand on current route-level evaluation to include financial measures.
No set of service standards to guide the planning process and development of improvement proposals.	Develop formal service standards for planning functions.
TDP is outdated	Update a TDP that addresses issues facing COLT/LT over the next several years.
Capacity constraints of current downtown terminal due to fleet expansions.	Investigate alternatives to downtown terminal or reassess fleet expansion needs and plans to address capacity issues.

APPENDIX A: DOCUMENTATION REQUEST TO EXECUTIVE DIRECTOR

COLT 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.

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.	By-laws or other authorities regarding the powers and duties of the governing body, and identifying appointing authorities of each board member.	X			
6.	List of current governing body members, with terms and tenure of each member.	X			
7.	Brief history of significant changes in governance structure since formation and basis for same.	X			
8.	Governing body minutes and agenda from the last 12 months.	X			
9.	Biography, contract terms, and tenure of General Manager / Executive Director.			X	
10.	Organization chart delineating decision authority by roles.	X			
11.	Succession plan or equivalent.			X	
12.	Any documentation not provided above which delineates the respective roles and responsibilities of management and governing body members.				X
OVERSIGHT AND REVIEWS					
13.	Two most recent annual reports from chief executive officer to board.				X
14.	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			

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Requested Item	Mark Form in which Data to Be Provided			
	Electronic	Paper Mail	Not Available	Not Applicable
HUMAN RESOURCES				
15. All collective bargaining agreements as well as any related documents(e.g., letters or memoranda of understanding, letter agreements, side letters that clarify or modify the collective bargaining agreements, etc.)	X			
16. Any strikes or work stoppages over the past 6 years.				X
17. Any reports filed with the state or federal government regarding union operations, funds management, etc.				X
18. 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			
19. Turnover rate by position for each of the last 5 years.	X			
20. Operator hiring and performance review procedures.	X			
FINANCE				
21. Operating and Capital Budgets for the current fiscal year (provide separately if not in the Annual Report).	X			
22. Official Bond Statements for the most recent issuances.				X
23. Audited Financial Statement for the most recent fiscal year and Single Audit Statement.	X			
24. Profit/Loss/Cash Flow statements for each of the past 12 months.	X			
25. Year-end cash position for each of the last 2 fiscal years.	X			
26. 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				
27. Procurement policy and procedures.	X			
CONTRACTING				
28. Contracts involving purchased transportation.				X
29. Contracts for the provision of services or special operations agreements to specific agencies, localities, colleges, universities, or other entities.	X			
30. Contracts for tire services, management services, and professional services over $25,000 in value.	X			
31. Contract management plan.				X
OPERATIONS				
32. Operations Manual.	X			
33. Emergency and inclement weather (snow, flood, etc.) operational plans and procedures.	X			
34. Dispatch procedures	X			
35. On-street supervision procedures (incl. AVL, if equipped).	X			
36. 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			
37. Significant seasonal variations in service supplied (including				X

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

COLT 2010 Transit Performance Review
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	Requested Item	Electronic	Paper Mail	Not Available	Not Applicable
		Mark Form in which Data to Be Provided			
**CUSTOMER SERVICE**				
64.	Fixed route ADA compliance reports for the most recent year.				X
65.	Two most recent customer service surveys reports and any actions taken to address known issues.	X			
66.	Complaint procedures manual/policy and 2 most recent reports.	X			
67.	Other customer service metrics maintained by the agency.				X
	INFORMATION TECHNOLOGY				
68.	Computer disaster recovery plan.			X	
69.	Computer security procedures now in use.	X			
70.	Data collection technology/programs (i.e., APCs, AVL, scheduling software, financial management software, maintenance software).	X			
	CAPITAL PROGRAMMING				
71.	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			
72.	Contact information for any assets owned, operated, or maintained by others.				X
73.	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 (with Maint.)			
74.	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	X			
	MARKETING AND PUBLIC RELATIONS				
75.	Service area demographics, customer profiles, and market research documents (as available).				
76.	Local news clippings from past 5 years.	X			
77.	Copy of current year marketing program and policies.	X			
78.	Public involvement plan, and notices and attendance rosters from events from most recent 2 years.				
79.	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 suggestion actions.
Governance and structure meet changing needs and equitably represent agency's customers	**+**	⇨	No suggestion actions.
Sets and achieves strategic goals	**—**	⬈	Board should work with senior COLT/LT staff to create a vision with measurable goals and objectives to accomplish the strategic mission statement. Develop and implement Board education program.
Meets community public transit needs	✓	⇨	Continue marketing efforts to build ridership.
Public opinion of Board and transit system	✓	⇨	No suggestion actions.
Working relationship among Board members	**+**	⬈	No suggestion actions. Potential best practice.
Working relationship with Executive Director and other agency staff	**+**	⇨	No suggestion actions.

Metric	Finding	Trend	Suggested Action
Advisory Committees			
Advisory committees provide opportunity for citizen input	✓	⇨	Continue gaining input from citizens.
Advisory committees provide opportunity for technical input	✓	⇨	No suggestion actions.
The number and types of advisory boards are appropriate for an agency of this size	–	⇨	Expand the scope of existing committees or develop a new advisory committee to focus on fixed-route issues. Develop and implement an education program for advisory board members, possibly in conjunction with a Governing Board education program.
General Management			
Relationship with Governing Body	+	⇨	No suggestion actions.
Organizational structure appropriate for size of agency	✓	⇨	No suggestion actions.
Provides regular performance reporting to oversight Board	✓	⇨	No suggestion actions.
All key management positions currently filled	–	⇨	Evaluate management needs and determine whether vacated positions should be retained.
Employs strategic policies, goals, and objectives	–	⇨	Draft a strategic plan with goals and objectives for Board review and adoption, implement with appropriate performance metrics, conduct review by management and the Board on a monthly or quarterly basis as appropriate.

Metric	Finding	Trend	Suggested Action
Employs, monitors, and uses written performance standards for all major agency functions	**–**	⇨	Develop and implement quality control procedures for key management functions. Create and actively use performance metrics for all major management functions. Monitor and report periodically to staff and Board.
Actively promotes and achieves interagency coordination	✓	⇨	No suggestion actions.
Timely satisfaction of all federal and state reporting requirements	✓	⇨	No suggestion actions.
Has and follows a written quality control plan for key functions	✓	⇨	No suggestion actions.
Has a succession plan in place for all key positions	**–**	⇨	Provide ongoing training and cross-training among management personnel to help ensure continuity for short- or long-term absences, and personnel departures. Prepare succession plan.
Has cross-training and responsibility practices to ensure functions can operate smoothly in the event of absenteeism, retirement, etc.	**+**	⇨	No suggestion actions.
Percent of Total Operating Costs Attributable to General & Administrative	**–**	⇨	Evaluate existing costs for general and administrative expenses. Evaluate the necessity of replacing the Assistant Executive Director position in light of growing cost concerns and the lack of positions reporting directly to the Executive Director.

Metric	Finding	Trend	Suggested Action
Human Resources			
Retain qualified, stable work force	✓	⇨	No suggested actions.
Recruit qualified employees promptly as vacancies occur	✓	⇨	No suggested actions.
Provide training focused on job performance	✓	⇨	No suggested actions.
Manage the cost of employee benefits	✓	⇨	Explore options to reduce the rate of cost increase in medical insurance. Other Pennsylvania Systems have found a creative solution that may have transferability.
Manage labor relations effectively	✓	⇨	No suggested actions.
Finance			
Provides realistic annual budgets	✓	⇨	No suggested actions.
Accurately records and reports financial transactions	✓	⇨	Conduct a systems integration study to determine the best way to integrate accounting and financial management software with other systems in COLT/LT.
Manages state/federal grants efficiently to meet government requirements	+	⇨	No suggested actions.
Analyzes and manages cash flow	✓	⇨	No suggested actions.
Uses reasonable approach for handling passenger revenues	–	⇨	Account for actual cash collected for each vehicle each day.

Metric	Finding	Trend	Suggested Action
Procurement			
Use of computerized parts management system	✓	⇨	Investigate the report generation capabilities of MAS 90® and Dossier® to determine whether more automated analyses could be performed.
Automated analysis and identification of procurement needs	▬	⇨	Investigate the report generation capabilities of MAS 90® and Dossier® to determine whether more automated analyses could be performed. Establish written protocols for acceptable inventory levels.
Established procedures for verifying inventory figures	✓	⇨	No suggested actions.
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. COLT/LT 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.
Has and achieves Disadvantaged Business Enterprise (DBE)/Minority-owned Business Enterprise (MBE)/Women-owned Business Enterprise (WBE) goals	✓	⇨	Evaluate current use of non-construction DBE/MBE/WBE procurement and identify areas where additional efforts should be made.
Appropriate use of technology in parts inventory control	✓	⇨	Pursue automated procedures for determining whether mechanics have taken parts out of inventory.

Metric	Finding	Trend	Suggested Action
Operations			
Service is operated in accordance with published schedules	✓	⇨	No suggested actions.
Track key costs such as unscheduled overtime pay and other premium pay categories	✓	⇨	Establish targets for key costs 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	✓	⬈	Complete automated data collection efforts and incorporate data into operations decision-making. Tabulate service-related customer feedback by category to measure performance trends.
Maintenance			
Use of computerized fleet maintenance recordkeeping	✓	⇨	Pursue procedures for direct use of Dossier® or a successor software system by all mechanics and service line employees.

Metric	Finding	Trend	Suggested Action
Automated analysis and identification of trends, performance, and maintenance issues	**-**	⇨	Investigate the report generation capabilities of Dossier® to determine whether more automated analyses could be performed. Despite the use of software, the maintenance function still relies heavily on manual analysis and the knowledge of long-term employees. Enter warranty information into Dossier® and pursue automated notifications.
Adopted vehicle maintenance plan and preventive maintenance schedules/checklists	✓	⇨	Pursue greater use of technology in the maintenance function to automate such tasks as the recording of fuel and fluids consumption data.
Maintenance performance in terms of miles per major road call	✓	⇨	No suggested actions.
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.
Adequacy of current revenue fleet.	✓	⇨	When opportunities become available through the capital program, ensure prompt acquisition of replacement vehicles to retire old busses used in service expansion.

Metric	Finding	Trend	Suggested Action
Scheduling			
Understanding of scheduling process	✓	⇨	No suggested actions.
Production of vehicle and driver assignments in a timely manner	✓	⇨	No suggested actions.
Input from operating personnel	✓	⇨	No suggested actions.
Appropriate use of computers	✓	⇨	No suggested actions.
Scheduling as an analytical tool	✓	⇨	No suggested actions.
Existing service standard policy	–	⇨	Develop specific service standards such as on-time performance to assist in scheduling function.
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.
Adequate data to support scheduling function	–	⇨	In conjunction with planning, develop a data management plan that utilizes AVL and APC currently being implemented to obtain ridership, 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	+	⇨	Develop a case study of the actions taken that have resulted in such a marked drop in incidents since 2003.

Metric	Finding	Trend	Suggested Action
Develop and maintain System Security and Emergency Preparedness Plan	✓	⇨	No suggested actions.
Prioritized plan for safety and security needs	▬	⇨	Develop a written procedure for monitoring and assessing safety needs and improvements. In coordination with other functions, prioritize safety/security improvements in a short-, mid-, and long-term capital plan as well as a facility master plan.
Customer Service			
Number of staff responsible for customer service	✓	⇨	No suggested actions.
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	✓	⇨	Establish a database of customer complaints, compliments, and associated information, and analyze the trend of customer satisfaction.
Personal follow-up protocols for complaints and compliments	✓	⇨	No suggested actions.
Automated follow-up protocols for complaints and compliments	✓	⇨	Establish a follow-through process to ensure that the customer's issues have been resolved in a timely manner.
Information Technology			
Number of staff responsible for Information Technology	✓	⇨	No suggested actions.
Appropriate use of outsourcing for IT needs	✓	⇨	No suggested actions.

Metric	Finding	Trend	Suggested Action
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	−	⬈	Develop capabilities to extract and analyze data already recorded in registering fareboxes.
AVL technology	✓	⬈	No suggested actions.
Disaster Recovery Plan	−	⇨	Develop a Disaster Recovery Plan to ensure continuity of operations.
Strategic IT Plan	−	⇨	Begin development of a master IT plan that incorporates changes in on-vehicle technology and Web-based customer service to ensure compatibility and strategic IT procurement.
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)	✓	⇨	Develop a long-term capital plan reflecting all capital needs. 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.

Metric	Finding	Trend	Suggested Action
Relationship and coordination with external agencies	**+**	⇨	No suggested actions.
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 the disability community, non-English-speaking populations, etc.	**+**	⇨	No suggested actions.
Effective use of marketing approaches to expand market share with current clientele	**+**	⬀	Develop, implement, and monitor the effectiveness of plans to increase share of the current customer base. Implement processes to measure the effectiveness of marketing expenditures and report findings at least quarterly to the Board. Finalize and monitor the effectiveness of the rebranding campaign. Investigate accelerating new brand implementation.
Metric	**Finding**	**Trend**	**Suggested Action**
Clear procedures to identify and assess potential (new) markets	✓	⇨	Continue to identify innovative ways to increase market share in areas where COLT/LT competes well against other transportation modes.
Public Relations			
Visibility in the community	✓	⬀	Develop a system-level route map.

Metric	Finding	Trend	Suggested Action
Positive image with local community and elected officials	✓	⇨	No suggested actions.
Positive image with state and federal review agencies	✓	⇨	No suggested actions.
Awards and accolades	**+**	⬈	Share success in marketing and public relations with other agencies in Pennsylvania.
Planning			
Proactive approach to short-range planning	**+**	⇨	No suggested actions.
Proactive approach to mid-range planning	✓	⇨	No suggested actions.
Proactive approach to long-range planning	✓	⇨	Update the TDP that addresses issues facing COLT/LT over the next several years.
Possesses adequate staff capabilities in planning	✓	⇨	No suggested actions.
Uses empirical data used to support planning functions	**–**	⇨	In conjunction with planning, develop a data management plan that utilizes technology investments (i.e., AVL and APC) to obtain ridership and running time information. Expand on current route-level evaluation to include financial measures.
Demonstrates strong staff leadership in planning functions	✓	⇨	No suggested actions.
Provides opportunities for planning input from operating personnel	✓	⇨	No suggested actions.
Relationships and coordination with other local planning agencies	✓	⇨	No suggested actions.
Positive vision for what transit could be	**+**	⇨	No suggested actions.

Metric	Finding	Trend	Suggested Action
Uses performance measures to assess route performance	**–**	⇨	Develop formal service standards for planning functions. Investigate alternatives to downtown terminal or reassess fleet expansion needs and plans to address capacity issues.