



**VENANGO COUNTY TRANSPORTATION OFFICE  
PERFORMANCE REVIEW REPORT**

**DECEMBER 2012**



# TABLE OF CONTENTS

LIST OF EXHIBITS.....	II
AGENCY PROFILE .....	III
EXECUTIVE SUMMARY.....	IV
Act 44 Performance Determination.....	iv
Financial Review .....	v
Functional Review Observations.....	v
Five-Year Performance Standards.....	vii
Next Steps.....	8
INTRODUCTION.....	1
Purpose.....	1
Performance Review Process.....	1
Agency Description.....	2
ACT 44 PERFORMANCE ASSESSMENT.....	5
Peer System Selection.....	5
Act 44 Fixed-Route Comparisons and Observations.....	6
Fixed-Route Bus Performance Comparisons.....	7
Five-Year Fixed-Route Performance Standards.....	17
FUNCTIONAL REVIEW .....	21
Opportunities to Increase Ridership.....	22
Opportunities to Increase Revenues.....	23
Opportunities to Control Operating Costs.....	23
Other Observations that Impact Overall Agency Performance.....	24
SHARED-RIDE REVIEW .....	27
FINANCIAL REVIEW.....	33
High-Level Indicators of Financial Health .....	33
Total Agency-Wide Operational Expenditures and Funding.....	35
Fixed-Route Funding.....	37
Paratransit Funding .....	37
Balance Sheet Findings .....	39
Conclusions .....	40
APPENDIX A: ACTION PLAN IMPROVEMENT STRATEGIES.....	41
Part 1- Executive Summary Overarching Themes Template.....	41
Part 2- Act 44 Performance Metric Observations Templates.....	42
Part 3 – Other Actions to Improve Overall Performance Template.....	45
APPENDIX B: DOCUMENTATION REQUEST TO GENERAL MANAGER.....	47

## LIST OF EXHIBITS

Exhibit 1: VCTO Fixed-Route Passengers and Revenues, FY 2003-04 – 2008-09 .....	3
Exhibit 2: VCTO Fixed-Route Revenue Hours of Service and Operating Costs, FY 2003-04 – 2008-09.....	4
Exhibit 3: Act 44 Measures Observations Summary Table.....	7
Exhibit 4: Fixed-Route Passengers per Revenue Vehicle Hour, FY 2008-09.....	9
Exhibit 5: Operating Cost per Revenue Vehicle Hour (Bus), FY 2008-09.....	10
Exhibit 6: Operating Revenue per Revenue Vehicle Hour (Bus), FY 2008-09.....	11
Exhibit 7: Operating Cost per Passenger (Bus), FY 2008-09.....	12
Exhibit 8: Five-Year (FY 2003-04 – 2008-09) Passengers per Revenue Vehicle Hour Trend.....	13
Exhibit 9: Five-Year (FY 2003-04 – 2008-09) Operating Cost per Revenue Vehicle Hour Trend.....	14
Exhibit 10: Five-Year (FY 2003-04 – 2008-09) Operating Revenue per Revenue Vehicle Hour Trend .....	15
Exhibit 11: Five-Year (FY 2003-04 – 2008-09) Operating Cost per Passenger Trend .....	16
Exhibit 12: Fixed-Route Passengers per Revenue Hour Performance Targets.....	19
Exhibit 13: Fixed-Route Operating Cost per Revenue Vehicle Hour Performance Targets .....	19
Exhibit 14: Fixed-Route Operating Revenue per Revenue Vehicle Hour Performance Targets .....	20
Exhibit 15: Fixed-Route Operating Cost per Passenger Performance Targets .....	20
Exhibit 16: VCTO Operational Impacts.....	27
Exhibit 17: VCTO Cost per Shared-Ride Trip.....	28
Exhibit 18: VCTO Shared Ride Trips .....	28
Exhibit 19: VCTO FY 2008-2011 Legacy Budgets .....	31
Exhibit 20: VCTO Purchased and Total Cost for Shared Ride Operations.....	31
Exhibit 21: VCTO High-Level Financial Indicators .....	34
Exhibit 22: VCTO Total Operating Expense by Service Type (FY 2006-07 – FY 2011-12) .....	35
Exhibit 23: VCTO Share of Agency-Wide Operating Expenses by Mode.....	35
Exhibit 24: Agency-Wide Operational Funding by Source (FY 2006-07 – FY 2011-12) .....	36
Exhibit 25: VCTO Agency-Wide Operational Funding since Act 44’s Passage .....	36
Exhibit 26: Fixed-Route Funding.....	37
Exhibit 27: Non-Fixed-Route Funding .....	38
Exhibit 28: VCTO Balance Sheet Summary (FY 2007-08 – FY 2010-11).....	39
Exhibit 29: VCTO End-of-Year Cash Equivalent Balance (FY 2007-08 – FY 2010-11).....	39

## AGENCY PROFILE

<b>Agency Name</b>	Venango County Transportation Office (VCTO)		
<b>Year Founded</b>	1979		
<b>Reporting Year</b>	FY 2008-09		
<b>Service Area (square miles)</b>	100		
<b>Service Area Population</b>	36,554		
<b>Type of Service Provided</b>	Fixed-Route Bus	Demand-response	
<b>Vehicles Operated in Maximum Service</b>	3	12	
<b>Annual Revenue Miles of Service</b>	166,110	<b>Total</b>	<b>Live</b>
		445,312	222,310
<b>Annual Revenue Hours of Service</b>	7,816	22,216	10,146
<b>Annual Passenger Trips</b>	57,793	35,160	
<b>Employees</b>	28 total		
<b>Annual Operating Budget</b>	\$376,630	\$833,211	
<b>Annual Fare Revenues</b>	\$63,210	\$517,691	
<b>Fare Revenues / Total Operating Cost</b>	17%	62%	
<b>Administrative Cost / Total Operating Cost</b>	12.53%	4.39%	
<b>Operating Revenue/Revenue Hour*</b>	\$9.06	<b>Total</b>	<b>Live</b>
		\$26.73	\$58.54
<b>Operating Cost / Revenue Hour*</b>	\$48.19	\$37.51	\$82.12
<b>Passengers / Revenue Hour*</b>	7.39	1.58	3.47
<b>Operating Cost / Passenger*</b>	\$6.52	\$23.70	

*\*Denotes Act 44 Performance Metric for Fixed-Route Bus Service  
Source: PennDOT DotGrants Legacy Reports*

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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 June 2011, an Act 44 transit performance review was initiated for the Venango County Transportation Office (VCTO). The significant delay in publishing this report results from improvements to the transit performance review process, including the addition of the shared-ride review, inclusion of a financial review with high-level indicators, and the development and inclusion of action plan templates designed to provide guidance to transit agencies in developing the Act 44 required action plan.

The performance review considered fixed-route and shared-ride service. While VCTO's "non-public" transportation service for medical assistance and mental health/mental retardation (MH/MR) were included in the financial indicators section of this report, a full review of this service was not within the scope of this report. This report addresses Act 44 established performance criteria specifically related to fixed-route bus services – VCTO trends and a comparison of VCTO to peers, targets for future performance (performance reviews are conducted on a five-year cycle), and opportunities for improvement which should assist VCTO in meeting the future targets. This report also addresses the management and general efficiency and effectiveness of services.

After receipt of this performance review report, VCTO shall develop an action plan which identifies the steps VCTO will take to meet the agreed upon Act 44 performance criteria targets by FY 2015-16. The general goals are to maximize efficiency and promote cost savings, improved service quality, and increased ridership and revenue. The action plan should focus on the most critical areas for the agency, as prioritized by VCTO management and its governing board.

A draft action plan is due to the Department within 60 days of receipt of this report. PennDOT will work with VCTO to agree on a plan which requires VCTO Board approval to be submitted as the final action plan. VCTO must report at least quarterly to the governing body and PennDOT on the progress of the action plan, identifying actions taken to date, and actions to be implemented. VCTO's success will be measured in part on meeting five-year performance targets established through this review (p. 17)

### ACT 44 PERFORMANCE DETERMINATION

Act 44 performance factors were analyzed to quantify VCTO's fixed-route bus performance in comparison to its peer agencies in FY 2008-09 and over a five year trend period from FY 2003-2004 to FY 2008-09. Peers were selected through an analytical process and were agreed to in advance by VCTO. Act 44 stipulates that performance metrics be assessed as being either "In Compliance" or "At Risk." The following criteria are used to make the determination:

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

- Single-year and five-year trend for operating revenue per revenue vehicle hour

If the agency falls outside of these prescribed boundaries, it is considered “At Risk” for that factor and must improve as agreed upon between PennDOT and the agency.

An analysis of the eight key criteria mandated by Act 44 was conducted and **it was determined that VCTO is “In Compliance” for all eight criteria for fixed-route bus service.** A summary of the specific Act 44 measures and their values are presented in the following table.

Performance Criteria		Determination	Rank (of 8)	Comparison to Peer Avg.	Value	Peer Average
Passengers/ Revenue Hour	2008-09	In Compliance	4	Worse	7.39	8.38
	Trend	In Compliance	3	Better	2.03%	-0.53%
Operating Cost/ Revenue Hour	2008-09	In Compliance	2	Better	\$48.19	\$64.15
	Trend	In Compliance	7	Worse	8.77%	3.33%
Operating Revenue/ Revenue Hour	2008-09	In Compliance	1	Better	\$9.06	\$5.30
	Trend	In Compliance	2	Better	7.28%	-12.16%
Operating Cost/ Passenger	2008-09	In Compliance	2	Better	\$6.52	\$8.24
	Trend	In Compliance	6	Worse	6.61%	3.81%

Although in compliance, VCTO performed worse than the peer group average in three of the eight criteria. Of particular concern is the increasing operating cost.

## FINANCIAL REVIEW

At the time of the review in June 2011, VCTO’s increasing expenses and decreasing cash reserves were a concern. However, VCTO recently demonstrated control of expense increases and has reserves equal to 17% of annual operating expenses. This action has put VCTO on stronger financial footing, and careful attention should be paid to continue the recent improvements in reserves and controlling operating expenses.

## FUNCTIONAL REVIEW OBSERVATIONS

In addition to the macro-level evaluation of VCTO with regard to the eight Act 44 measures, a functional evaluation of the system was performed to provide more insight into the system. The performance evaluation consisted of additional document reviews, an on-site review, and interviews with key staff.

In accordance with Act 44, observations are categorized as “opportunities for improvement” or “best practices.” Opportunities for improvement identify strategies or approaches that may increase the efficiency, effectiveness, and/or quality of service of the agency as well as general management. Best practices are current practices that have a significantly positive impact on efficiency, effectiveness, and/or quality of service and should be shared with other agencies.

Overarching themes have been developed from specific opportunities for improvement identified for VCTO. These themes represent critical issues that, if remedied, will provide the most impact on VCTO’s performance. Actions to address these themes should be prioritized by VCTO and should guide the development of the action plan required by Act 44, detailed below. Major observations



are indicated below; detailed recommendations on how these and other issues identified should be addressed are presented in the body of the report.

### **BEST PRACTICES**

1. **VCTO has an advisory committee that provides input to management for both the fixed-route and demand-response system.** Their active participation provides a tool for meaningful customer involvement in the future of the agency.
2. VCTO utilizes individuals who have been required by a judge to perform community service to clean and maintain the main transfer point in Franklin. This is a very economical approach to maintaining a transfer facility.
3. VCTO's shift in its shared-ride approach in FY 2010-11, from a predominantly purchased service model to an exclusively provided direct service, **resulted in improved quality and substantially lowers costs.**

### **OVERARCHING THEMES**

1. **Vision, mission, and strategic goals and objectives** – VCTO does not appear to have an established vision and mission for the agency to guide decisions and organizational changes. The vision and mission should be established by the Governing Board, and should outline a high-level direction for future agency actions. Using the established vision and mission, VCTO should also develop an agency-wide strategic plan with high-level goals and objectives. Strategic plans or similar documents set the direction for all agency activities for a prescribed period, generally five years. These plans are developed at the management and Governing Board level and set specific, measurable activities to improve the agency.
2. **Performance based management and data-based decision making** – Decision making at VCTO should be based on meeting the prescribed strategic goals and objectives established by the Governing Board and management. In order to make sound decisions based on data-driven performance, VCTO should consider:
  - Implementing data collection methodology
  - Establishing standards for key agency functions consistent with the strategic goals and objectives as prioritized locally, for example:
    - Passengers per hour per route
    - Revenue per hour per route
    - Cost per hour (agency-wide and per route)
    - Number of road calls
    - Improvement in customer satisfaction survey scores
  - Using standards to guide decision making by management and the board, especially to:
    - Restructure routes
    - Evaluate success of changes to the system
    - Identify problem areas
3. **Management** – In view of the decision to increase the amount of directly operated service, VCTO should evaluate current management staffing levels and determine if additional resources may be needed in the future to maintain adequate management oversight. In addition, some strategies could be implemented to add more support in this area:

- Develop written quality control procedures, particularly in the area of data management and reporting
  - Formally document a succession plan for all key agency positions
  - Emphasize cross-training and documentation of management functions
4. **Maintenance facilities and management of maintenance functions** – The existing maintenance facility is inadequate for the current fleet needs and the planned rehabilitation will not remedy this situation. Additionally, the use of technology should be implemented in scheduling preventive maintenance and managing parts inventory. This could be as simple as using well designed spreadsheets to allow for electronic tracking and analysis of trends.
5. **Marketing and public relations** – VCTO should improve marketing approaches to promote ridership by increasing awareness and understanding of the current system. In addition, efforts should be made to identify new riders that may not be currently using transit. A specific marketing program should be prepared and include:
- new timetables
  - system map
  - ride guide
  - mailers
  - web and media advertising
  - newsletters

The marketing plan should establish benchmarks to assess the program effectiveness and include consideration of re-branding.

## FIVE-YEAR PERFORMANCE STANDARDS

This transit agency performance report outlines critical areas where improvements may be made to enhance 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 and detailed on page 17. These performance standards are required to comply with Act 44 and represent the minimum performance level that Venango 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 (FY 2003-04 – 2008-09) trend analysis as well as the most current “DotGrants” information available (FY 2010-11). Standards were extrapolated to FY 2015-16 and are designed to be aggressive, yet achievable, and are summarized below:

Performance Criteria	FY 2008-09 Value	FY 2009-10 Value	FY 2010-11 Value	FY 2015-16 Standard	Avg Annual Increase
Passengers/ Revenue Hour	7.39	6.91	7.73	8.12	1.0%
Operating Cost/ Revenue Hour	\$48.19	\$45.08	\$50.60	\$60.10	3.5%
Operating Revenue/ Revenue Hour	\$9.06	\$7.88	\$9.04	\$9.50	1.0%
Operating Cost/ Passenger	\$6.52	\$6.52	\$6.55	\$7.41	2.5%

## NEXT STEPS

Upon final transmission of the performance review report, Act 44 regulations stipulate that VCTO “...shall develop and submit to the Department within 90 days...a strategic action plan that focuses on continually improving the system to achieve the established minimum performance targets.” The action plan should outline corrective action that will be taken to address “Opportunities for Improvement” – as prioritized by the VCTO Board and management.

Functional area “opportunities for improvement” 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 targets 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 VCTO.

The template for the Action Plan has been provided as an Appendix to this report (pp. 41-46). This template includes three parts

- **Part 1- Executive Summary Overarching Themes Template** (p. 41) is where VCTO should address its proposed actions to address the “*Overarching Themes*” in the Executive Summary (pp. vi-vii).
- **Part 2- Act 44 Performance Metric Observations Templates** (pp. 42-44) is where VCTO should address its proposed actions to address the “*Opportunities for Improvement*” that directly affect the Act 44 performance metrics (pp. 22-23).
- **Part 3 – Other Actions to Improve Overall Performance Template** (p. 45-46) should be used to address the “*Opportunities for Improvement*” identified starting on p. 25. Management should use the format provided in Appendix A to develop its proposed draft Action Plan.

It should be noted that specific actions identified may partially address the broadly noted opportunities for improvement found in the “*Overarching Themes*” (pp.vi-vii). Some actions will be quickly implementable while others may take several discrete steps to achieve over a longer period of time. The template provides a simple-to-follow order of key opportunities for improvement. VCTO must select, prioritize and schedule its intended actions using the template.

VCTO must submit the proposed draft Action Plan using the format provided in **Appendix A: Action Plan Improvement Strategies** to the Department for comment. The proposed draft Action Plan may then be revised based on consultation between VCTO management and the Department. The finalized Action Plan then must be approved by the VCTO Governing Board and formally submitted to PennDOT. Subsequently, VCTO management must report at least quarterly to the governing body and the Department on progress towards accomplishing the Action Plan including actions taken in the previous quarter and actions planned for coming quarter(s).

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## 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 Venango County Transportation Authority (VCTO).

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 June 2011, a transit agency performance review was initiated for VCTO. The performance review proceeded following the steps outlined below:

1. Initial notification of performance review selection and transmission of document request
  - Review of available data and requests for what should be “off-the-shelf” information that may not be publicly available.
2. Peer selection
  - A set of peers used for comparative analysis was jointly agreed upon by VCTO and PennDOT.
3. Act 44 performance criteria analysis
  - Performance criteria mandated by Act 44 were analyzed for the peer group.
  - Additional performance criteria were calculated for information purposes to help guide the on-site review.
4. On-site review
  - On-site review was conducted on July 12 and 13, 2011.
  - An interview guide customized for VCTO’s service characteristics was used for the review.
  - 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
5. A shared-ride review follow-up was conducted on March 28, 2012. Shared-ride accounts for nearly 30% of VCTO's operation, and a fair assessment could not be conducted without a cursory overview of the shared-ride operations and management.

The significant delay in publishing this report results from improvements to the transit performance review process, including the addition of the shared-ride review and the development and inclusion of action plan templates designed to provide guidance to transit agencies in developing the Act 44 required action plan.

## **AGENCY DESCRIPTION**

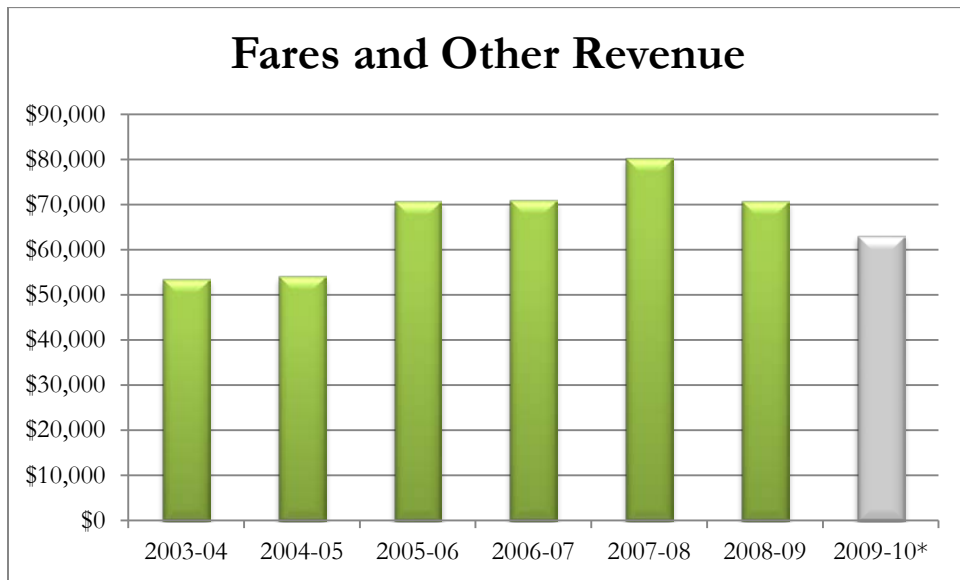
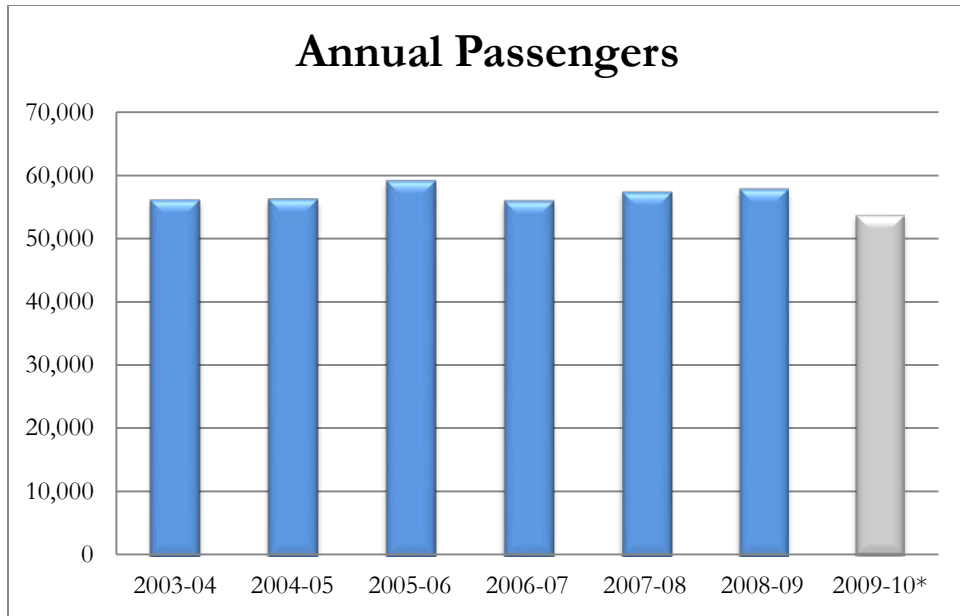
The Office of Economic Opportunity (OEO) is a department of County government under the auspices of the Venango County Commissioners. OEO is a public community action agency serving both Crawford and Venango counties. OEO is further divided into two departments and/or programs: Weatherization and Transportation. While both OEO and Weatherization operate programs in both counties, Transportation services are limited to Venango only. Staff and resources are shared among all three areas, reducing administrative and other overhead costs and enabling more funding to be directed toward actual service delivery.

VCTO has been in existence for approximately 32 years and administers all County transportation programs including fixed-route, shared-ride, and exclusive services. VCTO also serves as the county's Medical Assistance Transportation Program (MATP) administrator.

Fixed-route services were implemented approximately 30 years ago and were initially a joint venture between the public and private sector. The County was approached by a local private operator who wished to begin such services, but lacked the resources to do so. The County agreed to administer the program.

**Exhibit 1** and **Exhibit 2** present fixed-route bus statistics for VCTO derived from PennDOT Legacy Reports (DotGrants). Consistent with the previous five-year analysis requirements of Act 44, observations are presented for FY 2004-2009 data. In developing the performance targets with a 2016 horizon, FY 2009-10 data from DotGrants was used (comparable information is unavailable for the peer group).

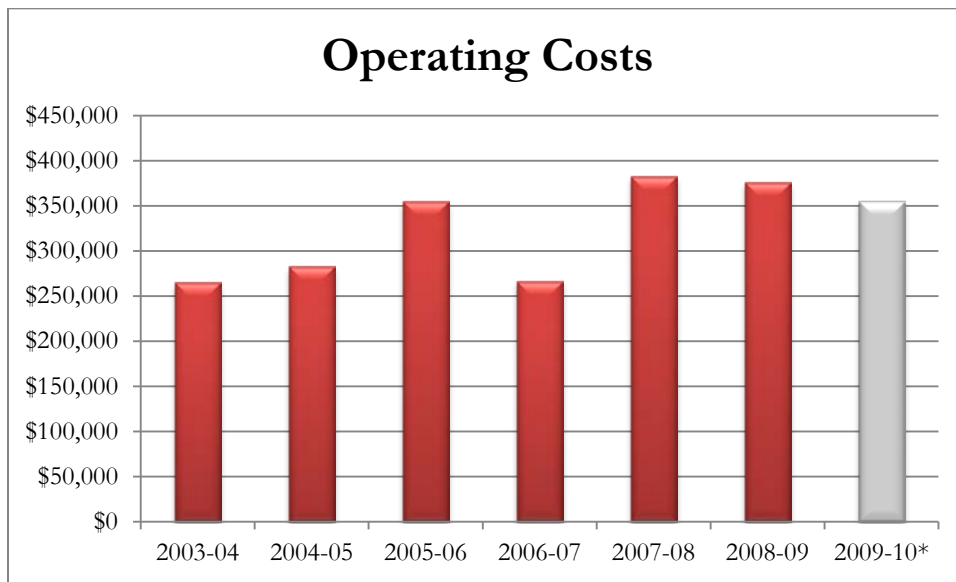
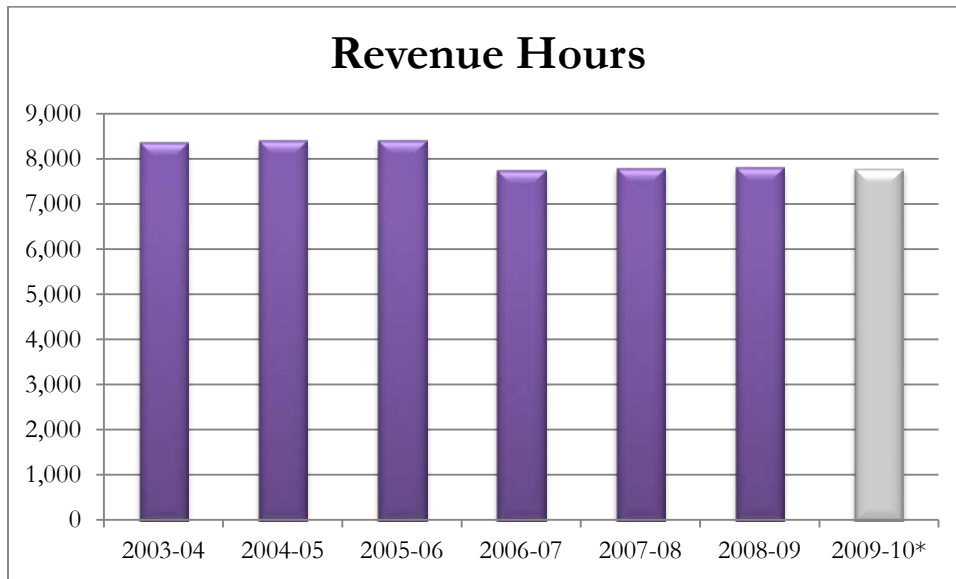
**Exhibit 1: VCTO Fixed-Route Passengers and Revenues, FY 2003-04 – 2008-09**



*\*for informational purposes only, not used in Act 44 analysis*

Source: PennDOT rural operating assistance invoices (2003-04 – 2005-06) and PennDOT legacy reports (2005-06 – 2009-10)

**Exhibit 2: VCTO Fixed-Route Revenue Hours of Service and Operating Costs, FY 2003-04 – 2008-09**



*\*for informational purposes only, not used in Act 44 analysis*

Source: PennDOT rural operating assistance invoices (2003-04 – 2005-06) and PennDOT legacy reports (2005-06 – 2009-10)



## 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...”<sup>1</sup>*

The law sets forth performance criteria to be used to satisfy its objectives<sup>2</sup>:

- 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:<sup>3</sup>

- 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 VCTO management for review and comment. All seven peer systems, in addition to VCTO, were included in subsequent analyses for peer comparison purposes:

- Dubois, Falls Creek, Sandy Township Joint Transportation Authority (DuFAST), Dubois, PA
- Borough of Mount Carmel, Mount Carmel, PA
- City of Loveland Transit, Loveland, CO
- Mid County Transit Authority (Mid County), Kittanning, PA
- Port Arthur Transit (PAT), Port Arthur, TX
- Shenango Valley Shuttle Service, Hermitage, PA
- Transit Authority of Warren County (TAWC), Warren, PA

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<sup>1</sup> Title 74 Pa. C.S.A. §1513 (e)

<sup>2</sup> Title 74 Pa. C.S.A. §1513 (f)

<sup>3</sup> 67 Pa Code Chapter 427, Annex A §427.12(d)(1)(i), Jan 2011.

## ACT 44 FIXED-ROUTE COMPARISONS AND OBSERVATIONS

VCTO was compared to the selected peer systems using two different sources of data dependent on system type and location:

- National Transit Database (NTD)
  - All transit systems that receive federal funding as an urban operating system must report to NTD.
- DotGrants
  - All Pennsylvania systems are required to report to PennDOT’s DotGrants system.

Public transportation providers are organized into two categories—urban and rural—based largely on service area characteristics as determined by the U.S. Census. Urban transportation organizations receive funding directly from the Federal Transit Administration (FTA), and as a condition of funding must report financial, operating, and other statistics to the National Transit Database (NTD) if qualified by FTA regulations. Rural transportation providers such as VCTO do not submit information directly to NTD. As a result, there is a significant lack of reliable operating statistics for rural systems.

Rural transportation organizations vary widely in service characteristics based on local transportation demands. In Pennsylvania alone, the smallest rural transit agency operates one fixed-route vehicle in maximum operations, while the largest operates 26 vehicles. This wide variance in transportation provided indicates that there are few comparable Pennsylvania rural peers. For this reason, the Act 44 analysis of VCTO relies on urban transportation systems that closely match VCTO to supplement rural peers.

For all Pennsylvania rural peers and VCTO, DotGrants data was used. For all other systems, NTD data was used for comparison purposes. NTD and DotGrants definitions and reporting statistics are identical and the data is comparable for the five-year trend analysis window for:

- 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 (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 by mode for both directly-operated and purchased transportation.
- Average: Unweighted linear average of all values being measured across all peer transit agencies, including VCTO.
- Standard Deviation: Standard deviation of all values being measured across all peer transit agencies, including VCTO.

Act 44 stipulates that performance metrics be assessed as being either “In Compliance” or “At Risk.” The following criteria are used to make the determination:

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

If 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 Venango analysis and the peer analysis are presented in the **Fixed-Route Bus Performance Comparisons** section below and are as follows:

**Exhibit 3: Act 44 Measures Observations Summary Table**

Metric	FY 2008-09 Single Year	Five-Year Trend
Passengers / Revenue Hour	In Compliance	In Compliance
Operating Cost / Revenue Hour	In Compliance	In Compliance
Operating Revenue / Revenue Hour	In Compliance	In Compliance
Operating Cost / Passenger Boarding	In Compliance	In Compliance

**FIXED-ROUTE BUS PERFORMANCE COMPARISONS**

Data was extracted and summarized for each of the required Act 44 metrics for the seven peer systems plus VCTO. 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 4, Exhibit 5, Exhibit 6, and Exhibit 7**. Five-year trend analyses are presented in **Exhibit 8, Exhibit 9, Exhibit 10, and Exhibit 11**.

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 “1<sup>st</sup>” consistently indicates that the agency scores best amongst its peers and a ranking of “8<sup>th</sup>” indicates that it performs the poorest on any given metric.

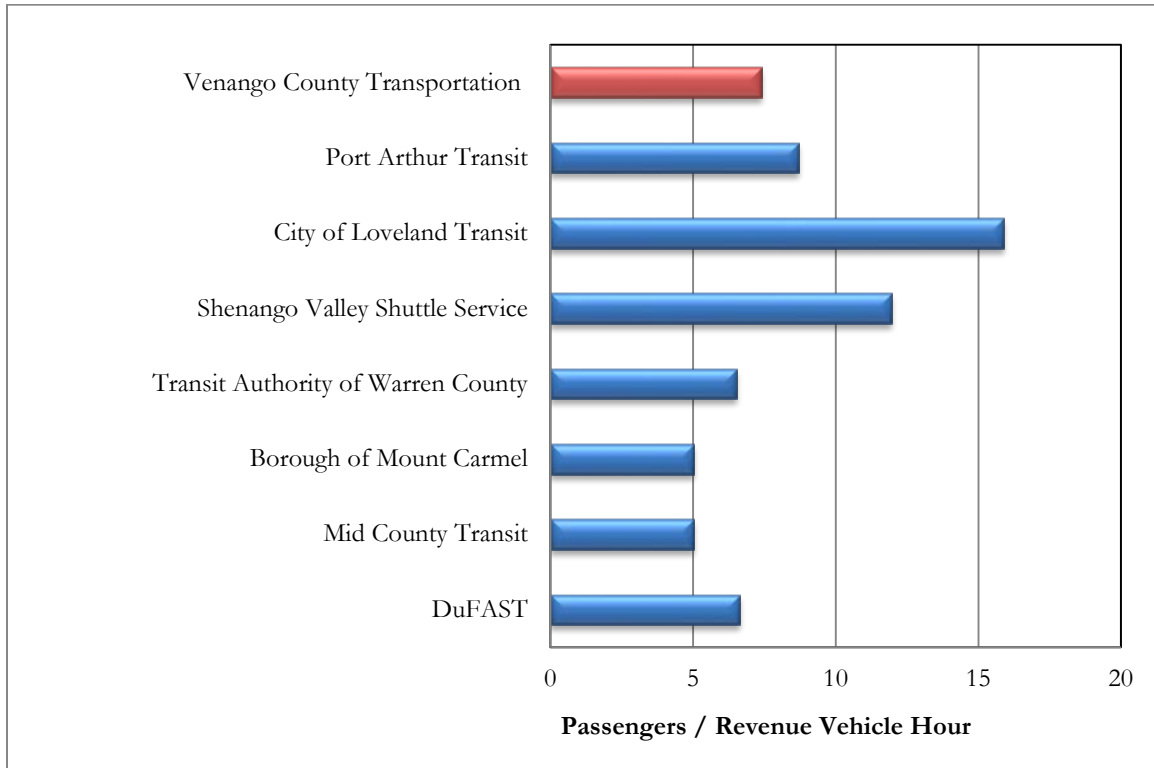
The observations presented in the exhibits can be summarized as follows:

- VCTO’s FY 2008-09 **passengers per revenue vehicle hour** ranks fourth out of the eight transit agencies in the peer group. Passengers per revenue vehicle hour have been increasing at a slightly higher rate than the peer group average over the trend period.
- VCTO’s FY 2008-09 **operating cost per revenue vehicle hour** ranks second out of the eight peers but is increasing at a higher rate than the peer average.
- VCTO’s FY 2008-09 **operating revenue per revenue vehicle hour** is first in the peer group. The trend between 2003-04 and 2008-09 indicates that revenue per revenue vehicle hour is increasing at a higher rate than the peer group figure.

- VCTO's 2008-09 **operating cost per passenger** ranks second out of eight. VCTO's trend indicates that cost per passenger is rising at a higher rate than the peer group average (6.61% and 3.81%, respectively).

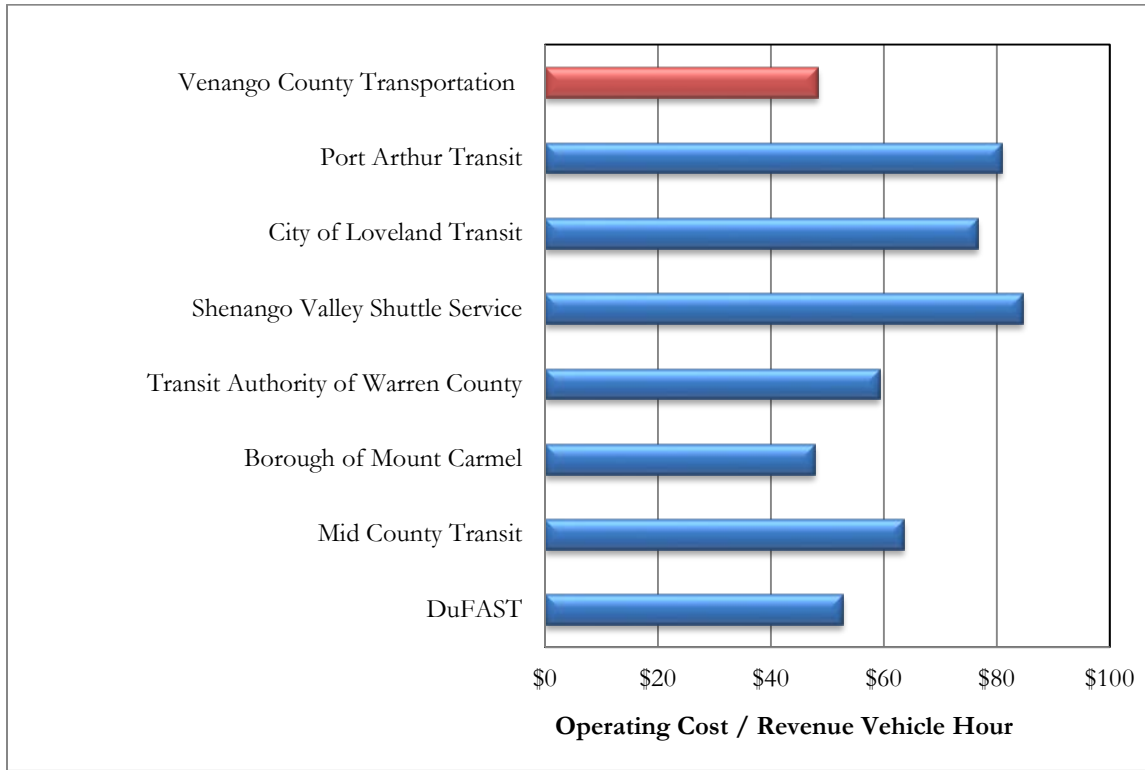
These observations provided a basis for further investigation during the on-site interviews and functional area reviews. Those observations are presented in the next section of the report.

**Exhibit 4: Fixed-Route Passengers per Revenue Vehicle Hour, FY 2008-09**



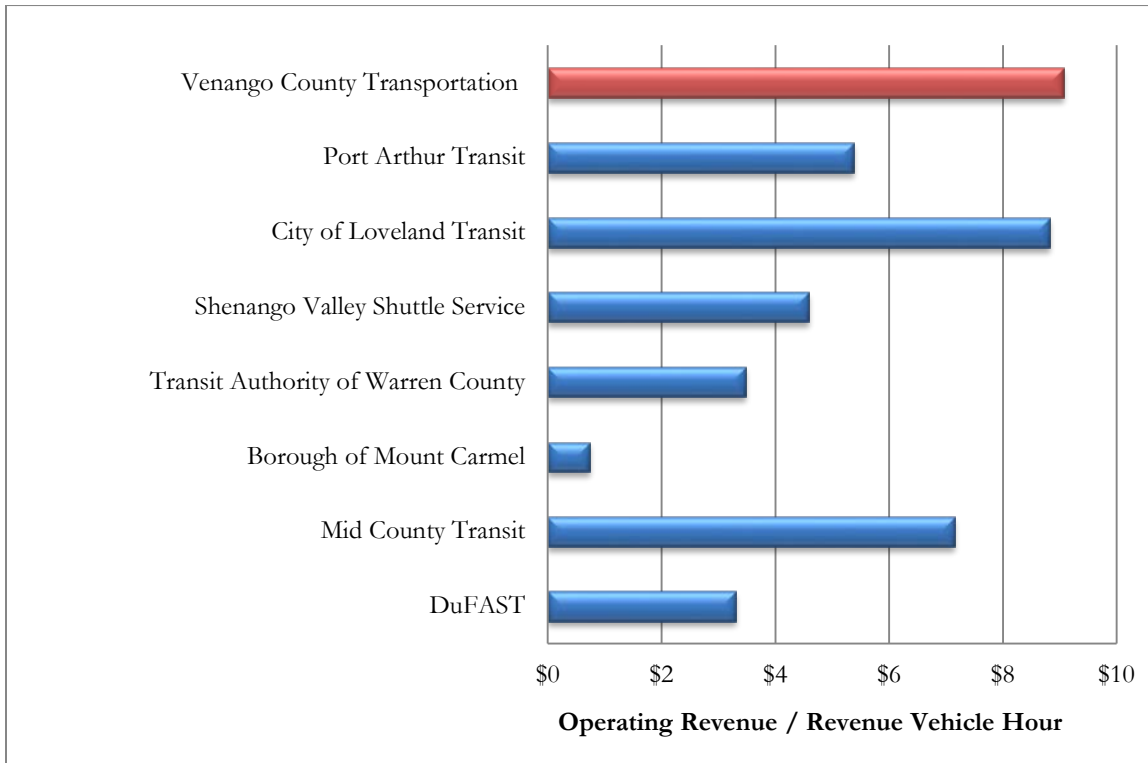
Passengers / Revenue Vehicle Hour		
System	Value	Rank
DuFAST	6.62	5
Mid County Transit	5.00	7
Borough of Mount Carmel	5.00	7
Transit Authority of Warren County	6.52	6
Shenango Valley Shuttle Service	11.95	2
City of Loveland Transit	15.88	1
Port Arthur Transit	8.69	3
Venango County Transportation	7.39	4
<i>Average</i>	8.38	
<i>Standard Deviation</i>	3.77	
<i>Average – 1 Standard Deviation</i>	4.61	
<i>Average + 1 Standard Deviation</i>	12.15	
<b>In Compliance with Act 44 Criteria</b>	<b>Yes</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Worse</b>	

**Exhibit 5: Operating Cost per Revenue Vehicle Hour (Bus), FY 2008-09**



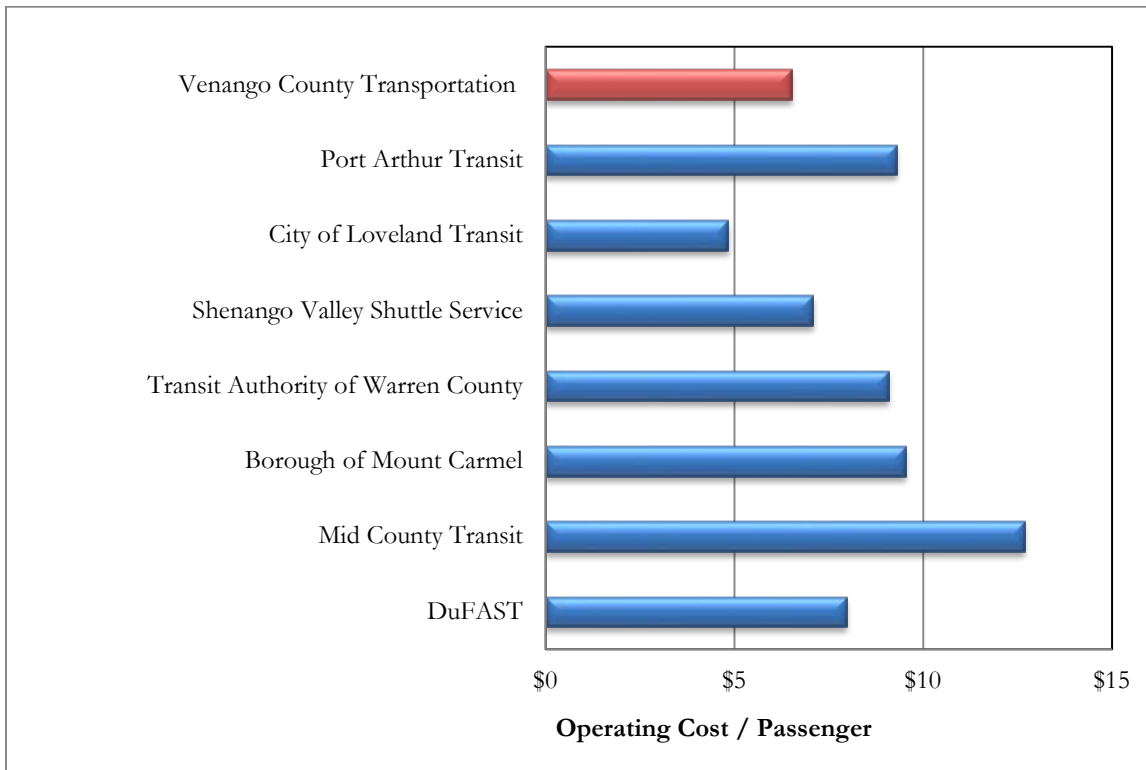
Operating Cost / Revenue Vehicle Hour		
System	Value	Rank
DuFAST	\$52.66	3
Mid County Transit	\$63.43	5
Borough of Mount Carmel	\$47.67	1
Transit Authority of Warren County	\$59.26	4
Shenango Valley Shuttle Service	\$84.56	8
City of Loveland Transit	\$76.63	6
Port Arthur Transit	\$80.78	7
<b>Venango County Transportation</b>	<b>\$48.19</b>	<b>2</b>
<i>Average</i>	<i>\$64.15</i>	
<i>Standard Deviation</i>	<i>\$14.79</i>	
<i>Average - 1 Standard Deviation</i>	<i>\$49.36</i>	
<i>Average + 1 Standard Deviation</i>	<i>\$78.94</i>	
<b>In Compliance with Act 44 Criteria</b>	<b>Yes</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

**Exhibit 6: Operating Revenue per Revenue Vehicle Hour (Bus), FY 2008-09**



Operating Revenue / Revenue Vehicle Hour		
System	Value	Rank
DuFAST	\$3.29	7
Mid County Transit	\$7.14	3
Borough of Mount Carmel	\$0.74	8
Transit Authority of Warren County	\$3.46	6
Shenango Valley Shuttle Service	\$4.58	5
City of Loveland Transit	\$8.81	2
Port Arthur Transit	\$5.37	4
Venango County Transportation	\$9.06	1
<i>Average</i>	\$5.30	
<i>Standard Deviation</i>	\$3.13	
<i>Average - 1 Standard Deviation</i>	\$2.17	
<i>Average + 1 Standard Deviation</i>	\$8.42	
<b>In Compliance with Act 44 Criteria</b>	<b>Yes</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

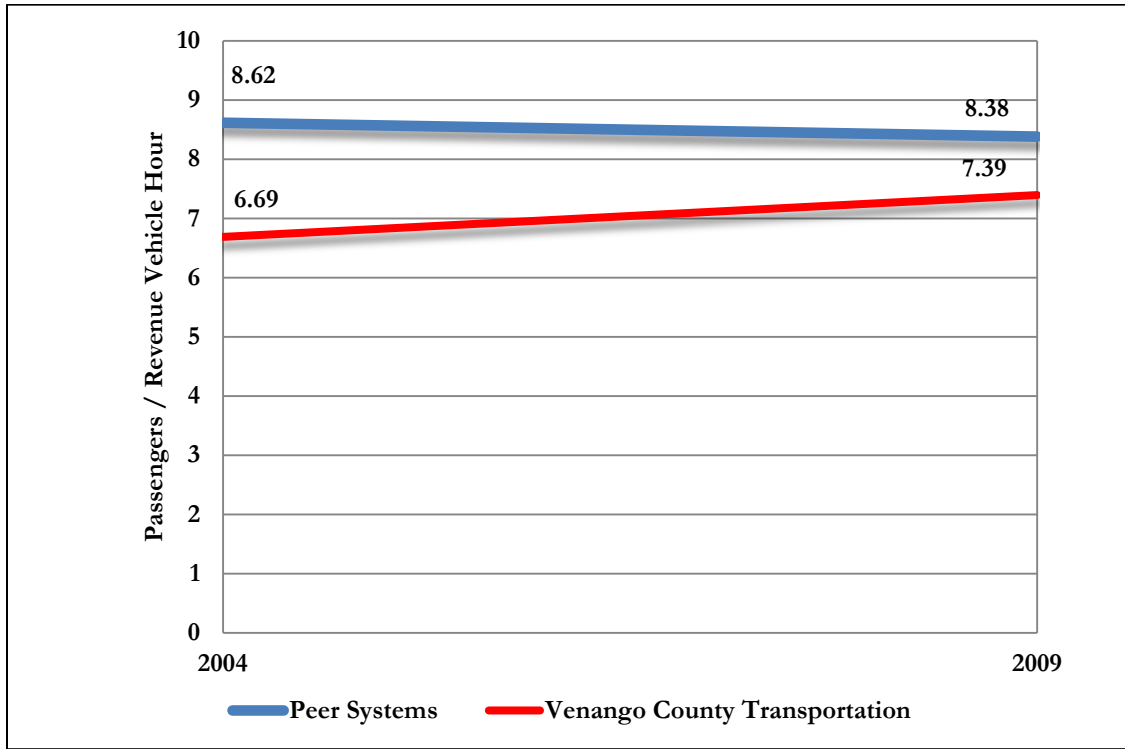
**Exhibit 7: Operating Cost per Passenger (Bus), FY 2008-09**



Operating Cost / Passenger		
System	Value	Rank
DuFAST	\$7.96	4
Mid County Transit	\$12.68	8
Borough of Mount Carmel	\$9.53	7
Transit Authority of Warren County	\$9.09	5
Shenango Valley Shuttle Service	\$7.08	3
City of Loveland Transit	\$4.82	1
Port Arthur Transit	\$9.30	6
Venango County Transportation	\$6.52	2
<i>Average</i>	\$8.24	
<i>Standard Deviation</i>	\$2.52	
<i>Average – 1 Standard Deviation</i>	\$5.72	
<i>Average + 1 Standard Deviation</i>	\$10.76	
<b>In Compliance with Act 44 Criteria</b>	<b>Yes</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

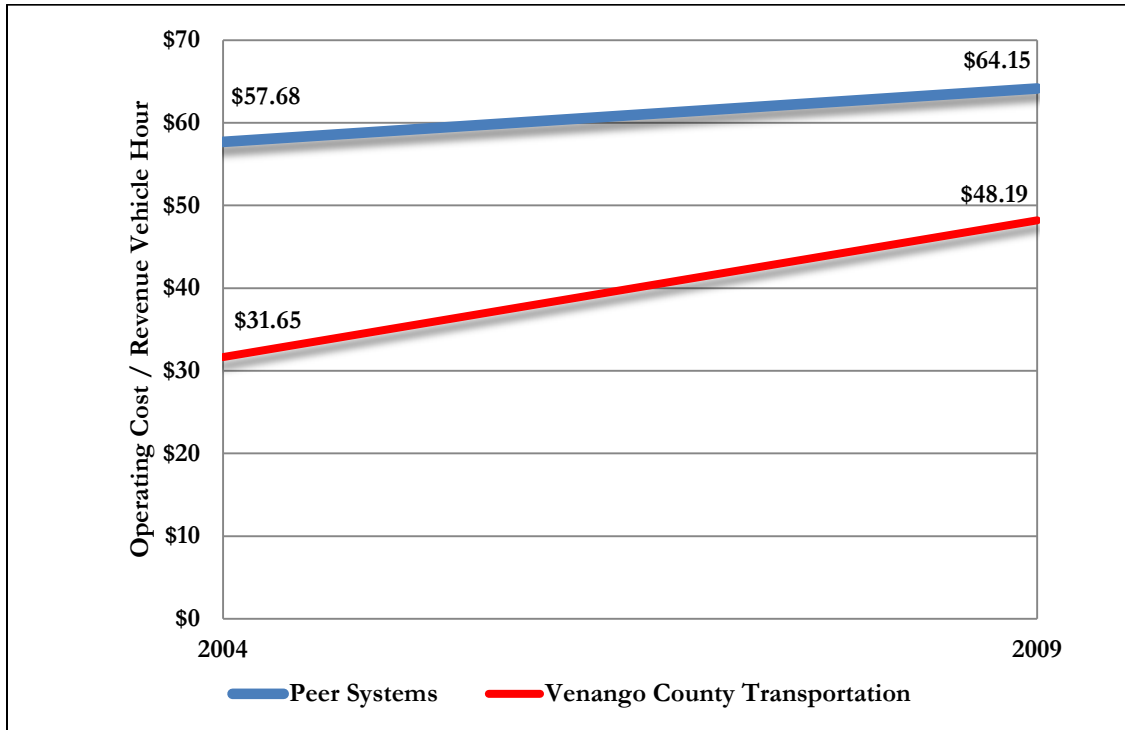


Exhibit 8: Five-Year (FY 2003-04 – 2008-09) Passengers per Revenue Vehicle Hour Trend



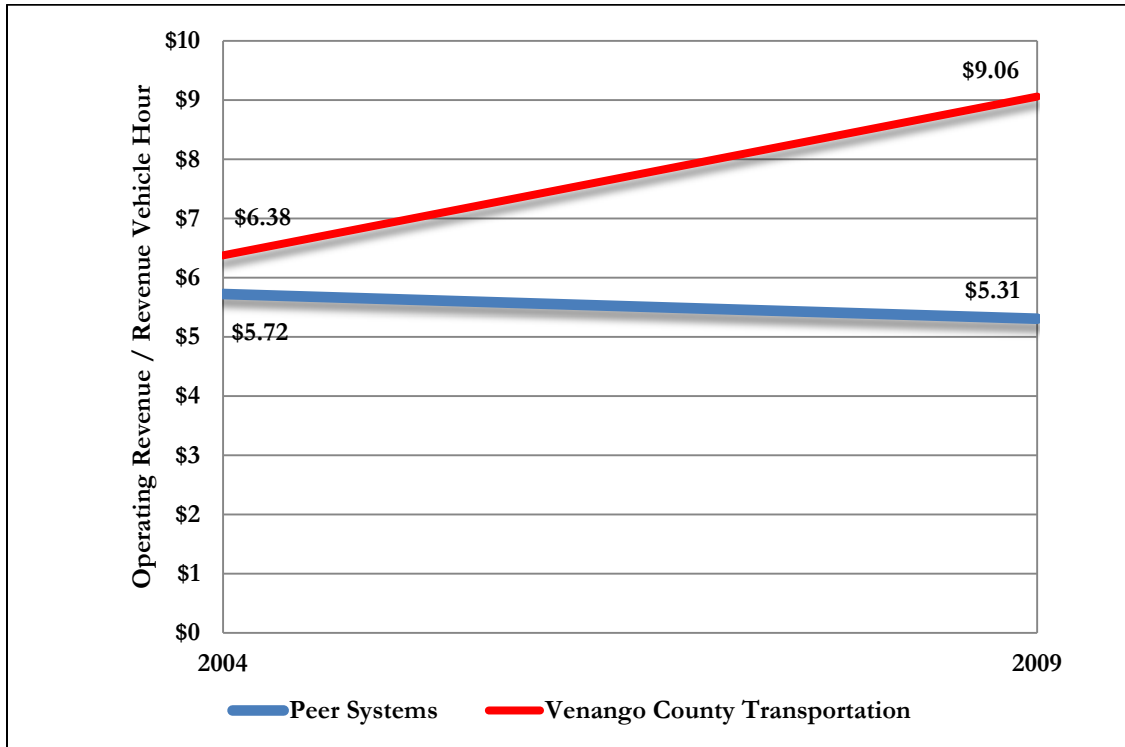
Passengers / Revenue Vehicle Hour		
System	Value	Rank
DuFAST	-6.10%	7
Mid County Transit	0.91%	4
Borough of Mount Carmel	-17.15%	8
Transit Authority of Warren County	4.12%	2
Shenango Valley Shuttle Service	-1.96%	6
City of Loveland Transit	-1.04%	5
Port Arthur Transit	14.93%	1
<b>Venango County Transportation</b>	<b>2.03%</b>	<b>3</b>
<i>Average</i>	-0.53%	
<i>Standard Deviation</i>	9.09%	
<i>Average – 1 Standard Deviation</i>	-9.63%	
<i>Average + 1 Standard Deviation</i>	8.56%	
<b>In Compliance with Act 44 Criteria</b>	<b>Yes</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

Exhibit 9: Five-Year (FY 2003-04 – 2008-09) Operating Cost per Revenue Vehicle Hour Trend



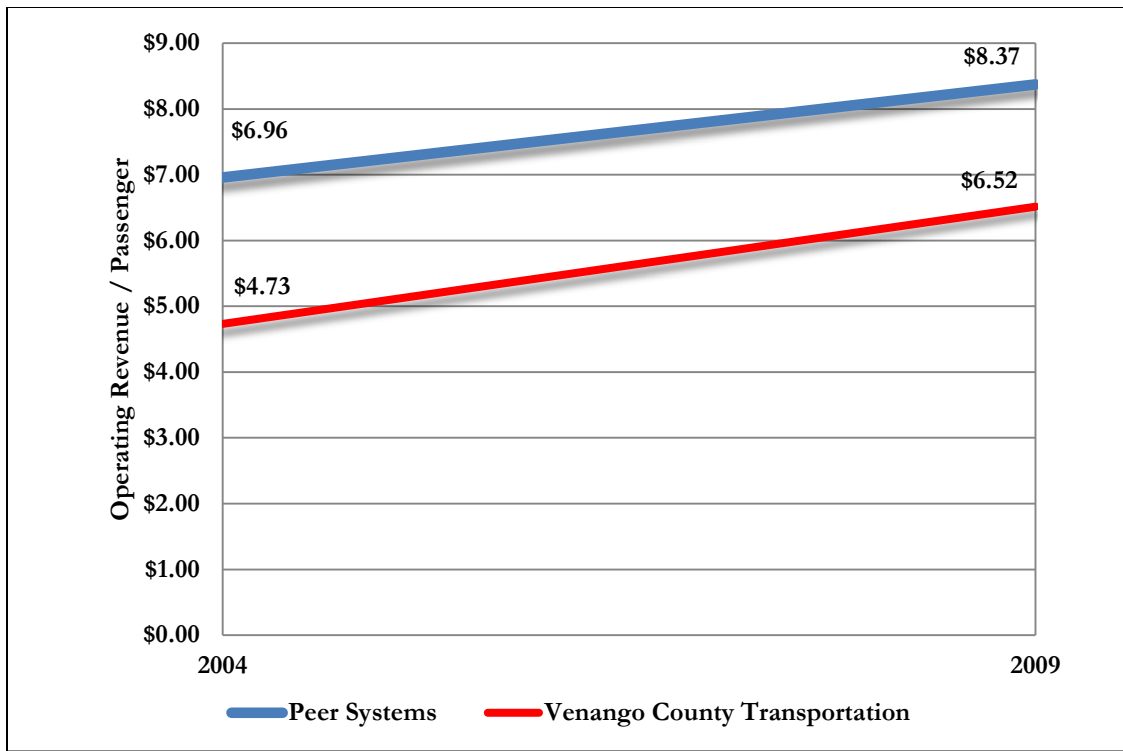
Operating Cost / Revenue Vehicle Hour		
System	Value	Rank
DuFAST	-7.72%	1
Mid County Transit	10.04%	8
Borough of Mount Carmel	-5.31%	2
Transit Authority of Warren County	6.01%	5
Shenango Valley Shuttle Service	3.19%	4
City of Loveland Transit	8.33%	6
Port Arthur Transit	-0.13%	3
Venango County Transportation	8.77%	7
<i>Average</i>	3.33%	
<i>Standard Deviation</i>	7.11%	
<i>Average – 1 Standard Deviation</i>	-3.78%	
<i>Average + 1 Standard Deviation</i>	10.44%	
<b>In Compliance with Act 44 Criteria</b>	<b>Yes</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Worse</b>	

Exhibit 10: Five-Year (FY 2003-04 – 2008-09) Operating Revenue per Revenue Vehicle Hour Trend



Operating Revenue / Revenue Vehicle Hour		
System	Value	Rank
DuFAST	-3.04%	6
Mid County Transit	8.72%	1
Borough of Mount Carmel	2.36%	4
Transit Authority of Warren County	2.96%	3
Shenango Valley Shuttle Service	-16.02%	8
City of Loveland Transit	-0.63%	5
Port Arthur Transit	-5.60%	7
<b>Venango County Transportation</b>	<b>7.28%</b>	<b>2</b>
<i>Average</i>	0.23%	
<i>Standard Deviation</i>	8.26%	
<i>Average – 1 Standard Deviation</i>	-8.02%	
<i>Average + 1 Standard Deviation</i>	8.49%	
<b>In Compliance with Act 44 Criteria</b>	<b>Yes</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

Exhibit 11: Five-Year (FY 2003-04 – 2008-09) Operating Cost per Passenger Trend



Operating Cost / Passenger		
System	Value	Rank
DuFAST	-1.72%	2
Mid County Transit	9.05%	7
Borough of Mount Carmel	14.29%	8
Transit Authority of Warren County	1.81%	4
Shenango Valley Shuttle Service	5.25%	5
City of Loveland Transit	-5.74%	1
Port Arthur Transit	0.92%	3
<b>Venango County Transportation</b>	<b>6.61%</b>	<b>6</b>
<i>Average</i>	3.81%	
<i>Standard Deviation</i>	6.73%	
<i>Average – 1 Standard Deviation</i>	-2.92%	
<i>Average + 1 Standard Deviation</i>	10.54%	
<b>In Compliance with Act 44 Criteria</b>	<b>Yes</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Worse</b>	

## FIVE-YEAR FIXED-ROUTE PERFORMANCE STANDARDS

Act 44 requires that PennDOT and local transit agencies establish five (5) year performance targets for all fixed-route service for each of the four core metrics defined by the law:

- Passengers / Revenue Hour
- Operating Cost / Revenue Hour
- Operating Revenue / Revenue Hour
- Operating Cost / Passenger

These metrics are intended to improve both the effectiveness and efficiency of service delivery. PennDOT uses the most recent audited and agency-verified values for passengers, operating costs and operating revenues by mode as the “baseline” from which to develop the targets. Five year targets are then developed based on realistic and achievable expectations of improvement.

*Passengers / Revenue Hour* is a measure of effectiveness of transit service. All else equal, passengers may increase due to successful marketing, customer service, improved route planning and natural growth. Declines in passengers per revenue hour can occur in spite of overall ridership increases due to the introduction of relatively inefficient service. Substantial improvements can be realized through the reduction of relatively inefficient services.

*Operating Cost / Revenue Hour* quantifies the efficiency of service delivery. To some extent, costs are managed through good governance, proactive management and effective cost containment.

*Operating Revenue / Revenue Hour*, like operating cost / revenue hour, tries to insure an agency remains financially solvent in the long run. Operating revenue is composed of fares and other non-subsidy revenues.

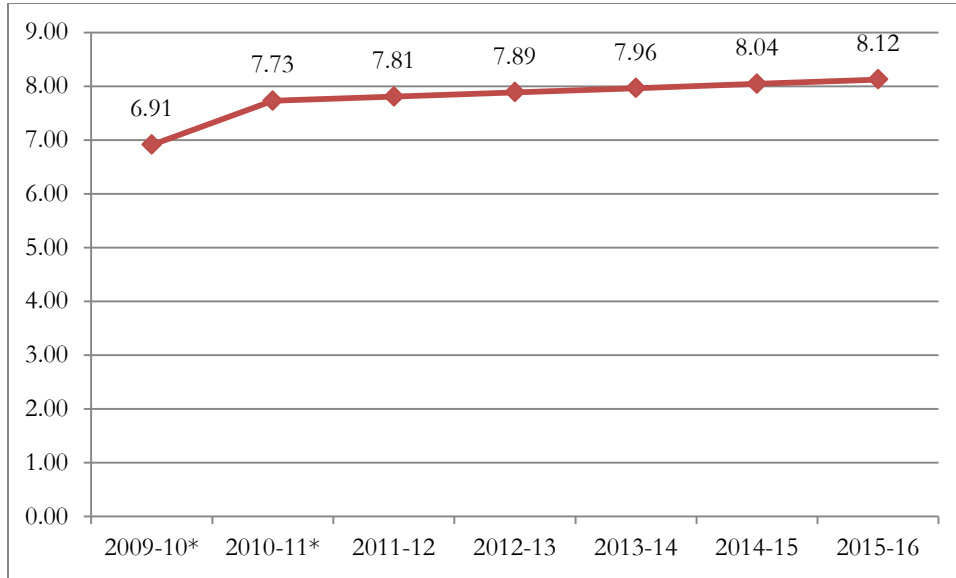
The maximum *Operating Cost / Passenger* target is established as the difference between maximum operating cost / passenger increase less the minimum passengers / revenue hour goal.

These performance standards represent the minimum performance level that VCTO should achieve for each Act 44 criteria during the next performance review cycle, five years from the date of this report. The suggested set of performance targets were created using historical data analyzed during the five-year trend analysis as well as the most current certified audit information available. Standards were extrapolated to FY 2015/2016 and are designed to be aggressive, yet achievable. Performance Standards should be mutually agreed upon by PennDOT and VCTO so that expected anomalies are accounted for when setting the goals. The PennDOT suggested five-year performance standards for VCTO’s Act 44 metrics are presented in **Exhibit 12**, **Exhibit 13**, **Exhibit 14**, and **Exhibit 15** for fixed-route bus.

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**Exhibit 12: Fixed-Route Passengers per Revenue Hour Performance Targets**

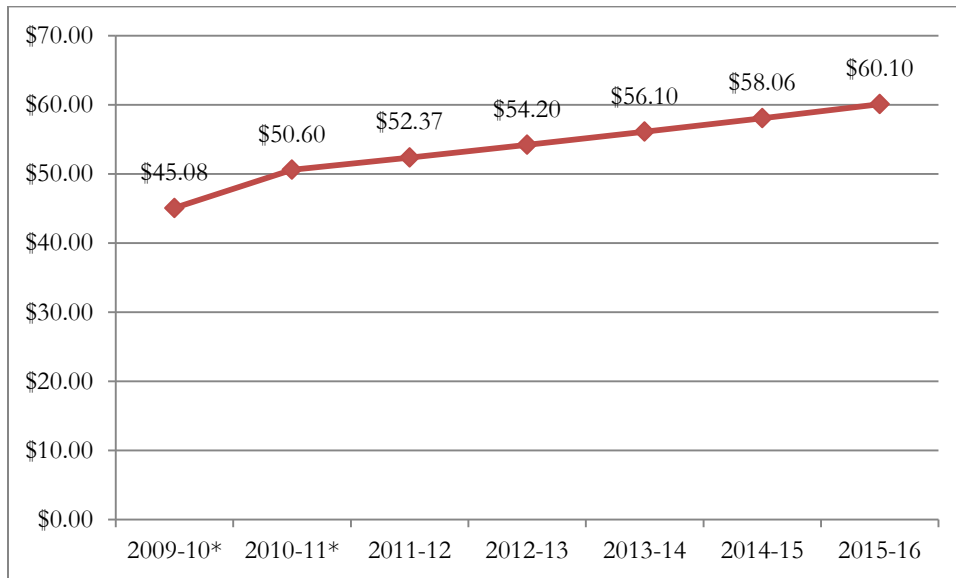
Fiscal Year 2015-16 Target..... **8.12**  
 Interim Year Targets ..... **Annual increase of at least 1.0%**



\* Actual data

**Exhibit 13: Fixed-Route Operating Cost per Revenue Vehicle Hour Performance Targets**

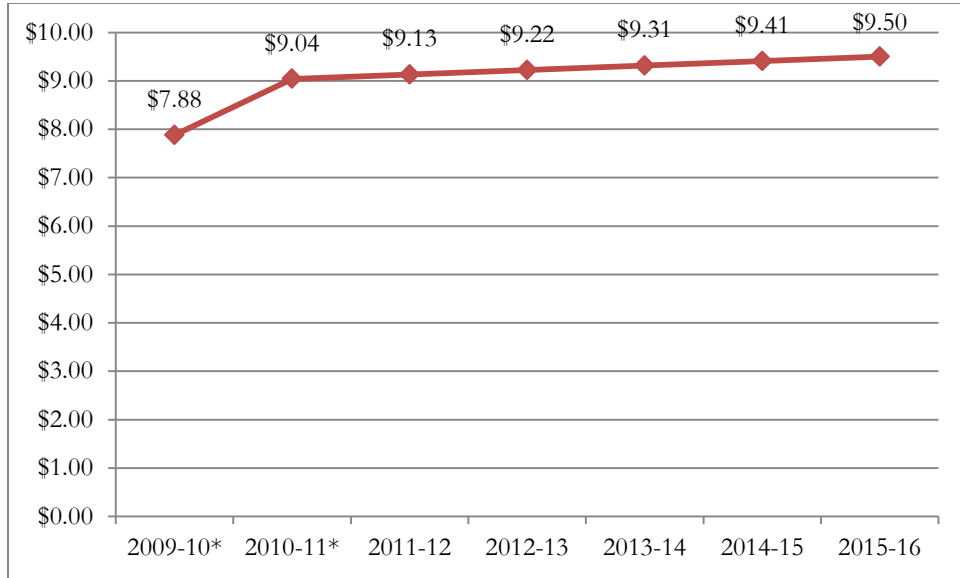
Fiscal Year 2015-16 Target..... **\$60.10**  
 Interim Year Targets ..... **Annual increase of no more than 3.5%**



\* Actual data

**Exhibit 14: Fixed-Route Operating Revenue per Revenue Vehicle Hour Performance Targets**

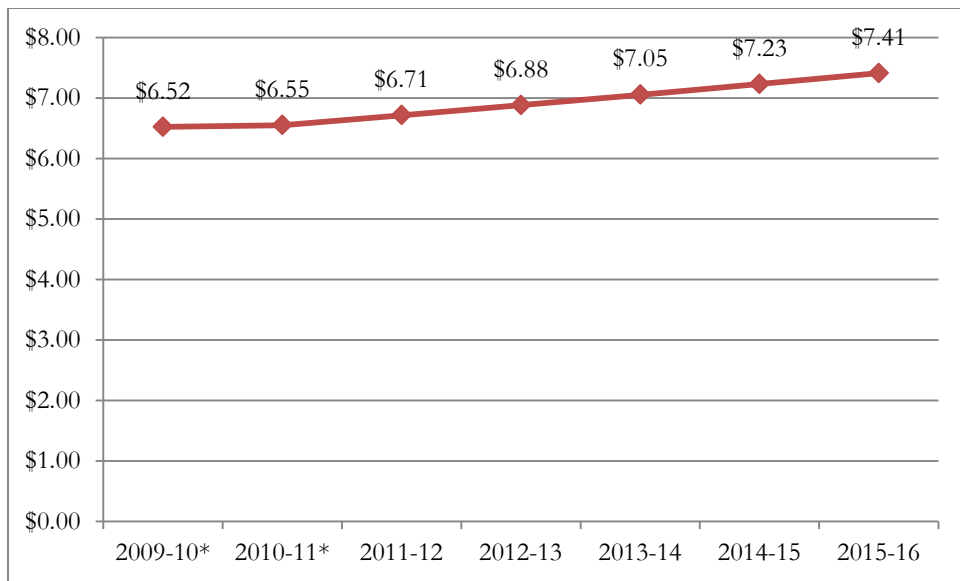
Fiscal Year 2015-16 Target..... **\$9.50**  
 Interim Year Targets ..... **Annual increase of at least 1.0%**



\* Actual data

**Exhibit 15: Fixed-Route Operating Cost per Passenger Performance Targets**

Fiscal Year 2015-16 Target..... **\$7.41**  
 Interim Year Targets ..... **Annual increase of no more than 2.5%**



\* Actual data



## FUNCTIONAL REVIEW

Functional reviews are used to determine the reasons behind performance results found in the Act 44 comparisons, to find “best practices” to share with other transit agencies, and to identify opportunities for improvement that should be addressed in the Action Plan (see **Appendix A: Action Plan Improvement Strategies**) A total of 15 functional areas were reviewed through documents received from the agency (see **Appendix B: Documentation Request to General Manager**) and interviews conducted on-site. The functional areas are:

- **Governing Body** – Responsibilities include setting vision, mission, goals, and objectives; management oversight; recruiting and retaining top management personnel; and advocacy for the agency’s needs and positions.
- **Advisory Committees** – Typically provide review and input to the Governing Body and agency staff in specific topic areas ranging from public perceptions 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** – Includes budgeting, accounting, cash flow management, revenue handling, and insurance.
- **Procurement** – Includes acquisition of rolling stock, vehicle parts, non-revenue capital items (i.e., office equipment) and other operations-related items.
- **Operations** – Includes management of daily service operations, on-street supervision and control, dispatching, and general route management.
- **Maintenance** – Includes vehicle and non-vehicle maintenance management, procedures, and performance.
- **Scheduling** – 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** – Includes management, procedures, and performance related to current and future customers of the fixed-route system and other topics such as service information and complaint handling processes.
- **Information Technology** – Functional area includes automated mechanisms for in-house and customer service communication, including future plans for new technology.
- **Capital Programming** – 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** – 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** – Includes analysis of information to effectively plan for changes to the system in the short-, medium-, and long-term horizons, to help assure the continued viability and success of the agency.

The functional review opportunities for improvement are organized by a brief description of the Act 44 variables guiding the performance review: passengers, fare and other non-subsidy revenues, and operating costs. These 15 areas work together to effectively meet the needs of passengers, to deliver high-quality service in a cost-effective manner and to provide resources that will adapt to changing needs.

The following sections summarize the ways which service can be delivered more efficiently and effectively in ways that are sensitive and responsive to the community's needs, maximize productivity, direct service hours effectively, control operating costs, and achieve optimum revenue hours. The observations garnered during the review process are categorized as *Best Practices* or *Elements to Address in the Action Plan*.

*Best Practices* are those exceptional current practices that are beneficial and should be continued or expanded. *Elements to Address in the Action Plan* are recommendations which have the potential to maximize productivity, to direct service hours effectively, to control operating costs, and to achieve optimum revenue levels which will enhance the system's future performance overall for one or more of the Act 44 fixed-route performance factors. For the convenience of VCTO, Action Plan templates have been included in this document (pp. 41-46). It should be noted that specific actions may partially address the broadly noted opportunities for improvement found in the "Overarching Themes" (pp. vi-vii). Some actions will be quickly implementable while others may take several discrete steps to achieve over a longer period of time. The template provides a simple-to-follow order of key opportunities for improvement of this report that should be addressed in the Action Plan.

## OPPORTUNITIES TO INCREASE RIDERSHIP

"Passengers," as defined by Act 44, are unlinked passenger trips or passenger boardings across all routes in the fixed-route transit system. Increases in ridership directly indicate how effectively management has matched service levels to current demand for service.

### BEST PRACTICES

1. **The advisory committee is heavily involved in both shared-ride and fixed-route operations** – The advisory committee has knowledge of a broad range of transit issues and offers suggestions on how to improve the system as a whole.

### ELEMENTS TO ADDRESS IN PART 2-A OF THE ACTION PLAN (P. 42)

1. While VCTO has considered conducting a non-rider survey, it has not moved forward with this activity. Non-rider surveys assist the agency in identifying new routes, schedules, and other improvements that would promote ridership growth. **VCTO should implement a non-rider survey at regular intervals.** Survey results should be analyzed and compared year over year to guide future decision making.
2. Appearance and content of current timetables should be improved for clarity and readability, particularly for new/potential riders. In addition, the lack of route and system map likely hinders the ability for new/potential riders to easily understand and use the system. **Illustrative materials should be obtained from other systems and used to create new schedules, maps, and rider guides for VCTO.**
3. **In addition to revised rider materials, a marketing plan should be developed that focuses on the most effective marketing techniques for the area.** The marketing plan

should establish benchmarks to assess the program's effectiveness and should include consideration of re-branding. Staff should consider creating a newsletter to inform riders and make residents aware of the fixed-route system.

4. **VCTO's on-site outreach should be expanded beyond senior centers** to include shopping centers. This would include setting up a table with promotional materials and having a staff member available to answer questions on how to use the transit system.
5. **VCTO should install bus stop signs where appropriate to increase the system awareness to the general public.**
6. Drivers are an agency's first line of communication with the traveling public, and understand where improvements could be made in daily operations. **VCTO should develop a more formal process to secure input from drivers concerning operations focusing on scheduling and route changes.**
7. Vehicles are cleaned as staff is available, which results in buses not being cleaned daily. Transit riders widely value clean buses, and improvements in cleaning practices may entice higher transit ridership. **VCTO should develop a regular procedure and schedule for sweeping, seat cleaning, and exterior washing.**

## **OPPORTUNITIES TO INCREASE REVENUES**

"Revenues," as defined by Act 44, encompass all non-subsidy income generated to help fund the operation of a transit system. The largest contributors to this are farebox revenues, interest on accounts, and advertising revenues.

### **BEST PRACTICES**

*None at this time*

### **ELEMENTS TO ADDRESS IN PART 2-B OF THE ACTION PLAN (P. 43)**

1. **VCTO should improve its approach for handling passenger revenues.** Procedures should be put in place to compare amounts in the farebox vault against ridership counts made by drivers.
2. **VCTO should explore the feasibility of obtaining surplus Port Authority of Allegheny County (PAAC) registering fareboxes to help keep track of ridership and revenue.** In addition to obtaining more complete and accurate ridership counts, the fareboxes would verify that the proper fare was paid.
3. **VCTO should explore increasing advertising revenue with signs on bus interiors and exteriors and at new bus stop shelters.**

## **OPPORTUNITIES TO CONTROL OPERATING COSTS**

"Operating costs" capture the non-capital costs incurred in the day-to-day operations of a transit system. Labor, maintenance, and operating costs such as fuel, tires, and lube contribute to this measure in significant ways. Many transit agencies have noted cost increases much higher than the general rate of inflation. Compounding this is the reality that operating subsidies are not likely to

increase at a comparable rate. Controlling operating cost increases is a key to maintaining current service levels.

### **BEST PRACTICES**

1. VCTO utilizes individuals who have been required by a judge to perform community service to clean and maintain the gazebo in Franklin. This is an economical approach to maintaining a transfer facility.
2. VCTO's shift in its shared-ride approach in FY 2010-11, from a predominantly purchased service model to exclusively provided direct service, resulted in improved quality and substantially lowers costs.
3. The allocation of costs appears sound, always starting with direct cost if available and then allocating based on hours, miles, trips, or physical inventory, as applicable to the expense category. VCTO has updated its allocation of costs commensurate with improved data collection.

### **ELEMENTS TO ADDRESS IN PART 2-C OF THE ACTION PLAN (P. 44)**

1. **Reduce spares ratio.** VCTO has a 100% spare vehicle ratio, which is much higher than industry standard of 20%. This can be costly and should be remedied by reducing the number of spare vehicles.
2. **VCTO should increase the use of technology in every facet of the organization.** The use of spreadsheets in basic scheduling, inventory, and maintenance functions will increase the capability of VCTO to detect trends and make decisions based on past history to curb rising costs where possible. VCTO should also evaluate the future need for a maintenance software package given the increase in directly-operated vehicles.
3. VCTO vehicles are not stored under cover, which may increase overall maintenance costs and speed the need for replacement. **VCTO should work with the county planning staff to develop a facility master plan that would include indoor or covered storage for vehicles.**
4. VCTO should take greater advantage of resources available to them, particularly the Venango County Planning Commission for planning activities and Venango County staff for engineering and information technology.

### **OTHER OBSERVATIONS THAT IMPACT OVERALL AGENCY PERFORMANCE**

“Other Observations” encompasses items from the functional review that may, if addressed, improve the current or future operations of VCTO. While not directly tied to Act 44 measures, positive actions to address these observations will result in a more seamless operation and greater operational efficiencies.

### **BEST PRACTICES**

*None at this time*

**ELEMENTS TO ADDRESS IN PART 3 OF THE ACTION PLAN (P. 45)**

1. VCTO lacks a common vision and mission statement for the organization. **Vision and missions statements should be established by the Commissioners, outlining the high level direction for the future of VCTO.** Management should then base all decisions and actions on the established vision and mission.
2. In addition to the vision and mission statement, the **Commissioners and management should work together to develop a strategic plan, transit development plan (TDP), or other document to detail the direction for the agency based on the vision and mission statement.** The strategic plan should contain measureable goals and objectives for management to execute. Examples are available upon request from PennDOT staff.
3. **The board and management should work together to develop strategic goals and objectives, and continue to set targets for key performance measures. They should also develop and monitor performance metrics for all key agency functions and operations.**<sup>4</sup>

Metrics may include (but not be limited to):

- On-time performance
- Route-level performance statistics
- Farebox recovery ratio
- Act 44 criteria
- Improvement in customer satisfaction survey scores
- Number of marketing campaigns per year

Developing a realistic set of measurable objectives that are reported to and reflect the priorities of the Board will be an important step to improve the quality and efficiency of VCTO's operations.

4. **VCTO should provide information such as financial details, ridership by route, key metrics identified in the strategic plan, and status of grants to the Commissioners.** This information would provide decision makers with the facts needed to make sounds decisions.
5. VCTO appropriately uses regional capital planning documents such as the Transportation Improvement Plan (TIP) and the Long-range Transportation Plan (LRTP). However, **it does not appear that VCTO has included all necessary long-term capital needs in the LRTP, and should expand the current plan to address all long-term capital needs based on justifiable service expansion and state-of-good-repair.** Specifically, project additions may include bus stop signs, video cameras on vehicles, information kiosks, expansion of ongoing shelter program, terminal improvements, and a new operating/maintenance base.
6. The lack of video of cameras makes it impossible to verify complaints and respond appropriately. **VCTO should evaluate the addition of video cameras on buses,** and take appropriate action.
7. VCTO is currently overseen by the director of the Office of Economic Opportunity (OEO), who oversees several programs in addition to transportation. While this practice has been

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<sup>4</sup> Refer to [http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp\\_report\\_88/Guidebook.pdf](http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_report_88/Guidebook.pdf) Chapter 6 for examples of performance metrics typically used to assess and monitor transit agency functions and outcomes.

sufficient in the past, the decision to provide more directly operated service requires additional day-to-day management. As a result, **Venango County should evaluate current management staff resources and determine if additional management oversight may be required in the future.**

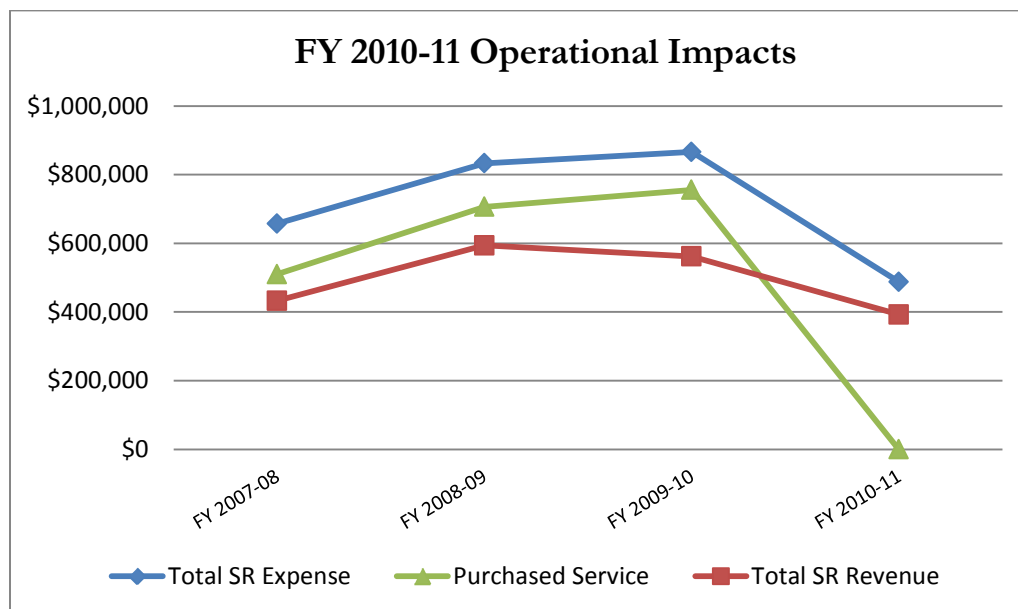
8. VCTO is managed by a small staff and senior managers perform multiple duties. There are no plans in place currently should turnover occur at one of these key positions. **VCTO should develop a robust succession plan for all key agency positions to ensure continuity of operations in event of staff changes.**
9. VCTO should implement employee satisfaction surveys covering topics such as agency operations, pay and benefits, overall agency direction, management effectiveness, and other topics to better inform decisions at the management and governance level.
10. Management should develop and maintain a **System Security and Emergency Preparedness Plan** and coordinate with 911 and first responders.
11. VCTO does not have on-street supervision due to limited staff. In addition, VCTO does not utilize technology to monitor vehicles, drivers, and passengers. **VCTO should conduct an internal cost-benefit analysis on implementing technology to track vehicles, compile running time and on-time performance data, and provide real-time information on bus locations.**
12. VCTO currently uses historical trends to determine future budgets, which is considered a sound financial practice. To improve upon the current budgeting process, VCTO should use historical trends and the current year-to-date expenditures and revenues to budget not only for the next year but also for the next four planning years. This practice will allow VCTO to identify potential funding and revenue issues and plan proactive adjustments.

## SHARED-RIDE REVIEW

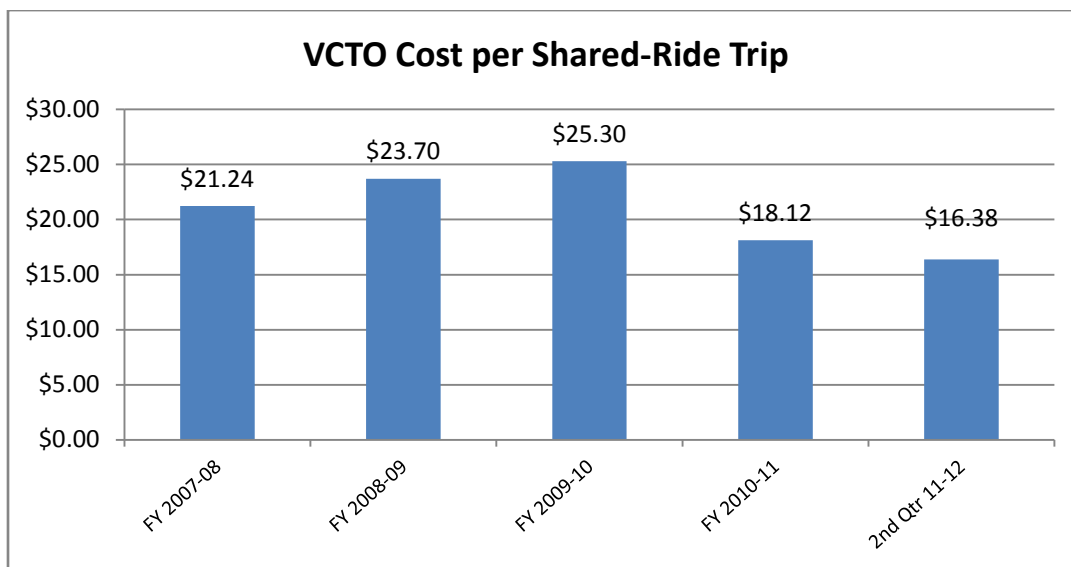
Although not a part of the prescribed Act 44 performance review process, the prominence of shared-ride service in the daily operations of VCTO necessitated the review of the shared-ride system. The following pages document a review of the VCTO shared-ride services conducted on March 28, 2012.

1. **Shared-Ride Coordination** – Venango County Transportation Office (VCTO) is the designated coordinator for shared-ride service in Venango County. The defined objectives of the coordinator are;
  - **Determine level of service** – Through service oversight and stakeholder outreach, VCTO has established reasonable shared-ride service levels to both meet demand and maintain cost effectiveness.
  - **Maximize operating efficiency** – Venango County’s shift in its shared-ride approach in FY 2010-11, from a predominantly purchased service model to exclusively provided direct service, resulted in improved quality and substantially lower costs. The operational impact and resulting cost per trip for FY 2010-11 are depicted in **Exhibit 16** and **Exhibit 17**.
  - **Achieve standardization of service** – Enhanced by the shift to direct shared-ride provision and the existing transportation coordination, VCTO has achieved consistent and standardized service across modes, programs, and funding sources for Venango County stakeholders.

**Exhibit 16: VCTO Operational Impacts**

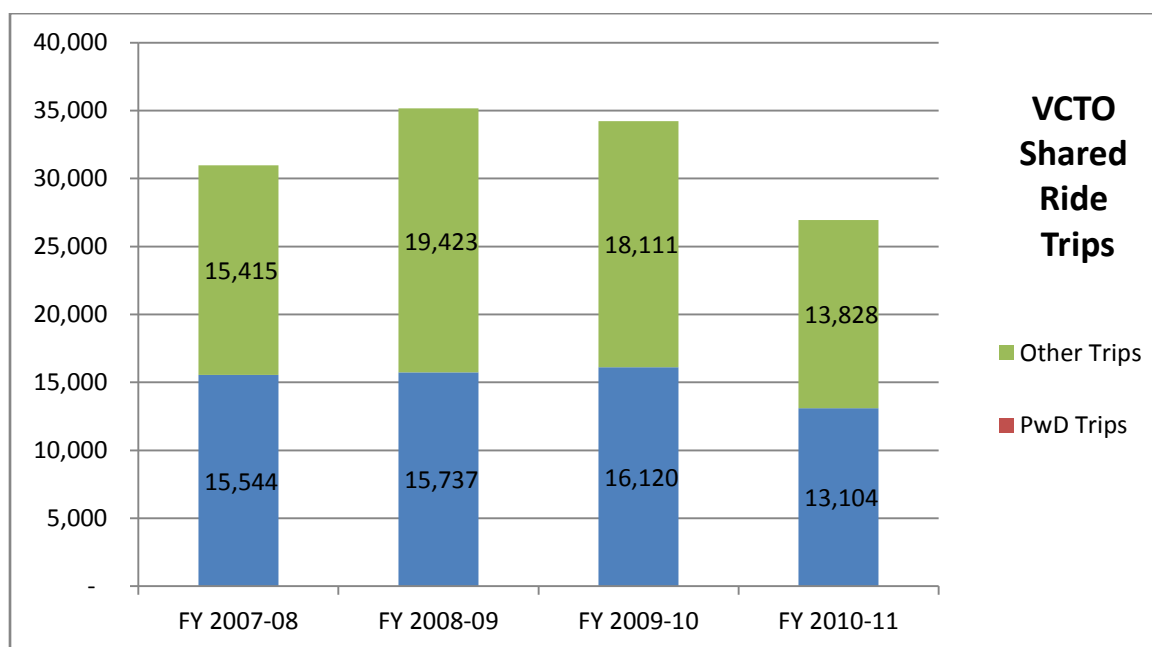


**Exhibit 17: VCTO Cost per Shared-Ride Trip**



2. **Human Service Transportation (HST) Coordination** – A high degree of human service coordination exists with VCTO’s administration of all county transportation programs, including but not limited to; Rural Fixed-Route, Shared-Ride, MATP, PwD, and MH/MR programs. As shown in **Exhibit 18**, Lottery trips accounted for 49% of shared-ride trips in FY 2010-11. Additionally, VCTO provides extensive transportation outside the shared-ride fare structure for MH/MR training centers, dialysis, and MATP paratransit, which are not reflected in the charted trips.

**Exhibit 18: VCTO Shared Ride Trips**





### 3. Service Design

- **Shared-Ride Hours and Days** – The shared-ride service operates Monday through Friday between 7:00 a.m. and 5:30 p.m.
  - **Shared-Ride Service Area** – In addition to service availability throughout Venango County, VCTO's destinations include defined areas in the following bordering counties: Crawford, Butler, Clarion, and Mercer.
  - **Non-Public Other Service** – VCTO provides transportation outside the shared-ride hours and fare structure for:
    - MH/MR Training Centers – with service times starting at 6:00 a.m. and ending at 6:00 p.m., Monday through Friday.
    - Exclusive Dialysis – 5:00 a.m. pick-ups Monday through Friday, Saturdays, and holidays when shared-ride is not available. This service is funded through MATP and local AAA for authorized clients.
    - By not extending shared-ride hours/days to encompass these exclusive trips, the costs are better identified and recovered through a contract rate, while maintaining shared-ride availability to reflect general demand and controlling costs through the grouping of trips.
4. **Cost Allocation** – The allocation of costs appears sound, always starting with direct cost if available and then allocating based on hours, miles, trips, or physical inventory as applicable to the expense category. VCTO has updated its allocation of costs commensurate with improved data collection.
5. **Fare Structure:** Given the absence of software, VCTO's grid system is a reasonable attempt to align fares with distance (grids) traveled. A true distance-based fare structure will be required with implementation of the statewide software.

### 6. Resource Management

- **Planning and budgeting** – VCTO's success in its FY 2010-11 transition from a purchased shared-ride service model to being a direct provider began with a comprehensive plan and budget projection. Although actual timelines and costs varied for several reasons, targeted action items and cost reductions remained the focus and were realized in March 2011 through a full complement of vehicles and drivers.
  - **Drivers** – VCTO efficiently utilizes part-time drivers in split shifts to cover the 12-hour span from pick-up to drop-off for the MH/MR Training centers. These shifts provide shared-ride support as assigned from 9:00 a.m. to 3:00 p.m.
7. **Purchased transportation** – Subcontractors are still utilized for targeted services outside shared-ride parameters, usually exclusive, long distance trips where the trip cost is fully reimbursed through a dedicated funding source.

- **Vehicles** – VCTO’s fleet for shared-ride and non-public service is comprised of 16 vehicles purchased through multiple funding sources: AAA (1), MH/MR (4), OEO(1), CSBG/ARRA (2) and PennDOT (6). The fleet includes seven 2010 and four 2011 model year vehicles.

## 8. Data Integrity and Reporting

- **Reporting** – Data is recorded covering a variety of operations; hours, miles, trips, routes, etc. Given the absence of software, these reports are manually calculated and handwritten, rather than utilizing commonly available spreadsheet software. This process drastically inhibits effective storage, access, analysis, editing, and data manipulation.
- **Data Convergence** – Absent any data produced from software or electronically recorded, centralized access, editing and electronic sharing of data is a challenge.
- **Data Analysis** – Handwritten data is available and appears to be reviewed, analyzed, and used as the basis for decision-making. However, the utilization of software such as Microsoft Excel is strongly recommended. This would result in improved staff efficiencies as well as access to and analysis of data.

9. **Technology** – Currently VCTO is utilizing minimal technology within its operation. Although staff appears capable, an internal assessment should be done to prepare for both the statewide software and utilization of spreadsheets to improve data sharing and communication among all levels of staff.

10. **Program Stability** – Due largely to the collective efforts of human service transportation stakeholders within Venango County, the FY 2010-11 VCTO operational changes produced shared-ride system improvements in financial control and service performance. Two challenges, however, had a significant impact, resulting in a 21% decrease in shared-ride trips and accompanying revenues:

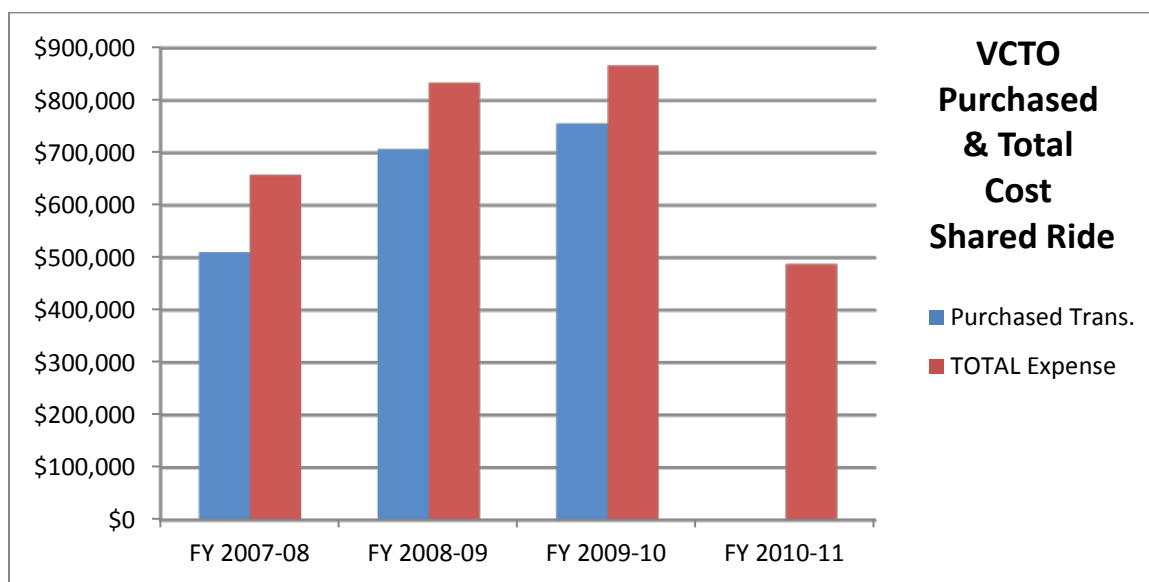
- A nine-month delay in the delivery of five vehicles necessary for direct provision impacted the system’s ability to meet demand.
- After VCTO assumed centralized control of scheduling and dispatch functions, mode assessment was improved, with qualifying trips moving from shared-ride to fixed-route.

Since March 2011, VCTO’s resources, fleet, and drivers have been capable of meeting the shared-ride and non-public demand based on established service parameters and consistent mode assessment.

Exhibit 19: VCTO FY 2008-2011 Legacy Budgets

Venango County Shared Ride	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Total Shared-Ride Expense	\$ 657,626	\$ 833,211	\$ 866,146	\$ 487,876
Total Shared-Ride Revenue	\$ 432,684	\$ 593,898	\$ 561,871	\$ 392,648
OPERATING DEFICIT	\$ (224,942)	\$ (239,313)	\$ (304,275)	\$ (95,228)
Deficit As Percent of Total Expense	-34.21%	-28.72%	-35.13%	-19.52%
Total Shared-Ride Trips	30,959	35,160	34,231	26,932
Lottery Trips as % of Total	50.21%	44.76%	47.09%	48.66%
Percent of SR Purchased Service	84.22%	87.05%	87.51%	0.00%
Cost per Vehicle Hour	\$36.04	\$37.50	\$39.86	\$30.26
Cost per Passenger Trip	\$21.24	\$23.70	\$25.30	\$18.12
Average Fare Per Trip	\$12.14	\$14.72	\$14.92	\$15.58
Deficit Funding per Trip	-\$7.27	-\$6.81	-\$8.89	-\$3.54
Trips per Vehicle Hour System	1.70	1.58	1.58	1.67
	As per Legacy Budgets			

Exhibit 20: VCTO Purchased and Total Cost for Shared Ride Operations



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## FINANCIAL REVIEW

In an era of increasing costs and limited funding opportunities, many transit agencies are pressed to reduce service while increasing fares just to make ends meet. It is in the interest of the Commonwealth to monitor the financial health of transit agencies before manageable financial problems become much larger challenges. With more than 40 transit agencies in Pennsylvania funded by Act 44, PennDOT needs information to assess predictable financial difficulties so that a corrective course of action can be taken before financial challenges seriously impede the ability of local transit agencies to deliver high quality service.

The challenge in assessing the financial health and outlook of transit agencies without first-hand knowledge of day-to-day operations is that much of the financial indicator data is often dated and relies on “end of year” information. Furthermore, costs, such as fuel, can vary widely year-to-year or even week-to-week. Funding sources, while more predictable, can change depending on the availability of federal funds, tax collections, or funding formulas.

This financial review focuses on “high-level” snapshot and trend indicators. It was developed by reviewing audited information where available, as well as other financial reports and budgets, with the aim of determining whether additional scrutiny is warranted. The review assesses:

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

It is important to note that VCTO operates “non-public” transportation services for medical assistance and MH/MR which is separate from its shared-ride services. To properly assess the financial indicators in this report, shared-ride and non-public other transportation were combined and labeled as paratransit operations.

### HIGH-LEVEL INDICATORS OF FINANCIAL HEALTH

Several high-level indicators of financial health and sustainability have been examined to determine VCTO’s current state. VCTO performs well according to some indicators but demonstrates weak performance for most indicators. As shown in **Exhibit 21**, VCTO is not in line with industry targets for four of the high-level indicators. VCTO shows strength in that it has no operating debt and receives an adequate local match. VCTO shows weaknesses in farebox recovery, shared-ride subsidy, cash reserves, and state carryover subsidies. Management should work toward improving these areas.

## Exhibit 21: VCTO High-Level Financial Indicators

Indicator	Value		Assessment	Source
Farebox recovery ratio – Fixed-route	20%	✓	Target should be 20%+ of total operating cost. Lower values indicate poor fare policy or inefficient service.	FY 2011-12 Budget
Shared-ride Subsidy / Annual Operating Cost	10%	–	Target should be 0%. Greater values indicate that fixed-route or local funding sources are being used to subsidize shared-ride service.	FY 2011-12 Budget
Cash Reserves / Annual Operating Cost	4%	–	Target should be 25%+ of the annual operating cost.	FY 2010-11 Audit Report
Accounts Payable (AP) 90+ days	0.0%	✓	Target should be 0% over 90 days. Larger values indicate cash flow concerns.	Interview Nov 2011
Accounts Receivable (AR) 90+ days	0.0%	✓	Target should be 0% over 90 days. Larger values can cause cash flow problems.	Interview Nov 2011
Operating Debt / Annual Operating Cost	0.0%	✓	Target should be 0%. Low debt amounts reduce borrowing costs.	Interview Nov 2011
State Carryover Subsidies / Annual Operating Cost	17%	–	Target should be 25%+. This provides flexibility to accommodate unexpected cost increases or service changes.	FY 2011-12 Unaudited Actual
Actual Local Match / Required Match	100%	✓	Target 100%+. A local match that exceeds required minimums gives a transit agency flexibility to change service and to accommodate unexpected cost changes.	FY 2011-12 Unaudited Actual

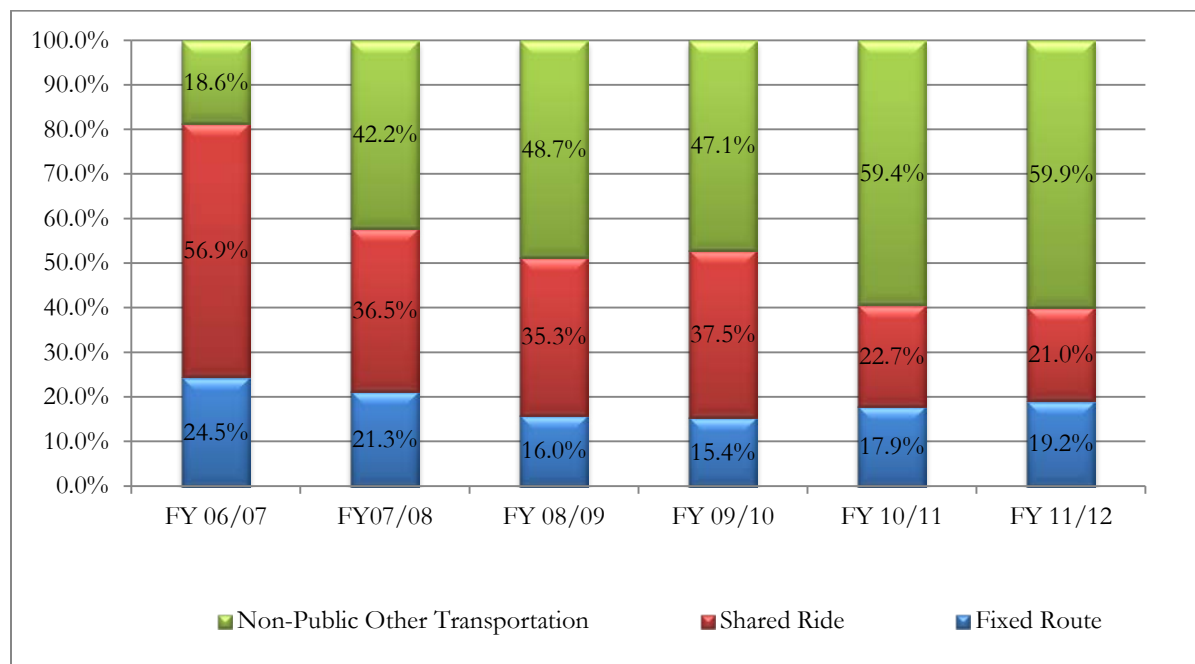
### TOTAL AGENCY-WIDE OPERATIONAL EXPENDITURES AND FUNDING

As shown in **Exhibit 22**, VCTO has more than doubled from a \$1 million per year operation in FY 2006-07 to a \$2.1 million per year operation in FY 2010-11. It is budgeted to be a \$2.4 million operation in FY 2011-12. More than one-half of VCTO’s operational expenses are for “non-public other” transportation services. Less than one-quarter of VCTO’s operational expenses are for shared-ride, and less than one-fifth are for fixed-route transportation services (**Exhibit 23**).

**Exhibit 22: VCTO Total Operating Expense by Service Type (FY 2006-07 – FY 2011-12)**

Expense by Service Type	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12 Unaudited Actual
Fixed Route	\$ 266,502	\$ 379,944	\$ 375,715	\$ 350,957	\$ 379,563	\$384,483
Shared-Ride	\$ 622,142	\$ 657,626	\$ 833,211	\$ 866,146	\$ 487,876	\$420,623
Non-Public Other Transportation	\$ 203,628	\$ 758,555	\$ 1,149,982	\$ 1,086,387	\$ 1,273,863	\$1,201,293
Total System	\$1,092,272	\$ 1,796,125	\$ 2,358,908	\$ 2,303,490	\$ 2,141,302	\$2,006,399

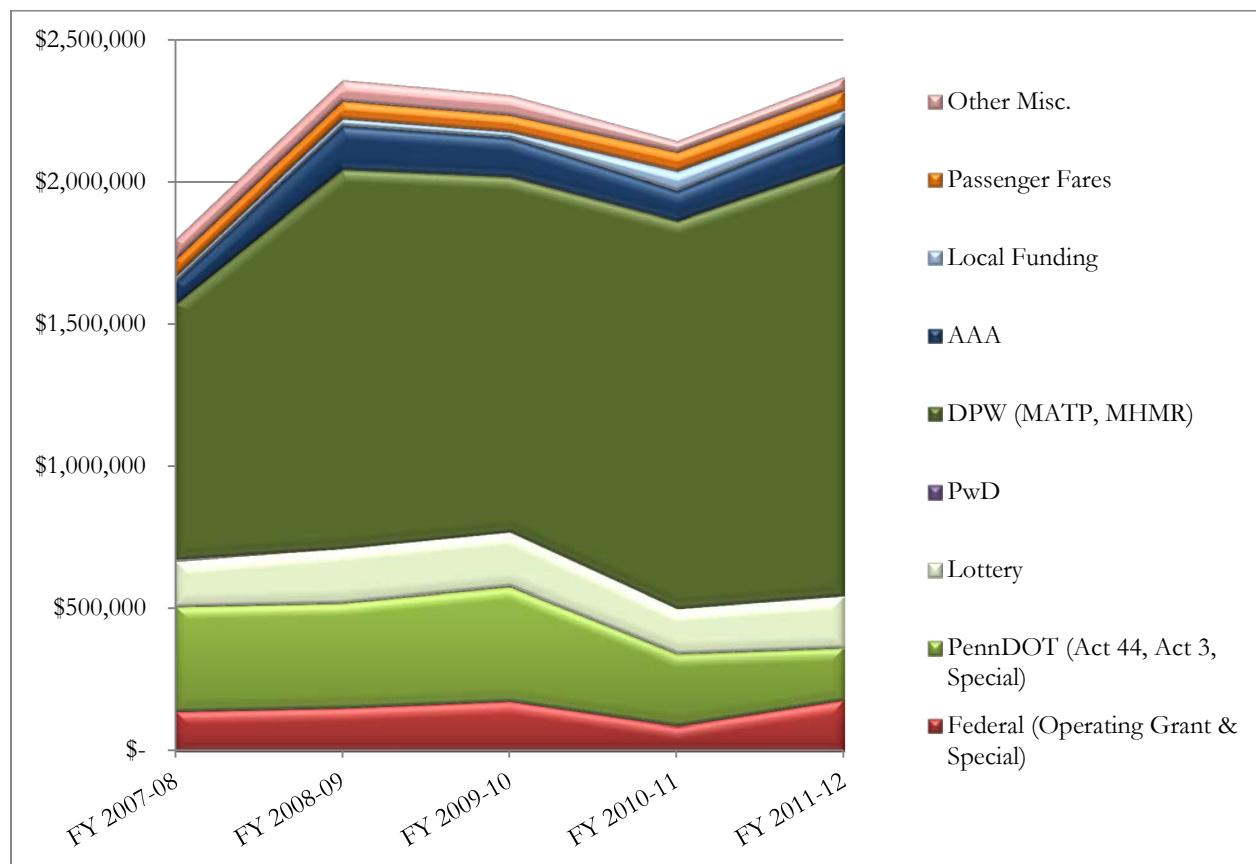
**Exhibit 23: VCTO Share of Agency-Wide Operating Expenses by Mode**



**Exhibit 24: Agency-Wide Operational Funding by Source (FY 2006-07 – FY 2011-12)**

Share of Funding	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12 Actual Unaudited
Federal	14.3%	7.8%	6.5%	7.6%	4.2%	7.6%
State (PennDOT + Lottery + DPW)	60.6%	79.7%	80.3%	79.9%	82.8%	79.1%
Local	1.9%	0.9%	1.0%	0.8%	3.1%	4.1%
Other (AAA + misc)	14.7%	8.2%	9.6%	9.0%	6.7%	5.2%
Passenger Fares	8.5%	3.4%	2.7%	2.6%	3.2%	3.9%

**Exhibit 25: VCTO Agency-Wide Operational Funding since Act 44's Passage**





## FIXED-ROUTE FUNDING

VCTO's historic and proposed fixed-route funding results from general revenues and government subsidies. Passenger fares have covered between 16% and 18% of operating revenues (**Exhibit 26**).

### Exhibit 26: Fixed-Route Funding

Funding Category	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12 Actual Unaudited
<b>Revenues</b>					
Passenger Fares	\$60,030	\$63,210	\$59,324	\$67,532	\$77,579
Other	\$20,290	\$7,616	\$3,818	\$282	-
Adjustments	-	-	\$ (1,751)	\$ (32)	-
<b>Subtotal</b>	<b>\$ 80,320</b>	<b>\$70,826</b>	<b>\$61,391</b>	<b>\$67,782</b>	<b>\$77,579</b>
<b>Subsidies</b>					
Federal Operating Grant	\$140,000	\$152,902	\$144,306	\$ 90,000	\$153,452
Act 44 (1513) State Current	\$151,407	\$142,619	\$129,547	\$205,806	\$132,594
Act 44 (1513) Local Current	\$11,637	\$10,283	\$18,919	\$19,865	\$20,858
<b>Subtotal</b>	<b>\$303,044</b>	<b>\$305,804</b>	<b>\$292,772</b>	<b>\$315,671</b>	<b>\$306,904</b>
<b>Total Funding</b>	<b>\$383,364</b>	<b>\$376,630</b>	<b>\$354,163</b>	<b>\$383,453</b>	<b>\$384,483</b>
<b>Passenger Fares/Total Funding</b>	<b>16%</b>	<b>17%</b>	<b>17%</b>	<b>18%</b>	<b>20%</b>

Source: PennDOT dotGrants Reporting System

## PARATRANSIT FUNDING

VCTO's paratransit services are split between non-fixed-route shared-ride services and non-public other transportation services for medical assistance and MH/MR, which is separate from VCTO's shared-ride services. Shared-ride funding has decreased since FY 2009-10, mainly due to a decrease in the number of shared-ride trips provided.

Since the passage of Act 44, VCTO's non-public other transportation funding has had its largest increases due to MH/MR funding (**Exhibit 27**). The program has remained relatively flat with approximately \$1.1 million FY 2007-08 to approximately \$1.2 million in FY 2011-12.

## Exhibit 27: Non-Fixed-Route Funding

Funding Category	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12 Actual Unaudited
<b>Revenues</b>					
Passenger Fares	\$823	\$15	\$448	\$702	\$91
Lottery	\$156,293	\$192,496	\$194,259	\$158,894	\$153,036
PwD Admin	\$8,466	-	-	-	-
PwD Marketing	\$1,483	-	-	-	-
AAA	\$78,498	\$118,019	\$101,394	\$78,252	\$64,978
MATP	\$112,207	\$159,762	\$166,839	\$134,091	\$138,191
Other – OEO-CSBG & HSDF	\$27,868	\$47,399	\$47,893	\$20,709	\$24,718
MATP Admin Reimbursement	\$28,823	\$39,378	\$26,131	-	-
Other MATP	-	\$20,284	\$6,377	-	-
Van Leases	\$7,107	\$16,545	\$18,530	-	-
Local Cash	\$11,116	-	-	-	-
Vehicle Sales	-	-	-	-	\$1,895
<b>Subtotal</b>	<b>\$432,684</b>	<b>\$593,898</b>	<b>\$561,871</b>	<b>\$392,648</b>	<b>\$382,909</b>
<b>Subsidies</b>					
Federal Operating Grant	-	-	\$32,110	-	-
Act 44 (1513) State Current	-	\$102,748	\$133,462	-	-
Act 44 (1513) Local Current	-	\$7,148	-	-	-
Act 44 (1513) State Prior	-	\$74,724	-	-	-
Act 44 (1513) Local Prior	-	\$5,523	-	-	-
Act 3 ASG Grant (State)	\$76,635	\$36,931	-	-	-
Act 3 ASG Grant (Local)	\$2,643	\$1,296	-	-	-
Act 3 BSG Grant (State)	\$140,809	\$10,571	-	-	-
Act 3 BSG Grant (Local)	\$4,855	\$372	-	-	-
Special – (Federal)	-	-	-	-	-
Special – (State)	-	-	\$138,703	\$47,614	-
Special – (Local)	-	-	-	\$47,614	\$37,714
<b>Subtotal</b>	<b>\$224,942</b>	<b>\$239,313</b>	<b>\$304,275</b>	<b>\$95,228</b>	<b>\$37,714</b>
<b>Total Shared-Ride Funding</b>	<b>\$657,626</b>	<b>\$833,211</b>	<b>\$866,146</b>	<b>\$487,876</b>	<b>\$420,623</b>
<b>Non-Public Other Transportation</b>					
MH/MR	\$2,829	\$8,119	\$16,513	\$242,055	\$301,416
OEO-CSBG & HSDF	\$58	\$171	\$609	\$17,413	-
Interest	\$775	\$252	-	-	-
AAA	\$64	\$34,904	\$36,161	\$26,688	\$38,445
MATP	-	-	-	-	-
Admin Reimbursement	\$72,821	\$101,257	\$131,312	\$168,014	\$166,626
Mileage Reimbursement	\$269,076	\$471,966	\$332,633	\$266,421	\$136,686
Other MATP	\$413,054	\$533,313	\$569,159	\$553,272	\$563,429
<b>Total Funding</b>	<b>\$758,677</b>	<b>\$1,149,982</b>	<b>\$1,086,387</b>	<b>\$1,273,863</b>	<b>\$1,206,602</b>

Source: PennDOT dotGrants Reporting System

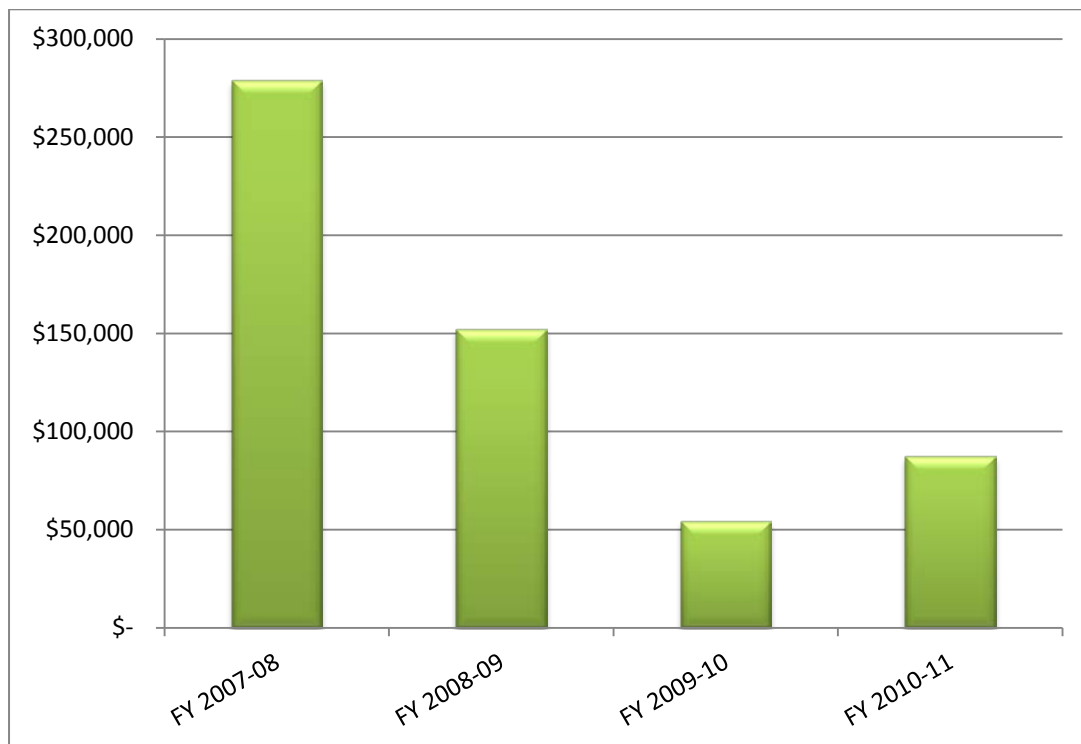
**BALANCE SHEET FINDINGS**

Review of balance sheets from VCTO certified audit reports indicates that VCTO had significantly less available cash for day-to-day operations in FY 2010-11 (\$87,327) than in FY 2007-08 (\$279,015) (**Exhibit 28** and **Exhibit 29**). This brought cash reserves down from approximately 16% of annual operating costs to less than 5% of annual operating costs. VCTO has no general line of credit.

**Exhibit 28: VCTO Balance Sheet Summary (FY 2007-08 – FY 2010-11)**

Balance Sheet Report	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Cash Equivalent Balance	\$279,015	\$152,112	\$54,290	\$87,327
Grant Receivable	\$285,468	\$347,263	\$417,242	\$160,171
Other Assets	\$3,864	\$5,588	\$3,742	-
Accounts Payable	\$53,316	\$83,704	\$77,893	\$25,007
Accrued Payroll and related benefits	\$14,083	\$13,026	\$20,011	\$48,129
Deferred Revenues	\$500,347	\$376,123	\$377,370	\$174,632
Restricted Net Assets	-	\$32,110	-	-
Total Operating Expense	\$1,093,120	\$1,799,545	\$2,359,823	\$2,308,447
Cash Equ. Balance/Total Operating Exp.	16%	6%	2%	4%
Cash Equivalent - Accounts Payable	\$225,699	\$68,408	\$(23,603)	\$62,320

**Exhibit 29: VCTO End-of-Year Cash Equivalent Balance (FY 2007-08 – FY 2010-11)**



## **CONCLUSIONS**

At the time of the review in June 2011, VCTO's increasing expenses and decreasing cash reserves raised serious concerns. However, VCTO recently demonstrated control of expense increases and has reserves equal to 17% of annual operating expenses. This action has put VCTO on stronger financial footing, and careful attention should be paid to continue the recent improvements in reserves and controlling operating expenses.

For the FY 2006-07 to FY 2011-12 period, local sources contributed between \$13,000 and \$67,000 to help cover VCTO's operational costs. VCTO should work to improve revenue intake to reduce the overall reliance on public subsidy, this could be accomplished through fare increases, route guarantees, or other methods.

## APPENDIX A: ACTION PLAN IMPROVEMENT STRATEGIES

### PART 1- EXECUTIVE SUMMARY OVERARCHING THEMES TEMPLATE

IMPROVEMENT OPPORTUNITY	VCTO Actions	Estimated Completion Date	Year					
			2012	2013	2014	2015	2016	2017
1. Develop vision, mission, and strategic goals and objectives (p. vi)								
2. Enact performance based management and data-based decision making (p. vi)								
3. Develop plans for increased management oversight given increased provision of directly operated service (p. vi)								
4. Improve maintenance facilities and management of maintenance functions (p. vii)								
5. Improve marketing and public relations (p. vii)								

*Note: Include additional pages as necessary.*

**PART 2- ACT 44 PERFORMANCE METRIC OBSERVATIONS TEMPLATES**

**A. ACTIONS TO INCREASE PASSENGERS / REVENUE HOUR TEMPLATE**

Recommendation (page)	VCTO Action	Estimated Completion Date	Year					
			2012	2013	2014	2015	2016	2017
1. Implement a non-rider survey at regular intervals (p. 22)								
2. Obtain illustrative materials from other systems to create schedules, maps, and rider guides (p. 22)								
3. Develop a marketing plan (p. 22)								
4. Expand on-site outreach beyond senior centers (p. 23)								
5. Install bus stop signs where appropriate (p. 23)								
6. Develop a more formal process to secure input from drivers concerning operations (p. 23)								
7. Develop a regular procedure and schedule for sweeping, seat cleaning, and exterior washing (p. 23)								

**B. ACTIONS TO INCREASE OPERATING REVENUE / REVENUE HOUR TEMPLATE**

Recommendation (page)	VCTO Action	Estimated Completion Date	Year					
			2012	2013	2014	2015	2016	2017
1. Improve approach for handling passenger revenue (p.23)								
2. Explore feasibility of obtaining surplus Port Authority (PAAC) of Allegheny County registering fareboxes (p. 23)								
3. Explore advertising revenue with signs on bus interiors and exteriors and at new bus stop shelters (p.23)								

**C. ACTIONS TO REDUCE OR CONTAIN OPERATING COST / REVENUE HOUR TEMPLATE**

Recommendation (page)	VCTO Action	Estimated Completion Date	Year					
			2012	2013	2014	2015	2016	2017
1. Reduce spare ratios (p. 24)								
2. Increase the use of technology agency wide (p. 24)								
3. Establish a facility master plan (p. 24)								
4. Take advantage of available resources such as the Venango County Planning Commission (p. 24)								



**PART 3 – OTHER ACTIONS TO IMPROVE OVERALL PERFORMANCE TEMPLATE**

Recommendation (page)	VCTO Action	Estimated Completion Date	Year					
			2012	2013	2014	2015	2016	2017
1. Establish vision and mission for the agency (p.25)								
2. Develop strategic plan to guide agency decision making (p.25)								
3. Develop and monitor performance metrics for all key agency functions and operations (p. 25)								
4. Provide additional information Commissioners in the form of board reports (p. 25)								
5. Expand the current Long-range Transportation Plan (LRTP) to address all long-term capital needs (p. 25)								
6. Evaluate the addition of video cameras on buses (p. 25)								
7. Evaluate current management resources compared to future management needs (p. 25)								
8. Establish a robust succession plan for all key agency positions (p. 26)								
9. Implement employee satisfaction surveys (p. 26)								
10. Develop and maintain a System Security and Emergency Preparedness Plan (p. 26)								
11. Conduct an internal cost-benefit								

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analysis on implementing vehicle technology (p.26)								
12. Improve the budgeting process by implementing a five-year budget cycle (p. 26)								

## APPENDIX B: DOCUMENTATION REQUEST TO GENERAL MANAGER

### DOCUMENT REQUEST

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

\*\*Denotes information requested from contractors in addition to Agency.

Requested Item	<i>Mark Form in which Data to Be Provided</i>			
	Electronic	Paper Mail	Not Available	Not Applicable
<b>BACKGROUND</b>				
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			
<b>GOVERNANCE/GENERAL MANAGEMENT</b>				
5. List of current governing body members, with terms and tenure of each member and contact information for each.	X			
6. Governing body minutes and agenda from the last 12 months.	X			
7. Biography, contract terms, and tenure of General Manager / Executive Director.	X			
8. **Organization chart delineating decision authority by roles.	X			
9. Succession plan or equivalent.	X			
10. Any documentation not provided above which delineates the respective roles and responsibilities of management and governing body members.				
<b>OVERSIGHT AND REVIEWS</b>				
11. Two most recent annual reports from chief executive officer to Governing Board.	X			
12. Financial Management Oversight (FMO) reviews, Triennial Reviews, and any other recent outside audits or evaluations in any administrative areas such as: Executive Management, Human Resources, Finance, Legal, Information Management,	X			

Requested Item	Mark Form in which Data to Be Provided			
	Electronic	Paper Mail	Not Available	Not Applicable
Resource Management, Internal Audit, Marketing, etc. Include all correspondence between the agency, PennDOT, FTA, auditors, etc.				
<b>HUMAN RESOURCES</b>				
13. 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			
14. Any strikes or work stoppages over the past 6 years.				X
15. Any reports filed with the state or federal government regarding union operations, funds management, etc.				X
16. Cost of benefits (health care, pension/retirement, etc.) broken down by major category for the last year and projected for the next 5 years.	X			
17. Turnover rate by position for each of the last 5 years.	X			
18. **Operator hiring and performance review procedures.	X			
<b>FINANCE</b>				
19. Operating and Capital Budgets for the current fiscal year (provide separately if not in the Annual Report).	X			
20. Official Bond Statements for the most recent issuances.				X
21. Audited Financial Statement for the most recent fiscal year and Single Audit Statement.	X			
22. Profit/Loss/Cash Flow statements for each of the past 12 months.	X			
23. Year-end cash position for each of the last 2 fiscal years.	X			
24. Operating revenues and expense detail by account for each of the last 2 years. Please provide in as frequent intervals as possible (i.e. monthly, quarterly)	X			
<b>PROCUREMENT</b>				
25. Procurement policy and procedures.	X			
<b>CONTRACTING</b>				
26. Contracts involving purchased transportation.				X

Requested Item	Mark Form in which Data to Be Provided			
	Electronic	Paper Mail	Not Available	Not Applicable
27. Contracts for the provision of services or special operations agreements to specific agencies, localities, colleges, universities, or other entities.				X
28. **Contracts for tire services, management services, and professional services over \$25,000 in value.				X
29. Contract management plan.				X
<b>OPERATIONS</b>				
30. **Operations Manual.	X			
31. **Operators Manual.	X			
32. **Emergency and inclement weather (snow, flood, etc.) operational plans and procedures.	X			
33. **Dispatch procedures	X			
34. **On-street supervision procedures (incl. AVL, if equipped).	X			
35. **Service standards for existing and new or newly restructured services. Provide description or example of how used in periodic service evaluations and service planning.	X			
36. Significant seasonal variations in service supplied (including school alterations, special routes, etc.).	X			
37. Identify and provide relevant documents regarding any present & future operational challenges.				X
<b>FARES AND FARE SECURITY</b>				
38. Listing of fares by type and media (pass, token, cash, etc.)	X			
39. Plans for changes in fare media (e.g. electronic).				X
40. **Monthly fare revenue by category, and by patron type.	X			
41. **Fare handling policy & procedures (from on-board vehicle to deposit at bank).	X			
42. Commuter choice program description, synopsis of participants, marketing activities, and total revenues derived from program (if applicable).				X
<b>MAINTENANCE</b>				
43. **Maintenance plan, programs and procedures manual.	X			
44. **Fleet roster for fixed-route revenue and non-revenue vehicles	X			
45. End of year parts inventory value (\$) for each of past 5 years.	X			

Requested Item	Mark Form in which Data to Be Provided			
	Electronic	Paper Mail	Not Available	Not Applicable
46. Building condition appraisals.				X
47. Ongoing asset maintenance programs.	X			
<b>OPERATIONAL SCHEDULING/PLANNING</b>				
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			
<b>SAFETY AND SECURITY</b>				
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			
<b>CUSTOMER SERVICE</b>				
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			

Requested Item	Mark Form in which Data to Be Provided			
	Electronic	Paper Mail	Not Available	Not Applicable
67. Other customer service metrics maintained by the agency.				X
<b>INFORMATION TECHNOLOGY</b>				
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
<b>CAPITAL PROGRAMMING</b>				
71. Short and Long-term capital programs or plans including: <ul style="list-style-type: none"> <li>• Transit TIP</li> <li>• Agency Specific Plans (additional to TIP): <ul style="list-style-type: none"> <li>○ Fleet expansion needs/plans for revenue and non-revenue vehicles (if in addition to TIP)</li> <li>○ State-of-good-repair facility projects for next 5 years (new roof, vehicle overhaul, etc.)</li> <li>○ New/Expanded facilities projects for next 5 years</li> <li>○ Replacement/expansion needs/plans for all other capital assets for next 5 years</li> </ul> </li> </ul>	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
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
<b>MARKETING AND PUBLIC RELATIONS</b>				
75. Service area demographics, customer profiles, and market research documents (as available).	X			
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.	X			
79. Reports, input, recommendations, etc. from ridership committees and/or advocacy groups for the past 2 years.	X			