

General Overview of Transit Agency Performance Review Process

**Presented by:
PennDOT Bureau of Public
Transportation**

Agenda

- 1) **Goals for Transit Performance Reviews**
- 2) **Roles and Responsibilities**
- 3) **Act 44 Regulations and Criteria**
- 4) **Pilot Projects**
- 5) **2011 Performance Reviews**
- 6) **Questions/Answers**

Goals for Transit Performance Reviews

- **Meet Act 44 requirements AND -**
- **Improve agency performance**
 - Review functions of entire agency
 - Constructive approach
 - Clear action plan
 - Establish performance targets
- **Address unique characteristics of each agency**
- **Identify transferable, best practices**



Roles and Responsibilities

- **PennDOT responsible for:**
 - **Managing investment of Commonwealth funds in public transportation operations and capital**
 - **Maximizing Commonwealth's return on investment**
 - **Leveraging Commonwealth and federal funding to provide high quality transportation to the most citizens at the best cost**



Roles and Responsibilities

- **Transit Systems responsible for:**
 - **Planning, managing and evaluating service to ensure compliance with funding source requirements**
 - **Maximizing the use of available resources to provide mobility options**
 - **Leveraging available funding to provide reliable and high quality transportation based on the needs of the local community**

Act 44 Regulations

- **Temporary regulations established in July 2009**
- **Mandated general process for performance review:**
 - **5 Year Cycle**
 - **Peer Comparison**
 - **4 Key Performance Measures – most recent year and trend**
 - **5-Year Performance Targets**



Peer Selection

- Peer Selection based on four quantitative criteria:

- Revenue Hours
- Revenue Miles
- Vehicles Operated in Maximum Service
- Service Area Population

Transit Agency Peer Analysis Worksheet

STEP 1 - Select Target Agency ENTER NTD_ID: R4

Target Agency				Peer Match Criteria			
NTD ID	Company Name	Location	State	Service Hours	Service Miles	VOMS ¹	Service Area Pop.
R4	MCTA	Monroe County	PA	37,167	537,790	10	138,687
Weight (higher number = more importance):				1	1	1	1

STEP 2 - Adjust Criteria Weight

Number of Best Peer Matches² Found: 19

STEP 3 - Review Peer Matches

Potential Peers				Peer Match Closeness to Target Agency Criteria							
NTD ID	Company Name	Location	State	Service Hours	% Diff.	Service Miles	% Diff.	Fleet Size ³	% Diff.	Service Area Pop.	% Diff.
3087	Fayette Area Coordinated Transportation	Lemont Furnace	PA	32,123	14%	562,851	5%	9	10%	148,644	7
5148	Blue Water Area Transportation Commission	Port Huron	MI	33,230	11%	494,650	8%	13	30%	164,235	18
R5	STS	Schuylkill County	PA	27,024	27%	398,226	26%	11	10%	150,336	8
44	Skagit Transit	Burlington	WA	34,473	7%	654,458	22%	13	30%	117,500	15
5037	Muskegon Area Transit System	Muskegon Heights	MI	31,854	14%	415,818	23%	11	10%	170,200	23
3095	County of Lebanon Transit Authority	Lebanon	PA	31,259	16%	444,118	17%	13	30%	120,327	13
4155	St Johns County, Florida, Board of County Commission	St. Augustine	FL	17,111	54%	388,377	28%	6	40%	140,200	6
2005	Chemung County Transit System	Elmira	NY	37,							
1007	Berkshire Regional Transit Authority	Pittsfield	MA	43,							

70 potential peers presented - Best Matches identified

Peer Selection (cont'd.)

- **Potential peers ranked based on percent difference from agency**
- **Qualitative review of potential peers to eliminate special circumstances, including:**
 - **State Capitol**
 - **University**
 - **Climate**
 - **Special Service (i.e. commuter)**

Act 44 Criteria

Most Recent Year (2008) Performance

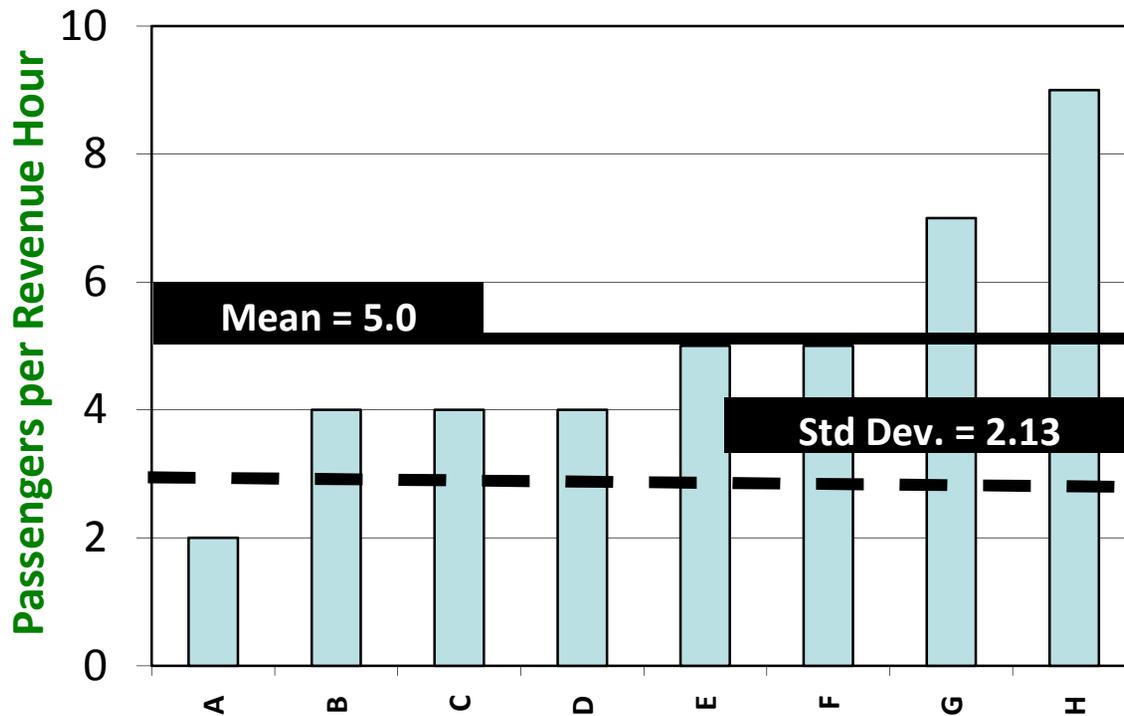
- **Mean values calculated for peer group**
- **Agency is part of the peer group to provide more favorable results**

Act 44 Criteria

Most Recent Year (2008) Performance

- **“IN COMPLIANCE” = \pm one standard deviation of peer group mean for that metric**
 - **Lower bound**
 - Passengers per revenue hour
 - Operating revenue per revenue hour
 - **Upper bound**
 - Operating cost per revenue hour
 - Operating cost per passenger

Example of Mean and Standard Deviation



Agency	Value
A	2
B	4
C	4
D	4
E	5
F	5
G	7
H	9
Mean	5
Std Dev.	2.13

Sample Peer Comparisons

2008 Operating Cost Per Revenue Hour

2008 Data		
System	Value	Rank
P1	\$91.89	12
P2	\$79.81	10
P3	\$69.58	5
P4	\$53.69	1
P5	\$59.68	2
P6	\$77.09	9
P7	\$80.13	11
P8	\$68.17	4
P9	\$71.53	7
P10	\$97.95	14
P11	\$69.98	6
P12	\$76.51	8
P13	\$94.79	13
Agency	\$65.71	3

Statistical Results	
Peer Statistics	
Minimum	\$53.69
Maximum	\$97.95
Average	\$76.21
Standard Deviation	\$13.04
Acceptable PennDOT Range	
Mean+Std. Deviation	\$89.25
Agency Comparison	
Agency Value	\$65.71
Percent Difference Average	-13.8%
Better/Worse	Better

Act 44 Measures 5-Year Trend Performance 2003 to 2008

- Mean percent changes calculated for peer group
 - Average annual percent change (“compound interest”)
- Acceptable is “consistent” with peer group mean \pm one standard deviation
 - Increasing values are “better”
 - Passengers per revenue hour
 - Operating revenue per revenue hour
 - Increasing values are “worse”
 - Operating cost per revenue hour
 - Operating cost per passenger

Example of 5-year Performance Operating Cost / Passenger

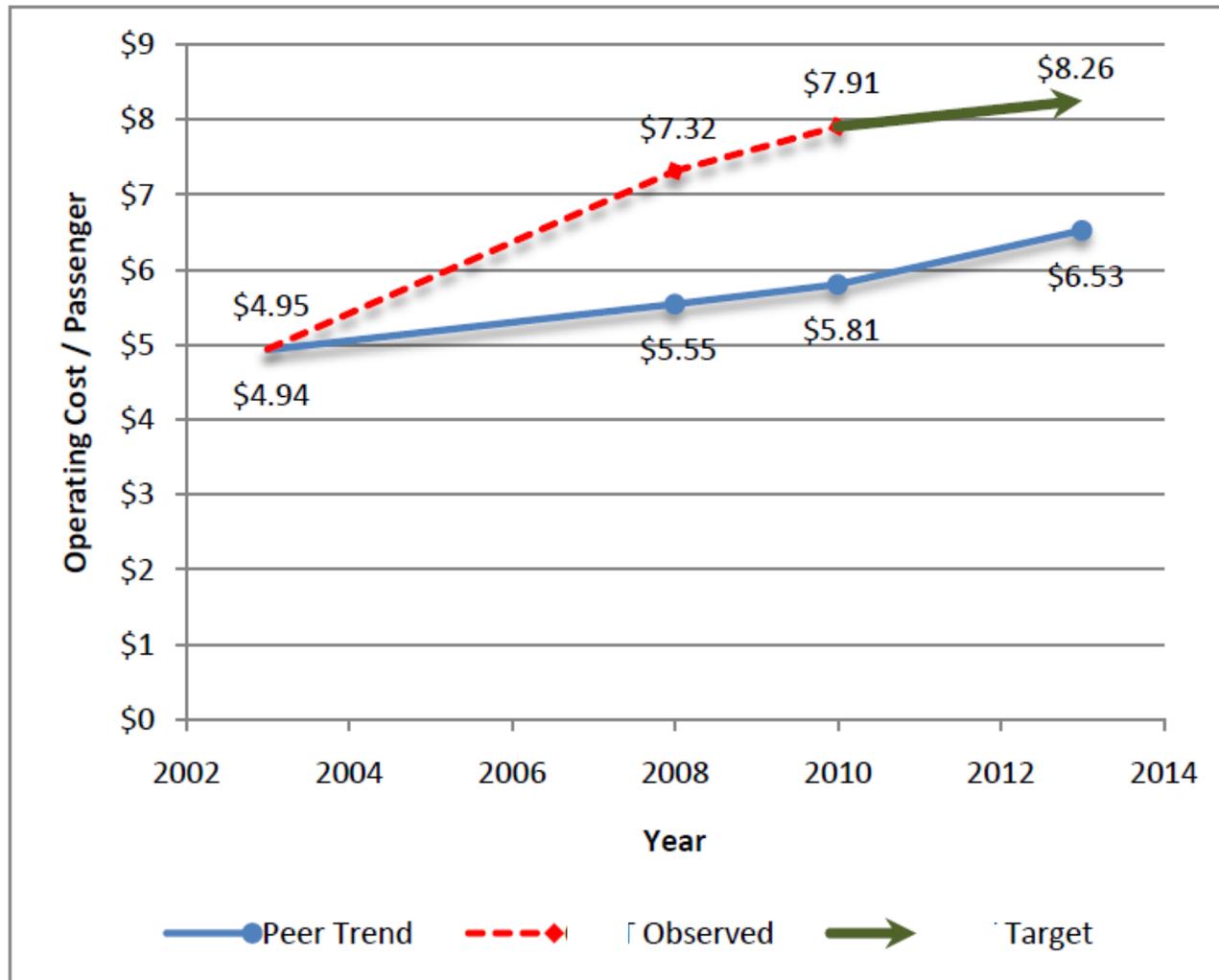
<i>Agency</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>Average Change</i>
P1	\$2.07	\$2.21	\$2.18	\$2.11	\$2.15	\$2.30	2.08%
P2	\$7.47	\$6.37	\$5.50	\$5.50	\$5.22	\$5.47	-6.04%
P3	\$3.88	\$4.04	\$3.55	\$3.46	\$3.82	\$3.91	0.14%
P4	\$2.39	\$2.64	\$2.93	\$2.94	\$3.02	\$3.81	9.74%
P5	\$3.53	\$3.77	\$4.38	\$4.45	\$4.92	\$5.30	8.51%
P6	\$5.83	\$6.17	\$5.82	\$5.82	\$5.96	\$6.20	1.23%
P7	\$5.44	\$5.03	\$5.18	\$4.77	\$4.38	\$3.98	-6.05%
P8	\$4.20	\$4.13	\$4.27	\$4.46	\$5.10	\$5.36	4.97%
P9	\$4.21	\$4.18	\$4.23	\$4.61	\$5.59	\$4.70	2.22%
P10	\$4.39	\$5.25	\$5.74	\$5.63	\$5.30	\$5.19	3.42%
P11	\$6.41	\$8.02	\$8.14	\$6.22	\$4.65	\$4.92	-5.17%
P12	\$10.36	\$9.05	\$8.69	\$9.06	\$12.23	\$13.86	6.00%
P13	\$4.45	\$4.69	\$5.00	\$4.98	\$5.97	\$5.35	3.73%
AGENCY	\$4.24	\$5.67	\$5.81	\$6.42	\$6.99	\$7.32	11.55%
Average	\$4.92	\$5.09	\$5.10	\$5.03	\$5.38	\$5.55	2.60%

Example of 5-Year Performance Operating Cost Per Passenger

System	Value	Rank
P1	2.08%	6
P2	-6.04%	2
P3	0.14%	4
P4	9.74%	13
P5	8.51%	12
P6	1.23%	5
P7	-6.05%	1
P8	4.97%	10
P9	2.22%	7
P10	3.42%	8
P11	-5.17%	3
P12	6.00%	11
P13	3.73%	9
Agency	11.55%	14

Statistical Results	
Peer Statistics	
Minimum	-6.05%
Maximum	11.55%
Average	2.60%
Standard Deviation	5.57%
Acceptable PennDOT Range	
Mean+Std. Deviation	8.17%
Agency Comparison	
Agency Value	11.55%
Percent Difference Average	344.23%
Better/Worse	Worse

Example of 5-Year Performance Operating Cost Per Passenger



Functional Areas

- **Scheduling & Operations**
- **Maintenance**
- **Planning**
- **Capital Program**
- **Customer Service**
- **Marketing and Public Relations**
- **Procurement**
- **Finance**
- **Information Technology**
- **Human Resources/Labor Relations**
- **Safety & Security**
- **Management**
- **Governance**

Functional Area Example

- **Maintenance**

- **Reviewed documents including:**

- Maintenance plan, programs, and procedures manual
 - Maintenance training program
 - Parts inventory
 - Preventative maintenance plans

- **Site-view of maintenance facilities and interview questions including:**

- Road Calls
 - Management structure
 - Parts tracking procedures



Pilot Projects

- **Initial Pilot initiated in Winter 2009**
- **5 pilot reviews initiated to date -**
 - **Urban (NTD Data)**
 - CAT
 - COLT/LT
 - FACT
 - **Rural (DotGrants)**
 - EMTA (Endless)
 - MCTA



Pilot Projects (cont.)

- **Purpose –**
 - **Testing Process**
 - **Refine the approach for findings and performance targets**
 - **Achieve a focus on improvement not criticism**

2011 Performance Reviews

Step 1

Annually Select Seven Transit Systems for Performance Reviews



Step 2

Select peers for all transit systems scheduled for performance review

County of Lebanon Transit (COLT) Peer Systems for Transit Agency Performance Review

DRAFT

Agency Name	City	State
Abilene Transit System	Abilene	Texas
Cooperative Alliance for Seacoast Transportation	Dover	New Hampshire
Blue Water Area Transportation Commission	Port Huron	Michigan
Las Cruces Area Transit	Las Cruces	New Mexico
Great Falls Transit District	Great Falls	Montana
Manchester Transit Authority	Manchester	New Hampshire
Muskegon Area Transit System	Muskegon Heights	Michigan
Janesville Transit System	Janesville	Wisconsin
Middletown Transit District	Middletown	Connecticut
Metropolitan Transit Authority of Black Hawk County	Waterloo	Iowa
Yuma Metropolitan Planning Organization	Yuma	Arizona
Fayette Area Coordinated Transportation	Lemont Furnace	Pennsylvania
Battle Creek Transit	Battle Creek	Michigan

Step 3

Review team analyzes key performance criteria

2008 Operating Cost / Revenue Vehicle Hour (Bus)

Peer Group Findings	Value	Rank
Berks Area Reading Transportation Authority (BARTA)	\$71.36	1
Erie Metropolitan Transit Authority (EMTA)	\$79.23	3
Worcester Regional Transit Authority (WRTA)	\$103.63	9
Merrimack Valley Regional Transit Authority (MVRTA)	\$80.36	4
Wichita Transit (Wichita Transit)	\$92.71	8
Greater Peoria Mass Transit District (CityLink)	\$108.66	11
Whatcom Transportation Authority (WTA)	\$110.65	12
Metropolitan Tulsa Transit Authority (Tulsa Transit)	\$78.99	2
Salem Area Mass Transit District (Cherriots)	\$104.94	10
Chattanooga Area Regional Transportation Authority (CARTA)	\$82.25	5
Rock Island County Metropolitan Mass Transit District (MetroLink)	\$84.44	6
<i>Average</i>	\$90.70	
<i>Standard Deviation</i>	\$13.33	
<i>Average – 1 Standard Deviation</i>	\$77.37	
<i>Average + 1 Standard Deviation</i>	\$104.03	
Capital Area Transit (CAT)	\$91.19	7
Within Standard Deviation	Yes	
Better or Worse Than Peer Group Average	Worse	

Step 4

Review team analyzes all information/data provided by transit systems

Requested Item		Mark Form in which Data to be Provided			
		Electronic	Paper Mail	Not Available	Not Applicable
COLT 2010 Transit Performance Review Data Request Pennsylvania Department of Transportation Bureau of Public Transportation					
					
<u>DOCUMENT REQUEST</u>					
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.					
BACKGROUND					
1.	Enabling legislation, ordinances, compacts or charter.	X			
2.	Brief history of the agency, including its current and any prior official names, any present nicknames or monikers, and identify any predecessor entities, service days/hours and any other general agency information.	X			
3.	Business or Strategic Plans, including adopted Mission and Vision statements.	X			
4.	Describe any unique circumstances that have adversely or positively affected the agency (ridership, finances, other).	X			
GOVERNANCE/GENERAL MANAGEMENT					
5.	By-laws or other authorities regarding the powers and duties	X			

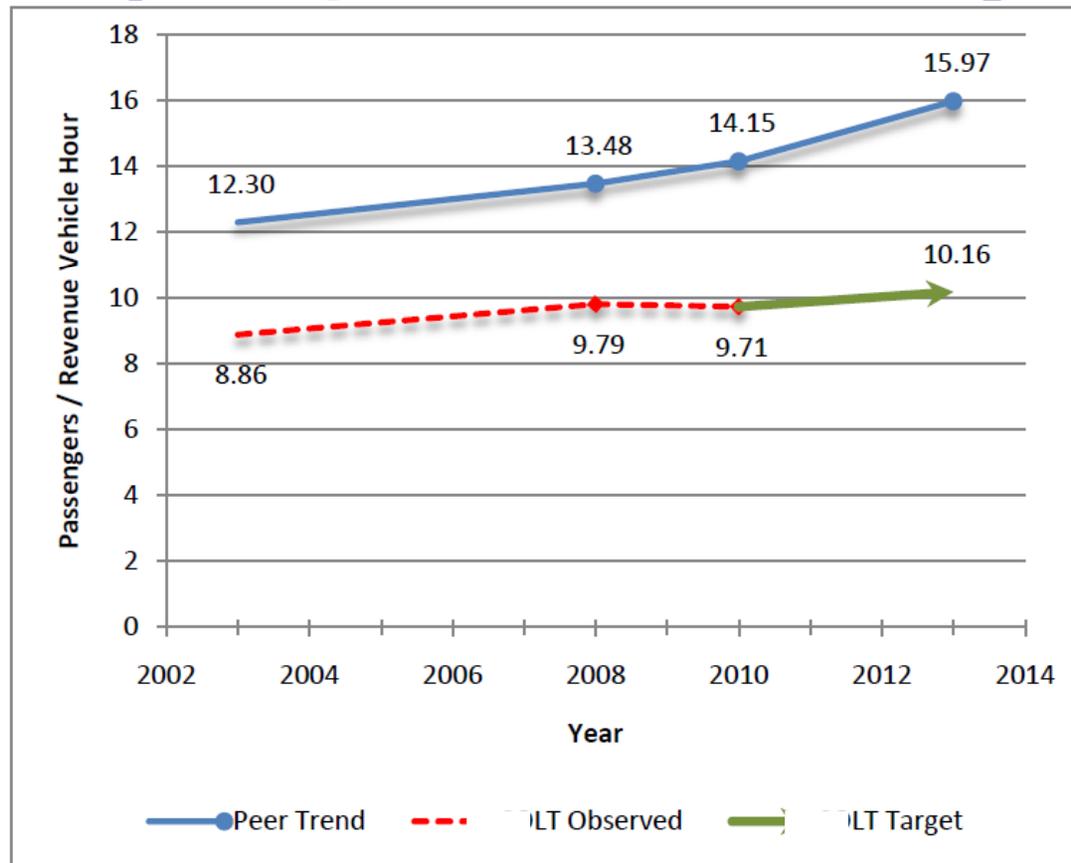
Step 5

On-site interviews with management, staff, and board members

Tuesday	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM
	<i>MANAGEMENT</i> Kickoff Meeting with Executive Director/Senior Staff	<i>FACILITY TOUR</i> Operations, Maintenance, and Passenger Facilities		Lunch	<i>OPERATIONS</i>	<i>SCHEDULING</i>	<i>MARKET/PR</i> <i>CUST SERVICE</i>
Wednesday	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM
	<i>GOVERNANCE</i>		<i>Advisory</i> <i>Group/MPO/</i> <i>Other</i>	Lunch	<i>FINANCE</i>	<i>PLANNING/</i> <i>CAP PROGRAM</i>	<i>SAFETY/</i> <i>SECURITY</i>
			<i>MAINTENANCE/</i> <i>PROCUREMENT</i>				

Step 6

PennDOT established draft five-year performance targets



Step 7

PennDOT transmits draft report, and five-year performance targets to transit agency for review/comment



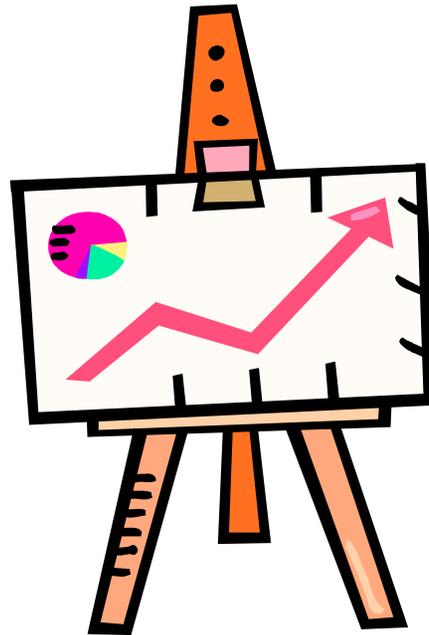
Step 8

PennDOT and transit system reach concurrence on report and performance targets



Step 9

Transit System creates an action plan within 90 days of receiving final performance report



What is the action plan?

- **Comprehensive document detailing how the agency plans to:**
 - **Achieve the Act 44 five-year performance targets**
 - **Address key functional area findings in the performance review report**

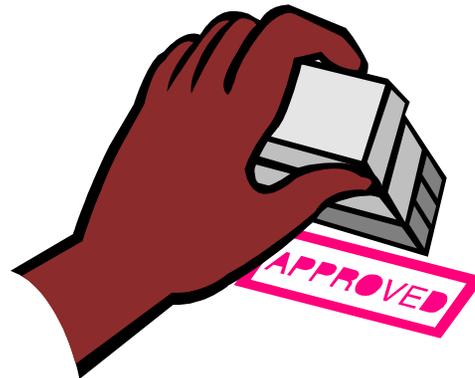
Step 10

Transit system submits action plan to governing body for concurrence



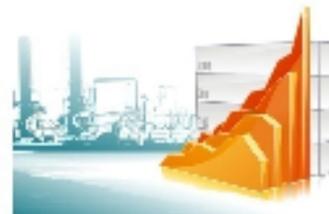
Step 11

**Transit System submits approved
action plan to PennDOT**



Step 12

Transit system reports to governing body and to PennDOT on action plan progress



Step 13

PennDOT summarizes performance review findings in the Pennsylvania Public Transportation Annual Performance Report

Pennsylvania Public Transportation Annual Performance Report



Fiscal Year 2008-09

April 2010

Step 14

PennDOT may modify operating funding if a transit system:

- 1) Does not meet minimum established performance standards**
- 2) Fails to report progress on the action plan and/or**
- 3) Fails to implement the approved action plan**

Questions/Answers

