



Transit System Performance Review

April 4, 2013

Pottstown Area Rapid Transit (PART) Performance Review Report

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AGENCY PROFILE

Agency Name	Pottstown Area Rapid Transit (DBA PART)	
Year Founded	1974	
Fiscal Reporting Year	2011-2012	
Service Area (square miles) **	34	
Service Area Population **	51,000	
Type of Service Provided	Fixed-Route Bus	ADA Demand Response
Vehicles Operated in Maximum Service*	6	1
Annual Revenue Miles of Service*	293,867	12,083
Annual Revenue Hours of Service*	18,497	2,074
Annual Total Passenger Trips*	281,934	3,603
Annual Total Senior Lottery Trips*	45,087	0
Employees (full-time/part-time)	Subcontracted	Subcontracted
Total Annual Operating Cost*	\$1,899,310	\$87,488
Total Annual Operating Revenues*	\$287,850	\$11,513
Total Annual Operating Revenue / Total Annual Operating Cost	15.2%	13.2%
Administrative Cost / Total Operating Cost***	21.5%	0%
Operating Cost / Revenue Mile	\$6.46	\$7.24
Operating Cost / Revenue Hour	\$102.68	\$42.18
Passengers / Revenue Hour	15.24	1.74
Total Annual Operating Revenue / Revenue Hour	\$15.56	\$5.55
Operating Cost / Passenger	\$6.74	\$24.48

Source:

*PennDOT DotGrants Legacy Reporting Year 2012

** NTD Reporting Year 2011

*** Calculated Based on FY 2011-2012 PART, Inc. and FY 2011-2012 DotGrants Audit Reports

Note 1: PART is owned by the Borough of Pottstown. PART subcontracts all service delivery to PART, Inc., a privately-owned Pennsylvania C-Corporation.

EXECUTIVE SUMMARY

In July 2007 the Pennsylvania Legislature passed Act 44, establishing a framework for a PennDOT driven transit agency performance review process. The purpose of a review is to assess efficiency and effectiveness of service, financial stability, and general management/business practices. The assessment makes transit agencies aware of improvement opportunities and identifies best practices that can be shared with other transit agencies.

The Act 44 transit performance review of Pottstown Area Rapid Transit (doing business as PART) was conducted in December 2012. The performance review focused on fixed-route urban bus. This report addresses Act 44 established performance criteria specifically related to fixed-route bus services – PART trends and a comparison of PART to peers, targets for future performance (performance reviews are conducted on a five-year cycle), and opportunities for improvement which should assist PART 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, PART will develop an action plan which identifies the steps PART will take to meet the agreed to Act 44 performance criteria targets by FY 2017-18. 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 PART 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 PART to agree on a plan which requires PART Board approval to be submitted as the final action plan. PART 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. PART's success will be measured in part on meeting five-year performance targets established through this review (see p. vii).

ACT 44 PERFORMANCE DETERMINATION

Act 44 performance factors were analyzed to quantify PART's fixed-route bus performance in comparison to its peer agencies in FY 2009-10 and over a five year trend period from FY 2004-05 to FY 2009-10 (the most recent NTD data available at the time of the peer selection). Peers were selected through an analytical process and were agreed to in advance by PART.

A transit agency's performance can fall into two categories: "In Compliance" or "At Risk." The following criteria are used to make the determination:

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

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

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 PART is “In Compliance” for seven of the eight criteria and “AT RISK” for one.** The peer comparison process as applied to Act 44 criteria (below, in bold typeface) revealed the following:

In Compliance

1. **2010 passengers / revenue vehicle hour** ranks fifth out of the 12 transit agencies in the peer group and is better than the peer group average.
2. The **five-year trend of passengers / revenue vehicle hour** ranks sixth out of 12 and is better than the peer group average.
3. The **five-year trend for operating cost / revenue vehicle hour** is the second highest rate of cost increase in the peer group (eleventh out of 12 peers) and marginally satisfies Act 44 requirements. However, the agency is **“AT RISK”** for the 2010 single year operating cost/revenue vehicle hour as noted below.
4. **2010 operating revenue / revenue vehicle hour** ranks second out of 12 and is much better than the peer group average.
5. The **five-year trend for operating revenue / revenue vehicle hour** ranks third best out of 12 and is approximately twice that of the peer group average.
6. **2010 operating cost / passenger** ranks eighth of 12 and is slightly worse than the peer group average.
7. The **five-year trend for operating cost / passenger** is the ninth worst of the peer group average.

At Risk

1. **2010 operating cost / revenue vehicle hour** is the highest of the peer group and the agency has been determined **“AT RISK”** based on this variable as noted below.

A summary of the specific Act 44 measures and their values are presented in the following table.

Performance Criteria		Determination	Rank (of 12)	Comparison to Peer Avg.	Value	Peer Average
Passengers / Revenue Hour	2010	In Compliance	5	Better	14.17	13.22
	Trend	In Compliance	6	Better	0.95%	0.30%
Operating Cost / Revenue Hour	2010	AT RISK	12	Worse	\$92.06	\$73.54
	Trend	In Compliance	11	Worse	5.18%	3.61%
Operating Revenue / Revenue Hour	2010	In Compliance	2	Better	\$14.63	\$11.39
	Trend	In Compliance	3	Better	5.05%	2.72%
Operating Cost / Passenger	2010	In Compliance	8	Worse	\$6.50	\$6.15
	Trend	In Compliance	9	Worse	4.20%	3.34%

GENERAL FINDINGS

In accordance with Act 44, findings are indicated as “opportunities for improvement” or “best practices.” Improvement opportunities identify tasks that may be undertaken to increase the efficiency, effectiveness, and/or quality of service of the agency. Best practices are current practices that enhance the efficiency, effectiveness, and/or quality of service of PART and may be shared with other agencies as techniques for improvement. Major themes are indicated below; detailed recommendations on how these and more detailed issues identified should be addressed are found in the body of the report.

BEST PRACTICES

1. **Documented Proactive Approach to Fare Policy-** Having revenues that keep pace with inflation is critical to maintaining an economically sustainable transit system. However, abrupt changes in fares can result in ridership decline. PART management demonstrates an awareness of how fares and ridership can be optimized. PART has developed documented fare policies that guide actions for the next four years planning for periodic small fare increases. Planning for small, incremental fare changes, provides a mechanism to insure revenues can keep pace with cost increases in a way that has minimal impact on passengers and ridership.
2. **Strong Commitment to Customer Satisfaction-** PART drivers are very knowledgeable and “customer friendly” based on the observations that they voluntarily contribute time to educate senior citizens on schedule changes and how to use PART to meet their day-to-day needs. Management insures drivers are knowledgeable with all of PART’s routes since by assigning drivers different routes on a rotating basis. Furthermore, PART is very rider friendly as it provides clear signage at all bus stops, does an excellent job of maintaining its bus shelters and makes sure that its vehicles are very clean and well maintained.

OPPORTUNITIES FOR IMPROVEMENT TO ADDRESS IN PART 1 OF THE ACTION PLAN (SEE P. 35)

1. **Contain Operating Cost Increases-** Over the last several years PART has had significant operating cost / revenue hour of service increases and is currently **“AT RISK”** based on the Act 44 performance criterion for the same. Similar high increases in operating cost / revenue hour are forecast to continue for coming years.

Going forward, PART should **develop and implement** strategies to contain its operating cost / revenue hour. There is a critical need to contain or even reduce the operating cost / revenue hour increase to avoid future financial difficulties by exploring line items in the operating budget that contribute significantly to the “bottom line.” Refer to **“Opportunities to Control Operating Costs”** (p. 23) for specific ways PART might contain cost increases.

2. **Develop Performance Goals and Metrics for All Key Agency Functions-** The management team should develop a formal monitoring and performance enhancement strategy for all key agency functions.¹ Performance reporting and performance targets have not been set for most agency functions except for aggregate measures of finance and

¹ See Page 19 for a list of key functional areas.

ridership. This recommendation is consistent with MAP-21 and general trends in the transit industry where performance-based evaluation is rapidly becoming the norm.

3. **Review Contracted Service Practices-** PART subcontracts all service delivery to PART, Inc. This relationship has continued uninterrupted by way of contract renewals renegotiated annually since 1979. Standard practice for subcontracted service is to competitively rebid the service agreement at least every five (5) years and include performance criteria and metrics as one element of the contract. The contract should include “unit price” (such as cost/revenue hour of service) as well as the amount of fares collected reducing the amount of net subsidy provided to the operator. In this way, the quality of service is assured and any programmed fare increases will reduce the amount of net subsidy provided to operate the system.
4. **Develop Formal Succession Plans-** Both PART and PART, Inc. are heavily reliant on the skills and personalities of their respective manager and owner. While this ensures the entities operate smoothly, there is a risk that any change of management could cause sudden disruptions in service delivery or other management responsibilities. Both PART and PART, Inc. should examine the skills unique to their respective managers and cross-train other staff to assume those responsibilities in the event of an unexpected change in leadership.

FINANCIAL REVIEW

For the FY 07/08 to FY 11/12 period, the Borough of Pottstown and Montgomery County have contributed between \$42,000 and \$94,000 to help cover PART’s operational cost. PART has used all of that in any given year to balance its budget and comply with state requirements. Nevertheless, PART has built cash and investment reserves largely due to state subsidy increases resulting from Act 44.

PennDOT and PART management should monitor PART’s end-of-year cash position and carryover funds for changes in the agency’s fiscal health and address any changes in trajectory. **Management should take appropriate actions such as obtaining additional local match, controlling costs, improving farebox recovery and increasing carryover local reserves to continuously improve PART’s financial health.**

FIVE-YEAR PERFORMANCE TARGETS

This transit agency performance report outlines 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 targets” has been established and detailed on page 16. These performance targets are required to comply with Act 44 and represent minimum performance levels that PART should work to achieve for each Act 44 performance criteria during the next review cycle (i.e., five years from the date of this report). These performance targets were created using historical data analyzed during the five-year trend analysis as well as the most current audited “dotGrants” information available (FY 2011/2012). Standards were extrapolated to FY 2017/2018 and are designed to be aggressive, yet achievable. They are summarized as follows:

Performance Criteria	Fiscal Year				Target Annual Increase/Decrease
	2009 / 2010	2010 / 2011	2011 / 2012	2017/2018 Target	
Passengers / Revenue Hour	14.17	14.35	15.24	17.17	2.0%
Operating Cost / Revenue Hour	\$92.06	\$99.52	\$102.68	\$115.64	2.0%
Operating Revenue / Revenue Hour	\$14.63	\$15.38	\$15.56	\$17.53	2.0%
Operating Cost / Passenger	\$6.50	\$6.93	\$6.74	\$6.74	0.0%

NEXT STEPS

Upon final transmission of the performance review report, Act 44 regulations stipulate that PART "...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 PART oversight 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 PART.

The template for the Action Plan has been provided as an Appendix to this report (pp. 35-39). This template includes three parts:

- **Part 1- Executive Summary Findings Template** (p. 35) is where PART should address its proposed actions to address the "*Opportunities for Improvement*" findings in the Executive Summary (pp. vi-vii).
- **Part 2- Act 44 Performance Metric Findings Templates** (pp. 36-38) is where PART should address its proposed actions to address the "*Opportunities for Improvement*" findings that directly affect the Act 44 performance metrics (pp.19-25).
- **Part 3- Other Actions to Improve Overall Performance Template** (p. 39) should be used to address the "*Other Findings that Impact Overall Agency Performance*" identified starting on p. 26. 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 "**General Findings**" (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 findings. PART must select, prioritize and schedule its intended actions using the template.

PART 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 PART management and the Department. The finalized Action Plan then must be approved by the Pottstown Borough Council and formally submitted to PennDOT. Subsequently, PART 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).

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 Pottstown Area Rapid Transit (doing business as PART).

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 late 2012, an Act 44 mandated performance review was initiated for PART. PennDOT, with consultant assistance, conducted the review according to 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 PART 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 informative purposes to help guide the on-site review.
4. On-site review
 - On-site review was conducted on December 12 and December 13, 2012.
 - An interview guide customized for PART’s service was used for the review.
 - Topics covered during the interview process included:
 - Governance
 - Contracted Service
 - Management
 - Human/Labor Relations
 - Finance
 - Procurement
 - Operations and Scheduling
 - Maintenance
 - Safety and Security
 - Customer Service
 - Information Technology
 - Capital Programming
 - Marketing and Public Relations
 - Planning

AGENCY DESCRIPTION

Pottstown Area Rapid Transit (doing business as PART) was created by the City of Pottstown in 1974. Formerly known as Pottstown Urban Transit (PUT), the agency was created in response to the cessation of service by private bus and rail operators in suburban Montgomery County.

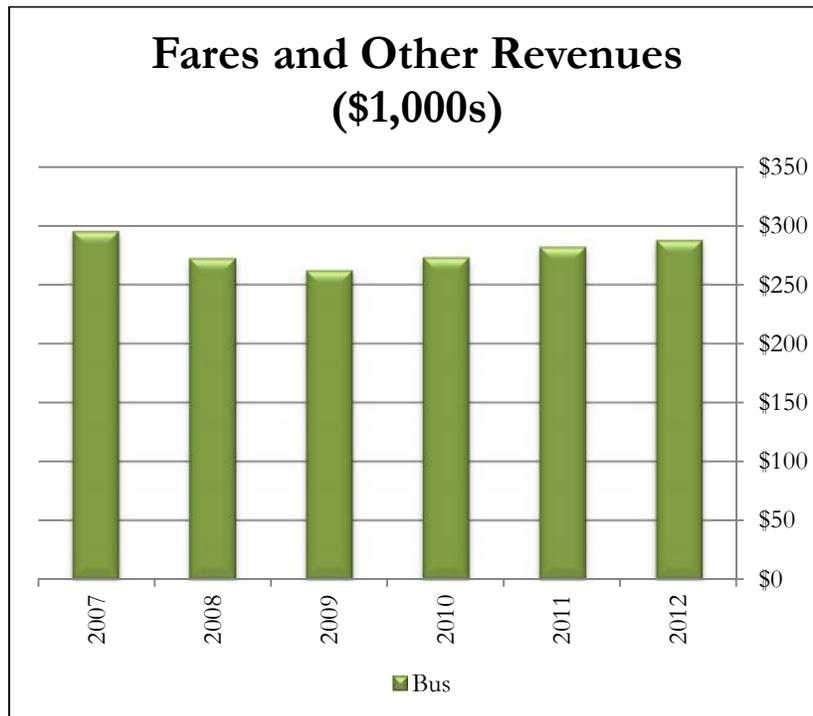
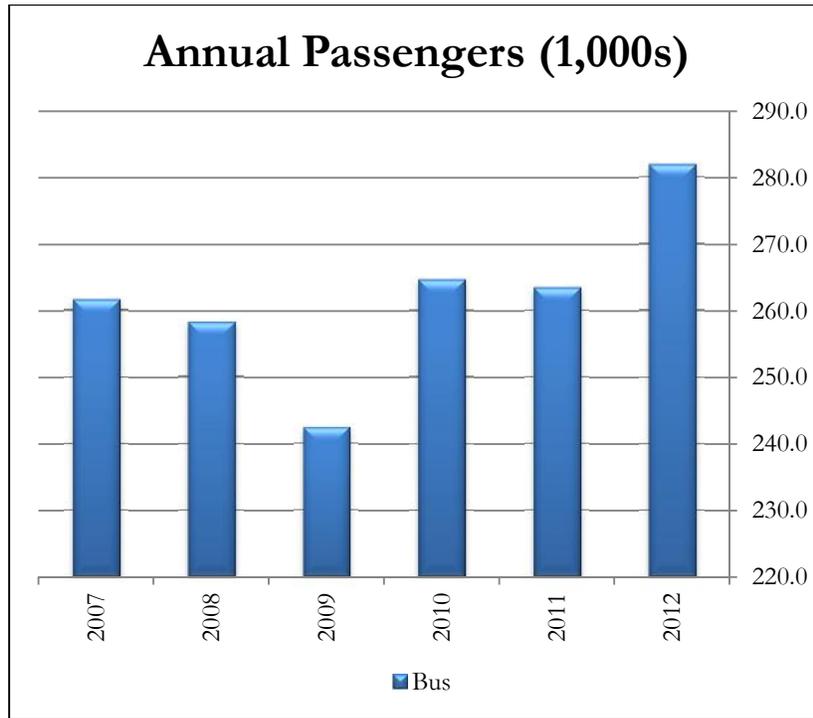
PART's fixed-route system consists of six (6) bus routes serving the Borough of Pottstown and surrounding areas. **Exhibit 1** and **Exhibit 2** present fixed-route bus statistics for PART derived from PennDOT Legacy Reports (DotGrants). PART subcontracts fixed-route and ADA complimentary transit service to PART, Inc., a Pennsylvania-based Public Utility Commission (PUC) authorized C corporation. PART, Inc. has operated PART's service continuously since 1979.

Consistent with the analysis requirements of Act 44, findings are presented for Fiscal Year 2007-2012 data. In developing the performance targets with a 2018 horizon, Fiscal Year 2012 data from DotGrants was used (comparable information is unavailable for the peer group).

Important observations evident from the trends in demand, revenues, and operating characteristics for the Legacy reporting period of 2007 through 2012 are:

1. PART's fixed-route ridership was declining prior to 2007. Since then, ridership has been increasing and now exceeds 2009 lows by about 7%.
2. PART's operating revenue is about average for an agency of this size (15%) and has been increasing slightly recent years. A recent fare increase (August 2012) and a clear fare policy should increase this recovery ratio in coming years.
3. Revenue hours of service have remained fairly constant between 2007 and 2012. However, service changes implemented in January 2013 may result in changes in revenue hours of service in coming years.
4. Operating costs have been increasing at a fairly steady rate since 2009 that exceeds the average rate of inflation which has remained fairly flat during that same timeframe.

Exhibit 1: PART Fixed-Route Passengers and Revenues 2007-2012



Source: PennDOT Legacy Reporting System (DotGrants)

Exhibit 2: PART Fixed-Route Revenue Hours of Service and Operating Costs 2007-2012



Source: PennDOT Legacy Reporting System (DotGrants)

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...”*²

The law sets forth performance criteria to be used to satisfy its objectives³:

- Passengers / revenue vehicle hour,
- Operating cost / revenue vehicle hour,
- Operating revenue / revenue vehicle hour,
- Operating cost / 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 the following:⁴

- 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 PART management for review and comment. All 11 peer systems, in addition to PART, were included in subsequent analyses for peer comparison purposes:

1. City of Danville Mass Transit System (Danville, VA)
2. Milford Transit District (Milford, CT)
3. City of Anderson Transportation System (Anderson, IN)
4. City of Moorhead Transit (Moorhead, MN)
5. Greater Glens Falls Transit System (Queensbury, NY)
6. Port Arthur Transit (Port Arthur, TX)
7. Fond du Lac Area Transit (Fond du Lac, WI)
8. Richland County Transit (Mansfield, OH)

² Title 74 Pa. C.S.A. §1513 (e)

³ Title 74 Pa. C.S.A. §1513 (f)

⁴ 67 Pa Code Chapter 427, Annex A . §427.12(d)(1)(i), Jan 2011.

9. City of Middletown - Middletown Transit System (Middletown, OH)
10. City of Beloit Transit System (Beloit, WI)
11. Butler Transit Authority (Butler, PA)

ACT 44 FIXED-ROUTE COMPARISONS AND FINDINGS

Comparison of PART with the selected peer systems was completed using NTD-reported data and dotGrants Legacy statistics. Due to its consistency and availability⁵ for comparable systems, the NTD 2010 Reporting Year database was selected as the primary data source used in the calculation of the five-year trend Act 44 metrics:

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

The definition of the variables used in the calculations is as follows:

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

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

- In Compliance if greater than one standard deviation **above** the peer average in:
 - The single-year or five-year trend for Operating Cost / Revenue Vehicle Hour
 - The single-year or five-year trend for Operating Cost / Passenger
- In Compliance if **below** one standard deviation from the peer group average in:
 - The single-year or five-year trend for Passengers / Revenue Vehicle Hour
 - The single-year or five-year trend for Operating Revenue / Revenue Vehicle Hour

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.

⁵ NTD data is available for almost every urbanized area transit system in the United States. The latest data available at the time of the Peer Selection was for Fiscal Year End (FYE) 2010.

Detailed results of the PART analysis and the peer analysis are presented in the **Fixed-Route Bus Performance Comparisons** section below and can be summarized as follows:

Exhibit 3: Act 44 Compliance Summary

Metric	2010 Single Year	Five-Year Trend
Passengers / Revenue Hour	In Compliance	In Compliance
Operating Cost / Revenue Hour	AT RISK	In Compliance
Operating Revenue / Revenue Hour	In Compliance	In Compliance
Operating Cost / Passenger Boarding	In Compliance	In Compliance

FIXED-ROUTE BUS PERFORMANCE COMPARISONS

For the 11 peer systems plus PART, NTD data were extracted and summarized for each of the required Act 44 metrics. Measures were put into histograms and tables for visual inspection, statistical analyses, and ordinal ranking purposes. The single-year results of these analyses are presented in **Exhibit 4, Exhibit 5, Exhibit 6, and Exhibit 7**. Five-year trend analyses are presented in **Exhibit 8, Exhibit 9, Exhibit 10, and Exhibit 11**.

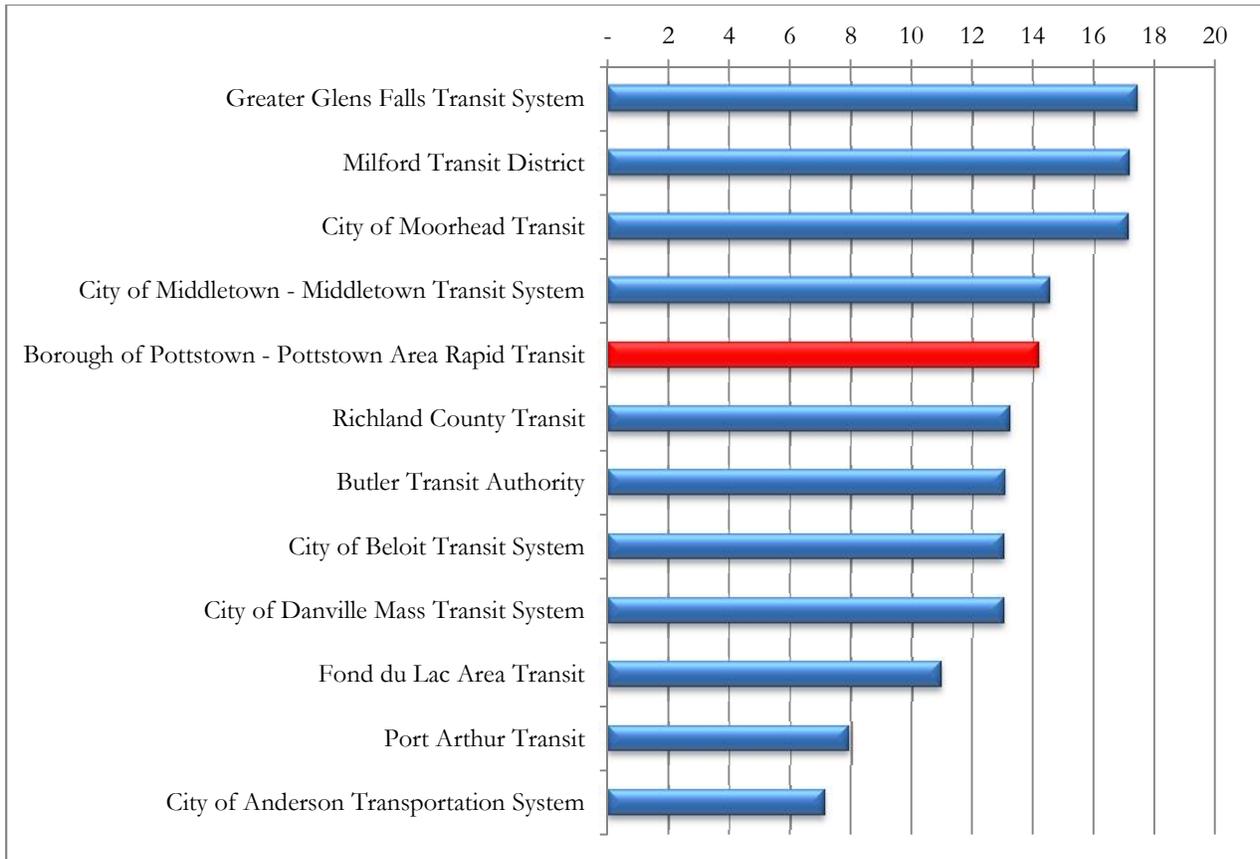
For measures relating to passengers or operating revenue, ordinal rankings are based on a highest-to-lowest system. For measures relating to operating cost, ordinal rankings are based on a lowest-to-highest system. Thus a ranking of “1st” consistently indicates that the agency scores best amongst its peers and a ranking of “12th” indicates that it performs the poorest on any given metric.

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

1. PART’s 2010 passengers / revenue hour figure ranks 5th out of the 12 transit agencies in the peer group. Passengers / revenue hour have been growing at a quicker rate than the peer systems’ average.
2. PART’s 2010 operating cost / revenue vehicle hour is significantly above the peer group average, ranking 12th (the most costly of the 12 peers). **This is the basis of the “AT RISK” finding.** Cost / revenue hour has increased at a significant rate between 2005 and 2010 giving it the 2nd highest rate of increase amongst the peers. A high starting point with historically above-average rates of cost increase suggest that findings that relate to cost should be the focus of management’s efforts in coming years.
3. PART’s 2010 operating revenue / revenue vehicle hour ranks 2nd out of 12 and is better than the peer group average. The trend between 2005 and 2010 indicates that operating revenue / revenue vehicle hour increased at almost twice the rate of its peers.
4. PART performs the 8th best of the 12 peers (5th most expensive) based on 2010 operating cost / passenger. The trend of cost / passenger is upward yielding a slightly worse performance than that of the peer group. A steep rate of cost increase along with improving passengers / revenue hour of service combine to yield this result.

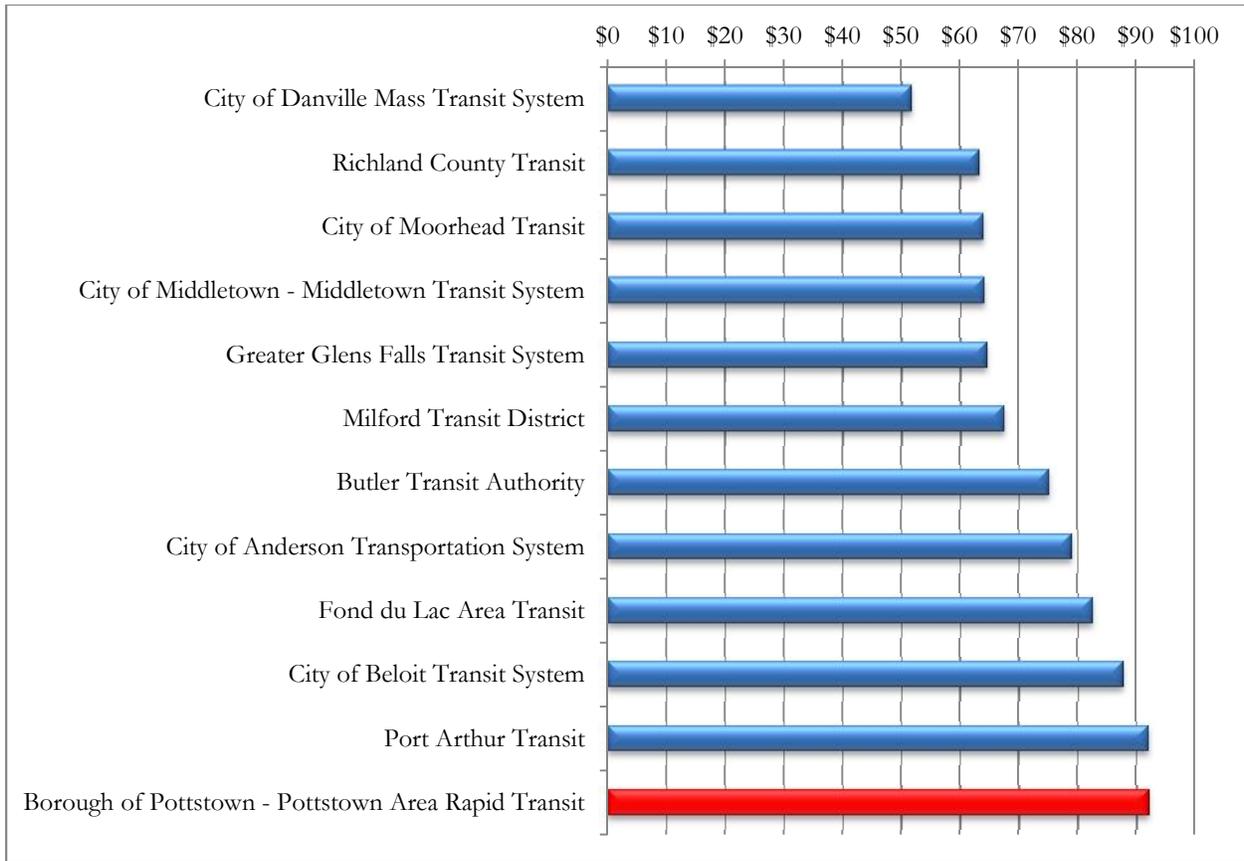
These findings provided a basis for further investigation during the on-site interviews and functional area reviews. Those findings are presented in the next section of the report.

Exhibit 4: Fixed-Route Passengers / Revenue Vehicle Hour 2010



Passengers / Revenue Vehicle Hour		
System	Value	Rank
Greater Glens Falls Transit System	17.41	1
Milford Transit District	17.13	2
City of Moorhead Transit	17.10	3
City of Middletown - Middletown Transit System	14.52	4
Borough of Pottstown - Pottstown Area Rapid Transit	14.17	5
Richland County Transit	13.21	6
Butler Transit Authority	13.06	7
City of Beloit Transit System	13.01	8
City of Danville Mass Transit System	13.01	9
Fond du Lac Area Transit	10.95	10
Port Arthur Transit	7.90	11
City of Anderson Transportation System	7.12	12
<i>Average</i>	13.22	
<i>Standard Deviation</i>	3.32	
<i>Average - 1 Standard Deviation</i>	9.90	
<i>Average + 1 Standard Deviation</i>	16.54	
In Compliance with Act 44 Standard Deviation Requirements	Yes	
Better or Worse Than Peer Group Average	Better	

Exhibit 5: Fixed-Route Operating Cost / Revenue Vehicle Hour 2010



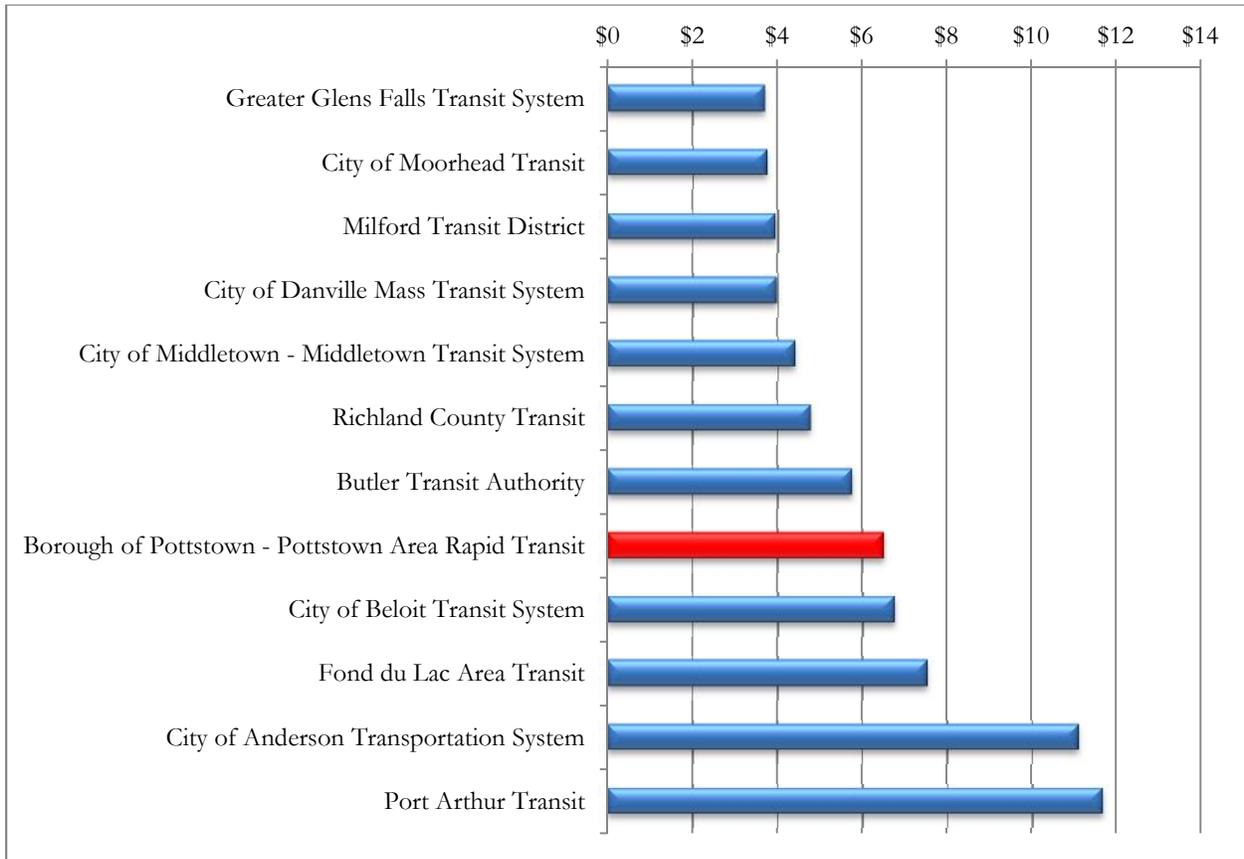
Operating Cost / Revenue Vehicle Hour		
System	Value	Rank
City of Danville Mass Transit System	\$51.63	1
Richland County Transit	\$63.17	2
City of Moorhead Transit	\$63.86	3
City of Middletown - Middletown Transit System	\$63.91	4
Greater Glens Falls Transit System	\$64.48	5
Milford Transit District	\$67.33	6
Butler Transit Authority	\$74.98	7
City of Anderson Transportation System	\$78.93	8
Fond du Lac Area Transit	\$82.41	9
City of Beloit Transit System	\$87.67	10
Port Arthur Transit	\$92.03	11
Borough of Pottstown - Pottstown Area Rapid Transit	\$92.06	12
<i>Average</i>	\$73.54	
<i>Standard Deviation</i>	\$13.10	
<i>Average – 1 Standard Deviation</i>	\$60.43	
<i>Average + 1 Standard Deviation</i>	\$86.64	
In Compliance with Act 44 Standard Deviation Requirements	No	
Better or Worse Than Peer Group Average	Worse	

Exhibit 6: Fixed-Route Operating Revenue / Revenue Vehicle Hour 2010



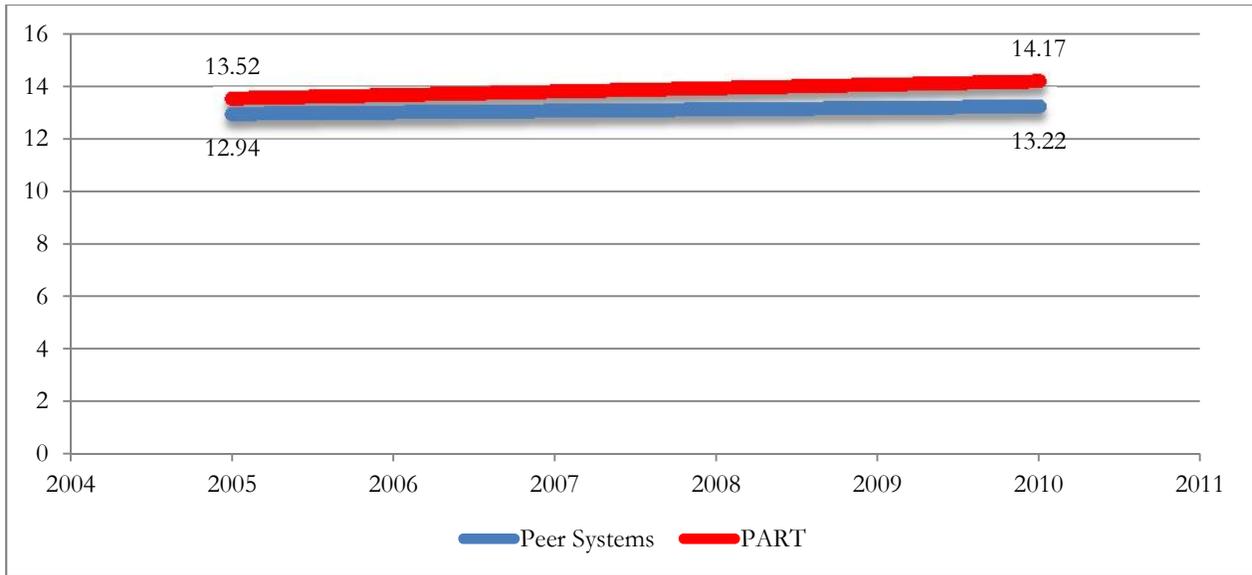
Operating Revenue / Revenue Vehicle Hour		
System	Value	Rank
Greater Glens Falls Transit System	\$15.23	1
Borough of Pottstown - Pottstown Area Rapid Transit	\$14.63	2
City of Beloit Transit System	\$14.08	3
City of Danville Mass Transit System	\$13.86	4
Milford Transit District	\$12.67	5
Richland County Transit	\$12.31	6
City of Moorhead Transit	\$12.19	7
City of Middletown - Middletown Transit System	\$10.74	8
Butler Transit Authority	\$9.97	9
Fond du Lac Area Transit	\$9.36	10
Port Arthur Transit	\$5.84	11
City of Anderson Transportation System	\$5.80	12
<i>Average</i>	\$11.39	
<i>Standard Deviation</i>	\$3.17	
<i>Average - 1 Standard Deviation</i>	\$8.22	
<i>Average + 1 Standard Deviation</i>	\$14.56	
In Compliance with Act 44 Standard Deviation Requirements	Yes	
Better or Worse Than Peer Group Average	Better	

Exhibit 7: Fixed-Route Operating Cost / Passenger 2010



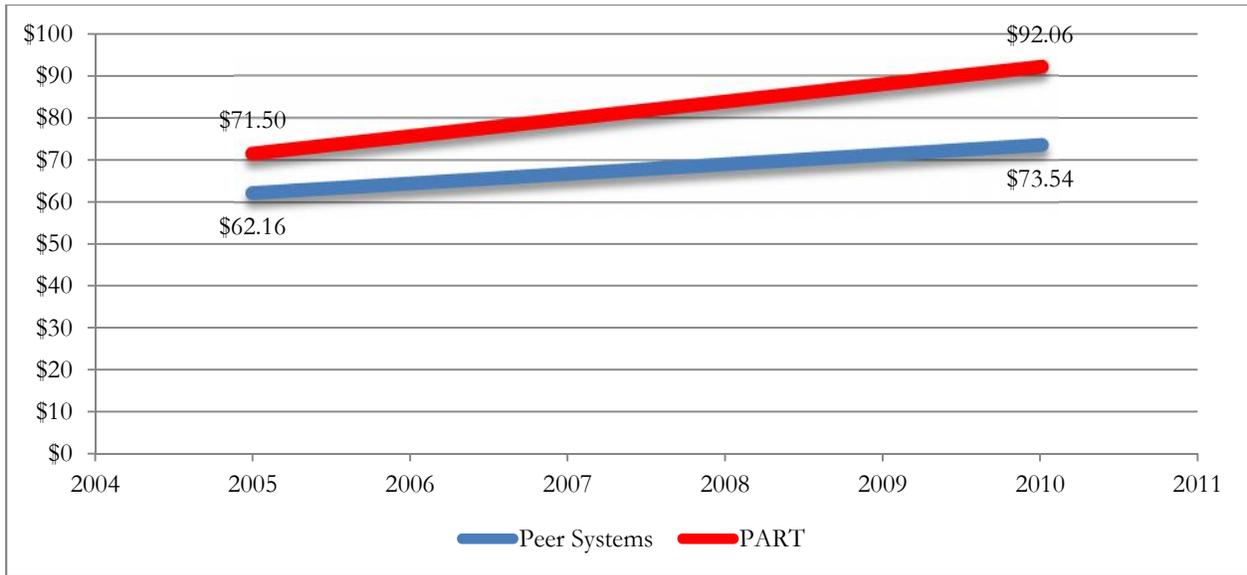
Operating Cost / Passenger		
System	Value	Rank
Greater Glens Falls Transit System	\$3.70	1
City of Moorhead Transit	\$3.73	2
Milford Transit District	\$3.93	3
City of Danville Mass Transit System	\$3.97	4
City of Middletown - Middletown Transit System	\$4.40	5
Richland County Transit	\$4.78	6
Butler Transit Authority	\$5.74	7
Borough of Pottstown - Pottstown Area Rapid Transit	\$6.50	8
City of Beloit Transit System	\$6.74	9
Fond du Lac Area Transit	\$7.52	10
City of Anderson Transportation System	\$11.09	11
Port Arthur Transit	\$11.65	12
<i>Average</i>	\$6.15	
<i>Standard Deviation</i>	\$2.76	
<i>Average – 1 Standard Deviation</i>	\$3.39	
<i>Average + 1 Standard Deviation</i>	\$8.90	
In Compliance with Act 44 Standard Deviation Requirements	Yes	
Better or Worse Than Peer Group Average	Worse	

Exhibit 8: Fixed-Route Passengers / Revenue Vehicle Hour Trend 2005-2010



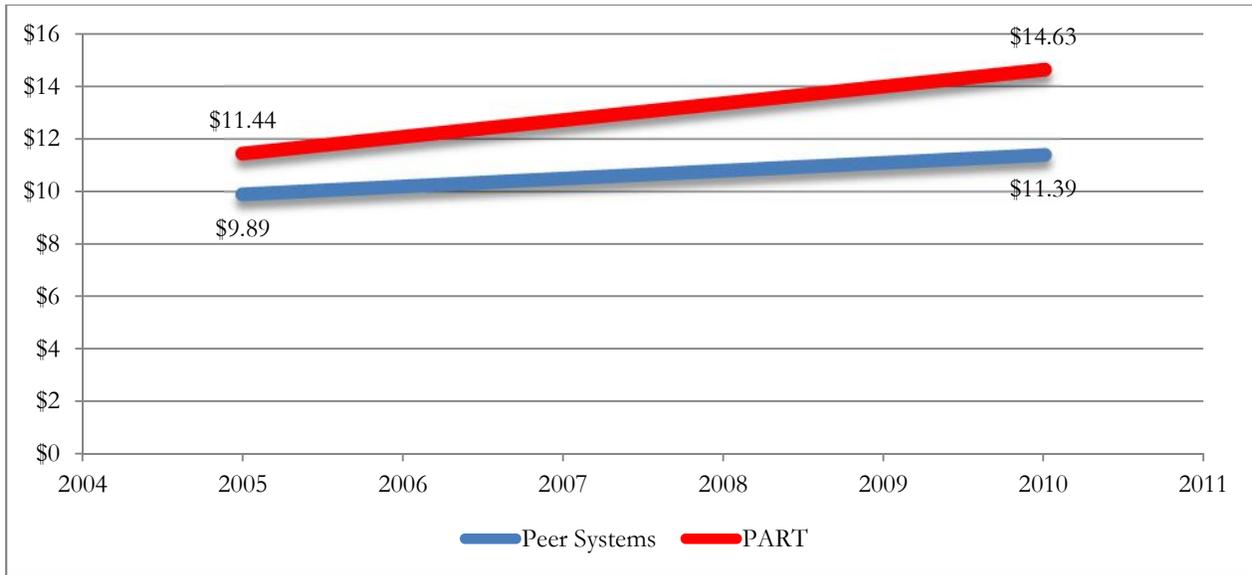
Passengers / Revenue Vehicle Hour		
System	Value	Rank
Milford Transit District	4.03%	1
City of Danville Mass Transit System	3.27%	2
City of Moorhead Transit	2.00%	3
Greater Glens Falls Transit System	1.88%	4
Butler Transit Authority	1.07%	5
Borough of Pottstown - Pottstown Area Rapid Transit	0.95%	6
City of Beloit Transit System	0.33%	7
Port Arthur Transit	-0.74%	8
City of Anderson Transportation System	-1.63%	9
City of Middletown - Middletown Transit System	-1.65%	10
Fond du Lac Area Transit	-1.66%	11
Richland County Transit	-4.29%	12
<i>Average</i>	0.30%	
<i>Standard Deviation</i>	2.39%	
<i>Average - 1 Standard Deviation</i>	-2.09%	
<i>Average + 1 Standard Deviation</i>	2.68%	
In Compliance with Act 44 Standard Deviation Requirements	Yes	
Better or Worse Than Peer Group Average	Better	

Exhibit 9: Fixed-Route Operating Cost / Revenue Vehicle Hour Trend 2005-2010



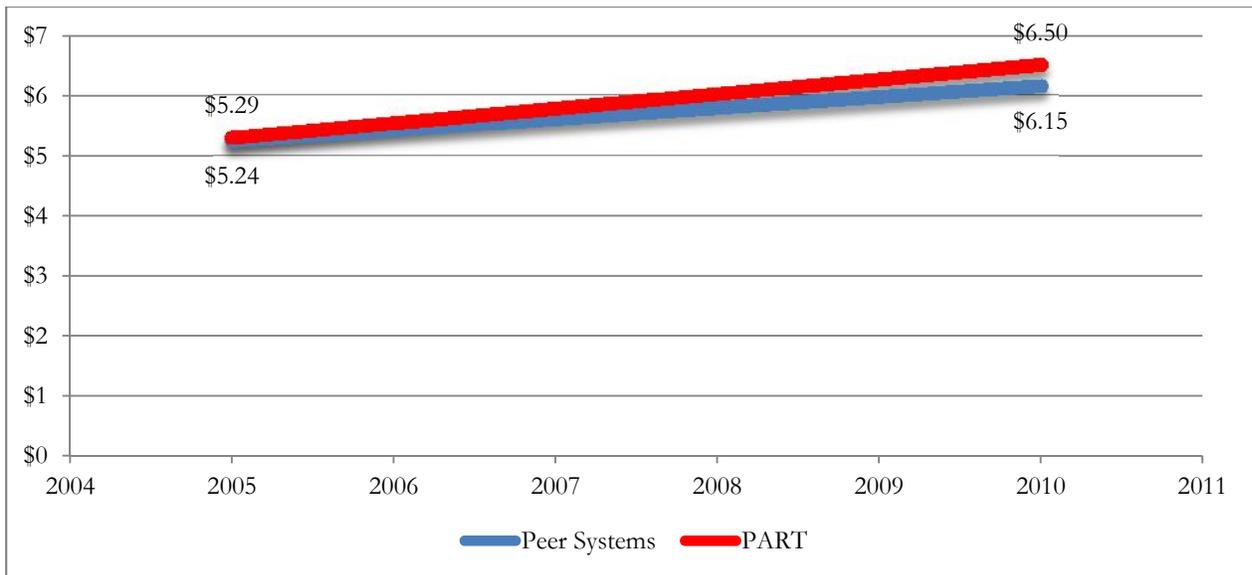
Operating Cost / Revenue Vehicle Hour		
System	Value	Rank
City of Anderson Transportation System	0.34%	1
Butler Transit Authority	1.95%	2
City of Middletown - Middletown Transit System	2.31%	3
City of Beloit Transit System	2.60%	4
Fond du Lac Area Transit	2.65%	5
City of Moorhead Transit	3.18%	6
Port Arthur Transit	3.36%	7
Greater Glens Falls Transit System	3.73%	8
Richland County Transit	4.21%	9
City of Danville Mass Transit System	5.17%	10
Borough of Pottstown - Pottstown Area Rapid Transit	5.18%	11
Milford Transit District	8.69%	12
<i>Average</i>	3.61%	
<i>Standard Deviation</i>	2.10%	
<i>Average - 1 Standard Deviation</i>	1.52%	
<i>Average + 1 Standard Deviation</i>	5.71%	
In Compliance with Act 44 Standard Deviation Requirements	Yes	
Better or Worse Than Peer Group Average	Worse	

Exhibit 10: Fixed-Route Operating Revenue / Revenue Vehicle Hour Trend 2005-2010



Operating Revenue / Revenue Vehicle Hour		
System	Value	Rank
City of Middletown - Middletown Transit System	11.36%	1
City of Moorhead Transit	5.17%	2
Borough of Pottstown - Pottstown Area Rapid Transit	5.05%	3
Greater Glens Falls Transit System	4.29%	4
City of Danville Mass Transit System	4.10%	5
Milford Transit District	3.14%	6
City of Beloit Transit System	2.37%	7
Richland County Transit	1.18%	8
City of Anderson Transportation System	0.49%	9
Fond du Lac Area Transit	0.05%	10
Port Arthur Transit	-1.97%	11
Butler Transit Authority	-2.60%	12
<i>Average</i>	2.72%	
<i>Standard Deviation</i>	3.76%	
<i>Average - 1 Standard Deviation</i>	-1.04%	
<i>Average + 1 Standard Deviation</i>	6.48%	
In Compliance with Act 44 Standard Deviation Requirements	Yes	
Better or Worse Than Peer Group Average	Better	

Exhibit 11: Fixed-Route Operating Costs / Passenger Trend 2005-2010



Operating Cost / Passenger		
System	Value	Rank
Butler Transit Authority	0.87%	1
City of Moorhead Transit	1.16%	2
Greater Glens Falls Transit System	1.81%	3
City of Danville Mass Transit System	1.84%	4
City of Anderson Transportation System	2.00%	5
City of Beloit Transit System	2.26%	6
City of Middletown - Middletown Transit System	4.03%	7
Port Arthur Transit	4.13%	8
Borough of Pottstown - Pottstown Area Rapid Transit	4.20%	9
Fond du Lac Area Transit	4.38%	10
Milford Transit District	4.48%	11
Richland County Transit	8.88%	12
<i>Average</i>	3.34%	
<i>Standard Deviation</i>	2.20%	
<i>Average - 1 Standard Deviation</i>	1.13%	
<i>Average + 1 Standard Deviation</i>	5.54%	
In Compliance with Act 44 Standard Deviation Requirements	Yes	
Better or Worse Than Peer Group Average	Worse	

FIVE-YEAR FIXED-ROUTE PERFORMANCE TARGETS

Act 44 requires that PennDOT and all local transit agencies establish five (5) year performance targets for each of the following four core metrics:

- 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 / 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.

Typically PennDOT suggests a minimum targeted increase of 2% / year in passengers / revenue hour of service. This target is recommended because: it is consistent with statewide historic trends; it is achievable; and, it encourages agencies to better match service delivery with customer needs.

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. PennDOT suggests a target of no more than 3% / year increase in operating cost / revenue hour of service. Because of PART’s relatively high starting point, this has been set to a lower rate of 2.0% / year. The target is established based on average expected inflation levels.

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 target is set to be the same as passenger / revenue hour (2%) to make sure that revenue increases keep pace or exceed cost increases.

Operating Cost / Passenger captures both the efficiency and effectiveness of transit service delivery. The target is set to be equal to the difference between maximum operating cost / revenue increase (2%) less the minimum passengers / revenue hour goal (2%), or no net change (0.0%).

These performance targets represent the minimum performance level that PART should achieve for each Act 44 criteria during the next performance review cycle; five years from the date of this report. The 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 2018 and are designed to be aggressive, yet achievable. Performance targets were agreed to by PennDOT and PART before they were finalized so that expected anomalies are reflected in the standards. The suggested performance targets for PART’s Act 44 metrics are presented in **Exhibit 12, Exhibit 13, Exhibit 14, and Exhibit 15.**

Exhibit 12: Fixed-Route Passengers / Revenue Hour Performance Targets

Year 2018 Target..... 17.17
 Interim Year Targets Annual increase of at least 2.0%

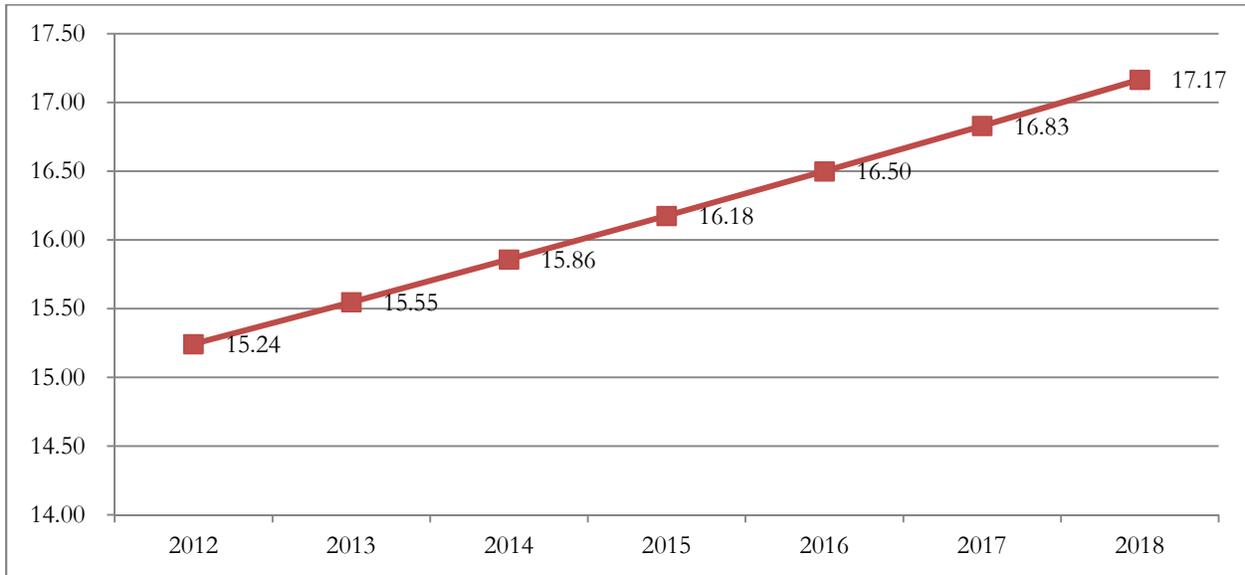


Exhibit 13: Fixed-Route Operating Cost / Revenue Vehicle Hour Performance Targets

Year 2018 Target..... \$115.64
 Interim Year Targets Annual increase of no more than 2.0%

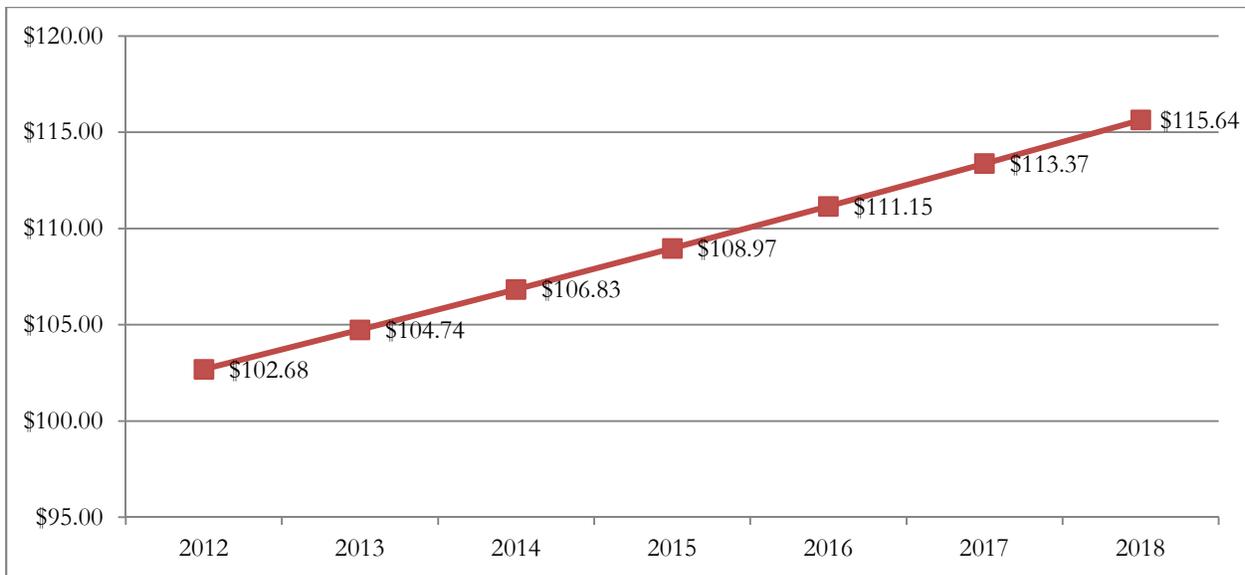


Exhibit 14: Fixed-Route Operating Revenue / Revenue Vehicle Hour Performance Targets
 Year 2018 Target.....\$17.53
 Interim Year Targets Annual increase of at least 2.0%

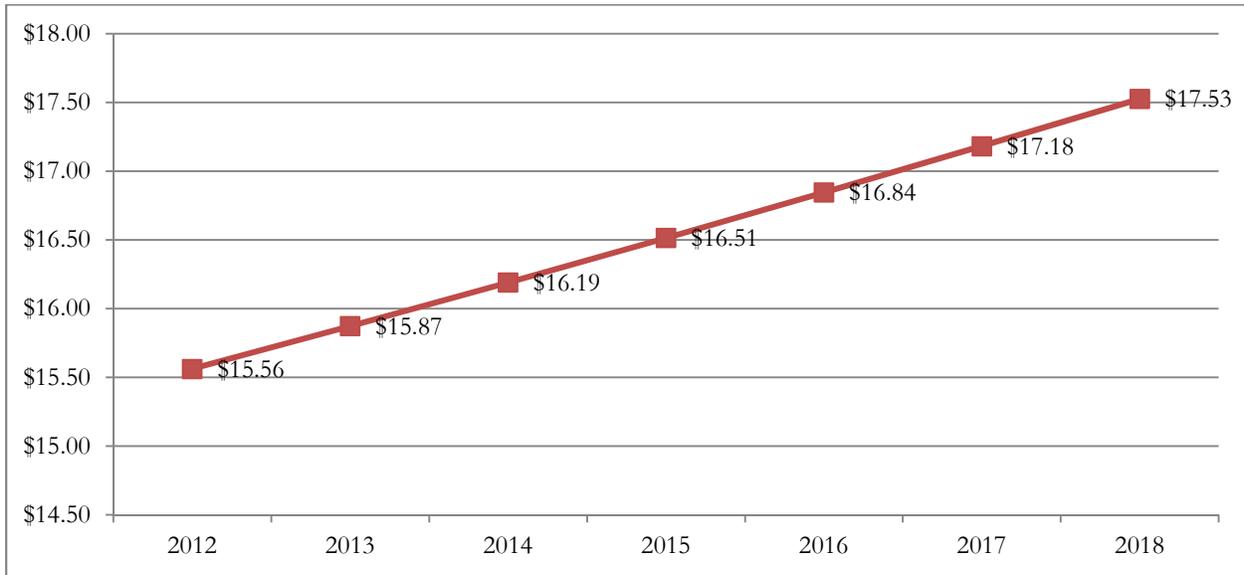
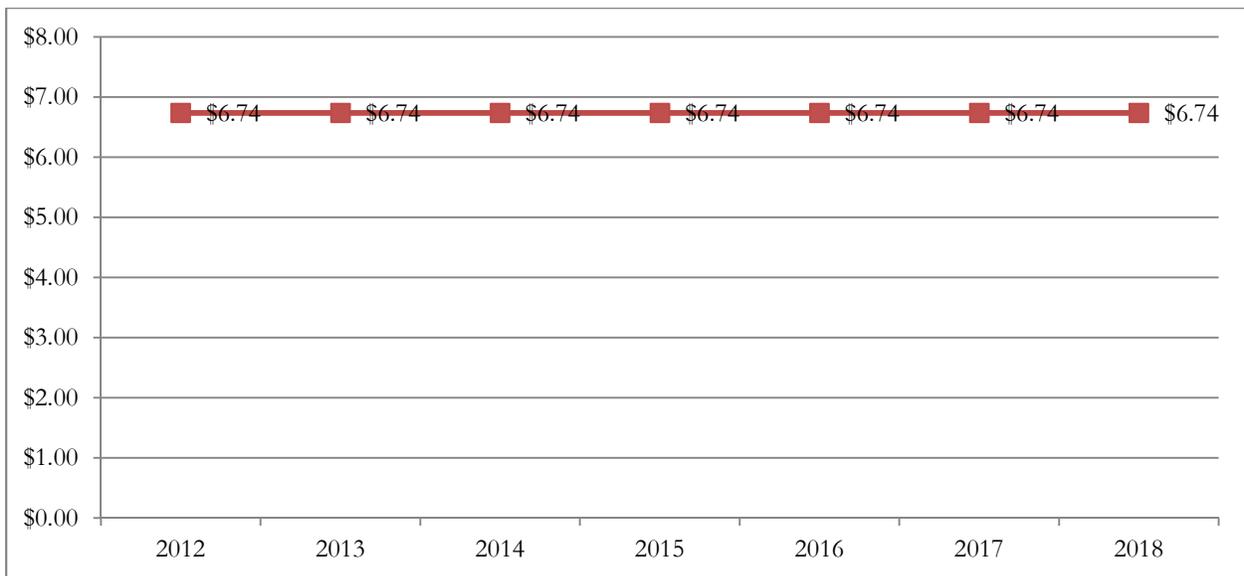


Exhibit 15: Fixed-Route Operating Cost / Passenger Performance Targets
 Year 2018 Target..... \$6.74
 Interim Year Targets 0.0% (No Annual Change)



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 as follows:

1. **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.
2. **Contracted Service** – A review of the elements of service delivery provided by private contractors and a review of the relationship between PART and the contractors.
3. **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.
4. **Human Resources** – Responsible for employee retention, recruitment, training, performance reviews, grievance procedures, employee benefits, and labor relations.
5. **Finance** – Includes budgeting, accounting, cash flow management, revenue handling, and insurance.
6. **Procurement** – Includes acquisition of rolling stock, vehicle parts, non-revenue capital items (i.e., office equipment) and other operations-related items.
7. **Operations** – Includes management of daily service operations, on-street supervision and control, dispatching, and general route management.
8. **Maintenance** – Includes vehicle and non-vehicle maintenance management, procedures, and performance.
9. **Scheduling** – Includes route and driver scheduling and decision-making, pay premium considerations, general management, procedures, and performance.
10. **Safety and Security** – Includes vehicle and passenger safety, facility security, and emergency preparedness.
11. **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.
12. **Information Technology** – Includes automated mechanisms for in-house and customer service communication including future plans for new technology.
13. **Capital Programming** – Includes assessing and programming current and future capital needs reflecting both funded and unfunded projects. Includes the Transportation Improvement Plan (TIP), 12-Year Capital Plan, 20-Year Long-Range Transportation Plan (LRTP), and Transit Development Plan (TDP).
14. **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.
15. **Planning** – Includes analysis of information to effectively plan for changes to the system in the short-, medium-, and long-term horizons, to help ensure continued success.

The functional review findings 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 *Items to Address in the Action Plan*. Best Practices are those exceptional current practices that are beneficial and should be continued or expanded.

Items 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 PART, Action Plan templates have been included in this document (pp. 35-39). It should be noted that specific actions may partially address the broadly noted opportunities for improvement found in the "**General Findings**" (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 does however provide a simple-to-follow order of key findings of this report that should be addressed in the Action Plan.

OPPORTUNITIES TO INCREASE FIXED-ROUTE RIDERSHIP

Act 44 defines "passengers" as unlinked passenger trips or passenger boardings across all routes in the fixed-route transit system. Increases in ridership directly represent how effectively management has matched service levels to current demand for service.

BEST PRACTICES

1. PART has bus stop signs at all of its fixed route bus stops. Furthermore, PART is exploring funding options to provide "next bus" information at its recently constructed transportation center. PART also has architectural standards and provides a high-level of maintenance for covered stops. Clear signage and real-time information promote customer satisfaction.
2. PART drivers volunteer time to go to senior centers and other large transit trip generators to inform current and potential riders about service changes and how to use the system. Providing extra outreach with "actual" drivers should give patrons a personal sense and comfort-level to use PART busses and help minimize service disruptions.
3. Drivers work on a rotating schedule insuring all drivers know all routes and routine customers. Knowledgeable drivers provide good customer service.
4. PART has security cameras on most vehicles and uses them regularly for customer service, insurance claims and law enforcement needs. This provides management with a tool that can be used to evaluate, in a first-hand way, general customer service as well as specific complaints.
5. PART's vehicles and facilities are exceptionally well-maintained promoting a sense of safety and comfort.

ELEMENTS TO ADDRESS IN PART 2-A OF THE ACTION PLAN (SEE P. 36)

1. PART does not conduct **routine customer satisfaction surveys**. The last customer satisfaction survey was conducted in 2007. Periodic customer and **non-customer surveys** should be built into PART's budget with results used to direct service and operational changes. These surveys could be "piggybacked" on similar efforts by SEPTA and DVRPC.⁶ Such surveys can help to identify trends and produce corrective action plans earlier than customer complaints alone.
2. PART currently lacks formal, routine, and proactive ways to incorporate customer feedback into the fixed-route service delivery decision-making process. Such feedback can better inform both the community and PART so that passenger needs and service are optimized with respect to one another. **PART Management and the Borough Council / oversight board should introduce** formal mechanisms that provide regular feedback on topics that are of concern to customers via **a standing citizens' advisory committee**. The committee should advise PART from a passenger's perspective on a variety of topics including service changes, fare changes, branding, community outreach, outreach to employers, and customer satisfaction.
3. Service was evaluated recently with adjustments to be put into place in January 2013 based on a prior consultant's review and recommendations. Before that, routes stayed largely the same since the 1990's. Not updating schedules on a regular basis yields unrealistic running times as traffic increases over time, resulting in a high frequency of trips operating behind schedule. Failure to meet schedules is reported to be the number one customer complaint. **PART should plan to evaluate and modify route schedules more frequently** than once / year to adjust for seasonal changes in demand, such as when school is in session, and not in session (e.g. during the summer), etc.
4. PART has a small marketing budget that is documented as a line item in its statement of revenues and expenses. Management states that the marketing budget is small and used mostly to produce route maps. No information on marketing strategy or effectiveness was available for review. It is recommended that PART management **documents its marketing strategy** and **establish appropriate performance metrics** so that management can best target limited marketing resources as well as provide documented insight and guidance to new staff. As part of this strategy, management should identify how local media and public service announcements can be used to increase visibility and attract new riders.
5. PART recently constructed a transportation/transfer center near the Pottstown Borough Hall. While this center provides "pulse-style" opportunities to transfer between PART routes, it does not provide an opportunity to directly transfer to SEPTA's Route 93 which provides commuter-style service between Pottstown and Philadelphia. PART does show SEPTA Route 93 on its system map but they should also **explore ways to facilitate transfers including coordinating schedules and perhaps encouraging SEPTA to have a Route 93 stop at the transfer center**.

⁶ SEPTA is the regional transit agency in the greater Philadelphia area. DVRPC is the regional Metropolitan Planning Organization (MPO)

6. None of PART's vehicles include bicycle racks even though the city has a "loaner" bicycle program in place. Many similar transit systems have identified "bikes on busses" as a way to extend the service area of the transit system and expand ridership potential. **PART should explore the possibility of adding bicycle racks to its busses** so as to better meet the needs of students and passengers who are not within walking distance of a bus stop.
7. PART makes little use of available technology. Vehicles lack GPS, fully-registering fareboxes, smart card readers, etc. This has caused a loss of potential contracts with colleges and universities. **PART management should examine the potential of new technologies and develop a technology upgrade plan.** Upgrading in-vehicle and on-the-web reporting of vehicle status would increase customer satisfaction and open up the possibility of negotiating agreements with colleges, universities and other large employers.

OPPORTUNITIES TO INCREASE FIXED-ROUTE REVENUES

Act 44 defines "revenues" as all non-subsidy revenues generated to help fund the operation of a transit system. The largest contributors to this are typically farebox revenues, route guarantees, interest on accounts, and advertising revenues.

BEST PRACTICES

1. PART has a documented fare policy that covers the next four years that includes periodic small fare increases. Planning for small, incremental fare changes provides a proactive mechanism to insure revenues can keep pace with cost increases in a way that has minimal impact on passengers and ridership.

ELEMENTS TO ADDRESS IN PART 2-B OF THE ACTION PLAN (SEE P. 37)

1. PART has approximately a 14.4%⁷ passenger farebox recovery ratio on its fixed-route service. This is similar to what has been observed in peer agencies. It is recommended that **PART establish system-wide and route-level farebox recovery goals and integrate those goals into its current fare policy.**
2. PART recently implemented a fare increase in August 2012. However, PART, Inc. currently keeps all farebox revenues resulting in no change in net operating cost to PART. For the next contract, **PART should negotiate the terms such that the contractor provides service at a given unit cost and that PART retains all passenger fares** and pays a cost / unit of service delivered (e.g., cost / hour or cost / mile).
3. PART provides service to nearby communities. However, those communities (except for Montgomery County), do not contribute to PART's operating subsidy. Given that PART is only achieving a 6.7% local match to state subsidy, the local contribution will need to steadily increase until it meets Act 44's 15% local match requirement. Before that requirement becomes a financial burden to the PART, it is recommended that **PART management begin to explore the possibility of having other communities where it provides service contribute to the required local match.**

⁷ FY 2011/2012, Fixed-Route Fare Revenue=\$272,821, Fixed-Route Operating Cost=\$1,899,310. Recovery Ratio (272,821/1,899,321)=14.4%

4. Currently, PART does not generate any revenues from advertising. Advertising, while not a large revenue generator for small transit systems, can help off-set the maintenance cost of shelters (~\$50,000/year / the PART, Inc. FY 2012 Audit Report) and other incidental costs. **PART management should investigate the potential benefits and costs of negotiating advertising contracts for covered shelters and for on-vehicle advertising.**
5. Due to the lack of fully-registering fareboxes, PART does not provide monthly or other discount passes. Such passes promote customer loyalty and can provide a new revenue source. Pending the implementation of fully-registering fareboxes with magnetic stripe readers or commensurate technology (that should be part of a technology upgrade plan), **PART should investigate alternate means of accommodating and attracting large employer, local academic institutions and the general public who desire multi-ride fare arrangements** (e.g. punch card, ticket book, etc.).

OPPORTUNITIES TO CONTROL OPERATING COSTS

Act 44 defines “operating costs” as 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 lubricants 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 key to maintaining current service levels.

ELEMENTS TO ADDRESS IN PART 2-C OF THE ACTION PLAN (SEE P. 38)

1. As noted in Act 44 Performance Determination (p. iv), PART is **“AT RISK”** for its FY 2009/2010 Total Operating Cost / Revenue Hour. Since then, operating cost / revenue hour cost of service delivery has continued to increase (**Exhibit 16**) by 8.1% and 3.2% in Fiscal Year End (FYE) 2011 and 2012, respectively.

As a way to understand the relative contributions to PART’s high operating cost / revenue hour, an analysis of line items reported in the Borough’s FYE 2012 Audit Report and PART, Inc.’s FYE Audit Report were assigned to PennDOT Legacy Budget line items based on the reported cost in each audit. As shown in **Exhibit 17**, fringe benefits costs are much lower than other systems. However, this is offset by much higher service costs, somewhat higher operator wages, utility costs and other miscellaneous expenses. Other wages (typically administrative costs) are also somewhat higher than the other systems and are attributable to PART and PART, Inc. in approximately equal proportions in FYE 2012.

Going forward, PART should **establish budgets for individual line items that reflect the amount of service delivered** (e.g. revenue hours, revenue miles, etc.).

2. **Contact service should be rebid at least once every five (5) years** to insure the Borough receives the maximum value from contracted service.
3. Both PART and PART, Inc. contribute “split” administrative costs to PART’s operation. Since “Other Wages” are higher than observed in the other agencies shown in Exhibit 17, **there is a need for a current time allocation study for both PART and PART, Inc.** to insure that the administrative cost allocation to PART is both current and accurate.

Exhibit 16: PART Fixed-Route Operating Cost / Revenue Hour (FY 2005-2012)

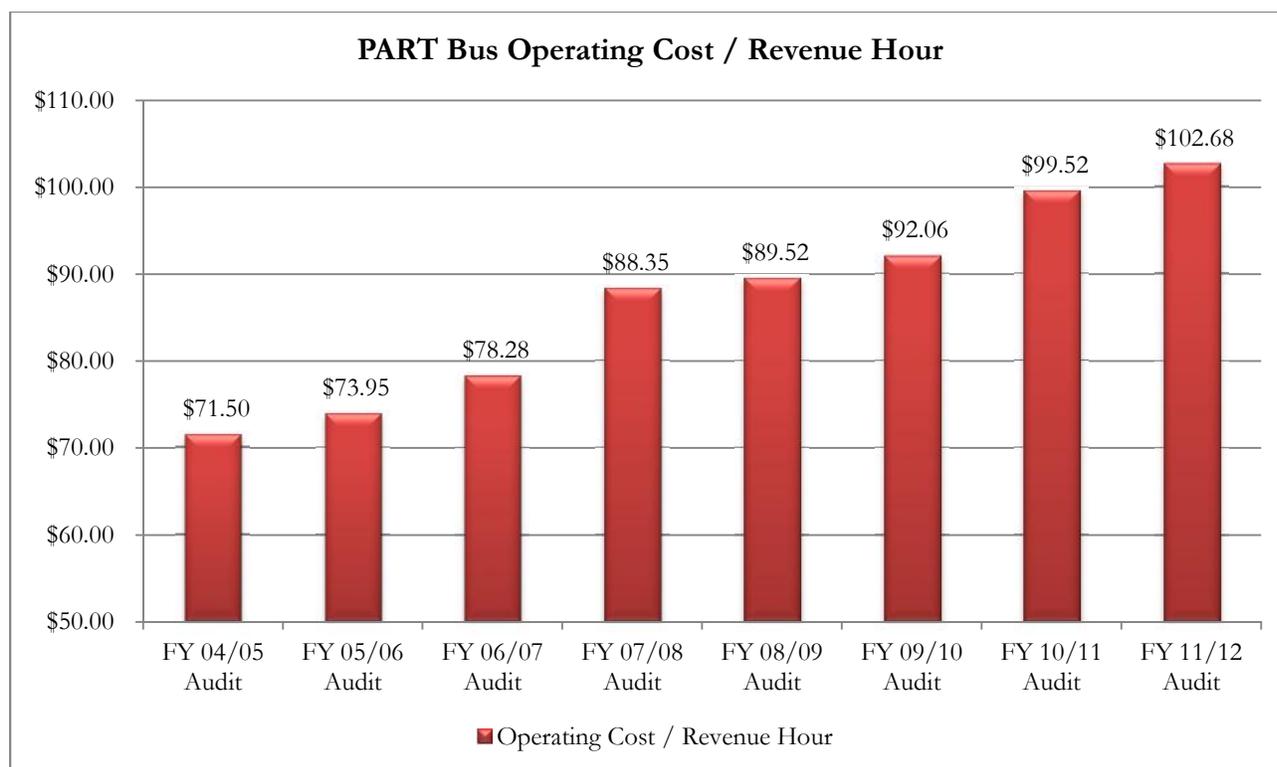


Exhibit 17 Comparison of FYE 2012 Operating Cost / Revenue Hour with Other Pennsylvania Transit Systems

Fixed-Route Operating Expense Item	Fixed-Route Operating Cost / Revenue Hour					
	BCTA Urban	AMTRAN	LCTA	RRTA	COLTS (DO)	PART
1 Operator Wages	\$22.10	\$23.90	\$25.85	\$23.25	\$19.78	\$26.68
2 Other Wages	\$17.56	\$17.51	\$16.59	\$11.71	\$15.25	\$18.58
3 Fringe	\$16.40	\$26.45	\$34.61	\$24.16	\$29.11	\$11.10
4 Service	\$8.10	\$3.93	\$1.52	\$1.29	\$3.82	\$13.92
5 Fuel & Lubricants	\$16.68	\$11.91	\$11.18	\$11.88	\$10.75	\$13.89
6 Tires	\$1.08	\$0.42	\$0.60	\$0.62	\$0.67	\$0.61
7 Other Materials	\$6.39	\$5.07	\$4.37	\$6.65	\$2.40	\$3.08
8 Utilities	\$3.43	\$1.42	\$1.10	\$0.76	\$1.29	\$4.71
9 Casualty & Liability	\$1.90	\$1.43	\$3.69	\$2.46	\$4.05	\$3.83
10 Taxes	\$0.04	\$0.29	\$0.00	\$0.00	\$0.00	\$1.18
11 Purchased Transportation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
12 Miscellaneous Expenses	\$1.36	\$2.44	\$0.31	\$0.79	\$2.79	\$5.10
13 Expense Transfers	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Fixed-Route Operating Expense / RVH	\$95.03	\$94.76	\$99.81	\$83.56	\$89.89	\$102.68

Source: dotGrants Legacy Reports FY 2010/2011

4. Any contracted service agreement that is negotiated in the future should be based on the unit cost of service delivered (operating cost / revenue hour). The contract should include monthly and annual performance metrics and reporting that provide assurances to PART that the service is efficient, effective and of high quality. For example, the contract should include reporting and targets regarding the number of missed pull outs, number of customer complaints, schedule adherence, maintenance schedule adherence, mechanical breakdowns / 100,000 revenue miles, etc. **PART management should work with PennDOT and other agencies in the Commonwealth to determine and implement an appropriate set of contract performance requirements that meet PART's goals.**
5. PART, Inc. reports that it is trying to **encourage passengers to use the ADA paratransit service**. This is counterproductive and costly as the cost / passenger trip is much higher on paratransit than on fixed-route service. **Such practice should be discontinued.**
6. PART, Inc. provides ADA complimentary paratransit services to PART. The cost of this service in FY 2011/2012 was \$87,488 and 3,603 passenger trips were provided yielding an average cost / passenger trip of \$24.28/passenger trip. By comparison, Suburban Transit Network of Montgomery County (TransNet) is expected to provide 343,100 paratransit passenger trips at an average cost of \$22.42 / trip this coming year. **PART should explore the potential cost savings that could be realized by competitively bidding** out ADA complimentary paratransit service to TransNet or other local service providers.
7. PART's operating cost / revenue hour is much higher than observed in similar systems that use non-unionized contract service. Directly operating the system could possibly realize a net cost savings. However, capital costs such as maintenance facilities (not part of the operating budget) may more than offset operating cost savings. **PART management should conduct a benefit/cost analysis to shed light on the relative merits of contracting vs. directly operating service.**
8. Currently, PART develops the proposed budget for the next year by using the line item budget for the prior year as a baseline, and adding a standard percentage increase to each line item based on the expected rate of inflation.. It is recommended that this practice be improved by taking into account the proposed level of service, as any changes in the level of service will impact on specific categories of estimated future operating expenses, as well as the total amount of projected future operating costs. **PART management should establish a process to develop subsequent budgets based on actual costs and expected service levels.**

OTHER FINDINGS THAT IMPACT OVERALL AGENCY PERFORMANCE

“Other Findings” is a collection of findings from the functional review that may, if addressed, improve the current or future operations of PART. While not directly tied to Act 44 measures, actions to address these findings will result in a more seamless operation and greater operational efficiencies.

BEST PRACTICES

1. PART, Inc. participates in proactive training with both the local police and fire departments on how to safely disable and enter vehicles. Such training promotes both customer and staff safety during unexpected events.

ELEMENTS TO ADDRESS IN PART 3 OF THE ACTION PLAN (SEE P. 39)

1. **It may be worthwhile to explore the creation of a Municipal Transit Authority.** Such authorities include a Board dedicated to the system thereby providing oversight that does not share attention with other governmental business units.
2. Management has not developed nor monitored performance targets for all key agency functions.⁸ With input from the Borough Council and the transportation committee, the management team should **develop and routinely report performance data and trends for all key agency functions.** This recommendation is consistent with MAP-21 and Act 44 and will help inform Council members and management who expressed a desire for more information with respect to agency performance during the on-site interview process.

Examples of such metrics management and the Council should find useful include items such as:

- Act 44 performance metrics
 - Operating cost / revenue hour
 - Passengers/revenue hour
 - Operating revenues / revenue hour
 - Operating cost / passenger
 - Mechanical breakdowns / 1,000 vehicle miles (maintenance)
 - Complaints / 1,000 passenger trips (customer service measure)
 - Employee turnover rate (human resources)
 - On-time performance ratio (operations and scheduling)
 - Dollar value of payments due greater than 90 days (finance)
 - Farebox recovery (finance)
3. The Borough of Pottstown Council is the de facto PART Board and as such has many other responsibilities. Furthermore, the transportation committee also has other responsibilities including oversight of the regional airport. **PART's contractor should develop concise oversight reports on PART's performance and report findings monthly to the transportation subcommittee or the Borough Council** so as to raise awareness of both PART and to receive guidance on immediate issues or longer-term trends.
 4. It is recommended that **PART, Inc. develop a formal succession plan** as PART, Inc.'s owner is reaching retirement age and no other staff members appeared to have his comprehensive knowledge of PART's current operations. An abrupt change in ownership of a private company such as PART, Inc. could possibly have a negative impact on PART's day-to-day operations.

⁸ See Page 19 for a list of key agency functions.

5. It is recommended that PART **develop a formal succession plan** as the PART manager appears to be the only staff member experienced with PART oversight including federal and state reporting requirements. With the promotion of the current manager to Assistant Borough Manager, there may be opportunity to cross-train any new hires to provide additional depth and redundancy in this critical knowledge base.
6. PART, Inc. and Borough of Pottstown staff assigned PART responsibilities do not have a clear organizational structure. Furthermore, based on observations during the onsite review, PART, Inc. administrative staff member do not have clear job descriptions as they relate to PART. **PART should develop a clear organizational structure with concisely described job responsibilities** to insure that all agency functions are being accomplished satisfactorily and to help any new hires have a clear understanding of expectations.
7. Local match provided by Montgomery County is not being paid on time / PennDOT requirements. **PART management should implement appropriate strategies** to insure this practice does not continue.
8. PART vehicles do not have accident forms onboard. PART, Inc. **should provide accident forms on vehicles** so that witness names and contact information can be collected for all incidents in timely manner as first-hand information often proves useful in subsequent investigations.
9. All tracking of maintenance and inspections is manually-recorded and stored in a file box at D&D Repairs which is collocated with PART, Inc. The Borough has fleet management software that it uses for other component business units such as the police department. PART should **explore the viability of transferring manually-recorded records into the Borough's fleet management software** so as to provide a backup of paper records and to allow PART to track maintenance trends and on-time maintenance performance.
10. PART, Inc.'s road supervisor is also a bus driver. This is an atypical arrangement that poses a potential conflict of interest. **Other means of road supervision should be identified and implemented.**

FINANCIAL REVIEW

In an era of increasing costs and limited funding opportunities, many transit agencies are entering a difficult period. Many 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 the Commonwealth funded by Act 44, PennDOT needs information to assess where financial difficulties can be predicted so that a corrective course of action can be taken before financial challenges seriously impede the ability of local transit agencies to deliver service.

The challenge in assessing the “financial health” and trajectory of transit agencies without first-hand knowledge of day-to-day operations is that much of the information regarding financial indicators is often dated and relies on “end of year” indicators. 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 formulae.

This financial review focuses on “high-level” snapshot and trend indicators to determine if additional scrutiny is warranted by reviewing audited information where available, other financial reports and budgets. The review assesses:

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

HIGH-LEVEL INDICATORS OF FINANCIAL HEALTH

Several high-level indicators of financial health and stability have been examined to determine PART’s current state. As shown in **Exhibit 18**, PART is in line with industry goals and targets for all high-level financial indicators.

Historically, PART received local contributions that amounted up to 7.0% of operating costs which equates to a 22.4% match of local funds to state funds (FY 2006/2007). As of FY 2011/2012, that value has dropped to an amount that equals the required local match of state funds (6.7%). In coming years, due to Act 44 requirements, local contribution amounts will steadily increase. However, given the Borough’s demonstrated ability to have higher local contributions combined with a documented fare policy that has two additional fare increases programmed for coming years, it is expected that PART will remain fiscally sound for years to come. Borough management reports no concerns with funding increasing local match requirements for the next several years.

Exhibit 18: High-level Financial Indicators

Indicator	PART Value	Assessment Criteria / Rationale	Source
Cash Reserves / Annual Operating Cost	1.1%	The combined target should be 25%+. This provides flexibility to account for unexpected cost increases or service changes.	FY 2011/2012 Audit
State Carryover Subsidies / Annual Operating Cost	31.8%		
Actual Local Match / Required Match	100%	Target 100%+. Local match that exceeds required minimums gives a transit agency flexibility to change service and to accommodate unexpected cost changes.	FY 2011/2012 Audit
Accounts Payable (AP) 90+ days	0.0%	Target should be 0% over 90 days. Larger values indicate cash flow concerns.	Aged Trial Balance 12/31/12
Accounts Receivable (AR) 90+ days	0.0%	Target should be 0% over 90 days. Larger values can cause cash flow problems.	Aged Trial Balance 12/31/12
Operating Debt / Annual Operating Cost	0.0%	Target should be 0%. Low debt amounts reduce borrowing costs.	FY 2011/2012 Audit
Credit available/ Annual Payroll	0.0%	Target should be 15%+. This gives the ability to cover payroll due to unexpected delays in accounts receivable.	FY 2011/2012 Audit

TOTAL AGENCY-WIDE OPERATIONAL EXPENDITURES AND FUNDING

As shown in **Exhibit 19**, PART has grown from a \$1.5 million / year operation in FY 06/07 to a \$2.0 million / year operation in FY 11/12. Approximately 95.6% of PART's operational expenses are for fixed-route service. The remaining is for ADA paratransit service (**Exhibit 20**).

PART's operational funding comes from a variety of sources including federal subsidies, state funds, lottery funds, local funds and passenger fares. Since FY 10/11, federal funds used to finance operations have been hovering around 33% (**Exhibit 21**). Increases in operating costs have largely been compensated for by increases in state funding such as Act 44. Local funding has shrunk since FY 06/07 and are now in line with Act 44 requirements. Passenger fares have shrunk as a share of expenses though that trend should change based on programmed fare increases. State funding remains the largest single funding source for PART (**Exhibit 22**).

Exhibit 19: PART Total Operating Expense by Service Type (FY 06/07 - FY 11/12)

Expense by Service Type	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
Fixed Route	\$1.4	\$1.6	\$1.6	\$1.7	\$1.8	\$1.9
ADA Paratransit	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1
Total (\$ millions)	\$1.5	\$1.7	\$1.7	\$1.8	\$1.9	\$2.0

Exhibit 20: PART Share of Agency-wide Operating Expenses by Mode

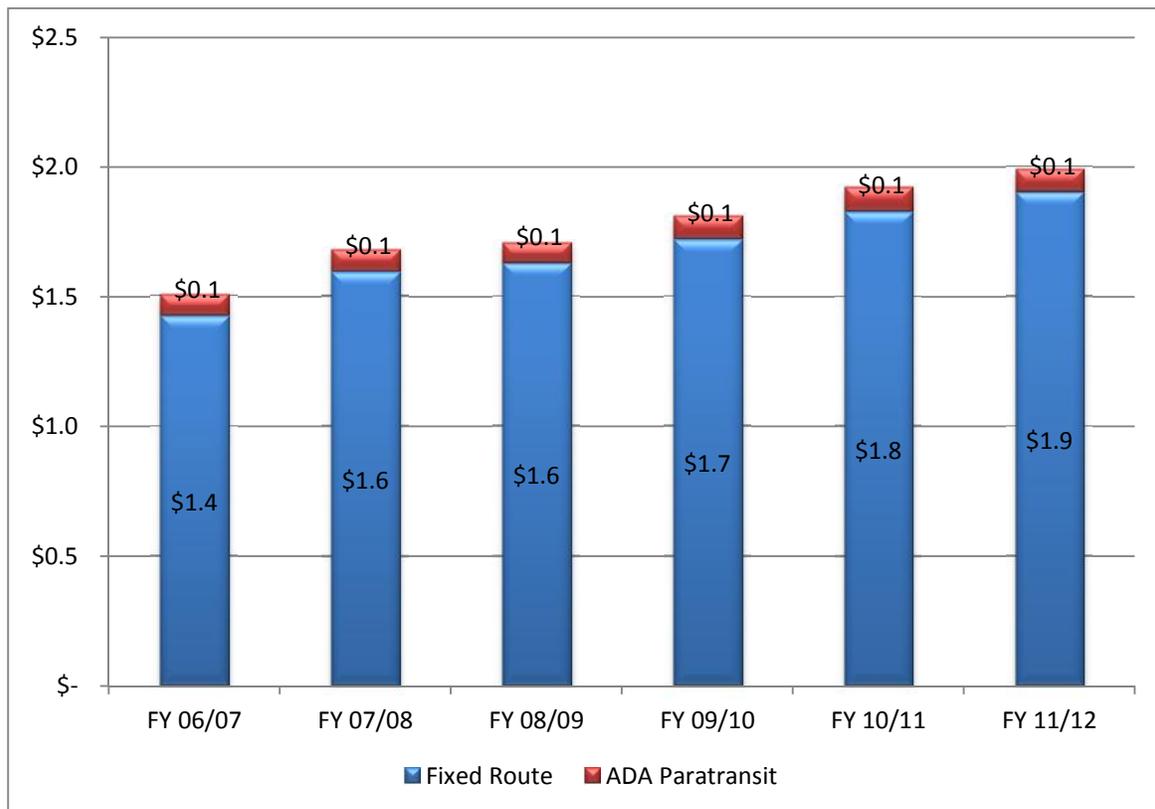
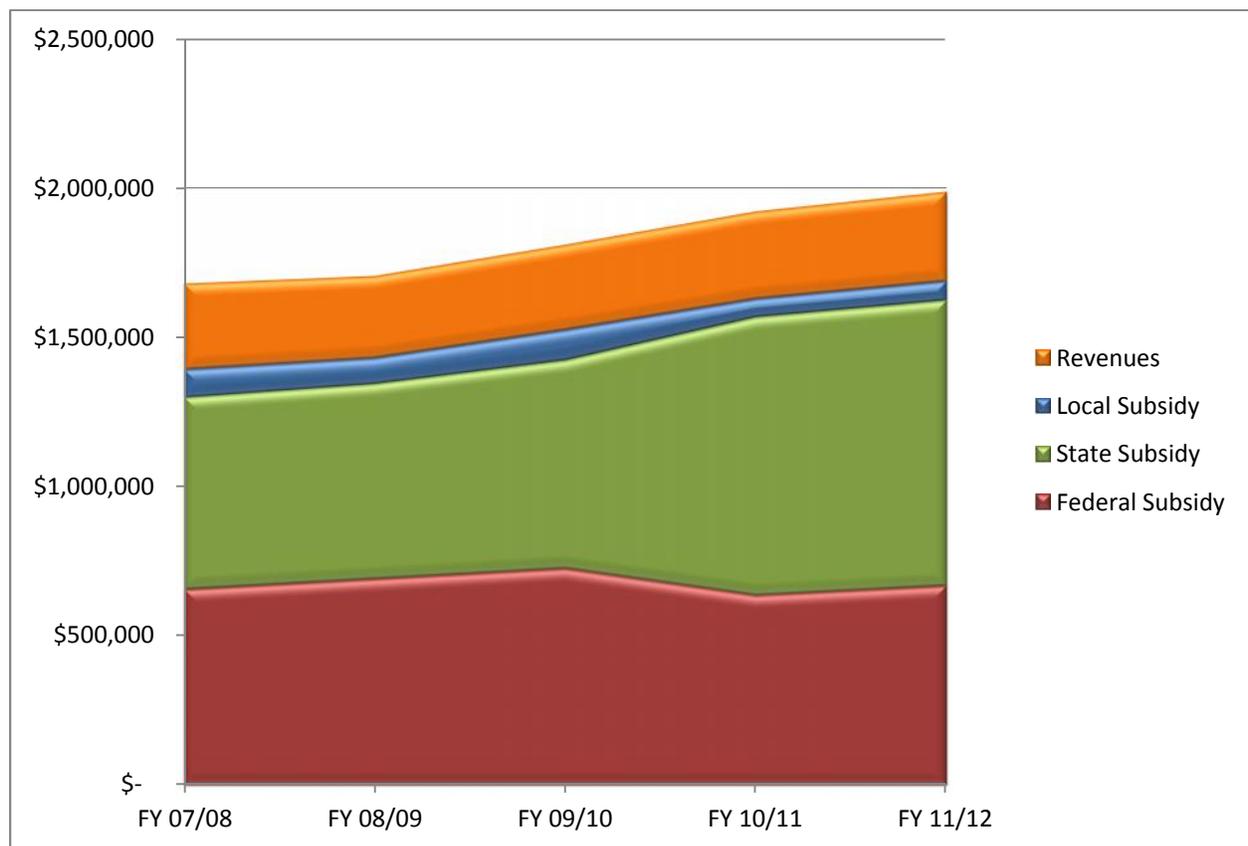


Exhibit 21: Agency-wide Operational Funding by Source (FY 06/07 - FY 10/11)

Share of Funding	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
Federal Subsidy	40.7%	39.0%	40.5%	40.1%	33.1%	33.6%
State Subsidy	31.4%	38.3%	38.4%	38.5%	48.5%	48.1%
Local Subsidy	7.0%	5.6%	5.0%	5.6%	3.2%	3.2%
Other Subsidy (Misc.)	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Revenues (Non-Subsidy)	20.4%	17.1%	16.1%	15.7%	15.3%	15.1%
Local Subsidy / State Subsidy	22.4%	14.6%	13.1%	14.6%	6.5%	6.7%

Exhibit 22: PART Reported Agency-wide Operational Funding Since Act 44's Passage



FIXED-ROUTE FUNDING

PART's historic and proposed fixed-route funding is derived from general revenues and government subsidies. Direct Passenger fares have covered between 14.4% and 15.9% of total operating revenues (**Exhibit 23**). Based on the FY 09/10 to FY 11/12 dotGrants reporting, PART operated using current year funding with excess state funding being "carried over." PART does not show any excess local contribution. The total local match available at the end of FY 11/12 was \$0. Section 1513 carryover has decreased from \$651,242 in FY 09/10 to \$631,855 in FY 11/12.

Exhibit 23: Fixed-Route Funding

Funding Category	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
Revenues						
Passenger Fares	\$216,786	\$253,125	\$245,084	\$256,011	\$270,951	\$272,821
Advertising	\$-	\$-	\$-	\$-	\$-	\$-
Charter	\$18,800	\$19,400	\$17,225	\$15,900	\$11,250	\$9,085
Route Guarantee	\$-	\$-	\$-	\$-	\$-	\$-
Other Misc.	\$59,965	\$-	\$-	\$1,312	\$-	\$5,944
Subtotal	\$295,551	\$272,525	\$262,309	\$273,223	\$282,201	\$287,850
Subsidies						
Federal Operating Grant	\$613,004	\$633,461	\$654,593	\$677,147	\$576,342	\$632,933
Act44 (1513) State Prior	\$-	\$-	\$-	\$-	\$27,998	\$24,715
Act44 (1513) Current	\$131,744	\$593,381	\$634,402	\$667,195	\$878,710	\$890,000
Municipal Prior	\$-	\$-	\$-	\$-	\$-	\$-
Municipal Current	\$42,288	\$94,134	\$76,000	\$101,537	\$60,773	\$63,812
Act3 BSG Grant (State)	\$225,874	\$-	\$-	\$-	\$-	\$-
Act3 BSG Grant (Local)	\$380	\$-	\$-	\$-	\$-	\$-
Special-(Federal)	\$-	\$-	\$-	\$-	\$-	\$-
Special-(State)	\$114,269	\$-	\$-	\$-	\$-	\$-
Special (Local)	\$-	\$-	\$-	\$-	\$-	\$-
Subtotal	\$1,127,559	\$1,320,976	\$1,364,995	\$1,445,879	\$1,543,823	\$1,611,460
Total Funding	\$1,423,110	\$1,593,501	\$1,627,304	\$1,719,102	\$1,826,024	\$1,899,310
Passenger Fares/ Total Funding	15.2%	15.9%	15.1%	14.9%	14.8%	14.4%

Source: PennDOT dotGrants Reporting System

PARATRANSIT FUNDING

PART's paratransit funding is very small and limited to ADA service which is subcontracted to PART, Inc. Since the passage of Act 44, state subsidies represent the largest contribution towards paratransit operating costs (**Exhibit 24**) growing to cover a little less than one-half of expenses. The total ADA paratransit program has grown modestly from \$82,065 in FY 06/07 to \$87,488 in FY 11/12.

Exhibit 24: Non-Fixed Route (ADA Paratransit) Funding

Category	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
Revenues						
Passenger Fares	\$11,407	\$14,696	\$12,284	\$11,692	\$10,893	\$11,513
Subtotal	\$11,407	\$14,696	\$12,284	\$11,692	\$10,893	\$11,513
Subsidies						
Federal Operating Grant	\$-	\$21,872	\$35,221	\$48,304	\$59,018	\$34,508
Act 44 Current (State)	\$-	\$49,335	\$20,000	\$30,000	\$25,025	\$41,467
Municipal Current	\$-	\$-	\$10,000	\$-	\$-	\$-
Act 3 BSG Grant (Local)	\$7,409	\$-	\$-	\$-	\$-	\$-
Special (Local)	\$63,249	\$-	\$-	\$-	\$-	\$-
Subtotal	\$70,658	\$71,207	\$65,221	\$78,304	\$84,043	\$75,975
Total Funding	\$82,065	\$85,903	\$77,505	\$89,996	\$94,936	\$87,488

Source: PennDOT dotGrants Reporting System

BALANCE SHEET FINDINGS

Review of balance sheets from PART shows that the agency maintains very small cash reserves (**Exhibit 25** and **Exhibit 26**). This is acceptable for day-to-day operations as service is subcontracted and PART itself has no full-time employees or inventory. Employees and bills are paid from Borough reserves which are reported by Borough management to be adequate and growing. The large accounts receivable amount represents expected grants that were yet to be paid at the time of the audit while the relatively large accounts payable represents the amount of contracted service that is to be paid once grants are received.

CONCLUSIONS

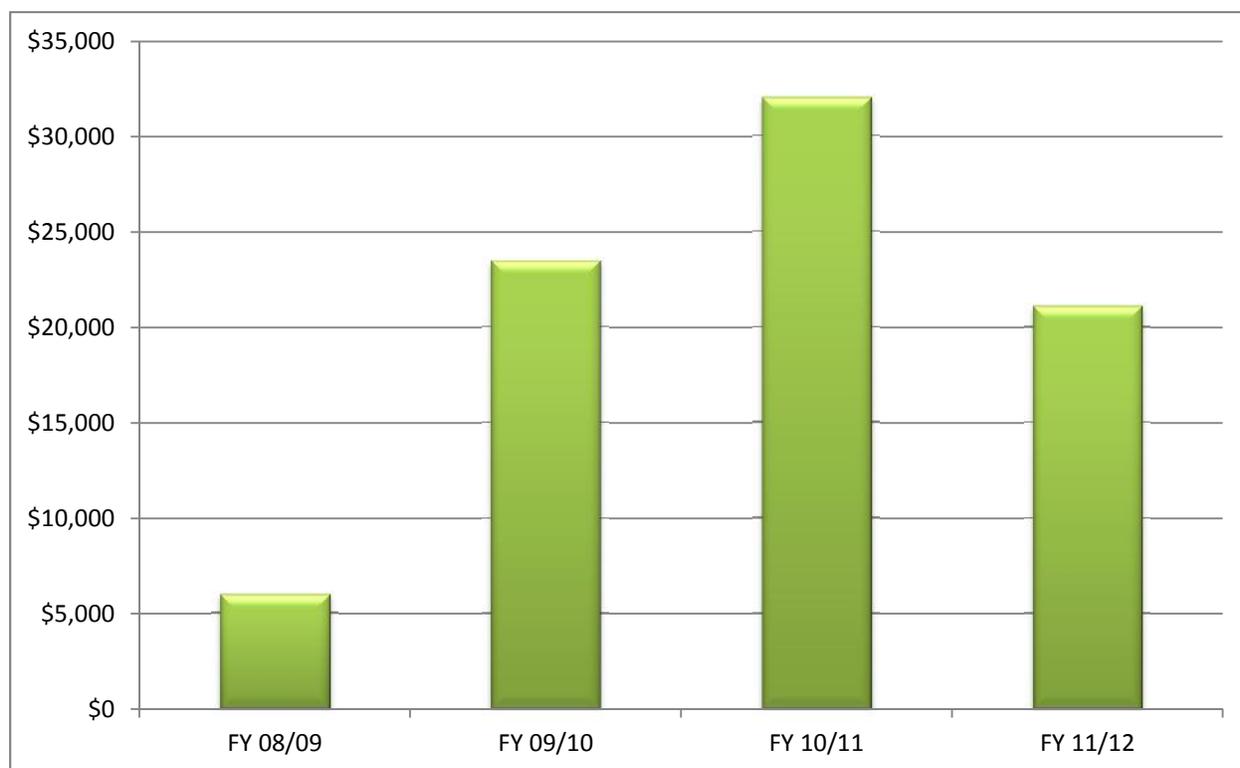
For the FY 07/08 to FY 11/12 period, the Borough of Pottstown and Montgomery County have contributed between \$42,000 and \$94,000 to help cover PART's operational cost. PART has used all of that in any given year to balance its budget and comply with state requirements. Nevertheless, PART has built cash and investment reserves largely due to state subsidy increases resulting from Act 44.

PennDOT and PART management should monitor PART's end-of-year cash position and carryover funds for changes in the agency's fiscal health and address any changes in trajectory. **Management should take appropriate actions such as obtaining additional local match, controlling costs, improving farebox recovery and increasing carryover local reserves to continuously improve PART's financial health.**

Exhibit 25: PART Balance Sheet Summary (FY 08/09 - FY 11/12)

Balance Sheet Report	FY 08/09	FY 09/10	FY 10/11	FY 11/12
Cash Equivalent Balance	\$5,975	\$23,464	\$31,997	\$21,093
Other Accounts Receivable	\$280,153	\$296,770	\$310,391	\$325,439
Inventory Value	\$-	\$-	\$-	\$-
Pre-paid Expenses	\$29,433	\$15,322	\$-	\$-
Accounts Payable	\$287,038	\$316,803	\$319,522	\$320,781
Accumulated Absences	\$17,405	\$7,699	\$10,384	\$13,201
Line of Credit	\$0	\$0	\$0	\$0
Credit Used	N/A	N/A	N/A	N/A
Total Operating Expense	\$1,704,809	\$1,809,098	\$1,920,958	\$1,986,798
Cash Eqv. Bal / Total Operating Exp.	0.0%	0.4%	1.3%	1.7%
Line of Credit / Total Operating Exp.	0%	0%	0%	0%

Source: Annual Audit Reports

Exhibit 26: PART End-of-Year Cash Equivalent Balance (FY 08/09 - FY 11/12)

APPENDIX A: ACTION PLAN IMPROVEMENT STRATEGIES

PART 1- EXECUTIVE SUMMARY FINDINGS TEMPLATE

IMPROVEMENT OPPORTUNITY	PART Actions	Estimated Initiation Date	Estimated Completion Date
Contain Operating Cost Increases (p. vi)			
Develop a formal monitoring and performance enhancement strategy for all key agency functions (p. vi)			
Review and implement changes to contracted service practices (p. vii)			
Develop formal succession plan for PART management at PART and at PART, Inc. (p. vii)			

Note: Include additional pages as necessary.

PART 2- ACT 44 PERFORMANCE METRIC FINDINGS TEMPLATES

A. ACTIONS TO INCREASE PASSENGERS / REVENUE HOUR TEMPLATE

Recommendation (page)	PART Action	Estimated Initiation Date	Estimated Completion Date
Conduct Routine Customer Satisfaction Surveys and Non-Rider Surveys (p. 21)			
Establish a standing Citizens Advisory Committee (p. 21)			
Develop a plan and schedule to routinely update and modify route schedules (p. 21)			
Document marketing strategies and their effectiveness (p. 21)			
Explore ways to facilitate transfers between PART and SEPTA (p. 21)			
Explore the potential of “Bikes on Busses” (p. 22)			
Develop and implement a technology upgrade plan (p. 22)			

B. ACTIONS TO INCREASE OPERATING REVENUE / REVENUE HOUR TEMPLATE

Recommendation (page)	PART Action	Estimated Initiation Date	Estimated Completion Date
Establish minimum farebox recovery goals both system-wide and by Route, (p. 22)			
Negotiate contract service subsidy to be based on net of cost / revenue hour of service less actual fares collected (p. 22)			
Seek contribution from local communities where PART provides service (p. 22)			
Explore potential of advertising revenues (p. 23)			
Investigate short-term ways to accommodate desires of large employers/institutions who would like multi-ride passes (p. 23)			

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

Recommendation (page)	PART Action	Estimated Initiation Date	Estimated Completion Date
Monitor and contain the cost of contract service items exceeding the rate of inflation / unit of service delivered (p. 23)			
Rebid service least once every five (5) years (p. 23)			
Conduct a current time allocation study for both PART and PART, Inc. (p. 23)			
Implement and monitor contract performance requirements (p. 25)			
Discontinue the practice of encouraging the use of paratransit service (p. 25)			
Evaluate merits of bidding ADA complimentary paratransit service separately from PART fixed-route service (p. 25)			
Evaluate merits of directly operating service (p. 25)			
Develop future budgets based on actual costs and level-of-service (revenue hours) provided (p. 25)			

PART 3- OTHER ACTIONS TO IMPROVE OVERALL PERFORMANCE TEMPLATE

Recommendation (page)	PART Action	Estimated Initiation Date	Estimated Completion Date
Investigate creation of a Municipal Transit Authority (p. 26)			
Develop performance targets and report to board for All Key Functions (p. 26)			
Report PART performance to Borough Council monthly (p. 26)			
Develop a formal succession plan for PART, Inc. (p. 26)			
Develop a formal succession plan for PART management (p. 27)			
Develop a clear organizational structure with job descriptions (p. 27)			
Develop strategy to collect local match provided by Montgomery County on time as required by PennDOT regulations (p. 27)			
Provide accident forms on all PART vehicles (p. 27)			
Transfer paper fleet management records from PART, Inc. to the Borough's fleet management software (p. 27)			
Identify alternate means of road supervision (p. 27)			

APPENDIX B: DOCUMENTATION REQUEST TO GENERAL MANAGER

✓ completed by PART / Pottstown Area Rapid Transit

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

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Requested Item	Mark Form in which Data to Be Provided			
	Electronic	Paper Mail	Not Available	Not Applicable
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			
FINANCE				
19. Operating and Capital Budgets for the current fiscal year (provide separately if not in the Annual Report).	X			
20. Official Bond Statements for the most recent issuances.				X
21. Audited Financial Statement for the most recent fiscal year and Single Audit Statement.	X			
22. Profit/Loss/Cash Flow statements for each of the past 12 months.	X			
23. Year-end cash position for each of the last 2 fiscal years.	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			
25. Accounts Receivable (AR) and Accounts Payable (AP) aging Report	X			
PROCUREMENT				
26. Procurement policy and procedures.	X			
CONTRACTING				
27. Contracts involving purchased transportation.	X			
28. Contracts for the provision of services or special operations agreements to specific agencies, localities, colleges, universities, or other entities.				X
29. **Contracts for tire services, management services, and professional services over \$25,000 in value.				X
30. Contract management plan.				X
OPERATIONS				
31. **Operations Manual.	X			
32. **Operators Manual.	X			
33. **Emergency and inclement weather (snow, flood, etc.) operational plans and procedures.	X			
34. **Dispatch procedures	X			
35. **On-street supervision procedures (incl. AVL, if equipped).	X			
36. **Service standards for existing and new or newly restructured services. Provide description or example of how used in periodic service evaluations and service planning.	X			
37. Significant seasonal variations in service supplied (including	X			

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

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Bureau of Public Transportation**

Requested Item	Mark Form in which Data to Be Provided			
	Electronic	Paper Mail	Not Available	Not Applicable
64. Records of safety meetings for past 2 years.			X	
CUSTOMER SERVICE				
65. **Fixed route ADA compliance reports for the most recent year.	X			
66. Two most recent customer service surveys reports and any actions taken to address known issues.	X			
67. **Complaint procedures manual/policy and 2 most recent reports.	X			
68. Other customer service metrics maintained by the agency.	X			
INFORMATION TECHNOLOGY				
69. **Computer disaster recovery plan.	X			
70. Computer security procedures now in use.	X			
71. **Data collection technology/programs (i.e., APCs, AVL, scheduling software, financial management software, maintenance software).	X			
CAPITAL PROGRAMMING				
72. Short and Long-term capital programs or plans including: <ul style="list-style-type: none"> • Transit TIP • Agency Specific Plans (additional to TIP): <ul style="list-style-type: none"> ○ Fleet expansion needs/plans for revenue and non-revenue vehicles (if in addition to TIP) ○ State-of-good-repair facility projects for next 5 years (new roof, vehicle overhaul, etc.) ○ New/Expanded facilities projects for next 5 years ○ Replacement/expansion needs/plans for all other capital assets for next 5 years 	X			
73. Contact information for any assets owned, operated, or maintained by others.			X	X
74. 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			
75. Listing of Real estate plans (purchases, sales, or lease changes) including current or planned construction projects, documenting cost to complete and projected completion date planned for next 5 years				X
MARKETING AND PUBLIC RELATIONS				
76. Service area demographics, customer profiles, and market research documents (as available).	X			
77. Local news clippings from past 5 years.	X			
78. Copy of current year marketing program and policies.	X			
79. Public involvement plan, and notices and attendance rosters from events from most recent 2 years.	X			

**2012 Transit Performance Review
Data Request
Pennsylvania Department of Transportation
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		Electronic	Paper Mail	Not Available	Not Applicable
80.	Reports, input, recommendations, etc. from ridership committees and/or advocacy groups for the past 2 years.	X			

