



WCTA Transit System Performance Review

October 16, 2020

# Performance Report

## Westmoreland County Transit Authority (WCTA)

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## PREFACE

**Pennsylvania law requires transit agency performance reviews and five-year performance targets to improve efficiency and effectiveness of service**

**COVID-19: Transit-dependent populations are bearing a heavy burden**

**Transit agencies are navigating new demands, plummeting ridership, and higher costs**

**PennDOT will reevaluate performance targets when long-term impacts of the pandemic are known**

Act 44 of 2007 and Act 89 of 2013 increased funding for public transportation in Pennsylvania. The laws also required transit agencies to improve the efficiency and effectiveness of service delivery through increased ridership, revenue, and cost containment. PennDOT evaluates every fixed-route transit agency in the Commonwealth at least once every five years to determine how well the agency satisfies these requirements through a performance review. Act 44 also requires PennDOT to develop five-year performance targets for each agency as part of the performance review process.

During the spring of 2020, COVID-19 caused significant social and economic disruptions as people sheltered in place to limit the spread of the disease. The adverse impacts throughout the Commonwealth of Pennsylvania were profound. The health and unemployment effects of Covid-19 disproportionately impacted senior, disabled, and low-income populations. These individuals also rely heavily on public transportation to meet their essential travel needs.

The impacts of COVID-19 on the public transportation industry were also numerous. Ridership decreased by more than 90 percent at some agencies during April 2020—the height of the pandemic in Pennsylvania. Revenues dropped as agencies opted to waive fares to limit bus driver interactions and possible disease transmission from the handling of tickets and currency. Agencies increased the frequency and extent of bus cleaning, causing higher operating costs. Some agencies furloughed drivers as they reduced service in response to plummeting passenger demand.

While transit agencies have begun to stabilize from the initial impacts of COVID-19, the long-term effects remain unknown. Social distancing guidelines could cause transit agencies to limit the number of passengers on buses and rail for years. Ridership, revenue, and operating cost trends used to develop this transit performance review report, including five-year performance targets, rely on information that predates the pandemic. PennDOT will continue to monitor the impacts of COVID-19 and reassess the transit agency's five-year performance targets when the long-term effects of the epidemic become known. If the performance targets are revised, they will be published as an addendum to this report.

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## PUBLIC TRANSPORTATION SERVICE SUMMARY

### Fiscal Year 2018-2019

Agency	Westmoreland County Transit Authority (WCTA)		
Year Founded	1978		
Reporting Fiscal Year End (FYE)	FYE 2019 <sup>1</sup>		
Service Area (square miles)	668		
Service Area Population <sup>2</sup>	296,066		
Annual Operating Statistics*	Fixed-Route	Paratransit (Shared-Ride/ ADA)	Total (Fixed-Route + Paratransit)
Vehicles in Maximum Service (VOMS)	31	55	86
Operating Cost	\$5,582,956	\$5,127,690	\$10,710,646
Operating Revenues	\$1,296,734	\$4,870,968	\$6,167,702
Operating Subsidy	\$4,286,222	\$256,722	\$4,542,944
Total (Actual) Vehicle Miles	1,405,161	2,229,053	3,634,214
Revenue Vehicle Miles (RVM)	920,769	N/A	N/A
Total Vehicle Hours	63,432	105,053	168,485
Revenue Vehicle Hours (RVH)	45,176	N/A	N/A
Total Passenger Trips	406,075	185,142	591,217
Senior Passenger (Lottery) Trips	54,560	63,199	117,759
Act 44 Performance Statistics			
Passengers / RVH	8.99	N/A	N/A
Operating Cost / RVH	\$123.58	N/A	N/A
Operating Revenue / RVH	\$28.70	N/A	N/A
Operating Cost / Passenger	\$13.75	\$27.70	\$18.12
Other Performance Statistics			
Operating Revenue / Operating Cost	23.23%	94.99%	57.58%
Operating Cost / Total Vehicle Hours	\$88.01	\$48.81	\$63.57
Operating Cost / Total Vehicle Miles	\$3.97	\$2.30	\$2.95
Total Passengers / Total Vehicle Hours	6.40	1.76	3.51
Operating Cost / RVM	\$6.06	N/A	N/A
RVM / Total Vehicle Miles	65.53%	N/A	N/A
RVH / Total Vehicle Hours	71.22%	N/A	N/A
Operating Subsidy / Passenger Trip	\$10.56	\$1.39	\$7.68

\* Source: dotGrants 2019 reporting (unaudited)

<sup>1</sup> The FYE 2019 certified audit was not ready at the time of this report, thus FYE 2019 information presented is based on unaudited and fourth quarter projected values and is not expected to significantly change.

<sup>2</sup> Service area population is based on agency reporting to NTD (FYE 2017).

## EXECUTIVE SUMMARY

Act 44 of 2007 addressed the dire financial needs of local public transportation organizations across the Commonwealth by increasing state funding for public transportation operations by about 50%, from \$535 million annually to \$800 million in the first year of the legislation. Public transportation organizations that had been on the verge of significant service cuts and fare increases, could maintain existing service and fares and, with a predictable and growing source of operating assistance, plan service changes.

At the same time Act 44 ushered in critical requirements for accountability, performance improvement, and maximum return on investment, it established a framework for PennDOT to work with local public transportation organizations to:

- Assess efficiency and effectiveness of service, financial stability, and general management/business practices;
- Agree to five-year targets for Act 44 mandated performance criteria;
- Develop an action plan for improvement and to achieve performance targets;
- Provide technical assistance to implement the plan at the request of the transportation organization; and
- Reassess each organization on a five-year cycle.

The reassessment at the end of each five-year cycle is to evaluate:

- Whether the organization achieved its performance targets set in the previous review; and
- The sufficiency and effectiveness of actions taken by the organization to improve performance and management practices in its efforts to meet performance targets.

Act 44 regulations address PennDOT actions regarding performance reviews, failure to achieve performance targets and to determine if a financial penalty should be assessed if performance targets are not met in §427.12. *Performance Reviews*:

“(E) The application of funding adjustment will be as follows:

1. Operating fund reductions in Section 1513(G) of the Act (relating to operating program) may be implemented for grantees subject to this section that are not satisfying the minimum performance standards, considering all other provisions of Section 1513. A funding reduction may be assessed in cases when a local transportation organization fails to report the progress of, or fails to implement the agreed-upon strategic action plan or both.”

PennDOT conducted a transit performance review for Westmoreland County Transit Authority (WCTA) in March 2015. Based on that review, PennDOT established five-year performance targets and agreed to WCTA’s action plan to meet those targets. In August 2019, PennDOT conducted the follow-up reassessment of WCTA to determine if WCTA successfully met its targets and what actions were taken to improve the agency’s performance and management practices to maximize the return on investment of Commonwealth funding. This report summarizes PennDOT’s findings.



## IMPORTANT CHANGES SINCE THE 2015 PERFORMANCE REVIEW

PennDOT conducted the initial review of WCTA in March 2015. Since finalizing the previous report, the following changes and other factors impacted operations, finance, and statistical reporting at WCTA, as well as performance targets established in 2015:

- WCTA’s contractor (National Express) had difficulty providing enough fixed-route drivers to meet service requirements. The driver shortage resulted in missed trips, late trips, and numerous customer complaints. To address the service disruptions, WCTA imposed liquidated damages on the contractor. WCTA also met with National Express leadership to request improved service reliability. WCTA ultimately decided to terminate the fixed-route and paratransit contracts with National Express effective December 31, 2019, and directly operate service beginning January 1, 2020.
- The WCTA implementation of the regional “Connect Card” met with limited success. WCTA recently started to provide mobile phone ticketing in 2019 to provide a better customer experience.
- WCTA faced several challenges throughout the years that threatened the stability of the authority. Emergencies like severe driver shortages, unsustainable operating deficits in the demand response program, and restructuring the authority to operate service directly, required the full attention of management and the Board of Directors. Operating in emergency response mode came at the cost of implementing long-term planning initiatives like the 2018 strategic business plan (SBP) and transit development plan (TDP).
- The U.S. transit industry experienced declining ridership in recent years. Factors contributing to this trend are numerous. The transit-dependent population has declined since the economy normalized since 2010. Alternatives to public transit, such as Uber and Lyft, emerged. More employees now work from home at least one day a week. Suburban systems that provide commuter service, such as WCTA, have experienced the most significant ridership declines.

## 2015 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2015 performance review compared WCTA with a group of peer agencies based on the four performance criteria required by Act 44. WCTA was found to be “In Compliance” for seven performance criteria and “At-Risk” for one.

Performance Criteria	FYE*	Determination	Peer Rank (of 13)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2013	In Compliance	8	Worse	12.53	12.65
	Trend	In Compliance	5	Better	4.85%	3.37%
Operating Cost / Revenue Vehicle Hour	2013	<b>At Risk</b>	13	Worse	\$114.41	\$82.24
	Trend	In Compliance	8	Worse	3.46%	2.33%
Operating Revenue / Revenue Vehicle Hour	2013	In Compliance	3	Better	\$30.33	\$20.72
	Trend	In Compliance	5	Better	8.55%	5.78%
Operating Cost / Passenger	2013	In Compliance	10	Worse	\$9.13	\$7.24
	Trend	In Compliance	7	Better	-1.32%	-0.62%

\*NTD information most current at the time of the peer review is the basis of the single year and trend peer comparisons.

The 2015 performance review determined that WCTA was “In Compliance” for seven criteria and “At-Risk” for one. WCTA performed better than the peer group for containing operating costs per

passenger and passengers per revenue vehicle hour for the trend and operating revenue per revenue vehicle hour for the trend and single year.

WCTA developed an Action Plan to address opportunities for improvement identified in the 2015 performance review report. Among the efforts WCTA took to improve its performance were:

1. Limited ADA service to serve only those passengers within  $\frac{3}{4}$  mile of fixed-route service;
2. Reconfigured the downtown Greensburg transfer facility to improve bus flow and passenger safety;
3. Maintained a rate for purchased transportation and labor that held fixed-route operating costs under 3.0% average annual growth; and
4. Improved demand response cost recovery from 74% in 2014 to 99% in 2019.
5. Developed an SBP and TDP to guide agency decision-making and service planning efforts.

PennDOT, in consultation with WCTA management, established the following performance targets that the agency should attain before its next performance review:

- Increase passengers per revenue vehicle hour by at least 1.0% per year on average
- Increase operating revenue per revenue vehicle hour by at least 1.0% per year on average
- Contain increases in operating cost per revenue vehicle hour to no more than 3.0% per year on average
- Contain increases in operating cost per passenger to no more than 2.0% per year on average

The performance targets were established using the most accurate data available at the time.

<b>Performance Criteria</b>	<b>2019 Target</b>	<b>2019 Unaudited*</b>	<b>Met Target</b>
Passengers / Revenue Vehicle Hour	12.75	8.99	No
Operating Cost / Revenue Vehicle Hour	\$135.24	\$123.58	Yes
Operating Revenue / Revenue Vehicle Hour	\$35.38	\$28.70	No
Operating Cost / Passenger	\$10.62	\$13.75	No

\*2019 Unaudited values were used to provide WCTA with targets based on the most currently available data.

Since the last performance review, WCTA has experienced poor contractor performance, frequent driver shortages, and a sharp decline in commuter ridership. WCTA's efforts to address immediate challenges often took precedence over implementing long-term strategies. However, WCTA continued working to meet its performance targets by implementing actions listed in the 2015 Action Plan, including the development of an SBP and TDP, developing and implementing a marketing plan, and addressing the deficit in the shared-ride program.

## 2019 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2019 performance review compared WCTA with a group of peer agencies based on the four performance criteria outlined by law. WCTA was found to be “In Compliance” for seven performance measures and “At-Risk” for one.

Performance Criteria	FYE	Determination	Peer Rank of (12)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Hour	2017	In Compliance	6	Worse	10.21	10.79
	Trend	In Compliance	8	Worse	-3.77%	-3.34%
Operating Cost / Revenue Hour	2017	<b>At Risk</b>	11	Worse	\$119.51	\$100.61
	Trend	In Compliance	3	Better	1.14%	2.12%
Operating Revenue / Revenue Hour	2017	In Compliance	3	Better	\$31.65	\$18.38
	Trend	In Compliance	1	Better	5.14%	0.24%
Operating Cost / Passenger	2017	In Compliance	10	Worse	\$11.71	\$10.22
	Trend	In Compliance	5	Better	5.10%	5.69%

\*Note: NTD information most current at the time of the peer review is the basis of the single year and trend peer comparisons. Therefore, these factors differ from those presented on the Agency Profile page, which uses FYE 2019 data.

The 2019 performance review examined additional steps, beyond those specified in the 2015 Action Plan, that WCTA took to improve performance. The most notable action is the enforcement of liquidated damages on its contractor for non-compliance with service requirements outlined in its contract.

The 2019 performance review also identified actions that WCTA can take to improve overall agency performance including:

1. Continue to monitor service reliability and increase on-time performance to 90% or more.
2. Work with peer agencies to identify and implement cost-effective ways to outsource advertising sales.
3. Implement service-specific strategies to increase ridership on local fixed-route, commuter fixed-route, and demand response service.
4. Develop a system map and provide web-based trip planning.
5. Consider procuring the services of a firm to modernize WCTA’s branding.
6. Conduct a wage and compensation survey that can be used to structure operator compensation packages that are competitive, yet within budget constraints.
7. Establish an operating line of credit.

PennDOT also identified additional opportunities for improvement during the 2019 performance review. The complete list of opportunities for improvement will serve as the basis for WCTA’s Board-approved action plan.

## 2024 PERFORMANCE TARGETS

As required by Act 44, PennDOT and WCTA management developed new five-year performance targets. Performance targets are designed to be aggressive, yet achievable. WCTA should work to achieve these targets, shown in the following table, over the next five years to ensure continued eligibility for full Section 1513 funding.

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2018 Actual	2019 Unaudited*	2024 Target	
Passengers / Revenue Vehicle Hour	9.47	8.99	9.45	1.0%
Operating Cost / Revenue Vehicle Hour	\$117.61	\$123.58	\$143.27	3.0%
Operating Revenue / Revenue Vehicle Hour	\$26.65	\$28.70	\$30.92	1.5%
Operating Cost / Passenger	\$12.43	\$13.75	\$15.18	2.0%

\*2019 Unaudited values were used to provide WCTA with targets based off the most currently available data.

## FINANCIAL REVIEW

WCTA currently has a balanced operating budget. Noteworthy elements of WCTA's financial condition as of FYE 2018 are:

- WCTA had \$136,384 in carryover local funds and \$2,331,311 in carryover state funds.
- Combined carryover subsidies amount to 24.2% of total operational funding
- WCTA received approximately \$1 million in revenue from contractor reimbursements between FYE 2014 and FYE 2019.
- WCTA received its full local match as required by Act 44.
- WCTA maintained a balance of cash and restricted cash equal to 29.0% of total operating expenses in FYE 2018.
- WCTA's operating budget decreased from \$11.3 million in FYE 2014 to \$10.2 million in FYE 2018.
- Current assets exceed current liabilities.
- Accounts payable and receivable amounts are negligible.
- Shared-ride had an operating surplus of \$276,832 in FYE 2018.
- WCTA does not maintain a line of credit.

Because contractor reimbursements since FYE 2014 amount to about 50% of WCTA's current carryover balance, WCTA should account for the loss of this revenue stream in future budgets. Management should continue taking appropriate actions to manage costs, achieve farebox recovery goals, and maintain cash reserves to preserve WCTA's overall financial health.

## NEXT STEPS

WCTA management and Board will develop an Action Plan in response to the complete list of "Opportunities for Improvement" identified in the performance review report. Some actions will be quickly implementable while others may take several discrete steps to achieve over a longer period. WCTA's management must report to the Board and PennDOT quarterly on progress towards accomplishing the Action Plan and meeting its performance targets.

# INTRODUCTION

## PURPOSE

Act 44 of 2007 addressed the dire financial needs of local public transportation organizations across the Commonwealth by increasing state funding for public transportation operations by about 50%, from \$535 million annually to \$800 million in the first year of the legislation. Public transportation organizations, which had been on the verge of major service cuts and significant fare increases, could maintain existing service and fares and, with a predictable and growing source of operating assistance, plan service changes.

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- Reassess each organization on a five-year cycle.

The reassessment at the end of each five-year cycle is to evaluate:

- Whether the organization met the agreed-upon performance targets; and
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PennDOT conducted a transit performance review for Westmoreland County Transit Authority (WCTA) in March 2015. Based on that review, PennDOT established five-year performance targets and agreed to WCTA’s action plan to meet those targets. In August 2019, PennDOT conducted the follow-up reassessment of WCTA to determine if WCTA successfully met its targets and what actions were taken to improve the agency’s performance and management practices to maximize the return on investment of Commonwealth funding. This report summarizes PennDOT’s findings.

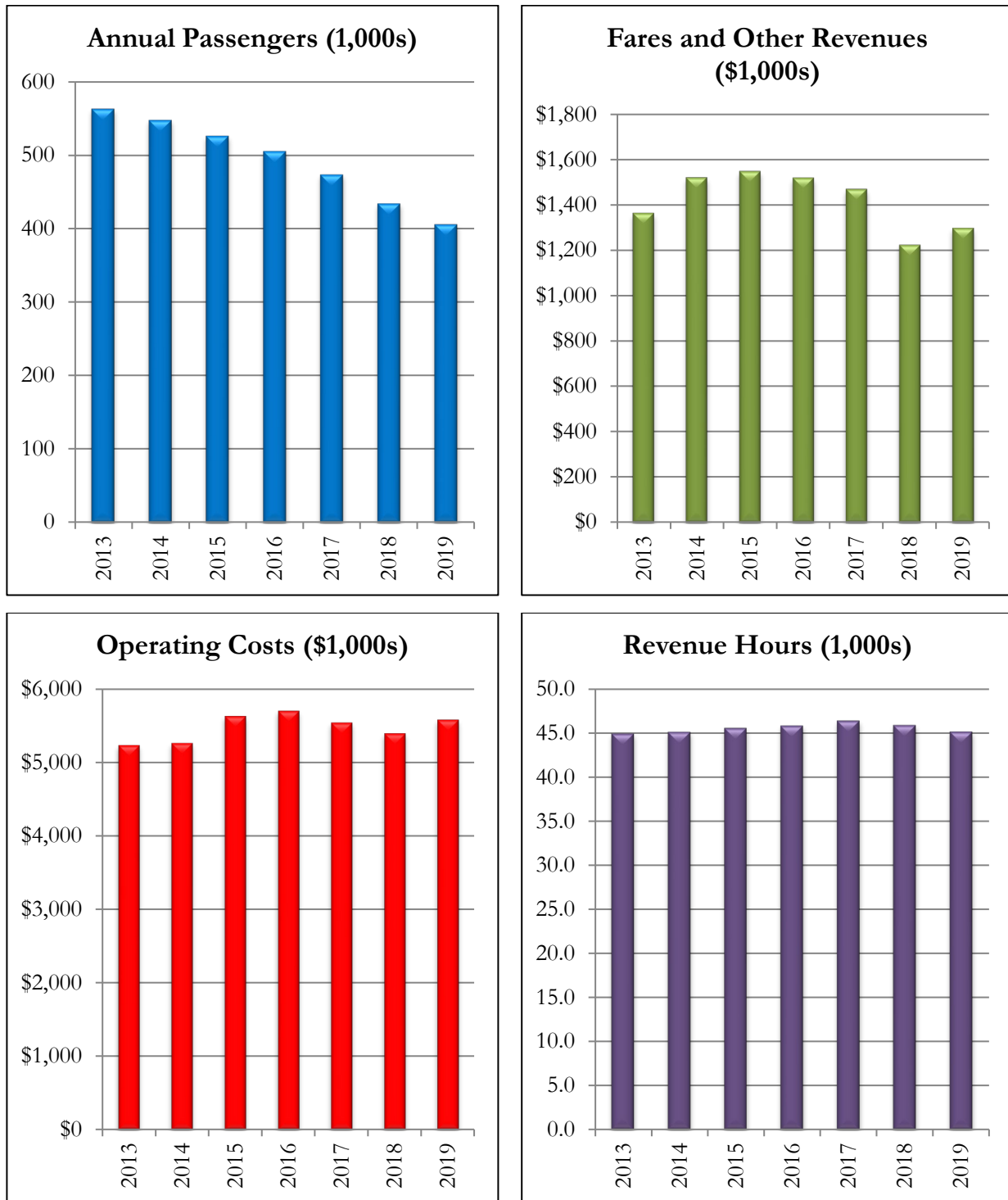
## AGENCY DESCRIPTION

The Westmoreland County Transit Authority (WCTA) was created in 1978 in Westmoreland County, Pennsylvania. The authority contracts with National Express to provide fixed-route and demand response transportation service. WCTA is overseen by a seven-member board appointed by the Westmoreland County Board of Commissioners. WCTA's charter prohibited the authority from directly operating service. In 2019, the board eliminated that provision in its charter to give management more flexibility to deliver high-quality, cost-effective service. Since then, WCTA decided to not renew its contracts with National Express and directly operate its fixed-route and paratransit service beginning January 1, 2020.

Currently, WCTA operates 19 weekday fixed-routes, typically operating between 5:00 a.m. and 9:00 p.m. On Saturdays, WCTA operates five fixed routes. WCTA contracts all operations for fixed-route and shared-ride services. **Exhibit 1** presents fixed-route bus statistics for WCTA derived from PennDOT dotGrants Legacy Reports.

WCTA currently owns and oversees the operation of a fleet of buses ranging from small 30-foot, 28 passenger buses to 45-foot, 57 passenger deluxe road coaches. More recently, WCTA started its transition to compressed natural gas (CNG); purchasing 6 CNG-powered buses in 2017. WCTA provided approximately 406,000 annual fixed-route passenger trips with 31 fixed-route vehicles operated in maximum service (VOMS) as of FYE 2019.

**Exhibit 1: WCTA Fixed-Route Service Annual Performance Trends (FYE 2013-2019)**



Source: PennDOT Legacy Reporting System (dotGrants)

## PERFORMANCE REVIEW PROCESS

PennDOT initiated an Act 44-mandated performance review for WCTA during the summer of 2019. The following outlines the review process:

1. Initial notification of performance review selection and transmission of document request:
  - a. Review available data and request additional information.
  - b. Peer selection: WCTA and PennDOT agree to a set of peer agencies to use for comparative analysis.
2. Review of the most recent customer satisfaction survey (CSS).
3. Review of Act 44 variables including current performance, targets from the previous 2015 review, and action plan implementation.
4. Perform Act 44 performance criteria analysis.
5. Conduct on-site review, interviews, and supplementary data collection/reconciliation.
6. Evaluate performance, financial management and operations.
7. Report results and determine agency compliance with performance requirements.
8. Finalize performance review report.
9. Develop, implement and monitor a five-year action plan.
10. Provide technical assistance, if required, to help meet five-year performance targets.

These steps help reviewers understand WCTA's unique challenges, changes that have occurred since the previous performance review, the accuracy and reliability of reported data, implemented policies and practices, additional opportunities for improvement, and realistic goals for the agency.

## CUSTOMER SATISFACTION SURVEY

WCTA conducted a fixed-route customer satisfaction survey in December 2018 that included nine questions addressing customer satisfaction and patterns in service usage. It also included a section for open-ended comments. WCTA collected almost 100 completed surveys, estimated to represent about 12% of average weekday riders (6% of boardings). Results from the survey show:

1. On a scale of 1 (dissatisfied) to 10 (highly satisfied), respondents gave an average score of 6.6 for overall satisfaction with the service (**Exhibit 2**).
2. 65% of respondents were satisfied or very satisfied with the transit center if they've been there.
3. 61% of respondents said on average that their bus is late.

WCTA received the most favorable assessment on the question "Are your operators polite, courteous and helpful?" (91% yes). It also received a favorable score on passengers feeling safe on the bus (8.3/10). WCTA lower ratings for vehicle cleanliness (7.2/10) and ease of understanding information about WCTA services (7.5/10).

The open-ended customer satisfaction survey question yielded three main themes that should be used to improve the customer experience that WCTA should consider when developing performance standards to improve fixed-route ridership as part of its action plan:

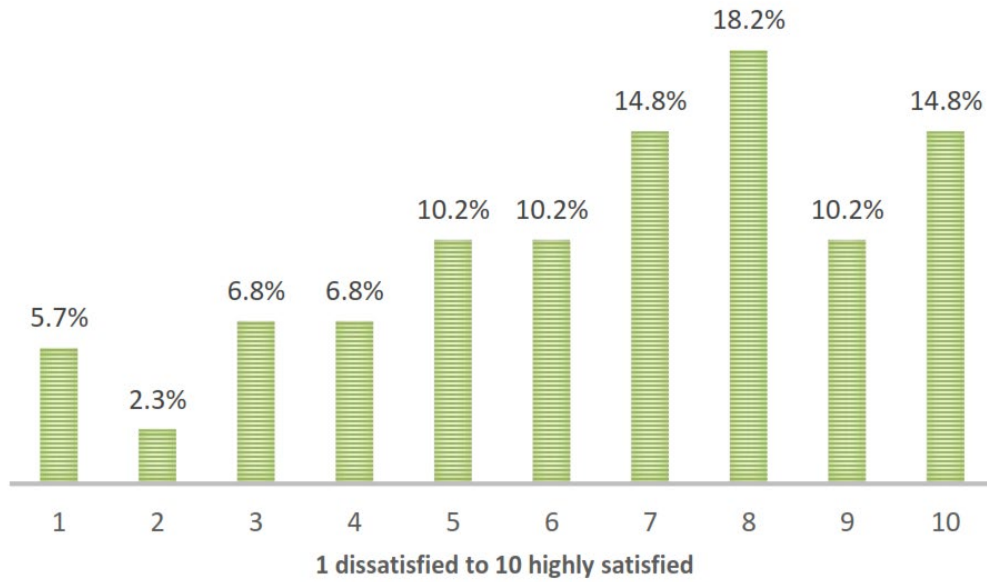
1. On-time performance is poor;
2. The Carpenter Lane Park-and-Ride lot is in poor condition; and
3. The service schedules can be improved.

The customer satisfaction survey results suggest WCTA should take steps to improve the quality of its service. High-quality service is one key to maintaining or increasing ridership.



Exhibit 2: Customer Satisfaction Score for WCTA Services

Q2: Overall, how satisfied are you with WCTA services?



**Average Score: 6.6**

# 2015 ACT 44 PERFORMANCE ASSESSMENT

## PRIOR REVIEW DETERMINATIONS AND FINDINGS

PennDOT conducted the initial review of WCTA in November 2015. The 2015 performance review compared WCTA with a group of peer agencies based on the four performance criteria required by Act 44. WCTA was found to be “In Compliance” for seven criteria and “At Risk” for one (**Exhibit 3**). WCTA performed better than the peer group for containing operating costs per passenger and passengers per revenue vehicle hour for the trend and operating revenue per revenue vehicle hour for the trend and single year.

### Exhibit 3. Previous Performance Review Act 44 Comparison Summary

Performance Criteria	FYE*	Determination	Peer Rank (of 13)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2013	In Compliance	8	Worse	12.53	12.65
	Trend	In Compliance	5	Better	4.85%	3.37%
Operating Cost / Revenue Vehicle Hour	2013	<b>At Risk</b>	13	Worse	\$114.41	\$82.24
	Trend	In Compliance	8	Worse	3.46%	2.33%
Operating Revenue / Revenue Vehicle Hour	2013	In Compliance	3	Better	\$30.33	\$20.72
	Trend	In Compliance	5	Better	8.55%	5.78%
Operating Cost / Passenger	2013	In Compliance	10	Worse	\$9.13	\$7.24
	Trend	In Compliance	7	Better	-1.32%	-0.62%

\*Note: The National Transit Database (NTD) information most current at the time of the peer review is the basis of the single year and trend peer comparisons.

## ACTION PLAN AND PERFORMANCE TARGETS

WCTA developed an Action Plan to address opportunities for improvement identified in the 2015 performance review. Among the steps WCTA took to improve its performance were:

1. Limited ADA service to serve only those passengers within ¾ mile of fixed-route service;
2. Reconfigured the downtown Greensburg transfer facility to improve bus flow and passenger safety;
3. Maintained a rate for purchased transportation and labor that held fixed-route operating costs under 3.0% average annual growth; and
4. Improved demand response cost recovery from 74% in 2014 to 99% in 2019.
5. Developed an SBP and TDP to guide agency decision-making and service planning efforts.

The complete list of WCTA’s previous Action Plan items and WCTA’s progress in addressing previously identified opportunities for improvement is provided in **Appendix B: 2015 Performance Review Action Plan Assessment**.

The following performance targets were established with WCTA:

- Increase passengers per revenue vehicle hour by at least 1.0% per year on average;
- Increase operating revenue per revenue vehicle hour by at least 1.0% per year on average;
- Contain increases in operating cost per revenue vehicle hour to no more than 3.0% per year on average; and
- Contain increases in operating cost per passenger to no more than 2.0% per year on average.

As shown in **Exhibit 4**, WCTA successfully met one of four performance targets that were established in the 2015 performance review.

#### **Exhibit 4. 2019 Performance Targets**

<b>Performance Criteria</b>	<b>2019 Target</b>	<b>2019 Unaudited*</b>	<b>Met Target</b>
Passengers / Revenue Vehicle Hour	12.62	8.99	No
Operating Cost / Revenue Vehicle Hour	\$131.30	\$123.58	Yes
Operating Revenue / Revenue Vehicle Hour	\$35.03	\$28.70	No
Operating Cost / Passenger	\$10.41	\$13.75	No

\*2019 Unaudited dotGrants values.

#### **ASSESSMENT**

WCTA reported progress to PennDOT on the implementation of the 2015 Action Plan. However, the following changes and other factors impacted WCTA's ability to meet its 2019 targets.

- WCTA's contractor (National Express) had difficulty providing enough fixed-route drivers to meet service requirements. The driver shortage resulted in missed trips, late trips, and numerous customer complaints. To address the service disruptions, WCTA imposed liquidated damages on the contractor. WCTA also met with National Express leadership to request improved service reliability. WCTA ultimately decided to terminate the fixed-route and paratransit contracts with National Express effective December 31, 2019, and directly operate service beginning January 1, 2020.
- The WCTA implementation of the regional "Connect Card" met with limited success. WCTA recently started to provide mobile phone ticketing in 2019 to provide a better customer experience.
- WCTA faced several challenges throughout the years that threatened the stability of the authority. Emergencies like severe driver shortages, unsustainable operating deficits in the demand response program, and restructuring the authority to operate service directly, required the full attention of management and the Board of Directors. Operating in emergency response mode came at the cost of implementing long-term planning initiatives like the 2018 strategic business plan (SBP) and transit development plan (TDP).
- The U.S. transit industry experienced declining ridership in recent years. Factors contributing to this trend are numerous. The transit-dependent population has declined since the economy normalized since 2010. Alternatives to public transit, such as Uber and Lyft, emerged. More employees now work from home at least one day a week. Suburban systems that provide commuter service, such as WCTA, have experienced the most significant ridership declines.

WCTA worked toward achieving the 2018 performance targets by implementing actions listed in the 2015 Action Plan. These actions included developing a TDP and an SBP. WCTA plans to implement the findings of the TDP and strategic plan after it begins directly operating service in January 2020. WCTA also developed a marketing plan that was implemented in July 2018 and created a Community Outreach Coordinator position. The marketing strategy includes outreach to school-age children in classrooms, high schools, and colleges.

## 2019 ACT 44 PERFORMANCE ASSESSMENT

The 2019 performance review compared WCTA to a group of peer agencies based on the four performance criteria required by Act 44.

### PEER AGENCY COMPARISONS

Peer agencies were identified through a collaborative process between PennDOT and WCTA management using criteria defined in Act 44 and data from the most recently available National Transit Database (NTD), FYE 2017. The systems identified for peer comparisons include:

1. Laketran (Grand River, OH)
2. Dutchess County Department of Public Works, Public Transit Division (Poughkeepsie, NY)
3. Beaver County Transit Authority (Rochester, PA)
4. Housatonic Area Regional Transit (Danbury, CT)
5. Bay Metropolitan Transit Authority (Bay City, MI)
6. Montachusett Regional Transit Authority (Fitchburg, MA)
7. Yuba-Sutter Transit Authority (Marysville, CA)
8. Johnson County Kansas, aka: Johnson County Transit (Olathe, KS)
9. Fredericksburg Regional Transit (Fredericksburg, VA)
10. Mid Mon Valley Transit Authority (Charleroi, PA)
11. New Castle Area Transit Authority (New Castle, PA)

Results of the current WCTA analysis and peer comparison are presented in **Exhibit 5**. WCTA was found to be “In Compliance” for seven measures and “At Risk” for one. The detailed data used to develop the peer comparison summary is presented in **Appendix C: Peer Comparisons**.

#### Exhibit 5: Current Performance Review Act 44 Peer Comparison Summary

Performance Criteria	FYE	Determination	Peer Rank of (12)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Hour	2017	In Compliance	6	Worse	10.21	10.79
	Trend	In Compliance	8	Worse	-3.77%	-3.34%
Operating Cost / Revenue Hour	2017	<b>At Risk</b>	11	Worse	\$119.51	\$100.61
	Trend	In Compliance	3	Better	1.14%	2.12%
Operating Revenue / Revenue Hour	2017	In Compliance	3	Better	\$31.65	\$18.38
	Trend	In Compliance	1	Better	5.14%	0.24%
Operating Cost / Passenger	2017	In Compliance	10	Worse	\$11.71	\$10.22
	Trend	In Compliance	5	Better	5.10%	5.69%

### ASSESSMENT

WCTA performed better than the peer group average for the operating cost per revenue trend, operating revenue per revenue hour 2017 and trend, and operating cost per passenger trend determination. WCTA performs slightly worse than the peer group in passengers per revenue hour 2017 and trend. However, passengers per revenue hour further declined after 2017 due, in part, to service reliability issues with the contractor. Operating cost per revenue hour, while an “At Risk” determination, is reasonable due to the amount of service that deadheads for the Pittsburgh commuter trips.

## 2024 PERFORMANCE TARGETS

Act 44 requires PennDOT, in consultation with agency management, to establish five-year performance targets for each of the four Act 44 metrics for fixed-route service. Setting targets and reevaluating performance are intended to give management the information needed to monitor the effectiveness and efficiency of service delivery. Act 89 requires agencies to maintain a fare policy to match fares to the rate of inflation, which ensures that revenue recovery keeps pace with anticipated increases in operating costs.

PennDOT uses the most recent audited and agency-verified values for passengers, operating costs and operating revenues as the baseline from which to develop the targets. Five-year targets are then developed based on realistic and achievable expectations of improvement.

The 2019 performance review noted that WCTA outperformed its peer agency trends for operating cost per revenue hour and operating revenue per revenue hour. It also had a much higher operating revenue per revenue hour than the peer group. It was only “At Risk” for 2017 operating cost per revenue hour. WCTA should continue to work toward achieving its FYE 2024 targets, especially targeting efforts to contain operating costs and increase fixed-route ridership.

PennDOT established the following performance targets in consultation with WCTA:

- Increase passengers per revenue vehicle hour by at least 1.0% per year on average
- Contain operating cost per revenue vehicle hour increases to no more than 3.0% per year on average
- Increase operating revenue per revenue vehicle hour by at least 1.5% per year on average
- Contain operating cost per passenger trip increases to no more than 2.0% per year on average

Future year targets are based on the most recently available fiscal year-end data (i.e., FYE 2019). FYE 2019 operating statistics reflect WCTA’s unaudited dotGrants reports. WCTA should work to achieve these targets, shown in **Exhibit 6**, over the next five years to ensure continued eligibility for full Section 1513 funding.

### Exhibit 6: FYE 2024 Act 44 Performance Targets

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2018 Actual	2019 Unaudited*	2024 Target	
Passengers / Revenue Vehicle Hour	9.47	8.99	9.45	1.0%
Operating Cost / Revenue Vehicle Hour	\$117.61	\$123.58	\$143.27	3.0%
Operating Revenue / Revenue Vehicle Hour	\$26.65	\$28.70	\$30.92	1.5%
Operating Cost / Passenger	\$12.43	\$13.75	\$15.18	2.0%

\*2019 Unaudited values were used to provide WCTA with targets based off the most currently available data.

It should be noted that WCTA will begin to directly operate service beginning January 1, 2020. The effects of this change on WCTA’s budget are not fully understood at this time. PennDOT will perform a mid-cycle assessment of WCTA’s performance targets and make appropriate adjustments at that time.

## FUNCTIONAL REVIEW

Functional reviews are used to determine the reasons behind performance results found in the Act 44 comparisons, to catalog WCTA practices to share with other transit agencies, and to identify opportunities for improvement to address in the Action Plan (see **Appendix D: Action Plan Template**). Functional review findings are organized by a brief description of the Act 44 variables guiding the performance review: passengers, revenues, and operating costs.

The following sections summarize ways to deliver service more efficiently and effectively. It is essential that service is both sensitive and responsive to the community's needs while being able to maximize productivity, control operating costs, maximize revenue recovery and achieve optimum service levels. The observations recorded during the review process are categorized as Best Practices or Elements to Address in the Action Plan. Best Practices are those exceptional current practices that are beneficial and should be continued or expanded.

Elements to Address in the Action Plan are recommendations which have the potential to maximize productivity, to control operating costs, and to achieve optimum revenue levels to enhance the system's future performance for one or more of the Act 44 fixed-route performance factors. For the convenience of WCTA, Action Plan templates are provided in **Appendix D: Action Plan Template** (see pg. 35). Some actions will be quickly implementable while others may take several discrete steps to achieve over an extended period. The template provides a simple-to-follow order of key findings of this report that must be addressed in the Action Plan.

### OPPORTUNITIES TO INCREASE FIXED-ROUTE RIDERSHIP

#### BEST PRACTICES

1. WCTA developed a marketing plan that was implemented in July 2018 and created a Community Outreach Coordinator position. The marketing strategy includes outreach to school-age children in classrooms, high schools, and colleges. By focusing marketing efforts on the next generation of transit riders, WCTA is building a culture of transit in the community.
2. WCTA conducts annual customer satisfaction surveys and reports the results to the Board. The surveys help management identify issues of concern for passengers and track trends and help WCTA respond to customer feedback.
3. WCTA monitors contractor performance and includes terms in its service contract that provide for liquidated damages in the event of poor contractor performance. WCTA routinely imposed liquidated damages this last year. By enforcing the service reliability terms of the service contract, WCTA provides a strong incentive for the contractor to deliver quality service.

#### ELEMENTS TO ADDRESS IN PART 1 OF THE ACTION PLAN (P. 35)

1. WCTA has poor on-time performance and service reliability. This is reflected in its customer satisfaction survey results and customer complaints. Service reliability is one key to maintaining or increasing ridership. WCTA should **continue to monitor service reliability and increase on-time performance to 90% or more.**

2. WCTA lacks a system map. A system map helps passengers understand the extent of WCTA's service and where to make connections to complete a journey. WCTA has postponed developing a system map until it implements service changes that result from its TDP. WCTA should **develop a system map and make it available at shelters, on the website, and at the transfer center when WCTA completes its service update.**
3. WCTA does not provide a web-based trip planning service to its customers. Trip planning services are commonly provided to improve a passenger's ability to understand the range of services offered by a transit agency, and how those services can meet their needs. WCTA should **develop a web-based trip planning application for the WCTA website when WCTA completes its service update.**
4. WCTA provides local and commuter fixed-route service. Each of these services has different customers with different demographics and needs. The current WCTA marketing plan does identify different types of target customers but does not include strategies specific to the two types of service. When WCTA next updates its marketing plan, it should **implement service-specific strategies to increase ridership on local fixed-route, commuter fixed-route, and demand response service.** For example, different social media platforms can be used to increase agency presence and promote WCTA services to mode-specific audiences.
5. WCTA's branding is becoming dated. Fresh branding can be used to raise the profile of the agency in the community, attracting new riders. WCTA recently attempted to update its branding using in-house resources. Management should **consider procuring the services of a firm that specializes in branding to identify cost-effective ways to modernize its branding.**
6. WCTA developed a TDP in 2018 as a recommendation from the 2015 action plan. Management held off implementing the TDP as contractor performance worsened, and the Board of Directors committed to directly operating service. WCTA should **prioritize implementation of the TDP, including short-term scenarios that require minimum resources and have the potential to show immediate results.** WCTA's long-term fiscal sustainability should take precedence when pursuing medium and long-term opportunities that require a concerted effort from management and the Board.

## OPPORTUNITIES TO INCREASE FIXED-ROUTE REVENUES

### BEST PRACTICE

1. WCTA was running a substantial shared-ride deficit at the time of the last performance review. WCTA subsidized this deficit with fixed-route funding. Subsequently, management took steps to identify its costs and implement an appropriate fare to recover its shared-ride losses.

### ELEMENTS TO ADDRESS IN PART 2 OF THE ACTION PLAN (P.35)

1. WCTA receives less than \$10,000 per year in advertising revenue. It currently manages its advertising program in-house. Some transit agencies in Pennsylvania (e.g., MMVTA) find that outsourcing advertising sales is a cost-effective way to increase advertising revenue while freeing up in-house staff for other important duties. WCTA should **work with peer agencies to identify and implement cost-effective ways to outsource advertising sales** to increase available revenue.

## OPPORTUNITIES TO CONTROL OPERATING COSTS

### BEST PRACTICE

1. WCTA required its contractor to provide fire, theft, comprehensive, and collision insurance. This controlled unexpected cost increases for WCTA and provided an incentive to the contractor to contain insurance losses.

### ELEMENTS TO ADDRESS IN PART 3 OF THE ACTION PLAN (P. 36)

1. WCTA negotiated a competitive rate (\$75.36 per revenue vehicle hour) for its fixed-route service contract for FYE 2019. However, National Express reported this negotiated rate as causing financial losses, losses that contributed to the inability of National Express to hire and retain qualified drivers during a time of low unemployment. The driver shortage contributed to poor service reliability. WCTA will begin to directly operate both its fixed-route and paratransit service in 2020 to address service reliability issues.

An analysis of the root causes of the driver shortage should inform WCTA's future budgeting process. If WCTA determines that driver compensation levels appear to contribute to the driver shortage, it should **conduct a wage and compensation survey that can be used to structure operator compensation packages that are competitive yet within budget constraints.**

2. After WCTA begins to directly operate service on January 1, 2020, it should **document budgeted vs. actual costs incurred of each requirement of providing fixed-route and paratransit revenue service including:**
  - i. Total miles and hours, including deadhead
  - ii. Operator and mechanic training
  - iii. Direct salary and fringe
  - iv. Road supervision
  - v. Extraboard staffing
  - vi. Achieving on-time performance standards
  - vii. Insurance and liability
  - viii. Interest costs
  - ix. Non-revenue vehicle capital, operating, and maintenance costs
  - x. Facility cleaning and maintenance
  - xi. Data collection and reporting
  - xii. Performance monitoring
  - xiii. Contingency reserves required for unexpected costs

**The results of the budgeted vs. actual analysis should then be used to inform future budget development.**

## OTHER OPPORTUNITIES TO IMPROVE PERFORMANCE

### BEST PRACTICES

1. WCTA renovated the bus lot at the downtown Greensburg transfer center. In prior years, buses would have to reverse to depart, causing a safety hazard for pedestrians. Buses no longer



reverse and can pull directly out of the lot. Proactively addressing potential customer safety hazards before an incident occurs is beneficial for customers and WCTA.

2. WCTA uses social media and text messages to communicate real-time updates about delays, detours, and other service issues. Mobile phone-friendly approaches to customer communication are a cost-effective means of reaching a significant portion of its customers.

#### **ELEMENTS TO ADDRESS IN PART 4 OF THE ACTION PLAN (P. 36)**

1. WCTA has short-term succession planning and cross-training for staff to address short-term absences. When WCTA begins to directly operate service, **it should develop, then periodically update, job descriptions for existing management positions. It should also develop a succession plan for all critical positions including those in management, operations, and maintenance.**
2. Westmoreland County Commissioners appoint the WCTA Board. To improve agency oversight, it would be beneficial if the County Commissioners were aware of the expertise and experience that would contribute to the Board's composition and filled Board vacancies accordingly. **The WCTA Board should identify additional skill sets that complement the remaining Board members' expertise and communicate those needs to the Westmoreland County Commissioners each time a Board seat becomes vacant.**
3. WCTA has difficulty consistently achieving full attendance at its Board meetings. Full Board attendance ensures that management has the benefits of oversight and governance that the entire Board brings. The Board Chair should **communicate WCTA Board attendance needs to the Board of County Commissioners and prospective Board members.** The Board might also **consider remote video links or call-in attendance** to maximize Board meeting attendance.
4. WCTA recently developed a strategic plan and transit development plan (TDP). WCTA delayed implementation of those plans until after it resolves current service delivery problems. After addressing its service delivery problems, WCTA should **implement its strategic plan and cost-affordable recommendations from the TDP that are consistent with the goals of the strategic plan.**
5. WCTA is in the PennDOT schedule for the implementation of the fixed-route ITS system (FRITS) that includes AVL. Concurrent with the FRITS rollout, WCTA should **develop a process for monitoring and reporting on-time performance and provide real-time vehicle location information to its customers.**
6. WCTA does not have a line of credit. Though its cash reserves are adequate at this time, when WCTA begins to operate service directly in 2020, it may need the additional liquidity that a line of credit affords. Management should work with a local bank to **establish an operating line of credit** that could be used when grant payments are delayed, or unexpected costs are incurred.

## FINANCIAL REVIEW

This financial review focuses on a high-level snapshot and trend indicators to determine if additional follow-up from PennDOT is warranted through the review of audit reports, other financial reports, and budgets. The review assesses the financial status based on:

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

### HIGH-LEVEL INDICATORS OF FINANCIAL HEALTH

As shown in **Exhibit 7**, WCTA has 24.2% in total carryover subsidies to total annual operating costs as of FYE 2018. These reserves provide liquidity in case of unexpected cost increases. WCTA received their required local match to 1513 state operating subsidy.

WCTA has no accounts payable and negligible receivable amounts over 90 days. WCTA does not maintain a line of credit.

### TOTAL PUBLIC TRANSPORTATION OPERATIONAL EXPENDITURES AND FUNDING

WCTA's operating budget decreased from \$11.3 million in FYE 2014 to approximately \$10.2 million in FYE 2018 (**Exhibit 8**). Approximately 53% of WCTA's operational expenses are for fixed-route services. The remaining operational expenses (47%) are for demand-response paratransit, as shown in **Exhibit 9**.

Agency-wide operating funds come from a variety of sources, including state funds, federal funds, local funds, and passenger fares. Subsidy allocation<sup>3</sup> for urban agencies is determined at the state level where the use of state funds to leverage additional federal funds is maximized across the Commonwealth to meet urban agency needs. State subsidies account for 30.4% of total operating income (**Exhibit 10**). Federal subsidies, local subsidies, and revenues are the remaining funding sources, representing approximately 69.6% of total operating income (**Exhibit 11**).

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<sup>3</sup> The 1513 operating assistance program allocates funding based on a distribution formula as amended in Act 89 of 2013.

## Exhibit 7: High-Level Financial Indicators

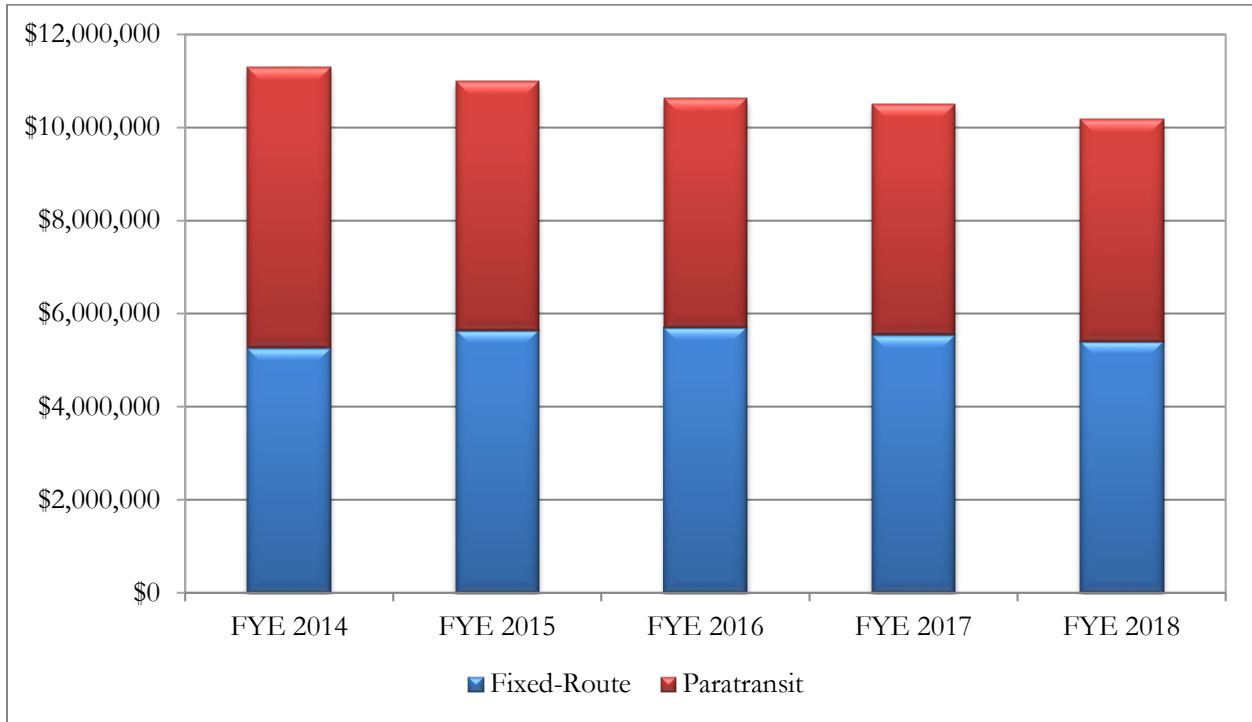
FYE 2018 Indicator	Value	Assessment Criteria / Rationale	Source
Total Carryover Subsidies / Annual Operating Cost	24.2%	A 25%+ target. This target demonstrates liquidity to account for unexpected cost increases or service changes without the need to incur interest fees from loans.	FYE 2018 Audit
Credit available/ Annual Payroll	0.0%	Only necessary if combined carryover subsidies are less than 25% of annual. This ensures that the agency maintains sufficient cash flow/liquidity to pay all current bills.	FYE 2018 Audit and PennDOT dotGrants
Actual Local Match / Required Match	100.0%	Target 100%+. Local match that exceeds required minimums gives a transit agency flexibility to change service, to accommodate unexpected cost changes and make capital investments.	PennDOT dotGrants 2018
Accounts Payable (AP) 90+ days	0.0%	Target should be 0% over 90 days. Larger values indicate cash flow concerns.	WCTA reported value
Accounts Receivable (AR) 90+ days	0.3%	Target should be 0% over 90 days. Larger values can cause cash flow problems.	WCTA reported value
Debt / Annual Operating Cost	0.0%	Target should be 0%. Low debt amounts reduce borrowing costs.	FYE 2018 Audit

## Exhibit 8: Public Transportation Operating Expense by Service Type

Service Type (In Millions)	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Fixed Route	\$5.3	\$5.6	\$5.7	\$5.5	\$5.4
Paratransit	\$6.0	\$5.3	\$4.9	\$4.9	\$4.8
<b>Total*</b>	<b>\$11.3</b>	<b>\$11.0</b>	<b>\$10.6</b>	<b>\$10.5</b>	<b>\$10.2</b>

\* May not add correctly due to rounding.

**Exhibit 9: Public Transportation Operating Expense Trends by Service Type**

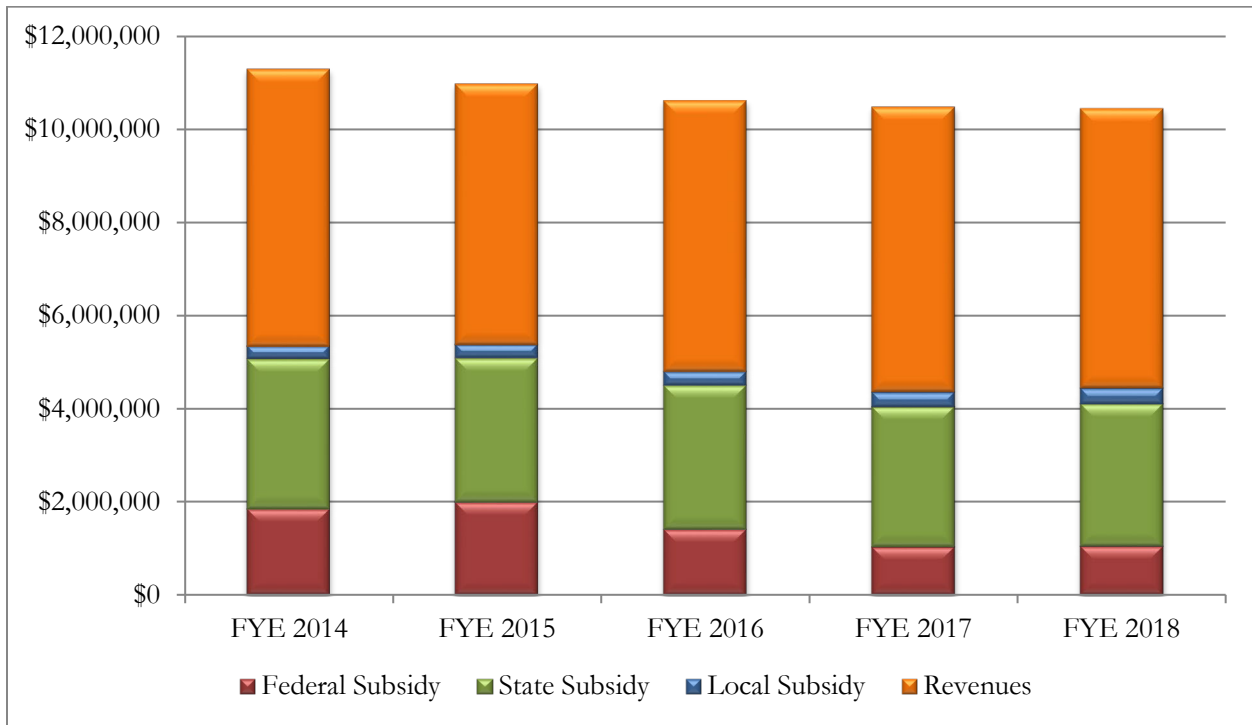


**Exhibit 10: Percent of Total Public Transportation (Fixed-Route + Paratransit) Operating Income by Funding Source**

Funding Source*	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Federal Subsidy	16.3%	18.1%	13.3%	9.9%	10.1%
State Subsidy	28.4%	28.1%	29.0%	28.6%	29.2%
Local Subsidy	2.5%	2.7%	3.0%	3.2%	3.3%
Revenues	52.7%	51.0%	54.7%	58.3%	57.4%
Local Subsidy / State Subsidy	8.9%	9.7%	10.2%	11.0%	11.4%

\* May not add due to rounding.

**Exhibit 11: Total Public Transportation (Fixed-Route + Paratransit) Operating Income by Funding Source**



## FIXED-ROUTE FUNDING

WCTA's fixed-route funding comes from general revenues and government subsidies. Direct passenger fares represent between 20.0% and 26.0% of total operating funding (**Exhibit 12**). Declines in farebox recovery largely mimic declines in ridership.

WCTA operated using current year funding, with \$2,331,311 in Act 44 (1513) state carryover funds. WCTA had \$136,384 in local carryover funds available in FYE 2018. It should be noted that approximately \$740,000 of WCTA's fixed-route funding between 2017 and 2018 came from contractor reimbursements.

### Exhibit 12: Fixed-Route Funding

Funding Source	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
<b>Revenues</b>					
Passenger Fares	\$1,370,644	\$1,397,627	\$1,347,097	\$1,279,378	\$862,287
Organization-Paid Fares	\$0	\$0	\$0	\$0	\$215,266
Advertising	\$8,920	\$8,000	\$8,500	\$2,705	\$8,566
Other- (Contractor Reimbursement)	\$127,528	\$130,064	\$162,358	\$184,177	\$135,305
Other- (Other Revenues)	\$12,345	\$11,237	\$344	\$2,629	\$1,651
<b>Subtotal</b>	<b>\$1,519,437</b>	<b>\$1,546,928</b>	<b>\$1,518,299</b>	<b>\$1,468,889</b>	<b>\$1,223,075</b>
<b>Subsidies</b>					
Federal Operating Grant	\$646,945	\$718,548	\$709,051	\$640,315	\$654,318
Federal Operating Grant to Fund Preventative Maintenance Costs	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Act 44 (1513) State Prior	\$771,144	\$619,498	\$655,437	\$677,928	\$688,394
Act 44 (1513) State Current	\$1,643,097	\$1,982,436	\$2,106,116	\$2,028,370	\$2,085,600
Act 3 BSG Grant – State Share	\$0	\$67,582	\$0	\$0	\$0
Municipal Current	\$285,507	\$299,784	\$314,815	\$330,509	\$347,035
<b>Subtotal</b>	<b>\$3,746,693</b>	<b>\$4,087,848</b>	<b>\$4,185,419</b>	<b>\$4,077,122</b>	<b>\$4,175,347</b>
<b>Total Funding</b>	<b>\$5,266,130</b>	<b>\$5,634,776</b>	<b>\$5,703,718</b>	<b>\$5,546,011</b>	<b>\$5,398,422</b>
<b>Fares/ Total Funding</b>	<b>26.0%</b>	<b>24.8%</b>	<b>23.6%</b>	<b>23.1%</b>	<b>20.0%</b>

Source: PennDOT dotGrants Reporting System.

## PARATRANSIT FUNDING

Paratransit funding accounts for 47% of WCTA's operating budget and consists of ADA and shared-ride. Government subsidies, as well as passenger fares, are used to finance paratransit operating costs. (**Exhibit 13**). Funding for paratransit decreased from \$6,033,395 in FYE 2014 to \$5,059,597 in FYE 2018.

Total paratransit passenger trips decreased from 235,057 trips in FYE 2014 to 195,619 trips in FYE 2018 (**Exhibit 14**).

### Exhibit 13: Paratransit Funding by Source

Category	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
<b>Revenues</b>					
Passenger Fares	\$306,680	\$250,113	\$228,371	\$208,178	\$187,793
Shared-Ride Lottery Trip Reimbursement	\$2,041,178	\$1,772,458	\$1,623,268	\$1,503,134	\$1,334,735
PwD Reimbursement	\$91,249	\$107,891	\$106,614	\$184,849	\$242,583
PwD Passenger Fares	\$0	\$28,779	\$25,540	\$43,273	\$58,747
AAA	\$179,154	\$130,284	\$108,737	\$95,583	\$86,374
MATP	\$1,808,492	\$1,759,816	\$2,196,062	\$2,537,873	\$2,831,142
Other- (Third Parties - Excelsa)	\$10,631	\$9,256	\$7,426	\$6,050	\$2,556
Other- (Liquidated Damages)	\$0	\$0	\$0	\$0	\$30,050
Other- (Other Revenue)	\$0	\$0	\$851	\$590	\$608
Other- (Contractor Reimbursement)	\$0	\$0	\$3,939	\$64,973	\$3,780
<b>Subtotal</b>	<b>\$4,437,384</b>	<b>\$4,058,597</b>	<b>\$4,300,808</b>	<b>\$4,644,503</b>	<b>\$4,778,368</b>
<b>Subsidies</b>					
Federal Operating Grant to Fund Capital Costs of Contracting	\$795,918	\$869,416	\$300,063	\$0	\$0
Act 44 (1513) State Prior	\$84,728	\$83,196	\$94,787	\$86,184	\$81,556
Act 44 (1513) State Current	\$191,365	\$198,000	\$232,066	\$211,083	\$199,673
Special Operating Grant – State Share	\$524,000	\$140,254	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$1,596,011</b>	<b>\$1,290,866</b>	<b>\$626,916</b>	<b>\$297,267</b>	<b>\$281,229</b>
<b>Total Funding</b>	<b>\$6,033,395</b>	<b>\$5,349,463</b>	<b>\$4,927,724</b>	<b>\$4,941,770</b>	<b>\$5,059,597</b>

Source: PennDOT dotGrants Reporting System.

### Exhibit 14: Paratransit Operating Statistics (FYE 2014 – FYE 2018)

Operating Category	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
<b>Paratransit Operating Statistics</b>					
Senior (Lottery) Trips	128,533	107,496	86,213	80,402	70,422
Total Miles	2,437,598	2,260,630	2,197,743	2,226,139	2,167,897
Total Hours	158,973	132,652	117,061	110,637	104,232
VOMS	-	68	64	61	54
Total Paratransit Passenger Trips	235,057	195,395	181,456	192,540	195,619

Source: PennDOT dotGrants Reporting System.

## BALANCE SHEET FINDINGS

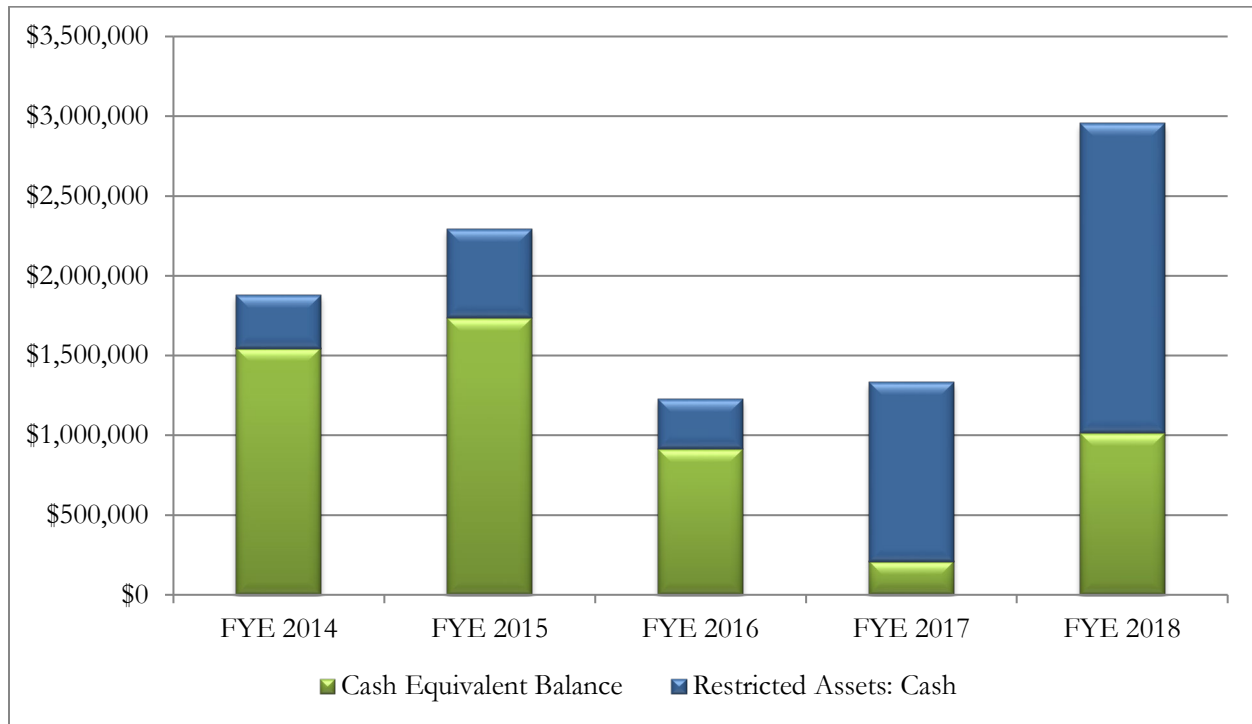
Review of balance sheets from WCTA shows that since FYE 2016, the agency increased available cash on hand (**Exhibit 15** and **Exhibit 16**). Net current cash equivalent balance reported as of FYE 2018 was \$1,016,509. WCTA maintains a balance of cash and restricted cash to 29.0% of total operating expenses as of FYE 2018. Accounts payable have decreased from \$1,422,217 in FYE 2014 to \$697,216 in FYE 2018.

### Exhibit 15: Balance Sheet Summary (FYE 2014 – FYE 2018)

Balance Sheet Report	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
<b>Current Assets</b>					
Cash Equivalent Balance	\$1,542,695	\$1,736,582	\$912,992	\$208,034	\$1,016,509
Investments	\$0	\$0	\$0	\$0	\$0
Grant Receivable (incl. capital)	\$1,827,566	\$1,019,207	\$1,970,578	\$1,591,144	\$586,027
Other Accounts Receivable	\$191,384	\$48,418	\$82,246	\$66,637	\$46,918
Restricted Assets: Cash	\$337,718	\$556,138	\$314,074	\$1,124,284	\$1,937,353
Inventory Value	\$271,071	\$221,372	\$259,410	\$215,901	\$216,531
Pre-paid Expenses	\$26,083	\$34,255	\$30,554	\$80,935	\$57,908
<b>Current Liabilities</b>					
Accounts Payable	\$1,422,217	\$1,423,923	\$1,412,867	\$767,861	\$697,216
Accrued Expenses	\$5,604	\$4,235	\$4,220	\$3,616	\$4,375
Deferred Revenue	\$2,654,746	\$2,073,863	\$2,041,148	\$2,403,840	\$3,048,037
Line of Credit	\$0	\$0	\$0	\$0	\$0
<b>Total Operating Expense</b>	<b>\$11,299,525</b>	<b>\$10,984,239</b>	<b>\$10,631,442</b>	<b>\$10,487,781</b>	<b>\$10,181,187</b>
(Cash & Rest. Cash)/Total Op. Exp.	16.6%	20.9%	11.5%	12.7%	29.0%
Line of Credit/Annual Payroll	0.0%	0.0%	0.0%	0.0%	0.0%
Current Assets	\$4,196,517	\$3,615,972	\$3,569,854	\$3,286,935	\$3,861,246
Current Liabilities	\$4,152,967	\$3,572,421	\$3,528,635	\$3,175,317	\$3,749,628
<b>Net Current Assets</b>	<b>\$43,550</b>	<b>\$43,551</b>	<b>\$41,219</b>	<b>\$111,618</b>	<b>\$111,618</b>

Source: Annual Audit Reports and dotGrants



**Exhibit 16: End-of-Year Cash Balance (FYE 2014 – FYE 2018)**

## ASSESSMENT

WCTA currently has a balanced operating budget. Noteworthy elements of WCTA's financial condition as of FYE 2018 are:

- WCTA had \$136,384 in carryover local funds and \$2,331,311 in carryover state funds.
- Combined carryover subsidies amount to 24.2% of total operational funding
- WCTA received approximately \$1 million in revenue from contractor reimbursements between FYE 2014 and FYE 2019.
- WCTA received its full local match as required by Act 44.
- WCTA maintained a balance of cash and restricted cash equal to 29.0% of total operating expenses in FYE 2018.
- WCTA's operating budget decreased from \$11.3 million in FYE 2014 to \$10.2 million in FYE 2018.
- Current assets exceed current liabilities.
- Accounts payable and receivable amounts are negligible.
- Shared-ride had an operating surplus of \$276,832 in FYE 2018.
- WCTA does not maintain a line of credit.

Because contractor reimbursements since FYE 2014 amount to about 50% of WCTA's current carryover balance, WCTA should account for the loss of this revenue stream in future budgets. Management should continue taking appropriate actions to manage costs, achieve farebox recovery goals, and maintain cash reserves to preserve WCTA's overall financial health.

## APPENDIX A: DATA ADJUSTMENTS

From FYE 2012 through FYE 2017, there were minor discrepancies in operating statistics reported between NTD and dotGrants. All discrepancies were less than 5 percent between NTD and dotGrants. As a result, fixed-route revenue, operating costs, and revenue hours were adjusted to reconcile NTD reported values to dotGrants.

A summary of these adjustments is provided below:

<b>Fixed-Route</b>	<b>FYE 2012</b>	<b>FYE 2013</b>	<b>FYE 2014</b>	<b>FYE 2015</b>	<b>FYE 2016</b>	<b>FYE 2017</b>
NTD Reported Revenue	\$1,124,329	\$1,363,261	\$1,519,437	\$1,546,845	\$1,519,152	\$1,534,451
dotGrants Reported Revenue	\$1,124,330	\$1,363,261	\$1,519,437	\$1,546,928	\$1,518,299	\$1,468,889
Reconciliation Adjustment	\$1	-	-	\$83	(\$853)	(\$65,562)
Total Adjusted Revenue	\$1,124,330	\$1,363,261	\$1,519,437	\$1,546,928	\$1,518,299	\$1,468,889
NTD Reported Operating Cost	\$5,078,492	\$5,142,319	\$5,266,128	\$5,634,775	\$5,703,718	\$5,558,358
dotGrants Reported Operating Cost	\$5,154,723	\$5,238,268	\$5,266,130	\$5,634,776	\$5,703,718	\$5,546,011
Reconciliation Adjustment	\$76,231	\$95,949	\$2	\$1	-	(\$12,347)
Total Adjusted Operating Cost	\$5,154,723	\$5,238,268	\$5,266,130	\$5,634,776	\$5,703,718	\$5,546,011
NTD Reported Revenue Hours	\$45,641	\$44,946	\$45,144	\$45,563	\$45,855	\$46,623
dotGrants Reported Revenue Hours	45,641	44,947	45,142	45,564	45,856	46,406
Reconciliation Adjustment	-	1	(2)	1	1	(217)
Total Adjusted Revenue Hours	45,641	44,947	45,142	45,564	45,856	46,406

Based on adjustments to fixed-route revenue and operating costs, the following Act 44 performance metrics were developed for WCTA.

<b>Act 44 Performance Metrics</b>	<b>FYE 2012</b>	<b>FYE 2013</b>	<b>FYE 2014</b>	<b>FYE 2015</b>	<b>FYE 2016</b>	<b>FYE 2017</b>
Passenger/RVH	12.37	12.53	12.13	11.55	11.03	10.21
Revenue/RVH	\$24.63	\$30.33	\$33.66	\$33.95	\$33.11	\$31.65
Operating Cost/RVH	\$112.94	\$116.54	\$116.66	\$123.67	\$124.38	\$119.51
Operating Cost/Passenger	\$9.13	\$9.30	\$9.62	\$10.71	\$11.28	\$11.71

## APPENDIX B: 2015 PERFORMANCE REVIEW ACTION PLAN ASSESSMENT

Last Updated July 2019

Category	Suggested Action	Corrective Action	Observation
<b>1. Ridership</b>	Expand WCTA range of service metrics to include additional transit variables for future performance monitoring of fixed-route service	Estimated completion: N/A	The WCTA currently uses passengers per hour by trip, on-time performance, demand for service, and customer input in service design and evaluation.
<b>1. Ridership</b>	Assess the potential benefits and costs of moving from a flag-stop to a designated stop system	Estimated completion: 07/2020	WCTA recently completed a TDP that recommended routing changes to the current system. WCTA anticipates completion of a designated stop system in conjunction with the reroute.
<b>1. Ridership</b>	Develop a system map	Estimated completion: 07/2020	WCTA would prefer to develop a system map after the reroute is complete.
<b>1. Ridership</b>	Provide web-based trip planning	Estimated completion: 01/2021	WCTA would prefer to move forward with web-based trip planning after the reroute is complete.
<b>1. Ridership</b>	Develop a comprehensive marketing plan	Completed: 06/2018	Marketing plans were developed for FY 18-19 and 19-20. On a quarterly basis, marketing stats are reported to the Board.

Category	Suggested Action	Corrective Action	Observation
3. Operating Cost	Identify the types of repairs that should be covered by contract service agreements and exceptional repairs that will be directly sponsored	Estimated completion: N/A	The types of repairs that will be covered as part of the contract service agreement and the types that will be considered as exceptional that will be directly sponsored by the WCTA will be identified during the next fixed route service contract procurement process. Once identified, this will be made part of the next fixed route service contract. The effect of this change will be monitored during the first year of the new contract.
3. Operating Cost	Explore the potential benefits and costs of outsourcing major repairs to PAAC	Completed: 12/2017	There were some preliminary discussions with previous PAAC management, but no formal response was obtained. The conclusion was that PAAC has enough of their own vehicles to work on and PAAC does not have commuter coaches.
3. Operating Cost	Consider limiting ADA service to only ¾ mile of fixed-route through Westmoreland County, and an expansion of PwD for certain trips outside of ADA service areas	Completed: 08/2015	The WCTA's ADA paratransit service has already been limited to ¾ mile of the fixed route service throughout Westmoreland County.
4. Other	Complete PennTRAIN board training	Completed: 01/2019	Mike Noel from PennDOT was on-site for Board training.

Category	Suggested Action	Corrective Action	Observation
4. Other	Update WCTA's strategic plan	Completed: 05/2018	The WCTA strategic plan was completed and presented by Michael Baker to the Board on June 21, 2018.
4. Other	Form standing Board committees that meet at least quarterly	Completed: 03/2019	The Board formed committees at the March Board meeting (Executive, Financial, Operations, and Marketing).
4. Other	Explore ways to align shared-ride costs with share-ride revenues	Completed: 06/2017	The shared-ride program has been financially stable since FY 15-17. With costs rising, the WCTA implemented a fare increase on 9/1/2018. Costs and expenses continue to be monitored closely.
4. Other	Create attendance requirements for Board participation	Estimated completion: N/A	The Authority's solicitor determined that Board attendance requirements could not be enforced.
4. Other	Establish service standards that can be used to inform service planning decision-making	Estimated completion: N/A	Implementation of the FRITS project will help increase the capacity of WCTA to collect and analyze statistics necessary to determine service standards.
4. Other	Establish a formal annual performance review process for the Executive Director	Estimated completion: 12/2019	The WCTA Board will establish a formal annual performance review process for the Executive Director upon the completion of the Board training and the update of the strategic plan.

Category	Suggested Action	Corrective Action	Observation
4. Other	Develop a formal succession plan for all key positions	Estimated completion: 03/2019	The WCTA will work toward establishing formal succession plans for all key positions. The succession plans will include written documentation of processes and alternate personnel assignments.
4. Other	Examine the transfer facility configuration to identify alternate traffic flow configurations	Completed: 12/2017	The configuration of the WCTA transit center has been examined by a consultant and alternate plans were proposed. The WCTA is moving forward with an alternate plan that will eliminate the need for vehicles to 'back-up' at the facility. It is expected that this renovation project will be completed this year.
4. Other	Look into vehicle refurbishment to correct rust damage and prevent further deterioration	Completed: 07/2019	All vehicles with rust damage were refurbished and restored. As of July 2019, all vehicles have been replaced.
4. Other	Ensure drivers receive formal customer service training	Completed: 11/2018	Mike Noel was on-site for customer service training. All drivers, contractor staff, and transit center staff attended. Contractor has agreed to provide customer service training to all new employees.

Category	Suggested Action	Corrective Action	Observation
<p><b>4. Other</b></p>	<p>Develop and implement a formal annual driver evaluation process</p>	<p>Estimated completion: N/A</p>	<p>A formal annual evaluation process for fixed-route service drivers will be included in the next fixed-route service contract procurement process. Once identified, this will be made a part of the next fixed route service contract. The effect of this change will be monitored during the first year of the new contract.</p>

## APPENDIX C: PEER COMPARISONS

Comparison of WCTA with the selected peer systems was completed using NTD-reported data and PennDOT dotGrants Legacy statistics. Due to its consistency and availability for comparable systems, the NTD FYE 2017 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: Un-weighted linear average of all values being measured across all peer transit agencies
- Standard Deviation: Standard deviation of all values being measured across all peer transit agencies

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

- “At Risk” if more costly 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
- “At Risk” if performing worse than one standard deviation **below** 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



## Passengers / Revenue Vehicle Hour

Passengers / Revenue Hour (MB)					
System	FYE 2017 Single Year		5 Year Change Since FYE 2012		
	Value	Rank of 12	2012 Value	Annual Rate	Rank of 12
Laketran	8.22	9	9.74	-3.35%	6
Dutchess County Department of Public Works, Public Transit Division	8.46	8	10.35	-3.96%	9
Beaver County Transit Authority	18.17	1	20.17	-2.07%	4
Housatonic Area Regional Transit	11.74	4	14.67	-4.36%	10
Bay Metropolitan Transit Authority	9.93	7	10.97	-1.97%	3
Montachusett Regional Transit Authority	13.07	3	15.81	-3.73%	7
Yuba-Sutter Transit Authority	17.52	2	20.41	-3.01%	5
Johnson County Kansas, aka: Johnson County Transit	6.90	12	9.22	-5.62%	11
Fredericksburg Regional Transit	7.15	10	10.25	-6.96%	12
Mid Mon Valley Transit Authority	6.92	11	6.90	0.04%	1
New Castle Area Transit Authority	11.23	5	12.01	-1.34%	2
<b>Westmoreland County Transit Authority</b>	<b>10.21</b>	<b>6</b>	<b>12.37</b>	<b>-3.77%</b>	<b>8</b>
<i>Average</i>	<i>10.79</i>		<i>12.74</i>	<i>-3.34%</i>	
<i>Standard Deviation</i>	<i>3.84</i>		<i>4.25</i>	<i>1.89%</i>	
<i>Average – 1 Standard Deviation</i>	<i>6.95</i>		<i>8.49</i>	<i>-5.23%</i>	
<i>Average + 1 Standard Deviation</i>	<i>14.64</i>		<i>16.99</i>	<i>-1.46%</i>	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>		<b>In Compliance</b>		
<b>Compared to the Peer Group Average</b>	<b>Worse</b>		<b>Worse</b>		

## Operating Cost / Revenue Vehicle Hour

Operating Cost / Revenue Hour (MB)					
System	FYE 2017 Single Year		5 Year Change Since FYE 2012		
	Value	Rank of 12	2012 Value	Annual Rate	Rank of 12
Laketran	\$92.08	5	\$68.99	5.94%	12
Dutchess County Department of Public Works, Public Transit Division	\$83.62	3	\$88.60	-1.15%	1
Beaver County Transit Authority	\$115.61	9	\$94.87	4.03%	11
Housatonic Area Regional Transit	\$86.18	4	\$80.50	1.37%	4
Bay Metropolitan Transit Authority	\$113.57	7	\$102.59	2.05%	7
Montachusett Regional Transit Authority	\$121.01	12	\$102.97	3.28%	9
Yuba-Sutter Transit Authority	\$76.73	2	\$64.71	3.47%	10
Johnson County Kansas, aka: Johnson County Transit	\$119.18	10	\$103.87	2.79%	8
Fredericksburg Regional Transit	\$72.63	1	\$66.74	1.71%	5
Mid Mon Valley Transit Authority	\$92.63	6	\$84.39	1.88%	6
New Castle Area Transit Authority	\$114.62	8	\$121.09	-1.09%	2
<b>Westmoreland County Transit Authority</b>	<b>\$119.51</b>	<b>11</b>	<b>\$112.94</b>	<b>1.14%</b>	<b>3</b>
<i>Average</i>	<i>\$100.61</i>		<i>\$91.02</i>	<i>2.12%</i>	
<i>Standard Deviation</i>	<i>\$18.33</i>		<i>\$18.51</i>	<i>2.01%</i>	
<i>Average – 1 Standard Deviation</i>	<i>\$82.29</i>		<i>\$72.51</i>	<i>0.10%</i>	
<i>Average + 1 Standard Deviation</i>	<i>\$118.94</i>		<i>\$109.53</i>	<i>4.13%</i>	
<b>Act 44 Compliance Determination</b>	<b>At Risk</b>		<b>In Compliance</b>		
<b>Compared to the Peer Group Average</b>	<b>Worse</b>		<b>Better</b>		

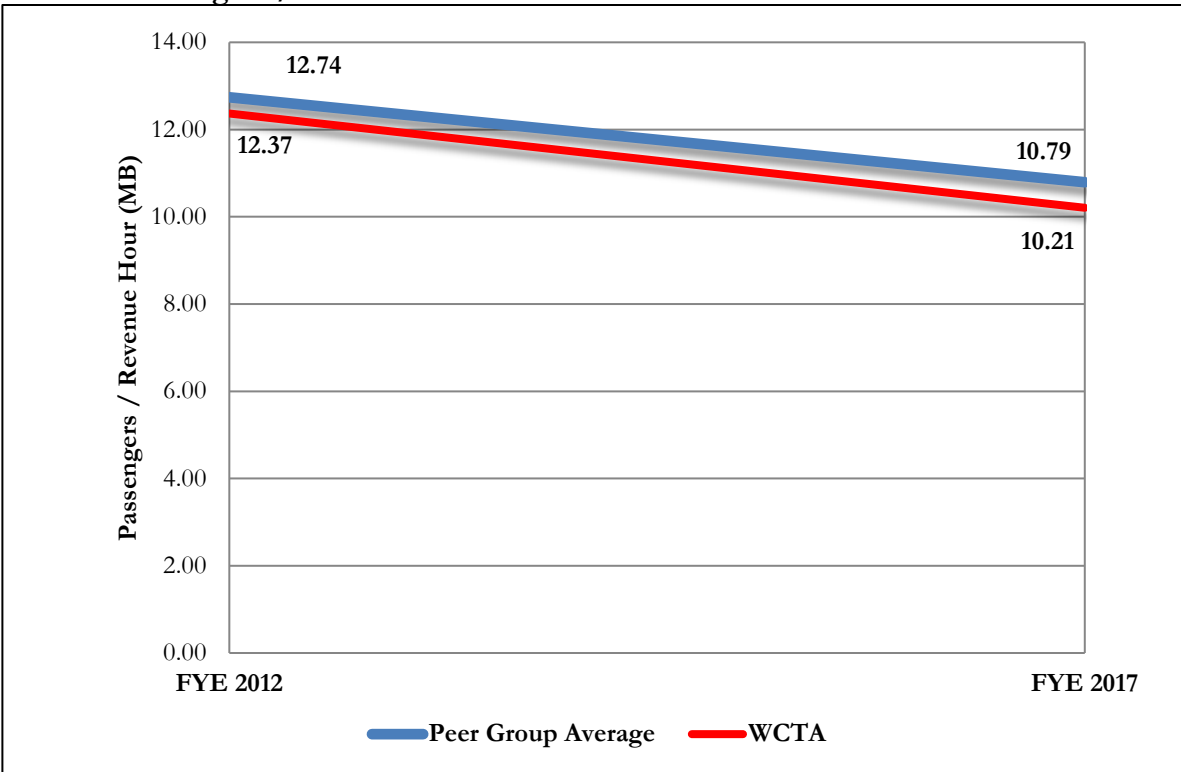
## Operating Revenue / Revenue Vehicle Hour

Operating Revenue / Revenue Hour (MB)					
System	FYE 2017 Single Year		5 Year Change Since FYE 2012		
	Value	Rank of 12	2012 Value	Annual Rate	Rank of 12
Laketrans	\$8.95	11	\$9.43	-1.04%	10
Dutchess County Department of Public Works, Public Transit Division	\$17.83	4	\$15.95	2.25%	3
Beaver County Transit Authority	\$31.74	2	\$30.09	1.07%	6
Housatonic Area Regional Transit	\$13.36	8	\$13.74	-0.56%	8
Bay Metropolitan Transit Authority	\$14.17	7	\$14.87	-0.97%	9
Montachusett Regional Transit Authority	\$38.88	1	\$35.27	1.96%	4
Yuba-Sutter Transit Authority	\$12.42	9	\$11.98	0.73%	7
Johnson County Kansas, aka: Johnson County Transit	\$12.27	10	\$21.56	-10.67%	12
Fredericksburg Regional Transit	\$8.54	12	\$6.87	4.44%	2
Mid Mon Valley Transit Authority	\$15.60	5	\$14.30	1.76%	5
New Castle Area Transit Authority	\$15.18	6	\$16.15	-1.23%	11
<b>Westmoreland County Transit Authority</b>	<b>\$31.65</b>	<b>3</b>	<b>\$24.63</b>	<b>5.14%</b>	<b>1</b>
<i>Average</i>	<i>\$18.38</i>		<i>\$17.90</i>	<i>0.24%</i>	
<i>Standard Deviation</i>	<i>\$9.98</i>		<i>\$8.44</i>	<i>4.01%</i>	
<i>Average – 1 Standard Deviation</i>	<i>\$8.41</i>		<i>\$9.46</i>	<i>-3.77%</i>	
<i>Average + 1 Standard Deviation</i>	<i>\$28.36</i>		<i>\$26.35</i>	<i>4.25%</i>	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>		<b>In Compliance</b>		
<b>Compared to the Peer Group Average</b>	<b>Better</b>		<b>Better</b>		

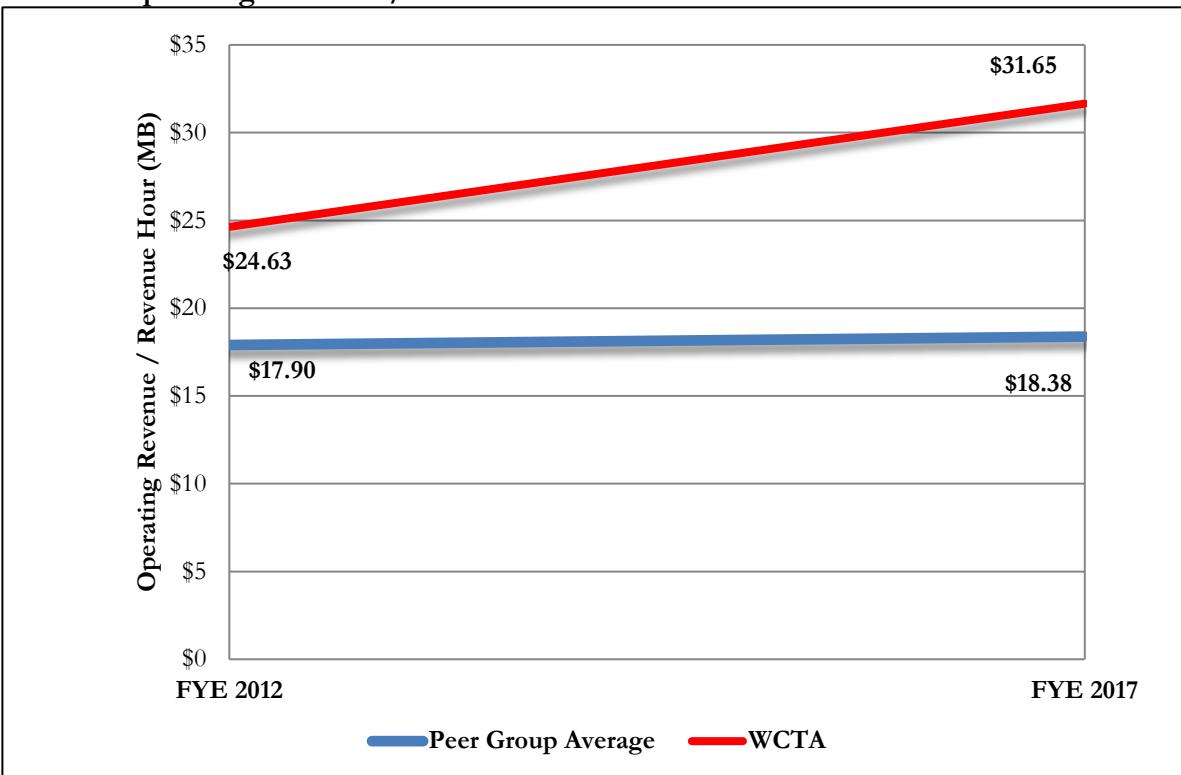
## Operating Cost / Passenger

Operating Cost / Passenger (MB)					
System	FYE 2017 Single Year		5 Year Change Since FYE 2012		
	Value	Rank of 12	2012 Value	Annual Rate	Rank of 12
Laketran	\$11.20	8	\$7.08	9.61%	12
Dutchess County Department of Public Works, Public Transit Division	\$9.88	5	\$8.56	2.93%	3
Beaver County Transit Authority	\$6.36	2	\$4.70	6.23%	7
Housatonic Area Regional Transit	\$7.34	3	\$5.49	5.99%	6
Bay Metropolitan Transit Authority	\$11.43	9	\$9.35	4.11%	4
Montachusett Regional Transit Authority	\$9.26	4	\$6.51	7.29%	9
Yuba-Sutter Transit Authority	\$4.38	1	\$3.17	6.68%	8
Johnson County Kansas, aka: Johnson County Transit	\$17.27	12	\$11.27	8.91%	10
Fredericksburg Regional Transit	\$10.16	6	\$6.51	9.31%	11
Mid Mon Valley Transit Authority	\$13.39	11	\$12.22	1.83%	2
New Castle Area Transit Authority	\$10.21	7	\$10.08	0.25%	1
<b>Westmoreland County Transit Authority</b>	<b>\$11.71</b>	<b>10</b>	<b>\$9.13</b>	<b>5.10%</b>	<b>5</b>
<i>Average</i>	\$10.22		\$7.84	5.69%	
<i>Standard Deviation</i>	\$3.34		\$2.73	2.98%	
<i>Average – 1 Standard Deviation</i>	\$6.88		\$5.11	2.71%	
<i>Average + 1 Standard Deviation</i>	\$13.56		\$10.57	8.67%	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>		<b>In Compliance</b>		
<b>Compared to the Peer Group Average</b>	<b>Worse</b>		<b>Better</b>		

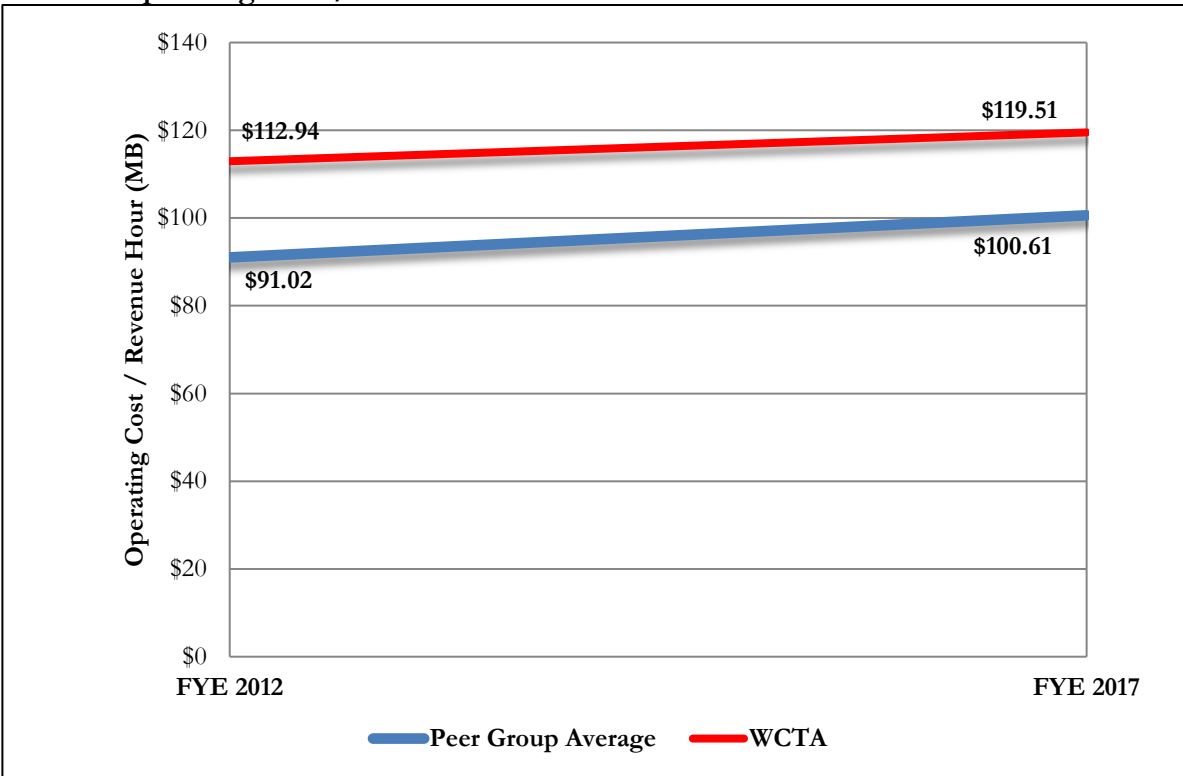
**Trend – Passengers / Revenue Vehicle Hour**



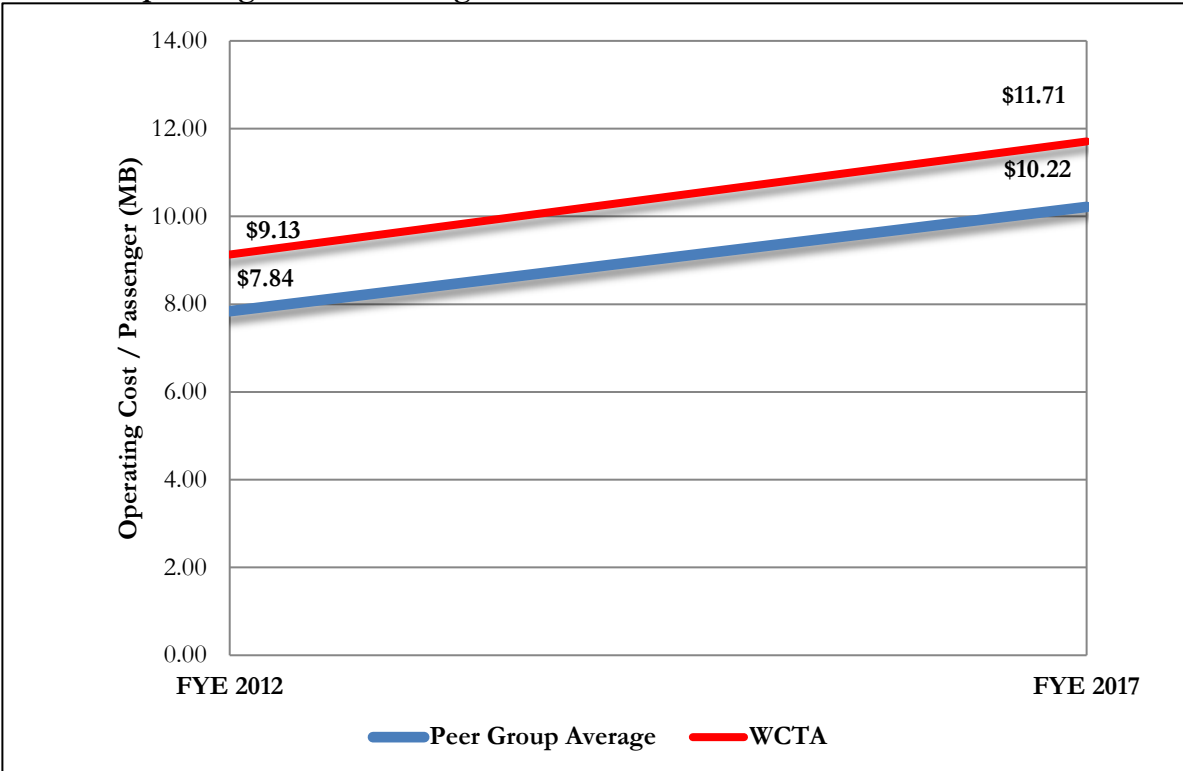
**Trend – Operating Revenue / Revenue Vehicle Hour**



**Trend – Operating Cost / Revenue Vehicle Hour**



**Trend – Operating Cost / Passenger**



## APPENDIX D: ACTION PLAN TEMPLATE

### PART 1- ACTIONS TO INCREASE PASSENGERS / REVENUE HOUR

Recommendation From narrative starting on page 10	WCTA Action	Estimated Initiation Date	Estimated Completion Date
1. Continue to monitor service reliability and increase on-time performance to 90% or more.			
2. Develop a system map and make it available at shelters, on the website, and at the transfer center when WCTA completes its service update.			
3. Develop a web-based trip planning application for the WCTA website when WCTA completes its service update.			
4. Implement service-specific strategies to increase ridership on local fixed-route, commuter fixed-route, and demand response service.			
5. Consider procuring the services of a firm that specializes in branding to identify cost-effective ways to modernize its branding.			
6. Prioritize implementation of the TDP including short-term scenarios that require minimum resources and have the potential to show immediate results.			

### PART 2 - ACTIONS TO INCREASE OPERATING REVENUE / REVENUE HOUR

Recommendation From narrative starting on page 11	WCTA Action	Estimated Initiation Date	Estimated Completion Date
1. Work with peer agencies to identify and implement cost-effective ways to outsource advertising sales.			

**PART 3 - ACTIONS TO REDUCE OR CONTAIN OPERATING COST / REVENUE HOUR**

<b>Recommendation</b> <b>From narrative starting on page 12</b>	<b>WCTA Action</b>	<b>Estimated Initiation Date</b>	<b>Estimated Completion Date</b>
1. Conduct a wage and compensation survey that can be used to structure operator compensation packages that are competitive, yet within budget constraints.			
2. Document budgeted vs. actual costs incurred of each requirement of providing fixed-route and paratransit revenue service. The results of the budgeted vs. actual analysis should be used to inform future budget development.			

**PART 4 - OTHER ACTIONS TO IMPROVE OVERALL PERFORMANCE**

<b>Recommendation</b> <b>From narrative starting on page 12</b>	<b>WCTA Action</b>	<b>Estimated Initiation Date</b>	<b>Estimated Completion Date</b>
1. Develop, then periodically update, job descriptions for existing management positions and develop a succession plan for all critical positions including those in management, operations, and maintenance.			
2. The WCTA Board should identify additional skillsets that complement the remaining Board member’s expertise and communicate those needs to the Westmoreland County Commissioners each time a Board seat becomes vacant.			
3. Communicate WCTA Board attendance needs to the Board of County Commissioners and prospective Board members. Consider remote video links or call-in attendance to improve attendance.			
4. Implement the strategic plan and cost-affordable recommendations from the TDP that are consistent with goals of the strategic plan.			



<b>Recommendation</b> <b>From narrative starting on page 12</b>	<b>WCTA Action</b>	<b>Estimated Initiation Date</b>	<b>Estimated Completion Date</b>
5. Concurrent with the FRITS rollout, develop a process for monitoring and reporting on-time performance, and provide real-time vehicle location information to its customers.			
6. Establish an operating line of credit.			

