



**Public Transit Route Performance Reviews**  
**Annual Report for State Fiscal Year (SFY) 2014**

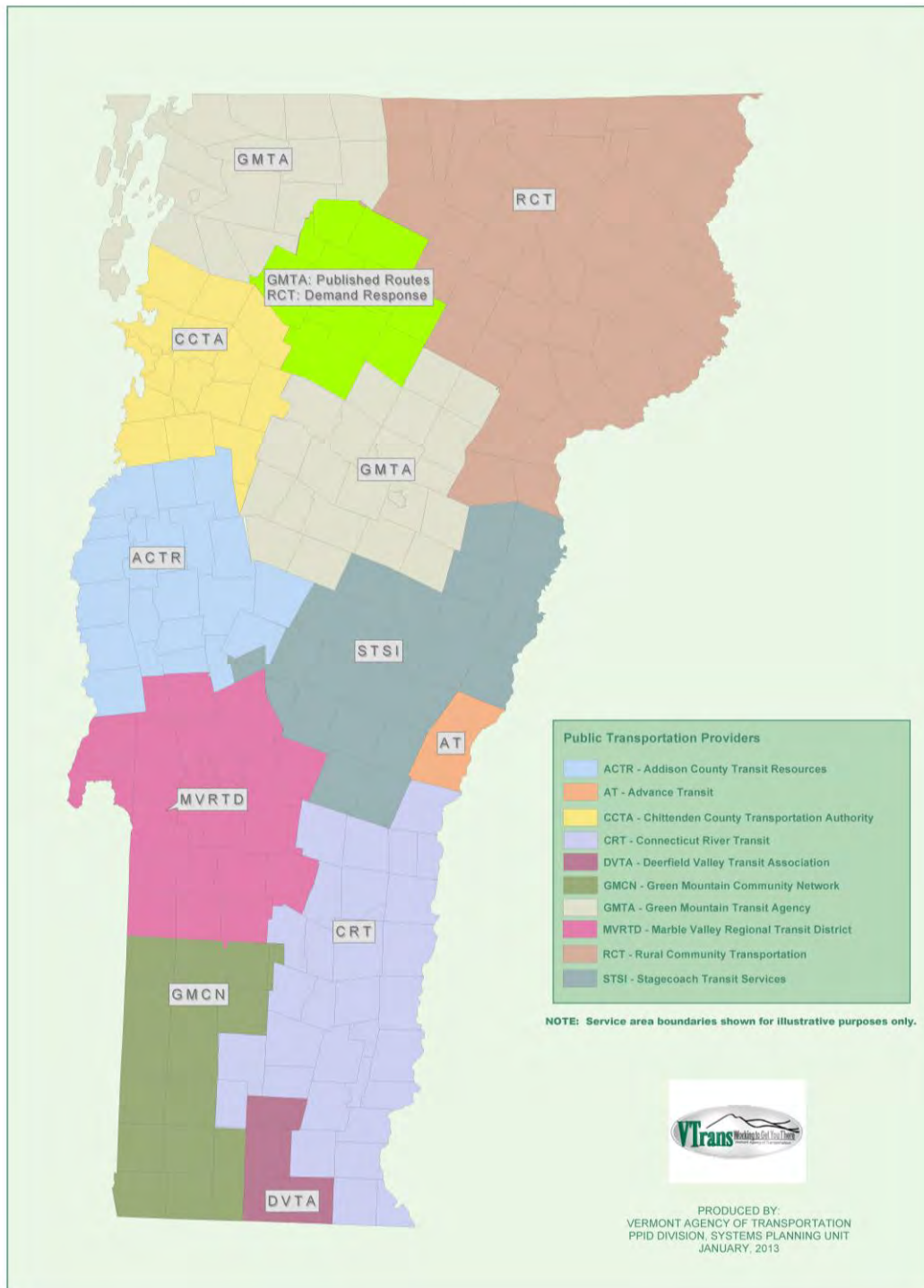
January, 2015

## KEY OF VERMONT TRANSIT SYSTEMS

<b>ACTR</b>	Addison County Transit Resources
<b>AT</b>	Advance Transit
<b>CCTA</b>	Chittenden County Transportation Authority
<b>CRT</b>	Connecticut River Transit (dba The Current)
<b>DVTA</b>	Deerfield Valley Transit Association
<b>GMCN</b>	Green Mountain Community Network, Inc.
<b>GMTA</b>	Green Mountain Transit Agency
<b>MVRTD</b>	Marble Valley Regional Transit District
<b>RCT</b>	Rural Community Transportation, Inc.
<b>STSI</b>	Stagecoach Transportation Services, Inc.
<b>VABVI</b>	Vermont Association for the Blind and Visually Impaired

Shown in Figure 1, the service areas of Vermont's public transit providers remain the same as in the SFY 2013 report. However, STSI is now administered by ACTR, and DVTA and CRT merged into one agency as of January 1, 2015

**Figure 1: Service Areas of Vermont's Public Transportation Providers**



## EXECUTIVE SUMMARY

This Public Transit Route Performance Report for State Fiscal Year 2014 presents the results of VTrans' annual performance evaluations for public transit services across Vermont. VTrans manages Vermont's public transit program including monitoring transit performance. This report helps to ensure that public investment in transit is well spent by regularly conducting transit performance evaluations.

Public transit routes from the ten public transit providers throughout the State are grouped in like categories, and peer-based performance measures are applied to assess the productivity of the routes in terms of ridership and the cost effectiveness in terms of cost per ride provided. VTrans also evaluates the percentage of local funding in transit providers' operating budgets.

It should be noted that while there are ten transit providers as far as the public is concerned (plus the volunteer driver service run by VABVI), there are only seven transit agencies administering this service. CCTA and GMTA merged in July 2011; the rural service is still operated as GMTA though all of the administration happens at CCTA. During FY2014, ACTR took over the administration of STSI, and DVTA took over the administration of CRT. ACTR will continue to manage STSI for the foreseeable future under a management agreement as a separate entity. DVTA and CRT merged as of January 1, 2015.

Policy regarding underperforming routes is established in the most recent Vermont Public Transit Policy Plan (2012). Where routes are shown to be underperforming through the analysis in this report, VTrans works proactively with the subject public transit provider to determine what, if any, strategies may result in increased performance for the route. If the route continues to underperform for a period of six months after modifications are made, VTrans may redirect funding from that route to another more productive existing route, either within the same transit provider's system, or elsewhere in the state. Alternative approaches to providing traditional transit service on underperforming routes may also include targeted outreach through the GoVermont program and possible VTrans sponsorship of a vanpool.

Statewide transit ridership has grown in the past few years, though total ridership in FY2014 is about 120,000 lower than the FY2013 total. While ridership outside of Chittenden County grew by over 20,000 passengers (about 1%), the drivers' strike that occurred at CCTA between March 17 and April 3 reduced CCTA's ridership by about 140,000.

Many routes are showing outstanding performance, in particular some of the Commuter routes serving Burlington and Montpelier, Small Town and Demand Response services in Rutland, Small Town and Express Commuter routes in the Upper Valley region, Tourism routes in the Deerfield Valley and Mad River Valley regions, and Rural Commuter routes in the Franklin/Grand Isle and Deerfield Valley regions. Only a few routes out of the dozens

statewide show sustained underperformance. These are discussed below and listed in Table 2.

VTrans Public Transit staff is already working with providers to address performance issues identified in this report and looks forward to continuing positive relationships with the public transit providers throughout the State, both in addressing these routes and in continuing to grow a robust, efficient statewide public transit network.

## INTRODUCTION

This report is developed annually for the State Legislature and presents the results of performance evaluations for public transit services across Vermont. The Vermont Agency of Transportation's Policy, Planning, and Intermodal Development (PPAID) Division, specifically the Public Transit Section, is responsible for managing the State's Public Transit Program. This report documents the Public Transit Section's monitoring efforts to ensure that public investment in transit is well spent.

The SFY 2014 performance evaluation methodology did not include any significant revisions, but maintained the same changes from last year's report based on recommendations from the 2012 Vermont Public Transit Policy Plan (PTPP). These changes included 1) the introduction of a Rural Commuter service category, 2) the revision of the previous Commuter service category into Express Commuter, 3) the assessment of local share at the statewide level, and 4) an overview of ridership trends over the past few years. The trend analysis has been expanded to include a new appendix that shows the ridership trend for each route operated in Vermont.

This year's analysis also includes new information on fare recovery and an overview of the Elders & Persons with Disabilities (E&D) program. The services operated with E&D money are still covered in the charts by service type, but the overall effectiveness of the program is summarized under a new heading.

## TRANSIT SERVICE CATEGORIES

The service categories are the same as in last year's report, which included a new Rural Commuter category and a revised Express Commuter category.

- 1) **Urban:** Routes operating primarily in an urbanized area with all-day, year-round service. The city served by the route has a population of at least 17,500 people and high-density development.
- 2) **Small Town:** Routes operating in towns with 7,500 to 17,500 people with all-day, year-round service. The route typically stays within one town or two adjoining towns, and does not run through long stretches of rural areas.

- 3) **Demand Response:** Primarily service that does not operate on a fixed schedule nor on a fixed route; also includes routes that are “rural” in nature but operate less than once a day (i.e., service operates only once a week or a few times a month).
- 4) **Rural:** Routes operating in towns with fewer than 7,500 people or connecting two small towns running through undeveloped areas. These routes operate year-round with all-day service, but the frequency may be low (more than one hour between trips).
- 5) **Rural Commuter:** Routes that are similar to the Rural category above, but operate primarily during peak commute periods. These routes usually connect several small towns or villages with intermediate stops, operate primarily on state routes in rural areas, and generally do not serve the two large metropolitan areas in the region (inner Chittenden County and the Upper Valley region: White River Junction-Lebanon-Hanover).
- 6) **Express Commuter:** Routes that operate primarily during peak commute periods and often include express segments. These routes are characterized by one-directional ridership, longer route lengths, and serve larger cities/metro areas with more than 10,000 people. These routes primarily travel on interstates and provide limited stops, often serving park and ride lots and major employers (rather than other local destinations).
- 7) **Tourism:** Seasonal routes that serve a specific tourist trip generator, such as a ski area.
- 8) **Volunteer Driver:** Services provided by volunteer drivers who use their own vehicles, donate their time to transport riders, and receive reimbursement for mileage at the federal rate.

Three existing routes were recategorized for the SFY2014 report:

- The St. Albans Downtown Shuttle (operated by GMTA) was moved from Rural to Small Town, as it operates wholly within the City of St. Albans
- The Route 116 Commuter operated by CCTA was moved from Rural Commuter to Express Commuter, so that it is grouped with all of the other CCTA LINK Express and Commuter routes. However, the ACTR portion of the Route 116 Commuter was left in Rural Commuter, reflecting that fact that much more of its mileage (between Middlebury and Hinesburg via Bristol) takes place in rural areas.
- The 89-er North was moved from Express Commuter to Rural Commuter. Even though it travels on an Interstate highway, the 89-er North does not serve either of the two large metro areas in the region and thus is more similar to the other Rural Commuter routes that serve Montpelier (mostly operated by GMTA).



## Vermont Performance Data Sources

The data sources for Vermont's transit performance by route included Section 5311 – Rural Transit Program Monthly Service Indicator Reports (SIRs) and separate data from the transit providers on volunteer driver trips. VTrans provided operating budget data by funding source (federal, state, and local) from its Grant Tracking spreadsheets to analyze the statewide percentage of local share. CCTA and GMTA route statistics and budget data were provided directly by CCTA.

## PERFORMANCE STANDARDS

The Public Transit Section evaluates Vermont's transit services by their productivity and cost-effectiveness. As recommended in the 2012 PTPP, the Public Transit Section also examines the transit providers' performance in generating local revenue, where the State's goal is 20% local funding for transit services.

### Methodology for Developing Performance Standards

The approach for developing performance standards to evaluate Vermont's transit services was similar to the last two years' reports. The most recent National Transit Database (NTD) data available (from Report Year 2013) were used to develop performance benchmarks for all categories except for Volunteer Driver. In past years, Express Commuter and Rural Commuter used Vermont averages to establish the "successful" standard, but this year, national peer groups were used. The standard for the Volunteer Driver category is still based on Vermont averages. The performance thresholds for Vermont's Tourism services incorporated both Rural NTD data and data collected directly from selected Tourism peers.

The "Successful" standard for each service category was the peer average. The only exception was for Volunteer Trips, where 80% of the Vermont average was considered the Successful standard, per guidelines in the 2012 PTPP. For all the service categories, the "Acceptable" standard was set at half the Successful threshold in measuring productivity, and twice the Successful threshold in measuring cost-effectiveness. Table 1 summarizes the SFY 2014 performance standards in comparison with last year's performance benchmarks.

**Table 1: Comparison of SFY 2013 and SFY 2014 Performance Standards**

Service Category	"Successful" Productivity Standard		"Successful" Cost-Effectiveness Standard (cost/passenger)		"Successful" Local Share Standard
	2013	2014	2013	2014	2012-13
Urban	1.49 boardings/mile	2.02 boardings/mile	\$4.79	\$4.15	20% (evaluated on a statewide basis)
Small Town	9.26 boardings/hour	8.89 boardings/hour	\$7.94	\$7.94	
Demand Response	3.71 boardings/hour	3.72 boardings/hour	\$15.51	\$16.43	
Tourism	14.09 boardings/hour	14.04 boardings/hour	\$5.46	\$5.57	
Rural	7.38 boardings/hour	7.13 boardings/hour	\$12.68	\$12.73	
Rural Commuter	7.53 boardings/hour	7.06 boardings/hour	\$11.21	\$14.20	
Express Commuter	18.60 boardings/trip	17.41 boardings/trip	\$12.47	\$8.92	
Volunteer Driver	n/a	n/a	\$3.65	\$3.78	

Though all the service categories were updated this year given the availability of new Urban and Rural NTD data, most SFY 2014 performance standards were comparable to last year's indicators. The most notable changes in productivity benchmarks were a higher Urban standard (by 36%, due to the development of a new set of peers), and small reductions (by 6% or less) in the standards for Small Town, Rural, Rural Commuter and Express Commuter. In measuring cost-effectiveness, the significant changes included a lower Rural Commuter standard (by 27%) and a higher Urban standard (by 13%) and higher Express Commuter standard (by 28%).

## PERFORMANCE EVALUATION RESULTS

Overall, in SFY 2014, Vermont's transit services met the performance standards set by peer systems. Of the 110 transit services evaluated across the state, only 14 did not meet the Acceptable thresholds for productivity, cost-effectiveness, or both measures. Most of these were CMAQ-funded new or expanded services within their first three years of operation. Four of the five services that had been underperforming for two consecutive years in SFY2013 continued to underperform in SFY2014 as shown below in Table 2. The Jay-Lyn Express was the exception: its productivity improved from 3.0 boardings per hour to 5.7, a near doubling, to easily pass the acceptable level of 3.53 for the Rural Commuter class.

While most routes met at least the Acceptable standards, it is worth noting that certain service categories performed very well in meeting the Successful standards. More than 50% of the routes in the Express Commuter, Tourism, and Urban service categories met their respective Successful standards in both productivity and cost-effectiveness.



## Underperforming Routes/Services

Table 2 shows Vermont's underperforming services, which have not met the Acceptable thresholds for two or three consecutive years.

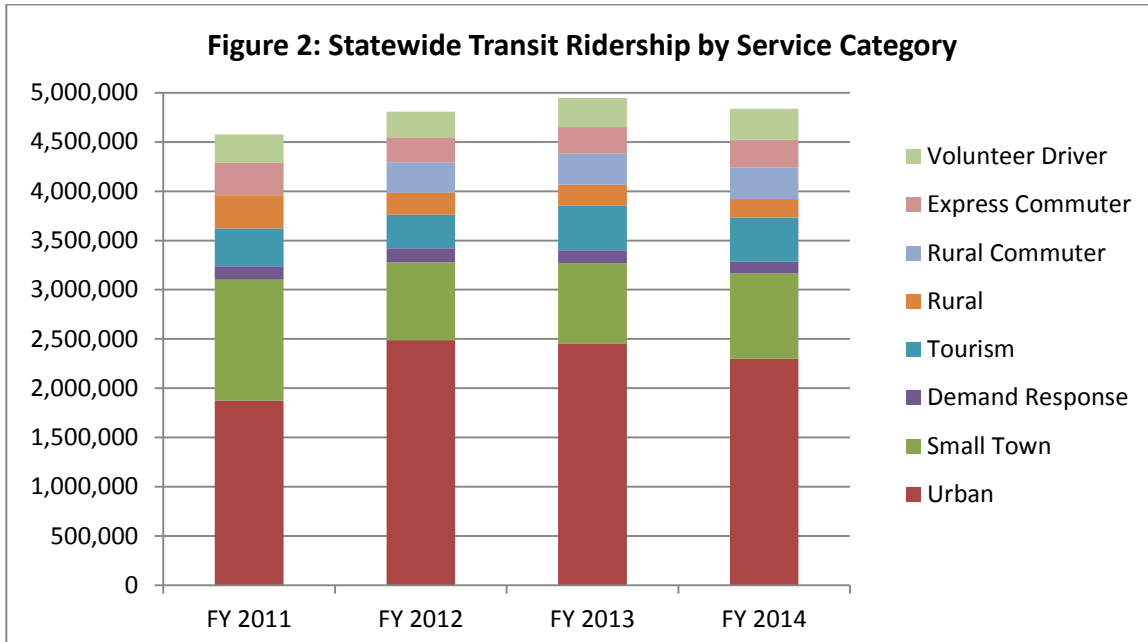
Service Category	Route	Years Underperformed in:	
		Productivity	Cost-Effectiveness
Demand Response	ACTR		3
Rural	GMTA: Morrisville Loop	2	
Tourism	DVTA: Hermitage Club (discontinued)	2	2
Tourism	GMTA: Mad River Glen	2	2
Tourism	GMTA: SnowCap Commuter		3
Rural Commuter	CRT: Okemo Seasonal	3	
Rural Commuter	DVTA/GMCN: Wilmington-Bennington	2	
Express Commuter	STSI: 89er North	3	3

The Morrisville Loop was within 10% of the standards but fell just short for the second year in a row. The 89er North route continued its drop in ridership from previous years. As discussed earlier, this route was recategorized from Express Commuter to Rural Commuter, but it would not have passed the acceptable threshold in either category. ACTR's demand response service saw a notable increase in cost per passenger this year, partly due to reduced ridership.

## Ridership Trends

As mentioned earlier, statewide transit ridership dropped slightly in SFY2014 due to the drivers' strike at CCTA, though the trend outside of Chittenden County was upward. CCTA would also likely have seen a ridership increase had it not been for the strike. In SFY 2014, Vermont's public transit systems provided 4.84 million trips. Figure 2 illustrates ridership by service category.

When looking at ridership trends by service category, some ridership changes were due to the reclassification of routes, such as moving CCTA's Williston route from the Small Town category to the Urban category in SFY 2012. Another example was the decrease in Rural ridership between SFY 2011 and SFY 2012 due to several routes moving to the new Rural Commuter category.



Appendix 2 to this report presents detailed charts for every route or service in Vermont showing the trend in productivity and cost-effectiveness compared to the average productivity and cost-effectiveness for its route class. Most routes are in line with the class-wide trend, though there are many exceptions. Generally, the newest routes show the largest changes over the three-year period analyzed.

### Farebox Revenue and Local Share

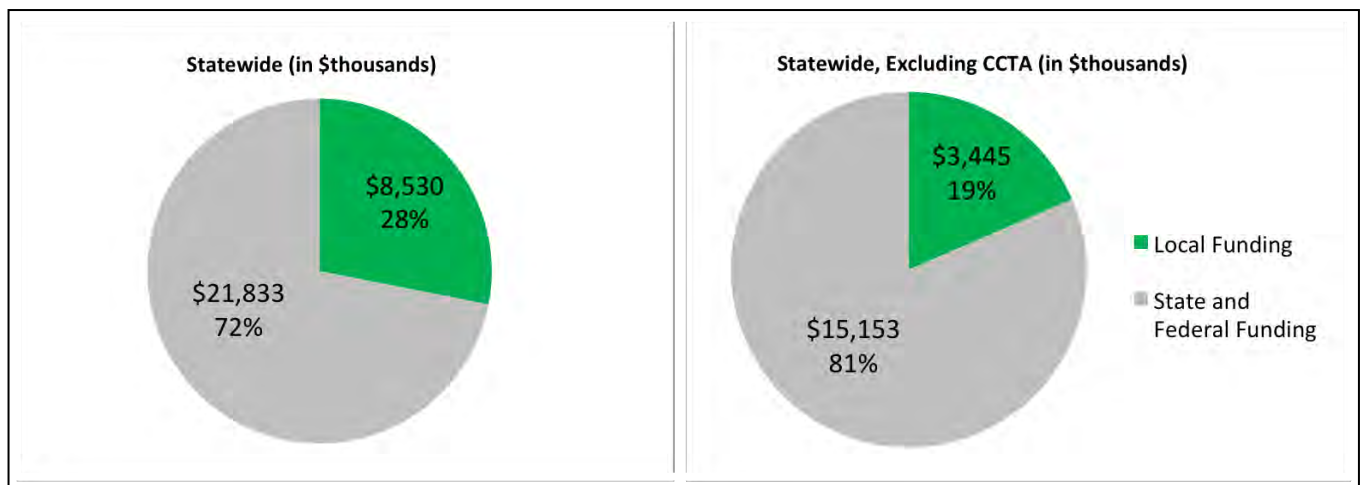
While there is no State policy on farebox revenue, in terms of whether fares need to be collected and how much of the operating cost should be offset by fare revenue, this section provides some basic information about fare revenue on routes in Vermont as an introduction to the analysis of local share.

Of ten agencies in the state, seven charge fares on at least some routes (DVTA, RCT and AT charge no fares). Of 106 routes operated (excluding shopping shuttles and demand response services), 36 charge no fares. Excluding the no-fare agencies, 17 of 87 routes charge no fare. Total fare revenue collected statewide in SFY2014 was \$2.965 million, the great majority of which was collected on routes operated by CCTA. Fare recovery ratios (fare revenue divided by operating cost) range from about 1% on a few rural routes to 67% on the Montpelier-Burlington LINK Express. The average among all routes that collect fares is 13%. Fare revenue makes up between 20% and 25% of the operating budget for CCTA.

The Vermont Public Transit Policy Plan establishes a statewide goal that 20% of the funds for public transportation should be generated locally. This is a broad interpretation of local funding to include fare revenue, contributions from individuals, contracts with outside

agencies, and payments from cities and towns.<sup>1</sup> In other words, local share refers to the percentage of transit expenses that are *not* covered by the Federal Transit Administration, the Federal Highway Administration, or the State (and excludes State funding for capital, Rideshare, RTAP, JARC, and Medicaid). Starting in SFY 2012 VTrans reinstated formal evaluation of the 20% local funding target as part of this report. VTrans continued to evaluate local share on a statewide basis for SFY 2013 and 2014, while working to collect more consistent financial data from the transit providers. Figure 3 displays the local share of transit operating budgets statewide.

**Figure 3: Local Share**



The local share analysis found that 28% of transit funding statewide comes from local sources including fares. Even when excluding CCTA, the largest generator of fare revenue, the local share of transit budgets outside of Chittenden County nearly meets the State's 20% target.

### Elders and Persons with Disabilities Transportation Program

Of the numerous funding programs administered by the Federal Transit Administration (FTA), the §5310 program is targeted toward seniors and people with disabilities. The E&D program, as it is commonly known, is used in most parts of the country to finance the purchase of accessible vans and buses to transport these segments of the population. In Vermont, the scope of the E&D program has been expanded to include the funding of operations by incorporating funds from the §5311 (non-urban) program. The program is structured so that the local match (using the strict federal definition – see footnote 1 above) for the federal §5311 funds is only 20%, as opposed to normal 50% for §5311 operating assistance.

In SFY2014, the total amount spent on the E&D program in Vermont was \$4.735 million, 80% of which (\$3.788 million) was federal money. This funding provided some 181,885 rides, for a

<sup>1</sup> The federal definition of local match for FTA funds removes fare revenue from the calculation and includes State operating assistance.

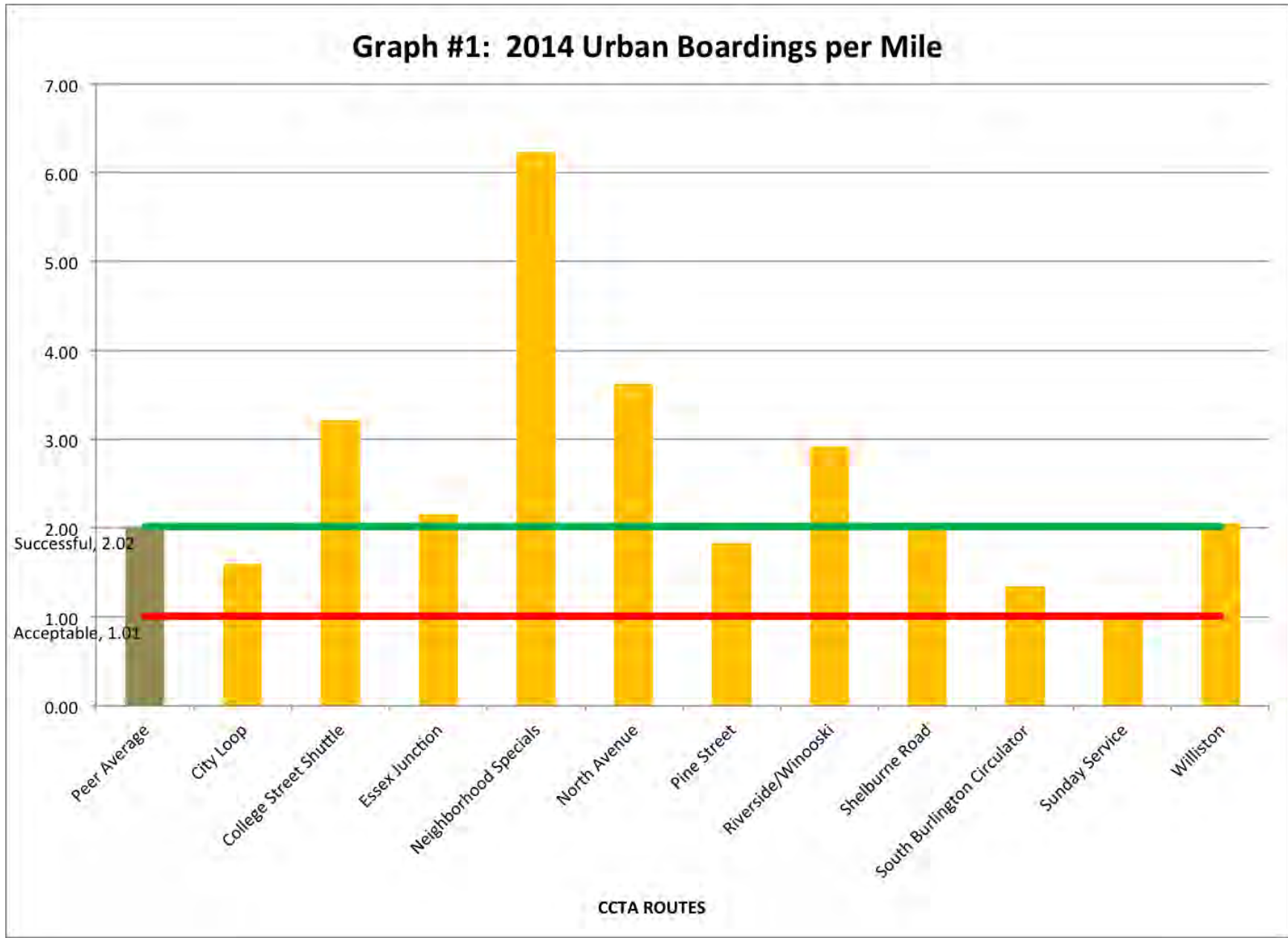
cost per passenger trip of about \$26. This cost is reflected in Graph 10 in the following section, as most of the van service represented in the Demand Response category is funded through the E&D program. However, only about 40% of E&D-funded trips are provided by vans operated by the transit agencies. Some 14% of trips are provided on regular bus routes, 10% in sedans or taxicabs, and most importantly, 36% in private cars operated by volunteer drivers.

The volunteer driver program accounts for just over 40% of the cost of E&D overall, but it accounts for 84% of the miles driven. These trips are typically much longer distance than those provided by vans, often taking clients to medical appointments, sometimes in adjoining states where special services are required. Volunteer driver trips are especially important in RCT's service area in the Northeast Kingdom where the population is thinly distributed over a very large area. RCT accounts for nearly 30% of the E&D-funded volunteer driver trips statewide. The high degree of cost-effectiveness of these trips is essential to allow for coverage of large rural areas.

## Performance Graphs

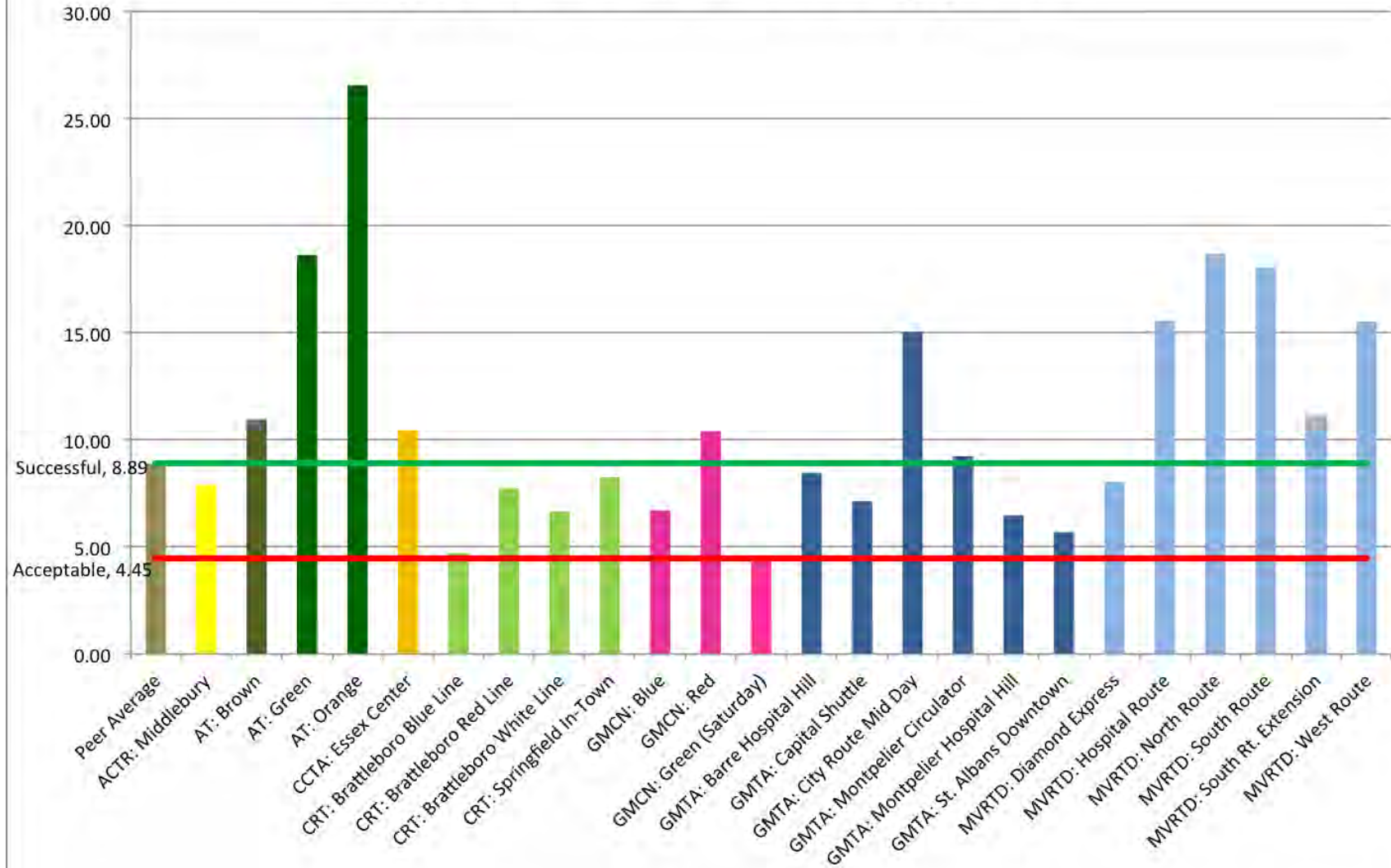
The next section of the report includes graphs depicting the performance data for all transit services in Vermont. Graphs 1 - 7 depict the SFY 2014 productivity data per service category, and Graphs 8 - 15 display the SFY 2014 cost-effectiveness data per service category. The standard for Successful services, equal to the national peer average, is shown on each graph as a green line, while the standard for Acceptable services is shown as a red line. New transit services, which are funded through the Congestion Mitigation and Air Quality Improvement (CMAQ) program, are distinguished by a diagonal line fill in the graphs. Each provider has a specific and consistent color used throughout all of the graphs. Appendix 1 includes the same performance data, for each route by service category, in a tabular format for easy reference.

# PRODUCTIVITY PERFORMANCE BY SERVICE CATEGORY



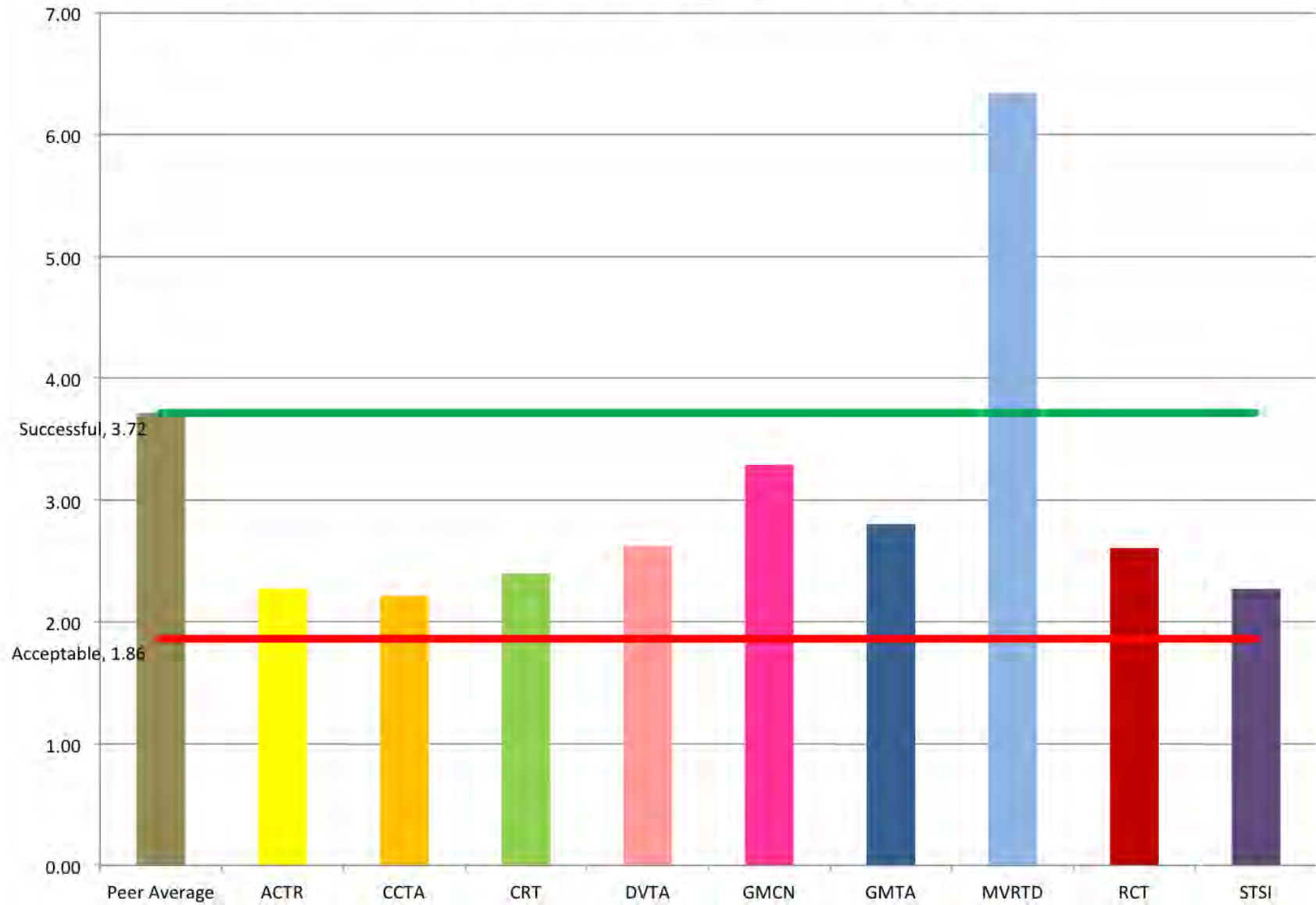


**Graph #2: 2014 Small Town Boardings per Hour**

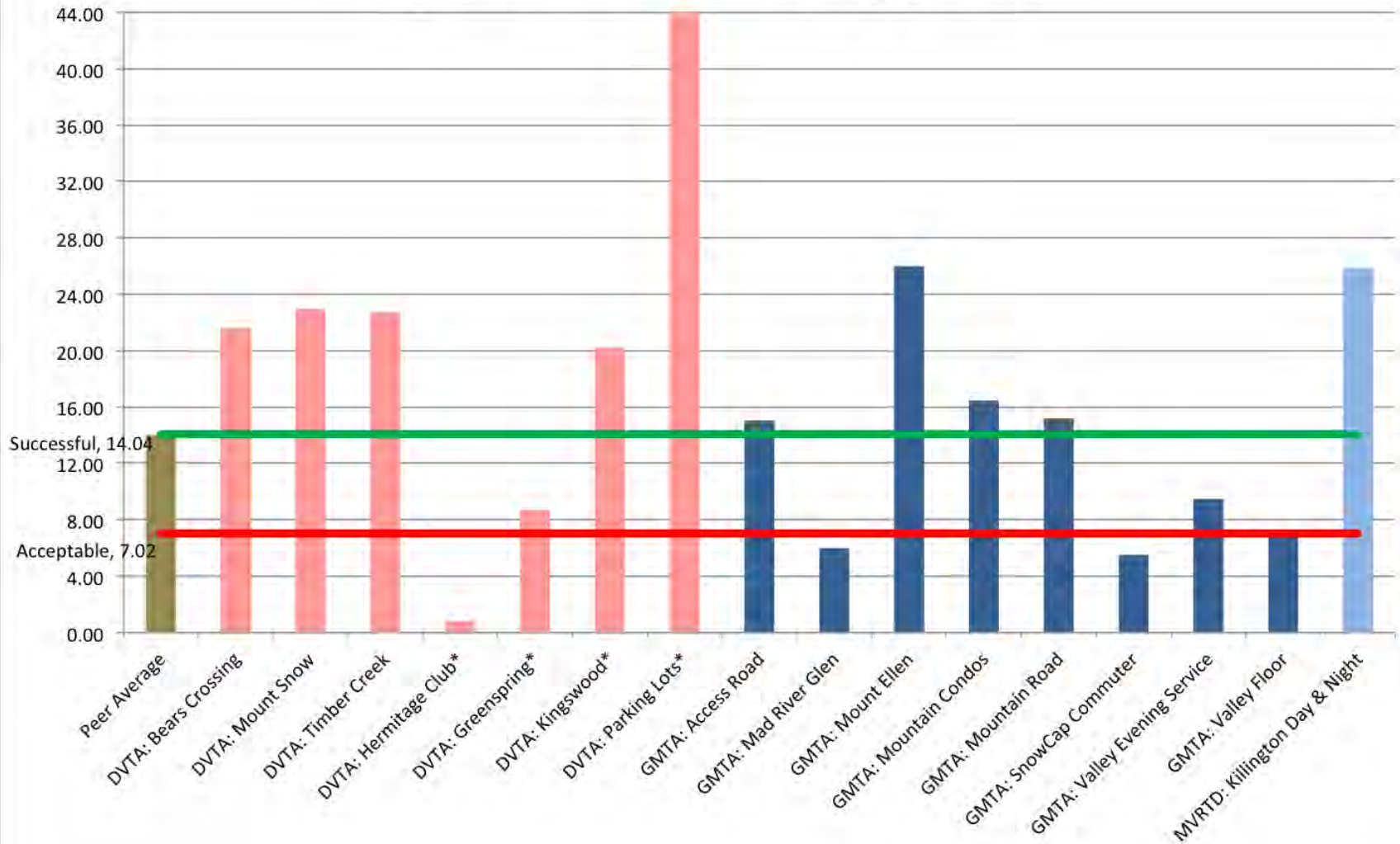


Note: Data for AT routes represent the entire route, even though a portion of the route is in New Hampshire.

**Graph #3: 2014 Demand Response Boardings per Hour**

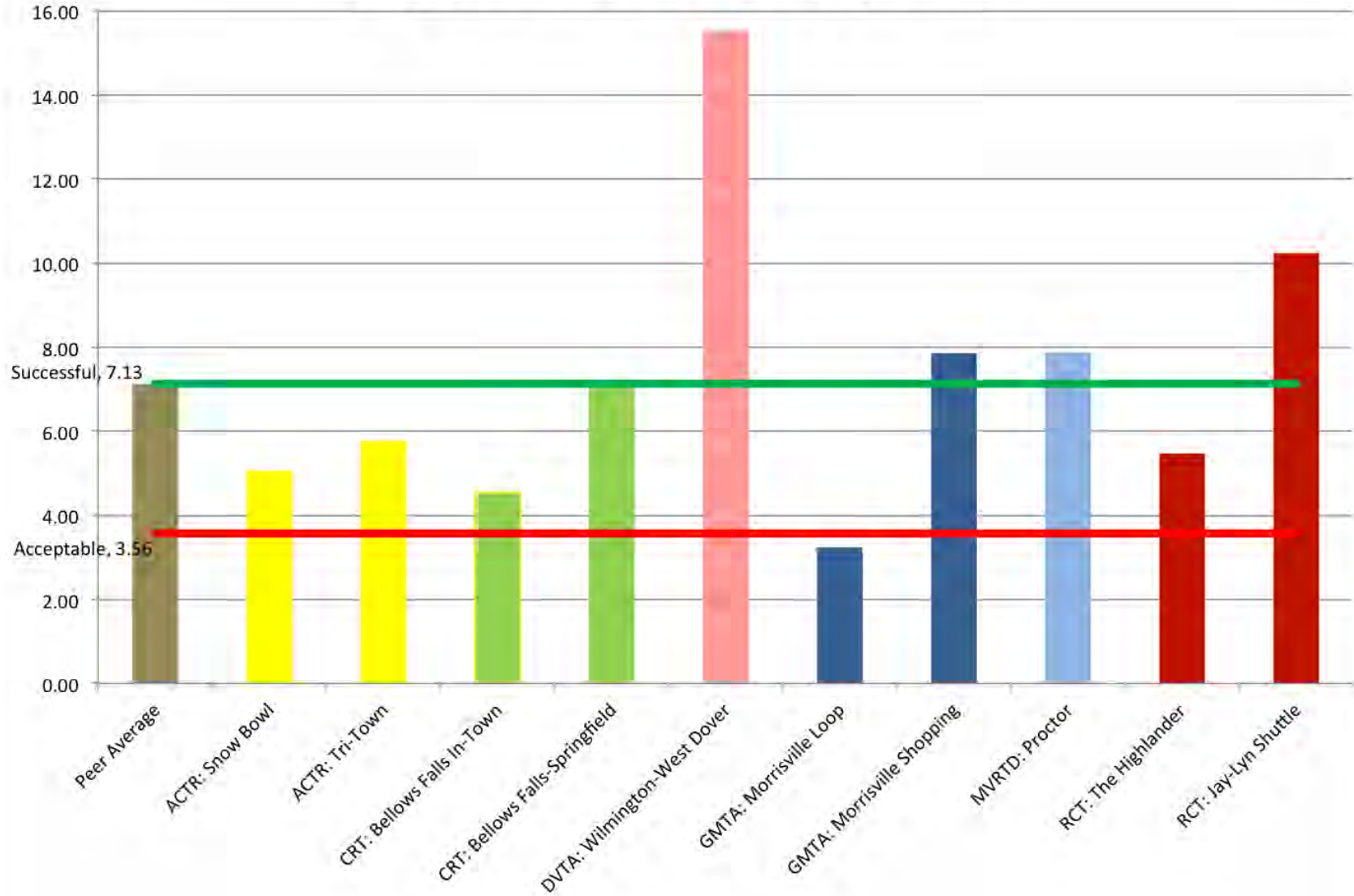


**Graph #4: 2014 Tourism Boardings per Hour**



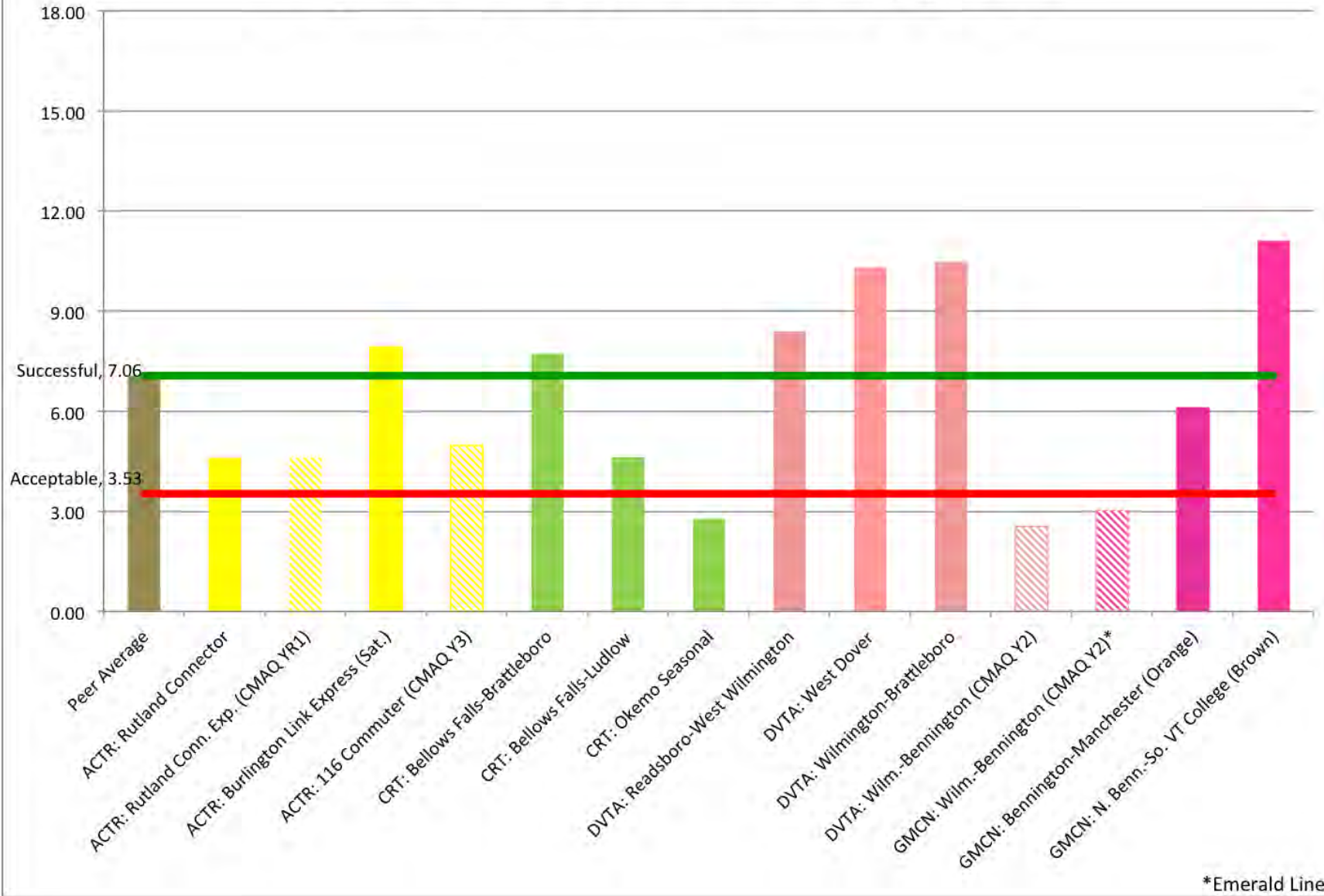
\*Hermitage Club, Greenspring, Kingswood and Parking Lots route operations privately funded; no state or federal funds used. Hermitage Club route has been discontinued.

**Graph #5: 2014 Rural Boardings per Hour**

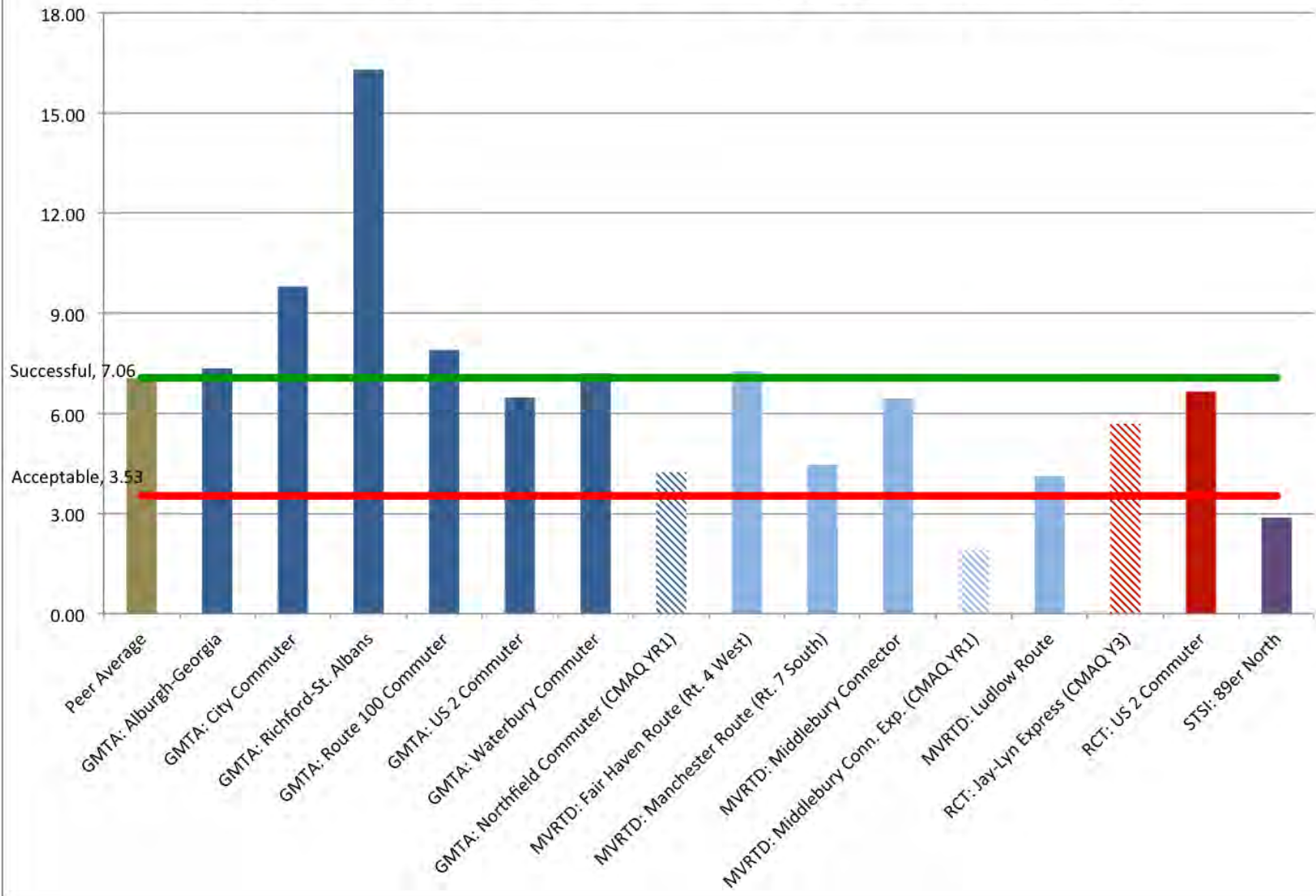




**Graph #6: 2014 Rural Commuter Boardings per Hour**

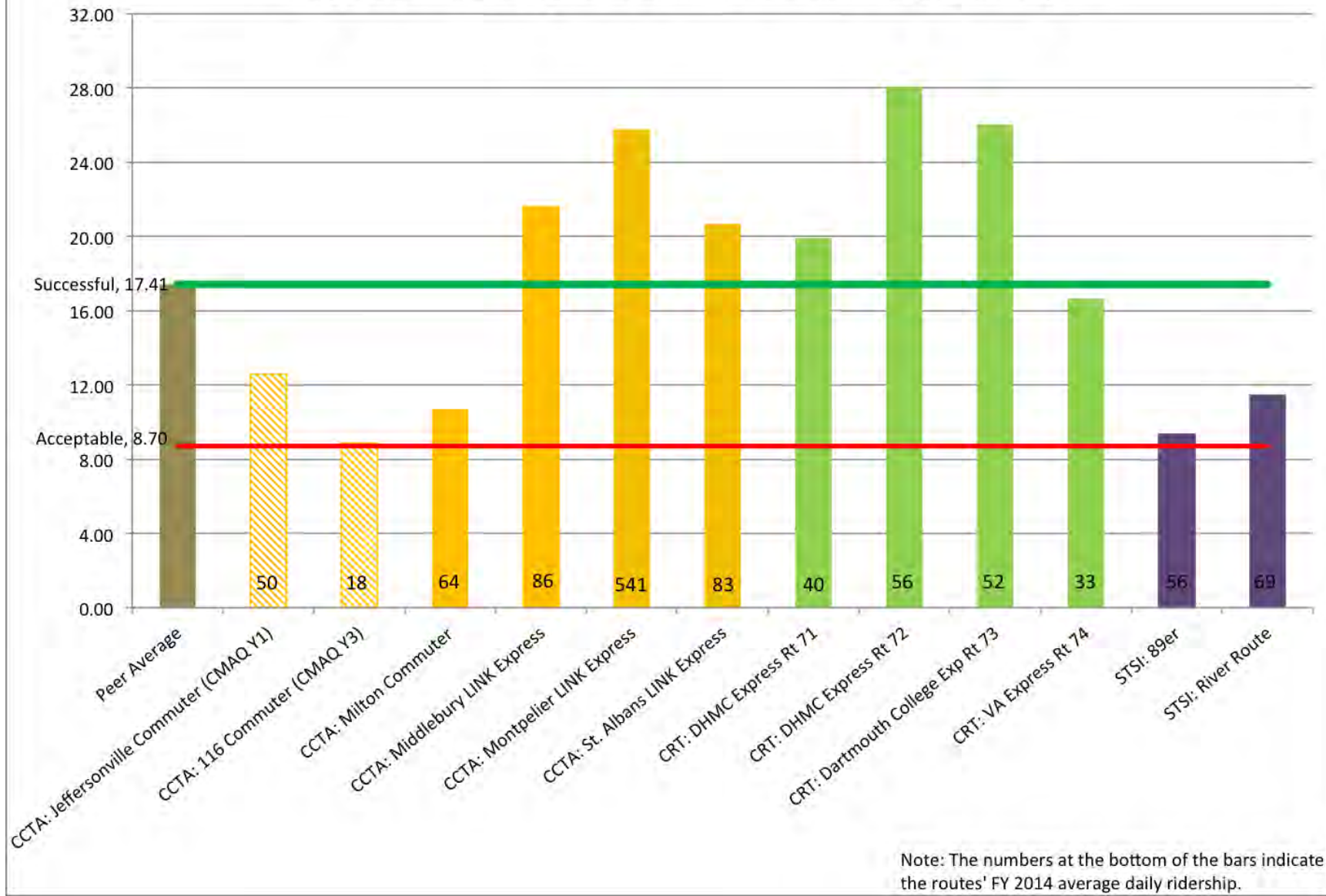


**Graph #6: 2014 Rural Commuter Boardings per Hour (continued)**



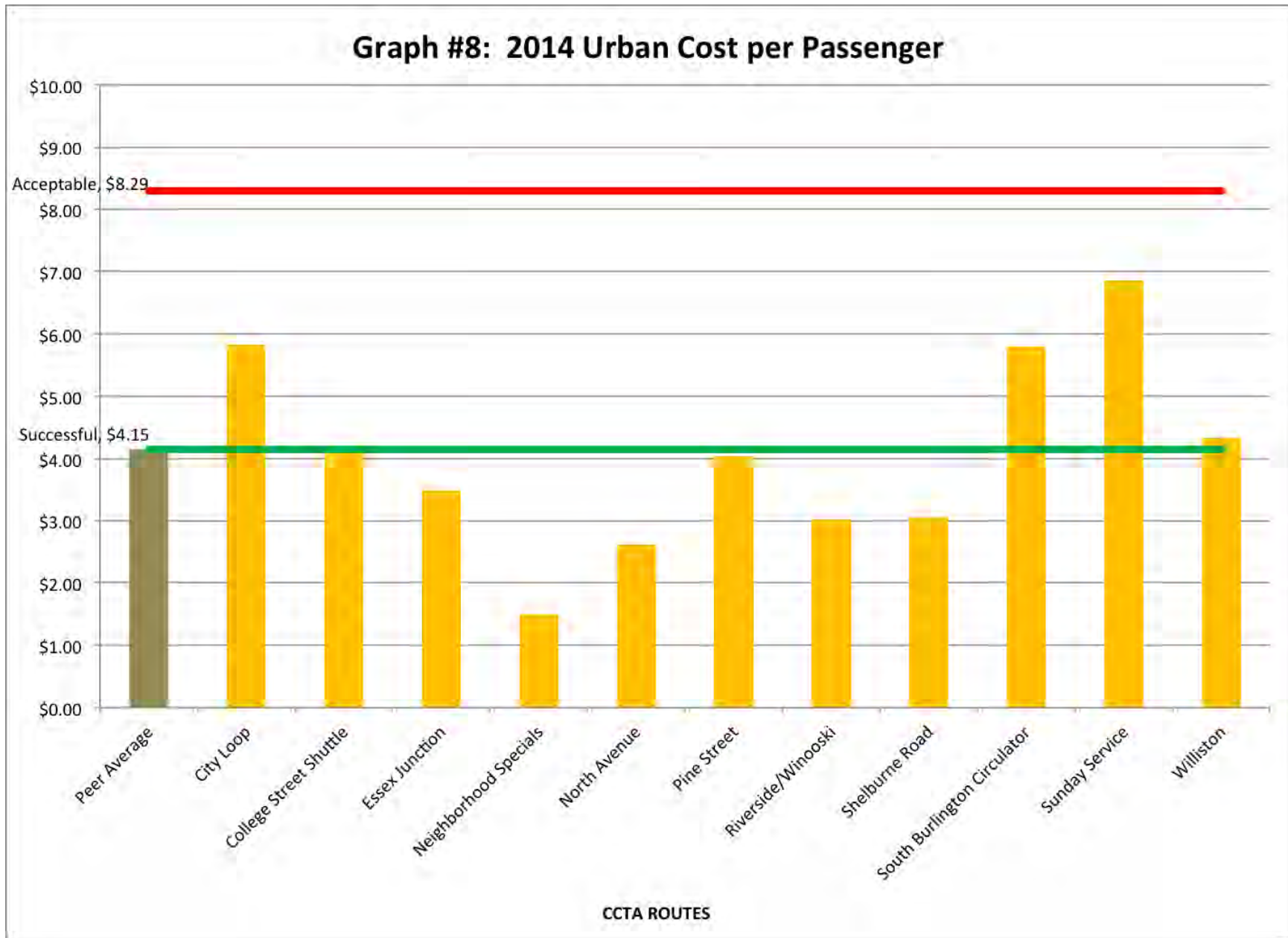


**Graph #7: 2014 Express Commuter Boardings per Trip**

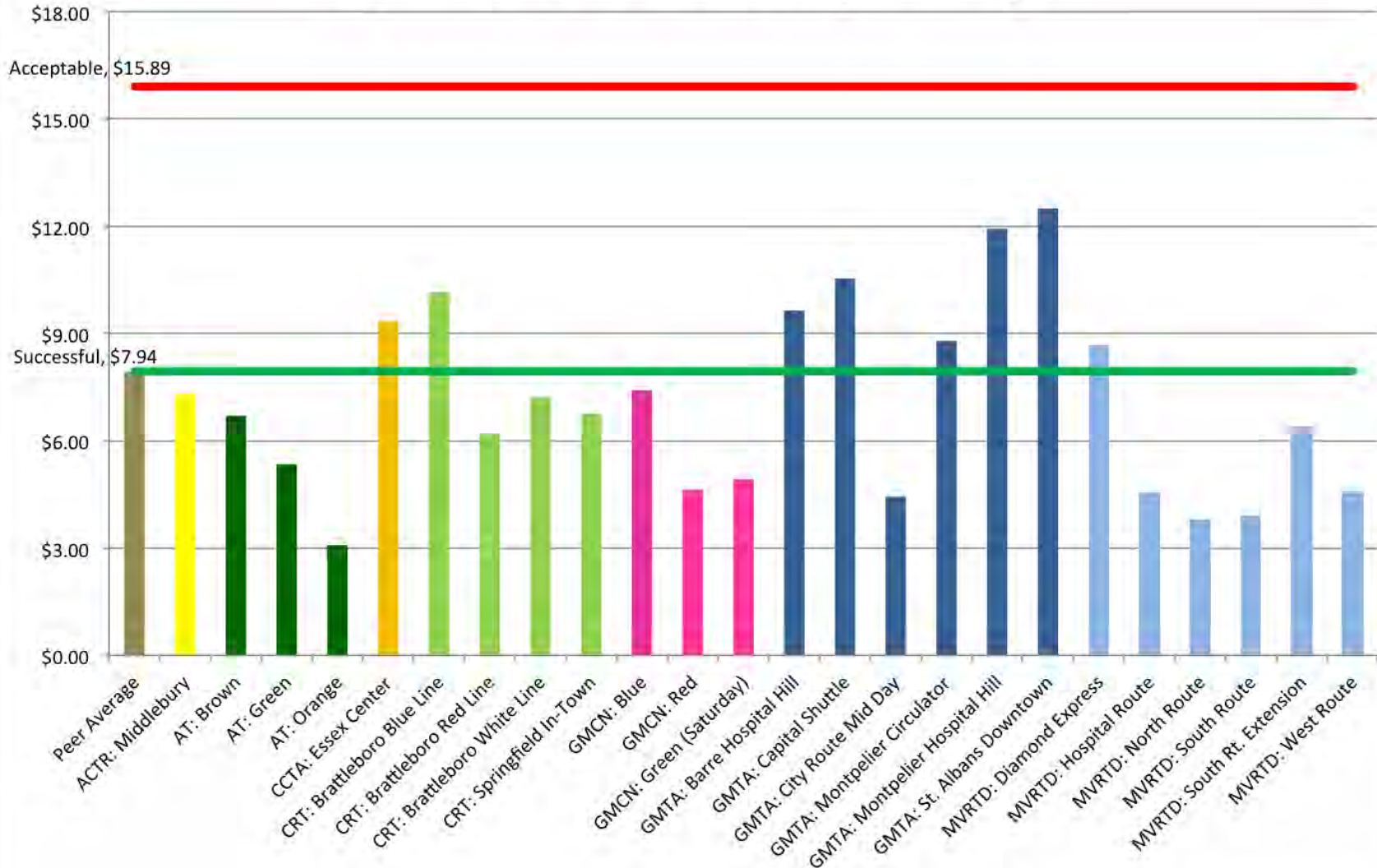


## **COST-EFFECTIVENESS PERFORMANCE BY SERVICE CATEGORY**

**Graph #8: 2014 Urban Cost per Passenger**

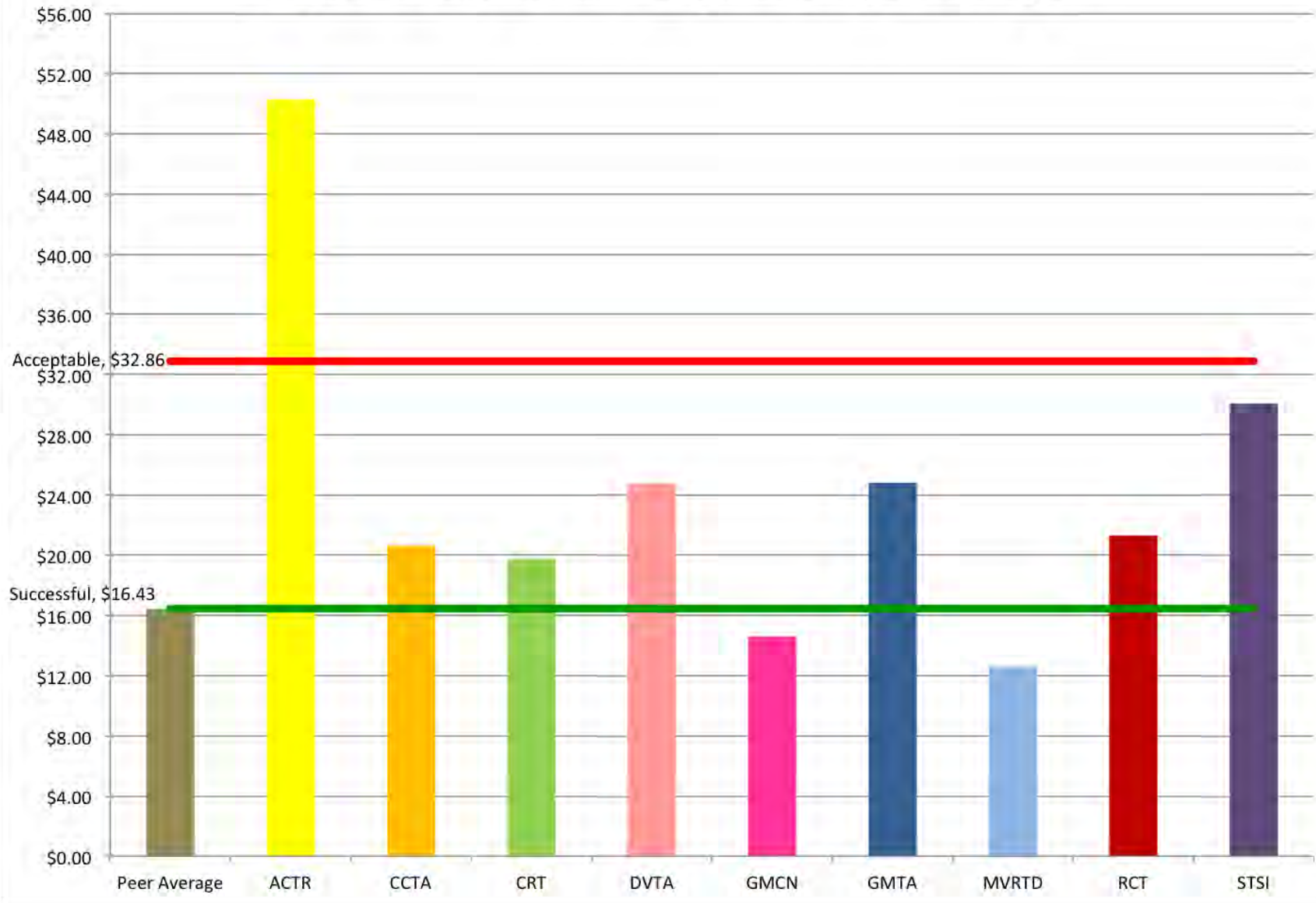


**Graph #9: 2014 Small Town Cost per Passenger**



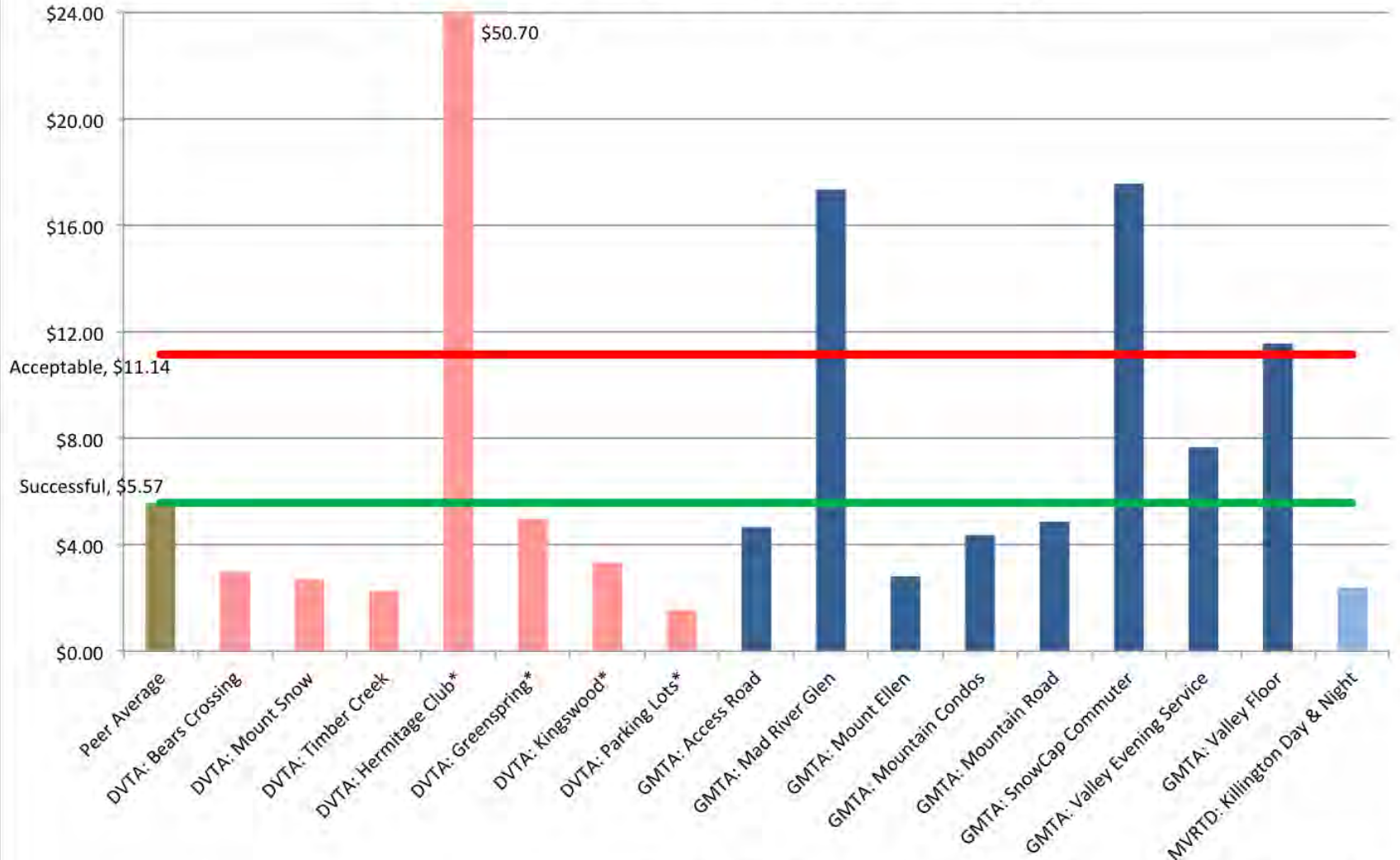
Note: Data for AT routes represent the entire route, even though a portion of the route is in New Hampshire.

**Graph #10: 2014 Demand Response Cost per Passenger**





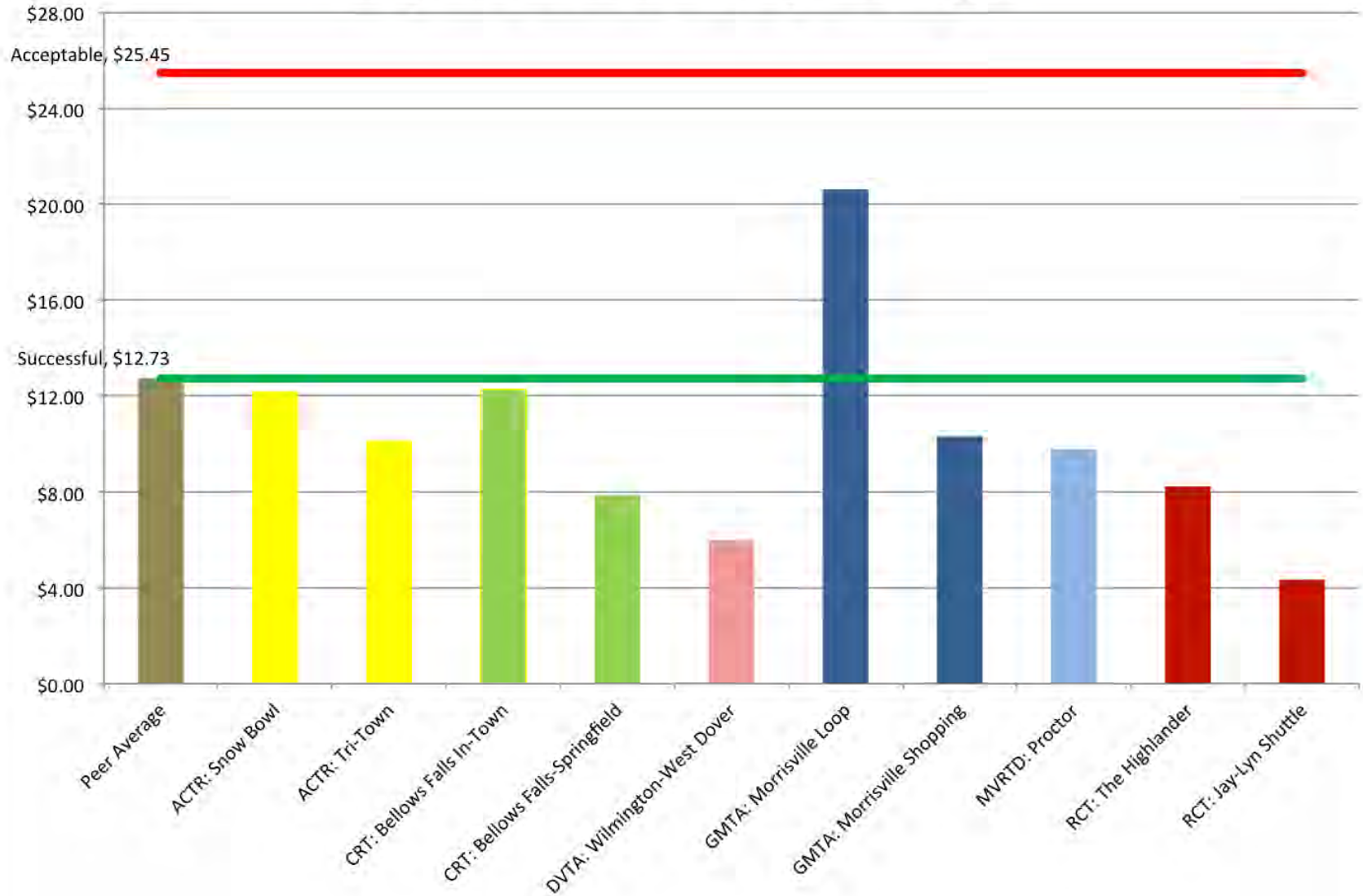
**Graph #11: 2014 Tourism Cost per Passenger**



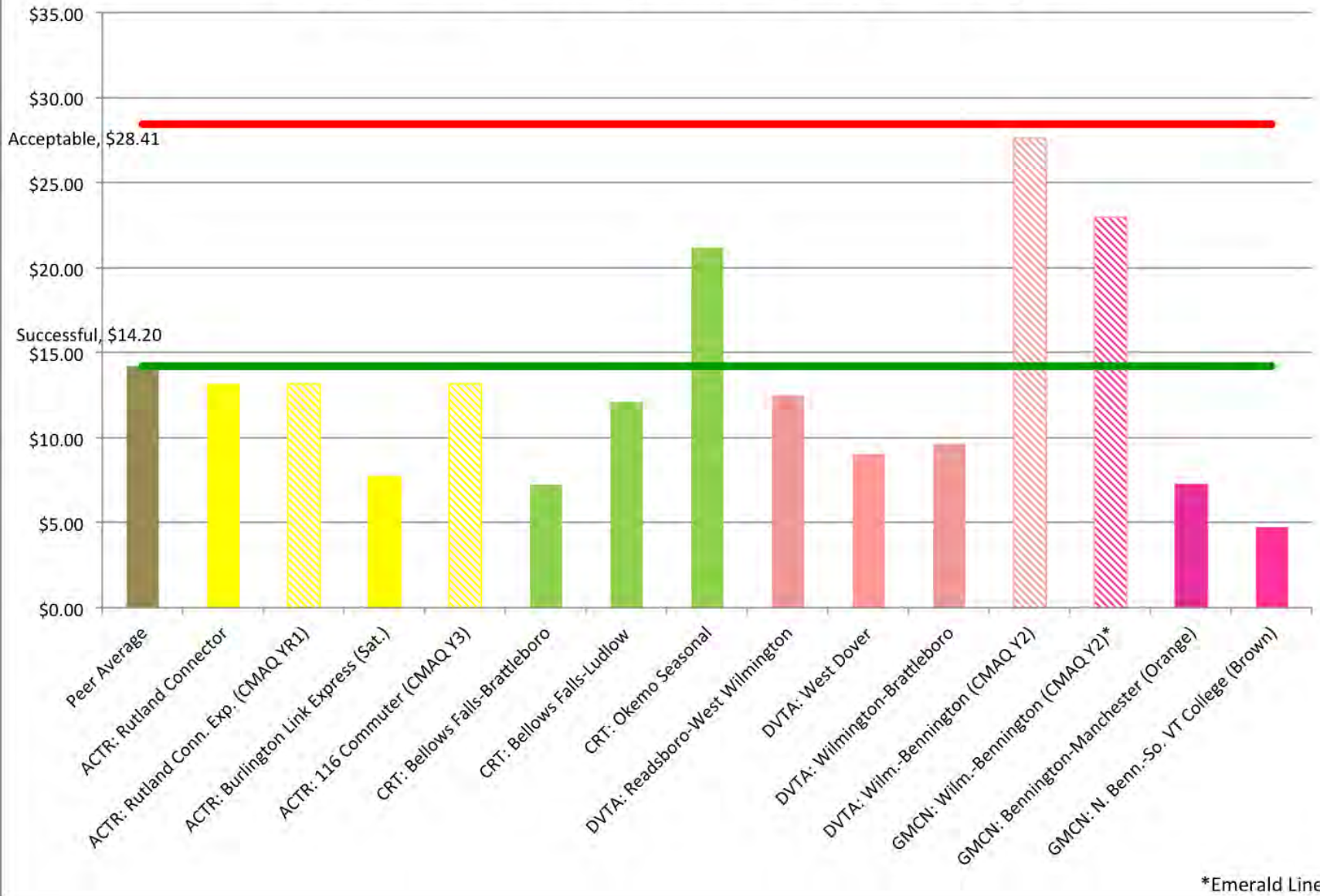
\*Hermitage Club, Greenspring, Kingswood, and Parking Lots route operations privately funded; no state or federal funds used. Hermitage Club route has been discontinued.



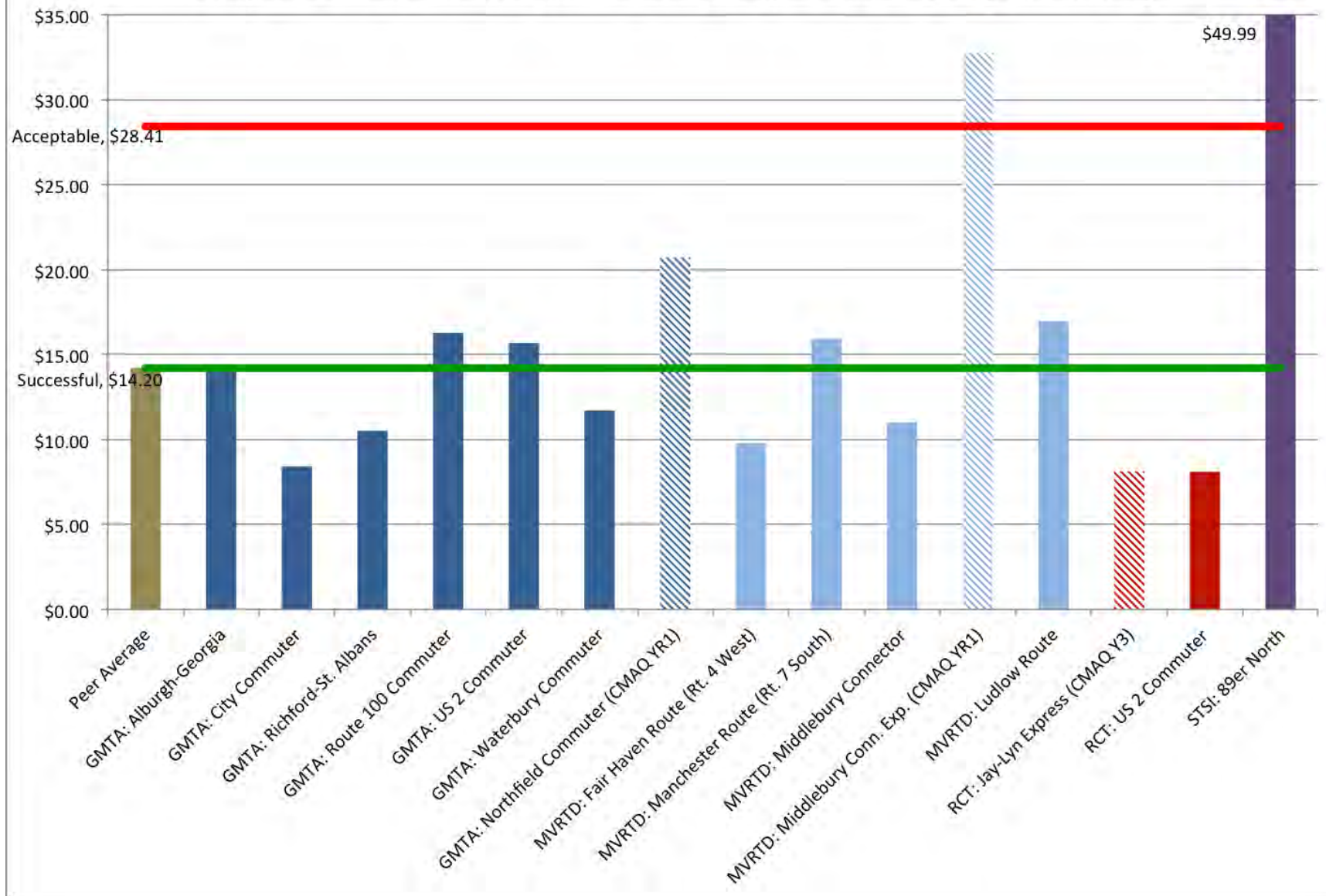
**Graph #12: 2014 Rural Cost per Passenger**



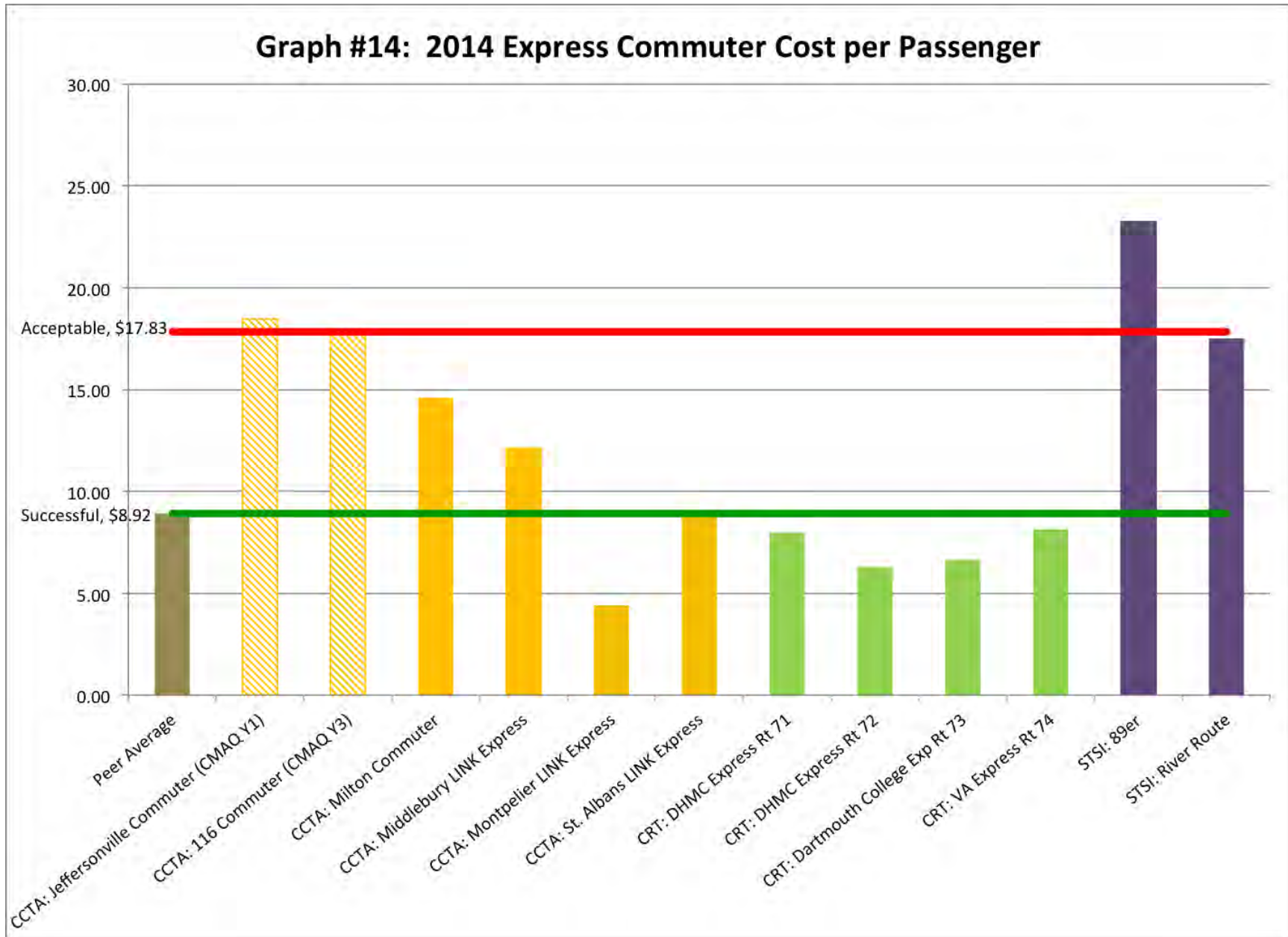
**Graph #13: 2014 Rural Commuter Cost per Passenger**



**Graph #13: 2014 Rural Commuter Cost per Passenger (continued)**

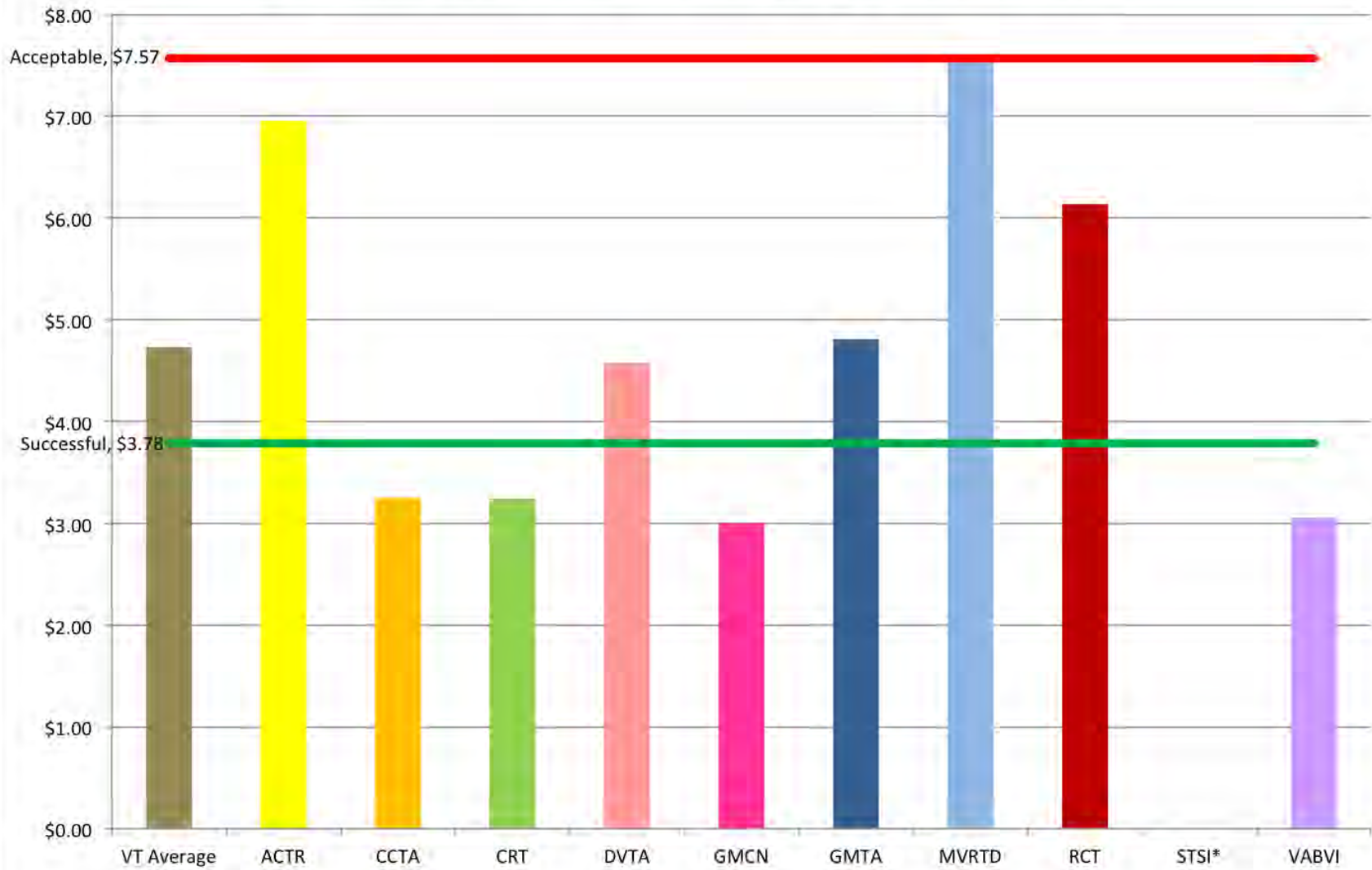


**Graph #14: 2014 Express Commuter Cost per Passenger**





**Graph #15: 2014 Administrative Cost per Volunteer Trip**



\*STSI data was not available at the time of the report.

## Appendix 1: SFY 2014 Performance Data by Route and Service Category

### KEY

- 123** Performance measures in green did not meet the Acceptable threshold last year, but improved so they did this year.
- 123** Performance measures in red did not meet the Acceptable threshold this year.

URBAN	Productivity		Cost-Effectiveness			
	Measure	Performance Standards		Measure	Performance Standards	
	Boardings per Mile	Successful	Acceptable	Cost per Passenger	Successful	Acceptable
Peer Average	2.02	2.02	1.01	\$4.15	\$4.15	\$8.29
City Loop	1.59	2.02	1.01	\$5.83	\$4.15	\$8.29
College Street Shuttle	3.22	2.02	1.01	\$4.13	\$4.15	\$8.29
Essex Junction	2.16	2.02	1.01	\$3.48	\$4.15	\$8.29
Neighborhood Specials	6.23	2.02	1.01	\$1.50	\$4.15	\$8.29
North Avenue	3.63	2.02	1.01	\$2.61	\$4.15	\$8.29
Pine Street	1.83	2.02	1.01	\$4.03	\$4.15	\$8.29
Riverside/Winooski	2.92	2.02	1.01	\$3.03	\$4.15	\$8.29
Shelburne Road	2.05	2.02	1.01	\$3.05	\$4.15	\$8.29
South Burlington Circulator	1.35	2.02	1.01	\$5.80	\$4.15	\$8.29
Sunday Service	1.04	2.02	1.01	\$6.85	\$4.15	\$8.29
Williston	2.05	2.02	1.01	\$4.33	\$4.15	\$8.29

DEMAND RESPONSE	Productivity		Cost-Effectiveness			
	Measure	Performance Standards		Measure	Performance Standards	
	Boardings per Hour	Successful	Acceptable	Cost per Passenger	Successful	Acceptable
Peer Average	3.72	3.72	1.86	\$16.43	\$16.43	\$32.86
ACTR	2.27	3.72	1.86	\$50.29	\$16.43	\$32.86
CCTA	2.21	3.72	1.86	\$20.64	\$16.43	\$32.86
CRT	2.40	3.72	1.86	\$19.75	\$16.43	\$32.86
DVTA	2.62	3.72	1.86	\$24.77	\$16.43	\$32.86
GMCN	3.29	3.72	1.86	\$14.60	\$16.43	\$32.86
GMTA	2.80	3.72	1.86	\$24.82	\$16.43	\$32.86
MVRTD	6.34	3.72	1.86	\$12.59	\$16.43	\$32.86
RCT	2.61	3.72	1.86	\$21.31	\$16.43	\$32.86
STSI	2.27	3.72	1.86	\$30.08	\$16.43	\$32.86



SMALL TOWN	Productivity	Performance Standards		Cost-	Performance Standards	
	Measure	Successful	Acceptable	Effectiveness Measure	Successful	Acceptable
	Boardings per Hour			Cost per Passenger		
Peer Average	8.89	8.89	4.45	\$7.94	\$7.94	\$15.89
ACTR: Middlebury	7.89	8.89	4.45	\$7.30	\$7.94	\$15.89
AT: Brown	10.96	8.89	4.45	\$6.70	\$7.94	\$15.89
AT: Green	18.62	8.89	4.45	\$5.34	\$7.94	\$15.89
AT: Orange	26.55	8.89	4.45	\$3.08	\$7.94	\$15.89
CCTA: Essex Center	10.47	8.89	4.45	\$9.33	\$7.94	\$15.89
CRT: Brattleboro Blue Line	4.72	8.89	4.45	\$10.16	\$7.94	\$15.89
CRT: Brattleboro Red Line	7.73	8.89	4.45	\$6.21	\$7.94	\$15.89
CRT: Brattleboro White Line	6.65	8.89	4.45	\$7.23	\$7.94	\$15.89
CRT: Springfield In-Town	8.25	8.89	4.45	\$6.76	\$7.94	\$15.89
GMCN: Blue	6.70	8.89	4.45	\$7.41	\$7.94	\$15.89
GMCN: Red	10.40	8.89	4.45	\$4.63	\$7.94	\$15.89
GMCN: Green (Saturday)	4.37	8.89	4.45	\$4.92	\$7.94	\$15.89
GMTA: Barre Hospital Hill	8.46	8.89	4.45	\$9.64	\$7.94	\$15.89
GMTA: Capital Shuttle	7.13	8.89	4.45	\$10.54	\$7.94	\$15.89
GMTA: City Route Mid Day	15.04	8.89	4.45	\$4.44	\$7.94	\$15.89
GMTA: Montpelier Circulator	9.23	8.89	4.45	\$8.79	\$7.94	\$15.89
GMTA: Montpelier Hospital Hill	6.47	8.89	4.45	\$11.93	\$7.94	\$15.89
GMTA: St. Albans Downtown	5.68	8.89	4.45	\$12.49	\$7.94	\$15.89
MVRTD: Diamond Express	8.04	8.89	4.45	\$8.66	\$7.94	\$15.89
MVRTD: Hospital Route	15.57	8.89	4.45	\$4.56	\$7.94	\$15.89
MVRTD: North Route	18.68	8.89	4.45	\$3.80	\$7.94	\$15.89
MVRTD: South Route	18.05	8.89	4.45	\$3.93	\$7.94	\$15.89
MVRTD: South Rt. Extension	11.11	8.89	4.45	\$6.39	\$7.94	\$15.89
MVRTD: West Route	15.52	8.89	4.45	\$4.57	\$7.94	\$15.89

TOURISM	Productivity	Performance Standards		Cost-	Performance Standards	
	Measure	Successful	Acceptable	Effectiveness	Successful	Acceptable
	Boardings per Hour			Measure		
Peer Average	14.04	14.04	7.02	Cost per Passenger	\$5.57	\$11.14
DVTA: Bears Crossing	21.62	14.04	7.02	\$2.99	\$5.57	\$11.14
DVTA: Mount Snow	22.95	14.04	7.02	\$2.70	\$5.57	\$11.14
DVTA: Timber Creek	22.72	14.04	7.02	\$2.26	\$5.57	\$11.14
DVTA: Hermitage Club*	0.81	14.04	7.02	\$50.70	\$5.57	\$11.14
DVTA: Greenspring*	8.73	14.04	7.02	\$4.98	\$5.57	\$11.14
DVTA: Kingswood*	20.22	14.04	7.02	\$3.34	\$5.57	\$11.14
DVTA: Parking Lots*	46.30	14.04	7.02	\$1.56	\$5.57	\$11.14
GMATA: Access Road	15.04	14.04	7.02	\$4.67	\$5.57	\$11.14
GMATA: Mad River Glen	5.99	14.04	7.02	\$17.35	\$5.57	\$11.14
GMATA: Mount Ellen	26.00	14.04	7.02	\$2.81	\$5.57	\$11.14
GMATA: Mountain Condos	16.45	14.04	7.02	\$4.36	\$5.57	\$11.14
GMATA: Mountain Road	15.19	14.04	7.02	\$4.87	\$5.57	\$11.14
GMATA: SnowCap Commuter	5.52	14.04	7.02	\$17.56	\$5.57	\$11.14
GMATA: Valley Evening Service	9.48	14.04	7.02	\$7.66	\$5.57	\$11.14
GMATA: Valley Floor	7.03	14.04	7.02	\$11.55	\$5.57	\$11.14
MVRTD: Killington Day & Night	25.86	14.04	7.02	\$2.39	\$5.57	\$11.14

RURAL	Productivity	Performance Standards		Cost-	Performance Standards	
	Measure	Successful	Acceptable	Effectiveness	Successful	Acceptable
	Boardings per Hour			Measure		
Peer Average	7.13	7.13	3.56	Cost per Passenger	\$12.73	\$25.45
ACTR: Snow Bowl	5.06	7.13	3.56	\$12.19	\$12.73	\$25.45
ACTR: Tri-Town	5.78	7.13	3.56	\$10.13	\$12.73	\$25.45
CRT: Bellows Falls In-Town	4.55	7.13	3.56	\$12.27	\$12.73	\$25.45
CRT: Bellows Falls-Springfield	7.09	7.13	3.56	\$7.86	\$12.73	\$25.45
DVTA: Wilmington-West Dover	15.53	7.13	3.56	\$5.98	\$12.73	\$25.45
GMATA: Morrisville Loop	3.24	7.13	3.56	\$20.62	\$12.73	\$25.45
GMATA: Morrisville Shopping	7.86	7.13	3.56	\$10.32	\$12.73	\$25.45
MVRTD: Proctor	7.88	7.13	3.56	\$9.78	\$12.73	\$25.45
RCT: The Highlander	5.47	7.13	3.56	\$8.23	\$12.73	\$25.45
RCT: Jay-Lyn Shuttle	10.24	7.13	3.56	\$4.34	\$12.73	\$25.45

RURAL COMMUTER	Productivity Measure	Performance Standards		Cost-Effectiveness Measure	Performance Standards	
	Boardings per Hour	Successful	Acceptable	Cost per Passenger	Successful	Acceptable
Peer Average	7.06	7.06	3.53	\$14.20	\$14.20	\$28.41
ACTR: Rutland Connector	4.60	7.06	3.53	\$13.17	\$14.20	\$28.41
ACTR: Rutland Conn. Exp. (CMAQ YR1)	4.62	7.06	3.53	\$13.16	\$14.20	\$28.41
ACTR: Burlington Link Express (Sat.)	7.92	7.06	3.53	\$7.70	\$14.20	\$28.41
ACTR: 116 Commuter (CMAQ Y3)	4.98	7.06	3.53	\$13.17	\$14.20	\$28.41
CRT: Bellows Falls-Brattleboro	7.73	7.06	3.53	\$7.23	\$14.20	\$28.41
CRT: Bellows Falls-Ludlow	4.62	7.06	3.53	\$12.11	\$14.20	\$28.41
CRT: Okemo Seasonal	2.78	7.06	3.53	\$21.18	\$14.20	\$28.41
DVTA: Readsboro-West Wilmington	8.39	7.06	3.53	\$12.49	\$14.20	\$28.41
DVTA: West Dover	10.31	7.06	3.53	\$9.02	\$14.20	\$28.41
DVTA: Wilmington-Brattleboro	10.48	7.06	3.53	\$9.63	\$14.20	\$28.41
DVTA: Wilm.-Bennington (CMAQ Y2)	2.55	7.06	3.53	\$27.60	\$14.20	\$28.41
GMCN: Wilm.-Bennington (CMAQ Y2)*	3.03	7.06	3.53	\$22.96	\$14.20	\$28.41
GMCN: Bennington-Manchester (Orange)	6.10	7.06	3.53	\$7.24	\$14.20	\$28.41
GMCN: N. Benn.-So. VT College (Brown)	11.11	7.06	3.53	\$4.74	\$14.20	\$28.41
GMTA: Alburgh-Georgia	7.35	7.06	3.53	\$14.25	\$14.20	\$28.41
GMTA: City Commuter	9.80	7.06	3.53	\$8.43	\$14.20	\$28.41
GMTA: Richford-St. Albans	16.30	7.06	3.53	\$10.52	\$14.20	\$28.41
GMTA: Route 100 Commuter	7.90	7.06	3.53	\$16.28	\$14.20	\$28.41
GMTA: US 2 Commuter	6.48	7.06	3.53	\$15.68	\$14.20	\$28.41
GMTA: Waterbury Commuter	7.20	7.06	3.53	\$11.71	\$14.20	\$28.41
GMTA: Northfield Commuter (CMAQ YR1)	4.24	7.06	3.53	\$20.71	\$14.20	\$28.41
MVRTD: Fair Haven Route (Rt. 4 West)	7.26	7.06	3.53	\$9.78	\$14.20	\$28.41
MVRTD: Manchester Route (Rt. 7 South)	4.45	7.06	3.53	\$15.94	\$14.20	\$28.41
MVRTD: Middlebury Connector	6.45	7.06	3.53	\$11.01	\$14.20	\$28.41
MVRTD: Middlebury Conn. Exp. (CMAQ YR1)	1.90	7.06	3.53	\$32.78	\$14.20	\$28.41
MVRTD: Ludlow Route	4.11	7.06	3.53	\$16.97	\$14.20	\$28.41
RCT: Jay-Lyn Express (CMAQ Y3)	5.69	7.06	3.53	\$8.12	\$14.20	\$28.41
RCT: US 2 Commuter	6.65	7.06	3.53	\$8.10	\$14.20	\$28.41
STSI: 89er North	2.88	7.06	3.53	\$49.99	\$14.20	\$28.41

EXPRESS COMMUTER	Productivity	Performance Standards		Cost-Effectiveness	Performance Standards	
	Measure	Successful	Acceptable	Measure	Successful	Acceptable
	<b>Boardings per One-Way Trip</b>			<b>Cost per Passenger</b>		
Peer Average	17.41	17.41	8.70	\$8.92	\$8.92	\$17.83
CCTA: Jeffersonville Commuter (CMAQ Y1)	12.57	17.41	8.70	\$18.46	\$8.92	\$17.83
CCTA: 116 Commuter (CMAQ Y3)	8.86	17.41	8.70	\$17.79	\$8.92	\$17.83
CCTA: Milton Commuter	10.69	17.41	8.70	\$14.60	\$8.92	\$17.83
CCTA: Middlebury LINK Express	21.59	17.41	8.70	\$12.12	\$8.92	\$17.83
CCTA: Montpelier LINK Express	25.76	17.41	8.70	\$4.41	\$8.92	\$17.83
CCTA: St. Albans LINK Express	20.67	17.41	8.70	\$8.75	\$8.92	\$17.83
CRT: DHMC Express Rt 71	19.90	17.41	8.70	\$7.98	\$8.92	\$17.83
CRT: DHMC Express Rt 72	28.06	17.41	8.70	\$6.29	\$8.92	\$17.83
CRT: Dartmouth College Exp Rt 73	26.02	17.41	8.70	\$6.65	\$8.92	\$17.83
CRT: VA Express Rt 74	16.65	17.41	8.70	\$8.15	\$8.92	\$17.83
STSI: 89er	9.34	17.41	8.70	\$23.24	\$8.92	\$17.83
STSI: River Route	11.48	17.41	8.70	\$17.51	\$8.92	\$17.83

VOLUNTEER	Productivity	Performance Standards		Cost-Effectiveness	Performance Standards	
	Measure	Successful	Acceptable	Measure	Successful	Acceptable
	<i>Not Applicable</i>			<b>Admin Cost per Trip</b>		
VT Average				\$4.73	\$3.78	\$7.57
ACTR				\$6.96	\$3.78	\$7.57
CCTA				\$3.25	\$3.78	\$7.57
CRT				\$3.24	\$3.78	\$7.57
DVTA				\$4.58	\$3.78	\$7.57
GMCN				\$3.00	\$3.78	\$7.57
GMTA				\$4.81	\$3.78	\$7.57
MVRTD				\$7.54	\$3.78	\$7.57
RCT				\$6.14	\$3.78	\$7.57
STSI*				--	\$3.78	\$7.57
VABVI				\$3.06	\$3.78	\$7.57

\*Accurate data for STSI was not available due to cost tracking issues specific to this program during SFY2014. STSI is now under new management and is working to correct this problem for the FY2015 report.