

# Worcester Regional Transit Authority **2012 Annual Report**



Worcester Regional Transit Authority

Union Station Hub | 60 Foster Street, Worcester, MA 01608

[www.therta.com](http://www.therta.com)

# Letter from the Administrator

Fiscal Year 2012 turned out to be one of the more successful years of the new millennium for the Worcester Regional Transit Authority (WRTA). Our fixed route service provided 3,791,475 passenger trips, an increase of 9.9% over the previous twelve (12) months. This was accomplished without increasing service mileage or hours, but with better marketing, efficient route adjustments, and an easier fare system. Meanwhile, owing to an industry-recognized travel training program and a mobility management model, the more expensive demand response service ridership remained largely unchanged at 188,803 passenger trips for fiscal year 2012.

Major capital projects such as the introduction of a new fare collection system with smart card technology, the installation and deployment of an Intelligent Transportation System (ITS), the delivery of eight (8) new transit buses and seven (7) new demand response vans, and the groundbreaking of the WRTA's Union Station Hub were all undertaken in an effort to benefit and retain our current passengers while also enticing new ones.

On the financial front, despite being level funded for three consecutive years, the WRTA was able to balance its budget for the fourth (4th) year in a row. This was done without the loss of jobs or service. Operational efficiencies implemented in prior years paid dividends as both the cost per passenger trip and the required government subsidy per passenger trip decreased 5.9%. In addition, the WRTA was able to set aside a reserve for extraordinary expenses in the amount of \$106,678. Continued support from the Commonwealth of Massachusetts, the Federal Transit Administration, and our Member Municipalities was essential in the WRTA's ability to provide the services our passengers need and deserve.

The successes of the last twelve (12) months, are due in large part to the dedicated team of professionals at the WRTA. Together we would like to thank members of the Advisory Board for their support and guidance. In addition, we would like to thank members of the state legislature for their continued championing of public transportation in the Commonwealth.

**Sincerely,**

**Stephen F. O'Neil**  
**Administrator**  
**Worcester Regional Transit Authority**



## Introduction

The Worcester Regional Transit Authority is a political subdivision of the Massachusetts Department of Transportation and is the second largest regional transit authority in Massachusetts with 51 transit buses and 50 demand response vans. The WRTA was created in September 1974 pursuant to Massachusetts General Laws, Chapter 161B and is funded with Federal, State and local subsidies, as well as farebox revenue. The WRTA is not a transit operator; however, it is responsible for the planning, funding, and oversight of public transportation in the City of Worcester and the thirty-four (34) surrounding communities in its service delivery area. The area comprises over 500,000 in population and can be characterized as having an urban core of 180,000 (est.) population in thirty-eight square miles surrounded by suburban areas.

## Member Communities:

<b>Auburn</b>	<b>Charlton</b>	<b>Holden</b>	<b>North Brookfield</b>	<b>Shrewsbury</b>	<b>Warren</b>
<b>Barre</b>	<b>Clinton</b>	<b>Holland</b>	<b>Oakham</b>	<b>Southbridge</b>	<b>Webster</b>
<b>Berlin</b>	<b>Douglas</b>	<b>Leicester</b>	<b>Oxford</b>	<b>Spencer</b>	<b>Westborough</b>
<b>Boylston</b>	<b>Dudley</b>	<b>Millbury</b>	<b>Princeton</b>	<b>Sturbridge</b>	<b>West Boylston</b>
<b>Brimfield</b>	<b>East Brookfield</b>	<b>New Braintree</b>	<b>Rutland</b>	<b>Sutton</b>	<b>West Brookfield</b>
<b>Brookfield</b>	<b>Grafton</b>	<b>Northborough</b>		<b>Wales</b>	<b>Worcester</b>

The day-to-day affairs of the WRTA are conducted by an Administrator, who is appointed by the Advisory Board. The Advisory Board is made up of representatives from the 35 member communities of the WRTA. The Advisory Board consists of the City Manager or Mayor of each city, the Chairman of the Board of Selectmen of each town having such a board, or the Town Manager or Town Administrator of each town. Advisory Board members may appoint designees to act on their behalf.

## The WRTA Advisory Board Officers are:

<b>Chairman</b>	<b>Mr. William Lehtola – Spencer</b>
<b>Vice Chairman</b>	<b>Mr. Michael O’Brien - Worcester</b>
<b>Treasurer</b>	<b>Mr. Douglas Belanger - Leicester</b>
<b>Clerk</b>	<b>Mr. Dennis Lipka - Holden</b>



## Philosophy

It is the goal of the Worcester Regional Transit Authority, through its Operator, to provide the best, efficient and maximum amount of transportation possible to its service area with its limited revenues from the Federal Transit Administration, the Commonwealth of Massachusetts (Mass-DOT), and its Member Communities.

## Transit Service

The WRTA's objective is to maintain its present transportation services and grow service when and where possible and includes operation of the following:

**A. Twenty – three (23) fixed routes serving the City of Worcester and 11 surrounding communities. This service is provided with forty – eight (48) transit buses, operating approximately 1,570,000 revenue miles annually. The following is a list of WRTA bus routes:**

1. Providence Street	22. Millbury
2. Pleasant Street – Tatnuck Square	23. Lincoln Street – Mountain Village
3. Highland St. – June St. – Worc. State Coll.	24. Belmont Street – UMass
4. Millbury St. – Greenwood St.	25. Auburn Ind. Park – Auburn Mall
5. Grafton St. – Wheelock– SW Commons	26. Lincoln Street
6. Chandler – West Tatnuck	27. Auburn Mall
7. Washington Heights	30. Summit – West Boylston
11. Vernon St. – Millbury Park & Ride	31. Summit – Lincoln Plaza
14. Burncoat Street – Holden	33. Brookfield
15. Plantation Street – Shrewsbury	34. Belmont Street – Booth Apts.
16. Shrewsbury Street – UMass	42. Webster
19. Goddard Drive – Leicester WalMart	

**B. Paratransit Demand Response Service – The Authority's Demand Response Service operates in the entire service area comprising the Authority. This service is provided by approximately fifty (50) para-transit vehicles. Approximately 188,000 passenger trips are carried annually by these vehicles, operating approximately 1,170,000 revenue miles annually.**



## Capital Projects

Throughout the year, and with nearly \$11 million in funding from our Federal and State partners, the WRTA continued with an aggressive capital program aimed at providing a more modern and user friendly transit system for our passengers. These investments in the system, some of which are highlighted below, will pay dividends for years to come in the form of operational efficiencies allowing for increased transportation services.

## Revenue Vehicles

In September 2011, the WRTA took delivery of seven (7) new vans for its demand response paratransit service. These wheelchair lift equipped vans will enable the WRTA to continue to provide a necessary and required service to seniors and people with disabilities.

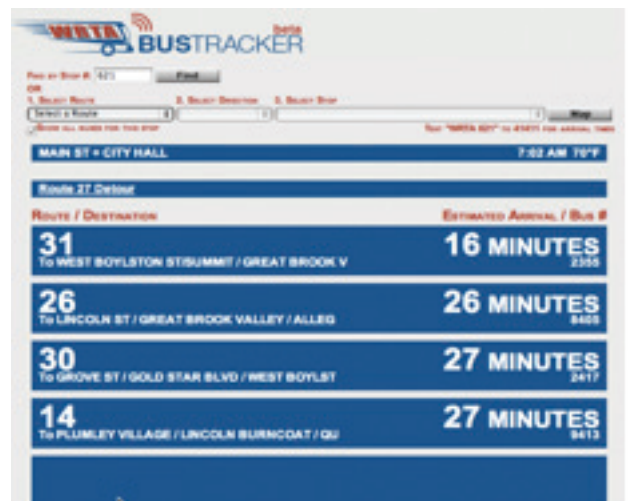


March 2012 saw the delivery of eight (8) new Gillig, LLC transit buses. These low floor buses, three (3) of which are diesel-electric hybrid powered, replace eight (8) RTS buses that had exceeded their useful lives of 12 years. These buses run cleaner, are much quieter, and can achieve an increase in MPG by as much as 25%.

## Transit Management Technologies

In an effort to improve its operational efficiency, cost-effectiveness, security, marketing, and customer satisfaction, the WRTA and its vendor Clever Devices, Ltd. installed a suite of transit technologies on the WRTA's fleet of fixed route transit buses and demand response paratransit vans in November 2011. Technologies deployed which will increase the availability of transit information for our passengers, improve dispatching and increase driver and passenger safety include:

- Automatic Vehicle Location
- Automatic Vehicle Announcements
- Real-time Information
- On-board Vehicle Component Monitoring
- Automatic Passenger Counters
- Traffic Signal Priority



## Revenue and Data Collection System

The WRTA, along with several other regional transit authorities across the Commonwealth, formed a consortium for the purpose of replacing outdated fare collection systems. Scheidt & Bachmann of Burlington, MA was selected as the preferred vendor to provide a system that would allow for interoperability with each participating consortium member and the Massachusetts Bay Transportation Authority (MBTA). Other highlights of this system include smart card technology, self-service ticket vending machines, and enhanced data management. This new system was deployed in April 2012.



## Union Station Hub

From its beginning in 1974, WRTA passengers transferred buses in and around the streets surrounding Worcester's City Hall. This inefficient system did not allow for any amenities a rider or potential rider would desire. Shelter from the elements was inadequate, rider information was lacking, safety and security was deficient, and access to other modes of transportation was insufficient. In April 2012, the WRTA broke ground on the new Union Station Transfer Station. The new facility will contain an 8 slip covered bus platform, an indoor public waiting area with passenger and driver amenities, and an 10,000 square foot building housing the WRTA administrative offices, customer service, travel training, and brokerage offices. When complete in the spring of 2013, the transfer station will complete the Union Station Intermodal Campus, anchored by the historic Union Station, the Peter Pan and Greyhound Intercity Bus Ports, and the Union Station Parking Garage.



**WORCESTER REGIONAL TRANSIT AUTHORITY**  
**Management's Discussion and Analysis**  
**For the Year Ended June 30, 2012**

**Government Financial Analysis:**

The Worcester Regional Transit Authority's net assets consist almost exclusively of its net investment in capital assets (e.g., land, buildings and equipment). The Worcester Regional Transit Authority uses these capital assets to provide fixed route and demand response transit services to individuals within its service area; consequently, these net assets are not available for future spending.

	2012	2011
Current and Other Assets	\$19,119,294	\$18,045,252
Capital and Intangible Assets, Net	23,453,171	14,799,992
<b>► Total Assets</b>	<b>42,572,465</b>	<b>32,845,244</b>
Note Payable	17,060,000	17,750,000
Other Liabilities	4,805,806	3,148,442
<b>► Total Liabilities</b>	<b>21,865,806</b>	<b>20,898,442</b>
<b>Net Assets:</b>		
Invested in Capital Intangible Assets	23,453,171	14,799,992
Restricted for Extraordinary Expenses	400,016	293,338
Unrestricted (Deficit)	(3,146,528)	(3,146,528)
<b>► Total Net Assets</b>	<b>\$20,706,659</b>	<b>\$11,946,802</b>

The increase in net assets invested in capital and intangible assets occurred because the current year's additions to capital assets exceeded the current year's depreciation and amortization. The additions were funded by Federal and State capital assistance.

The Authority's operations for fiscal 2012, net of capital asset activity excluding the restricted reserve resulted in no change in the accumulated deficit. Included in the accumulated deficit is \$2,051,382 of prior year unfunded postemployment benefit charges to Regional Transit Authority Transit Services, Inc. (WRTA's transit provider).



**WORCESTER REGIONAL TRANSIT AUTHORITY**  
**Statement of Net Assets**  
**As of June 30, 2012**

**ASSETS**

**Current Assets:**

Cash and Cash Equivalents	\$ 1,283,563
Receivables:	
Federal Government	3,943,555
Commonwealth of Massachusetts and Member Municipalities	13,852,763
Other	36,918
Other Current Assets	2,495
<b>Total Current Assets</b>	<b>19,119,294</b>

**Capital and Intangible Assets:**

Land	183,000
Depreciable Capital and Intangible Assets, Net	15,767,992
Projects in Progress	7,502,179
<b>Total Capital Assets</b>	<b>23,453,171</b>
<b>Total Assets</b>	<b>42,572,465</b>

**LIABILITIES**

**Current Liabilities:**

Note Payable	17,060,000
Accounts Payable:	
Operating	2,863,5149
Capital	1,788,763
Accrued Expenses	54,578
Accrued Interest	98,951
<b>Total Current Liabilities</b>	<b>21,865,806</b>

**NET ASSETS**

Invested in Capital and Intangible Assets	23,453,171
Restricted for Extraordinary Expenses	400,016
Unrestricted (Deficit)	(3,146,528)
<b>Total Net Assets</b>	<b>\$ 20,706,659</b>



**WORCESTER REGIONAL TRANSIT AUTHORITY**  
**Statement of Revenues, Expenses and Changes in Net Assets**  
**For the Year Ended June 30, 2012**

	<b>2012</b>	<b>2011</b>
<b>OPERATING REVENUES</b>		
Passenger Fares	\$ 1,283,563	\$ 3,345,130
Demand Response Contract Reimbursements	40,976	89,692
<b>Total Operating Revenues</b>	<b>3,520,340</b>	<b>3,434,822</b>
<b>OPERATING EXPENSES</b>		
<b>Public Transportation:</b>		
Fixed Route Transit Services	14,369,144	14,948,181
Demand Response Transit Services	4,257,941	4,331,400
Administrative Salaries and Fringe	321,709	309,107
Professional and Other Services	547,293	507,236
Travel Training Services	22,693	24,526
Other Administrative Expenses	54,232	42,285
Depreciation and Amortization	2,201,912	2,172,190
<b>Total Operating Expenses</b>	<b>21,774,924</b>	<b>22,334,925</b>
<b>Total Operating Loss</b>	<b>(18,254,584)</b>	<b>(18,900,103)</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>		
Federal Government – Noncapital Assistance	3,826,523	4,639,478
Commonwealth of Massachusetts – Contract Assistance	8,698,546	8,698,546
Member Municipalities – Assessments	3,670,371	3,555,931
Interest Expense	(252,940)	(187,127)
Interest Income	6,675	9,397
Miscellaneous Income	9,890	48,459
Advertising Income	134,472	131,787
<b>Total Net Nonoperating Revenues</b>	<b>16,159,350</b>	<b>16,830,658</b>
<b>Loss Before Capital Activity</b>	<b>(2,095,234)</b>	<b>(2,069,445)</b>
<b>CAPITAL ACTIVITY</b>		
<b>Capital Grants:</b>		
Federal Government	10,354,991	2,079,836
Commonwealth of Massachusetts and Other	500,100	78,027
<b>Total Capital Activity</b>	<b>10,855,091</b>	<b>2,157,863</b>
<b>CHANGE IN NET ASSETS</b>		
<b>Net Assets, Beginning of Year</b>	<b>11,946,802</b>	<b>11,858,384</b>
<b>Net Assets, End of Year</b>	<b>\$ 20,706,659</b>	<b>\$ 11,946,802</b>

# Facts, Statistics, and Performance Measures

Facts	Fixed Route	Demand Response
Annual Farebox Revenue	3,244,300	364,026
Annual Cost of Operations	14,955,998	4,671,325
Percent of Fare Box Recovery of Operating Costs (Goal 20%)	21.69%	

Statistics	Fixed Route	Demand Response
Number of Fixed Routes	23	
Annual Passenger Trips	3,791,475	188,803
Annual Revenue Hours	136,587	70,897
Annual Revenue Miles	1,569,050	1,170,510
Annual Vehicle Hours	141,168	60,060
Annual Vehicle Miles	1,633,406	997,939

Performance Measures	Fixed Route	Demand Response
Operating Cost Per Passenger Trip	\$3.94	\$24.74
Operating Cost Per Revenue Hour	\$109.50	\$65.89
Operating Cost Per Revenue Mile	\$9.53	\$3.99
Passenger Trips Per Revenue Hour	27.76	2.66
Passenger Trips Per Revenue Mile	2.42	0.16
Required Subsidy Per Passenger Trip	\$3.09	







Worcester Regional Transit Authority

**WRTA Main Office:**

Union Station Hub  
60 Foster Street  
Worcester, MA 01608

(508) 791-WRTA

**[www.therta.com](http://www.therta.com)**