



**TOWN
&
COUNTRY
TRANSIT
(TACT)**

**TRANSIT
DEVELOPMENT
PLAN**

JUNE 2026

DRAFT



Pennsylvania
Department of Transportation





TABLE OF CONTENTS

- 1. Introduction 4**
 - 1.1 What is a TDP?..... 4
 - 1.2 Stakeholder Committee 5
- 2. Review of Existing Conditions 6**
 - 2.1 Study Area 6
 - 2.2 Existing Fixed Route Service 7
 - 2.3 Demographic Analysis 9
 - 2.4 Public & Stakeholder Outreach Summary 12
- 3. Scenario Development 13**
 - 3.1 Scenario Concepts & Evaluation 13
- 4. Draft Recommendations 15**
 - 4.1 Express Run Scenario..... 15
 - 4.2 One-Seat Ride Scenario..... 15
- 5. Implementation & Financial Plan..... 18**
 - 5.1 Phased Approach..... 18
 - 5.2 Operations and Contracting 20
 - 5.3 Performance Management..... 21
 - 5.4 Financial Plan 22



1. Introduction

1.1 WHAT IS A TDP?

This Transit Development Plan (TDP) examines public transit service operated by Town & Country Transit (TACT) in Armstrong County and presents a framework for transit service improvements. TDPs help transit operators improve service to customers and increase efficiency by better aligning current and future service with needs identified by the public, regional stakeholders, and analysis of demographic, economic, and travel trends.

TACT operates three fixed route bus services in Central Armstrong County and shared ride service to all of Armstrong County. The fixed route service consists of the Blue Line, Green Line, and Yellow Line. The shared ride program is an advanced reservation, door-to-door service that is offered to senior citizens over 65, persons with disabilities (between the ages of 18-64), and to all other Armstrong County residents.

Changing demographics and travel patterns, especially post-pandemic, show a need for a holistic review of transit in Armstrong County. TACT, in partnership with the Pennsylvania Department of Transportation Bureau of Public Transportation (PennDOT BPT), kicked off the TDP development process in early 2025. TACT and PennDOT followed the process shown in Figure 1 below to complete the TDP and develop the service improvements.

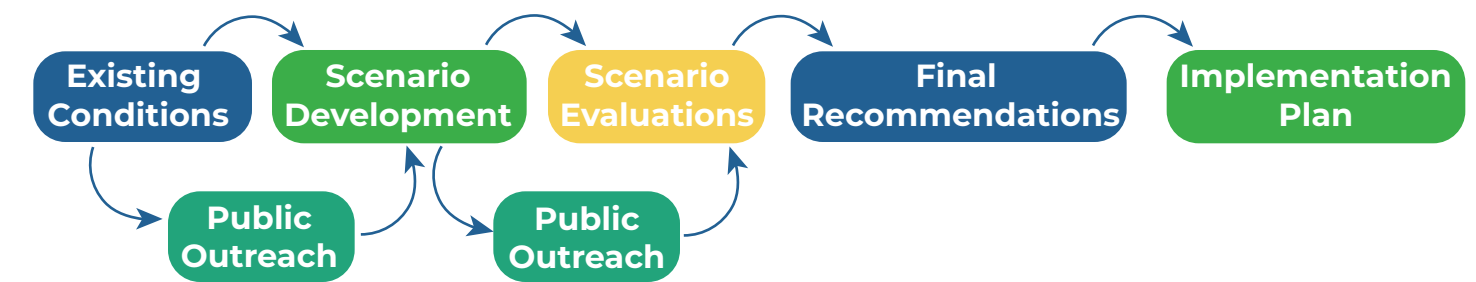


FIGURE 1: TACT TDP DEVELOPMENT PROCESS



1.2 STAKEHOLDER COMMITTEE

Stakeholder engagement is vital in considering the needs and desires of those who use or could use TACT's public transportation service. Whether organizations have constituents who utilize the services, or they provide services in the region which require transportation to reach facilities, participation by stakeholders provides more robust information about transportation needs in Armstrong County. The agencies or organizations with participation in one or more stakeholder meetings are listed in Table 1.

TABLE 1: STAKEHOLDER COMMITTEE

Agency/Organization
TACT
PennDOT Bureau of Public Transportation
Armstrong County Area Agency on Aging
Armstrong County Memorial Hospital
Armstrong-Indiana-Clarion Drug/Alcohol Commission
Connections of Armstrong County
Experience Armstrong
Family Counseling Center of Armstrong County
PA CareerLink
Southwestern Pennsylvania Commission (SPC)
HAVIN, Inc.

2. Review of Existing Conditions

The first major analysis performed for the TDP was the review of existing conditions. The following sections summarize these efforts, which are documented in detail in an Existing Conditions technical memorandum.

2.1 STUDY AREA

The Study Area for this TDP (Figure 2) was developed to include the entirety of Armstrong County, and to cover portions of northwestern Westmoreland County and portions of northeastern Allegheny County. The project team extended the Study Area beyond Armstrong County's borders due to the existing demand for transit service to/from those portions of Allegheny and Westmoreland Counties, as evidenced by both shared ride data and feedback from local stakeholders.

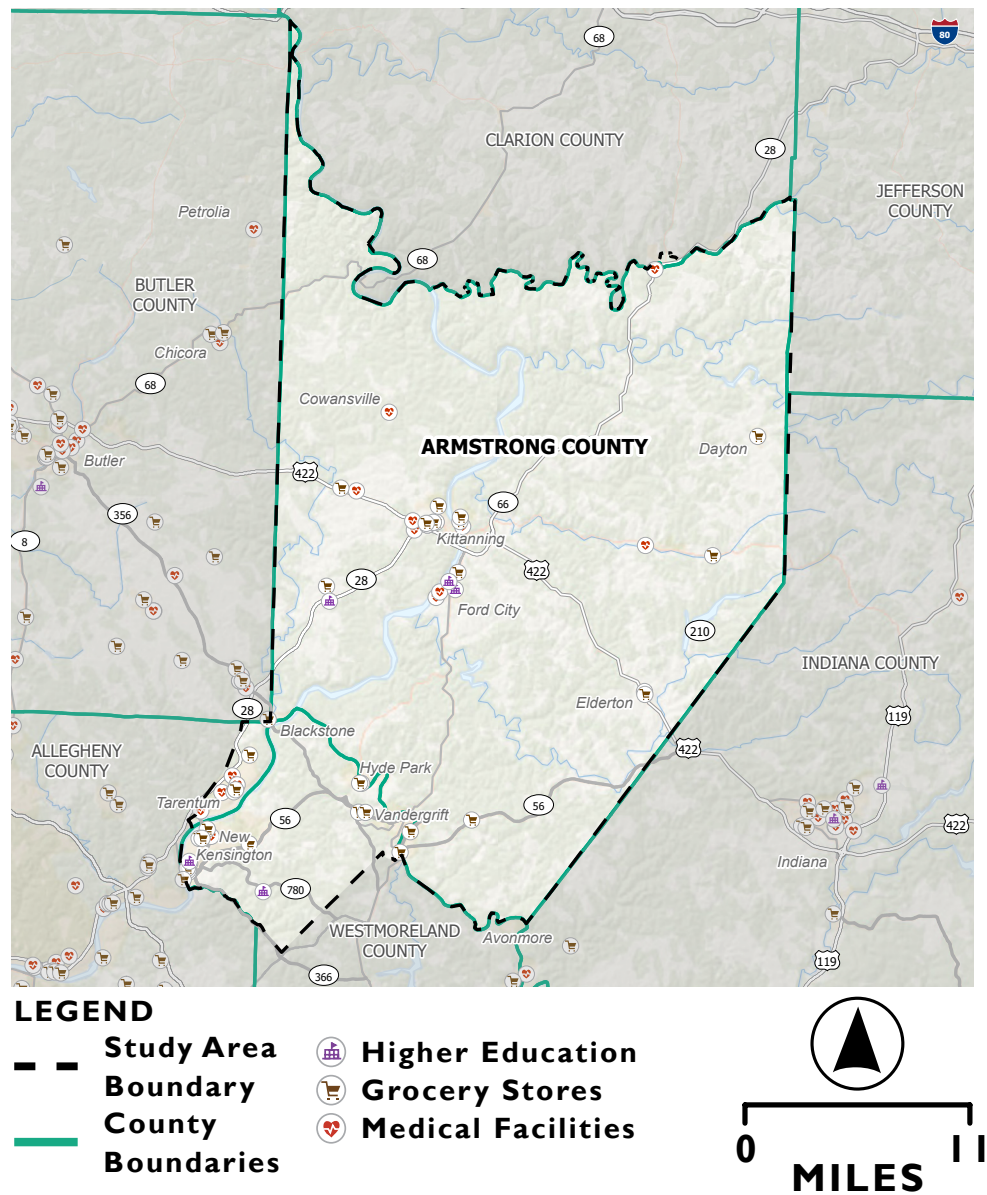


FIGURE 2: TACT TDP STUDY AREA

2.2 EXISTING FIXED ROUTE SERVICE

TACT serves Armstrong County with three fixed routes: the Blue Line, the Green Line and the Yellow Line (see Figure 3). TACT directly operates all three routes, and uses in-house equipment and personnel to maintain the fixed-route fleet of five (5) vehicles. Together, the three routes require 5,787 service hours to operate annually.

The Blue Line provides fixed route service between Kittanning Borough and East Franklin Township via Applewold Borough and West Kittanning Borough. It operates Monday through Friday from approximately 7:30 a.m. to 7:30 p.m. (hourly, 12 trips) and on Saturdays from approximately 8:00 a.m. to 4:00 p.m. (bi-hourly, four trips). There is no service on Sundays.

The Green Line provides fixed route service between Kittanning Borough and Ford City. It operates Monday through Friday from approximately 6:45 a.m. to 5:30 p.m. (hourly, 11 trips) and on Saturdays from approximately 8:00 a.m. to 4:00 p.m. (bi-hourly, four trips). There is no service on Sundays.

The Yellow Line provides fixed route service between Kittanning Borough and Wick City. It operates Monday through Friday from approximately 8:20 a.m. to 4:45 p.m. (hourly, nine trips) and on Saturdays from approximately 8:00 a.m. to 4:00 p.m. (tri-hourly, three trips). There is no service on Sundays.

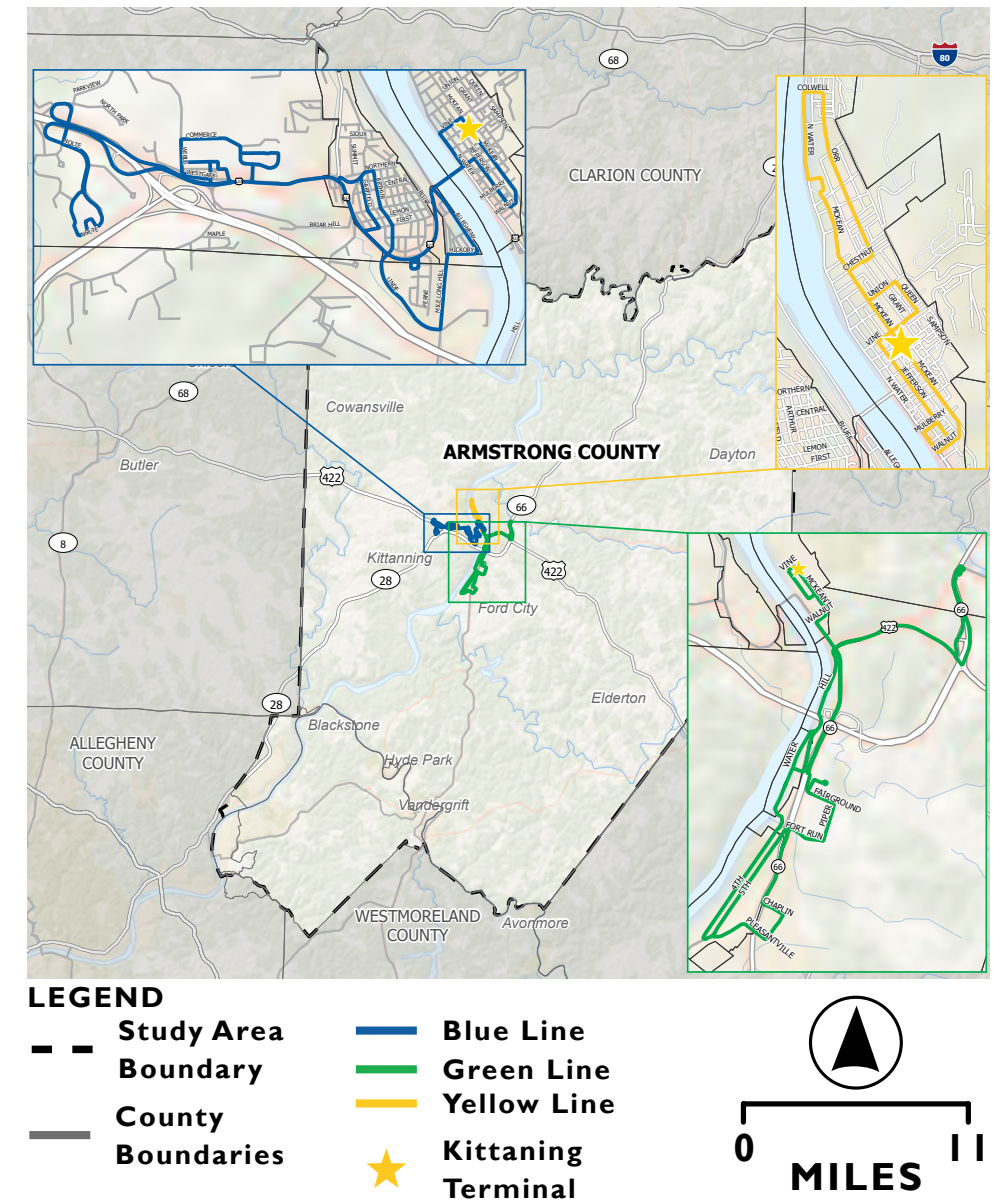


FIGURE 3: TACT ROUTE NETWORK

As of the end of Fiscal Year (FY) 2024, ridership was down ~30% from pre-pandemic levels in FY 2019. This decrease in ridership is similar to decreases experienced at other systems in Pennsylvania and nationwide. Ridership among peer systems decreased by 30-50% over the same period.

Figure 4 below presents monthly TACT ridership from FY 2020 to FY 2024, showing the lingering impacts of the pandemic.

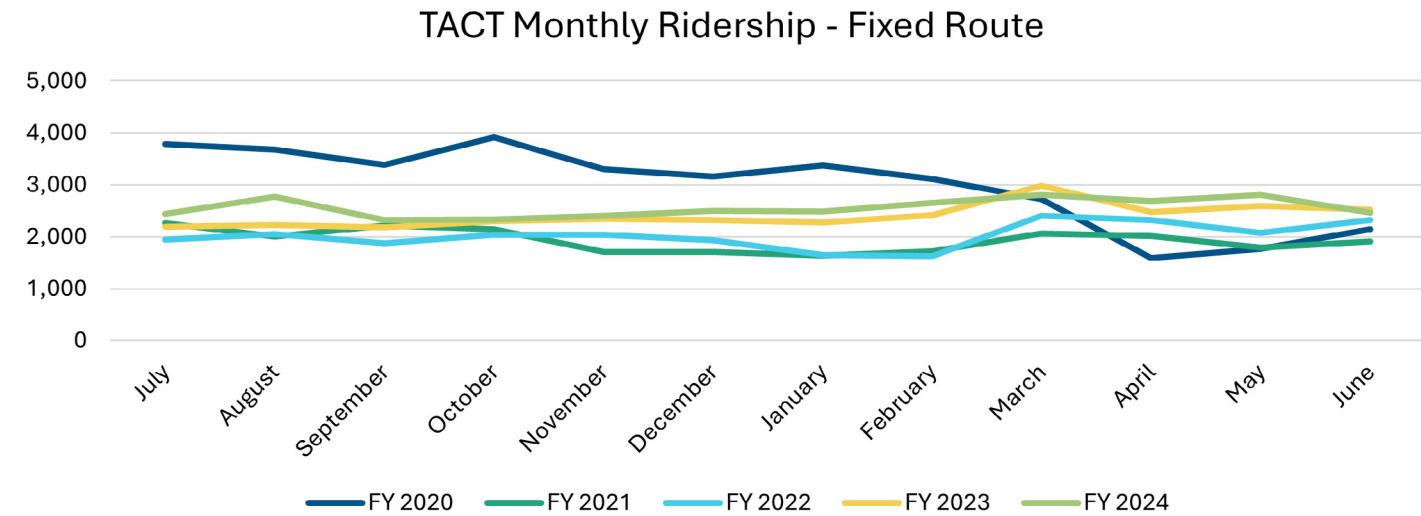


FIGURE 4: TACT MONTHLY RIDERSHIP - FIXED ROUTE (2020-2024)

All transit agencies in Pennsylvania providing fixed route service are evaluated by PennDOT at least once every five years to gauge the efficiency and effectiveness of service delivery through increased ridership, revenue and cost containment as required by Act 44 passed by the Pennsylvania General Assembly in 2007.

The most recent evaluation of TACT occurred in March of 2023, which included several key performance metrics along with targets that TACT continuously strives to meet. Table 2 presents TACT’s performance against these key metrics and the targets for 2027 set by PennDOT.

In the most recent fiscal year (FY2024), TACT’s performance is in line with three out of the four FY2027 targets, including Passengers per Revenue Vehicle Hour (RVH), Operating Revenue per RVH and Operating Cost per passenger. However, the system exceeded the stated Operating Cost per RVH target of \$105.09 with an Operating Cost/RVH of \$114.39 in FY2024.

Table 2: ACT 44 PERFORMANCE METRICS

Fiscal Year	Passengers/RVH*	Operating Revenue/RVH*	Operating Cost/RVH	Operating Cost/Passenger
FY2020	5.5	\$7.04	\$80.89	\$14.62
FY2021	5.1	\$7.03	\$107.34	\$21.10
FY2022	4.2	\$3.95	\$89.69	\$21.28
FY2023	4.3	\$4.15	\$97.29	\$22.50
FY2024	4.8	\$4.87	\$114.39	\$23.80
FY2027 Targets	4.3	\$4.84	\$105.09	\$24.33

2.3 DEMOGRAPHIC ANALYSIS

The TDP also considered regional demographics and travel patterns in the assessment of existing conditions. This information is important in determining if today’s transit services are providing the connections needed by people in the Study Area. A detailed technical memorandum was prepared analyzing a wide range of demographic and travel indicators in the Study Area; the following sections summarize a few of the key data points and conclusions.



2.3.1 Population Density

Evaluating population density identifies where potential riders live and which transit routes would serve the greatest number of people. Population density for Armstrong County was calculated utilizing U.S. Census Bureau ACS 5-Year Estimates 2018-2022. Figure 5 displays population density within the Study Area.

Upon evaluation, the most densely populated communities within the Study Area with over 4,000 people per square mile include: Apollo, Applewold, Ford City, Ford Cliff, and Leechburg in Armstrong County; Arnold City and East Vandergrift in Westmoreland County; and Brackenridge in Allegheny County.

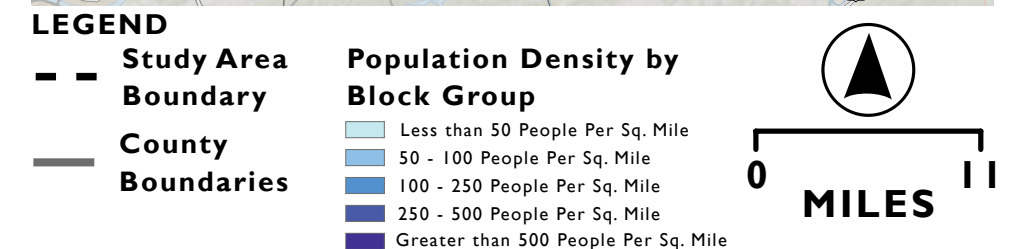
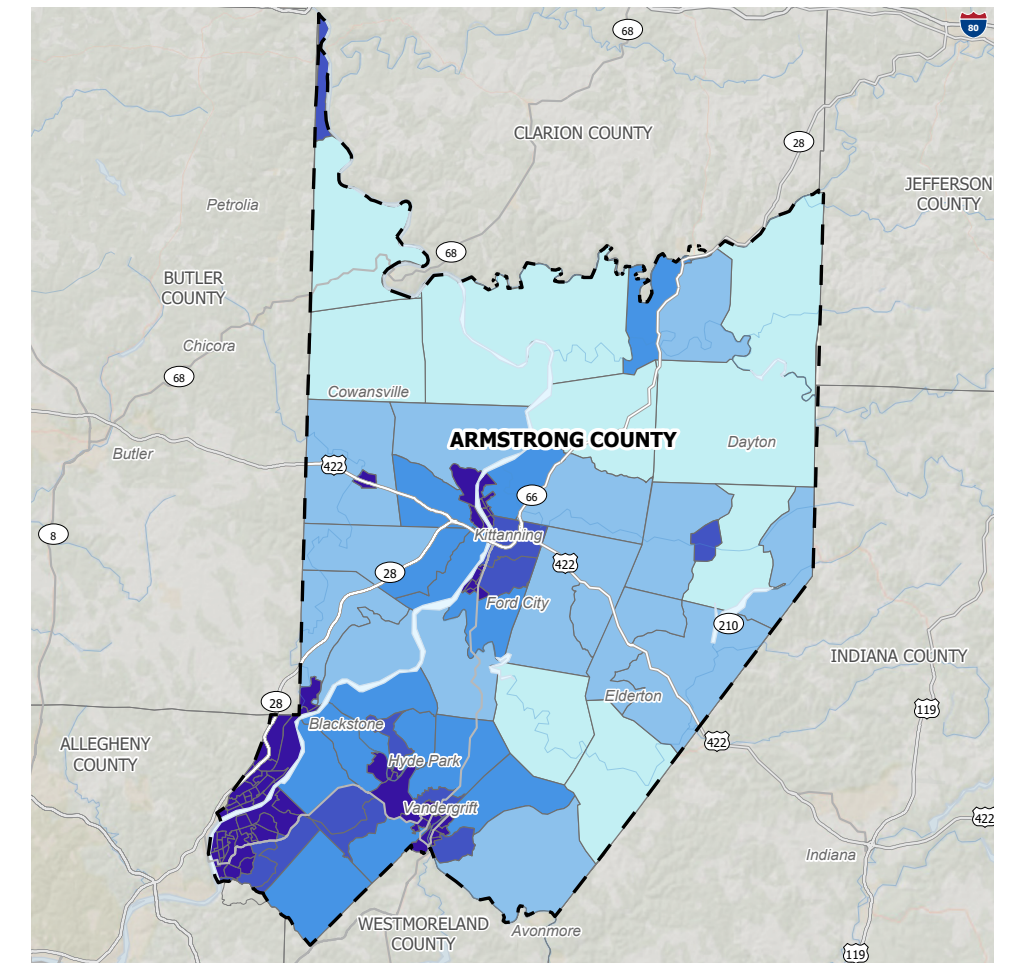


FIGURE 5: TACT TDP STUDY AREA - POPULATION DENSITY

2.3.2 Transit Propensity

Transit Propensity measures areas with a high need for transit service based on socio-demographic characteristics and is used to identify potential gaps in existing service. A Transit Propensity Index was developed based on demographics in the Study Area including population, age, race/ethnicity, vehicle ownership, income, and disability status.

Figure 6 illustrates transit propensity across the Study Area with darker red areas being the most likely to use public transportation. Based on the analysis conducted, the areas with the highest Transit Propensity included: East Franklin Twp, Ford City, Kittanning, Leechburg, and Manorville in Armstrong County; New Kensington and Vandergrift in Westmoreland County; and Brackenridge in Allegheny County.

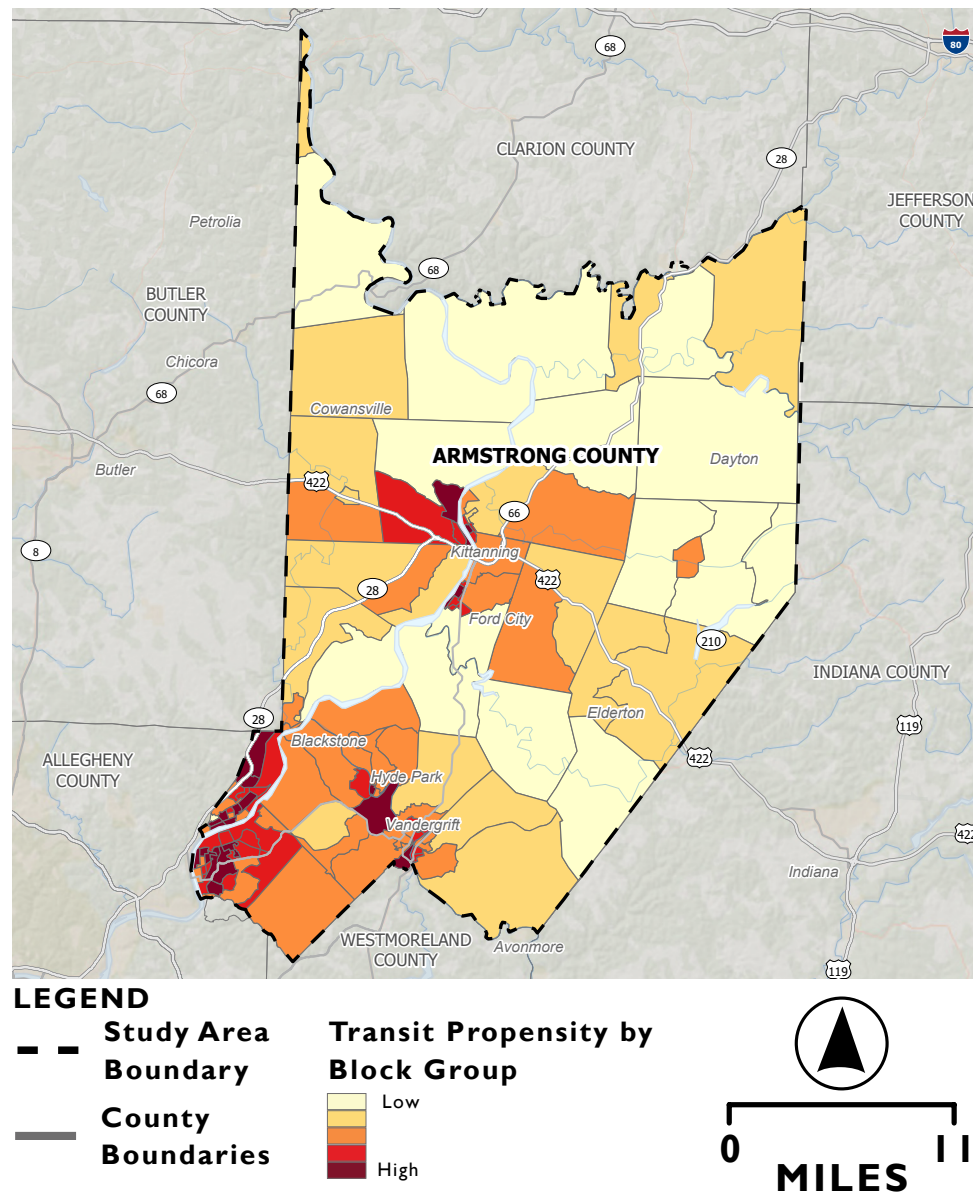


FIGURE 6: TACT TDP STUDY AREA - TRANSIT PROPENSITY

2.3.3 Travel Patterns & Trip Analysis

Travel patterns in the TACT TDP Study Area were analyzed using Replica® data. Replica is a provider of travel information from anonymous mobile location data from cell phones, GPS units, consumer credit transactions and related sources. While assessments of population density and transit propensity consider populations at trip origins (that is, where people live), Replica was used to study the demographic characteristics of trip destinations - where are certain populations traveling to - for work, shopping, school, etc.

Trip destinations were analyzed for several identified high-need populations: senior citizens, low-income populations, zero-car households, and minority populations. Generally, the trip destinations for these populations were widely distributed across the county and in fairly rural and low density areas. The assessment of trip destinations by low-income households (Figure 7) revealed high levels of travel to destinations in the Kittanning area in Armstrong County (i.e., East Franklin Twp, Ford City, Rayburn Twp, etc.), the Vandergrift area in Armstrong/ Westmoreland Counties (i.e. Apollo, Leechburg, etc.), and the New Kensington area in Allegheny/ Westmoreland Counties (i.e. Tarentum, Lower Burrell, etc.).

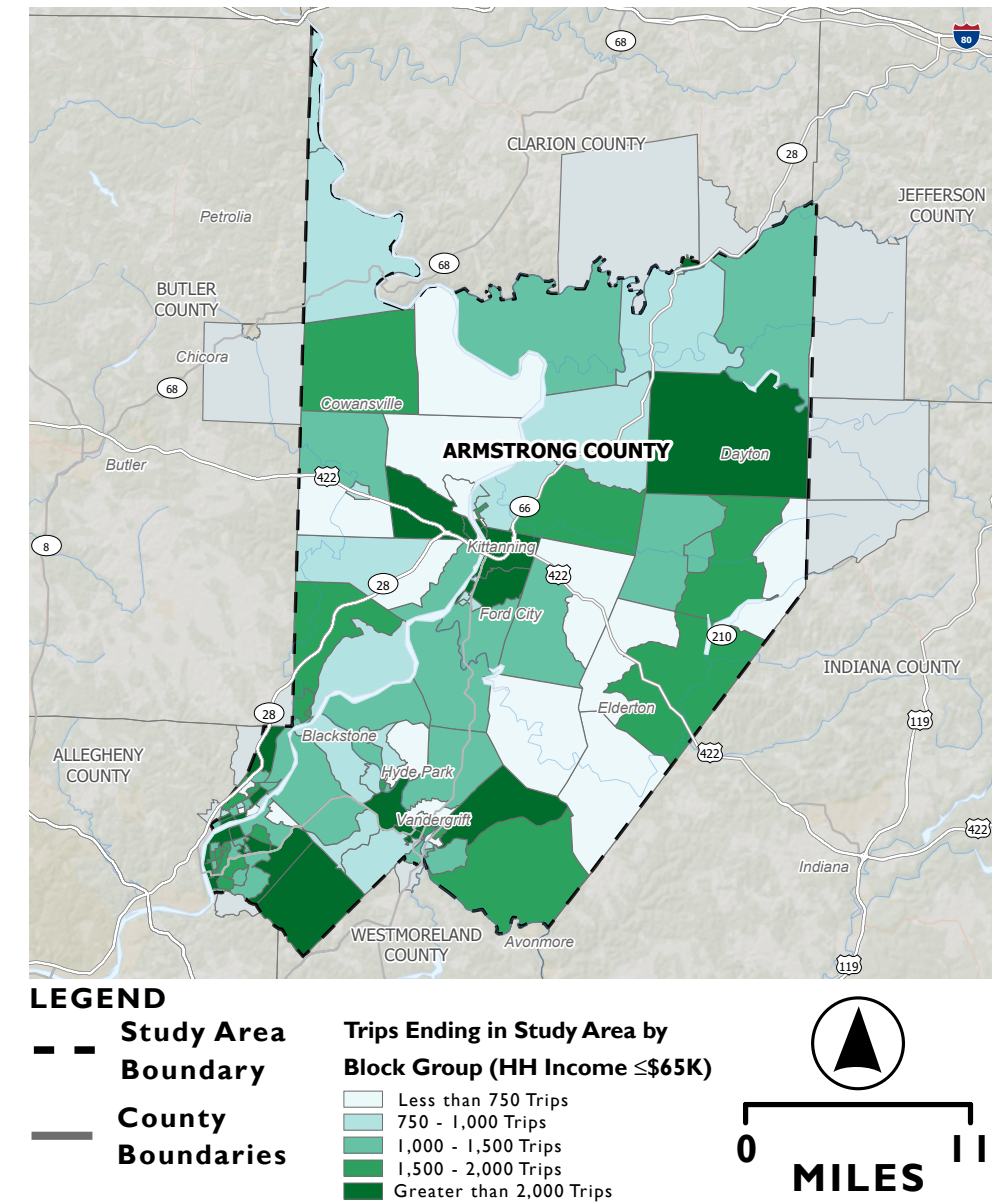


FIGURE 7: TACT TDP STUDY AREA - DESTINATIONS OF TRIPS ENDING IN THE TACT STUDY AREA BY HOUSEHOLDS WITH AN INCOME OF \$65,000 OR LESS

2.4 PUBLIC & STAKEHOLDER OUTREACH SUMMARY

To finalize the Existing Conditions analysis, a public outreach survey was conducted to understand the public's opinion of TACT transit service and their travel needs in the Study Area.

The initial public outreach survey was open for response from June 23, 2025 to August 8, 2025. A total of 36 surveys were completed. As part of the survey results, respondents indicated that the most common reasons for travel on a regular basis were to shop, go to medical appointments, and to get to work. Travelers on TACT routes are generally positive about current services as shown in Table 3.

Table 3: Public Survey #1 Customer Satisfaction

Rate the Bus You Ride	NEVER	SOMETIMES	MOST OF THE TIME	ALMOST ALWAYS	ALWAYS
On Time	0%	0%	18%	44%	32%
Runs Frequently	0%	0%	13%	28%	59%
Runs at the times and on the days I need to ride	3%	12%	15%	15%	56%
Goes to the places I need to go	0%	9%	15%	17%	59%
Ride is fast enough	0%	6%	18%	29%	47%

Public Outreach Survey #1 respondents identified several transit needs including:

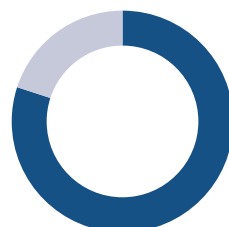
- Provide more options to connect locations within Armstrong County, such as Butler Rd. in West Kittanning and the US-422 corridor in Manor Township.
- Provide longer service hours on weekdays and Saturdays.
- Increase frequency and improve on-time performance on existing bus routes.
- Improve and/or add amenities on buses and at bus stops.



43% of respondents that do not use public transit on a daily basis indicated that TACT doesn't offer service close enough to where they live and/or work.



22% of respondents cited the lack of frequent service as their primary reason that they do not use public transit on a daily basis.



79% of respondents use apps and/or websites (i.e. MyStop app/website, Google Maps, etc.) to plan their transit trips.

3. Scenario Development

3.1 SCENARIO CONCEPTS & EVALUATION

Following the analysis of Existing Conditions, the scenario development phase of the TDP began, aiming to develop potential transit improvements to address the service needs and service gaps identified. This section summarizes the scenario development and evaluation process; these efforts are documented in detail in a TDP technical memorandum. To guide the development and evaluation of scenarios, three priority goals for the TDP were developed to reflect the needs and opportunities of transit service improvements. The three priority goals for the TDP are shown below (Figure 8):

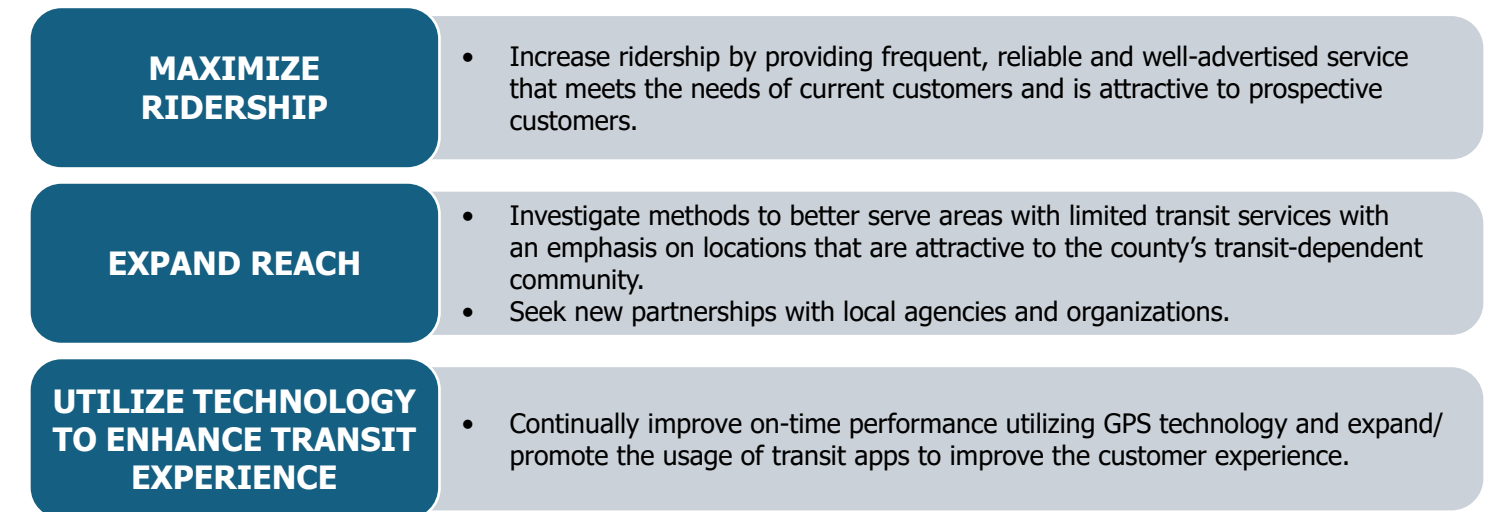


FIGURE 8: TACT TDP GOALS & OBJECTIVES

These priority goals, in turn, informed the development of evaluation criteria and metrics which are used to analyze each distinct transit service scenario.

Each of the evaluation criteria (see Figure 9) was compared for each scenario, either quantitatively or qualitatively, and then scored based on how well each scenario performs for each criterion.

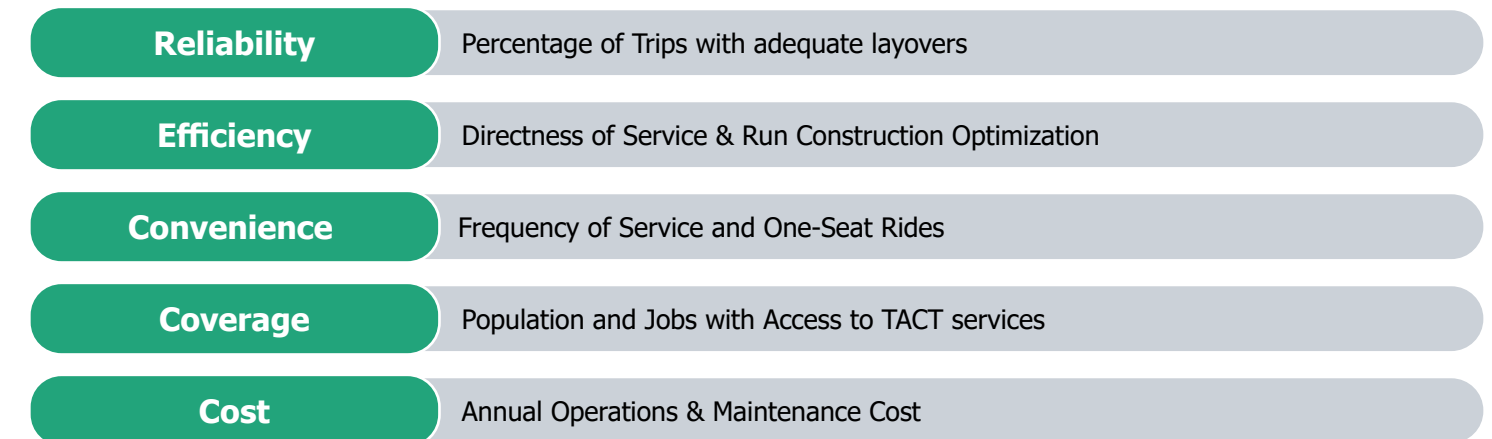


FIGURE 9: TACT EVALUATION CRITERIA

Based on the priority goals described above and the coordination with regional stakeholders and public input, the project team developed two scenario concepts for study.

Scenario 1: Express Run Scenario

Add midday frequency to TACT’s most popular bus route (the Blue Line), providing service every 30 minutes between Kittanning Terminal and Armstrong County Memorial Hospital (ACMH).

Scenario 2: One-Seat Ride Scenario

Combine the current Blue and Green Lines while maintaining Scenario 1’s 30-minute midday frequency. The Yellow Line and portions of the Green Line would be replaced by a new Kittanning Microtransit Zone, providing on-demand pick-ups within 30 minutes from trip request.

To develop the two scenario concepts into detailed scenarios that could be analyzed and evaluated, the project team conducted a limited screening process to review scenario options and select a preferred approach for each scenario. The scenario development process sought to develop one scenario that is roughly **cost neutral** to current TACT services, this would aim to maintain total service hours within 5-10% of current levels. A second scenario would then be developed with a moderate cost increase within 10-25% of current levels.

Draft service plans, timetables, and cost estimates were developed for each concept (Scenario 1, and 2). Detailed analysis methodologies were developed for the five evaluation criteria described above, and both scenarios were assessed.

Scenario 1 received positive scores on the reliability, convenience, and cost criteria. Scenario 2 had more positive scores than Scenario 1 as it did better on the one-seat ride and frequency improvements criteria; however it received a lower score on the cost criterion.

WHAT IS MICROTRANSIT?



On-demand, curb to curb, flexible public transit network with same day scheduling



Zone-based service that allows transit users to plan on-demand trips with a specified wait time from trip request



Potential to add app-based trip requests to traditional call center scheduling

4. Draft Recommendations

Combining the scenario evaluations and public and stakeholder input described above, the following draft recommendations for service improvements were established. Figure 10 and Figure 11 illustrates proposed transit services for the TACT service area.

4.1 EXPRESS RUN SCENARIO

The first draft recommendation (Express Run Scenario) maintains the three existing bus routes with streamlined routing on the Blue Line in West Kittanning. The proposed service plan maintains the current timetable for the Green Line and Yellow Line, and adds 5 midday trips (weekdays only, shown below in Table 4) to the Blue Line which increases the midday frequency to every 30 minutes between Kittanning Terminal and ACMH.

Table 4: Express Run Service Plan (Blue Line Weekday)

	Express Run Service Plan	Service Level
Weekdays - Blue Line	7:30am to 10:00 am	3 fixed route roundtrips (current timetable)
	10:00am to 3:00pm	9 fixed route roundtrips (30-minute frequency)
	3:00pm to 7:30pm	5 fixed route roundtrips (current timetable)

4.2 ONE-SEAT RIDE SCENARIO

As noted above, the second draft recommendation for the TACT service area combines the existing Blue and Green Lines, which establishes a one-seat ride between Ford City and ACMH via Kittanning Terminal. The Yellow Line and portions of the Green Line will be replaced by the new Kittanning Microtransit Zone with a maximum 30 minute wait time from customer trip request.

The proposed service plan is shown below in Table 5.

Table 5: One-Seat Ride Service Plan

	One-Seat Ride Service Plan	Service Level
Weekdays - Combined Blue/ Green Line	6:30am to 10:00am	Hourly Frequency
	10:00am to 3:00pm	Hourly Frequency, with 30 minute frequency between Kittanning Terminal and ACMH
	3:00pm to 7:00pm	Hourly Frequency
Weekdays - Kittanning Microtransit	8:30am to 4:30pm	30 minute wait time
Saturdays - Combined Blue/ Green Line	8:30am to 4:30pm	Bi-Hourly Frequency
Saturdays - Kittanning Microtransit	8:30am to 4:30pm	30 minute wait time

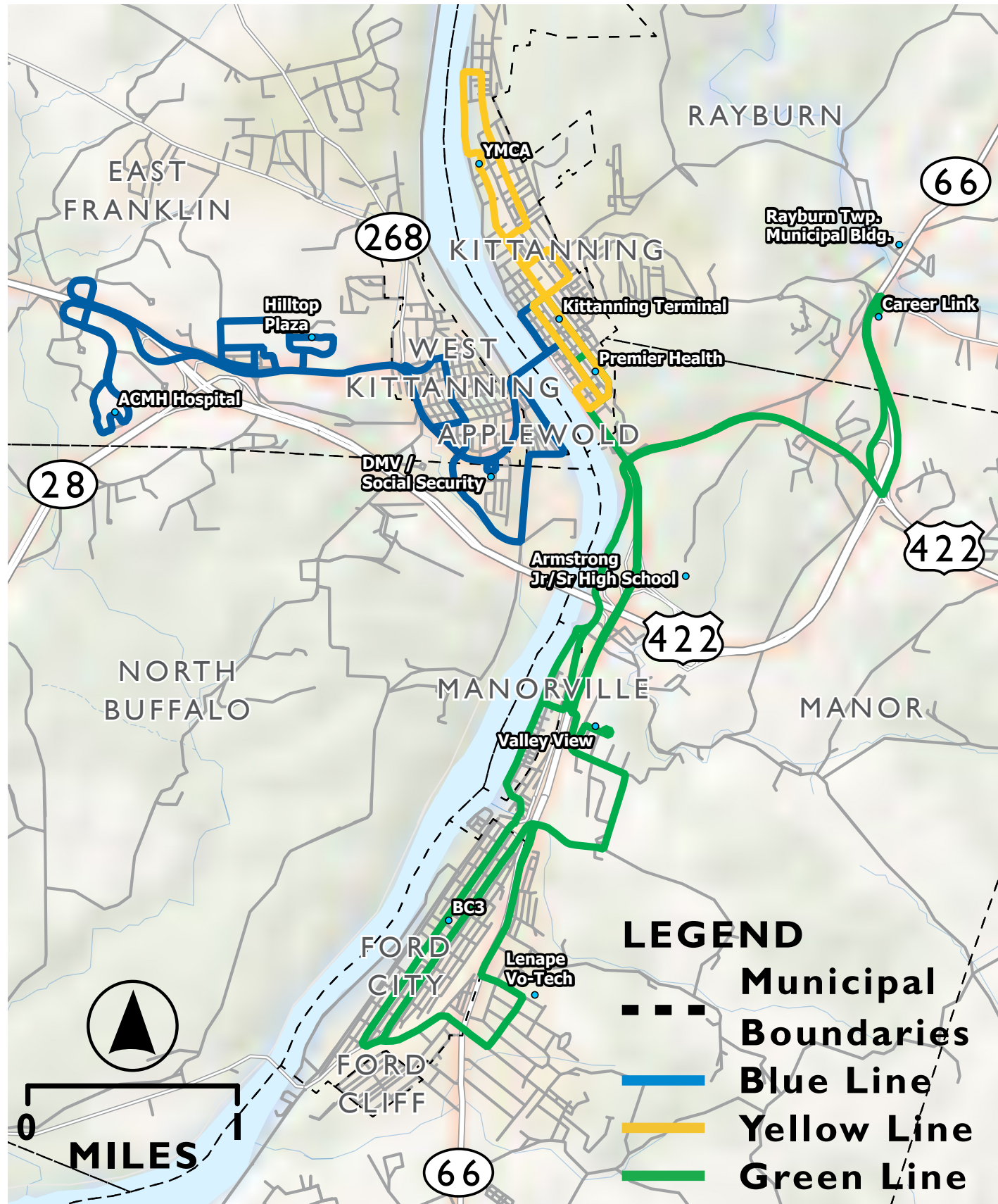


FIGURE 10: TACT TDP SCENARIO 1 - EXPRESS RUN SCENARIO

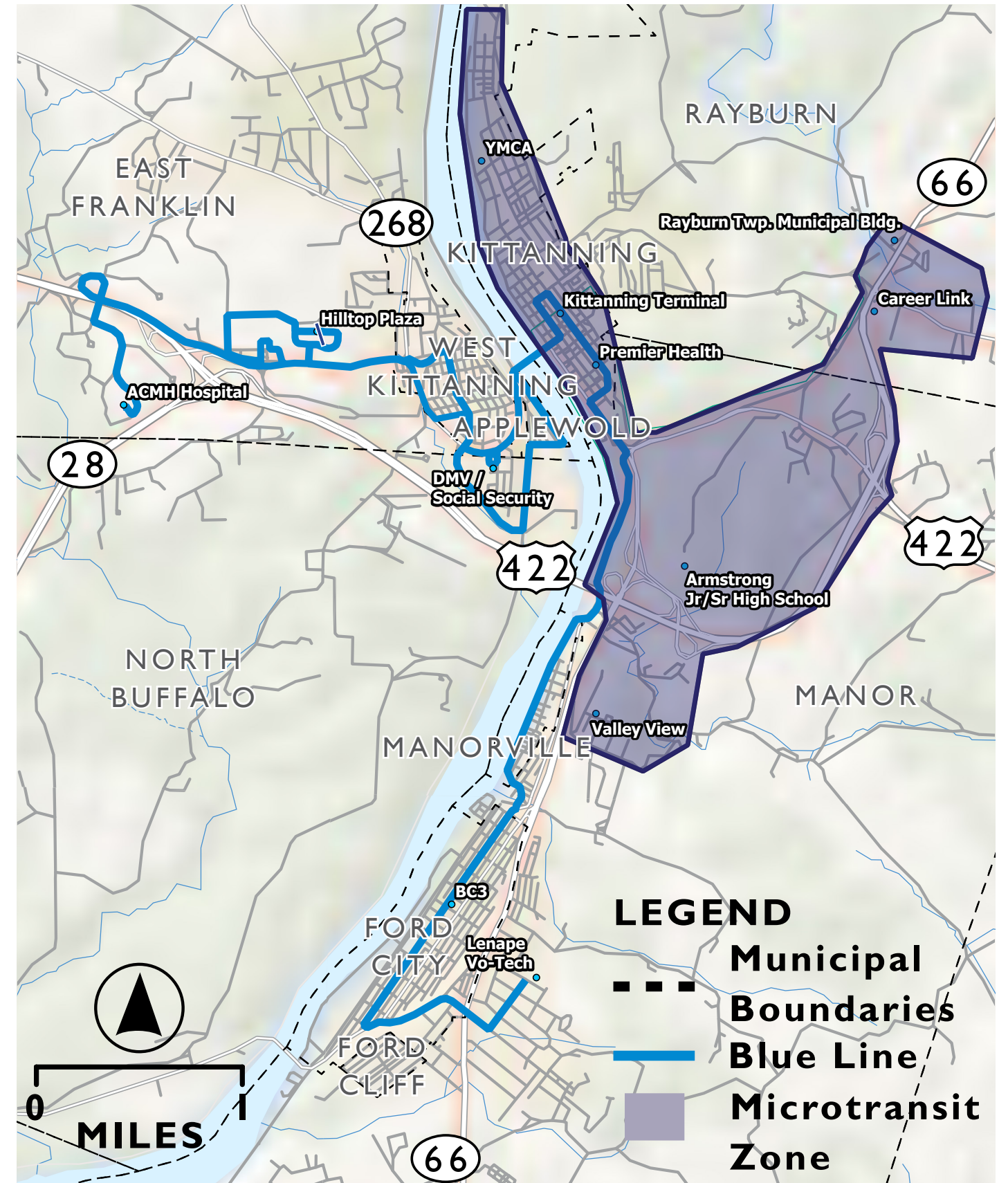


FIGURE 11: TACT TDP SCENARIO 2 - ONE-SEAT RIDE SCENARIO

5. Implementation & Financial Plan

The final section of the TDP presents an implementation and financial plan for the recommended service improvements in this TDP. For a smaller, resource-constrained agency like TACT, the successful implementation of new services is dependent on the timely acquisition of new resources, both staff and equipment; the establishment of new service or software contracts; and the development of a thorough marketing and communications plan.

5.1 PHASED APPROACH

As the scenarios came into focus, it became apparent to the project team that TACT will need added resources (bus operators, buses, etc.) and potentially a new service model (microtransit) to accomplish the stated TDP goals of maximizing ridership, expanding TACT’s reach, and using technology to enhance the transit experience. Adding resources and implementing microtransit will take time with tasks including the recruitment of new bus operators, procuring new buses and finding the technology needed to seamlessly integrate microtransit into TACT’s daily operations.

Due to these complexities, a phased approach to scenario implementation is recommended, under which the scenario with minimal resource needs would be implemented initially with current resources (Scenario 1), followed by the more resource-dependent scenario once the added resources are acquired (Scenario 2). This approach will provide riders with immediate benefits in the short-term, followed by broader changes to the system in the medium-to-long term. **It should be noted that these scenarios are recommendations, and final implementation is only possible based on the availability of new funding.**

The first phase of Kittanning service improvements will include the following change:

- Blue Line: Midday trips will be added as described in Section 2.3.1 above.

TACT plans to implement Phase One service in October 2026. The additional service can be delivered with one existing vehicle, so no new

fleet procurement is needed at this time. TACT plans to hire an additional part-time operator for the service. TACT will initiate a public information campaign after the completion of the TDP study in summer 2026. While Phase One service can be supported in the short term, the permanent introduction of the new service will require additional funding for operating expenses.

The second phase of Kittanning service improvements may include the following changes:

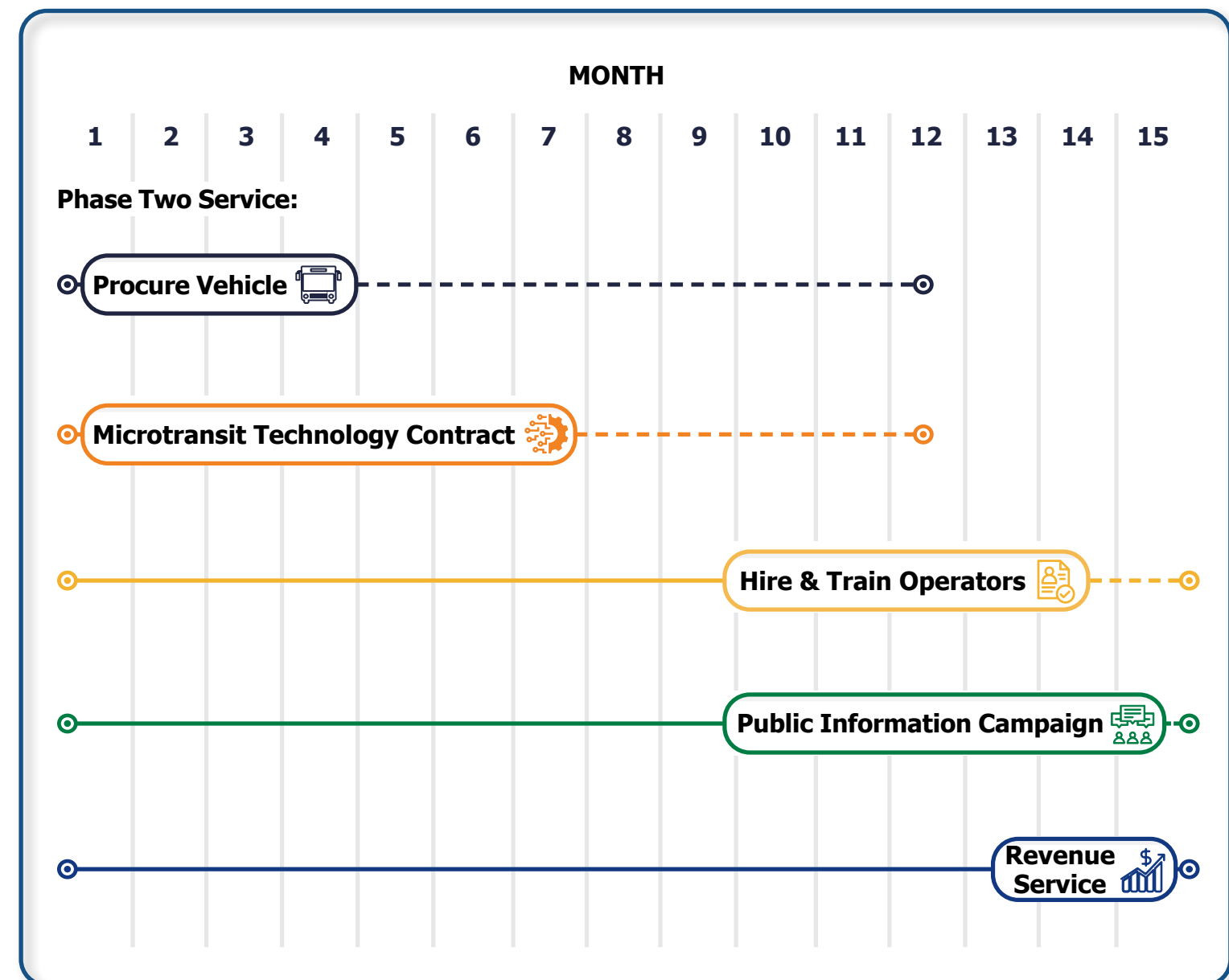
- Blue Line: Created by extending today’s Green Line service from Ford City to ACMH via Kittanning Terminal, providing one-seat sides between Ford City and ACMH.
- Kittanning Microtransit Zone: Established in Kittanning Borough and sections of Rayburn Township and Manor Township covering portions of Kittanning as well as the less dense areas of today’s Green Line service area.

The expected timeframe(s) for implementation are detailed below and displayed in Table 6. TACT anticipates implementing Phase Two service within the next 2-5 years depending on the availability of additional funding for both operating and capital expenses.

- Beginning 15 months before Revenue Service:
 - Procure two new vehicles, if needed – 12 months.
 - Implement a new technology contract for microtransit service – 12 months.
- Beginning 6 months before Revenue Service:
 - Hire and train one new operator.
 - Public information campaign



Table 6: Phase Two Implementation Schedule



5.2 OPERATIONS AND CONTRACTING

The proposed service improvements represent an increase in the scope of TACT service that builds on today's operating approach. In Phase Two, the new microtransit service will provide a new way for customers to ride TACT, but from the perspective of operators, the new service will operate very similarly to today's shared ride services.

TACT contracts with Ecolane for the scheduling of shared ride trips today. Passengers call or email TACT to schedule trips, and TACT staff schedule the trips using the Ecolane software. Ecolane's software tools are capable of scheduling microtransit services. However, there are several other potential providers used in Pennsylvania and other states that can be considered, including: RideCo (SEPTA), Via Transportation (CATA and rabbittransit), QRYde (MA and NC), and TripSpark. TACT should pursue competitive

procurement for microtransit services.

As a proposed scope of work, the scheduling software tool will require several features for the successful delivery of microtransit service:

- Dynamic assignment of passenger trips and routing of vehicles around the service area;
- Web and/or mobile app for passenger booking of trips;
- Web interface allowing customer service staff or drivers to book trips for customers, so that phone trips can be accepted;
- Mobile app for drivers for real-time provision of trip assignments; and,
- Related technical support through the contract period.

A procurement for scheduling software is estimated to take 12 months. TACT should begin this effort around 15 months prior to the targeted start of revenue service.



5.3 PERFORMANCE MANAGEMENT

To efficiently manage the technology contract and to assess the success of the new service types, TACT should establish performance metrics, or key performance indicators (KPIs), that will be measured throughout the contract term. These metrics should be geared at both operational efficiency and passenger demand.

Table 7 provides a list of potential performance metrics, indicates which could be used for assessing the success of the new service, and which for contract performance. TACT should ultimately select a targeted list of measures – potentially 3 to 4 of the measures identified below – that they and their contractor can easily track.

Table 7: Suggested Performance Metrics

POTENTIAL PERFORMANCE METRICS	SERVICE KPIs	CONTRACT KPIs
Ridership Performance		
Total Boardings by Month	X	
Total Boardings - New vs Existing Riders	X	
Boardings per Revenue Hour	X	
Passengers per Vehicle	X	X
Service & Cost Performance		
Average Wait Time for Passengers	X	X
Service Availability (% of Successful Trip Requests)	X	X
Average Trip Time	X	X
On-Time Performance	X	
O&M Cost – Per Rider, per Revenue Hour or Mile	X	
Qualitative Performance (Passenger Surveys)		
Passenger Satisfaction	X	X
Simplicity / Ease of Use	X	X
Customer Service Performance	X	X

5.4 FINANCIAL PLAN

5.4.1 Assumptions

The financial plan provides planning-level estimates that will be further refined as TACT continues its service planning and budgeting process. It is important to note that any values listed are projections and therefore contain a degree of uncertainty. Some key assumptions include:

- Service planning was done at a sketch planning level. Unless additional operating funds are found, span of service or headways will be modified to align proposed service with annual budgets.
- There is an expectation that as detailed service plans are developed, some efficiencies will be found through schedule improvements such as blocking, run cutting, and interlining.
- The proposed networks increase in necessary investment as service level improves. New funding will have to be secured in order for the scenarios to be implemented.

5.4.2 Financial Forecast

Table 8 shows the anticipated impacts of both scenarios on TACT’s current financial projections. All values are based on estimated increases in the level of service offered to TACT customers, typically represented as vehicle revenue hours, from the existing system to each proposed network.

The following items, included in Table 8, might be affected by the proposed networks:

- Vehicle Revenue Hours – Both networks will likely see an increase in revenue hours tied to improved levels of service, which directly impacts the cost of providing the service.

These values will be further refined during TACT’s scheduling process.

- Staffing – Additional drivers will be needed for both new networks. This change is influenced by changes in the size and composition of the vehicle fleet. It is assumed that TACT’s current maintenance and administrative staff counts will remain unchanged for both scenarios.
- Vehicle Fleet – As the level of service offered in the proposed networks increases, additional fixed route buses and microtransit vehicles will be needed meet network demand. Microtransit vehicles must be purchased, and the number of vehicles needed in each microtransit zone may be adjusted based on rider demand.
- Software – As noted in Section 5.2 above, the introduction of microtransit service will require additional microtransit scheduling and routing software as well as training for employee users.
- Marketing and Communications – The successful delivery of the service recommendations from this TDP will also require marketing and customer service efforts to inform TACT’s ridership of the coming changes; to assist them in learning how to ride the modified routes and new service types; and to solicit the public’s feedback on the implementation through each phase. Given the scope of the proposed changes, TACT may opt to solicit contracted assistance with marketing and customer service, either as part of the software contract or as a stand-alone item.
- Facilities – It is anticipated that the required fleet mix can be accommodated within TACT’s existing administrative and maintenance facilities.

Table 8: Change to Existing TACT Financial Projections

	INCREASED INVESTMENT		
	CURRENT	SCENARIO 1	SCENARIO 2
STAFFING			
Total	10	11	12
Fixed Route Operators	3	4	4
Microtransit Operators	0	0	1
Shared Ride Program Operators	7	7	7
OPERATING			
Estimated Vehicle Revenue Hours*	5,787	6,847	8,714
Estimated Change in Operations & Maintenance (O&M) Costs	N/A	+9%	+23%
Microtransit Software and Promotional Marketing	N/A	N/A	1 microtransit zone added
CAPITAL			
One-Time Fixed Route Vehicle Purchase	N/A	0	1
Microtransit Vehicle Additions	N/A	0	1

*Estimated revenue hours shown may be higher than actual once the service is scheduled and there are efficiencies in run cutting, blocking, etc.

