



ENDLESS MOUNTAINS TRANSPORTATION AUTHORITY
PERFORMANCE REVIEW REPORT

AUGUST 2011

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EXECUTIVE SUMMARY

In July 2007 the Pennsylvania Legislature passed Act 44, establishing a framework for a transit agency performance review process. The purpose of a review is to assess performance and make transit agencies aware of improvement opportunities. The transit review process is an intense, short-duration effort intended to assess a transit system's efficiency, effectiveness, and best practices.

In October 2010, an Act 44 transit performance review was initiated for Endless Mountains Transportation Authority (EMTA). EMTA was identified to be part of the pilot program for rural agency performance reviews, and is integral in developing procedures and practices for future rural transit agency performance reviews. The performance review considered fixed-route service only (although EMTA also provides shared-ride and paratransit service). This document conveys the results of that performance review and identifies areas where improvements may be made, as well as best practices that may be shared with similar agencies throughout Pennsylvania.

Agency Profile

| | | |
|---|---|-----------------|
| Agency Name | Endless Mountains Transportation Authority (EMTA) | |
| Year Founded | 1980 | |
| Reporting Year | 2008 | |
| Service Area (square miles) | 2,735 | |
| Service Area Population | 110,690 | |
| Type of Service Provided | Fixed-Route Bus | Demand Response |
| Vehicles Operated in Maximum Service | 20 | 43 |
| Annual Revenue Miles of Service | 445,123 | 709,024 |
| Annual Revenue Hours of Service | 19,894 | 22,815 |
| Annual Passenger Trips | 119,084 | 74,583 |
| Employees | 21 | 26 |
| Annual Operating Budget | \$1,156,213 | \$1,987,290 |
| Annual Fare Revenues | \$103,875 | \$1,983,481 |
| Farebox Revenues / Total Operating Cost | 9.0% | 99.8% |
| Administrative Cost / Total Operating Cost | 12.1% | 11.7% |
| Operating Cost / Revenue Mile | \$2.60 | \$2.80 |
| Operating Cost / Revenue Hour | \$58.12 | \$87.10 |
| Passengers / Revenue Hour | 5.99 | 3.27 |
| Operating Cost / Passenger | \$7.61 | \$26.64 |

ACT 44 PERFORMANCE DETERMINATION

Available documentation and Act 44 metrics were reviewed to quantify EMTA's fixed-route performance with respect to itself over time and a set of its peers. Peers were selected through an analytical process with interagency coordination between the Pennsylvania Department of Transportation (PennDOT) staff and EMTA.

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

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

If the agency falls outside of any of the boundaries, it is considered "At Risk" for that criteria and must create an action plan to bring the criteria into compliance prior to the next performance review.

An analysis of the eight key criteria mandated by Act 44 was conducted and ***it was determined that EMTA is "In Compliance" for all eight criteria.*** The peer comparison process as applied to Act 44 criteria (below, in bold typeface), revealed that:

In Compliance

- **2008 passengers per revenue hour** metric ranks 11th out of the 12 transit agencies in the peer group and is worse than the peer group average.
- **Five year trend of passengers per revenue hour** criteria ranks 7th out of 12 and is better than the peer group average.
- **2008 operating cost per revenue vehicle hour** ranks 4th out of 12 and is better than the peer group average.
- **Five year trend of cost per revenue hour** criteria ranks 11th out of 12 and is worse than the peer group average.
- **2008 operating revenue per revenue vehicle hour** is worse than the peer group average and ranks 8th of 12.
- The **five year trend for operating revenue per revenue vehicle hour** is better than the peer group average and ranks 5th out of 12.
- **2008 operating cost per passenger** is worse than the peer group average and is ranks 9th of 12.
- The **five year trend for operating cost per passenger** is ranked 10th of 12 and is worse than the peer group average.

At Risk

- None.

| Performance Criteria | | Determination | Rank (of 12) | Comparison to Peer Avg. | Value | Peer Average |
|-------------------------------------|-------|---------------|-----------------|----------------------------|---------|-----------------|
| Passengers / Revenue Hour | 2008 | In Compliance | 11 | Worse | 5.99 | 8.19 |
| | Trend | In Compliance | 7 | Better | 4.11% | 2.71% |
| Operating Cost / Revenue Hour | 2008 | In Compliance | 4 | Better | \$58.12 | \$64.50 |
| | Trend | In Compliance | 11 | Worse | 14.4% | 9.72% |
| Operating Revenue / Revenue Hour | 2008 | In Compliance | 8 | Worse | \$7.61 | \$9.48 |
| | Trend | In Compliance | 5 | Better | 4.20% | 0.70% |
| Operating Cost / Passenger | 2008 | In Compliance | 9 | Worse | \$9.71 | \$8.80 |
| | Trend | In Compliance | 10 | Worse | 9.88% | 6.51% |

FUNCTIONAL REVIEW FINDINGS

In addition to the macro-level evaluation of EMTA by the eight Act 44 measures, a functional evaluation of the system was also performed to provide more insight into the system. The performance evaluation consisted of additional document reviews, on-site review, and interviews with key staff.

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

Best Practices

- **Management actively pursues other revenue sources** – through mechanisms such as the Mansfield Shuttle, EMTA pursues revenue from non-traditional markets.
- **EMTA has strong emphasis on safety** – Providing accident kits for each vehicle and featuring a “safety bonus” which serves as an incentive for driver safety. Furthermore, EMTA deserves kudos for the way the safety committee is organized and implemented. The committee has a documented set of policies to follow, guidelines on membership and documented reports of effectiveness.
- **Consistent local contribution formula** – EMTA has a consistent local contribution formula agreed upon by all Counties.

Opportunities for Improvement

- **Implement and monitor more rigorous standards in Finance and Accounting-** EMTA continues to have unresolved issues in the areas of finance and accounting, grants management and capital (project) management.

- **Proactively address coordination with State funding agencies-** EMTA continues to have issues coordinating information with PennDOT regarding changes in scope of capital projects and the development of a realistic TIP. The TIP should only be used when funding has been identified, and should not be used as an unconstrained capital plan.
- **Contain Excessive Operating Cost/Passenger Escalation-** EMTA has witnessed annual costs increases above the industry average. Increased use should be made of part-time and casual drivers to reduce overtime costs and overall driver compensation. Furthermore, future Union negotiations should attempt to limit fringe benefits to part-time drivers, which as currently in place could result in greater costs to EMTA than an individual's wages.
- **Develop and Employ Performance Metrics, Quality Control Procedures and Reporting Protocols to Optimize the Performance of Agency Functions** – several key functions at EMTA were found to be without well-documented standards to ensure proper protocol, measurement of service quality, etc. including:
 - **On Time Performance** – a more formal process to verify running times and on-time performance could be achieved. Drivers report increased congestion and longer running time because of the gas extraction industry, but there is no systematic data source to address this problem.
 - **Service Planning** – the current service standards and metrics should be more detailed to include results by individual bus route as well as other measures, such as those specified in Act 44.

By implementing performance metrics and quality control protocols, EMTA will have mechanisms to:

- evaluate effectiveness and efficiency
 - identify potential issues before they occur, and
 - encourage proactive management practices.
- **Develop and document succession plans** – Succession plans are key to ensure that practices currently underway at EMTA will continue beyond the career terms of current employees.
 - **Improved capital planning** – EMTA staff indicated that plans are underway to convert vehicles to be powered by Compressed Natural Gas (CNG) via a DEP grant. A detailed cost-benefit analysis should be completed to fully understand costs associated with CNG conversion (facilities, maintenance, equipment). **This cost-benefit analysis should be submitted and discussed with PennDOT before any capital expenses are incurred.** In addition, EMTA should only place capital items on the TIP once funding has been identified and keep a separate prioritized capital needs list required to reach a state-of-good repair and support justified service expansion.
 - **Bus storage outdoors with no protection** – Not acceptable given area weather conditions.

FIVE YEAR PERFORMANCE STANDARDS

This transit agency performance report outlines critical areas where improvements may be made to improve to overall quality, effectiveness, and efficiency of the transit system. As a result of the performance review, a set of “performance standards” have been established and detailed on page 25. These performance standards are required to comply with Act 44 and represent the Department’s minimum performance level that EMTA should achieve for each Act 44 performance criteria during the next review cycle, five years from the date of this report.

Performance targets were created using historical data analyzed during the five-year trend analysis as well as the most current “dotGrants” information available (FY 2010). Standards were extrapolated to FY 2015 and are designed to be aggressive, yet achievable, and are summarized below:

| Performance Criteria | 2008 Value | 2010 Value | 2015 Standard | Average Annual Increase 2010-2015 |
|----------------------------------|------------|------------|---------------|-----------------------------------|
| Passengers / Revenue Hour | 5.99 | 3.60 | 4.85 | 6.14% |
| Operating Cost / Revenue Hour | \$58.12 | \$40.04 | \$51.10 | 5.00% |
| Operating Revenue / Revenue Hour | \$7.61 | \$4.27 | \$5.75 | 6.14% |
| Operating Cost / Passenger | \$9.71 | \$11.12 | \$10.54 | -1.07% |

Note: After the passage of Act 44 in 2007, EMTA dramatically increased service. This increase in service likely caused an elevated cost structure that outpaced ridership growth as illustrated in the tables in this report. According to EMTA management, in May 2011 four routes with low-productivity were terminated to address supply concerns.

NEXT STEPS

Upon final transmission of the performance review report, Act 44 regulations stipulate that EMTA, “...shall develop and submit to the Department within 90 days... a strategic action plan focuses on continually improving the system to achieve the established minimum performance standards.” The action plan should outline corrective action that will be taken to address:

- “Opportunities for Improvement” – as prioritized by the EMTA Board and management

Functional area “opportunities for improvement” are areas in which improvement may result in cost savings, improved service quality, and ridership and/or revenue increases. Improvements in these areas will assist in the achievement of the performance standards by directly addressing areas that affect Act 44 performance criteria. It should be noted that many functional areas are interrelated, and the action plan should establish a comprehensive program that focuses on actions that address the larger issues within EMTA.

EMTA will submit the action plan to the EMTA governing body for approval, and subsequently submit the final approved strategic action plan to PennDOT. EMTA must report at least quarterly to the governing body and PennDOT on the progress of the strategic action plan, actions taken, and actions soon to be implemented. Reporting may occur on a more frequent basis, to be determined jointly by the Department, EMTA, and the governing body.

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INTRODUCTION

PURPOSE

In July 2007 the Pennsylvania Legislature passed Act 44, establishing a framework for a performance review process for all public transportation agencies receiving state financial assistance. This report documents the findings and observations of the public transportation agency performance review for Endless Mountains Transportation Authority (EMTA).

Performance reviews are conducted to emphasize the importance of good management, proactive planning, and efficient service, which maximize the effectiveness of federal, state, and local funding. In addition, other important goals of the review process and this document are to:

- Find, document, and publicize best practices that contribute to efficient, high quality public transit service delivery, encouraging other Pennsylvania transit agencies to apply them as appropriate.
- Provide guidance to transit agencies on cost-effective ways to improve efficiency, effectiveness, and quality of service.
- Identify and document legal, institutional, or other barriers beyond the control of the transit agency that may impede efficiency in service delivery and management.

PERFORMANCE REVIEW PROCESS

In October 2010, a transit agency performance review was initiated for EMTA. The performance review proceeded following the steps outlined below:

1. Initial notification of performance review selection and transmission of document request
 - Review of available data and requests for what should be “off-the-shelf” information that may not be publicly available.
2. Peer selection
 - A set of peers used for comparative analysis was jointly agreed upon by EMTA and PennDOT.
3. Act 44 performance criteria analysis
 - Performance criteria mandated by Act 44 were analyzed for the peer group.
 - Additional performance criteria were calculated for informative purposes to help guide the on-site review.
4. On-site review
 - On-site review was conducted on November 17 and November 18, 2011.
 - An interview guide customized for EMTA’s service characteristics was used for the review.
 - Topics covered during the interview process included:
 - Background Information
 - Governance
 - Management
 - Finance
 - Procurement
 - Human /Labor Relations
 - Safety and Security
 - Operations and Scheduling
 - Maintenance
 - Information Technology
 - Customer Service
 - Marketing and Public Relations
 - Planning
 - Capital Programming

AGENCY DESCRIPTION

According to EMTA's self-reported description:

*"The Endless Mountains Transportation Authority (EMTA) was incorporated on June 27, 1980 as a non-profit corporation. The EMTA exists for the purpose of acquiring, holding, constructing, improving, maintaining and operating, owning or leasing, all facilities necessary or incidental to the operation of a mass transit system, including the provision of transportation services to the general public and to social service agencies, in the area comprised of Bradford, Sullivan and Tioga Counties."*¹

EMTA's fixed-route system consists of six (6) bus routes serving Bradford and Sullivan Counties and five (5) routes serving Tioga County. Additionally there are two Saturday-only routes and one seasonal shopping route.

Note: Interviews with management indicate that the burgeoning Marcellus Shale natural gas extraction industry has had a significant negative impact on EMTA. EMTA has difficulty maintaining the driver pool and recruiting new drivers due to direct competition from the natural gas industry, resulting in overtime and turnover rates far in excess of industry norms. In addition, future maintenance costs may increase due to substandard road conditions created by the industry, and on-time performance will likely continue to decline as a result of increasing traffic congestion on local roads.

¹ Agency description was provided in large part by EMTA General Manager Karen Melasecca

ACT 44 PERFORMANCE ASSESSMENT

Act 44 establishes the framework for a performance review process as follows:

“The Department may conduct performance reviews of an award recipient under this section to determine the effectiveness of the financial assistance. Reviews shall be conducted at regular intervals as established by the Department in consultation with the management of the award recipient. After completion of a review, the Department shall issue a report that:

*Highlights exceptional performance and identifies any problems that need to be resolved;
Assesses performance, efficiency and effectiveness of the use of the financial assistance;
Makes recommendations on follow-up actions required to remedy any problem identified; and,
Provides an action plan documenting who should perform the recommended actions and a time frame within which they should be performed.”*

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

- Passengers per revenue vehicle hour,
- Operating cost per revenue vehicle hour,
- Operating revenue per revenue vehicle hour,
- Operating cost per passenger, and
- Other items as the Department may establish.

Performance criteria are to be compared for both the system being reviewed and for a group of five or more peers by mode, determined by considering:

- Revenue vehicle hours (car hours for rail and fixed guideway)
- Revenue vehicle miles (car miles for rail and fixed guideway)
- Number of peak vehicles
- Service area population

The law further instructs PennDOT to prepare a five-year trend analysis for the local transportation organization under review and the peer systems by performance criteria and by mode, and make a determination of “In Compliance” or “At Risk” status based on findings.

PEER SYSTEM SELECTION

The following list was submitted to EMTA management for review and comment. All 11 peer systems, in addition to EMTA, were included in subsequent analyses for peer comparison purposes:

- Area Transportation Authority- Johnsonburg, PA (ATA)
- Fayette Area Coordinated Transportation- Uniontown, PA (FACT)*
- Hill Country Transit District- San Saba, TX (The HOP)*
- Indiana County Transit Authority- Indiana, PA (IndiGO)
- Monroe County Transportation Authority- Stroudsburg, PA (MCTA)
- Santee Wateree Regional Transportation Authority- Sumter, SC (SWRTA)*
- Schuylkill Transportation System- St. Clair, PA (STS)

- Transit Authority of Warren County- Warren, PA (TAWC)
- Ulster County Area Transit- Kingston, NY (UCAT)*
- Waccamaw Regional Transportation Authority- Conway, SC (Coast RTA)*
- Yuba-Sutter Transit Authority- Marysville, CA*

*urban transit system

ACT 44 FIXED-ROUTE COMPARISONS AND FINDINGS

EMTA was compared to the selected peer systems using two different sources of data dependent on system type and location:

- National Transit Database (NTD)
 - All transit systems that receive federal funding as an urban operating system must report to NTD.
- DotGrants
 - All Pennsylvania systems are required to report to PennDOT's DotGrants system.

Public transportation organizations are organized into two different categories based largely on service area characteristics as determined by the U.S. Census: urban and rural. Urban transportation organizations receive funding directly from the Federal Transit Administration (FTA), and as a condition of funding must report operating statistics to the National Transit Database (NTD) if qualified by FTA regulations. Conversely, rural transportation providers such as EMTA do not submit information directly to NTD. As a result, there is a significant lack of reliable operating statistics for rural systems.

Rural transportation organizations vary widely in service characteristics based on local transportation demands. In Pennsylvania alone, the smallest rural transit agency operates 1 fixed route vehicle in maximum operations, while the largest operates 26 vehicles. This wide variance in transportation provided means that there are few comparable Pennsylvania rural peers and for this reason, the Act 44 analysis of EMTA relies on urban transportation systems that closely match EMTA to supplement rural peers.

For all Pennsylvania rural peers and EMTA, DotGrants data was used. For all other systems, NTD data was used for comparison purposes. NTD and DotGrants definitions and reporting statistics are identical and the data is comparable for the five-year trend analysis window for:

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

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

- Passengers: Annual unlinked passenger boardings by mode for both directly-operated and purchased transportation.
- Operating Costs: Annual operating cost of services provided (excluding capital costs) by mode for both directly-operated and purchased transportation.

- Operating Revenue: Total annual operating revenue generated from farebox and other non-state, non-federal sources by mode for both directly-operated and purchased transportation.
- Revenue Vehicle Hours: The total annual number of “in-service” hours of service provided by mode for both directly-operated and purchased transportation.
- Average: Unweighted linear average of all values being measured across all peer transit agencies, including EMTA.
- Standard Deviation: Standard deviation of all values being measured across all peer transit agencies, including EMTA.

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

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

If the agency falls outside of any of the boundaries, it is considered “At Risk” for that criteria and must create an action plan to bring the criteria into compliance prior to the next performance review.

Results of the EMTA analysis and the peer analysis are presented in the **Fixed-Route Bus Performance Comparisons** section below and are as follows:

Exhibit 1: Act 44 Measures Findings Summary Table

| Metric | 2008 Single Year | Five-Year Trend |
|-------------------------------------|------------------|-----------------|
| Passengers / Revenue Hour | In Compliance | In Compliance |
| Operating Cost / Revenue Hour | In Compliance | In Compliance |
| Operating Revenue / Revenue Hour | In Compliance | In Compliance |
| Operating Cost / Passenger Boarding | In Compliance | In Compliance |

FIXED-ROUTE BUS PERFORMANCE COMPARISONS

Data was extracted and summarized for each of the required Act 44 metrics for the 11 peer systems plus EMTA. Measures were put into histograms and tables for visual inspection, statistical analyses, and ordinal ranking purposes. The single-year results of these analyses are presented in **Exhibit 2, Exhibit 3, Exhibit 4, and Exhibit 5**. Five-year trend analyses are presented in **Exhibit 6, Exhibit 7, Exhibit 8, and Exhibit 9**.

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

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

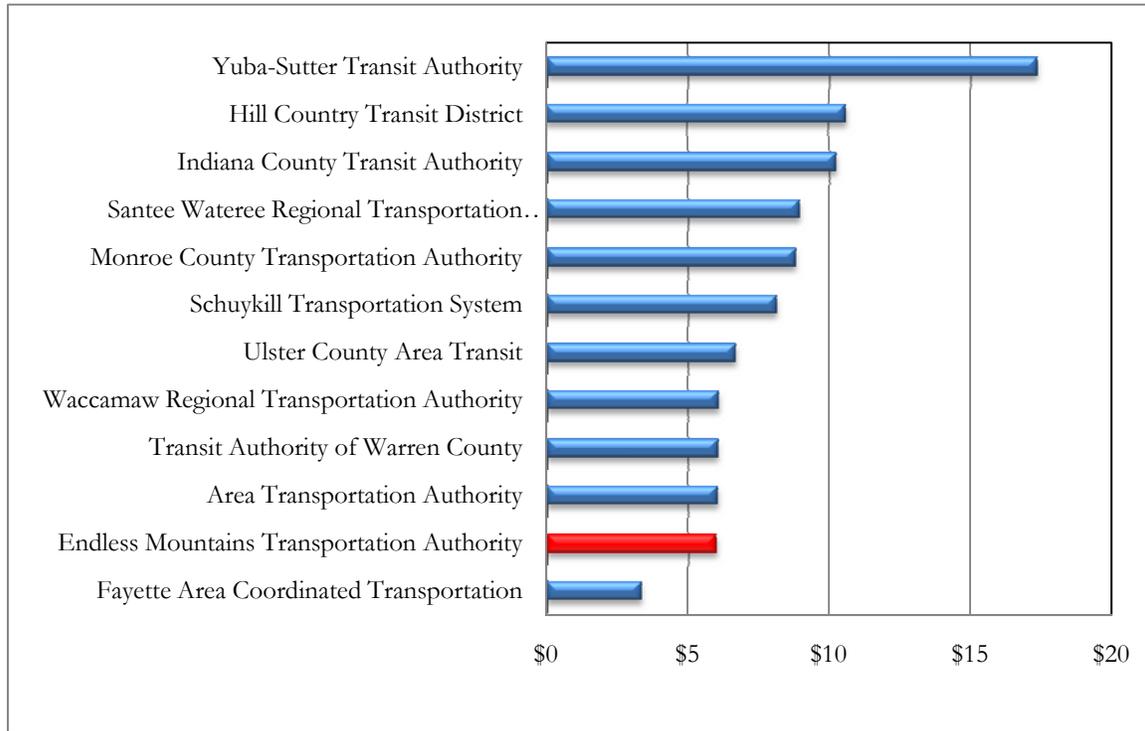
- EMTA’s 2008 **passengers per revenue vehicle hour** ranks 11th out of the 12 transit agencies in the peer group. Passengers-per-revenue hour has been growing at a rate greater than the peer systems’ average.
- EMTA’s 2008 **operating cost per revenue vehicle hour** is better than the peer group average (4th least costly out of the 12 peers) but is climbing at an annual rate of 14.4%, a much more steep cost increase than observed in most of its peers. This is a cause for concern.
- EMTA’s 2008 **operating revenue per revenue vehicle hour** is below the peer group average (8th of the 12 peers). The trend between 2003 and 2008 indicates that revenue per revenue vehicle hour is increasing at a rate better than the peer group (4.2% annually).
- EMTA’s 2008 **operating cost per passenger** is the 4th highest (ranked 9th out of 12) of the peer group. The slope of EMTA’s trend is increasing at a faster rate than its peers implying that ridership is increasing but not as quickly as costs relative to its peer group. This is a cause for concern.

Taken as a whole, the findings suggest that operating cost increases and a low ridership baseline seem to be the primary causes of concern for future Act 44 performance assessments. To perform better in subsequent analyses, EMTA will need to contain cost increases while maximizing ridership or establish service levels consistent with current and anticipated ridership levels.

Note: After the passage of Act 44 in 2007, EMTA dramatically increased service. This increase in service likely caused an elevated cost structure that outpaced ridership growth as illustrated in the tables in this report. According to EMTA management, in May 2011 four routes with low-productivity were terminated to address supply concerns.

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

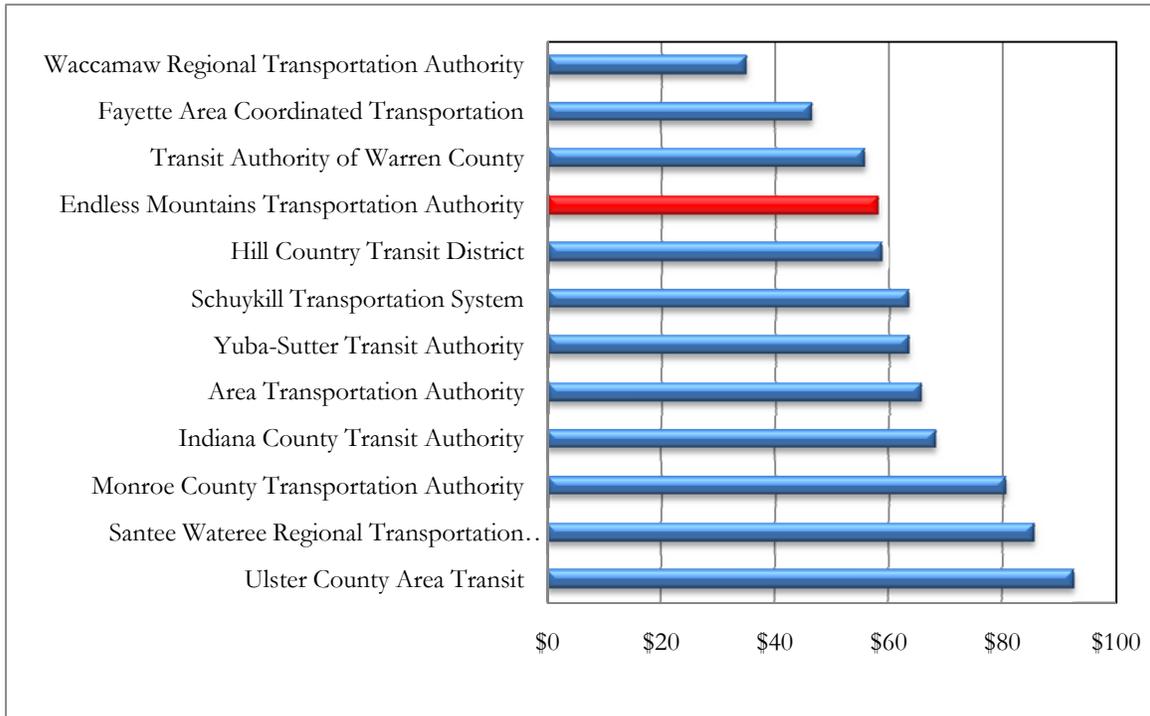
Exhibit 2: 2008 Passengers per Revenue Vehicle Hour (Bus)



| Passengers / Revenue Vehicle Hour | | |
|---|--------------|-----------|
| System | Value | Rank |
| Yuba-Sutter Transit Authority* | 17.35 | 1 |
| Hill Country Transit District* | 10.62 | 2 |
| Indiana County Transit Authority | 10.24 | 3 |
| Santee Wateree Regional Transportation Authority* | 8.93 | 4 |
| Monroe County Transportation Authority | 8.81 | 5 |
| Schuylkill Transportation System | 8.11 | 6 |
| Ulster County Area Transit* | 6.69 | 7 |
| Waccamaw Regional Transportation Authority* | 6.10 | 8 |
| Transit Authority of Warren County | 6.07 | 9 |
| Area Transportation Authority | 6.06 | 10 |
| Endless Mountains Transportation Authority | 5.99 | 11 |
| Fayette Area Coordinated Transportation* | 3.36 | 12 |
| <i>Average</i> | 8.19 | |
| <i>Standard Deviation</i> | 3.55 | |
| <i>Average – 1 Standard Deviation</i> | 4.64 | |
| <i>Average + 1 Standard Deviation</i> | 11.75 | |
| Within Standard Deviation | Yes | |
| Better or Worse Than Peer Group Average | Worse | |

*urban transit system

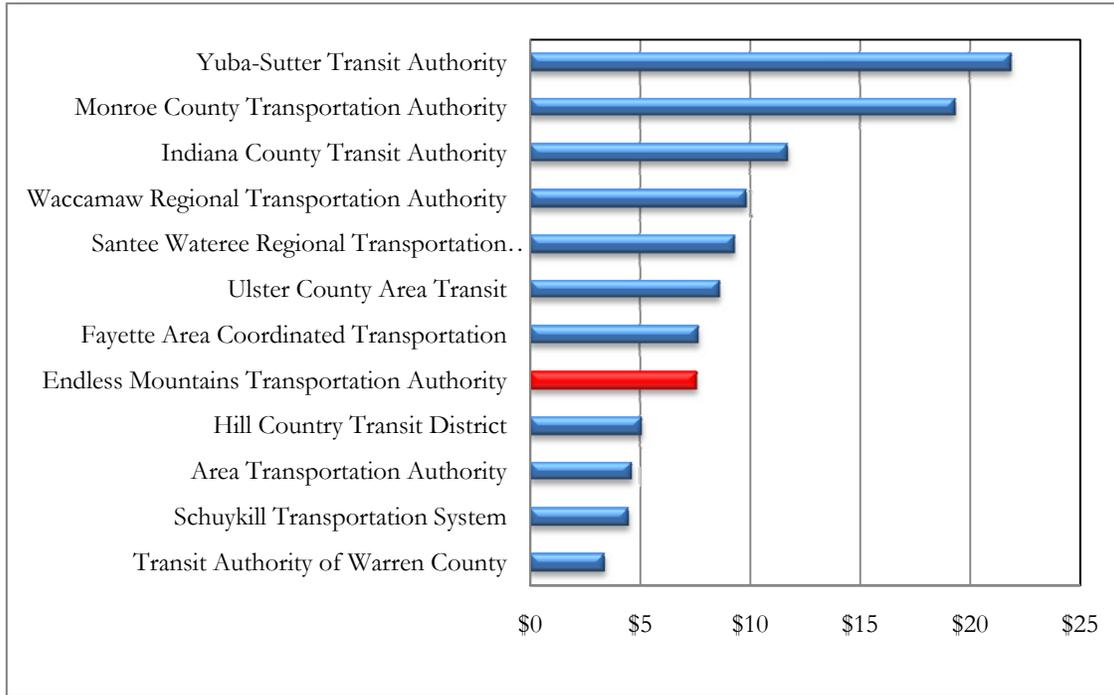
Exhibit 3: 2008 Operating Cost per Revenue Vehicle Hour (Bus)



| Operating Cost / RVH | | |
|---|----------------|----------|
| System | Value | Rank |
| Waccamaw Regional Transportation Authority* | \$34.98 | 1 |
| Fayette Area Coordinated Transportation* | \$46.61 | 2 |
| Transit Authority of Warren County | \$55.72 | 3 |
| Endless Mountains Transportation Authority | \$58.12 | 4 |
| Hill Country Transit District* | \$58.69 | 5 |
| Schuykill Transportation System | \$63.39 | 6 |
| Yuba-Sutter Transit Authority* | \$63.49 | 7 |
| Area Transportation Authority | \$65.67 | 8 |
| Indiana County Transit Authority | \$68.42 | 9 |
| Monroe County Transportation Authority | \$80.57 | 10 |
| Santee Wateree Regional Transportation Authority* | \$85.63 | 11 |
| Ulster County Area Transit* | \$92.68 | 12 |
| <i>Average</i> | <i>\$64.50</i> | |
| <i>Standard Deviation</i> | <i>\$16.13</i> | |
| <i>Average – 1 Standard Deviation</i> | <i>\$48.37</i> | |
| <i>Average + 1 Standard Deviation</i> | <i>\$80.62</i> | |
| Within Standard Deviation | Yes | |
| Better or Worse Than Peer Group Average | Better | |

*urban transit system

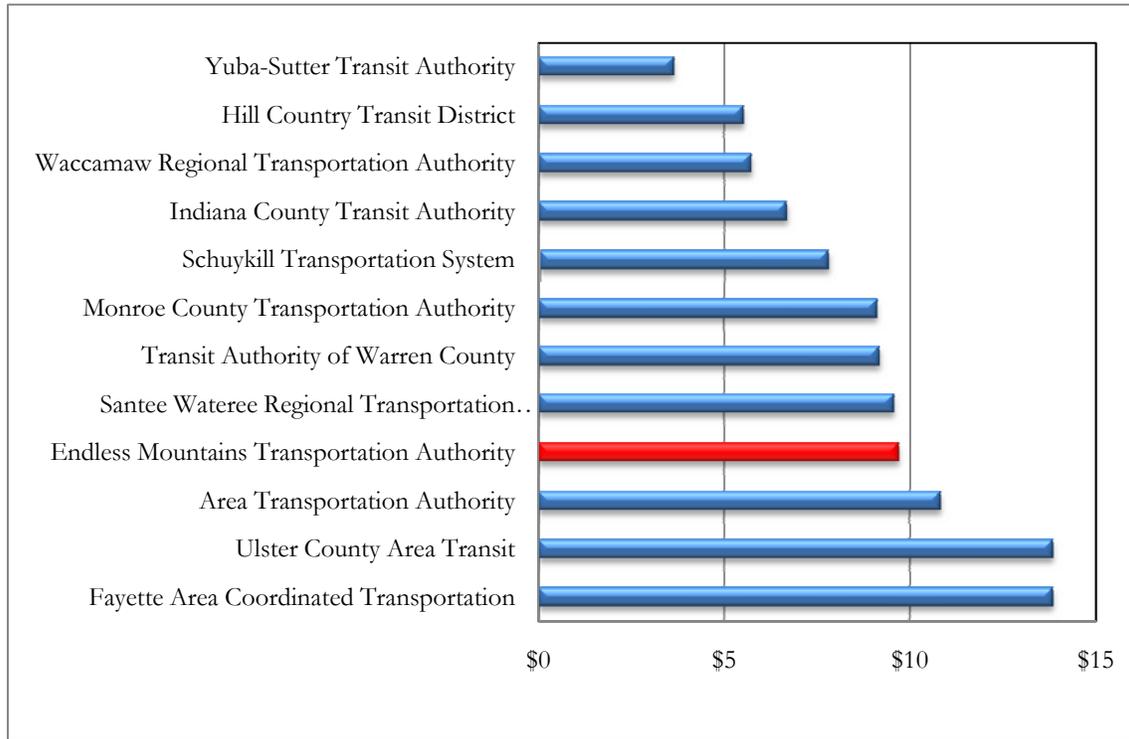
Exhibit 4: 2008 Operating Revenue per Revenue Vehicle Hour (Bus)



| Operating Revenue / Revenue Vehicle Hour | | |
|---|----------------|----------|
| System | Value | Rank |
| Monroe County Transportation Authority | \$22.48 | 1 |
| Yuba-Sutter Transit Authority* | \$21.91 | 2 |
| Indiana County Transit Authority | \$11.74 | 3 |
| Waccamaw Regional Transportation Authority* | \$9.84 | 4 |
| Santee Wateree Regional Transportation Authority* | \$9.35 | 5 |
| Ulster County Area Transit* | \$8.66 | 6 |
| Fayette Area Coordinated Transportation* | \$7.71 | 7 |
| Endless Mountains Transportation Authority | \$7.61 | 8 |
| Hill Country Transit District* | \$5.10 | 9 |
| Area Transportation Authority | \$4.63 | 10 |
| Schuylkill Transportation System | \$4.49 | 11 |
| Transit Authority of Warren County | \$3.39 | 12 |
| <i>Average</i> | <i>\$9.48</i> | |
| <i>Standard Deviation</i> | <i>\$5.79</i> | |
| <i>Average – 1 Standard Deviation</i> | <i>\$3.69</i> | |
| <i>Average + 1 Standard Deviation</i> | <i>\$15.27</i> | |
| Within Standard Deviation | Yes | |
| Better or Worse Than Peer Group Average | Worse | |

*urban transit system

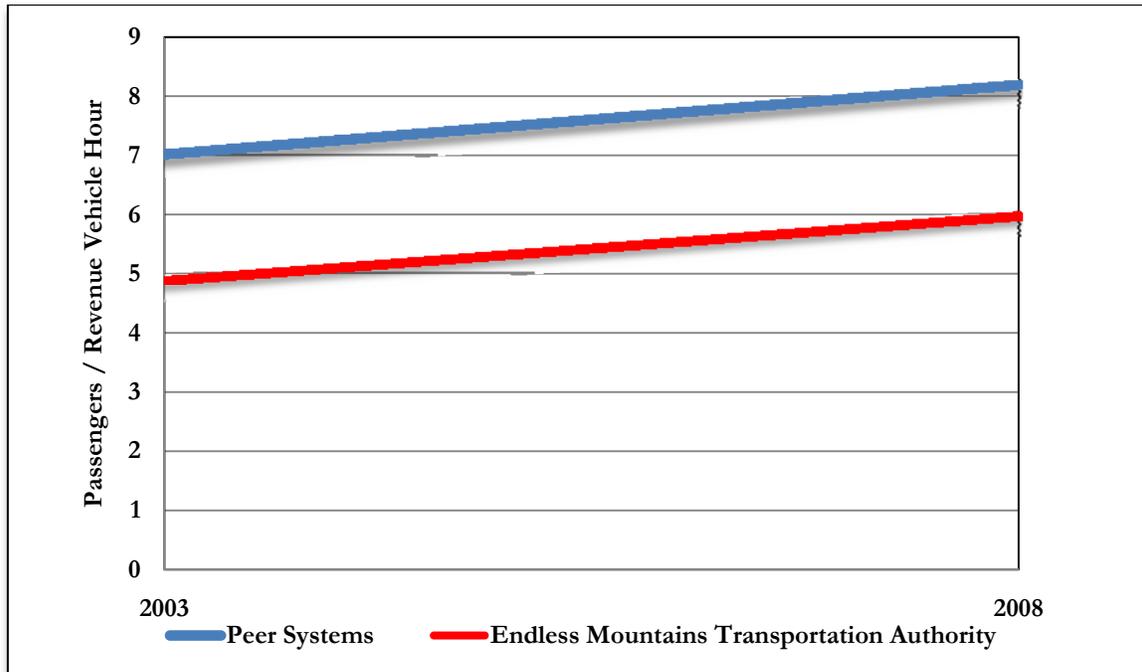
Exhibit 5: 2008 Operating Cost per Passenger (Bus)



| Operating Cost / Passenger | | |
|---|----------------|----------|
| System | Value | Rank |
| Yuba-Sutter Transit Authority* | \$3.66 | 1 |
| Hill Country Transit District* | \$5.52 | 2 |
| Waccamaw Regional Transportation Authority* | \$5.74 | 3 |
| Indiana County Transit Authority | \$6.68 | 4 |
| Schuykill Transportation System | \$7.81 | 5 |
| Monroe County Transportation Authority | \$9.15 | 6 |
| Transit Authority of Warren County | \$9.18 | 7 |
| Santee Wateree Regional Transportation Authority* | \$9.59 | 8 |
| Endless Mountains Transportation Authority | \$9.71 | 9 |
| Area Transportation Authority | \$10.84 | 10 |
| Ulster County Area Transit* | \$13.86 | 11 |
| Fayette Area Coordinated Transportation* | \$13.86 | 12 |
| <i>Average</i> | <i>\$8.80</i> | |
| <i>Standard Deviation</i> | <i>\$3.15</i> | |
| <i>Average – 1 Standard Deviation</i> | <i>\$5.65</i> | |
| <i>Average + 1 Standard Deviation</i> | <i>\$11.95</i> | |
| Within Standard Deviation | Yes | |
| Better or Worse Than Peer Group Average | Worse | |

*urban transit system

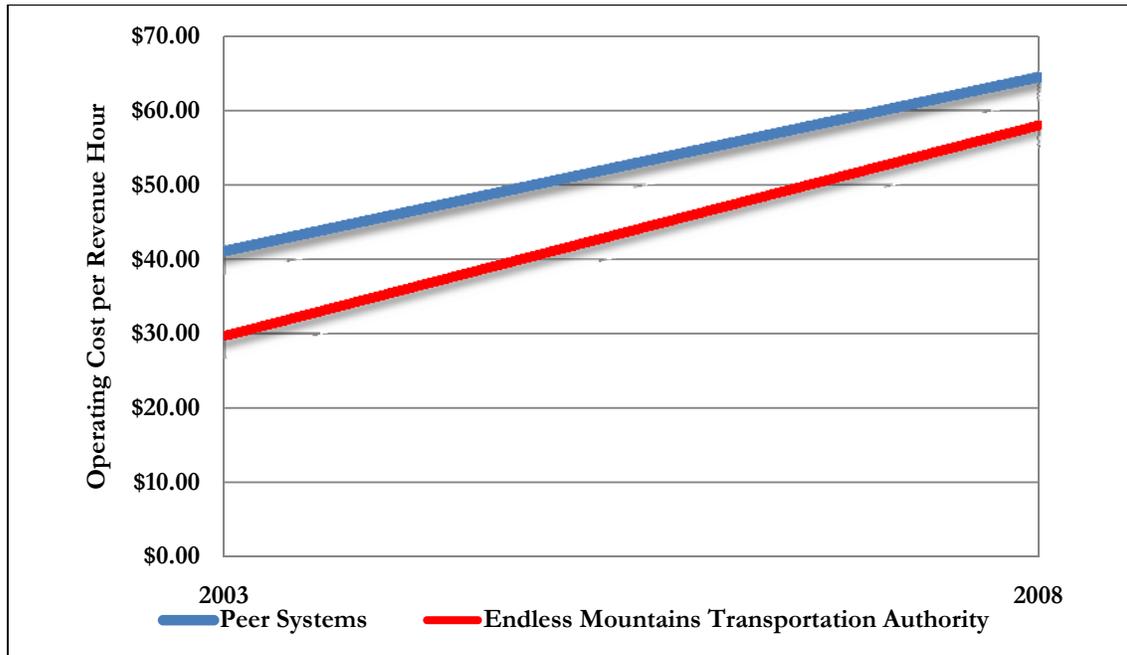
Exhibit 6: Five-Year (2003-2008) Passengers per Revenue Vehicle Hour Trend



| Passengers / Revenue Vehicle Hour | | |
|---|---------------|----------|
| System | Value | Rank |
| Hill Country Transit District* | 9.45% | 1 |
| Area Transportation Authority | 8.11% | 2 |
| Monroe County Transportation Authority | 8.05% | 3 |
| Waccamaw Regional Transportation Authority* | 6.65% | 4 |
| Yuba-Sutter Transit Authority* | 6.57% | 5 |
| Ulster County Area Transit* | 4.52% | 6 |
| Endless Mountains Transportation Authority | 4.11% | 7 |
| Santee Wateree Regional Transportation Authority* | 3.12% | 8 |
| Transit Authority of Warren County | 2.23% | 9 |
| Indiana County Transit Authority | -3.25% | 10 |
| Schuylkill Transportation System | -3.49% | 11 |
| Fayette Area Coordinated Transportation | -8.16% | 12 |
| <i>Average</i> | 2.71% | |
| <i>Standard Deviation</i> | 5.50% | |
| <i>Average - 1 Standard Deviation</i> | -2.79% | |
| <i>Average + 1 Standard Deviation</i> | 8.21% | |
| Within Standard Deviation | Yes | |
| Better or Worse Than Peer Group Average | Better | |

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Exhibit 7: Five-Year (2003-2008) Operating Cost per Revenue Vehicle Hour Trend

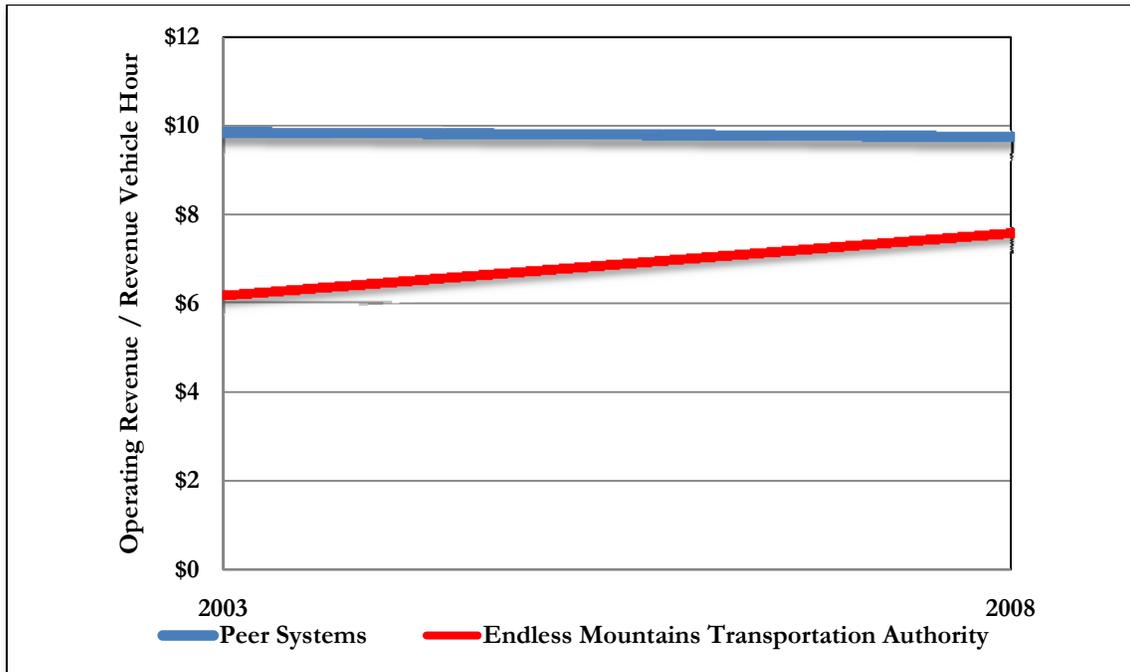


| Operating Cost / Revenue Vehicle Hour | | |
|---|---------------|-----------|
| System | Value | Rank |
| Fayette Area Coordinated Transportation* | -2.65% | 1 |
| Monroe County Transportation Authority | 2.16% | 2 |
| Schuylkill Transportation System | 5.24% | 3 |
| Waccamaw Regional Transportation Authority* | 5.28% | 4 |
| Transit Authority of Warren County | 8.31% | 5 |
| Area Transportation Authority | 9.40% | 6 |
| Indiana County Transit Authority | 9.53% | 7 |
| Yuba-Sutter Transit Authority* | 10.54% | 8 |
| Ulster County Area Transit* | 11.46% | 9 |
| Hill Country Transit District* | 11.77% | 10 |
| Endless Mountains Transportation Authority | 14.40% | 11 |
| Santee Wateree Regional Transportation Authority* | 27.41% | 12 |
| <i>Average</i> | <i>9.72%</i> | |
| <i>Standard Deviation</i> | <i>7.08%</i> | |
| <i>Average – 1 Standard Deviation</i> | <i>2.64%</i> | |
| <i>Average + 1 Standard Deviation</i> | <i>16.81%</i> | |
| Within Standard Deviation | Yes | |
| Better or Worse Than Peer Group Average | Worse | |

*urban transit system

Note: After the passage of Act 44 in 2007, EMTA dramatically increased service. This increase in service likely caused an elevated cost structure that outpaced ridership growth as illustrated in the tables in this report. According to EMTA management, in May 2011 four routes with low-productivity were terminated to address supply concerns.

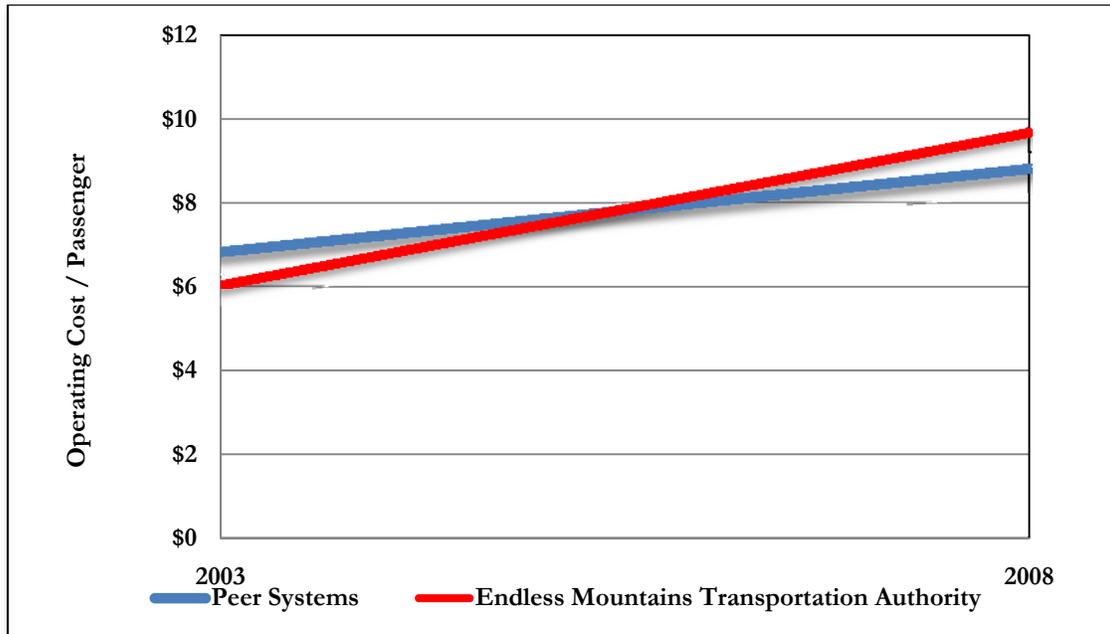
Exhibit 8: Five-Year (2003-2008) Operating Revenue per Revenue Vehicle Hour Trend



| Operating Revenue / Revenue Vehicle Hour | | |
|---|----------------|----------|
| System | Value | Rank |
| Fayette Area Coordinated Transportation* | 20.94% | 1 |
| Santee Wateree Regional Transportation Authority* | 13.20% | 2 |
| Yuba-Sutter Transit Authority* | 7.56% | 3 |
| Hill Country Transit District* | 6.29% | 4 |
| Endless Mountains Transportation Authority | 4.20% | 5 |
| Ulster County Area Transit* | 2.09% | 6 |
| Indiana County Transit Authority | -0.79% | 7 |
| Monroe County Transportation Authority | -1.68% | 8 |
| Transit Authority of Warren County | -2.79% | 9 |
| Waccamaw Regional Transportation Authority* | -5.38% | 10 |
| Area Transportation Authority | -13.03% | 11 |
| Schuylkill Transportation System | -20.65% | 12 |
| <i>Average</i> | <i>0.70%</i> | |
| <i>Standard Deviation</i> | <i>11.16%</i> | |
| <i>Average - 1 Standard Deviation</i> | <i>-10.46%</i> | |
| <i>Average + 1 Standard Deviation</i> | <i>11.86%</i> | |
| Within Standard Deviation | Yes | |
| Better or Worse Than Peer Group Average | Better | |

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Exhibit 9: Five-Year (2003-2008) Operating Costs per Passenger Trend



| Operating Cost / Passenger | | |
|---|---------------|-----------|
| System | Value | Rank |
| Monroe County Transportation Authority | -5.45% | 1 |
| Waccamaw Regional Transportation Authority* | -1.28% | 2 |
| Area Transportation Authority | 1.19% | 3 |
| Hill Country Transit District* | 2.12% | 4 |
| Yuba-Sutter Transit Authority* | 3.72% | 5 |
| Transit Authority of Warren County | 5.95% | 6 |
| Fayette Area Coordinated Transportation* | 6.00% | 7 |
| Ulster County Area Transit* | 6.64% | 8 |
| Schuylkill Transportation System | 9.05% | 9 |
| Endless Mountains Transportation Authority | 9.89% | 10 |
| Indiana County Transit Authority | 13.21% | 11 |
| Santee Wateree Regional Transportation Authority* | 23.56% | 12 |
| <i>Average</i> | <i>6.51%</i> | |
| <i>Standard Deviation</i> | <i>7.01%</i> | |
| <i>Average - 1 Standard Deviation</i> | <i>-0.50%</i> | |
| <i>Average + 1 Standard Deviation</i> | <i>13.52%</i> | |
| Within Standard Deviation | Yes | |
| Better or Worse Than Peer Group Average | Worse | |

*urban transit system

Note: After the passage of Act 44 in 2007, EMTA dramatically increased service. This increase in service likely caused an elevated cost structure that outpaced ridership growth as illustrated in the tables in this report. According to EMTA management, in May 2011 four routes with low-productivity were terminated to address supply concerns.

FIVE-YEAR FIXED-ROUTE PERFORMANCE STANDARDS

This transit agency performance report outlines critical areas where improvements may be made to increase the overall quality, effectiveness, and efficiency of the transit system. As a result of the performance review, a set of “performance standards” have been established. These performance standards represent the minimum performance level that EMTA should achieve for each Act 44 criteria during the next performance review cycle, five years from the date of this report.

Performance targets were created using historical data analyzed during the five-year trend analysis as well as the most current DotGrants information available (FY 2010) for EMTA and the peer group. Standards were extrapolated to FY 2015 and are designed to be aggressive, yet achievable. Performance Standards have been mutually agreed upon by PennDOT and EMTA. Five-year performance standards are located in Exhibit 10, Exhibit 11, Exhibit 12, and Exhibit 13.

In fiscal years 2008-2009 and 2009-2010, large increases in operating statistics were observed:

| Statistic | 2007-2008 | 2008-2009 | 2009-2010 |
|-----------------------|-----------|-----------|-----------|
| Revenue Vehicle Miles | 445,123 | 708,407 | 706,832 |
| Revenue Vehicle Hours | 19,894 | 35,712 | 34,518 |

These increases are a result of significant service changes that increased revenue vehicles miles and revenue vehicle hours. In May 2008, EMTA Blue Bus fixed routes were restructured, effectively doubling its hours and miles. Route 10 (Towanda/Valley) and Route 15 (Sullivan County/Towanda) doubled the round-trip loops and/or added more vehicles. The purpose was to increase availability for passengers, and to encourage transit ridership.

In addition to revenue vehicle miles and hours large increases, additional changes occurred in ridership and revenue for the EMTA system:

| Measure | 2007-2008 | 2008-2009 | 2009-2010 |
|--------------------------|-----------|-----------|-----------|
| Unlinked Passenger Trips | 119,084 | 142,632 | 124,252 |
| Operating Revenue | \$151,390 | \$147,989 | \$147,322 |

When gasoline prices reached an all-time high in 2008, EMTA saw an increase in ridership throughout the EMTA system. Unfortunately, many passengers returned to their private vehicles once fuel prices dropped later in the year.

While ridership spiked in 2008-2009, revenue has not and has decreased due to the introduction of an all-you-can-ride day pass in 2008 for all fixed routes. In addition, new (10 trip and 40 trip) pre-paid fare passes were marketed and offered at a discount when purchased in advance.

Increases in operating statistics, while explained above, were not reflected in the Act 44 performance assessment. However, these increases in revenue miles, revenue hours, passengers, and decrease in revenue are reflected in the 2015 five-year performance standards shown in the following exhibits.

Exhibit 10: Fixed-Route Passengers per Revenue Hour Performance Targets

Year 2015 Target..... 4.85
 Interim Year TargetsAnnual increase of at least 6.14%

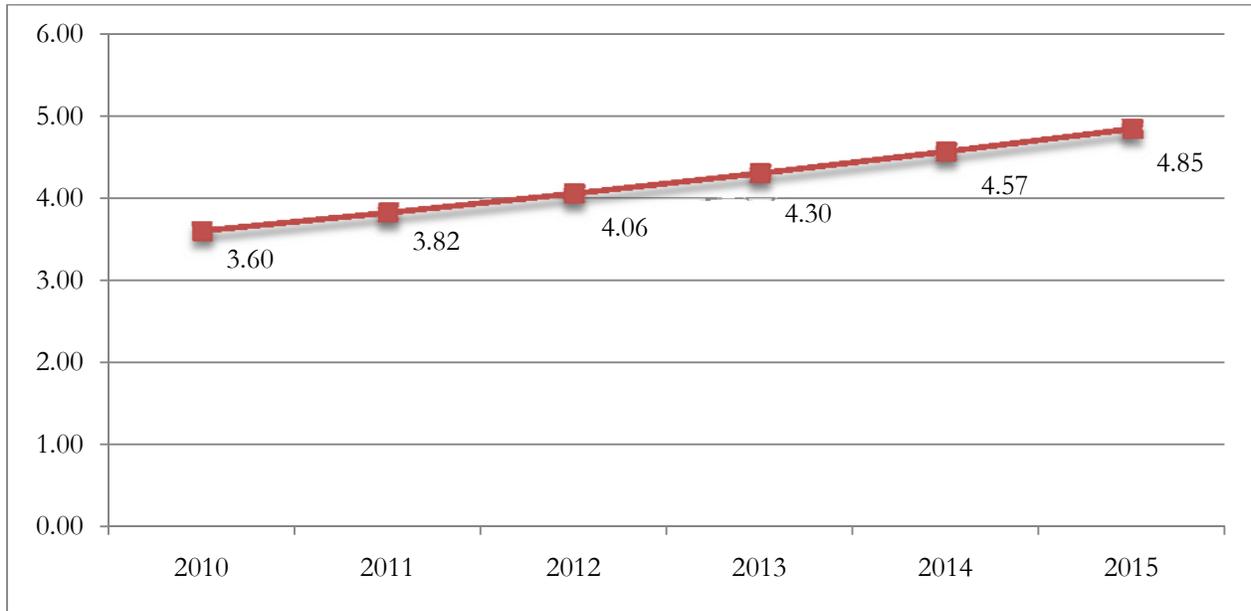


Exhibit 11: Fixed-Route Operating Cost per Revenue Vehicle Hour Performance Targets

Year 2015 Target.....\$51.50
 Interim Year TargetsAnnual increase of no more than 5.0%

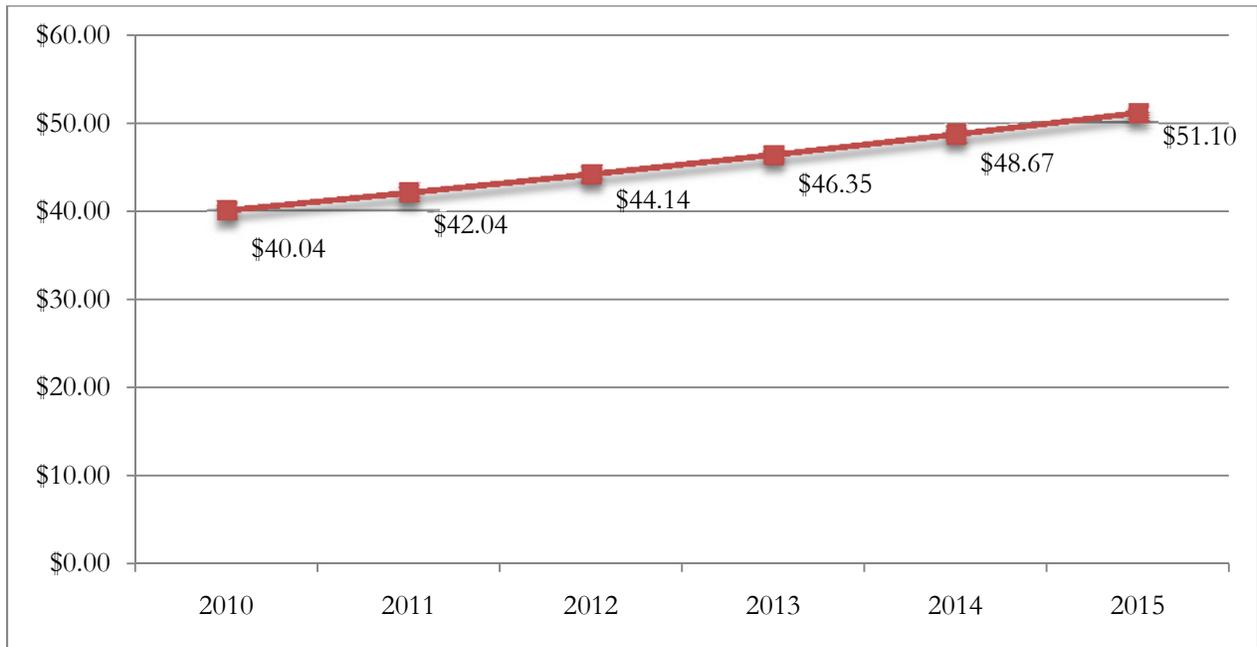


Exhibit 12: Fixed-Route Operating Revenue per Revenue Vehicle Hour Performance Targets

Year 2015 Target..... **\$5.75**
 Interim Year Targets **Annual increase of at least 6.14%**

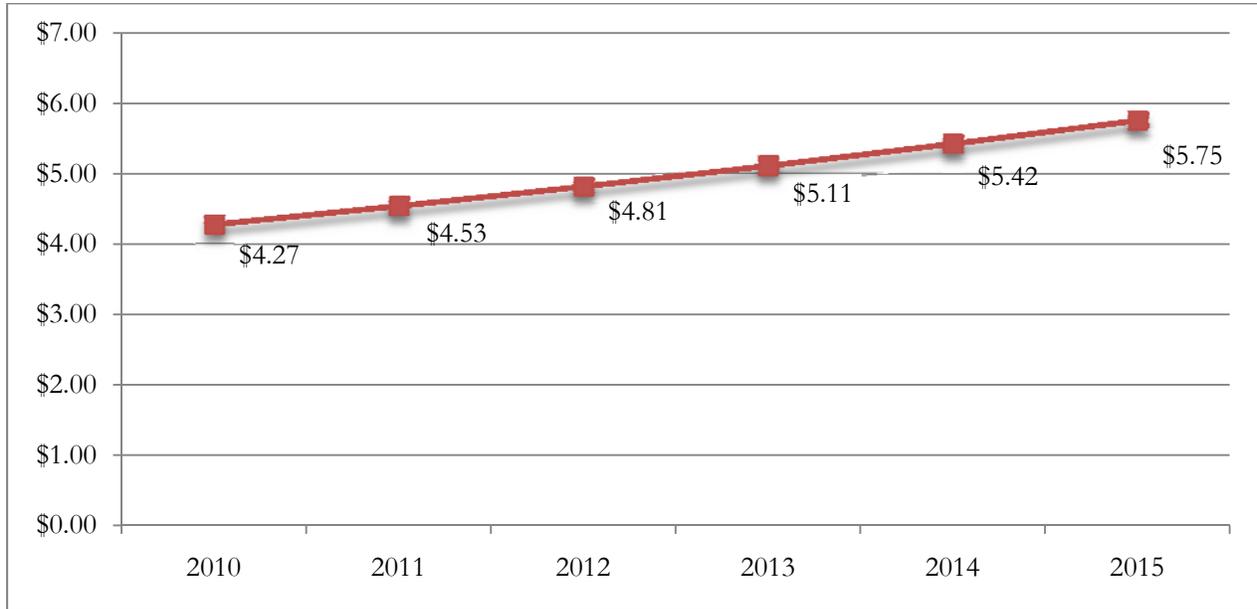
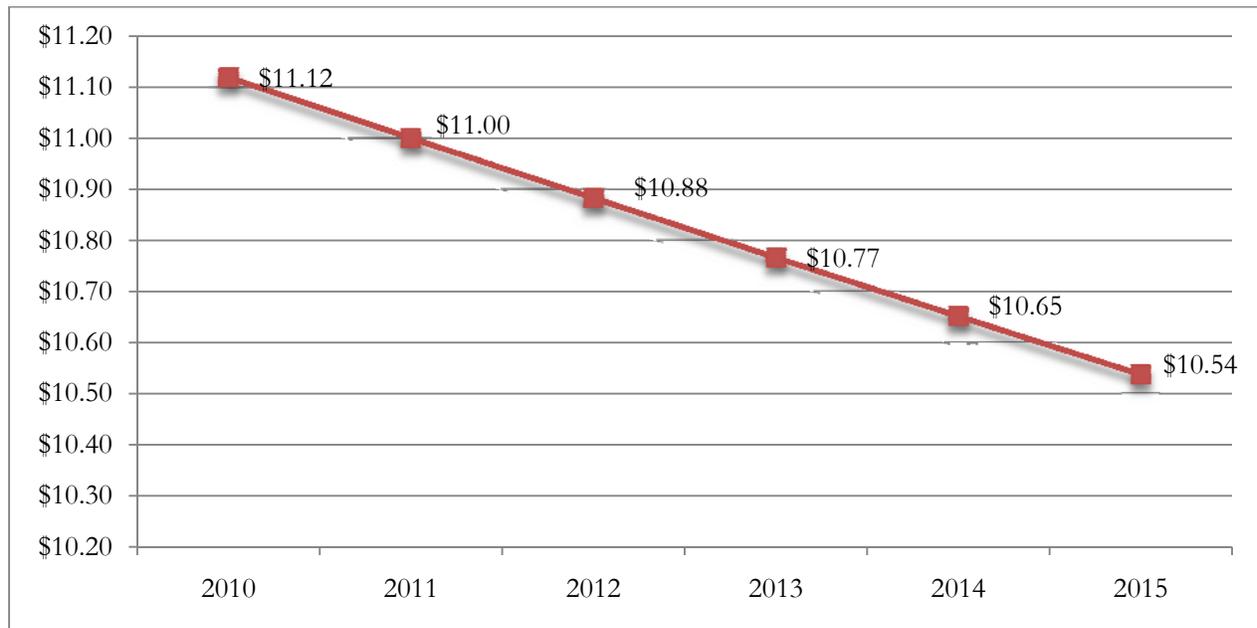


Exhibit 13: Fixed-Route Operating Cost per Passenger Performance Targets

Year 2015 Target..... **\$10.54**
 Interim Year Targets **Annual decrease of at least 1.07%**



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FUNCTIONAL REVIEW

Functional reviews are used to determine the reasons behind performance results found in the Act 44 comparisons, to find “best practices” to share with other transit agencies, and to identify opportunities for improvement. A total of 15 functional areas were reviewed through documents received from the agency (see **Appendix A: Documentation Request to Executive Director**) and interviews conducted on-site. The functional areas are:

- **Governing Body** – Responsibilities include setting vision, mission, goals and objectives, management oversight, recruiting and retaining top management personnel, and advocacy for the agency’s needs and positions.
- **Advisory Committees** – Typically provide review and input to the Governing Body and agency staff in specific topic areas ranging from a public perspective to technical reviews.
- **General Management** – Responsible for the day-to-day operations of the agency. Manage, monitor, analyze, direct, and plan for the future with regard to all functional areas. Inform and report to the Governing Body, and implement governing body direction.
- **Human Resources** – Responsible for employee retention, recruitment, training, performance reviews, grievance procedures, employee benefits, and labor relations.
- **Finance** – Functional area includes budgeting, accounting, cash flow management, revenue handling, and insurance.
- **Procurement** – Includes acquisition of rolling stock, vehicle parts, non-revenue capital items (i.e., office equipment) and other operations-related items.
- **Operations** – Includes management of daily service operations, on-street supervision and control, dispatching, and general route management.
- **Maintenance** – Includes vehicle and non-vehicle maintenance management, procedures, and performance.
- **Scheduling** – Includes route and driver scheduling and decision-making, pay premium considerations, general management, procedures, and performance.
- **Safety and Security** – Functional area includes vehicle and passenger safety, facility security, and emergency preparedness.
- **Customer Service** – Includes management, procedures, and performance related to current and future customers of the fixed-route system and other topics such as service information and complaint handling processes.
- **Information Technology** – Functional area includes automated mechanisms for in-house and customer service communication including future plans for new technology.
- **Capital Programming** – Includes assessing and programming current and future capital needs reflecting both funded and unfunded projects. Includes the Transit Improvement Plan (TIP), 12-Year Plan, and Long-Range Transit Plan.
- **Marketing and Public Relations** – Includes maximizing current markets and expanding into new markets. Includes managing the perception of the agency by the public at-large to encourage current and future ridership.
- **Planning** – Includes analysis of information to effectively plan for changes to the system in the short-, medium-, and long-term horizons, to help assure the continued viability and success of the agency.

The functional review findings are organized by a brief description of the Act 44 variables guiding the performance review: passengers; fare and other non-subsidy revenues; and, operating costs. A complete list of specific items reviewed organized by functional area, topic reviewed, an assessment of its current state, observed trends or planned changes and suggested actions if any is summarized in **Appendix B: Summary of Functional Findings, Trends, and Suggested Actions**. These 15 areas work together to effectively meet the needs of passengers, to deliver high-quality service in a cost-effective manner, and to provide the resources that will adapt to changing needs and values.

The following sections summarize the ways which service can be delivered more efficiently and effectively in ways that are sensitive and responsive to the community's needs, maximize productivity, direct service hours effectively, control operating costs and achieve optimum revenue hours. The observations garnered during the review process are categorized as *Best Practices* or *Items to Address in the Action Plan*. Best Practices are those exceptional current practices that are beneficial and that should be continued or expanded. Items to Address in the Action Plan are recommendations which have the potential to maximize productivity, to direct service hours effectively, to control operating costs and to achieve optimum revenue levels which will enhance the system's future performance overall for one or more of the Act 44 fixed-route performance factors.

OPPORTUNITIES TO INCREASE FIXED-ROUTE RIDERSHIP

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

BEST PRACTICES

- None at this time.

OPPORTUNITIES FOR IMPROVEMENT (ITEMS TO ADDRESS IN THE ACTION PLAN)

- EMTA does not currently track customer complaints. Tracking customer complaints allows the Board and management to identify trends and remedy regular problems within the system. **EMTA should establish a methodology for tracking customer complaints and regularly provide reports to the Board and EMTA staff.**
- EMTA demonstrates no clear approach or plan for setting and regularly monitoring empirically measurable goals and objectives relating to service delivery. Service standards and performance metrics establish a level of quality service customers can regularly expect. High quality, predictable service is attractive to riders. **EMTA should develop a formal service standards policy to gauge service quality and assist decision-makers in adjusting routes, schedules, fares, etc.** The service standard policy may include (but is not limited to):
 - On-time performance
 - Missed pull-outs
 - Fare recovery
 - Passengers per revenue hour / revenue mile

In addition to a formal service standards policy, the Board and Management should work together to develop and monitor performance metrics for all key agency functions and operations.² Other metrics may include (but are not limited to):

- Number of complaints per passenger
 - Percent of complaints responded to within 24 hours
 - Improved customer satisfaction survey scores
 - X number of marketing campaigns per year
- EMTA Management and Board **do not monitor route-level operational information.** Monitoring route-level data gives decision-makers the ability to quantify the effects of various policies, service changes, and outside phenomena, as well as provide the information needed to determine when and how service should be altered to meet the community's needs. **EMTA should actively monitor route-level ridership and financial reporting in addition to the current aggregate ridership and revenue information and report this information monthly to the Board.**

Developing a realistic set of measurable objectives that are reported to and reflect the priorities of the Board will be an important step to improve the quality and efficiency of EMTA's operations.

- EMTA currently lacks a system map to highlight transfer opportunities and locate system routes. **EMTA should develop an easy-to-read system map and place it on their website.**
- **EMTA lacks bus stop signage.** Bus stop signs make it easier for potential passengers to find stop locations, and encourage ridership by creating an environment conducive to transit. **EMTA should evaluate creating and implementing standard signage on all routes.**

OPPORTUNITIES TO INCREASE FIXED-ROUTE REVENUES

“Revenues”, as defined by Act 44, is all non-subsidy revenues generated to help fund the operation of a transit system. The largest contributors to this are farebox revenues, interest on accounts, and advertising revenues.

BEST PRACTICES

- **EMTA actively pursues other revenue sources.** Through mechanisms such the Mansfield Shuttle, EMTA pursues revenue from non-traditional markets.

OPPORTUNITIES FOR IMPROVEMENT (ITEMS TO ADDRESS IN THE ACTION PLAN)

- While EMTA already actively pursues outside revenue sources, **EMTA should continue to identify and capture additional revenues from traditional and non-traditional sources.**

² Refer to http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_report_88/Guidebook.pdf Chapter 6 for examples of performance metrics typically used to assess and monitor transit agency functions and outcomes.

- **EMTA should evaluate current and future service contracts to ensure they are billed at the actual cost of service.** Currently, it appears that the Mansfield University Shuttle is billed below the actual cost of the service. This may be due, in part, to insufficient mechanisms in the contract to regularly increase contract price to be consistent with actual cost. **EMTA should work to ensure that service costs are properly calculated and future contracts have cost escalation clauses that allow for full allocation of costs to contracted service.**

OPPORTUNITIES TO CONTROL OPERATING COSTS

“Operating costs” capture the non-capital costs incurred in the day-to-day operations of a transit system. Labor, maintenance and operating costs such as fuel and tires and lube contribute to this measure in significant ways. Many transit agencies have noted cost increases much higher than the general rate of inflation. Compounding this is the reality that operating subsidies are not likely to increase at a comparable rate. Controlling operating cost increases is a key to maintaining current service levels.

BEST PRACTICES

- None at this time.

OPPORTUNITIES FOR IMPROVEMENT (ITEMS TO ADDRESS IN THE ACTION PLAN)

- The current Collective Bargaining Agreement (CBA) between EMTA and the General Drivers and Helpers Union No. 229 (Teamsters) provides for part time employee fringe benefits. Based on hours worked, it is conceivable that compensation in the form of fringe benefits may exceed actual pay for hours worked. **EMTA should attempt to limit fringe benefits to part-time employees in future union negotiations.**
- EMTA experiences a turnover rate that is substantially above the industry norm. This is likely a result of the burgeoning Marcellus Shale natural gas extraction industry, and the demand generated for qualified CDL operators. High turnover rates have caused a shortage of full-time drivers, leading EMTA to have elevated overtime compensation rates. In addition, training new drivers is a costly expenditure of time and resources. **EMTA should work to find ways to keep experienced drivers through the development of innovative solutions to maintain the driver pool. In the interim, EMTA should maximize the use of part-time and casual drivers to decrease overtime compensation.**
- EMTA uses TRAVERSE 10.5® accounting software and CFA Win 8.1® software for maintenance. The systems are not integrated, resulting in duplicate tasks, manual entry, and reconciliation between the two systems. **EMTA should explore better integration between the two software systems** to yield potential cost savings.
- Warranty information is currently not entered into EMTA’s RTA CFA Win 8.1® and is instead determined by management. **EMTA should investigate incorporating warranty information into fleet management software** to ensure that warranty work is not being completed at a cost to the agency.

- EMTA’s actual insurance costs significantly exceed the annual budget. **EMTA should investigate how other agencies manage escalating insurance costs, particularly in health insurance premiums.** Some agencies, such as CAT and LCTA, have found creative solutions to slowing cost increases through the use of high deductible plans.
- EMTA lacks targets and goals for key cost drivers, such as unscheduled overtime pay. **EMTA should establish targets and goals for key cost drivers and develop response strategies for when performance is outside of acceptable parameters.**
- EMTA’s maintenance facility does not have sufficient space to store vehicles indoors or under cover. Vehicles are left outside without adequate protection from inclement weather. Inclement weather may damage the exterior of busses, result in shorter vehicle life, increase maintenance needs, and increase operating cost (i.e. winter block heaters). **EMTA should develop a facility master plan to meet the current and future needs of the system, particularly in meeting the need for indoor/covered storage.**
- **EMTA lacks a prioritized technology or IT plan** that can help prioritize expenditures and assure that IT investments yield a return on investment and work seamlessly with other IT systems already in place. This may result in ineffective expenditures, additional staff time and unexpected expenses to make IT systems work together. **Any subsequent investments in technology should be driven by the findings and recommendations of a prioritized technology investment program** that includes plans for the use of the technology and documented benefits to the system.
- Scheduling is currently completed manually. In addition, there are no specific metrics in place, such as pay/platform ratio, to gauge the adequacy and success of the scheduling process. **EMTA should evaluate appropriate automation of scheduling through contracts or software acquisition, and at a minimum utilize computer spreadsheets. In addition, metrics and targets should be developed specifically related to the scheduling process.**

OTHER FINDINGS THAT IMPACT OVERALL AGENCY PERFORMANCE

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

BEST PRACTICES

- **EMTA has strong emphasis on safety.** EMTA provides accident kits for each vehicle and featuring a “safety bonus” which serves as an incentive for driver safety. Furthermore, EMTA deserves recognition for the way the safety committee is organized and implemented. The committee has a documented set of policies to follow, guidelines on membership and documented reports of effectiveness.

- **Consistent local contribution formula** – EMTA has a consistent local contribution formula agreed upon by all Counties.

OPPORTUNITIES FOR IMPROVEMENT (ITEMS TO ADDRESS IN THE ACTION PLAN)

- Training of Board members, who may not be in the transportation industry, to stay up to date on the requirements of transit agencies and the evolving industry is critical to a successful organization. **The EMTA Board should work with the Executive Director to develop and implement education programs** to stay up to date and provide tools for effective governance.

Likewise, staff development through training and education programs is equally as important. **EMTA should increase focus on staff training and development to help share management responsibilities and create staff capabilities to ensure continuity of operations.**

- EMTA currently has vision and mission statements and an outdated strategic plan. **The Board and Management should work together to periodically update an EMTA strategic plan to meet the vision and mission statements.** A strategic plan should establish broad goals and measurable objectives for all agency functions, focusing particularly on increasing ridership and revenue while controlling costs.
- EMTA currently lacks a formal policy related to non represented employee evaluations. Employee evaluations facilitate a process for management to provide feedback regarding job performance and to establish measurable goals for the future. **EMTA should develop and implement formal non represented employee evaluations.**
- Management lacks formally documented succession planning. **Management should document robust short-term succession plans for key agency positions that include cross-training** to assure continuously smooth service in the event of staffing changes.
- **EMTA lacks a prioritized capital needs plan.** A capital needs plan is critical in identifying all projects needed to achieve a state-of-good-repair and support justified service expansion as identified through a service planning document. Prioritizing these needs allows the agency to fund the most important projects with limited resources available via 12-year or 5-year capital budgets. A complete prioritized capital needs plan will allow EMTA to be ready when unanticipated funding (i.e. ARRA) becomes available. **The Executive Director should involve the Board and all senior staff in the development of a formally-documented prioritized capital needs plan.**

It is important to recognize that the 5-year Transportation Improvement Plan (TIP) is a fiscally constrained document, and **only projects that have funding secured should be placed on the local TIP.** EMTA has a history of placing projects on the TIP that are **not fully funded, requiring numerous TIP amendments.**

- EMTA has a history of not following proper TIP protocols and failing to update PennDOT and the local RPO of changes promptly. **EMTA should coordinate local planning staff**

and PennDOT financial staff before committing to any changes in scope or cost to projects on the TIP.

- EMTA does not currently track road calls and associated metrics. **EMTA should develop a methodology to track and record road calls.**
- EMTA has a recent history of audit and reporting issues with PennDOT staff. **EMTA should immediately coordinate with PennDOT financial staff to resolve reporting and grants administration issues.** To combat future issues, **EMTA should establish a quality assurance procedure that ensures procurement rules are not violated.**
- EMTA has a DBE goal of 1.25% that proves difficult to meet. It is acknowledged that there is a lack of local DBE companies to meet the needs of EMTA. **Management should engage PennDOT's DBE outreach program with the goal of identifying and expanding DBE participation in the local area.**
- Local training opportunities for maintenance and operations staff are limited. **EMTA management should continuously monitor staff training needs and work with PPTA and local technical colleges to develop necessary courses and curricula.**
- EMTA lacks an automatic bus washer, and revenue vehicles are currently washed once per week. **EMTA should investigate options to decrease washing cycle and evaluate the addition of an automatic bus washer.**
- EMTA staff indicated that plans are underway to convert vehicles to be powered by Compressed Natural Gas (CNG) via a DEP grant. **A detailed cost-benefit analysis should be completed to fully understand costs associated with CNG conversion (facilities, maintenance, equipment). This cost-benefit analysis should be submitted and discussed with PennDOT before any capital expenses are incurred.**
- EMTA lacks a service planning document to guide the development of the system in the medium and long term. One such document is a Transit Development Plan (TDP). TDPs establish detailed plans for service improvement in the medium to long term, usually 5-years. **EMTA should develop and regularly update a service planning document such as a TDP.**

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APPENDIX A: DOCUMENTATION REQUEST TO EXECUTIVE DIRECTOR

**2010 Transit Performance Review
Data Request
Pennsylvania Department of Transportation
Bureau of Public Transportation**



DOCUMENT REQUEST

Please provide the following documents and label as shown for **fixed route service only**. Information is strongly preferred in electronic format. Please indicate on the below checklist as to the status and availability of the information.

| Requested Item | Mark Form in which Data to Be Provided | | | |
|--|--|------------|---------------|----------------|
| | Electronic | Paper Mail | Not Available | Not Applicable |
| BACKGROUND | | | | |
| 1. Enabling legislation, ordinances, compacts or charter. | | X | | |
| 2. Brief history of the agency, including its current and any prior official names, any present nicknames or monikers, and identify any predecessor entities, service days/hours and any other general agency information. | | X | | |
| 3. Business or Strategic Plans, including adopted Mission and Vision statements. | | X | | |
| 4. Describe any unique circumstances that have adversely or positively affected the agency (ridership, finances, other). | | X | | |
| GOVERNANCE/GENERAL MANAGEMENT | | | | |
| 5. List of current governing body members, with terms and tenure of each member and contact information for each. | | X | | |
| 6. Governing body minutes and agenda from the last 12 months. | | X | | |
| 7. Biography, contract terms, and tenure of General Manager / Executive Director. | | X | | |
| 8. Organization chart delineating decision authority by roles. | | X | | |
| 9. Succession plan or equivalent. | | | | |
| 10. Any documentation not provided above which delineates the respective roles and responsibilities of management and governing body members. | | X | | |
| OVERSIGHT AND REVIEWS | | | | |
| 11. Two most recent annual reports from chief executive officer to governing board. | | X | | |
| 12. Financial Management Oversight (FMO) reviews, Triennial Reviews, PennDOT 5311 Compliance Reviews and any other recent outside audits or evaluations in any administrative areas such as: Executive Management, Human Resources, Finance, Legal, Information Management, Resource Management, Internal Audit, Marketing, etc. Include all correspondence between the agency, PennDOT, FTA, auditors, etc. | | X | | |
| HUMAN RESOURCES | | | | |
| 13. All collective bargaining agreements as well as any related documents (e.g., letters or memoranda of understanding, letter agreements, side letters that clarify or modify the collective bargaining agreements, etc.) | | X | | |

**2010 Transit Performance Review
Data Request
Pennsylvania Department of Transportation
Bureau of Public Transportation**

| Requested Item | Mark Form in which Data to Be Provided | | | |
|---|--|------------|---------------|----------------|
| | Electronic | Paper Mail | Not Available | Not Applicable |
| 14. Any strikes or work stoppages over the past 6 years. | | | | X |
| 15. Any reports filed with the state or federal government regarding union operations, funds management, etc. | | | | X |
| 16. Cost of benefits (health care, pension/retirement, etc.) broken down by major category for the last year and projected for the next 5 years. | | X | | |
| 17. Turnover rate by position for each of the last 5 years. | X | X | | |
| 18. Operator hiring and performance review procedures. | | X | | |
| FINANCE | | | | |
| 19. Operating and Capital Budgets for the current fiscal year (provide separately if not in the Annual Report). | | X | | |
| 20. Official Bond Statements for the most recent issuances. | | | | X |
| 21. Audited Financial Statement for the most recent fiscal year and Single Audit Statement. | | X | | |
| 22. Profit/Loss/Cash Flow statements for each of the past 12 months. | | X | | |
| 23. Year-end cash position for each of the last 2 fiscal years. | | X | | |
| 24. Operating revenues and expense detail by account for each of the last 2 years. Please provide in as frequent intervals as possible (i.e. monthly, quarterly) | | X | | |
| PROCUREMENT | | | | |
| 25. Procurement policy and procedures. | | X | | |
| CONTRACTING | | | | |
| 26. Contracts involving purchased transportation. | | X | | |
| 27. Contracts for the provision of services or special operations agreements to specific agencies, localities, colleges, universities, or other entities. | | X | | |
| 28. Contracts for tire services, management services, and professional services over \$25,000 in value. | | | | X |
| 29. Contract management plan. | | | | X |
| OPERATIONS | | | | |
| 30. Operations Manual. <i>book in office</i> | | | | |
| 31. Operators Manual. | | X | | |
| 32. Emergency and inclement weather (snow, flood, etc.) operational plans and procedures. | | X | | |
| 33. Dispatch procedures | | X | | |
| 34. On-street supervision procedures (incl. AVL, if equipped). | | X | | |
| 35. Service standards for existing and new or newly restructured services. Provide description or example of how used in periodic service evaluations and service planning. | | | | |
| 36. Significant seasonal variations in service supplied (including school alterations, special routes, etc.). | | X | | |
| 37. Identify and provide relevant documents regarding any present & future operational challenges. | | X | | |

**2010 Transit Performance Review
Data Request
Pennsylvania Department of Transportation
Bureau of Public Transportation**

| Requested Item | Mark Form in which Data to Be Provided | | | |
|---|--|------------|---------------|----------------|
| | Electronic | Paper Mail | Not Available | Not Applicable |
| FARES AND FARE SECURITY | | | | |
| 38. Listing of fares by type and media (pass, token, cash, etc.) | | X | | |
| 39. Plans for changes in fare media (e.g. electronic). | | X | | |
| 40. Monthly fare revenue by category, and by patron type. | | X | | |
| 41. Fare handling policy & procedures (from on-board vehicle to deposit at bank). | | X | | |
| 42. Commuter choice program description, synopsis of participants, marketing activities, and total revenues derived from program (if applicable). | | | | X |
| MAINTENANCE | | | | |
| 43. **Maintenance plan, programs and procedures manual. | | X | | |
| 44. End of year parts inventory value (\$) for each of past 5 years. | | X | | |
| 45. Building condition appraisals. | | X | | |
| 46. Ongoing asset maintenance programs. | | X | | |
| OPERATIONAL SCHEDULING/PLANNING | | | | |
| 47. Scheduling Manual. | | X | | |
| 48. Maps and schedules (system wide and route specific). | | X | | |
| 49. Revenue miles, revenue hours & fares from any charter services provided in each of the last 6 years. | | X | | |
| 50. Short range transit operational plan (i.e., TDP - transit development plan). | | | | |
| 51. Long range transit plan. | X | | | |
| SAFETY AND SECURITY | | | | |
| 52. Summary of Worker Compensation Claims, by year, for each of last 5 years. | | X | | |
| 53. Description of accident/incident policy and definitions, including how they are recorded and monitored (separated by employee and patron). | | X | | |
| 54. Property collisions and other reportable incidents for each of the past 6 years. | | X | | |
| 55. Personal injuries and fatalities for each of the past 6 years. | | X | | |
| 56. On-board criminal activities for each of the past 6 years | | | | X |
| 57. Property criminal activities for each of the past 6 years | | | | X |
| 58. Safety training and Collision reduction plan(s). | | X | | |
| 59. Emergency Preparedness / Operations Continuity Plan. | | X | | |
| 60. List of any safety or security issues and/or concerns. | | X | | |
| 61. Number of vehicles and sites with security monitoring (i.e., camera, patrols). | | X | | |
| 62. Records of safety meetings for past 2 years. | | X | | |
| CUSTOMER SERVICE | | | | |
| 63. Two most recent customer service surveys reports and any | | X | | |

**2010 Transit Performance Review
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| Requested Item | Mark Form in which Data to Be Provided | | | |
|--|--|------------|---------------|----------------|
| | Electronic | Paper Mail | Not Available | Not Applicable |
| actions taken to address known issues. | | | | |
| 64. Complaint procedures manual/policy and 2 most recent reports. | | X | | |
| 65. Other customer service metrics maintained by the agency. | | X | | |
| INFORMATION TECHNOLOGY | | | | |
| 66. Computer disaster recovery plan. | | X | | |
| 67. Computer security procedures now in use. | | X | | |
| 68. Data collection technology/programs (i.e., APCs, AVL, scheduling software, financial management software, maintenance software). | | X | | |
| CAPITAL PROGRAMMING | | | | |
| 69. Short and Long-term capital programs or plans including: <ul style="list-style-type: none"> • Transit TIP • Agency Specific Plans (additional to TIP): <ul style="list-style-type: none"> ○ Fleet expansion needs/plans for revenue and non-revenue vehicles (if in addition to TIP) ○ State-of-good-repair facility projects for next 5 years (new roof, vehicle overhaul, etc.) ○ New/Expanded facilities projects for next 5 years ○ Replacement/expansion needs/plans for all other capital assets for next 5 years | | X | | |
| 70. Contact information for any assets owned, operated, or maintained by others. | | | | X |
| 71. Listing of real estate fixed assets (i.e., facilities, transfer locations, etc.) identifying any asset currently not directly used in transit operations and plans for same. | | X | | |
| 72. Listing of Real estate plans (purchases, sales, or lease changes) including current or planned construction projects, documenting cost to complete and projected completion date planned for next 5 years | | X | | |
| MARKETING AND PUBLIC RELATIONS | | | | |
| 73. Service area demographics, customer profiles, and market research documents (as available). | | X | | |
| 74. Local news clippings from past 5 years. <i>in book</i> | | | | |
| 75. Copy of current year marketing program and policies. | | X | | |
| 76. Public involvement plan, and notices and attendance rosters from events from most recent 2 years. | | X | | |
| 77. Reports, input, recommendations, etc. from ridership committees and/or advocacy groups for the past 2 years. | | X | | |

APPENDIX B: SUMMARY OF FUNCTIONAL FINDINGS, TRENDS, AND SUGGESTED ACTIONS

The following notations are used to summarize findings on areas evaluated during the performance review.

| | | |
|----------|---------------|---|
| + | Above Average | Actions/conditions are notably more/better than those observed in similar agencies. |
| ✓ | Average | Actions/conditions are comparable to those observed in similar agencies. |
| - | Below Average | Actions/conditions are notably less/worse than those observed in similar agencies. |

In an effort to recognize where commitments or actions are already under way to change the current state of a particular metric, a column labeled *Trend* has been added to the *Summary* sections. *Trends* are categorized as follows:

| | | |
|---|-------------------|--|
| ↗ | Improving | A commitment or actionable plan is under way to improve upon the current practice/conditions. |
| ⇒ | Little net change | No commitment or actionable plan has been noted that improves upon the current practice/conditions. |
| ↘ | Worsening | No commitment or plan has been made to improve upon the current practice/conditions <i>and</i> conditions are expected to degrade unless the topic is addressed. |

Taken together, the *Finding* and *Trend* are intended to identify best practices and help prioritize the areas where addressing a finding can help improve the efficiency, effectiveness and/or quality of service provided:

| Finding | Trend | Action/Interpretation |
|---------|-------|---|
| + | ↗ | Continue current actions and policies – Potential Best Practice |
| + | ⇒ | Continue current actions and policies |
| + | ↘ | Corrective action may be desirable |
| ✓ | ↗ | Continue current actions and policies |
| ✓ | ⇒ | Continue current actions and policies |
| ✓ | ↘ | Corrective action desirable |
| - | ↗ | Continue current actions but closely monitor progress |
| - | ⇒ | Corrective action desirable |
| - | ↘ | Corrective action necessary |

| Governance Observations | Finding | Trend | Suggested Actions |
|---|----------------|--------------|---|
| Full governing board membership | ✓ | ⇒ | No suggested action. |
| Governance and structure meet changing needs and equitably represents its customers | ✓ | ⇒ | Board work with General Manager to develop and implement education programs. |
| Sets and achieves strategic goals | - | ⇒ | Board work with senior staff to create measurable goals and objectives to accomplish the strategic mission and vision statements. |
| Meets community public transit needs | ✓ | ⇒ | No suggested action. |
| Public opinion of Board and transit system | ✓ | ⇒ | No suggested action. |
| Working relationship among Board members | ✓ | ⇒ | No suggested action. |
| Working relationship with General Manager and other agency staff | ✓ | ⇒ | Board should work with staff to develop succession plans to ensure continuity of operations. |
| Advisory Committee Observations | Finding | Trend | Suggested Actions |
| Advisory committees provide opportunity for citizen input | ✓ | ⇒ | No suggested action. |
| Advisory committees provide opportunity for technical input | ✓ | ⇒ | No suggested action. |
| The number and types of advisory boards are appropriate for an agency of this size | ✓ | ⇒ | No suggested action. |
| General Management Observations | Finding | Trend | Suggested Actions |
| Relationship with Governing Body | ✓ | ⇒ | No suggested action. |
| Organizational structure appropriate for size of agency | ✓ | ⇒ | No suggested action. |
| Provides regular performance reporting to oversight board | - | ⇒ | Expand current board reports to include route-level ridership and financial information along with performance measures. |
| All key management positions currently filled | ✓ | ⇒ | No suggested action. |
| Employs strategic policies, goals and objectives | - | ⇒ | Update the strategic plan with commensurate goals and objectives; implement with appropriate performance metrics, reviewed by |

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|--|----------------|--------------|--|
| | | | management and the Board on a monthly or quarterly basis as appropriate. |
| Employs, monitors, and uses written performance standards for all major agency functions | - | ⇒ | Create and actively use performance metrics for all major management functions. Monitor and report periodically to staff and Board. |
| Actively promotes and achieves interagency coordination | - | ⇒ | Coordinate with PennDOT BPT staff. |
| Timely satisfaction of all federal and state reporting requirements | - | ⇒ | Coordinate immediately with PennDOT financial staff to resolve reporting and grants administration issues. Institute a quality assurance process that ensures procurement rules are not violated. |
| Has and follows a written quality control plan for key functions | - | ⇒ | Develop and implement a written quality control plan for all functions. |
| Has a succession plan in place for all key positions | - | ⇒ | Develop written succession plan. |
| Human Resource Observations | Finding | Trend | Suggested Actions |
| Retain stable work force | - | ⇒ | Continue to find ways to keep experienced drivers over time. Monitor the demand for drivers in competing industries (such as natural gas extraction) and develop innovative solutions to maintain the driver pool. |
| Recruit qualified employees promptly as vacancies occur | - | ⇒ | Increase efforts to recruit qualified full-time drivers. |
| Provide training focused on job performance | - | ⇒ | Increase focus on staff training and development to help share management responsibilities and create staff capabilities to ensure continuity of operation. |
| Manage the cost of employee benefits | ✓ | ⇩ | Increased use should be made of part-time and casual drivers to reduce overtime costs and overall driver compensation. |

| | | | |
|--|----------------|--------------|--|
| | | | <p>Future Union negotiations should attempt to limit fringe benefits to part-time drivers.</p> <p>Investigate how other agencies manage escalating insurance costs. Some (such as CAT and LCTA) have found creative solutions to slowing down the cost of health insurance premiums.</p> |
| Manage labor relations effectively | ✓ | ⇒ | No suggested action. |
| Conduct regular employee performance evaluations. | - | ⇒ | Develop a formal policy for non-represented staff performance evaluations. |
| Finance Observations | Finding | Trend | Suggested Actions |
| Provides realistic annual budgets | ✓ | ⇒ | No suggested actions. |
| Accurately records and reports financial transactions | - | ⇒ | Reevaluate actual costs of providing service to Mansfield University and fully allocate costs. Also make adequate allowances in future contracts to allow for inflation and cost escalation. |
| Manages state/federal grants efficiently to meet government requirements | - | ↘ | Coordinate immediately with PennDOT financial staff to resolve reporting and grants administration issues. Institute a quality assurance process that ensures procurement rules are not violated. |
| Analyzes and manages cash flow | ✓ | ⇒ | No suggested action. |
| Uses reasonable approach for handling passenger revenues | ✓ | ⇒ | Consider handling revenue by route. |
| Procurement Observations | Finding | Trend | Suggested Actions |
| Use of computerized parts management system | ✓ | ⇒ | No suggested action. |
| Established procedures for verifying inventory figures | ✓ | ⇒ | No suggested action. |
| Has and achieves DBE/MBE/WBE goals | - | ⇒ | Investigate local DBE companies that may supply frequently used materials to meet the stated DBE goal. |

| | | | |
|--|----------------|--------------|--|
| Appropriate use of technology in parts inventory control | ✓ | ⇒ | No suggested action. |
| Operations Observations | Finding | Trend | Suggested Actions |
| Service is operated in accordance with published schedules | ✓ | ⇒ | No suggested action. |
| Track key cost drivers such as unscheduled overtime pay and other premium pay categories | - | ⇒ | Establish targets for key cost drivers such as unscheduled overtime pay and develop response strategies for when performance is outside of acceptable parameters. |
| Track and report on-time performance | - | ⇒ | Develop and implement a reliable tracking methodology for On-time Performance. Possibly including expanded supervisor observations and driver radio communication on a sample basis. Complete automated data collection efforts and incorporate data into operations decision making. |
| Track and analyze service related customer feedback by category | - | ⇒ | Establish tracking methodology for customer service feedback to identify trends. |
| Maintenance Observations | Finding | Trend | Suggested Actions |
| Use of computerized fleet maintenance recordkeeping | ✓ | ⇒ | Continue to monitor staff training needs and work with PPTA and local technical colleges to develop necessary courses and curricula. |
| Adopted vehicle maintenance plan and preventive maintenance schedules/checklists | ✓ | ⇒ | Enter warranty information into CFA Win 8.1 [®] and pursue automated notifications. EMTA currently relies on management to identify warranty eligible maintenance work. Investigate options to decrease washing cycle and investigate the addition of automatic bus washer. |
| Maintenance performance in terms of miles per major road call | - | ⇒ | Adopt target rates for miles per major road call and make more extensive use of trend analyses |

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| | | | to identify strategies to improve performance. |
| Preventive maintenance on-time performance | ✓ | ⇒ | No suggested action. |
| Adequacy of maintenance facilities | - | ⇒ | Develop a Master Plan for the maintenance facility to meet the current and future needs of the system. Complete a detailed cost-benefit analysis to determine if converting to CNG is a prudent decision. Maintenance facilities will need significant investment to maintain such vehicles. |
| Adequacy of revenue fleet | ✓ | ⇒ | Remove surplus vehicles from the property. |
| Scheduling Observations | Finding | Trend | Suggested Actions |
| Understanding of scheduling process | ✓ | ⇒ | No suggested action. |
| Production of vehicle and driver assignments in a timely manner | ✓ | ⇒ | No suggested action. |
| Input from operating personnel | ✓ | ⇒ | No suggested action. |
| Appropriate use of technology | - | ⇒ | At a minimum, EMTA should make use of spreadsheets to record and create schedule related activities. |
| Existing service standard policy | - | ⇒ | Develop and implement a service standard policy. |
| Performance measures to gauge output of schedule process | - | ⇒ | Specify and monitor metrics, such as Pay/Platform Ratio, to gauge the adequacy and success of the scheduling and Union contract negotiation process. |
| Safety & Security Observations | Finding | Trend | Suggested Actions |
| Provide comprehensive new operator and refresher training | ✓ | ⇒ | No suggested action. |
| Require operators to use consistent and comprehensive | ✓ | ⇒ | No suggested action. |

| | | | |
|---|----------------|--------------|---|
| procedures for reporting accidents/incidents | | | |
| Track and report accidents by type | ✓ | ⇒ | No suggested action. |
| Develop and maintain System Security and Emergency Preparedness Plan | ✓ | ⇒ | Investigate the addition of picture ID cards. |
| Customer Service Observations | Finding | Trend | Suggested Actions |
| Number of Staff Responsible for Customer Service | ✓ | ⇒ | No suggested action. |
| Understanding of Staff Roles in Customer Service | ✓ | ⇒ | No suggested action. |
| Clear Customer Service Protocols (tracking, response, timeliness, satisfaction) | ✓ | ⇒ | No suggested action. |
| Customer Service Quality Improvement Plan | ✓ | ⇒ | No suggested action. |
| Regular Monitoring of Customer Service Satisfaction | - | ⇒ | Implement regular customer satisfaction surveys and integrate findings into decision-making process. |
| Personal Follow Up Protocols for Complaints and Compliments | ✓ | ⇒ | No suggested action. |
| Information Technology Observations | Finding | Trend | Suggested Actions |
| Number of Staff Responsible for Information Technology | ✓ | ⇒ | No suggested action. |
| Appropriate use of Outsourcing for IT Needs | ✓ | ⇒ | No suggested action. |
| Adequacy of In-House Network and Computer Technology | ✓ | ⇒ | No suggested action. |
| Adequacy of Radio and Communications Systems | ✓ | ⇒ | Continue radio system upgrade. |
| Full Use of Registering Fareboxes | ✓ | ⇒ | No suggested action. |
| Disaster Recovery Plan | ✓ | ⇒ | No suggested action. |
| Strategic IT Plan | - | ⇒ | Begin development of a master IT plan that incorporates considers changes in technology, low-cost web-based customer service data and |

| | | | <p>systems integration amongst the various management software systems in use at EMTA.</p> <p>Complete cost-benefit analysis of installing AVL technology on fixed route vehicles.</p> |
|---|----------------|--------------|---|
| Capital Programming Observations | Finding | Trend | Suggested Actions |
| Relationships with other agencies in the region | ✓ | ⇒ | No suggested action. |
| Adequate staff to lead capital programming | ✓ | ⇒ | No suggested action. |
| TIP as initial list of all capital needs (fiscally constrained) | - | ⇩ | Assemble a master list of projects (i.e., needs) ranked in terms of priorities. Do not treat the TIP as an unconstrained needs list. |
| Prioritized capital needs plan | - | ⇒ | Distinguish projects on the basis of available funding and identify those projects that could move forward with additional funding. |
| Marketing and Public Relations Observations | Finding | Trend | Suggested Actions |
| Thorough understanding of current customer base | - | ⇒ | Regularly conduct analysis of ridership patterns and market segments in a cost-effective manner. |
| Effective use of targeted marketing and educational materials for special populations such the disability community, non-English speaking populations, etc. | ✓ | ⇒ | No suggested action. |
| Effective use of marketing approaches to expand market share with current clientele | ✓ | ⇒ | Develop, implement and monitor the effectiveness of plans to increase share of the current customer base. Continue to identify innovative ways to increase market share in areas where EMTA competes well against other transportation modes. |
| Clear procedures to identify and assess potential (new) markets | ✓ | ⇒ | No suggested action. |
| Visibility in the community | - | ⇒ | Publish the draft system-level route map in both print and PDF format for distribution on |

| | | | |
|--|----------------|--------------|---|
| | | | the website. |
| Positive image with local community and elected officials | ✓ | ⇒ | No suggested action. |
| Positive image with state and federal agencies review agencies. | - | ⇒ | Increase coordination with funding agencies. |
| Planning Observations | Finding | Trend | Suggested Action |
| Proactive approach to short range planning | - | ⇒ | Ensure that TIP development is constrained to available funding and unfunded projects are placed into a TDP or similar prioritized project list. |
| Mid to long term service planning document | - | ⇒ | Develop and implement transit development plan (TDP) or similar service planning document. |
| Possesses adequate staff capabilities in planning | ✓ | ⇒ | No suggested action. |
| Uses empirical data used to support planning functions | - | ⇒ | Develop a data management plan that leverages existing data and periodic field surveys to obtain ridership and running time information. Expand on current route level evaluation to include financial measures. |
| Demonstrates strong staff leadership in planning functions | ✓ | ⇒ | No suggested action. |
| Provides opportunities for planning input from operating personnel | ✓ | ⇒ | No suggested action. |
| Relationships and coordination with other local planning agencies | - | ⇒ | Continually work with local RPO to ensure TIP is up-to-date and commensurate with available funding. |
| Uses performance measures to assess route performance | - | ⇒ | Develop and implement formal service standards. |