



ATA Transit System Performance Review

May 28, 2019

Performance Report

Area Transportation Authority of North Central Pennsylvania d.b.a., ATA

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PUBLIC TRANSPORTATION SERVICE SNAPSHOT

Agency	Area Transportation Authority of North Central Pennsylvania (d.b.a. ATA)			
Year Founded	1976			
Reporting Fiscal Year End (FYE)	FYE 2018			
Service Area (square miles)	5,091			
Service Area Population	234,416			
Annual Operating Statistics*	Fixed-Route	Paratransit (DAS/Shared-Ride)	Public Vanpool	Total (Fixed-Route + Paratransit + Vanpool)
Vehicles in Maximum Service (VOMS)	25	45	3	73
Operating Cost	\$3,592,961	\$4,975,347	\$46,351	\$8,614,659
Operating Revenues	\$430,292	\$818,307	\$21,318	\$1,269,917
Total (Actual) Vehicle Miles	734,601	838,957	43,717	1,617,275
Revenue Miles of Service (RVM)	702,188	N/A	43,717	N/A
Total Vehicle Hours	50,270	66,105	1,254	117,629
Revenue Vehicle Hours (RVH)	49,626	N/A	1,254	N/A
Total Passenger Trips	278,857	156,316	8,519	443,692
Senior Passenger (Lottery) Trips	45,578	59,868	N/A	105,446
Act 44 Performance Statistics				
Passengers / RVH	5.62	N/A	6.79	N/A
Operating Cost / RVH	\$72.40	N/A	\$36.96	N/A
Operating Revenue / RVH	\$8.67	N/A	\$17.00	N/A
Operating Cost / Passenger	\$12.88	\$31.83	\$5.44	\$19.42
Other Performance Statistics				
Operating Revenue / Operating Cost	11.98%	16.45%	45.99%	14.74%
Operating Cost / Total Vehicle Hours	\$71.47	\$75.26	\$36.96	\$73.24
Operating Cost / Total Vehicle Miles	\$4.89	\$5.93	\$1.06	\$5.33
Total Passengers / Total Vehicle Hours	5.55	2.36	6.79	3.77
Operating Cost / RVM	\$5.12	N/A	\$1.06	N/A
RVM / Total Vehicle Miles ¹	95.59%	N/A	100.00%	N/A
RVH / Total Vehicle Hours	98.72%	N/A	100.00%	N/A
Operating Subsidy / Passenger Trip	\$11.34	\$26.59	\$2.94	\$16.55

* Source: dotGrants 2018 reporting

¹ ATA is a regional system connecting small communities across 5,091 square miles. Many vehicles travel at high speeds in between these communities, which accounts for distances traveled where non-revenue service miles may be higher than accumulated non-revenue service hours due to speed. Also, vehicles stored at different locations throughout ATA's service area account for additional distances traveled during non-revenue service.

EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

PennDOT conducted a transit performance review for Area Transportation Authority of North Central Pennsylvania (ATA) in July 2013. Based on that review, PennDOT established five-year performance targets and agreed to ATA’s action plan to meet those targets. On July 1, 2017, ATA consolidated with the DuBois, Falls Creek, Sandy Township Joint Transportation Authority (d.b.a. DuFAST) by assuming responsibility for the provision of public transportation within the DuFAST service area—operating as the ATA: Southern Division. In October 2018, PennDOT conducted the follow-up reassessment of ATA to determine if ATA successfully met its targets and what actions were taken to improve the agency’s performance and management practices to maximize the return on investment of Commonwealth funding. This report summarizes PennDOT’s findings.

IMPORTANT CHANGES SINCE THE 2013 PERFORMANCE REVIEW

PennDOT conducted the initial review of ATA in July 2013. Since finalizing the previous report, ATA merged with DuFAST in support of a statewide effort for regional cost savings through consolidation.

Noteworthy elements of the consolidation include:

- ATA and DuFAST operated alongside each other since incorporation in the 1970s.
- Both agencies coordinated vehicle maintenance at a shared-facility in Sandy Township.
- DuFAST municipal authority would become inactive in the short-term until the articles of incorporation officially expired, and would not seek renewal in the long-term
- DuBois, Falls Creek, and Sandy Township no longer provide local matching funds
- ATA and DuFAST Boards of Directors approved a consolidation agreement on July 1, 2017
- FYE 2018 is the first fiscal year that operating statistics from the DuBois fixed-route services are reported under ATA to dotGrants and NTD
- A partnership with a local DuBois hospital provided community-oriented branding (i.e., bus wraps) on former DuFAST vehicles until ATA-branded replacement vehicles are phased in

ATA made no immediate changes to former DuFAST routes following consolidation, but ATA will evaluate former DuFAST routes in the coming months for opportunities for improvement.

DuFAST 2012 PERFORMANCE REVIEW SUMMARY

PennDOT completed the DuFAST Act 44 transit performance review in June 2012. As part of that review, DuFAST was measured against a group of peer agencies and given five-year performance targets to be achieved by FYE 2017. Additionally, opportunities for improvement were identified and DuFAST developed a Board-approved Action Plan to meet performance targets. The peer comparison analysis and five-year performance targets established for DuFAST are provided below:

Performance Criteria	FYE*	Determination	Peer Rank (of 10)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2010	In Compliance	7	Worse	5.99	8.85
	Trend	In Compliance	4	Better	0.59%	-0.03%
Operating Cost / Revenue Vehicle Hour	2010	In Compliance	2	Better	\$55.58	\$66.08
	Trend	In Compliance	4	Better	0.32%	2.94%
Operating Revenue / Revenue Vehicle Hour	2010	In Compliance	9	Worse	\$2.84	\$6.41
	Trend	In Compliance	5	Worse	-1.30%	5.48%
Operating Cost / Passenger	2010	In Compliance	4	Better	\$9.27	\$9.73
	Trend	In Compliance	3	Better	-0.26%	3.21%

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

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2010	2011	2017 Target	
Passengers / Revenue Vehicle Hour	5.99	5.50	6.56	3.0%
Operating Cost / Revenue Vehicle Hour	\$55.58	\$53.56	\$63.95	3.0%
Operating Revenue / Revenue Vehicle Hour	\$2.84	\$2.69	\$3.60	5.0%
Operating Cost / Passenger	\$9.27	\$9.75	\$9.75	0.0%

2013 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2013 performance review compared ATA with a group of peer agencies based on the four performance criteria required by Act 44. ATA was found to be “In Compliance” for seven performance criteria and “At Risk” for one.

Performance Criteria	FYE*	Determination	Peer Rank (of 8)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2011	In Compliance	7	Worse	4.71	8.62
	Trend	In Compliance	6	Worse	-4.46%	-0.24%
Operating Cost / Revenue Vehicle Hour	2011	In Compliance	5	Better	\$64.05	\$69.99
	Trend	In Compliance	5	Better	1.61%	2.46%
Operating Revenue / Revenue Vehicle Hour	2011	In Compliance	7	Worse	\$6.54	\$12.37
	Trend	In Compliance	4	Better	1.24%	-1.84%
Operating Cost / Passenger	2011	At Risk	8	Worse	\$13.59	\$8.95
	Trend	In Compliance	6	Worse	6.13%	3.10%

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

The 2013 performance review determined that ATA was “In Compliance” for seven criteria and “At Risk” for one. ATA performed better than the peer group for containing operating costs per revenue vehicle hour and worse for increasing ridership and managing cost per passenger.

ATA developed an Action Plan to address opportunities for improvement identified in the 2013 performance review report. Among the efforts ATA took to improve its performance were:

1. Monitored productivity and efficiency by route as part of ongoing service reevaluations.
2. Continued to work with DuFAST to coordinate and publicize transfer opportunities.
3. Conducts financial feasibility analysis to determine revenue needed to accommodate special service offerings.

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

- Increase passengers per revenue vehicle hour by at least 3.0% per year on average
- Increase operating revenue per revenue vehicle hour by at least 3.0% per year on average
- Contain increases in operating cost per revenue vehicle hour to no more than 3.0% per year on average
- Contain increases in operating cost per passenger to no more than 0% per year on average

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

Performance Criteria	2018 Target	2018 Actual*	Met Target
Passengers / Revenue Vehicle Hour	5.50	5.56	Yes
Operating Cost / Revenue Vehicle Hour	\$85.16	\$77.36	Yes
Operating Revenue / Revenue Vehicle Hour	\$9.16	\$10.25	Yes
Operating Cost / Passenger	\$15.49	\$13.90	Yes

*ATA: Southern Division was not a part of fixed-route service in FYE 2012 when performance targets were developed for FYE 2018. As a result, performance targets for FYE 2018 are based on, and assessed for rural service only.

Since the 2013 report was finalized, ATA worked to meet its performance targets and implement actions listed in the 2013 Action Plan. These actions included conducting periodic finance analyses of special service, monitoring productivity and route efficiency, and coordinating with DuFAST for transfer opportunities.

2018 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2018 performance review compared ATA with a group of peer agencies based on the four performance criteria outlined by law. ATA was found to be “In Compliance” for all performance measures and “At Risk” for none.

Performance Criteria	FYE*	Determination	Peer Rank (of 9)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Hour	2016	In Compliance	8	Worse	6.41	8.79
	Trend	In Compliance	2	Better	6.35%	2.27%
Operating Cost / Revenue Hour	2016	In Compliance	1	Better	\$60.72	\$83.71
	Trend	In Compliance	2	Better	-0.90%	2.72%
Operating Revenue / Revenue Hour	2016	In Compliance	3	Better	\$10.85	\$10.17
	Trend	In Compliance	2	Better	12.52%	1.47%
Operating Cost / Passenger	2016	In Compliance	3	Better	\$9.47	\$9.80
	Trend	In Compliance	1	Better	-6.82%	0.54%

*Note: NTD information most current at the time of the peer review is the basis of the single year, and trend peer comparisons. Therefore, these factors differ from those presented on the Agency Profile page, which uses FYE 2018 data.

In the 2013 performance review, ATA was found to be “In Compliance” with seven determinations and “At Risk” for one. The 2018 review found ATA to be “In Compliance” for all eight determinations.

The 2018 performance review examined additional steps, beyond those specified in the 2013 Action Plan, that ATA has taken to improve performance. The most notable action is the consolidation with DuFAST in 2017. The 2018 performance review also identified actions that ATA can take to improve overall agency performance including:

1. Work with PennDOT to develop an asset management plan to prioritize capital needs.
2. Periodically assess and identify opportunities to make the fleet more homogenous.
3. Develop a long-term staffing and recruitment strategy for key positions likely to be vacant in the next five years.

PennDOT also identified additional opportunities for improvement during the 2018 performance review. The complete list of opportunities for improvement will serve as the basis for ATA’s Board-approved action plan.

2023 PERFORMANCE TARGETS

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

Performance Criteria	Fiscal Year End (FYE)*			Target Annual Increase
	2017 Actual	2018 Actual	2023 Target	
Passengers / Revenue Vehicle Hour	6.09	5.62	6.20	2.0%
Operating Cost / Revenue Vehicle Hour	\$75.31	\$72.40	\$83.93	3.0%
Operating Revenue / Revenue Vehicle Hour	\$10.16	\$8.67	\$8.67	2.0%
Operating Cost / Passenger	\$12.37	\$12.88	\$13.54	1.0%

*2018 is the first year that reflects ATA: Southern Division within ATA operating statistics.

FINANCIAL REVIEW

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

- ATA had \$797,149 in carryover local funds and \$2,185,377 in carryover state funds
- Combined carryover subsidies amount to 34.6% of total operational funding
- ATA received its full local match as required by Act 44
- ATA maintains a balance of cash and restricted cash equal to 54.0% of total operating expenses
- ATA's operating budget increased from of \$6.6 million in FYE 2013 to \$8.6 million in FYE 2018
- Current assets exceed current liabilities
- Accounts payable and receivable amounts are negligible
- ATA maintains a \$390,000 line of credit, there was no outstanding balance as of FYE 2018

Management should continue taking appropriate actions to manage costs, achieve farebox recovery goals, and maintain cash reserves to preserve ATA's overall financial health.

NEXT STEPS

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

INTRODUCTION

PURPOSE

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

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

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

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

- Whether the organization met the agreed-upon performance targets
- The sufficiency and effectiveness of actions taken by the organization to improve performance and management practices in its efforts to meet performance targets

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

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

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

PennDOT conducted a transit performance review for Area Transportation Authority of North Central Pennsylvania (ATA) in July 2013. Based on that review, PennDOT established five-year performance targets and agreed to ATA’s action plan to meet those targets. In October 2018, PennDOT conducted the follow-up reassessment of ATA to determine if ATA successfully met its targets and what actions were taken to improve the agency’s performance and management practices to maximize the return on investment of Commonwealth funding. This report summarizes PennDOT’s findings.

AGENCY DESCRIPTION

In 1972, the North Central Pennsylvania Regional Planning and Development Commission (NCPRPDC) recommended a rural public transportation demonstration project to address transportation mobility issues in Cameron, Clearfield, Elk, Jefferson, McKean and Potter counties. The NCPRPDC coordinated with the Appalachian Regional Commission (ARC) to test the feasibility of providing public transportation in the area. Following the demonstration, all six counties agreed to form the Area Transportation Authority of North Central Pennsylvania (d.b.a. ATA) in 1976 for the provision of public transit services. ATA became the first rural regional transit authority formed in Pennsylvania.

A Board of Directors, consisting of eleven members representing each incorporating county, governs ATA. The County Commissioners from Cameron (one member), Clearfield (three members), Elk (two members), Jefferson (two members), McKean (two members) and Potter (one member) counties appoint ATA's Board of Directors. County population determines Board representation.

ATA provides fixed-route, deviated fixed-route (deviations occur up to ¼ mile from a regularly scheduled stop), and paratransit service (ATA CAB-BUS) in the six-county area. Additionally, ATA operates Clarion Area Transit a fixed-route service for Clarion University in Clarion County. Fixed-route service for Clarion University operated for many years as an ATA demonstration project funded through PennDOT section 1516 funds and sponsored by Monroe Township. In 2013, ATA incorporated Clarion Area Transit within dotGrants reporting for operating statistics and developing ATA's operating budget.

ATA launched Vanpool Advantage Network in 2013. Vanpools provide service to groups of employees (i.e., seven to twelve riders) traveling 20 miles or more. On July 1, 2017, ATA consolidated with the DuBois, Falls Creek, Sandy Township Joint Transportation Authority (d.b.a. DuFAST) and assumed responsibility for the provision of public transportation within the DuFAST service area. As part of the operations of ATA's existing Southern Division includes fixed-route and demand response services offered in Clearfield and Jefferson counties and Monroe Township. ATA began reporting consolidated operating statistics as of FYE 2018.

ATA provided approximately 280,000 annual fixed-route passenger trips with 25 fixed-route vehicles operated in maximum service (VOMS) as of FYE 2018. **Exhibit 1** provides an overview of annual fixed-route service performance trends from FYE 2013 through FYE 2018².

² Adjustments to fixed-route operating costs were performed to offset the loss of insurance-based revenue and fuel tax rebates for FYE 2011 through FYE 2014. A summary of these adjustments can be found in **Appendix A: Data Adjustments** on page 22.

Exhibit 1: ATA Fixed-Route Service Annual Performance Trends (FYE 2013-2018)



Source: PennDOT Legacy Reporting System (dotGrants)³

³ Operating statistics from the incorporation of Clarion Area Transit within ATA dotGrants reporting began in FYE 2013, operating statistics from the incorporation of ATA: Southern Division began in FYE 2018.

PERFORMANCE REVIEW PROCESS

PennDOT initiated an Act 44-mandated performance review for ATA in October 2018. The following outlines the review process:

1. Initial notification of performance review selection and transmission of document request:
 - a. Review available data and request additional information.
 - b. Peer selection: ATA and PennDOT agree to a set of peer agencies to use for comparative analysis.
2. Conduct PennDOT-sponsored customer satisfaction survey (CSS)
3. Review of Act 44 variables including current performance, targets from the previous 2013 review, and action plan implementation.
4. Perform Act 44 performance criteria analysis.
5. Conduct on-site review, interviews, and supplementary data collection/reconciliation.
6. Evaluate performance, financial management and operations.
7. Report results and determine agency compliance with performance requirements.
8. Finalize performance review report.
9. Develop, implement and monitor a five-year action plan.
10. Provide technical assistance, if required, to help meet five-year performance targets.

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

CUSTOMER SATISFACTION SURVEY

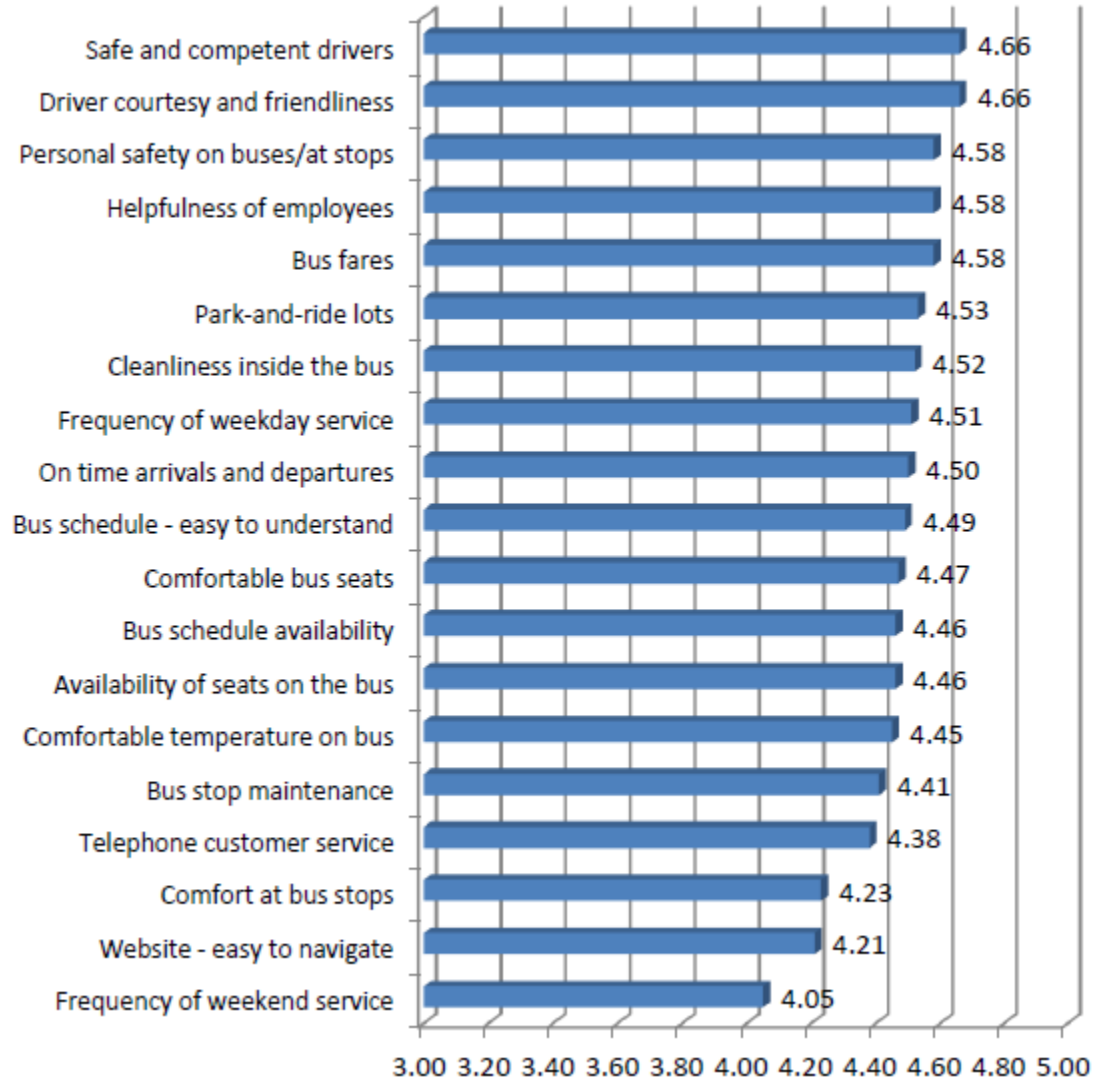
PennDOT sponsored a fixed-route rider survey of ATA that included 15 questions addressing customer satisfaction, rider characteristics, and patterns in service usage. Over a period from February 28, 2017, to March 6, 2017, ATA surveyed their fixed-route passengers and collected 344 completed surveys. Results from the survey show:

1. 99% of respondents were satisfied or very satisfied with the service.
2. 98% of respondents indicated they would continue using the service.
3. 97% of respondents said they would recommend the service to others.

Passengers were asked to rate a total of 19 performance measures related to public transportation from the user experience (e.g., driver and staff performance, capacity, service frequency, schedule adherence, clarity of bus schedules, etc.). **Exhibit 2** provides a summary of the average customer satisfaction score by performance measure.

ATA received the highest ratings in safe and competent drivers, driver courtesy and friendliness, and personal safety on buses/at stops. ATA received the lowest ratings for weekend service frequency, ease of website navigation, and comfort at bus stops.

Exhibit 2: Average Customer Satisfaction Score by Performance Measure



The customer satisfaction survey identified several opportunities to improve the customer experience that ATA should consider when developing performance standards to improve fixed-route ridership as part of its action plan:

1. Telephone customer service;
2. Comfort at bus stops;
3. Website – easy to navigate; and,
4. Frequency of weekend service.

2013 ACT 44 PERFORMANCE ASSESSMENT

PRIOR REVIEW DETERMINATIONS AND FINDINGS

PennDOT conducted the initial review of ATA in July 2013. The 2013 performance review compared ATA with a group of peer agencies based on the four performance criteria required by Act 44. ATA was found to be “In Compliance” for seven criteria and “At Risk” for one (**Exhibit 3**). ATA performed better than the peer group for containing operating costs per revenue vehicle hour and worse for increasing ridership and manging cost per passenger.

Exhibit 3. Previous Performance Review Act 44 Comparison Summary

Performance Criteria	FYE*	Determination	Peer Rank (of 8)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2011	In Compliance	7	Worse	4.71	8.62
	Trend	In Compliance	6	Worse	-4.46%	-0.24%
Operating Cost / Revenue Vehicle Hour	2011	In Compliance	5	Better	\$64.05	\$69.99
	Trend	In Compliance	5	Better	1.61%	2.46%
Operating Revenue / Revenue Vehicle Hour	2011	In Compliance	7	Worse	\$6.54	\$12.37
	Trend	In Compliance	4	Better	1.24%	-1.84%
Operating Cost / Passenger	2011	At Risk	8	Worse	\$13.59	\$8.95
	Trend	In Compliance	6	Worse	6.13%	3.10%

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

ACTION PLAN AND PERFORMANCE TARGETS

ATA developed an Action Plan to address opportunities for improvement identified in the 2013 performance review. Among the steps ATA took to improve its performance were:

1. Monitored productivity and efficiency by route as part of ongoing service reevaluations.
2. Continued to work with DuFAST to coordinate and publicize transfer opportunities.
3. Conducts financial feasibility analysis to determine revenue needed to accommodate special service offerings

The complete list of ATA’s previous Action Plan items and ATA’s progress in addressing previously identified opportunities for improvement is provided in **Appendix B: 2013 Performance Review Action Plan Assessment**.

The following performance targets were established with ATA:

- Increase passengers per revenue vehicle hour by at least 3.0% per year on average
- Increase operating revenue per revenue vehicle hour by at least 3.0% per year on average
- Contain increases in operating cost per revenue vehicle hour to no more than 3.0% per year on average
- Contain increases in operating cost per passenger to no more than 0% per year on average

As shown in **Exhibit 4**, ATA successfully met all four performance targets that were established in the 2013 performance review.

Exhibit 4. 2018 Performance Targets

Performance Criteria	2018 Target	2018 Actual*	Met Target
Passengers / Revenue Vehicle Hour	5.50	5.56	Yes
Operating Cost / Revenue Vehicle Hour	\$85.16	\$77.36	Yes
Operating Revenue / Revenue Vehicle Hour	\$9.16	\$10.25	Yes
Operating Cost / Passenger	\$15.49	\$13.90	Yes

*ATA: Southern Division was not a part of fixed-route service in FYE 2012 when performance targets were developed for FYE 2018. As a result, performance targets for FYE 2018 are based on, and assessed for rural service only.

ASSESSMENT

ATA met all four of the 2018 performance targets. ATA worked toward achieving the 2018 performance targets by implementing actions listed in the 2013 Action Plan. These action included conducting periodic finance analyses of special service and monitoring productivity and route efficiency. Continued coordination with DuFAST for transfer opportunities and Board support of a statewide effort for regional cost savings led ATA to consolidate with DuFAST in 2017.

2017 DuFAST CONSOLIDATION

ATA and DuFAST operated alongside each other since incorporation in the 1970s. Both agencies coordinated vehicle maintenance at a shared-facility in Sandy Township. In support of a statewide effort for regional cost savings through consolidation, the ATA and DuFAST Boards of Directors approved a consolidation agreement that took effect July 1, 2017.

ATA assumed responsibility for the provision of public transportation in the DuFAST service area, incorporated into the ATA: Southern Division. Noteworthy elements of the consolidation include:

- DuFAST municipal authority would become inactive in the short-term until the articles of incorporation officially expired, and would not seek renewal in the long-term
- DuBois, Falls Creek, and Sandy Township no longer provide local matching funds
- ATA and DuFAST Boards of Directors approved a consolidation agreement on July 1, 2017
- FYE 2018 is the first fiscal year that operating statistics from the DuBois fixed-route services are reported under ATA to dotGrants and NTD
- A partnership with a local DuBois hospital provided community-oriented branding (i.e., bus wraps) on former DuFAST vehicles until ATA-branded replacement vehicles are phased in

ATA made no immediate changes to former DuFAST routes following consolidation. ATA will evaluate former DuFAST routes in the coming months to identify opportunities for improvement.

DuFAST 2013 PERFORMANCE REVIEW SUMMARY

PennDOT conducted an Act 44 transit performance review for DuFAST in June 2012. As part of that review, DuFAST was measured against a group of peer agencies and given five-year performance targets to be achieved by FYE 2017. Additionally, opportunities for improvement were identified and DuFAST developed a Board-approved Action Plan to meet performance targets. The peer comparison analysis and five-year performance targets established for DuFAST are provided below:

Performance Criteria	FYE*	Determination	Peer Rank (of 10)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2010	In Compliance	7	Worse	5.99	8.85
	Trend	In Compliance	4	Better	0.59%	-0.03%
Operating Cost / Revenue Vehicle Hour	2010	In Compliance	2	Better	\$55.58	\$66.08
	Trend	In Compliance	4	Better	0.32%	2.94%
Operating Revenue / Revenue Vehicle Hour	2010	In Compliance	9	Worse	\$2.84	\$6.41
	Trend	In Compliance	5	Worse	-1.30%	5.48%
Operating Cost / Passenger	2010	In Compliance	4	Better	\$9.27	\$9.73
	Trend	In Compliance	3	Better	-0.26%	3.21%

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

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2010	2011	2017 Target	
Passengers / Revenue Vehicle Hour	5.99	5.50	6.56	3.0%
Operating Cost / Revenue Vehicle Hour	\$55.58	\$53.56	\$63.95	3.0%
Operating Revenue / Revenue Vehicle Hour	\$2.84	\$2.69	\$3.60	5.0%
Operating Cost / Passenger	\$9.27	\$9.75	\$9.75	0.0%

2018 ACT 44 PERFORMANCE ASSESSMENT

The 2018 performance review compared ATA to a group of peer agencies based on the four performance criteria required by Act 44.

PEER AGENCY COMPARISONS

Peer agencies were identified through a collaborative process between PennDOT and ATA management using criteria defined in Act 44 and data from the most recently available National Transit Database (NTD), FYE 2016. The systems identified for peer comparisons include:

1. Endless Mountains Transportation System (Athens, PA)
2. Link Transit (Wenatchee, WA)
3. Pee Dee Regional Transportation Authority (Florence, SC)
4. Santee Wateree Regional Transportation Authority (Sumter, SC)
5. Fairbanks North Star Borough Transit (Fairbanks, AK)
6. Hill Country Transit District (San Saba, TX)
7. Fayette Area Coordinated Transportation (Lemont Furnace, PA)
8. Monroe County Transportation Authority (Scotrun, PA)

Results of the current ATA analysis and peer comparison are presented in **Exhibit 5**. ATA was found to be “In Compliance” for all measures and “At Risk” for none. The detailed data used to develop the peer comparison summary is presented in **Appendix B: Peer Comparisons**.

Exhibit 5: Current Performance Review Act 44 Peer Comparison Summary

Performance Criteria	FYE	Determination	Peer Rank of (9)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Hour	2016	In Compliance	8	Worse	6.41	8.79
	Trend	In Compliance	2	Better	6.35%	2.27%
Operating Cost / Revenue Hour	2016	In Compliance	1	Better	\$60.72	\$83.71
	Trend	In Compliance	2	Better	-0.90%	2.72%
Operating Revenue / Revenue Hour	2016	In Compliance	3	Better	\$10.85	\$10.17
	Trend	In Compliance	2	Better	12.52%	1.47%
Operating Cost / Passenger	2016	In Compliance	3	Better	\$9.47	\$9.80
	Trend	In Compliance	1	Better	-6.82%	0.54%

ASSESSMENT

ATA was found “In Compliance” for all performance criteria. ATA performed better than the peer group average for all measures except passengers per revenue vehicle hour for the single-year (FYE 2016) determination. However, ATA ranked second best in passengers per revenue hour growth over the five-year trend period. ATA ranked best in operating cost per revenue vehicle hour for the single-year and five-year trend determinations. ATA also ranked best in operating cost per passenger for the five-year trend. ATA performed well, in part, due to the addition of Clarion University service which has much higher passengers per revenue vehicle hour than the rest of ATA’s service.

2023 PERFORMANCE TARGETS

Act 44 requires PennDOT, in consultation with agency management, to establish five-year performance targets for each of the four Act 44 metrics for fixed-route service. Setting targets and reevaluating performance are intended to give management the information needed to monitor the effectiveness and efficiency of service delivery. PennDOT uses the most recent audited and agency-verified values for passengers, operating costs and operating revenues as the baseline from which to develop the targets. Five-year targets are then developed based on realistic and achievable expectations of improvement.

The 2018 performance review noted that ATA outperformed its peers on all four criteria in the trend period and was “At Risk” none. ATA should continue to work toward achieving its FYE 2023 targets, especially targeting efforts to increase fixed-route ridership.

PennDOT established the following performance targets in consultation with ATA:

- Increase passengers per revenue vehicle hour by at least 2% per year on average
- Contain operating cost per revenue vehicle hour increases to no more than 3% per year on average
- Increase operating revenue per revenue vehicle hour by at least 2% per year on average
- Contain operating cost per passenger trip increases to no more than 1% per year on average

Future year targets are based on the most recently available fiscal year-end data (i.e., FYE 2018). FYE 2018 operating statistics reflect ATA’s first year operating the Southern Division (i.e., former DuFAST service). ATA should work to achieve these targets, shown in **Exhibit 6**, over the next five years to ensure continued eligibility for full Section 1513 funding.

Exhibit 6: FYE 2022 Act 44 Performance Targets

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2017 Actual	2018 Actual	2023 Target	
Passengers / Revenue Vehicle Hour	6.09	5.62	6.20	2.0%
Operating Cost / Revenue Vehicle Hour	\$75.31	\$72.40	\$83.93	3.0%
Operating Revenue / Revenue Vehicle Hour	\$10.16	\$8.67	\$9.57	2.0%
Operating Cost / Passenger	\$12.37	\$12.88	\$13.54	1.0%

FUNCTIONAL REVIEW

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

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

Elements to Address in the Action Plan are recommendations which have the potential to maximize productivity, to control operating costs, and to achieve optimum revenue levels to enhance the system's future performance for one or more of the Act 44 fixed-route performance factors. For the convenience of ATA, Action Plan templates are provided in **Appendix C: Action Plan Template** (see pg. 38). Some actions will be quickly implementable while others may take several discrete steps to achieve over a more extended period. The template provides a simple-to-follow order of key findings of this report that must be addressed in the Action Plan.

OPPORTUNITIES TO INCREASE FIXED-ROUTE RIDERSHIP

BEST PRACTICE

1. ATA features a chat box on the website for interactive customer service. Customers are asked to provide their name, email, phone number, and write-in a question. During hours of operation the chat box displays a "We are here!" message to inform customers that live help is available. During hours of non-operation, customers are still able to leave a question that customer service staff will address during business hours.

ELEMENTS TO ADDRESS IN PART 1 OF THE ACTION PLAN (P. 38)

1. ATA developed a strategic marketing and communications plan in response to the 2018-2023 strategic plan. As it currently stands, the strategic marketing and communications plan outline agency activities in three areas: research and development, internal marketing, and promotions. Although the plan is thorough in activities, it does not distinguish marketing goals or activities by type of ATA service.

Given ATA's large service area and fixed-route and deviated fixed-route service markets, ATA should **update the marketing and communications plan with targeted goals and activities specific to ATA operating divisions and service**. This approach should target marketing activities to specific ridership markets and demonstrate return on investment (ROI) for marketing dollars spent.

OPPORTUNITIES TO INCREASE FIXED-ROUTE REVENUES

BEST PRACTICE

1. None.

ELEMENTS TO ADDRESS IN PART 2 OF THE ACTION PLAN (P. 38)

1. ATA has facilities across its service area that include an administrative office and heavy-duty maintenance shop in Johnsonburg, maintenance shops in DuBois and Bradford, and transfer centers in St. Marys and Punxsutawney. Some ATA facilities have available space with revenue-generating potential. ATA should **continue to work with local partners to lease out available space at existing facilities (e.g., transfer centers, etc.) to generate additional revenue.**
2. Many ATA vehicles operate in both fixed-route and DAS modes. ATA generates financial reports from Ecolane and Transview that require a manual interpretation to reconcile passenger fares. Management should **develop a quality assurance/quality control protocol to ensure that data-driven processes like farebox reconciliation are accurate.** This will help verify that operating statistics are correctly reported.

OPPORTUNITIES TO CONTROL OPERATING COSTS

BEST PRACTICE

1. After consolidating with DuFAST in 2017, ATA used bus wrap advertising to cover former DuFAST branding on vehicles. The decision to use bus wraps is a cost-effective short-term way to integrate branding without having to incur the cost of repainting DuFAST's fleet.

ELEMENTS TO ADDRESS IN PART 3 OF THE ACTION PLAN (P. 38)

1. ATA maintains a fleet of vehicles with different makes and models intended to meet the needs of ATA's large and diverse service area. However, maintaining a diverse fleet increases parts inventory and maintenance training requirements. ATA should **periodically assess its fleet requirements and identify opportunities to make the fleet as homogenous as possible** within its customer service requirements.

OTHER OPPORTUNITIES TO IMPROVE PERFORMANCE

BEST PRACTICES

1. The Board provides the Executive Officer with performance goals (e.g., Act 44 performance targets, staff, maintenance, etc.) at each meeting. These goals are relayed to management by the Executive Officer. This targeted approach helps to ensure that the appropriate staff members are involved when addressing performance goals (e.g., executive management for staff turnover, maintenance department for road calls, operations for on-time performance etc.).

2. ATA has three operating divisions that report to the Chief Operations Officer. Division managers are trained to fill in for short-term absences for each operating division. This approach ensures that ATA can maintain operations during periods of unexpected absences.

ELEMENTS TO ADDRESS IN PART 4 OF THE ACTION PLAN (P. 39)

1. ATA has short-term succession planning and cross-training in place for division managers to address emergency needs. While ATA appears to have a longer-term strategy for promoting from within to fill key positions vacated through retirement or other attrition, it is critical that there is a plan to replace internal promotions with additional qualified and prepared staff. To address this concern, ATA should **develop a long-term staffing strategy that identifies key positions that are likely to be vacated within the next five years and develop targeted recruitment strategies to attract and retain additional talent to fill positions.**
2. ATA does not have full video coverage on its fixed-route fleet. Video coverage can provide liability protection against unwarranted claims and serve as an effective tool to follow up on customer service complaints. ATA should **assess the feasibility of placing cameras on all of its fleet as an interim security improvement** pending longer-term ITS improvements that will coincide with PennDOT's FRITS implementation and ATA's normal fleet replacement cycle.
3. ATA does not appear to have a long-term capital replacement and rehabilitation schedule for major capital purchases. This practice occasionally leads to the need for emergency replacements of capital assets. ATA should **establish a capital asset replacement cycle for anything over \$5,000 in value and work with PennDOT staff to incorporate this information into the Capital Planning Tool (CPT).** This recommendation is consistent with the new FTA model of "predict and prevent" rather than "find and fix" capital planning.

FINANCIAL REVIEW

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

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

HIGH-LEVEL INDICATORS OF FINANCIAL HEALTH

As shown in **Exhibit 7**, ATA has 34.6% in total carryover subsidies to total annual operating cost as of FYE 2018. These reserves provide liquidity in case of unexpected cost increases. ATA received their required local match to 1513 state operating subsidy.

ATA has no accounts payable and negligible receivable amounts over 90 days. ATA maintains a \$390,000 line of credit. There was no outstanding balance as of FYE 2018.

TOTAL PUBLIC TRANSPORTATION OPERATIONAL EXPENDITURES AND FUNDING

ATA operating budget increased from \$7.5 million in FYE 2014 to approximately \$8.6 million in FYE 2018 (**Exhibit 8**). Approximately 41.7% of ATA's operational expenses are for fixed-route services. The remaining operational expenses (58.3%) are for paratransit and vanpool service, as shown in **Exhibit 9**.

Agency-wide operating funds come from a variety of sources including state funds, federal funds, local funds, and passenger fares. Subsidy allocation for rural agencies is determined at the state level where the use of state funds to leverage additional federal funds is maximized across the Commonwealth to meet rural agency needs. State subsidies are the largest share of income for ATA, accounting for 81.7% of total operating income (**Exhibit 10**). Local subsidies and revenues are the remaining funding sources, representing approximately 18.3% of total operating income (**Exhibit 11**).

Exhibit 7: High-Level Financial Indicators

FYE 2017 Indicator	Value	Assessment Criteria / Rationale	Source
Total Carryover Subsidies / Annual Operating Cost	34.6%	Combined target 25%+. This provides liquidity to account for unexpected cost increases or service changes without the need to incur interest fees from loans.	FYE 2018 Audit
Credit available/ Annual Payroll	0.0%	Only necessary if combined carryover subsidies are less than 25% of annual. This ensures that the agency maintains sufficient cash flow/liquidity to pay all current bills.	FYE 2018 Audit and PennDOT dotGrants
Actual Local Match / Required Match	100.0%	Target 100%+. Local match that exceeds required minimums gives a transit agency flexibility to change service, to accommodate unexpected cost changes and make capital investments.	PennDOT dotGrants 2018
Accounts Payable (AP) 90+ days	0.0%	Target should be 0% over 90 days. Larger values indicate cash flow concerns.	ATA reported value
Accounts Receivable (AR) 90+ days	0.0%	Target should be 0% over 90 days. Larger values can cause cash flow problems.	ATA reported value
Debt / Annual Operating Cost	0.0%	Target should be 0%. Low debt amounts reduce borrowing costs.	FYE 2018 Audit

Exhibit 8: Public Transportation Operating Expense by Service Type

Service Type (In Millions)	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Fixed Route	\$3.0	\$2.8	\$2.3	\$2.9	\$3.6
Paratransit	\$4.5	\$4.5	\$4.5	\$4.5	\$5.0
Vanpool	\$0.1	\$0.0	\$0.0	\$0.0	\$0.0
Total*	\$7.5	\$7.4	\$6.9	\$7.4	\$8.6

* May not add due to rounding.

Exhibit 9: Public Transportation Operating Expense Trends by Service Type

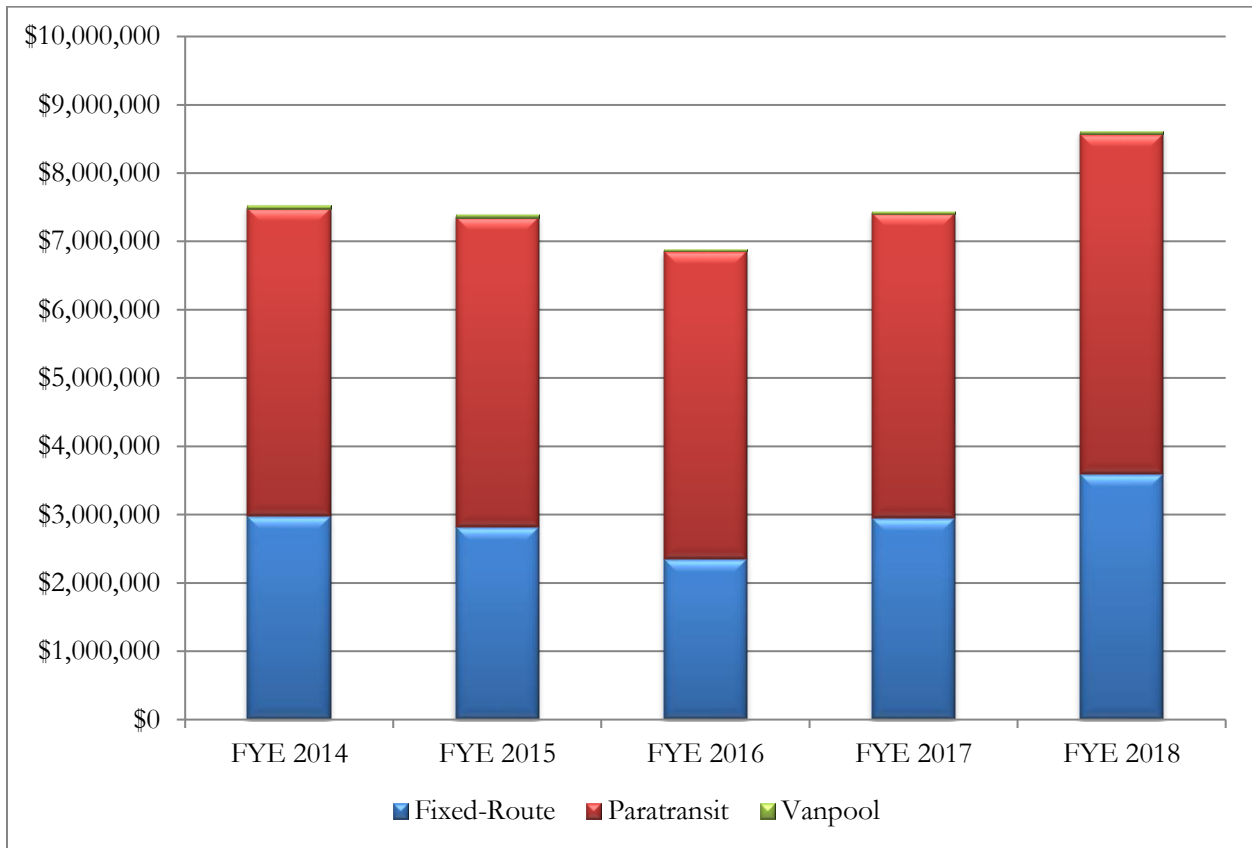
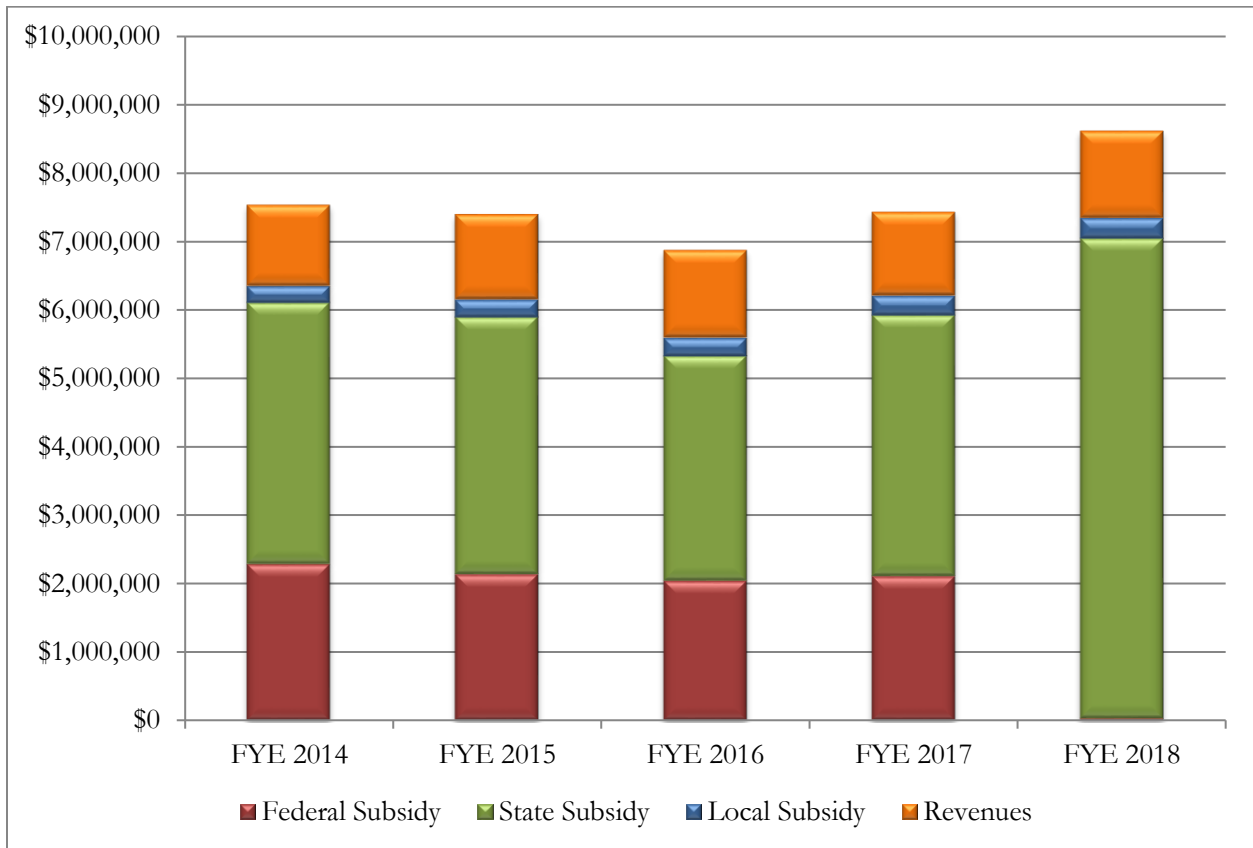


Exhibit 10: Percent of Total Public Transportation (Fixed-Route + Paratransit + Vanpool) Operating Budget by Funding Source

Funding Source	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Federal Subsidy	30.3%	28.8%	29.7%	28.4%	0.4%
State Subsidy	50.7%	50.8%	47.7%	51.3%	81.3%
Local Subsidy	3.3%	3.5%	4.0%	3.9%	3.5%
Revenues	15.7%	16.8%	18.6%	16.5%	14.7%
Local Subsidy / State Subsidy	6.5%	7.0%	8.4%	7.6%	4.4%

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



FIXED-ROUTE FUNDING

ATA's fixed-route funding comes from general revenues and government subsidies. Direct passenger fares represent between 4.0% and 6.4% of total operating funding (**Exhibit 12**).

ATA operated using current year funding with \$2,185,377 in Act 44 (1513) state carryover funds. ATA had \$797,149 in local carryover funds available in FYE 2018.

Exhibit 12: Fixed-Route Funding

Funding Source	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Revenues					
Passenger Fares	\$154,608	\$150,072	\$150,116	\$146,793	\$143,479
Advertising	\$0	\$0	\$31,216	\$11,022	\$11,022
Charter	\$0	\$0	\$0	\$0	\$0
Route Guarantees	\$193,424	\$215,092	\$224,902	\$228,102	\$261,692
Other- (Insurance Dividend)	\$47,079	\$0	\$0	\$0	\$0
Other- (Interest/Investment Income)	\$0	\$409	\$304	\$1,764	\$0
Other- (Fuel Tax Rebate)	\$12,422	\$0	\$0	\$0	\$0
Other- (Rental Income)	\$6,781	\$13,280	\$12,613	\$10,053	\$14,099
Other- (Adjust. Insurance/Fuel Rebate)	(\$59,201)	\$0	\$0	\$0	\$0
Subtotal	\$354,813	\$378,853	\$419,151	\$397,734	\$430,292
Subsidies					
Federal Operating Grant	\$589,500	\$838,924	\$431,670	\$828,726	\$0
Act 44 (1513) State Prior	\$338,585	\$499,384	\$429,466	\$1,083,583	\$2,753,201
Act 44 (1513) State Current	\$1,571,448	\$959,416	\$952,639	\$487,249	\$257,885
Municipal Prior	\$0	\$0	\$0	\$0	\$0
Municipal Current	\$84,722	\$104,657	\$75,880	\$115,161	\$117,111
Act 44 (1513) Private	\$0	\$0	\$0	\$0	\$0
Special – (Monroe Township)	\$36,342	\$36,342	\$36,342	\$36,342	\$36,342
Subtotal	\$2,620,597	\$2,438,723	\$1,925,997	\$2,551,061	\$3,164,539
Total Funding	\$2,975,410	\$2,817,576	\$2,345,148	\$2,948,795	\$3,594,831
Passenger Fares/ Total Funding	5.2%	5.3%	6.4%	5.0%	4.0%

Source: PennDOT dotGrants Reporting System.

PARATRANSIT FUNDING

Paratransit funding accounts for 58.3% ATA's operating budget and consists of other Department Approved Services (DAS) and vanpool service. Government subsidies, as well as passenger fares, are used to finance DAS operating costs. (Exhibit 13). Funding for DAS increased from \$4,507,850 in FYE 2014 to \$4,975,347 in FYE 2018.

Total DAS passenger trips decreased from 159,110 trips in FYE 2014 to 156,316 trips in FYE 2018 (Exhibit 14).

Exhibit 13: Other Department Approved Service (DAS) Funding by Source

Category	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Revenues					
Passenger Fares	\$126,968	\$99,498	\$79,563	\$125,171	\$99,512
Advertising	\$0	\$0	\$0	\$0	\$0
Lottery	\$284,131	\$300,473	\$285,691	\$281,052	\$289,232
PwD Reimbursement	\$124,233	\$133,229	\$131,897	\$133,128	\$141,124
PwD Passenger Fares	\$0	\$24,154	\$23,661	\$24,150	\$25,572
AAA	\$5,180	\$7,814	\$846	\$2,528	\$3,589
MH/MR	\$158,807	\$183,750	\$226,985	\$176,500	\$157,828
W2W	\$0	\$0	\$0	\$0	\$0
MATP	\$41,255	\$29,560	\$31,699	\$31,162	\$41,207
Other- (Various Agencies)	\$47,413	\$59,434	\$50,976	\$23,172	\$60,243
Other- (Insurance Dividend)	\$80,376	\$0	\$0	\$0	\$0
Other- (Interest Income)	\$1,151	\$613	\$1,030	\$2,645	\$0
Other- (Lease Income)	\$0	\$0	\$0	\$0	\$0
Other- (Fuel Tax Income)	\$24,068	\$0	\$0	\$0	\$0
Other- (Rental Income)	\$13,139	\$6,640	\$6,307	\$5,027	\$0
Other- (Adjust. Insurance/Fuel Rebate)	(\$104,444)	\$0	\$0	\$0	\$0
Subtotal	\$802,277	\$845,165	\$838,655	\$804,535	\$818,307
Subsidies					
Federal Operating Grant	\$1,660,500	\$1,258,385	\$1,131,185	\$1,243,089	\$0
Act 44 (1513) State Prior	\$967,015	\$749,076	\$1,125,408	\$1,630,599	\$782,316
Act 44 (1513) State Current	\$913,598	\$1,523,405	\$770,481	\$608,656	\$3,186,634
Act 44 (1513) Private	\$0	\$0	\$0	\$0	\$0
Municipal Prior	\$0	\$0	\$0	\$0	\$0
Municipal Current	\$164,460	\$156,984	\$198,843	\$173,298	\$188,090
Special- (5311 Carried Forward)	\$0	\$0	\$0	\$0	\$0
Special- (State)	\$0	\$0	\$0	\$0	\$0
Special- (State)	\$0	\$0	\$444,042	\$0	\$0
Subtotal	\$3,705,573	\$3,687,850	\$3,669,959	\$3,655,642	\$4,157,040
Total Funding	\$4,507,850	\$4,533,015	\$4,508,614	\$4,460,177	\$4,975,347

Source: PennDOT dotGrants Reporting System.

Exhibit 14: DAS Operating Statistics (FYE 2014 – FYE 2018)

Operating Category	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Paratransit Operating Statistics					
Senior (Lottery) Trips	59,045	59,431	57,412	57,217	59,868
PwD Trips	22,753	23,050	23,377	22,842	23,944
Other (DAS) Trips	77,312	78,570	82,693	79,922	72,504
Total DAS Passenger Trips	159,110	161,051	163,482	159,981	156,316
Total Miles	794,035	823,520	837,258	829,918	838,957
Total Hours	68,658	69,206	69,459	69,772	66,105

Source: PennDOT dotGrants Reporting System.

ATA's vanpool program started in 2013. Passenger fares in addition to state subsidies are used to finance the vanpool program (**Exhibit 15**). Passenger fares account between 40.8% and 98.0% of total vanpool funding. Total vanpool passenger trips increased from 8,492 in FYE 2014 to 8,519 in FYE 2018 (**Exhibit 16**).

Exhibit 15: Vanpool Funding Source (FYE 2014 – FYE 2018)

Category	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Revenues					
Passenger Fares	\$20,848	\$21,135	\$21,002	\$21,515	\$21,318
Other- (Fuel Tax Rebate)	\$2,329	\$0	\$0	\$0	\$0
Other –	\$0	\$0	\$0	\$0	\$0
Other –	\$0	\$0	\$0	\$0	\$0
Subtotal	\$23,177	\$21,135	\$21,002	\$21,515	\$21,318
Subsidies					
Federal Operating Grant	\$0	\$0	\$0	\$0	\$0
Act 44 (1513) State Prior	\$27,895	\$0	\$0	\$0	\$0
Act 44 (1513) State Current	\$0	\$27,805	\$3,943	\$3,435	\$25,033
Municipal Prior	\$0	\$0	\$0	\$0	\$0
Municipal Current	\$0	\$0	\$0	\$0	\$0
Subtotal	\$27,895	\$27,805	\$3,943	\$3,435	\$25,033
Total Funding	\$51,072	\$48,940	\$24,945	\$21,950	\$46,351
Passenger Fares / Total Funding	40.8%	43.2%	84.2%	98.0%	46.0%

Source: PennDOT dotGrants Reporting System.

Exhibit 16: Vanpool Operating Statistics (FYE 2014 – FYE 2018)

Operating Category	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Paratransit Operating Statistics					
Total Vanpool Trips	8,492	8,350	8,794	8,629	8,519
Total Miles	36,999	42,941	45,207	44,275	43,717
Total Hours	1,043	1,217	1,271	1,237	1,254
VOMS	3	3	3	3	3

Source: PennDOT dotGrants Reporting System.

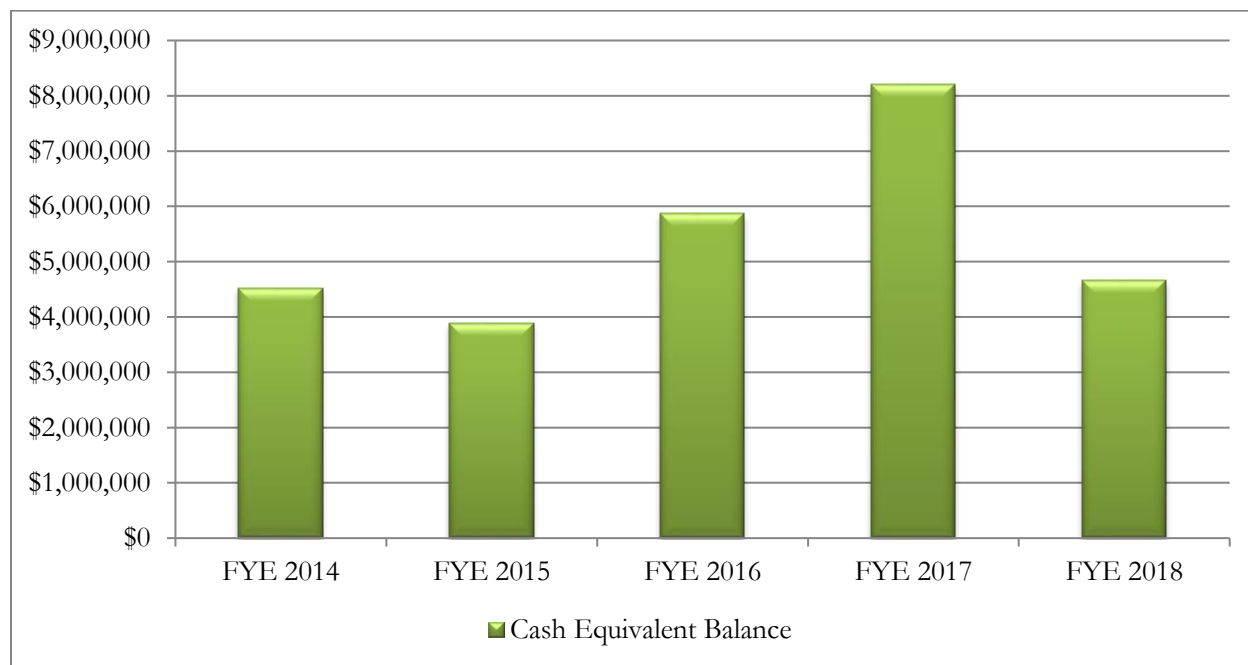
BALANCE SHEET FINDINGS

Review of balance sheets from ATA shows that since FYE 2015, the agency increased available cash on hand (**Exhibit 17** and **Exhibit 18**). Net current cash equivalent balance reported as of FYE 2018 was \$4,654,521. ATA maintains a balance of cash and restricted cash to 54.0% of total operating expenses as of FYE 2018. Accounts payable have increased from a low of \$152,992 in FYE 2014 to \$331,549 in FYE 2018. ATA maintains a \$390,000 line of credit. There was no outstanding balance as of FYE 2018.

Exhibit 17: Balance Sheet Summary (FYE 2014 – FYE 2018)

Balance Sheet Report	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Current Assets					
Cash Equivalent Balance	\$4,525,489	\$3,892,345	\$5,871,962	\$8,202,978	\$4,654,521
Investments	\$0	\$0	\$0	\$0	\$0
Grant Receivable (incl. capital)	\$1,515,267	\$2,738,275	\$1,688,378	\$845,003	\$3,938,636
Other Accounts Receivable	\$163,561	\$196,576	\$237,275	\$267,910	\$305,546
Restricted Assets: Cash	\$0	\$0	\$0	\$0	\$0
Inventory Value	\$666,337	\$650,069	\$670,921	\$737,076	\$810,901
Pre-paid Expenses	\$165,366	\$184,917	\$151,840	\$177,434	\$169,729
Current Liabilities					
Accounts Payable	\$152,992	\$205,235	\$273,415	\$359,295	\$331,549
Accrued Expenses	\$1,187,709	\$1,254,822	\$710,677	\$239,658	\$316,955
Deferred Revenue	\$2,280,154	\$2,968,078	\$4,468,354	\$4,587,177	\$3,914,682
Line of Credit	\$0	\$0	\$0	\$0	\$0
Current Maturities of Long-term Debt	\$0	\$0	\$0	\$38,409	\$112,191
Total Operating Expense					
(Cash & Rest. Cash)/Total Op. Exp.	58.8%	52.6%	85.4%	110.3%	54.0%
Line of Credit/Annual Payroll	0.0%	0.0%	0.0%	0.0%	0.0%
Current Assets	\$7,036,020	\$7,662,182	\$8,620,376	\$10,230,401	\$9,879,333
Current Liabilities	\$3,620,855	\$4,428,135	\$5,452,446	\$5,224,539	\$4,675,377
Net Current Assets	\$3,415,165	\$3,234,047	\$3,167,930	\$5,005,862	\$5,203,956

Source: Annual Audit Reports and dotGrants

Exhibit 18: End-of-Year Cash Balance (FYE 2014 – FYE 2018)**ASSESSMENT**

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

- ATA had \$797,149 in carryover local funds and \$2,185,377 in carryover state funds
- Combined carryover subsidies amount to 34.6% of total operational funding
- ATA received its full local match as required by Act 44
- ATA maintains a balance of cash and restricted cash equal to 54.0% of total operating expenses
- ATA's operating budget increased from of \$6.6 million in FYE 2013 to \$8.6 million in FYE 2018
- Current assets exceed current liabilities
- Accounts payable and receivable amounts are negligible
- ATA maintains a \$390,000 line of credit, there was no outstanding balance as of FYE 2018

Management should continue taking appropriate actions to manage costs, achieve farebox recovery goals, and maintain cash reserves to preserve ATA's overall financial health.

APPENDIX A: DATA ADJUSTMENTS

From FYE 2011 through FYE 2014, ATA received rebates in the form of insurance dividends from SAFIT and fuel tax rebates for fixed-route and non-fixed route service (DAS). These rebates were recorded as revenue. Fixed-route and non-fixed-route (DAS) revenues were offset by insurance dividends and operating costs were adjusted accordingly. A summary of these adjustments is provided below:

Fixed-Route	FYE 2011	FYE 2012	FYE 2013	FYE 2014
Revenue	\$180,114	\$249,160	\$284,545	\$414,314
Adjustment (Insurance Dividend/Fuel Tax Rebate)	(\$14,432)	(\$23,047)	\$(39,777)	\$(59,501)
Adjusted Revenue	\$165,682	\$226,113	\$244,768	\$354,813
Operating Cost	\$1,763,412	\$2,226,795	\$2,935,184	\$3,034,911
Adjustment (Insurance Dividend/Fuel Tax Rebate)	(\$14,432)	(\$23,047)	\$(39,777)	\$(59,501)
Adjusted Operating Cost	\$1,748,980	\$2,203,748	\$2,895,407	\$2,975,410

Non-Fixed-Route (DAS)	FYE 2011	FYE 2012	FYE 2013	FYE 2014
Revenue	\$744,637	\$679,447	\$859,776	\$906,721
Adjustment (Insurance Dividend/Fuel Tax Rebate)	(\$28,824)	(\$34,594)	(\$51,075)	(\$104,444)
Adjusted Revenue	\$715,813	\$644,853	\$808,701	\$802,277
Operating Cost	\$3,212,827	\$3,271,202	\$3,754,150	\$4,612,294
Adjustment (Insurance Dividend/Fuel Tax Rebate)	(\$28,824)	(\$34,594)	(\$51,075)	(\$104,444)
Adjusted Operating Cost	\$3,184,003	\$3,236,608	\$3,703,075	\$4,507,850

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

Act 44 Performance Metrics	FYE 2011	FYE 2012	FYE 2013	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Passenger/RVH	4.71	4.60	6.88	7.06	6.92	6.41	6.09	5.62
Revenue/RVH	\$6.02	\$6.96	\$6.55	\$9.21	\$9.87	\$10.85	\$10.16	\$8.67
Operating Cost/RVH	\$63.53	\$67.86	\$74.52	\$74.61	\$73.38	\$60.72	\$75.31	\$72.40
Operating Cost/Passenger	\$13.48	\$14.74	\$10.83	\$10.56	\$10.60	\$9.47	\$12.37	\$12.88

APPENDIX B: 2013 PERFORMANCE REVIEW ACTION PLAN ASSESSMENT

Last Updated March 18, 2015

Category	Suggested Action	Corrective Action	Observation
1. Ridership	Monitor productivity and efficiency by route	Estimated completion: 8/1/16	Currently reevaluating service evaluation processes. Ongoing.
1. Ridership	Redesign passenger survey	Estimated completion: 9/1/15	Exploring use of PPTA Passenger Survey. If inadequate, survey redesign will begin during the third quarter of FY15.
1. Ridership	Continue to work with DuFAST to coordinate and publicize transfer opportunities	Completed 7/1/14	ATA has listed all of the DuFAST stops on its website as an attachment to the scheduled services ATA has operating in and out of the DuFAST service area.
3. Operating Cost	Conduct periodic finance analyses of special service offerings	Estimated completion: Ongoing	Completed and ongoing. Whenever the Authority receives a request to add services that exceed capacity, the Director of Accounting reviews the requests and determines what revenue is needed to cover the additional service. This occurs occasionally. Attached is a description of a recent request and how the revenue required is determined.

Category	Suggested Action	Corrective Action	Observation
3. Operating Cost	Periodic evaluation of cost/benefits of leasing vs. purchasing tires	Completed 7/1/14	Based upon miles traveled and diversity of fleet, leasing vendors could not compete with current pricing with state contracts purchase rates.
3. Operating Cost	ATA should evaluate the cost of the 30-minute policy, its experience with running repairs and perform a cost/benefit assessment of the policy in its effects to determine an optimal spare ratio policy	Estimated completion: 7/1/15	At the time the spare ratio tool was completed, two response time windows were considered: 15 and 30 minutes. The 15-minute window was considered more cost effective and given severe weather conditions for the elderly and disabled who frequently use public transportation, the outside window of opportunity to avoid hypothermia or heat exhaustion. For this reason, ATA argues that a longer response time puts patrons at an unreasonable risk.
3. Operating Cost	Competitively bid solicitor contract	Estimated completion: 5/1/15	Quotation package currently developed for release
3. Operating Cost	Re-evaluate registering farebox potential	Completed 11/17/14	Registering farebox process at \$18k a piece at \$1.7m total project purchase price. This is not a cost-effective purchase. Approximately 56% of the transportation revenue for fixed routes are “route guarantees”.

Category	Suggested Action	Corrective Action	Observation
			<p>These revenues are invoiced directly and do not go through the fareboxes. As a result, registering fareboxes are not a cost-effective purchase given the purchase price and potential ongoing maintenance and in-service break-down issues. A more effective solution is to keep the manual fareboxes and implement smartcard technology that provides data to assist not only in collection of fare but in validating ridership. In general, the transit industry is trying to move toward smart card technology to avoid the cost and down-time of automated fareboxes. This seems to be a less wise option.</p>
<p>4. Other</p>	<p>Provide meeting agenda</p>	<p>Completed 5/21/14</p>	<p>With hopes to consolidate by Summer 2015 with ATA, the future status of ATA is still unknown at this time. Decisions regarding any changes to the current public transit system, customers & staff will be on hold until consolidation is finalized.</p>
<p>4. Other</p>	<p>Explore online access to Board materials</p>	<p>Completed 5/21/14</p>	<p>Not all Board Members have access to the internet or have limited bandwidth.</p>

Category	Suggested Action	Corrective Action	Observation
4. Other	Create formal mechanisms for feedback from public	Completed 2/18/15	RRTAC Blog completed.
4. Other	Hold annual public meeting before Board meeting to adopt budget	Completed 5/9/14	Completed first public meeting during May 9, 2014. This will be an annual event.
4. Other	Review/adopt revised standards	Estimated completion: 8/1/15	Completed draft for consideration by the Board – First adoption of redesigned standards will be prior to 7/1/15
4. Other	Publish/post meeting minutes	Completed 5/21/14	Information on meeting minutes and agendas are currently in a pull-down under the “home” button called ATA Docs. Requests for website design revisions have been submitted and designer is working on revamping a section for Board meetings and minutes.
4. Other	Establish departmental performance targets	Estimated completion: 10/1/14	Completed first draft of departmental performance targets. Adoption pending Board action anticipated at annual meeting (April 2015).
4. Other	Establish advisory committee (RRTAC)	Completed 2/18/15	RRTAC Blog is final. Board reviewed process at February 2015 meeting. Membership invitations are currently in process.

Category	Suggested Action	Corrective Action	Observation
4. Other	Measure, track, and report on-time performance	Estimated completion: 1/1/15	Investigating new technology to improve the accuracy of the Authority's on-time performance monitoring system. Since ATA has been informed that no funding will be provided for this effort, we are engaged with the statewide procurement effort for fixed route software. ATA Director of IS&T is participating in this effort at the statewide level.
4. Other	Measure performance of marketing plan vs. goals	Estimated completion: 8/1/14	The format for reporting progress is completed.
4. Other	Conduct a non-rider survey	Completed 12/9/14	A general non-rider survey was completed through the North Central RPO Human Service Transportation Coordination Study. The results of which are being adopted by the North Central Board in their December Board of Directors meeting. The transportation survey is conducted once every five years.
4. Other	Update Board policies on Performance Standards & monitor routes/services to Board Policy standards	Estimated completion: 8/1/15	A discussion has been initiated with the Policy committee regarding the revamping of Policy 309.
4. Other	Reevaluate use of CNG equipment as an alternative fuel	Estimated completion: 8/1/15	Study underway

Category	Suggested Action	Corrective Action	Observation
4. Other	Document service expansion processes. Refine/establish goals for new service expansion.	Estimated completion: 10/1/15	Ongoing
4. Other	Provide budget documentation to Board seven days before Board meeting scheduled to adopt	Completed 5/21/14	
4. Other	Examine the potential of web-based Board meetings	Completed 5/21/14	
4. Other	Periodically schedule PPTA Board training	Ongoing	ATA Board/Staff presentation by Jim Brock on PPTA board training. Process underway.
4. Other	Review and update succession plans	Estimated completion: 7/1/15	Ongoing
4. Other	Conduct annual employee satisfaction survey	Estimated completion: 7/1/15	HR Coordinator shall provide opportunities for personal interviews with staff to provide feedback on their satisfaction and to address areas of particular interest to the employee with ATA management through the HR Coordinator. The process to begin FY 2016.
4. Other	Evaluate on-vehicle audio recording potential	Completed 11/21/14	Solicitor advisement against implementation with SAFTI legal counsel concurring.

Category	Suggested Action	Corrective Action	Observation
4. Other	Conduct first responder training	Estimated completion: 1/1/15	50% completed. Still coordinating dates with local units to complete onsite training. Given the breadth of the service area, this has been difficult to coordinate.
4. Other	Develop a formal emergency preparedness plan	Estimated completion: 10/1/14	95% completed. Need to finalize first responder training.
4. Other	Announce meetings on the website	Completed 5/21/14	
4. Other	Consider having all senior staff periodically present to the Board	Completed 5/21/14	

APPENDIX B: PEER COMPARISONS

Comparison of ATA with the selected peer systems was completed using NTD-reported data and PennDOT dotGrants Legacy statistics. Due to its consistency and availability for comparable systems, the NTD FYE 2016 Reporting Year database was selected as the primary data source used in the calculation of the five-year trend Act 44 metrics:

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

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

- Passengers: Annual unlinked passenger boardings by mode for both directly-operated and purchased transportation
- Operating Costs: Annual operating cost of services provided (excluding capital costs) by mode for both directly-operated and purchased transportation
- Operating Revenue: Total annual operating revenue generated from farebox and other non-state, non-federal sources by mode for both directly-operated and purchased transportation
- Revenue Vehicle Hours: The total annual number of “in-service” hours of service provided by mode for both directly-operated and purchased transportation
- Average: Un-weighted linear average of all values being measured across all peer transit agencies
- Standard Deviation: Standard deviation of all values being measured across all peer transit agencies

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

- “At Risk” if more costly than one standard deviation **above** the peer average in:
 - The single-year or five-year trend for Operating Cost / Revenue Vehicle Hour
 - The single-year or five-year trend for Operating Cost / Passenger
- “At Risk” if performing worse than one standard deviation **below** the peer group average in:
 - The single-year or five-year trend for Passengers / Revenue Vehicle Hour
 - The single-year or five-year trend for Operating Revenue / Revenue Vehicle Hour

Passengers / Revenue Vehicle Hour

Passengers / Revenue Hour (MB)					
System	FYE 2016 Single Year		5 Year Change Since FYE 2011		
	Value	Rank of 9	2011 Value	Annual Rate	Rank of 9
Endless Mountains Transportation Authority	6.45	7	4.57	7.12%	1
Link Transit	11.71	3	11.83	-0.20%	7
Pee Dee Regional Transportation Authority	7.26	5	5.47	5.82%	3
Santee Wateree Regional Transportation Authority	6.30	9	6.78	-1.45%	8
Fairbanks North Star Borough Transit	13.23	1	16.34	-4.14%	9
Hill Country Transit District	12.86	2	12.36	0.78%	6
Fayette Area Coordinated Transportation	6.61	6	5.43	4.02%	4
Monroe County Transportation Authority	8.25	4	7.43	2.12%	5
Area Transportation Authority of North Central PA	6.41	8	4.71	6.35%	2
<i>Average</i>	8.79		8.33	2.27%	
<i>Standard Deviation</i>	2.95		4.18	3.86%	
<i>Average – 1 Standard Deviation</i>	5.84		4.15	-1.59%	
<i>Average + 1 Standard Deviation</i>	11.73		12.51	6.13%	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Worse		Better		

Operating Cost / Revenue Vehicle Hour

Operating Cost / Revenue Hour (MB)					
System	FYE 2016 Single Year		5 Year Change Since FYE 2011		
	Value	Rank of 9	2011 Value	Annual Rate	Rank of 9
Endless Mountains Transportation Authority	\$67.96	4	\$42.99	9.59%	9
Link Transit	\$125.63	8	\$97.80	5.14%	7
Pee Dee Regional Transportation Authority	\$65.64	2	\$61.04	1.46%	5
Santee Wateree Regional Transportation Authority	\$67.94	3	\$70.10	-0.62%	3
Fairbanks North Star Borough Transit	\$126.19	9	\$124.07	0.34%	4
Hill Country Transit District	\$70.48	5	\$50.46	6.91%	8
Fayette Area Coordinated Transportation	\$72.63	6	\$60.89	3.59%	6
Monroe County Transportation Authority	\$96.16	7	\$101.19	-1.01%	1
Area Transportation Authority of North Central PA	\$60.72	1	\$63.53	-0.90%	2
<i>Average</i>	\$83.71		\$74.68	2.72%	
<i>Standard Deviation</i>	\$25.90		\$26.90	3.82%	
<i>Average – 1 Standard Deviation</i>	\$57.81		\$47.78	-1.10%	
<i>Average + 1 Standard Deviation</i>	\$109.61		\$101.58	6.54%	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Better		Better		

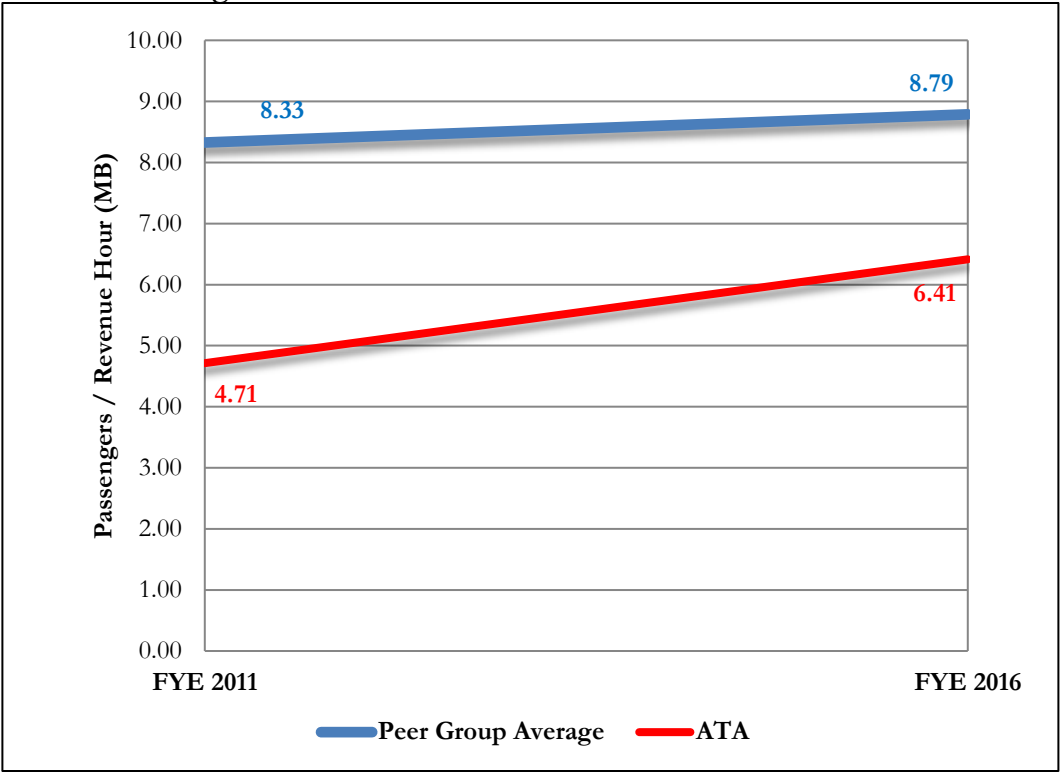
Operating Revenue / Revenue Vehicle Hour

Operating Revenue / Revenue Hour (MB)					
System	FYE 2016 Single Year		5 Year Change Since FYE 2011		
	Value	Rank of 9	2011 Value	Annual Rate	Rank of 9
Endless Mountains Transportation Authority	\$7.06	9	\$5.28	5.99%	3
Link Transit	\$9.21	6	\$10.28	-2.19%	5
Pee Dee Regional Transportation Authority	\$11.97	2	\$29.89	-16.72%	9
Santee Wateree Regional Transportation Authority	\$34.23	1	\$7.37	35.94%	1
Fairbanks North Star Borough Transit	\$9.58	5	\$15.49	-9.16%	7
Hill Country Transit District	\$7.68	8	\$7.33	0.94%	4
Fayette Area Coordinated Transportation	\$7.98	7	\$14.70	-11.50%	8
Monroe County Transportation Authority	\$10.16	4	\$11.61	-2.64%	6
Area Transportation Authority of North Central PA	\$10.85	3	\$6.02	12.52%	2
<i>Average</i>	\$12.08		\$12.00	1.47%	
<i>Standard Deviation</i>	\$8.45		\$7.64	15.71%	
<i>Average – 1 Standard Deviation</i>	\$3.63		\$4.36	-14.24%	
<i>Average + 1 Standard Deviation</i>	\$20.54		\$19.64	17.17%	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Worse		Better		

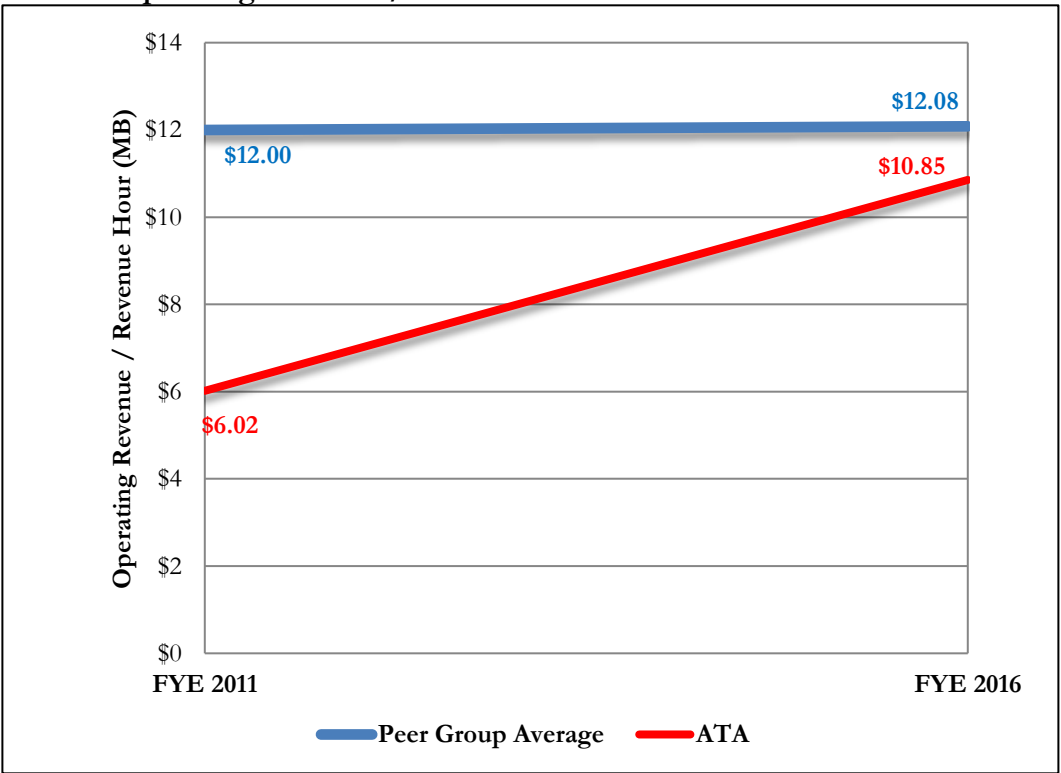
Operating Cost / Passenger

Operating Cost / Passenger (MB)					
System	FYE 2016 Single Year		5 Year Change Since FYE 2011		
	Value	Rank of 9	2011 Value	Annual Rate	Rank of 9
Endless Mountains Transportation Authority	\$10.53	5	\$9.40	2.30%	6
Link Transit	\$10.73	6	\$8.27	5.35%	8
Pee Dee Regional Transportation Authority	\$9.05	2	\$11.16	-4.12%	2
Santee Wateree Regional Transportation Authority	\$10.78	7	\$10.34	0.84%	5
Fairbanks North Star Borough Transit	\$9.54	4	\$7.59	4.67%	7
Hill Country Transit District	\$5.48	1	\$4.08	6.08%	9
Fayette Area Coordinated Transportation	\$10.98	8	\$11.21	-0.41%	4
Monroe County Transportation Authority	\$11.65	9	\$13.61	-3.06%	3
Area Transportation Authority of North Central PA	\$9.47	3	\$13.48	-6.82%	1
<i>Average</i>	\$9.80		\$9.90	0.54%	
<i>Standard Deviation</i>	\$1.82		\$3.00	4.52%	
<i>Average – 1 Standard Deviation</i>	\$7.98		\$6.90	-3.99%	
<i>Average + 1 Standard Deviation</i>	\$11.62		\$12.91	5.06%	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Better		Better		

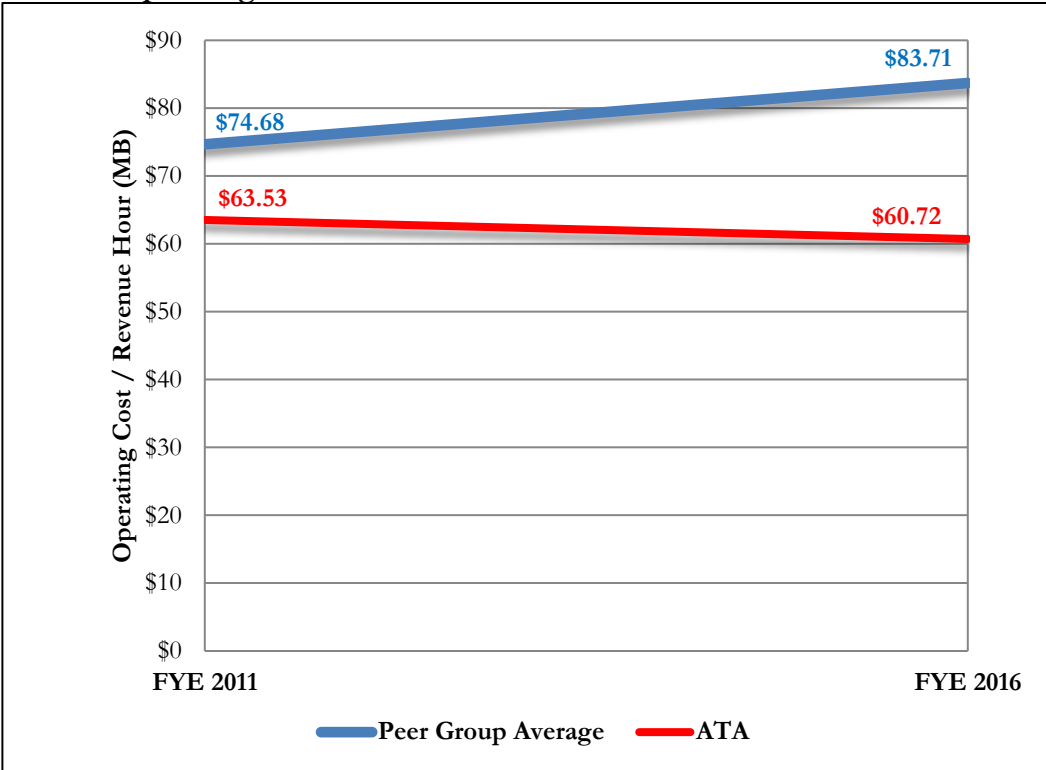
Trend – Passengers / Revenue Vehicle Hour



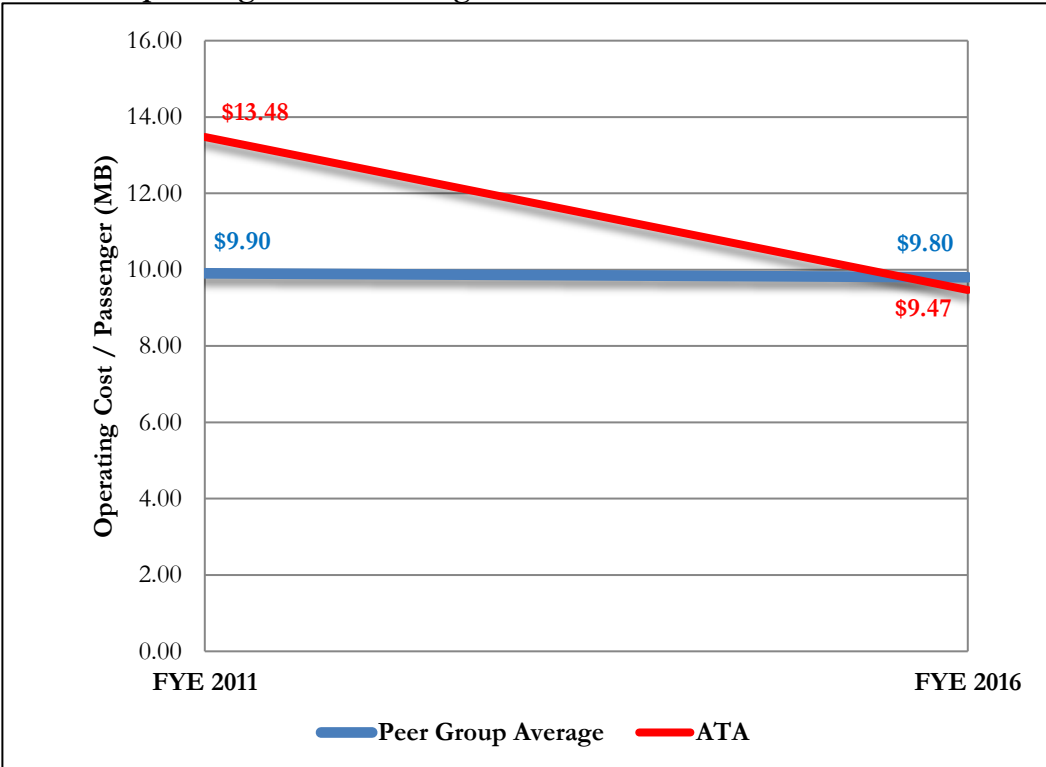
Trend – Operating Revenue / Revenue Vehicle Hour



Trend – Operating Cost / Revenue Vehicle Hour



Trend – Operating Cost / Passenger



APPENDIX C: ACTION PLAN TEMPLATE

PART 1- ACTIONS TO INCREASE PASSENGERS / REVENUE HOUR

Recommendation From narrative starting on page 11	ATA Action	Estimated Initiation Date	Estimated Completion Date
1. Update the marketing and communications plan with targeted goals and activities specific to ATA operating divisions and service.			
2. Develop targeted marketing activities specific to each fixed-route service line.			

PART 2 - ACTIONS TO INCREASE OPERATING REVENUE / REVENUE HOUR

Recommendation From narrative starting on page 12	ATA Action	Estimated Initiation Date	Estimated Completion Date
1. Work with local partners to actively promote available space at existing facilities (e.g., transfer centers, etc.) to generate ancillary revenue.			
2. Develop a quality assurance/quality control protocol to ensure that data-driven processes like farebox reconciliation are accurate.			

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

Recommendation From narrative starting on page 12	ATA Action	Estimated Initiation Date	Estimated Completion Date
1. Periodically assess and identify opportunities to make the fleet more homogenous to limit the amounts of parts and training required.			

PART 4 - OTHER ACTIONS TO IMPROVE OVERALL PERFORMANCE

Recommendation From narrative starting on page 12	ATA Action	Estimated Initiation Date	Estimated Completion Date
1. Develop a long-term staffing strategy that identifies key positions that are likely to be vacated within the next five years.			
2. Develop targeted recruitment strategies to attract and retain additional talent to fill positions.			
3. Assess the feasibility of placing cameras on its fixed-route fleet as a short-term security improvement.			
4. Establish a capital asset replacement cycle for anything over \$5,000 in value and work with PennDOT staff to incorporate into the Capital Planning Tool (CPT).			

