



CPTA Transit System Performance Review

February 19, 2021

Performance Report

Central Pennsylvania Transportation Authority d.b.a., rabbittransit

This page is intentionally blank to allow for duplex printing.

CONTENTS

List of Exhibits	ii
Public Transportation Service Summary	v
Executive Summary	vi
Important Changes Since the 2015 Performance Review	vii
2015 Performance Review Determinations and Findings	viii
2020 Performance Review Determinations and Findings	ix
2025 Performance Targets	x
Financial Review	x
Next Steps.....	x
Introduction	1
Purpose.....	1
Agency Description	2
Performance Review Process.....	5
Customer Satisfaction Survey	5
2015 Act 44 Performance Assessment	7
Prior Review Determinations and Findings.....	7
Action Plan and Performance Targets.....	7
Assessment	8
2020 Act 44 Performance Assessment	10
Peer Agency Comparisons	10
Assessment	11
2025 Performance Targets	12
Functional Review	13
Opportunities to Increase Fixed-Route Ridership.....	13
Opportunities to Increase Fixed-Route Revenues.....	14
Opportunities to Control Operating Costs.....	14
Other Opportunities to Improve Performance	15
Financial Review	17
High-Level Indicators of Financial Health	17
Total Public Transportation Operational Expenditures and Funding.....	17
Fixed-Route Funding	21
Paratransit Funding	22
Balance Sheet Findings	23
Assessment	24
Appendix A: Data Adjustments	25
Appendix B: 2015 Performance Review Action Plan Assessment	27
Appendix C: Peer Comparisons	31
Appendix D: Action Plan Template	38
Part 1 – Actions to Increase Passengers / Revenue-Hour.....	38
Part 2 – Actions to Increase Operating Revenue / Revenue-Hour.....	38
Part 3 – Actions to Reduce or Contain Operating Cost / Revenue-Hour	39
Part 4 – Other Actions to Improve Overall Performance	39

LIST OF EXHIBITS

Exhibit 1: Monthly Total Fixed-Route Passenger Trips: January 2020–August 2020.....	3
Exhibit 2: CPTA Fixed-Route Bus Service Annual Performance Trends (2015–2020)	4
Exhibit 3: Average Customer Satisfaction Score by Performance Measure	6
Exhibit 4: Previous CPTA Performance Review Act 44 Comparison Summary.....	7
Exhibit 5: 2019 CPTA Performance Targets.....	8
Exhibit 6: Current Performance Review Act 44 Peer Comparison Summary.....	10
Exhibit 7: FYE 2025 Act 44 Performance Targets.....	12
Exhibit 8: High-Level Financial Indicators	18
Exhibit 9: Public Transportation Operating Expense by Service Type (In Millions).....	18
Exhibit 10: Public Transportation Operating Expense Trends by Service Type.....	19
Exhibit 11: Percentage of Total Public Transportation (Fixed-Route + Paratransit) Operating Budget by Funding Source and Fiscal Year.....	19
Exhibit 12: Total Public Transportation (Fixed-Route + Paratransit) Operating Budget and Funding Sources by Fiscal Year.....	20
Exhibit 13: Fixed-Route Funding.....	21
Exhibit 14: Paratransit Funding by Source	22
Exhibit 15: Paratransit Operating Statistics	22
Exhibit 16: Balance Sheet Summary (FYE 2016–FYE 2020).....	23
Exhibit 17: End-of-Year Cash Balance (FYE 2016–FYE 2020).....	24

PREFACE

Pennsylvania law requires transit agency performance reviews and five-year performance targets to improve efficiency and effectiveness of service

COVID-19: Transit-dependent populations are bearing a heavy burden

Transit agencies are navigating new demands, plummeting ridership, and higher costs

PennDOT will reevaluate performance targets when long-term impacts of the pandemic are known

Act 44 of 2007 and Act 89 of 2013 increased funding for public transportation in Pennsylvania. The laws also required transit agencies to improve the efficiency and effectiveness of service delivery through increased ridership, revenue, and cost containment. PennDOT evaluates every fixed-route transit agency in the Commonwealth at least once every five years to determine how well the agency satisfies these requirements through a performance review. Act 44 also requires PennDOT to develop five-year performance targets for each agency as part of the performance review process.

During the spring of 2020, COVID-19 caused significant social and economic disruptions as people sheltered in place to limit the spread of the disease. The adverse impacts throughout the Commonwealth of Pennsylvania were profound. The health and unemployment effects of Covid-19 disproportionately impacted senior, disabled, and low-income populations. These individuals also rely heavily on public transportation to meet their essential travel needs.

The impacts of COVID-19 on the public transportation industry were also numerous. Ridership decreased by more than 90 percent at some agencies during April 2020—the height of the pandemic in Pennsylvania. Revenues dropped as agencies opted to waive fares to limit bus driver interactions and possible disease transmission from the handling of tickets and currency. Agencies increased the frequency and extent of bus cleaning, causing higher operating costs. Some agencies furloughed drivers as they reduced service in response to plummeting passenger demand.

While transit agencies have begun to stabilize from the initial impacts of COVID-19, the long-term effects remain unknown. Social distancing guidelines could cause transit agencies to limit the number of passengers on buses and rail for years. Ridership, revenue, and operating cost trends used to develop this transit performance review report, including five-year performance targets, rely on information that predates the pandemic. PennDOT will continue to monitor the impacts of COVID-19 and reassess the transit agency's five-year performance targets when the long-term effects of the epidemic become known. If the performance targets are revised, they will be published as an addendum to this report.

This page is intentionally blank to allow for duplex printing.

PUBLIC TRANSPORTATION SERVICE SUMMARY
Fiscal Year 2019-2020

Agency	Central Pennsylvania Transportation Authority (d.b.a. CPTA, rabbittransit)		
Year Founded	1974		
Reporting Fiscal Year End (FYE)	2020		
Service Area (square miles)	1,433		
Service-Area Population	537,169		
Annual Operating Statistics*	Fixed-Route	Paratransit (ADA + Shared-Ride)	Total (Fixed-Route + Paratransit)
Vehicles in Maximum Service (VOMS)	43	145	188
Operating Cost	\$12,462,867	\$5,550,833	\$18,013,700
Operating Revenues	\$1,378,894	\$6,234,806	\$7,613,700
Operating Subsidies	\$11,081,653	\$1,706,018	\$12,787,671
Total (Actual) Vehicle-Miles	1,763,742	4,130,736	5,894,478
Revenue Miles of Service (RVM)	1,608,263	N/A	N/A
Total Vehicle-Hours	129,032	215,055	344,087
Revenue Vehicle-Hours (RVH)	117,453	N/A	N/A
Total Passenger Trips	1,318,485	363,542	1,682,027
Senior Passenger (Lottery) Trips	182,163	223,895	406,058
Act 44 Performance Statistics			
Passengers / RVH	11.23	N/A	N/A
Operating Cost / RVH	\$106.11	N/A	N/A
Operating Revenue / RVH	\$11.74	N/A	N/A
Operating Cost / Passenger	\$9.45	\$15.27	\$10.71
Other Performance Statistics			
Operating Revenue / Operating Cost	11.06%	112.32%	42.27%
Operating Cost / Total Vehicle-Hours	\$96.59	\$25.81	\$52.35
Operating Cost / Total Vehicle-Miles	\$7.07	\$1.34	\$3.06
Total Passengers / Total Vehicle-Hours	10.22	1.69	4.89
Operating Cost / RVM	\$7.75	N/A	N/A
RVM / Total Vehicle-Miles	91.18%	N/A	N/A
RVH / Total Vehicle-Hours	91.03%	N/A	N/A
Operating Subsidy / Passenger Trip	\$8.41	-\$1.88	\$6.18

*Source: dotGrants 2020 reporting

EXECUTIVE SUMMARY

Act 44 of 2007 increased state funding for public transportation operations by about 50 percent, from \$535 million per year to \$800 million in the first year of the legislation. The funding was provided to address the dire financial needs of local public transportation organizations across Pennsylvania. The public transportation organizations on the verge of major service cuts and/or significant fare increases were thus able to maintain existing service and fares and, with a predictable and growing source of operating assistance, plan service changes.

Act 44 also ushered in requirements for accountability, performance improvement, and maximizing 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; and
- 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; and
- The sufficiency and effectiveness of the organization's actions to improve performance and management practices in its efforts to meet performance targets.

Act 44 regulations address PennDOT actions regarding performance reviews and the financial penalties for public transportation organizations that fail to meet performance targets. Section 427.12, Performance Reviews, states:

(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 progress of, or fails to implement, the agreed-upon strategic Action Plan, or both.

PennDOT conducted a transit performance review for the York-Adams Transportation Authority (d.b.a. YATA) in January 2015. Based on that review, PennDOT developed a performance report in August 2015 that established five-year performance targets and agreed to YATA's Action Plan to meet those targets. YATA was renamed the Central Pennsylvania Transportation Authority (d.b.a. CPTA) in December 2015. In October 2020, PennDOT reassessed CPTA to determine whether CPTA met its targets and evaluated the actions it took 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 2015 PERFORMANCE REVIEW

PennDOT conducted the initial review of CPTA in January 2015. Since finalizing CPTA's 2015 report, the following factors impacted CPTA's operations and finances:

1. **Increased Mobility Initiatives** – Consistent with the authority's strategic plan, CPTA launched several new mobility initiatives like new fixed-route service as part of the job-access E3S pilot project on Route 33 and the "Stop Hopper" micro-transit in East York, Red Lion, and parts of Dallastown. CPTA also created a pilot program for patient transportation to hospitals within the Geisinger Health Network and 3P Ride; a nonprofit partner organization focused on expanding transportation options for seniors, persons with disabilities, veterans, and vulnerable families. Most mobility initiatives expanded demand-response options. CPTA's fixed-route ridership has remained relatively stable since the 2015 performance review, at approximately 1.6 million total annual passenger trips, despite a three percent decrease in total revenue vehicle-hours between FYE 2015 and FYE 2019. CPTA cut unproductive service hours in Hanover and on the early morning inbound commuter service to Harrisburg that had no significant impact on total fixed-route ridership.
2. **New Utility Expenses from the Zarfoss Facility** – In 2016, CPTA moved into its new headquarters facility on Zarfoss Drive in York. The building increased the square footage for administrative functions and the maintenance garage and added indoor vehicle storage capacity. CPTA anticipated that the HVAC demands of the facility would increase CPTA's utility costs. As expected, utility costs increased from \$315,782 in FYE 2015 to \$510,008 in FYE 2019.
3. **Significant Growth in Overall Agency Operations** – Since the 2015 performance review, CPTA dramatically expanded its geographic footprint. CPTA provides shared-ride service in Cumberland, Columbia, Franklin, Montour, Perry, Snyder, and Union counties; Medical Assistance Transportation Program (MATP) administration for Indiana County; micro-transit in York County; and management services for Harrisburg's Capital Area Transit (d.b.a. CAT). Total agency operating expenses increased by about 7.6 percent per year, rising from \$15.2 million in FYE 2015 to \$20.4 million in FYE 2019.

2015 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2015 performance review compared CPTA with a group of peer agencies based on the four performance criteria required by Act 44. CPTA was "In Compliance" for seven performance criteria and "At Risk" for one. CPTA performed better than the peer group for **operating revenue per revenue vehicle-hour** for the trend and single-year determinations.

Performance Criteria	FYE	Determination	Peer Rank (of 15)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle-Hour	2013	At Risk	15	Worse	13.76	17.92
	Trend	In Compliance	12	Worse	-1.09%	0.11%
Operating Cost / Revenue Vehicle-Hour	2013	In Compliance	5	Better	\$78.81	\$91.68
	Trend	In Compliance	12	Worse	3.16%	1.37%
Operating Revenue / Revenue Vehicle-Hour	2013	In Compliance	11	Worse	\$14.64	\$18.96
	Trend	In Compliance	14	Worse	-0.25%	2.37%
Operating Cost / Passenger	2013	In Compliance	12	Worse	\$5.73	\$5.19
	Trend	In Compliance	12	Worse	4.30%	1.36%

The single-year and trend peer comparisons are based on the most current National Transit Database (NTD) information available during the peer review.

CPTA developed an Action Plan to address opportunities for improvement identified in the 2015 performance review report. CPTA accomplished the following to improve its performance:

1. Improved on-time performance by adjusting time points contributing to late departures and addressing driver issues that led to early departures.
2. Incorporated maintenance performance statistics as part of monthly Board reports, including on-time preventative maintenance and the total number of breakdowns.
3. Developed a marketing plan with goals, objectives, and activities by mode and service area, including a budget and performance targets to measure success.

PennDOT, in consultation with CPTA's management, established the following performance targets that the agency was to attain before its next performance review:

- Increase passengers per revenue vehicle-hour by at least 1.0 percent per year on average;
- Increase operating revenue per revenue vehicle-hour by at least 1.0 percent per year on average;
- Contain increases in operating cost per revenue vehicle-hour to no more than 3.0 percent per year on average; and
- Contain increases in operating cost per passenger to no more than 2.0 percent per year on average.

The performance targets established in 2015 used the most accurate data available at that time.

Performance Criteria	2019 Target	2019 Actual	Met Target
Passengers / Revenue Vehicle- Hour	14.09	13.39	No
Operating Cost / Revenue Vehicle-Hour	\$95.73	\$99.90	No
Operating Revenue / Revenue Vehicle-Hour	\$15.22	\$15.68	Yes
Operating Cost / Passenger	\$6.79	\$7.46	No

CPTA narrowly missed its targets for passengers per revenue vehicle-hour, operating cost per revenue vehicle-hour, and operating cost per passenger. Management has taken steps to stabilize ridership, control for operating costs, and diversify revenue streams. Despite only meeting one out of four performance targets, CPTA performed well compared to other transit systems in Pennsylvania in meeting its Act 44 targets. The authority expanded mobility options by successfully implementing alternative service models to meet existing customer needs and assumed a greater role in providing transportation in its 10-county service area through expanded shared-ride service. CPTA also provided management services for CAT, which has a total operating budget approximately 6 percent larger than CPTA—\$21.6 million in FYE 2019.

2020 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2020 performance review compared CPTA with a group of peer agencies based on the four Act 44 performance criteria. CPTA was "In Compliance" with all performance measures.

Performance Criteria	FYE	Determination	Peer Rank (of 17)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue-Hour	2018	In Compliance	10	Worse	13.82	14.74
	Trend	In Compliance	1	Better	-1.06%	-4.31%
Operating Cost / Revenue-Hour	2018	In Compliance	5	Better	\$93.01	\$99.73
	Trend	In Compliance	11	Worse	2.18%	1.96%
Operating Revenue / Revenue-Hour	2018	In Compliance	11	Worse	\$15.73	\$17.08
	Trend	In Compliance	7	Better	-1.37%	-2.79%
Operating Cost / Passenger	2018	In Compliance	8	Better	\$6.73	\$7.39
	Trend	In Compliance	4	Better	3.27%	6.63%

The single-year and trend peer comparisons are based on the most current NTD information available during the peer review (FYE 2018). Therefore, these values vary slightly from those presented on the Agency Profile page, which uses FYE 2019 data.

CPTA performed best out of the peer group in passengers per revenue vehicle-hour for the five-year trend period, despite performing worse than the peer group in the single-year FYE 2018 determination. CPTA performed better than the peer group for operating revenue per revenue vehicle hour and operating cost per passenger in the five-year trend period. CPTA performed better than the peer group in the single-year FYE 2018 determination for operating cost per revenue vehicle hour but worse than the peer group average over the five-year trend.

The 2020 performance review also identified steps that CPTA could take to improve overall agency performance, including:

1. Assess alternative transportation options for southern York County as part of the next Transit Development Plan (TDP) update;
2. Identify cost savings and ensure long-term financial sustainability as part of a consolidated CPTA/CAT management authority; and,
3. Develop a strategic information technology (IT) plan that defines IT architecture requirements to support planning and budgeting for potential investments.

PennDOT also identified additional opportunities for improvement during the 2020 performance review. The complete list will serve as the basis for CPTA's Board-approved Action Plan.

2025 PERFORMANCE TARGETS

As required by Act 44, PennDOT and CPTA management developed new five-year performance targets. PennDOT designs the performance targets to be aggressive yet achievable.¹ This performance report uses the last full audited financial year (i.e., FYE 2019) before the impacts of the COVID-19 pandemic for developing five-year performance targets. CPTA should work to achieve these targets, shown in the following table, to ensure continued eligibility for full Section 1513 funding.

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2019 Actual	2020 Actual	2025 Target	
Passengers / Revenue Vehicle-Hour	13.39	11.23	13.79	0.5%
Operating Cost / Revenue Vehicle-Hour	\$99.90	\$106.11	\$119.29	3.0%
Operating Revenue / Revenue Vehicle-Hour	\$15.68	\$11.74	\$18.72	3.0%
Operating Cost / Passenger	\$7.46	\$9.45	\$8.65	2.5%

FINANCIAL REVIEW

CPTA currently has a balanced operating budget. Its cash equivalent balance has increased since 2015. Important elements of CPTA's FYE 2020 financial condition are:

- CPTA had \$9,779,459 in state and \$664,807 in local carryover funds.
- Combined carryover subsidies were equal to 58.0 percent of total operational funding.
- CPTA had a cash balance equal to 35.1 percent of total annual operating expenses.
- CPTA's accounts receivable aging (AR) over 90 days was equal to 0.2 percent of total operating costs.
- Accounts payable aging amounts over 90 days (AP) amounts were negligible.
- Current assets exceeded current liabilities.
- CPTA had no long-term debt and no balance on its \$1.5 million revolving line of credit.

Management should continue taking appropriate actions to manage costs (i.e., containing annual operating cost increases to 3.0 percent or less), achieve farebox recovery goals, and maintain cash reserves to preserve CPTA's overall financial health. Financial planning should also address the potential impacts of consolidation of CPTA and CAT under a new management authority.

NEXT STEPS

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

¹ CPTA requested a flat (0.0 percent) target for passengers per revenue vehicle-hour to manage fixed-route ridership that has declined in recent years and was negatively impacted by the COVID-19 pandemic. CPTA's target for passenger per revenue vehicle-hour will remain at a 0.5 percent annual increase to encourage improved performance. PennDOT will revisit targets mid-cycle after the impacts of COVID-19 are better understood.

INTRODUCTION

PURPOSE

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

Act 44 also ushered in critical requirements for accountability, performance improvement, and maximizing 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; and
- 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; and
- The sufficiency and effectiveness of the organization's actions to improve performance and management practices in its efforts to meet performance targets.

Act 44 regulations address PennDOT actions regarding performance reviews and the financial penalties for public transportation organizations that fail to meet performance targets. Section 427.12, Performance Reviews, states:

(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 progress of, or fails to implement, the agreed-upon strategic Action Plan, or both.

PennDOT conducted a transit performance review for YATA (now CPTA) in January 2015. Based on that review, PennDOT developed a performance report in August 2015 that established five-year performance targets and agreed to YATA's Action Plan to meet those targets. In July 2020, PennDOT reassessed CPTA to determine whether CPTA met its targets and evaluated the actions 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

The Central Pennsylvania Transportation Authority (d.b.a. CPTA, rabbittransit), originally chartered in 1974 as the York County Transportation Authority (YCTA), provides fixed-route service for the York and Hanover urbanized areas, Gettysburg, and demand-response transportation in York, Adams, Cumberland, Northumberland, Columbia, Franklin, Montour, Perry, Snyder, and Union counties. YCTA initially provided fixed-route and demand-response service in the City of York, Hanover Borough, and rural York County. In 1996, YCTA merged with the Adams County Transportation Authority to become the York-Adams Transportation Authority (YATA) and assumed responsibility for the former Freedom Transit fixed-route service in Gettysburg, PA. In 2016, YATA rebranded as CPTA as part of an effort to promote the authority as a multi-county transportation provider in Central Pennsylvania. In 2018, CPTA began providing management services for the Cumberland-Dauphin-Harrisburg Transit Authority (d.b.a. Capital Area Transit, CAT). In 2020, CPTA contracted with Indiana County to administer its Medical Assistance Transportation Program (MATP).

Since PennDOT finalized CPTA's 2015 performance report, CPTA constructed a new administrative and maintenance building with indoor bus storage on Zarfoss Drive in York. The Zarfoss facility is CPTA's headquarters and is the largest capital project in the authority's history. CPTA has small satellite locations used as bases for demand-response operations throughout its 10-county service area.

CPTA operates fixed-route bus services in York and Adams counties and commuter bus service to Harrisburg and Towson, Maryland. Demand-response transportation programs span ten counties and consist of Shared-Ride, Persons with Disabilities (PwD), MATP, and veterans' transportation through 3P Ride, a CPTA-managed nonprofit. In 2019, CPTA launched the Stop Hopper—a reservation-based service operating in a geographically defined zone, allowing passengers to travel throughout the area or transfer to rabbittransit fixed-route services. The Stop Hopper runs in East York, Red Lion, and parts of Dallastown.

Currently, CPTA provides fixed-route service with 43 large heavy-duty vehicles operated in maximum service (VOMS) and demand-response service with 145 cutaways and vans. CPTA's fixed-route service served 1,318,485 total passenger trips in FYE 2020. In March 2020, CPTA began to experience fixed-route ridership impacts due to COVID-19 ([Exhibit 1](#)).

At the time of this report, CPTA anticipates consolidating with CAT under a new management authority in Fiscal Year 2021-22. This new authority would provide consolidated management services and a unified governance structure for CPTA and CAT and operate as the Susquehanna Regional Transportation Authority.

[Exhibit 2](#) presents fixed-route bus statistics for CPTA from FYE 2015 through FYE 2020. [Appendix A: Data Adjustments](#) (p. 25) documents data discrepancies between NTD and dotGrants, and the reconciliation of those differences.

Exhibit 1: Monthly Total Fixed-Route Passenger Trips: January 2020–August 2020

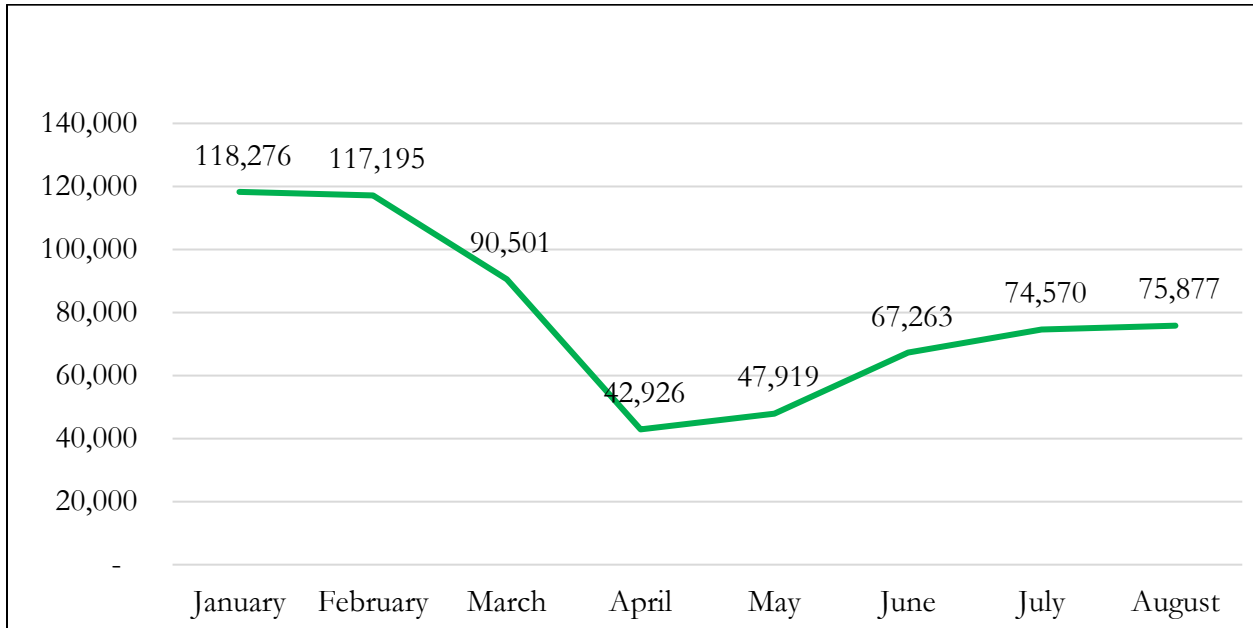
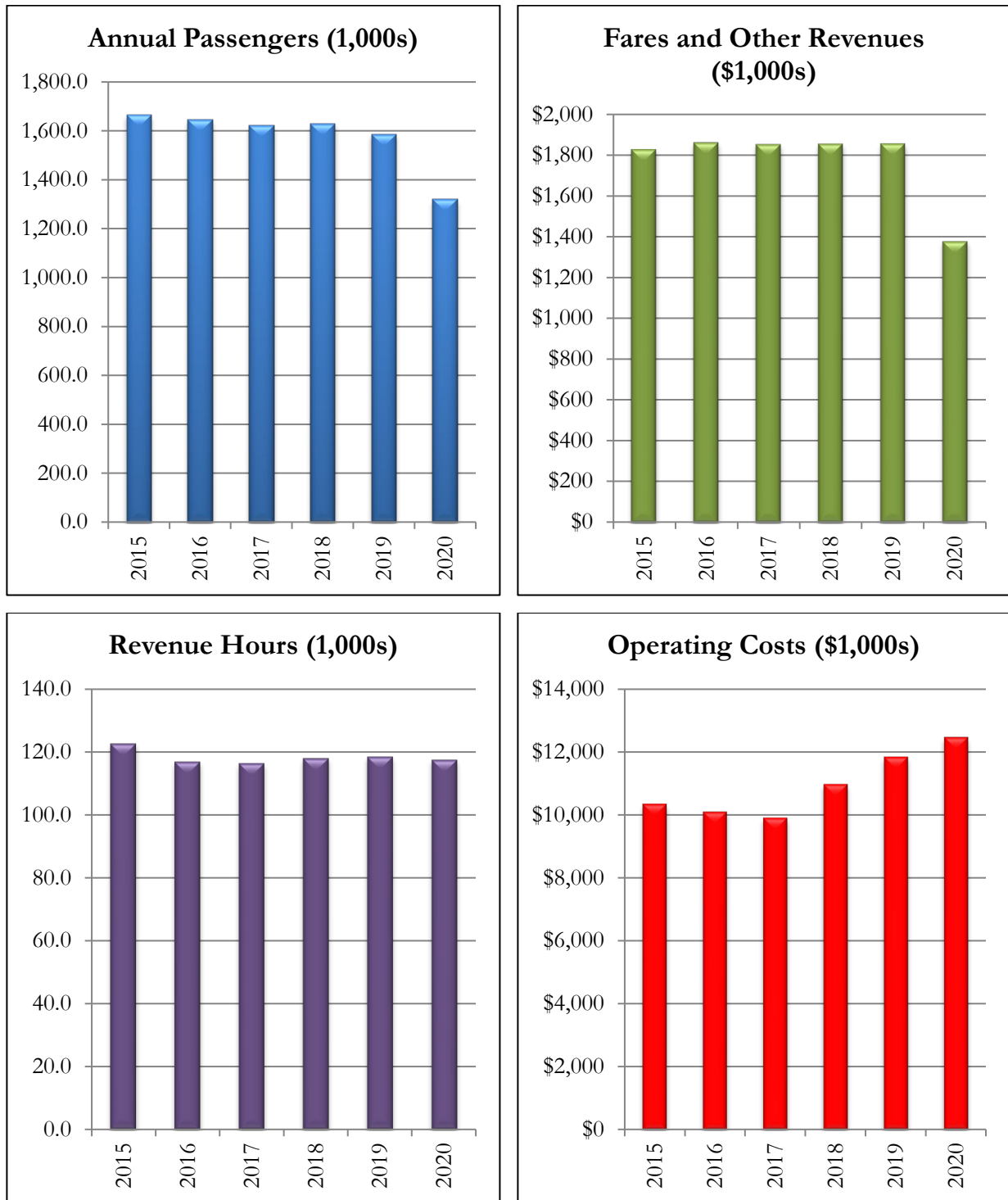


Exhibit 2: CPTA Fixed-Route Bus Service Annual Performance Trends (2015–2020)



Source: NTD and PennDOT legacy reporting system (dotGrants)²

² The effects of the COVID-19 pandemic began to impact fixed-route operating statistics in March 2020.

PERFORMANCE REVIEW PROCESS

In October 2020, PennDOT initiated an Act 44-mandated performance review for CPTA. The following outlines the review process:

1. Notify CPTA of performance review schedule and transmit a document request.
2. Review available data and request additional information.
3. Agree upon a set of peer agencies for comparison (CPTA and PennDOT).
4. Review the most recent customer satisfaction survey (CSS).
5. Assess Act 44 variables, including current performance, targets from the previous 2014 review, and Action Plan implementation.
6. Perform Act 44 performance criteria analysis.
7. Conduct onsite review, interviews, and supplementary data collection/reconciliation.
8. Evaluate performance, financial condition, and operations.
9. Report results and determine agency compliance with performance requirements.
10. Finalize the performance review report.
11. Develop, implement, and monitor a five-year Action Plan (CPTA).
12. Provide technical assistance, if required, to help meet five-year performance targets.

In the performance review process, these steps assess CPTA's unique challenges, changes since the previous performance review, the accuracy and reliability of reported data, implemented practices, additional opportunities for improvement, and realistic goals to attain before the next performance review.

CUSTOMER SATISFACTION SURVEY

CPTA conducted a customer satisfaction survey (CSS) between December 17, 2018, and January 9, 2019. The CSS consisted of 15 questions addressing customer satisfaction, rider characteristics, and patterns in service usage. CPTA collected 499 responses. Based on survey results, CPTA has between 3,200 and 5,500 individual riders. The survey's margin of error is less than 4.2 percent. Results from the survey show:

1. Ninety-four (94) percent of respondents indicated they were "satisfied" or "very satisfied" with CPTA service.
2. Ninety-five (95) percent of respondents indicated they would continue to ride CPTA.
3. Ninety-two (92) percent of respondents indicated they would recommend CPTA to others.

Riders rated a total of 19 performance measures addressing topics such as driver and staff performance, safety, capacity, frequency of service, schedule adherence, and clarity of bus schedules (**Exhibit 3**). The top-rated measures were:

1. Safe and competent drivers.
2. Helpfulness of employees.
3. Driver courtesy and friendliness.

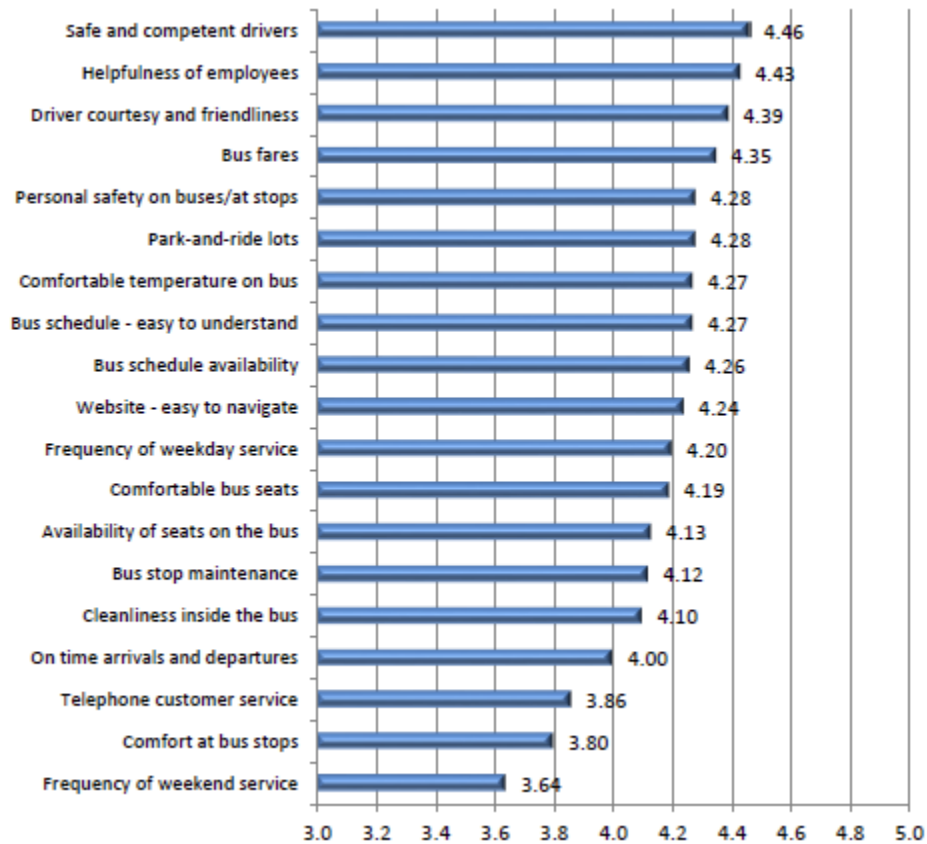
Measures that received the lowest average scores were:

1. Frequency of weekend service.
2. Comfort at bus stops.
3. Telephone customer service.

A total of 204 respondents (41 percent) provided open-ended feedback. Common themes included:

1. Favorable comments about CPTA's service (43 respondents).
2. Complimented CPTA drivers and staff (33 respondents).
3. Requested additional weekend service (42 respondents).
4. Expressed concern with on-time performance (21 respondents).
5. Requests for later service (21 respondents).
6. Requests for more frequent service (20 respondents).
7. Reports of unfriendly drivers (14 respondents).
8. Requests for bus stop shelters or other bus stop improvements (10 respondents).

Exhibit 3. Average Customer Satisfaction Score by Performance Measure



2015 ACT 44 PERFORMANCE ASSESSMENT

PRIOR REVIEW DETERMINATIONS AND FINDINGS

The 2015 performance review compared CPTA to a group of peer agencies based on the four performance criteria required by Act 44. CPTA was "In Compliance" for seven performance criteria and "At Risk" for passengers per revenue vehicle-hour for the single-year FYE 2013 determination (Exhibit 4).

Exhibit 4: Previous CPTA Performance Review Act 44 Comparison Summary

Performance Criteria	FYE*	Determination	Peer Rank (of 15)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle-Hour	2013	At Risk	15	Worse	13.76	17.92
	Trend	In Compliance	12	Worse	-1.09%	0.11%
Operating Cost / Revenue Vehicle-Hour	2013	In Compliance	5	Better	\$78.81	\$91.68
	Trend	In Compliance	12	Worse	3.16%	1.37%
Operating Revenue / Revenue Vehicle-Hour	2013	In Compliance	11	Worse	\$14.64	\$18.96
	Trend	In Compliance	14	Worse	-0.25%	2.37%
Operating Cost / Passenger	2013	In Compliance	12	Worse	\$5.73	\$5.19
	Trend	In Compliance	12	Worse	4.30%	1.36%

* The single-year and trend peer comparisons are based on the most current National Transit Database (NTD) information available during the peer review.

ACTION PLAN AND PERFORMANCE TARGETS

CPTA developed an Action Plan to address opportunities for improvement identified during the 2015 performance review and took the following steps to improve performance:

1. Improved on-time performance by adjusting time points contributing to late departures and addressing driver issues that led to early departures.
2. Incorporated maintenance performance statistics as part of monthly Board reports, including ontime performance for preventative maintenance and the total number of breakdowns.
3. Developed a marketing plan with goals, objectives, and activities by service type that includes a budget and performance targets to measure success.

Appendix B: 2015 Performance Review Action Plan Assessment (p. 27) provides the complete list of CPTA's previous Action Plan items and CPTA's progress in addressing previously identified opportunities for improvement.

PennDOT and CPTA established the following five-year performance targets in 2015:

- Increase passengers per revenue vehicle-hour by at least 1.0 percent per year on average;
- Increase operating revenue per revenue vehicle-hour by at least 1.0 percent per year on average;
- Contain increases in operating cost per revenue vehicle-hour to no more than 3.0 percent per year on average; and,
- Contain increases in operating cost per passenger to no more than 2.0 percent per year on average.

As shown in **Exhibit 5**, CPTA met the performance target for operating revenue per revenue vehicle hour established during the 2015 performance review. However, CPTA did not meet the other three performance targets.

Exhibit 5: 2019 CPTA Performance Targets

Performance Criteria	2019 Target	2019 Actual	Met Target
Passengers / Revenue Vehicle-Hour	14.09	13.39	No
Operating Cost / Revenue Vehicle-Hour	\$95.73	\$99.90	No
Operating Revenue / Revenue Vehicle-Hour	\$15.22	\$15.68	Yes
Operating Cost / Passenger	\$6.79	\$7.46	No

ASSESSMENT

Since finalizing CPTA's 2015 report, the following factors impacted CPTA's operations and finances:

1. **Increased Mobility Initiatives** – Consistent with the authority's strategic plan, CPTA launched several new mobility initiatives like new fixed-route service as part of the job-access E3S pilot project on Route 33 and the "Stop Hopper" micro-transit in East York, Red Lion, and parts of Dallastown. CPTA also created a pilot program for patient transportation to hospitals within the Geisinger Health Network and 3P Ride; a nonprofit partner organization focused on expanding transportation options for seniors, persons with disabilities, veterans, and vulnerable families. Most mobility initiatives expanded demand-response options. CPTA's fixed-route ridership has remained relatively stable since the 2015 performance review, at approximately 1.6 million total annual passenger trips, despite a three percent decrease in total revenue vehicle-hours between FYE 2015 and FYE 2019. CPTA cut unproductive service hours in Hanover and on the early morning inbound commuter service to Harrisburg that had no significant impact on total fixed-route ridership.
2. **New Utility Expenses from the Zarfoss Facility** – In 2016, CPTA moved into its new headquarters facility on Zarfoss Drive in York. The building increased the square footage for administrative functions and the maintenance garage and added indoor vehicle storage capacity. CPTA anticipated that the HVAC demands of the facility would increase CPTA's utility costs. As expected, utility costs increased from \$315,782 in FYE 2015 to \$510,008 in FYE 2019.
3. **Significant Growth in Overall Agency Operations** – Since the 2015 performance review, CPTA dramatically expanded its geographic footprint. CPTA provides shared-ride service in Cumberland, Columbia, Franklin, Montour, Perry, Snyder, and Union counties; Medical Assistance Transportation Program (MATP) administration for Indiana County; micro-transit in York County; and management services for Harrisburg's Capital Area Transit (d.b.a. CAT). Total agency operating expenses increased by about 7.6 percent per year, rising from \$15.2 million in FYE 2015 to \$20.4 million in FYE 2019.

CPTA narrowly missed its targets for passengers per revenue vehicle-hour, operating cost per revenue vehicle-hour, and operating cost per passenger. Management has taken steps to stabilize ridership, control for operating costs, and diversify revenue streams. Despite only meeting one out of four performance targets, CPTA performed well in meeting its Act 44 targets, compared to other Pennsylvania transit systems. The authority expanded mobility options by successfully implementing

alternative service models to meet existing customer needs. CPTA now provides shared-ride service to ten counties and management services for CAT and MATP administration in Indiana County.

2020 ACT 44 PERFORMANCE ASSESSMENT

The 2020 performance review compared CPTA to a group of peer agencies based on the four performance criteria required by Act 44.

PEER AGENCY COMPARISONS

Twelve peer agencies were identified through a collaborative process between PennDOT and CPTA using criteria defined in Act 44 and data from the most recently available National Transit Database (NTD)—FYE 2018. The systems identified for peer comparisons were:

1. Valley Regional Transit (Meridian, ID)
2. Wichita Transit* (Wichita, KS)
3. Denton County Transportation Authority (Lewisville, TX)
4. Lakeland Area Mass Transit District (Lakeland, FL)
5. Gwinnett County Transit (Lawrenceville, GA)
6. Escambia County Area Transit* (Pensacola, FL)
7. Greater Roanoke Transit Company (Roanoke, VA)
8. Livermore/Amador Valley Transit Authority (Livermore, CA)
9. Merrimack Valley Regional Transit Authority* (Haverhill, MA)
10. Lowell Regional Transit Authority (Lowell, MA)
11. Western Contra Costa Transit Authority (Pinole, CA)
12. Jefferson Parish Department of Transit Administration* (Gretna, LA)
13. Western Reserve Transit Authority* (Youngstown, OH)
14. Fort Wayne Public Transportation Corporation* (Fort Wayne, IN)
15. Chittenden County Transportation Authority (Burlington, VT)
16. Manatee County Area Transit* (Bradenton, FL)

* Denotes an agency that was also a peer in the previous performance review.

Exhibit 6 presents the results of the 2020 CPTA analysis and peer comparison. CPTA is "In Compliance" for all measures. The detailed data used to develop the peer comparison summary is presented in **Appendix C: Peer Comparisons** (p. 31).

Exhibit 6: Current Performance Review Act 44 Peer Comparison Summary

Performance Criteria	FYE*	Determination	Peer Rank (of 17)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue- Hour	2018	In Compliance	10	Worse	13.82	14.74
	Trend	In Compliance	1	Better	-1.06%	-4.31%
Operating Cost / Revenue-Hour	2018	In Compliance	5	Better	\$93.01	\$99.73
	Trend	In Compliance	11	Worse	2.18%	1.96%
Operating Revenue / Revenue-Hour	2018	In Compliance	11	Worse	\$15.73	\$17.08
	Trend	In Compliance	7	Better	-1.37%	-2.79%
Operating Cost / Passenger	2018	In Compliance	8	Better	\$6.73	\$7.39
	Trend	In Compliance	4	Better	3.27%	6.63%

ASSESSMENT

The 2020 review found CPTA to be "In Compliance" for all eight metrics. CPTA performed best out of the peer group in passengers per revenue vehicle-hour for the five-year trend, despite performing worse than the peer average for the single-year FYE 2018 determination. CPTA performed better than the peer group average for operating revenue per revenue vehicle-hour and operating cost per passenger in the five-year trend. CPTA performed better than the peer group in the single-year FYE 2018 determination for operating cost per revenue vehicle-hour, but worse than the peer group average over the five-year trend.

2025 PERFORMANCE TARGETS

Act 44 of 2007 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 performance targets for these metrics and regularly reevaluating performance are practices intended to improve service delivery effectiveness and efficiency. Furthermore, Act 89 of 2013 requires agencies to maintain a policy to adjust fares for inflation to keep pace with increases in operating costs. PennDOT uses the most recent audited and agency-verified values for passengers, operating costs, and operating revenues as the baseline for developing performance targets. Five-year targets reflect aggressive yet achievable expectations of improvement.

The 2020 performance review noted that CPTA's performance was relatively stable over the last five years, outperforming state and national trends of declining transit ridership and rising operating costs. However, new mobility initiatives did not result in significant gains in fixed-route ridership. Management should take steps to achieve the FYE 2025 performance targets, focusing on activities that increase ridership and contain operating costs.

PennDOT established the following performance targets in consultation with CPTA:

- Increase passengers per revenue vehicle-hour by at least 0.5 percent per year on average.³
- Contain operating cost per revenue vehicle-hour increases to no more than 3.0 percent per year on average.
- Increase revenue per revenue vehicle-hour by at least 3.0 percent per year on average.
- Contain operating cost per passenger trip increases to no more than 2.5 percent per year on average.

PennDOT based CPTA's future-year performance targets on the last full audited financial year (i.e., FYE 2019) before the impacts of the COVID-19 pandemic. CPTA must achieve these targets, listed in **Exhibit 7**, to ensure continued eligibility for full Section 1513 funding.

Exhibit 7: FYE 2025 Act 44 Performance Targets

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2019 Actual	2020 Actual	2025 Target	
Passengers / Revenue Vehicle-Hour	13.39	11.23	13.79	0.5%
Operating Cost / Revenue Vehicle-Hour	\$99.90	\$106.11	\$119.29	3.0%
Operating Revenue / Revenue Vehicle-Hour	\$15.68	\$11.74	\$18.72	3.0%
Operating Cost / Passenger	\$7.46	\$9.45	\$8.65	2.5%

³ CPTA requested a flat (0.0 percent) target for passengers per revenue vehicle-hour to manage fixed-route ridership that has declined in recent years and was negatively impacted by the COVID-19 pandemic. CPTA's target for passenger per revenue vehicle-hour will remain at a 0.5 percent annual increase to encourage improved performance. PennDOT will revisit targets mid-cycle after the impacts of COVID-19 are better understood.

FUNCTIONAL REVIEW

PennDOT employs functional reviews to determine the reasons behind performance results, catalog best practices to share with other transit agencies, and identify opportunities for improvement to address in the Action Plan (see **Appendix D: Action Plan Template**). This report organizes functional review findings by Act 44 variables guiding the performance review: passengers, revenue, and operating costs.

The following sections summarize ways for CPTA to deliver service more efficiently and effectively. Service must be responsive to the community's needs to achieve optimum service levels. During the review process, the observations recorded 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 that have the potential to maximize productivity, control operating costs, and achieve optimum revenue levels, which will enhance the system's future performance for one or more of Act 44's fixed-route performance factors.

Appendix D: Action Plan Template (p. 38) provides Action Plan templates for CPTA's convenience. Some actions will be quickly implementable, while others may take several incremental steps to achieve over the five-years leading up to the next performance review. The template provides a simple-to-follow order of findings of this report that the Action Plan should address.

OPPORTUNITIES TO INCREASE FIXED-ROUTE RIDERSHIP

BEST PRACTICE

1. CPTA developed performance metrics for marketing activities as part of its marketing plan. By incorporating standards such as current-year performance compared to the previous year, CPTA can measure the success of marketing activities, demonstrate to the Board a return on investment, and inform future budget decisions.
2. CPTA developed indicators for an area's transit supportiveness as part of its 2017 Transit Development Plan (TDP) update. CPTA uses the transit-supportive metrics to identify where service might be viable.
3. CPTA created the Transportation Partnership on Mobility, an advisory group that meets monthly in different CPTA counties to provide opportunities to discuss local and regional transportation issues. Recent topics have included MATP brokering, transportation equity, the new rabbittransit website, and changes to the paratransit guide.
4. CPTA reevaluated its timepoints to increase on-time performance for fixed-route service. After adjusting the spread of time points along York-Adams fixed-routes, CPTA increased on-time performance from 80 to 82 percent in 2017 to 85 to 87 percent in 2020.

ELEMENTS TO ADDRESS IN PART 1 OF THE ACTION PLAN

1. Previous fixed-route transit service in southern York County did not meet productivity goals and was discontinued. However, there may be viable alternative transit approaches to enhance

mobility in these communities. CPTA should **assess alternative transportation options for southern York County as part of the next TDP update.**

2. CPTA seeks to build strategic partnerships in the communities it serves. For example, CPTA successfully created municipal partnerships in York and Springettsbury Township to encourage transit-friendly regulations. CPTA should **continue to work with municipalities experiencing population growth and new commercial development to include a CPTA review of proposed site development plans.** Residents will benefit from a site development review process that also promotes maximizing transit accessibility.

OPPORTUNITIES TO INCREASE FIXED-ROUTE REVENUES

BEST PRACTICES

1. CPTA successfully integrated neighboring counties' demand-response programs under the rabbittransit service model. These efforts led to a 16 percent increase in total federal funding for CPTA from \$3.7 million to \$4.3 million by making smaller shared-ride programs FTA-compliant. By introducing routine drug and alcohol testing, CPTA improved service delivery professionalism in smaller counties with few resources.

ELEMENTS TO ADDRESS IN PART 2 OF THE ACTION PLAN

1. CPTA's Passenger Fare Evaluation and Increase Policy provides the authority with a framework for considering when to raise passenger fares to keep up with the cost of providing service. Fixed-route operating expenses have increased on average by 4.7 percent per year from \$8.9 million to \$11.8 million between FYE 2013 and FYE 2019. During this time, fixed-route farebox recovery has declined from 19.3 percent in FYE 2013 to 14.6 percent in FYE 2019, despite a fare increase in 2014. CPTA should **continue to monitor its fixed-route farebox recovery and maintain a satisfactory fare recovery level.**

OPPORTUNITIES TO CONTROL OPERATING COSTS

BEST PRACTICE

1. CPTA adopted a practice to conduct annual conditional assessments for vehicles over five years old. This practice standardized conditional assessments for all vehicles operated across CPTA's service area, ensuring vehicles are well-maintained, thereby reducing operating costs.
2. Management used new run-cutting software to inform collective bargaining agreement (CBA) negotiations for CAT to determine the cost of schedule-based provisions in the CBA. The data provided by the software helped management modify the terms of the CBA to achieve cost savings.

ELEMENTS TO ADDRESS IN PART 3 OF THE ACTION PLAN

1. CPTA operates in ten counties with administrative operations headquartered in York, PA. Shared-ride operations and maintenance activities occur in York and at satellite locations throughout the ten counties. The rapid expansion of the service area and the number of

facilities under CPTA management will require a coordinated flow of information to ensure the management team efficiently and effectively oversees all aspects of service. The current CPTA IT strategic plan contains a set of guiding principles but lacks the specificity inherent in an IT investment plan. CPTA should **develop a more detailed strategic IT plan that defines desired IT specifications, interdepartmental information flow, and an investment plan.** CPTA's management should prioritize IT investment requirements, develop IT procurement specifications, and guide IT investment decisions using the strategic plan.

2. CPTA's cost allocation may artificially inflate the York-Adams paratransit division deficit and understate the cost of providing demand response service in satellite counties. CPTA should **update its cost allocation plan to equitably assign costs across divisions, including other service lines like non-public transportation, CAT management, and 4Ride.** The revised cost allocation plan will provide a more accurate representation of gains or losses realized by each service line in each county served.
3. CPTA has 188 VOMS as of FYE 2020, which include 43 fixed-route and 145 paratransit vehicles. Although most maintenance occurs at the Zarfoss Facility, CPTA services vehicles at many of its satellite locations. The authority's VOMS and maintenance capacity will significantly grow if consolidated with CAT under a new management entity. CPTA **should develop standards and monitor mechanic efficiency for routine tasks** such as preventative maintenance, brake replacement, engine rebuilds, etc.

OTHER OPPORTUNITIES TO IMPROVE PERFORMANCE

BEST PRACTICES

1. CPTA developed a performance dashboard report for the Board that provides a snapshot of agency operations, maintenance progress, safety metrics, and marketing highlights. The information presented is a concise and reader-friendly snapshot of key performance metrics.
2. CPTA places reminder phone calls to shared-ride passengers who have a history of missed trips. Targeted outreach to these customers reduces the rate of no-show reservations, provides improved customer service, and helps reduce operating costs.
3. CPTA conducts executive safety meetings as part of monthly senior staff meetings, which provide opportunities to discuss safety-related issues identified by front-line staff and determine whether they warrant additional action. These meetings promote a culture of safety throughout CPTA.

ELEMENTS TO ADDRESS IN PART 4 OF THE ACTION PLAN

1. CPTA has expanded operations significantly since the 2015 performance review and anticipates increased responsibilities for many employees following a potential consolidation with CAT. The Board should **use a third-party contractor to independently conduct an agency-wide compensation analysis to ensure salaries of key positions reflect current**

roles, responsibilities, and local market conditions. Competitive salaries are essential to hiring and retaining a qualified and experienced workforce.

2. CPTA's capital needs have grown as it has expanded to a ten-county service area. Additional capital needs will arise following a CAT consolidation, which may impact how management prioritizes capital needs across the various counties. Management should **implement a formal capital planning process agency-wide that it can use to identify and prioritize CPTA's short and long-term capital needs.**

FINANCIAL REVIEW

The performance report's financial review presents high-level snapshot data and trend indicators to determine whether additional follow-up by PennDOT is warranted. The findings result from the examination of audit reports, other financial reports, and budgets and assess the agency 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**, CPTA has carryover subsidies (cash reserves) equal to 58.0 percent of total annual operating costs. These reserves provide liquidity in case of unexpected cost increases. CPTA had \$10.4 million in carryover subsidies and maintained a \$1.5 million credit line with no outstanding balance as of FYE 2020. CPTA received its required local match to state operating funds.

As of September 2020, CPTA had accounts receivable (AR) aging more than 90 days past due equal to 0.2 percent of total operating costs, a negligible amount. Accounts payable (AP) aging more than 90 days past due equate to 1.0 percent of annual operating expenses.

TOTAL PUBLIC TRANSPORTATION OPERATIONAL EXPENDITURES AND FUNDING

CPTA's total operating budget increased from approximately \$17.8 million in FYE 2016 to \$18.0 million in FYE 2020 (**Exhibit 9**). In FYE 2020, 69.2 percent of CPTA's operating expenses were for fixed-route service. The remaining operating costs (30.8 percent) were for demand-response service, as shown in **Exhibit 10**. CPTA's total operating budget grew since 2016, primarily from an expansion in overall agency operations, increased utility costs from the Zarfoss facility, increased wages and fringe benefits for drivers, and administrative hires.

Agency-wide operating funds come from various sources, including federal, state, and local funds, fare revenue, and advertising sales. Federal and state subsidies are the largest share of income for CPTA, accounting for 59.6 percent of total operating income. Local subsidy and revenues (e.g., passenger fares, organization-paid fares, advertising, etc.) are the remaining funding sources, representing 40.4 percent of total operating income, as shown in **Exhibit 11** and **Exhibit 12**. CPTA received its required local match to its Section 1513 state operating subsidy.

Exhibit 8: High-Level Financial Indicators

FYE 2019 Indicator	Value	Assessment Criteria / Rationale	Source
Total Carryover Subsidies / Annual Operating Cost	58.0%	Combined target $\geq 25\%$. This provides liquidity to cover unexpected cost increases or service changes without incurring interest fees from loans.	FYE 2020 Audit
Available Credit/ Annual Payroll	18.2%	Only necessary if combined carryover subsidies are less than 25% of annual operating costs. This ensures that the agency maintains sufficient cash flow and liquidity to pay all current bills.	FYE 2020 Audit and PennDOT dotGrants
Actual Local Match / Required Match	100.0%	Target $\geq 100\%$. Local match that exceeds required minimums gives a transit agency flexibility to change service, accommodate unexpected cost changes, and make capital investments.	PennDOT dotGrants 2020
Accounts Payable (AP) 90+ days	1.0%	Target is 0% over 90 days. Larger values indicate cash flow concerns.	CPTA reported value
Accounts Receivable (AR) 90+ days	0.2%	Target is 0% over 90 days. Larger values can cause cash flow problems.	CPTA reported value
Debt / Annual Operating Cost	0.0%	Target is 0%. Low debt amounts reduce interest costs.	FYE 2020 Audit

Exhibit 9: Public Transportation Operating Expense by Service Type (In Millions)

Service Type*	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Fixed-Route	\$10.1	\$9.9	\$11.0	\$11.8	\$12.5
Paratransit	\$7.7	\$9.5	\$8.9	\$8.5	\$5.6
Total	\$17.8	\$19.4	\$19.9	\$20.4	\$18.0

*May not add due to rounding.

Exhibit 10: Public Transportation Operating Expense Trends by Service Type

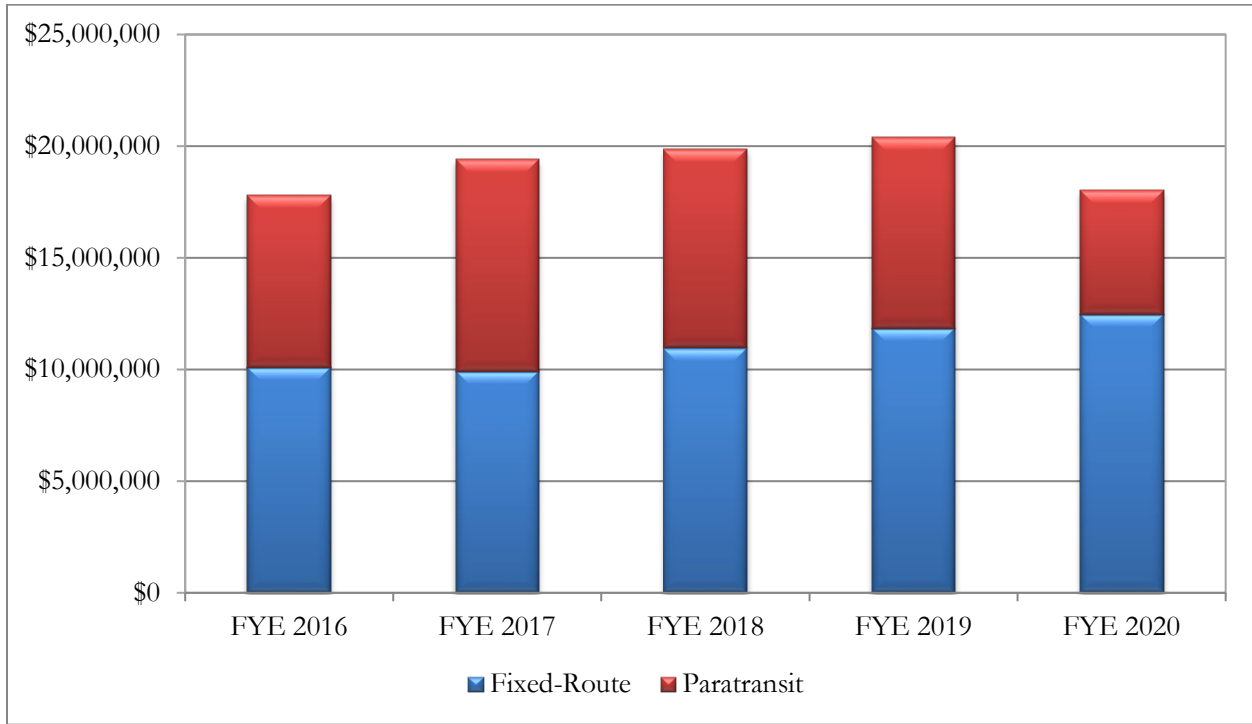
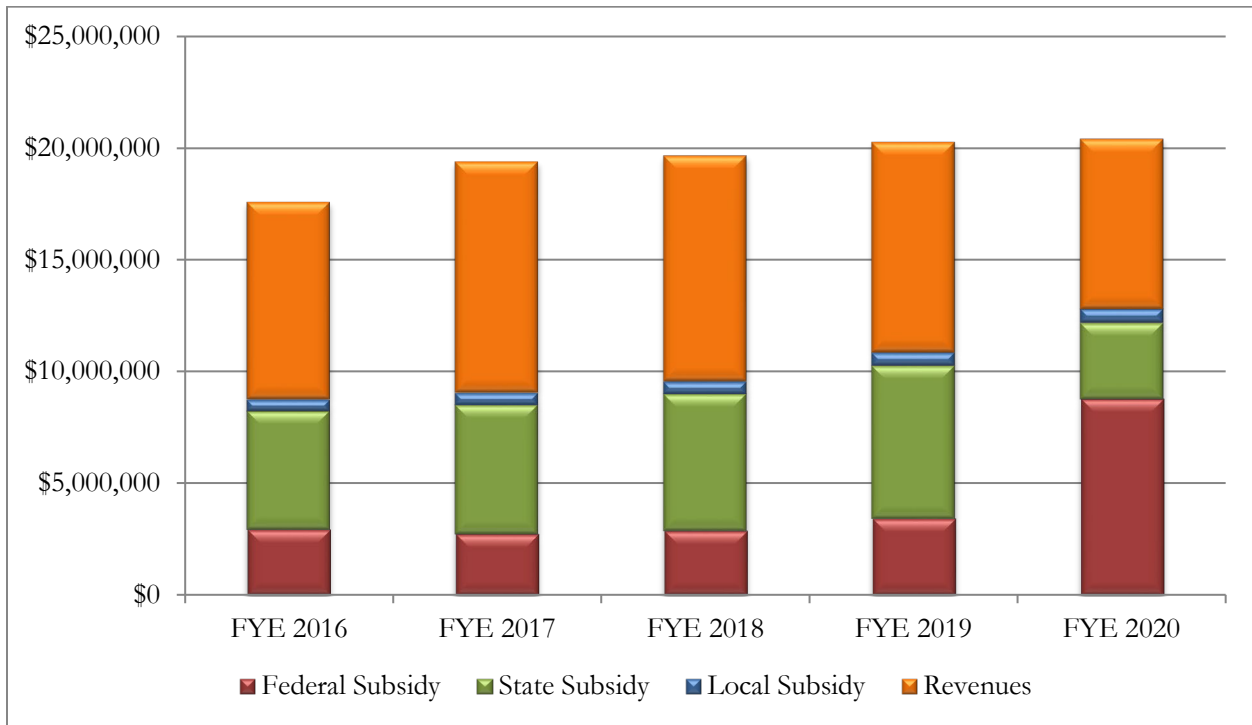


Exhibit 11: Percentage of Total Public Transportation (Fixed-Route + Paratransit) Operating Budget by Funding Source and Fiscal Year

Funding Source	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Federal Subsidy	16.7%	14.0%	14.6%	16.9%	42.9%
State Subsidy	30.2%	29.9%	31.2%	33.8%	16.8%
Local Subsidy	2.9%	2.8%	2.9%	2.9%	3.0%
Revenues	50.2%	53.3%	51.4%	46.5%	37.3%
Local Subsidy / State Subsidy	9.6%	9.2%	9.1%	8.6%	18.1%

Exhibit 12: Total Public Transportation (Fixed-Route + Paratransit) Operating Budget and Funding Sources by Fiscal Year



FIXED-ROUTE FUNDING

Fixed-route service, funded by general revenues and government subsidies, accounts for 69.2 percent of CPTA's public transportation operating expenses. Between 2016 and 2020, direct passenger fares and organization-paid fares represented 18.2 percent to 10.8 percent of CPTA's total operating funding (**Exhibit 13**). Based on the FYE 2016 to FYE 2020 dotGrants reporting, CPTA operated using current-year funding, with \$9,779,459 in state funds and \$664,807 in local funds carried over into the fiscal year 2020-21. The drop in revenues in FYE 2020 is attributable to COVID-19 impacts on ridership.

Exhibit 13: Fixed-Route Funding

Funding Source	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Revenues					
Passenger Fares	\$1,814,306	\$1,801,485	\$1,584,105	\$1,470,702	\$1,182,095
Organization-Paid Fares	\$0	\$0	\$210,177	\$259,435	\$159,268
Advertising	\$44,411	\$43,968	\$45,357	\$88,278	\$37,531
Total Recoveries	\$0	\$0	\$15,635	\$38,761	\$0
Other – Vending, Misc.	\$3,234	\$7,054	\$0	\$0	\$0
Subtotal	\$1,861,951	\$1,852,507	\$1,855,274	\$1,857,176	\$1,378,894
Subsidies					
Federal Operating Grant	\$2,785,759	\$2,541,065	\$2,661,185	\$3,277,383	\$7,140,310
State – Section 1513 (Current)	\$4,939,121	\$4,975,113	\$5,891,453	\$6,109,437	\$3,277,024
State – Act 3 BSG	\$0	\$0	\$0	\$0	\$44,382
Local – Section 1513 (Current)	\$508,765	\$534,203	\$560,913	\$588,959	\$618,407
Local – Act 3 BSG	\$0	\$0	\$0	\$0	\$1,530
Subtotal	\$8,233,645	\$8,050,381	\$9,113,551	\$9,975,779	\$11,081,653
Total Funding	\$10,095,596	\$9,902,888	\$10,968,825	\$11,832,955	\$12,460,547
Passenger Fares + Organization-Paid Fares / Total Fixed-Route Funding	18.0%	18.2%	16.4%	14.6%	10.8%

Source: PennDOT dotGrants Reporting System

PARATRANSIT FUNDING

Paratransit (i.e., shared-ride and ADA complementary service), funded by state subsidies and passenger fares, accounts for 30.8 percent of CPTA's public transportation operating expenses (**Exhibit 14**). CPTA's paratransit program funding decreased from \$9,486,987 in FYE 2017 to \$7,940,824 as of FYE 2020. Total paratransit trips decreased from 529,567 in FYE 2017 to 363,542 in FYE 2020 (**Exhibit 15**). CPTA's paratransit program expanded significantly since the 2015 performance review to include shared-ride programs for Cumberland, Columbia, Franklin, Montour, Perry, Snyder, and Union counties. The drop in paratransit revenues in FYE 2020 is attributable to COVID-19 impacts on ridership.

Exhibit 14: Paratransit Funding by Source

Category	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Revenues					
Passenger Fares	\$198,951	\$316,077	\$276,104	\$324,579	\$279,595
Shared-Ride Lottery Trip Reimb.	\$2,373,943	\$3,425,661	\$3,727,490	\$3,766,608	\$3,202,407
PwD Passenger Reimb.	\$470,018	\$877,573	\$1,091,644	\$1,139,339	\$1,049,599
PwD Passenger Fares	\$83,199	\$155,407	\$194,008	\$202,589	\$194,651
Total Recoveries	\$360,457	\$552,954	\$592,070	\$125,391	\$0
AAA	\$1,710,730	\$2,520,646	\$1,806,677	\$550,346	\$428,139
MH/MR	\$477,910	\$0	\$0	\$955,098	\$702,853
MATP	\$938,856	\$55,296	\$65,290	\$73,847	\$91,558
Other – Miscellaneous Agencies	\$329,230	\$524,755	\$434,651	\$375,911	\$286,004
Cumberland County No-Shows	\$31,416	\$35,308	\$53,188	\$45,412	\$0
Union/Snyder Vanpool	\$0	\$17,049	\$0	\$0	\$0
Subtotal	\$6,974,710	\$8,480,726	\$8,241,122	\$7,559,120	\$6,234,806
Subsidies					
Federal Operating Grant	\$144,034	\$178,680	\$203,988	\$143,079	\$1,610,148
State – Section 1513 (Prior)	-\$118,542 ⁴	\$0	\$0	\$0	\$0
State – Section 1513 (Current)	\$238,982	\$681,930	\$203,990	\$732,978	\$95,870
State – Special	\$255,526	\$145,651	\$40,647	\$0	\$0
Subtotal	\$520,000	\$1,006,261	\$448,625	\$876,057	\$1,706,018
Total Funding	\$7,494,710	\$9,486,987	\$8,689,747	\$8,435,177	\$7,940,824

Source: PennDOT dotGrants Reporting System

Exhibit 15: Paratransit Operating Statistics

Operating Category	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Paratransit Operating Statistics					
Total Paratransit Trips	393,496	529,567	482,705	459,457	363,542
Total Miles	3,022,262	6,006,461	4,749,174	4,522,323	4,130,736
Total Hours	176,232	327,676	257,670	253,331	215,055
VOMS	106	134	137*	119	145

*Estimated value based on NTD

Source: PennDOT dotGrants Reporting System.

⁴ In FYE 2016, CPTA posted -\$118,542 in prior year 1513 subsidy as an adjustment following the final shared-ride/non-shared ride cost allocation. CPTA does not subsidize non-shared ride trips.

BALANCE SHEET FINDINGS

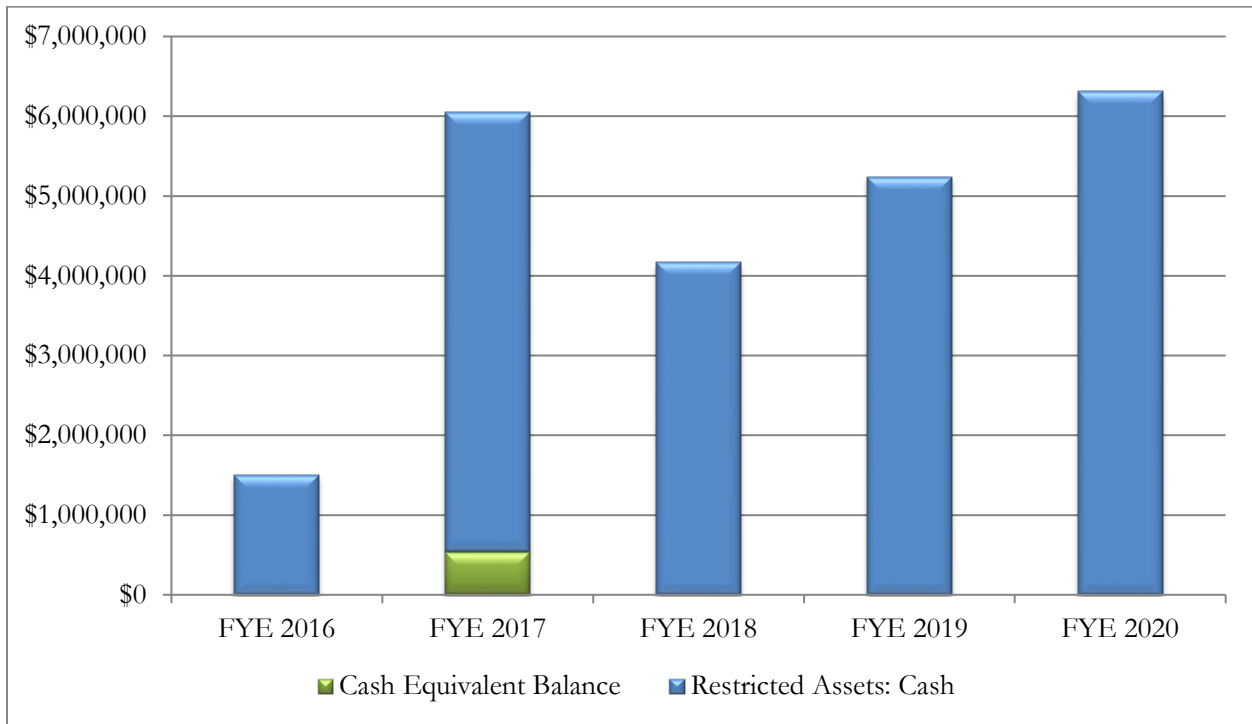
A review of balance sheets shows that between FYE 2016 and FYE 2020, CPTA increased its available cash on hand (**Exhibit 16** and **Exhibit 17**). Net current cash equivalent balance reported was \$0, and restricted cash was \$6,314,356. As of FYE 2020, CPTA maintained a balance of cash and restricted cash equal to 35.1 percent of total operating expenses. Apart from FYE 2017, CPTA reported all cash as restricted. Current assets exceed current liabilities. As of FYE 2020, CPTA had no long-term debt and a balance outstanding against its \$1.5 million credit line.

Exhibit 16: Balance Sheet Summary (FYE 2016–FYE 2020)

Balance Sheet Report	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Current Assets					
Cash Equivalent Balance	\$0	\$534,571	\$0	\$0	\$0
Grants Receivable (incl. capital)	\$7,988,036	\$2,965,224	\$3,344,320	\$3,721,737	\$3,496,830
Other Accounts Receivable	\$1,576,840	\$3,721,144	\$3,267,979	\$3,060,266	\$5,032,137
Restricted Assets: Cash	\$1,502,771	\$5,515,849	\$4,165,786	\$5,238,698	\$6,314,356
Inventory Value	\$376,078	\$406,279	\$440,161	\$424,602	\$375,674
Pre-paid Expenses	\$303,788	\$414,733	\$424,651	\$493,378	\$497,136
Current Liabilities					
Accounts Payable	\$5,372,477	\$4,389,371	\$744,013	\$2,592,614	\$700,396
Accrued Expenses	\$582,187	\$826,310	\$969,406	\$922,423	\$1,146,485
Deferred Revenue	\$5,365,766	\$6,226,824	\$7,979,537	\$7,998,994	\$12,007,228
Line of Credit	\$0	\$0	\$0	\$0	\$0
Current Maturities of Long-term Debt	\$0	\$0	\$0	\$0	\$0
Total Operating Expense	\$17,789,394	\$19,389,876	\$19,866,829	\$20,379,983	\$18,013,700
Cash Eqv. Bal + Restricted Cash / Total Operating Expense	8.4%	31.2%	21.0%	25.7%	35.1%
Line of Credit/Annual Payroll	9.5%	16.6%	14.7%	14.7%	18.2%
Current Assets	\$11,747,513	\$13,557,800	\$11,642,897	\$12,938,681	\$15,716,133
Current Liabilities	\$11,320,430	\$11,442,505	\$9,692,956	\$11,514,031	\$13,854,109
Net Current Assets	\$427,083	\$2,115,295	\$1,949,941	\$1,424,650	\$1,862,024

Source: Annual Audit Reports and dotGrants

Exhibit 17: End-of-Year Cash Balance (FYE 2016–FYE 2020)



ASSESSMENT

CPTA currently has a balanced operating budget. Its cash equivalent balance has increased since 2015. Important elements of CPTA's FYE 2020 financial condition are:

- CPTA had \$9,779,459 in state and \$664,807 in local carryover funds.
- Combined carryover subsidies were equal to 58.0 percent of total operational funding.
- CPTA had a cash balance equal to 35.1 percent of total annual operating expenses.
- CPTA's accounts receivable aging (AR) over 90 days was equal to 0.2 percent of total operating costs.
- Accounts payable aging amounts over 90 days (AP) amounts were negligible.
- Current assets exceeded current liabilities.
- CPTA had no long-term debt and no balance on its \$1.5 million revolving line of credit.

Management should continue taking appropriate actions to manage costs (i.e., containing annual operating cost increases to 3.0 percent or less), achieve farebox recovery goals, and maintain cash reserves to preserve CPTA's overall financial health. Financial planning should also address the potential impacts of consolidation of CPTA and CAT under a new management authority.

APPENDIX A: DATA ADJUSTMENTS

There were discrepancies in operating statistics reported between NTD and dotGrants that required adjustments to reconcile. CPTA attributed prior-year inconsistencies to former finance staff. CPTA has not reported any variances larger than 3 percent since FYE 2015.

Fixed-Route Ridership	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
NTD-reported ridership	1,684,176	1,663,897	1,645,044	1,621,599	1,628,613
dotGrants-reported ridership	1,684,176	1,663,897	1,645,044	1,621,600	1,629,704
Adjustment	-	-	-	1	1,091
Reconciled ridership	1,684,176	1,663,897	1,645,044	1,621,600	1,629,704

Fixed-Route Operating Costs	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
NTD-reported operating costs	\$10,031,099	\$10,322,590	\$10,080,192	\$9,950,751	\$10,896,936
dotGrants-reported operating costs	\$10,048,824	\$10,343,319	\$10,095,596	\$9,902,889	\$10,968,825
Adjustment	\$17,725	\$20,729	\$15,404	-\$47,862	\$71,889
Reconciled operating costs	\$10,048,824	\$10,343,319	\$10,095,596	\$9,902,889	\$10,968,825

Fixed-Route Revenue	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
NTD-reported revenue	\$1,779,057	\$1,700,039	\$1,814,354	\$1,806,619	\$1,798,747
dotGrants-reported revenue	\$1,819,053	\$1,827,836	\$1,861,951	\$1,852,507	\$1,855,274
Adjustment	\$39,996	\$127,797	\$47,597	\$45,888	\$56,527
Reconciled revenue	\$1,819,053	\$1,827,836	\$1,861,951	\$1,852,507	\$1,855,274

Fixed-Route Revenue Vehicle-Hours	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
NTD-reported revenue vehicle-hours	125,628	122,602	116,864	117,011	117,933
dotGrants-reported revenue vehicle-hours	125,626	122,602	116,864	116,332	117,933
Adjustment	-2	-	-	679	-
Reconciled revenue vehicle-hours	125,626	122,602	116,864	116,332	117,933

After data adjustments and reconciliation, the resulting Act 44 performance metrics for CPTA are as follows:

Act 44 Performance Metric	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Passengers/RVH	13.41	13.57	14.08	13.94	13.82
Revenue/RVH	\$14.48	\$14.91	\$15.93	\$15.92	\$15.73
Operating Cost/RVH	\$79.99	\$84.37	\$86.39	\$85.13	\$93.01
Operating Cost/Passenger	\$5.97	\$6.22	\$6.14	\$6.11	\$6.73

APPENDIX B: 2015 PERFORMANCE REVIEW ACTION PLAN ASSESSMENT

Last updated in the second quarter of calendar year 2017

Category	Suggested Action	Corrective Action	Status
1. Ridership	Continue to explore opportunities to improve on-time performance.	CPTA adjusted time points as part of its TDP update to address late departures and worked with drivers to resolve issues contributing to early departures.	Completed in 2017
1. Ridership	Modify customer complaint handling procedures to automatically follow up with customers.	CPTA received a grant from PennDOT to procure and implement a document management system that will be utilized for many aspects of agency business, including customer service. CPTA awarded a contract in 2016 and the new software went live in 2017.	Completed in 2017
1. Ridership	Expand marketing plan to include metrics such as expected benefits, costs, and a complete budget by marketing effort.	CPTA expanded the marketing plan to include realistic budgets and performance metrics by activity to determine return on investment.	Completed in 2016
2. Revenue	Perform a benefit/cost analysis to determine if registering fareboxes can be installed at satellite locations in a cost-effective manner.	CPTA determined the cost of the equipment to be more than \$100,000, not including installation. With a cost of nearly \$1 per passenger, CPTA decided against this investment.	Completed in 2015

Category	Suggested Action	Corrective Action	Status
3. Operating Costs	Develop a strategic IT plan.	CPTA developed an IT strategy to guide Board decisions, but not a formal plan for budgeting potential investments.	Completed in 2016
3. Operating Costs	Develop procedures to ensure that future capital project plans are accompanied by realistic operating cost budgets.	CPTA stated this recommendation was directed toward the Zarfoss facility project. CPTA will consider developing future procedures as part of future large capital projects.	Incomplete
3. Operating Costs	Develop mechanisms to track and report maintenance trends.	CPTA incorporated the on-time performance of preventative maintenance and the total number of breakdowns as part of monthly Board reports. CPTA added the measurement of RIR (rider interruption rate) and plans to track RIR by root cause. CPTA also assessed potential measurements that could be utilized based on available maintenance data.	Completed in 2016
3. Operating Costs	Develop strategies to minimize the use of federal funds to subsidize operating costs.	CPTA programmed \$300,000 in Section 5339 funds from the Hanover urbanized area (UZA) that could be utilized for rolling stock. CPTA managed to allocate \$500,000 in total federal funds annually for capital.	Completed in 2016
4. Other	Reevaluate the organization of the YATA management team to establish clear job descriptions and lines of responsibility.	Due to regionalization, CPTA experienced organizational growth, including the addition of a Chief Operating Officer, Transit Analyst, and Maintenance Superintendent. Each spring CPTA reviews its organizational	Completed in 2015

Category	Suggested Action	Corrective Action	Status
		chart as part of the budget process. In addition, through their annual performance review process, supervisors and managers review job descriptions with their respective employees to ensure that they are an accurate description of the roles and responsibilities.	
4. Other	Ensure grant applications and invoices are submitted in a timely manner.	CPTA hired an additional clerk in its finance department and realigned responsibilities for invoice preparation.	Ongoing
4. Other	Continue to make a concerted effort to ensure the Board makeup reflects the demographic makeup of the community.	CPTA reached out to governing municipalities and successfully increased the gender diversity of the Board.	Ongoing
4. Other	Develop a capital financing strategy to permit timely payment of contractor invoices without significantly impacting day-to-day cash flow.	CPTA developed a process with the Zarfoss project based on close coordination with PennDOT. CPTA credits the success of the Zarfoss project in part to the capital financing strategy.	Completed in 2015
4. Other	Identify ways to ensure employees at satellite locations can provide regular feedback to management.	Facility managers are required to meet with employees. The managers are now required to hold weekly meetings with the COO. They are also required to attend a senior staff meeting quarterly. CPTA arranges schedules in such a way that a senior staff	Completed in 2017

Category	Suggested Action	Corrective Action	Status
		<p>member spends time each week at the satellite locations, where they make themselves available to the employees of that division.</p>	
<p>4. Other</p>	<p>Develop protocols to conduct routine emergency response training with all employees in all locations.</p>	<p>CPTA updated its System Security and Emergency Preparedness Plan (SSEPP) following the completion of the Zarfoss facility and strengthened onsite security measures at satellite locations. CPTA developed a training department and received training by the Transportation Security Administration (TSA) of the U.S. Department of Homeland Security.</p>	<p>Completed in 2017</p>

APPENDIX C: PEER COMPARISONS

Comparison of CPTA 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 2018 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 variables used in the calculations are defined 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 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 one of two categories: "In Compliance" or "At Risk." The following criteria are used to make the determination:

- "At Risk" if costlier 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 2018 Single-Year		Five-Year Change Since FYE 2013		
	Value	Rank of 17	2013 Value	Annual Rate	Rank of 17
Valley Regional Transit	12.31	16	16.34	-5.51%	12
Wichita Transit	4.88	17	9.36	-12.22%	17
Denton County Transportation Authority	17.38	4	24.83	-6.88%	16
Lakeland Area Mass Transit District	12.35	15	17.26	-6.47%	14
Gwinnett County Board of Commissioners	13.35	12	18.90	-6.72%	15
Escambia County Area Transit	13.45	11	14.25	-1.15%	3
Greater Roanoke Transit Company	17.59	3	22.05	-4.41%	10
Livermore / Amador Valley Transit Authority	13.11	13	13.86	-1.10%	2
Merrimack Valley Regional Transit Authority	15.97	6	17.79	-2.14%	4
Lowell Regional Transit Authority	15.68	7	17.49	-2.16%	5
Western Contra Costa Transit Authority	12.46	14	16.24	-5.16%	11
Jefferson Parish Department of Transit Administration	19.32	2	21.89	-2.47%	7
Western Reserve Transit Authority	14.56	9	17.82	-3.96%	9
Fort Wayne Public Transportation Corporation	16.53	5	18.63	-2.36%	6
Chittenden County Transportation Authority	23.01	1	26.89	-3.07%	8
Manatee County Area Transit	14.89	8	20.67	-6.35%	13
Central Pennsylvania Transportation Authority	13.82	10	14.57	-1.06%	1
<i>Average</i>	<i>14.74</i>		<i>18.17</i>	<i>-4.31%</i>	
<i>Standard Deviation</i>	<i>3.80</i>		<i>4.25</i>	<i>2.91%</i>	
<i>Average – 1 Standard Deviation</i>	<i>10.94</i>		<i>13.91</i>	<i>-7.21%</i>	
<i>Average + 1 Standard Deviation</i>	<i>18.55</i>		<i>22.42</i>	<i>-1.40%</i>	
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 2018 Single-Year		Five-Year Change Since FYE 2013		
	Value	Rank of 17	2013 Value	Annual Rate	Rank of 17
Valley Regional Transit	\$101.86	10	\$81.28	4.62%	16
Wichita Transit	\$86.11	2	\$90.96	-1.09%	1
Denton County Transportation Authority	\$92.11	4	\$85.02	1.62%	8
Lakeland Area Mass Transit District	\$100.91	9	\$85.29	3.42%	14
Gwinnett County Board of Commissioners	\$114.49	16	\$87.17	5.60%	17
Escambia County Area Transit	\$91.10	3	\$75.66	3.78%	15
Greater Roanoke Transit Company	\$64.55	1	\$66.04	-0.45%	2
Livermore / Amador Valley Transit Authority	\$108.61	14	\$98.96	1.88%	10
Merrimack Valley Regional Transit Authority	\$109.31	15	\$103.97	1.01%	4
Lowell Regional Transit Authority	\$104.89	11	\$99.67	1.03%	5
Western Contra Costa Transit Authority	\$100.11	8	\$93.09	1.46%	7
Jefferson Parish Department of Transit Administration	\$118.66	17	\$110.89	1.36%	6
Western Reserve Transit Authority	\$98.22	6	\$97.46	0.15%	3
Fort Wayne Public Transportation Corporation	\$105.05	12	\$94.15	2.21%	12
Chittenden County Transportation Authority	\$107.85	13	\$94.27	2.73%	13
Manatee County Area Transit	\$98.64	7	\$90.33	1.77%	9
Central Pennsylvania Transportation Authority	\$93.01	5	\$83.49	2.18%	11
<i>Average</i>		<i>\$99.73</i>	<i>\$90.45</i>	<i>1.96%</i>	
<i>Standard Deviation</i>		<i>\$12.44</i>	<i>\$10.77</i>	<i>1.72%</i>	
<i>Average – 1 Standard Deviation</i>		<i>\$87.29</i>	<i>\$79.68</i>	<i>0.24%</i>	
<i>Average + 1 Standard Deviation</i>		<i>\$112.18</i>	<i>\$101.23</i>	<i>3.68%</i>	
Act 44 Compliance Determination		In Compliance		In Compliance	
Compared to the Peer Group Average		Better		Worse	

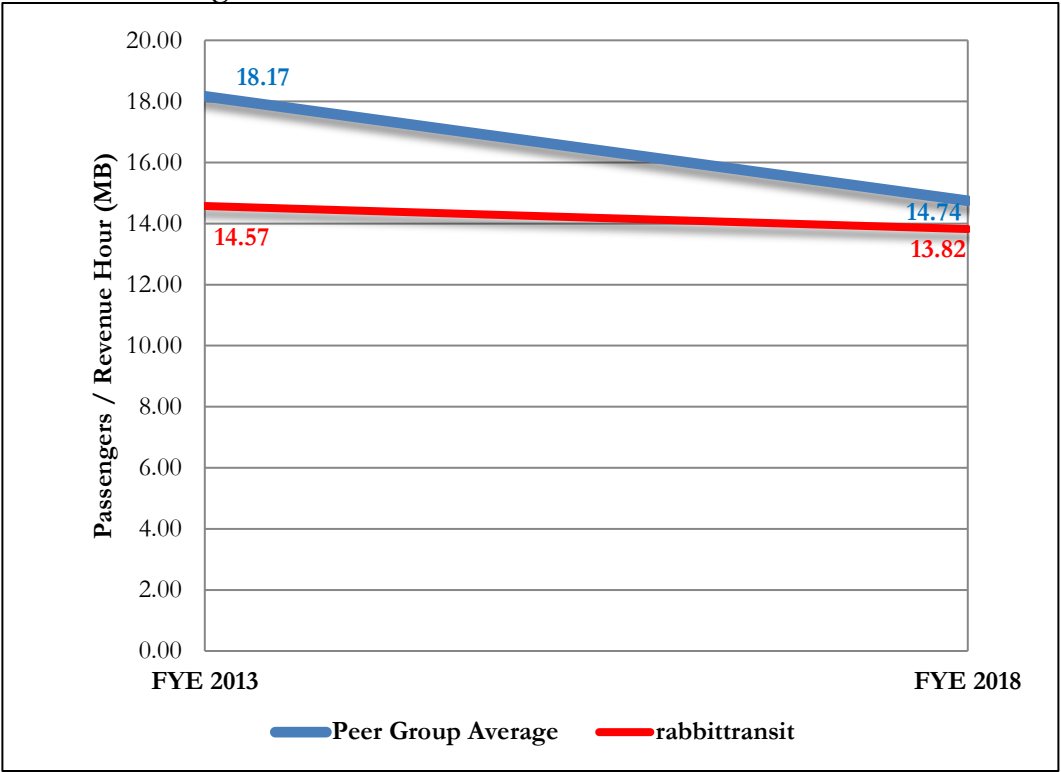
Operating Revenue / Revenue Vehicle-Hour

Operating Revenue / Revenue-Hour (MB)					
System	FYE 2018 Single-Year		Five-Year Change Since FYE 2013		
	Value	Rank of 17	2013 Value	Annual Rate	Rank of 17
Valley Regional Transit	\$11.04	14	\$10.77	0.50%	3
Wichita Transit	\$6.26	17	\$8.78	-6.52%	15
Denton County Transportation Authority	\$27.53	2	\$35.11	-4.75%	13
Lakeland Area Mass Transit District	\$17.22	8	\$23.76	-6.23%	14
Gwinnett County Board of Commissioners	\$19.00	4	\$13.32	7.36%	1
Escambia County Area Transit	\$16.39	9	\$17.14	-0.89%	6
Greater Roanoke Transit Company	\$18.26	6	\$21.10	-2.85%	11
Livermore / Amador Valley Transit Authority	\$18.14	7	\$20.36	-2.28%	9
Merrimack Valley Regional Transit Authority	\$10.41	16	\$17.80	-10.17%	16
Lowell Regional Transit Authority	\$16.24	10	\$31.95	-12.66%	17
Western Contra Costa Transit Authority	\$14.83	12	\$17.52	-3.28%	12
Jefferson Parish Department of Transit Administration	\$35.39	1	\$36.12	-0.41%	5
Western Reserve Transit Authority	\$14.79	13	\$14.29	0.69%	2
Fort Wayne Public Transportation Corporation	\$18.29	5	\$18.49	-0.21%	4
Chittenden County Transportation Authority	\$20.31	3	\$23.14	-2.58%	10
Manatee County Area Transit	\$10.48	15	\$11.46	-1.77%	8
Central Pennsylvania Transportation Authority	\$15.73	11	\$16.85	-1.37%	7
<i>Average</i>		<i>\$17.08</i>	<i>\$19.88</i>	<i>-2.79%</i>	
<i>Standard Deviation</i>		<i>\$6.70</i>	<i>\$8.10</i>	<i>4.52%</i>	
<i>Average – 1 Standard Deviation</i>		<i>\$10.38</i>	<i>\$11.78</i>	<i>-7.31%</i>	
<i>Average + 1 Standard Deviation</i>		<i>\$23.77</i>	<i>\$27.98</i>	<i>1.73%</i>	
Act 44 Compliance Determination		In Compliance	In Compliance		
Compared to the Peer Group Average		Worse	Better		

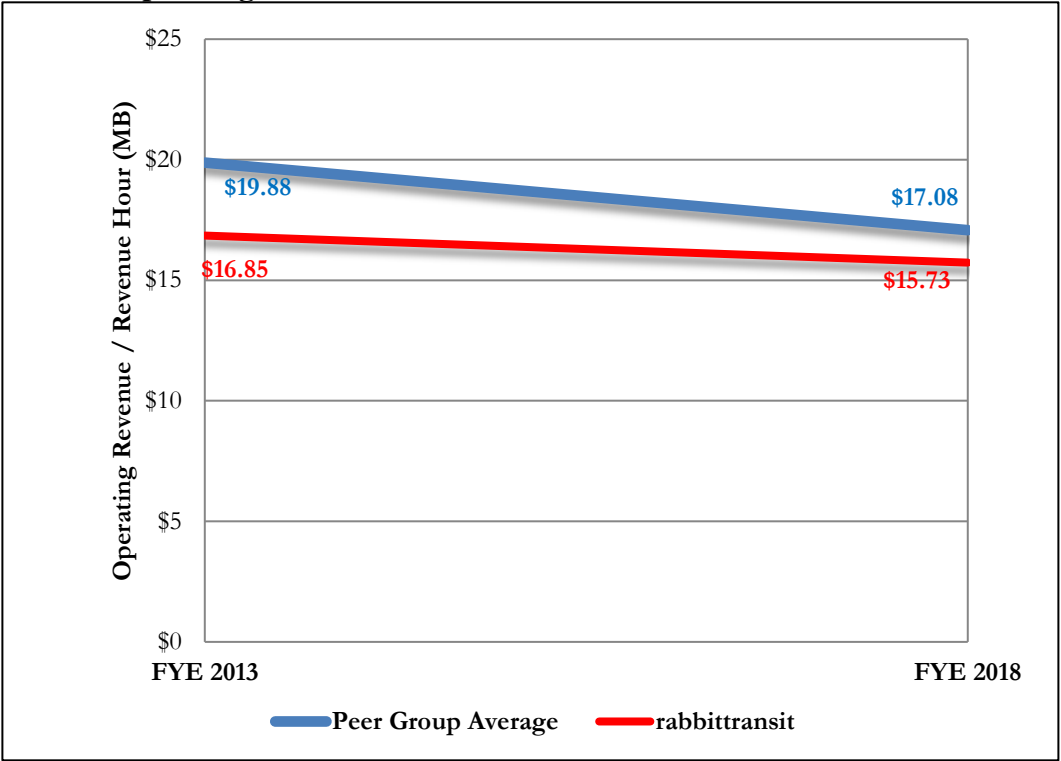
Operating Cost / Passenger

Operating Cost / Passenger (MB)					
System	FYE 2018 Single-Year		Five-Year Change Since FYE 2013		
	Value	Rank of 17	2013 Value	Annual Rate	Rank of 17
Valley Regional Transit	\$8.28	14	\$4.97	10.72%	15
Wichita Transit	\$17.65	17	\$9.71	12.68%	16
Denton County Transportation Authority	\$5.30	3	\$3.42	9.13%	13
Lakeland Area Mass Transit District	\$8.17	13	\$4.94	10.58%	14
Gwinnett County Board of Commissioners	\$8.58	16	\$4.61	13.21%	17
Escambia County Area Transit	\$6.77	10	\$5.31	4.99%	9
Greater Roanoke Transit Company	\$3.67	1	\$3.00	4.14%	6
Livermore / Amador Valley Transit Authority	\$8.28	15	\$7.14	3.01%	1
Merrimack Valley Regional Transit Authority	\$6.84	11	\$5.84	3.21%	2
Lowell Regional Transit Authority	\$6.69	7	\$5.70	3.25%	3
Western Contra Costa Transit Authority	\$8.04	12	\$5.73	6.99%	11
Jefferson Parish Department of Transit Administration	\$6.14	4	\$5.07	3.93%	5
Western Reserve Transit Authority	\$6.74	9	\$5.47	4.28%	7
Fort Wayne Public Transportation Corporation	\$6.35	5	\$5.05	4.69%	8
Chittenden County Transportation Authority	\$4.69	2	\$3.51	5.98%	10
Manatee County Area Transit	\$6.63	6	\$4.37	8.68%	12
Central Pennsylvania Transportation Authority	\$6.73	8	\$5.73	3.27%	4
<i>Average</i>		<i>\$7.39</i>	<i>\$5.27</i>	<i>6.63%</i>	
<i>Standard Deviation</i>		<i>\$2.96</i>	<i>\$1.53</i>	<i>3.50%</i>	
<i>Average – 1 Standard Deviation</i>		<i>\$4.43</i>	<i>\$3.74</i>	<i>3.13%</i>	
<i>Average + 1 Standard Deviation</i>		<i>\$10.34</i>	<i>\$6.80</i>	<i>10.13%</i>	
Act 44 Compliance Determination		In Compliance	In Compliance		
Compared to the Peer Group Average		Better	Better		

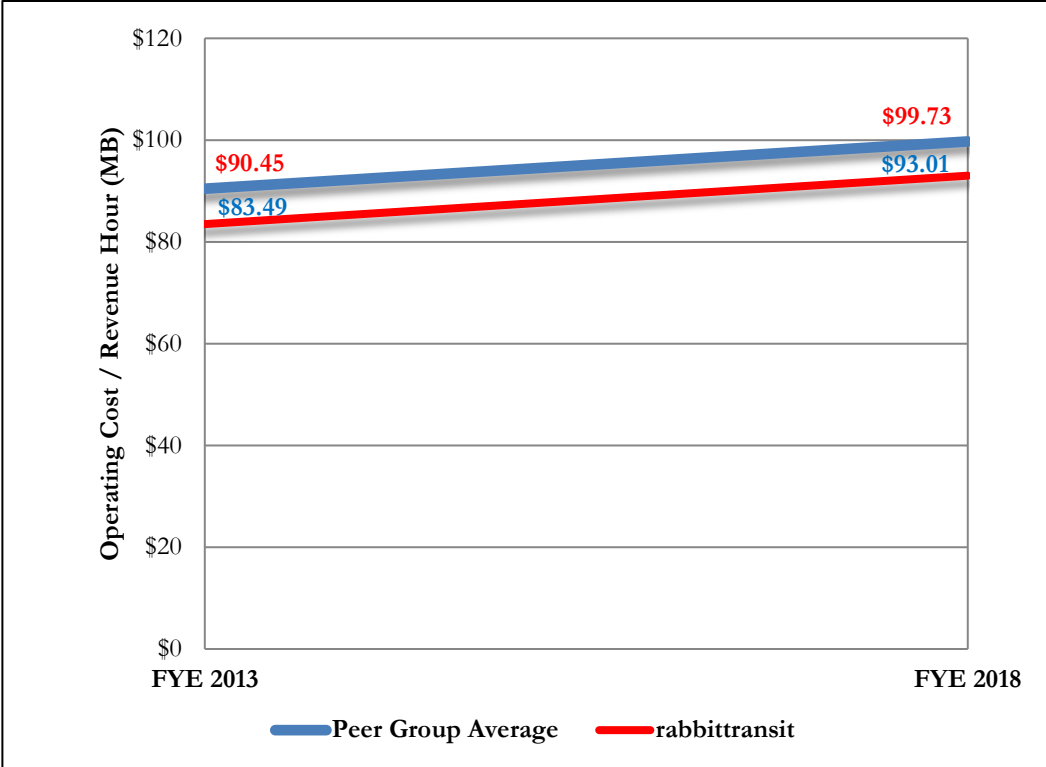
Trend – Passengers / Revenue Vehicle-Hour



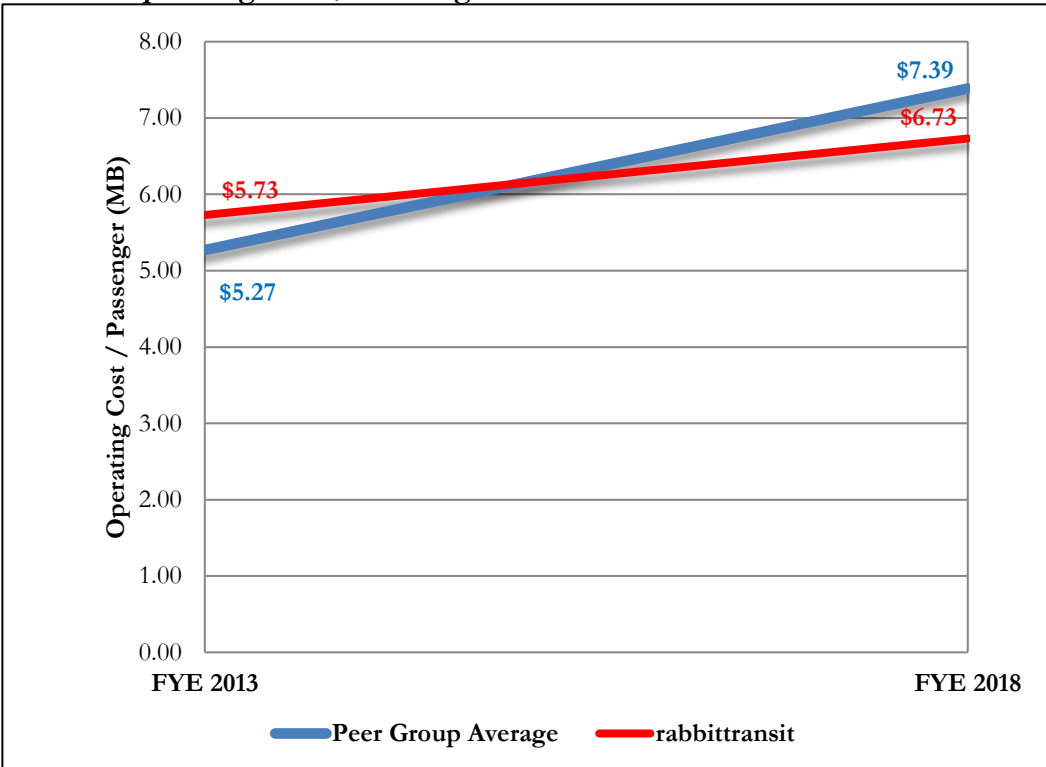
Trend – Operating Revenue / Revenue Vehicle-Hour



Trend – Operating Cost / Revenue Vehicle-Hour



Trend – Operating Cost / Passenger



APPENDIX D: ACTION PLAN TEMPLATE

PART 1 – ACTIONS TO INCREASE PASSENGERS / REVENUE-HOUR

Recommendation From the narrative starting on page 13	CPTA Action	Estimated Initiation Date	Estimated Completion Date
1. Assess alternative transportation options for southern York County as part of the next TDP update.			
2. Continue to work with municipalities experiencing population growth and new commercial development to include a CPTA review of proposed site development plans.			

PART 2 – ACTIONS TO INCREASE OPERATING REVENUE / REVENUE-HOUR

Recommendation From the narrative starting on page 14	CPTA Action	Estimated Initiation Date	Estimated Completion Date
1. Continue to monitor its fixed-route farebox recovery and maintain a satisfactory fare recovery level.			

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

Recommendation From the narrative starting on page 14	CPTA Action	Estimated Initiation Date	Estimated Completion Date
1. Develop a more detailed strategic IT plan that defines desired IT specifications, interdepartmental information flow, and an investment plan.			
2. Update its cost allocation plan to equitably assign costs across divisions, including other service lines like non-public transportation, CAT management, and 4Ride.			
3. Develop standards and monitor mechanic efficiency for routine tasks.			

PART 4 – OTHER ACTIONS TO IMPROVE OVERALL PERFORMANCE

Recommendation From the narrative starting on page 15	CPTA Action	Estimated Initiation Date	Estimated Completion Date
1. Use a third-party contractor to independently conduct an agency-wide compensation analysis to ensure salaries of key positions reflect current roles, responsibilities, and local market conditions.			
2. Implement a formal capital planning process agency-wide that it can use to identify and prioritize CPTA's short and long-term capital needs.			

