



EMTA Transit System Performance Review

April 2, 2020

Performance Report

Erie Metropolitan Transit Authority d.b.a., EMTA, the “e”

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PUBLIC TRANSPORTATION SERVICE SUMMARY

Agency	Erie Metropolitan Transit Authority (d.b.a. EMTA)		
Year Founded	1966		
Reporting Fiscal Year End (FYE)	FYE 2019		
Service Area (square miles)	77		
Service Area Population ¹	189,872		
Annual Operating Statistics*	Fixed-Route	Paratransit (Shared-Ride+ ADA)	Total (Fixed-Route + Paratransit)
Vehicles in Maximum Service (VOMS)	66	44	110
Operating Cost	\$16,382,988	\$4,442,717	\$20,825,705
Operating Revenues	\$3,587,575	\$2,951,757	\$6,539,332
Operating Subsidy	\$12,795,413	\$1,182,302	\$13,977,715
Total (Actual) Vehicle Miles	2,232,362	1,028,865	3,261,227
Revenue Vehicle Miles (RVM)	2,146,677	N/A	N/A
Total Vehicle Hours	164,915	78,752	243,667
Revenue Vehicle Hours (RVH)	155,131	N/A	N/A
Total Passenger Trips	2,449,829	203,417	2,653,246
Senior Passenger (Lottery) Trips	191,765	N/A	N/A
Act 44 Performance Statistics			
Passengers / RVH	15.79	N/A	N/A
Operating Cost / RVH	\$105.61	N/A	N/A
Operating Revenue / RVH	\$23.13	N/A	N/A
Operating Cost / Passenger	\$6.69	\$21.84	\$7.85
Other Performance Statistics			
Operating Revenue / Operating Cost	21.90%	66.44%	31.40%
Operating Cost / Total Vehicle Hours	\$99.34	\$56.41	\$85.47
Operating Cost / Total Vehicle Miles	\$7.34	\$4.32	\$6.39
Total Passengers / Total Vehicle Hours	14.86	2.58	10.89
Operating Cost / RVM	\$7.63	N/A	N/A
RVM / Total Vehicle Miles	96.16%	N/A	N/A
RVH / Total Vehicle Hours	94.07%	N/A	N/A
Operating Subsidy / Passenger Trip	\$5.22	\$7.33	\$5.38

* Source: dotGrants 2019 reporting

¹ Service area population is based on agency reporting to NTD (FYE 2017).

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; 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 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 Erie Metropolitan Transit Authority (EMTA) in April 2014. Based on that review, PennDOT established five-year performance targets and agreed to EMTA’s action plan to meet those targets. In September 2019, PennDOT conducted the follow-up reassessment of EMTA to determine if EMTA 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 2014 PERFORMANCE REVIEW

PennDOT conducted the initial review of EMTA in April 2014. Since finalizing the previous report, the following changes and other factors impacted operations and management at EMTA, as well as performance targets established in 2014:

- **Turnover in executive management** – EMTA had three different CEOs since the 2014 performance review, including one CEO that lasted less than four months. Each transition reprioritized management focus in the short-term at the cost of following through on long-term goals. High management turnover impacted the authority’s organizational culture and contributed to EMTA’s inability to improve cost-recovery on tripper service and educate the Board of Directors on the importance of renewing the Charter.
- **Charter renewal and Board resignation** – In 2016, EMTA’s 50-year charter was up for renewal. Disagreements between the City of Erie and Erie County on Board representation and local match contributions stalled negotiations. Without an immediate resolution, EMTA faced potential closure. A ten-year extension of the charter was enacted, but Board infighting and disagreements between the City and the County continued, leading to the resignation of the Board in 2018. Due to the protracted charter negotiations and eventual resignation of the Board, progress delayed in achieving agency goals, tackling issues like long-term fiscal sustainability, and serving as advocates on behalf of EMTA.
- **Declines in fixed-route ridership** – The U.S. transit industry experienced declining ridership in recent years. Factors contributing to this trend are numerous. The transit-dependent population has declined since the economy normalized in 2010. Alternatives to public transit, such as Uber and Lyft, emerged as competitors for city service in urban systems. More employees now work from home at least once per week, which becomes increasingly attractive in areas impacted by significant lake-effect snow like Erie County.

2014 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2014 performance review compared EMTA with a group of peer agencies based on the four performance criteria required by Act 44. EMTA was found to be “In Compliance” for seven performance criteria and “At Risk” for one.

Performance Criteria	FYE*	Determination	Peer Rank (of 13)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2012	In Compliance	9	Worse	20.89	22.64
	Trend	In Compliance	6	Better	2.26%	1.64%
Operating Cost / Revenue Vehicle Hour	2012	In Compliance	2	Better	\$80.20	\$108.90
	Trend	In Compliance	2	Better	2.34%	5.29%
Operating Revenue / Revenue Vehicle Hour	2012	In Compliance	11	Worse	\$17.06	\$23.99
	Trend	At Risk	13	Worse	-1.12%	4.07%
Operating Cost / Passenger	2012	In Compliance	3	Better	\$3.84	\$4.85
	Trend	In Compliance	3	Better	0.08%	3.69%

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

The 2014 performance review determined that EMTA was “In Compliance” for seven criteria and “At Risk” for one. EMTA performed better than the peer group for containing operating costs for the single-year and five-year trends. Although EMTA performed better than the peer average for passengers per revenue vehicle hour trend, EMTA performed worse for the single-year determination.

Operating revenues per revenue hour declined between 2007 and 2012, resulting in the “At Risk” finding.

EMTA developed an Action Plan to address opportunities for improvement identified in the 2014 performance review report. Among the efforts EMTA took to improve its performance were:

1. Institute a culture of proactive customer service by adopting a formal customer comment/complaint process and procedure guidelines;
2. Extend the EMTA Charter for a ten-year period; and,
3. Address farebox recovery by adopting a five-year fare phasing policy after nearly 17 years without a fare increase.

PennDOT, in consultation with EMTA 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 0.5% per year on average
- Increase operating revenue per revenue vehicle hour by at least 1.0% 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 2.5% per year on average

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

Performance Criteria	2019 Target	2019 Actual	Met Target
Passengers / Revenue Vehicle Hour	21.14	15.79	No
Operating Cost / Revenue Vehicle Hour	\$96.23	\$105.61	No
Operating Revenue / Revenue Vehicle Hour	\$20.15	\$23.13	Yes
Operating Cost / Passenger	\$4.55	\$6.69	No

EMTA worked toward achieving the 2019 performance targets by implementing actions listed in the 2014 Action Plan. These actions included updating the TDP, formalizing customer service procedures, establishing an annual marketing budget, and monitoring on-time performance. EMTA also faced challenges from a high turnover in executive management and a lack of Board leadership. EMTA has since taken steps to institute an active customer service-based organizational culture and secured a new Board of Directors that works alongside management in stewardship over the authority.

2019 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2019 performance review compared EMTA with a group of peer agencies based on the four performance criteria outlined by law. EMTA was found to be “In Compliance” for eight performance measures and “At Risk” for none.

Performance Criteria	FYE	Determination	Peer Rank of (12)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Hour	2017	In Compliance	10	Worse	16.51	17.43
	Trend	In Compliance	8	Better	-4.60%	-4.75%
Operating Cost / Revenue Hour	2017	In Compliance	8	Better	\$89.80	\$99.39
	Trend	In Compliance	11	Worse	1.53%	0.44%
Operating Revenue / Revenue Hour	2017	In Compliance	6	Better	\$20.09	\$18.21
	Trend	In Compliance	6	Better	0.14%	-1.93%
Operating Cost / Passenger	2017	In Compliance	6	Better	\$5.44	\$5.82
	Trend	In Compliance	9	Worse	6.43%	5.51%

*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 2019 data. The 2019 performance review examined additional steps, beyond those specified in the 2014 Action Plan, that EMTA took to improve performance. The most notable action is an increase in fixed-route fares after nearly two decades of without a raise.

The 2019 performance review also identified actions that EMTA can take to improve overall agency performance including:

1. Renew agency charter for a new fifty-year period.
2. Update the strategic plan.
3. Work towards optimum cost recovery for the long-term sustainability of tripper service.

PennDOT also identified additional opportunities for improvement during the 2019 performance review. The complete list of opportunities for improvement will serve as the basis for EMTA’s Board-approved action plan.

2024 PERFORMANCE TARGETS

As required by Act 44, PennDOT and EMTA management developed new five-year performance targets. Performance targets are designed to be aggressive, yet achievable. EMTA 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
	2018 Actual	2019 Actual	2024 Target	
Passengers / Revenue Vehicle Hour	16.06	15.79	16.19	0.5%
Operating Cost / Revenue Vehicle Hour	\$98.44	\$105.61	\$122.43	3.0%
Operating Revenue / Revenue Vehicle Hour	\$22.43	\$23.13	\$24.31	1.0%
Operating Cost / Passenger	\$6.13	\$6.69	\$7.57	2.5%

FINANCIAL REVIEW

EMTA currently has a balanced fixed-route operating budget. Noteworthy elements of EMTA's financial condition as of FYE 2019 are:

- EMTA had \$1.4 million in carryover local funds and \$4.5 million in carryover state funds.
- Combined carryover subsidies amount to 28.8% of total operational funding.
- EMTA received its full local match as required by Act 44.
- EMTA maintained a cash equivalent balance equal to 37.7% of total annual operating expenses in FYE 2019.
- EMTA's operating budget increased from \$18.0 million in FYE 2015 to \$20.8 million in FYE 2019.
- Current assets exceed current liabilities.
- Accounts payable and receivable amounts over 90 days are negligible.
- EMTA uses retained earnings from demand response service to balance its shared-ride operating budgets.
- EMTA maintains a \$100,000 line of credit. There is no outstanding balance.
- Management should continue taking appropriate actions to manage costs, achieve farebox recovery goals, and maintain cash reserves to preserve EMTA's overall financial health.

NEXT STEPS

EMTA 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. EMTA'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.

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AGENCY DESCRIPTION

The Erie Metropolitan Transit Authority (d.b.a. EMTA) was created in 1966 in Erie County, Pennsylvania. EMTA assumed operations of the former Erie Coach Company for the provision of public transportation in the City of Erie and Erie County. EMTA's Articles of Incorporation, established under the powers of the Municipal Authorities Act, was extended for a ten-year period from September 14, 2016 through September 14, 2026. EMTA has a nine-member Board of Directors. Five Board members are appointed by the City of Erie, and four Board members are appointed by Erie County.

EMTA provides fixed-route, shared-ride, and ADA complementary paratransit service in the City of Erie and Erie County. In 2010, EMTA rebranded its fixed-route service as “the e” and shared-ride paratransit as “the LIFT.”

Currently, EMTA operates 33-weekday routes, 15-weekend routes, and two seasonal routes. EMTA provides urban fixed-route and rural fixed-route service, including circulators in the cities of Erie and Corry, and university service for Penn State Behrend, Gannon University, and Edinboro University. EMTA provides tripper service for the Erie City School District. **Exhibit 1** presents fixed-route bus statistics for EMTA derived from PennDOT dotGrants Legacy Reports.

In 2019, EMTA began operating out of a new nine-acre facility in downtown Erie. The new facility includes the administrative headquarters, operations dispatch, a maintenance garage, and bus storage bay, and compressed natural gas (CNG) fueling station. EMTA owns 55 bus shelters through Erie County. EMTA provided approximately 2.4 million annual fixed-route passenger trips with 66 fixed-route vehicles operated in maximum service (VOMS) as of FYE 2019.

Exhibit 1: EMTA Fixed-Route Service Annual Performance Trends (FYE 2015-2019)



Source: PennDOT Legacy Reporting System (dotGrants)

PERFORMANCE REVIEW PROCESS

PennDOT initiated an Act 44-mandated performance review for EMTA during the summer of 2019. 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: EMTA and PennDOT agree to a set of peer agencies to use for comparative analysis.
2. Review of the most recent customer satisfaction survey (CSS).
3. Review of Act 44 variables including current performance, targets from the previous 2014 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 EMTA'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 agency.

CUSTOMER SATISFACTION SURVEY

EMTA conducted a fixed-route customer satisfaction survey from September 21, 2015 to October 17, 2015. The survey consisted of 22 questions, which address customer satisfaction, rider characteristics and patterns in service usage. EMTA collected nearly 550 completed surveys. Based on survey results, EMTA estimated between 8,600 and 14,800 unique riders. The survey margin error is less than 4.1%, therefore survey results reflect the complete population of riders within 4.1%. Results from the survey show:

1. 70% of respondents indicated they were satisfied or very satisfied with EMTA service.
2. 91% of respondents indicated they would continue to ride EMTA.
3. 77% of respondents indicated they recommend EMTA to others.

Riders were asked to rate a total of 19 performance measures addressing topics such as driver and staff performance, safety, capacity, frequency of service, schedule adherence, and bus schedules (**Exhibit 2**). The top-rated measures consisted of:

1. Safe and competent drivers;
2. Personal safety on buses and at stops;
3. Availability of seats on the bus;
4. Bus schedule—easy to understand; and,
5. Helpfulness and responsiveness of drivers.

Measures that received the lowest average scores included:

1. Telephone customer service;

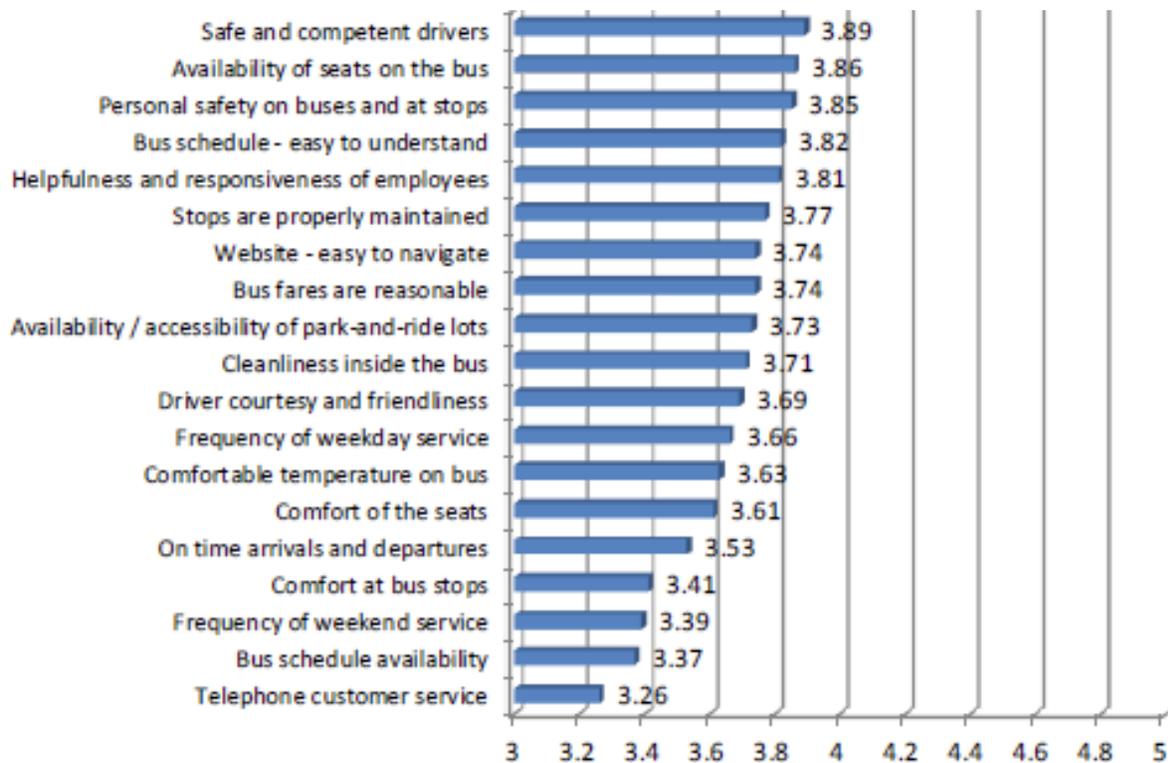
2. Bus schedule availability;
3. Frequency of weekend service;
4. Comfort at bus stops; and,
5. On time arrivals and departures.

The survey contained an open-ended portion. A total of 87 respondents, representing 16% of respondents provided feedback. Some themes from open-ended questions included:

1. EMTA’s service is appreciated by riders;
2. Buses arrive late or depart early; and,
3. Some drivers should be friendlier and/or improve their performance.

Since the 2015 customer satisfaction survey, EMTA developed formal customer service protocols and follow-up procedures. EMTA believes instituting a culture of customer service is key to maintaining or increasing ridership.

Exhibit 2: Average Satisfaction Score by Performance Measures



2014 ACT 44 PERFORMANCE ASSESSMENT

PRIOR REVIEW DETERMINATIONS AND FINDINGS

PennDOT conducted the initial review of EMTA in April 2014. The 2014 performance review compared EMTA with a group of peer agencies based on the four performance criteria required by Act 44. EMTA was found to be “In Compliance” for seven criteria and “At Risk” for one (**Exhibit 3**). EMTA performed better than the peer group for containing operating costs on a per revenue hour and per passenger basis. EMTA performed worse than the peer group for increasing operating revenue per revenue vehicle hour. EMTA performed better for the trend period, but worse in the single-year FYE 2012 determination for passengers per revenue vehicle hour.

Exhibit 3. Previous Performance Review Act 44 Comparison Summary

Performance Criteria	FYE*	Determination	Peer Rank (of 13)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2012	In Compliance	9	Worse	20.89	22.64
	Trend	In Compliance	6	Better	2.26%	1.64%
Operating Cost / Revenue Vehicle Hour	2012	In Compliance	2	Better	\$80.20	\$108.90
	Trend	In Compliance	2	Better	2.34%	5.29%
Operating Revenue / Revenue Vehicle Hour	2012	In Compliance	11	Worse	\$17.06	\$23.99
	Trend	At Risk	13	Worse	-1.12%	4.07%
Operating Cost / Passenger	2012	In Compliance	3	Better	\$3.84	\$4.85
	Trend	In Compliance	3	Better	0.08%	3.69%

*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

EMTA developed an Action Plan to address opportunities for improvement identified in the 2014 performance review. Among the steps EMTA took to improve its performance were:

1. Institute a culture of proactive customer service by adopting a formal customer comment/complaint process and procedure guidelines;
2. Extend the EMTA Charter for a ten-year period; and,
3. Address farebox recovery by adopting a five-year fare phasing policy after nearly 17 years without a fare increase.

The complete list of EMTA’s previous Action Plan items and EMTA’s progress in addressing previously identified opportunities for improvement is provided in **Appendix B: 2014 Performance Review Action Plan Assessment**.

The following performance targets were established with EMTA:

- Increase passengers per revenue vehicle hour by at least 0.5% per year on average;
- Increase operating revenue per revenue vehicle hour by at least 1.0% per year on average;
- Contain increases in operating cost per revenue vehicle hour to no more than 3.0% per year on average; and
- Contain increases in operating cost per passenger to no more than 2.5% per year on average.

As shown in **Exhibit 4**, EMTA successfully met one of four performance targets that were established in the 2014 performance review.

Exhibit 4. 2019 Performance Targets

Performance Criteria	2019 Target	2019 Actual	Met Target
Passengers / Revenue Vehicle Hour	21.14	15.79	No
Operating Cost / Revenue Vehicle Hour	\$96.23	\$105.61	No
Operating Revenue / Revenue Vehicle Hour	\$20.15	\$23.13	Yes
Operating Cost / Passenger	\$4.55	\$6.69	No

ASSESSMENT

EMTA reported progress to PennDOT on the implementation of the 2014 Action Plan. However, the following changes and other factors impacted EMTA's ability to meet its 2019 targets.

- **Turnover in executive management** – EMTA had three different CEOs since the 2014 performance review, including one CEO that lasted less than four months. Each transition reprioritized management focus in the short-term at the cost of following through on long-term goals. High management turnover impacted the authority's organizational culture and contributed to EMTA's inability to improve cost-recovery on tripper service and educate the Board of Directors on the importance of renewing the Charter.
- **Charter renewal and Board resignation** – In 2016, EMTA's 50-year charter was up for renewal. Disagreements between the City of Erie and Erie County on Board representation and local match contributions stalled negotiations. Without an immediate resolution, EMTA faced potential closure. A ten-year extension of the charter was enacted, but Board infighting and disagreements between the City and the County continued, leading to the resignation of the Board in 2018. Due to the protracted charter negotiations and eventual resignation of the Board, progress delayed in achieving agency goals, tackling issues like long-term fiscal sustainability, and serving as advocates on behalf of EMTA.
- **Declines in fixed-route ridership** – The U.S. transit industry experienced declining ridership in recent years. Factors contributing to this trend are numerous. The transit-dependent population has declined since the economy normalized in 2010. Alternatives to public transit, such as Uber and Lyft, emerged as competitors for city service in urban systems. More employees now work from home at least once per week, which becomes increasingly attractive in areas impacted by significant lake-effect snow like Erie County.

EMTA worked toward achieving the 2019 performance targets by implementing actions listed in the 2014 Action Plan. These actions included updating the TDP, formalizing customer service procedures, establishing an annual marketing budget, and monitoring on-time performance. EMTA also faced challenges from a high turnover in executive management and a lack of Board leadership. EMTA has since taken steps to institute an active customer service-based organizational culture and secured a new Board of Directors that works alongside management in stewardship over the authority.

2019 ACT 44 PERFORMANCE ASSESSMENT

The 2019 performance review compared EMTA 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 EMTA management using criteria defined in Act 44 and data from the most recently available National Transit Database (NTD), FYE 2017. The systems identified for peer comparisons include:

1. Chattanooga Area Regional Transportation Authority (Chattanooga, TN)
2. Salem Area Mass Transit District (Salem, OR)
3. Central Arkansas Transit Authority (North Little Rock, AR)
4. Knoxville Area Transit (Knoxville, TN)
5. Chatham Area Transit Authority (Savannah, GA)
6. Kanawha Valley Regional Transportation Authority (Charleston, WV)
7. Southeastern Regional Transit Authority (New Bedford, MA)
8. Rock Island County Metropolitan Mass Transit District (Moline, IL)
9. Modesto Area Express (Modesto, CA)
10. Duluth Transit Authority (Duluth, MN)
11. Greensboro Transit Authority (Greensboro, NC)
12. Municipality of Anchorage – Public Transportation Department (Anchorage, AK)
13. Ben Franklin Transit (Richland, WA)
14. Central County Transportation Authority (Kalamazoo, MI)

Results of the current EMTA analysis and peer comparison are presented in **Exhibit 5**. EMTA 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 C: Peer Comparisons**.

Exhibit 5: Current Performance Review Act 44 Peer Comparison Summary

Performance Criteria	FYE	Determination	Peer Rank of (12)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Hour	2017	In Compliance	10	Worse	16.51	17.43
	Trend	In Compliance	8	Better	-4.60%	-4.75%
Operating Cost / Revenue Hour	2017	In Compliance	8	Better	\$89.80	\$99.39
	Trend	In Compliance	11	Worse	1.53%	0.44%
Operating Revenue / Revenue Hour	2017	In Compliance	6	Better	\$20.09	\$18.21
	Trend	In Compliance	6	Better	0.14%	-1.93%
Operating Cost / Passenger	2017	In Compliance	6	Better	\$5.44	\$5.82
	Trend	In Compliance	9	Worse	6.43%	5.51%

ASSESSMENT

EMTA managed costs better than the peer group average for the single-year FYE 2017 determination. The decline in passenger trips per revenue vehicle hour were mitigated slightly better than the peer group over the five-year trend period but worse than the peer group for the single-year FYE 2017 assessment. EMTA successfully maintained operating revenue per revenue vehicle hour better than the peer group over the five-year trend period despite the decline in ridership since FYE 2012.

2024 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 2019 performance review noted that EMTA outperformed its peer agency trends for operating revenue per revenue hour. It also performed better in managing ridership losses than the peer group trend. Although operating costs were higher in 2017 than 2012, EMTA contained costs below 3.0% annual growth. EMTA should continue to work toward achieving its FYE 2024 targets, especially targeting efforts to increase fixed-route ridership and contain operating costs.

PennDOT established the following performance targets in consultation with EMTA:

- Increase passengers per revenue vehicle hour by at least 0.5% per year on average
- Contain operating cost per revenue vehicle hour increases to no more than 3.0% per year on average
- Increase operating revenue per revenue vehicle hour by at least 1.0% per year on average
- Contain operating cost per passenger trip increases to no more than 2.5% per year on average

Future year targets are based on the most recently available fiscal year-end data (i.e., FYE 2019). EMTA 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 2024 Act 44 Performance Targets

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2018 Actual	2019 Actual	2024 Target	
Passengers / Revenue Vehicle Hour	16.06	15.79	16.19	0.5%
Operating Cost / Revenue Vehicle Hour	\$98.44	\$105.61	\$122.43	3.0%
Operating Revenue / Revenue Vehicle Hour	\$22.43	\$23.13	\$24.31	1.0%
Operating Cost / Passenger	\$6.13	\$6.69	\$7.57	2.5%

FUNCTIONAL REVIEW

Functional reviews are used to determine the reasons behind performance results found in the Act 44 comparisons, to catalog EMTA practices to share with other transit agencies, and to identify opportunities for improvement to address in the Action Plan (see **Appendix D: 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 EMTA, Action Plan templates are provided in **Appendix D: Action Plan Template** (see pg. 38). Some actions will be quickly implementable while others may take several discrete steps to achieve over an 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 PRACTICES

1. EMTA holds an annual Manager's Appreciation Week, where management staff interact with customers and provides free passes. Providing opportunities for customers to meet face-to-face with senior staff demonstrates a willingness on behalf of management to listen to its customers and serves as a form of good customer service.
2. EMTA educates its rider base on how interlining works by providing a simple description in its fixed-route brochures. Given that 70% of fixed-route service interlines, customers who do not regularly ride can familiarize themselves with routes that change destination signs.
3. EMTA outfitted a fixed-route bus as a free training workshop to educate the public on transportation services offered. The travel training bus increases EMTA's visibility in the community by educating seniors, persons with disabilities, and students how to ride fixed and non-fixed route service.
4. EMTA has an active social media presence. Maintaining an online presence via social media provides a forum for customers to interact with the authority and be a constant source of information like rider alerts and promotional events.

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

1. EMTA is in the process of updating its marketing plan. The previous plan had a primary goal of increasing the ridership and productivity of transit service in Erie County. However, EMTA's service area contains multiple market segments, and marketing efforts should be tailored for each area (e.g., city service, county service, university, Presque Isle, etc.). EMTA should **develop ridership and productivity goals for each market segment as part of the marketing plan update.**
2. EMTA is active on social media and posts rider alerts, promotional events, and media stories/agency accolades to the Authority's accounts. Some agencies have experienced success with marketing campaigns that use social media when targeting specific groups (e.g., university students, seasonal tourists, etc.) and using social media as a customer service and recruitment tool. If interested in strengthening the authority's social media presence, EMTA should **develop a social media strategy that:**
 - a. **Includes a social media policy or terms of use for internal and external use;**
 - b. **Evaluates the best use of social media and which platform(s) best suit agency goals (i.e., promotion, customer service, recruitment) of the authority, and;**
 - c. **Ties goals and objectives to the authority's marketing plan, customer service policy, and/or recruitment strategy (e.g., increase followers by ten people a month, agency interaction with five job candidates a month, etc.).**
3. EMTA reported that the potential service changes presented as part of the 2019 Transit Development Plan (TDP) were not widely supported by its customers. Management stated that EMTA is revising the TDP to align more closely with community interests. As part of TDP revisions, EMTA should **evaluate how potential service changes would impact their five-year Act 44 performance targets.**
4. Management reported that EMTA is not permitted to stop in the city square in downtown Erie, which is a popular gathering place in warmer months. Management discussed facing a similar situation with the Millcreek Mall but was able to establish a stop after securing support from a major department store. Management should **coordinate with local officials to overcome barriers in providing service** (like previously experienced at the Millcreek Mall and currently faced in the Erie town square) in areas where EMTA is not permitted to stop.

OPPORTUNITIES TO INCREASE FIXED-ROUTE REVENUES**BEST PRACTICE**

1. EMTA adopted a farebox recovery policy that gradually raised fares over a multi-year period. A multi-year approach limits the impacts of a one-time increase, and lets customers know years in advance of the agency's plans to maintain farebox recovery. By slowly raising fares, EMTA increased farebox revenue without pricing out financially vulnerable customers.
2. EMTA diversified its income from numerous contracts and advertising. Revenues from local colleges, the school district, and employers amounted to 42.1% of passenger fares in 2019 and advertising revenue was close to \$285,000. Maintaining multiple streams of revenue helps offset declines in ridership and farebox revenue.

ELEMENTS TO ADDRESS IN PART 2 OF THE ACTION PLAN (P.39)

1. Erie County has a robust seasonal tourism market for amenities along Lake Erie’s waterfront like Presque Isle and various wineries located in the County. EMTA launched a free summer route to Presque Isle in 2017. There may be untapped opportunities to partner with and provide service to additional local tourist destinations. EMTA should **explore opportunities for partnerships for additional route guarantees for access to economic destinations (e.g., waterfront, wineries, etc.)**.

OPPORTUNITIES TO CONTROL OPERATING COSTS**BEST PRACTICE**

1. EMTA purchases spare parts from the Port Authority of Allegheny County (PAAC) as a cost-saving measure. This partnership is a low-cost alternative to routinely ordering new manufacturer parts and contributes to a healthy spare parts ratio.

ELEMENTS TO ADDRESS IN PART 3 OF THE ACTION PLAN (P. 39)

1. According to management, tripper service for the Erie City School District accounts for 30% of fixed-route ridership. EMTA was recommended to improve cost recovery for tripper service in the 2014 performance report. EMTA secured a rate with the school district that is tied to the base fare of EMTA and is subject to the same standard of increases. However, management stated optimal cost recovery has not yet been actualized. EMTA should **continue to work towards optimum cost recovery for the long-term sustainability of providing tripper service**.

OTHER OPPORTUNITIES TO IMPROVE PERFORMANCE**BEST PRACTICES**

1. EMTA participates in the Northwest Transit General Manager’s Meeting for transit agencies in northwest Pennsylvania. The CEO meets with other executive directors for idea sharing and networking. This meeting serves as a forum for problem-solving and sharing best practices.

ELEMENTS TO ADDRESS IN PART 4 OF THE ACTION PLAN (P. 40)

1. Management indicated that EMTA would be updating the Authority’s strategic plan in 2020. The plan should serve as a framework for the Board to monitor agency performance and guide management-driven solutions to balance costs with service needs. With a new Board of Directors, a strategic plan can help guide and prioritize advocacy efforts. EMTA should **consider the following elements when updating the strategic plan:**
 - a. **The long-term vision of a sustainable EMTA in line with an implementable TDP;**
 - b. **A mission statement that provides direction from the Board of Directors;**
 - c. **Success markers (i.e., goals) for sustainability (e.g., City and County service, optimizing use of 1513 operating funds for fixed-route service, etc.);**

- d. Measurable objectives for achieving agency goals (e.g., increase ridership for City service by 1.0% annually, maintain 12% fixed-route farebox recovery, etc.);
 - e. Actions to achieve and maintain sustainability (e.g., launch a marketing campaign, improve on-time performance, etc.);
 - f. Metrics that will be used to monitor progress (e.g., performance scorecard including Act 44 performance targets); and,
 - g. A timeline to guide the integration of capital investments (e.g., long-term capital needs, new IT software within existing IT architecture, etc.).
2. EMTA's Charter was extended for ten years in 2016 by the City of Erie and Erie County. EMTA faced negative publicity from prior negotiations between the City, the County, and the Board of Directors. Management and Board reported that EMTA's public perception has significantly improved, and local political relationships are stronger than before. EMTA should take advantage of the favorable political climate and **renew the Authority's charter for a new fifty-year period as soon as possible.**
3. EMTA discussed the difficulty in securing local matching funds from many of the smaller municipalities within Erie County. One of the core functions of a Board of Directors for a transit system is to leverage relationships and advocate on behalf of the system. **The EMTA Board should advocate on behalf of the Authority on the importance of providing local matching funds.** Management could support the Board's efforts by presenting to local governing bodies on how local funds are used to secure additional state and federal funds for operating and capital support.

FINANCIAL REVIEW

This financial review focuses on a high-level snapshot and trend indicators to determine if additional follow-up from 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**, EMTA has 28.8% in total carryover subsidies to total annual operating cost as of FYE 2019. These reserves provide liquidity in case of unexpected cost increases. EMTA received their required local match to 1513 state operating subsidy.

EMTA has no accounts payable and negligible receivable amounts over 90 days. EMTA maintains a \$100,000 line of credit. There is no amount outstanding against the line of credit.

TOTAL PUBLIC TRANSPORTATION OPERATIONAL EXPENDITURES AND FUNDING

EMTA operating budget increased from \$18.0 million in FYE 2015 to approximately \$20.8 million in FYE 2019 (**Exhibit 8**). Approximately 78.7% of EMTA's operational expenses are for fixed-route services. The remaining operational expenses (21.3%) are for demand-response paratransit, 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. Federal subsidies, local subsidies, and revenues account for 51.5% of total operating income (**Exhibit 10**). State subsidies is the remaining funding source, representing approximately 48.5% of total operating income (**Exhibit 11**).

Exhibit 7: High-Level Financial Indicators

FYE 2019 Indicator	Value	Assessment Criteria / Rationale	Source
Total Carryover Subsidies / Annual Operating Cost	28.8%	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 2019 Audit
Credit available/ Annual Payroll	0.9%	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 2019 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 investment.	PennDOT dotGrants 2018
Accounts Payable (AP) 90+ days	0%	Target should be 0% over 90 days. Larger values indicate cash flow concerns.	EMTA reported value
Accounts Receivable (AR) 90+ days	0%	Target should be 0% over 90 days. Larger values can cause cash flow problems.	EMTA 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 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
Fixed Route	\$14.1	\$14.4	\$14.8	\$15.7	\$16.4
Paratransit	\$4.0	\$4.1	\$4.4	\$4.6	\$4.4
Total*	\$18.0	\$18.6	\$19.2	\$20.2	\$20.8

* May not add due to rounding.

Exhibit 9: Public Transportation Operating Expense Trends by Service Type

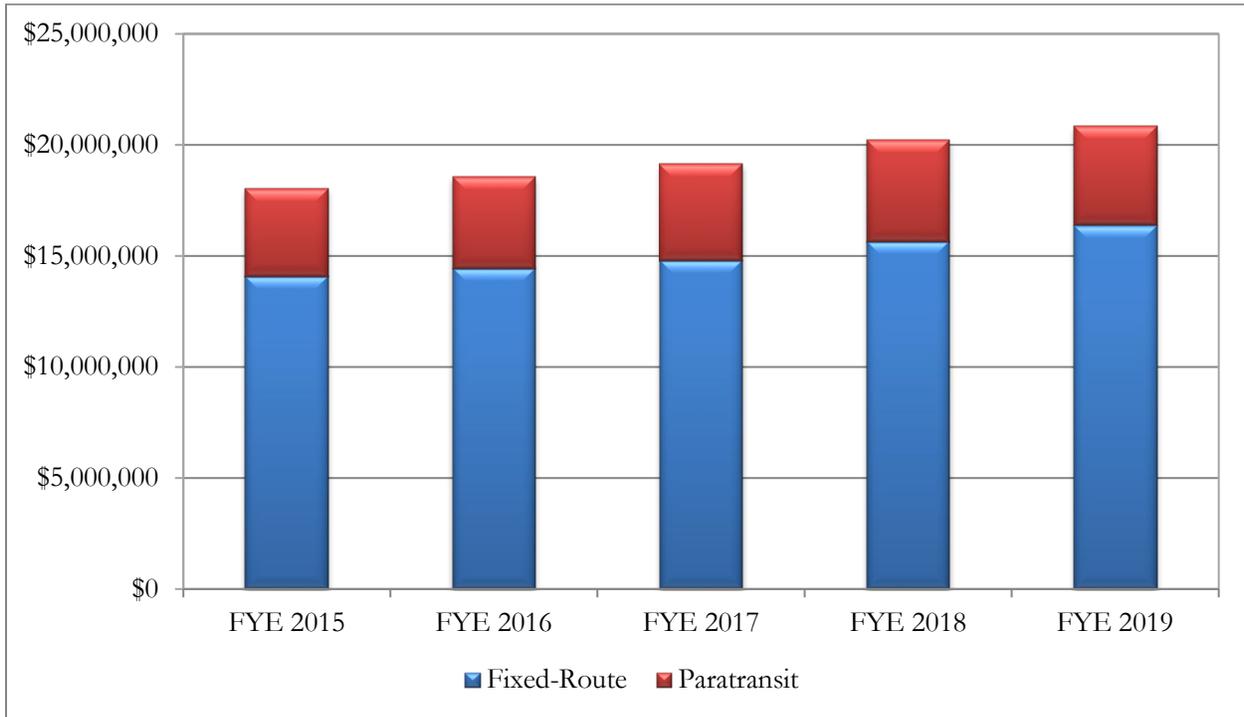
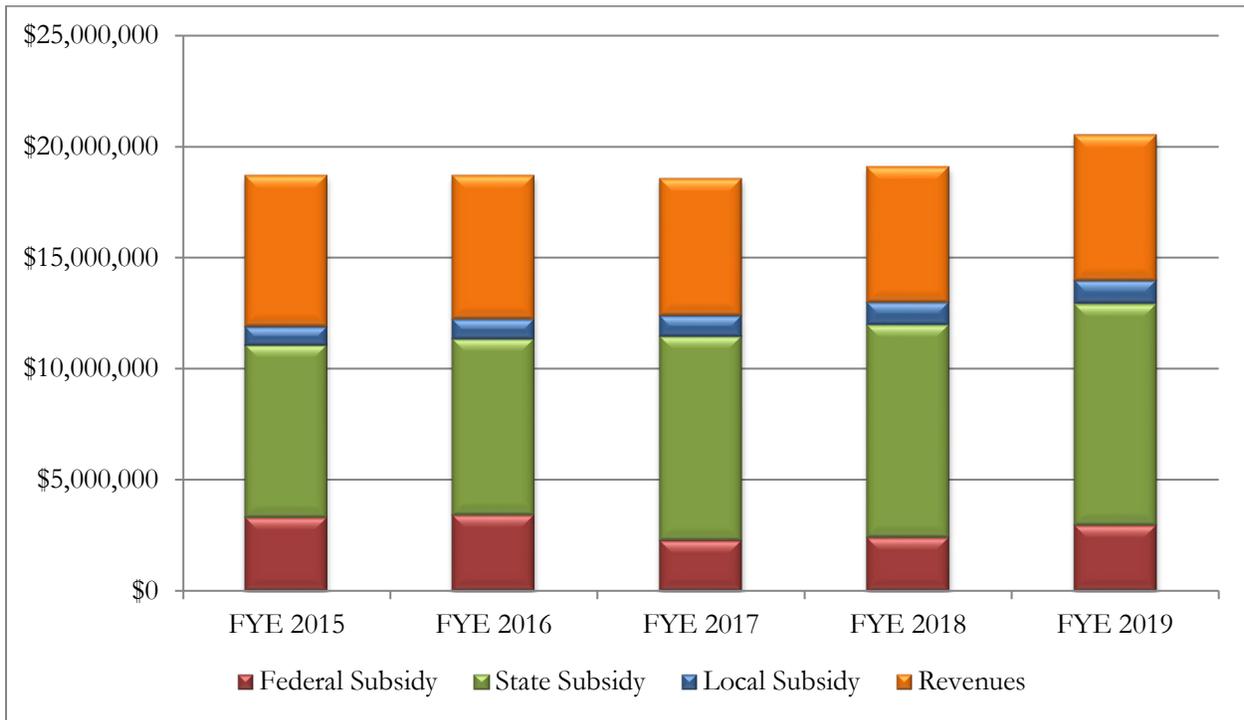


Exhibit 10: Percent of Total Public Transportation (Fixed-Route + Paratransit) Operating Income by Funding Source

Funding Source*	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
Federal Subsidy	17.6%	18.3%	12.3%	12.6%	14.4%
State Subsidy	41.6%	42.4%	49.4%	50.1%	48.5%
Local Subsidy	4.6%	4.9%	5.2%	5.4%	5.2%
Revenues	36.2%	34.4%	33.1%	31.9%	31.9%
Local Subsidy / State Subsidy	11.1%	11.5%	10.4%	10.8%	10.7%

* May not add due to rounding.

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



FIXED-ROUTE FUNDING

EMTA's fixed-route funding comes from general revenues and government subsidies. Together, direct passenger fares, route guarantees, and other organization-based fares represent between 18.4% and 20.5% of total operating funding (**Exhibit 12**).

EMTA operated using current year funding, with \$4,526,863 in Act 44 (1513) state carryover funds. EMTA had \$1,470,667 in local carryover funds available in FYE 2019. It should be noted that approximately \$1,269,341 of EMTA's fixed-route funding in 2019 came from organization-paid fares, primarily the local school district and colleges.

Exhibit 12: Fixed-Route Funding

Funding Source	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
Revenues					
Passenger Fares	\$1,699,615	\$1,642,183	\$1,559,285	\$1,593,295	\$1,745,043
Route Guarantees	\$1,186,268	\$1,257,605	\$1,387,880	-	-
Organization-Paid Fares ²	-	-	-	\$1,372,127	\$1,269,341
Advertising	\$107,087	\$97,003	\$82,662	\$346,947	\$284,875
Other- Rent/Other	\$219,280	\$223,667	\$277,468	\$255,477	\$288,316
Subtotal	\$3,212,250	\$3,220,458	\$3,307,295	\$3,567,846	\$3,587,575
Subsidies					
Federal Operating Grant	\$2,688,194	\$2,855,306	\$1,884,464	\$1,919,924	\$2,578,078
Act 44 (1513) State Prior	\$1,981,754	\$2,577,146	\$3,621,802	\$3,695,808	\$4,029,887
Act 44 (1513) State Current	\$5,262,537	\$4,831,896	\$4,980,232	\$5,191,302	\$5,038,655
Act 44 (1513) Local Current	\$861,049	\$904,101	\$949,306	\$996,771	\$1,046,610
Special - Federal (Planning)	\$72,812	\$35,020	\$33,983	\$131,518	\$84,448
Special - State (Planning)	\$0	\$0	\$0	\$116,471	\$0
Special - Local (Planning)	\$1,823	\$8,756	\$8,005	\$36,409	\$17,735
Subtotal	\$10,868,169	\$11,212,225	\$11,477,792	\$12,088,203	\$12,795,413
Total Funding	\$14,080,419	\$14,432,683	\$14,785,087	\$15,656,049	\$16,382,988
Fares & Route Guarantee / Total Funding	20.5%	20.1%	19.9%	18.9%	18.4%

Source: PennDOT dotGrants Reporting System.

² Beginning in FY 17-18, transit agencies were required to separate fare revenue reporting directly by third-party organizations.

PARATRANSIT FUNDING

Paratransit funding accounts for 21.3% of EMTA's operating budget and consists of ADA and shared-ride. Government subsidies, as well as passenger fares, are used to finance paratransit operating costs. (**Exhibit 13**). Funding for paratransit decreased from \$4,632,261 in FYE 2015 to \$4,134,059 in FYE 2019. EMTA uses fare revenues and fixed-route subsidies to balance its ADA budget. Current year shared-ride expenses are funded through current year fares and previous years' retained earnings from shared-ride and non-public demand response service. Total paratransit passenger trips decreased from 225,248 trips in FYE 2015 to 203,417 trips in FYE 2019 (**Exhibit 14**).

Exhibit 13: Paratransit Operating Revenue by Source

Category	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
Revenues					
Passenger Fares	\$141,255	\$138,962	\$122,223	\$120,070	\$120,876
Shared-Ride Lottery Trip Reimb.	\$986,367	\$958,338	\$900,399	\$850,631	\$989,808
PwD Reimb.	\$96,725	\$79,425	\$76,197	\$83,403	\$66,996
PwD Passenger Fares	\$10,286	\$14,056	\$13,462	\$14,789	\$11,826
AAA	\$103,610	\$100,341	\$99,675	\$91,627	\$110,346
MATP	\$2,016,923	\$1,688,703	\$1,408,099	\$1,123,552	\$1,351,403
Other (3rd Party)	\$196,225	\$231,552	\$216,657	\$232,938	\$275,122
Other (Misc.)	\$10,837	\$13,292	\$5,660	\$4,350	\$23,145
Other (Interest/Invest. Income)	\$385	\$311	\$651	\$1,049	\$2,235
Subtotal	\$3,562,613	\$3,224,980	\$2,843,023	\$2,522,409	\$2,951,757
Subsidies					
Federal Operating Grant	\$534,824	\$528,750	\$366,473	\$362,885	\$292,930
Act 44 (1513) State Prior	\$136,787	\$133,977	\$245,433	\$338,592	\$288,646
Act 44 (1513) State Current	\$398,037	\$394,775	\$340,241	\$229,343	\$600,726
Subtotal	\$1,069,648	\$1,057,502	\$952,147	\$930,820	\$1,182,302
Total Funding	\$4,632,261	\$4,282,482	\$3,795,170	\$3,453,229	\$4,134,059

Source: PennDOT dotGrants Reporting System.

Exhibit 14: Paratransit Operating Statistics (FYE 2015 – FYE 2019)

Operating Category	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
Paratransit Operating Statistics					
Senior Trips	67,017	65,496	65,122	64,421	61,709
Total Paratransit Trips	225,248	211,273	207,147	204,174	203,417
Total Miles	1,028,526	928,677	968,630	1,054,655	1,028,865
Total Hours	89,724	85,643	81,417	79,925	78,752
VOMS	51	50	42	47	44

Source: PennDOT dotGrants Reporting System.

BALANCE SHEET FINDINGS

Review of balance sheets from EMTA shows that since FYE 2016, the agency increased available cash on hand (**Exhibit 15** and **Exhibit 16**). Net current cash equivalent balance reported as of FYE 2019 was \$1,852,491. EMTA maintains a cash balance that equates to 37.7% of total operating expenses as of FYE 2019. Grants receivable increased to \$6,726,206 in FYE 2018 as a result of an influx of capital grants for Phase II of the new facility project. Accounts payable have increased from \$1,713,933 in FYE 2017 to \$3,829,787 in FYE 2019. The large fluctuation in accounts payable is related to the construction cost payments for EMTA's new consolidated administration, maintenance, and storage facility.

Exhibit 15: Balance Sheet Summary (FYE 2015 – FYE 2019)

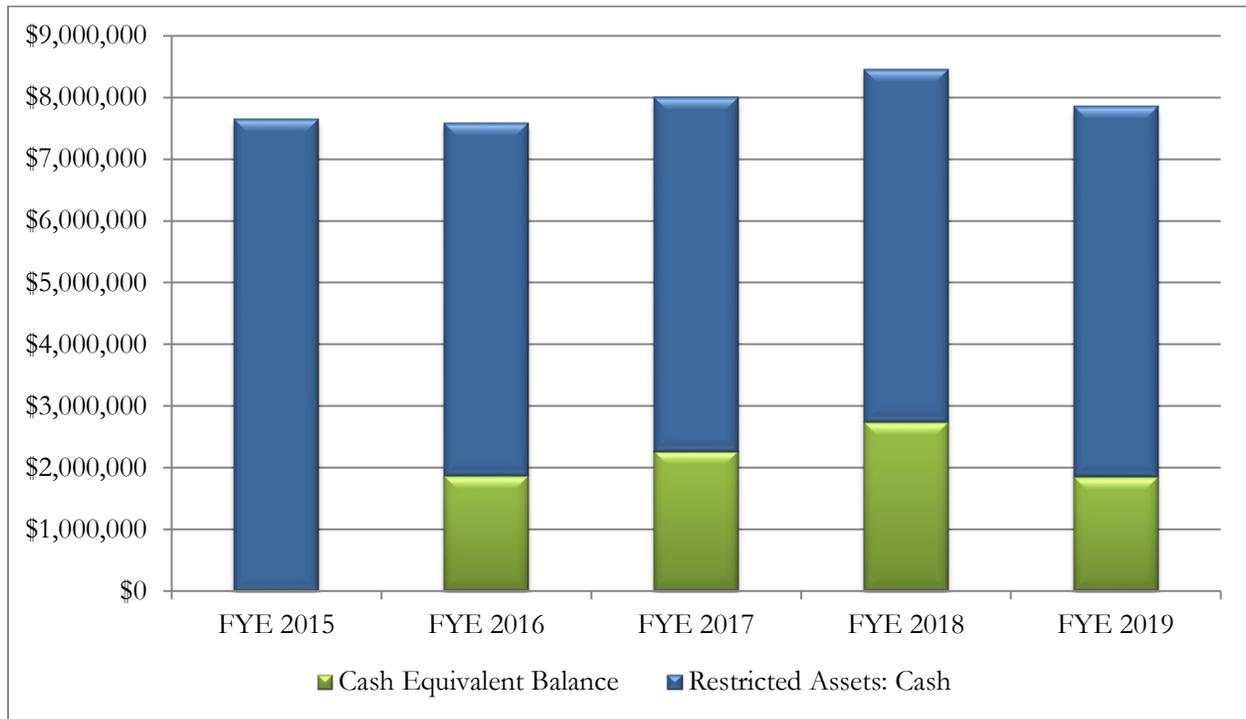
Balance Sheet Report	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
Current Assets³					
Cash Equivalent Balance	\$0	\$1,871,059	\$2,264,962	\$2,733,741	\$1,852,491
Investments	\$646,068	\$0	\$0	\$0	\$0
Insurance Claim Receivable ⁴	-	-	\$478,000	-	-
Grant Receivable (incl. capital)	\$2,146,202	\$2,471,002	\$2,455,270	\$6,726,206	\$3,245,384
Other Accounts Receivable	\$170,203	\$159,303	\$136,087	\$580,873	\$864,564
Restricted Assets: Cash	\$7,649,038	\$5,718,373	\$5,730,405	\$5,722,403	\$5,998,020
Inventory Value	\$276,974	\$302,366	\$339,881	\$351,037	\$255,433
Pre-paid Expenses	\$166,292	\$338,880	\$424,837	\$360,043	\$374,588
Current Liabilities					
Accounts Payable	\$1,895,250	\$608,528	\$1,713,933	\$6,504,344	\$3,829,787
Accrued Expenses	\$1,766,784	\$1,258,875	\$1,417,230	\$2,042,064	\$1,382,258
Deferred Revenue	\$5,302,849	\$6,425,818	\$6,080,993	\$6,062,662	\$6,244,029
Line of Credit	\$0	\$0	\$0	\$0	\$0
Total Operating Expense	\$18,039,847	\$18,562,094	\$19,159,341	\$20,238,320	\$20,825,705
(Cash & Rest. Cash)/Total Op. Exp.	42.4%	40.9%	41.7%	41.8%	38%
Line of Credit/Annual Payroll	1.2%	1.1%	1.0%	1.0%	0.9%
Current Assets	\$11,054,777	\$10,860,983	\$11,829,442	\$16,474,303	\$12,590,480
Current Liabilities	\$8,964,883	\$8,293,221	\$9,212,156	\$14,609,070	\$11,456,074
Net Current Assets	\$2,089,894	\$2,567,762	\$2,617,286	\$1,865,233	\$1,134,406

Source: Annual Audit Reports and dotGrants

³ In FYE 2017, EMTA reported a one-time \$478,000 insurance reimbursement under current assets.

⁴ In FYE 2015, EMTA had about \$645,000 in several investments that included the PA Treasurer's INVEST program for local governments and various money market balances. Beginning in FYE 2016, these investments were reported under cash and cash equivalent.

Exhibit 16: End-of-Year Cash Balance (FYE 2015 – FYE 2019)



ASSESSMENT

EMTA currently has a balanced fixed-route operating budget. Noteworthy elements of EMTA’s financial condition as of FYE 2019 are:

- EMTA had \$1.4 million in carryover local funds and \$4.5 million in carryover state funds.
- Combined carryover subsidies amount to 28.8% of total operational funding.
- EMTA received its full local match as required by Act 44.
- EMTA maintained a cash equivalent balance equal to 37.7% of total annual operating expenses in FYE 2019.
- EMTA’s operating budget increased from \$18.0 million in FYE 2015 to \$20.8 million in FYE 2019.
- Current assets exceed current liabilities.
- Accounts payable and receivable amounts over 90 days are negligible.
- EMTA uses retained earnings from demand response service to balance its shared-ride operating budgets.
- EMTA maintains a \$100,000 line of credit. There is no outstanding balance.

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

APPENDIX A: DATA ADJUSTMENTS

From FYE 2012 through FYE 2017, there were minor discrepancies in operating statistics reported between NTD and dotGrants. Irregularities in ridership were due to a previous practice of transfers being counted when issued rather than when used. Differences in operating costs and operating revenue were the result of some fixed-route expenses and revenues being incorrectly reported to NTD as demand-response. All discrepancies were less than 5 percent between NTD and dotGrants. As a result, fixed-route revenue, operating costs, and revenue hours were adjusted to reconcile NTD reported values to dotGrants.

A summary of these adjustments is provided below:

Fixed-Route	FYE 2012	FYE 2013	FYE 2014	FYE 2015	FYE 2016	FYE 2017
NTD Reported Ridership	3,408,171	3,455,993	3,209,656	3,288,387	3,006,060	2,717,880
dotGrants Reported Ridership	3,271,989	3,319,060	3,209,661	3,288,387	3,006,060	2,717,880
Reconciliation Adjustment	(136,182)	(136,933)	5	-	-	-
Total Adjusted Ridership	3,271,989	3,319,060	3,209,661	3,288,387	3,006,060	2,717,880
NTD Reported Operating Cost	\$11,963,314	\$12,441,005	\$13,592,243	\$14,080,418	\$14,544,396	\$14,785,087
dotGrants Reported Operating Cost	\$13,034,527	\$13,451,604	\$13,602,413	\$14,080,419	\$14,432,683	\$14,785,087
Reconciliation Adjustment	\$1,071,213	\$1,010,599	\$10,170	\$1	\$(111,713)	\$-
Total Adjusted Operating Cost	\$13,034,527	\$13,451,604	\$13,602,413	\$14,080,419	\$14,432,683	\$14,785,087
NTD Reported Revenue	\$2,380,159	\$2,967,601	\$3,040,927	\$3,223,472	\$3,234,061	\$3,313,607
dotGrants Reported Revenue	\$3,124,558	\$3,487,726	\$3,047,815	\$3,212,250	\$3,220,458	\$3,307,295
Reconciliation Adjustment	\$744,399	\$520,125	\$6,888	(\$11,222)	(\$13,603)	(\$6,312)
Total Adjusted Revenue	\$3,124,558	\$3,487,726	\$3,047,815	\$3,212,250	\$3,220,458	\$3,307,295

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

Act 44 Performance Metrics	FYE 2012	FYE 2013	FYE 2014	FYE 2015	FYE 2016	FYE 2017
Passenger/RVH	20.89	20.52	19.62	19.20	18.95	16.51
Revenue/RVH	\$19.95	\$21.56	\$18.63	\$18.75	\$20.30	\$20.09
Operating Cost/RVH	\$83.23	\$83.17	\$83.13	\$82.21	\$90.99	\$89.80
Operating Cost/Passenger	\$3.98	\$4.05	\$4.24	\$4.28	\$4.80	\$5.44

APPENDIX B: 2014 PERFORMANCE REVIEW ACTION PLAN ASSESSMENT

Last Updated 3rd Quarter 2017

Category	Suggested Action	Corrective Action	Observation
1. Ridership	Develop a program to conduct periodic passenger surveys	Passenger surveys were conducted in the fall of 2015 and the results have been tabulated and attached. The results have been reviewed by operations and maintenance to improve areas that the riders have deemed unsatisfactory.	Complete
1. Ridership	Establish an annual marketing budget	Marketing budget was developed	Complete
1. Ridership	Engage mall management to find an acceptable way to provide direct access to the mall	Route service to the Millcreek Mall continues to be utilized the greatest out of all fixed routes. Customer service materials including schedules are available at the Mall for the riders. Discussions with mall management are still ongoing to improve the rider's experience. Regular meeting between mall management and operation now occur.	Complete
1. Ridership	Update the TDP	A request for proposals (RFP) was released to solicit bids for assistance in developing a TDP. EMTA procured a consulting firm to help develop a TDP.	EMTA is reevaluating the recommended TDP scenario following public comment to more closely align with community input.

Category	Suggested Action	Corrective Action	Observation
1. Ridership	Monitor, track and report on-time performance	On-time performance continues to be monitored by using the AVL technology. Attached is the On-Time performance reports for the Fixed-Routes for August and July 2017. Monthly reports are distributed to operations staff and the board during committee meetings. EMTA's on time performance goal is 85% for being late on a route and 0% for being early on a route. These reports have assisted EMTA to investigate whether the route needs updated to reflect more accurate times or if the driver of the route needs additional training.	Complete
1. Ridership	Assess the potential of targeted direct marketing	The EMTA is fully engages with all community groups and organizations, with our service expansion into western and southern Erie County targeting marketing is occurring to educate those areas as to the services available.	Complete
1. Ridership	Establish a standing citizens' advisory committee for fixed-route service	Th citizen advisory committee's meets quarterly. These meetings allow the different agencies and riders to provide feedback to EMTA to help improve service and the routes.	Complete
1. Ridership	Institute a culture of proactive customer service	The automated phone system has been effective for ensuring that customers are routed to the correct department which improves communications with our riders. EMTA continues to focus on the important of customer service and how if impacts the success of the organization.	Complete

Category	Suggested Action	Corrective Action	Observation
2. Revenue	Adopt a formal farebox recovery policy	Per the Fare Policy, it states that the base fare will be evaluated every two years based on the CPI beginning July 1, 2014. Fare Evaluations took place that year and EMTA's plan was to increase the fare \$.10 each year for the next five years beginning in October of 2014.	Complete
2. Revenue	Explore ways to increase the Erie School District contribution to tripper service to more fully reimburse costs	The Erie School District tripper contract is based on the base fare of EMA. The base fare increases \$.10 in October 2017 and the school district contract will reflect these increases.	Complete
3. Operating Cost	Attempt to negotiate a 40-hour overtime policy and greater use of part-time drivers in the CBA	EMTA is still in the process of negotiating for part-time drivers in the CBA, binding arbitration will determine the result, we also have numerous other cost saving proposals for him to consider.	Ongoing
3. Operating Cost	Raise awareness of department heads with respect to EMTA's budget and year-to-date expenditures	The Finance and Operations Departments meet weekly to discuss current items in performance. The Finance Committee meets with the Finance Department on a monthly basis to establish financial goals which are communicated to the department heads for review and their input. EMTA has engaged RKL to conduct a Finance & Organizational Review to determine if key financial and business controls are operating effectively and to recommend an organization structure reflecting revised position responsibilities RKL performs our auditing function and has brought forward many changes to make the department more efficient. They also will assist us with new accounting software.	Ongoing

Category	Suggested Action	Corrective Action	Observation
3. Operating Cost	Periodically conduct a cost allocation study	Our cost allocation process was passed along to PennDOT last month.	Complete
3. Operating Cost	Evaluate the potential cost savings of using automated run cutting software	We have purchased Schedule Master run cutting software. As a phased implementation, its proceeding slower than we expected but being such a systemic change, we are happy with the results so far.	Complete
3. Operating Cost	Assess all capitals needs and find the optimal timing for fleet replacement	Our fleet replacement is on schedule.	Complete
3. Operating Cost	Find ways to improve driver attendance	At this time, additional safety programs that include attendance criteria are still being considered. Additional language in the CBA is being arbitrated.	Ongoing
3. Operating Cost	Reevaluate the balance of capital and operating needs	We have committed 1/3 of our deferral allotment for capital this year, with a goal of using all of our federal funds for capital only in 5 years.	Ongoing
4. Other	Develop performance target for all key agency functions	EMTA submitted draft performance metrics as part of the third quarter 2017 action plan update.	Paused due to the Board being replaced in 2019.

Category	Suggested Action	Corrective Action	Observation
4. Other	Renew EMTA's charter	Charter has been renewed for 10 years, the Board composition is City gets five appointments the County receives four.	Complete
4. Other	Assess and address organizational structure	We have added a transit planner, operator trainer, two safety and security employees, two maintenance supervisors and an assistant to the maintenance director. All non-union employees.	Complete
4. Other	Reduce the barriers between the fixed-route and paratransit divisions	ECOLANE is fully implemented, all personnel are located on the same campus, we have supervisors leading both organizations and are continuing to strive toward integration of work rules and standards. The completion of Phase II of the project will fully integrate all operations staff. The project is expected to be completed at the end of 2018.	Ongoing
4. Other	Evaluate the merits of scheduling board subcommittee meetings on dates different than those scheduled for regular board meetings	Committees continue to meet the week prior to the board meetings to allow for longer discussions on important issues. The committee meetings have been established for the remainder of 2016.	Complete
4. Other	Update the strategic plan	The Strategic Plan was adopted by the Board in April of 2017.	Complete

Category	Suggested Action	Corrective Action	Observation
4. Other	Develop a strategic IT plan	We outsource our IT function, VNET is working on establishing an up to date plan. EMTA is continuing to use the AVL system as a back-up when radio coverage is dropped in some service areas.	Complete
4. Other	Conduct periodic board training	The board members completed the PennTrain modules during a board retreat in June 2015. In October 2017 Board Development Training session will occur, chaired by Delta Development to educate, update and refresh the Board as to duties and responsibilities	Complete
4. Other	Add performance and budget reporting to staff meeting agenda	The Finance, Operations, and Maintenance Departments continue to meet weekly to discuss current items and monthly budget information. EMTA has engaged RKL to conduct a Finance & Organizational Review to determine if key financial and business controls are operating effectively and to recommend an organization structure reflecting revised position responsibilities	Complete
4. Other	Conduct annual employee satisfaction surveys	Employee satisfaction surveys are in the process of being finalized and will be distributed to employees in the Fall of 2017. Once the results are tabulated, the findings will be included in a future progress report. The Charter situation precipitated the delay.	Complete
4. Other	Develop employee handbooks for all key positions	Job descriptions have been updated and an employee handbook will be assembled by HR.	Complete

Category	Suggested Action	Corrective Action	Observation
4. Other	Develop a formal succession plan	A formal succession plan is still being developed and should be completed by the end of 2017. Operations and Maintenance has been completed. The Board has stated they will be developing one for the Executive staff in the near future.	Ongoing
4. Other	Implement annual employee performance reviews	EMTA is in the process of performing annual employee performance reviews. An evaluation form was developed to be used for the reviews.	Complete
4. Other	Implement a formal budget development period and process	A preliminary budget is normally presented to the Finance Committee in March with board approval of the budget occurring in April. This year the budget process was pushed back to April and May. The process to compile the budget has not changed but just the timeframe for this year. The draft and formal budget will be included in the next progress report. EMTA has engaged RKL to conduct a Finance & Organizational Review to determine if key financial and business controls are operating effectively and to recommend an organization structure reflecting revised position responsibilities.	Complete
4. Other	Establish a formal farebox discrepancy threshold	Over the course of 2015, one discrepancy was investigated that was greater than \$100. It was concluded that the cause of the discrepancy was from the fare box not being emptied at the end of the night. The fare box was probed for the GFI data but the fare revenue was not initially accounted for.	Complete

Category	Suggested Action	Corrective Action	Observation
4. Other	Formalize and competitively bid solicitor contract	The procurement of a new solicitor was completed in December 2016.	Complete
4. Other	Assess long-term vehicle storage needs	Long term vehicle needs were assessed before the completion of the design of the fixed route bus storage facility. The facility is designed to hold 80 40' fixed route buses. EMTA's current fleet is 74 buses. The new facility will have room for an additional six buses. Moving forward all bus purchases will be 35' or less which will give EMTA even more capacity in the storage facility.	Complete
4. Other	Review parts storage component of maintenance facility design plans	Camera footage in the new Parts Department is routinely monitored by staff to ensure security for the parts inventory.	Complete
4. Other	Verify accuracy of shared-ride program brochures	The brochures were updated, and program information has not changed.	Complete

APPENDIX C: PEER COMPARISONS

Comparison of EMTA 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 2017 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 2017 Single Year		5 Year Change Since FYE 2012		
	Value	Rank of 15	2012 Value	Annual Rate	Rank of 15
Chattanooga Area Regional Transportation Authority	12.96	14	20.61	-8.87%	14
Salem Area Mass Transit District	17.55	8	21.73	-4.18%	5
Central Arkansas Transit Authority	13.89	12	17.41	-4.41%	7
Knoxville Area Transit	13.01	13	17.95	-6.24%	12
Chatham Area Transit Authority	17.50	9	19.77	-2.40%	3
Kanawha Valley Regional Transportation Authority	12.43	15	19.82	-8.91%	15
Southeastern Regional Transit Authority	21.30	2	18.69	2.65%	1
Rock Island County Metropolitan Mass Transit District	20.73	4	23.20	-2.22%	2
Modesto Area Express	17.58	7	23.95	-6.00%	11
Duluth Transit Authority	18.16	6	24.08	-5.49%	10
Greensboro Transit Authority	22.79	1	27.74	-3.86%	4
Municipality of Anchorage - Public Transportation Department	20.63	5	26.81	-5.11%	9
Ben Franklin Transit	15.49	11	22.64	-7.31%	13
Central County Transportation Authority	20.89	3	25.94	-4.23%	6
Erie Metropolitan Transit Authority	16.51	10	20.89	-4.60%	8
<i>Average</i>	<i>17.43</i>		<i>22.08</i>	<i>-4.75%</i>	
<i>Standard Deviation</i>	<i>3.37</i>		<i>3.19</i>	<i>2.85%</i>	
<i>Average – 1 Standard Deviation</i>	<i>14.06</i>		<i>18.89</i>	<i>-7.59%</i>	
<i>Average + 1 Standard Deviation</i>	<i>20.80</i>		<i>25.28</i>	<i>-1.90%</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 2017 Single Year		5 Year Change Since FYE 2012		
	Value	Rank of 15	2012 Value	Annual Rate	Rank of 15
Chattanooga Area Regional Transportation Authority	\$82.82	2	\$102.59	-4.19%	2
Salem Area Mass Transit District	\$139.59	14	\$120.01	3.07%	14
Central Arkansas Transit Authority	\$79.53	1	\$77.48	0.52%	7
Knoxville Area Transit	\$83.73	5	\$106.66	-4.73%	1
Chatham Area Transit Authority	\$100.23	9	\$68.83	7.81%	15
Kanawha Valley Regional Transportation Authority	\$83.71	4	\$80.95	0.67%	8
Southeastern Regional Transit Authority	\$112.67	13	\$114.56	-0.33%	6
Rock Island County Metropolitan Mass Transit District	\$105.73	11	\$102.24	0.67%	9
Modesto Area Express	\$87.67	7	\$83.78	0.91%	10
Duluth Transit Authority	\$102.19	10	\$93.91	1.70%	12
Greensboro Transit Authority	\$83.15	3	\$90.96	-1.78%	3
Municipality of Anchorage - Public Transportation Department	\$146.87	15	\$155.30	-1.11%	4
Ben Franklin Transit	\$109.35	12	\$95.79	2.68%	13
Central County Transportation Authority	\$83.79	6	\$87.24	-0.80%	5
Erie Metropolitan Transit Authority	\$89.80	8	\$83.23	1.53%	11
<i>Average</i>		<i>\$99.39</i>	<i>\$97.57</i>	<i>0.44%</i>	
<i>Standard Deviation</i>		<i>\$20.86</i>	<i>\$21.25</i>	<i>3.01%</i>	
<i>Average – 1 Standard Deviation</i>		<i>\$78.53</i>	<i>\$76.32</i>	<i>-2.57%</i>	
<i>Average + 1 Standard Deviation</i>		<i>\$120.25</i>	<i>\$118.82</i>	<i>3.45%</i>	
Act 44 Compliance Determination		In Compliance		In Compliance	
Compared to the Peer Group Average		Better		Worse	

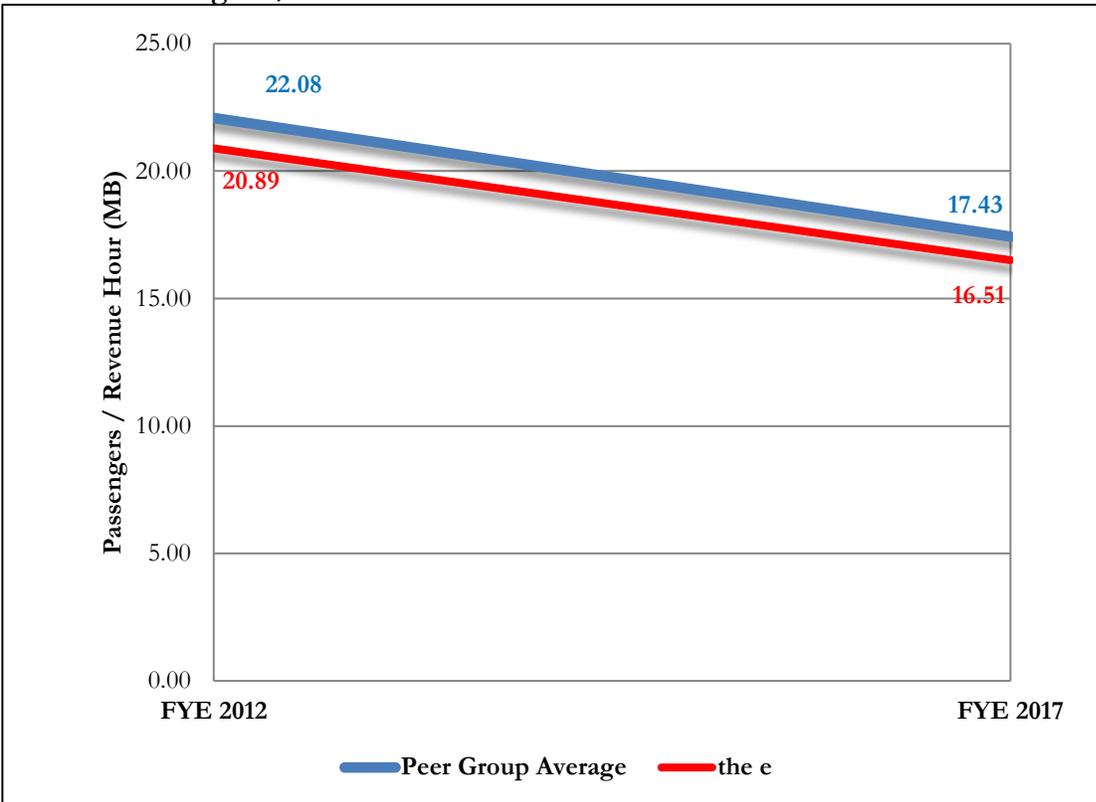
Operating Revenue / Revenue Vehicle Hour

Operating Revenue / Revenue Hour (MB)					
System	FYE 2017 Single Year		5 Year Change Since FYE 2012		
	Value	Rank of 15	2012 Value	Annual Rate	Rank of 15
Chattanooga Area Regional Transportation Authority	\$25.41	2	\$23.80	1.32%	3
Salem Area Mass Transit District	\$17.21	10	\$20.29	-3.24%	11
Central Arkansas Transit Authority	\$11.86	13	\$13.26	-2.21%	9
Knoxville Area Transit	\$8.69	14	\$23.41	-17.98%	15
Chatham Area Transit Authority	\$19.56	7	\$23.36	-3.48%	12
Kanawha Valley Regional Transportation Authority	\$15.90	11	\$15.65	0.31%	5
Southeastern Regional Transit Authority	\$19.19	9	\$21.21	-1.98%	8
Rock Island County Metropolitan Mass Transit District	\$7.95	15	\$9.57	-3.63%	13
Modesto Area Express	\$19.41	8	\$19.06	0.37%	4
Duluth Transit Authority	\$26.87	1	\$19.07	7.10%	1
Greensboro Transit Authority	\$20.31	5	\$21.84	-1.44%	7
Municipality of Anchorage - Public Transportation Department	\$23.44	3	\$31.99	-6.03%	14
Ben Franklin Transit	\$14.84	12	\$12.17	4.05%	2
Central County Transportation Authority	\$22.35	4	\$25.07	-2.26%	10
Erie Metropolitan Transit Authority	\$20.09	6	\$19.95	0.14%	6
<i>Average</i>		<i>\$18.21</i>	<i>\$19.98</i>	<i>-1.93%</i>	
<i>Standard Deviation</i>		<i>\$5.59</i>	<i>\$5.66</i>	<i>5.50%</i>	
<i>Average – 1 Standard Deviation</i>		<i>\$12.62</i>	<i>\$14.32</i>	<i>-7.44%</i>	
<i>Average + 1 Standard Deviation</i>		<i>\$23.80</i>	<i>\$25.64</i>	<i>3.57%</i>	
Act 44 Compliance Determination		In Compliance	In Compliance		
Compared to the Peer Group Average		Better	Better		

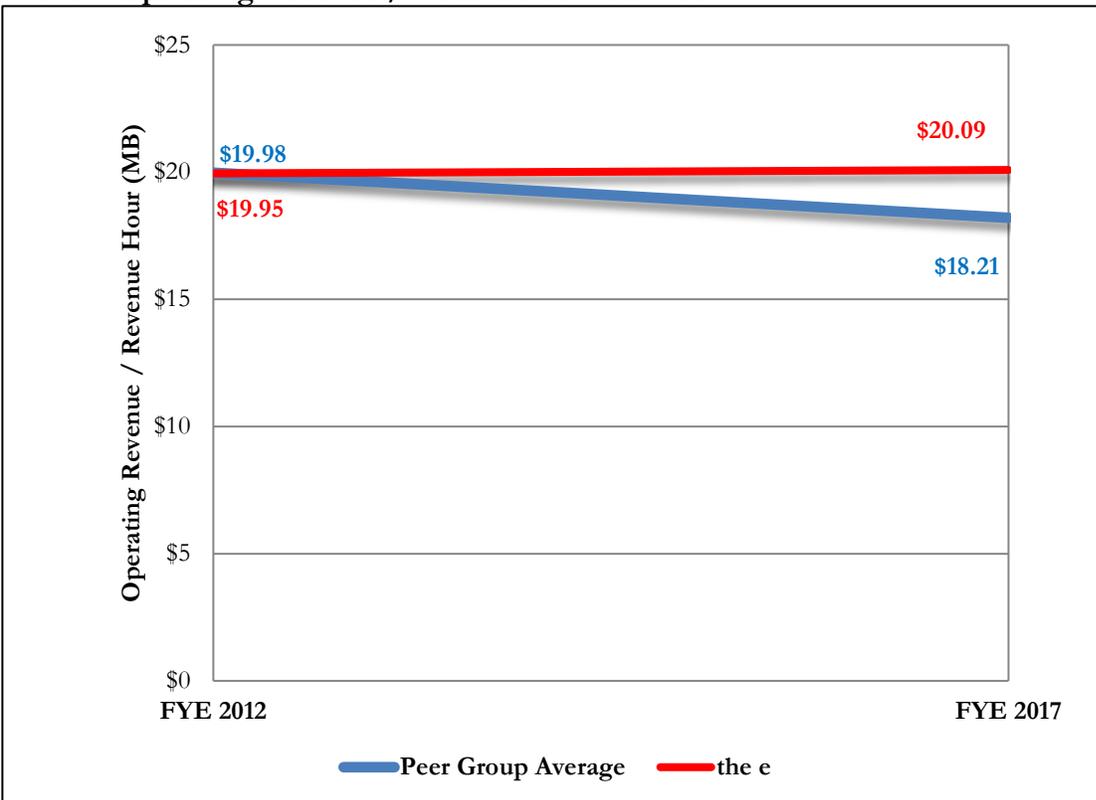
Operating Cost / Passenger

Operating Cost / Passenger (MB)					
System	FYE 2017 Single Year		5 Year Change Since FYE 2012		
	Value	Rank of 15	2012 Value	Annual Rate	Rank of 15
Chattanooga Area Regional Transportation Authority	\$6.39	10	\$4.98	5.13%	7
Salem Area Mass Transit District	\$7.95	15	\$5.52	7.56%	11
Central Arkansas Transit Authority	\$5.72	8	\$4.45	5.17%	8
Knoxville Area Transit	\$6.44	11	\$5.94	1.61%	2
Chatham Area Transit Authority	\$5.73	9	\$3.48	10.46%	13
Kanawha Valley Regional Transportation Authority	\$6.74	12	\$4.08	10.52%	14
Southeastern Regional Transit Authority	\$5.29	5	\$6.13	-2.90%	1
Rock Island County Metropolitan Mass Transit District	\$5.10	4	\$4.41	2.96%	4
Modesto Area Express	\$4.99	3	\$3.50	7.35%	10
Duluth Transit Authority	\$5.63	7	\$3.90	7.61%	12
Greensboro Transit Authority	\$3.65	1	\$3.28	2.16%	3
Municipality of Anchorage - Public Transportation Department	\$7.12	14	\$5.79	4.21%	6
Ben Franklin Transit	\$7.06	13	\$4.23	10.79%	15
Central County Transportation Authority	\$4.01	2	\$3.36	3.58%	5
Erie Metropolitan Transit Authority	\$5.44	6	\$3.98	6.43%	9
<i>Average</i>		<i>\$5.82</i>	<i>\$4.47</i>	<i>5.51%</i>	
<i>Standard Deviation</i>		<i>\$1.17</i>	<i>\$0.98</i>	<i>3.78%</i>	
<i>Average – 1 Standard Deviation</i>		<i>\$4.65</i>	<i>\$3.49</i>	<i>1.73%</i>	
<i>Average + 1 Standard Deviation</i>		<i>\$6.98</i>	<i>\$5.45</i>	<i>9.29%</i>	
Act 44 Compliance Determination		In Compliance	In Compliance		
Compared to the Peer Group Average		Better	Worse		

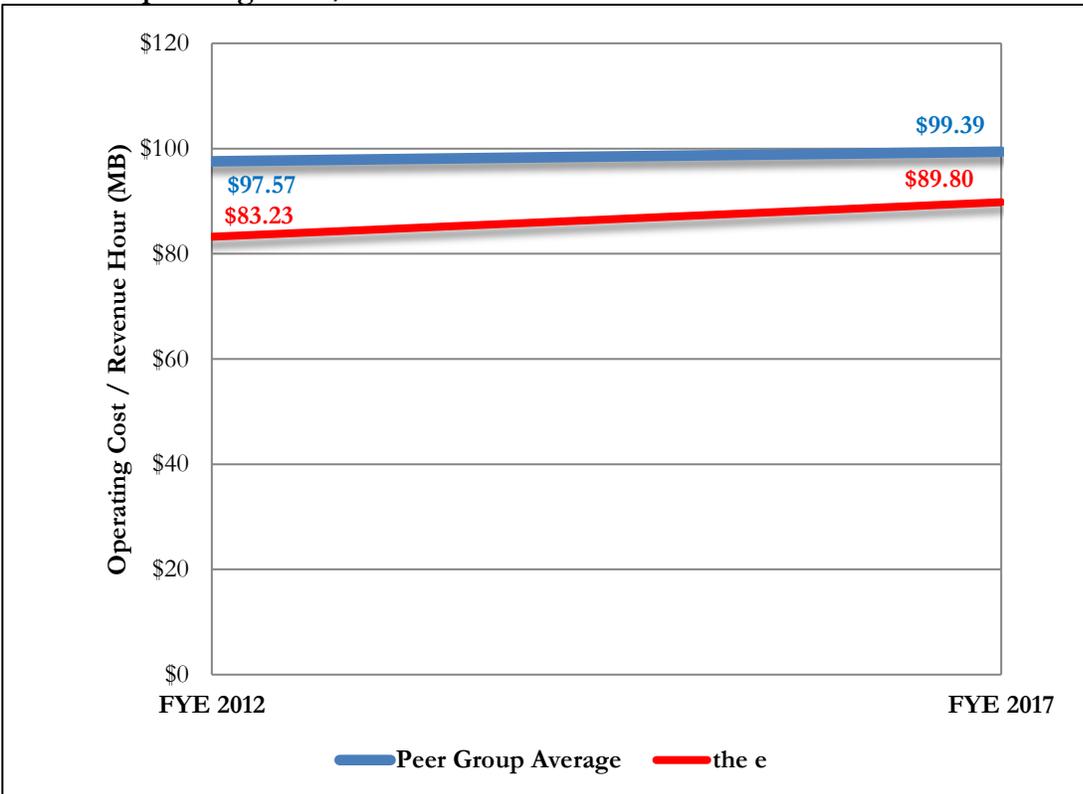
Trend – Passengers / Revenue Vehicle Hour



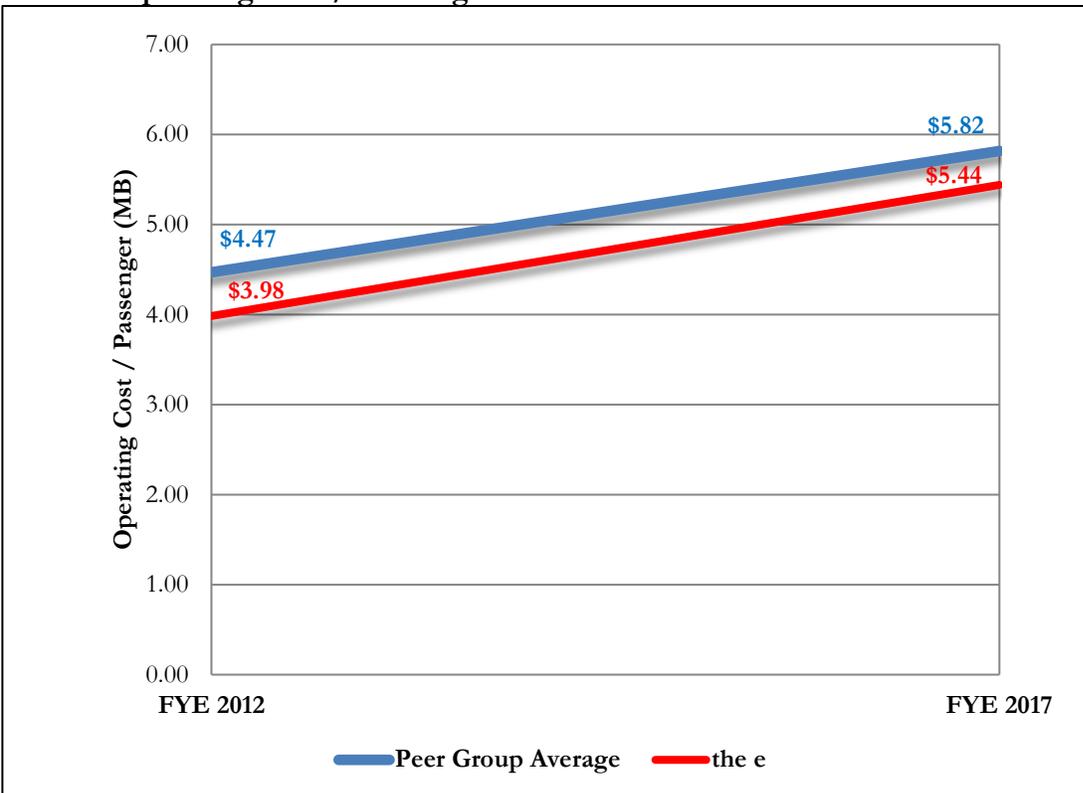
Trend – Operating Revenue / Revenue Vehicle Hour



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 narrative starting on page 10	EMTA Action	Estimated Initiation Date	Estimated Completion Date
1. Develop ridership and productivity goals for each market segment as part of the marketing plan update.			
2. Develop a social media strategy that: <ul style="list-style-type: none"> a. Includes a social media policy or terms of use for help safeguard the agency for internal and external use; b. Evaluates different social media platforms and select a platform(s) that best suits the goals (i.e., promotion, customer service, recruitment) of the authority, and; c. Ties goals and objectives to the authority’s marketing plan, customer service policy, and/or recruitment strategy (e.g., increase followers by ten people a month, agency interaction with five job candidates a month, etc.). 			
3. Evaluate how potential service changes from the TDP would impact five-year Act 44 performance targets.			
4. Coordinate with local officials to overcome barriers in providing service.			

PART 2 - ACTIONS TO INCREASE OPERATING REVENUE / REVENUE HOUR

Recommendation From narrative starting on page 11	EMTA Action	Estimated Initiation Date	Estimated Completion Date
1. Explore opportunities for partnerships and develop additional route guarantees for access to economic destinations (e.g., waterfront, wineries, etc.).			

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

Recommendation From narrative starting on page 12	EMTA Action	Estimated Initiation Date	Estimated Completion Date
1. Continue to work towards optimum cost recovery for the long-term sustainability of providing tripper service.			

PART 4 - OTHER ACTIONS TO IMPROVE OVERALL PERFORMANCE

Recommendation From narrative starting on page 12	EMTA Action	Estimated Initiation Date	Estimated Completion Date
<p>1. Consider the following elements when updating the strategic plan:</p> <ul style="list-style-type: none"> a. A mission statement that provides direction from the Board of Directors; b. Success markers (i.e., goals) for sustainability (e.g., City and County service, optimizing use of 1513 operating funds for fixed-route service, etc.); c. Measurable objectives for achieving agency goals (e.g., increase ridership for City service by 1.0% annually, maintain 12% fixed-route farebox recovery, etc.); d. Actions to achieve and maintain sustainability (e.g., launch a marketing campaign, improve on-time performance, etc.); e. Metrics that will be used to monitor progress (e.g., performance scorecard including Act 44 performance targets); and, f. A timeline to guide the integration of capital investments (e.g., long-term capital needs, new IT software within existing IT architecture, etc.). 			
<p>2. The EMTA Board should advocate on behalf of the Authority on the importance of providing local matching funds.</p>			
<p>3. Renew the Authority’s charter for a new fifty-year period as soon as possible.</p>			

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