



CATA Transit System Performance Review

October 8, 2019

Performance Report

Crawford Area Transportation Authority d.b.a., CATA

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PUBLIC TRANSPORTATION SERVICE SNAPSHOT

Agency	Crawford Area Transportation Authority (d.b.a. CATA)		
Year Founded	1979		
Reporting Fiscal Year End (FYE)	2018		
Service Area (square miles)	33		
Service Area Population	61,634		
Annual Operating Statistics*	Fixed-Route	Paratransit (ADA + Shared Ride)	Total (Fixed-Route + Paratransit)
Vehicles in Maximum Service (VOMS)	9	32	41
Operating Cost	\$1,596,801	\$2,218,364	\$3,815,165
Operating Revenues	\$256,748	\$1,748,060	\$2,004,808
Operating Subsidies	\$1,350,203	\$383,297	\$1,733,500
Total (Actual) Vehicle Miles	484,789	540,906	1,025,695
Revenue Miles of Service (RVM)	459,768	N/A	N/A
Total Vehicle Hours	27,581	38,197	65,778
Revenue Vehicle Hours (RVH)	26,268	N/A	N/A
Total Passenger Trips	287,778	97,008	384,786
Senior Passenger (Lottery) Trips	53,536	46,514	100,050
Act 44 Performance Statistics			
Passengers / RVH	10.96	N/A	N/A
Operating Cost / RVH	\$60.79	N/A	N/A
Operating Revenue / RVH	\$9.77	N/A	N/A
Operating Cost / Passenger	\$5.55	\$22.87	\$9.92
Other Performance Statistics			
Operating Revenue / Operating Cost	16.08%	78.80%	52.55%
Operating Cost / Total Vehicle Hours	\$57.89	\$58.08	\$58.00
Operating Cost / Total Vehicle Miles	\$3.29	\$4.10	\$3.72
Total Passengers / Total Vehicle Hours	10.43	2.54	5.85
Operating Cost / RVM	\$3.47	N/A	N/A
RVM / Total Vehicle Miles	94.84%	N/A	N/A
RVH / Total Vehicle Hours	95.24%	N/A	N/A
Operating Subsidy / Passenger Trip	\$4.66	\$4.85	\$4.70

*Source: dotGrants 2018 reporting

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 which had been on the verge of major service cuts and/or significant fare increases could maintain existing service and fares and, with a predictable and growing source of operating assistance, plan service changes.

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

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

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

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

PennDOT conducted a transit performance review for the Crawford Area Transportation Authority (d.b.a. CATA) in August 2014. Based on that review, PennDOT established five-year performance targets and agreed to CATA’s Action Plan to meet those targets. As part of a statewide initiative to consolidate public transportation agencies, CATA assumed responsibility for the provision of public transportation for Venango County service area in 2017 (d.b.a. Venango County Transportation Office, VCTO). In May 2019, PennDOT conducted the follow-up reassessment of CATA to determine if CATA 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 CATA in August 2014. Since finalizing the previous report, CATA merged with Venango County Transportation Office (d.b.a VCTO) in support of a statewide effort for regional cost savings through consolidation. Noteworthy elements of the consolidation include:

- CATA and VCTO entered into an agreement to merge administrative services in FYE 2017
- CATA amended its bylaws to expand service into Venango County in FYE 2018
- CATA assumed the provision of public transportation for Venango County
- Agency headquarters and operations were based out of Meadville, PA
- The CATA Board provided a seat for a Venango County representative
- Venango County service would be marketed as a division under the CATA brand
- CATA continues to operate former VCTO vehicles until they reach their useful life
- FYE 2017 is the first fiscal year that operating statistics from VCTO fixed-route services are reported by CATA to dotGrants and NTD
- CATA eliminated three administrative/operations management positions and restructured a fourth position as an entry level data analyst

VCTO 2012 PERFORMANCE REVIEW SUMMARY

PennDOT completed the VCTO Act 44 transit performance review in December 2012. As part of the review, VCTO was measured against a group of peer agencies and given five-year performance targets to be achieved by FYE 2016. Additionally, opportunities for improvement were identified and VCTO developed a Board-approved Action Plan to meet performance targets. The peer comparison analysis and five-year performance targets established for VCTO are provided below:

Performance Criteria	FYE*	Determination	Rank (of 8)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2009	In Compliance	4	Worse	7.39	8.38
	Trend	In Compliance	3	Better	2.03%	-0.53%
Operating Cost / Revenue Vehicle Hour	2009	In Compliance	2	Better	\$48.19	\$64.15
	Trend	In Compliance	7	Worse	8.77%	3.33%
Operating Revenue / Revenue Vehicle Hour	2009	In Compliance	1	Better	\$9.06	\$5.30
	Trend	In Compliance	2	Better	7.28%	0.23%
Operating Cost / Passenger	2009	In Compliance	2	Better	\$6.52	\$8.24
	Trend	In Compliance	6	Worse	6.61%	3.81%

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

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2010	2011	2016 Target	
Passengers / Revenue Vehicle Hour	6.91	7.73	8.12	1.0%
Operating Cost / Revenue Vehicle Hour	\$45.08	\$50.60	\$60.10	3.5%
Operating Revenue / Revenue Vehicle Hour	\$7.88	\$9.04	\$9.50	1.0%
Operating Cost / Passenger	\$6.52	\$6.55	\$7.41	2.5%

2014 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2014 performance review compared CATA to a group of peer agencies based on the four performance criteria required by Act 44. CATA was found to be “In Compliance” for eight performance criteria and “At Risk” for none.

Performance Criteria	FYE*	Determination	Rank (of 10)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2012	In Compliance	4	Better	13.80	11.27
	Trend	In Compliance	4	Better	1.80%	1.51%
Operating Cost / Revenue Vehicle Hour	2012	In Compliance	1	Better	\$49.25	\$70.76
	Trend	In Compliance	6	Better	2.36%	3.21%
Operating Revenue / Revenue Vehicle Hour	2012	In Compliance	4	Better	\$8.71	\$8.05
	Trend	In Compliance	7	Worse	0.16%	2.08%
Operating Cost / Passenger	2012	In Compliance	1	Better	\$3.57	\$8.38
	Trend	In Compliance	4	Better	0.55%	1.77%

*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.

The 2014 performance review found that CATA was “In Compliance” for eight performance criteria determinations and “At Risk” for none. CATA performed better than the peer group for all criteria determinations except operating revenue per revenue vehicle hour for the five-year trend.

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

1. Conduct periodic non-rider surveys;
2. Establish cost recovery thresholds on College Loop service; and
3. Continue to work with PennDOT to ensure dotGrants reporting consistency.

PennDOT, in consultation with CATA 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 2.0% per year on average
- Increase operating revenue per revenue vehicle hour by at least 2.0% per year on average
- Contain increases in operating cost per revenue vehicle hour to no more than 3.0% per year on average
- Contain or reduce operating cost per passenger to no more than 1.0% per year on average

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

Performance Criteria	2018 Target	2018 Actual*	Met Target
Passengers / Revenue Vehicle Hour	15.59	10.96	No
Operating Cost / Revenue Vehicle Hour	\$65.04	\$60.79	Yes
Operating Revenue / Revenue Vehicle Hour	\$9.86	\$9.77	No
Operating Cost / Passenger	\$4.18	\$5.55	No

*CATA: Venango County Division was not a part of fixed-route service in FYE 2014 when performance targets were developed for FYE 2018. As a result, performance targets for FYE 2018 do not reflect consolidation efforts when evaluating CATA’s performance.

Since the 2014 report was finalized, CATA worked to address its performance targets and implement actions listed in the 2014 Action Plan. These actions included developing a strategic business plan to guide agency decision-making, review parts storage and security, and partnering with the Northwest Commission Regional Planning Organization (RPO) for technical and capital funding opportunities.

CATA met one out of four performance targets. CATA narrowly missed its revenue target despite successful partnerships with local businesses and a medical center to diversify revenue streams. These partnerships are estimated to account for over \$150,000 in additional revenue for FY 18-19. CATA experienced ridership declines, much like the rest of the Commonwealth. In FYE 2012, CATA (including VCTO) serviced approximately 302,000 passengers. By FYE 2018, CATA's annual ridership declined to 288,000 passengers. Despite ridership declines, CATA pursued opportunities to adjust service to meet demand in response to community input. In 2017, CATA developed a lifeline route connecting Titusville to Meadville as a means of improving accessibility in rural communities to essential human and social services. CATA developed this route by assessing existing local service in Meadville and repurposing unproductive revenue hours to offset the cost of new service. The popularity of this route resulted in CATA studying additional opportunities for lifeline routes to connect Crawford and Venango counties.

The FYE 2018 targets were established prior to consolidation between CATA and VCTO and were not intended to reflect service in Venango County. Therefore, an accurate target assessment may not be practical.

2019 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2019 performance review compared CATA with a group of peer agencies based on the four performance criteria outlined by Act 44. New peers were selected in 2019 that more closely match CATA in revenue hours, revenue miles, VOMS, and service area population given the consolidation with VCTO and introduction of lifeline routes. The 2019 determinations and findings found CATA to be “In Compliance” for seven performance criteria and “At Risk” for one.

Performance Criteria	FYE	Determination	Rank (of 13)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Hour	2017	In Compliance	7	Worse	11.22	11.60
	Trend	In Compliance	5	Better	-1.34%	-4.27%
Operating Cost / Revenue Hour	2017	In Compliance	5	Better	\$63.68	\$73.44
	Trend	At Risk	13	Worse	5.30%	1.23%
Operating Revenue / Revenue Hour	2017	In Compliance	6	Worse	\$9.31	\$9.40
	Trend	In Compliance	5	Better	0.52%	-1.18%
Operating Cost / Passenger	2017	In Compliance	6	Better	\$5.67	\$7.04
	Trend	In Compliance	8	Worse	6.73%	5.85%

*Note: NTD information most current at the time of the peer review was the basis of the single year and trend peer comparisons. Operating statistics were adjusted to include VCTO in prior years to reflect consolidation.

The 2019 review found CATA to be “At Risk” for operating cost per revenue vehicle hour for the five-year trend determination. Operating cost per revenue hour vehicle increased on average by 5.30% per year. However, the single-year determination for FYE 2017 was found to be “In Compliance” and CATA performed better than the peer group average. Despite this “At Risk” finding for the five-year trend period, operating costs overall are lower than half the peer group on a per revenue hour basis.

Furthermore, CATA continues to operate sustainably, as evidenced by cost savings achieved through consolidation. Cost savings helped CATA reduce operating costs per revenue hour by 7.5% from a peak of \$65.73 in FYE 2016 to \$60.79 by FYE 2018. The 2019 performance review also identified actions that CATA should take to improve overall agency performance including:

1. Develop service standards that will be used to routinely assess and evaluate route performance.
2. Incorporate Act 44 performance targets in the implementation of the strategic business plan.
3. Conduct a compensation analysis to understand local market competition for drivers.

PennDOT identified additional opportunities for improvement during the 2019 performance review. The complete list of opportunities for improvement serves as the basis for CATA's Board-approved Action Plan.

2023 PERFORMANCE TARGETS

As required by Act 44, PennDOT and CATA management have agreed on performance targets for FYE 2023 identified in the table below. CATA must work to achieve these targets over the next five years to ensure continued eligibility for full Section 1513 funding. Performance targets are designed to be aggressive, yet achievable.

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2017 Actual	2018 Actual	2023 Target	
Passengers / Revenue Vehicle Hour	11.22	10.96	11.24	0.5%
Operating Cost / Revenue Vehicle Hour	\$63.68	\$60.79	\$70.47	3.0%
Operating Revenue / Revenue Vehicle Hour	\$9.31	\$9.77	\$10.37	2.0%
Operating Cost / Passenger	\$5.67	\$5.55	\$6.28	2.5%

FINANCIAL REVIEW

CATA currently has a balanced operating budget. Cash equivalent balance increased since 2015. Noteworthy elements of CATA's financial condition are:

- CATA has \$127,005 in local and \$349,411 in state carryover funds in FYE 2018
- Combined carryover subsidies amount to 12.5% of total operational funding
- CATA maintains a balance of cash equal to 14.4% of total operating expenses
- Operating budget increased from \$2.9 million in FYE 2014 to \$3.8 million in FYE 2018
- Current assets exceed current liabilities
- Accounts payable and receivable amounts are negligible
- Currently, CATA has no outstanding debt

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

NEXT STEPS

CATA management and the 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. CATA'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/or significant fare increases could maintain existing service and fares and, with a predictable and growing source of operating assistance, plan service changes.

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

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

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

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

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

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

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PennDOT conducted a transit performance review for the Crawford Area Transportation Authority (d.b.a. CATA) in August 2014. Based on that review, PennDOT established five-year performance targets and agreed to CATA’s Action Plan to meet those targets. In May 2019, PennDOT conducted the follow-up reassessment of CATA to determine if CATA successfully met its targets and what actions were taken to improve the agency’s performance and management practices to maximize the return on investment of Commonwealth funding. This report summarizes PennDOT’s findings.

AGENCY DESCRIPTION

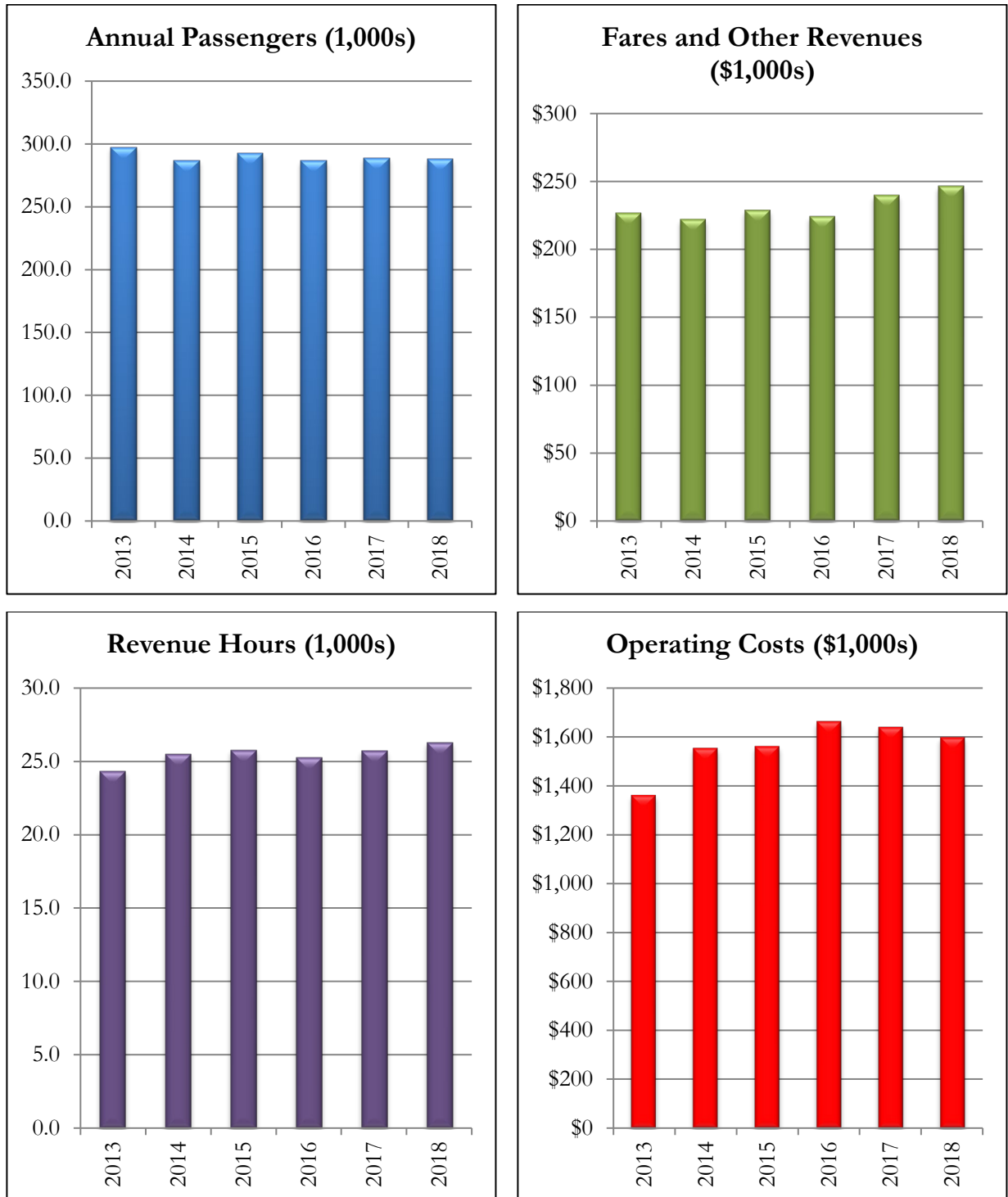
The Crawford Area Transportation Authority (d.b.a. CATA) was incorporated as a municipal transit authority in 1979. CATA provides fixed route bus service to Crawford and Venango Counties primarily in the municipalities of Meadville, Titusville, Saegertown, Franklin, Oil City, and Seneca. CATA has a five member Board of Directors consisting of citizens appointed by the Crawford County and Venango County Boards of Commissioners.

On July 1, 2016, CATA assumed responsibility for the provision of public transportation within Venango County. Prior to consolidation, the Venango County Transportation Office (VCTO) provided all public transportation services in Venango County. Venango County service is now operated as the Venango County Division (d.b.a. Venango County Transit) of CATA. In FY 17-18, Venango County was added as a member municipality of CAT through the updating of CATA's Articles of Incorporation and Bylaws, which resulted in the composition of the Board of Directors to be four Crawford County representatives and one Venango County representative.

CATA offers rural fixed-route service that operates Monday through Saturday. Service consists of three Meadville routes, one Titusville route, four Venango County routes, three Life Line routes in Crawford County, and the LOOP. The LOOP services Allegheny College and provides free rides to all college students with a valid student ID. Fixed-route service has 9 vehicles operated in maximum service (VOMS). CATA provided 287,778 total fixed-route passenger trips in FYE 2018. **Exhibit 1** presents fixed-route bus statistics for CATA. CATA also provides ADA and shared-ride service to residents of Crawford and Venango counties. CATA provided approximately 97,008 shared-ride passenger trips in FYE 2018 utilizing 32 VOMS.

CATA consolidated with VCTO through a two-year process. The merger began in FY 16-17 with a management agreement to base administrative functions out of Meadville. By March 2018, the agency's charter was amended to permit service coverage for Venango County. FYE 2017 would be the first year that Venango County Transit would be included within CATA's operating statistics reported to dotGrants and NTD. To assess CATA over a five-year period (i.e., FYE 2012 – FYE 2017), prior year data for VCTO and CATA were combined to accurately represent present day CATA service. This was necessary to perform a five-year trend assessment in accordance with Act 44 performance criteria. An overview of these data adjustments is found in **Appendix A: Data Adjustments** on page 21.

Exhibit 1: CATA Fixed-Route Bus Service Annual Performance Trends (2013-2018)



Source: NTD and PennDOT Legacy Reporting System (dotGrants)¹

¹ Operating statistics from the incorporation of VCTO began in FYE 2017.

PERFORMANCE REVIEW PROCESS

In May 2019, PennDOT initiated an Act 44-mandated performance review for CATA. The following outlines the review process:

1. Initial notification of performance review schedule and transmission of document request:
 - a. Review available data and request additional information.
 - b. CATA and PennDOT agree to a set of peer agencies for comparison.
2. Review of Act 44 variables including current performance, targets from the previous 2014 review, and Action Plan implementation.
3. Perform Act 44 performance criteria analysis.
4. Conduct onsite review, interviews, and supplementary data collection/reconciliation.
5. Evaluate performance, financial management and operations.
6. Report results and determine agency compliance with performance requirements.
7. Finalize performance review report.
8. Develop, implement and monitor a five-year Action Plan.
9. Provide technical assistance, if required, to help meet five-year performance targets.

These steps in the performance review process assess CATA's unique challenges, changes that have occurred since the previous performance review, the accuracy and reliability of reported data, implemented practices, additional opportunities for improvement, and realistic goals for the next performance review.

2014 ACT 44 PERFORMANCE ASSESSMENT

PRIOR REVIEW DETERMINATIONS AND FINDINGS

The 2014 performance review compared CATA to a group of peer agencies based on the four performance criteria required by Act 44. CATA was found to be “In Compliance” for eight performance criteria and “At Risk” for none (**Exhibit 2**). CATA performed better in all criteria except operating revenue per revenue hour for the trend.

Exhibit 2: Previous CATA Performance Review Act 44 Comparison Summary

Performance Criteria	FYE*	Determination	Rank (of 10)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2012	In Compliance	4	Better	13.80	11.27
	Trend	In Compliance	4	Better	1.80%	1.51%
Operating Cost / Revenue Vehicle Hour	2012	In Compliance	1	Better	\$49.25	\$70.76
	Trend	In Compliance	6	Better	2.36%	3.21%
Operating Revenue / Revenue Vehicle Hour	2012	In Compliance	4	Better	\$8.71	\$8.05
	Trend	In Compliance	7	Worse	0.16%	2.08%
Operating Cost / Passenger	2012	In Compliance	1	Better	\$3.57	\$8.38
	Trend	In Compliance	4	Better	0.55%	1.77%

*Note: NTD information most current at the time of the peer review was the basis of the single year and trend peer comparisons.

ACTION PLAN AND PERFORMANCE TARGETS

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

1. Conduct periodic non-rider surveys;
2. Establish cost recovery thresholds on College Loop service; and
3. Continue to work with PennDOT to ensure dotGrants reporting consistency.

The complete list of CATA’s previous Action Plan items and CATA’s progress in addressing previously identified opportunities for improvement is provided in **Appendix A: Data Adjustments**.

The following performance targets were established with CATA:

- Increase passengers per revenue vehicle hour by at least 2.0% per year on average
- Increase operating revenue per revenue vehicle hour by at least 2.0% per year on average
- Contain increases in operating cost per revenue vehicle hour to no more than 3.0% per year on average
- Contain or reduce average operating cost per passenger to no more than 1.0% per year on average

As shown in **Exhibit 3**, CATA met one out of four performance targets that were established during the 2014 performance review.

Exhibit 3: 2018 CATA Performance Targets

Performance Criteria	2018 Target	2018 Actual*	Met Target
Passengers / Revenue Vehicle Hour	15.59	10.96	No
Operating Cost / Revenue Vehicle Hour	\$65.04	\$60.79	Yes
Operating Revenue / Revenue Vehicle Hour	\$9.86	\$9.77	No
Operating Cost / Passenger	\$4.18	\$5.55	No

*CATA: Venango County Division was not a part of fixed-route service in FYE 2014 when performance targets were developed for FYE 2018. As a result, performance targets for FYE 2018 do not reflect consolidation efforts when evaluating CATA's performance.

ASSESSMENT

Since the 2014 report was finalized, CATA worked to address its performance targets and implement actions listed in the 2014 Action Plan. These actions included developing a strategic business plan to guide agency decision-making, review parts storage and security, and partnering with the Northwest Commission Regional Planning Organization (RPO) for technical and capital funding opportunities.

CATA met one out of four performance targets. CATA narrowly missed its revenue target despite successful partnerships with local businesses and a medical center to diversify revenue streams. These partnerships are estimated to account for over \$150,000 in additional revenue for FY 18-19.

CATA experienced ridership declines, much like the rest of the Commonwealth. In FYE 2012, CATA (including VCTO) serviced approximately 302,000 passengers. By FYE 2018, CATA's annual ridership declined to 288,000 passengers. Despite ridership declines, CATA pursued opportunities to adjust service to meet demand in response to community input. In 2017, CATA developed a lifeline route connecting Titusville to Meadville as a means of improving accessibility in rural communities to essential human and social services. CATA developed this route by assessing existing local service in Meadville and repurposing unproductive revenue hours to offset the cost of new service. The popularity of this route resulted in CATA studying additional opportunities for lifeline routes to connect Crawford and Venango counties.

The FYE 2018 targets were established prior to consolidation between CATA and VCTO and were not intended to reflect service in Venango County. Therefore, an accurate target assessment may not be practical.

2017 VENANGO CONSOLIDATION

PennDOT conducted the initial review of CATA in August 2014. Since finalizing the previous report, CATA merged with Venango County Transportation Office (d.b.a VCTO) in support of a statewide effort for regional cost savings through consolidation. Elements of the consolidation include:

- CATA and VCTO entered into an agreement to merge administrative services in FYE 2017
- CATA amended its bylaws to expand service into Venango County in FYE 2018
- CATA assumed the provision of public transportation for Venango County
- Agency headquarters and operations were based out of Meadville, PA
- The CATA Board provided a seat for a Venango County representative
- Venango County service would be marketed as a division under the CATA brand
- CATA continues to operate former VCTO vehicles until they reach their useful life
- FYE 2017 is the first fiscal year that operating statistics from VCTO fixed-route services are reported by CATA to dotGrants and NTD
- CATA eliminated three administrative/operations management positions and restructured a fourth position as an entry level data analyst

PennDOT conducted an Act 44 transit performance review for VCTO in December 2012. As part of that review, VCTO was measured against a group of peer agencies and given five-year performance targets to be achieved by FYE 2016. Additionally, opportunities for improvement were identified and VCTO developed a Board-approved Action Plan to meet performance targets. The peer comparison analysis and five-year performance targets for VCTO are provided in **Exhibit 4** and **Exhibit 5**.

Exhibit 4 Previous VCTO Performance Review Act 44 Comparison Summary

Performance Criteria	FYE*	Determination	Peer Rank (of 8)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2009	In Compliance	4	Worse	7.39	8.38
	Trend	In Compliance	3	Better	2.03%	-0.53%
Operating Cost / Revenue Vehicle Hour	2009	In Compliance	2	Better	\$48.19	\$64.15
	Trend	In Compliance	7	Worse	8.77%	3.33%
Operating Revenue / Revenue Vehicle Hour	2009	In Compliance	1	Better	\$9.06	\$5.30
	Trend	In Compliance	2	Better	7.28%	0.23%
Operating Cost / Passenger	2009	In Compliance	2	Better	\$6.52	\$8.24
	Trend	In Compliance	6	Worse	6.61%	3.81%

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

Exhibit 5 VCTO 2017 Performance Targets

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2010	2011	2017 Target	
Passengers / Revenue Vehicle Hour	6.91	7.73	8.12	1.0%
Operating Cost / Revenue Vehicle Hour	\$45.08	\$50.60	\$60.10	3.5%
Operating Revenue / Revenue Vehicle Hour	\$7.88	\$9.04	\$9.50	1.0%
Operating Cost / Passenger	\$6.52	\$6.55	\$7.41	2.5%

2019 ACT 44 PERFORMANCE ASSESSMENT

The 2019 performance review compared CATA 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 CATA management using criteria defined in Act 44 and data from the most recently available National Transit Database (NTD), FYE 2017. New peers were selected that reflect 2019 CATA given expanded fixed-route service (i.e., VCTO and lifeline routes). The systems identified for peer comparisons include:

1. RiverCities Transit – Longview, WA (Previous Peer)
2. Cities Area Transit – Grand Forks, ND
3. Putnam County Transit – Carmel, NY
4. City of Hazelton, Hazelton Public Transit – Hazelton, PA
5. Owensboro Transit System – Owensboro, KY
6. Terre Haute Transit Utility – Terre Haute, IN
7. Washington County Transit – Hagerstown, MD
8. City of Alexandria – Alexandria, LA
9. City of Dubuque – Dubuque, IA
10. City of Moorhead – Moorhead, MN
11. Macatawa Area Express Transportation Authority – Holland, MI
12. City of Ocala, Florida – Ocala, FL

Results of the 2019 CATA analysis and peer comparison are presented in **Exhibit 6**. CATA was found to be “In Compliance” for seven measures and “At Risk” for one. The detailed data used to develop the peer comparison summary is presented in **Appendix C: Peer Comparisons**.

Exhibit 6: Current Performance Review Act 44 Peer Comparison Summary

Performance Criteria	FYE	Determination	Rank (of 13)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Hour	2017	In Compliance	7	Worse	11.22	11.60
	Trend	In Compliance	5	Better	-1.34%	-4.27%
Operating Cost / Revenue Hour	2017	In Compliance	5	Better	\$63.68	\$73.44
	Trend	At Risk	13	Worse	5.30%	1.23%
Operating Revenue / Revenue Hour	2017	In Compliance	6	Worse	\$9.31	\$9.40
	Trend	In Compliance	5	Better	0.52%	-1.18%
Operating Cost / Passenger	2017	In Compliance	6	Better	\$5.67	\$7.04
	Trend	In Compliance	8	Worse	6.73%	5.85%

ASSESSMENT

The 2019 review found CATA to be “At Risk” for operating cost per revenue vehicle hour for the five-year trend determination. Operating cost per revenue vehicle increased on average by 5.30% per year. However, the single-year determination for FYE 2017 was found to be “In Compliance” and CATA performed better than the peer group average. Despite this “At Risk” finding for the five-year trend period, operating costs overall are lower than half the peer group on a per revenue hour basis. Furthermore, CATA continues to operate sustainably, as evidenced by cost savings achieved through consolidation. Cost savings helped CATA reduce operating costs per revenue hour by 7.5% from a peak of \$65.73 in FYE 2016 to \$60.79 by FYE 2018.

2023 PERFORMANCE TARGETS

Act 44 requires that PennDOT and transit agencies 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 intended to improve both the effectiveness and efficiency of service delivery. Act 89 requires agencies to maintain a fare policy to match fares to the rate of inflation, which ensures that revenue recovery keeps pace with anticipated increases in operating costs.

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 CATA outperformed most of its peers in maintaining ridership over the five-year trend period where many peers experienced substantial declines. Additionally, CATA contained increases in cost per passenger for the single-year better than the peer group but is “At Risk” for the five-year trend determination. CATA should continue to work toward achieving its FYE 2023 targets, focusing on efforts to increase ridership and contain operating costs.

The following performance targets were established in consultation with CATA:

- 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 revenue per revenue vehicle hour by at least 2.0% 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 2018).² CATA must work to achieve these targets, as shown in **Exhibit 7**, over the next five years to ensure continued eligibility for full Section 1513 funding.

Exhibit 7: FYE 2023 Act 44 Performance Targets

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2017 Actual	2018 Actual	2023 Target	
Passengers / Revenue Vehicle Hour	11.22	10.96	11.24	0.5%
Operating Cost / Revenue Vehicle Hour	\$63.68	\$60.79	\$70.47	3.0%
Operating Revenue / Revenue Vehicle Hour	\$9.31	\$9.77	\$10.37	2.0%
Operating Cost / Passenger	\$5.67	\$5.55	\$6.28	2.5%

² In February 2021, CATA is slated to begin operations of a part of a new multimodal facility in Oil City. This may impact fixed-route costs. Targets may be revised upon actual financial data derived after operations begin in the new facility.

FUNCTIONAL REVIEW

Functional reviews are used to determine the reasons behind performance results found in the Act 44 comparisons, to catalog best practices to share with other transit agencies, and to identify opportunities for improvement that should be addressed 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 important that service is both sensitive and responsive to the community's needs to 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 which will enhance the system's future performance for one or more of the Act 44 fixed-route performance factors. For the convenience of CATA, Action Plan templates have been included in **Appendix D: Action Plan Template** (see pg. 35). Some actions will be quickly implementable while others may take several discrete steps to achieve over a longer period. The template provides a simple-to-follow order of key findings of this report that should be addressed in the Action Plan.

OPPORTUNITIES TO INCREASE FIXED-ROUTE RIDERSHIP

BEST PRACTICE

1. CATA partnered with its local Regional Planning Organization (RPO), the Northwest Planning Commission and PennDOT for the development of transit studies and to facilitate strategic planning efforts. CATA leveraged these relationships to help inventory bus stops and shelters within Crawford County (part of a larger study for Crawford, Venango, and Warren counties), develop a five-year strategic business plan, and participate in a regional coordinated human services public transportation plan.

ELEMENTS TO ADDRESS IN PART 1 OF THE ACTION PLAN (P. 35)

1. On-time performance, when monitored between designated time points is a key indicator for measuring service reliability. CATA assigned time points along its fixed-route service and rely on supervisor spot-checks to track schedule adherence. However, these manual checks are unverified against driver time points logs. Furthermore, CATA does not have an on-time performance target to monitor system performance. CATA should **develop an on-time performance goal and develop a documented procedure for checking on-time performance that is monitored routinely** (e.g., weekly, biweekly, monthly, etc.)
2. Since the 2014 performance review, CATA's service area expanded by merging with Venango County and its service model is shifting from city service toward lifeline routes to improve accessibility in rural communities. CATA focuses marketing efforts on community and business partnerships, but there is not a set budget or marketing strategy to guide these

decisions. CATA should **develop a marketing plan that sets goals, recommends a budget, provides a schedule of activities, and establishes performance targets.**

3. CATA assesses route productivity as necessary, but there is no set policy for measuring route performance. Service standards help identify underperforming routes and allow transparency in decision-making for potential adjustments. CATA should **develop service standards to assess and evaluate route performance routinely.** These standards should consider systemwide and route-specific service (i.e., local service and inter-city (lifeline)) when evaluating route performance. Examples of service metrics include on-time performance, pull-out timing, passenger load, farebox recovery, and service frequency.
4. CATA adopted a strategic business plan in 2018 that established strategic goals and objectives. One of the strategic plan's goals is to improve and introduce new service by determining the appropriateness of park & ride facilities, a vanpool program, or commuter runs. CATA should **develop a long-term vision for rural transit within Crawford and Venango counties.** This vision would consider diversifying transit options like identifying new markets for lifeline routes and where opportunities to provide sustainable connections between Crawford and Venango counties may increase ridership. Management should **consider developing a transit development plan (TDP) or incorporate a service planning component in the strategic business plan.**

OPPORTUNITIES TO INCREASE FIXED-ROUTE REVENUES

BEST PRACTICE

1. CATA diversifies its revenue streams through successful negotiations with third-party organizations. In FYE 2018, 17% of fixed-route revenue came from non-passenger fares. Increased revenue from additional sources of income contributes to a higher rate of farebox recovery (16.1% as of FYE 2018).
2. CATA adopted a 13% farebox recovery goal for fixed-route service. Act 89 requires agencies at a minimum to maintain a fare policy that keeps up with the rate of inflation. By setting a farebox recovery goal above inflation, CATA can maintain a sustainable rate of farebox recovery to help offset the cost of service.

ELEMENTS TO ADDRESS IN PART 2 OF THE ACTION PLAN (P. 35)

1. None.

OPPORTUNITIES TO CONTROL OPERATING COSTS

BEST PRACTICE

1. CATA recently brought maintenance operations in-house and opened a new maintenance facility and bus garage in 2018. CATA performs most maintenance in-house but has an agreement in place with Erie Metropolitan Transit Authority (EMTA) to outsource substantial

repairs. With this agreement, CATA has access to maintenance staff with experience in major vehicle repairs and a long history working on CNG vehicles.

ELEMENTS TO ADDRESS IN PART 3 OF THE ACTION PLAN (P. 36)

1. CATA implemented the Employee Retention and Incentive Program (ERIP) that rewards drivers for good behavior and maintaining safety. This retention program was established to address driver turnover. Despite these incentives, CATA still experiences high turnover (i.e., 33%, with 6% from fixed-route and 27% from shared-ride) as of May 2019. CATA should **conduct a compensation analysis to understand the agency's competitive market position amongst competing businesses/agencies for drivers**. Management should **consider outsourcing exit interviews to a third party**, which may provide more insight into an employee's decision to leave the agency. Additionally, CATA should **develop a CDL payback policy to recover costs incurred for driver training**.
2. CATA is in the process of inventorying all maintenance parts in the new Meadville facility and plans to integrate the processing of maintenance work orders with procurement. CATA should **pursue an IT strategy that integrates inventory management and accounting software**. This approach will help CATA be able to automate purchase orders, track parts inventory, and determine parts values when preparing balance sheet statements.

OTHER OPPORTUNITIES TO IMPROVE PERFORMANCE

BEST PRACTICES

1. CATA has a corporate culture dedicated to integrity and respect. This healthy corporate culture can be seen throughout the Authority. CATA is dedicated to its values as management believes their drivers are the face of the agency and ambassadors of customer service. Both the management team and Board report that customers say drivers are helpful and friendly representatives of the agency.

ELEMENTS TO ADDRESS IN PART 4 OF THE ACTION PLAN (P. 37)

1. CATA's 2018 strategic business plan included goals relating to workforce and personnel, operations and service, finance, and stakeholders/riders. An implementation matrix was developed to encourage agency accountability for the execution of the plan. CATA should **incorporate Act 44 performance targets in the implementation of the strategic business plan**, specifically the impact of strategic actions on CATA meeting five-year performance targets for ridership, revenues, and cost containment.
2. CATA's leadership team experienced significant turnover following consolidation with Venango County in 2017. CATA continued agency operations without interrupting service as the General Manager in the interim oversaw operations and finance duties. CATA believes the current executive team is adequately staffed for a rural agency of its size. However, some vacancies remain, such as a Finance Director/Manager. Given the history of management turnover, CATA should **expand its succession plan** to contain:
 - a. **Roles and responsibilities of each position;**

- b. A cross-training procedure that ensures essential duties for key staff can be carried out in case of unexpected absences;
 - c. Transition steps for interim positions following permanent unplanned absences; and,
 - d. Exit interviews to inform recruitment and retention practices.
- 3. The authority's bookkeeper and the General Manager oversee agency finances. Additionally, CATA has access to an accounting firm for financial support if needed. While financial duties are currently shared and overseen by the General Manager, CATA should **update the job requirements for Finance Director/Manager to include qualifications appropriate for the financial stewardship of the agency.** Additionally, CATA should **ensure the job description for the Finance Director/Manager adequately describes the roles and responsibilities required to manage agency finances.** Examples of duties include:
 - a. Financial reporting to the Board;
 - b. Monthly account reconciliation;
 - c. Updating the cost allocation plan annually;
 - d. Developing a detailed annual budget that allocates funding accordingly between operations, maintenance (including CNG facility payments), and administration, and;
 - e. Documenting and paying invoices promptly.

FINANCIAL REVIEW

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

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

HIGH-LEVEL INDICATORS OF FINANCIAL HEALTH

As shown in **Exhibit 8**, CATA has 12.5% in total carryover subsidies to total annual operating cost. These reserves account for available liquidity in case of unexpected cost increases. CATA's total carryover subsidies have increased in recent years. CATA should continue to work towards increasing total carryover subsidies to the recommended 25%+. CATA has a \$500,000 line of credit. Approximately \$200,000 in credit was used to cover a gap in state subsidies for an interim period in FYE 2018. CATA currently has no outstanding debt.

TOTAL PUBLIC TRANSPORTATION OPERATIONAL EXPENDITURES AND FUNDING

CATA's operating budget increased from \$2.9 million in FYE 2014 to \$3.8 million in FYE 2018 (**Exhibit 9**). Approximately 58.1% of CATA's operational expenses are for ADA paratransit and shared-ride service. The remaining operational expenses (41.9%) are for fixed-route service as shown in **Exhibit 10**. Total operational expenses and funding were adjusted from FYE 2014 through FYE 2017 to include VCTO to more accurately reflect the impact of consolidation for prior years.

Agency-wide operating funds come from a variety of sources including state funds, federal funds, local funds, passenger fares, organization paid fares and advertising. Subsidy allocation for rural agencies is determined at the state level where the use of state funds to leverage additional federal funds is maximized across the Commonwealth to meet rural agency needs. Revenues (e.g., passenger fares, organization paid fares, shared-ride fare reimbursement, etc.) are the largest share of income for CATA, accounting for 53.5% of total operating income. Federal, state, and local subsidies are the remaining funding sources, representing approximately 46.5% of total operating income as shown in **Exhibit 11** and **Exhibit 12**.

Exhibit 8: High-Level Financial Indicators

FYE 2018 Indicator	Value	Assessment Criteria / Rationale	Source
Total Carryover Subsidies / Annual Operating Cost	12.5%	Combined target 25%+. This provides liquidity to account for unexpected cost increases or service changes without the need to incur interest fees from loans.	FYE 2018 Audit
Credit available/ Annual Payroll	27.6%	Only necessary if combined carryover subsidies are less than their target. This ensures that the agency maintains sufficient cash flow/liquidity to pay all current bills.	FYE 2018 Audit and PennDOT dotGrants
Actual Local Match / Required Match	100%	Target 100%+. Local match that exceeds required minimums gives a transit agency flexibility to change service, to accommodate unexpected cost changes and make capital investments.	PennDOT dotGrants 2018
Accounts Payable (AP) 90+ days	0.0%	Target should be 0% over 90 days. Larger values indicate cash flow concerns.	CATA reported value
Accounts Receivable (AR) 90+ days	0.0%	Target should be 0% over 90 days. Larger values can cause cash flow problems.	CATA reported value
Debt / Annual Operating Cost	0.0%	Target should be 0%. Low debt amounts reduce borrowing costs.	FYE 2018 Audit

Exhibit 9: Public Transportation Operating Expense by Service Type

Service Type (In Millions)	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Fixed Route	\$1.6	\$1.6	\$1.7	\$1.6	\$1.6
Paratransit	\$1.3	\$2.0	\$2.0	\$2.2	\$2.2
Total*	\$2.9	\$3.6	\$3.6	\$3.9	\$3.8

* May not add due to rounding. Operating expenses were adjusted to include VCTO in prior years to reflect consolidation

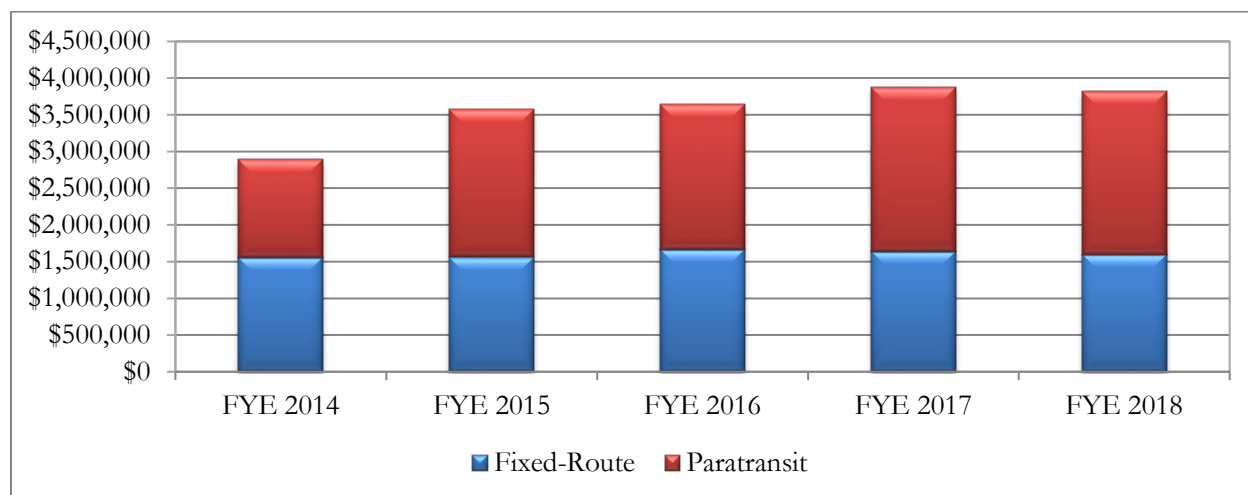
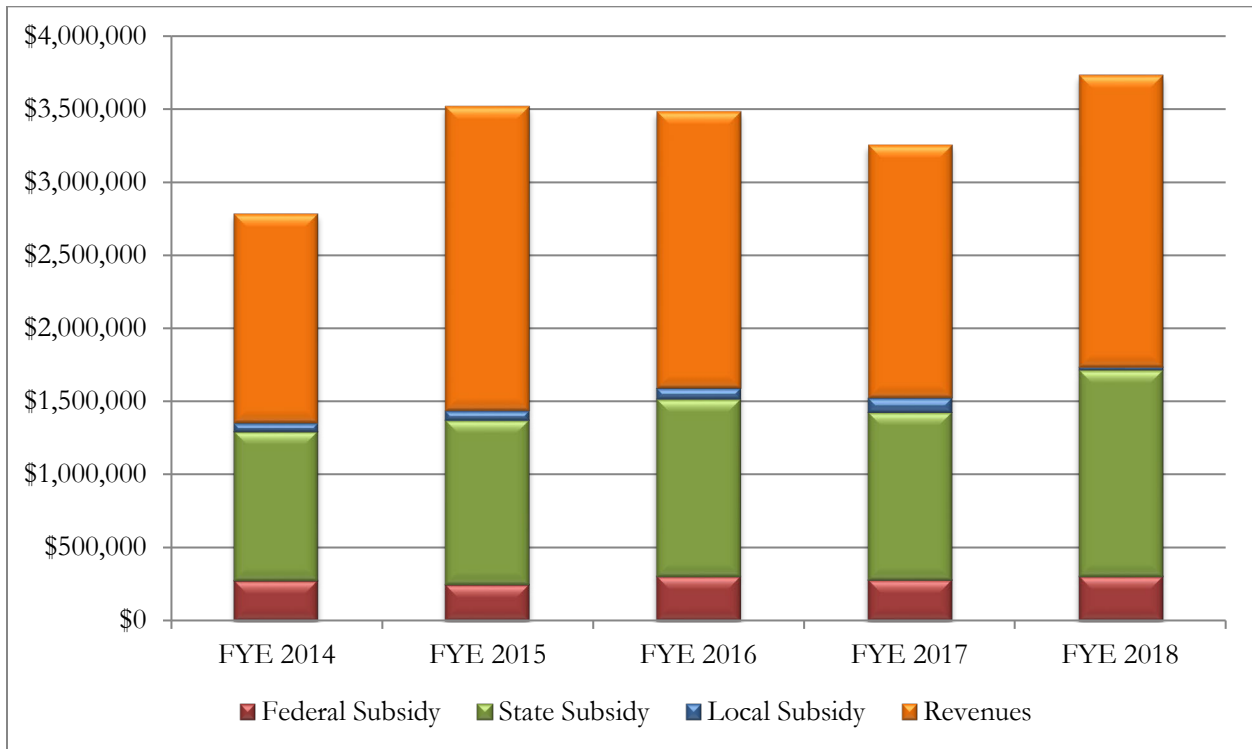
Exhibit 10: Public Transportation Operating Expense Trends by Service Type

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

Funding Source	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Federal Subsidy	9.7%	7.0%	8.6%	8.5%	8.0%
State Subsidy	36.7%	32.0%	34.8%	35.2%	37.7%
Local Subsidy	2.2%	1.9%	2.3%	3.2%	0.6%
Revenues	51.3%	59.1%	54.3%	53.1%	53.5%

Exhibit 12: Total Public Transportation (Fixed-Route + Paratransit) Operating Budget by Funding Source



FIXED-ROUTE FUNDING

Fixed-route funding is about 41.9% of CATA's public transportation operation and comes from general revenues and government subsidies. Direct passenger fares represent between 11.8% and 14.2% of total operating funding (**Exhibit 13**). Based on the FYE 2014 to FYE 2018 dotGrants reporting, CATA operated using current year funding with \$349,411 in state funds being carried over in FYE 2018 and \$127,005 in local carryover funds available. Fixed-route funding was added together for CATA and VCTO.

Exhibit 13: Fixed-Route Funding

Funding Source	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Revenues					
Passenger Fares	\$205,789	\$226,652	\$198,302	\$233,089	\$213,027
Advertising	\$180	\$180	\$0	\$150	\$350
Organization-Paid Fares ³	\$0	\$1,829	\$1,829	\$1,600	\$31,074
Total Recoveries	\$0	\$0	\$0	\$0	\$0
Other- (Charter)	\$0	\$0	\$0	\$0	\$1,600
Other- (Credit Card Reward Credit)	\$0	\$38	\$201	\$4,921	\$547
Other- (Insurance Refund)	\$16,118	\$0	\$0	\$0	\$0
Other- (Comm. Service Block Grant)	\$0	\$0	\$22,298	\$0	\$0
Other- (MATP)	\$0	\$0	\$1,491	\$0	\$0
Other- (UPMC)	\$0	\$0	\$120	\$0	\$0
Other- (UPWP)	\$0	\$0	\$0	\$0	\$10,150
Subtotal	\$222,087	\$228,699	\$224,241	\$239,760	\$256,748
Subsidies					
Federal Operating Grant	\$271,000	\$235,122	\$261,033	\$275,000	\$300,000
Federal Capital Grant to fund PM Cost	\$0	\$11,114	\$9,988	\$0	\$0
Act 44 (1513) State Prior	\$1,512	\$8,660	\$0	\$0	\$55,316
Act 44 (1513) State Current	\$853,948	\$1,011,192	\$1,106,195	\$1,034,450	\$971,100
Municipal Prior	\$0	\$0	\$0	\$0	\$0
Municipal Current ⁴	\$55,796	\$58,586	\$61,515	\$64,591	\$0
Act 44 (1513) Advertising	\$0	\$0	\$0	\$0	\$0
Special- (Federal)	\$0	\$0	\$0	\$0	\$0
Special- (State)	\$65,000	\$0	\$0	\$0	\$0
Special- (Local) HAP, HSDF, Technical Assistance.	\$5,497	\$7,850	\$10,775	\$25,405	\$23,787
Subtotal	\$1,252,753	\$1,332,524	\$1,449,506	\$1,399,446	\$1,350,203
Total Funding	\$1,474,840	\$1,561,223	\$1,673,747	\$1,639,206	\$1,606,951
Passenger Fares/ Total Funding	14.0%	14.5%	11.8%	14.2%	13.3%

Source: PennDOT dotGrants Reporting System.

³ Beginning in FY 17-18, transit agencies were required to separate fare revenue reporting directly by third-party organizations.

⁴ CATA received a local match waiver from PennDOT for FYE 2018 following consolidation with Venango County.

PARATRANSIT FUNDING

Paratransit funding is about 58.1% of CATA's public transportation operation and consists of ADA and shared ride. Local and state subsidies, as well as passenger fares, are used to finance paratransit operating costs (**Exhibit 14**). CATA's paratransit program funding increased from \$1,309,021 in FYE 2014 to \$2,131,357 as of FYE 2018.⁵ Total ADA passenger trips increased from 74,398 in FYE 2014 to 97,008 in FYE 2018 (**Exhibit 15**).⁶ Non-fixed route funding was added together for CATA and VCTO.

Exhibit 14: Paratransit Funding by Source

Category	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Revenues					
Passenger Fares/Other Organization-Paid Fares	\$217,573	\$363,910	\$369,329	\$329,884	\$701,437
Advertising	\$0	\$0	\$0	\$0	\$8,750
Shared-Ride Lottery Trip	\$706,667	\$831,454	\$857,743	\$766,415	\$645,895
PWD Reimbursement	\$52,667	\$66,872	\$68,966	\$43,595	\$37,612
AAA	\$97,976	\$80,136	\$74,918	\$26,564	\$24,453
MATP	\$94,235	\$454,049	\$277,290	\$315,187	\$329,913
Other – Refunds/Grants/Interest	\$38,018	\$53,483	\$16,913	\$5,313	\$0
Subtotal	\$1,207,136	\$1,849,904	\$1,665,159	\$1,486,958	\$1,748,060
Subsidies					
Federal Operating Grant	\$0	\$0	\$29,320	\$0	\$0
Act 44 (1513) State Prior	\$36,985	\$0	\$0	\$0	\$20,019
Act 44 (1513) State Current	\$64,547	\$103,718	\$105,430	\$111,901	\$361,424
Special Operating Grant - State	\$0	\$0	\$0	\$0	\$11,854
Special Operating Grant - Local	\$353	\$0	\$7,087	\$14,045	\$0
Subtotal	\$101,885	\$103,718	\$141,837	\$125,946	\$393,297
Total Funding	\$1,309,021	\$1,953,622	\$1,806,996	\$1,612,904	\$2,141,357

Source: PennDOT dotGrants Reporting System.

Exhibit 15: Paratransit Operating Statistics

Operating Category	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Paratransit Operating Statistics					
Total Paratransit Trips	74,398	91,985	95,908	91,372	97,008
Total Miles	604,253	675,525	770,343	949,675	540,906
Total Hours	39,279	70,406	52,065	40,970	38,197
VOMS	30	31	32	30	32

Source: PennDOT dotGrants Reporting System.

⁵ CATA developed strategic partnerships with the Meadville Medical Center Foundation, the Hudson Group, and the Community Health Improvement Coalition (CHIC) that increased paratransit revenues.

⁶ CATA upgraded its paratransit scheduling software while new management staff joined the agency in FYE 2017, and the transition period that followed resulted in some non-public operating statistics reported alongside shared-ride trips for year-end reporting. This has since been corrected in FYE 2018, which represents more accurate reporting of paratransit operating statistics.

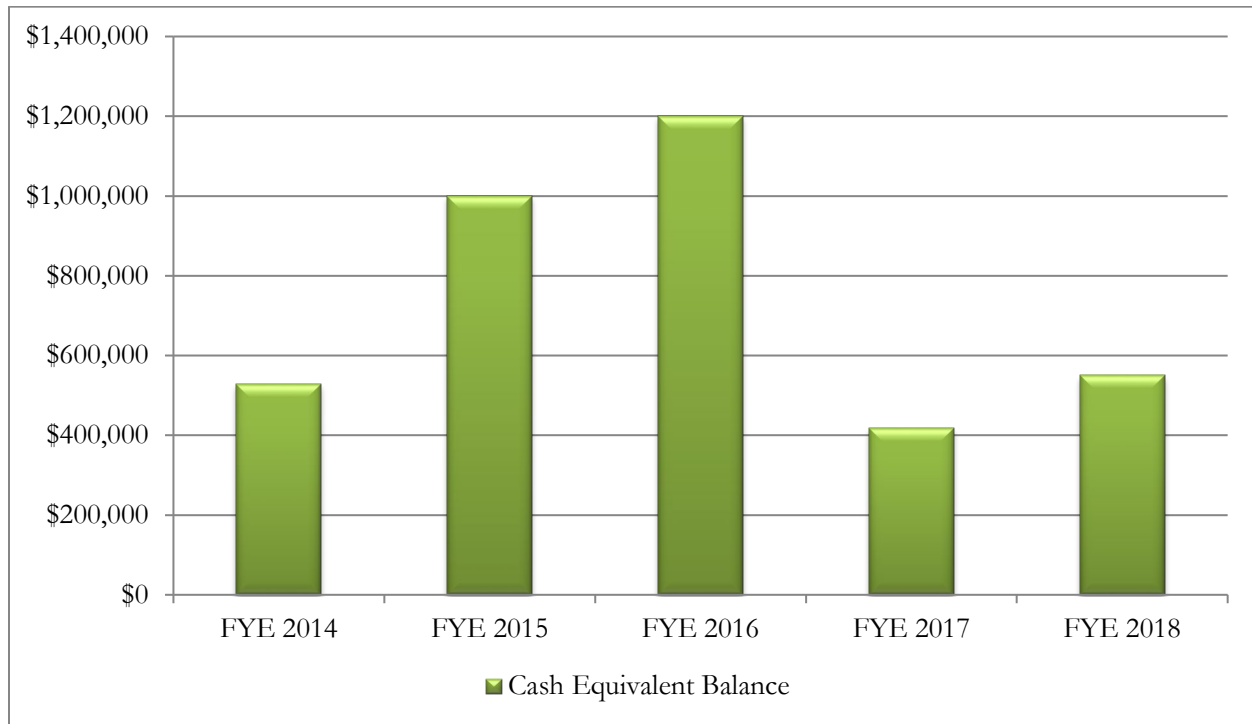
BALANCE SHEET FINDINGS

Review of balance sheets from CATA shows that in FYE 2018, the agency increased available cash on hand (**Exhibit 16** and **Exhibit 17**). Net current cash equivalent balance reported as of FYE 2014-2018 was \$550,218. CATA maintains a cash equivalent to 14.4% of total operating expenses as of FYE 2018. The FYE 2018 audit captured \$259,578 in accounts payable. CATA maintains a \$500,000 line of credit with \$200,000 used as of FYE 2018.

Exhibit 16: Balance Sheet Summary (FYE 2014 – FYE 2018)

Balance Sheet Report	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Current Assets					
Cash Equivalent Balance	\$528,473	\$999,716	\$1,200,360	\$418,486	\$550,218
Investments	\$0	\$0	\$0	\$0	\$0
Grant Receivable (incl. capital)	\$250,809	\$192,559	\$490,396	\$1,083,928	\$311,869
Other Accounts Receivable	\$84,035	\$69,337	\$61,796	\$328,852	\$365,387
Restricted Assets: Cash	\$0	\$0	\$0	\$0	\$0
Inventory Value	\$0	\$0	\$0	\$0	\$0
Pre-paid Expenses	\$27,244	\$29,446	\$47,025	\$29,630	\$29,630
Current Liabilities					
Accounts Payable	\$111,189	\$251,702	\$357,257	\$1,039,341	\$259,578
Accrued Expenses	\$211,544	\$258,113	\$978,676	\$157,006	\$140,915
Deferred Revenue	\$114,516	\$103,803	\$0	\$0	\$0
Line of Credit	\$0	\$0	\$0	\$0	\$200,000
Total Operating Expense	\$2,889,855	\$3,578,112	\$3,643,006	\$3,879,145	\$3,815,165
Cash Eqv. Bal. /Total Operating Exp.	18.3%	27.9%	32.9%	10.8%	14.4%
Line of Credit/Annual Payroll	18.5%	14.1%	13.4%	13.1%	27.6%
Current Assets	\$890,561	\$1,291,058	\$1,799,577	\$1,860,896	\$1,257,104
Current Liabilities	\$452,714	\$617,969	\$1,340,284	\$1,200,698	\$604,844
Net Current Assets	\$437,847	\$673,089	\$459,293	\$660,198	\$652,260

Source: Annual Audit Reports and dotGrants

Exhibit 17: End-of-Year Cash Balance (FYE 2014 – FYE 2018)**ASSESSMENT**

CATA currently has a balanced operating budget. Cash equivalent balance increased since 2015. Noteworthy elements of CATA's financial condition are:

- CATA has \$127,005 in local and \$349,411 in state carryover funds in FYE 2018
- Combined carryover subsidies amount to 12.5% of total operational funding
- CATA maintains a balance of cash equal to 14.4% of total operating expenses
- Operating budget increased from \$2.9 million in FYE 2014 to \$3.8 million in FYE 2018
- Current assets exceed current liabilities
- Accounts payable and receivable amounts are negligible
- Currently, CATA has no outstanding debt

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

APPENDIX A: DATA ADJUSTMENTS

Consolidation between CATA and VCTO occurred in 2017. To assess CATA over a five-year period (i.e., FYE 2011 – FYE 2016), prior year data for CATA and VCTO was combined to accurately represent present day CATA service. This was necessary to perform a five-year trend assessment in accordance with Act 44 performance criteria. Listed below, dotGrants information for passengers, revenue, operating cost, and revenue hours were combined for CATA and VCTO for FYE 2012, FYE 2013, FYE 2014, FYE 2015, and FYE 2016.

CATA	FYE 2012	FYE 2013	FYE 2014	FYE 2015	FYE 2016
Passengers	238,686	233,555	230,755	240,337	231,994
Revenue Hours	17,293	16,539	16,482	16,542	16,045
Fare+Other Revenue	\$150,607	\$147,643	\$156,255	\$165,721	\$163,016
Operating Cost	\$851,750	\$927,914	\$1,031,238	\$1,073,399	\$1,155,350

VCTO	FYE 2012	FYE 2013	FYE 2014	FYE 2015	FYE 2016
Passengers	63,110	63,787	56,270	52,151	54,485
Revenue Hours	7,846	7,803	9,025	9,236	9,242
Fare+Other Revenue	\$77,579	\$79,098	\$65,832	\$62,978	\$61,225
Operating Cost	\$384,483	\$433,282	\$521,602	\$487,824	\$506,754

Consolidated CATA	FYE 2012	FYE 2013	FYE 2014	FYE 2015	FYE 2016
Passengers	301,796	297,342	287,025	292,488	286,479
Revenue Hours	25,139	24,342	25,507	25,778	25,287
Fare+Other Revenue	\$228,186	\$226,741	\$222,087	\$228,699	\$224,241
Operating Cost	\$1,236,233	\$1,361,196	\$1,552,840	\$1,561,223	\$1,662,104

Based on the consolidation of CATA and VCTO the following Act 44 performance metrics were developed for CATA.

Act 44 Performance Metrics	FYE 2012	FYE 2013	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Passengers/RVH	12.01	12.22	11.25	11.35	11.33	11.22	10.96
Revenue/RVH	\$9.08	\$9.31	\$8.71	\$8.87	\$8.87	\$9.31	\$9.77
Operating Cost/RVH	\$49.18	\$55.92	\$60.88	\$60.56	\$65.73	\$63.68	\$60.79
Operating Cost/Passenger	\$4.10	\$4.58	\$5.41	\$5.34	\$5.80	\$5.67	\$5.55

APPENDIX B: 2014 PERFORMANCE REVIEW ACTION PLAN ASSESSMENT

Last Updated July 2017

Category	Suggested Action	Corrective Action	Observation
1. Ridership	Conduct periodic non-rider surveys	A Saegertown and Titusville Rider/Non-rider survey was developed in the spring of 2015. The Saegertown survey went out to 405 Saegertown residents and we received 115 back, a 28% return rate. The Titusville survey was a result of our Advisory Meeting in Titusville, held to gauge ridership interest during late evenings and on Saturdays. We solicited the Titusville community through survey distribution at senior centers and throughout the community at local businesses and service agencies. We will do one more survey in the 16/17 year, possibly for the Conneaut Lake community; or for expansion of our Saegertown Route to Cambridge Springs.	Saegertown survey completed: 2/25/2015 Titusville survey completed: 6/12/2015 Surveys for Conneaut Lake and a potential Titusville-to-Meadville Route will be conducted in Fall of 2017.
1. Ridership	Identify innovative ways to promote image in the local media	We now mention on radio, or in print on all our newspaper advertisements or Route Brochures – that we are recipients of FTA’s Administrator’s Award for Outstanding Public Service. We have also updated our letterhead, and all outgoing correspondence to include “said” award. A LEO/Board Retreat was held July 14, 2017 to inform local and state leaders of CATA activities and future direction. Event was covered in the local newspaper.	New brochures were developed June 2015. Ads run October 2016 through February 2017.
1. Ridership	Establish minimum cost recovery thresholds on College Loop service	Established a cost recovery rate of 13%. This will also be our systemwide rate between all fixed routes.	4/27/2015 approved with our draft budget

Category	Suggested Action	Corrective Action	Observation
1. Ridership	Assess potential for joint marketing and service coordination with adjacent transit system	Have been working through regionalization with Venango County Transit c/o County Commissioners.	Signed an agreement with Venango County Commissioners on February 9, 2016. Have been working diligently to present an initial seamless product internally and for the public's utilization.
1. Ridership	Assess the potential of targeted direct marketing	Conducted the Saegertown direct-mailing to 405 residents to assess their interests and impacts of having transportation resources in their community. We intend to do this each time we plan on offering or changing services to communities. This mailing was also for marketing because both the Meadville Tribune and the Titusville Herald picked-up on it and called for stories. We were able to get press-time exposure with multiple stories promoting our effort and Agency. Also through our Titusville survey, we have attained media-coverage. Being both these stories continued in the Meadville Tribune, the Meadville area became better familiar with our services through the articles in the newspapers.	For Saegertown marketing, it began with the survey: 2/25/2015. For Titusville marketing, it began with the survey: 6/12/2015.
1. Ridership	Update the TDP	Will need to defer until we are more formalized with regionalization strategies.	

Category	Suggested Action	Corrective Action	Observation
3. Operating Cost	Periodically conduct a cost allocation study	We updated our 15/16 budget, based on 6 months of actual data. We changed the date to 6/20/15. Also established a farebox recovery policy on 4/27/2015. We also completed a thorough non-rider time study and analysis with 11 administrative employees to determine FR from SR time use the week of February 16-20. We will repeat this process each February in preparation to develop our fiscal budget.	Completed
3. Operating Cost	Work with RPO to identify additional technical and capital funding opportunities	Requested funding through the RPO in upcoming UPWP process. Working with the Northwest Commission RPO to fund CATA Strategic Plan. Have requested assistance on a regional basis for assessment, recommendations and guidelines for bus stop and shelter placement and installation.	Completed. Awarded. Northwest Commission is: "Soliciting RFQ's to provide consulting services on an on-call basis for delivery of services related to 'Transportation Planning'"
4. Other	Develop a formal succession plan	Developed a Succession Plan included in new CATA Administrative Policy and Plan Manual	Succession Plan and Manual adopted at Board meeting on Sept. 26, 2015
4. Other	Conduct PennTRAIN Board training	Planning Manager completed the PPTA Board Training Track; contracted with Deb Thompson of Strategy Solutions, Inc.	Completed
4. Other	Conduct annual employee satisfaction surveys	CATA completed its survey; having waited until later in the year so the new Franklin-based employees had the opportunity to have-had a fair amount of time to get to know and understand the operations of a CATA led Agency. The survey was developed by our HR Specialist.	Completed November 12, 2016.

Category	Suggested Action	Corrective Action	Observation
4. Other	Track, analyze and establish goals for road calls	Hired new Road Supervisor (RS) in June 2016; RS created a formal Road Call form, a Driver Check & Safety Concern form, for monthly reporting, and to keep on file; and updated 4 SOPs' [i.e.] Break down, Basic Accident, Pre-Trip/Post-Trip, Bus Evac.; and we hold a Safety Meeting in the spring and fall.	Completed August 5, 2016
4. Other	Reconcile and verify reported transfers	With receipt of transfer clarification received from PennDOT on 2/29/16, CATA has updated all drivers and staff at the semi-annual employee meeting as to the process for documenting and tracking transfers.	Completed March 20, 2016
4. Other	Continue to work with PennDOT to ensure dotGrants reporting consistency	The Planning Manager and the General Manager had conference calls, and webinars with PennDOT staff in regard to dotGrants reporting. Shared in multiple emails. Transportation Planner and GM made PennDOT staff aware that planner would assume updates from PennDOT, and cross-reference information received from PennDOT with the GM.	Planning Manager hired in 2017 has established relationships with PennDOT staff to ensure on-going reporting consistency in COA, CCA, CPT, and other PennDOT reports.
4. Other	Conduct annual performance evaluation of Executive Director	BOD's were made aware that a performance evaluation is due in June of 2015. We have a copy of the Evaluation form that the Board uses.	Completed March 1, 2015
4. Other	Establish farebox discrepancy threshold that triggers additional review	We met multiple times as a CATA Admin-Ops Team and consulted with 2 Transportation and Planning Consultants and have developed a 5% threshold to launch an investigation, and a 3-5% threshold to begin to monitor a situation.	Completed April 10, 2015

Category	Suggested Action	Corrective Action	Observation
4. Other	Develop formal protocols for contract execution	Developed a Procurement Plan, included in new CATA Administrative Policy and Plan Manual	Procurement Plan and Manual adopted at Board Meeting on Sept. 26, 2015
4. Other	Review parts storage security and inventory	<p>CATA’s vehicle parts inventory has been made secure at Hubbard transit. CATA Operation’s and Planning Managers met with Hubbards’ Owner – Jeff McFadden and reviewed security and inventory-control measures in place.</p> <ol style="list-style-type: none"> 1. Security cameras are focused on inventory area 2. Parts are kept locked and are accessible to only Administration 3. No CATA Gillig parts are interchangeable with any of Hubbard’s International bus parts 4. Both inventories are kept in two separate shelving locations 5. Records of all purchases and parts put into use are recorded and files maintained <p>Working on physical layout of new Maintenance Facility currently under design to house secure parts storage area. Assigning asset tags to all current capital equipment. Tags match assets listed in CPT.</p>	Completed August 22, 2016 and ongoing for new facility development
4. Other	Train first responders on how to enter and disable vehicles	Meadville Fire Department brings their firefighter team to CATA each October to inspect and review access and egress routes, and CATA evac & safety plans. Operations Manager has a tentative date scheduled for June 26, 2016 for training that will be	Completed First Responder Training with life vehicle scenarios on Sunday June 26, 2016 with Meadville Central

Category	Suggested Action	Corrective Action	Observation
		with local first responders with a hands-on vehicle extrication, securement, understand, and operations of transit vehicles. The demonstration shall be hosted by CATA.	and Vernon Central Departments. This was covered in the Meadville newspaper with story and picture.
4. Other	Develop a comprehensive IT Plan	Have completed our IT Plan; now have a manual.	Hard copy completed on 3/27/15 PDF copy completed on 6/2/2015
4. Other	Develop a formal strategic plan	Merger Ageement signed with Venango County in February 2016. CATA will assume all Transit service for Venango. Resolution agreeing to merge passed by Vengnago County Commissioners and CATA Board in July 2017.	Assistance for development of Strategic Plan is being provided by Northwest Planning Commission. Strategic Planning to begin in August 2017.
4. Other	Develop performance targets for all key agency functions	We are going to integrate this into our Strategic Planning process.	Assistance for development of Strategic Plan is being provided by Northwest Planning Commission. Strategic Planning to begin in August 2017.

APPENDIX C: PEER COMPARISONS

Comparison of CATA 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 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

New peers were selected in 2019 that more closely match CATA in revenue hours, revenue miles, VOMS, and service area population given the consolidation with VCTO and introduction of lifeline routes. Only RiverCities Transit remained as a previous peer from the 2014 analysis.

Passengers / Revenue Vehicle Hour

Passengers / Revenue Hour (MB)					
System	FYE 2017 Single Year		5 Year Change Since FYE 2012		
	Value	Rank of 13	2011 Value	Annual Rate	Rank of 13
RiverCities Transit	14.25	3	21.59	-7.97%	12
Cities Area Transit	11.01	8	14.68	-5.58%	9
Putnam County Transit	5.31	13	7.83	-7.47%	11
City of Hazleton -- Hazleton Public Transit	7.53	12	8.05	-1.32%	4
Owensboro Transit System	8.65	10	16.35	-11.94%	13
Terre Haute Transit Utility	8.03	11	10.37	-4.98%	8
Washington County Transit	15.66	2	15.83	-0.21%	1
City of Alexandria	18.95	1	21.91	-2.86%	6
City of Dubuque	13.10	6	13.72	-0.93%	2
City of Moorhead, DBA: Metropolitan Area Transit	13.76	4	19.52	-6.76%	10
Macatawa Area Express Transportation Authority	10.23	9	10.87	-1.20%	3
City of Ocala, Florida	13.12	5	15.27	-2.99%	7
Crawford Area Transportation Authority	11.22	7	12.01	-1.34%	5
<i>Average</i>	<i>11.60</i>		<i>14.46</i>	<i>-4.27%</i>	
<i>Standard Deviation</i>	<i>3.73</i>		<i>4.65</i>	<i>3.53%</i>	
<i>Average – 1 Standard Deviation</i>	<i>7.88</i>		<i>9.81</i>	<i>-7.80%</i>	
<i>Average + 1 Standard Deviation</i>	<i>15.33</i>		<i>19.11</i>	<i>-0.75%</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 13	2011 Value	Annual Rate	Rank of 13
RiverCities Transit	\$114.40	13	\$110.53	0.69%	6
Cities Area Transit	\$84.57	11	\$73.38	2.88%	11
Putnam County Transit	\$84.58	12	\$83.06	0.36%	5
City of Hazleton -- Hazleton Public Transit	\$77.20	9	\$69.97	1.98%	9
Owensboro Transit System	\$53.64	1	\$55.43	-0.66%	4
Terre Haute Transit Utility	\$62.93	3	\$55.05	2.71%	10
Washington County Transit	\$77.83	10	\$62.45	4.50%	12
City of Alexandria	\$73.46	7	\$68.15	1.51%	8
City of Dubuque	\$63.05	4	\$68.84	-1.74%	1
City of Moorhead, DBA: Metropolitan Area Transit	\$65.14	6	\$69.42	-1.26%	3
Macatawa Area Express Transportation Authority	\$59.97	2	\$57.15	0.97%	7
City of Ocala, Florida	\$74.36	8	\$79.47	-1.32%	2
Crawford Area Transportation Authority	\$63.68	5	\$49.18	5.30%	13
<i>Average</i>	\$73.44		\$69.39	1.23%	
<i>Standard Deviation</i>	\$15.59		\$15.83	2.22%	
<i>Average – 1 Standard Deviation</i>	\$57.86		\$53.56	-0.99%	
<i>Average + 1 Standard Deviation</i>	\$89.03		\$85.22	3.45%	
Act 44 Compliance Determination	In Compliance		At Risk		
Compared to the Peer Group Average	Better		Worse		

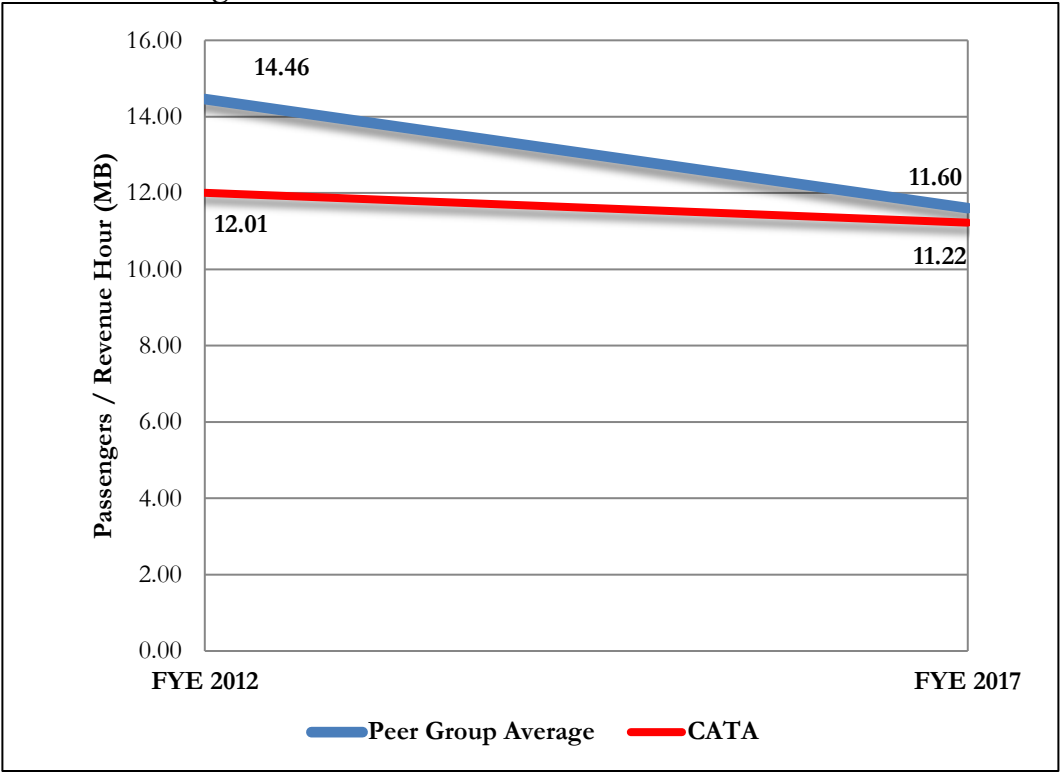
Operating Revenue / Revenue Vehicle Hour

Operating Revenue / Revenue Hour (MB)					
System	FYE 2017 Single Year		5 Year Change Since FYE 2012		
	Value	Rank of 13	2011 Value	Annual Rate	Rank of 13
RiverCities Transit	\$7.90	10	\$8.55	-1.56%	7
Cities Area Transit	\$23.45	1	\$21.48	1.77%	3
Putnam County Transit	\$8.34	8	\$12.49	-7.75%	12
City of Hazleton -- Hazleton Public Transit	\$8.74	7	\$7.23	3.86%	2
Owensboro Transit System	\$3.18	13	\$5.70	-10.99%	13
Terre Haute Transit Utility	\$4.05	12	\$4.23	-0.86%	6
Washington County Transit	\$10.71	4	\$12.28	-2.70%	10
City of Alexandria	\$11.71	2	\$12.77	-1.73%	8
City of Dubuque	\$8.29	9	\$4.79	11.58%	1
City of Moorhead, DBA: Metropolitan Area Transit	\$10.32	5	\$14.19	-6.16%	11
Macatawa Area Express Transportation Authority	\$5.41	11	\$5.26	0.59%	4
City of Ocala, Florida	\$10.84	3	\$11.96	-1.93%	9
Crawford Area Transportation Authority	\$9.31	6	\$9.08	0.52%	5
<i>Average</i>	<i>\$9.40</i>		<i>\$10.00</i>	<i>-1.18%</i>	
<i>Standard Deviation</i>	<i>\$4.96</i>		<i>\$4.87</i>	<i>5.56%</i>	
<i>Average – 1 Standard Deviation</i>	<i>\$4.44</i>		<i>\$5.13</i>	<i>-6.74%</i>	
<i>Average + 1 Standard Deviation</i>	<i>\$14.37</i>		<i>\$14.87</i>	<i>4.38%</i>	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Worse		Better		

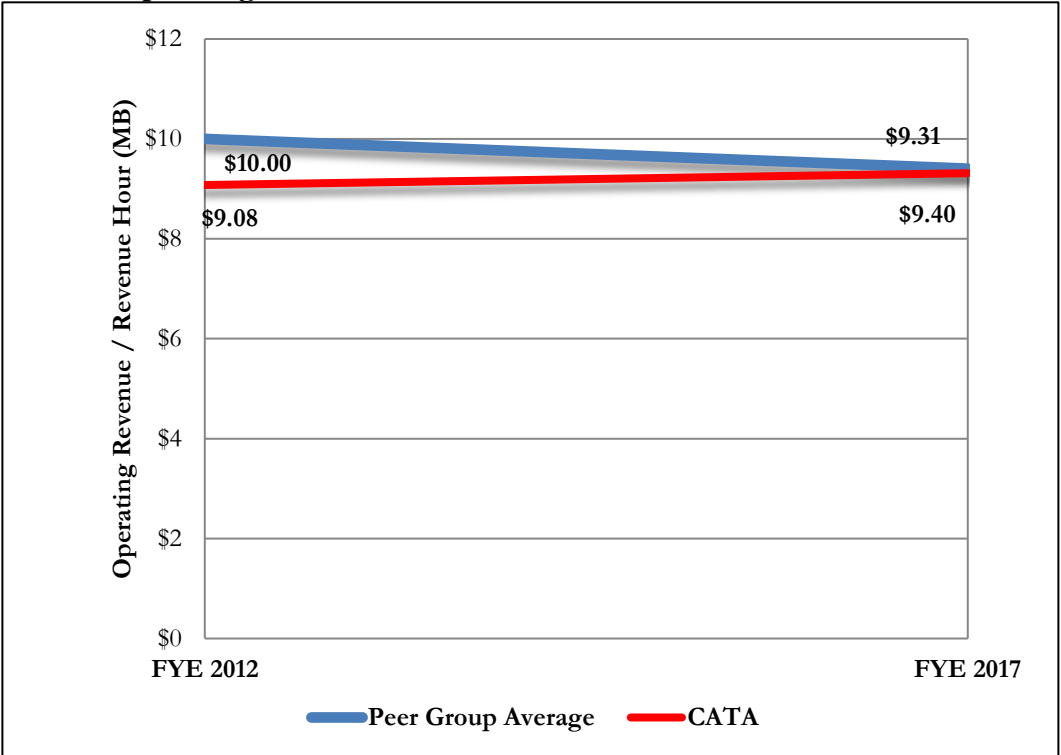
Operating Cost / Passenger

Operating Cost / Passenger (MB)					
System	FYE 2017 Single Year		5 Year Change Since FYE 2012		
	Value	Rank of 13	2011 Value	Annual Rate	Rank of 13
RiverCities Transit	\$8.03	11	\$5.12	9.41%	12
Cities Area Transit	\$7.68	9	\$5.00	8.96%	11
Putnam County Transit	\$15.93	13	\$10.61	8.47%	10
City of Hazleton -- Hazleton Public Transit	\$10.25	12	\$8.69	3.35%	4
Owensboro Transit System	\$6.20	8	\$3.39	12.82%	13
Terre Haute Transit Utility	\$7.83	10	\$5.31	8.10%	9
Washington County Transit	\$4.97	4	\$3.94	4.72%	6
City of Alexandria	\$3.88	1	\$3.11	4.50%	5
City of Dubuque	\$4.81	3	\$5.02	-0.82%	1
City of Moorhead, DBA: Metropolitan Area Transit	\$4.74	2	\$3.56	5.89%	7
Macatawa Area Express Transportation Authority	\$5.86	7	\$5.26	2.20%	3
City of Ocala, Florida	\$5.67	5	\$5.20	1.72%	2
Crawford Area Transportation Authority	\$5.67	6	\$4.10	6.73%	8
<i>Average</i>	<i>\$7.04</i>		<i>\$5.25</i>	<i>5.85%</i>	
<i>Standard Deviation</i>	<i>\$3.19</i>		<i>\$2.13</i>	<i>3.74%</i>	
<i>Average – 1 Standard Deviation</i>	<i>\$3.85</i>		<i>\$3.12</i>	<i>2.11%</i>	
<i>Average + 1 Standard Deviation</i>	<i>\$10.23</i>		<i>\$7.39</i>	<i>9.59%</i>	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Better		Worse		

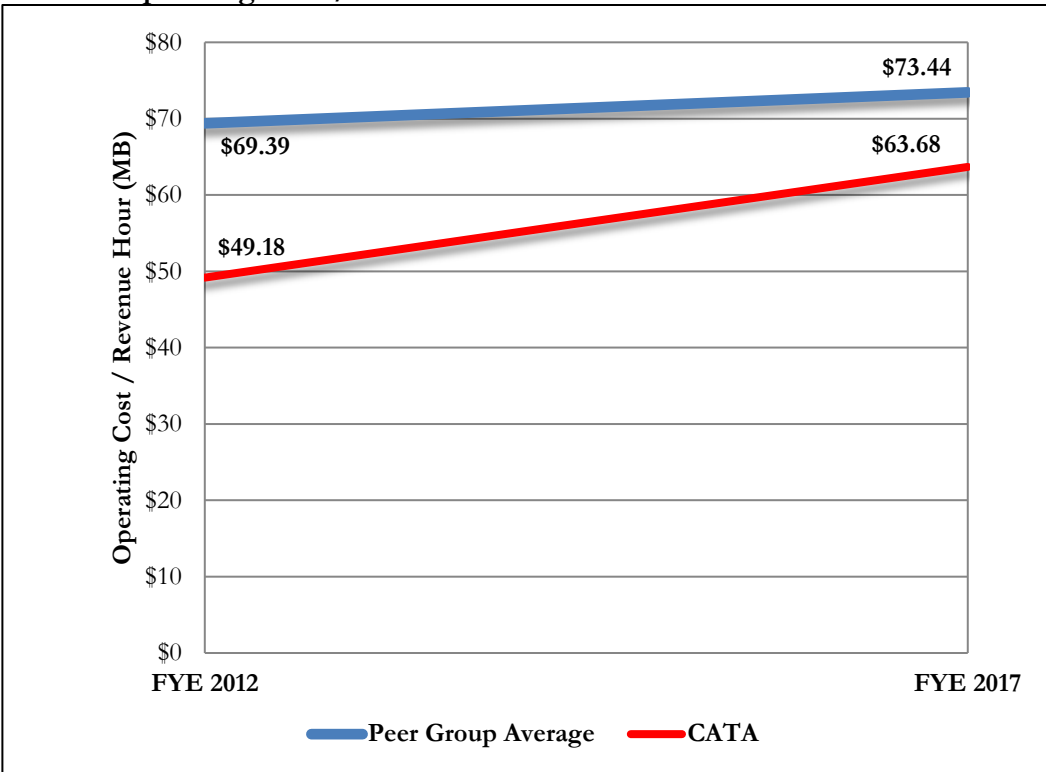
Trend – Passengers / Revenue Vehicle Hour



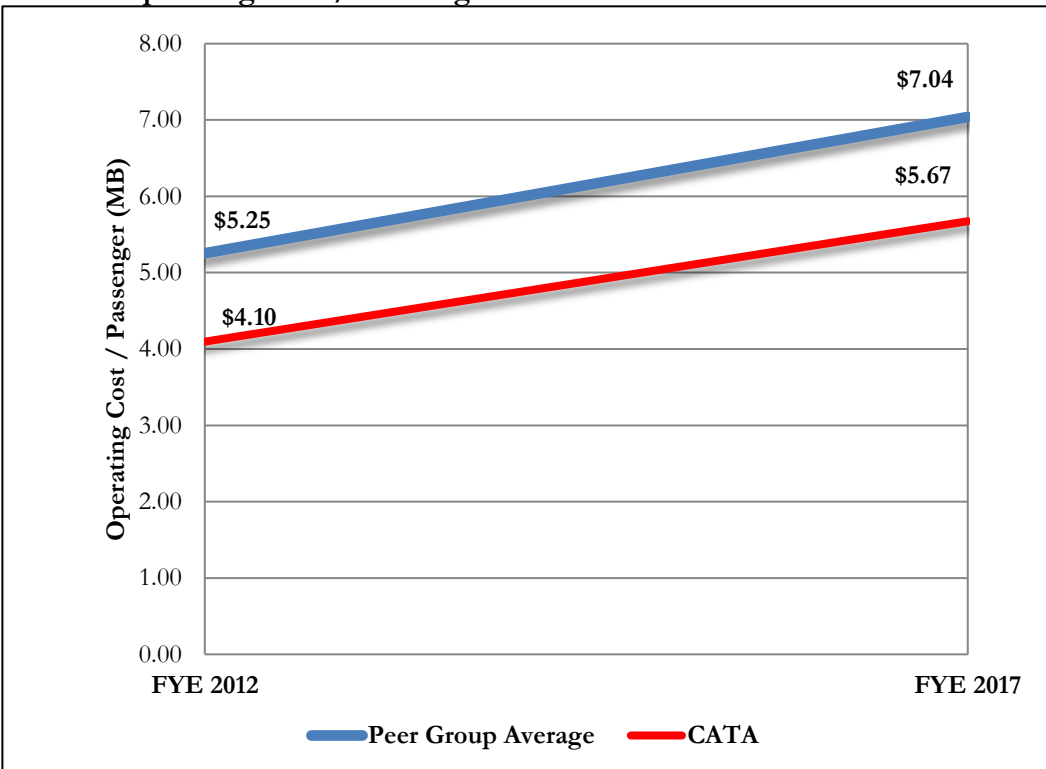
Trend – Operating Revenue / Revenue Vehicle Hour



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	CATA Action	Estimated Initiation Date	Estimated Completion Date
1. Develop an on-time performance goal and develop a documented procedure for checking on-time performance that is monitored routinely (e.g., weekly, biweekly, monthly, etc.)			
2. Develop a marketing plan that sets goals, recommends a budget, provides a schedule of activities, and establishes performance targets.			
3. Develop service standards to routinely assess and evaluate route performance.			
4. Develop a long-term vision for rural transit within Crawford and Venango counties; and Consider developing a transit development plan (TDP) or incorporate a service planning component in the strategic business plan.			

PART 2 - ACTIONS TO INCREASE OPERATING REVENUE / REVENUE HOUR

Recommendation From narrative starting on page 10	CATA Action	Estimated Initiation Date	Estimated Completion Date
1. None.			

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

Recommendation From narrative starting on page 11	CATA Action	Estimated Initiation Date	Estimated Completion Date
1. Conduct a compensation analysis to understand the agency’s competitive market position amongst competing businesses/agencies for drivers; consider outsourcing exit interviews to a third party; and, develop a CDL payback policy to recover costs incurred for driver training.			
2. Pursue an IT strategy that integrates inventory management and accounting software.			

PART 4 - OTHER ACTIONS TO IMPROVE OVERALL PERFORMANCE

Recommendation From narrative starting on page 12	CATA Action	Estimated Initiation Date	Estimated Completion Date
1. Incorporate Act 44 targets in the implementation of the strategic business plan.			
2. Expand the succession plan to contain: <ul style="list-style-type: none"> a. Roles and responsibilities of each position; b. A cross-training procedure that ensures essential duties for key staff can be carried out in case of unexpected absences; c. Transition steps for interim positions following permanent unplanned absences; and, d. Exit interviews to inform recruitment and retention practices. 			
3. Update the job requirements for Finance Director/ Manager to include qualifications appropriate for financial stewardship of the agency; and ensure the job description adequately covers the roles and responsibilities required to manage agency finances.			

