



**BARTA System Performance Review**

**August 7, 2014**

## **Final BARTA Performance Report**

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## AGENCY PUBLIC TRANSPORTATION PROFILE

Agency	Berks Area Regional Transportation Authority (d.b.a. BARTA)	
Year Founded	1973	
Reporting Fiscal Year End (FYE)	2013	
Service Area (square miles)	864	
Service Area Population	411,422	
Annual Operating Statistics*	Fixed-Route Bus	Paratransit**
Vehicles in Maximum Service (VOMS)	44	57
Operating Cost	\$10,263,047	\$4,710,493
Operating Revenues	\$3,444,712	\$2,069,238
Total (Actual) Vehicle Miles	1,598,933	894,658
Revenue Miles of Service (RVM)**	1,563,451	524,333
Total Vehicle Hours	133,085	93,944
Revenue Vehicle Hours (RVH)**	130,423	50,511
Total Passenger Trips	3,145,899	236,059
Senior Passenger (Lottery) Trips	465,485	67,159
Fixed-Route Operating Subsidy Formula Variables (Fixed Route + ADA Paratransit)		
Total Passenger Trips	3,212,652	
Total Senior Passenger (Lottery) Trips	465,485	
Total Revenue Miles of Service (RVM)	1,769,467	
Total Revenue Hours of Service (RVH)	143,486	
Act 44 Performance Statistics		
Passengers / RVH**	23.64	2.51
Operating Cost / RVH**	\$78.69	\$93.26
Operating Revenue / RVH**	\$26.41	\$40.97
Operating Cost / Passenger**	\$3.26	\$19.95
Other Performance Statistics		
Operating Revenue / Operating Cost	33.6%	43.9%
Operating Cost / Total Vehicle Hours	\$77.12	\$50.14
Operating Cost / Total Vehicle Miles	\$6.42	\$5.27
Total Passengers / Total Vehicle Hours	23.64	2.51
Operating Cost / RVM**	\$6.56	\$8.98
RVM / Total Vehicle Miles**	97.8%	58.6%
RVH / Total Vehicle Hours**	98.0%	53.8%

\* source: dotGrants 2013 reporting

\*\* For paratransit, values represent the summation of ADA "Revenue" service and Shared-Ride "Live" service statistics

## EXECUTIVE SUMMARY

In July 2007 the Pennsylvania Legislature passed Act 44, establishing a framework for a PennDOT driven transit agency performance review process. The purpose of a review is to assess efficiency and effectiveness of service, financial stability, and general management/business practices. The assessment makes transit agencies aware of improvement opportunities and identifies best practices that can be shared with other transit agencies.

The Act 44 transit performance review of Berks Area Regional Transportation Authority (d.b.a., BARTA) was conducted in January 2014. The performance review focused on fixed-route bus. This report addresses Act 44 established performance criteria specifically related to fixed-route bus services – BARTA trends and a comparison of BARTA to peers, targets for future performance (performance reviews are conducted on a five-year cycle), and opportunities for improvement which should assist BARTA in meeting the future targets. This report also addresses the management and general efficiency and effectiveness of services.

After receipt of this performance review report, BARTA will develop an action plan which identifies the steps BARTA will take to meet the agreed to Act 44 performance criteria targets by FY 2018-19. The general goals are to maximize efficiency and promote cost savings, improved service quality, and increased ridership and revenue. The action plan should focus on the most critical areas for the agency, as prioritized by BARTA management and its governing board.

A draft action plan is due to the Department within 60 days of receipt of this report. PennDOT will work with BARTA to agree on a plan which, when approved by BARTA Board, will be submitted as the final action plan. BARTA must report at least quarterly to the Board and PennDOT on the progress of the action plan, identifying actions taken to date, and actions to be implemented. BARTA's success will be measured in part on meeting performance targets established through this review (see *Five-Year Performance Targets*, p. viii).

### ACT 44 PERFORMANCE DETERMINATION

Act 44 performance factors were analyzed to quantify BARTA's fixed-route bus performance in comparison to its peer agencies in FY 2011-12 and over a five year trend period from FY 2006-07 to FY 2010-12 (the most recent NTD data available at the time of the peer selection). Peers were selected through an analytical process and were agreed to in advance by BARTA.

A transit agency's performance can fall into two categories: "In Compliance" or "At Risk." The following criteria are used to make the determination:

- "At Risk" if more costly than one standard deviation **above** the peer group average in –
  - Single-year and five-year trend for Operating Cost / Revenue Vehicle Hour
  - Single-year and five-year trend for Operating Cost / Passenger
- "At Risk" if performing worse than one standard deviation **below** the peer average in –
  - Single-year and five-year trend for Passengers / Revenue Vehicle Hour
  - Single-year and five-year trend for Operating Revenue / Revenue Vehicle Hour

If the agency falls outside of these prescribed boundaries, it is considered "At Risk" for that factor and must improve as agreed upon between PennDOT and the agency.

An analysis of the eight key criteria mandated by Act 44 was conducted and **it was determined that BARTA is “In Compliance” for all eight of the eight criteria and “At Risk” for none.** The peer comparison process as applied to Act 44 criteria (below, in bold typeface) revealed the following:

### ***In Compliance***

1. **FYE 2012 passengers / revenue vehicle hour** ranks sixth of the 14 transit agencies and is slightly better than the peer group.
2. The **five-year trend of passengers / revenue vehicle hour** is much higher than the peer group.
3. **FYE 2012 operating cost / revenue vehicle hour** ranks as the least costly of the 14 transit agencies.
4. The **five-year trend for operating cost / revenue vehicle hour** is better than the peer group.
5. **FYE 2012 operating revenue / revenue vehicle hour** ranks sixth of the 14 peers and is better than the peer group average.
6. The **five-year trend for operating revenue / revenue vehicle hour** is much higher than the peer group.
7. **FYE 2012 operating cost / passenger** is the second best of the peer group.
8. The **five-year trend for operating cost / passenger** is much better than the peer group.

### ***At Risk***

1. None.

A summary of the specific Act 44 measures and their values are presented in the following table.

<b>Performance Criteria</b>	<b>Fiscal Year End</b>	<b>Determination</b>	<b>Rank (of #)</b>	<b>Comparison to Peer Avg.</b>	<b>Value</b>	<b>Peer Average</b>
<b>Passengers / Revenue Hour</b>	2012	<b>In Compliance</b>	6	Better	24.25	22.91
	Trend	<b>In Compliance</b>	6	Better	2.44%	0.79%
<b>Operating Cost / Revenue Hour</b>	2012	<b>In Compliance</b>	1	Better	\$75.17	\$94.56
	Trend	<b>In Compliance</b>	6	Better	3.18%	4.17%
<b>Operating Revenue / Revenue Hour</b>	2012	<b>In Compliance</b>	6	Better	\$23.19	\$20.65
	Trend	<b>In Compliance</b>	7	Better	3.38%	0.87%
<b>Operating Cost / Passenger</b>	2012	<b>In Compliance</b>	2	Better	\$3.10	\$4.22
	Trend	<b>In Compliance</b>	4	Better	0.73%	3.47%

## **GENERAL FINDINGS**

In accordance with Act 44, findings are indicated as “opportunities for improvement” or “best practices.” Improvement opportunities identify tasks that may be undertaken to increase the



efficiency, effectiveness, and/or quality of service of the agency. Best practices are current practices that enhance the efficiency, effectiveness, and/or quality of service of BARTA and may be shared with other agencies as techniques for improvement. Major themes are indicated below. Detailed recommendations on how these and more detailed issues identified should be addressed are found in the body of the report.

### **BEST PRACTICES**

1. **Leveraging Coordination and Resources** - The joint contract for the Executive Director between BARTA and Red Rose has created an opportunity to take advantage of economies of scale that heretofore only have been achievable through regional consolidation. It has already demonstrated benefits such as the sharing of IT and other staff to address long-standing challenges at BARTA.
2. **Commitment to Safety and Security** - BARTA demonstrates a strong commitment to safety and security. Its administrative facility and garage and maintenance center are very secure, with adequate fencing and controlled access to the various areas and offices. Also it employs a private security agency to manage its transit center and it is an active participant in the statewide insurance safety pool, SAFETI. Furthermore, it is an active participant in local agency emergency preparedness exercises.
3. **Effective Transfer Center** - The agency operates a convenient, and customer-friendly, downtown transportation center to better accommodate riders, and facilitate transfers between vehicles. BARTA's Transportation Center (BTC) is well utilized by riders and has trained staff available to provide information to customers regarding routes, schedules and fares.

### **OPPORTUNITIES FOR IMPROVEMENT TO ADDRESS IN PART 1 OF THE ACTION PLAN (SEE P. 34)**

1. **Proactively Address Human Resources and Succession Planning** – BARTA is an agency that is confronting change. With the recent passing of its long-time Executive Director and the upcoming retirement of several key managers, BARTA's Board and staff recognize the importance of proactively managing expected or unexpected change. Given the magnitude of expected (and unexpected) staff departures, BARTA should take steps to address human resource planning proactively at all levels of the organization. For example, the Board should have a current succession plan for the Executive Director so that the issues that arose with the passing of the previous Executive Director do not recur. Also, the Executive Director should have succession plans for key staff. Additionally, the human resources manager should take early steps to establish a recruiting process for drivers and mechanics by working with local trade schools. The human resource manager should lead in the hiring and retention of all positions, including operators.
2. **Identify Ways to Enhance Working Relationship between Labor and Management** – The working relationship between labor and management is not as strong as observed at other transit agencies. For example, BARTA's union regularly schedules quarterly grievance meetings because grievances are anticipated. Labor and management should work together to identify non-adversarial approaches to improve communication, such as holding regularly scheduled discussions about non-controversial topics and opportunities. Some systems have found that these ongoing meetings can be helpful in heading off problems before they become



more serious. Ongoing meetings also tend to foster an improved relationship and a better mutual understanding between labor and management by encouraging them to work out common challenges and maximize opportunities as they arise.

3. **Develop a Strategic IT Investment Plan** - Until recently, BARTA's phone and computer systems were not separated (shared VOIP), its website could not measure "hits" and information from its various facilities were not interconnected. Generally, the agency did not provide adequate oversight on outsourced services due to the staff having too little expertise. These problems seem to have been resolved recently. However, BARTA should undertake a periodic assessment of its internal technology needs and shortcomings and have resources in place to address them. It should also assess its IT needs as they relate to customer service technologies (e.g., real-time "next bus" information, web-based fare card purchasing, etc.) and develop a prioritized IT investment plan.
4. **Institute Annual Employee Performance Reviews** – In the past, employee performance reviews were only conducted for reactive, remedial purposes. Employee performance reviews can be used to proactively address concerns of both employees and management. They can reinforce the agency's mission and make sure each employee fully understands how they help achieve it. They can also help management understand what actions it can take to improve the conditions or operations of the agency. For example, comprehensive annual driver performance evaluations can address safety, cleanliness, timeliness and customer service. Those discussions can also inform service planning. BARTA's current management recognizes the importance of annual employee performance reviews and plans to implement them this year. BARTA's Board should also conduct an annual employee performance review of the Executive Director position.
5. **Develop Performance Targets for All Key Agency Functions**- BARTA's Board should develop a formal set of performance targets and measure where current service is in relation to the targets. Then, if necessary, BARTA should develop a performance enhancement strategy for all key agency functions.<sup>1</sup> Performance measures are objective indicators of different activities of the agency that can be used to strengthen management decision making, achieve results, and support accountability. Eight basic performance targets are stipulated under Act 44, and are intended to motivate the organization to improve performance. Similar targets have not been set and/or monitored for most agency functions. This recommendation is consistent with MAP-21 and general trends in the transit industry where performance-based evaluation is rapidly becoming the norm. The new BARTA Annual Report is a solid first step in this area. The Annual Report can readily be expanded to compare results from the year before against previously established goals.
6. **Reassess Capital Planning Approach** – BARTA has a high spare vehicle ratio due to planned service expansions that were not implemented. AVL is not present on vehicles though the agency received a federal grant to implement AVL. A significant investment was made in the rehabilitation of the Franklin Street station that opened in 2013 and was subsequently shuttered in 2014 with no alternate plans for use. Capital plans need to be based on solid and tested service planning. The Executive Director indicated that a twenty-five year

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<sup>1</sup> See Page 19 for a list of key functional areas.

capital improvement plan is in the process of being developed with expected completion by the end of FYE 2014.

7. **Better Integrate Fixed-Route and Paratransit Operations** - There is a “firewall” that exists between fixed-route and paratransit division workers. This separation between employees working for the same agency tends to be counterproductive to promoting better teamwork, cooperation and mutual respect for other employees. BARTA could fill fixed-route operator vacancies sooner, and with better employees, if it was better able to use available paratransit drivers who might be qualified and interested in becoming fixed-route drivers. This would give BARTA the ability to reduce its extra board and reduce overtime costs by taking greater advantage of this available resource. One way BARTA could advance this approach would be to train paratransit drivers to receive a CDL/P. BARTA’s management should identify and explore ways to reduce institutional barriers between the fixed-route and paratransit divisions.

## FINANCIAL REVIEW

For the FYE 2009 to FYE 2013 period, Berks County has contributed the local match required to satisfy BARTA’s operational funding requirements. BARTA has used all of those amounts in any given year to balance its budget and comply with state requirements. Farebox revenues, as a percentage of operating cost, are much better than seen in similar-sized transit systems in the Commonwealth hovering around 30%. While BARTA has no available local carryover funds, it has been building a large reserve of carryover state Section 1513 funds. The agency is very strong financially. BARTA’s management should continue to take appropriate actions such as controlling costs and maintaining carryover reserves to sustain BARTA’s strong financial position.

## FIVE-YEAR PERFORMANCE TARGETS

This transit agency performance report outlines areas where improvements may be made to enhance the overall quality, effectiveness, and efficiency of the transit system. As a result of the performance review, a set of “performance targets” has been established and detailed on page 16. These performance targets are required to comply with Act 44 and represent minimum performance levels that BARTA should work to achieve for each Act 44 performance criteria during the next review cycle (i.e., five years from the date of this report). These performance targets were created using historical data analyzed during the five-year trend analysis as well as the most current audited “dotGrants” information available (FYE 2013). Standards were extrapolated to FYE 2019 and are designed to be aggressive, yet achievable. They are summarized as follows:

Performance Criteria	Fiscal Year End (FYE)				Target Annual Increase
	2011	2012	2013	2019 Target	
Passengers / Revenue Hour	23.61	24.25	24.12	27.16	2.0%
Operating Revenue / Revenue Hour	\$21.71	\$23.19	\$26.41	\$29.74	2.0%
Operating Cost / Revenue Hour	\$70.46	\$75.17	\$78.69	\$93.96	3.0%
Operating Cost / Passenger	\$2.98	\$3.10	\$3.26	\$3.46	1.0%

## NEXT STEPS

Upon final transmission of the performance review report, Act 44 regulations stipulate that BARTA “...shall develop and submit to the Department within 90 days...a strategic action plan that focuses on continually improving the system to achieve the established minimum performance targets.” The action plan should outline corrective action that will be taken to address “Opportunities for Improvement” – as prioritized by the BARTA oversight board and management.

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

The template for the Action Plan has been provided as an Appendix to this report (pp. 34-38). This template includes three parts:

- **Part 1- Executive Summary Findings Template** (p. 34) is where BARTA should address its proposed actions to address the “*Opportunities for Improvement*” findings in the Executive Summary (pp. vi-viii).
- **Part 2- Act 44 Performance Metric Findings Templates** (pp. 35-37) is where BARTA should address its proposed actions to address the “*Opportunities for Improvement*” findings that directly affect the Act 44 performance metrics (pp.19-24).
- **Part 3- Other Actions to Improve Overall Performance Template** (p. 38) should be used to address the “*Other Findings that Impact Overall Agency Performance*” identified starting on p. 24. BARTA should use the format provided in Appendix A to develop its proposed draft Action Plan.

It should be noted that specific actions identified may partially address the broadly noted opportunities for improvement found in the “**General Findings**” (pp. vi-viii). Some actions will be quickly implementable while others may take several discrete steps to achieve over a longer period of time. The template provides a simple-to-follow order of key findings. BARTA must select, prioritize and schedule its intended actions using the template.

BARTA must submit the proposed draft Action Plan using the format provided in **Appendix A: Action Plan Improvement Strategies** to the Department for comment. The proposed draft Action Plan may then be revised based on consultation between BARTA management and the Department. The finalized Action Plan then must be approved by the BARTA Board and formally submitted to PennDOT. Subsequently, BARTA management must report at least quarterly to the Board and the Department on progress towards accomplishing the Action Plan including actions taken in the previous quarter and actions planned for coming quarter(s).

# INTRODUCTION

## PURPOSE

In July 2007 the Pennsylvania Legislature passed Act 44, which established a framework for a performance review process for all public transportation agencies receiving state financial assistance. This report documents the findings and observations of the public transportation agency performance review for Berks Area Regional Transportation Authority (d.b.a. BARTA).

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

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

## PERFORMANCE REVIEW PROCESS

In January 2014, an Act 44 mandated performance review was initiated for BARTA. PennDOT, with consultant assistance, conducted the review according to the steps outlined below:

1. Initial notification of performance review selection and transmission of document request
  - A review of available data and requests for what should be “off-the-shelf” information that may not be publicly available was transmitted.
2. Peer selection
  - A set of peers used for comparative analysis was jointly agreed upon by BARTA and PennDOT.
3. Act 44 performance criteria analysis
  - Performance criteria mandated by Act 44 were analyzed for the peer group.
  - Additional performance criteria were calculated for informative purposes to help guide the on-site review.
4. On-site review
  - An on-site review was conducted on January 30 and January 31, 2014.
  - An interview guide customized for BARTA’s service was used for the review.
  - Topics covered during the interview process included:
    - Governance
    - Management
    - Human/Labor Relations
    - Finance
    - Procurement
    - Operations and Scheduling
    - Maintenance
    - Safety and Security
    - Customer Service
    - Information Technology
    - Capital Programming
    - Marketing and Public Relations
    - Planning

## AGENCY DESCRIPTION

BARTA is an authority, established in 1973 (under the Municipal Authorities Act of 1945), that provides fixed-route and paratransit service to the communities that comprise Berks County. BARTA subcontracts some service delivery for ADA complementary and shared-ride paratransit services. In 2010, BARTA amended its Articles of Incorporation to formally change its name from the “Berks Area Reading Transportation Authority” to the “Berks Area Regional Transportation Authority.” At that time, the City of Reading withdrew as a joint municipal incorporator of BARTA leaving Berks County as the sole provider of local matching funds.

BARTA operates twenty one fixed-routes on weekdays. All most routes operate on Saturdays with the exception of the Morgantown Express (Route 21), Spring Street / Berkshire Heights / Crosstown (Route 6) and the Lyon Station / East Penn-Deka (Route 22). The Fairground Square Market (Route 2) operates service on Friday and Saturday only.

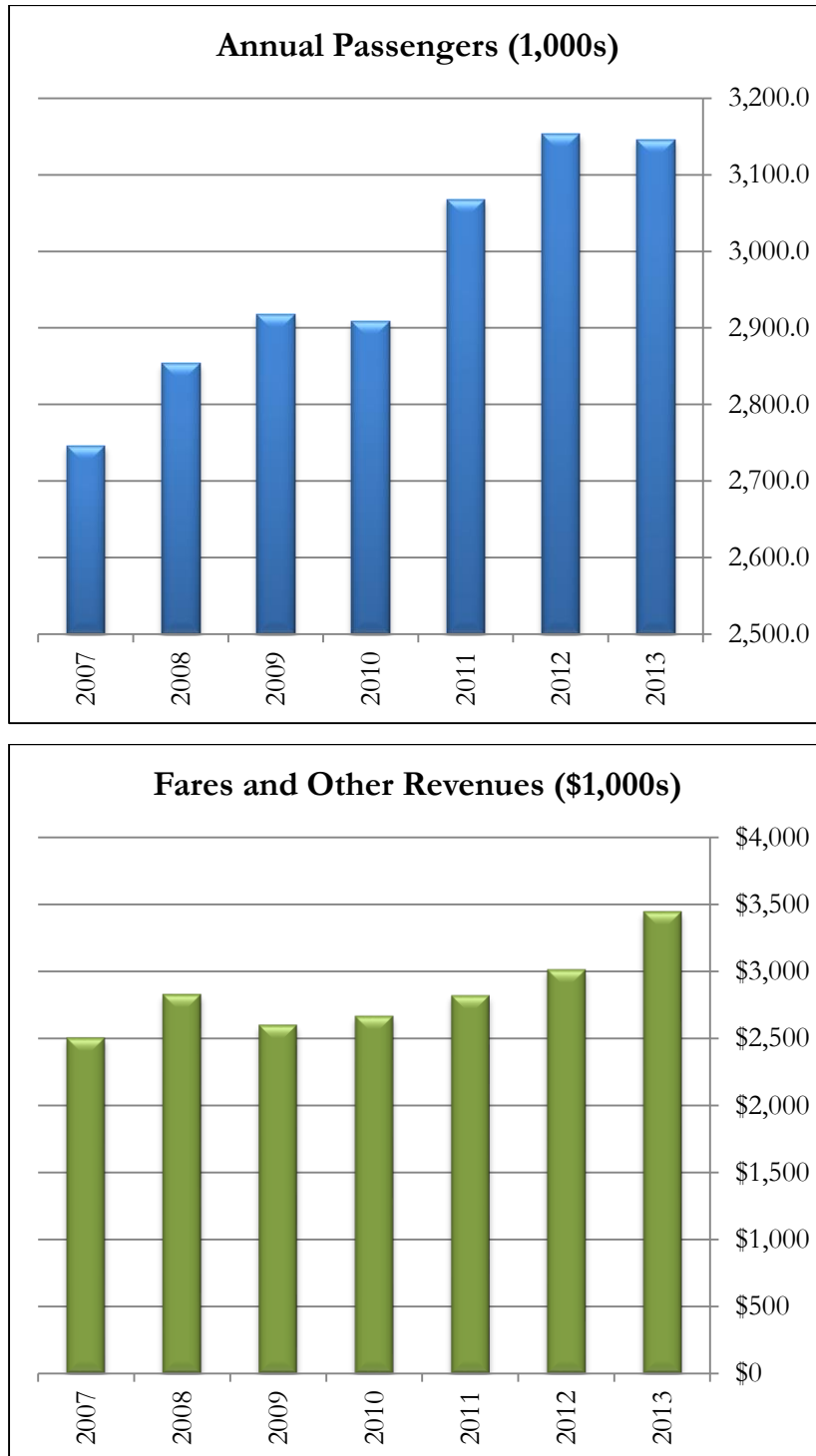
**Exhibit 1** and **Exhibit 2** present fixed-route bus statistics for BARTA derived from PennDOT dotGrants Legacy Reports.

Important observations evident from the trends in demand, revenues, and operating characteristics for the Legacy reporting period of Fiscal Year End (FYE) 2007 through 2013 are as follows:

1. BARTA’s annual fixed-route ridership has been rising steadily since 2007. In fiscal year end (FYE) 2013, BARTA carried more than 3.1 million passengers on its fixed-route service.
2. Like ridership, BARTA’s fixed-route revenues have been rising steadily. Revenues exceeded \$3.4 million in FYE 2013.
3. BARTA’s fixed-route revenue hours have been hovering around 130,000 per year since 2011.
4. Total operating costs increased by about 25% between 2007 and 2013 going from about \$8 million to \$10 million annually.

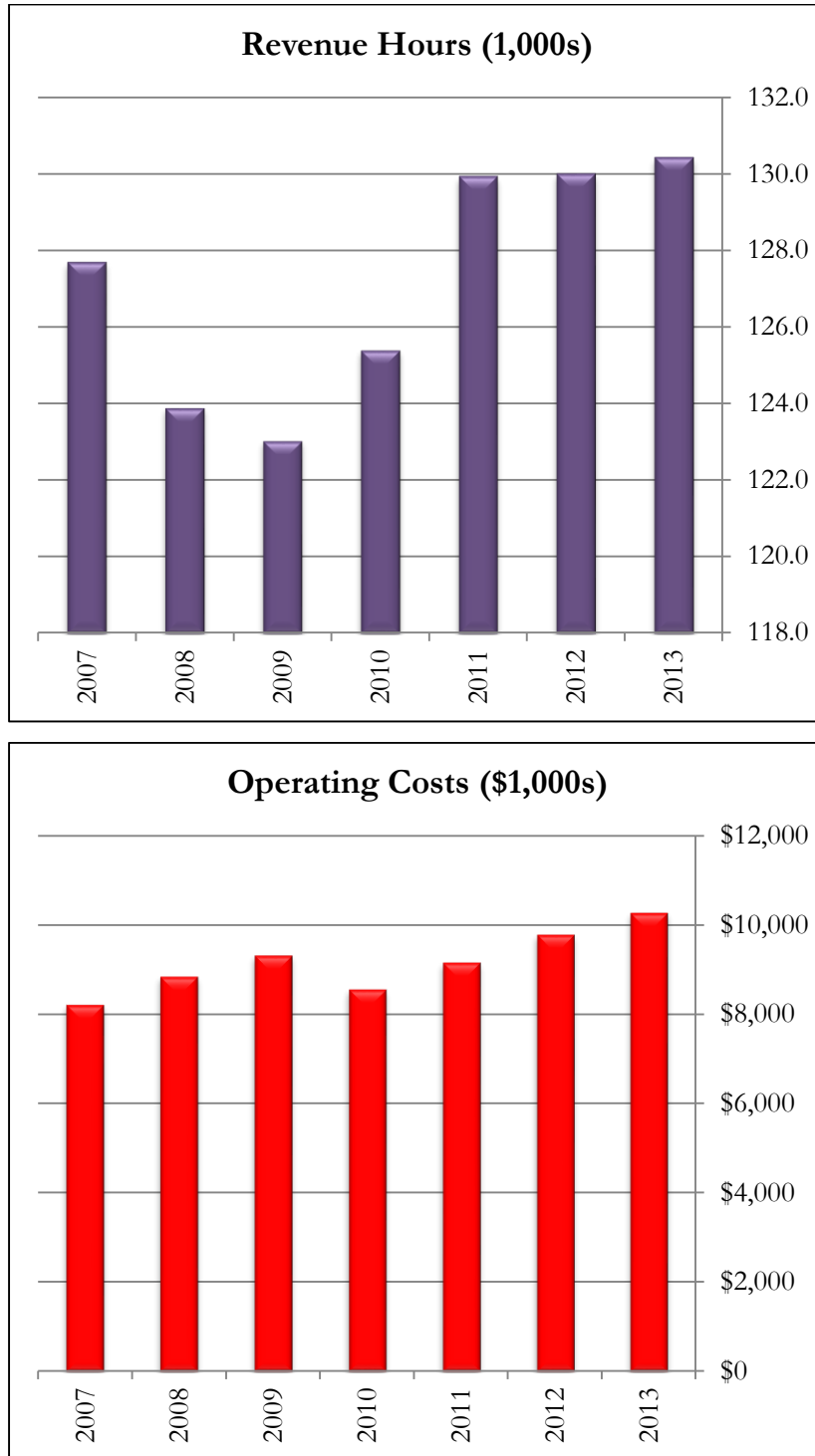
The conclusions that can be drawn from the combination of Exhibit 1 and Exhibit 2 are that in spite of the economic recovery, BARTA continues to increase ridership and revenues while maintaining a reasonable rate of growth both in service and in costs.

**Exhibit 1: BARTA Fixed-Route Passengers and Revenues FYE 2007-2013**



Source: PennDOT Legacy Reporting System (dotGrants)

**Exhibit 2: BARTA Fixed-Route Revenue Hours of Service and Operating Costs FYE 2007-2013**



Source: PennDOT Legacy Reporting System (dotGrants)



## ACT 44 PERFORMANCE ASSESSMENT

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

*“The Department may conduct performance reviews of an award recipient under this section to determine the effectiveness of the financial assistance. Reviews shall be conducted at regular intervals as established by the Department in consultation with the management of the award recipient. After completion of a review, the Department shall issue a report that: highlights exceptional performance and identifies any problems that need to be resolved; assesses performance, efficiency, and effectiveness of the use of the financial assistance; makes recommendations on follow-up actions required to remedy any problem identified...”<sup>2</sup>*

The law sets forth the following performance criteria to be used to satisfy its objectives<sup>3</sup>:

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

Performance criteria are to be compared for both the system being reviewed and for a group of five or more peers by mode, determined by considering the following: <sup>4</sup>

- Revenue vehicle hours;
- Revenue vehicle miles;
- Number of peak vehicles; and,
- Service area population.

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

### PEER SYSTEM SELECTION

A list of tentative peers was submitted to BARTA management for review and comment. After discussions were complete, the following 13 peer systems, in addition to BARTA, were included in subsequent analyses for peer comparison purposes:

1. Worcester Regional Transit Authority (Worcester, MA)
2. Connecticut Department of Transportation (Hartford, CT)
3. Cumberland Dauphin-Harrisburg Transit Authority (Harrisburg, PA)
4. Red Rose Transit Authority (Lancaster, PA)
5. York County Transportation Authority (York, PA)
6. Winston-Salem Transit Authority (Winston-Salem, NC)
7. Stark Area Regional Transit Authority (Canton, OH)
8. Capital Area Transit System (Baton Rouge, LA)
9. Wichita Transit (Wichita, KS)

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<sup>2</sup> Title 74 Pa. C.S.A. §1513 (e)

<sup>3</sup> Title 74 Pa. C.S.A. §1513 (f)

<sup>4</sup> 67 Pa Code Chapter 427, Annex A, §427.12(d)(1)(i), Jan 2011.

10. Modesto Area Express (Modesto, CA)
11. Gold Coast Transit (Oxnard, CA)
12. City of Gardena Transportation Department (Gardena, CA)
13. Antelope Valley Transit Authority (Lancaster, CA)

## ACT 44 FIXED-ROUTE COMPARISONS AND FINDINGS

Comparison of BARTA with the selected peer systems was completed using NTD-reported data and dotGrants Legacy statistics. Due to its consistency and availability<sup>5</sup> for comparable systems, the NTD FYE 2012 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, including BARTA
- *Standard Deviation*: Standard deviation of all values being measured across all peer transit agencies, including BARTA

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

If an agency is within these limits, it is considered “In Compliance.” However, if an agency is “At Risk” for any given criterion, it must very closely monitor the effectiveness of remedial strategies identified in the action plan so as to achieve “Compliance” prior to the next performance review<sup>6</sup>.

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<sup>5</sup> NTD data is available for almost every urbanized area transit system in the United States. The latest data available at the time of the Peer Selection was for Fiscal Year End (FYE) 2012.

<sup>6</sup> Act 44 identifies potential financial penalties for agencies determined “At Risk” during the review process that are not subsequently determined “In Compliance” within 5 years of the original “At Risk” finding.

Detailed results of the BARTA analysis and peer comparison are presented in the **Fixed-Route Bus Performance Comparisons** section below and can be summarized as follows:

### Exhibit 3: Act 44 Compliance Summary

Metric	FYE 2012 Single Year	Five-Year Trend
Passengers / Revenue Hour	In Compliance	In Compliance
Operating Cost / Revenue Hour	In Compliance	In Compliance
Operating Revenue / Revenue Hour	In Compliance	In Compliance
Operating Cost / Passenger	In Compliance	In Compliance

### FIXED-ROUTE BUS PERFORMANCE COMPARISONS

For the 13 peer systems plus BARTA, NTD data were extracted and summarized for each of the required Act 44 metrics. Measures were put into histograms and tables for visual inspection, statistical analyses, and ordinal ranking purposes. The single-year results of these analyses are presented in **Exhibit 4, Exhibit 5, Exhibit 6, and Exhibit 7**. Five-year trend analyses are presented in **Exhibit 8, Exhibit 9, Exhibit 10, and Exhibit 11**.

For measures relating to passengers or operating revenue, ordinal rankings are based on a highest-to-lowest system. For measures relating to operating cost, ordinal rankings are based on a lowest-to-highest system. Thus a ranking of “1<sup>st</sup>” consistently indicates that the agency scores best amongst its peers and a ranking of “14<sup>th</sup>” indicates that it performs the poorest on any given metric.

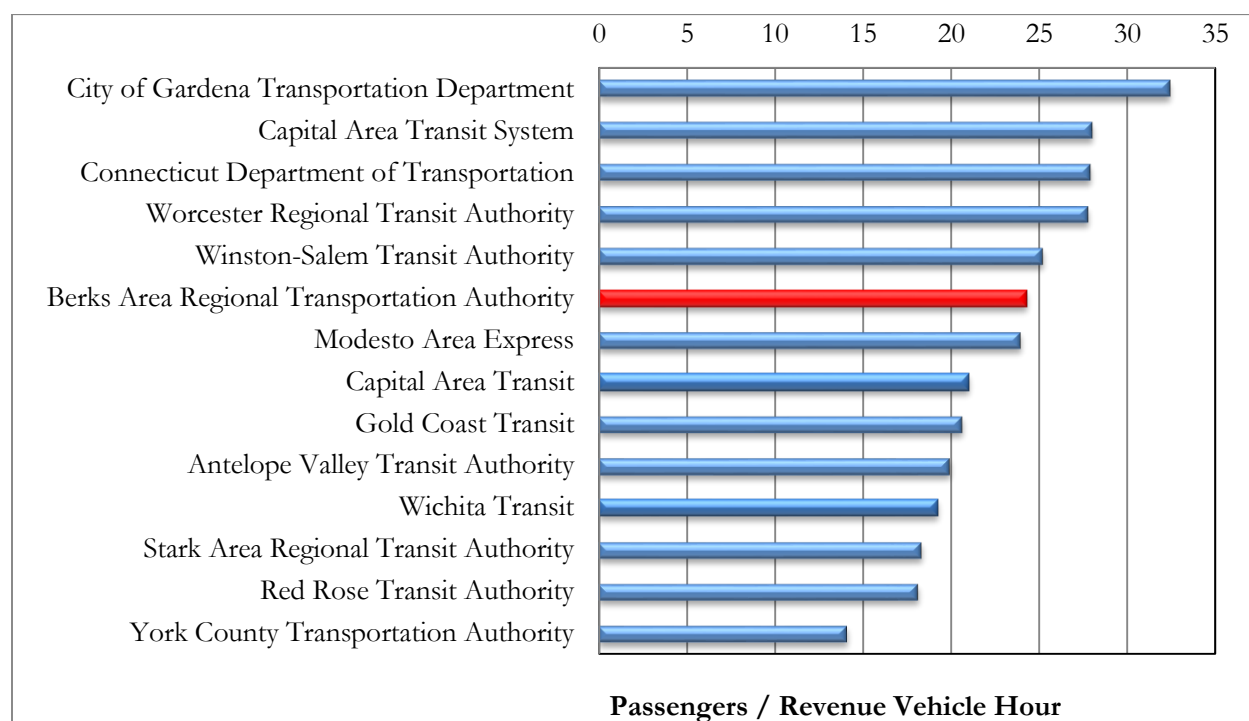
The findings presented in the exhibits can be summarized as follows:

1. BARTA’s FYE 2012 passengers / revenue hour figure is the sixth best of the 14 transit agencies in the peer group. Passengers / revenue hour have been increasing at a rate better than the peer group.
2. BARTA’s FYE 2012 operating cost / revenue vehicle hour is the best of the peer group<sup>7</sup>. Operating cost / revenue hour is also increasing at a slower pace than the peer group.
3. BARTA’s 2012 operating revenue / revenue vehicle hour ranks as the sixth best of the 14 peers. The trend between FYE 2007 and FYE 2012 indicates that operating revenue / revenue vehicle hour is increasing at a rate better than the peer group.
4. BARTA has the second best operating cost / passenger of the peer group. The trend of cost / passenger is almost flat (i.e., very little increase). This indicates that increases in ridership are almost keeping pace with increases in costs.

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

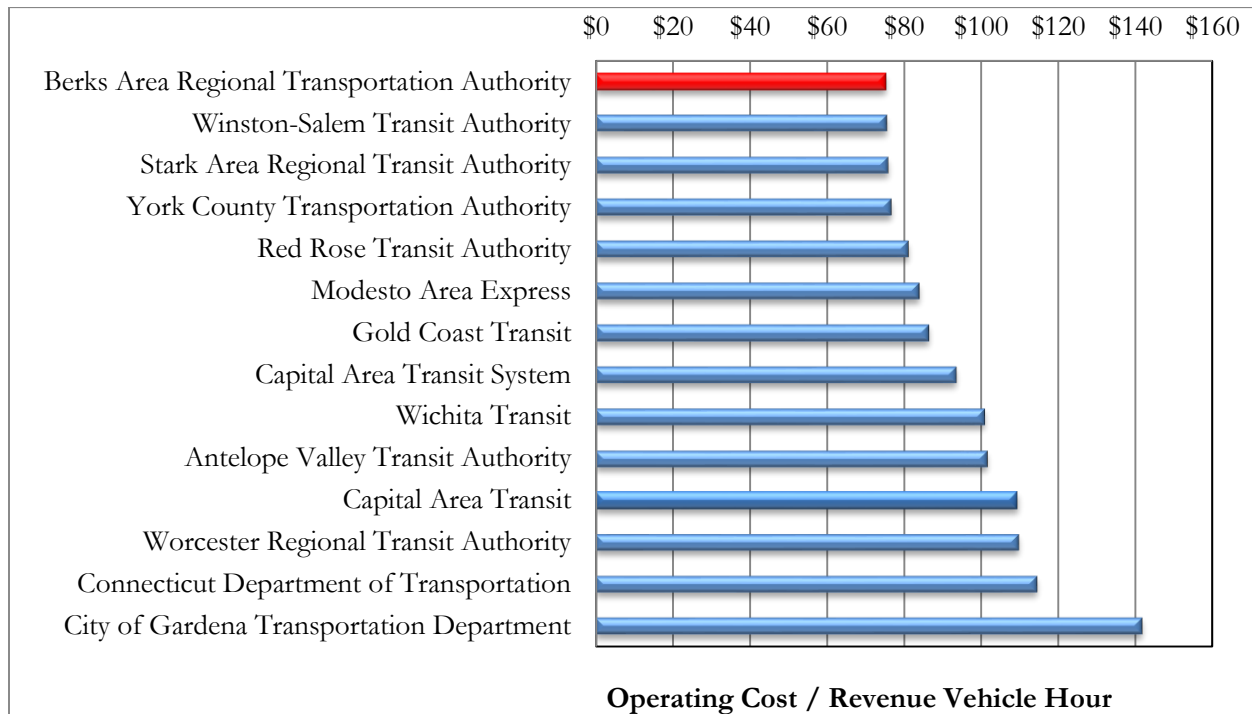
<sup>7</sup> In Pennsylvania, seniors ride fixed-route bus public transportation without paying a boarding fare. Prior to Act 44, funds sponsoring senior trips were considered revenue for reporting purposes. Act 44 Lottery funds are distributed as an operating subsidy. Pennsylvania’s approach to sponsoring seniors at no cost to the passenger has the effect of decreasing revenues while increasing senior ridership as compared to systems in other states that charge half fare for senior passengers.

## Exhibit 4: Fixed-Route Passengers / Revenue Vehicle Hour FYE 2012



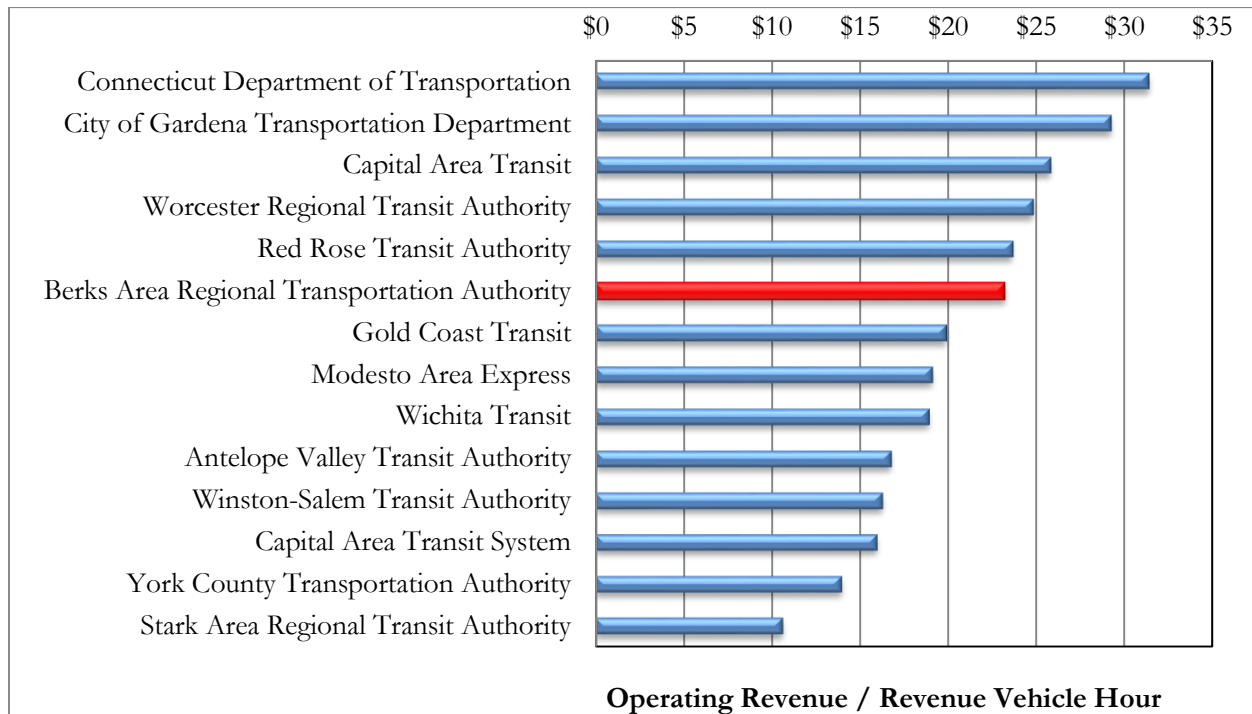
Passengers / Revenue Vehicle Hour		
System	Value	Rank
City of Gardena Transportation Department	32.39	1
Capital Area Transit System	27.99	2
Connecticut Department of Transportation	27.88	3
Worcester Regional Transit Authority	27.76	4
Winston-Salem Transit Authority	25.20	5
<b>Berks Area Regional Transportation Authority</b>	<b>24.25</b>	<b>6</b>
Modesto Area Express	23.95	7
Capital Area Transit	21.00	8
Gold Coast Transit	20.63	9
Antelope Valley Transit Authority	19.93	10
Wichita Transit	19.22	11
Stark Area Regional Transit Authority	18.32	12
Red Rose Transit Authority	18.13	13
York County Transportation Authority	14.11	14
<i>Average</i>	22.91	
<i>Standard Deviation</i>	5.00	
<i>Average – 1 Standard Deviation</i>	17.91	
<i>Average + 1 Standard Deviation</i>	27.91	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

## Exhibit 5: Fixed-Route Operating Cost / Revenue Vehicle Hour FYE 2012



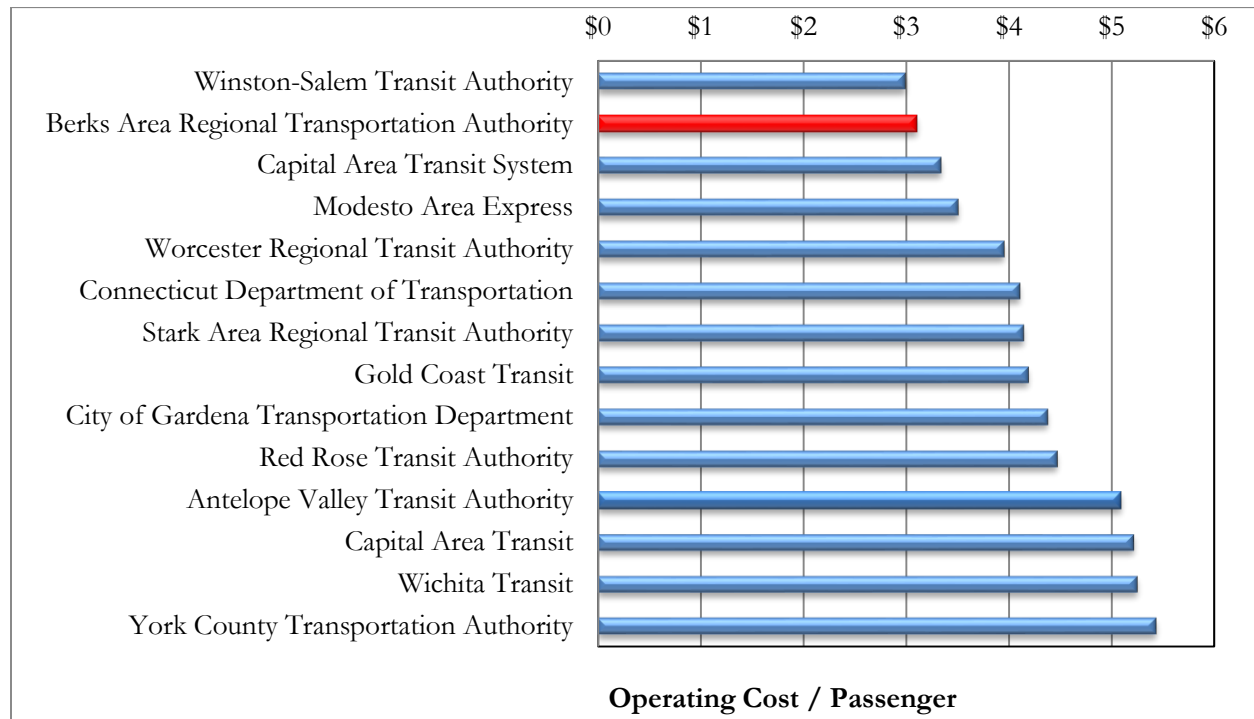
Operating Cost / Revenue Vehicle Hour		
System	Value	Rank
<b>Berks Area Regional Transportation Authority</b>	<b>\$75.17</b>	<b>1</b>
Winston-Salem Transit Authority	\$75.35	2
Stark Area Regional Transit Authority	\$75.76	3
York County Transportation Authority	\$76.54	4
Red Rose Transit Authority	\$80.91	5
Modesto Area Express	\$83.78	6
Gold Coast Transit	\$86.27	7
Capital Area Transit System	\$93.36	8
Wichita Transit	\$100.71	9
Antelope Valley Transit Authority	\$101.37	10
Capital Area Transit	\$109.36	11
Worcester Regional Transit Authority	\$109.50	12
Connecticut Department of Transportation	\$114.24	13
City of Gardena Transportation Department	\$141.51	14
<i>Average</i>	<i>\$94.56</i>	
<i>Standard Deviation</i>	<i>\$19.44</i>	
<i>Average – 1 Standard Deviation</i>	<i>\$75.12</i>	
<i>Average + 1 Standard Deviation</i>	<i>\$114.00</i>	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

## Exhibit 6: Fixed-Route Operating Revenue / Revenue Vehicle Hour FYE 2012



Operating Revenue / Revenue Vehicle Hour		
System	Value	Rank
Connecticut Department of Transportation	\$31.37	1
City of Gardena Transportation Department	\$29.21	2
Capital Area Transit	\$25.77	3
Worcester Regional Transit Authority	\$24.75	4
Red Rose Transit Authority	\$23.59	5
<b>Berks Area Regional Transportation Authority</b>	<b>\$23.19</b>	<b>6</b>
Gold Coast Transit	\$19.85	7
Modesto Area Express	\$19.06	8
Wichita Transit	\$18.87	9
Antelope Valley Transit Authority	\$16.72	10
Winston-Salem Transit Authority	\$16.25	11
Capital Area Transit System	\$15.93	12
York County Transportation Authority	\$13.93	13
Stark Area Regional Transit Authority	\$10.61	14
<i>Average</i>	<i>\$20.65</i>	
<i>Standard Deviation</i>	<i>\$5.92</i>	
<i>Average – 1 Standard Deviation</i>	<i>\$14.73</i>	
<i>Average + 1 Standard Deviation</i>	<i>\$26.57</i>	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

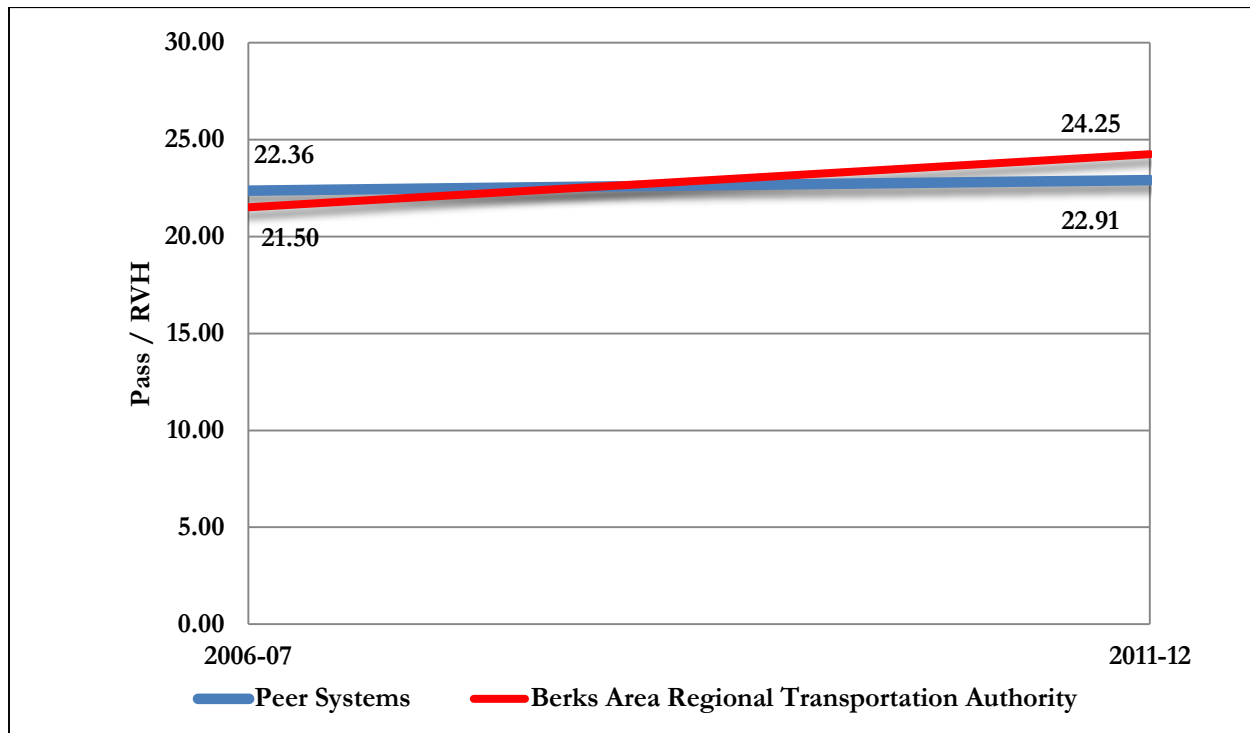
**Exhibit 7: Fixed-Route Operating Cost / Passenger FYE 2012**



Operating Cost / Passenger		
System	Value	Rank
Winston-Salem Transit Authority	\$2.99	1
<b>Berks Area Regional Transportation Authority</b>	<b>\$3.10</b>	<b>2</b>
Capital Area Transit System	\$3.34	3
Modesto Area Express	\$3.50	4
Worcester Regional Transit Authority	\$3.94	5
Connecticut Department of Transportation	\$4.10	6
Stark Area Regional Transit Authority	\$4.13	7
Gold Coast Transit	\$4.18	8
City of Gardena Transportation Department	\$4.37	9
Red Rose Transit Authority	\$4.46	10
Antelope Valley Transit Authority	\$5.09	11
Capital Area Transit	\$5.21	12
Wichita Transit	\$5.24	13
York County Transportation Authority	\$5.43	14
<i>Average</i>	<i>\$4.22</i>	
<i>Standard Deviation</i>	<i>\$0.81</i>	
<i>Average – 1 Standard Deviation</i>	<i>\$3.41</i>	
<i>Average + 1 Standard Deviation</i>	<i>\$5.03</i>	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

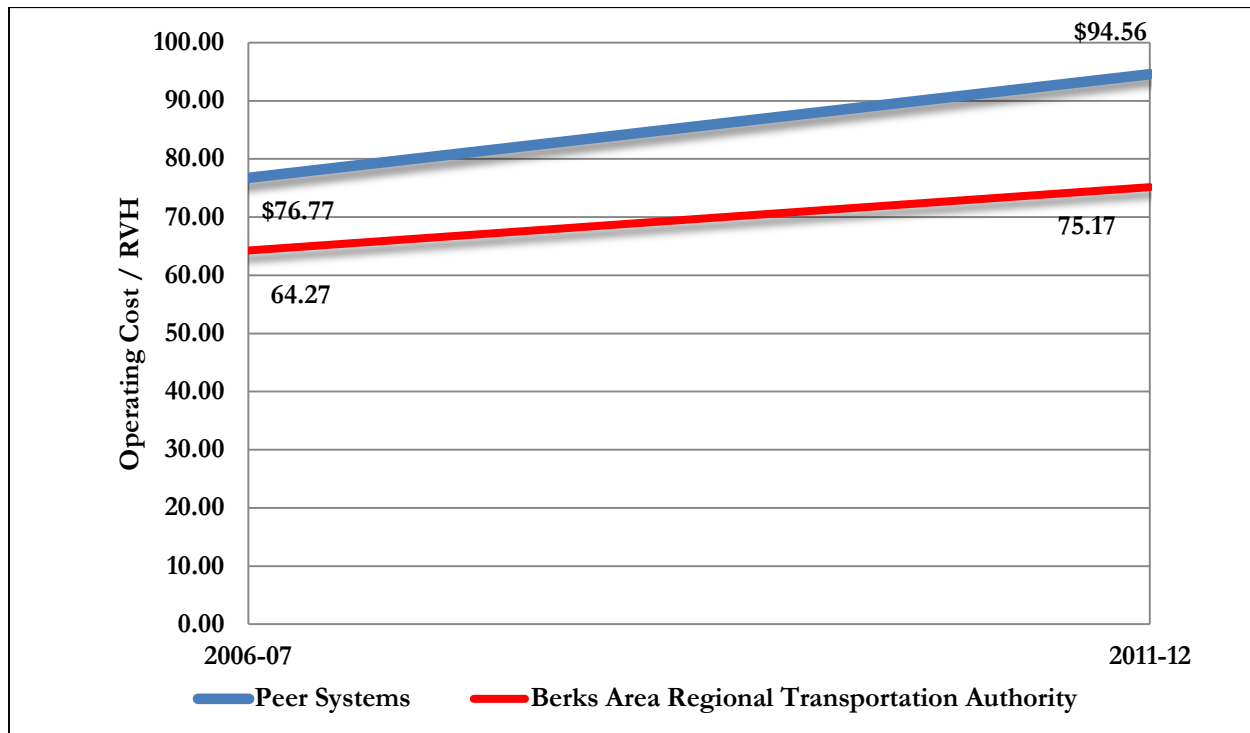


Exhibit 8: Fixed-Route Passengers / Revenue Vehicle Hour Trend FYE 2007-2012



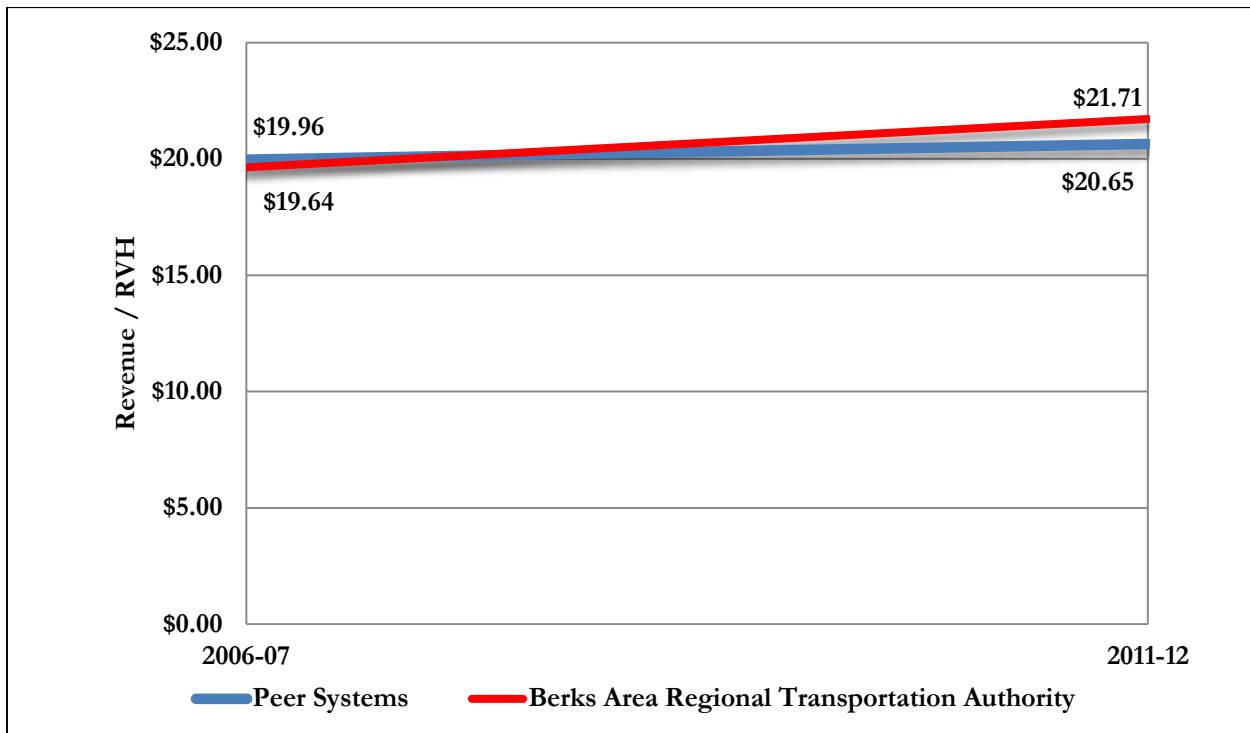
Passengers / Revenue Vehicle Hour		
System	Value	Rank
Stark Area Regional Transit Authority	6.96%	1
Capital Area Transit System	5.71%	2
Worcester Regional Transit Authority	4.36%	3
Capital Area Transit	3.63%	4
Connecticut Department of Transportation	2.82%	5
<b>Berks Area Regional Transportation Authority</b>	<b>2.44%</b>	<b>6</b>
Winston-Salem Transit Authority	1.01%	7
Red Rose Transit Authority	-0.30%	8
Antelope Valley Transit Authority	-0.71%	9
Wichita Transit	-0.75%	10
Modesto Area Express	-2.47%	11
York County Transportation Authority	-2.91%	12
Gold Coast Transit	-3.87%	13
City of Gardena Transportation Department	-4.79%	14
<i>Average</i>	<i>0.79%</i>	
<i>Standard Deviation</i>	<i>3.65%</i>	
<i>Average – 1 Standard Deviation</i>	<i>-2.85%</i>	
<i>Average + 1 Standard Deviation</i>	<i>4.44%</i>	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

Exhibit 9: Fixed-Route Operating Cost / Revenue Vehicle Hour Trend FYE 2007-2012



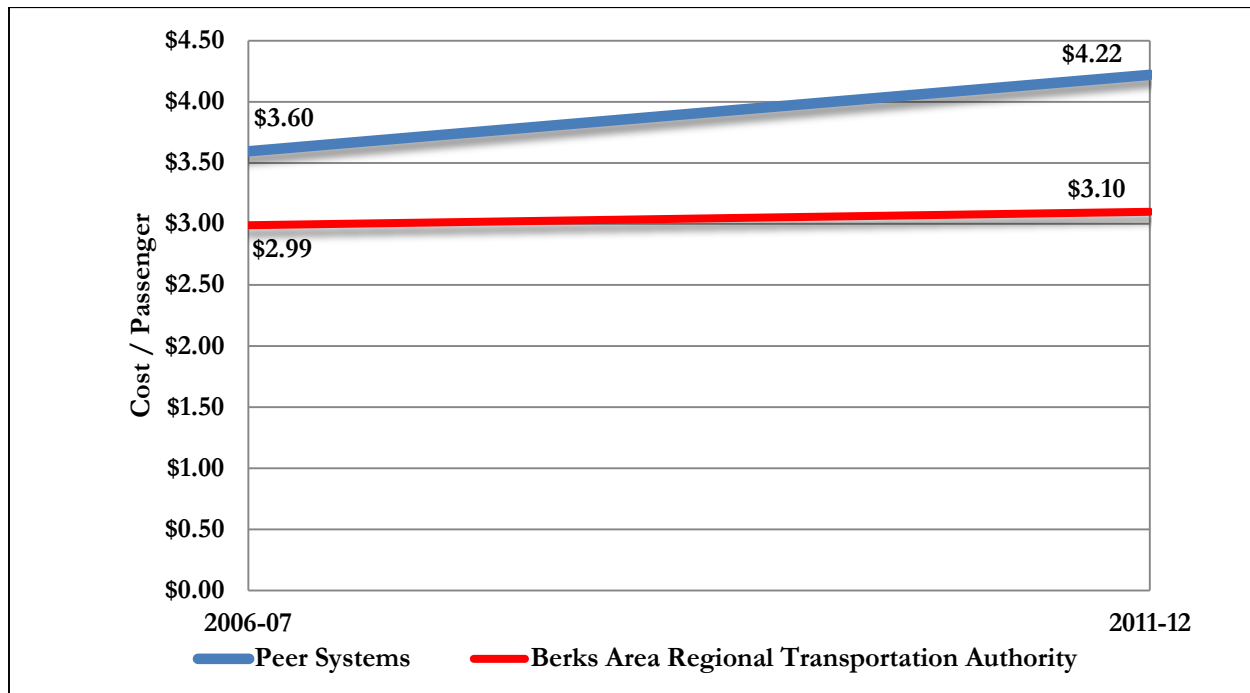
Operating Cost / Revenue Vehicle Hour		
System	Value	Rank
Gold Coast Transit	0.18%	1
Winston-Salem Transit Authority	1.50%	2
Red Rose Transit Authority	2.08%	3
Worcester Regional Transit Authority	2.14%	4
Stark Area Regional Transit Authority	2.95%	5
<b>Berks Area Regional Transportation Authority</b>	<b>3.18%</b>	<b>6</b>
Wichita Transit	3.82%	7
Modesto Area Express	3.83%	8
Capital Area Transit	4.84%	9
Antelope Valley Transit Authority	5.20%	10
York County Transportation Authority	5.96%	11
Connecticut Department of Transportation	7.07%	12
City of Gardena Transportation Department	7.45%	13
Capital Area Transit System	8.23%	14
<i>Average</i>	4.17%	
<i>Standard Deviation</i>	2.39%	
<i>Average - 1 Standard Deviation</i>	1.78%	
<i>Average + 1 Standard Deviation</i>	6.57%	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

Exhibit 10: Fixed-Route Operating Revenue / Revenue Vehicle Hour Trend FYE 2007-2012



Operating Revenue / Revenue Vehicle Hour		
System	Value	Rank
Wichita Transit	7.81%	1
Stark Area Regional Transit Authority	7.05%	2
City of Gardena Transportation Department	6.27%	3
Worcester Regional Transit Authority	5.54%	4
Capital Area Transit	5.18%	5
Connecticut Department of Transportation	3.90%	6
<b>Berks Area Regional Transportation Authority</b>	<b>3.38%</b>	<b>7</b>
Red Rose Transit Authority	2.23%	8
Modesto Area Express	-0.16%	9
Gold Coast Transit	-0.17%	10
Winston-Salem Transit Authority	-1.55%	11
Antelope Valley Transit Authority	-8.46%	12
Capital Area Transit System	-9.29%	13
York County Transportation Authority	-9.61%	14
<i>Average</i>	<i>0.87%</i>	
<i>Standard Deviation</i>	<i>6.08%</i>	
<i>Average - 1 Standard Deviation</i>	<i>-5.22%</i>	
<i>Average + 1 Standard Deviation</i>	<i>6.95%</i>	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

Exhibit 11: Fixed-Route Operating Cost / Passenger Trend FYE 2007-2012



Operating Cost / Passenger		
System	Value	Rank
Stark Area Regional Transit Authority	-3.75%	1
Worcester Regional Transit Authority	-2.12%	2
Winston-Salem Transit Authority	0.49%	3
<b>Berks Area Regional Transportation Authority</b>	<b>0.73%</b>	<b>4</b>
Capital Area Transit	1.16%	5
Capital Area Transit System	2.38%	6
Red Rose Transit Authority	2.38%	7
Connecticut Department of Transportation	4.13%	8
Gold Coast Transit	4.21%	9
Wichita Transit	4.61%	10
Antelope Valley Transit Authority	5.96%	11
Modesto Area Express	6.46%	12
York County Transportation Authority	9.14%	13
City of Gardena Transportation Department	12.86%	14
<i>Average</i>	<i>3.47%</i>	
<i>Standard Deviation</i>	<i>4.34%</i>	
<i>Average – 1 Standard Deviation</i>	<i>-0.87%</i>	
<i>Average + 1 Standard Deviation</i>	<i>7.82%</i>	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Better</b>	

## FIVE-YEAR FIXED-ROUTE PERFORMANCE TARGETS

Act 44 requires that PennDOT and all local transit agencies establish five-year performance targets for each of the following four core metrics:

- Passengers / Revenue Hour
- Operating Cost / Revenue Hour
- Operating Revenue / Revenue Hour
- Operating Cost / Passenger

These metrics are intended to improve both the effectiveness and efficiency of service delivery. PennDOT uses the most recent audited and agency-verified values for passengers, operating costs and operating revenues by mode as the “baseline” from which to develop the targets. Five year targets are then developed based on realistic and achievable expectations of improvement.

***Passengers / Revenue Hour*** is a measure of effectiveness of transit service. All else equal, passengers may increase due to successful marketing, customer service, improved route planning and natural growth. Declines in passengers / revenue hour can occur in spite of overall ridership increases due to the introduction of relatively inefficient service. Substantial improvements can be realized through the reduction of relatively inefficient services.

Typically PennDOT suggests a minimum targeted increase of 2% per year in passengers / revenue hour of service. This target is recommended because: it is consistent with statewide historic trends; it is achievable; and, it encourages agencies to better match service delivery with customer needs. Because BARTA achieved a 2.4% per year increase in passengers / revenue hour of service over the 5 year analysis period, BARTA’s target has been set to a rate of 2% per year.

***Operating Cost / Revenue Hour*** quantifies the efficiency of service delivery. To some extent, costs can be / should be managed through good governance, proactive management and effective cost containment. PennDOT suggests a target of no more than 3% per year increase in operating cost / revenue hour of service. BARTA’s target has been set to rate of 3% per year as BARTA demonstrates good cost containment but may need to make some modest technology and other operational investments in coming years.

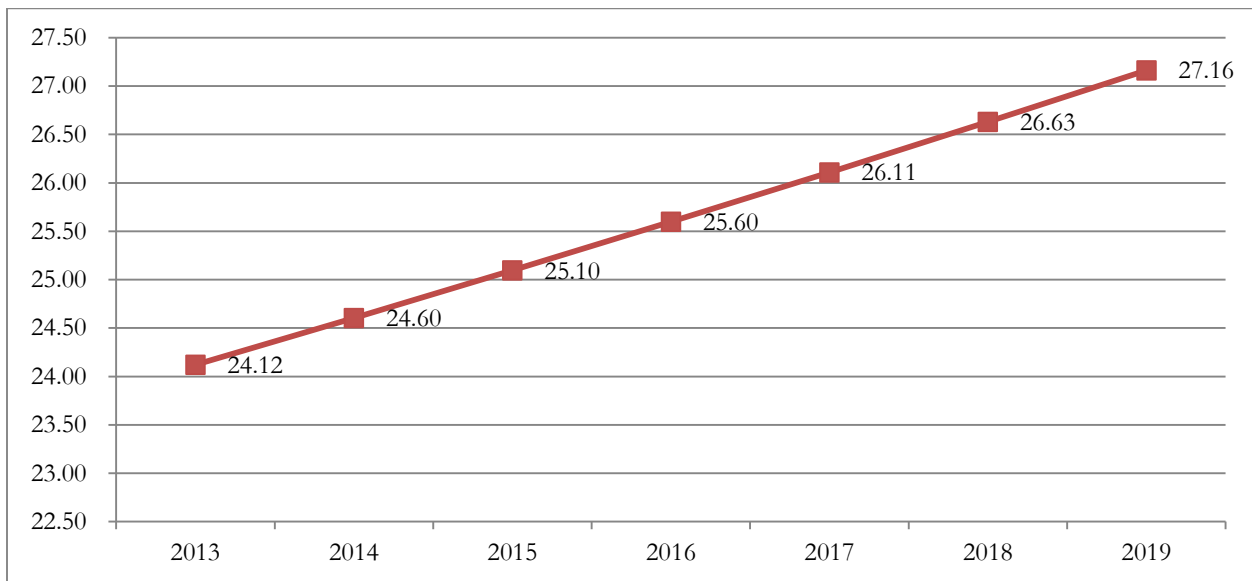
***Operating Revenue / Revenue Hour***, like operating cost / revenue hour, tries to ensure an agency remains financially solvent in the long run. Operating revenue is composed of fares and other non-subsidy revenues. The target is set to be the same as passenger / revenue hour (2%) to make sure that revenue increases keep pace or exceed cost increases.

***Operating Cost / Passenger*** captures both the efficiency and effectiveness of transit service delivery. The target is set to be equal to the difference between maximum operating cost / revenue hour increase (3%) less the minimum passengers / revenue hour goal (2%), or a 1% annual increase.

These performance targets represent the minimum performance level that BARTA should achieve for each Act 44 criteria during the next performance review cycle - five years from the date of this report. The performance targets were created using historical data analyzed during the five-year trend analysis as well as the most current certified audit information available. Standards were extrapolated to FYE 2018 and are designed to be aggressive, yet achievable. Performance targets will be agreed to between PennDOT and BARTA before they are finalized so that expected anomalies are reflected in the standards. The suggested performance targets for BARTA’s Act 44 metrics are presented in **Exhibit 12, Exhibit 13, Exhibit 14, and Exhibit 15.**

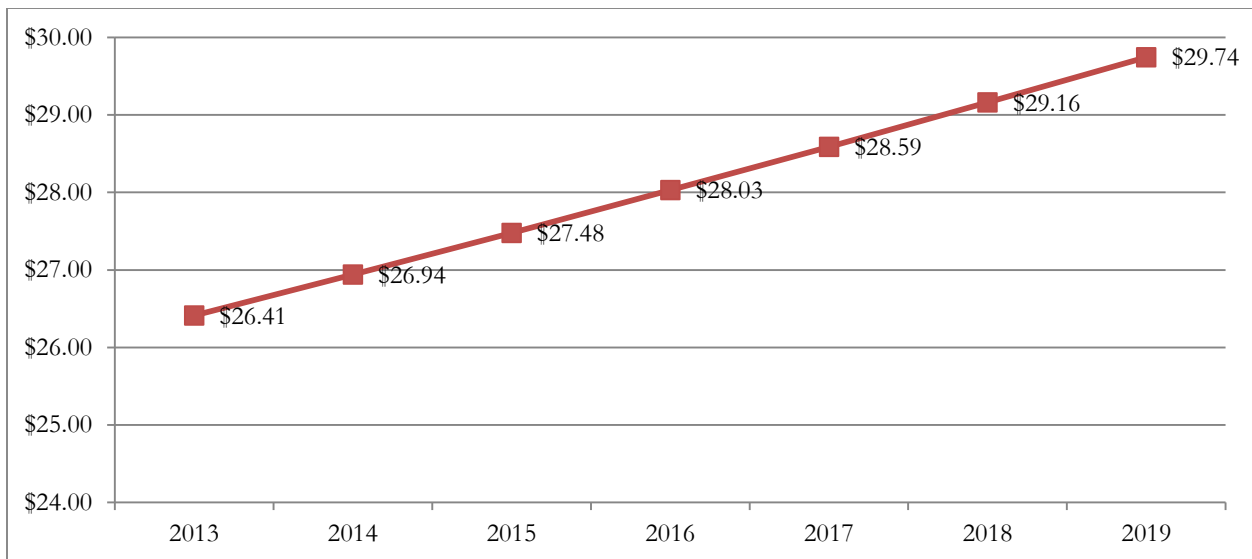
**Exhibit 12: Fixed-Route Passengers / Revenue Hour Performance Targets**

FYE 2019 Target.....27.16  
 Interim Year Targets ..... Annual increase of at least 2.0%



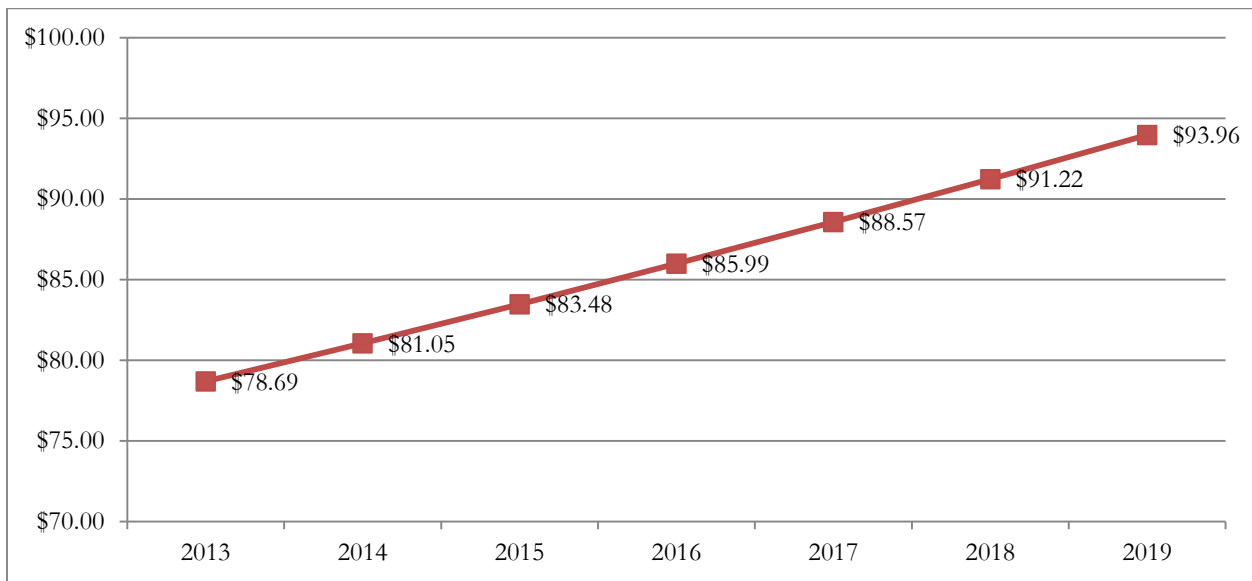
**Exhibit 13: Fixed-Route Operating Revenue / Revenue Vehicle Hour Performance Targets**

FYE 2019 Target.....\$29.74  
 Interim Year Targets ..... Annual increase of at least 2.0%



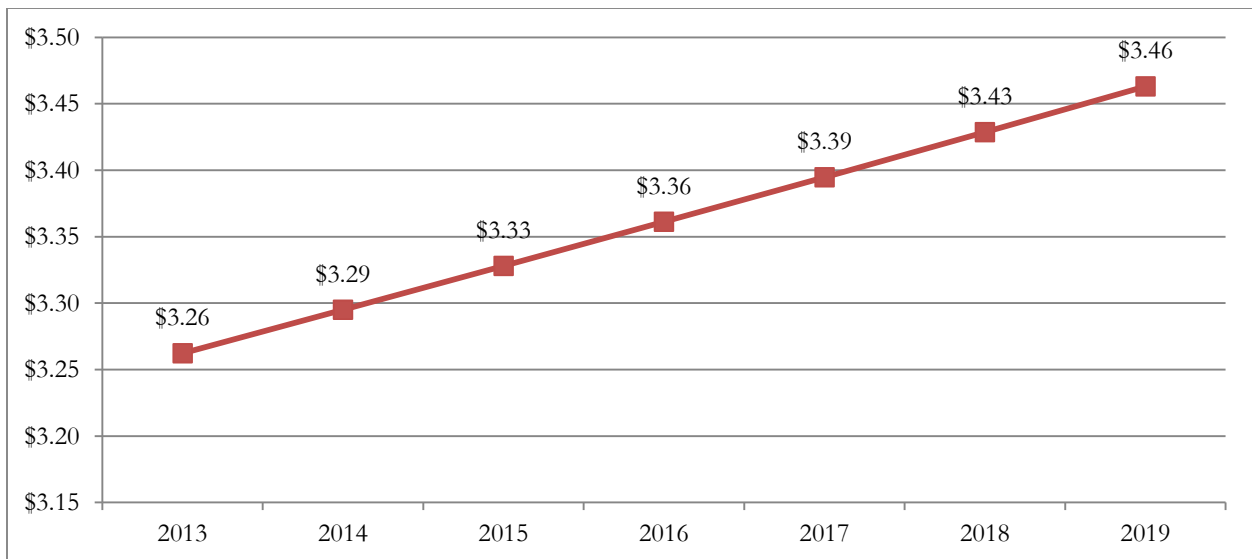
**Exhibit 14: Fixed-Route Operating Cost / Revenue Vehicle Hour Performance Targets**

FYE 2019 Target..... **\$93.96**  
 Interim Year Targets ..... **Annual increase of no more than 3.0%**



**Exhibit 15: Fixed-Route Operating Cost / Passenger Performance Targets**

FYE 2019 Target..... **\$3.46**  
 Interim Year Targets ..... **Annual increase of no more than 1.0%**





## FUNCTIONAL REVIEW

Functional reviews are used to determine the reasons behind performance results found in the Act 44 comparisons, to find “best practices” to share with other transit agencies, and to identify opportunities for improvement that should be addressed in the Action Plan (see **Appendix A: Action Plan Improvement Strategies**). A total of 14 functional areas were reviewed through documents received from the agency and interviews conducted on-site. The functional areas are as follows:

1. **Governance** – Responsibilities include setting vision, mission, goals, and objectives; management oversight; recruiting and retaining top management personnel; and advocacy for the agency’s needs and positions.
2. **Management** – Responsible for the day-to-day operations of the agency. Manage, monitor, analyze, direct, and plan for the future with regard to all functional areas. Inform and report to the Governing Body, and implement governing body direction.
3. **Human Resources** – Responsible for employee retention, recruitment, training, performance reviews, grievance procedures, employee benefits, and labor relations.
4. **Finance** – Includes budgeting, accounting, cash flow management, revenue handling, and insurance.
5. **Procurement** – Includes acquisition of rolling stock, vehicle parts, non-revenue capital items (i.e., office equipment) and other operations-related items.
6. **Operations** – Includes management of daily service operations, on-street supervision and control, dispatching, and general route management.
7. **Maintenance** – Includes vehicle and facilities maintenance management, procedures, and performance.
8. **Scheduling** – Includes route and driver scheduling and decision-making, pay premium considerations, general management, procedures, and performance.
9. **Safety and Security** – Includes vehicle and passenger safety, facility security, and emergency preparedness.
10. **Customer Service** – Includes management, procedures, and performance related to current and future customers of the fixed-route system and other topics such as service information and complaint handling processes.
11. **Information Technology** – Includes automated mechanisms for in-house and customer service communication including future plans for new technology.
12. **Capital Program** – Includes assessing and programming current and future capital needs reflecting both funded and unfunded projects. Includes the Transportation Improvement Plan (TIP), 12-Year Capital Plan, 20-Year Long-Range Transportation Plan (LRTP), and Transit Development Plan (TDP).
13. **Marketing** – Includes maximizing current markets and expanding into new markets. Includes managing the perception of the agency by the public at-large to encourage current and future ridership.
14. **Planning** – Includes analysis of information to effectively plan for changes to the system in the short-, medium-, and long-term horizons, to help ensure continued success.

The functional review findings are organized by a brief description of the Act 44 variables guiding the performance review: passengers, fare and other non-subsidy revenues, and operating costs. These 14

areas work together to effectively meet the needs of passengers, to deliver high-quality service in a cost-effective manner and to provide resources that will adapt to changing needs.

The following sections summarize the ways which service can be delivered more efficiently and effectively in ways that are sensitive and responsive to the community's needs, maximize productivity, direct service hours effectively, control operating costs, and achieve optimum revenue hours. The observations garnered during the review process are categorized as *Best Practices* or *Items to Address in the Action Plan*. Best Practices are those exceptional current practices that are beneficial and should be continued or expanded.

*Items to Address in the Action Plan* are recommendations which have the potential to maximize productivity, to direct service hours effectively, to control operating costs, and to achieve optimum revenue levels which will enhance the system's future performance overall for one or more of the Act 44 fixed-route performance factors. For the convenience of BARTA, Action Plan templates have been included in this document (pp. 34-38). It should be noted that specific actions may partially address the broadly noted opportunities for improvement found in the "**General Findings**" (pp. vi-viii). Some actions will be quickly implementable while others may take several discrete steps to achieve over a longer period of time. The template does however provide 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**

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

### **BEST PRACTICES**

1. BARTA recently produced its first Annual Report and quarterly newsletter. Items such as these can be used to inform customers and maintain interest in the agency by the public, elected officials and the community at large.
2. BARTA has built a strong, positive image in the local press. While much of this "image building" consciousness is attributed to the previous Executive Director, the agency is in a position to build on and leverage community good will to attract new riders.

### **ELEMENTS TO ADDRESS IN PART 2-A OF THE ACTION PLAN (SEE P. 35)**

1. Follow-up with a complaining customer is reportedly not done due to policy. **BARTA should evaluate its entire customer service "experience" and put protocols in place to track complaints** (and compliments) from the time they are first noted through any necessary follow up. The decision to follow up with a complaining customer should be the general policy, with the option to not receive follow up left to the discretion of the customer. Proactive customer service will help BARTA keep its current customers. Part of the customer service protocols should be a systematic tracking of complaints/compliments along with regular reporting to the Board.
2. BARTA does not have a dedicated marketing budget and does little in the way of joint marketing. Effective marketing is one of the best ways to develop new customers. BARTA

should **develop a reasonable marketing budget** that can be used to advance local and joint marketing opportunities with nearby agencies.

3. BARTA should **develop a formal marketing plan** that includes a market assessment, an assessment of its current ridership base, measures of effectiveness, and goals of its marketing strategies.
4. Rider alerts are given on the BARTA website. However, there are no text or email alerts directly provided to customers informing them of necessary service changes. BARTA's management should **examine ways to provide information directly to customers** such as text alerts to cell phones and other real-time data.
5. BARTA has five park-and-ride lots that are provided and maintained by local businesses. Though BARTA has no costs associated with these lots, they are not as clearly demarked as they would be if they were a BARTA property. BARTA should continue to work with the local businesses to provide and maintain the lots but **work with the property owners to find a way to provide more park-and-ride signage and/or amenities** to better demark those locations as park-and-ride lots.
6. Except for periodic customer satisfaction surveys conducted once every five years, BARTA currently lacks formal, routine, and proactive ways to incorporate customer feedback into the fixed-route service delivery decision-making process. Such feedback can better inform both the community and BARTA so that passenger needs and service are optimized with respect to one another. BARTA's management and the Board should **introduce formal mechanisms that provide regular feedback on topics that are of concern to customers via a standing citizens' advisory committee**. The committee can advise BARTA from a passenger's perspective on a variety of topics including service changes, fare changes, branding, community outreach, outreach to employers, and overall customer satisfaction.
7. Rider and non-rider surveys are completed once every five years as part of the transit development plan. BARTA should **consider completing smaller-scale, interim surveys at an interval greater than once-every five years** to assist in the identification of trends and to solve problems before they negatively impact ridership.
8. BARTA provides a consolidated book that contains schedules for all of its routes as this has been found to be a cost-effective approach to publishing schedules. A downside to this approach is that if changes are made to one or more of the routes before a new book is distributed, customers may not be aware of those changes. To provide BARTA maximum flexibility to adjust routes in a timely manner while also addressing the need to keep customers fully informed, BARTA should **examine the merits of also producing individual schedules** for routes that are changed between major schedule book updates. These schedules could be made available at locations where customers acquire the schedule book. In this way, customers can be informed of minor schedule revisions without BARTA incurring the full expense of republishing the book.

## OPPORTUNITIES TO INCREASE FIXED-ROUTE REVENUES

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

### BEST PRACTICES

1. BARTA has negotiated student pass subsidies with the local School District. This provides a cost savings to the School District, yet provides BARTA with an additional source of revenue, with no changes to their existing service.
2. BARTA is an active participant with the MPO and has periodically obtained local flexed highway funds for a variety of transit projects. Working with partner agencies to help secure additional capital funds allows BARTA to use a greater portion of its available revenues to meet its day-to-day operating needs while maximizing its beneficial impacts on the community.

### ELEMENTS TO ADDRESS IN PART 2-B OF THE ACTION PLAN (SEE P. 36)

1. Base fares have only recently been revised at BARTA; however, the review has not considered other fare categories, resulting in some inconsistencies among some fare types (e.g. park & ride express vs. regular express fares) and excessive discounting of multi-ride passes and tickets. The difference between base fare and average fare is very large. BARTA should **develop a formal fare and farebox recovery policy** that balances equity, the needs (and limits) of the community and the agency’s long-term financial goals. It should also examine the pricing of discount fare media and the relative pricing of different services.
2. Over the past five fiscal years, BARTA’s shared-ride fares have accounted for less than 50% of its shared-ride expenses. For example, based on the FY 2013-14 contract, the fees paid to Easton Coach will exceed the applicable shared-ride fares collected by 36%. These costs are being subsidized through the use of Act 44 Section 1513 fixed-route funds. BARTA’s management should **reevaluate its shared-ride fare structure and develop a long-term strategy** to recover a greater proportion of the cost of service delivery.

## OPPORTUNITIES TO CONTROL OPERATING COSTS

Act 44 defines “operating costs” as the non-capital costs incurred in the day-to-day operations of a transit system. Labor, maintenance, and operating costs such as fuel, tires and lubricants contribute to this measure in significant ways. Many transit agencies have noted cost increases much higher than the general rate of inflation. Compounding this is the reality that operating subsidies are not likely to increase at a comparable rate. Controlling operating cost increases is one key to maintaining current service levels.

### BEST PRACTICES

1. BARTA participates in a number of streamlined procurement initiatives, including: pooled purchases, consortiums and the DGS “COSTARS” program to obtain select vehicles, equipment and supplies. The joint fuel purchase with 3 other agencies (i.e., York, Lebanon and Reading) is an example of ways BARTA takes maximum advantage of greater buying power thereby helping to control operating costs.

2. BARTA has a healthy reserve balance fund that is used for short-term cash flow issues, particularly related to the first quarter of the fiscal year and delayed payments. By keeping a strong reserve balance, BARTA eliminates the need to use its line of credit thereby avoiding interest payments.

**ELEMENTS TO ADDRESS IN PART 2-C OF THE ACTION PLAN (SEE P. 37)**

1. The current collective bargaining agreement (CBA) limits BARTA to five part-time operators. There are only two part-time employees hired at this time. Given the amount of unscheduled overtime reported by management, BARTA should **explore ways to make maximum use of part-time drivers**.
2. The CBA provides for overtime pay after eight hours per day. This creates cost containment and scheduling challenges for BARTA. Management should **continue to attempt to negotiate a 40 hour per week overtime provision** as part of the next CBA.
3. Scheduled service run cutting is done manually, once a year. There could be potential cost savings achieved by using software to perform initial run cutting. For example, BARTA could test service alternatives to reflect seasonal variations in demand (e.g., when schools are out for the summer) or evaluate the cost of specific terms in collective bargaining agreements, such as the 8 hour overtime policy and limitations on the use of part-time drivers. While the cost of run cutting software and associated training is expensive, there may be long-term benefits to automating the scheduling process. BARTA management should **explore the potential benefits and costs of automated run cutting alternatives** such as outsourcing or developing said capacity in-house to determine if such an investment is worthwhile.
4. BARTA has eight dispatchers, with one on-duty at all times when vehicles are in revenue service. Dispatchers are members of the drivers' union. This is an atypical arrangement as having dispatchers and the employees they supervise within the same bargaining unit could be construed as a conflict of interest. Management should **reexamine BARTA's oversight structure** and identify long-term solutions to mitigate or remove potential conflicts of interest.
5. BARTA is expecting the retirement of four (4) senior maintenance staff in the coming year. In light of upcoming retirements, BARTA's management should proactively **evaluate current wage rates and total cost to find the optimal mix of staff size and salaries to attract and retain qualified maintenance staff**.
6. There is little communication between the finance group and BARTA's other functional areas regarding how well each section is meeting budget expectations. While it isn't necessary for the independent department heads to assist in the budget development, BARTA's Executive Director **should make sure that managers are aware of their budgets** and that they receive regular reports tracking how well they are keeping to them.
7. BARTA's cash vault is not located adjacent to the count room, requiring the vault to be transported via forklift to be counted. This is an abnormal configuration and would appear to be the result of poor facilities planning. Management should **reevaluate the benefits and costs of locating the cash counting room adjacent to the cash vault**.

8. There appears to be a large number of staff members responsible for procurement while simultaneously responsible for other duties. This creates challenges in any one person becoming intimately familiar with constantly changing regulations and best procurement practices. **Appointing a lead procurement specialist**, regardless of full-time position, would be beneficial to the agency. That person could be charged with compliance and best value determinations leading to overall cost savings.

## **OTHER FINDINGS THAT IMPACT OVERALL AGENCY PERFORMANCE**

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

### **BEST PRACTICES**

1. The Board has started to interact directly with senior managers to better understand the business and the strengths and weaknesses of the organization. This type of interaction helps both the Board and the senior managers better understand the strengths, weaknesses and opportunities for the agency.
2. Each position at BARTA has a desk manual describing their job function. This complements the personnel policy recently been passed by the Board.

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

1. There are no measurable goals and objectives in the current contract for the Executive Director. Historically, the Board did not conduct formal written evaluations of the previous Executive Director. Any **future contract should include language for achievable performance** metrics. It should also stipulate how to balance the requirements of RRTA and BARTA should the current management arrangement be continued.
2. The BARTA Board has not received training in the recent past. The Board recognizes that it is heavily reliant on the Executive Director to advise it regarding actions rather than setting policies and priorities for BARTA. BARTA management should coordinate with PPTA and PennDOT to **conduct an onsite Board training** to better familiarize Board members with appropriate roles, oversight responsibilities and general changes in the transit industry.
3. BARTA recently discontinued service to Lebanon. This was the only service that used the recently reconstructed Franklin Street Station. BARTA’s management team and the Board should **develop strategies to address the termination of service and subsequent shuttering of the Franklin Street Station**.
4. BARTA should **conduct annual employee satisfaction surveys** to help identify potential personnel-related issues that need to be resolved, to enhance employee performance and to maximize employee retention.
5. Refresher training is not regularly provided to the drivers and is completed predominately for remedial purposes. Training is completed for physical equipment changes, but not for regular updates to drug/alcohol, blood-borne pathogens, customer service, and other topics. BARTA

management should **institute routine driver training** to cover emerging issues in the transit industry as well as refresher training on safety and other important topics.

6. There is no on-street supervision provided. Management recognizes this deficiency and should find a **cost-effective way to provide such oversight**.
7. Pre-trip and post-trip inspections are allotted 10 minutes each. However, there is no pre-trip inspection form, and the post-trip inspection is primarily for maintenance purposes. Management should **develop a pre-trip inspection** form as such forms help insure that all necessary pre-trip safety and operational checks are conducted by drivers.
8. BARTA has three shifts of maintenance. There is no supervision on the 2<sup>nd</sup> and 3<sup>rd</sup> shifts. While this appears to be acceptable at this time, it could become an issue given the large number of retirements in the coming year. Creating a “shift leader,” or someone who is responsible for the work product of the shift, may assure the continuation of high-quality maintenance results.
9. Transit Fleet software is used to track all maintenance activity, including warranty work. Management appears to utilize reports from the software effectively, including the fuel and oil report. There does not appear to be a routine practice of running and reviewing summary reports though schedule PM reports are run daily. Given the large number of senior mechanics retiring in the coming year, a **policy should be put in place to ensure vehicles are being repaired correctly**, on-time, with a low rate of recidivism.
10. BARTA’s parts inventory is not secured or monitored via security camera. BARTA should **identify and explore ways to better secure its parts inventory**.
11. BARTA does not have a safety committee. A **safety committee should be formed**, meet at least biannually and include representatives from management, maintenance, and drivers. Incident investigation, the responsibility of the operations manager should also be followed up by the safety committee with periodic reporting of statistics and trends to the Board.
12. BARTA’s shared-ride reported paid driver hours, vehicle hours and miles, revenue hours and miles has inconsistencies over the five year period which could not be resolved. This limits the potential for statistical analysis. BARTA’s management should **work with PennDOT staff to identify and address reporting inconsistencies** in BARTA’s dotGrants reporting.
13. The Board is divided into four committees: property/facilities, personnel/labor, budget/finance, and audit. The BARTA Board should consider combing the audit committee with budget/finance and creating a new operations, service, or maintenance related committee.
14. Currently, staff meetings are ad hoc and in reaction to issues that arise. BARTA’s Executive Director should **implement routine staff meetings** that address agency performance in addition to issues and challenges.
15. BARTA does not always empty vaults when the vehicles are probed. The practice makes it impossible to verify cash by day or by bus or by driver. Vaults should be dumped whenever they are probed, preferably on a daily basis. A threshold for investigation should be established and a random sample of cash boxes should be audited on a regular basis.

## FINANCIAL REVIEW

In an era of increasing costs and limited funding opportunities, many transit agencies are entering a difficult period. Many are pressed to reduce service while increasing fares to make ends meet. It is in the interest of the Commonwealth to monitor the financial health of transit agencies before manageable financial problems become much larger challenges. With almost 40 transit agencies in the Commonwealth funded by Act 44, PennDOT needs information to assess financial difficulties so a corrective course of action can be taken before financial challenges seriously impede the ability of local transit agencies to deliver service.

The challenge in assessing the “financial health” and trajectory of transit agencies without first-hand knowledge of day-to-day operations is that much of the information regarding financial indicators is often dated and relies on “end of year” indicators. Furthermore, costs, such as fuel, can vary widely year-to-year or even week-to-week. Funding sources, while more predictable, can change depending on the availability of federal funds, tax collections or funding formulae.

This financial review focuses on “high-level” snapshot and trend indicators to determine if additional scrutiny is warranted by reviewing audited information, other financial reports and budgets. The review assesses the following:

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

### HIGH-LEVEL INDICATORS OF FINANCIAL HEALTH

Several high-level indicators of financial health and stability have been examined to determine BARTA’s current state. As shown in **Exhibit 16**, BARTA is well in line with all industry goals and targets for all high-level financial indicators. Cash reserves are significantly higher than observed in many other agencies in the Commonwealth. State carryover Section 1513 funds have been growing steadily since Act 44’s passage. This indicates strong fiscal stewardship of the agency.



**Exhibit 16: High-level Financial Indicators**

Indicator	BARTA Value <sup>8</sup>	Assessment Criteria / Rationale	Source
Cash Reserves / Annual Operating Cost	38.2%	The combined target should be 25%+. This provides flexibility to account for unexpected cost increases or service changes.	FYE 2013 Audit and dotGrants
State Carryover Subsidies / Annual Operating Cost	48.5%		
Credit available/ Annual Payroll	4.9%		
Actual Local Match / Required Match	100.0%	Target 100%+. Local match that exceeds required minimums gives a transit agency flexibility to change service and to accommodate unexpected cost changes.	dotGrants
Accounts Payable (AP) 90+ days	0.0%	Target should be 0% over 90 days. Larger values indicate cash flow concerns.	AP Aging Report (1/2/14)
Accounts Receivable (AR) 90+ days	0.2%	Target should be 0% over 90 days. Larger values can cause cash flow problems.	AR Aging Report (1/2/14)
Operating Debt / Annual Operating Cost	0.0%	Target should be 0%. Low debt amounts reduce borrowing costs.	FYE 2013 Audit

BARTA receives local contributions that amount to 2.9% of operating costs which equates to a 6.6% match of local funds to state funds (FYE 2013). Local matching funds are sponsored by Berks County. In coming years, due to Act 44 requirements, local contribution amounts will steadily increase. Management reports no concern with finding sufficient local match as Berks County has assumed all responsibility for local match after the withdraw of the City of Reading from the authority.

<sup>8</sup> Values reported as end of reporting period balances.

## TOTAL AGENCY-WIDE OPERATIONAL EXPENDITURES AND FUNDING

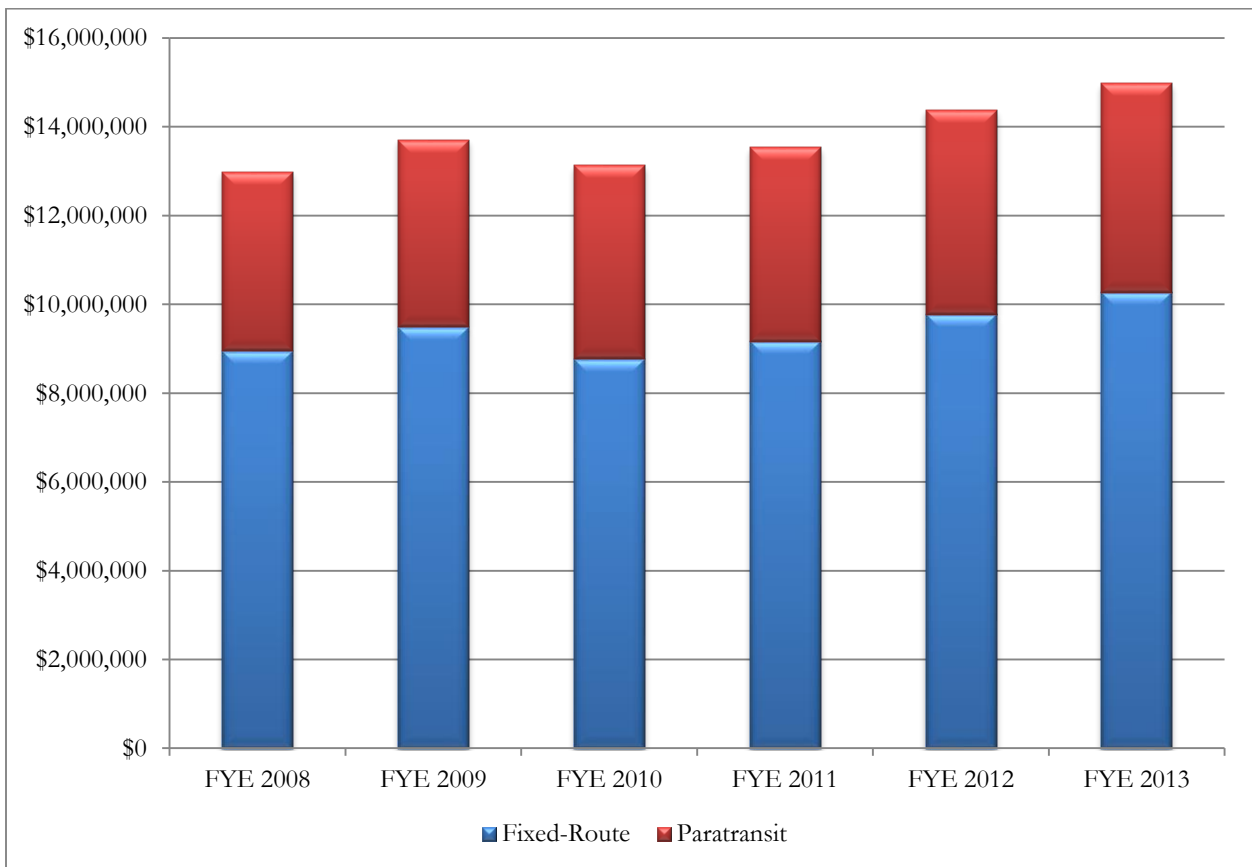
As shown in **Exhibit 17**, BARTA has grown from a \$13.0 million per year operation in FYE 2008 to a \$15.0 million per year operation in FYE 2013, a modest 15% increase. Approximately 68.5% of BARTA’s operational expenses are for fixed-route service. The remaining operational expenses are for ADA complementary and shared-ride paratransit service (31.5%), as shown in **Exhibit 18**.

BARTA’s operational funding comes from a variety of sources including state funds, federal funds, local funds and passenger fares. BARTA has used federal funds to finance both its fixed-route and paratransit operations (**Exhibit 19**). Passenger fares are an important share of total revenue, accounting for between approximately 28% and 31% of operating income. State funding remains the largest funding source for BARTA (**Exhibit 20**) accounting for about 60% of total operating income. Local funding is in line with Act 44 requirements.

**Exhibit 17: BARTA Total Operating Expense by Service Type (FYE 2008 – FYE 2013)**

Expense by Service Type	FYE 2008	FYE 2009	FYE 2010	FYE 2011	FYE 2012	FYE 2013
Fixed Route	\$8.9	\$9.5	\$8.8	\$9.2	\$9.8	\$10.3
ADA Paratransit	\$4.0	\$4.2	\$4.4	\$4.4	\$4.6	\$4.7
<b>Total (\$ millions)</b>	<b>\$13.0</b>	<b>\$13.7</b>	<b>\$13.1</b>	<b>\$13.5</b>	<b>\$14.4</b>	<b>\$15.0</b>

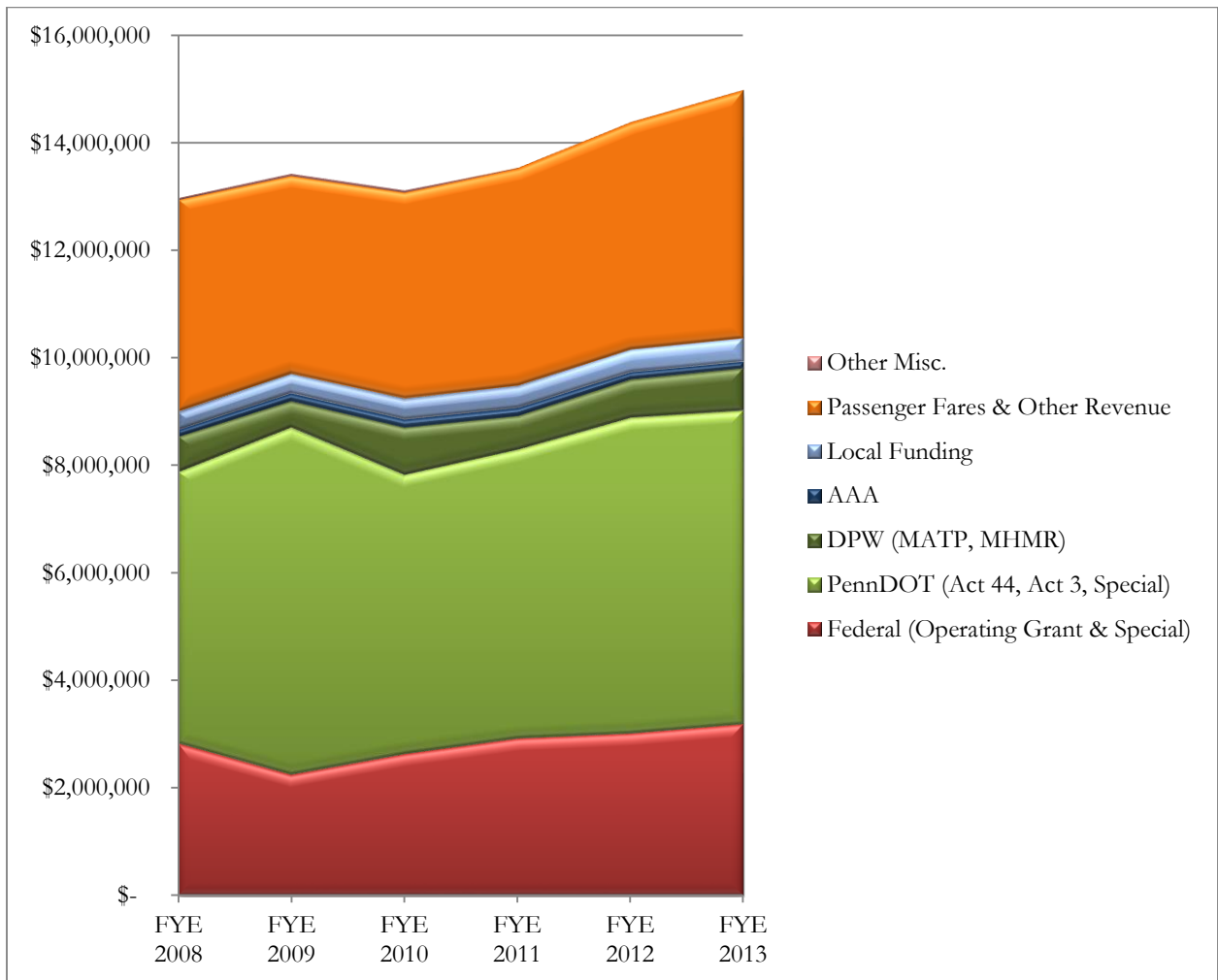
**Exhibit 18: BARTA Share of Agency-wide Operating Expenses by Mode**



**Exhibit 19: Agency-wide Operational Funding by Source (FYE 2008 – FYE 2013)**

Share of Funding	FYE 2008	FYE 2009	FYE 2010	FYE 2011	FYE 2012	FYE 2013
Federal Subsidy	21.8%	16.7%	20.0%	21.5%	20.9%	21.3%
State Subsidy	44.0%	51.8%	46.4%	44.5%	45.8%	44.3%
Local Subsidy	2.5%	2.7%	2.9%	3.0%	2.9%	2.9%
Other Subsidy (Misc.)	1.3%	1.3%	1.4%	1.1%	0.9%	0.8%
Revenues (Non-Subsidy)	30.4%	27.5%	29.2%	29.9%	29.4%	30.8%
Local Subsidy / State Subsidy	5.7%	5.1%	6.2%	6.7%	6.4%	6.6%

**Exhibit 20: BARTA Reported Agency-wide (Fixed-Route + ADA Paratransit) Operational Funding (FYE 2008 – FYE 2013)**



## FIXED-ROUTE FUNDING

BARTA's historic and proposed fixed-route funding is derived from general revenues and government subsidies. Direct Passenger fares have cover between 27.4% and 33.6% of total operating revenues (**Exhibit 21**). Based on the FYE 2010 to FYE 2013 dotGrants reporting, BARTA operated using current year funding with excess state funding being "carried over." No unspent local carryover match funds were available at the end of FYE 2013. Section 1513 carryover has increased from \$2,007,194 in FYE 2009 to \$7,258,092 in FYE 2013.

### Exhibit 21: Fixed-Route Funding

Funding Category	FYE 2009	FYE 2010	FYE 2011	FYE 2012	FYE 2013
<b>Revenues</b>					
Passenger Fares	\$2,439,604	\$2,441,391	\$2,561,038	\$2,737,446	\$2,807,193
Advertising	\$73,189	\$63,100	\$83,327	\$103,746	\$94,539
Other (Rent)	\$89,284	\$196,393	\$178,723	\$173,016	\$468,881
Other (MATP)	\$0	\$102,616	\$105,366	\$91,886	\$71,075
Other (Welfare to Work)	\$0	\$0	\$35,272	\$16,552	\$3,024
<b>Subtotal</b>	<b>\$2,602,077</b>	<b>\$2,803,500</b>	<b>\$2,963,726</b>	<b>\$3,122,646</b>	<b>\$3,444,712</b>
<b>Subsidies</b>					
Federal Operating Grant	\$1,398,418	\$1,756,617	\$1,968,580	\$1,983,041	\$2,207,569
Act44 (1513) State Prior	\$966,107	\$1,493,814	\$2,609,033	\$3,641,650	\$4,286,959
Act44 (1513) Current	\$4,124,497	\$2,351,367	\$1,283,078	\$582,695	\$0
Municipal Prior	\$0	\$0	\$0	\$0	\$0
Municipal Current	\$260,776	\$281,959	\$290,765	\$307,879	\$322,807
Act3 BSG Grant (State)	\$7,285	\$40,257	\$48,169	\$125,939	\$0
Act3 BSG Grant (Local)	\$251	\$1,387	\$1,659	\$4,339	\$0
Special-(Federal)	\$0	\$0	\$0	\$0	\$0
Special-(State)	\$87,742	\$0	\$0	\$3,385	\$0
Special (Local)	\$38,020	\$38,928	\$4,633	\$1,008	\$1,000
<b>Subtotal</b>	<b>\$6,883,096</b>	<b>\$5,964,329</b>	<b>\$6,205,917</b>	<b>\$6,649,936</b>	<b>\$6,818,335</b>
<b>Total Funding</b>	<b>\$9,485,173</b>	<b>\$8,767,829</b>	<b>\$9,169,643</b>	<b>\$9,772,582</b>	<b>\$10,263,047</b>
<b>Passenger Fares/ Total Funding</b>	27.4%	32.0%	32.3%	32.0%	33.6%

Source: PennDOT dotGrants Reporting System

## PARATRANSIT FUNDING

Paratransit funding is a substantial part of BARTA's operation and consisting of Lottery Shared Ride, ADA complementary, Persons with Disabilities, MATP and MH/MR services. State operating subsidies, passenger fares and fare reimbursement are used to finance paratransit operating costs (**Exhibit 22**). The paratransit program has grown modestly from \$4.2 million in FYE 2009 to \$4.7 million in FYE 2013. Most of the growth has been in the MATP program.

### Exhibit 22: Non-Fixed Route (Paratransit) Funding

Category	FYE 2009	FYE 2010	FYE 2011	FYE 2012	FYE 2013
<b>Revenues</b>					
1 Passenger Fares	\$138,698	\$93,703	\$147,492	\$164,864	\$177,468
3 Lottery	\$799,755	\$773,917	\$753,028	\$767,624	\$759,629
4 PwD Reimbursement	\$22,253	\$24,858	\$35,113	\$34,754	\$37,826
9 AAA	\$142,256	\$149,374	\$149,795	\$131,318	\$113,150
10 MH/MR	\$132,777	\$140,488	\$144,942	\$182,664	\$147,098
12 MATP	\$369,222	\$748,903	\$495,810	\$535,221	\$645,444
13 Other- Human Services	\$126,326	\$119,097	\$124,214	\$131,931	\$188,623
16 Other MATP	\$268,029	\$0	\$0	\$0	\$0
18 Other Revenue	\$0	\$23,350	\$20,713	\$0	\$0
<b>Subtotal</b>	<b>\$1,999,316</b>	<b>\$2,073,690</b>	<b>\$1,871,107</b>	<b>\$1,948,376</b>	<b>\$2,069,238</b>
<b>Subsidies</b>					
1 Federal Operating Grant	\$847,120	\$868,598	\$946,565	\$1,028,680	\$977,516
2 Act 44 (1513) State Prior	\$241,527	\$513,380	\$968,660	\$1,309,861	\$1,547,813
3 Act 44 (1513) State Current	\$1,030,618	\$808,096	\$470,760	\$209,591	\$0
5 Municipal Current	\$95,116	\$96,928	\$107,953	\$110,742	\$115,926
10 Act 3 BSG Grant (State)	\$1,821	\$0	\$0	\$0	\$0
11 Act 3 BSG Grant (Local)	\$63	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$2,216,265</b>	<b>\$2,287,002</b>	<b>\$2,493,938</b>	<b>\$2,658,874</b>	<b>\$2,641,255</b>
<b>Total Funding</b>	<b>\$4,215,581</b>	<b>\$4,360,692</b>	<b>\$4,365,045</b>	<b>\$4,607,250</b>	<b>\$4,710,493</b>

Source: PennDOT dotGrants Reporting System

## BALANCE SHEET FINDINGS

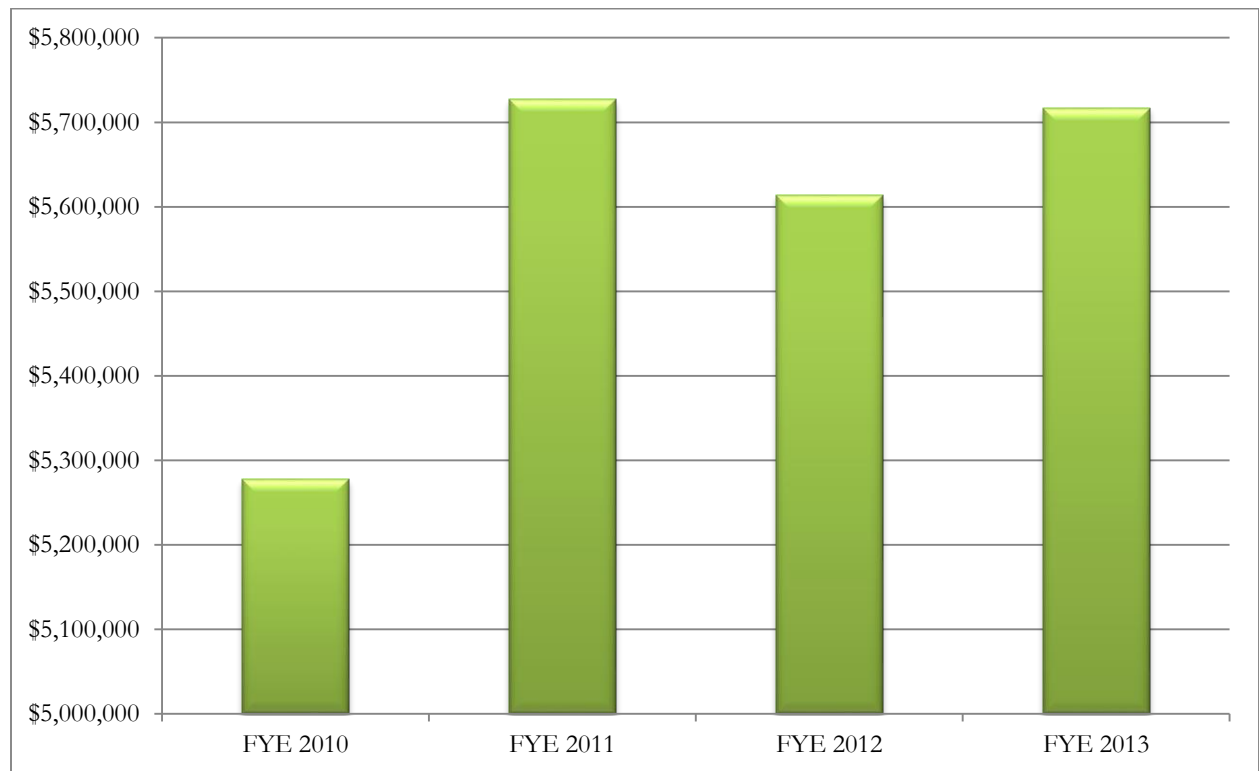
Review of balance sheets from BARTA shows that the agency maintains large cash reserves (**Exhibit 23** and **Exhibit 24**) amounting to 38.2% of annual operational expenses in FYE 2012. Net current assets are substantial giving BARTA a much better financial buffer than seen in many other transit agencies in the Commonwealth. BARTA also maintains a \$500,000 line of credit to cover either major capital or operating expenses. That line of credit was heretofore unused and due to expire in January 2014.

**Exhibit 23: BARTA Balance Sheet Summary (FYE 2010 – FYE 2013)**

<b>Balance Sheet Report</b>	<b>FYE 2010</b>	<b>FYE 2011</b>	<b>FYE 2012</b>	<b>FYE 2013</b>
Cash Equivalent Balance	\$5,277,474	\$5,727,149	\$5,613,382	\$5,716,894
Investments	\$301,158	\$301,504	\$301,654	\$1,982,366
Grants Receivable (including capital)	\$216,701	\$358,983	\$1,292,252	\$462,688
Other Accounts Receivable	\$143,772	\$127,429	\$88,664	\$68,563
Inventory Value	\$540,985	\$748,741	\$655,879	\$712,462
Accounts Payable (including capital)	\$696,877	\$517,564	\$405,826	\$359,546
Accumulated Absences/Payroll	\$653,251	\$570,780	\$544,765	\$631,447
Total Operating Expense	\$13,128,521	\$13,534,688	\$14,379,832	\$14,973,540
Cash Eqv. Bal / Total Operating Exp.	40.2%	42.3%	39.0%	38.2%
Line of Credit / Total Operating Exp.	0.0%	0.0%	3.5%	3.3%
Current Assets	\$6,619,226	\$7,427,029	\$8,132,820	\$9,126,089
Current Liabilities	\$1,358,955	\$1,088,344	\$950,591	\$990,993
<b>Net Current Assets</b>	<b>\$5,260,271</b>	<b>\$6,338,685</b>	<b>\$7,182,229</b>	<b>\$8,135,096</b>

Source: Annual Audit Reports and dotGrants

**Exhibit 24: BARTA End-of-Year Cash Equivalent Balance (FYE 2010 – FYE 2013)**



## **CONCLUSIONS**

For the FYE 2009 to FYE 2013 period, Berks County has contributed the local match required to satisfy BARTA's operational funding requirements. BARTA has used all of those amounts in any given year to balance its budget and comply with state requirements. Farebox revenues, as a percentage of operating cost, are much better than seen in similar-sized transit systems in the Commonwealth hovering around 30%. While BARTA has no available local carryover funds, it has been building a large reserve of carryover state Section 1513 funds. The agency is very strong financially. BARTA's management should continue to take appropriate actions such as controlling costs and maintaining carryover reserves to sustain BARTA's strong financial position.

## APPENDIX A: ACTION PLAN IMPROVEMENT STRATEGIES

### PART 1- EXECUTIVE SUMMARY FINDINGS TEMPLATE

IMPROVEMENT OPPORTUNITY	BARTA Actions	Estimated Initiation Date	Estimated Completion Date
Proactively address human resources and succession planning (p. vi)			
Identify ways to enhance working relationship between management and labor (p. vi)			
Develop a strategic IT investment plan (p. vii)			
Institute annual employee performance reviews (p. vii)			
Develop performance targets for all key agency functions (p. vii)			
Reassess capital planning approach (p. vii)			
Better integrated fixed-route and paratransit operations (p. viii)			

*Note: Include additional pages as necessary.*



**PART 2- ACT 44 PERFORMANCE METRIC FINDINGS TEMPLATES**

**A. ACTIONS TO INCREASE PASSENGERS / REVENUE HOUR TEMPLATE**

Recommendation (page)	BARTA Action	Estimated Initiation Date	Estimated Completion Date
Put proactive customer service protocols in place (p.20 )			
Develop marketing budget (p. 20)			
Develop formal marketing plan (p. 21)			
Evaluate provision of “real time” information for customers (p. 21)			
Improve demarcation of park-and-ride lots (p. 21)			
Establish a fixed-route citizens’ advisory committee (p. 21)			
Consider implementing rider and non-rider surveys more frequently than every five years (p. 21)			
Examine the merits of also producing individual schedules (p. 21)			

**B. ACTIONS TO INCREASE OPERATING REVENUE / REVENUE HOUR TEMPLATE**

Recommendation (page)	BARTA Action	Estimated Initiation Date	Estimated Completion Date
Develop formal fare and farebox recovery policies (p. 22)			
Evaluate shared-ride fare recovery policy (p. 22)			

**C. ACTIONS TO REDUCE OR CONTAIN OPERATING COST / REVENUE HOUR TEMPLATE**

Recommendation (page)	BARTA Action	Estimated Initiation Date	Estimated Completion Date
Explore ways to make greater use of part-time employees (p. 23)			
Continue to attempt to negotiate a 40 hour per week overtime provision in the next CBA (p. 23)			
Evaluate potential benefits and cost of automated run cutting software or outsourcing (p. 23)			
Examine and attempt to remedy any inherent conflicts of interest in BARTA’s collective bargaining agreements (p. 23)			
Proactively examine current wage structure to identify optimal cost point to attract and retain qualified maintenance staff (p. 23)			
Inform department heads of annual budgets then track and report budget performance to them (p. 23)			
Evaluate the benefits and costs of locating the cash counting room adjacent to the vault (p. 23)			
Designate a lead procurement specialist (p. 24)			

**PART 3- OTHER ACTIONS TO IMPROVE OVERALL PERFORMANCE TEMPLATE**

Recommendation (page)	BARTA Action	Estimated Initiation Date	Estimated Completion Date
Establish annual performance goals as part of future contract for the Executive Director position (p. 24)			
Conduct Board training (p. 24)			
Develop strategies to address vacancy of Franklin Street station (p. 24)			
Conduct annual employee satisfaction surveys (p. 24)			
Institute routine driver refresher and topic-specific training (p. 24)			
Provide on-street supervision (p. 25)			
Develop pre-trip inspection form (p. 25)			
Create a 2 <sup>nd</sup> and 3 <sup>rd</sup> maintenance shift leader (p. 25)			
Periodically run and review vehicle maintenance trend reports (p. 25)			
Implement ways to better secure parts inventory (p. 25)			
Establish a safety committee (p. 25)			
Work with PennDOT to identify and address anomalies in reported shared-ride statistics (p. 25)			
Evaluate the potential of combining two Committees of the Board as well as establishing a new committee focused on operations (p. 25)			
Institute routine staff meetings (p. 25)			
Dump all vaults at time of probing and reconcile cash collected against farebox reports (p. 25)			

