



# CAMBRIA COUNTY TRANSIT AUTHORITY PERFORMANCE REVIEW

JANUARY 2013



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## AGENCY PROFILE

<b>Agency Name</b>	Cambria County Transit Authority (dba CamTran)				
<b>Executive Director</b>	Rose Lucey-Noll				
<b>Governing Board Chairman</b>	Ed Cernic, Jr.				
<b>Year Founded</b>	1976				
<b>Fiscal Reporting Year</b>	2009-10				
<b>Service Area (square miles)</b>	688				
<b>Service Area Population</b>	152,598				
<b>Type of Service Provided</b>	Fixed-Route Bus Urban*	Fixed-Route Bus Rural**	Demand Response**	Inclined Plane*	Agency Total
<b>Vehicles Operated in Maximum Service</b>	23	9	28	2	62
<b>Annual Revenue Miles of Service</b>	688,633	304,613	347,681	4,183	1,345,110
<b>Annual Revenue Hours of Service</b>	63,553	11,935	27,157	1,467	104,112
<b>Annual Passenger Trips</b>	1,082,493	67,361	75,801	92,185	1,317,840
<b>Employees (full-time/part-time)</b>	58/5		24/14	9/9	91/28
<b>Total Annual Operating Cost</b>	\$5,216,812	\$1,130,261	\$1,320,030	\$491,320	\$8,158,423
<b>Total Annual Operating Revenue</b>	\$692,353	\$100,234	\$429,897	\$268,635	\$1,491,119
<b>Total Annual Operating Revenue / Total Op. Cost</b>	13%	9%	33%	55%	18%
<b>Administrative Cost / Total Op. Cost</b>	15%	17%	16%	61%	17%
<b>Passengers / Revenue Hour</b>	17.03	5.64	2.79	62.84	12.66
<b>Operating Cost / Revenue Hour</b>	\$82.09	\$94.70	\$48.61	\$334.91	\$78.36
<b>Total Annual Operating Revenue / Revenue Hour</b>	\$10.89	\$8.40	\$15.83	\$183.12	\$14.32
<b>Operating Cost / Passenger</b>	\$4.82	\$16.78	\$17.41	\$5.33	\$6.19

Source: \*NTD 2009 Reporting Year

\*\*DotGrants FY 2009-10

Note 1: In 2011, the Pennsylvania Department of Transportation Bureau of Public Transportation (Department) conducted a review of CamTran's cost allocation policies and procedures due to perceived inaccuracies in data reported to the Department. As a result of this study, recommendations were made to substantially alter the formula effective FY 2011-12.

Note 2: CamTran's provision of both urban and rural service falls under FTA's "one-report" rule in which all statistical information is reported under one NTD ID. Upon further review, it was discovered that NTD data from FY 2003-04 to FY 2009-10 did not include both urban and rural. As a result, additional dotGrants data was used to account for rural statistics and is included separately in this report.

Note 3: Statistics for the Inclined Plane reflect CamTran's practice of reporting revenue hours/miles only when the vehicle is in motion and not in the interim periods during normal service hours, resulting in high statistical data.

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## 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 Cambria County Transit Authority (doing business as CamTran) was conducted in January 2011. The performance review considered fixed-route urban and rural bus, inclined plane, and shared-ride services. This report addresses Act 44 established performance criteria specifically related to fixed-route bus services – CamTran trends and a comparison of CamTran to peers, targets for future performance (performance reviews are conducted on a five-year cycle), and opportunities for improvement which should assist CamTran in meeting the future targets. This report also addressed the management and general efficiency and effectiveness of the inclined plane and shared-ride services.

After receipt of this performance review report, CamTran will develop an action plan which identifies the steps CamTran will take to meet the agreed to Act 44 performance criteria targets by FY 2015-16. 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 CamTran 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 CamTran to agree on a plan which requires CamTran Board approval to be submitted as the final action plan. CamTran must report at least quarterly to the governing body and PennDOT on the progress of the action plan, identifying actions taken to date, and actions to be implemented. CamTran's success will be measured in part on meeting five-year performance targets established through this review (see p. 17).

## ACT 44 PERFORMANCE DETERMINATION

Act 44 performance factors were analyzed to quantify CamTran's fixed-route bus performance in comparison to its peer agencies in FY 2009-10 and over a five year trend period from FY 2004-05 to FY 2009-10. Peers were selected through an analytical process and were agreed to in advance by CamTran.

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

- In Compliance if within 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
- In Compliance if within one standard deviation below the peer group 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 CamTran is “In Compliance” for all eight criteria for fixed-route urban bus service.*** A summary of the specific Act 44 measures and their values are presented in the following table.

Performance Criteria		Fixed-Route Bus				
		Rural Value	Urban Value	Agency Total	Peer Average	Rank
<b>Passengers / Revenue Hour</b>	2009-10	5.64	17.03	<b>15.23</b>	16.39	7
	Trend	13.39%	-2.22%	<b>-0.65%</b>	0.33%	7
<b>Operating Cost / Revenue Hour</b>	2009-10	\$94.70	\$82.09	<b>\$84.08</b>	\$74.15	11
	Trend	5.75%	0.61%	<b>1.52%</b>	3.25%	2
<b>Operating Revenue / Revenue Hour</b>	2009-10	\$8.40	\$10.89	<b>\$10.50</b>	\$15.95	10
	Trend	15.12%	0.54%	<b>2.51%</b>	3.99%	7
<b>Operating Cost / Passenger</b>	2009-10	\$16.78	\$4.82	<b>\$5.52</b>	\$5.02	9
	Trend	-6.74%	2.89%	<b>2.19%</b>	2.97%	5

Source: PennDOT DotGrants Reporting system and National Transit Database (NTD)

CamTran’s performance was below the performance of the peer group average in six of eight criteria. Of particular concern is declining ridership and high operating costs.

## FINANCIAL REVIEW

For FY 2011-12 CamTran appears solvent and in a strong cash position for the short term.

The analysis of established financial indicators, detailed in the body of the report, raises no immediate or short term concerns regarding agency viability. However, the proportion of operating costs recovered through operating revenue (primarily passenger fares) at approximately 13% is low compared to an industry average of 20%. Furthermore, the proportion has declined over time and is particularly concerning in rural operations, where the proportion of farebox recovery is considerably lower at approximately 5%. Low farebox recovery indicates that costs are not being fairly borne by the people who use the system, and that a fare policy should be established that progressively increases fare recovery proportional to operating expenses to bring in line with industry standards.

## FUNCTIONAL REVIEW OBSERVATIONS

In addition to the macro-level evaluation of CamTran with regard to the eight Act 44 measures, a functional evaluation of the system was performed to provide more insight into the system. The performance evaluation consisted of additional document reviews, an on-site review, and interviews with key staff.

In accordance with Act 44, observations are categorized as “opportunities for improvement” or “best practices.” Opportunities for improvement identify strategies or approaches that may increase the efficiency, effectiveness, and/or quality of service of the agency as well as general management. Best practices are current practices that have a significantly positive impact on efficiency, effectiveness, and/or quality of service and should be shared with other agencies.

Overarching themes have been developed from specific opportunities for improvement identified for CamTran. These themes represent critical issues that, if remedied, will provide the most impact on CamTran’s performance. Actions to address these themes should be prioritized by CamTran, and should guide the development of the action plan required by Act 44, detailed below.

### **BEST PRACTICES**

1. **Positive community involvement in agency governance** – The citizen’s advisory committee is heavily involved in both fixed-route and shared-ride topics, which is atypical in the Pennsylvania transit industry. This focus on multiple modes ensures community input on all major agency activities.
2. **Commitment to serving disabled riders** – CamTran has a long-standing history of providing superb service to riders with disabilities including ADA accessibility, travel training, and proactive marketing to the disability community. By focusing on incorporating the needs of the disability community in regular service, CamTran has likely increased fixed-route ridership and decreased the overall demand on the more costly shared-ride system.
3. **Focus on customer service in operations** – CamTran prioritizes customer service in the hiring and training of drivers rather than focusing on typical driver qualifications (i.e. CDL license). This practice promotes a culture of responsibility to the customer throughout the agency.
4. **In-house advertising** – CamTran uses staff expertise in advertising to solicit and execute a comprehensive advertising program to generate revenue.

### **OVERARCHING THEMES**

1. **Mission and vision for the entire agency** – Using an established mission and vision for the agency to guide decisions and organizational changes is a positive management and governance practice. While CamTran has a documented mission and vision statement, it is evident that these documents are not actively used to guide agency decisions, as seen in recent decisions that are in direct contradiction with the established vision. CamTran should revisit the mission and vision statements and revise as necessary to create a consistent document to guide all future agency activities.
2. **Strategic goals and objectives** – Strategic plans or similar documents set the direction for all agency activities for a proscribed period, generally five years. In 2009, CamTran completed a strategic plan with high level goals and objectives and proscribed route recommendations. CamTran only recently implemented the recommended changes for the urban system, has not made changes to the rural system at this time, and does not appear to have used the strategic plan to guide decision making. CamTran should revisit the strategic planning process to update the plan to be consistent with actual agency goals and objectives

and use the plan to guide decision making at the board and management level. In addition, the plan should incorporate specific, measurable goals and objectives.

3. **Performance Based Management and Data-based Decision Making** – Decision making at CamTran should be based on meeting measureable goals and objectives established by the Governing Board and management in the strategic plan (above). Accurate data and appropriate analysis of that data are the cornerstone of performance based management and data-based decision making. In order to implement this management strategy, actions should include:
  - Identify, collect, and document appropriate data
    - Inventory existing data
    - Develop a data management plan to fill gaps and ensure continuity
    - Assess data accuracy
  - Establish standards for key agency functions as prioritized locally
  - Use standards to guide decision making by management and the board, especially to:
    - Restructure routes
    - Evaluate success of changes to the system
    - Identify problem areas
4. **Cost allocation** – CamTran should implement recommendations of the 2011 cost allocation study completed by PennDOT to update and implement a more accurate cost allocation process. Appropriate cost allocation policies and procedures promote data integrity and provide more accurate information for decision-makers. Since the review, CamTran management has indicated that the recommendations have been implemented.
5. **Governance** – Increased understanding of appropriate roles and interaction between the Governing Board and management is key to the ongoing success of CamTran. It appears that current practices promote involvement of Governing Board members in what is widely considered management activities, such as regular hiring of entry-level employees. The Board should focus on revising and implementing a mission and vision for the entire agency and be the driving force for strategic improvement. Board training, offered by a variety of sources including the Pennsylvania Public Transportation Association (PPTA), should be undertaken to assist in refocusing the governing Board and educating new members.
6. **Management** – The overall organizational structure of CamTran is fragmented by operating divisions. **The various modes and different types of service are operated independently, with little overall coordination.** For example, CamTran uses separate, independent finance personnel in each division—urban and rural. This results in duplication of work and less than optimal assignment of staff and use of resources. **CamTran should carefully consider a major reorganization to optimize and complement staff capabilities. This will require an in-depth review and potentially outside technical assistance.**
  - **Manage CamTran+** – CamTran's rural bus service, CamTran+, accounts for approximately one-third of fixed-route bus service yet is operated as a separate entity that has little interaction with the urban operating division. This duplicate function likely leads to increased costs. Failure to implement route structure changes recommended in the 2009 strategic plan resulted in the continuation of unproductive

and costly service. Route changes were reportedly unable to be made due to a lack of staff to perform run cutting, while urban employees performed run cutting for urban route structure changes implemented in 2011. To improve the entire agency, increased effort must be applied to actively manage the CamTran+ service using all available resources.

- **Shared-ride division** – Shared-ride operations appear to have been stagnant for a considerable period of time without active oversight, and management of state programs has not been in compliance with established requirements. Operations have remained unchanged, or more aptly put, declining without any assessment, analysis or adjustments. Actions are focused on historical practice, without a true understanding of the rational basis for these actions. The Shared-Ride system needs to be actively managed, analyzed, and redesigned from both cost and performance standpoints.
7. **Contract Services** – CamTran maintains vehicles owned by the Area Agency on Aging (AAA) and occasionally Cambria County. While this practice is intended to maximize maintenance staff utilization, the current work load and staffing limitations have led to mandatory overtime for maintenance employees. CamTran has failed to charge premium time for contracted maintenance service, leaving the organization to absorb the additional costs to provide this maintenance to other organizations. This situation must immediately be remedied to avoid threatening the future viability of the agency.

## FIVE-YEAR PERFORMANCE STANDARDS

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 17. These performance targets are required to comply with Act 44 and represent minimum performance levels that CamTran should work to achieve for each Act 44 performance criteria during the next review cycle, 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 (FY 2010/2011). Standards were extrapolated to FY 2015/2016 and are designed to be aggressive, yet achievable. They are summarized as follows:

Fixed-route Bus Performance Criteria	FY 2009-10 Value	FY 2010-11 Value	FY 2015-16 Standard	Annual Increase
Passengers / Revenue Hour	15.23	14.79	15.55	1.00%
Operating Cost / Revenue Hour	\$84.08	\$88.99	\$104.42	3.25%
Operating Revenue / Revenue Hour	\$10.50	\$10.30	\$11.95	3.00%
Operating Cost / Passenger	\$5.52	\$6.02	\$6.72	2.25%

## NEXT STEPS

Upon final transmission of the performance review report, Act 44 regulations stipulate that CamTran “...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 CamTran 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 CamTran.

The template for the Action Plan has been provided as an Appendix to this report (pp. 39-43). This template includes three parts

- **Part 1 – Executive Summary Overarching Themes** Template (pp. 39-38) is where CamTran should address its proposed actions to address the “Overarching Themes” in the Executive Summary (pp. vii-ix).
- **Part 2 – Act 44 Performance Metric Observations** Templates (pp. 41-43) is where CamTran should address its proposed actions to address the “*Opportunities for Improvement*” that directly affect the Act 44 performance metrics (pp.21-28).
- **Part 3 – Other Actions to Improve Overall Performance** Template (pp. 44-43) should be used to address the “*Opportunities for Improvement*” identified starting on p. 26. Management 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 “**Overarching Themes**” (pp. vii-ix). 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 opportunities for improvement. CamTran must select, prioritize and schedule its intended actions using the template.

CamTran 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 CamTran management and the

Department. The finalized Action Plan then must be approved by the CamTran Governing Board and formally submitted to PennDOT. Subsequently, CamTran management must report at least quarterly to the governing body and the Department on progress towards accomplishing the Action Plan including actions taken in the previous quarter and actions planned for coming quarter(s).

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# INTRODUCTION

## PURPOSE

In July 2007, the Pennsylvania Legislature passed Act 44, establishing 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 Cambria County Transit Authority (CamTran).

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 2012, a transit agency performance review was initiated for CamTran. The performance review proceeded following the steps outlined below:

1. Initial notification of performance review selection and transmission of document request
  - Review of available data and requests for what should be “off-the-shelf” information that may not be publicly available.
2. Peer selection
  - A set of peers used for comparative analysis was jointly agreed upon by CamTran and PennDOT for the fixed route service only.
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
  - On-site review was conducted from January 9-11, 2012.
  - Specific attention was paid to all modes within CamTran, including:
    - Fixed-Route Bus Urban
    - Fixed-Route Bus Rural
    - Demand Response
    - Inclined Plane
  - Topics covered during the interview process included:
    - Governance
    - Advisory Committees
    - 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

The Cambria County Transit Authority (CCTA) was created by the County of Cambria in July, 1976 under the Municipal Authorities Act of 1945. The Cambria County Transit Authority conducted business as CCTA until a major rebranding in 1999, when the agency was renamed CamTran. Other Milestones for CamTran include:

- CamTran created a countywide paratransit system in 1992
- CamTran introduced a Park and Ride service from Ebensburg to Johnstown, began Sunday bus service, and introduced its Reserve-a-Ride system in 2000
- CamTran rebranded the rural service as CamTran+ in 2002 and built a new facility in Ebensburg to house the system in 2003
- CamTran reopened the Inclined Plane in 2005
- CamTran remodeled its downtown transit center in 2008

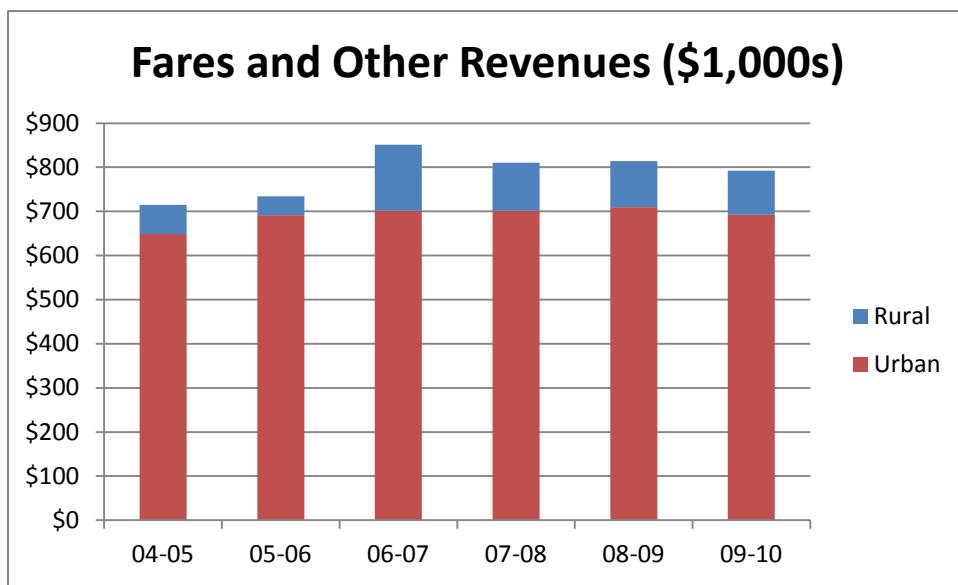
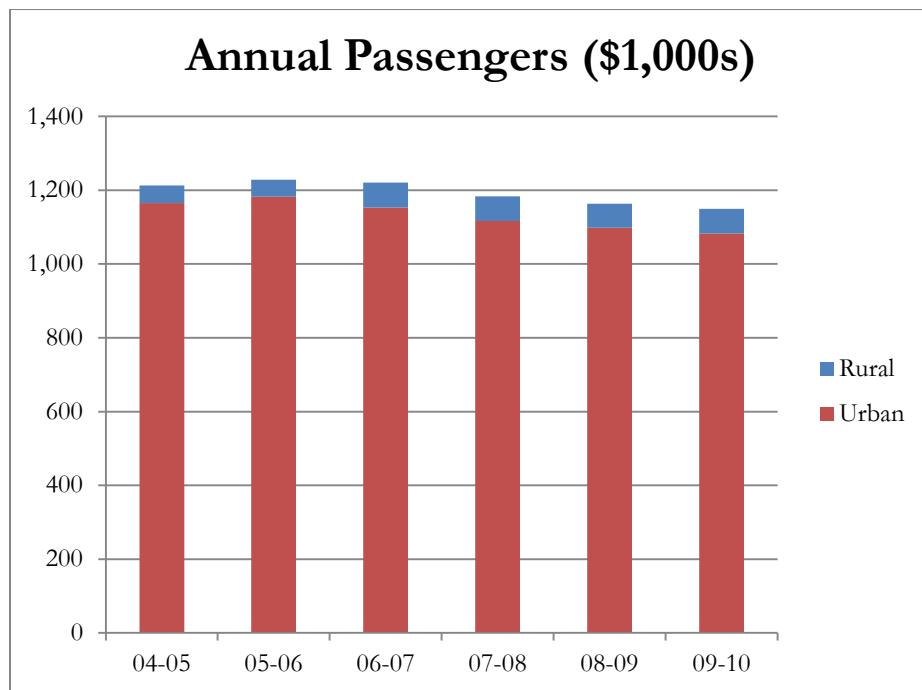
CamTran operates with four distinct business lines: Fixed-Route Bus Urban, Fixed-Route Bus Rural (branded CamTran+), Demand Response Shared Ride (branded Reserve-a-Ride), and the Johnstown Inclined Plane. The Inclined Plane is operated with a different Board of Directors, albeit with the same membership as the CamTran Board overseeing the other business lines. Each service has a different manager, reporting to various senior management staff at CamTran.

CamTran's fixed-route urban system serves Johnstown and the immediate surrounding areas operating 32 vehicles in maximum service. CamTran+ serves predominately northern Cambria County operating 9 vehicles in maximum service, although stops are not always consistently used and are dependent upon passenger request and historical driver knowledge of demand.

**Exhibit 1** and **Exhibit 2** present fixed-route bus statistics for CamTran derived from PennDOT Legacy Reports (DotGrants) and the National Transit Database (NTD). Consistent with the previous five-year analysis requirements of Act 44, findings are presented for Fiscal Year 2004-05 – 2009-10 data. In developing the performance targets with a 2017 horizon, Fiscal Year 2009-10 data from DotGrants was used (comparable information is unavailable for the peer group).

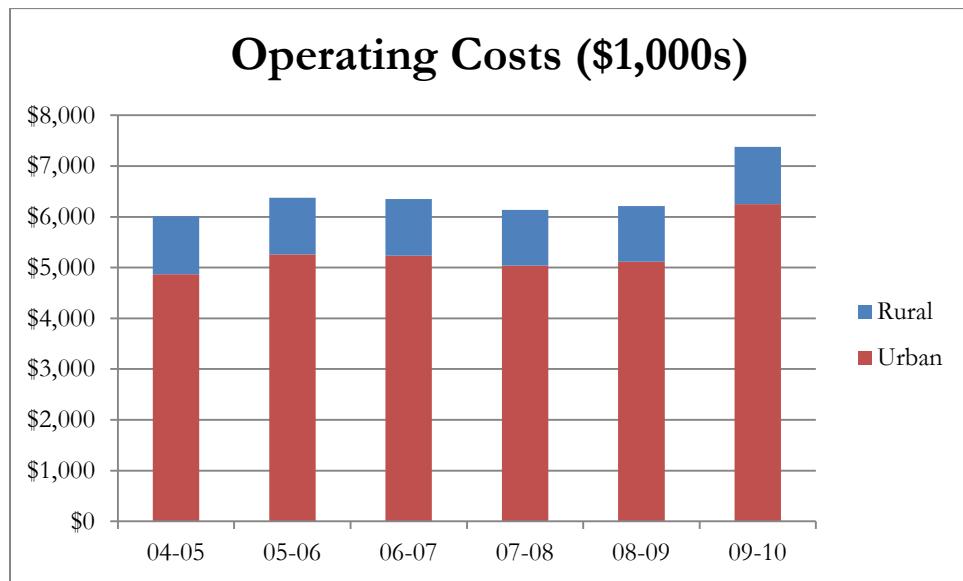
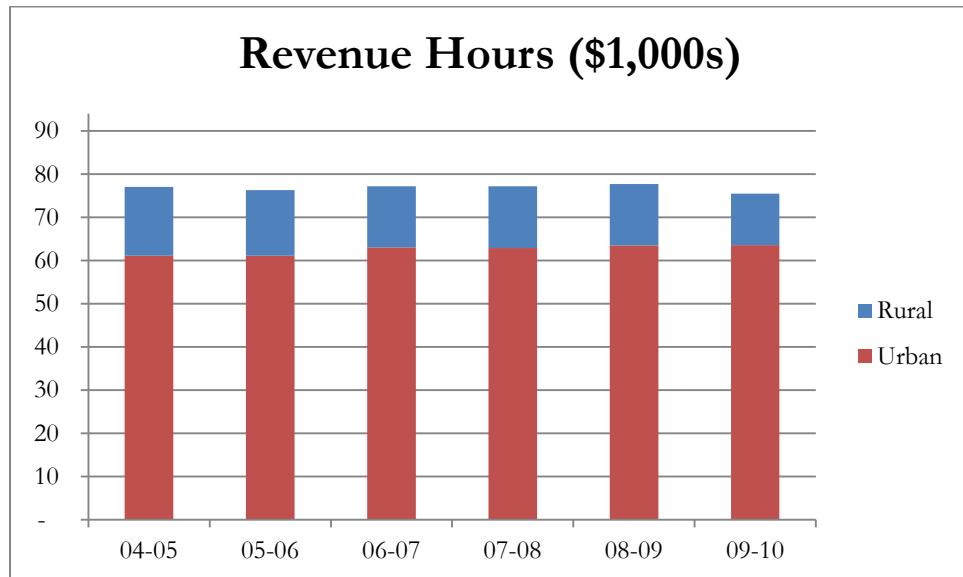
In addition, CamTran provides Shared Ride service to all of Cambria County, operating 22 vehicles in maximum operation with an additional 6 vehicles operated by the local Area Agency on Aging (AAA).

CamTran also operates a unique historical inclined plane in the City of Johnstown. The Inclined Plane operates every 15 minutes if riders are present year-round except for the month of January when it closes for maintenance.

**Exhibit 1: CamTran Fixed-route Passenger and Revenues FY 2004-05 – FY 2009-10**

Source: National Transit Database FY 2004-05 – 2009-10

**Exhibit 2: CamTran Fixed-route Revenue Hours of Service and Operating Costs  
FY 2004-05 – FY 2009-10**



Source: National Transit Database FY 2004-05 – 2009-10

## 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>1</sup>*

The law sets forth performance criteria to be used to satisfy its objectives<sup>2</sup>:

- Passengers per revenue vehicle hour,
- Operating cost per revenue vehicle hour,
- Operating revenue per revenue vehicle hour,
- Operating cost per 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:<sup>3</sup>

- Revenue vehicle hours (car hours for rail and fixed guideway)
- Revenue vehicle miles (car miles for rail and fixed guideway)
- Number of peak vehicles
- 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

The following list was submitted to CamTran management for review and comment. All 11 peer systems, in addition to CamTran, were included in subsequent analyses for peer comparison purposes:

1. Decatur Public Transit System (Decatur, IL)
2. Williamsport Bureau of Transportation (Williamsport, PA)
3. The Tri-State Transit Authority (Huntington, WV)
4. Santa Fe Trails – City of Santa Fe (Santa Fe, NM)
5. Asheville Transit System (Asheville, NC)
6. Lakeland Area Mass Transit District (Lakeland, FL)
7. City of Rochester Public Transportation (Rochester, MN)

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<sup>1</sup> Title 74 Pa. C.S.A. •1513 (e)

<sup>2</sup> Title 74 Pa. C.S.A. •1513 (f)

<sup>3</sup> 67 Pa Code Chapter 427, Annex A •427.12(d)(1)(i), Jan 2011.

8. Chittenden County Transportation Authority (Burlington, VT)
9. Mid Mon Valley Transit Authority (Charleroi, PA)
10. Cape Fear Public Transportation Authority (Wilmington, NC)
11. Housatonic Area Regional Transit (Danbury, CT)

## ACT 44 FIXED-ROUTE COMPARISONS AND FINDINGS

Comparison of CamTran with the selected peer systems was completed using the National Transit Database (NTD) reported data and statistics. NTD data was selected as the source of data to use in the calculation of the following Act 44 metrics due to consistency and availability<sup>4</sup> for comparable systems for the five-year trend analysis window:

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

NTD uses a “one-report” rule for agencies that provide both urban and rural service mandating a single report per mode (i.e. fixed-route bus). In FY 2009-10, CamTran complied with the “one-report” rule and combined urban and rural operating statistics. For all previous years, only urban statistics were reported to NTD. To correct for the lack of consistency and to create an agency-wide profile for fixed-route bus, PennDOT’s DotGrants system and annual statistical reports were used to add rural data to the NTD-reported urban data.

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: Unweighted linear average of all values being measured across all peer transit agencies, including CamTran.
- Standard Deviation: Standard deviation of all values being measured across all peer transit agencies, including CamTran.

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

- In Compliance if greater 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

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<sup>4</sup> NTD data is available for almost every urbanized area transit system in the United States. The latest data available at the time of this review was for 2009-10.

- In Compliance if **below** one standard deviation from 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 the agency falls outside of any of the boundaries, it is considered “At Risk” for that criteria and must create an action plan to bring the criteria into compliance prior to the next performance review.

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

### Exhibit 3: Act 44 Compliance Summary

Metric	FY 2009-10 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 Boarding	In Compliance	In Compliance

### FIXED-ROUTE BUS PERFORMANCE COMPARISONS

For the 11 peer systems plus CamTran, NTD data was 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 9**, **Exhibit 8**, **Exhibit 10**, and **Exhibit 11**.

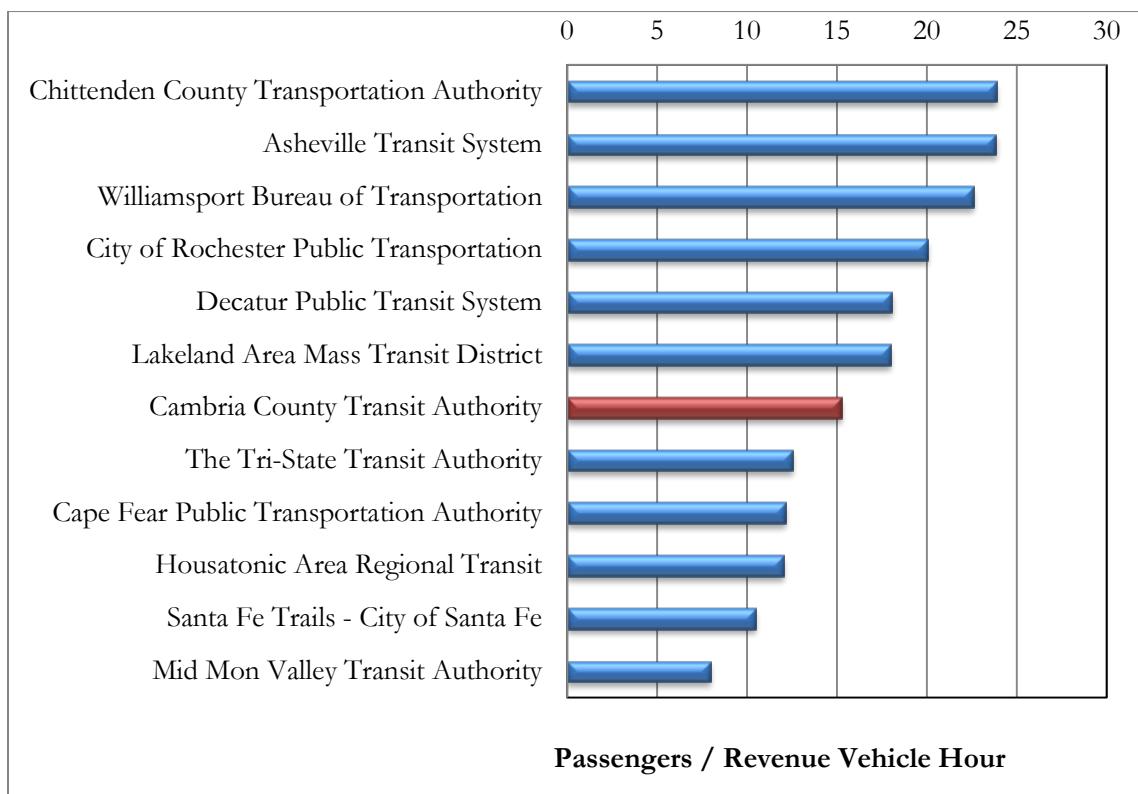
For measures relating to passengers or operating revenue, ordinal rankings are based on a highest-to-lowest system. For measures relating to operating cost, ordinal rankings are based on a lowest-to-highest system. Thus a ranking of “1<sup>st</sup>” consistently indicates that the agency scores best amongst its peers and a ranking of “13<sup>th</sup>” indicates that it performs the poorest on any given metric.

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

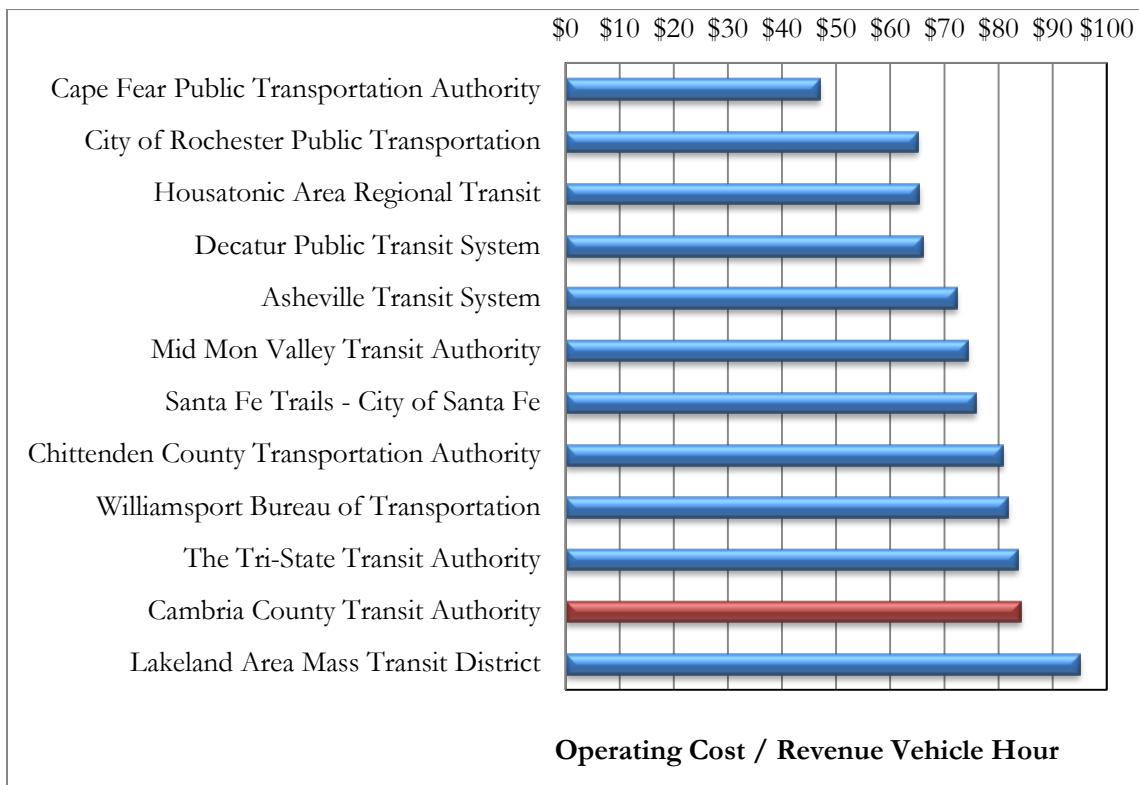
- CamTran’s FY 2009-10 passengers per revenue hour figure ranks 7<sup>th</sup> out of the 12 transit agencies in the peer group. Passengers per revenue hour have been declining as the peer average has shown increase from 2004-05 to 2009-10.
- CamTran’s FY 2009-10 operating cost per revenue vehicle hour is about \$10.00 above the peer group average, ranking 11<sup>th</sup> (the 2<sup>nd</sup> most costly of the 12 peers), and has risen between FY 2004-05 and FY 2009-10. While costs were rising for all but one peer agency, CamTran’s costs have only risen by 1.52%, significantly better than the peer group average for the years of 2004-05 to 2009-10.
- CamTran’s FY 2009-10 operating revenue per revenue vehicle hour ranks 10<sup>th</sup> out of 12 and is worse than the peer group average. The trend between FY 2004-05 and FY 2009-10 indicates that revenue per revenue vehicle hour increased at a slower (worse) rate than the peer group.

- CamTran's operating cost per passenger ranks 9<sup>th</sup> out of the 12 peers in FY 2009-10 operating cost per passenger. However, the trend is increasing slower (better) than that of the peer group.

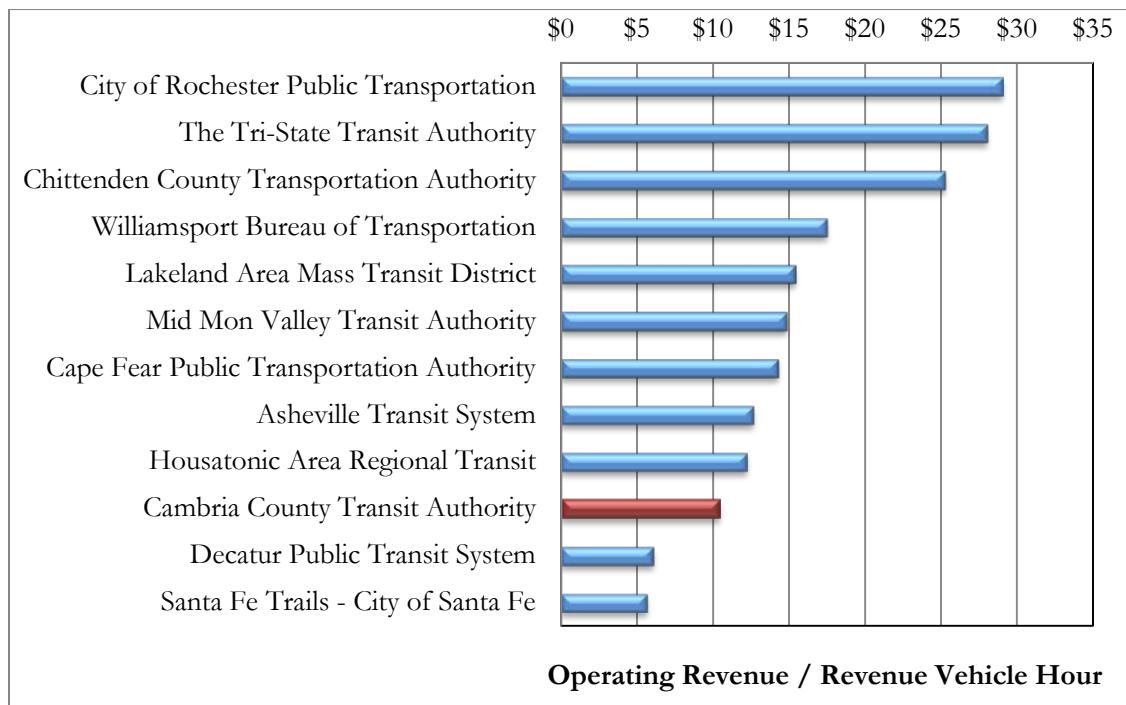
These observations provided a basis for further investigation during the on-site interviews and functional area reviews. Those findings are presented in the next section of the report.

**Exhibit 4: Fixed-Route Bus Passengers per Revenue Vehicle Hour FY 2009-10**

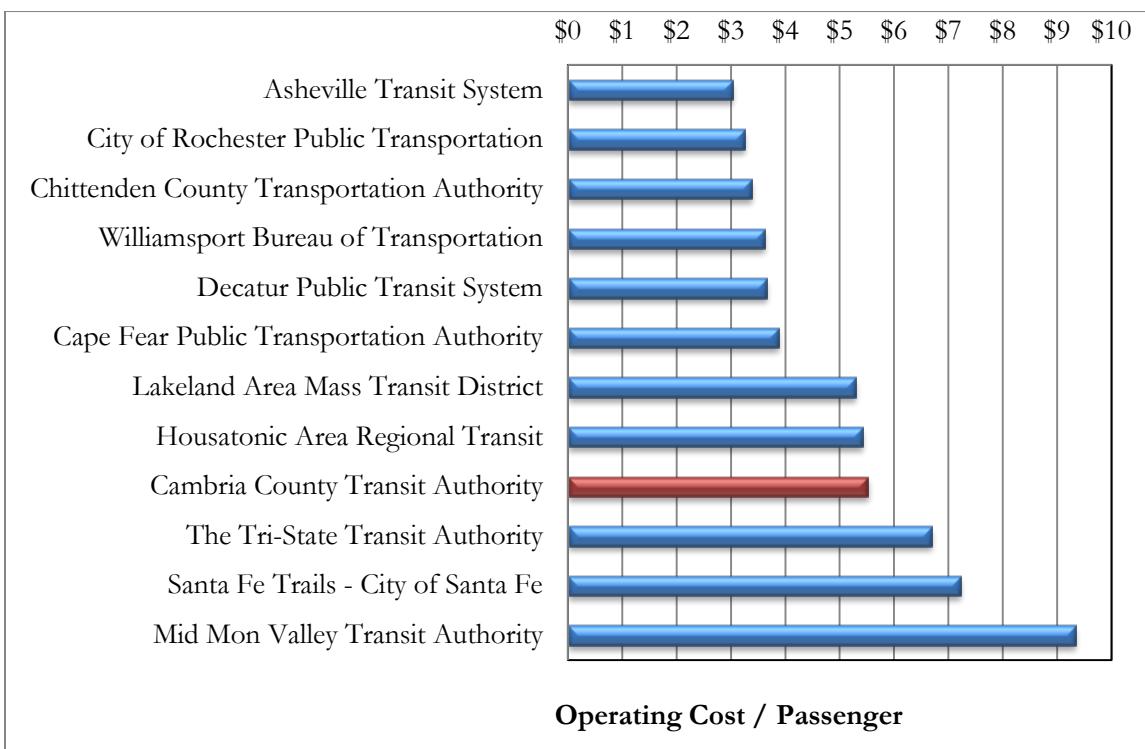
Passengers / RVH		
System	Value	Rank
Chittenden County Transportation Authority	23.88	1
Asheville Transit System	23.84	2
Williamsport Bureau of Transportation	22.60	3
City of Rochester Public Transportation	20.05	4
Decatur Public Transit System	18.06	5
Lakeland Area Mass Transit District	17.97	6
Cambria County Transit Authority	15.23	7
The Tri-State Transit Authority	12.49	8
Cape Fear Public Transportation Authority	12.13	9
Housatonic Area Regional Transit	12.04	10
Santa Fe Trails - City of Santa Fe	10.48	11
Mid Mon Valley Transit Authority	7.96	12
Average	16.39	
Standard Deviation	5.46	
Average - 1 Standard Deviation	10.93	
Average + 1 Standard Deviation	21.86	
In Compliance with Act 44 Standard Deviation	Yes	
Better or Worse Than Peer Group Average	Worse	

**Exhibit 5: Fixed-Route Bus Operating Cost per Revenue Vehicle Hour FY 2009-10**

Operating Cost / RVH		
System	Value	Rank
Cape Fear Public Transportation Authority	\$46.94	1
City of Rochester Public Transportation	\$65.04	2
Housatonic Area Regional Transit	\$65.25	3
Decatur Public Transit System	\$65.84	4
Asheville Transit System	\$72.15	5
Mid Mon Valley Transit Authority	\$74.28	6
Santa Fe Trails - City of Santa Fe	\$75.65	7
Chittenden County Transportation Authority	\$80.72	8
Williamsport Bureau of Transportation	\$81.55	9
The Tri-State Transit Authority	\$83.42	10
Cambria County Transit Authority	\$84.08	11
Lakeland Area Mass Transit District	\$94.93	12
Average	\$74.15	
Standard Deviation	\$12.40	
Average - 1 Standard Deviation	\$61.75	
Average + 1 Standard Deviation	\$86.56	
In Compliance with Act 44 Standard Deviation	Yes	
Better or Worse Than Peer Group Average	Worse	

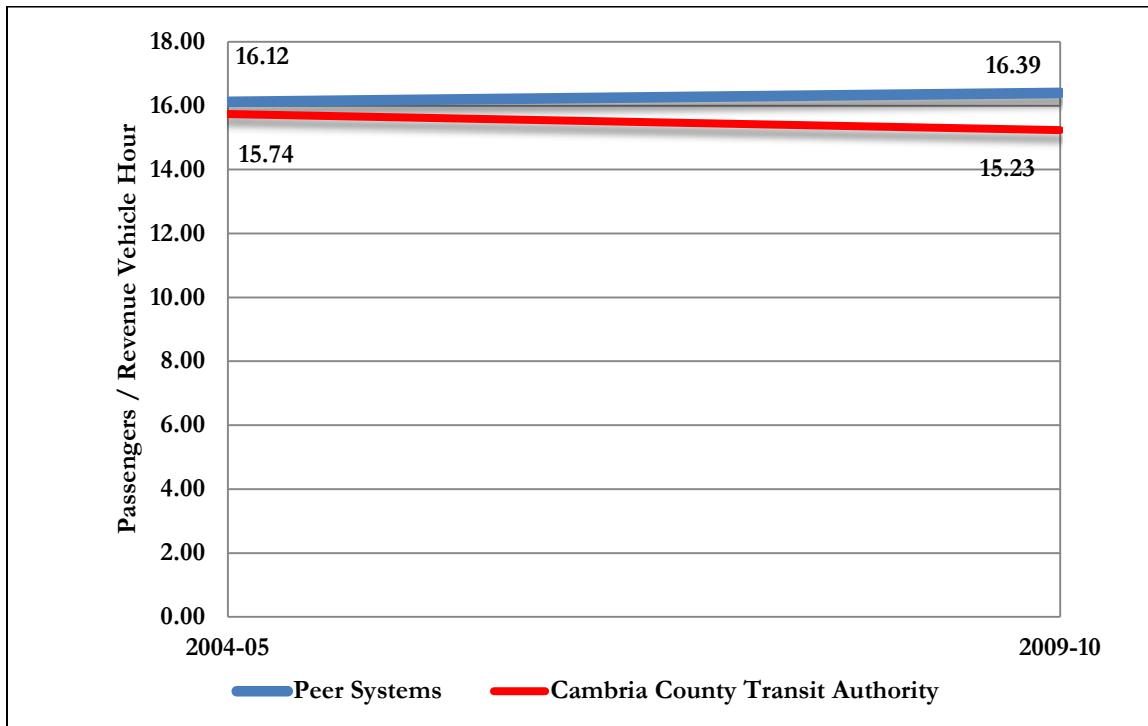
**Exhibit 6: Fixed-Route Bus Operating Revenue per Revenue Vehicle Hour FY 2009-10**

Operating Revenue / RVH		
System	Value	Rank
City of Rochester Public Transportation	\$29.05	1
The Tri-State Transit Authority	\$28.01	2
Chittenden County Transportation Authority	\$25.24	3
Williamsport Bureau of Transportation	\$17.49	4
Lakeland Area Mass Transit District	\$15.40	5
Mid Mon Valley Transit Authority	\$14.83	6
Cape Fear Public Transportation Authority	\$14.27	7
Asheville Transit System	\$12.64	8
Housatonic Area Regional Transit	\$12.22	9
Cambria County Transit Authority	\$10.50	10
Decatur Public Transit System	\$6.08	11
Santa Fe Trails - City of Santa Fe	\$5.66	12
Average	\$15.95	
Standard Deviation	\$7.79	
Average – 1 Standard Deviation	\$8.16	
Average + 1 Standard Deviation	\$23.74	
In Compliance with Act 44 Standard Deviation	Yes	
Better or Worse Than Peer Group Average	Worse	

**Exhibit 7: Fixed-Route Bus Operating Cost per Passenger FY 2009-10**

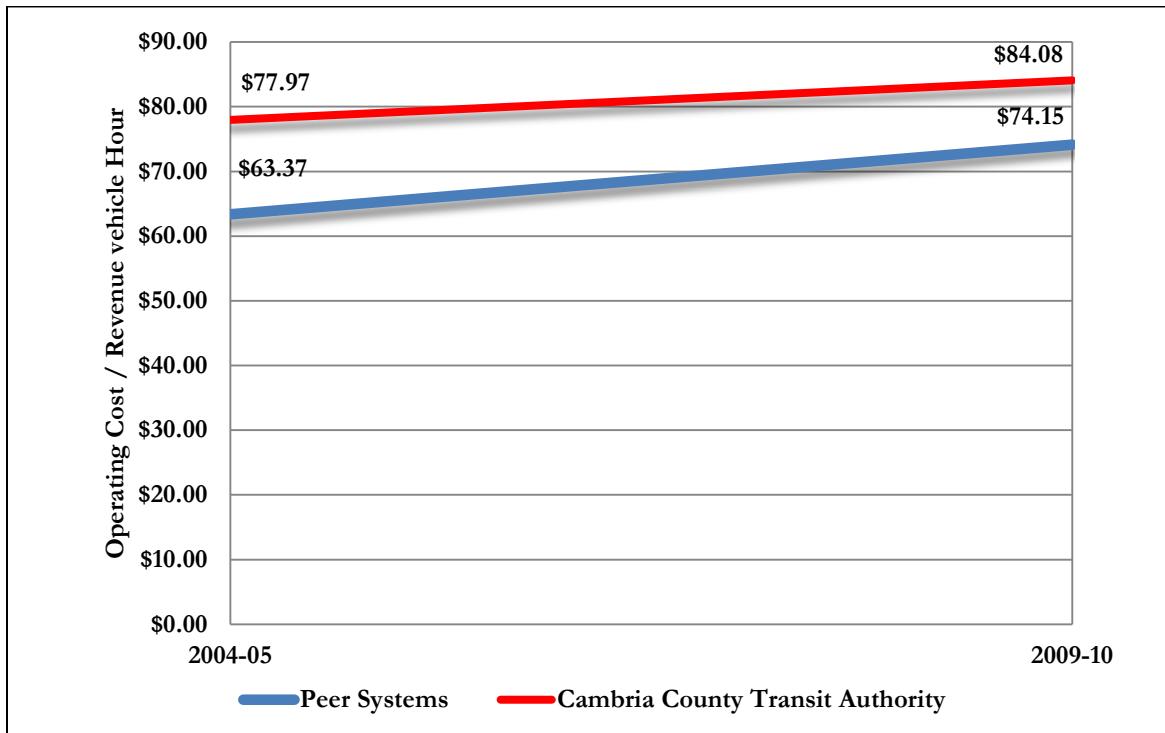
Operating Cost / Passenger		
System	Value	Rank
Asheville Transit System	\$3.03	1
City of Rochester Public Transportation	\$3.24	2
Chittenden County Transportation Authority	\$3.38	3
Williamsport Bureau of Transportation	\$3.61	4
Decatur Public Transit System	\$3.65	5
Cape Fear Public Transportation Authority	\$3.87	6
Lakeland Area Mass Transit District	\$5.28	7
Housatonic Area Regional Transit	\$5.42	8
<b>Cambria County Transit Authority</b>	<b>\$5.52</b>	<b>9</b>
The Tri-State Transit Authority	\$6.68	10
Santa Fe Trails - City of Santa Fe	\$7.22	11
Mid Mon Valley Transit Authority	\$9.34	12
Average	\$5.02	
Standard Deviation	\$1.95	
Average - 1 Standard Deviation	\$3.07	
Average + 1 Standard Deviation	\$6.97	
<b>In Compliance with Act 44 Standard Deviation</b>	<b>Yes</b>	
<b>Better or Worse Than Peer Group Average</b>	<b>Worse</b>	

**Exhibit 8: Fixed-Route Bus Passengers per Revenue Vehicle Hour Trend FY 2004-05 – FY 2009-10**



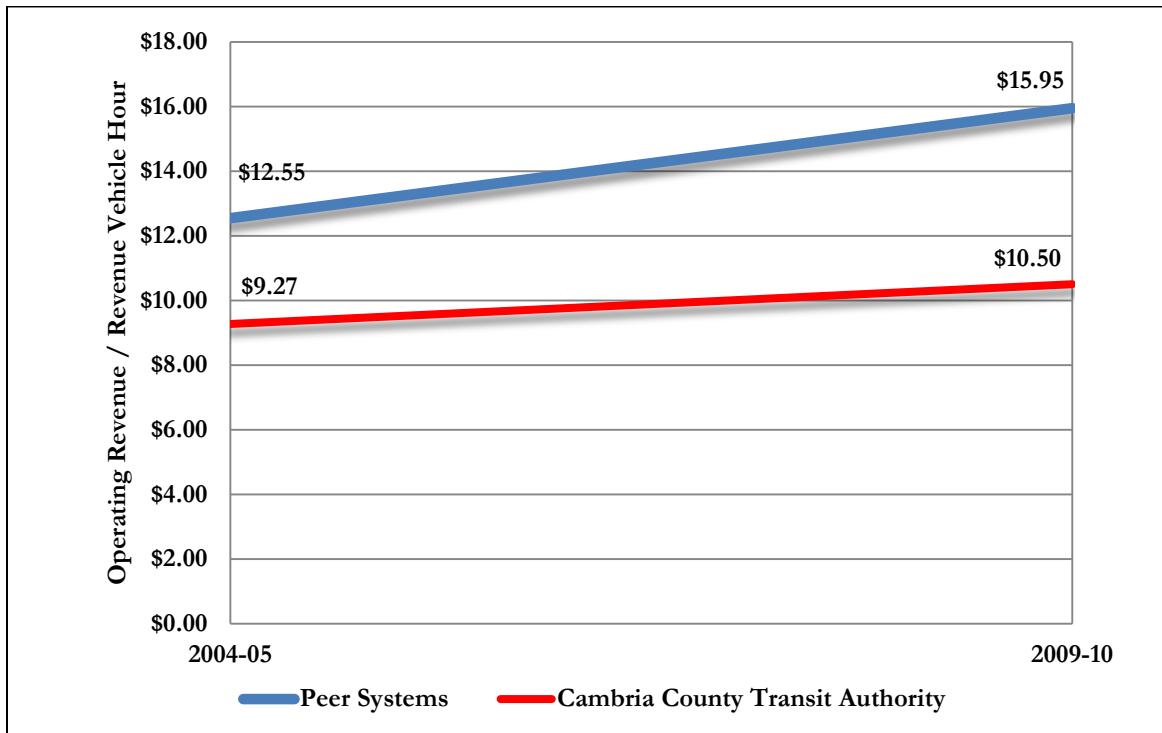
Passengers / RVH		
System	Value	Rank
Asheville Transit System	4.79%	1
Decatur Public Transit System	3.61%	2
Chittenden County Transportation Authority	2.85%	3
Santa Fe Trails - City of Santa Fe	2.83%	4
Mid Mon Valley Transit Authority	0.29%	5
Lakeland Area Mass Transit District	-0.02%	6
Cambria County Transit Authority	-0.65%	7
The Tri-State Transit Authority	-1.02%	8
City of Rochester Public Transportation	-1.62%	9
Cape Fear Public Transportation Authority	-1.67%	10
Housatonic Area Regional Transit	-2.42%	11
Williamsport Bureau of Transportation	-2.96%	12
Average	0.33%	
Standard Deviation	2.57%	
Average – 1 Standard Deviation	-2.23%	
Average + 1 Standard Deviation	2.90%	
In Compliance with Act 44 Standard Deviation	Yes	
Better or Worse Than Peer Group Average	Worse	

**Exhibit 9: Fixed-Route Bus Operating Cost per Revenue Vehicle Hour Trend FY 2004-05 – FY 2009-10**



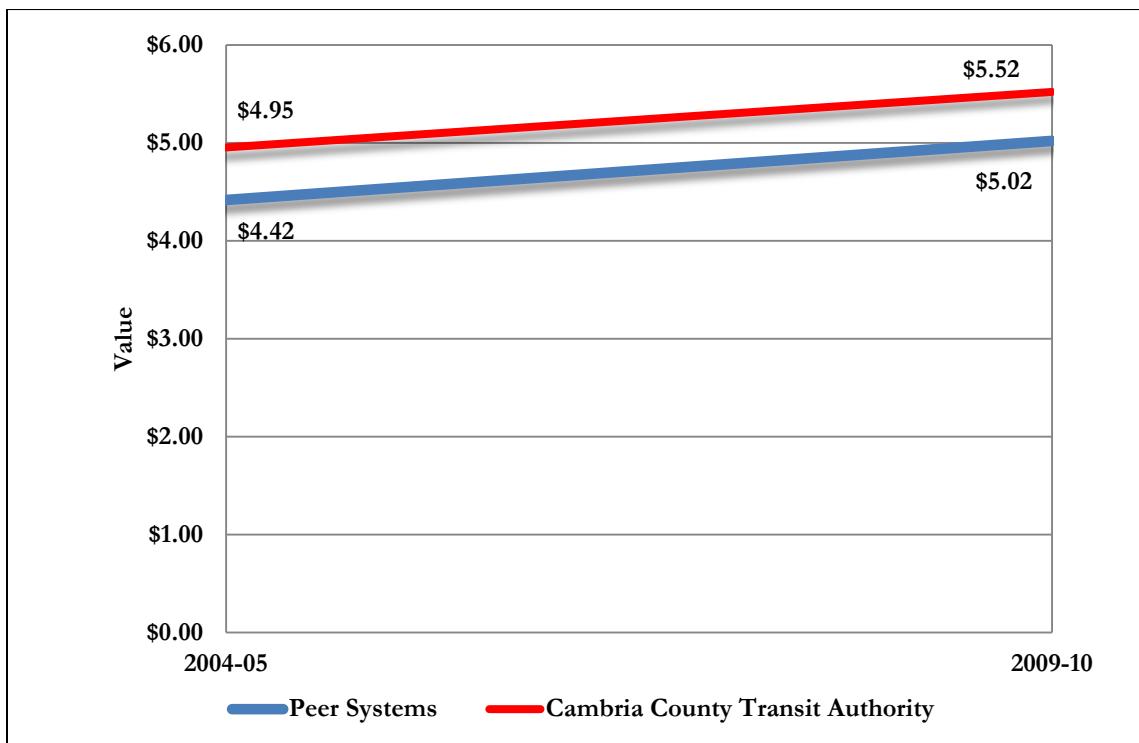
Operating Cost / RVH		
System	Value	Rank
Santa Fe Trails - City of Santa Fe	-1.53%	1
Cambria County Transit Authority	1.52%	2
City of Rochester Public	2.53%	3
Housatonic Area Regional Transit	2.55%	4
Cape Fear Public Transportation	2.73%	5
Chittenden County Transportation	3.70%	6
The Tri-State Transit Authority	3.79%	7
Williamsport Bureau of	4.50%	8
Decatur Public Transit System	4.64%	9
Asheville Transit System	4.67%	10
Mid Mon Valley Transit Authority	4.89%	11
Lakeland Area Mass Transit District	4.99%	12
Average	3.25%	
Standard Deviation	1.88%	
Average – 1 Standard Deviation	1.37%	
Average + 1 Standard Deviation	5.13%	
In Compliance with Act 44 Standard	Yes	
Better or Worse Than Peer Group	Better	

**Exhibit 10: Fixed-Route Bus Operating Revenue per Revenue Vehicle Hour Trend FY 2004-05 – FY 2009-10**



Operating Revenue / RVH		
System	Value	Rank
Cape Fear Public Transportation Authority	12.03%	1
Chittenden County Transportation	11.48%	2
The Tri-State Transit Authority	10.19%	3
Lakeland Area Mass Transit District	6.71%	4
City of Rochester Public Transportation	3.69%	5
Williamsport Bureau of Transportation	3.58%	6
Cambria County Transit Authority	2.51%	7
Mid Mon Valley Transit Authority	1.36%	8
Asheville Transit System	1.08%	9
Housatonic Area Regional Transit	0.17%	10
Decatur Public Transit System	-1.75%	11
Santa Fe Trails - City of Santa Fe	-3.23%	12
Average	3.99%	
Standard Deviation	5.08%	
Average – 1 Standard Deviation	-1.10%	
Average + 1 Standard Deviation	9.07%	
In Compliance with Act 44 Standard	Yes	
Better or Worse Than Peer Group Average	Worse	

## Exhibit 11: Fixed-Route Bus Operating Costs per Passenger Trend FY 2004-05 – FY 2009-10



Operating Cost / Passenger		
System	Value	Rank
Santa Fe Trails - City of Santa Fe	-4.24%	1
Asheville Transit System	-0.11%	2
Chittenden County Transportation Authority	0.83%	3
Decatur Public Transit System	0.99%	4
Cambria County Transit Authority	2.19%	5
City of Rochester Public Transportation	4.23%	6
Cape Fear Public Transportation Authority	4.47%	7
Mid Mon Valley Transit Authority	4.59%	8
The Tri-State Transit Authority	4.87%	9
Lakeland Area Mass Transit District	5.01%	10
Housatonic Area Regional Transit	5.10%	11
Williamsport Bureau of Transportation	7.68%	12
Average	2.97%	
Standard Deviation	3.18%	
Average – 1 Standard Deviation	-0.22%	
Average + 1 Standard Deviation	6.15%	
In Compliance with Act 44 Standard Deviation	Yes	
Better or Worse Than Peer Group Average	Better	

## FIVE-YEAR FIXED-ROUTE PERFORMANCE STANDARDS

Act 44 requires that PennDOT and local transit agencies establish five (5) year performance targets for all fixed-route service for each of the four core metrics defined by the law:

- 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 per 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 as a) it is consistent with historic trends statewide, b) is achievable, and, c) it encourages agencies to better match service delivery with customer needs.

**Operating Cost / Revenue Hour** quantifies the efficiency of service delivery. To some extent, costs are managed through good governance, proactive management and effective cost containment.

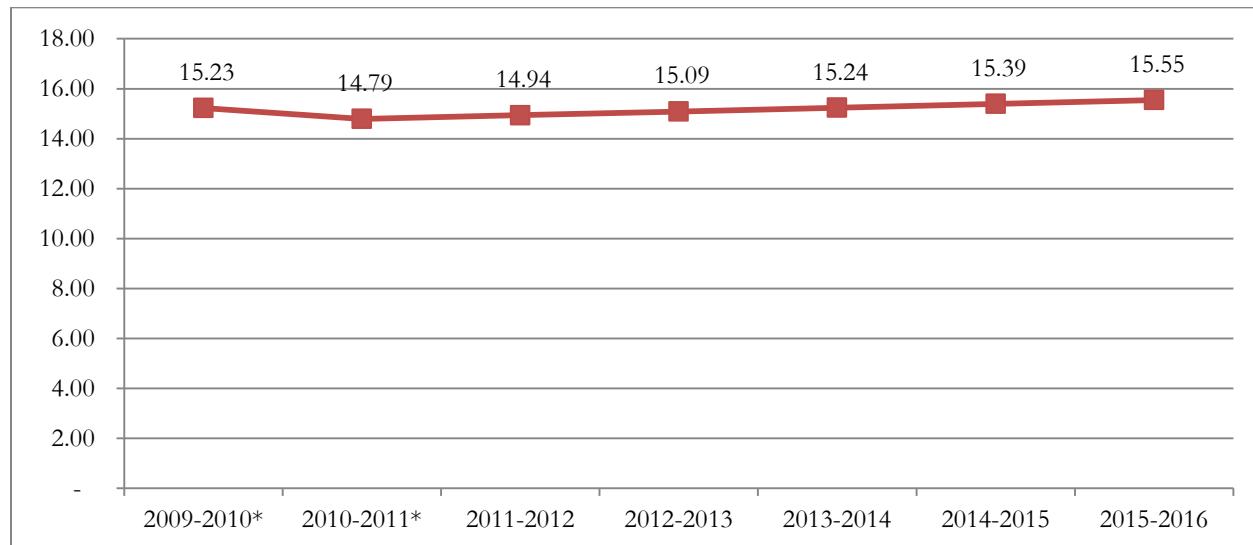
**Operating Revenue / Revenue Hour**, like operating cost / revenue hour, tries to insure an agency remains financially solvent in the long run. Operating revenue is composed of fares and other non-subsidy revenues.

The maximum **Operating Cost / Passenger** target is established as the difference between maximum operating cost / passenger increase less the minimum passengers / revenue hour goal.

These performance standards represent the minimum performance level that CamTran should achieve for each Act 44 criteria during the next performance review cycle, five years from the date of this report. The suggested set of 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 FY 2015/2016 and are designed to be aggressive, yet achievable. Performance Standards should be mutually agreed upon by PennDOT and CamTran so that expected anomalies are accounted for when setting the goals. The PennDOT suggested five-year performance standards for CamTran’s Act 44 metrics are presented in **Exhibit 12**, **Exhibit 13**, **Exhibit 14**, and **Exhibit 15** for fixed-route bus.

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

Fiscal Year 2015-16 Target.....**15.55**  
 Interim Year Targets .....**Annual increase of at least 1.0%**



\*Actual Audited DotGrants Data

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

Fiscal Year 2015-16 Target.....**\$11.95**  
 Interim Year Targets .....**Annual increase of at least 3.0%**



\*Actual Audited DotGrants Data

**Exhibit 14: Fixed-Route Bus Operating Costs per Revenue Vehicle Hour Performance Targets**

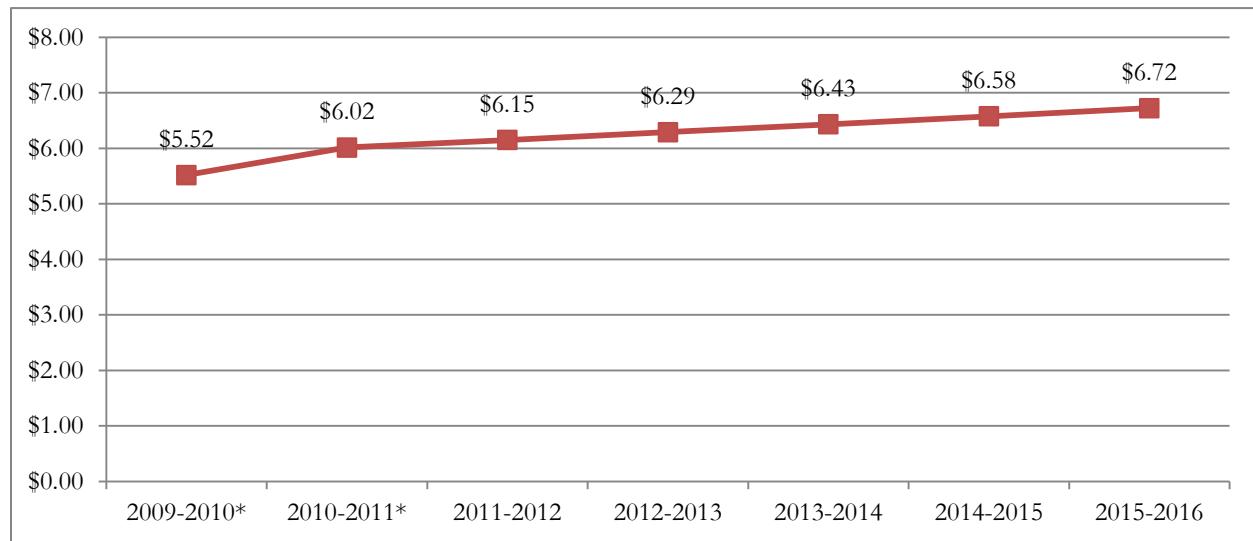
Fiscal Year 2015-16 Target..... \$104.42  
 Interim Year Targets ..... **Annual increase of no more than 3.25%**



\*Actual Audited DotGrants Data

**Exhibit 15: Fixed-Route Bus Operating Costs per Passenger Performance Targets**

Fiscal Year 2015-16 ..... \$6.72  
 Interim Year Targets ..... **Annual increase of no more than 2.25%**



\*Actual Audited DotGrants Data

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## 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. A total of 15 functional areas were reviewed through documents received from the agency (see **Appendix B: Documentation Request to General Manager**) and interviews conducted on-site. The functional areas are:

- **Governing Body** – 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.
- **Advisory Committees** – Typically provide review and input to the Governing Body and agency staff in specific topic areas ranging from a public perspective to technical reviews.
- **General 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.
- **Human Resources** – Responsible for employee retention, recruitment, training, performance reviews, grievance procedures, employee benefits, and labor relations.
- **Finance** – Functional area includes budgeting, accounting, cash flow management, revenue handling, and insurance.
- **Procurement** – Includes acquisition of rolling stock, vehicle parts, non-revenue capital items (i.e., office equipment) and other operations-related items.
- **Operations** – Includes management of daily service operations, on-street supervision and control, dispatching, and general route management.
- **Maintenance** – Includes vehicle and non-vehicle maintenance management, procedures, and performance.
- **Scheduling** – Includes route and driver scheduling and decision-making, pay premium considerations, general management, procedures, and performance.
- **Safety and Security** – Functional area includes vehicle and passenger safety, facility security, and emergency preparedness.
- **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.
- **Information Technology** – Functional area includes automated mechanisms for in-house and customer service communication including future plans for new technology.
- **Capital Programming** – Includes assessing and programming current and future capital needs reflecting both funded and unfunded projects. Includes the Transportation Improvement Plan (TIP), 12-Year Plan, and Long-Range Transit Plan.
- **Marketing and Public Relations** – 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.
- **Planning** – Includes analysis of information to effectively plan for changes to the system in the short-, medium-, and long-term horizons, to help ensure the continued success of the agency.

The functional review opportunities for improvement 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 15 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 *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 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 CamTran, Action Plan templates have been included in this document (pp. 39-43). It should be noted that specific actions may partially address the broadly noted opportunities for improvement found in the "**Overarching Themes**" (pp. vii-ix). 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 opportunities for improvement of this report that should be addressed in the Action Plan.

## OPPORTUNITIES TO INCREASE RIDERSHIP

"Passengers," as defined by Act 44, are 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. **CamTran drivers are hired with an emphasis on customer service rather than having a Commercial Driver's License (CDL).** By hiring based on customer service, CamTran promotes a culture of customer service within the organization, encouraging transit use by the community.
2. **CamTran exhibits a commitment to serving disabled riders –** CamTran has a long-standing history of providing superb service to riders with disabilities including ADA accessibility, travel training, and proactive marketing to the disability community.

### ELEMENTS TO ADDRESS IN PART 2-A IN THE ACTION PLAN (P. 41)

1. **The rural system schedule and route configuration is convoluted,** possibly hindering ridership due to inability to easily understand and navigate the system. In 2009, a strategic plan was concluded that recommended route changes in both the urban and rural system. To date, rural restructuring has not occurred. **Route restructuring should occur immediately** to attract more riders, reduce overall expenses, and improve efficiency.
2. **CamTran currently relies on manual scheduling.** CamTran should make scheduling

become a documented, computer-assisted function with set standards for evaluating customer needs and set procedures for translating need into improved scheduling. CamTran should create a structure where all scheduling is completed on an agency-wide basis to take advantage of staff experience and ensure consistent operations across all fixed-route modes, and is focused on meeting established service standards.

3. **At the time of the review, AAA service was not open to the general public.** Not only does this violate shared ride program requirements, but it also reduces the number of customers that could be served if the program was fully marketed and open to the public. **CamTran, as the designated shared ride coordination for Cambria County, should remedy this situation immediately.**
4. There is no clear marketing or educational approach for either Reserve-a-Ride or the AAA service as there is with the fixed-route system. **Efforts should be made to increase awareness of the AAA service to the general public and increase educational outreach to promote the service and increase ridership.**
5. CamTran does not have any special marketing plans or programs with major employers in the region. **Efforts should be made to expand marketing to major employers at a minimum to increase ridership.**
6. CamTran does not have an up-to-date system map available to customers. System maps allow customers to see transfer opportunities and encourage repeat users by illustrating system-wide destinations. **CamTran should develop a system-wide map that is available to customers.**
7. **CamTran marketing materials only appear in English.** It is recommended that efforts be made to make additional languages available, as appropriate for the greater Johnstown area. By expanding the languages that CamTran features on promotional materials, CamTran will reach a new and greater target audience and possibly increase ridership.
8. While a robust practice is in place that reinforces CamTran's commitment to customer service, CamTran has no formal written policies for complaints and compliments. Efforts should be made to formally document current procedures and standards to ensure every rider has the same experience.

## **OPPORTUNITIES TO INCREASE FIXED-ROUTE REVENUES**

"Revenues," as defined by Act 44, encompasses all non-subsidy revenues generated to help fund the operation of a transit system. The largest contributors to this are farebox revenues, interest on accounts, and advertising revenues.

## **BEST PRACTICES**

1. **In-house advertising** – CamTran uses staff expertise in advertising to solicit and execute a comprehensive advertising program to generate revenue.

### **ELEMENTS TO ADDRESS IN PART 2-B OF THE ACTION PLAN (P. 42)**

1. **CamTran fixed-route bus has one of the lowest revenue recovery ratios in Pennsylvania at 13%, compared to an industry average of 20%. Immediate efforts should be taken to increase fixed route revenues through the items listed below.**
2. While CamTran has an overall cost recovery of 55% for the inclined plane, nearly half of the revenue generated results from an on-site gift shop. **CamTran's inclined plane has one of the lowest farebox recovery ratios in the country at 30%, compared to the national average of at least 100%.** The 2009 strategic plan and route evaluation specifically recommended changes to the Inclined Plane fare structure to increase revenue, yet no action has been taken thus far. **CamTran should evaluate revenue generating methods for the Inclined Plane, including sponsorships and fare increases in cooperation with reducing expenses to improve cost recovery.**
3. **CamTran Reserve-a-Ride has a substantial deficit for a program that is designed to be cost neutral.** As a result, CamTran subsidizes Reserve-a-Ride expenses with fixed route funding. CamTran should investigate a Shared Ride fare increase, based on sound data justifying expenses.
4. **CamTran does not have a formal fare policy.** Although the current base fare seems appropriate, the rates for various passes and other discount fare instruments are relatively low and have not been changed for a significant period of time. **It is recommended that a fare policy be enacted that evaluates current fares with the goal of gradually increase fare revenue proportional to operating costs over time.** CamTran management has reported that a formal fare policy was adopted by the Governing Board in October 2012.
5. According to on-site interviews, there is a general apprehension at CamTran for route guarantees. The practice of route guarantees is common in the industry and provides increased operating revenues. **It is recommended that CamTran reconsider route guarantees to increase revenues.** Examples of best practices are available from PennDOT staff at request.

### **OPPORTUNITIES TO CONTROL OPERATING COSTS**

“Operating costs” capture the non-capital costs incurred in the day-to-day operations of a transit system. Labor, maintenance, and operating costs such as fuel and tires and lube 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 a key to maintaining current service levels.

### **BEST PRACTICES**

1. **CamTran practices sound maintenance inventory control.** All parts are located in secure areas and barcodes are used to record and track inventory. By having an accurate and secure inventory, CamTran is eliminating duplicate purchasing, minimizing time spent searching for parts, and ensuring that parts purchased using public funds are not misused.

2. **Most CamTran supervisors have their CDL and are able to operate buses should an emergency occur.** This practice ensures that there are no missed pull-outs and that CamTran customers are served.

#### **ELEMENTS TO ADDRESS IN PART 2-C OF THE ACTION PLAN (P. 43)**

1. Maintenance costs are high, particularly in the rural division as a result of three main causes:
  - CamTran performs contracted maintenance for AAA vehicles and occasionally for Cambria County. CamTran charges a set hourly rate, and a small (10%) administrative charge. CamTran currently does not separate out maintenance expenses by contract and in-house expenses. **In keeping records, CamTran should not record labor costs for contracted service as an agency maintenance expense, but should keep them under a separate account, to avoid showing artificially high maintenance expenses.**
  - **In addition to spending more for maintenance labor, CamTran is not passing this cost on to contracted service.** As a result, CamTran is spending more on contracted service than they are being compensated for, **resulting in the agency bearing the extra cost of contracted service.** CamTran should only provide contracted maintenance when regular agency work can be completed in normal working conditions.
  - **CamTran has several mechanics out on short-term disability (24 months) in the rural division.** As a result, the maintenance department is short-staffed, and requires mandatory overtime for employees, detailed below.

CamTran should take immediate action to remedy current practices to record contract maintenance costs appropriately and eliminate overtime payment on contract maintenance service.

2. The contract for the Inclined Plane expires on 6/30/12. **The agency should explore alternative, less expensive options to administer this facility.** For example, PAAC utilizes a local non-profit agency to manage the Duquesne Incline.
3. While CamTran fully utilizes AVL and APC information in agency operations, there are no formal written standards in place to investigate routes or drivers with this technology. CamTran relies on the experience of the operations manager (former driver) to make operations/scheduling and HR decisions based on AVL and APC data. When turnover at this position occurs, there will be a considerable learning curve if these practices are not documented. **CamTran should formally standardize the process of investigating routes and drivers using AVL and APC information.**
4. **The current labor agreement has two onerous provisions that increase the operating cost of the agency:**
  - Contracted workers have a **two-year short-term disability period during which their**

**jobs are secure and cannot be advertised.** This causes operational and financial challenges, as the vacant position creates a short staff and therefore overtime must be applied to cover the work of the position being held. **Operation costs become much higher due to this policy.**

- **Currently, overtime is in effect after the 8-hour per day limit is exceeded.** A more cost effective practice would be to have overtime kicked in after a 40-hour work week is exceeded.
5. **CamTran has an early retirement age of 55, and employees are vested after five years.** These provisions should be revisited to help avoid future increases in operating costs.

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

“Other Findings” is a collection of findings from the functional review that may, if addressed, improve the current or future operations of CamTran. 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. **CamTran partakes in regional marketing with other transit agencies.** By sharing the costs of marketing while attracting new customers throughout the region, CamTran is increasing revenues for ridership.
2. Unlike many transit systems in Pennsylvania, **CamTran’s Advisory Committee is actively involved in both fixed route, and shared-ride activities.** For example, their Advisory Committee was instrumental in advocating that fixed route service be modified to better accommodate the local Goodwill Center. This is considered a best practice.
3. **CamTran has done an excellent job of locating and classifying local businesses and creating a DBE goal that is based on the available market.** CamTran has an **excellent record of achieving their DBE goals recently.**
4. **CamTran has an excellent long-term capital planning program.** The ability to understand long term needs in order to anticipate required funding levels and prioritize projects puts the agency at an advantage for seeking out additional capital funding.

### **ELEMENTS TO ADDRESS IN PART 3 OF THE ACTION PLAN (P. 44-45)**

1. While CamTran currently has an established vision and mission statement, it is clearly not utilized to make decisions regarding the agency. In fact several recent decisions, such as the choice to reject grant money to purchase hybrid vehicles, are in direct conflict with these established documents. **CamTran’s vision and mission statements should be updated by management and the governing board and be used to guide all agency decisions.**
2. CamTran currently has a strategic plan in place that was completed in 2009. CamTran has failed to make the recommended changes in the strategic plan for several key areas, detailed

elsewhere in the report. The **governing board and management should work together to implement the established strategic plan, and update with new priorities to detail the direction for the agency based on the vision and mission statement.** The strategic plan should contain measurable goals and objectives for management to execute. Examples are available request from PennDOT staff.

3. The Board and Management should work together to develop and monitor performance metrics for all key agency functions and operations based on the established vision, mission, and strategic plan.<sup>5</sup>

Metrics may include (but not be limited to):

- On-time performance
- Route-level performance statistics
- Farebox recovery ratio
- Act 44 criteria
- Improvement in customer satisfaction survey scores
- Number of marketing campaigns per year

4. CamTran currently meets the local match requirement by using advertising revenues to cover the local government shortfall, which is not seen as appropriately meeting the intent of the local match requirement. Advertising should be seen as revenue to the agency, not used as a match that should be coming from the local government. **CamTran should reevaluate its current local match formula and begin to rely on the local match, rather than advertising revenue.**
5. The overall structure of CamTran is fragmented. **The various modes and different types of service tend to be operated relatively independently, with little overall coordination among different types of service.** For example, CamTran uses separate finance personnel for the urban and rural operating divisions. This results in duplication of staff and less than optimal service to the public. **CamTran should consider a major reorganization to better integrate its various types of service.**
6. Under the current CamTran organization structure, the Controller is responsible for overseeing all financial staff as and Inclined Plane staff. The Controller position should be responsible for verifying financial statements created by the financial staff and ensuring the overall financial health of the organization, not managing day-to-day activities. **All financial staff should report to the Executive Director or a director of finance, and the inclined plane staff should report to the Executive Director or a staff member on the operation side of the agency to allow the Controller to perform appropriate duties within the agency.**
7. **There is a lack of clear distinction between the appropriate role of the Board of Directors and senior management staff.** The Board frequently is involved in activities that are widely considered management functions, such as employee interviewing and hiring. This practice damages the authority of management to supervise and discipline employees, and likely results in delayed hiring and reduced management staff morale. **The Board of**

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<sup>5</sup> Refer to [http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp\\_report\\_88/Guidebook.pdf](http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_report_88/Guidebook.pdf) Chapter 6 for examples of performance metrics typically used to assess and monitor transit agency functions and outcomes.

**Directors and management should work together to more clearly identify their appropriate duties and responsibilities.**

To assist with the clearer definition of roles of the Board of Directors and senior management staff, **newly appointed Board members should attend available Board member training classes, such as those offered by “PennTRAIN.”**

8. While CamTran’s advisory committee’s breadth of attention is considered a best practice, the committee does not interact with the Board of Directors and reports only to management. **The advisory committee should serve to inform both management and the Board to fully include public input in all levels of the agency.**
9. CamTran expects a number of operators and mechanics to retire in the near future, with no plans on how to replace these employees. In addition, there is no plan in place for replacing management positions should vacancies occur. **CamTran should prepare a succession plan that identifies how both union and management-level vacancies may be filled when they occur.**
10. CamTran is experiencing high turnover in management, reportedly due to more lucrative job offers. To compensate for turnover, many management positions have been filled with staff with little management and little transportation experience. **CamTran should document industry standard salary information (available from APTA) and develop techniques for staff retention to solidify the management team for the long-term.**
11. CamTran conducts performance reviews for non-represented employees only. Performance reviews provide an opportunity to document successes throughout the year and identify areas for improvement for employees. **CamTran should consider working with the labor union to institute performance reviews for all employees.**
12. Currently, CamTran does not utilize an effective measure to calculate return on investment for various marketing techniques. Understanding return on investment allows CamTran to emulate successful campaigns and eliminate unsuccessful ones in order to focus on effective resources on the most impactful marketing techniques. **CamTran should implement a method to gauge success and impact of marketing campaigns;** examples are available from PennDOT staff at request.
13. CamTran operates on a one-year budget cycle and creates budgets that are inflated as “worst-case scenario” with the goal of spending less than the budgeted amount. This type of budgeting makes it difficult to accurately estimate funding needs and hinders the ability to plan for the future. **CamTran should budget realistically based on trend analysis and the known conditions present in the market and implement to a five-year operating budget.**
14. While CamTran utilizes FleetNet® software for maintenance at an appropriate level, **each business line has a separate module,** precluding agency-wide trend analysis. **CamTran should investigate integrating all business lines into one FleetNet® module and take appropriate action based on the internal evaluation.**

**15. CamTran is the designated coordinator for Shared-Ride service in Cambria County.** CamTran and the Cambria County Area Agency on Aging (AAA) are direct providers of shared-ride service, co-located in the same facility, yet operate independently. A shared-ride coordination is responsible for:

- Determining level of service
- Maximize operating efficiency and
- Achieve standardization of service

**The absence of a centralized county authority has yielded overlapping service lacking in continuity, consistency and program compliance.** Steps should be taken immediately by CamTran to organize shared-ride services in Cambria County as responsible as the shared-ride coordinator.

- 16. CamTran and AAA shared-ride manifests lack any similarity or standardization.** More seriously, as a key element in any audit trail, these documents are missing the most basic of data requirements to verify independent trip information. The inability to document and absence of procedures to control and validate the trips in question is a serious compliance issue. **CamTran should immediately remedy current manifest practices and utilize PennDOT as a resource to ensure full compliance.**
- 17. The shared-ride system does not utilize computers appropriate for the complex nature of shared-ride transportation.** The AAA does not use any form of computer based trip scheduling, and CamTran's system is DOS based and provides minimal benefits. **CamTran should investigate shared-ride software, possibly using the recent state-wide procurement, and fully integrate with AAA.**
- 18. Throughout the review process, numerous data inconsistencies and were discovered in all modes, particularly the demand response system and the inclined plane.** The lack of data consistency creates difficulty in comparing performance, as well as raises questions to the validity of information received by funding partners. In 2011, PennDOT completed a review of CamTran's allocation model, and made recommendations to bring it in line with industry standards. **Implementing this cost allocation plan, coupled with an increased focus on data integrity should immediately take place to remedy data issues in the future.** CamTran management has reported that the cost allocation study recommendations have been implemented.

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## 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 just 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 more than 40 transit agencies in the Commonwealth funded by Act 44, PennDOT needs information to assess where financial difficulties can be predicted so that a corrective course of action can be taken before financial challenges seriously impede the ability of local transit agencies to deliver high-quality 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 where available, other financial reports and budgets. The review assesses:

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

### HIGH-LEVEL INDICATORS OF FINANCIAL HEALTH

Several high-level indicators of financial health and sustainability have been examined to determine CamTran’s current state. As shown in **Exhibit 16**, CamTran is generally in line with industry standards with the exception of two indicators, and is particularly strong on Cash Reserves as of the last certified audit report.

The first indicator in which CamTran falls below industry targets is available credit. It should be noted that given CamTran’s large state carryover subsidies the need for credit is somewhat eliminated in the short-term. In the second indicator that CamTran falls below industry targets, local match to required match, CamTran does not meet the required local match through purely local funding and relies on advertising revenue to cover the shortfall. CamTran should work on increasing local match and reducing reliance on advertising revenue, as identified in the report above.

### Exhibit 16 High-level Financial Indicators

Indicator	CamTran Value		Assessment Criteria / Rationale	Source
Cash Reserves / Annual Operating Cost	82%	✓	Target should be 25%+ of the annual operating cost.	FY 2010/2011 Audit Report
Accounts Payable (AP) 90+ days	0.0%	✓	Target should be 0% over 90 days. Larger values indicate cash flow concerns.	Interview Nov 2011
Accounts Receivable (AR) 90+ days	0.0%	✓	Target should be 0% over 90 days. Larger values can cause cash flow problems.	Interview Nov 2011
Operating Debt / Annual Operating Cost	0.0%	✓	Target should be 0%. Low debt amounts reduce borrowing costs.	Interview Nov 2011
Credit available/ Annual Payroll	32%	✓	Target should be 15%+. This gives the ability to cover payroll due to unexpected delays in accounts receivable.	Interview Nov 2012
State Carryover Subsidies / Annual Operating Cost	68%	✓	Target should be 25%+. This provides flexibility to account for unexpected cost increases or service changes.	FY 2011/2012 Budget
Actual Local Match / Required Match	95%	-	Target 100%+. Local match that exceeds required minimums gives a transit agency flexibility to change service and to accommodate unexpected cost changes.	FY 2011/2012 Actual Unaudited

## TOTAL AGENCY-WIDE OPERATIONAL EXPENDITURES AND FUNDING

As shown in **Exhibit 17**, CamTran had relatively flat growth from FY 06/07 to FY 10/11. Total expenditures are budgeted to grow to \$9.1 million in FY 11/12. Approximately 90.4% of CamTran's operational expenses are for fixed-route service. The remaining 9.6% is for paratransit service (**Exhibit 18**).

CamTran's operational funding comes from a variety of sources including federal subsidies, state funds, lottery funds, local funds and passenger fares. Since FY 07/08, federal funds used to finance operations have been declining steadily (**Exhibit 19**). This has been compensated for by increases in state funding such as Act 44 and lottery funding. Local funding has been growing steadily since FY 08/09 while the share of expenses funded through passenger fares has been declining. Nevertheless, state funding remains the largest single funding source (**Exhibit 20**).

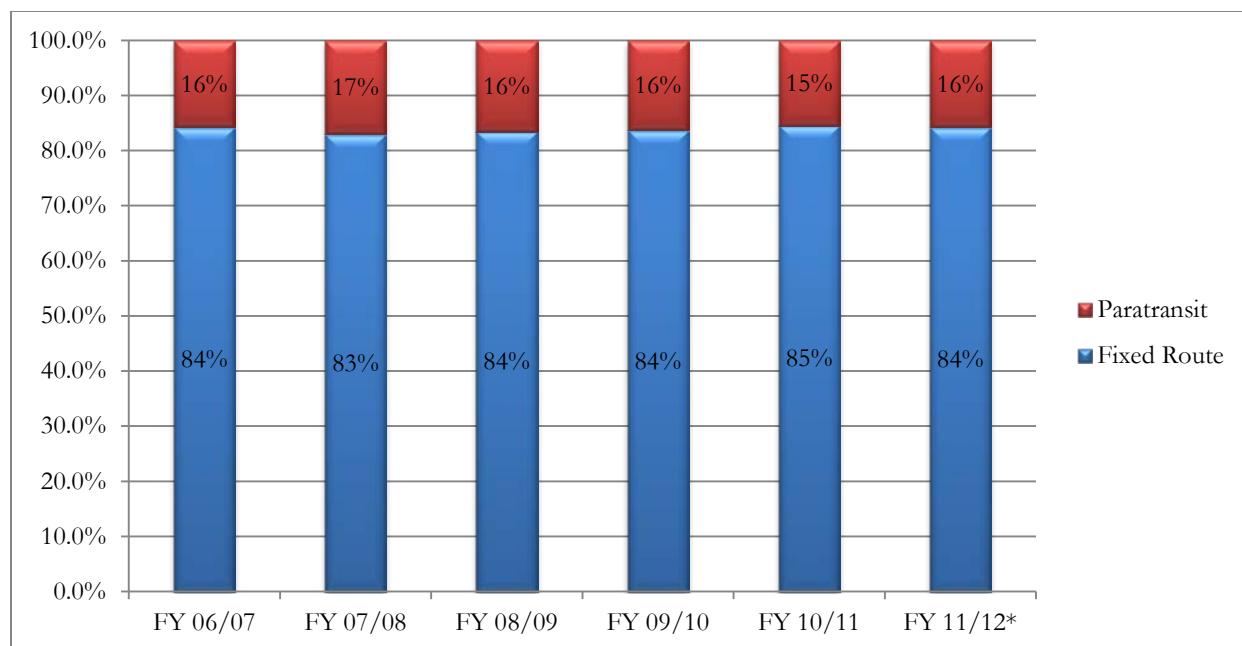
**Exhibit 17 CamTran Total Operating Expense by Service Type (FY 06/07 - FY 11/12)**

Expense by Service Type	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12*
Fixed Route	\$6.8	\$6.6	\$6.7	\$6.8	\$7.4	\$7.7
Paratransit	\$1.3	\$1.4	\$1.3	\$1.3	\$1.4	\$1.4
<b>Total (\$ millions)</b>	<b>\$8.1</b>	<b>\$8.0</b>	<b>\$8.0</b>	<b>\$8.1</b>	<b>\$8.8</b>	<b>\$9.1</b>

Source: PennDOT DotGrants Reporting System

\*Actual Unaudited

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



Source: PennDOT DotGrants Reporting System

\*Actual Unaudited

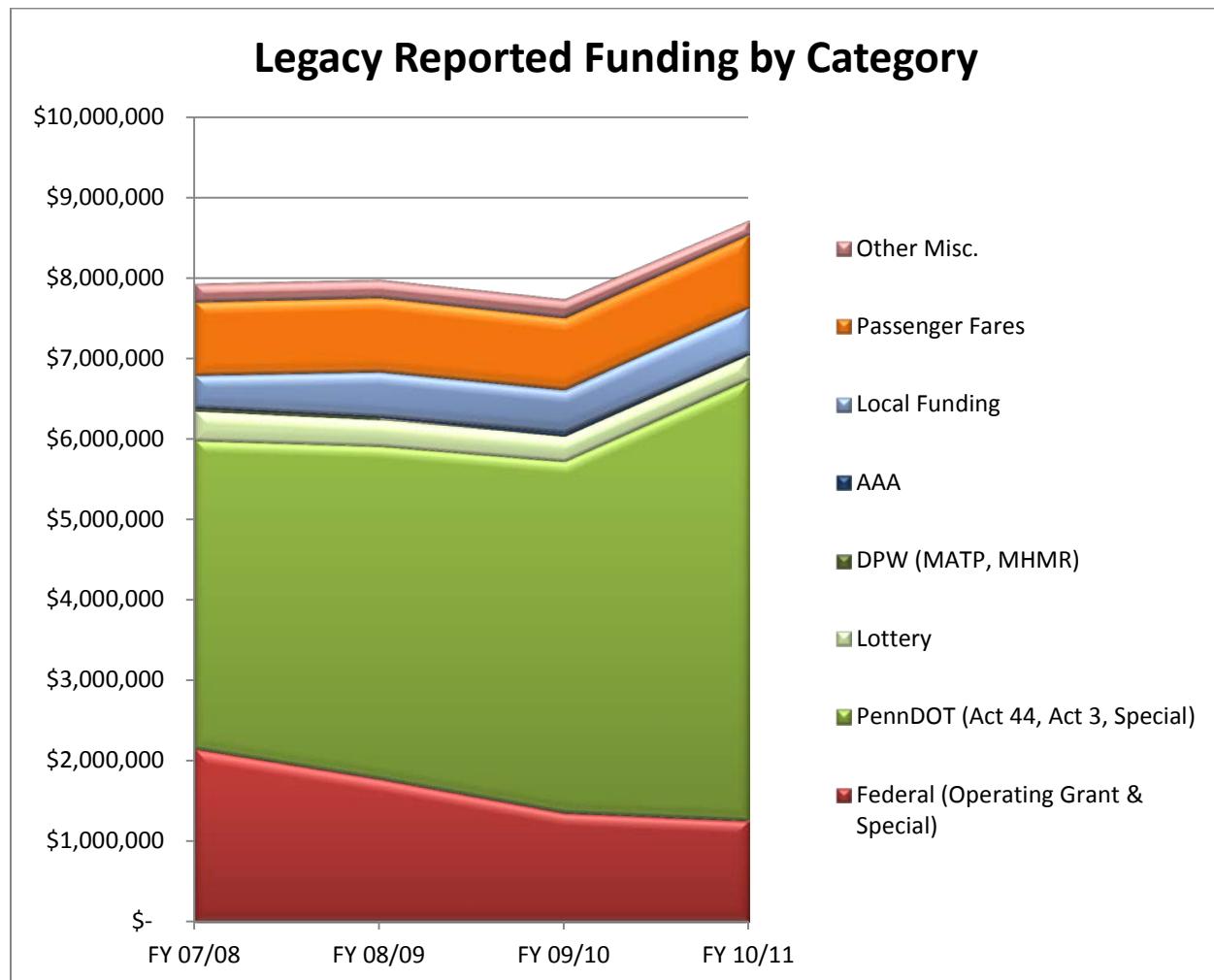
### Exhibit 19 Agency-wide Audited Operational Funding by Source (FY 06/07 - FY 11/12)

Share of Funding	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12*
Federal	30.0%	27.1%	22.2%	18.0%	14.6%	16.8%
State (PennDOT+Lottery+DPW)	42.8%	53.0%	56.0%	59.7%	67.0%	61.8%
Local	5.6%	5.0%	6.9%	7.0%	6.5%	9.3%
Other (AAA + misc.)	10.2%	3.5%	3.4%	3.6%	1.3%	1.5%
Passenger Fares	11.4%	11.4%	11.5%	11.7%	10.6%	10.6%

Source: PennDOT DotGrants Reporting System

\*Actual Unaudited

### Exhibit 20 CamTran's Agency-wide Operational Funding Since Act 44's Passage



## FIXED-ROUTE FUNDING

CamTran's historic and proposed fixed-route funding results from general revenues and government subsidies. Passenger fares have covered between 11.2% and 13.3% of operating revenues (**Exhibit 21**), well below industry averages of 20%.

### Exhibit 21 Fixed-Route Funding

Funding Category	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12*
Revenues†	\$1,705,189	\$1,116,443	\$1,127,200	\$1,067,767	1,035,537	\$1,090,226
Subsidies†	\$5,125,650	\$5,505,237	\$5,575,765	\$5,777,420	\$6,379,762	\$6,586,594

Total Funding	\$6,830,839	\$6,621,680	\$6,702,965	\$6,840,112	\$7,415,299	\$7,676,820
Passenger Fares/ Total Funding	13.3%	13.4%	13.4%	12.5%	11.9%	11.9%
Revenues / Total Funding	25.0%	16.9%	16.8%	15.6%	13.9%	14.2%

*Source: PennDOT DotGrants Reporting System*

*\*Actual Unaudited*

*† Amount under review as of 01/09/13*

## PARATRANSIT FUNDING

CamTran's paratransit funding since the passage of Act 44 has had its largest increases due to Act 44 funding (**Exhibit 22**). The total paratransit program remained relatively flat from FY 2006-07 to FY 2011-12. The largest contributors to the program are Lottery Funds and Act 44.

### Exhibit 22 Non-Fixed Route Funding

Category	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12*
Revenues†	\$422,433	\$472,166	\$423,058	\$429,897	\$406,727	\$500,011
Subsidies†	\$846,096	\$878,272	\$896,001	\$890,133	\$942,698	\$929,430

Total Funding	\$1,268,529	\$1,350,438	\$1,319,059	\$1,320,030	\$1,349,425	\$1,429,441
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*Source: PennDOT DotGrants Reporting System*

*\*Actual Unaudited*

*† Amount under review as of 01/09/13*

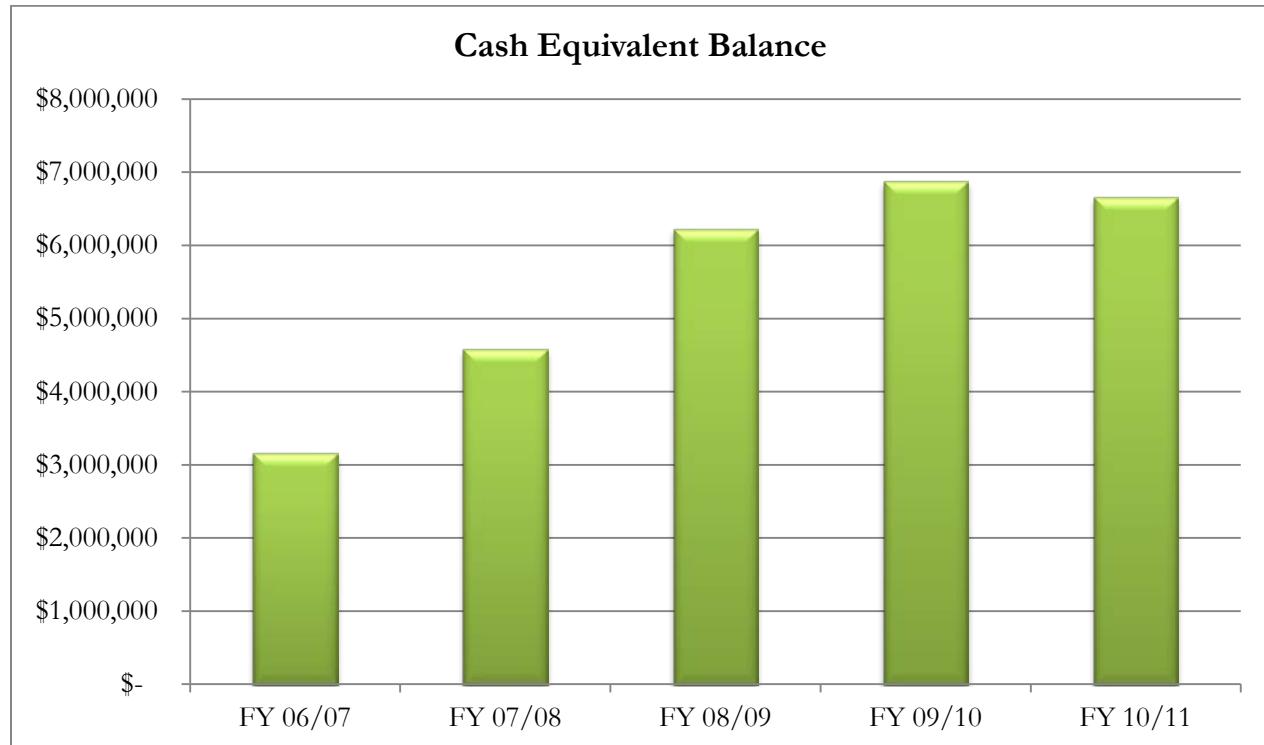
## BALANCE SHEET FINDINGS

Review of balance sheets from certified audit reports shows that CamTran has been steadily building its available cash for day-to-day operations from \$2.9 million in FY 06/07 to \$6.6 million in FY 010/11 (**Exhibit 23** and **Exhibit 24**). The increase has averaged approximately \$750,000 per year for the four years. This brought cash reserves up from 39.1% of annual operating costs up to 76% of annual operating costs. In FY 2010-11, CamTran maintained a \$500,000 general line of credit that has not been used. Recently, CamTran has extended its line of credit to \$2,000,000. Combining the line of credit and cash equivalent balances in FY 2010-11, CamTran has increased its available cash from 45% of annual expenditures to more than 81% since 2007.

**Exhibit 23 CamTran Balance Sheet Summary (FY 06/07 - FY 10/11)**

<b>Balance Sheet Report</b>	<b>FY 06/07</b>	<b>FY 07/08</b>	<b>FY 08/09</b>	<b>FY 09/10</b>	<b>FY 10/11</b>
Cash Equivalent Balance	\$3,164,324	\$4,584,357	\$6,232,514	\$6,877,961	\$6,663,208
Inventory Value	\$371,034	\$378,645	\$460,886	\$533,845	\$412,714
Pre-paid Expenses	\$176,199	\$169,822	\$147,460	\$148,993	\$180,436
Accounts Payable	\$439,218	\$1,045,868	\$196,583	\$309,188	\$195,696
Accumulated Absences	\$124,111	\$248,518	\$264,248	\$267,610	\$228,460
Line of Credit	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Credit Used	\$0	\$0	\$0	\$0	\$0
Total Operating Expense	\$8,099,368	\$7,972,118	\$8,022,024	\$8,165,217	\$8,764,724
Cash Eqv. Bal / Total Operating Exp.	39.1%	57.5%	77.8%	84.2%	76.0%
Line of Credit / Total Operating Exp.	6.2%	6.3%	6.2%	6.1%	5.7%
Cash Eqv+PrepaidExp- AcctPayable	\$2,901,305	\$3,708,311	\$6,183,391	\$6,717,766	\$6,647,948

Source: CamTran audited financial statements

**Exhibit 24 CamTran End-of-Year Cash Equivalent Balance (FY 06/07 - FY 09/10)**

Source: CamTran audited financial statements

## **CONCLUSIONS**

For the FY 06/07 to FY 11/12 period, Cambria County has contributed between \$440,000 and \$557,000 to help cover CamTran's operational cost. That amount with increased Act 44 funding has helped CamTran build cash reserves from 39% to 76% of annual operating expenditures.

The proportion of operating costs recovered through operating revenue (primarily passenger fares) at approximately 13% is low compared to an industry average of 20%. Furthermore, the proportion has declined over time and is particularly concerning in rural operations, where the proportion of farebox recovery is considerably lower at approximately 5%. Low farebox recovery indicates that costs are not being fairly borne by the people who use the system, and CamTran should work on increasing the overall proportion of passenger fare revenue across the system.

Over the FY 11/12 time period it appears CamTran will remain solvent and in a strong cash position. PennDOT and CamTran management should actively monitor CamTran's end-of-year cash position and carryover funds for changes in CamTran's fiscal health and address any changes in trajectory. No immediate action is necessary to address CamTran's financial health due to the agency's substantial cash reserve position resulting from state carryover funds.

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## APPENDIX A: ACTION PLAN IMPROVEMENT STRATEGIES

### PART 1 – EXECUTIVE SUMMARY OVERARCHING THEMES TEMPLATE

IMPROVEMENT OPPORTUNITY	CamTran Actions	Estimated Completion Date	Year				
			2012	2013	2014	2015	2016
1. Revise mission and vision for the entire agency (p. vii)							
2. Revise and establish strategic goals and objectives (p. vii)							
3. Implement performance based management and data-based decision making (p. viii)							
5. Establish appropriate governing Board roles and responsibilities (p. viii)							

IMPROVEMENT OPPORTUNITY	CamTran Actions	Estimated Completion Date	Year				
			2012	2013	2014	2015	2016
6. Implement management changes across the agency to promote a “single” agency approach, particularly focused on management CamTran+ and shared-ride (p. viii)							
7. Remedy contract maintenance services issues resulting in excess costs to the agency (p. ix)							

*Note: Include additional pages as necessary.*

## PART 2 – ACT 44 PERFORMANCE METRIC OBSERVATIONS TEMPLATES

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

Recommendation (page)	CamTran Action	Estimated Completion Date	Year				
			2012	2013	2014	2015	2016
1. Implement rural route restructuring (p. 22)							
2. Change scheduling function to be documented computer-assisted function for the entire agency (p 22)							
3. Open AAA to the public (p. 23)							
4. Increase awareness of AAA and reserve-a-ride services through documented marketing and educational approach (p. 23)							
5. Expand marketing to major employers (p. 23)							
6. Make a system-wide service map available to the public (p. 23)							
7. Implement appropriate marketing materials for languages other than English (p. 23)							
8. Formally document customer service procedures (p. 23)							

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

Recommendation (page)	CamTran Action	Estimated Completion Date	Year				
			2012	2013	2014	2015	2016
1. Increase fixed-route bus passenger fare revenue proportional to operating costs (p. 24)							
2. Increase Inclined Plane farebox recovery and revenue proportional to operating costs (p.24)							
3. Implement revenue and fare changes to make Reserve-a-Ride cost neutral (p.24)							
5. Evaluate route guarantees, and implement appropriate action (p. 24)							

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

Recommendation (page)	CamTran Action	Estimated Completion Date	Year				
			2012	2013	2014	2015	2016
1. Improve recovery of maintenance costs (p. 25) <ul style="list-style-type: none"> <li>o Create separate account for contract maintenance expenses and revenues</li> <li>o Bill contract maintenance at actual cost (including premium pay) or eliminate contract maintenance that requires overtime</li> </ul>							
2. Explore and implement appropriate alternative Inclined Plane administration (p. 25)							
3. Formally standardize the process of evaluating operations using AVL and APC data (p. 25)							
4. Evaluate current work rule provisions and establish plan to remedy over time (p. 25)							
5. Evaluate current retirement provisions and establish and implement plan of action (p. 26)							

## PART 3 – OTHER ACTIONS TO IMPROVE OVERALL PERFORMANCE

Recommendation (page)	CamTran Action	Estimated Completion Date	Year					
			2012	2013	2014	2015	2016	2017
1. Revise mission and vision statement (p. 26)								
2. Revise and implement strategic plan (p.26)								
3. Develop and monitor key performance metrics (p. 26)								
4. Reevaluate current local match formula to eliminate need for advertising revenue to cover shortfall (p. 26)								
5. Reorganize management to focus on one agency instead of varying business lines (p. 27)								
6. Reassign staff reporting to the Controller to promote independent financial review (p. 27)								
7. Formalize appropriate role for Board of Directors and undergo Board training (p.27)								
8. Establish mechanism for Advisory Committee to advise the Board of Directors (p. 28)								
9. Prepare succession plans for management and non-management employees (p. 28)								

Recommendation (page)	CamTran Actions	Estimated Completion Date	Year				
			2012	2013	2014	2015	2016
10. Establish plan to solidify management team through fair compensation and incentives (p. 28)							
11. Evaluate ability to implement performance reviews for all employees (p. 28)							
12. Establish marketing tracking methodology (p. 28)							
13. Improve budgeting process based on historical data and implement 5-year budget cycle (p. 28)							
14. Evaluate possibility of integrating all business lines into one module for FleetNET® software (p. 28)							
15. Improve action as designated shared-ride coordinator (p. 29)							
16. Remedy improper manifest practices, particularly for AAA (p. 29)							
17. Increase use of computers for shared-ride activities, specifically scheduling (p. 29)							
18. Remedy data inconsistencies in shared-ride system (p. 29)							

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## APPENDIX B: DOCUMENTATION REQUEST TO GENERAL MANAGER

**2012 Transit Performance Review  
Data Request**  
**Pennsylvania Department of Transportation  
Bureau of Public Transportation**



### DOCUMENT REQUEST

Please provide the following documents and label as shown for **fixed route service only**. Information is strongly preferred in electronic format. Please indicate on the below checklist as to the status and availability of the information.

\*\*Denotes information requested from contractors in addition to Agency.

Requested Item	Mark Form in which Data to Be Provided			
	Electronic	Paper Mail	Not Available	Not Applicable
<b>BACKGROUND</b>				
1. Enabling legislation, ordinances, compacts or charter.	✓			
2. Brief history of the agency, including its current and any prior official names, any present nicknames or monikers, and identify any predecessor entities, service days/hours and any other general agency information.	✓			
3. Business or Strategic Plans, including adopted Mission and Vision statements.	✓			
4. Describe any unique circumstances that have adversely or positively affected the agency (ridership, finances, other).	✓			
<b>GOVERNANCE/GENERAL MANAGEMENT</b>				
5. List of current governing body members, with terms and tenure of each member and contact information for each.	✓			
6. Governing body minutes and agenda from the last 12 months.	✓			
7. Biography, contract terms, and tenure of General Manager / Executive Director.	✓			
8. **Organization chart delineating decision authority by roles.	✓			
9. Succession plan or equivalent.			✓	
10. Any documentation not provided above which delineates the respective roles and responsibilities of management and governing body members.	✓			
<b>OVERSIGHT AND REVIEWS</b>				
11. Two most recent annual reports from chief executive officer to governing board.	✓			
12. Financial Management Oversight (FMO) reviews, Triennial Reviews, and any other recent outside audits or evaluations in any administrative areas such as: Executive Management, Human Resources, Finance, Legal, Information Management, Resource Management, Internal Audit, Marketing, etc. Include all correspondence between the agency, PennDOT, FTA, auditors, etc.	✓			
<b>HUMAN RESOURCES</b>				
13. All collective bargaining agreements as well as any related documents(e.g., letters or memoranda of understanding, letter agreements, side letters that clarify or modify the collective	✓			

**2010 Transit Performance Review**  
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	Electronic	Paper Mail	Not Available	Not Applicable
bargaining agreements, etc.)				
14. Any strikes or work stoppages over the past 6 years.				✓
15. Any reports filed with the state or federal government regarding union operations, funds management, etc.				✓
16. Cost of benefits (health care, pension/retirement, etc.) broken down by major category for the last year and projected for the next 5 years.	✓			
17. Turnover rate by position for each of the last 5 years.	✓			
18. **Operator hiring and performance review procedures.	✓			
<b>FINANCE</b>				
19. Operating and Capital Budgets for the current fiscal year (provide separately if not in the Annual Report).	✓			
20. Official Bond Statements for the most recent issuances.				✓
21. Audited Financial Statement for the most recent fiscal year and Single Audit Statement.	✓			
22. Profit/Loss/Cash Flow statements for each of the past 12 months.	✓			
23. Year-end cash position for each of the last 2 fiscal years.	✓			
24. Operating revenues and expense detail by account for each of the last 2 years. Please provide in as frequent intervals as possible (i.e. monthly, quarterly)	✓			
<b>PROCUREMENT</b>				
25. Procurement policy and procedures.	✓			
<b>CONTRACTING</b>				
26. Contracts involving purchased transportation.				✓
27. Contracts for the provision of services or special operations agreements to specific agencies, localities, colleges, universities, or other entities.	✓			
28. **Contracts for tire services, management services, and professional services over \$25,000 in value.	✓			
29. Contract management plan.	✓			
<b>OPERATIONS</b>				
30. **Operations Manual.	✓			
31. **Operators Manual.	✓			
32. **Emergency and inclement weather (snow, flood, etc.) operational plans and procedures.	✓			
33. **Dispatch procedures	✓			
34. **On-street supervision procedures (incl. AVL, if equipped).	✓			
35. **Service standards for existing and new or newly restructured services. Provide description or example of how used in periodic service evaluations and service planning.	✓			
36. Significant seasonal variations in service supplied (including school alterations, special routes, etc.).	✓			

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37. Identify and provide relevant documents regarding any present & future operational challenges.	✓			
<b>FARES AND FARE SECURITY</b>				
38. Listing of fares by type and media (pass, token, cash, etc.)	✓			
39. Plans for changes in fare media (e.g. electronic).	✓			
40. **Monthly fare revenue by category, and by patron type.	✓			
41. **Fare handling policy & procedures (from on-board vehicle to deposit at bank).	✓			
42. Commuter choice program description, synopsis of participants, marketing activities, and total revenues derived from program (if applicable).				✓
<b>MAINTENANCE</b>				
43. **Maintenance plan, programs and procedures manual.	✓			
44. **Fleet roster for fixed route revenue and non-revenue vehicles	✓			
45. End of year parts inventory value (\$) for each of past 5 years.	✓			
46. Building condition appraisals.	✓			
47. Ongoing asset maintenance programs.	✓			
<b>OPERATIONAL SCHEDULING/PLANNING</b>				
48. **Scheduling Manual.	✓			
49. Maps and schedules (system wide and route specific).	✓			
50. Revenue miles, revenue hours & fares from any charter services provided in each of the last 6 years.	✓			
51. Short range transit operational plan (i.e., TDP - transit development plan).	✓			
52. Long range transit plan.	✓			
<b>SAFETY AND SECURITY</b>				
53. Summary of Worker Compensation Claims, by year, for each of last 5 years.	✓			
54. **Description of accident/incident policy and definitions, including how they are recorded and monitored (separated by employee and patron).	✓			
55. **Property collisions and other reportable incidents for each of the past 6 years.	✓			
56. **Personal injuries and fatalities for each of the past 6 years.	✓			
57. **On-board criminal activities for each of the past 6 years	✓			
58. **Property criminal activities for each of the past 6 years	✓			
59. **Safety training and Collision reduction plan(s).	✓			
60. **Emergency Preparedness / Operations Continuity Plan.	✓			
61. **List of any safety or security issues and/or concerns.	✓			
62. **Number of vehicles and sites with security monitoring (i.e., camera, patrols).	✓			
63. Records of safety meetings for past 2 years.	✓			

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<b>CUSTOMER SERVICE</b>				
64. **Fixed route ADA compliance reports for the most recent year.				<input checked="" type="checkbox"/>
65. Two most recent customer service surveys reports and any actions taken to address known issues.	<input checked="" type="checkbox"/>			
66. **Complaint procedures manual/policy and 2 most recent reports.	<input checked="" type="checkbox"/>			
67. Other customer service metrics maintained by the agency.	<input checked="" type="checkbox"/>			
<b>INFORMATION TECHNOLOGY</b>				
68. **Computer disaster recovery plan.	<input checked="" type="checkbox"/>			
69. Computer security procedures now in use.	<input checked="" type="checkbox"/>			
70. **Data collection technology/programs (i.e., APCs, AVL, scheduling software, financial management software, maintenance software).	<input checked="" type="checkbox"/>			
<b>CAPITAL PROGRAMMING</b>				
71. Short and Long-term capital programs or plans including: <ul style="list-style-type: none"> <li>• Transit TIP</li> <li>• Agency Specific Plans (additional to TIP):               <ul style="list-style-type: none"> <li>○ Fleet expansion needs/plans for revenue and non-revenue vehicles (if in addition to TIP)</li> <li>○ State-of-good-repair facility projects for next 5 years (new roof, vehicle overhaul, etc.)</li> <li>○ New/Expanded facilities projects for next 5 years</li> <li>○ Replacement/expansion needs/plans for all other capital assets for next 5 years</li> </ul> </li> </ul>	<input checked="" type="checkbox"/>			
72. Contact information for any assets owned, operated, or maintained by others.	<input checked="" type="checkbox"/>			
73. Listing of real estate fixed assets (i.e., facilities, transfer locations, etc.) identifying any asset currently not directly used in transit operations and plans for same.	<input checked="" type="checkbox"/>			
74. Listing of Real estate plans (purchases, sales, or lease changes) including current or planned construction projects, documenting cost to complete and projected completion date planned for next 5 years	<input checked="" type="checkbox"/>			
<b>MARKETING AND PUBLIC RELATIONS</b>				
75. Service area demographics, customer profiles, and market research documents (as available).	<input checked="" type="checkbox"/>			
76. Local news clippings from past 5 years.	<input checked="" type="checkbox"/>			
77. Copy of current year marketing program and policies.	<input checked="" type="checkbox"/>			
78. Public involvement plan, and notices and attendance rosters from events from most recent 2 years.	<input checked="" type="checkbox"/>			
79. Reports, input, recommendations, etc. from ridership committees and/or advocacy groups for the past 2 years.	<input checked="" type="checkbox"/>			