



CamTran Transit System Performance Review

May 13, 2019

Performance Report

Cambria County Transit Authority d.b.a., CamTran

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PUBLIC TRANSPORTATION SERVICE SNAPSHOT

Agency	Cambria County Transit Authority (d.b.a. CamTran)		
Year Founded	1976		
Reporting Fiscal Year End (FYE)	2018		
Service Area (square miles)	693		
Service Area Population	133,054		
Annual Operating Statistics*	Fixed-Route (Bus + Inclined Plane)	Paratransit (ADA + Shared Ride)	Total (Fixed-Route + Paratransit)
Vehicles in Maximum Service (VOMS)	34	29	63
Operating Cost	\$8,646,527	\$1,795,341	\$10,441,868
Operating Revenues	\$1,052,336	\$1,163,603	\$2,215,939
Total (Actual) Vehicle Miles	1,112,002	482,854	1,594,856
Revenue Miles of Service (RVM)	1,045,555	N/A	N/A
Total Vehicle Hours	83,609	27,356	110,965
Revenue Vehicle Hours (RVH)	79,528	N/A	N/A
Total Passenger Trips	1,088,094	63,908	1,152,002
Senior Passenger (Lottery) Trips	173,899	52,932	226,831
Act 44 Performance Statistics			
Passengers / RVH	13.68	N/A	N/A
Operating Cost / RVH	\$108.72	N/A	N/A
Operating Revenue / RVH	\$13.23	N/A	N/A
Operating Cost / Passenger	\$7.95	\$28.09	\$9.06
Other Performance Statistics			
Operating Revenue / Operating Cost	12.17%	64.81%	21.22%
Operating Cost / Total Vehicle Hours	\$103.42	\$65.63	\$94.10
Operating Cost / Total Vehicle Miles	\$7.78	\$3.72	\$6.55
Total Passengers / Total Vehicle Hours	13.01	2.34	10.38
Operating Cost / RVM	\$8.27	N/A	N/A
RVM / Total Vehicle Miles	94.02%	N/A	N/A
RVH / Total Vehicle Hours	95.12%	N/A	N/A
Operating Subsidy / Passenger Trip	\$6.98	\$9.89	\$7.14

*Source: dotGrants 2018 reporting

EXECUTIVE SUMMARY

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

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

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

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

- Whether the organization achieved its performance targets set in the previous review; and
- The sufficiency and effectiveness of actions taken by the organization to improve performance and management practices in its efforts to meet performance targets.

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

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

1. Operating fund reductions in Section 1513(G) of the Act (relating to operating program) may be implemented for grantees subject to this section that are not satisfying the minimum performance standards, considering all other provisions of Section 1513. A funding reduction may be assessed in cases when a local transportation organization fails to report progress of, or fails to implement the agreed upon strategic Action Plan, or both.”

PennDOT conducted the initial review of Cambria County Transit Authority (d.b.a. CamTran) in January 2013. Based on that review, PennDOT established five-year performance targets and agreed to CamTran’s Action Plan to meet those targets. In November 2018, PennDOT conducted the five-year reassessment of CamTran to determine if CamTran successfully met its targets and what actions were taken to improve the agency’s performance and management practices to maximize the return on investment of Commonwealth funding. This report summarizes PennDOT’s findings.

IMPORTANT CHANGES SINCE THE 2013 PERFORMANCE REVIEW

PennDOT conducted the initial review of Cambria County Transit Authority (d.b.a. CamTran) in January 2013. Since finalizing the previous report, the following changes and other factors impacted operations, finance and statistical reporting at CamTran, as well as performance targets established in 2013:

1. **Upgraded facilities and transition to CNG** – In 2014 CamTran opened the Woodvale Facility as the new administrative, maintenance, and bus storage facility for the urban division. Facility upgrades included state-of-the-art equipment, ample space for employees, and a CNG fueling station that opened in 2017. In addition to new costs incurred by a larger HVAC footprint at the Woodvale Facility, CamTran covered costs associated with the former urban division headquarters (i.e., Moxham Facility) until April 2019.

CamTran took steps to control these costs in the near-term by installing solar panels at the Woodvale Facility to offset the increase in utilities. The solar project is estimated to be completed in June 2019 with a projected savings of \$13,000-\$15,000 annually. Additionally, CamTran's transition to CNG may provide stability in the long-term cost of fuel. Since opening the Woodvale Facility in 2014, management was actively marketing the Moxham Facility for sale to eliminate overhead costs incurred from maintaining the vacant property. In April 2019 CamTran donated the Moxham Facility to the Johnstown Redevelopment Authority.

2. **Staff turnover** – CamTran has difficulty hiring and retaining operations and accounting staff. Turnover occurs within the first two years for drivers and customer service representatives, and there is competition with other private sector businesses that offer more flexible schedules and higher wages for mechanics. As of FYE 2017, CamTran had high turnover for service persons (23.5%), custodians (62.3%), inclined plane operators (75.5%), customer service representatives (85.7%), and rural bus operators (21.4%). Continuous entry-level (i.e., 1-2 years) turnover contributes to added costs for training and the lack of continuity impacts adequate staffing levels.
3. **Urban and rural system integration** – Historically, CamTran operated the urban and rural divisions independently. Per the 2013 Action Plan, management took steps to integrate urban and rural service. Integration included the rollout of a unified fare structure to facilitate transfers, a revision of cost allocation policies and procedures, the completion of phase I of a two-phase revised salary administration plan, and a restructuring of the operations departments. However, there are additional steps needed to fully integrate both operating divisions such as consolidating/simplifying the accounting structure and developing a long-term vision for a sustainable system.

2013 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2013 performance review compared CamTran to a group of peer agencies based on the four performance criteria required by Act 44. CamTran was found to be “In Compliance” for all eight performance criteria.

Performance Criteria	FYE*	Determination	Rank (of 12)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2010	In Compliance	7	Worse	15.23	16.39
	Trend	In Compliance	7	Worse	-0.65%	0.33%
Operating Cost / Revenue Vehicle Hour	2010	In Compliance	11	Worse	\$84.08	\$74.15
	Trend	In Compliance	2	Better	1.52%	3.25%
Operating Revenue / Revenue Vehicle Hour	2010	In Compliance	10	Worse	\$10.50	\$15.95
	Trend	In Compliance	7	Worse	2.51%	3.99%
Operating Cost / Passenger	2010	In Compliance	9	Worse	\$5.52	\$5.02
	Trend	In Compliance	5	Better	2.19%	2.97%

*Note: The National Transit Database (NTD) information most current at the time of the peer review is the basis of the single year, and trend peer comparisons. There are not enough peer agencies for a valid comparison for the inclined plane. Therefore the peer comparison analysis is for fixed-route bus only.

The 2013 performance review determined that CamTran was “In Compliance” for all eight criteria. CamTran performed better than the peer group for operating cost trends and worse for passenger and revenue-based criteria.

CamTran developed an Action Plan to address opportunities for improvement identified in the 2013 performance review report. Among the efforts CamTran took to improve its performance were:

1. Management took initial steps to integrate of urban and rural operations by increasing communication and oversight between operating divisions.
2. Management developed agency-wide succession plans that contain standard operating procedures and temporary internal back-ups for senior management, mid-lower level management, and union positions.
3. CamTran implemented a single fare structure that applies to urban and rural service. The new fare structure is intended to make fares consistent for all customers and simplify transfer fare policies.

PennDOT, in consultation with CamTran management, established the following performance targets that the agency should attain before its next performance review:

- Increase passengers per revenue vehicle hour by at least 1.00% per year on average
- Increase operating revenue per revenue vehicle hour by at least 3.00% per year on average
- Contain operating cost per revenue vehicle hour increases to no more than 3.25% per year on average
- Contain operating cost per passenger to no more than 2.25% per year on average

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

Performance Criteria	2016 Target	2016 Actual	Met Target
Passengers / Revenue Vehicle Hour	15.55	14.81	No
Operating Cost / Revenue Vehicle Hour	\$104.42	\$108.06	No
Operating Revenue / Revenue Vehicle Hour	\$11.95	\$13.86	Yes
Operating Cost / Passenger	\$6.72	\$7.30	No

CamTran met one of four 2016 performance targets. Missed targets are those that are a function of ridership and operating costs. Despite implementing a unified county-wide fare structure, CamTran's ridership productivity declined slightly between 2010 and 2016. Operating costs increased by approximately \$975,000 between 2012-2018. The rise in cost is attributable to several factors, including an increase in utilities and overhead costs with the opening of a new centralized facility in 2014, and a raise for underpaid staff following a compensation analysis.

CamTran successfully addressed the action items from the 2013 Performance Review and is continuing to take steps to control costs such as taking the initial steps to integrate urban and rural operating divisions, implementing a fixed-route fare increase, and improving the budgeting process. PennDOT believes CamTran demonstrated a good faith effort to achieve its 2016 performance targets.

2018 PERFORMANCE REVIEW DETERMINATIONS AND FINDINGS

The 2018 performance review compared CamTran to a group of peer agencies based on the four performance criteria outlined by Act 44. CamTran was found to be "In Compliance" for seven performance criteria and "At Risk" for one.

Performance Criteria	FYE	Determination	Rank (of 13)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Hour	2016	In Compliance	10	Worse	14.13	16.23
	Trend	In Compliance	7	Better	-0.91%	-1.45%
Operating Cost / Revenue Hour	2016	In Compliance	11	Worse	\$100.41	\$92.06
	Trend	In Compliance	9	Worse	2.44%	1.71%
Operating Revenue / Revenue Hour	2016	In Compliance	9	Worse	\$12.83	\$14.92
	Trend	In Compliance	6	Better	1.92%	0.63%
Operating Cost / Passenger	2016	At Risk	11	Worse	\$7.11	\$5.82
	Trend	In Compliance	7	Worse	3.39%	3.26%

*Note: NTD information most current at the time of the peer review was the basis of the single year and trend peer comparisons. There are insufficient peer agencies for a valid comparison to the Johnstown Inclined Plane, therefore the peer comparison analysis is for fixed-route bus only.

In the 2013 performance review, CamTran was found to be "In Compliance" for all eight determinations. The 2018 review found CamTran to be "At Risk" for operating cost per passenger for the single year determination.

The 2018 performance review examined additional steps, beyond those specified in the 2013 Action Plan, that CamTran has taken to improve performance. The most notable action is the redesigned fare structure in 2016. The 2018 performance review also identified actions that CamTran could take to improve overall agency performance including:

1. Develop a strategic plan.
2. Consolidate accounting structure.
3. Assess the long-term sustainability of fixed-route subsidy support for the shared-ride program.

PennDOT identified additional opportunities for improvement during the 2018 performance review. The complete list of opportunities for improvement serves as the basis for CamTran’s Board-approved Action Plan.

2023 PERFORMANCE TARGETS

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

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2017 Actual	2018 Actual	2023 Target	
Passengers / Revenue Vehicle Hour	14.06	13.68	14.38	1.0%
Operating Cost / Revenue Vehicle Hour	\$108.05	\$108.72	\$123.01	2.5%
Operating Revenue / Revenue Vehicle Hour	\$13.12	\$13.23	\$14.61	2.0%
Operating Cost / Passenger	\$7.68	\$7.95	\$8.56	1.5%

*Operating statistics from the inclined plane are included in the development of five-year performance targets since CamTran includes this data as part of fixed-route legacy budget information reported to dotGrants.

FINANCIAL REVIEW

CamTran currently has a balanced operating budget. Operating cash reserves have declined since 2014. Noteworthy elements of CamTran’s financial condition are:

- CamTran has \$359,326 in local and \$6.3 million in state carryover funds in FYE 2018
- Combined carryover subsidies amount to 64.0% of total operational funding
- CamTran received its full local match as required by Act 44
- Accounts payable and receivable amounts are negligible
- CamTran maintains a line of credit for \$2 million with no outstanding balance

CamTran policy permits the use of fixed-route operating subsidies to support shared-ride service. Operating subsidies covered 30.7% of shared-ride operating costs in FYE 2018. Management should consider the long-term sustainability of this policy when evaluating potential service expansions and how it impacts shared-ride fare recovery.

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

NEXT STEPS

CamTran management and the Board will develop an Action Plan in response to the complete list of “Opportunities for Improvement” identified in the performance review report. Some actions will be quickly implementable while others may take several discrete steps to achieve over a longer period. CamTran’s management must report to the Board and PennDOT quarterly on progress towards accomplishing the Action Plan and meeting its performance targets.

INTRODUCTION

PURPOSE

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

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

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

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

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PennDOT conducted the initial review of the Cambria County Transit Authority (d.b.a. CamTran,) in January 2013. PennDOT established five-year performance targets based on that review and agreed to CamTran’s Action Plan to meet those targets. PennDOT conducted the five-year reassessment of CamTran in November 2018 to determine if CamTran successfully met its targets and to discuss what actions were taken to improve the agency’s performance and management practices to maximize the return on investment of Commonwealth funding. This report summarizes PennDOT’s findings.

AGENCY DESCRIPTION

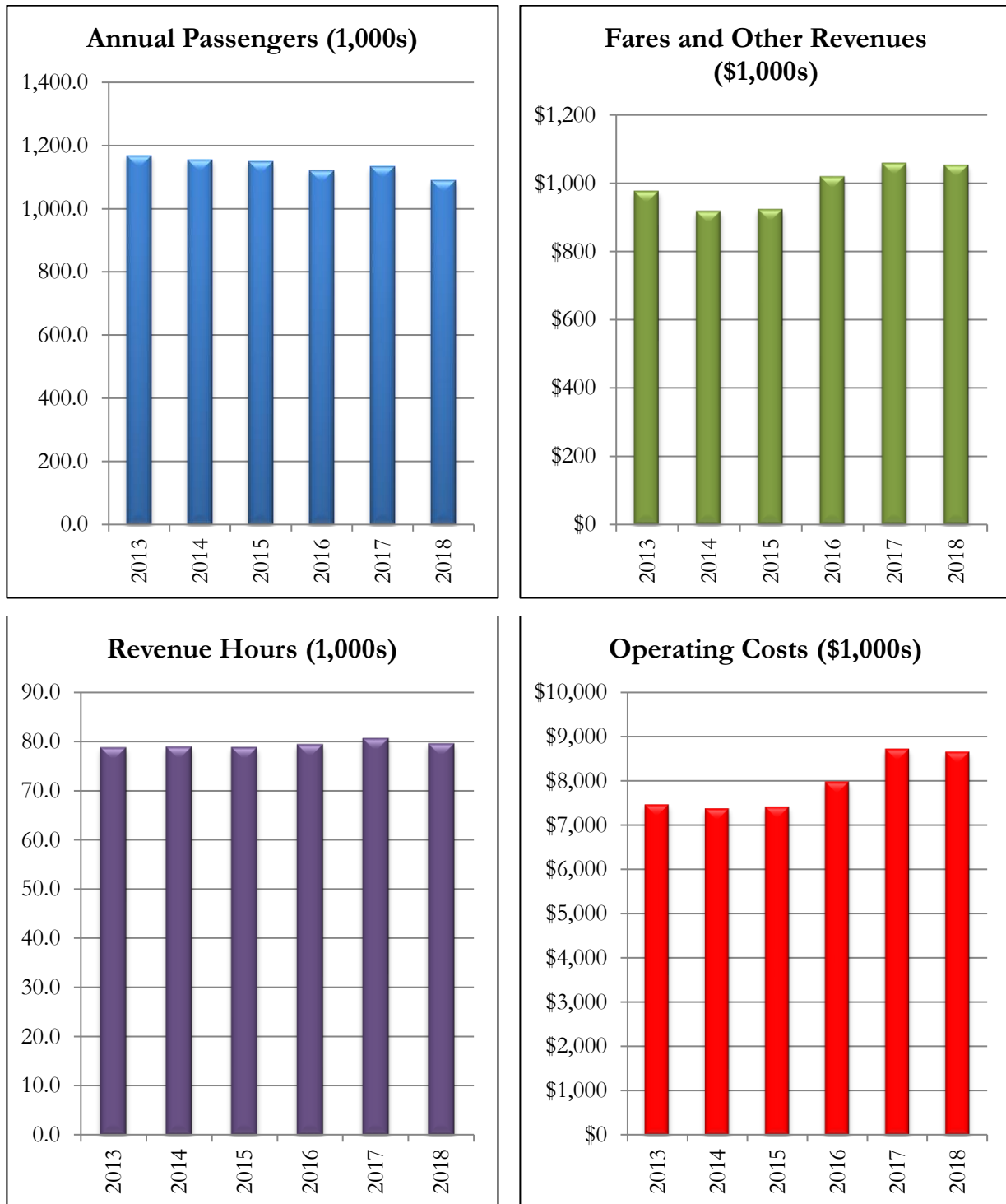
The County of Cambria created the Cambria County Transit Authority (CCTA) in July 1976 under the Municipal Authorities Act of 1945. CCTA began operating urban bus service in Johnstown under an initial lease, then the subsequent purchase of the fleet from the Johnstown Tractor Company (former Johnstown Passenger Railway Company). CCTA held a renaming contest in 1999 and rebranded as CamTran with new colors in 2000. Other noteworthy milestones include:

- CamTran introduced countywide paratransit service in 1992
- CamTran launched Park-and-Ride service from Ebensburg to Johnstown, Sunday bus service, and Reserve-A-Ride system in 2000
- The rural division operating as Cambria Area Rural Transit (CART) rebranded as CamTran + in 2002 and built an administrative and garage facility in Ebensburg in 2003
- The Inclined Plane reopened in 2005
- CamTran opened a new administrative, maintenance and bus storage facility in 2014

CamTran operates with four distinct business lines: urban fixed-route bus, rural fixed-route bus (i.e., CamTran +), shared-ride (i.e., Reserve-A-Ride), and the Johnstown Inclined Plane. CamTran is governed by a nine-member Board of Directors that are appointed by the Cambria County Board of County Commissioners. The nine-member CamTran Board also serves as Board of Directors for the Johnstown Inclined Plane.

CamTran's urban fixed-route transit system serves Johnstown and the immediate surrounding areas with 25 vehicles operating in maximum service (VOMS). CamTran+ serves rural northern Cambria County with nine VOMS. Shared-ride service is available countywide with 17 VOMS. CamTran has 12 VOMS for ADA paratransit service. Additionally, CamTran owns and operates one of the few remaining inclined planes still in operation for public transportation. The historical Johnstown Inclined Plane operates every 15 minutes (if riders are present) from the end of March through December. **Exhibit 1** presents fixed-route bus statistics for CamTran.

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



Source: NTD and PennDOT Legacy Reporting System (dotGrants)

PERFORMANCE REVIEW PROCESS

In November 2018, PennDOT initiated an Act 44-mandated performance review for CamTran. The following outlines the review process:

1. Initial notification of performance review selection and transmission of document request:
 - a. Review available data and request additional information.
 - b. Peer selection: CamTran and PennDOT agree to a set of peer agencies to use for comparative analyses.
2. Conduct PennDOT-sponsored customer satisfaction survey (CSS)
3. Review of Act 44 variables including current performance, targets from the previous 2013 review, and Action Plan implementation.
4. Perform Act 44 performance criteria analysis.
5. Conduct onsite review, interviews, and supplementary data collection/reconciliation.
6. Evaluate performance, financial management and operations.
7. Report results and determine agency compliance with performance requirements.
8. Finalize performance review report.
9. Develop, implement and monitor a five-year Action Plan.
10. Provide technical assistance, if required, to help meet five-year performance targets.

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

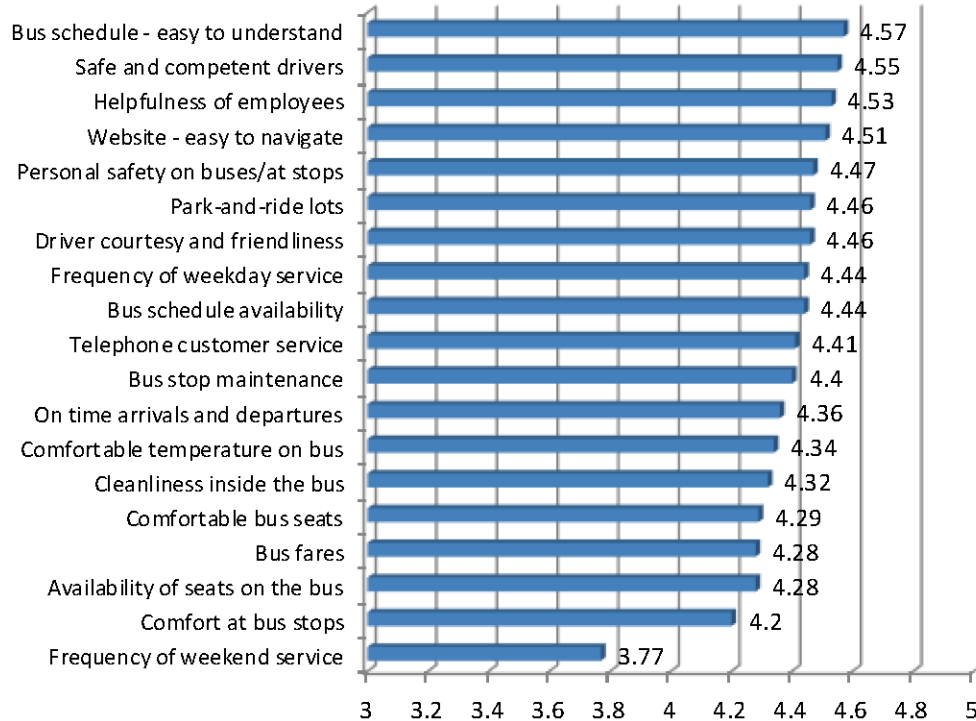
CUSTOMER SATISFACTION SURVEY

In 2016, PennDOT sponsored a fixed-route rider survey for CamTran based on 15 questions that addressed customer satisfaction, rider characteristics, and patterns in service usage. CamTran surveyed their fixed-route passengers and collected 472 paper surveys during the first week of August, 2016:

1. 98% of respondents indicated they were satisfied, or very satisfied, with the service.
2. 96% of respondents indicated they would continue using the service.
3. 94% of respondents indicated they would recommend the service to others.

Passengers were asked to rate a total of 19 performance measures related to public transportation from the user experience (e.g., driver and staff performance, capacity, the frequency of service, schedule adherence, clarity of bus schedules, etc.). In addition to standard questions, CamTran included four custom questions. **Exhibit 2** provides a summary of the average customer service satisfaction score by performance measure.

CamTran received the highest ratings in easy to understand bus schedules, safe and competent drivers, helpfulness of employees, and easy navigability of the website. CamTran received the lowest ratings for the frequency of weekend service, the comfort at bus stops, the availability of seats on the bus, and bus fares.

Exhibit 2: Average Customer Satisfaction Score by Performance Measure

The customer satisfaction survey identified several opportunities to improve the customer experience that CamTran might consider when developing performance standards to improve fixed-route ridership as part of its Action Plan:

1. Assess whether ridership demand could sustain increased weekend service;
2. Use service standards when assessing potential changes to span of service;
3. Assess driver friendliness and performance, and provide opportunities for driver training and corrective actions;
4. Improve comfort at stops; and,
5. Assess bus cleaning practices for high ridership routes.

2013 ACT 44 PERFORMANCE ASSESSMENT

PRIOR REVIEW DETERMINATIONS AND FINDINGS

The 2013 performance review compared CamTran to a group of peer agencies based on the four performance criteria required by Act 44. Using the four performance criteria, CamTran’s fixed-route service was analyzed for FYE 2010 and over a five-year trend period from FYE 2005 to FYE 2010. CamTran was found to be “In Compliance” for all eight performance criteria (**Exhibit 3**). CamTran performed better than the peer group for operating cost trend, and worse for passenger and revenue-based metrics.

Exhibit 3: Previous Performance Review Act 44 Comparison Summary

Performance Criteria	FYE*	Determination	Rank (of 12)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Vehicle Hour	2010	In Compliance	7	Worse	15.23	16.39
	Trend	In Compliance	7	Worse	-0.65%	0.33%
Operating Cost / Revenue Vehicle Hour	2010	In Compliance	11	Worse	\$84.08	\$74.15
	Trend	In Compliance	2	Better	1.52%	3.25%
Operating Revenue / Revenue Vehicle Hour	2010	In Compliance	10	Worse	\$10.50	\$15.95
	Trend	In Compliance	7	Worse	2.51%	3.99%
Operating Cost / Passenger	2010	In Compliance	9	Worse	\$5.52	\$5.02
	Trend	In Compliance	5	Better	2.19%	2.97%

*Note: NTD information most current at the time of the peer review was the basis of the single year and trend peer comparisons. There are insufficient peer agencies for a valid comparison for the inclined plane. Therefore, the peer comparison analysis is for fixed-route bus only.

ACTION PLAN AND PERFORMANCE TARGETS

CamTran developed an Action Plan to address opportunities for improvement identified in the 2013 performance review. Among the steps CamTran took to improve its performance were:

1. Management took initial steps to integrate of urban and rural operations by increasing communication and oversight between operating divisions.
2. Management developed agency-wide succession plans that contain standard operating procedures and temporary internal back-ups for senior management, mid-lower level management, and union positions.
3. CamTran implemented a single fare structure that applies to urban and rural service. The new fare structure is intended to make fares consistent for all customers and simplify transfer fare policies.

The complete list of CamTran’s previous Action Plan items and CamTran’s progress in addressing previously identified opportunities for improvement is provided in **Appendix A: 2013 Performance Review Action Plan Assessment**.

The following performance targets were established with CamTran:

- Increase passengers per revenue vehicle hour by at least 1% per year on average
- Increase operating revenue per revenue vehicle hour by at least 3% per year on average
- Contain operating cost per revenue vehicle hour increases to no more than 3.25% per year on average
- Contain operating cost per passenger increases to no more than 2.25% per year on average

As shown in **Exhibit 4**, CamTran met only one out of four performance targets that were established during the 2013 performance review.

Exhibit 4: 2016 Performance Targets

Performance Criteria	2016 Target	2016 Actual	Met Target
Passengers / Revenue Vehicle Hour	15.55	14.81	No
Operating Cost / Revenue Vehicle Hour	\$104.42	\$108.06	No
Operating Revenue / Revenue Vehicle Hour	\$11.95	\$13.86	Yes
Operating Cost / Passenger	\$6.72	\$7.30	No

CamTran reported progress to PennDOT on the implementation of the 2013 Action Plan. However, the following changes and other factors impacted CamTran's ability to meet its 2016 targets:

1. **Upgraded facilities and transition to CNG** – In 2014 CamTran opened the Woodvale Facility as the new administrative, maintenance, and bus storage facility for the urban division. Facility upgrades included state-of-the-art equipment, ample space for employees, and a CNG fueling station that opened in 2017. In addition to new costs incurred by a larger HVAC footprint at the Woodvale Facility, CamTran covered costs associated with the former urban division headquarters (i.e., Moxham Facility) until April 2019.

CamTran took steps to control these costs in the near-term by installing solar panels at the Woodvale Facility to offset the increase in utilities. The solar project is estimated to be completed in June 2019 with a projected saving of \$13,000-\$15,000 annually. Additionally, CamTran's transition to CNG may provide stability in the long-term cost of fuel. Since opening the Woodvale Facility in 2014, management was actively marketing the Moxham Facility for sale to eliminate overhead costs incurred from maintaining the vacant property. In April 2019 CamTran donated the Moxham Facility to the Johnstown Redevelopment Authority.

2. **Staff turnover** – CamTran has difficulty hiring and retaining operations and accounting staff. Turnover occurs within the first two years for drivers and customer service representatives, and there is competition with other private sector businesses that offer more flexible schedules and higher wages for mechanics. As of FYE 2017, CamTran had high turnover for service persons (23.5%), custodians (62.3%), inclined plane operators (75.5%), customer service representatives (85.7%), and rural bus operators (21.4%). Continuous entry-level (i.e., 1-2 years) turnover contributes to added costs for training and the lack of continuity impacts adequate staffing levels.
3. **Urban and rural system integration** – Historically, CamTran operated the urban and rural divisions independently. Per the 2013 Action Plan, management took steps to integrate urban and rural service. Integration included the rollout of a unified fare structure to facilitate transfers, a revision of cost allocation policies and procedures, the completion of phase I of a two-phase revised salary administration plan, and a restructuring of the operations departments. However, there are additional steps needed to fully integrate both operating divisions such as consolidating/simplifying the accounting structure and developing a long-term vision for a sustainable system.

ASSESSMENT

CamTran met one of four 2016 performance targets. Missed targets are those that are a function of ridership and operating costs. Despite implementing a unified county-wide fare structure, CamTran's ridership productivity declined slightly between 2010 and 2016. Operating costs increased by approximately \$975,000 between 2012-2018. The rise in cost is attributable to several factors, including an increase in utilities and overhead costs with the opening of a new centralized facility in 2014, and a raise for underpaid staff following a compensation analysis.

CamTran successfully addressed the action items from the 2013 Performance Review and is continuing to take steps to control costs such as taking the initial steps to integrate urban and rural operating divisions, implementing a fixed-route fare increase, and improving the budgeting process. PennDOT believes CamTran demonstrated a good faith effort to achieve its 2016 performance targets.

2018 ACT 44 PERFORMANCE ASSESSMENT

The 2018 performance review compared CamTran to a group of peer agencies based on the four performance criteria required by Act 44.

PEER AGENCY COMPARISONS

Peer agencies were identified through a collaborative process between PennDOT and CamTran management using criteria defined in Act 44 and data from the most recently available National Transit Database (NTD), FYE 2016. The systems identified for peer comparisons include:

1. Santa Fe Trails – City of Santa Fe, Santa Fe, NM
2. Belle Urban System, Racine, WI
3. Decatur Public Transit System, Decatur, IL
4. Kenosha Transit, Kenosha, WI
5. Williamsport Bureau of Transportation, Williamsport, PA
6. County of Lackawanna Transit System, Scranton, PA
7. Luzerne County Transportation Authority, Kingston, PA
8. City of Appleton – Valley Transit, Appleton, WI
9. Housatonic Area Regional Transit, Danbury, CT
10. City of Fargo, DBA: Metropolitan Area Transit, Fargo, ND
11. Western Reserve Transit Authority, Youngstown, OH
12. The Tri-State Transit Authority, Huntington, WV

Results of the 2018 CamTran analysis and peer comparison are presented in **Exhibit 5**.¹ CamTran was found to be “In Compliance” for seven measures and “At Risk” for one. The detailed data used to develop the peer comparison summary is presented in **Appendix B: Peer Comparisons**.

Exhibit 5: Current Performance Review Act 44 Peer Comparison Summary

Performance Criteria	FYE	Determination	Rank (of 13)	Relation to Peer Average	Value	Peer Average
Passengers / Revenue Hour	2016	In Compliance	10	Worse	14.13	16.23
	Trend	In Compliance	7	Better	-0.91%	-1.45%
Operating Cost / Revenue Hour	2016	In Compliance	11	Worse	\$100.41	\$92.06
	Trend	In Compliance	9	Worse	2.44%	1.71%
Operating Revenue / Revenue Hour	2016	In Compliance	9	Worse	\$12.83	\$14.92
	Trend	In Compliance	6	Better	1.92%	0.63%
Operating Cost / Passenger	2016	At Risk	11	Worse	\$7.11	\$5.82
	Trend	In Compliance	7	Worse	3.39%	3.26%

ASSESSMENT

In the 2013 performance review, CamTran was found to be “In Compliance” for all eight determinations. The 2018 review found CamTran to be “At Risk” for operating cost per passenger for the single year determination.

¹ There are insufficient peer agencies for a valid comparison to the Johnstown Inclined Plane, therefore the peer comparison analysis is for fixed-route bus only.

2023 PERFORMANCE TARGETS

Act 44 requires that PennDOT and transit agencies establish five-year performance targets for each of the four Act 44 metrics for fixed-route service. Setting performance targets for these metrics and regularly reevaluating performance are intended to improve both the effectiveness and efficiency of service delivery. PennDOT uses the most recent audited and agency-verified values for passengers, operating costs and operating revenues as the baseline from which to develop the targets. Five-year targets are then developed based on realistic and achievable expectations of improvement, as shown in **Exhibit 6**.

The 2018 performance review noted that CamTran outperformed its peers on all four criteria for the five-year trend but was “At Risk” for the 2016 operating cost per passenger metric. CamTran should continue to work toward achieving its FYE 2023 targets, especially targeting efforts to contain operating costs and increase passengers.

The following performance targets were established in consultation with CamTran:

- Increase passengers per revenue vehicle hour by at least 1.0% per year on average
- Contain operating cost per revenue vehicle hour increases to no more than 2.5% per year on average
- Increase revenue per revenue vehicle hour by at least 2.0% per year on average
- Contain operating cost per passenger trip increases to no more than 1.5% per year on average

Future year targets are based on the most recently available fiscal year-end data (i.e., FYE 2018).² CamTran should work to achieve these targets over the next five years to ensure continued eligibility for full Section 1513 funding.

Exhibit 6: FYE 2023 Act 44 Performance Targets

Performance Criteria	Fiscal Year End (FYE)			Target Annual Increase
	2017 Actual	2018 Actual	2023 Target	
Passengers / Revenue Vehicle Hour	14.06	13.68	14.38	1.0%
Operating Cost / Revenue Vehicle Hour	\$108.05	\$108.72	\$123.01	2.5%
Operating Revenue / Revenue Vehicle Hour	\$13.12	\$13.23	\$14.61	2.0%
Operating Cost / Passenger	\$7.68	\$7.95	\$8.56	1.5%

² Operating statistics from the inclined plane are included in the development of five-year performance targets since CamTran includes this data as part of fixed-route legacy budget information reported to dotGrants.

FUNCTIONAL REVIEW

Functional reviews are used to determine the reasons behind performance results found in the Act 44 comparisons, to catalog best practices to share with other transit agencies, and to identify opportunities for improvement that should be addressed in the Action Plan (see **Appendix C: Action Plan Template**). Functional review findings are organized by a brief description of the Act 44 variables guiding the performance review: passengers, revenues, and operating costs.

The following sections summarize ways to deliver service more efficiently and effectively. It is important that service is both sensitive and responsive to the community's needs to achieve optimum service levels. The observations recorded during the review process are categorized as Best Practices or Elements to Address in the Action Plan. Best practices are those exceptional current practices that are beneficial and should be continued or expanded.

Elements to Address in the Action Plan are recommendations which have the potential to maximize productivity, to control operating costs, and to achieve optimum revenue levels which will enhance the system's future performance for one or more of the Act 44 fixed-route performance factors. For the convenience of CamTran, Action Plan templates have been included in the **Appendix C: Action Plan Template** (see pg. 44). Some actions will be quickly implementable while others may take several discrete steps to achieve over a longer period. The template provides a simple-to-follow order of key findings of this report that should be addressed in the Action Plan.

OPPORTUNITIES TO INCREASE FIXED-ROUTE RIDERSHIP

BEST PRACTICES

1. CamTran is currently running the "If you were born in..." Campaign. For this campaign, CamTran purchases age data from local services and uses it to target seniors. CamTran sends a birthday card to individuals turning 65 explaining how to apply through the state for a senior bus pass. CamTran has noticed a high return on investment (ROI) from this form of targeted marketing.
2. CamTran takes a "grassroots" marketing approach. Both the Assistant Executive Director and Executive Director are involved in and/or are on the Board of multiple committees throughout the community. Recently, the Executive Director of CamTran was honored by the YWCA of Greater Johnstown for her service in the community. CamTran's involvement in the community has increased awareness and improved the image of the transit agency.

ELEMENT TO ADDRESS IN PART 1 OF THE ACTION PLAN (P. 44)

1. CamTran has a 2018-2019 Marketing Plan that contains an organizational SWOT analysis, a creative strategy, and agency-wide marketing objectives and actions. Although the current plan establishes a high-level approach to overall marketing, it would be further strengthened by inclusion of baseline metrics and specific goals. For example, the Measurement and Evaluation section of the marketing plan describes ridership, web analytics, social media analytics, and customer satisfaction surveys as potential metrics. However, it does not describe how CamTran performs on these metrics and what the goals are for future performance improvement. CamTran should **develop baseline metrics and goals for its Marketing Plan**. A focused approach will better inform the measurement and evaluation portion of the

current marketing plan when assessing the ROI for marketing dollars spent on campaigns and advertising.

2. CamTran has strong ties with local organizations and municipal governments within Cambria County. CamTran should **continue to strengthen relationships with partner agencies and local governments to mitigate impacts to service delivery from outside organization activities.**

For example, Johnstown is currently upgrading underground utilities throughout the City resulting in citywide roadwork construction. CamTran believes that reduced lanes and road closures are impacting service reliability for urban routes. A private entity manages the Greater Johnstown Water Authority (GJWA). Therefore, CamTran must continue to coordinate with the City of Johnstown and GJWA to ensure sub-contractors communicate with CamTran to manage short-notice road closures.

OPPORTUNITIES TO INCREASE FIXED-ROUTE REVENUES

BEST PRACTICES

1. In 2016, CamTran released a simplified fare structure with gradual fare increases programmed over a five-year period. The new fare structure is intended to make fares consistent for all customers and simplify transfer fare payment. By simplifying its fare structure and publishing its planned fare increases well in advance, CamTran can better forecast farebox revenue and promote greater integration of its urban and rural services.
2. CamTran developed a concise advertising brochure that lists advertising options, rates, and policies for advertising. The Director of Marketing and Planning markets the advertising brochure to potential customers as a means of increasing advertising revenue.

ELEMENT TO ADDRESS IN PART 2 OF THE ACTION PLAN (P. 44)

1. CamTran's Route 9 (Richland Town Centre) and Route 11 (Galleria/Scalp Ave) provide service to the University of Pittsburgh at Johnstown and Pennsylvania Highlands Community College. Though CamTran has unsuccessfully attempted to establish route guarantees with both institutions in the past, management should **periodically explore route guarantee arrangements with local colleges and universities.**

OPPORTUNITIES TO CONTROL OPERATING COSTS

BEST PRACTICE

1. CamTran sent two buses out for a mid-life overhaul, a first for CamTran. These buses were serviced, rebranded, and given a three-year warranty on all major components. The mid-life overhaul lowered CamTran's operating costs from 32.9 cents per mile to 28.1 cents and there have been no major repair costs for three years.

ELEMENT TO ADDRESS IN PART 3 OF THE ACTION PLAN (P. 44)

1. Management has identified potential partnership opportunities to provide service to large employment centers outside of Cambria County. However, while there may be a demand for commuter service, providing bus service to distant employers may not be the most cost-effective option. CamTran should **consider lower cost alternatives, like a vanpool program, when evaluating opportunities to provide transportation to employment centers outside of CamTran's current service area.**
2. CamTran has several cost drivers (e.g., operator wages, fringe, utilities, etc.) that have contributed to an increase in overall expenses. From FYE 2012 to FYE 2018, fixed-route operating costs increased 2.0 % annually on average, contributing to a 2.3% average annual increase in total system operating expenses. Management should **continue to monitor the costs by program (i.e., fixed-route urban, fixed-route rural, shared-ride, and inclined plane), and implement cost control measures as identified.**

OTHER OPPORTUNITIES TO IMPROVE PERFORMANCE**BEST PRACTICE**

1. In response to a successful salary analysis conducted in 2015, the CamTran Board charged CamTran's HR Department with conducting an updated salary analysis in 2017. This salary analysis assessed CamTran wages against local and regional wages for similar positions. The analysis showed management staff as underpaid compared to industry standards. The Board subsequently voted to increase management and staff salaries over a multi-year period. By recognizing and addressing a problem, the CamTran Board's actions will help the agency to attract and retain talent.

ELEMENTS TO ADDRESS IN PART 4 OF THE ACTION PLAN (P. 45)

1. Management expressed interest in expanding shared-ride service (i.e., Reserve-A-Ride). CamTran currently uses fixed-route operating grants to subsidize operating losses in the shared-ride program. In FYE 2018, fixed-route subsidies covered 30.7% of shared-ride operating losses. It is CamTran's policy to use fixed-route funds to subsidize the shared-ride program. This policy decision allows for CamTran shared-ride passengers to bear a lesser share of the cost of the trip. CamTran should **regularly assess the long-term sustainability of this policy and consider the current use of fixed-route subsidies when assessing shared-ride fare recovery.**

Furthermore, increasing shared-ride availability may impact existing productivity (i.e., passengers per hour). CamTran may want to consider **assessing the performance impacts of shared-ride service expansion or expand on a pilot/trial basis, before implementing full scale service changes.**

2. CamTran maintains a separate chart of accounts as a legacy practice for urban, rural, and inclined plane for fixed-route service. Historically, CamTran has relied on intercompany transfers to balance accounts in the interim when funds may be pending between urban, rural, and inclined plane. This practice increases potential risk for human error in accounting (e.g., double-counting expenses). For example, the inclined plane is carrying an unreconciled 11-

year old expense on the books, owed to the urban and rural programs. CamTran should **revise its internal accounting structure and consolidate fixed-route accounts to simplify revenue and expense allocation.**

3. While the Executive Director receives annual performance goals from the Board, CamTran lacks a strategic plan to help focus the agency’s mission, vision and short-term agency-wide goals. CamTran’s Board should work with management to **develop a strategic plan.** The plan should serve as a framework for the Board to judge agency performance and guide management-driven solutions to balance costs with a sustainable level of service to the community. CamTran should consider customer needs in addition to organizational needs during goal development since many strategic plans are inward facing. The following elements are part of an effective strategic plan:
 - a. The long-term vision of a sustainable agency in line with an implementable transit development plan (i.e., TDP) and mission statement;
 - b. Success markers (i.e., goals) for sustainability;
 - c. Actionable steps (i.e., objectives) to achieve sustainability; and,
 - d. Measurable actions to monitor progress (e.g., performance scorecard including Act 44 performance targets).

4. CamTran has relied on the same formula to determine local matching funds from contributing partners for the last 40 years. Since then, Cambria County communities have undergone many changes, including economic decline, that make receiving adequate local match a challenge for CamTran. Management expressed interest in updating the method used to calculate local match contributions from its member governments. Before opening discussions with member governments on possible changes to local match contributions, CamTran should **identify and document the range of local match approaches used elsewhere in the Commonwealth. These approaches might serve as a strong foundation for any subsequent discussions and negotiations with local governments.**

5. CamTran incorporated July 20, 1976. The Articles of Incorporation state that CamTran “*shall exist for a term of fifty years unless sooner dissolved according to law.*” Because CamTran’s Articles of Incorporation expire no later than July 20, 2026, and because the process of renewing the Articles can be challenging, the **CamTran Board should work with Cambria County to renew the CamTran Articles of Incorporation** well before the current expiration date.

FINANCIAL REVIEW

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

- High-Level Indicators of Financial Health
- Total Public Transportation Operational Expenditures and Funding
- Fixed-Route Funding
- Paratransit Funding
- Source: PennDOT dotGrants Reporting System.
- Balance Sheet Findings

HIGH-LEVEL INDICATORS OF FINANCIAL HEALTH

As shown in **Exhibit 7**, CamTran has 60.5% in total carryover subsidies to total annual operating cost. These reserves account for available liquidity in case of unexpected cost increases. In FYE 2018, CamTran received their required local match to 1513 state operating subsidy.

CamTran has no accounts payable and receivable amounts over 90 days. CamTran maintains a line of credit of \$2 million. The current outstanding balance on CamTran's line of credit is \$0.

TOTAL PUBLIC TRANSPORTATION OPERATIONAL EXPENDITURES AND FUNDING

CamTran's operating budget increased from \$9.5 million in FYE 2014 to \$10.4 million in FYE 2018 (**Exhibit 8**). Approximately 82.8% of CamTran's operational expenses are for fixed-route service. The remaining operational expenses (17.2%) are for ADA paratransit service and shared-ride, as shown in **Exhibit 9**.

CamTran's operating funds come from a variety of sources including state funds, federal funds, local funds, passenger fares, etc. CamTran has used state, federal and local funds to finance both its fixed-route and paratransit operations (**Exhibit 10**). Combined, federal and state subsidies are the largest share of income for CamTran, accounting for 71.0% of total operating income. Passenger fares and other local funds are the remaining funding sources, representing approximately 29.0% of total operating income (**Exhibit 11**).

Exhibit 7: High-Level Financial Indicators

FYE 2018 Indicator	Value	Assessment Criteria / Rationale	Source
Total Carryover Subsidies / Annual Operating Cost	60.5%	Combined target 25%+. This provides liquidity to account for unexpected cost increases or service changes without the need to incur interest fees from loans.	FYE 2018 Audit
Credit available/ Annual Payroll	26.2%	Only necessary if combined carryover subsidies are less than 25% of annual. This ensures that the agency maintains sufficient cash flow / liquidity to pay all current bills.	FYE 2018 Audit and PennDOT dotGrants
Actual Local Match / Required Match	100.0%	Target 100%+. Local match that exceeds required minimums gives a transit agency flexibility to change service, to accommodate unexpected cost changes and make capital investments.	PennDOT dotGrants 2018
Accounts Payable (AP) 90+ days	0.0%	Target should be 0% over 90 days. Larger values indicate cash flow concerns.	CamTran reported value
Accounts Receivable (AR) 90+ days	0.0%	Target should be 0% over 90 days. Larger values can cause cash flow problems.	CamTran reported value
Debt / Annual Operating Cost	0.0%	Target should be 0%. Low debt amounts reduce borrowing costs.	FYE 2018 Audit

Exhibit 8: Public Transportation Operating Expense by Service Type

Service Type (In Millions)	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Fixed Route	\$8.0	\$8.0	\$8.7	\$8.7	\$8.6
Paratransit	\$1.5	\$1.5	\$1.7	\$1.7	\$1.8
Total*	\$9.5	\$9.5	\$10.3	\$10.4	\$10.4

* May not add due to rounding.

Exhibit 9: Public Transportation Operating Expense Trends by Service Type

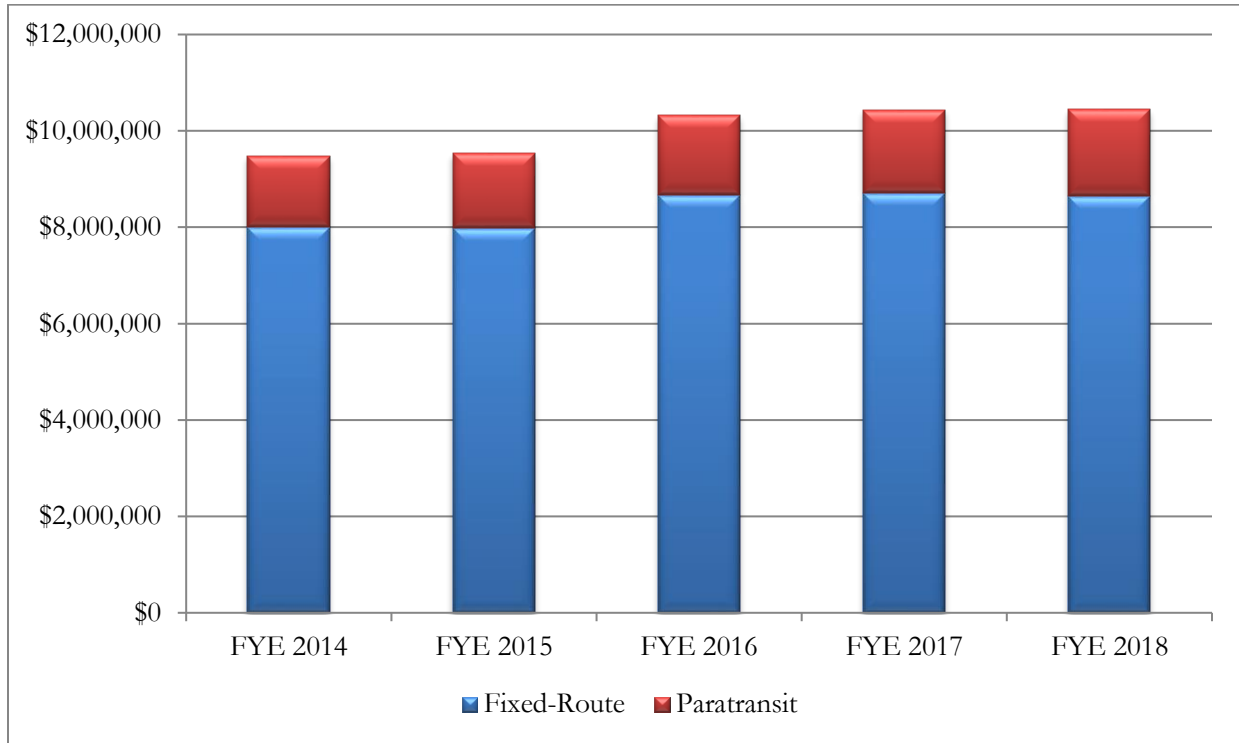
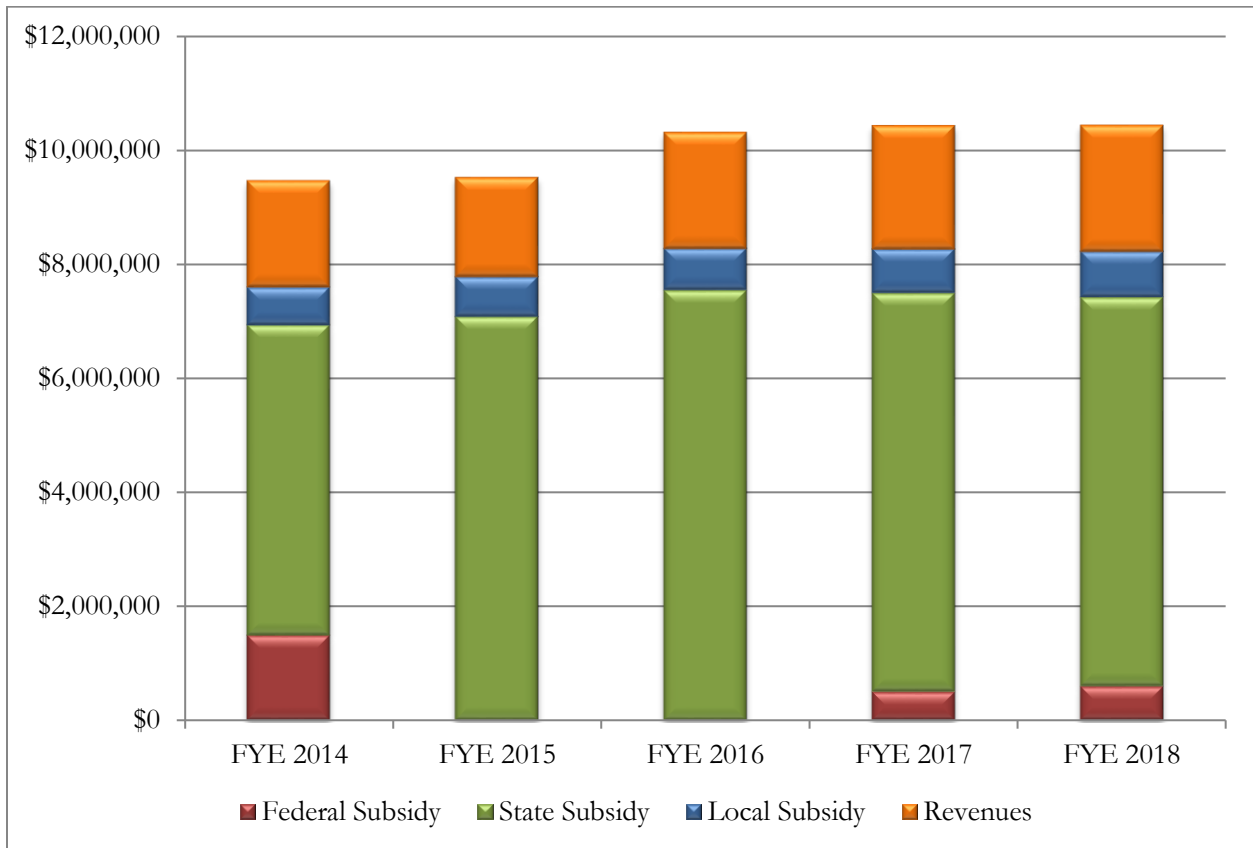


Exhibit 10: Percent of Total Public Transportation (Fixed-Route + Paratransit) Operating Budget by Funding Source

Funding Source	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Federal Subsidy	15.7%	0.0%	0.0%	4.8%	5.7%
State Subsidy	57.5%	74.3%	73.1%	67.0%	65.3%
Local Subsidy	7.0%	7.3%	7.1%	7.4%	7.7%
Revenues	19.8%	18.3%	19.8%	20.9%	21.2%
Local Subsidy / State Subsidy	12.2%	9.8%	9.7%	11.0%	11.8%

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



FIXED-ROUTE FUNDING

Fixed-route funding is about 82.8% of CamTran's public transportation operation and comes from general revenues and government subsidies. Direct passenger fares represent between 10.4% and 11.0% of total operating funding (**Exhibit 12**). Based on the FYE 2014 to FYE 2018 dotGrants reporting, CamTran operated using current year funding with \$6,322,176 in state funds being carried over in FYE 2018 and \$359,326 in local carryover funds available.

Exhibit 12: Fixed-Route Funding

Funding Source	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Revenues					
Passenger Fares	\$875,653	\$871,392	\$913,686	\$903,509	\$906,094
Advertising	\$6,469	\$18,123	\$7,929	\$9,572	\$8,201
Charter	\$0	\$0	\$0	\$0	\$0
Route Guarantees	\$4,200	\$3,450	\$3,000	\$3,000	\$2,750
Other- (Rental Income)	\$25,000	\$33,414	\$97,272	\$37,442	\$33,600
Other- (Sales Merchandise)	\$157,912	\$57,529	\$65,751	\$83,213	\$65,205
Other- (Vending & Misc.)	\$0	\$21,855	\$16,019	\$20,646	\$36,358
Other- (Interest/Invest Income)	\$38,660	\$0	\$7,016	\$0	\$128
Subtotal	\$1,107,894	\$1,005,763	\$1,110,673	\$1,057,382	\$1,052,336
Subsidies					
Federal Operating Grant	\$1,486,190	\$0	\$0	\$500,000	\$600,000
Act 44 (1513) State Prior	\$4,182,703	\$6,283,360	\$6,458,858	\$6,382,093	\$5,284,620
Act 44 (1513) State Current	\$613,943	\$0	\$354,453	\$0	\$902,118
Municipal Prior	\$0	\$0	\$0	\$0	\$0
Municipal Current	\$580,292	\$672,507	\$707,383	\$744,002	\$782,453
Act 44 (1513) Advertising	\$23,664	\$25,000	\$25,000	\$25,000	\$25,000
Special- (State)	\$0	\$0	\$0	\$0	\$0
Special- (Local)	\$0	\$0	\$0	\$0	\$0
Subtotal	\$6,886,792	\$6,980,867	\$7,545,694	\$7,651,095	\$7,594,191
Total Funding	\$7,994,686	\$7,986,630	\$8,656,367	\$8,708,477	\$8,646,527
Passenger Fares/ Total Funding	11.0%	10.9%	10.6%	10.4%	10.5%

Source: PennDOT dotGrants Reporting System.

PARATRANSIT FUNDING

Paratransit funding is about 17.2% of CamTran's public transportation operation and consists of ADA and shared-ride service. State subsidies as well as passenger fares are used to finance paratransit operating costs (**Exhibit 13**). State fixed-route operating grants were used to subsidize \$508,050 (30.7%) of shared-ride operating costs (\$1,653,584) in FYE 2018.

CamTran's paratransit program increased from \$1,481,711 in FYE 2014 to \$1,795,336 as of FYE 2018. CamTran's paratransit budget is significantly smaller than the fixed-route budget. Total paratransit passenger trips increased from 58,168 in FYE 2014 to 63,908 in FYE 2018 (**Exhibit 14**).

Exhibit 13: Paratransit Funding by Source

Category	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Revenues					
Passenger Fares	\$24,086	\$22,191	\$22,614	\$16,166	\$19,682
Advertising	\$0	\$0	\$0	\$0	\$0
Lottery	\$586,933	\$566,080	\$713,505	\$855,245	\$891,874
PwD Reimbursement	\$21,915	\$20,664	\$28,555	\$29,953	\$24,195
PwD Passenger Fares	\$0	\$5,265	\$6,547	\$5,843	\$5,043
AAA	\$120,658	\$114,159	\$147,408	\$190,179	\$195,876
MH/MR	\$0	\$0	\$0	\$0	\$0
W2W	\$0	\$0	\$0	\$0	\$0
MATP	\$0	\$1,197	\$856	\$2,355	\$2,749
Other – Rental Income	\$0	\$0	\$0	\$0	\$0
Other – Misc. Income/Interest	\$5,410	\$7,591	\$8,493	\$0	\$14,357
Other – Sales/Merchandise/Vending	\$7	\$11	\$98	\$3	\$0
Other – United Cerebral Palsy	\$0	\$0	\$0	\$10,949	\$0
Other -MLTC	\$6,331	\$5,772	\$6,933	\$0	\$0
Other – Outside Cont. Rev. Allocation	\$0	\$0	\$0	\$10,482	\$9,822
Subtotal	\$765,340	\$742,930	\$935,009	\$1,121,175	\$1,163,598
Subsidies					
Federal Operating Grant	\$0	\$0	\$0	\$0	\$0
Act 44 (1513) State Prior	\$655,605	\$802,280	\$728,738	\$609,315	\$631,738
Act 44 (1513) State Current	\$0	\$0	\$0	\$0	\$0
Municipal Prior	\$49,852	\$0	\$0	\$0	\$0
Municipal Current	\$10,907	\$0	\$0	\$0	\$0
Act 44 (1513) Advertising	\$7	\$0	\$0	\$0	\$0
Subtotal	\$716,371	\$802,280	\$728,738	\$609,315	\$631,738
Total Funding	\$1,481,711	\$1,545,210	\$1,663,747	\$1,730,490	\$1,795,336

Source: PennDOT dotGrants Reporting System.

Exhibit 14: Paratransit Operating Statistics

Operating Category	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Paratransit Operating Statistics					
Senior Trips	49,523	47,786	54,371	55,289	52,932
ADA Trips	4,776	5,682	6,557	5,239	6,609
PWD Trips	1,873	1,767	2,182	1,952	1,749
Other Trips	2,001	1,824	2,113	2,915	2,618
Total Paratransit Trips	58,173	57,059	65,223	65,395	63,908
Total Miles	398,869	473,154	466,259	476,646	482,854
Total Hours	25,943	29,300	26,524	27,085	27,356
VOMS	26	26	30	31	29

Source: PennDOT dotGrants Reporting System.

BALANCE SHEET FINDINGS

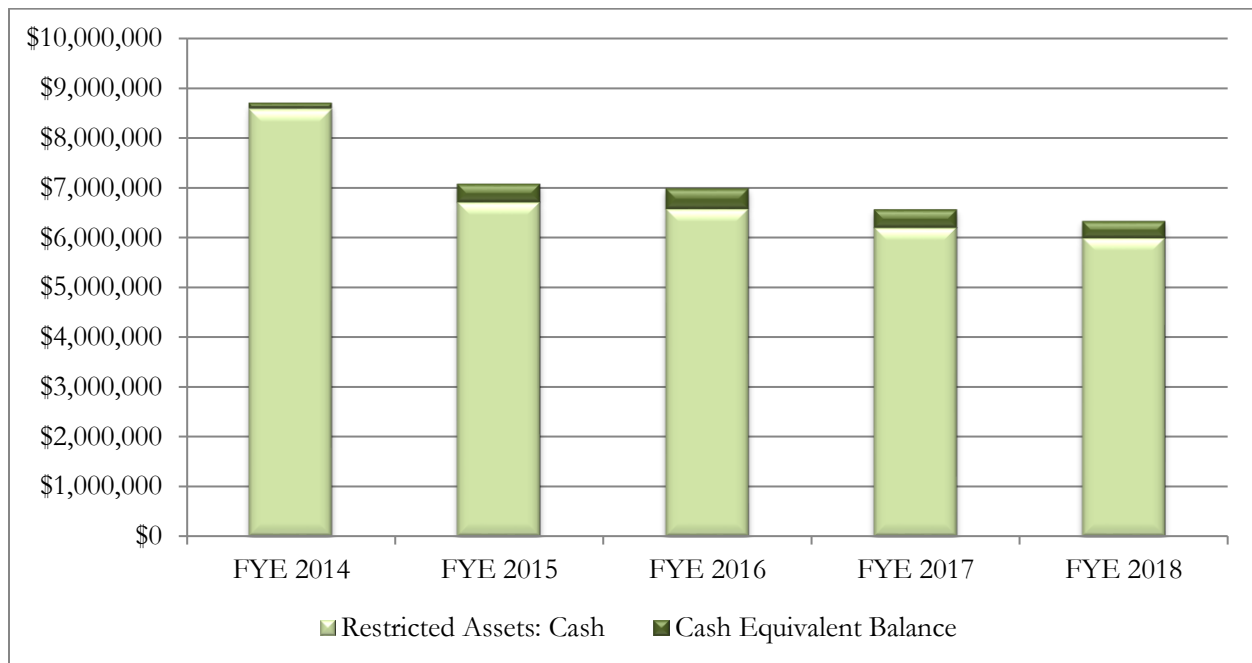
Review of balance sheets from CamTran shows that in FYE 2018, the agency decreased available cash on hand (**Exhibit 15** and **Exhibit 16**). Net current cash equivalent balance reported as of FYE 2014-2018 was \$348,715. Restricted cash was \$5,995,133 as of FYE 2018. CamTran maintains a combination of cash and restricted cash equivalent to 60.8% of total operating expenses as of FYE 2018. Accounts payable have decreased from a high of \$1,502,126 in FYE 2014 to \$219,166 as of FYE 2018³. CamTran maintains a \$2 million line of credit as of FYE 2018 with no outstanding balance.

Exhibit 15: Balance Sheet Summary (FYE 2014 – FYE 2018)

Balance Sheet Report	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Current Assets					
Cash Equivalent Balance	\$115,188	\$376,393	\$412,807	\$373,818	\$348,715
Investments	\$0	\$0	\$0	\$0	\$0
Grant Receivable (incl. capital)	\$1,395,095	\$1,107,566	\$272,260	\$313,562	\$840,674
Other Accounts Receivable	\$101,244	\$206,874	\$40,844	\$49,723	\$73,225
Restricted Assets: Cash	\$8,574,095	\$6,706,003	\$6,575,095	\$6,198,768	\$5,995,133
Inventory Value	\$477,297	\$458,830	\$481,855	\$479,419	\$510,021
Pre-paid Expenses	\$151,673	\$135,165	\$144,712	\$163,714	\$181,790
Current Liabilities					
Accounts Payable	\$1,502,126	\$256,669	\$224,305	\$218,157	\$219,166
Accrued Expenses	\$390,148	\$405,441	\$362,504	\$376,785	\$411,064
Deferred Revenue	\$8,574,095	\$7,807,670	\$6,819,705	\$6,464,128	\$6,796,066
Line of Credit	\$0	\$0	\$0	\$0	\$0
Total Operating Expense	\$9,476,367	\$9,531,840	\$10,320,114	\$10,438,967	\$10,441,868
(Cash Eqv. Bal. & Restricted Cash)/Total Operating Exp.	91.7%	74.3%	67.7%	63.0%	60.8%
Line of Credit/Annual Payroll	30.0%	29.4%	25.9%	25.0%	26.2%
Current Assets	\$10,814,592	\$8,990,831	\$7,927,573	\$7,579,004	\$7,949,558
Current Liabilities	\$10,466,369	\$8,469,780	\$7,406,524	\$7,059,070	\$7,426,296
Net Current Assets	\$348,223	\$521,051	\$521,049	\$519,934	\$523,262

Source: Annual Audit Reports and dotGrants

³ CamTran's accounts payable balance is a result of inclined plane and the rural program owing money to the urban program. CamTran balances out this liability in receivables.

Exhibit 16: End-of-Year Cash Balance (FYE 2014 – FYE 2018)**ASSESSMENT**

CamTran currently has a balanced operating budget. Operating cash reserves have declined since 2014. Noteworthy elements of CamTran's financial condition are:

- CamTran has \$359,326 in local and \$6.3 million in state carryover funds in FYE 2018
- Combined carryover subsidies amount to 64.0% of total operational funding
- CamTran received its full local match as required by Act 44
- Accounts payable and receivable amounts are negligible
- CamTran maintains a line of credit for \$2 million with no outstanding balance

CamTran policy permits the use of fixed-route operating subsidies to support shared-ride service. Operating subsidies covered 30.7% of shared-ride operating costs in FYE 2018. Management should consider the long-term sustainability of this policy when evaluating potential service expansions and how it impacts shared-ride fare recovery.

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

APPENDIX A: 2013 PERFORMANCE REVIEW ACTION PLAN ASSESSMENT

Last Updated March 31, 2016

Category	Suggested Action	Corrective Action	Observation
1. Ridership	Implement rural route restructuring (p. 22)	A total rural service review including fixed route will commence in April 2013. Board: Wilkinson Staff: Ligda	CamTran has decided on a fare increase for 2016. We are in the process of getting Board approval and instituting public hearings before the fare increase is made official. Once fares have been made uniform throughout the rural and Urban system we will begin the route restructuring. 9/30/3013 – extended to 6/30/2015
1. Ridership	Change scheduling function to be a documented computer-assisted function for the entire agency (p. 22)	Documentation now occurs in the scheduling function for all the reservations that need any information for all trip exceptions. A section of the Service Review Procedure shall include technology based assisted scheduling, to include current software of FleetNet, DataPoint & GFI data. Board: Noel Staff: Fuge	Rural division of CamTran is involved in the process of installing and utilizing ECOLANE scheduling software that is being implemented by PennDOT. ECOLANE is on the cutting edge of scheduling technology and will give us multiple avenues to schedule and monitor efficiency. The urban scheduling process includes the use of ITS (DataPoint & GFI) to monitor service performance and assist with schedule review and revision using FleetNet capabilities.
1. Ridership	Open AAA to the public (p. 23)	All buses being used by CamTran + and AAA are open to the public. Plus, it is stressed in marketing of service.	Completed 6/1/2012

Category	Suggested Action	Corrective Action	Observation
<p>1. Ridership</p>	<p>Increase awareness of AAA and reserve-a-ride services through documented marketing and educational approach (p. 23)</p>	<p>As coordination between CamTran +/AAA developed many marketing initiatives were conducted including community outreach, letters to customers and flyers displayed in the buses. Moving forward the Reserve-A-Ride service will be advertised via radio, newspaper and mailers sent to the public to increase awareness.</p> <p>Board: Whited Staff: Yoder</p>	<p>COMPLETE – Marketing initiatives were conducted via radio and newspaper ads. Also, through direct mailers. Signs were placed in the rural buses and letters were sent out to Reserve-a-Ride customers. Also, outreach to local senior centers was conducted. 8/31/2013</p>
<p>1. Ridership</p>	<p>Expand marketing to major employers (p. 23)</p>	<p>CamTran will send out a letter and media kit to all major employers in the County informing them of the various transportation options offered by CamTran and how their employees can benefit from using CamTran as their transportation source. Also, CamTran will provide major employers with promotional flyers and posters to be displayed at their place of business.</p> <p>Board: Gramling Staff: Yoder</p>	<p>COMPLETE – Media kits containing a cover letter, urban & rural service maps and information tri-folds were sent out to major employers in Cambria County including but not limited to Concurrent Technology Corporation, The American Red Cross and Conemaugh Hospital. 8/31/2013</p>

Category	Suggested Action	Corrective Action	Observation
<p>1. Ridership</p>	<p>Make a system-wide service map available to the public (p. 23)</p>	<p>CamTran is in the early planning stages of revising our rural schedules. Once the rural schedules are revised CamTran will be able to offer a system-wide service map to the public including both urban and rural routes. In the meantime, the urban service area map will be published publicly.</p> <p>Board: Wilkinson Staff: Ligda</p>	<p>9/20/2013 – extended to 6/30/2016</p>
<p>1. Ridership</p>	<p>Implement appropriate marketing materials for languages other than English (p.23)</p>	<p>Currently CamTran offers our web content in different languages utilizing Google Translate. Moving forward all PDF's on the website and other related marketing materials will be available in languages other than English. All signage on buses is in English and Spanish.</p> <p>Board: Gramling Staff: Yoder</p>	<p>COMPLETED-All informational tri-folds have been translated and all urban & rural bus schedules will be translated by 9-27-13. Once all information has been translated the information will be available on our website. Completion date for new website needs extending to 12-31/2014</p>
<p>2. Revenue</p>	<p>Increase fixed route bus passenger fare revenue proportional to operating costs (p. 24)</p>	<p>Requested PennDOT technical assistance</p>	<p>COMPLETED-CamTran will institute a fixed route fare increase on 1/1/2016</p>

Category	Suggested Action	Corrective Action	Observation
2. Revenue	Re-evaluate current local match formula to eliminate need for advertising revenue to cover shortfall (p. 26)	The annual increase in Local share continues to be a difficult task for the County and 19 Municipalities because of the poor economic conditions in our County, all budgets are very tight. CamTran has increased local match assessments over the past several years, and each year it gets more difficult to get the increases. We will however, continue to work with each municipality and the county over the next 5 years. Board: Cernic Staff: Layton	Not Present in Report 6/30/2017
2. Revenue	Increase Inclined Plane farebox recovery and revenue proportional to operating costs (p. 24)	Requested PennDOT technical assistance	Adjustments in the farebox recovery for the Inclined Plane will go in conjunction with changes in the fixed route system. 12/31/2013 – extended to 9/1/2016
2. Revenue	Evaluate route guarantees and implement appropriate action (p. 24)	A plan will be developed with guidance from PennDOT. Board: Gramling Staff: Yoder	As stated in other sections, CamTran is currently involved in an analysis project with Michael Baker (Andy Baston) to review and change our fixed route fares and restructure routes. We ask for an extension until the analysis and restructuring is complete. 3/31/2014 – extended to 6/30/2016

Category	Suggested Action	Corrective Action	Observation
3. Operating Cost	Improve recovery of maintenance costs (p. 25)	CamTran has hired a rural mechanic to fill the position of a mechanic on extended sick leave. This has reduced OT.	Complete
3. Operating Cost	Bill contract maintenance at actual cost (including premium pay) or eliminate contract maintenance that requires overtime	CamTran will implement a new vehicle maintenance agreement with Cambria County. The agreement will charge the billing rate in addition to parts to ensure full cost recovery. Board: Gramling Staff: Layton & Mahler	COMPLETE – A new contract has been signed by the County for maintenance work for the FY starting 7/1/13. The labor rate has been increased to ensure full recovery. 7/1/2013
3. Operating Cost	Implement revenue and fare changes to make Reserve-a-Ride cost neutral. (p. 24)	Submitted a fare increase application and received approval. The new fares went into effect in January 2013. Will re-evaluate costs next fiscal year after the elimination of subcontractor. We will then determine if we need to submit another fare increase application	Not present in Report. 12/31/2014
3. Operating Cost	Remedy contract maintenance services issues resulting in excess costs to the agency (p. ix)	Overtime has been reduced and we will seek contracts with the county that reflects any overtime expenses. Board: Esposito Staff: Maher	COMPLETE – A new contract has been signed by the County for maintenance work for the FY starting 7/1/13. The labor rate has been increased to ensure full cost recovery. 6/30/2013

Category	Suggested Action	Corrective Action	Observation
3. Operating Cost	Evaluate current work rule provisions and establish plan to remedy overtime (p. 25)	This will be negotiated with the next CamTran Union contract Board: Cernic Staff: Noll	This was one of our proposals at the 2017 negotiations. The Union would not agree to change overtime to be based on a 40-hour week instead of an 8-hour day. Although bus drivers are still on the 8-hour a day overtime schedule, IP operators only receive overtime for excess of work over 40 hours per week. This rule was negotiated in 2015. 5/6/2019
3. Operating Cost	Evaluate current retirement provisions and establish and implement plan of action (p. 26)	This will be negotiated with the next CamTran Union contract Board: Cernic Staff: Noll	As stated above the union was unwilling to negotiate changes in this language in the new contract. We will continue to address these changes in the next contract negotiations. 5/6/2019
4. Other	Reorganize management to focus on one agency instead of varying business lines (p. 27)	This was discussed at the Board training held in February. Management have already stopped referring to divisions and instead refer to service area. A plan will be developed. Board: Slifko Staff: Noll	This task has been accomplished within the staff and managers of CamTran. Safety, HR, purchasing, and maintenance is supervised by one director. Even though each division is reviewed by the board at the committee level, there is an overall understanding that all divisions fall under CamTran. The designation of CamTran, CamTran+, and the inclined plane are only used to designate and describe the separate locations. The accounting staff reorganization is being discussed to make the department more efficient and whole through the entire agency. Because of the complexity of a complete changeover we will need an extension for total completion of this action.

Category	Suggested Action	Corrective Action	Observation
<p>4. Other</p>	<p>Reassign staff reporting to the Controller to promote independent financial review (p. 27)</p>	<p>This was discussed at the board training on 2/25/13 and a plan will be developed.</p> <p>Board: Slifko Staff: Noll</p>	<p>Discussion has occurred regarding the most suitable person to have the IP report. In lieu of the recent hiring of a competent manager for the IP we feel that they will be able to administer all necessary components of the position including- Management, accountability, safety, staffing, promotion of events, personnel issues, and any other aspects of the job. With this person in place they will can run and manage the IP on their own and ONLY reporting to the Operations, Safety, Maintenance and Accounting branches of CamTran on a timely basis. This reporting will need to involve the Safety supervisor to ensure all aspects of that role. 6/30/2013</p>
<p>4. Other</p>	<p>Formalize appropriate role for Board of Directors and undergo Board training (p. 27)</p>	<p>This was discussed at the board training on 2/25/13 and a plan will be developed.</p> <p>Board: Slifko Staff: Noll</p>	<p>The board needs to review and adopt the “Boards that Perform” –Roles and Responsibilities of Transit Board Members. This was presented by Michael Noel at the Board Retreat and was prepared by RTAP – Rural Transit Assistance Program. Although it may not apply to all aspects of our present board it is a working guideline that needs review, edits, and adoption by the Board. After adoption it needs to be followed. We are working in conjunction with PPTA and will schedule a yearly Board Training session through them as soon as the program receives PennDot approval. Continued yearly training will take place for a PPTA sponsored plan. 6/30/2013</p>

Category	Suggested Action	Corrective Action	Observation
<p>4. Other</p>	<p>Prepare succession plans for management and non-management employees (p. 28)</p>	<p>The Assistant General Manager/Rural Director, acting as back up for Executive Director, will develop an agency-wide plan, in coordination with the HR Coordinator. In addition, we are in process of developing Standard Operating Procedure (SOP) for every position. A succession plan has been developed for the Maintenance Department and added to the Maintenance and Purchasing Manual. The Maintenance Director is currently looking into a rotation of mechanics and service person in the shop to receive technical training on the new technology on new buses. In the event of a retirement or injury, we will have trained professionals on the shop floor repairing buses.</p> <p>Board: Slifko Staff: Ligda</p>	<p>SOP's are almost complete for all positions within the company making it easier for placing new people into positions that might be vacated in the future. Proposed succession plan for key positions is as follows. Rose Lucey-Noll (Executive Director) – replaced by Daniel Ligda (AGM). Lisa Layton (Controller) – replaced by Amanda Murphy (Grants/Accounting). Denny Fuge (Operations Director) - Replaced by combination of Daron Arnot (Safety and Security) with assistance by Ted Richardson (Operations Manager). Bernard Walkowsky (Maintenance Director) -replaced by Robert Butterworth (Rural Service Manager). Tabatha McCormick (HR Manager) - replaced by Jennifer Gojmerac (HR Assistant). Josh Yoder (Marketing Director) replaced by an outside temp. Marketing organization Succession Plan for the Maintenance department has been developed and is awaiting Board approval. It makes sure that all available positions have staff rotated thru each area to ensure that key people in the mechanics shop can step up and fulfill position in the event of retirement of other loss of staff. In the near future a training program is being developed to train and promote from within. Complete 6/20/2013</p>

Category	Suggested Action	Corrective Action	Observation
4. Other	Establish mechanism for Advisory Committee to advise the Board of Directors (p. 28)	A report on meetings will be provided to Board of Directors bi-annually. Board: Kuzma Staff: Ligda	Complete -The Assistant GM presently chairs this committee in twice-a-year meetings. Our goal is to improve attendance by outside service organizations to get better input of what is needed by these organizations in Cambria County. Attendance, although many organizations are invited, has been relatively poor and we will attempt to expand to other organizations and groups. Reports from these meetings will be presented to the Board.
4. Other	Establish plan to solidify management team through fair compensation and incentives (p. 28)	A plan will be developed. Board: Slifko Staff: Layton & Roles	A salary analysis was conducted in both 2015 and 2017. The 2017 analysis identified employees as being underpaid. CamTran implemented a phase pay increase over a multi-year period for both management and staff.
4. Other	Evaluate ability to implement performance reviews for all employees (p. 28)	Research other systems and develop a model for CamTran to begin performance reviews on union employees. Board: Noel Staff: Roles	Implementation of performance reviews for union employees was declined in the latest contract negotiations. 1/31/2014
4. Other	Establish marketing tracking methodology (p. 28)	CamTran will develop a tracking method to measure ROI for various marketing initiatives conducted in the future. By tracking the various marketing initiatives and ROI	Ads related to various marketing initiatives have been filed with corresponding costs for the campaign. Ridership or sales have been analyzed and recorded for comparison purposes to decide between a successful

Category	Suggested Action	Corrective Action	Observation
		<p>CamTran will be able to expand on the successful marketing campaigns and do away with the not so successful marketing campaigns and initiatives.</p> <p>Board: Noel Staff: Yoder</p>	<p>campaign and an unsuccessful campaign. Complete 2/28/2014</p>
4. Other	<p>Improve budgeting process based on historical data and implement 5-year budget cycle (p. 28)</p>	<p>Will start looking at historical trends while budgeting for Fiscal Year 2013-2014 and will steer away from "worst-case" scenario budgets. A five-year plan will be developed.</p> <p>Board: Cernic Staff: Layton</p>	<p>A more realistic budget was developed for FY 13-14 and submitted to PennDOT. A five-year plan was also developed and shared with CamTran Board of Directors. This action item is now complete. 5/31/2013</p>
4. Other	<p>Evaluate possibility of integrating all business lines into one module for FleetNet © software (p. 28)</p>	<p>The Charts of Accounts have been updated so that consolidated reports can be produced. We are already doing this on a monthly basis.</p>	<p>Complete 7/1/2012</p>
4. Other	<p>Improve action as designated shared ride coordinator (p. 29)</p>	<p>New Assistant General Manager/Rural Director will improve our role as shared ride coordinator. CamTran has taken over entirely the reservation process for the shared ride program in Cambria County. In the past this method</p>	<p>Complete</p>

Category	Suggested Action	Corrective Action	Observation
		<p>was shared by both AAA and CamTran and led to a fragmented system. Now all services are exclusively coordinated thru CamTran. All calls and radio communication with drivers is under the control of CamTran. AAA is no longer going to provide Shared Ride service starting July 1, 2013. As we move forward we will begin to utilize the automated scheduling capabilities out of PtMS software to ensure the most efficient use of the vehicles daily. Most of these tasks have already been accomplished but a completion date should be 9/1/2013.</p> <p>Board: Whited Staff: Ligda</p>	
<p>4. Other</p>	<p>Implement cost allocation model recommendations and remedy data inconsistencies (p. 29)</p>	<p>Completed in July.</p>	<p>Complete</p>
<p>4. Other</p>	<p>Increase use of computers for shared ride activities, specifically scheduling (p. 29)</p>	<p>CamTran+ had an onsite training program by a representative of PTMS on January 3rd and 4th of 2013. At that time the entire PTMS</p>	<p>Complete</p>

Category	Suggested Action	Corrective Action	Observation
		system went through an upgrade and all data that was no longer necessary was backed up then purged from the system. We now have a clean database with correct geo-coding for all clients and locations. Client files were scanned to ensure complete data was present. Scheduling is being exclusively done in the PTMS system.	
4. Other	Remedy improper manifest practices, particularly for AAA (p. 29)	CamTran+ conducted training with the AAA operators on the proper way to complete a manifest	Complete
4. Other	Create separate account for contract maintenance expenses and revenues.	We already have revenue and expense accounts to track the activity for contract maintenance and this year have set-up additional expense accounts.	Complete
4. Other	Formally document customer service procedures (p. 23)	The current customer service procedures will be revised to include all CamTran services. Formal policies will be adopted. Board: Noel Staff: Fuge	Completed 9/03/13 Procedures revised to include all Service areas & Departments.

Category	Suggested Action	Corrective Action	Observation
4. Other	Revise mission and vision statement (p. 26)	CamTran had a board training session in February 2013. At that time, we established a Committee to revise our mission & vision for the entire agency. Board: Slifko Staff: Noll	CamTran recognizes that our current mission statement needs to be updated and better describe our goals. Input has been given by board members and managers of CamTran and both a mission and department mission statement will be made. 9/20/2013
4. Other	Revise and implement strategic plan (p. 26)	CamTran had a board training session in February 2013. At that time, we established a Committee to revise our Strategic Plan. Board: Slifko Staff: Noll	The current strategic plan is being reviewed and more up-to-date plans are being added. These will include CNG and Marketing. 9/30/2016-17
4. Other	Develop and monitor key performance metrics (p. 26)	Will develop formal policy for assessing standard operational performance standards. Performance metrics will be tracked and reviewed monthly. Board: Noel Staff: Noll	The Board of Directors will be given a copy of the dashboard with different information that is available at each monthly meeting. Information will be given at intervals (Monthly, Quarterly, etc.) depending on the best reporting time frame for each metric. Over time the reporting will be adapted to serve the best needs of the board.
4. Other	Establish appropriate governing Board roles and responsibilities (p. viii)	CamTran Board training was held in February 2013. This was discussed at length and additional Board Orientation Training will be developed.	COMPLETE – Ongoing training will be scheduled through an established plan developed by PPTA once it is approved by PennDOT. Once it is implemented we will schedule reoccurring yearly training programs. 6/30/2013

Category	Suggested Action	Corrective Action	Observation
		Board: Noel Staff: Noll	
4. Other	Implement management changes across the agency to promote a “single” agency approach, particularly focused on management of CamTran + and shared-ride (p. viii)	Urban operation department staff has been intimately involved in overseeing rural operations for the past several months. Currently rural fixed route and shared ride services are coordinated through the rural-urban link via Ebensburg Johnstown route. Board: Wilkinson Staff: Ligda	COMPLETE – There have been many noticeable changes in the single agency approach to how the rural operations is now managed. An Assistant General Manager has been put in place in the rural division and oversees day-to-day operations. CamTran’s departments of Accounting, Marketing, HR, and Safety/Security are all involved and held responsible for all locations of the authority thereby reducing the need of duplicate services in the two different locations. With the CamTran + location having better management in place this will allow us to focus on revamping the routes along with run cutting for a more productive and usable system. 8/31/2013

APPENDIX B: PEER COMPARISONS

Comparison of CamTran with the selected peer systems was completed using NTD-reported data and PennDOT dotGrants Legacy statistics. Due to its consistency and availability for comparable systems, the NTD FYE 2016 Reporting Year database was selected as the primary data source used in the calculation of the five-year trend Act 44 metrics:

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

The definition of the variables used in the calculations is as follows:

- Passengers: Annual unlinked passenger boardings by mode for both directly-operated and purchased transportation
- Operating Costs: Annual operating cost of services provided (excluding capital costs) by mode for both directly-operated and purchased transportation
- Operating Revenue: Total annual operating revenue generated from farebox and other non-state, non-federal sources by mode for both directly-operated and purchased transportation
- Revenue Vehicle Hours: The total annual number of “in-service” hours of service provided by mode for both directly-operated and purchased transportation
- Average: Un-weighted linear average of all values being measured across all peer transit agencies
- Standard Deviation: Standard deviation of all values being measured across all peer transit agencies

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

- “At Risk” if more costly than one standard deviation **above** the peer average in:
 - The single-year or five-year trend for Operating Cost / Revenue Vehicle Hour
 - The single-year or five-year trend for Operating Cost / Passenger
- “At Risk” if performing worse than one standard deviation **below** the peer group average in:
 - The single-year or five-year trend for Passengers / Revenue Vehicle Hour
 - The single-year or five-year trend for Operating Revenue / Revenue Vehicle Hour

Passengers / Revenue Vehicle Hour

Passengers / Revenue Hour (MB)					
System	FYE 2016 Single Year		5 Year Change Since FYE 2011		
	Value	Rank of 13	2011 Value	Annual Rate	Rank of 13
Santa Fe Trails - City of Santa Fe	12.61	13	12.53	0.12%	3
Belle Urban System - Racine	15.22	8	17.50	-2.75%	11
Decatur Public Transit System	18.42	4	19.13	-0.75%	6
Kenosha Transit	19.70	2	23.65	-3.58%	12
Williamsport Bureau of Transportation	23.10	1	25.10	-1.65%	9
County of Lackawanna Transit System	13.05	11	13.54	-0.74%	5
Luzerne County Transportation Authority	16.15	6	15.35	1.02%	2
City of Appleton - Valley Transit	15.42	7	16.93	-1.85%	10
Housatonic Area Regional Transit	12.93	12	13.98	-1.54%	8
City of Fargo, DBA: Metropolitan Area Transit	18.54	3	29.23	-8.71%	13
Western Reserve Transit Authority	16.69	5	17.05	-0.42%	4
The Tri-State Transit Authority	15.07	9	13.05	2.92%	1
Cambria County Transit Authority	14.13	10	14.79	-0.91%	7
<i>Average</i>	16.23		17.83	-1.45%	
<i>Standard Deviation</i>	3.04		5.16	2.72%	
<i>Average – 1 Standard Deviation</i>	13.19		12.67	-4.17%	
<i>Average + 1 Standard Deviation</i>	19.28		22.99	1.28%	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Worse		Better		

Operating Cost / Revenue Vehicle Hour

Operating Cost / Revenue Hour (MB)					
System	FYE 2016 Single Year		5 Year Change Since FYE 2011		
	Value	Rank of 13	2011 Value	Annual Rate	Rank of 13
Santa Fe Trails - City of Santa Fe	\$88.70	8	\$79.87	2.12%	7
Belle Urban System - Racine	\$81.92	4	\$78.09	0.96%	5
Decatur Public Transit System	\$79.25	2	\$66.37	3.61%	11
Kenosha Transit	\$87.35	6	\$96.47	-1.97%	1
Williamsport Bureau of Transportation	\$119.90	13	\$96.30	4.48%	12
County of Lackawanna Transit System	\$99.40	9	\$87.73	2.53%	10
Luzerne County Transportation Authority	\$116.29	12	\$92.14	4.77%	13
City of Appleton - Valley Transit	\$79.77	3	\$78.10	0.42%	4
Housatonic Area Regional Transit	\$86.00	5	\$77.33	2.15%	8
City of Fargo, DBA: Metropolitan Area Transit	\$69.98	1	\$72.92	-0.82%	2
Western Reserve Transit Authority	\$99.51	10	\$91.18	1.76%	6
The Tri-State Transit Authority	\$88.34	7	\$89.45	-0.25%	3
Cambria County Transit Authority	\$100.41	11	\$88.99	2.44%	9
<i>Average</i>		<i>\$92.06</i>	<i>\$84.23</i>	<i>1.71%</i>	
<i>Standard Deviation</i>		<i>\$14.52</i>	<i>\$9.38</i>	<i>2.00%</i>	
<i>Average – 1 Standard Deviation</i>		<i>\$77.54</i>	<i>\$74.84</i>	<i>-0.30%</i>	
<i>Average + 1 Standard Deviation</i>		<i>\$106.58</i>	<i>\$93.61</i>	<i>3.71%</i>	
Act 44 Compliance Determination		In Compliance		In Compliance	
Compared to the Peer Group Average		Worse		Worse	

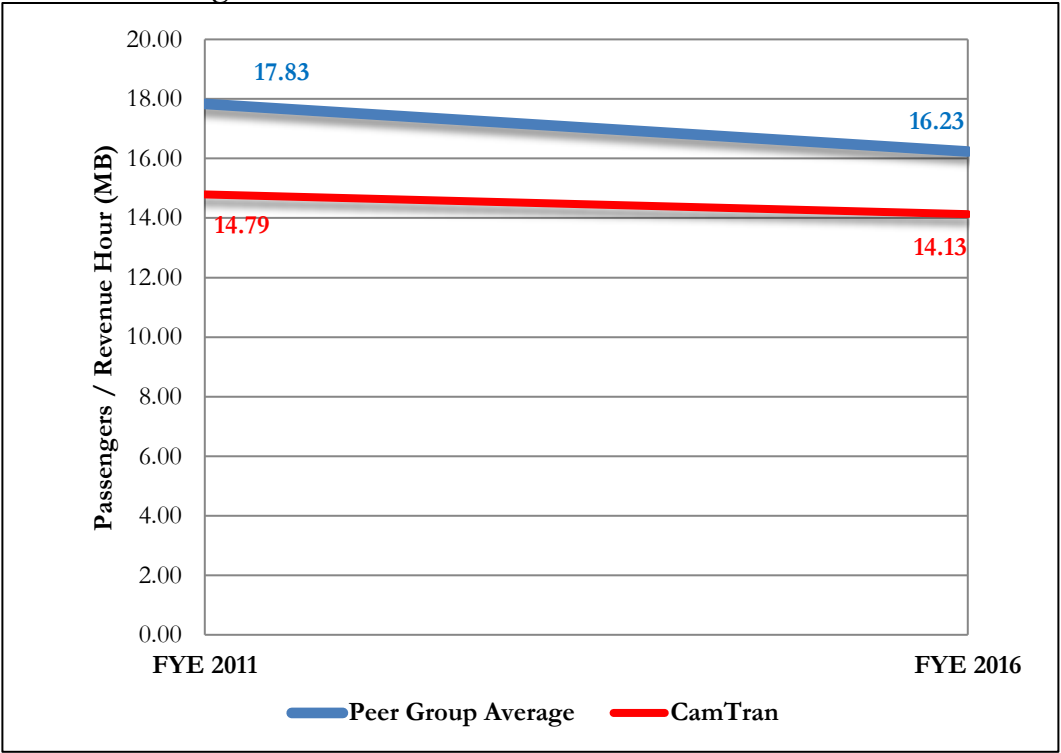
Operating Revenue / Revenue Vehicle Hour

Operating Revenue / Revenue Hour (MB)					
System	FYE 2016 Single Year		5 Year Change Since FYE 2011		
	Value	Rank of 13	2011 Value	Annual Rate	Rank of 13
Santa Fe Trails - City of Santa Fe	\$5.14	13	\$4.33	3.49%	3
Belle Urban System - Racine	\$14.62	7	\$16.72	-2.65%	11
Decatur Public Transit System	\$7.60	12	\$7.08	1.43%	8
Kenosha Transit	\$11.31	11	\$11.50	-0.33%	9
Williamsport Bureau of Transportation	\$16.84	3	\$17.99	-1.32%	10
County of Lackawanna Transit System	\$15.13	5	\$11.99	4.77%	2
Luzerne County Transportation Authority	\$16.59	4	\$15.07	1.94%	5
City of Appleton - Valley Transit	\$15.01	6	\$17.29	-2.79%	12
Housatonic Area Regional Transit	\$17.77	2	\$12.22	7.78%	1
City of Fargo, DBA: Metropolitan Area Transit	\$14.13	8	\$25.58	-11.19%	13
Western Reserve Transit Authority	\$12.51	10	\$10.56	3.44%	4
The Tri-State Transit Authority	\$34.51	1	\$31.68	1.73%	7
Cambria County Transit Authority	\$12.83	9	\$11.67	1.92%	6
<i>Average</i>		<i>\$14.92</i>	<i>\$14.90</i>	<i>0.63%</i>	
<i>Standard Deviation</i>		<i>\$6.90</i>	<i>\$7.32</i>	<i>4.62%</i>	
<i>Average – 1 Standard Deviation</i>		<i>\$8.02</i>	<i>\$7.58</i>	<i>-3.99%</i>	
<i>Average + 1 Standard Deviation</i>		<i>\$21.82</i>	<i>\$22.22</i>	<i>5.26%</i>	
Act 44 Compliance Determination		In Compliance		In Compliance	
Compared to the Peer Group Average		Worse		Better	

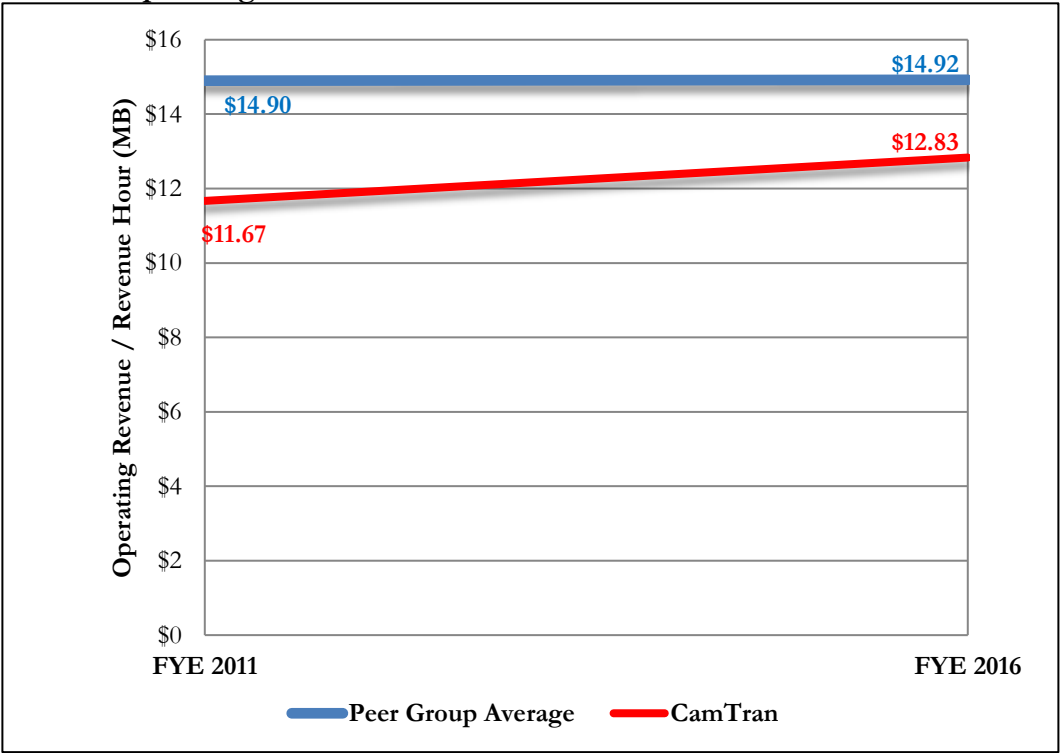
Operating Cost / Passenger

Operating Cost / Passenger (MB)					
System	FYE 2016 Single Year		5 Year Change Since FYE 2011		
	Value	Rank of 13	2011 Value	Annual Rate	Rank of 13
Santa Fe Trails - City of Santa Fe	\$7.04	10	\$6.37	1.99%	3
Belle Urban System - Racine	\$5.38	6	\$4.46	3.82%	10
Decatur Public Transit System	\$4.30	2	\$3.47	4.39%	11
Kenosha Transit	\$4.43	3	\$4.08	1.68%	2
Williamsport Bureau of Transportation	\$5.19	5	\$3.84	6.24%	12
County of Lackawanna Transit System	\$7.62	13	\$6.48	3.29%	6
Luzerne County Transportation Authority	\$7.20	12	\$6.00	3.71%	8
City of Appleton - Valley Transit	\$5.17	4	\$4.61	2.31%	5
Housatonic Area Regional Transit	\$6.65	9	\$5.53	3.75%	9
City of Fargo, DBA: Metropolitan Area Transit	\$3.78	1	\$2.50	8.64%	13
Western Reserve Transit Authority	\$5.96	8	\$5.35	2.20%	4
The Tri-State Transit Authority	\$5.86	7	\$6.86	-3.08%	1
Cambria County Transit Authority	\$7.11	11	\$6.02	3.39%	7
<i>Average</i>		\$5.82	\$5.04	3.26%	
<i>Standard Deviation</i>		\$1.24	\$1.33	2.68%	
<i>Average – 1 Standard Deviation</i>		\$4.58	\$3.71	0.58%	
<i>Average + 1 Standard Deviation</i>		\$7.06	\$6.37	5.94%	
Act 44 Compliance Determination		At Risk		In Compliance	
Compared to the Peer Group Average		Worse		Worse	

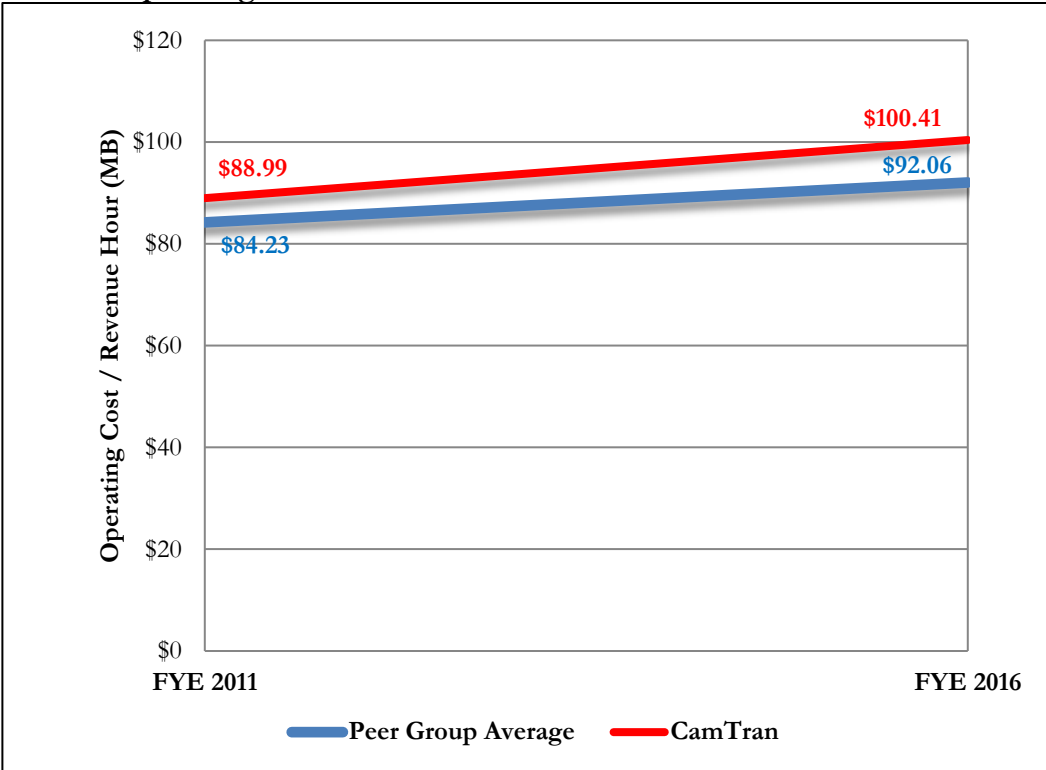
Trend – Passengers / Revenue Vehicle Hour



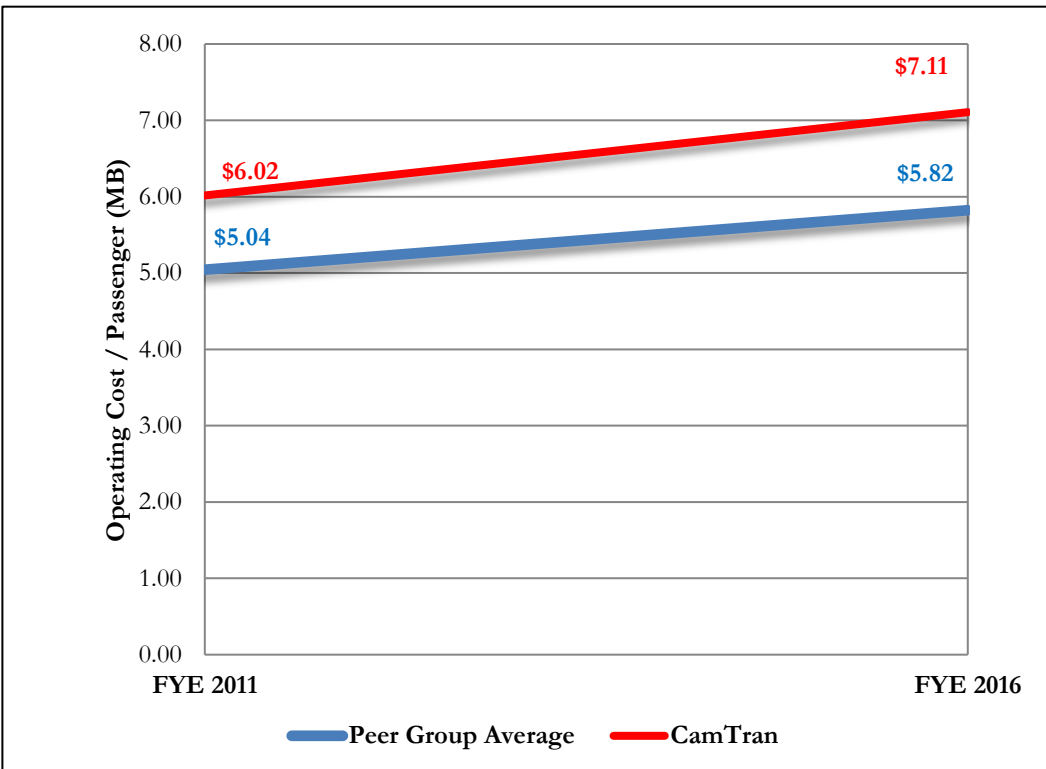
Trend – Operating Revenue / Revenue Vehicle Hour



Trend – Operating Cost / Revenue Vehicle Hour



Trend – Operating Cost / Passenger



APPENDIX C: ACTION PLAN TEMPLATE

PART 1- ACTIONS TO INCREASE PASSENGERS / REVENUE HOUR

Recommendation From narrative starting on page 11	CamTran Action	Estimated Initiation Date	Estimated Completion Date
1. Develop baseline metrics and goals for the Marketing Plan.			
2. Strengthen relationships with partner agencies and local governments to mitigate potential impacts to service delivery from outside organization activities.			

PART 2 - ACTIONS TO INCREASE OPERATING REVENUE / REVENUE HOUR

Recommendation From narrative starting on page 11	CamTran Action	Estimated Initiation Date	Estimated Completion Date
1. Periodically explore route guarantee arrangements with local colleges and universities.			

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

Recommendation From narrative starting on page 12	CamTran Action	Estimated Initiation Date	Estimated Completion Date
1. Consider low-cost alternatives, like a vanpool program, when evaluating opportunities to provide transportation to employment centers outside of CamTran's current service area.			
2. Continue to monitor the costs by program (i.e., fixed-route urban, fixed-route rural, shared-ride, and inclined plane), and implement cost control measures as identified.			

PART 4 - OTHER ACTIONS TO IMPROVE OVERALL PERFORMANCE

Recommendation From narrative starting on page 12	CamTran Action	Estimated Initiation Date	Estimated Completion Date
<p>1. Assess the long-term sustainability of a policy that allows for the use of fixed-route subsidies to support the shared-ride program, and its impact when assessing shared-ride fare recovery.</p> <p>Assess the performance impacts of shared-ride service expansion or expand on a pilot/trial basis, before implementing full scale service changes</p>			
<p>2. Revise internal accounting structure and consolidate fixed-route accounts to simplify revenue and expense allocation.</p>			
<p>3. Develop a strategic plan.</p>			
<p>4. Identify and document alternative approaches to local match support used elsewhere in the Commonwealth in order to have a firm foundation for any subsequent discussions and negotiations with local government.</p>			
<p>5. Board should work with Cambria County to renew the CamTran Articles of Incorporation.</p>			

