



Performance Report

December 20, 2023

Transit Performance Review

**Cambria County Transit Authority
(d.b.a, CamTran)**

This page is intentionally blank to allow for duplex printing.

CAMBRIA COUNTY TRANSIT AUTHORITY (CAMTRAN) PERFORMANCE REVIEW EXECUTIVE SUMMARY



FIXED-ROUTE RIDER PROFILE

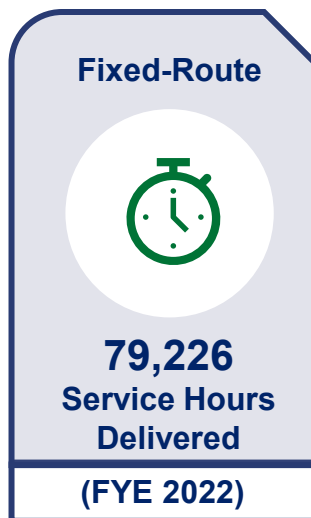
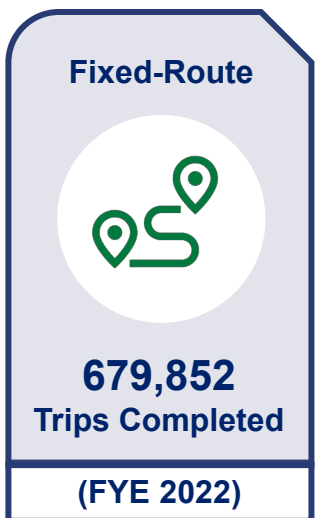


Source: 2023 BCTA Customer Satisfaction Survey

COMMUNITY IMPACTS

SOCIAL

Mobility Benefits



On-Time Performance
(September 2022 – 2023)

Fixed-Route **90%**

Paratransit **94%**

Source: FYE 2022 dotGrants and Agency Reporting

COMMUNITY IMPACTS

ECONOMIC



\$11M

**Spent Doing Business
With Pennsylvania Vendors (FYE 2022)**

\$3M

Operator Salaries & Wages (FYE 2022)





Average Hourly Fixed-Route Bus Driver Wage (FYE 2022)

\$25.96 Urban

\$22.79 Rural

Sources: FYE 2022 dotGrants and Agency Reporting

ACT 44 PERFORMANCE METRICS

	TARGET (2022)	ACTUAL (2022)	AUDITED (2023)	FUTURE (2028)
 INCREASE Passengers / RVH	14.78	8.58	9.87	10.90
 CONTAIN Operating Cost / RVH	\$122.25	\$124.08	\$146.09	\$171.28
 INCREASE Operating Revenue / RVH	\$14.49	\$9.86	\$10.28	\$11.91
 CONTAIN Operating Cost / Passenger	\$8.27	\$14.46	\$14.80	\$15.73

BEST PRACTICES

- Ensured its most vulnerable customers had access to transportation for essential shopping and a guaranteed trip to work during the COVID-19 pandemic.
- Partnered with the City of Johnstown to develop a successful RAISE Grant application that secured \$24 million in federal funds
- Secured financial commitments for continued local match support amid the economic downturn of the COVID-19 pandemic.

OPPORTUNITIES FOR IMPROVEMENT

- Conduct routine customer service satisfaction surveys.
- Continue pursuing advertising agreements to diversify revenue.
- Monitor parts turnover and dispose of unused inventory.
- Conduct a market rate analysis to determine the appropriate price point for current and potential future leasable spaces.
- Develop a strategic plan.

CAMTRAN PERFORMANCE REVIEW EXECUTIVE SUMMARY



Other Fixed-Route Performance Statistics	FYE 2019	FYE 2022
Operating Revenue / Operating Cost	13.1%	5.6%
Operating Cost / Total Vehicle-Hours	\$106.79	\$116.34
Operating Cost / Total Vehicle-Miles	\$8.06	\$8.75
Total Passengers / Total Vehicle-Hours	13.88	8.45
Operating Cost / RVM	\$8.58	\$9.31
RVM / Total Vehicle-Miles	94.0%	94.0%
RVH / Total Vehicle-Hours	95.1%	95.0%
Operating Subsidy / Passenger Trip	\$6.68	\$12.99
Farebox Recovery	11.4%	4.4%

Note: Does not include ADA Paratransit Operating Statistics

Fixed-Route Annual Operating Statistics	FYE 2019	FYE 2022
Vehicles in Maximum Service (VOMS)	34	34
Operating Cost	\$8,923,185	\$9,658,188
Operating Revenues	\$1,173,122	\$537,922
Operating Subsidies	\$7,750,063	\$9,120,266
Total (Actual) Vehicle-Miles	1,106,661	1,103,696
Revenue Vehicle-Miles (RVM)	1,039,861	1,036,980
Total Vehicle-Hours	83,559	83,015
Revenue Vehicle-Hours (RVH)	79,445	78,903
Total Passenger Trips	1,159,804	701,839
Senior Passenger Trips	172,332	103,516

Note: Does not include ADA Paratransit Operating Statistics



CamTran Fixed-Route Urban Bus at the Johnstown Transit Center

FLEET SNAPSHOT



72

**Total
Vehicles**



**Estimated Annual
Miles per Vehicle**

20	Large Heavy-Duty Buses	24,000
11	Small Heavy-Duty Buses	16,000
11	Medium-Duty Buses	15,000
28	Light-Duty Buses	14,000
2	Vans	12,000



Source: 2023 Capital Planning Tool and FYE 2022 dotGrants Reporting

HIGH-LEVEL FINANCIAL INDICATORS

FYE 2019

FYE 2022

63.8%

105.6%



**Total Reserves /
Total Operating Expenses**

FYE 2019

FYE 2022

\$0.88

\$0.61



**Effective Fare (Total Fare
Revenue / Passenger Boardings)**

Source: dotGrants Reporting

Contents

PREFACE	3
INTRODUCTION	4
Purpose.....	4
Performance Review Process Steps	4
Agency Overview	6
Community Impacts.....	7
AGENCY TRENDS	11
Annual Operating Statistics	11
Financial Health.....	12
Safety.....	14
Capital Asset Management.....	14
ACT 44 PERFORMANCE REVIEW FINDINGS	17
Prior Performance Reviews	17
Current Performance Assessment and Findings.....	17
Future Performance Goals	18
FUNCTIONAL REVIEW	20
Identifying Opportunities for Improvement and Best Practices	20
Retain and Promote Ridership.....	20
Ensure Long-Term Financial Sustainability.....	21
Identify Other Opportunities to Improve Performance	22
APPENDIX A: DATA RECONCILIATION	24
APPENDIX B: ACTION PLAN TEMPLATE	26
Part 1 – Actions to Retain and Promote Ridership.....	26
Part 2 – Actions to Ensure Long-Term Financial Sustainability.....	26
Part 3 – Other Opportunities for Improvement	27
APPENDIX C: ACT 44 PEER COMPARISON ANALYSIS	28

List of Exhibits

Exhibit 1. Performance Review Process Steps.....	5
Exhibit 2. CamTran Fixed-Route Urban Bus at the Johnstown Transit Center	6
Exhibit 3. Monthly Fixed-Route Ridership, January 2019 through December 2022	7
Exhibit 4. Fixed-Route Rider Profile	8
Exhibit 5. Economic and Social Measures.....	10
Exhibit 6. FYE 2022 Operating Budget Summary.....	12
Exhibit 7. High-Level Financial Indicators.....	13
Exhibit 8. PTASP Annual Safety Performance Targets and 2022 Results	14
Exhibit 9. September 2023 Fleet Utilization Snapshot.....	15
Exhibit 10. Johnstown Inclined Plane Constructed in 1891	16
Exhibit 11. FYE 2021 Performance Assessment.....	17
Exhibit 12. FYE 2028 Performance Goals	19

Preface

Pennsylvania law requires transit agency performance reviews and five-year performance targets to improve efficiency and effectiveness of service

COVID-19: Transit-dependent populations bore a heavy burden

Transit agencies have navigated new demands, lower ridership, and higher costs

PennDOT will reevaluate performance targets when long-term impacts of the pandemic are known

Act 44 of 2007 and Act 89 of 2013 increased funding for public transportation in Pennsylvania. The laws also required transit agencies to improve the efficiency and effectiveness of service delivery through increased ridership, revenue, and cost containment. PennDOT evaluates every fixed-route transit agency in the Commonwealth through a performance review at least once every five years to determine how well the agency satisfies these requirements. Act 44 also requires PennDOT to develop five-year performance targets for each agency as part of the performance review process.

Beginning in February 2020, COVID-19 caused significant social and economic disruptions as workplaces closed and people limited travel and gatherings to reduce the spread of the disease. The adverse impacts throughout the Commonwealth of Pennsylvania were profound. The health and unemployment effects of COVID-19 disproportionately impacted senior, disabled, and low-income populations. These individuals also rely heavily on public transportation to meet their essential travel needs.

The impacts of COVID-19 on the public transportation industry were also severe. Ridership decreased by more than 90 percent at some agencies during April 2020. Revenues dropped as agencies opted to waive fares to limit bus driver interactions and possible disease transmission from the handling of tickets and currency. Agencies increased the frequency and extent of bus cleaning, which increased operating costs. Some agencies furloughed drivers as they reduced service in response to plummeting passenger demand.

By late Summer 2020, transit agencies had begun to stabilize from the initial impacts of COVID-19, only to have statewide infection rates soar in the fall and winter. As COVID-19 lingered and mutated for more than four years, its impact on travel patterns became less severe, but its influence never fully subsided. By early 2023, post-pandemic travel patterns had begun to emerge and stabilize, but the long-term effects of the pandemic on transit remain unknown.

Many of the ridership, revenue, and operating cost trends used to develop this transit performance review report, including five-year performance targets, rely on information that predates the pandemic. PennDOT will continue to monitor the impacts of COVID-19 and reassess CamTran's five-year performance targets when the long-term effects of the pandemic are known. If the performance targets are revised, they will be published as an addendum to this report.

Introduction

Purpose

Act 44 requires local transportation organizations that receive state operating assistance to participate in periodic reviews to assess agency performance. PennDOT established a framework for conducting performance reviews with local transportation organizations to:

- Assess efficiency and effectiveness of service, financial stability, and general management/business practices;
- Agree to five-year targets for the Act 44-mandated performance criteria;
- Assist agencies in developing an action plan to address opportunities for improvement and to achieve performance targets;
- Provide technical assistance to help implement the plan at the request of the transportation organization; and
- Reassess each organization on a five-year cycle.

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

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

This report presents the review of the Cambria County Transit Authority (CamTran) on May 10, 2023.

Performance Review Process Steps

The performance review process is a collaborative effort between the transit agency and PennDOT.

As shown in **Exhibit 1**, the performance review process assesses CamTran's unique challenges, changes since the previous performance review, the accuracy and reliability of reported data, implemented practices, additional opportunities for improvement, and realistic targets to attain before the next review.

Exhibit 1. Performance Review Process Steps

Key to Responsibilities: **PennDOT** **PennDOT + Transit Agency** **Transit Agency**

1.	Notify agency of performance review schedule and request supporting documents.
2.	Review available data and request additional information.
3.	Agree upon a set of peer agencies for comparison.
4.	Review the most recent customer satisfaction survey.
5.	Assess Act 44 variables, including current performance, targets from the previous review, and Action Plan implementation.
6.	Conduct Act 44 performance criteria analysis.
7.	Interview agency management, staff, and governing body.
8.	Perform supplementary data collection and reconciliation.
9.	Evaluate performance, financial management, and operations.
10.	Report results and determine agency compliance with performance requirements.
11.	Develop the performance report.
12.	Develop, implement, and monitor a five-year Action Plan.
13.	Provide technical assistance, if required, to help meet five-year performance targets.

Agency Overview

Cambria County created the Cambria County Transit Authority (CCTA) in July 1976 under the Municipal Authorities Act of 1945. The Authority conducted businesses as CCTA until a significant rebranding in 1999, when the agency was renamed CamTran. CamTran provides fixed-route bus service (**Exhibit 2**) in the urban areas surrounding the City of Johnstown and rural areas surrounding Ebensburg and the northern tier of Cambria County. CamTran operates with four distinct business lines:

- Fixed-Route Urban Bus,
- Fixed-Route Rural Bus (d.b.a., CamTran+),
- Demand-Response Shared-Ride (d.b.a., Reserve-a-Ride), and
- Johnstown Vehicular Inclined Plane.

The Johnstown Inclined Plane was opened in 1891 and is the world's steepest vehicular inclined plane. At the top of the Inclined Plane, CamTran maintains a visitor center and leases commercial space to a restaurant. As of the 2023 performance review, the Inclined Plane is undergoing a long-term rehabilitation project and is scheduled to reopen in 2024.

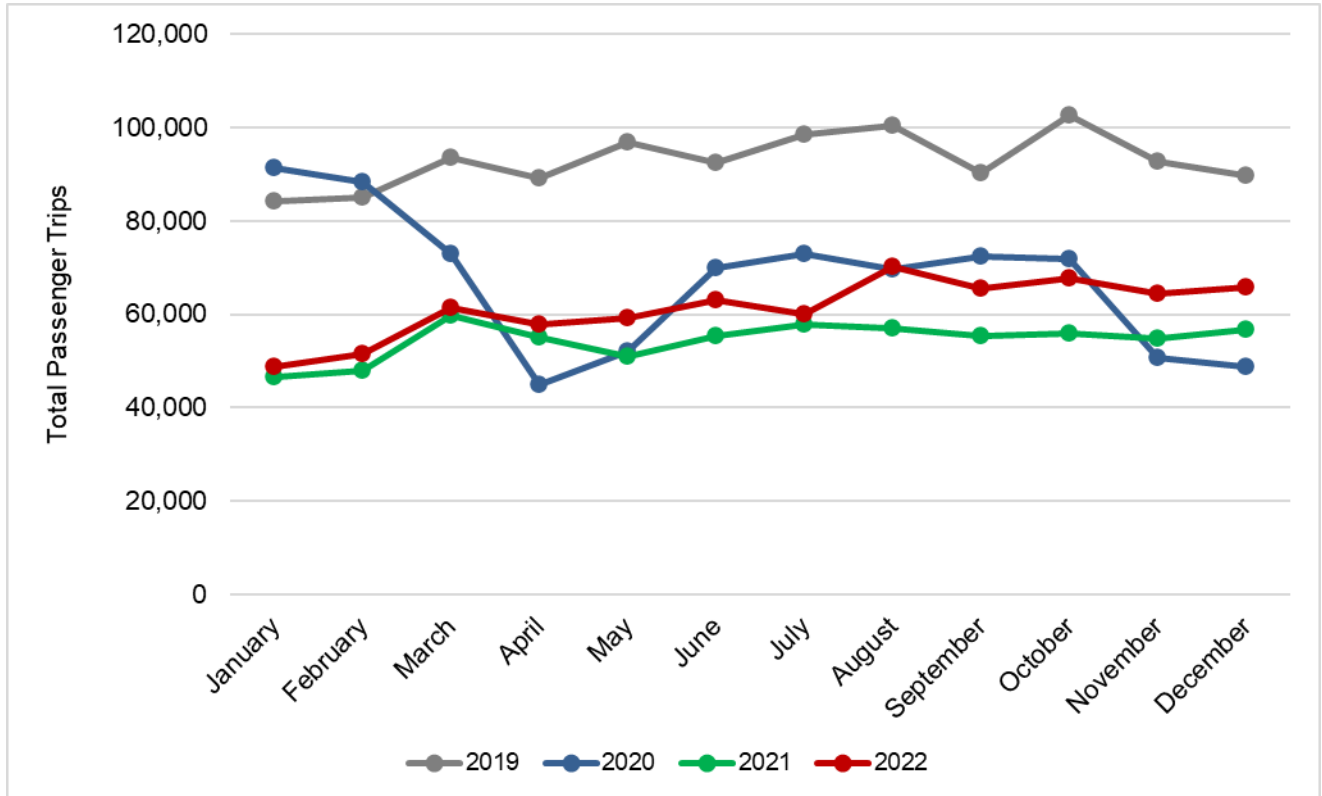
CamTran operates 21 fixed routes, of which 14 operate in the urban network around Johnstown, and seven operate as a flagged stop service in the CamTran+ rural network centered around Ebensburg. Route 30 connects the urban and rural routes via the downtown transit center in Johnstown. The Authority is governed by a nine-member Board of Directors that the county commissioners appoint to serve five-year terms.

Exhibit 2. CamTran Fixed-Route Urban Bus at the Johnstown Transit Center



In Fiscal Year (FY) 2021-22, CamTran had 25 urban and nine rural fixed-route buses operated in maximum service (VOMS) and provided 679,852 total passenger trips. Non-fixed-route services delivered 4,992 urban ADA paratransit trips with three VOMS and 26,843 countywide shared-ride trips with 11 VOMS. Like most transit systems nationally and across Pennsylvania, the COVID-19 pandemic impacted CamTran’s ridership beginning in March 2020. Monthly fixed-route ridership stayed below 2020 levels throughout 2021 and began to rebound in March 2022 (**Exhibit 3**).

Exhibit 3. Monthly Fixed-Route Ridership, January 2019 through December 2022



Community Impacts

Public transportation is a vital service to the community. It provides mobility options and increases access to jobs, medical facilities, food stores, schools, and other economic destinations.

The COVID-19 pandemic highlighted the critical nature of public transportation to individuals and their communities. Essential workers and those most reliant on public transportation services continued to ride throughout the pandemic, while many former commuters with professional services jobs have transitioned to permanent remote work.

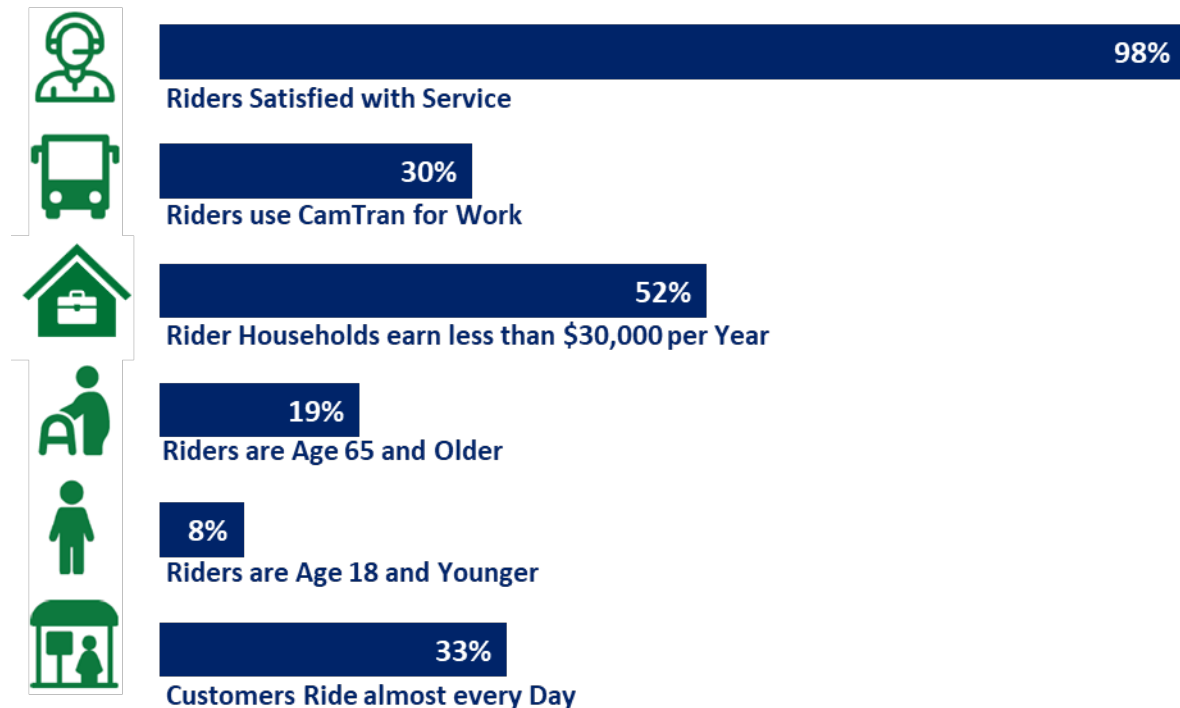
Transportation equity has become a central theme as agencies invest in their core services, where ridership has continued throughout the pandemic. The performance review process assesses equity by measuring public transportation’s economic and social impacts on the community.

Public Engagement

In 2020, CamTran conducted a Bus Service Improvement Survey designed to collect public input on how CamTran can improve its bus services as part of an overall service enhancement study. CamTran received 186 responses to the survey that helped build a rider profile of a typical CamTran customer (**Exhibit 4**).

Nearly all respondents indicated that they were satisfied with CamTran services. About half of CamTran’s customers that participated in the survey earn less than \$30,000 per year. With 33 percent of riders riding almost every day and CamTran serving many low-income residents and seniors, CamTran provides vital access to jobs, medical facilities, grocery stores, and other essential destinations.

Exhibit 4. Fixed-Route Rider Profile



Source: 2020 CamTran System Enhancements Study Public Engagement Summary

Economic and Social Impacts

CamTran benefits the local economy and the communities it serves through the expenditure of public funds and fare revenue that directly supports jobs in transit operations and indirectly by purchasing services and goods (**Exhibit 5**).

In FYE 2022, CamTran's procurement of goods and services infused \$11 million into the Pennsylvania economy. CamTran spent \$5.7 million in total wages: \$3.8 million for operators, \$1.2 million for maintenance personnel, and \$651,863 for general administration staff. CamTran currently employs 131 individuals. There are 116 full-time and 15 part-time employees. CamTran had an average urban fixed-route driver wage of \$25.96 per hour and an average rural fixed-route wage of \$22.79 per hour in FYE 2022, which is roughly equal to an annual income of \$54,000 and \$47,400, respectively, excluding overtime pay.

CamTran provided 679,852 fixed-route bus trips and 31,835 paratransit trips in FYE 2022.

In FYE 2022 CamTran provided 679,852 fixed-route passenger trips, which is approximately 59 percent of the 1.2 million passenger trips provided pre-COVID in FYE 2019. This loss in ridership, caused by the pandemic, is less than some similar fixed-route agencies and highlight the transit-dependent nature of CamTran's consumer base and emphasizes the agency's role as an essential service provider. Senior ridership increased after

pandemic lows and currently stands at 65% of pre-COVID levels. CamTran provided 111,254 senior fixed-route trips in FYE 2022, compared to 172,332 in FYE 2019.

CamTran implemented Fixed-Route Intelligent Transportation Systems (FRITS) in the summer of 2023, allowing the Authority to set key performance indicators (KPIs) to monitor on-time performance.¹ Between September 2022 and September 2023, CamTran had a 90 percent on-time performance. Paratransit services had a 94 percent on-time performance for scheduled pick-ups.

In FYE 2022, CamTran provided 4,992 ADA trips and 26,843 shared-ride trips. Lottery-funded senior citizen trips were 92 percent of the total shared-ride trips. The remaining trips consisted of 1,679 Persons with Disabilities (PWD) trips, and 583 other trips.

¹ CamTran defines on-time as between zero minutes early and five minutes late from scheduled arrival.

Exhibit 5. Economic and Social Measures

ECONOMIC



\$11M Spent Doing Business with Pennsylvania Vendors (FYE 2022)

\$3M Operator Salaries and Wages (FYE 2022)



Average Hourly Fixed-Route Bus Driver Wage (FYE 2022)

\$25.96 Urban **\$22.79** Rural

SOCIAL

Mobility Benefits

Fixed-Route



679,852
Trips Completed

(FYE 2022)

Fixed-Route



79,226
Service Hours
Delivered

(FYE 2022)

Paratransit



31,835
Scheduled
Trips Completed

(FYE 2022)



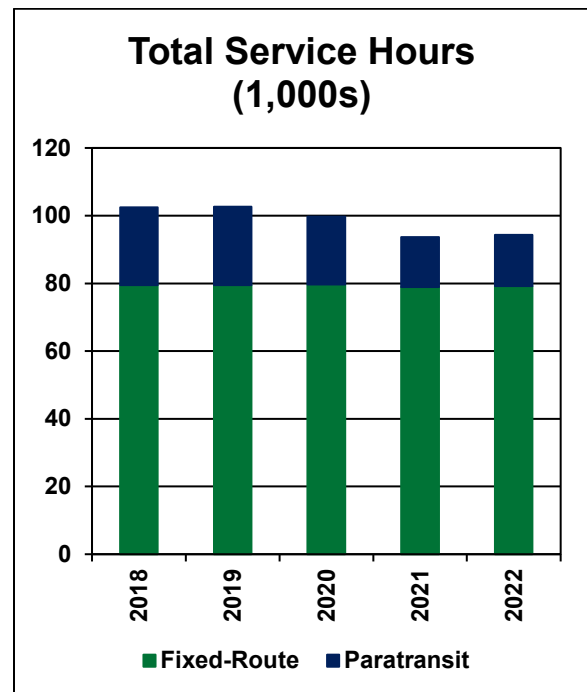
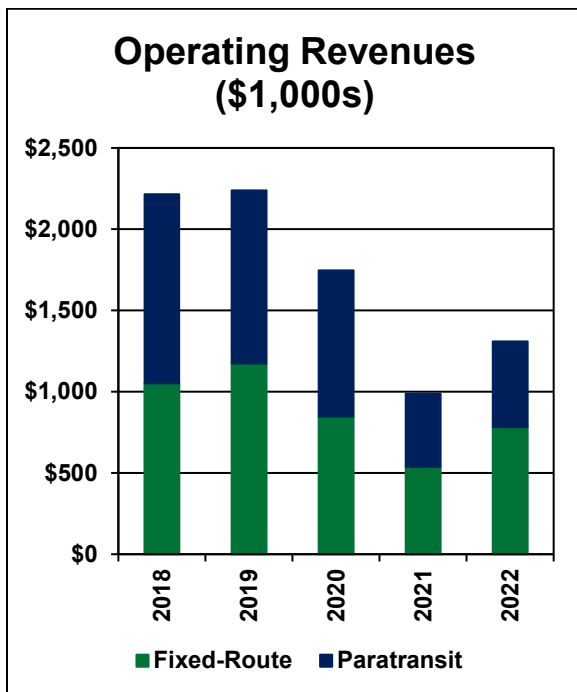
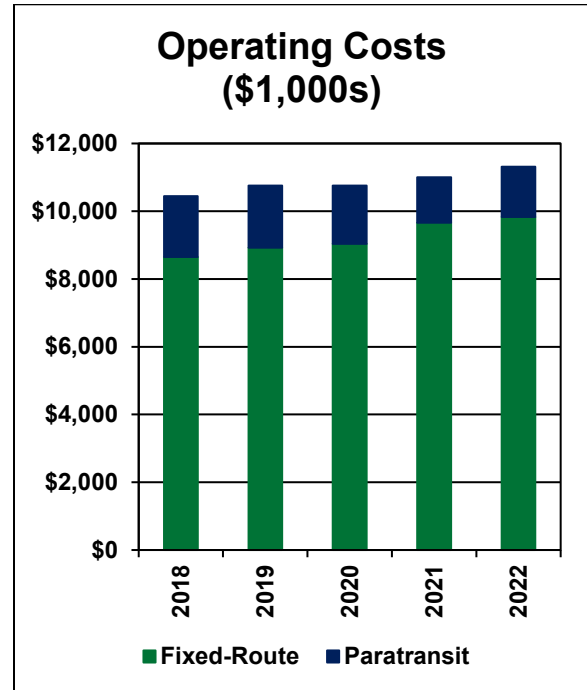
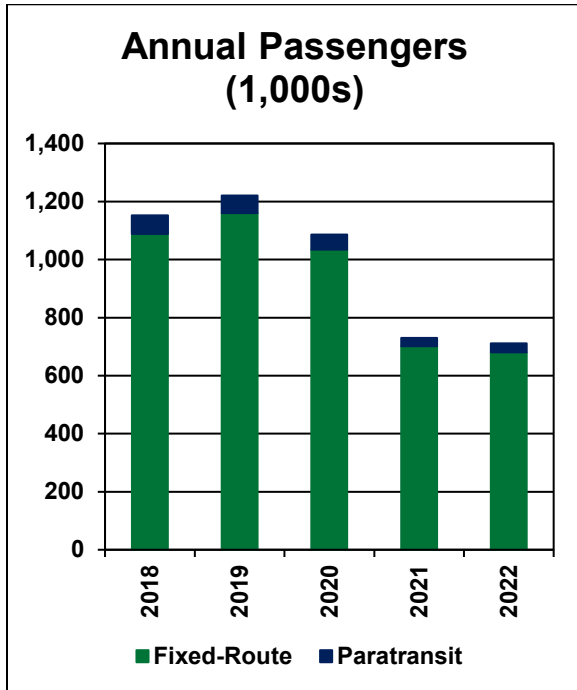
On-Time Performance
(September 2022 – 2023)

Fixed-Route **90%** Paratransit **94%**

Source: dotGrants and agency-reported values.

Agency Trends

Annual Operating Statistics



Financial Health

Transit agencies in good financial health typically have diverse revenue streams, build sufficient operating reserves, and prioritize long-term financial sustainability.

CamTran operated with a balanced budget in FY 2021-22 (**Exhibit 6**). Total transportation services cost approximately \$11.3 million to operate. CamTran generated roughly \$1.3 million in total revenues and required approximately \$10 million in subsidies to offset operating deficits.

Exhibit 6. FYE 2022 Operating Budget Summary

Fiscal Year End 2022	Fixed-Route	ADA	Shared-Ride	Total
Total Operating Expenses	\$9,830,635	\$167,418	\$1,312,112	\$11,310,165
Total Revenue	\$781,522	\$13,698	\$514,040	\$1,309,260
Total Federal Subsidies	\$5,154,336	\$0	\$0	\$5,154,336
Total State Subsidies	\$2,913,313	\$153,720	\$798,072	\$3,865,105
Total Local Subsidies	\$981,464	\$0	\$0	\$981,464

As shown in **Exhibit 7**, CamTran had carryover subsidies (cash reserves) equal to 104.7 percent of its total annual operating costs as of FYE 2022. CamTran increased carryover subsidies in part from an influx of federal COVID relief funds for operating expenses, which enabled the authority to build its state operating reserves. In FYE 2019, cash reserves equaled 21 percent of total annual operating costs. Maintaining the current level of cash reserves ensures that CamTran continues to operate from a strong financial position with the ability to meet unexpected increases in operating costs.

CamTran maintains a \$2 million line of credit for short-term cash flow purposes. As of FYE 2022, CamTran had no outstanding balance on its line of credit, no long-term debt, and no accounts payable or receivable over 90 days past due.

CamTran's operating revenues recovered 11.4% of annual operating costs before the pandemic.

Before the pandemic, CamTran had a farebox recovery ratio of 11.4 percent. For the fiscal year ending June 30, 2022, farebox recovery decreased to 6.4 percent due to the impacts of the pandemic on ridership.² The loss in passenger revenues required an increase in operating subsidies to offset the loss of farebox recovery. CamTran's operating subsidy per passenger trip was \$13.31 in FYE 2022, double the FYE 2019 subsidy of \$6.68. As with many transit systems, fixed-route ridership remains

below pre-pandemic levels and will continue to impact farebox recovery. CamTran has rebounded to nearly 60 percent of its pre-COVID-19 fixed-route ridership as of FYE 2022.

² CamTran had free fares between March 2020 and October 2020 to accommodate social distancing protocols while enhanced safety precautions were being implemented.

CamTran’s shared-ride program, Reserve-A-Ride service has a distance base structure, with 0-9 miles at \$19.00 one way, 10-19 miles at \$21.00 one way, 20-28 miles \$23.00 one way, 30-49 miles \$25.00 one way, and over fifty miles \$36.00 on way.

Exhibit 7. High-Level Financial Indicators

Indicator	Value		Assessment Criteria / Rationale	Source
	FYE 2019	FYE 2022		
Total Reserves / Annual Operating Cost	FYE 2019	FYE 2022	A combined target of 25%+ provides liquidity to cover unexpected cost increases or service changes without incurring interest fees from loans.	FYE 2019 Audit FYE 2022 Audit
	63.7%	104.7%		
Credit Available / Annual Payroll	35.4%		Only necessary if combined carryover subsidies are less than 25% of annual operating costs. This ensures that the agency maintains sufficient cash flow and liquidity to pay all current bills.	FYE 2022 Audit and PennDOT dotGrants
Accounts Payable (AP) 90+ days	0.0%		Target should be 0% over 90 days. Larger values indicate cash flow concerns.	2023 agency-reported value
Accounts Receivable (AR) 90+ days	0.0%		Target should be 0% over 90 days. Larger values can cause cash flow problems.	2023 agency-reported value
Debt / Annual Operating Cost	0.0%		Target should be 0%. Low debt amounts reduce interest expense.	FYE 2022 Audit
Farebox Recovery	FYE 2019	FYE 2022	Typically, the target should be 12%-15% or higher. The drop in ridership associated with the COVID-19 pandemic significantly reduced farebox recovery.	FYE 2019 Audit, FYE 2022 Audit, and PennDOT dotGrants
	11.4%	6.4%		
Effective Average Fare	\$0.88	\$0.93	Total fare revenue / total passengers. Effective fare calculates the actual value of fares per passenger trip and is an indicator of when fares might need adjustment to offset increases in operating costs.	FYE 2019 Audit, FYE 2022 Audit, and PennDOT dotGrants
Operating Subsidy per Passenger Trip	\$6.68	\$13.31	Indicates the subsidy requirement to offset operating losses per passenger trip.	FYE 2019 Audit, FYE 2022 Audit, and PennDOT dotGrants

Safety

Federal transportation legislation requires a holistic, performance-based approach for Safety Management Systems (SMS). CamTran adopted its Public Transportation Agency Safety Plan (PTASP) in July 2022, as required by 49 CFR Part 673 for agencies that receive Section 5307 funding. The PTASP includes safety performance targets based on the federal measures established in the National Public Transportation Safety Plan and may include additional safety metrics self-reported by the agency. CamTran developed its safety targets based on five-year historical averages of reported data.

As shown in (**Exhibit 8**), CamTran met its annual safety targets for fatalities, serious injuries, safety events and system reliability.³ System reliability targets were exceeded, especially for fixed-route vehicles, indicating CamTran kept its fleet well-maintained and conditioned for uninterrupted service. CamTran had no data for the Johnstown Vehicular Inclined Plane, which has been closed since January 2021 for the Inclined Plane Rehabilitation Project.

Exhibit 8. PTASP Annual Safety Performance Targets and 2022 Results

Safety Targets	Fixed-Route		Shared-Ride		Inclined Plane*	
	Target	Results	Target	Results	Target	Results
Fatalities	0	0	0	0	0	N/A
Serious Injuries	5	4	5	4	3	N/A
Safety Events⁴	6	4.6	3	0.4	3	N/A
System Reliability	Greater than 4,000 miles/per month	5,132	Greater than 5,000 miles/month	7,487	Greater than 75 hours	N/A

*Note: the Johnstown Inclined Plane has been closed for maintenance since 2021.

Capital Asset Management

PennDOT verifies asset conditions by reviewing Capital Planning Tool (CPT) records and interviewing transit agency management, operations, and maintenance staff. Transit Asset Management (TAM) is a systematic process that enables public transportation agencies to track assets, forecast asset conditions, and plan for asset maintenance or replacement. This Federal Transit Administration (FTA)-required process accounts for the entire life cycle of a capital asset (e.g., facilities, equipment, rolling stock, and infrastructure, etc.) used for public transportation, from procurement through operations and maintenance to disposal. A critical element of the TAM process is the inventorying and assessment of asset conditions.

Detailed inventories of the fleet and other capital assets indicate when assets should be scheduled for replacement. This process is key for efficient coordination with local funding contributors. PennDOT recognizes a revenue vehicle asset as eligible for replacement when it

³ System reliability is expressed in miles and is the average miles traveled between major mechanical failures that prevent a vehicle from completing a revenue trip.

⁴ NTD defines as safety event as a collision, derailment, fire, hazardous material spill, act of nature (Act of God), evacuation, or other safety occurrence not otherwise classified (OSONOC) occurring on a transit right-of-way, in a transit revenue facility, in a transit maintenance facility, or involving a transit revenue vehicle and meeting established NTD thresholds.

reaches its useful life in both years and miles. The estimated service life (ESL) for a vehicle depends on its size, fuel type, and seating capacity:

- Large, heavy-duty bus ESL is 500,000 miles and 12 years;
- Small, heavy-duty bus ESL is 350,000 miles and 10 years;
- Medium-duty bus ESL is 350,000 miles and 10 years;
- Light-duty bus ESL is 150,000 miles and five years; and
- Van ESL is 100,000 miles and four years.

As of September 2023, CamTran had a fleet of 72 total vehicles in service. The fleet consists of heavy-duty buses, medium-duty buses, light-duty buses, and vans. As shown in **Exhibit 9**:

- Large heavy-duty buses accrued an average of 24,000 miles per year;
- Small heavy-duty buses accrued an average of 16,000 miles per year;
- Medium-duty buses accrued an average of 15,000 miles per year;
- Light-duty buses accrued an average of 14,300 miles per year; and
- Vans accrued an average of 12,000 miles per year.

Exhibit 9. September 2023 Fleet Utilization Snapshot

Vehicle Type	Fleet	ESL Requirements		Annual Miles	
		Years	Miles	2023 Average	ESL
Large Heavy-Duty Bus	20	12	500,000	24,000	42,000
Small Heavy-Duty Bus	11	10	350,100	16,000	35,000
Medium-Duty Bus	11	10	350,000	15,000	35,000
Light-Duty Bus	28	5	150,000	14,000	30,000
Van	2	4	100,000	12,000	25,000

Based on current odometer readings and estimated yearly mileage, CamTran’s fleet accumulated fewer than the annual miles needed to meet their estimated useful life in years. These vehicles will remain in service beyond 12, 10, 5, and 4 years.

If current utilization levels continue, CamTran should:

1. Continue robust preventative maintenance that occurs on time and on schedule as vehicles operate past their estimated useful life in years.
2. Continue assessing the minimum fleet requirements to determine an optimized fleet size and vehicle types to meet scheduled vehicle replacement.⁵

CamTran owns and operates the 132-year-old Johnstown Inclined Plane, one of the few remaining inclined planes in operation for public transportation today (**Exhibit 10**). At the time of the 2023 performance review, the Johnstown Vehicular Inclined Plane was closed due to an extensive rehabilitation project to return it to a state of good repair. CamTran anticipates the Johnstown Inclined Plane returning to service in 2024.

⁵ CamTran previously assessed its minimum fleet requirements and transitioned some large heavy-duty buses to small heavy-duty buses, and as recently as 2019, added two minivans to the fleet.

Exhibit 10. Johnstown Inclined Plane Constructed in 1891



Act 44 Performance Review Findings

Prior Performance Reviews

CamTran took action to increase fixed-route ridership and revenues and contain growth in operating costs. As recommended in previous action plans, CamTran took the following steps to improve its performance:

- Developed an annual marketing plan to guide marketing efforts and establish goals and baseline performance metrics to measure the effectiveness of planned activities.
- Held meetings with local officials to discuss upcoming municipal infrastructure projects and mitigate potential impacts from road construction on fixed-route service reliability.
- Regularly monitored cost recovery, analyzed expenses, and explored ways to increase ridership to minimize potential impacts of the next shared-ride fare increase.
- Conducted public workshops prior to expanding shared-ride service.
- Revised the internal accounting structure and consolidated fixed-route accounts to simplify revenue and expense allocation across CamTran’s service modes.

Current Performance Assessment and Findings

The current performance assessment reviews agency progress in achieving its five-year performance goals and identifies additional steps taken to improve performance. The 2018 performance report established performance targets for the fiscal year ending on June 30, 2021, based on the following annual goals (**Exhibit 11**):

- Increase passengers per revenue vehicle-hour 1.0 percent per year;
- Increase operating revenue per revenue vehicle-hour 2.0 percent per year;
- Contain growth in operating costs per revenue vehicle-hour to 2.5 percent per year; and
- Contain growth in operating cost per passenger to 1.5 percent per year.

Exhibit 11. FYE 2021 Performance Assessment

Act 44 Performance Metrics	Annual Performance Goals	Performance Assessment	
		FYE 2022 Targets	FYE 2022 Actual
Passengers / RVH	1.00%	14.78	8.58
Operating Revenue / RVH	2.00%	\$14.49	\$9.86
Operating Cost / RVH	2.50%	\$122.25	\$124.08
Operating Cost / Passenger	1.50%	\$8.27	\$14.46

The COVID-19 pandemic and resulting changes in travel behavior adversely impacted CamTran’s ability to achieve its 2021 performance targets. Ridership and revenue decreased significantly from March 2020 through June 30, 2020, while costs increased due to COVID mitigation measures (e.g., additional cleaning of vehicles, facilities, equipment, etc.).⁶ Ridership remains about 61 percent of pre-pandemic levels.

In addition to completing the 2018 Action Plan, steps CamTran took to improve agency performance included:

⁶ CamTran offered free fares from March 2020 to October 2020.

- Initiated a Transit Development Plan (TDP) to reevaluate urban and rural fixed-route service.
- Partnered with the City of Johnstown to win a \$24 million federal Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant that allocated \$3.6 million to redesign the downtown Johnstown transit center and approximately \$879,000 for the Johnstown Vehicular Inclined Plane to support wayfinding signs and fund some repairs on the pedestrian crosswalk bridge and ADA ramp.
- Coordinated with the Susquehanna Regional Transit Authority (rabbittransit) to streamline farebox maintenance.
- Developed a Customer Code of Conduct to make riders aware of behavior expectations when riding CamTran.
- Maintained pre-pandemic service levels throughout the COVID-19 pandemic to ensure CamTran's transit-dependent population had transportation options available.

Future Performance Goals

Background

Act 44 requires PennDOT and transit agencies to establish five-year performance targets for each of the four Act 44 metrics for fixed-route service:

- Passengers per Revenue Vehicle-Hour
- Operating Cost per Revenue Vehicle-Hour
- Operating Revenue per Revenue Vehicle-Hour
- Operating Cost per Passenger

Setting performance targets for these metrics and reevaluating performance on a regular basis is intended to improve service delivery effectiveness and efficiency. To keep pace with increases in operating costs, Act 89 requires agencies to maintain a policy to adjust fares for inflation. CamTran's policy measures the three-year average increase in operating costs against the three-year average increase to the Consumer Price Index (CPI) to determine whether a fare increase is warranted.

PennDOT uses the most recent audited and agency-verified values for passengers, operating costs, and operating revenues as the baseline for developing the targets. Five-year targets are then set based on realistic and achievable expectations of improvement. At the time of the 2023 performance review, CamTran anticipated a significant increase in baseline operating costs to reflect a new competitive wage scale and, for CamTran a competitive market position for drivers. This increase comes after CamTran raised salaries for non-union, exempt, and non-exempt employees in May 2022. As a result, CamTran received a one-time allowance for an additional 4.17 percent increase in addition to the base 3.0 percent annual rate, which has been added in FYE 2024 to account for higher labor costs associated with CamTran's new collective bargaining agreement that takes effect in the Fiscal Year 2023-24. CamTran's operating cost per passenger target also received a one-time allowance to adjust FYE 2024 by 2.17 percent.

CamTran Goals for FYE 2028

PennDOT based CamTran's future-year performance targets on the most recent fiscal year-end (i.e., FYE 2023). Over the next five years, CamTran must work to achieve the targets shown in **Exhibit 12** to ensure continued eligibility for full Section 1513 funding.

Exhibit 12. FYE 2028 Performance Goals

Performance Criteria	FYE 2023 Observed	FYE 2024 Adjusted	FYE 2028 Goal	Target Annual Increase
Passengers / RVH	9.87	10.07	10.90	2.00%
Operating Revenue / RVH	\$10.28	\$10.59	\$11.91	3.00%
Operating Cost / RVH	\$146.09	\$152.18	\$171.28	3.00%
Operating Cost / Passenger	\$14.80	\$15.12	\$15.73	1.00%

*Note: FYE 2024 adjustments account for a one-time allowance to increase operating cost per revenue vehicle hour by 4.17 percent and operating cost per passenger by 2.17 percent.

PennDOT will continue to monitor the impacts of COVID-19 and reassess the transit agency's five-year performance targets when the long-term effects of the pandemic become known. If the performance targets are revised, they will be published as an addendum to this report.

Functional Review

Identifying Opportunities for Improvement and Best Practices

Functional reviews catalog best practices to share with other transit agencies and identify opportunities for improvement that should be addressed in the Action Plan. The performance review process includes a functional review of agency operations, management, and governance. Supporting documents detailing agency policies, programs, and practices, alongside a peer comparison of the Act 44 variables with similar-sized systems, are reviewed to identify areas of interest. The document review and peer comparison findings inform the performance discussions with agency leadership and staff. The outcome of the functional review is a collection of best practices applicable to other Pennsylvania transit agencies and a list of opportunities for retaining and promoting ridership, ensuring long-term financial sustainability, and other opportunities for improvement.

A recommended Action Plan is found in **Appendix B: Action Plan Template** on page 26, and the determinations and findings of the Act 44 peer review comparisons are found in **Appendix C: Act 44 Peer Comparison Analysis** on page 28.

Retain and Promote Ridership

Service must be responsive to community needs to achieve optimum service levels. Before the impact of the COVID-19 pandemic on ridership, transit systems nationwide faced lower ridership as gas prices fell and ridesharing companies competed with fixed-route systems. The rise in work-from-home practices, which increased dramatically due to the COVID-19 pandemic, significantly impacted ridership by office workers. As transit agencies work to restore ridership to pre-pandemic levels, actions that focus on raising the awareness of service, improving the customer experience, and identifying implementable operational efficiencies help retain and promote ridership.

Best Practices

1. **CamTran ensured its most vulnerable customers had access to transportation for essential shopping and a guaranteed trip to work during the COVID-19 pandemic.** The City of Johnstown has a 33.7 percent poverty rate compared to Cambria County with 12.9 percent. Recognizing the vital role CamTran services play in the communities it serves, the Authority developed a pandemic quick-response plan that shifted and reallocated management, operations, and maintenance resources to maintain uninterrupted service despite multiple pandemic-related absences.
2. **CamTran developed a Customer Code of Conduct that established safety and interactional expectations for customer behavior.** It was formalized and posted on the CamTran website and inside buses to communicate expected conduct while utilizing CamTran services. Having this policy visible to customers enables the Authority to enforce the Code of Conduct and provide a safe environment for customers and drivers.

Opportunities for Improvement

1. **Conduct routine customer service satisfaction surveys to gather feedback and improve the overall customer experience.** CamTran’s most recent PennDOT-sponsored customer service satisfaction survey was conducted in 2016. Although CamTran engaged the community as part of the 2020 TDP, routine data collection on customer preferences every three to five years builds a baseline to measure overall agency performance in improving customer satisfaction. Regular surveys will allow for new questions to be included that are reflective of agency changes such as a mobile fare payment option.
2. **Conduct targeted outreach to local employers, human service agencies, and colleges to identify opportunities for CamTran to provide service or improve existing services.** CamTran plays a vital role as the public transportation provider in Cambria County. Although traditional and digital marketing efforts are effective in direct agency-to-customer exposure, conducting targeted outreach to key stakeholders in Cambria County that have similar customer bases to CamTran (e.g., human service agencies) could potentially attract new riders. Outreach could also help identify barriers that have prevented people from utilizing CamTran. That information could guide future improvements with the aim of building ridership. For example, CamTran could develop a working stakeholder group that meets regularly to strategize and discuss how their customers could ride CamTran and what barriers their customers experience that disincentivize them from riding CamTran.
3. **Update the marketing plan to include a budget, enabling CamTran to measure the return on investment of marketing activities.** CamTran developed a marketing plan to guide the Authority’s efforts to become a recognizable and dependable brand to its customers and the public. CamTran should include a timeline and budget for its marketing activities to enable management to measure the Authority’s investment in marketing efforts and inform future budgets based on successful initiatives. In addition to measuring ridership and shared-ride sign-ups, web analytics can track website traffic as marketing performance metrics, including daily views by page, how long a visitor stayed on the website, and where IP addresses are from.

Ensure Long-Term Financial Sustainability

Sound financial management is critical to ensuring the viability of transit services. Agencies often undertake major capital projects and must also meet annual operating expenses on limited budgets. These responsibilities include financing facility projects, purchasing new vehicles, and funding recurring costs, including operations and maintenance, annual fringe benefits, fuel, utilities, and cleaning. Steps to ensure long-term financial sustainability include improving farebox recovery, diversifying revenue streams, and identifying and implementing cost-control measures.

Best Practices

1. **CamTran collaborated with the City of Johnstown to develop a successful federal grant application to the RAISE program, securing a \$24 million federal investment.** CamTran and the City of Johnstown partnered to win a federal RAISE grant that

includes \$12.4 million to support the restoration of the Johnstown Inclined Plane and improvements to the CamTran Downtown Intermodal Transportation Center and \$11.2 million for enhancements to the Johnstown Amtrak station.

2. **CamTran lobbied local officials for continued local matching funds amid the economic downturn of the COVID-19 pandemic.** CamTran's Executive Director wrote letters to elected officials emphasizing the importance of providing local matching funds to maximize state operating subsidies. This effort ensured CamTran received adequate funding levels to maintain pre-pandemic service, supporting the City of Johnstown and Cambria County.

Opportunities for Improvement

1. **Negotiate revenue agreements to offset the cost of new or expanded services.** CamTran should develop a business strategy targeting area industrial parks, medical/commercial plazas, and other high-density job centers as potential opportunities to increase ridership. CamTran should determine a sustainable target goal for cost recovery to help offset operating costs.
2. **Monitor parts turnover and dispose of unused inventory.** CamTran should monitor parts inventory each month by facility and develop a methodology for managing spare parts to maintain adequate inventory levels. Effective management of parts inventory will appropriately schedule resupply purchases and flag obsolete parts for disposal and sale.
3. **Conduct a market rate analysis to determine the appropriate price point for current and potential future leasable spaces.** CamTran currently manages two leases: one for office space and a second for a restaurant. The 10-year agreement yields about \$2,700 per month in lease payments to CamTran. Management should determine the fair market value of its commercial spaces to determine if CamTran's leases are within market rates. CamTran should also formalize responsibilities for utilities and maintenance as part of each lease.

Identify Other Opportunities to Improve Performance

This section presents actions that target organizational improvement, promote an efficient and transparent administration, and advocate with stakeholders and funding partners on behalf of the agency to build stronger community ties. Efforts such as strategic planning, workforce development, and practical advocacy help strengthen the agency by aligning Board and management direction and building political support with the community, elected officials, and funding partners. These goal-oriented actions help inform management and the Board's decision-making when pursuing significant capital investments and new technologies.

Best Practices

1. **Coordination with other transit agencies for parts-sharing.** CamTran is in regular communication with other transit agencies in its service area and operates an informal parts exchange. This ensured timely vehicle maintenance despite shortages of some critical parts stemming from pandemic-related impacts on the supply chain. Several transit agencies experienced shortages in parts reordering that led to significant delays and reduced maintenance capacity due to vehicles waiting for service.

Opportunities for Improvement

1. **Develop an overall strategic plan for CamTran to set agency direction and address critical themes like workforce development and employee retention.** CamTran most recently initiated a strategic planning process in 2009. Typical strategic plans have a 5- to 10-year horizon and are updated periodically to reflect agency successes and revise goals, objectives, and actions based on changes in Board and management priorities. Since CamTran's 2009 strategic plan, the Authority has completed large capital facility projects, initiated a multi-year restoration project for the Inclined Plane, experienced significant turnover in management, and weathered the COVID-19 pandemic. CamTran should consider engaging in a strategic planning process to develop a new plan that prioritizes agency initiatives like restoring ridership, building a strong community brand, and exploring workforce development and employee retention strategies.
2. **Continue incorporating PPTA PennTRAIN Board Member training modules as part of monthly Board meetings.** Routine Board member refresher training serves as an opportunity for Board members to receive the same level of Board education that contributes to effective governance and advocacy for a transit agency. CamTran should continue incorporating PPTA PennTRAIN Board Member training modules as an onboarding activity for new Board members and as monthly refresher training.
3. **Continue conducting preventative maintenance on fareboxes, APC probes, and FRITS systems.** FRITS will enable CamTran to monitor fixed-route system-level operating performance, including productivity by route and stop at any set time. CamTran should continue conducting preventative maintenance of fareboxes, APC probes, and AVAIL systems technologies as part of its overall maintenance plan. This will ensure assets responsible for inputting data into the FRITS system are accurate and reliable.

Appendix A: Data Reconciliation

The performance review process reconciles National Transit Database (NTD) data to audited, agency-reported dotGrants legacy budgets to ensure the data presented in this report are consistent, accurate, and correct. Certified audits, financial statements, and other agency-generated reports help identify potential discrepancies in financial information and operating statistics. Any discrepancies discovered are verified and appropriately reconciled with agency management before determining Act 44 performance metrics and establishing new performance goals.

Ridership	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021
NTD	1,069,801	1,036,753	1,094,056	993,623	701,839
dotGrants	1,133,331	1,088,094	1,159,804	1,034,458	701,839
Variance	63,530	51,341	65,748	40,835	0
Percent Difference	6%	5%	6%	4%	0%
Adjusted Value	1,133,331	1,088,094	1,159,804	1,034,458	701,839
Operating Costs	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021
NTD	\$7,973,469	\$7,915,344	\$8,092,941	\$8,287,625	\$9,084,195
dotGrants	\$8,708,477	\$8,646,527	\$8,923,185	\$9,037,552	\$9,658,188
Variance	735,008	731,183	830,244	749,927	573,993
Percent Difference	9%	9%	10%	9%	6%
Adjusted Value	\$8,708,477	\$8,646,527	\$8,923,185	\$9,037,552	\$9,658,188
Operating Revenue	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021
NTD	\$974,982	\$934,950	\$1,012,964	\$775,979	\$507,875
dotGrants	\$1,057,382	\$1,052,336	\$1,173,122	\$846,127	\$537,922
Variance	82,400	117,386	160,158	70,148	30,047
Percent Difference	8%	13%	16%	9%	6%
Adjusted Value	\$1,057,382	\$1,052,336	\$1,173,122	\$846,127	\$537,922
Revenue Vehicle-Hours	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021
NTD	80,091	78,768	78,416	78,956	78,903
dotGrants	80,597	79,528	79,445	79,678	78,903
Variance	506	760	1,029	722	0
Percent Difference	1%	1%	1%	1%	0%
Adjusted Value	80,597	79,528	79,445	79,678	78,903

The following Act 44 performance metrics were calculated for CamTran.

Act 44 Adjusted Metrics	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021
Passengers/Revenue Vehicle-Hour	14.06	13.68	14.60	12.98	8.89
Operating Revenue/Revenue Vehicle-Hour	\$13.12	\$13.23	\$14.77	\$10.62	\$6.82
Operating Cost/Revenue Vehicle-Hour	\$108.05	\$108.72	\$112.32	\$113.43	\$122.41
Operating Cost/Passenger	\$7.68	\$7.95	\$7.69	\$8.74	\$13.76

Appendix B: Action Plan Template

Part 1 – Actions to Retain and Promote Ridership

Recommendations From Narrative starting on page 20.	CamTran Action	Estimated Initiation Date	Estimated Completion Date
1. Conduct routine customer service satisfaction surveys to gather feedback and improve the overall customer experience.			
2. Conduct targeted outreach to local employers, human service agencies, and colleges to identify opportunities for CamTran to provide service or improve existing services.			
3. Update the marketing plan to include a budget, enabling CamTran to measure the return on investment of marketing activities.			

Part 2 – Actions to Ensure Long-Term Financial Sustainability

Recommendations From Narrative starting on page 21.	CamTran Action	Estimated Initiation Date	Estimated Completion Date
1. Negotiate revenue agreements to offset the cost of new or expanded services.			
2. Monitor parts turnover and dispose of unused inventory.			
3. Conduct a market rate analysis to determine the appropriate price point for current and potential future leasable spaces.			

Part 3 – Other Opportunities for Improvement

Recommendations From Narrative starting on page 222.	CamTran Action	Estimated Initiation Date	Estimated Completion Date
1. Develop an overall strategic plan for CamTran to set agency direction and address critical themes like workforce development and employee retention.			
2. Continue incorporating PPTA PennTRAIN Board Member training modules as part of monthly Board meetings.			
3. Continue conducting preventative maintenance on fareboxes, APC probes, and FRITS systems.			

Appendix C: Act 44 Peer Comparison Analysis

Peer agencies were identified through a collaborative process between PennDOT and CamTran management using criteria defined in Act 44 and NTD data from the most recently available year, FYE 2021. The systems identified for peer comparisons include:

1. St. Cloud Metropolitan Transit Commission, St. Cloud, MN
2. Rogue Valley Transportation District, Medford, OR
3. City of Fargo, Fargo, ND
4. City of Racine, Racine, WI
5. Housatonic Area Regional Transit, Danbury, CT
6. Metropolitan Evansville Transit System, Evansville, IN
7. City of Clarksville, Clarksville, TN
8. County of Lackawanna Transit System, Scranton, PA
9. The Tri-State Transit Authority, Huntington, WV
10. City of Cedar Rapids, Cedar Rapids, IA
11. Erie Metropolitan Transit Authority, Erie, PA
12. Luzerne County Transportation Authority, Kingston, PA

Passengers per Revenue Vehicle-Hour: Motor Bus (MB)

System	FYE 2021 Single Year		Five-Year Change Since FYE 2016		
	Value	Rank of 13	2016 Value	Annual Rate	Rank of 13
St. Cloud Metropolitan Transit Commission	8.60	6	21.20	-16.51%	12
Rogue Valley Transportation District	7.47	9	29.74	-24.14%	13
City of Fargo	9.41	3	18.54	-12.69%	6
City of Racine, Wisconsin	5.94	12	14.25	-16.07%	11
Housatonic Area Regional Transit	6.54	10	12.93	-12.73%	7
Metropolitan Evansville Transit System	8.41	7	19.37	-15.38%	8
City of Clarksville	6.04	11	10.02	-9.63%	2
County of Lackawanna Transit System	5.28	13	12.61	-15.97%	10
The Tri-State Transit Authority	10.87	1	15.07	-6.32%	1
City of Cedar Rapids	9.47	2	18.67	-12.68%	5
Erie Metropolitan Transit Authority	8.03	8	18.95	-15.78%	9
Luzerne County Transportation Authority	8.62	5	16.15	-11.80%	4
Cambria County Transit Authority	8.89	4	14.81	-9.69%	3
<i>Average</i>	<i>7.97</i>		<i>17.10</i>	<i>-13.80%</i>	
<i>Standard Deviation</i>	<i>1.63</i>		<i>4.96</i>	<i>4.36%</i>	
<i>Average – 1 Standard Deviation</i>	<i>6.34</i>		<i>12.14</i>	<i>-18.16%</i>	
<i>Average + 1 Standard Deviation</i>	<i>9.60</i>		<i>22.07</i>	<i>-9.44%</i>	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Stronger		Stronger		

Operating Cost per Vehicle-Hour: MB

System	FYE 2021 Single Year		Five-Year Change Since FYE 2016		
	Value	Rank of 13	2016 Value	Annual Rate	Rank of 13
St. Cloud Metropolitan Transit Commission	\$117.66	8	\$83.84	7.01%	11
Rogue Valley Transportation District	\$168.73	13	\$179.48	-1.23%	1
City of Fargo	\$119.62	9	\$69.98	11.32%	13
City of Racine, Wisconsin	\$98.13	4	\$85.24	2.86%	8
Housatonic Area Regional Transit	\$111.20	6	\$86.00	5.27%	9
Metropolitan Evansville Transit System	\$75.52	2	\$66.05	2.72%	7
City of Clarksville	\$74.22	1	\$65.00	2.69%	6
County of Lackawanna Transit System	\$105.43	5	\$108.24	-0.53%	2
The Tri-State Transit Authority	\$87.67	3	\$88.34	-0.15%	4
City of Cedar Rapids	\$132.35	11	\$100.68	5.62%	10
Erie Metropolitan Transit Authority	\$148.68	12	\$91.70	10.15%	12
Luzerne County Transportation Authority	\$114.95	7	\$116.24	-0.22%	3
Cambria County Transit Authority	\$122.41	10	\$108.06	2.52%	5
<i>Average</i>	\$113.58		\$96.06	3.70%	
<i>Standard Deviation</i>	\$26.99		\$29.82	4.01%	
<i>Average – 1 Standard Deviation</i>	\$86.60		\$66.24	-0.32%	
<i>Average + 1 Standard Deviation</i>	\$140.57		\$125.89	7.71%	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Weaker		Stronger		

Operating Revenue per Vehicle-Hour: MB

System	FYE 2021 Single Year		Five-Year Change Since FYE 2016		
	Value	Rank of 13	2016 Value	Annual Rate	Rank of 13
St. Cloud Metropolitan Transit Commission	\$7.51	9	\$13.95	-11.64%	8
Rogue Valley Transportation District	\$15.08	5	\$42.40	-18.67%	10
City of Fargo	\$24.02	1	\$14.13	11.20%	1
City of Racine, Wisconsin	\$8.60	8	\$15.12	-10.67%	7
Housatonic Area Regional Transit	\$4.60	12	\$17.77	-23.67%	12
Metropolitan Evansville Transit System	\$15.54	3	\$17.36	-2.19%	2
City of Clarksville	\$9.04	7	\$11.57	-4.82%	3
County of Lackawanna Transit System	\$10.07	6	\$14.26	-6.73%	5
The Tri-State Transit Authority	\$23.51	2	\$34.51	-7.39%	6
City of Cedar Rapids	\$5.02	11	\$14.88	-19.52%	11
Erie Metropolitan Transit Authority	\$15.09	4	\$20.39	-5.84%	4
Luzerne County Transportation Authority	\$2.76	13	\$16.71	-30.23%	13
Cambria County Transit Authority	\$6.82	10	\$13.86	-13.24%	9
<i>Average</i>	\$11.36		\$18.99	-11.03%	
<i>Standard Deviation</i>	\$6.85		\$9.06	10.54%	
<i>Average – 1 Standard Deviation</i>	\$4.51		\$9.93	-21.57%	
<i>Average + 1 Standard Deviation</i>	\$18.21		\$28.05	-0.49%	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Weaker		Weaker		

Operating Cost per Passenger: MB

System	FYE 2021 Single Year		Five-Year Change Since FYE 2016		
	Value	Rank of 13	2016 Value	Annual Rate	Rank of 13
St. Cloud Metropolitan Transit Commission	\$13.68	6	\$3.95	28.17%	11
Rogue Valley Transportation District	\$22.58	13	\$6.04	30.20%	12
City of Fargo	\$12.72	4	\$3.78	27.49%	10
City of Racine, Wisconsin	\$16.53	9	\$5.98	22.55%	9
Housatonic Area Regional Transit	\$16.99	10	\$6.65	20.63%	6
Metropolitan Evansville Transit System	\$8.98	2	\$3.41	21.38%	8
City of Clarksville	\$12.29	3	\$6.49	13.63%	4
County of Lackawanna Transit System	\$19.96	12	\$8.59	18.37%	5
The Tri-State Transit Authority	\$8.07	1	\$5.86	6.59%	1
City of Cedar Rapids	\$13.97	8	\$5.39	20.96%	7
Erie Metropolitan Transit Authority	\$18.51	11	\$4.84	30.78%	13
Luzerne County Transportation Authority	\$13.34	5	\$7.20	13.13%	2
Cambria County Transit Authority	\$13.76	7	\$7.30	13.53%	3
<i>Average</i>	\$14.72		\$5.81	20.57%	
<i>Standard Deviation</i>	\$4.12		\$1.52	7.42%	
<i>Average – 1 Standard Deviation</i>	\$10.60		\$4.29	13.15%	
<i>Average + 1 Standard Deviation</i>	\$18.84		\$7.32	27.99%	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Stronger		Stronger		

This page is intentionally blank to allow for duplex printing.

