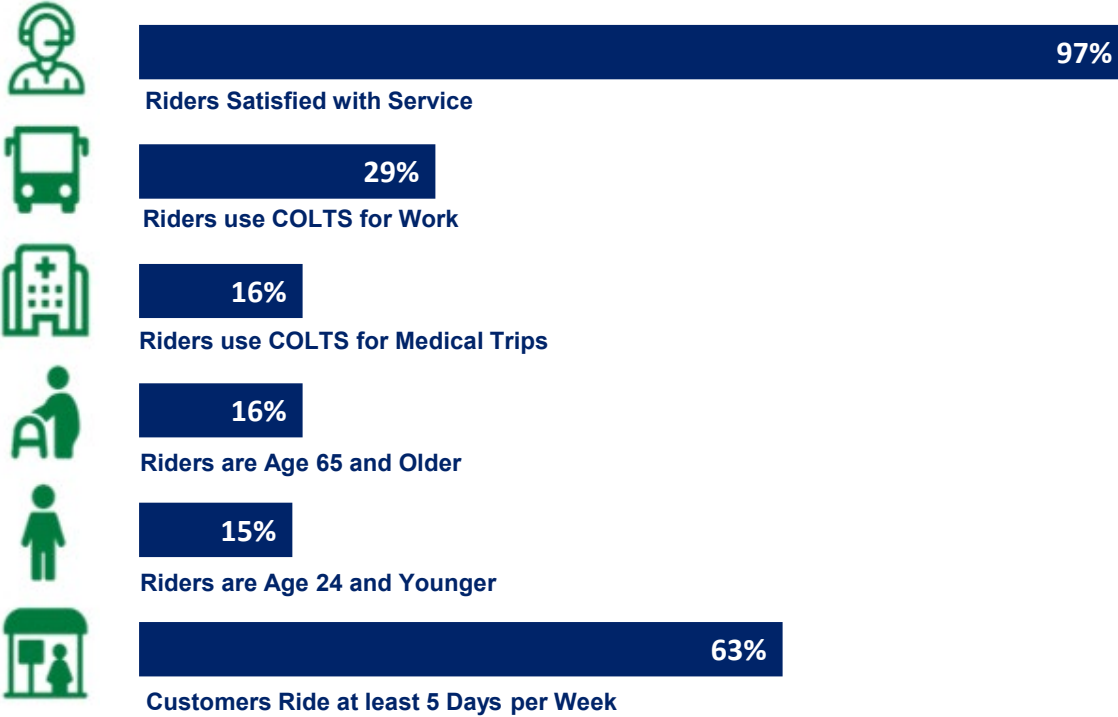


# COUNTY OF LACKAWANNA TRANSIT SYSTEM (COLTS) PERFORMANCE REVIEW EXECUTIVE SUMMARY



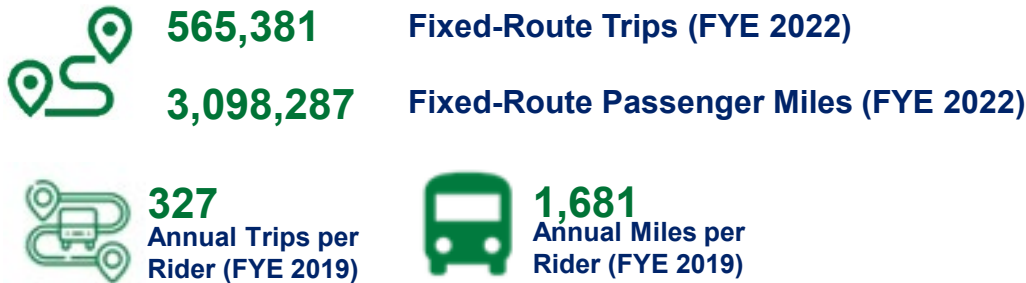
## FIXED-ROUTE RIDER PROFILE



Source: 2016 Customer Satisfaction Survey

## COMMUNITY IMPACTS

### SOCIAL



### 97,960 Paratransit Trips (FYE 2022)



Source: FYE 2022 dotGrants and Agency Reporting

**COMMUNITY IMPACTS**

**ECONOMIC**



**\$2.7M**

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



**\$3.7M**





**Operator Salaries & Wages (FYE 2022)**

**\$28.31**

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

Sources: FYE 2022 dotGrants and Agency Reporting

**ACT 44 PERFORMANCE METRICS**

	TARGET (2021)	ACTUAL (2021)	CURRENT (2022)	FUTURE (2027)
 <p><b>INCREASE Passengers / RVH</b></p>	<b>14.41</b>	<b>5.28</b>	<b>6.24</b>	<b>6.40</b>
 <p><b>CONTAIN Operating Cost / RVH</b></p>	<b>\$115.23</b>	<b>\$112.77</b>	<b>\$105.18</b>	<b>\$121.93</b>
 <p><b>INCREASE Operating Revenue / RVH</b></p>	<b>\$16.71</b>	<b>\$8.68</b>	<b>\$8.59</b>	<b>\$9.96</b>
 <p><b>CONTAIN Operating Cost / Passenger</b></p>	<b>\$8.00</b>	<b>\$21.35</b>	<b>\$16.85</b>	<b>\$19.06</b>

**BEST PRACTICES**

- Surveyed fixed-route operators and integrated respondent data for post-pandemic service adjustments.
- Implemented a secondary verification method to ensure accurate measurement and reporting of on-time performance.
- Successfully negotiated advertising contracts to diversify income streams.
- Created e-mail accounts for all employees as a central means of communication.
- Produced in-house training videos.

**OPPORTUNITIES FOR IMPROVEMENT**

- Conduct a Customer Satisfaction Survey.
- Expand service guidelines to include criteria conducive to productive transit usage.
- Adjust quarterly accounts payable reconciliation to a monthly timeframe.
- Develop an internal controls process to ensure financial information is reported accurately and consistently.
- Develop a Code of Conduct to formalize guidelines for ethical behavior.

# COLTS PERFORMANCE REVIEW EXECUTIVE SUMMARY



Other Fixed-Route Performance Statistics	FYE 2019	FYE 2022
Operating Revenue / Operating Cost	14.0%	8.2%
Operating Cost / Total Vehicle-Hours	\$78.14	\$100.80
Operating Cost / Total Vehicle-Miles	\$7.21	\$8.43
Total Passengers / Total Vehicle-Hours	9.28	5.98
Operating Cost / RVM	\$7.97	\$9.07
RVM / Total Vehicle-Miles	90.4%	92.9%
RVH / Total Vehicle-Hours	84.2%	95.8%
Operating Subsidy / Passenger Trip	\$7.25	\$15.48
Farebox Recovery	12.9%	5.9%

Note: Does not include ADA Paratransit Operating Statistics

Fixed-Route Annual Operating Statistics	FYE 2019	FYE 2022
Vehicles in Maximum Service (VOMS)	31	31
Operating Cost	\$8,534,815	\$9,529,435
Operating Revenues	\$1,191,041	\$778,072
Operating Subsidies	\$7,343,774	\$8,751,363
Total (Actual) Vehicle-Miles	1,184,499	1,130,675
Revenue Vehicle-Miles (RVM)	1,070,630	1,050,230
Total Vehicle-Hours	109,231	94,539
Revenue Vehicle-Hours (RVH)	91,989	90,599
Total Passenger Trips	1,013,542	565,381
Senior Passenger Trips	191,983	124,295

Note: Does not include ADA Paratransit Operating Statistics



COLTS Fixed-Route Bus at the Scranton Intermodal Center

**FLEET SNAPSHOT**



**64** Total Vehicles

- 33** Heavy-Duty Buses
- 20** Light-Duty Small Buses
- 9** Vans



**System Reliability**

**238,409**  
Miles per Major Bus Breakdown



**Heavy-Duty Bus**

**26,200**

Estimated Annual Miles Per Bus



**Light-Duty Small Bus**

**14,500**

Estimated Annual Miles Per Bus



**Van**

**11,600**

Estimated Annual Miles Per Van

Source: 2023 Capital Planning Tool Odometer Readings and Agency Reporting

**HIGH-LEVEL FINANCIAL INDICATORS**

**FYE 2019**

**FYE 2022**

**24.1%**

**48.1%**



**Total Cash Reserves / Total Operating Expenses**

**FYE 2019**

**FYE 2022**

**\$1.09**

**\$1.08**



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

Source: dotGrants Reporting



# Performance Report

July 3, 2023

*Transit Performance Review*

**County of Lackawanna Transit  
System (d.b.a., COLTS)**

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## Preface

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

**COVID-19 disproportionately impacted transit-dependent populations**

**Transit agencies have navigated new requirements, higher costs, and shifting travel demand**

**A “new normal” for transit systems seems to be emerging, but uncertainty and volatility remain**

**PennDOT will reevaluate performance targets when the 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 three years, its impact on travel patterns became less severe, but its influence never fully subsided. As of early 2023, post-pandemic travel patterns have 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 the transit agency'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 Act 44-mandated performance criteria;
- Assist agencies in developing an action plan which addresses opportunities for improvement and ways to achieve performance targets;
- Provide technical assistance to 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 to meet performance targets.

This report presents the County of Lackawanna Transit System (COLTS) review, conducted on October 5, 2022.

## 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 COLTS's unique challenges and 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**

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

## Agency Overview

County of Lackawanna Transit System (COLTS) was formed in 1972, replacing the Scranton Transit Company. COLTS provides fixed-route bus service in the urbanized Scranton area (**Exhibit 2**). In 2011, COLTS assumed shared-ride operations from Lackawanna County. A five-member Board of Directors oversees COLTS. The Lackawanna County Board of County Commissioners appoints members to the COLTS Board to serve five-year terms.

### Exhibit 2. COLTS Compressed Natural Gas (CNG) Bus at the Scranton Intermodal Center



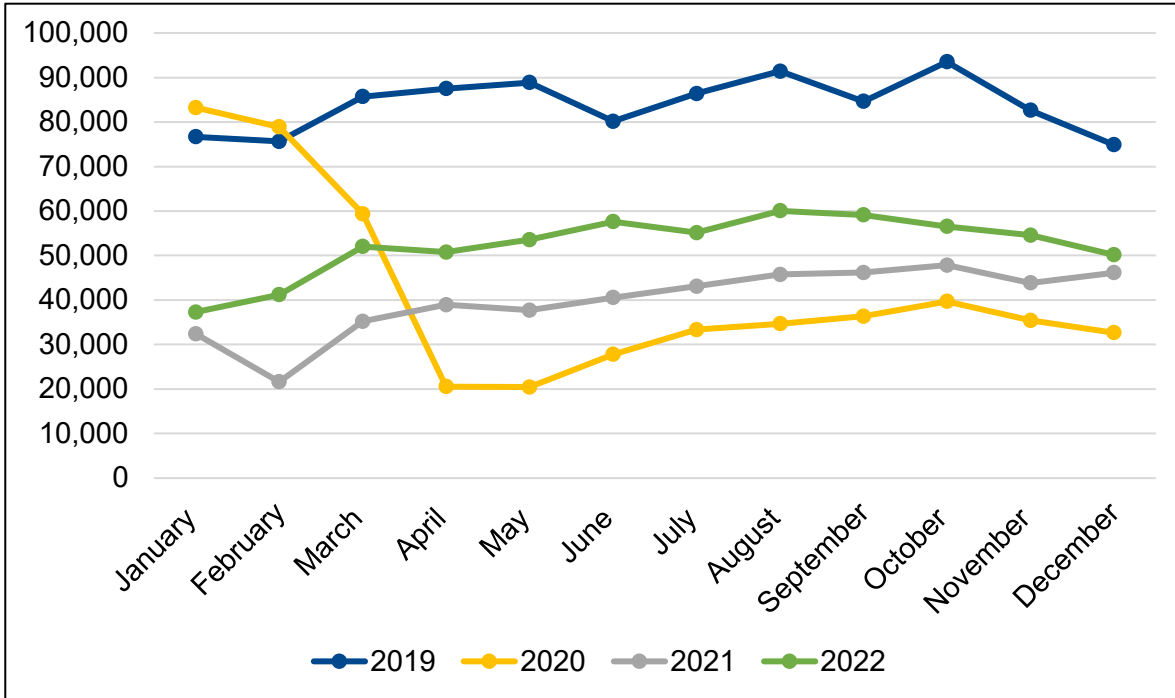
In Fiscal Year 2021-22 (FYE 2022), COLTS had 26 fixed-route vehicles operating in maximum service (VOMS). COLTS purchased transportation from a contractor to cover night service with five VOMS. The Authority provided 565,381 total fixed-route passenger trips in FYE 2022.

COLTS had 47 VOMS for demand-response paratransit service, directly operating 33 VOMS and subcontracting 14 VOMS. COLTS delivered 97,960 total demand-response trips in FYE 2022, consisting of 65,091 shared-ride Lottery-funded trips for seniors, 11,359 ADA complementary paratransit trips, 4,880 trips under the Persons with Disabilities (PwD) program, and 16,630 other shared-ride trips funded by the Medical Assistance Transportation Program (MATP).

COLTS also provides transportation for some MATP trips outside of its published shared-ride operating hours and service area. The Pennsylvania Department of Human Services sponsors these MATP trips. Because these trips are not available to the general public, PennDOT requires agencies to report these trips, costs, and revenues as non-public transportation. COLTS provided 12,779 non-public transportation trips in FYE 2022.

Like most transit systems nationally and across Pennsylvania, the COVID-19 pandemic impacted COLTS’s ridership beginning in March 2020. Monthly fixed-route ridership began to stabilize at the end of 2021, but remained below pre-pandemic levels in 2022 (**Exhibit 3**).

**Exhibit 3. Monthly Fixed-Route Ridership, 2019 - 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 and individuals in professional service jobs continue remote work and are not using the service like they might have pre-pandemic.

### Customer Satisfaction Survey

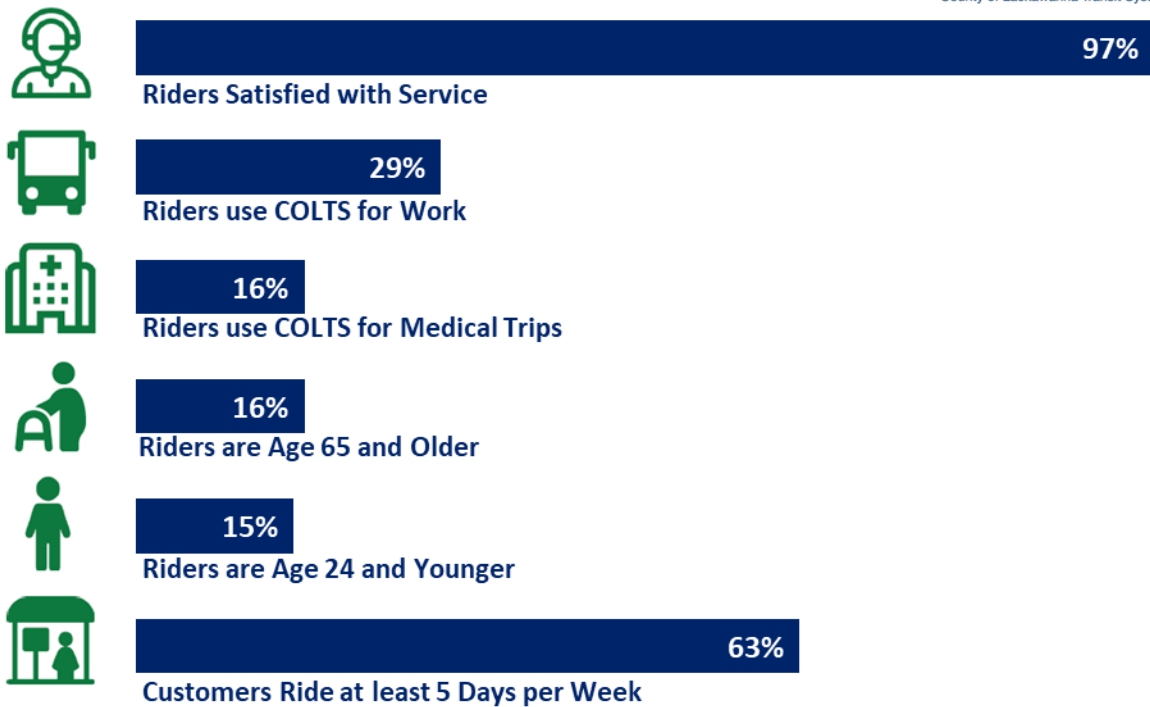
COLTS last conducted a fixed-route customer satisfaction survey (CSS) in 2016. A total of 460 completed surveys were collected. Based on the number of respondents and the survey results, the survey had a 95 percent confidence interval in reflecting the complete population of riders. The 2016 CSS estimated an average of 3,100 unique riders.

The survey results were aggregated to determine average satisfaction scores. Top-ranked measures included: availability of seats on the bus, safe and competent drivers, and bus schedules are easy to read and understand. Lowest-ranked measures included: frequency of weekend service, telephone customer service, and on-time trip arrivals and departures.

## COLTS Rider Profile

The CSS provides insight into rider characteristics and customer preferences (**Exhibit 4**). Respondents from the 2016 survey indicated a 97 percent satisfaction level in their overall experience riding COLTS, and 63 percent of customers who frequently use COLTS ride at least five days per week. Fixed-route bus is an essential service for many riders.

### Exhibit 4. Fixed-Route Rider Profile



Source: 2016 COLTS CSS

## Economic and Social Impacts

COLTS benefits the local economy and the communities it serves through the expenditure of public funds and fare revenue, supporting jobs in transit operations, and by purchasing services and goods (**Exhibit 5**).

In FYE 2022, COLTS paid \$2.7 million to Pennsylvania-based businesses for various services and purchased goods to support operating activities. COLTS spent \$5.8 million in total wages: \$3.7 million for operators, \$925,155 for maintenance personnel, and \$1.2 million for general

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**COLTS provided 565,381 fixed-route bus trips and 97,960 paratransit trips in FYE 2022.**

---

administration staff. COLTS currently employs 134 individuals. There are 44 full-time and five part-time fixed-route bus operators. Shared-ride operations employ 27 full-time drivers and 10 part-time drivers. COLTS had an average fixed-route driver wage of \$28.31 per hour in FYE 2022, which approximates an annual income of \$58,900, excluding overtime pay. The Maintenance Department has eight full-time mechanics, and seven full-time and two part-time service employees. General administration

includes 18 full-time and three part-time staff.

Based on an estimated 3,100 pre-pandemic unique riders (FYE 2019) and a total of 1,013,542 passenger trips and 5,209,606 passenger-miles, each fixed-route passenger took an average of 327 trips and rode COLTS for 1,681 miles during FYE 2019. Post-pandemic ridership is approximately 56 percent of pre-COVID levels. As of FYE 2022, COLTS reported 565,381 total fixed-route passenger trips and 3,098,287 total fixed-route passenger-miles.

COLTS uses a two-tiered approach to defining on-time performance (OTP)<sup>1</sup>. Vehicles arriving at the first scheduled stop within five minutes are considered to be on-time. For subsequent scheduled stops, vehicles arriving within ten minutes of the published schedules are considered to be on-time. COLTS does not permit vehicle departures prior to the scheduled time. COLTS maintains a 95 percent on-time goal for first stop timeliness and a 90 percent goal for subsequent stop timeliness. Management indicated at the time of this review, COLTS is addressing technical issues related to data conversion between its bus scheduling software system and its fixed-route ITS on-time performance tracking system. These technical issues have made determining actual on-time performance difficult. In February 2023, COLTS initiated an audit process to review all routes and identify discrepancies between the fixed-route ITS and how the bus registers timepoints through GPS.

In FYE 2022, COLTS provided 95,385 shared-ride trips. The authority's subcontracted shared-ride trips accounted for an additional 2,575 trips. Lottery-funded senior citizen trips were 66 percent of the total shared-ride trips. The remaining trips consisted of 11,359 ADA paratransit trips, 4,880 Persons with Disabilities (PWD) trips, and 16,630 other trips. COLTS reported a 94 percent on-time pick-up for shared-ride services.

---

<sup>1</sup> On-time performance is a service reliability measure based on how frequently a vehicle arrives within a range of its published schedule.

**Exhibit 5. Economic and Social Measures**

**ECONOMIC**



**\$2.7M**

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



**\$3.7M**

**Operator Salaries & Wages (FYE 2022)**

**\$28.31**

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

**SOCIAL**



**565,381**

**Fixed-Route Trips (FYE 2022)**

**3.1M**

**Fixed-Route Passenger Miles (FYE 2022)**



**327  
Annual Trips per  
Rider (FYE 2019)**



**1,681  
Annual Miles per  
Rider (FYE 2019)**



**97,960 Paratransit Trips (FYE 2022)**



**On-Time  
Performance  
(FYE 2022)**

**60%  
Fixed-Route Bus  
On-Time Performance**

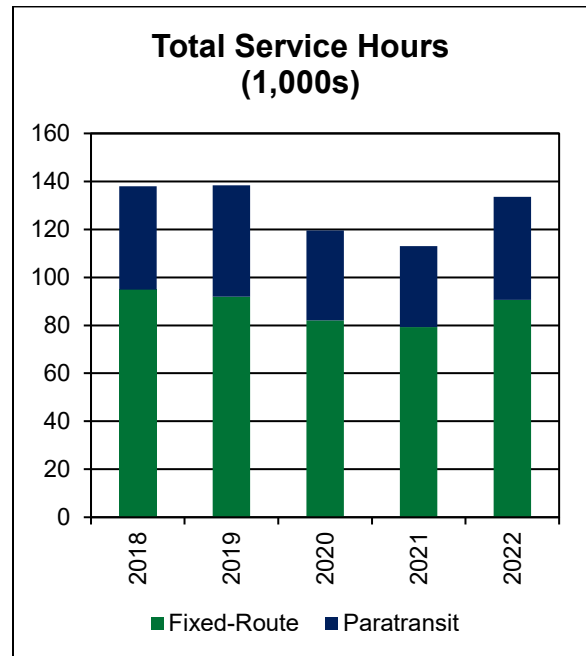
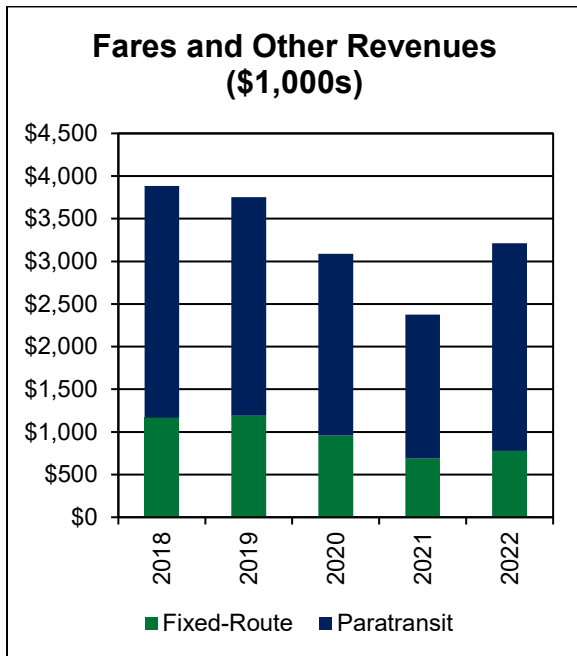
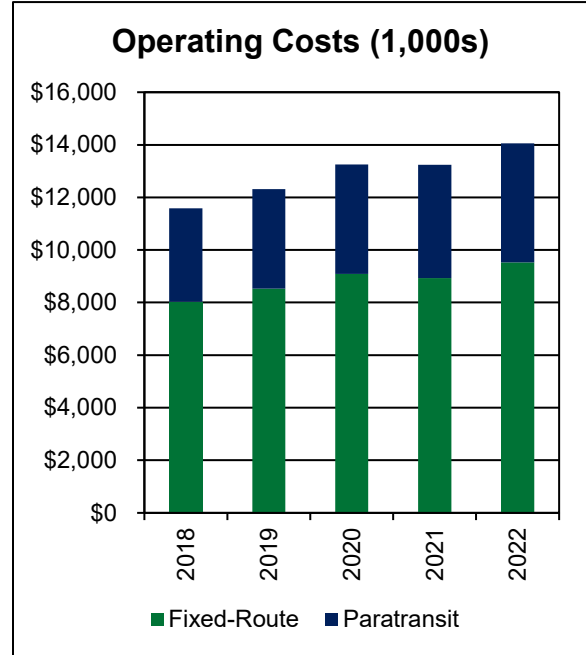
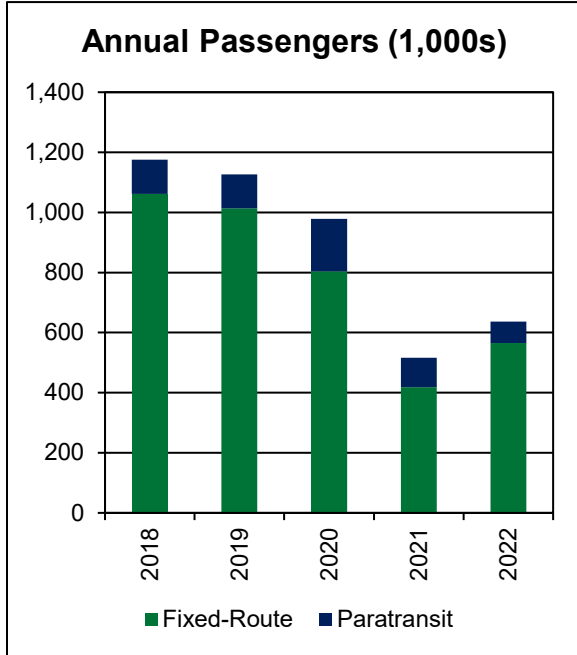
**94%  
Paratransit  
On-Time Trip Pick-Ups**

Source: FYE 2022 dotGrants and agency reporting values.



# Agency Trends

## Annual Operating Statistics



Note: **Appendix A: Data Reconciliation** on page 25 provides reconciled values between dotGrants and the National Transit Database (NTD).

## Financial Health

Transit agencies in good financial health typically have diverse revenue streams, build sufficient operating reserves, and prioritize long-term financial sustainability. COLTS operated with a balanced budget during FYE 2022. Total transportation services cost approximately \$14.5 million to operate. COLTS earned approximately \$3.7 million in revenues and required roughly \$10.8 million in subsidies to offset operating deficits (**Exhibit 6**). In FYE 2022, non-public operating revenue exceeded expenses, resulting in a programmatic surplus of \$34,336 surplus.

### Exhibit 6. FYE 2022 Operating Budget Summary

Fiscal Year 2021-22	Fixed-Route	ADA	Shared-Ride	Non-Public	Total
<b>Total Operating Expenses</b>	\$9,529,435	\$550,118	\$3,979,502	\$429,830	\$14,488,885
<b>Total Revenue</b>	\$778,072	\$39,757	\$2,396,356	\$464,166	\$3,678,351
<b>Total Federal Subsidies</b>	\$784,880	\$0	\$293,664	\$0	\$1,078,544
<b>Total State Subsidies</b>	\$7,129,598	\$510,361	\$1,289,482	\$0	\$8,929,441
<b>Total Local Subsidies</b>	\$836,885	\$0	\$0	\$0	\$836,885

### High-Level Financial Indicators

As shown in **Exhibit 7**, COLTS had carryover subsidies (cash reserves) equal to 48.1 percent of its total annual operating costs at the end of the FY 2022. These cash reserves are attributable to an influx of federal COVID relief funds for operating expenses, which enabled the authority to build its state operating reserves from \$2.5 million in FYE 2019 to \$6.4 million as of FYE 2022.

COLTS has a \$1,000,000 line of credit available for short-term use to maintain sufficient cash flow. As of FYE 2022, COLTS had no outstanding balance on its line of credit or any other long-term debt, and negligible amounts in accounts payable and accounts receivable over 90 days.

### Fixed-route operating revenues recovered 12.9% of annual operating costs before the pandemic.

Before the pandemic, COLTS had a farebox recovery ratio of 12.9 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. Post-pandemic fixed-route ridership for COLTS had rebounded to 56 percent of its pre-COVID-19 ridership. COLTS's last fixed-route fare increase occurred in 2014. In 2022, COLTS determined that an increase in fixed-route fares was warranted to keep pace with the rise in

operating costs, in accordance with its fare adjustment policy. However, the Board authorized a delay of the fare increase until the 2023-24 fiscal year, in order to give staff more time to determine a sustainable fare increase that would not disproportionately impact vulnerable populations within the COLTS service area.

COLTS's fixed-route operating subsidy per passenger trip was \$20.51 in FYE 2022. The operating subsidy per passenger trip increased from FYE 2019 to FYE 2022 by 47.3 percent, which was the last fiscal year before the impacts of the COVID-19 pandemic on ridership, revenues, and operating costs. The increase in federal subsidies offset the loss of passenger revenue.

### Exhibit 7. High-Level Financial Indicators

Indicator	Value		Assessment Criteria / Rationale	Source
	FYE 2019	FYE 2022		
<b>Total Carryover Subsidies / Annual Operating Cost</b>	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
	24.1%	48.1%		
<b>Credit Available/ Annual Payroll</b>	14.8%		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
<b>Accounts Payable (AP) 90+ days</b>	0.0%		Target should be 0% over 90 days. Larger values indicate cash flow concerns.	August 2022 agency-reported value
<b>Accounts Receivable (AR) 90+ days</b>	0.0%		Target should be 0% over 90 days. Larger values can cause cash flow problems.	August 2022 agency-reported value
<b>Debt / Annual Operating Cost</b>	0.0%		Target should be 0%. Low debt amounts reduce interest expenses.	FYE 2022 Audit
<b>Farebox Recovery</b>	FYE 2019	FYE 2022	The drop in ridership associated with the COVID-19 pandemic significantly reduced farebox recovery.	FYE 2019 Audit, FYE 2022 Audit, and PennDOT dotGrants
	12.9%	6.4%		
<b>Effective Average Fare</b>	\$1.09	\$1.08	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
<b>Operating Subsidy per Passenger Trip</b>	\$7.25	\$15.48	Indicates the subsidy requirement to offset operating losses per passenger trip.	FYE 2019 Audit, FYE 2022 Audit, and PennDOT dotGrants

## Safety

**Industry practices dictate a holistic approach to safety that includes the principles of Safety Management Systems (SMS).** COLTS adopted its Public Transportation Agency Safety Plan (PTASP) in April 2020, 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. Agencies develop safety targets based on three-year historical averages of reported data.

As shown in **Exhibit 8**, COLTS narrowly missed its annual safety targets for slip-trip-falls in a bus, wheelchair tip-overs, and preventable accidents.<sup>2</sup> Major bus breakdowns occurred every 238,409 miles systemwide. COLTS retrained 25 drivers in 2022 to address driver behavior.

### Exhibit 8. PTASP Annual Safety Performance Targets and 2022 Results

Safety Metrics (Agency-wide)*	2022 Target	2022 Result
Fatalities	0	0
Slip-Trip-Fall (In a Bus)	21	27
Slip-Trip-Fall (Away from a Bus)	7	7
Wheelchair Tip-overs	1	2
Preventable Accidents	32	33
System Reliability (Total Vehicle Miles/Failures)	210,883	238,409

\*Note: Safety metrics do not include contracted service.

FTA requires agencies to report safety information by mode. However, as of the 2022 performance review, COLTS aggregated its safety data and reported it agency-wide. Management indicated that beginning in 2023, COLTS would report PTASP performance by mode.

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

<sup>2</sup> Preventable accidents include accidents with mirrors, contact with poles/signs, parked vehicles, and while accidents that occurred while backing up.

- Large, heavy-duty bus ESL is 500,000 miles and 12 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 February 2023, COLTS had a fleet of 64 total vehicles in service.<sup>3</sup> The fleet consists of heavy-duty buses, light-duty buses and vans. As shown in **Exhibit 8**:

- Heavy-duty buses accrued an average of 26,200 annual miles,
- Light-duty buses accrued an average of 14,500 annual miles; and
- Vans accrued an average of 11,600 annual miles.

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<sup>3</sup> COLTS has two American Heritage Trolleybuses that are not used in regular service. These vehicles were excluded from the fleet utilization assessment.

### Exhibit 9. 2023 Fleet Utilization

Vehicle Type	Fleet	Average Age	ESL Requirements		Annual Miles	
			Years	Miles	2023 Average	ESL
Heavy-Duty Bus	33	8	12	500,000	26,200	42,000
Light-Duty Bus	20	6	5	150,000	14,500	30,000
Van	9	4	4	100,000	11,600	25,000

Based on current odometer readings and estimated yearly mileage, COLTS’s heavy-duty buses, light-duty buses, and vans accumulated fewer than 42,000, 30,000, and 25,000 annual miles, respectively. These vehicles will be able to remain in service beyond twelve, five, and four years. Light-duty buses are currently averaging over the estimated service life in years at six years of service.

If current utilization levels continue, COLTS should ensure preventative maintenance occurs on-time and schedule as vehicles operate past their estimated useful life in years. Determining the minimum fleet size required for timely vehicle replacement offers a long-term solution. COLTS could develop optimization scenarios for potential capital fleet replacement schedules that:

1. Identify ideal vehicle types that satisfy peak load thresholds by route; and,
2. Recommend an optimized fleet size based on the VOMS required to meet service needs and adequate spares to minimize service interruptions.

# Act 44 Performance Review Findings

## Prior Performance Reviews

On prior performance reviews, COLTS took action to increase fixed-route ridership and revenues and contain growth in operating costs. Specifically, COLTS accomplished the following as part of prior action plans:

- Launched new software to track and monitor customer complaints and compliments.
- Began reporting monthly customer service metrics to COLTS leadership and the Board.
- Increased advertisement sales on COLTS assets.
- Negotiated agreements with local universities allowing students and staff to ride the COLTS system for free.
- Restructured service to reduce scheduled overtime and set a target for maximum scheduled overtime.
- Purchased FleetNet software to track and monitor trends in maintenance costs.
- Developed a strategic plan establishing goals with action items.
- Created a succession plan for key leadership positions.
- Established performance metrics for the various agency departments to be regularly reviewed at Board meetings.

## Current Performance Assessment and Findings

The current performance assessment reviews the agency's progress in achieving its five-year performance goals and identifies additional steps 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 9**):

- Increase passengers per revenue vehicle-hour by 2.0 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 3.0 percent per year; and
- Contain growth in operating cost per passenger to 1.0 percent per year.

### Exhibit 10. FYE 2021 Performance Assessment

Act 44 Performance Metrics	Annual Performance Goals	Performance Assessment	
		FYE 2021 Targets	FYE 2021 Actual
Passengers/RVH	2.00%	14.41	5.28
Operating Revenue/RVH	2.00%	\$16.71	\$8.68
Operating Cost/RVH	3.00%	\$115.23	\$112.77
Operating Cost/Passenger	1.00%	\$8.00	\$21.35

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

- Reinstated two fixed routes discontinued at the onset of the pandemic.
- Optimized service schedules for fixed-route service through software modeling, driver surveys, and input from public meetings.
- Began replacing its diesel bus fleet with compressed natural gas (CNG) vehicles.
- Initiated planning for a new modern facility that will house all administrative offices, maintenance facilities, and indoor bus storage.
- Diversified revenue streams by increasing advertising revenue, with one of the largest customers being Geisinger Health.
- Launched a real-time bus tracking service utilizing myStop software, made available on the COLTS website and via a downloadable app for mobile devices.

The COVID-19 pandemic and resulting changes in travel behavior adversely impacted COLTS's ability to achieve its 2021 performance targets. Ridership and revenue decreased significantly from March 2020 through 2021, while costs increased due to COVID mitigation measures (e.g., additional cleaning of vehicles, facilities, equipment, etc.). COLTS successfully met its five-year performance target for operating cost per revenue vehicle-hour.

## Future Performance Goals

### Background

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:

- 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 regularly reevaluating performance is intended to improve the effectiveness and efficiency of service delivery. To keep pace with increases in operating costs, Act 89 requires agencies to maintain a policy for adjusting fares for inflation. COLTS measures the price of its base fare against the federal rate of inflation since the date of its last base fare increase to determine if an increase is warranted. In 2022, COLTS reviewed its fixed-route fare in accordance with its fare adjustment policy and determined that a fare increase was warranted pursuant to the policy and increased operating costs. However, the Board authorized a delay of the fare increase until the 2023-24 fiscal year to give staff more time to determine a sustainable fare increase that would not disproportionately impact vulnerable populations in the COLTS service area. COLTS should continue to monitor fares for necessary adjustment per its fare adjustment policy and seek to increase ridership and revenue in furtherance of its operating revenue per revenue vehicle-hour target.

PennDOT uses the most recent audited and agency-verified values for passengers, operating costs, and operating revenues as the baseline for developing performance targets. Five-year targets are then set based on realistic and achievable expectations of improvement.



### COLTS Goals for FYE 2027

PennDOT based COLTS’s future-year performance targets on the most recent audited financial year (FYE 2022). Over the next five years, COLTS must work to achieve the targets shown in **Exhibit 10** to ensure continued eligibility for full Section 1513 funding.

#### Exhibit 11. FYE 2027 Performance Goals

Performance Criteria	FYE 2022 Observed	FYE 2027 Goal	Target Annual Increase
Passengers/RVH	6.24	6.40	0.5%
Operating Revenue/RVH	\$8.59	\$9.96	3.0%
Operating Cost/RVH	\$105.18	\$121.93	3.0%
Operating Cost/Passenger	\$16.85	\$19.06	2.5%

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 a supplement 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 assessing agency operations, management, and governance. PennDOT analyzes agency policies, programs, practices, and peer statistical comparisons to identify areas for review. The document review and peer comparison inform the performance discussion with agency leadership and staff. The outcome of the functional review is a collection of best practices potentially 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 template is found in **Appendix B: Action Plan Template** on page 27 and the determinations and findings of the Act 44 peer review are found in **Appendix C: Act 44 Peer Comparison Analysis** on page 30.

## 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 due to the COVID-19 pandemic, adversely impacted commuter and discretionary travel demand. As transit agencies work to restore ridership to pre-pandemic levels, actions that focus on raising the awareness of service, enhancing the customer experience, and improving service efficiency help retain and attract ridership.

### Best Practices

1. **COLTS surveyed fixed-route operators and considered driver insights when designing post-pandemic service adjustments.** COLTS recognizes that drivers are often the first line of customer service. Management factored their input from daily interactions with riders, as well as their operational insights related to service reliability and effective delivery for post-pandemic service adjustments to rebuild ridership. Qualitative data from survey efforts assisted COLTS in developing two new fixed routes and performing schedule adjustments across all routes.
2. **COLTS implemented a secondary verification method to ensure accurate measurement and reporting of on-time performance.** Recently, COLTS encountered data transferability issues with its new scheduling software, which materially impacted the accuracy of measuring on-time performance. To address this, management initiated a system-wide audit of its fixed-route service. The audit was meant to ensure that time points developed from the new scheduling software are accurately measured against the real-time bus tracking from fixed-route ITS. As part of this effort, COLTS developed a

protocol for initiating a route audit as a secondary means of verifying on-time performance.

## Opportunities for Improvement

1. **Conduct a Customer Satisfaction Survey (CSS).** COLTS last conducted a CSS in 2016. Since then, the COVID-19 pandemic has significantly affected vulnerable populations, including seniors, and many professional service jobs have introduced remote work schedules. COLTS should conduct a new CSS to gain customer insight into rider preferences and potential improvements it can make to enhance the customer experience and increase the attractiveness of using the service.
2. **Identify target markets for increasing ridership.** COLTS has a detailed marketing and communications plan that includes objectives, planned activities, planned expenditures, and metrics to measure performance. The plan identifies marketing efforts directed to senior citizens. To maximize ridership potential, COLTS should consider marketing of non-riders and passengers that stopped using COLTS during the pandemic. For example, COLTS could partner with the Scranton-Wilkes-Barre MPO to conduct a non-rider survey to identify underserved markets and focus its marketing and service efforts accordingly.
3. **Consider updating the service policies and standards to include an assessment of criteria conducive to productive transit usage.** COLTS has detailed service policies and standards that establish distribution of amenities, vehicle assignments, service changes, and productivity thresholds. Other Pennsylvania transit agencies of similar size to COLTS, such as the Susquehanna Regional Transit Authority (rabbittransit) and the Lehigh and Northampton Transportation Authority (LANta) consider factors conducive to productive transit usage to assess an area's receptivity to public transit. For example, rabbittransit considers household density, zero-vehicle households, median household income, connectivity, employment density, medical facilities over 10,000 square feet, and retail locations as indicators for fixed-route service. Their service standards policy rates concentrations of six to seven indicators as high, four to five indicators as medium, and three or fewer indicators as low. These indicators are also used to inform decision-making when designing service headways, service spans, stop placement, and amenity distribution.

## Ensure Long-Term Financial Sustainability

Sound financial management is critical to ensuring the viability of transit services. Agencies often undertake multiple major expenditures on limited budgets. This includes financing major capital facility projects, fleet replacement, 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, right-sizing service to resources, and implementing cost-control measures.

## Best Practices

1. **COLTS successfully negotiated advertising contracts to diversify income streams.** Previously, advertisement sales at COLTS were outsourced to a third-party company.

However, COLTS ended the contract with the third-party company and brought the sales in-house. Since the switch, advertising revenues have increased from \$11,761 in 2019 to \$139,686 in 2022. One of the agency's largest advertising partners is Geisinger Health.

## Opportunities for Improvement

- 1. Adjust quarterly accounts payable reconciliation to a monthly timeframe.** Increasing the frequency of reconciliation will ensure accurate reporting of COLTS's finances and timely payment of vendors. By catching errors more quickly and consistently keeping the financial data updated, the organization can make more informed decisions using accurate and timely data.
- 2. Ensure local match payments are received on time.** Late payments for local matching funds can potentially jeopardize operating and capital subsidies for COLTS. The COLTS Board should continue to advocate for the Authority with local sponsoring entities and ensure timely payment of local funds.
- 3. Pursue revenue agreements with local industrial parks and other businesses in the area to offset the cost of potential new or expanded services.** Business growth is occurring in the industrial park areas in the Scranton area, and COLTS management has expressed a desire to serve these areas more effectively. To help recover a portion of the operating expenses for any new or expanded service targeting these specific employment concentrations, COLTS should pursue revenue agreements with local industrial parks and other businesses in the area.
- 4. Formalize service agreements with universities and other schools in the area.** COLTS has successfully established partnerships with the University of Scranton, Marywood University, and Johnson College to provide free rides for students and staff, with reimbursement by the schools. COLTS should pursue additional opportunities with other universities or technical schools in the area that do not have agreements, such as Penn State Scranton or Lackawanna College.
- 5. Update the fixed-route fare adjustment policy to minimize the impacts of significant fare increases on vulnerable customers.** COLTS postponed a scheduled fixed-route fare increase until 2024 to give management more time to assess the impacts of a major fare increase on its rider base. The current fare adjustment policy recommends an increase to match the rise in the federal rate of inflation against the current base fare. Other transit systems have found success in staggering fare increases incrementally, such as a five-cent increase per year after many years of no increases. For example, the Erie Metropolitan Transit Authority (the "E") developed a fare adjustment policy that gradually raised fares over a multi-year period, minimizing the impact of a substantial one-time increase. The Authority informs customers years in advance of its plans to maintain farebox recovery, and incrementally increases fares without abruptly pricing out vulnerable customers.
- 6. Develop procedures to ensure major capital project plans are accompanied by sustainable operating cost budgets.** COLTS is on track to develop a new multimillion-dollar facility project that will include new administrative offices, maintenance garages, and vehicle storage. Other transit systems that have increased their overall square footage of covered and indoor storage space have experienced unexpected increases in

utility expenses. COLTS should calculate the anticipated cost differential for the new facility space and ensure that future operating budgets account for higher operating costs.

7. **Develop an internal controls process to ensure financial information is reported accurately and consistently to oversight entities.** COLTS has significantly improved its process for financial reporting since the 2018 performance report. Opportunities remain to improve accurate and consistent reporting to oversight agencies, such as PennDOT and FTA. Between FYE 2016 and FYE 2020, COLTS had significant variances in operating costs and revenues for fixed-route and demand-response programs reported to PennDOT vs. FTA. Adopting an internal controls process that establishes policies and procedures for reporting financial information formalizes a process to ensure accuracy and consistency in how COLTS reports its financial information to oversight agencies.

## Identify Other Opportunities to Improve Performance

There are additional opportunities to enhance agency performance. Actions that prioritize Board education, strategic planning, workforce management, and partner agency collaboration improve overall agency functions. Actions that target organizational improvement promote an efficient and transparent administration. Advocacy with stakeholders and funding partners on behalf of the agency builds stronger community ties. Goal-oriented actions help inform management and the Board's decision-making process to inform investment decisions when pursuing significant capital investments and new information technologies.

### Best Practices

1. **COLTS provides e-mail accounts for all employees as a central means of communication.** Providing e-mail accounts for all staff, including those in operations and maintenance, improves communication across the organization. It also enables management to reliably and efficiently distribute information bulletins, training materials, and policy updates.
2. **COLTS produces in-house training videos for new hires.** These videos contain original content tailored to the organization's operations and service area. By keeping training and development in-house, COLTS can quickly update its materials to respond to policy changes and new equipment. COLTS has a dedicated training room where new hires can view these videos anytime.

### Opportunities for Improvement

1. **Develop a Code of Conduct to formalize guidelines for ethical behavior.** A code of conduct is a living document reviewed regularly to ensure it is current and relevant to the agency's environment. Formalizing an ethics policy provides a framework for decision-making accountability and applies to all employees regardless of position, including Board members. For example, the code could include the following elements:
  - **Ethics Policy** – expectations for employees, supervisors, and board members
  - **General Information** – resources, how to raise concerns, whistleblower provisions, and discipline for ethics violations

- **Expected conduct within COLTS** – confidentiality, conflicts-of-interest, outside employment, business and financial records, and document retention
  - **Expected conduct outside of COLTS** – relationships with vendors and business courtesies, customer interactions, social media policy, and ethical decision-making
2. **Accurately monitor and report safety information, as required by 49 CFR Part 673.** COLTS adopted its Public Transportation Agency Safety Plan (PTASP) in April 2020, establishing safety performance targets based on the agency’s historical safety record. During the 2022 performance review, COLTS lacked accurate safety information to assess whether the agency met its adopted targets per federal requirements. Accurately reporting and tracking safety data is critical to ensuring that COLTS can monitor overall safety performance and reduce potential exposures to risk. Without maintaining reliable safety data, COLTS cannot track performance trends that could indicate a need for additional driver training and trigger route adjustments to mitigate safety hazards within the service area. This potentially increases the risk to drivers and customers and exposes COLTS to additional liabilities.
  3. **Provide employees with a total annual compensation breakdown as a tool for workforce retention.** Making employees aware of the dollar value of their total compensation—fringe benefits plus wages—helps communicate the value of being employed at COLTS. Providing an annual total compensation breakdown could encourage employee retention in a market where transit agencies compete with the private sector for drivers, mechanics, and management-level staff.
  4. **Incorporate PennTRAIN Board Training modules as part of monthly Board meetings.** PennTRAIN offers online Board training modules that cover the primary roles, responsibilities, and functions of a transit agency Board. Other Pennsylvania transit agencies have incorporated PennTRAIN Board Training modules as part of a Board Education Program, new member onboarding, and routine refresher training. COLTS can increase Board member participation in educational trainings by incorporating these modules in monthly Board meetings.
  5. **Establish a formal process for an annual review of the Executive Director by the Board of Directors.** Regular performance reviews should be seen as an investment in the agency. Benefits of performance reviews include open communication of expectations and fostering employee development by setting annual goals. For example, the Executive Director’s performance review can be tied to the goals outlined in COLTS’s newly adopted strategic plan.
  6. **Review the COLTS organizational chart and structure, and identify opportunities to increase operational efficiency.** A well-designed organizational chart enhances transparency and communicates the various roles within a transit agency and how job functions relate to one another. Management has identified opportunities to improve internal processes critical to delivering public transportation services, which led to the development of the 2022-2027 Strategic Plan. There may be additional opportunities to enhance the efficiency of agency operations by assessing current assignments and determining the optimal structure and staffing level to manage COLTS effectively.

## Appendix A: Data Reconciliation

The performance review process reconciles NTD data to audited, agency-reported dotGrants legacy budgets to ensure the data presented in this report are consistent and accurate. Certified audits, financial statements, and other agency-generated reports are examined to identify discrepancies in financial 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.

Data reported to NTD was inconsistent with dotGrants for many years due to inconsistencies in prior reporting practices. COLTS identified these discrepancies between NTD and dotGrants and took steps to ensure the accuracy of future reported information.

<b>Ridership</b>	<b>FYE 2016</b>	<b>FYE 2017</b>	<b>FYE 2018</b>	<b>FYE 2019</b>	<b>FYE 2020</b>
<b>NTD</b>	1,093,523	1,009,088	1,001,102	1,013,542	803,882
<b>dotGrants</b>	1,131,776	1,009,088	1,061,154	1,013,542	803,881
<b>Variance</b>	38,253	-	60,052	-	(1)
<b>Percent Difference</b>	3%	0%	6%	0%	0%
<b>Adjusted Value</b>	1,131,776	1,009,088	1,061,154	1,013,542	803,881
<b>Operating Costs</b>	<b>FYE 2016</b>	<b>FYE 2017</b>	<b>FYE 2018</b>	<b>FYE 2019</b>	<b>FYE 2020</b>
<b>NTD</b>	\$9,389,927	\$8,968,962	\$6,836,259	\$8,197,283	\$8,305,213
<b>dotGrants</b>	\$8,619,460	\$8,836,303	\$8,025,144	\$8,534,815	\$9,091,649
<b>Variance</b>	(770,467)	(132,659)	1,188,885	337,532	786,436
<b>Percent Difference</b>	-8%	-1%	17%	4%	9%
<b>Adjusted Value</b>	\$8,619,460	\$8,836,303	\$8,025,144	\$8,534,815	\$9,091,649
<b>Operating Revenue</b>	<b>FYE 2016</b>	<b>FYE 2017</b>	<b>FYE 2018</b>	<b>FYE 2019</b>	<b>FYE 2020</b>
<b>NTD</b>	\$1,207,530	\$1,197,462	\$1,047,001	\$1,088,442	\$1,228,574
<b>dotGrants</b>	\$1,312,315	\$1,145,347	\$1,168,545	\$1,191,041	\$957,305
<b>Variance</b>	104,785	(52,115)	121,544	102,599	(271,269)
<b>Percent Difference</b>	9%	-4%	12%	9%	-22%
<b>Adjusted Value</b>	\$1,312,315	\$1,145,347	\$1,168,545	\$1,191,041	\$957,305
<b>Revenue Vehicle-Hours</b>	<b>FYE 2016</b>	<b>FYE 2017</b>	<b>FYE 2018</b>	<b>FYE 2019</b>	<b>FYE 2020</b>
<b>NTD</b>	86,753	85,825	79,498	91,987	81,174
<b>dotGrants</b>	86,713	85,085	94,933	91,989	82,099
<b>Variance</b>	(40)	(740)	15,435	2	925
<b>Percent Difference</b>	0%	-1%	19%	0%	1%
<b>Adjusted Value</b>	86,713	85,085	94,933	91,989	82,099

The following Act 44 performance metrics were calculated for COLTS.

<b>Act 44 Adjusted Metrics</b>	<b>FYE 2016</b>	<b>FYE 2017</b>	<b>FYE 2018</b>	<b>FYE 2019</b>	<b>FYE 2020</b>
<b>Passengers/RVH</b>	13.05	11.86	11.18	11.02	9.79
<b>Operating Revenue/RVH</b>	\$99.40	\$103.85	\$84.53	\$92.78	\$110.74
<b>Operating Costs/RVH</b>	\$15.13	\$13.46	\$12.31	\$12.95	\$11.66
<b>Operating Cost/Passenger</b>	\$7.62	\$8.76	\$7.56	\$8.42	\$11.31



## Appendix B: Action Plan Template

### Part 1 – Actions to Retain and Promote Ridership

Recommendations from Narrative Starting on page 20.	COLTS Action	Estimated Initiation Date	Estimated Completion Date
1. Conduct a Customer Satisfaction Survey (CSS).			
2. Identify and target marketing to specific non-rider groups to increase ridership.			
3. Consider updating the service policies and standards to include an assessment of criteria conducive to productive transit usage.			

## Part 2 – Actions to Ensure Long-Term Financial Sustainability

Recommendations from Narrative Starting on page 21.	COLTS Action	Estimated Initiation Date	Estimated Completion Date
1. Reconcile accounts payable monthly.			
2. Ensure local match payments are received on time.			
3. Pursue revenue agreements with local industrial parks and other businesses in the area to offset the cost of new or expanded services.			
4. Formalize service agreements with additional universities and other schools in the area.			
5. Update the fixed-route fare adjustment policy to minimize the impacts of significant fare increases on vulnerable customers.			
6. Develop procedures to ensure major capital project plans are accompanied by sustainable operating cost budgets.			
7. Develop an internal controls process to ensure financial information is reported accurately and consistently to oversight entities.			

### Part 3 – Other Opportunities for Improvement

Recommendations from Narrative starting on page 23.	COLTS Action	Estimated Initiation Date	Estimated Completion Date
1. Develop a Code of Conduct to formalize guidelines for ethical behavior.			
2. Accurately monitor and report safety information, as required by 49 CFR Part 673.			
3. Provide employees with a total annual compensation breakdown as a tool for workforce retention.			
4. Incorporate PennTRAIN Board Training modules as part of monthly Board meetings.			
5. Establish a formal process for an annual review of the Executive Director by the Board of Directors.			
6. Review the COLTS organizational chart and structure, and look for opportunities to increase organizational efficiency.			

## Appendix C: Act 44 Peer Comparison Analysis

Peer agencies were identified through a collaborative process between PennDOT and COLTS management using criteria defined in Act 44 and NTD data from the most recently available year, FYE 2020. The systems identified for peer comparisons are:

1. City of Fargo (MATBUS), Fargo, ND
2. Cape Fear Public Transportation Authority (Wave Transit), Wilmington, NC
3. City of Mobile (Wave), Mobile, AL
4. Butte County Association of Governments (BCAG), Chico, CA
5. Southeast Area Transit District (SEAT), Preston, CT
6. Housatonic Area Regional Transit (HART), Danbury, CT
7. City of Springfield (CTtransit), Springfield, CT
8. Metropolitan Evansville Transit System (METS), Evansville, IN
9. Cambria County Transit Authority (CamTran), Johnstown, PA
10. Luzerne County Transportation Authority (LCTA), Kingston, PA

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

Passengers / Revenue Hour (MB)					
System	FYE 2020 Single Year		Five-Year Change Since FYE 2015		
	Value	Rank of 12	2015 Value	Annual Rate	Rank of 12
City of Fargo	10.58	8	20.93	-12.76%	11
Cape Fear Public Transportation Authority	13.63	2	16.98	-4.30%	2
City of Mobile	8.38	12	11.95	-6.86%	5
Butte County Association of Governments	11.16	6	18.97	-10.07%	9
Southeast Area Transit District	13.49	3	18.13	-5.74%	4
Housatonic Area Regional Transit	8.43	11	13.48	-8.97%	8
City of Springfield	13.66	1	20.17	-7.50%	7
South Bend Public Transportation Corporation	10.86	7	20.11	-11.60%	10
Metropolitan Evansville Transit System	9.18	10	21.88	-15.94%	12
Cambria County Transit Authority	12.58	4	14.58	-2.89%	1
Luzerne County Transportation Authority	11.46	5	16.76	-7.31%	6
<b>County of Lackawanna Transit System</b>	<b>9.79</b>	<b>9</b>	<b>12.81</b>	<b>-5.24%</b>	<b>3</b>
<i>Average</i>	<i>11.10</i>		<i>17.23</i>	<i>-8.27%</i>	
<i>Standard Deviation</i>	<i>1.94</i>		<i>3.37</i>	<i>3.79%</i>	
<i>Average – 1 Standard Deviation</i>	<i>9.16</i>		<i>13.86</i>	<i>-12.05%</i>	
<i>Average + 1 Standard Deviation</i>	<i>13.04</i>		<i>20.60</i>	<i>-4.48%</i>	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>		<b>In Compliance</b>		
<b>Compared to the Peer Group Average</b>	<b>Weaker</b>		<b>Better</b>		

## Operating Revenue per Vehicle-Hour: MB

Operating Revenue / Revenue Hour (MB)					
System	FYE 2020 Single Year		Five-Year Change Since FYE 2015		
	Value	Rank of 12	2015 Value	Annual Rate	Rank of 12
City of Fargo	\$9.70	11	\$8.38	2.98%	1
Cape Fear Public Transportation Authority	\$17.42	2	\$22.18	-4.72%	7
City of Mobile	\$6.67	12	\$9.78	-7.36%	8
Butte County Association of Governments	\$17.74	1	\$18.65	-1.00%	2
Southeast Area Transit District	\$13.67	6	\$20.08	-7.40%	9
Housatonic Area Regional Transit	\$10.18	9	\$16.07	-8.72%	10
City of Springfield	\$10.68	8	\$13.56	-4.66%	6
South Bend Public Transportation Corporation	\$14.11	5	\$31.50	-14.84%	12
Metropolitan Evansville Transit System	\$16.91	3	\$20.10	-3.40%	4
Cambria County Transit Authority	\$9.83	10	\$11.71	-3.44%	5
Luzerne County Transportation Authority	\$15.23	4	\$16.40	-1.47%	3
<b>County of Lackawanna Transit System</b>	<b>\$11.66</b>	<b>7</b>	<b>\$20.71</b>	<b>-10.85%</b>	<b>11</b>
<i>Average</i>	\$12.82		\$17.43	-5.41%	
<i>Standard Deviation</i>	\$3.56		\$6.31	4.78%	
<i>Average – 1 Standard Deviation</i>	\$9.26		\$11.12	-10.19%	
<i>Average + 1 Standard Deviation</i>	\$16.38		\$23.74	-0.62%	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>		<b>At Risk</b>		
<b>Compared to the Peer Group Average</b>	<b>Weaker</b>		<b>Weaker</b>		

## Operating Cost per Revenue Vehicle-Hour: MB

Operating Cost / Revenue Hour (MB)					
System	FYE 2020 Single Year		Five-Year Change Since FYE 2015		
	Value	Rank of 12	2015 Value	Annual Rate	Rank of 12
City of Fargo	\$93.65	4	\$73.92	4.85%	12
Cape Fear Public Transportation Authority	\$85.37	2	\$81.51	0.93%	4
City of Mobile	\$99.42	6	\$79.17	4.66%	10
Butte County Association of Governments	\$104.69	7	\$83.01	4.75%	11
Southeast Area Transit District	\$98.92	5	\$97.95	0.20%	2
Housatonic Area Regional Transit	\$92.85	3	\$88.21	1.03%	5
City of Springfield	\$128.92	12	\$103.78	4.43%	9
South Bend Public Transportation Corporation	\$106.11	9	\$101.83	0.83%	3
Metropolitan Evansville Transit System	\$78.02	1	\$67.60	2.91%	8
Cambria County Transit Authority	\$104.97	8	\$93.99	2.23%	7
Luzerne County Transportation Authority	\$118.12	11	\$120.81	-0.45%	1
<b>County of Lackawanna Transit System</b>	<b>\$110.74</b>	<b>10</b>	<b>\$104.34</b>	<b>1.20%</b>	<b>6</b>
<i>Average</i>	\$101.82		\$91.34	2.30%	
<i>Standard Deviation</i>	\$13.87		\$15.21	1.95%	
<i>Average – 1 Standard Deviation</i>	\$87.95		\$76.13	0.35%	
<i>Average + 1 Standard Deviation</i>	\$115.68		\$106.55	4.25%	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>		<b>In Compliance</b>		
<b>Compared to the Peer Group Average</b>	<b>Weaker</b>		<b>Stronger</b>		

## Operating Cost per Passenger: MB

Operating Cost / Passenger (MB)					
System	FYE 2020 Single Year		Five-Year Change Since FYE 2015		
	Value	Rank of 12	2015 Value	Annual Rate	Rank of 12
City of Fargo	\$8.85	5	\$3.53	20.18%	11
Cape Fear Public Transportation Authority	\$6.26	1	\$4.80	5.46%	2
City of Mobile	\$11.86	12	\$6.62	12.36%	7
Butte County Association of Governments	\$9.38	6	\$4.38	16.48%	10
Southeast Area Transit District	\$7.33	2	\$5.40	6.30%	3
Housatonic Area Regional Transit	\$11.02	10	\$6.54	10.99%	6
City of Springfield	\$9.44	7	\$5.15	12.91%	8
South Bend Public Transportation Corporation	\$9.77	8	\$5.06	14.06%	9
Metropolitan Evansville Transit System	\$8.50	4	\$3.09	22.43%	12
Cambria County Transit Authority	\$8.34	3	\$6.45	5.28%	1
Luzerne County Transportation Authority	\$10.30	9	\$7.21	7.41%	5
<b>County of Lackawanna Transit System</b>	<b>\$11.31</b>	<b>11</b>	<b>\$8.14</b>	<b>6.79%</b>	<b>4</b>
<i>Average</i>	\$9.36		\$5.53	11.72%	
<i>Standard Deviation</i>	\$1.64		\$1.50	5.80%	
<i>Average – 1 Standard Deviation</i>	\$7.72		\$4.03	5.92%	
<i>Average + 1 Standard Deviation</i>	\$11.01		\$7.04	17.52%	
<b>Act 44 Compliance Determination</b>	<b>At Risk</b>		<b>In Compliance</b>		
<b>Compared to the Peer Group Average</b>	<b>Weaker</b>		<b>Stronger</b>		



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