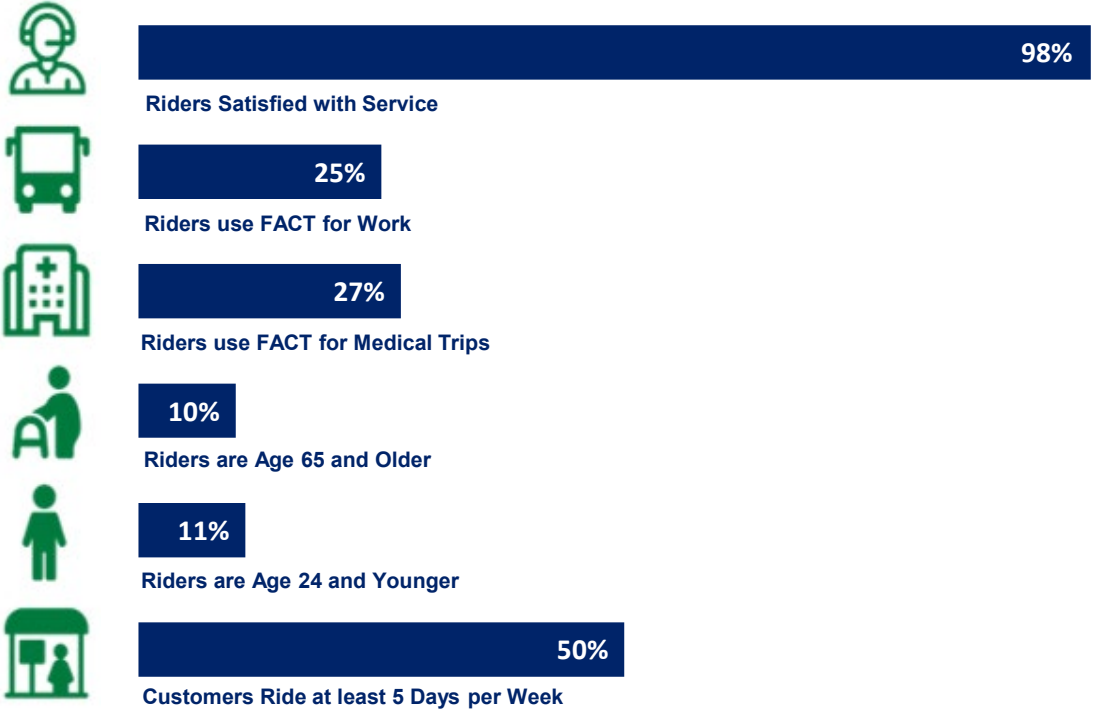


FIXED-ROUTE RIDER PROFILE



Source: 2018 Customer Satisfaction Survey

COMMUNITY IMPACTS

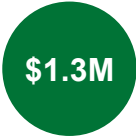
SOCIAL



Source: 2018 Customer Satisfaction Survey and FYE 2021 dotGrants Reporting

**COMMUNITY IMPACTS**

**ECONOMIC**



**\$1.3M Spent doing Business with Pennsylvania Vendors (FY 2021)**







**\$1.2M Operator Salaries & Wages (FY 2021)**

**\$16.00 Average Fixed-Route Hourly Driver Wage (FY 2021)**

Sources: FYE 2021 dotGrants and Agency Reporting

**ACT 44 PERFORMANCE METRICS**

	TARGET (2020)	ACTUAL (2020)	CURRENT (2021)	FUTURE (2026)
 <p><b>INCREASE Passengers / RVH</b></p>	<b>5.54</b>	<b>3.60</b>	<b>2.49</b>	<b>2.55</b>
 <p><b>CONTAIN Operating Cost / RVH</b></p>	<b>\$73.57</b>	<b>\$74.67</b>	<b>\$69.86</b>	<b>\$73.42</b>
 <p><b>INCREASE Operating Revenue / RVH</b></p>	<b>\$6.64</b>	<b>\$4.67</b>	<b>\$3.45</b>	<b>\$3.63</b>
 <p><b>INCREASE Operating Cost / Passenger</b></p>	<b>\$13.30</b>	<b>\$20.57</b>	<b>\$28.08</b>	<b>\$28.79</b>

Note: FACT began to experience the impacts of COVID-19 on ridership, revenue, and operating costs in March 2020.

**BEST PRACTICES**

- “Grab & Go” Lunches increased senior riders for shared-ride service
- Offers CDL training to all employees qualify drivers to operate fixed-route and shared-ride vehicles

**OPPORTUNITIES FOR IMPROVEMENT**

- Update service standards to monitor route productivity
- Ensure route and schedule information is consistent and accurate
- Develop “transit-friendly” criteria like population and job densities when considering potential service expansions
- Develop a strategic plan

**FAYETTE AREA COORDINATED TRANSPORTATION (FACT)  
PERFORMANCE REVIEW EXECUTIVE SUMMARY**



Other Fixed-Route Performance Statistics	FYE 2016	FYE 2021
Operating Revenue / Operating Cost	10.1%	4.9%
Operating Cost / Total Vehicle-Hours	\$62.78	\$64.17
Operating Cost / Total Vehicle-Miles	\$3.19	\$3.63
Total Passengers / Total Vehicle-Hours	5.07	2.29
Operating Cost / RVM	\$3.41	\$3.84
RVM / Total Vehicle-Miles	93.5%	94.5%
RVH / Total Vehicle-Hours	91.1%	91.9%
Operating Subsidy / Passenger Trips	\$11.15	\$26.69
Farebox Recovery	9.2%	4.9%

Note: Does not include ADA Paratransit Operating Statistics

Fixed-Route Annual Operating Statistics	FYE 2016	FYE 2021
Vehicles in Maximum Service (VOMS)	10	10
Operating Cost	\$1,803,269	\$1,627,914
Operating Revenues	\$181,345	\$80,416
Operating Subsidies	\$1,621,924	\$1,547,498
Total (Actual) Vehicle-Miles	565,206	448,262
Revenue Vehicle-Miles (RVM)	528,543	423,619
Total Vehicle-Hours	28,725	25,370
Revenue Vehicle-Hours (RVH)	26,157	23,303
Total Passenger Trips	145,494	57,971
Senior Passenger Trips	21,783	10,910

Note: Does not include ADA Paratransit Operating Statistics



FACT Fixed-Route Bus with a Bike Rack

**AGENCY TRENDS**



**Serious Injuries**

**0.0**

Crashes per Million Vehicle Miles Traveled (VMT)



**Total Fleet**

**41**

VOMS



**Heavy-Duty Bus**

**41,500**

Annual Miles Per VOMS



**Van**

**13,300**

Annual Miles Per VOMS



**Light-Duty Small Bus**

**47,400**

Annual Miles Per VOMS



**Spare Vehicle Ratio**

**17%**

Fixed-Route Bus

**48%**

Shared-Ride Small Bus/Van

Source: Capital Planning Tool and FYE 2021 dotGrants Reporting

**HIGH-LEVEL FINANCIAL INDICATORS**

FYE 2016

FYE 2021

13.8%

42.1%



**Cash Equivalent Balance / Total Operating Expenses**

FYE 2016

FYE 2021

\$1.14

\$1.36



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

Source: dotGrants Reporting



## Final Report

October 28, 2022

# Fayette Area Coordinated Transportation Performance Review

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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 are navigating new demands, lower ridership, and higher costs**

**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 of 2022, the pandemic is ongoing, and its long-term effects 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

Section 1513(e) of the Pennsylvania Consolidated Statutes Title 74 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 Fayette Area Coordinated Transportation (FACT) review conducted on October 19, 2021.

## 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 FACT'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

<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.

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

## Agency Overview

Fayette Area Coordinated Transportation was created in 1996 in response to a recommendation by the Fayette County Transit Study conducted in 1995. FACT is an urban transit agency based in Fayette County, PA. FACT provides fixed-route and demand-response bus service within Fayette County with commuter service to Pittsburgh. FACT is a department of county government and is governed by the Fayette Board of County Commissioners.

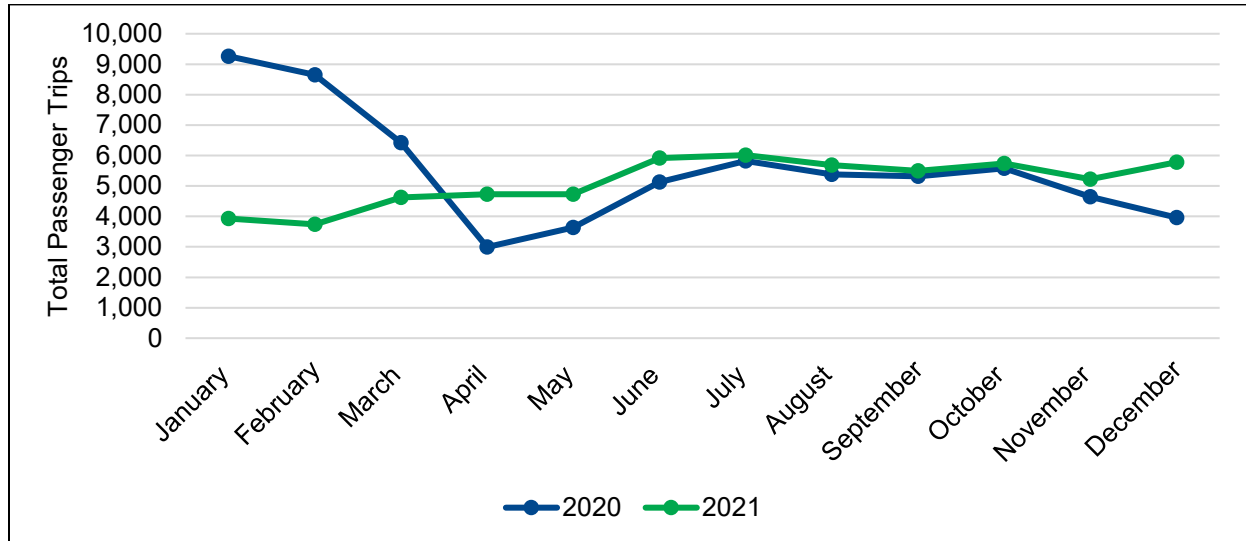
### Exhibit 2. FACT fixed-route bus at the FACT transit center in Lemont Furnace, PA



In Fiscal Year (FY) 2020-21, FACT had ten fixed-route vehicles operated in maximum service (VOMS) and provided 57,971 fixed-route passenger trips. FACT had 30 VOMS for demand-response service that delivered 7,525 ADA complementary and 81,219 shared-ride trips. Of the 81,219 shared-ride trips, 46,294 or 52 percent other trips were funded by the medical assistance transportation program (MATP). FACT 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 employ a unique fare structure, PennDOT requires agencies to report these trips, costs, and revenues as “non-public transportation.”

Like most transit systems nationally and across Pennsylvania, the COVID-19 pandemic impacted FACT's ridership beginning in March 2020. Monthly fixed-route ridership through 2021 remained below pre-pandemic levels (**Exhibit 3**).

**Exhibit 3. Monthly Fixed-Route Ridership, 2020 and 2021**



## 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. Many commuters and professional services employees transitioned to remote work.

### Customer Satisfaction Survey

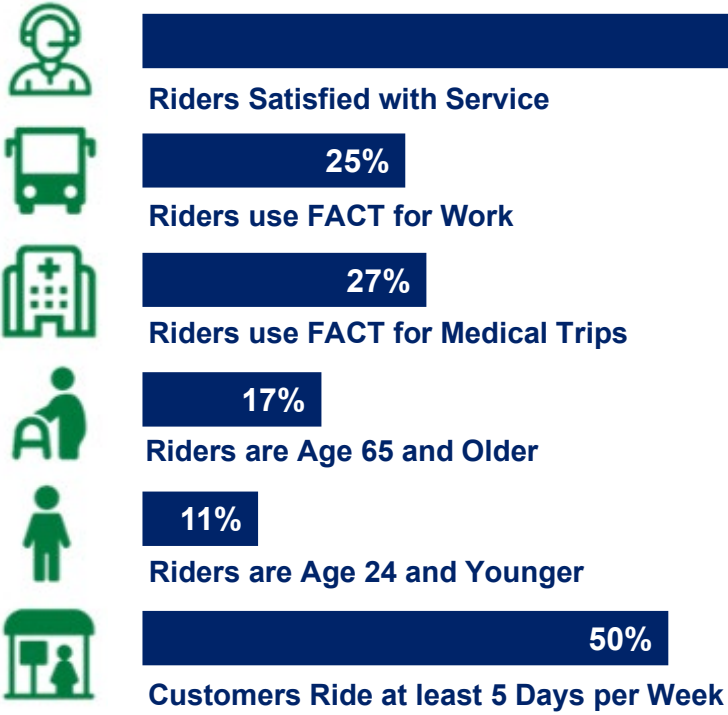
In April 2018, FACT conducted a fixed-route customer service satisfaction survey (CSS). Based on the number of respondents and the survey results, the total number of individual riders is estimated to be between 350 and 650. The survey had a margin of error of less than 4.1 percent.

The survey results were aggregated to determine average satisfaction scores. Top-ranked measures included: safe and confident drivers, driver courtesy and friendliness, and helpfulness of employees. Lowest-ranked measures included: telephone customer service, comfort at bus stops, and cleanliness inside the bus.

### FACT Rider Profile

The CSS provides insight into rider characteristics and preferences. As shown in **Exhibit 4**, FACT has 98 percent rider satisfaction, with 25 percent of riders using fixed-route service for transportation to work and 27 percent riding for medical trips. Seniors represent 17 percent of fixed-route riders, and 28 percent of respondents use FACT at least five days per week.

**Exhibit 4. Fixed-Route Rider Profile**



Source: 2018 FACT CSS

## Economic and Social Impacts

Wages paid and trips taken measure the benefits FACT provides to the local economy and the communities it serves (**Exhibit 5**). FACT paid \$1.3 million to Pennsylvania-based businesses for various services and purchased goods during the Fiscal Year 2020-21.

In FY 2020-21, FACT paid \$1.7 million in total wages: \$1.5 million for operations staff, \$97,588 for maintenance personnel, and \$117,216 for general administration wages. Typically general administration wages for an agency of FACT's size would be about 15 percent of total wages;

---

**Fixed-route customers rode  
FACT for 591,304  
passenger miles in FY 2021**

---

however, as a department of county government, Fayette County provides several administrative functions on behalf of FACT. As of April 2022, FACT employs 52 full-time and 16 part-time individuals. Excluding overtime pay, FACT's \$16.00 average hourly fixed-route driver wage roughly equals an annual income of \$33,280.

Based on an estimated 500 pre-pandemic unique riders and 1,255,144 passenger miles, the average fixed-route passenger took 259 trips and rode FACT for 2,510 total miles during FY 2019. FACT reported 591,304 fixed-route passenger miles as of FYE 2021; 85 percent of fixed-route trips were on time.

In FY 2020-21, FACT provided 88,744 paratransit trips, with 27 percent of total trips taken by seniors subsidized by the Pennsylvania Lottery shared-ride program. The remaining 73 percent of paratransit trips consisted of 46,294 other trips, mainly consisting of MATP trips, 7,525 ADA trips, and 3,702 Persons with Disabilities (PWD) trips. FACT had 86 percent on-time pick-ups for shared-ride service.

**Exhibit 5. Economic and Social Measures**

**ECONOMIC**



**Spent doing Business with Pennsylvania Vendors (FY 2021)**



**\$1.2M** Operator Salaries & Wages (FY 2021)

**\$16.00** Average Fixed-Route Hourly Driver Wage (FY 2021)

**SOCIAL**



**57,971** Fixed-Route Trips (FY 2021)



**259** Annual Trips per Rider (FY 2019)



**2,510** Annual Miles per Rider (FY 2019)



**88,744** Paratransit Trips (FY 2021)



**On-Time Performance (FY 2021)**

**85%** Fixed-Route On-Time Performance

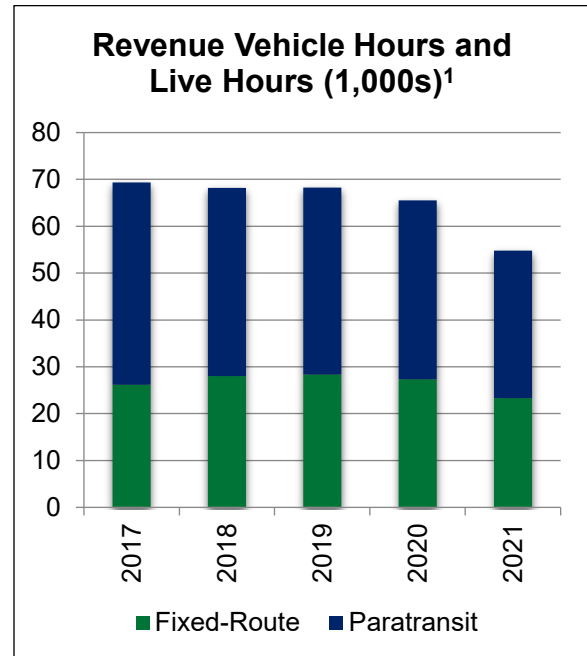
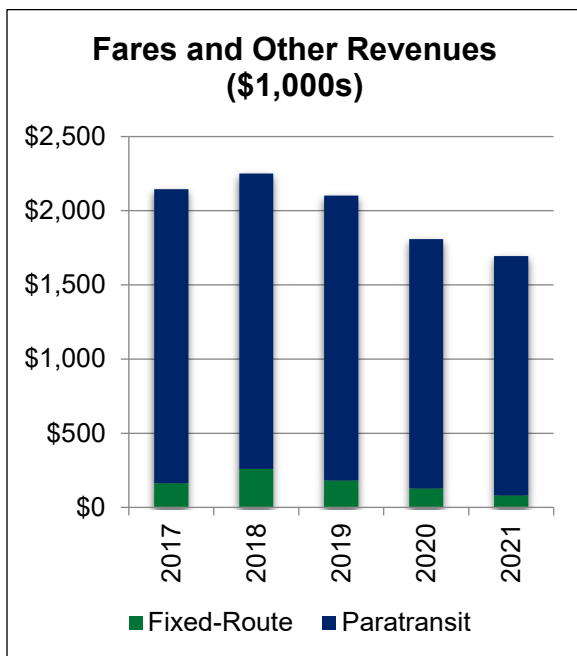
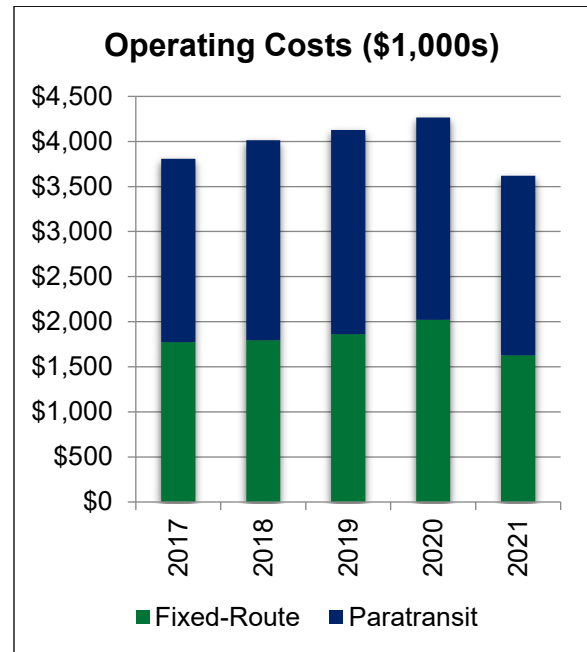
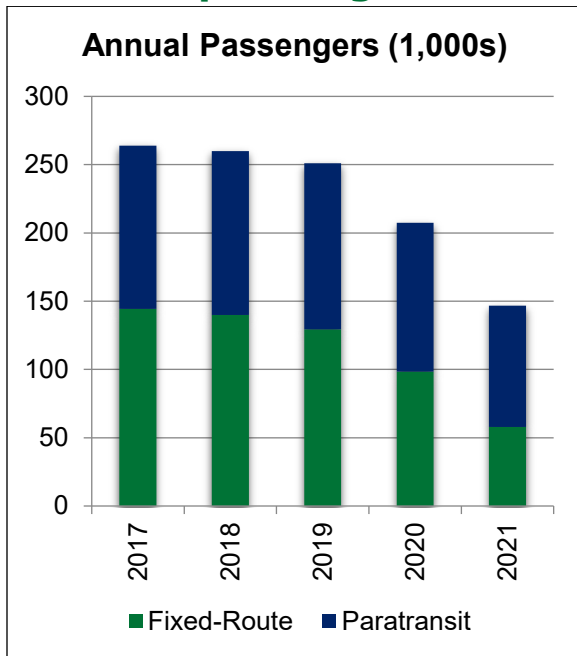
**86%** Shared-Ride On-Time Pick-Ups

Source: FYE 2021 dotGrants and agency reporting values.



# Agency Trends

## Annual Operating Statistics



<sup>1</sup> A revenue vehicle hour is the time a vehicle is available to the general public and there is an expectation of carrying passengers. Live hours is a PennDOT variable for shared-ride service that tracks the time a vehicle is available to the general public and is carrying passengers.

## Financial Health

Transit agencies in good financial health typically have diverse revenue streams, build sufficient operating reserves, and prioritize long-term financial sustainability. FACT operated with a balanced budget during FY 2020-21. Total transportation services cost approximately \$3.6 million to operate. FACT earned approximately \$1.7 million in revenues and required roughly \$1.9 million in subsidies to offset operating deficits (**Exhibit 6**).

### Exhibit 6. FYE 2021 Operating Budget Summary

Fiscal Year 2020-21	Fixed-Route	ADA	Shared-Ride	Non-Public Other Transportation	Total
<b>Total Operating Expenses</b>	\$1,627,914	\$31,316	\$1,960,522	\$297,998	\$3,619,752
<b>Total Revenue</b>	\$80,416	\$20,373	\$1,593,499	\$297,998	\$1,694,288
<b>Total Federal Subsidies</b>	\$1,314,864	\$0	\$346,650	\$0	\$1,661,514
<b>Total State Subsidies<sup>2</sup></b>	\$41,912	\$0	\$20,373	\$0	\$62,285
<b>Total Local Subsidies</b>	\$190,722	\$10,943	\$0	\$0	\$201,665

As shown in **Exhibit 7**, as of FYE 2021, FACT had carryover subsidies (cash reserves) equal to 79.1 percent of its total annual operating costs. These cash reserves are attributable to an influx of federal COVID relief funds for operating expenses, which enabled the authority to increase its state operating reserves from \$1.6 million to \$2.9 million as of FYE 2021.

FACT does not maintain an operating line of credit. Accounts payable and receivable amounts over 90 days are negligible. FACT had no outstanding debt as of FYE 2021.

---

**FACT's operating revenues recovered 9.3% of annual operating costs before the pandemic.**

---

Before the pandemic, FACT had a farebox recovery ratio of 9.3 percent. For the fiscal year ending June 30, 2021, farebox recovery decreased to 4.9 percent due to the impacts of the pandemic. Typically, systems with commuter service register a higher farebox recovery from commuter pricing fare structures. As with many transit systems, fixed-route ridership for FACT had only rebounded to 55 percent of its pre-COVID-19 ridership by April 2022, and commuter ridership remains below pre-

pandemic levels. FACT had its last fare increases in 2020. FACT's fixed-route operating subsidy per passenger trip was \$26.29 in FYE 2021. The operating subsidy per passenger trip doubled from FYE 2019 to FYE 2021, which was the last fiscal year before the impacts of the COVID-19

<sup>2</sup> FACT received \$1.3 million in state subsidies for FYE 2021. Because of additional federal funding, including pandemic relief packages, FACT only expended \$62,285 of its \$1.3 million in annual state 1513 operating subsidy and saved the remaining allocation as carryover for future years.

pandemic on ridership, revenues, and operating costs. The increase in subsidies offset the loss of passenger revenue.

### Exhibit 7. High-Level Financial Indicators

Indicator	Value		Assessment Criteria / Rationale	Source
<b>Total Carryover Subsidies / Annual Operating Cost</b>	79.1%		A combined target of 25%+ provides liquidity to cover unexpected cost increases or service changes without incurring interest fees from loans.	FYE 2021 Audit
<b>Credit Available/ Annual Payroll</b>	0.0%		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 2021 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 2021 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 2021 agency-reported value
<b>Debt / Annual Operating Cost</b>	0.0%		Target should be 0%. Low debt amounts reduce interest costs.	FYE 2021 Audit
<b>Farebox Recovery</b>	<b>FYE 2019</b>	<b>FYE 2021</b>	The drop in ridership associated with the COVID-19 pandemic significantly reduced farebox recovery.	FYE 2021 Audit and PennDOT dotGrants
	9.3%	4.9%		
<b>Effective Average Fare</b>	\$1.36		Total fare revenue / total passengers. Effective fare calculates the actual value of fares per passenger trip and indicates when fares might need adjustment to offset increases in operating costs.	FYE 2021 Audit and PennDOT dotGrants
<b>Fixed-Route Operating Subsidy per Passenger Trip</b>	\$26.69		Indicates the subsidy required to offset operating losses per passenger trip.	FYE 2021 Audit and PennDOT dotGrants

## Safety

**Federal transportation legislation requires a holistic, performance-based approach for developing safety plans that include the steps for implementing Safety Management Systems (SMS).** FACT adopted its Public Transportation Agency Safety Plan (PTASP) on April 14, 2020, as required by 49 CFR Part 673 for agencies that receive 5307 funding. The PTASP includes safety performance targets based on the federal measures established in the National Public Transportation Safety Plan and additional safety metrics self-reported by the agency. 5311 rural agencies may create their safety plans but are not required under the PTASP rule.

### Exhibit 8. PTASP Annual Safety Performance Targets and FYE 2021 Results

Safety Targets	Fixed-Route		Shared-Ride	
	Target	Result	Target	Result
Fatalities	0	0	0	0
Injuries	2	0	3	0
Safety Events	5	0	5	0
System Reliability (XX / 100,000)	3.4	0	2.5	0

As shown in **Exhibit 8**, FACT met its annual safety targets for fixed-route and shared-ride services. FACT had no fatalities, injuries, reportable major safety events, or major mechanical failures during FY 2020-21. FACT achieved its system reliability target, which is expressed in miles and is the average distance between major mechanical failures that prevent a vehicle from completing a revenue trip.

## 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 replaced. Communicating the information promotes efficient coordination with local funding contributors. PennDOT recognizes a revenue vehicle asset as eligible for replacement when it 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;
- Medium-duty bus ESL is 350,000 miles and ten 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 2022, FACT had 41 total vehicles in service. The fleet consisted of four heavy-duty buses, 29 light-duty buses, and eight vans. As shown in **Exhibit 9**, heavy-duty buses accumulated an estimated 41,500 miles per year, light-duty buses accrued an estimated 47,400 miles per year, and vans had an estimated 13,300 miles per year. Mileage estimates were derived from an average of odometer readings and vehicle age by asset ID. According to ESL standards, heavy-duty buses should accumulate 41,667 miles per year, light-duty buses about 30,000 miles per year, and vans 25,000 miles per year to meet their estimated useful life of 12, five, and four years, respectively for scheduled vehicle replacement.

**Exhibit 9. FYE 2022 Fleet Utilization**

Vehicle Type	VOMS	ESL Requirements		Annual Miles	
		Years	Miles	2022 Estimate	ESL
Heavy-Duty Bus	4	12	500,000	41,500	41,667
Light-Duty Bus	29	5	150,000	47,400	30,000
Van	8	4	100,000	13,300	25,000

Utilization is an indicator of minimum fleet size when assessing annual fleet miles compared to total VOMS and available spares. Based on current odometer readings and estimated yearly mileage, FACT's heavy-duty buses are within an acceptable range for replacement within 12 years. FACT's light-duty buses accumulated more than the annual miles to meet their ESL. Vans are underutilized, with only 13,260 estimated annual miles accrued, meaning they will remain in service beyond four years.

If current utilization levels continue, FACT should:

1. Ensure preventative maintenance occurs on time and continue to be scheduled or to keep vans operational past their estimated useful life in years.
2. Consider assessing the minimum fleet size and potential vehicle type (i.e., heavy-duty bus, light-duty bus, and vans) to optimize for ESL based on utilization and passenger demand.

# Act 44 Performance Review Findings

## Prior Performance Reviews

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

- Developed and tracked route-level service metrics.
- Installed automatic vehicle locator (AVL) technology for the fixed-route fleet to enable real-time bus tracking.
- Developed a marketing plan.
- Developed a preventative maintenance policy.
- Established and monitored targets for unscheduled driver and maintenance staff overtime.
- Reviewed alternative strategies to provide commuter service to Pittsburgh.
- Updated the IT plan.
- Formalized two-way communication between the Fayette County Transportation Executive Committee (TEC) and the County Commissioners.
- Developed an in-house safety committee and safety program.
- Developed a marketing internship program.
- Determined whether vehicle subleasing contract provisions violate FTA regulations for charter service.

## 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 2017 performance report established performance targets for the fiscal year ending on June 30, 2020, based on the following annual goals (**Exhibit 10**):

- 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 2020 Performance Assessment

Act 44 Performance Metrics	Annual Performance Goals	Performance Assessment	
		FYE 2020 Target	FYE 2020 Actual
Passengers/RVH	2.0%	5.54	3.60
Operating Revenue/RVH	2.0%	\$6.64	\$4.67
Operating Cost/RVH	3.0%	\$73.57	\$74.67
Operating Cost/Passenger	1.0%	\$13.30	\$20.57

In addition to completing the 2017 Action Plan, steps FACT took to improve agency performance included:

- Brought all service delivery in-house at a lower cost than previously contracted service.
- Increased maintenance wages to remain competitive and fully staffed.
- Transitioned to compressed natural gas (CNG) buses.
- Repaired the bus wash and now washes the fleet daily.
- Developed a mobile phone application for real-time vehicle information.

The COVID-19 pandemic and resulting changes in travel behavior adversely impacted FACT's ability to achieve its 2020 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.).

## 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 reevaluating performance regularly is intended to improve service delivery effectiveness and efficiency. Act 89 of 2013 requires agencies receiving public transportation assistance to have a policy statement outlining the basic principles for adjusting fares to meet the rate of inflation. Fare adjustment policies should factor in the rate of growth in operating costs to ensure long-term financial sustainability. Targets for revenue growth per revenue vehicle-hour are linked to cost containment per revenue vehicle-hour to encourage agencies to monitor farebox recovery and ensure that the annual increase in operating expenses does not outpace available income and subsidies.

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.

### FACT Goals for FYE 2026

PennDOT based FACT's future-year performance targets on the most recent audited financial year (FYE 2021). Over the next five years, FACT must work to achieve the targets shown in **Exhibit 11** to ensure continued eligibility for full Section 1513 funding.

**Exhibit 11. FYE 2026 Performance Goals**

<b>Performance Criteria</b>	<b>FYE 2021 Observed</b>	<b>FYE 2026 Goal</b>	<b>Target Annual Increase</b>
<b>Passengers/RVH</b>	2.49	2.55	0.5%
<b>Operating Revenue/RVH</b>	\$3.45	\$3.63	1.0%
<b>Operating Cost/RVH</b>	\$69.86	\$73.42	1.0%
<b>Operating Cost/Passenger</b>	\$28.08	\$28.79	0.5%

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 informs 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.

An Action Plan template is found in [Appendix B: Action Plan Template](#), and the determinations and findings of the Act 44 peer review are found in [Appendix C: Act 44 Peer Comparison Analysis](#).

## 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. **"Grab & Go Lunches"** with participating senior centers helped FACT increase senior riders on shared-ride service after the first phase of the COVID-19 pandemic.

### Opportunities for Improvement

1. **Update service standards and monitor route productivity.** FACT's service standards establish fixed-route and shared-ride on-time performance goals, customer complaint follow-up procedures, guidance on vehicle cleaning, and protocols for dispatchers when scheduling trips and handling no-shows/missed appointments. Typical service standards include, productivity thresholds such as minimum vehicle load factors and passengers per revenue vehicle-hour to monitor route performance. Routes that consistently underperform should be flagged and evaluated for adjustment. Service standards should establish productivity thresholds for local buses, commuter routes, and new demonstration service projects.

2. **Ensure route and schedule information is consistent and accurate.** Each platform (e.g., the website, mobile phone application, physical brochures, and the real-time map) presents different information. FACT should ensure the information it presents to the public is consistent and accurate across all platforms to reduce potential confusion.
3. **Develop transit-friendly criteria when considering potential service expansions.** FACT piloted a route to Morgantown, WV in response to a multi-family housing developer's request in southern Fayette County who stated the new development would house people working at West Virginia University. However, FACT discontinued the route after it determined the route was unproductive from low ridership. Developing transit-friendly criteria such as population and job densities would enable FACT to communicate a minimum baseline for any interests seeking new service. Examples include:
  - Household Density
  - Zero-Vehicle Households
  - Median Household Income
  - Connectivity (i.e., intersections per square mile)
  - Employment Density
  - Large Medical Facilities
  - Retail Locations
4. **Perform targeted outreach to seniors as part of an overall marketing strategy.** Seniors make up a large portion of FACT's ridership. Despite pandemic-related ridership losses beginning in March 2020, seniors continued to represent 24 percent of FACT's total customer base in FYE 2020 and FYE 2021. However, the number of senior riders decreased by 40 percent from pre-pandemic levels, from 57,851 total riders in FYE 2019 to 34,608 total riders in FYE 2021. Fixed-route service experienced the most significant losses with a 59 percent decrease between FYE 2019 and FYE 2021, from 26,412 senior riders to 10,910 senior riders. FACT should develop a marketing strategy targeting its senior base that includes surveying customer preferences and working with its senior advocate partners to communicate that it is safe to return to riding, rides for seniors are free, and scheduled trips offer door-to-door convenience.

## 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. None.

#### Opportunities for Improvement

1. **Maintain a sustainable farebox recovery ratio.** Farebox revenue is FACT's largest source of fixed-route income. In FYE 2021, the farebox recovery ratio dropped to 4.9 percent, down from 9.3 percent in FYE 2019. Management indicated that FACT last raised its fares for fixed-route and shared-ride service in 2020. FACT benefited from a significant increase in organization-paid fares in FYE 2021, which helped offset the loss in farebox revenue attributed to the pandemic. FACT's current fare policy states that operating revenues should keep pace with inflation, but any decisions to increase fares will consider the effect on ridership. Management should consider the following to maintain a healthy farebox recovery:
  - Increase fares periodically to offset increases in operating costs.
  - Identify new opportunities to sell advertising space.
  - Continue to market bulk pass sales to increase organization-paid fares.
  - Pursue revenue guarantees with potential concentrated employment centers as additional sources of revenue.
2. **Certify the new Operations Manager for CNG tank inspection.** FACT's previous Operations Manager was certified for CNG tank inspection, which enabled the Authority to quickly return CNG vehicles to service and save the cost of outsourcing inspection services.

## 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. **FACT began offering CDL training to current employees** to qualify them to drive for both the shared-ride and fixed-route service, adding flexibility to FACT's roster.

### Opportunities for Improvement

1. **Coordinate with the Fayette County Zoning and Planning Office and municipalities to identify and encourage transit-friendly development opportunities by providing suggestions for new site plans.** As a department of county government, FACT could directly connect with the Zoning and Planning Office to be made aware of new site development plans. By staying informed on incoming development and redevelopment projects in Fayette County, FACT can contact potential employers and housing developments, market its services, and ensure new land uses have adequate space for bus stops and supportive pedestrian infrastructure. FACT should also coordinate with similar reviews with municipalities.
2. **Develop a Strategic Plan in coordination with the Board.** FACT is under new management. A strategic plan provides an opportunity for the Board to align its vision for

FACT with clearly defined goals and objectives to be carried out by the management team. The Strategic Plan should include:

- A vision and values statement,
- Desired outcomes for maintaining and improving transit service, and
- Key performance indicators (KPIs) to monitor progress.

For example:

- Goal: Improve customer satisfaction;
- Objective: Ensure system efficiency and reliability;
- Action: Achieve (x) percent on-time performance; and,
- KPI: Maintain or exceed (x) percent on-time performance record within (y) period.

A clear plan with specific objectives and measures will help the Board and the new Executive Director prioritize competing interests (e.g., operating cost performance vs. service expansion). A strategic plan will inform decision-making on trade-offs when deciding how to allocate resources. Assigning ownership of goals to Board members and objectives to the management team will increase the likelihood of successfully implementing the strategic plan within its timeframe.

3. **Conduct annual performance reviews for the Executive Director.** Conducting regular performance reviews should be seen as an investment for the agency. Benefits of working performance reviews include open communication of expectations and fostering employee development by setting annual goals. For example, the Executive Director's performance review can tie to objectives from the strategic plan.

## 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.

<b>Ridership</b>	<b>FYE 2014</b>	<b>FYE 2015</b>	<b>FYE 2016</b>	<b>FYE 2017</b>	<b>FYE 2018</b>	<b>FYE 2019</b>
<b>NTD</b>	201,025	184,891	173,009	144,271	139,912	129,396
<b>dotGrants</b>	201,025	184,891	145,494	144,271	139,912	129,396
<b>Variance</b>	-	-	-27,515	-	-	-
<b>Percent Difference</b>	0%	0%	-16%	0%	0%	0%
<b>Adjusted Value</b>	<b>201,025</b>	<b>184,891</b>	<b>145,494</b>	<b>144,271</b>	<b>139,912</b>	<b>129,396</b>
<b>Operating Costs</b>	<b>FYE 2014</b>	<b>FYE 2015</b>	<b>FYE 2016</b>	<b>FYE 2017</b>	<b>FYE 2018</b>	<b>FYE 2019</b>
<b>NTD</b>	\$1,892,919	\$1,894,315	\$1,899,947	\$1,841,547	\$1,874,132	\$1,960,368
<b>dotGrants</b>	\$1,827,302	\$1,764,952	\$1,803,269	\$1,772,213	\$1,796,109	\$1,863,728
<b>Variance</b>	-\$65,617	-\$129,363	-\$96,678	-\$69,334	-\$78,023	-\$96,640
<b>Percent Difference</b>	-3%	-7%	-5%	-4%	-4%	-5%
<b>Adjusted Value</b>	<b>1,827,302</b>	<b>\$1,764,952</b>	<b>\$1,803,269</b>	<b>\$1,772,213</b>	<b>\$1,796,109</b>	<b>\$1,863,728</b>
<b>Operating Revenue</b>	<b>FYE 2014</b>	<b>FYE 2015</b>	<b>FYE 2016</b>	<b>FYE 2017</b>	<b>FYE 2018</b>	<b>FYE 2019</b>
<b>NTD</b>	\$233,853	\$209,048	\$187,341	\$179,032	\$194,784	\$194,343
<b>dotGrants</b>	\$219,627	\$167,346	\$181,345	\$162,721	\$259,915	\$182,475
<b>Variance</b>	-\$14,226	-41,702	-\$5,996	-\$16,311	\$65,131	-\$11,868
<b>Percent Difference</b>	-6%	-20%	-5%	-9%	33%	-6%
<b>Adjusted Value</b>	<b>\$219,627</b>	<b>\$167,346</b>	<b>\$181,345</b>	<b>\$162,721</b>	<b>259,915</b>	<b>\$182,475</b>
<b>Revenue Vehicle-Hours</b>	<b>FYE 2014</b>	<b>FYE 2015</b>	<b>FYE 2016</b>	<b>FYE 2017</b>	<b>FYE 2018</b>	<b>FYE 2019</b>
<b>NTD</b>	26,461	27,811	26,158	26,333	28,059	28,355
<b>dotGrants</b>	27,717	27,811	26,157	26,190	28,059	28,355
<b>Variance</b>	1,256	-	-1	-143	-	-
<b>Percent Difference</b>	5%	0%	0%	-1%	0%	0%
<b>Adjusted Value</b>	<b>27,717</b>	<b>27,811</b>	<b>26,157</b>	<b>26,190</b>	<b>28,059</b>	<b>28,355</b>

The following Act 44 performance metrics were calculated for FACT.

<b>Act 44 Adjusted Metrics</b>	<b>FYE 2015</b>	<b>FYE 2016</b>	<b>FYE 2017</b>	<b>FYE 2018</b>	<b>FYE 2019</b>	<b>FYE 2020</b>	<b>FYE 2021</b>
<b>Passengers/RVH</b>	7.25	6.65	5.56	5.51	4.99	4.56	2.49
<b>Operating Revenue/RVH</b>	\$7.92	\$6.02	\$6.93	\$6.21	\$9.26	\$6.44	\$3.45
<b>Operating Costs/RVH</b>	\$65.93	\$63.46	\$68.94	\$67.67	\$64.01	\$65.73	\$69.86
<b>Operating Cost/Passenger</b>	\$9.09	\$9.55	\$12.39	\$12.28	\$12.84	\$14.40	\$28.08

## Appendix B: Action Plan Template

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

Recommendations From Narrative starting on page 19.	FACT Action	Estimated Initiation Date	Estimated Completion Date
1. Update service standards to monitor route productivity.			
2. Ensure route and schedule information is consistent and accurate.			
3. Develop transit-friendly criteria like population and job densities when considering potential service expansions. Examples include: <ul style="list-style-type: none"> <li>a. Household Density</li> <li>b. Zero-Vehicle Households</li> <li>c. Median Household Income</li> <li>d. Connectivity (i.e., intersections per square mile)</li> <li>e. Employment Density</li> <li>f. Large Medical Facilities</li> <li>g. Retail Locations</li> </ul>			
4. Perform targeted outreach to seniors as part of an overall marketing strategy.			

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

Recommendations from Narrative starting on page 20.	FACT Action	Estimated Initiation Date	Estimated Completion Date
1. Maintain a sustainable farebox recovery ratio.			
2. Maintain in-house CNG tank inspection certification.			

## Part 3 – Other Opportunities for Improvement

Recommendations from Narrative starting on page 21.	FACT Action	Estimated Initiation Date	Estimated Completion Date
1. Coordinate with the Fayette County Zoning and Planning Office, as well as municipalities not administered by Fayette County, for opportunities to encourage transit-friendly development through review of new site plans.			
2. Develop a Strategic Plan in coordination with the Board.			
3. Conduct annual performance reviews for the Executive Director.			



## Appendix C: Act 44 Peer Comparison Analysis

Peer agencies were identified through a collaborative process between PennDOT and FACT management using criteria defined in Act 44 and NTD data from the most recently available year, FYE 2019. The systems identified for peer comparisons are:

1. Martin County, Stuart, FL
2. County of Lebanon Transit Authority (Lebanon Transit), Lebanon, PA
3. Lake County Board of County Commissioners (LCBOCC), Tavares, FL
4. Michiana Area Council of Governments (MACOG), South Bend, IN
5. Monroe County Transportation Authority (MCTA), Scotrun, PA
6. City of Tyler (COT), Tyler, TX
7. Crawford Area Transportation Authority (CATA), Meadville, PA
8. Unified Government of Wyandotte County and Kansas City (UGT), Kansas City, KS
9. Metropolitan Transit Authority of Black Hawk County, Waterloo, IA
10. City of Wilsonville (SMART), Wilsonville, OR
11. Hernando County Board of County Commissioners (The Bus), Brooksville, FL
12. Jackson Transit Authority (JTA), Jackson, TN
13. Washington County Transportation Authority (Freedom Transit), Washington, PA

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

System	FYE 2019 Single-Year		Five-Year Change Since FYE 2014		
	Value	Rank of 14	2014 Value	Annual Rate	Rank of 14
Martin County (FL)	4.32	14	2.89	8.33%	1
County of Lebanon Transit Authority (PA)	10.45	3	11.27	-1.50%	4
Lake County Board of County Commissioners (FL)	10.34	4	13.73	-5.50%	13
Michiana Area Council of Governments (IN)	12.24	1	14.10	-2.79%	8
Monroe County Transportation Authority (PA)	7.66	9	8.06	-1.03%	3
City of Tyler (TX)	6.29	11	8.10	-4.92%	11
Crawford Area Transportation Authority (PA)	9.96	5	11.25	-2.42%	7
Unified Government of Wyandotte County and Kansas City (KS)	8.19	8	10.47	-4.79%	10
Metropolitan Transit Authority of Black Hawk County (IA)	9.79	6	13.04	-5.58%	14
City of Wilsonville (OR)	9.46	7	10.55	-2.16%	5
Hernando County Board of County Commissioners (FL)	6.43	10	7.19	-2.23%	6
Jackson Transit Authority (TN)	11.27	2	14.64	-5.10%	12
Washington County Transportation Authority (PA)	5.04	12	3.93	5.11%	2
<b>County of Fayette (PA)</b>	<b>4.56</b>	<b>13</b>	<b>5.32</b>	<b>-3.01%</b>	<b>9</b>
Average	8.28		9.61	-1.97%	
Standard Deviation	2.60		3.80	4.03%	
Average – 1 Standard Deviation	5.69		5.81	-6.00%	
Average + 1 Standard Deviation	10.88		13.41	2.06%	
<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>Weaker</b>		

## Operating Revenue per Vehicle-Hour: MB

System	FYE 2019 Single-Year		Five-Year Change Since FYE 2014		
	Value	Rank of 14	2014 Value	Annual Rate	Rank of 14
Martin County (FL)	\$4.37	13	\$3.09	7.18%	3
County of Lebanon Transit Authority (PA)	\$14.46	2	\$18.67	-4.98%	11
Lake County Board of County Commissioners (FL)	\$4.81	12	\$9.63	-12.97%	14
Michiana Area Council of Governments (IN)	\$8.40	7	\$8.96	-1.29%	7
Monroe County Transportation Authority (PA)	\$10.04	5	\$8.60	3.16%	5
City of Tyler (TX)	\$4.17	14	\$5.58	-5.66%	12
Crawford Area Transportation Authority (PA)	\$13.58	3	\$8.71	9.29%	2
Unified Government of Wyandotte County and Kansas City (KS)	\$4.93	11	\$4.63	1.26%	6
Metropolitan Transit Authority of Black Hawk County (IA)	\$15.60	1	\$12.61	4.34%	4
City of Wilsonville (OR)	\$6.50	9	\$11.26	-10.41%	13
Hernando County Board of County Commissioners (FL)	\$6.97	8	\$8.96	-4.89%	10
Jackson Transit Authority (TN)	\$8.73	6	\$10.60	-3.81%	8
Washington County Transportation Authority (PA)	\$10.49	4	\$6.37	10.51%	1
<b>County of Fayette (PA)</b>	<b>\$6.44</b>	<b>10</b>	<b>\$7.92</b>	<b>-4.08%</b>	<b>9</b>
Average	\$8.53		\$8.97	-0.88%	
Standard Deviation	\$3.83		\$3.81	7.11%	
Average – 1 Standard Deviation	\$4.70		\$5.16	-8.00%	
Average + 1 Standard Deviation	\$12.37		\$12.78	6.23%	
<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>Weaker</b>		

## Operating Cost per Vehicle-Hour: MB

System	FYE 2019 Single-Year		Five-Year Change Since FYE 2014		
	Value	Rank of 14	2014 Value	Annual Rate	Rank of 14
Martin County (FL)	\$65.28	3	\$63.84	0.45%	6
County of Lebanon Transit Authority (PA)	\$98.36	11	\$82.27	3.64%	14
Lake County Board of County Commissioners (FL)	\$98.20	10	\$91.17	1.49%	9
Michiana Area Council of Governments (IN)	\$61.93	1	\$54.57	2.56%	12
Monroe County Transportation Authority (PA)	\$106.09	13	\$99.56	1.28%	8
City of Tyler (TX)	\$67.50	7	\$59.91	2.42%	11
Crawford Area Transportation Authority (PA)	\$64.28	2	\$60.88	1.09%	7
Unified Government of Wyandotte County and Kansas City (KS)	\$105.11	12	\$388.39	-23.00%	1
Metropolitan Transit Authority of Black Hawk County (IA)	\$88.35	9	\$93.53	-1.13%	2
City of Wilsonville (OR)	\$140.85	14	\$120.95	3.09%	13
Hernando County Board of County Commissioners (FL)	\$67.48	5	\$67.68	-0.06%	4
Jackson Transit Authority (TN)	\$67.07	5	\$60.22	2.18%	10
Washington County Transportation Authority (PA)	\$77.29	8	\$78.64	-0.35%	3
<b>County of Fayette (PA)</b>	<b>\$65.73</b>	<b>4</b>	<b>\$65.93</b>	<b>-0.06%</b>	<b>5</b>
Average	\$83.82		\$99.11	-0.46%	
Standard Deviation	\$23.25		\$85.39	6.64%	
Average – 1 Standard Deviation	\$60.57		\$13.72	-7.10%	
Average + 1 Standard Deviation	\$107.08		\$184.50	6.18%	
<b>Act 44 Compliance Determination</b>	<b>In Compliance</b>		<b>In Compliance</b>		
<b>Compared to the Peer Group Average</b>	<b>Stronger</b>		<b>Weaker</b>		

## Operating Cost per Passenger: MB

System	FYE 2019 Single-Year		Five-Year Change Since FYE 2014		
	Value	Rank of 14	2014 Value	Annual Rate	Rank of 14
Martin County (FL)	\$15.11	13	\$22.05	-7.28%	2
County of Lebanon Transit Authority (PA)	\$9.42	5	\$7.30	5.21%	9
Lake County Board of County Commissioners (FL)	\$9.49	6	\$6.64	7.40%	12
Michiana Area Council of Governments (IN)	\$5.06	1	\$3.87	5.51%	11
Monroe County Transportation Authority (PA)	\$13.86	10	\$12.35	2.33%	5
City of Tyler (TX)	\$10.72	8	\$7.40	7.71%	14
Crawford Area Transportation Authority (PA)	\$6.46	3	\$5.41	3.60%	7
Unified Government of Wyandotte County and Kansas City (KS)	\$12.84	9	\$37.11	-19.13%	1
Metropolitan Transit Authority of Black Hawk County (IA)	\$9.03	4	\$7.17	4.71%	8
City of Wilsonville (OR)	\$14.90	12	\$11.47	5.37%	10
Hernando County Board of County Commissioners (FL)	\$10.50	7	\$9.41	2.22%	4
Jackson Transit Authority (TN)	\$5.95	2	\$4.11	7.67%	13
Washington County Transportation Authority (PA)	\$15.33	14	\$20.02	-5.19%	3
<b>County of Fayette (PA)</b>	<b>\$14.40</b>	<b>11</b>	<b>\$12.40</b>	<b>3.05%</b>	<b>6</b>
Average	\$10.93		\$11.91	1.66%	
Standard Deviation	\$3.55		\$9.07	7.45%	
Average – 1 Standard Deviation	\$7.38		\$2.84	-5.80%	
Average + 1 Standard Deviation	\$14.49		\$20.98	9.11%	
<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>Weaker</b>		

