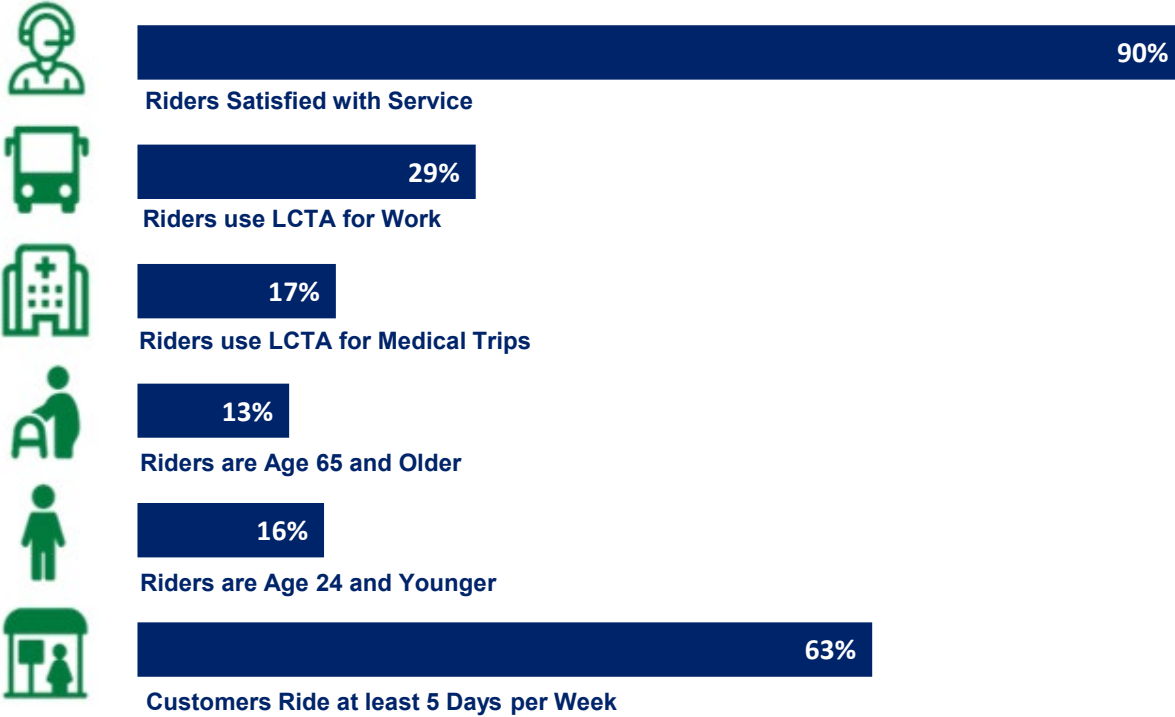


LUZERNE COUNTY TRANSPORTATION AUTHORITY (LCTA) PERFORMANCE REVIEW EXECUTIVE SUMMARY



FIXED-ROUTE RIDER PROFILE



Source: 2018 Customer Satisfaction Survey

COMMUNITY IMPACTS

SOCIAL



78,836 Paratransit Trips (FYE 2021)



Source: FYE 2021 dotGrants and Agency Reporting

COMMUNITY IMPACTS

ECONOMIC







\$3.8M Spent doing Business
With Pennsylvania Vendors (FYE 2021)



\$3.3M Operator Salaries & Wages (FYE 2021)
\$27.84 Average Fixed-Route Hourly Driver Wage (FYE 2021)

Sources: FYE 2021 dotGrants and Agency Reporting

ACT 44 PERFORMANCE METRICS

	TARGET (2021)	ACTUAL (2021)	CURRENT (2022)	FUTURE (2027)
 <p>INCREASE Passengers / RVH</p>	17.83	8.62	7.84	8.03
 <p>CONTAIN Operating Cost / RVH</p>	\$134.81	\$114.95	\$115.44	\$133.83
 <p>INCREASE Operating Revenue / RVH</p>	\$18.32	\$2.17	\$11.85	\$13.74
 <p>CONTAIN Operating Cost / Passenger</p>	\$7.57	\$13.34	\$14.73	\$16.67

Note: LCTA began to experience the impacts of COVID-19 on ridership, revenue, and operating costs in March 2020. LCTA was fare-free from FYE 2020 through FYE 2021.

BEST PRACTICES

- Launched a Routes to Trails program to educate the public about bus routes that connect to parks
- Participates in a parts-sharing program with the County of Lackawanna Transit System (COLTS)
- Created “A Day in the Life” operator testimonials for marketing LCTA to potential drivers as a good place to work

OPPORTUNITIES FOR IMPROVEMENT

- Pursue a Transit Development Plan
- Improve fixed-route on-time performance
- Explore bus shelter branding
- Develop a marketing strategy
- Pursue revenue agreements for additional service to employment centers and colleges
- Reassess administrative duties and update job descriptions

LCTA PERFORMANCE REVIEW EXECUTIVE SUMMARY



Other Fixed-Route Performance Statistics	FYE 2019	FYE 2021
Operating Revenue / Operating Cost	14.8%	1.9%
Operating Cost / Total Vehicle-Hours	\$112.38	\$111.74
Operating Cost / Total Vehicle-Miles	\$7.93	\$8.19
Total Passengers / Total Vehicle-Hours	13.31	8.38
Operating Cost / RVM	\$8.18	\$8.39
RVM / Total Vehicle-Miles	97.0%	97.6%
RVH / Total Vehicle-Hours	97.3%	97.2%
Operating Subsidy / Passenger Trip	\$6.91	\$13.08
Farebox Recovery	14.2%	0.8%

Note: Does not include ADA Paratransit Operating Statistics

Fixed-Route Annual Operating Statistics	FYE 2019	FYE 2021
Vehicles in Maximum Service (VOMS)	32	32
Operating Cost	\$9,586,042	\$9,956,010
Operating Revenues	\$1,422,946	\$188,368
Operating Subsidies	\$7,851,699	\$9,767,642
Total (Actual) Vehicle-Miles	1,208,270	1,215,363
Revenue Vehicle-Miles (RVM)	1,171,770	1,186,730
Total Vehicle-Hours	85,300	89,098
Revenue Vehicle-Hours (RVH)	83,039	86,608
Total Passenger Trips	1,135,601	746,504
Senior Passenger Trips	183,455	68,029

Note: Does not include ADA Paratransit Operating Statistics



LCTA Fixed-Route Compressed Natural Gas Bus

AGENCY TRENDS



Serious Injuries

0.0

Crashes per Million Vehicle Miles Traveled (VMT)



Total Fleet

87

VOMS



Heavy-Duty Bus

28,300

Estimated Annual Miles Per Bus



Van

2,300

Estimated Annual Miles Per Van



Light-Duty Small Bus

19,800

Estimated Annual Miles Per Bus



Spare Vehicle Ratio

25%

Fixed-Route Bus

9%

Shared-Ride Small Bus/Van

Source: 2022 Capital Planning Tool and FYE 2021 dotGrants Reporting

HIGH-LEVEL FINANCIAL INDICATORS

FYE 2019

19.3%

FYE 2021

43.5%



Cash Equivalent Balance / Total Operating Expenses

FYE 2019

\$1.20

FYE 2021

\$0.11



Effective Fare (Total Fare Revenue / Passenger Boardings)

Note: LCTA suspended fixed-route fares from March 2020 through July 1, 2021.

Source: dotGrants Reporting



Performance Report

January 30, 2023

Transit Performance Review

**Luzerne County Transportation Authority
(d.b.a., LCTA)**

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Preface

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

Transit-dependent populations have been disproportionately impacted by COVID-19

Transit agencies are navigating new demands, lower ridership, and higher costs

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

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

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

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

By late Summer 2020, transit agencies had begun to stabilize from the initial impacts of COVID-19, only to have statewide infection rates soar in the fall and winter. As 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 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

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 in its efforts to meet performance targets.

This report presents the review of Luzerne County Transportation Authority (LCTA) on December 8, 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 LCTA's unique challenges, changes since the previous performance review, the accuracy and reliability of reported data, implemented practices, additional opportunities for improvement, and realistic targets to attain before the next review.

Exhibit 1. Performance Review Process Steps

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

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

Agency Overview

The Luzerne County Transportation Authority (d.b.a., LCTA) was created in 1972 by the Luzerne County Board of County Commissioners to provide fixed-route public transportation within the Wilkes-Barre area in Luzerne County, PA. LCTA incorporated ADA paratransit into its services in 1990 and introduced shared-ride paratransit service in 2012.

As of the 2022 performance report, LCTA provides fixed-route bus service in the Wilkes-Barre area and demand-response paratransit throughout Luzerne County. LCTA is governed by a nine-member Board of Directors appointed by the Luzerne County Council.¹

Exhibit 2. LCTA Compressed Natural Gas Bus



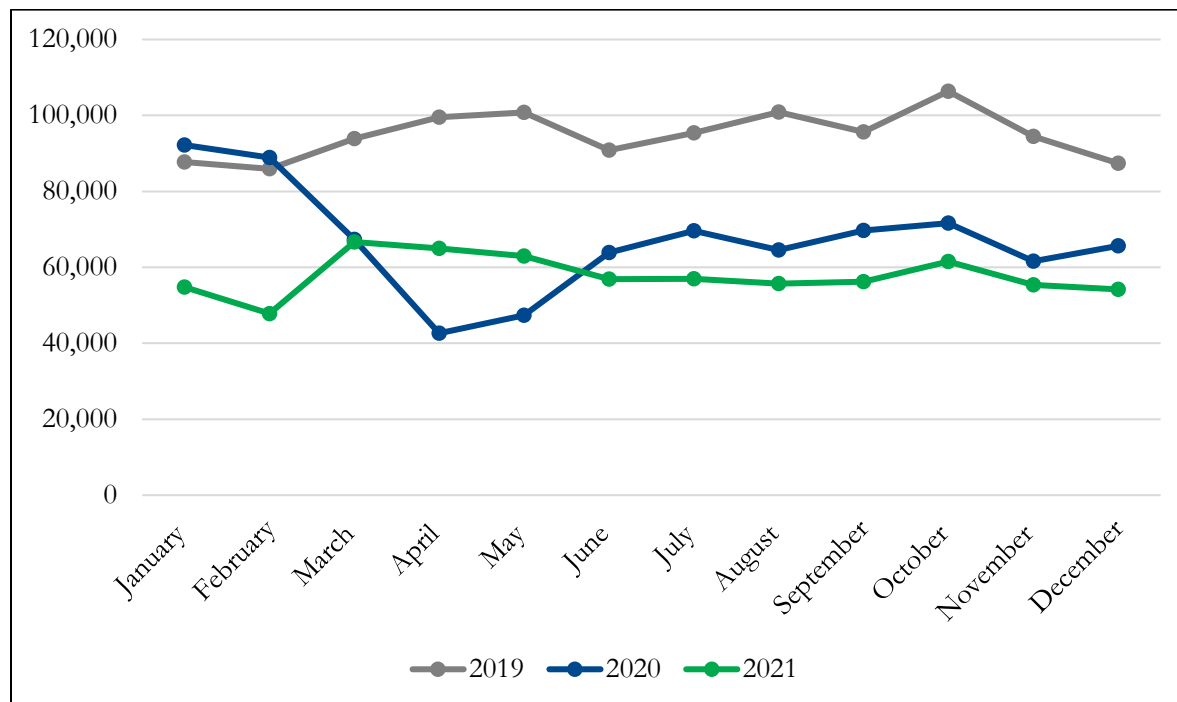
In Fiscal Year (FY) 2020-21, LCTA had 32 fixed-route vehicles operated in maximum service (VOMS) and provided 746,504 total fixed-route passenger trips. LCTA operated 49 VOMS for demand-response service and delivered 24,113 ADA complementary trips and 54,723 shared-ride trips. Of the 54,723 shared-ride trips, 34,847 or 64 percent of other trips were funded by the Medical Assistance Transportation Program (MATP). LCTA 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

¹ In 2012, Luzerne County adopted a council-manager style of government that replaced the previous Board of County Commissioners with an eleven-member council.

revenues as non-public transportation. LCTA provided 10,114 non-public transportation trips in FYE 2021.

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

Exhibit 3. Monthly Fixed-Route Ridership, January 2019 through December 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 essential 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 have continued to ride throughout the pandemic. Many commuters and professional services jobs transitioned to remote work and remain in that status.

Customer Satisfaction Survey

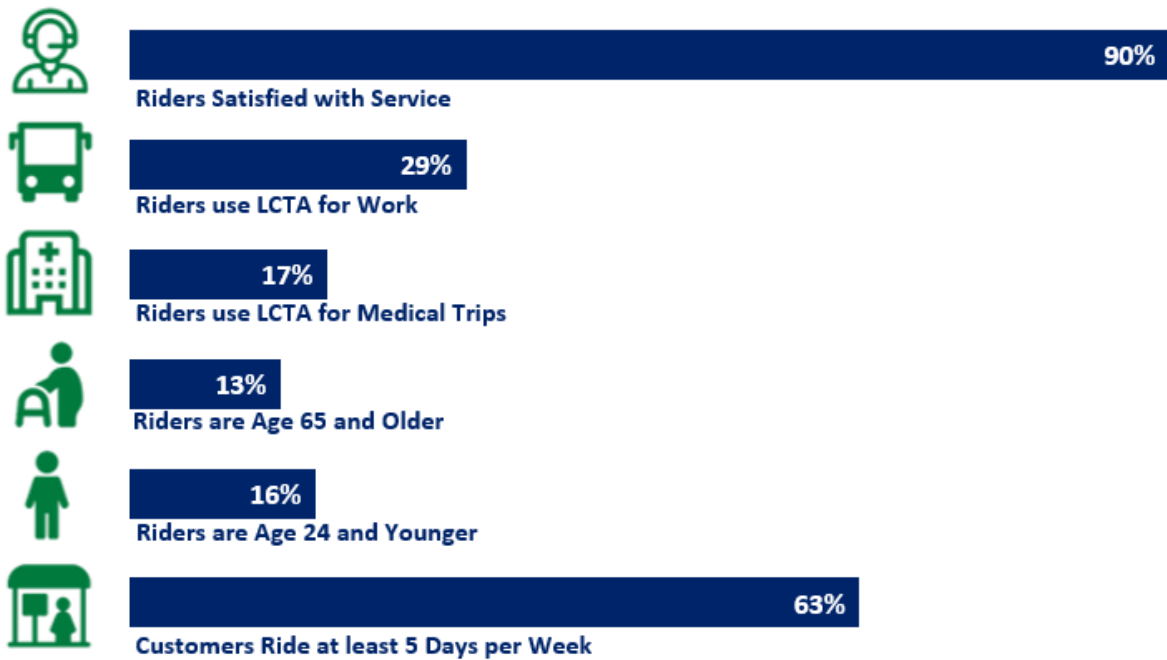
During May 2018, LCTA conducted a fixed-route service customer satisfaction survey (CSS). Based on the number of respondents and the results of the survey, the total number of individual riders is estimated to be between 2,400 and 4,200 with a margin of error less than 4.5 percent.

The survey results were aggregated to determine average satisfaction scores. Top-ranked measures included: safe and competent drivers, helpfulness of employees, and availability of seats on the bus. Lowest-ranked measures included: frequency of weekend service, cleanliness inside the bus, and bus fares.

LCTA Rider Profile

The CSS provides insight into rider characteristics and preferences. As demonstrated by **Exhibit 4**, 90 percent of LCTA's riders are satisfied with the service, 29 percent use fixed-route service to go to work and 17 percent ride for medical trips. Seniors represent 13 percent of fixed-route riders, and 63 percent of total riders use LCTA at least five days per week.

Exhibit 4. Fixed-Route Rider Profile



Source: 2018 LCTA CSS

Economic and Social Impacts

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

In FY 2020-21, LCTA paid \$3.8 million to Pennsylvania-based businesses for various services and purchased goods to support operating activities. The Authority spent \$4.9 million in total wages: \$3.3 million for operations staff, \$1.1 million for maintenance personnel, and \$477,123 for general administration wages. LCTA currently employs 146 individuals and had an average fixed-route driver wage of \$27.84 in FYE 2021, which roughly equals an annual income of \$58,000.

Fixed-route customers rode LCTA for 4.3 million passenger-miles in FYE 2021

Based on an estimated 3,300 pre-pandemic unique riders and the total of 4.9 million passenger-miles, each fixed-route passenger took an average of 344 trips and rode LCTA for 1,480 total miles during FYE 2019. LCTA reported 4.3 million fixed-route passenger-miles as of FYE 2021. LCTA has an 80 percent annual target for fixed-route on-time performance. The

Authority considers bus arrivals within one minute early to five minutes late of its scheduled arrival as being on time. In FYE 2021, the bus departed on-time² an average of 68 percent.

In FY 2020-21, LCTA provided 78,836 paratransit trips³, with 24 percent of total trips taken by seniors under the shared-ride program. The remaining 76 percent of paratransit trips consisted of 24,113 ADA trips, 793 Persons with Disabilities (PwD) trips, and 34,847 other trips. LCTA maintains a 95 percent on-time performance goal for shared-ride pick-ups and ADA paratransit. In FYE 2021, 93 percent of paratransit pick-ups were on time within their scheduled pick-up window.

² On-time performance is a service reliability measure based on when a vehicle arrives within a certain range of its scheduled arrival.

³ LCTA's paratransit trips classified as non-public transportation are reported separately from publicly funded demand-response programs.

Exhibit 5. Economic and Social Measures



ECONOMIC



\$3.8M Spent doing Business with Pennsylvania Vendors (FYE 2021)



\$3.3M Operator Salaries & Wages (FYE 2021)



\$27.84 Average Fixed-Route Driver Wage (FYE 2021)

SOCIAL



731,341 Fixed-Route Trips (FYE 2021)



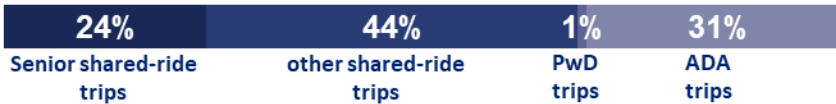
344 Annual Trips per Rider (FYE 2019)



1,480 Annual Miles per Rider (FYE 2019)



78,836 Paratransit Trips (FYE 2021)



On-Time Performance (FYE 2021)

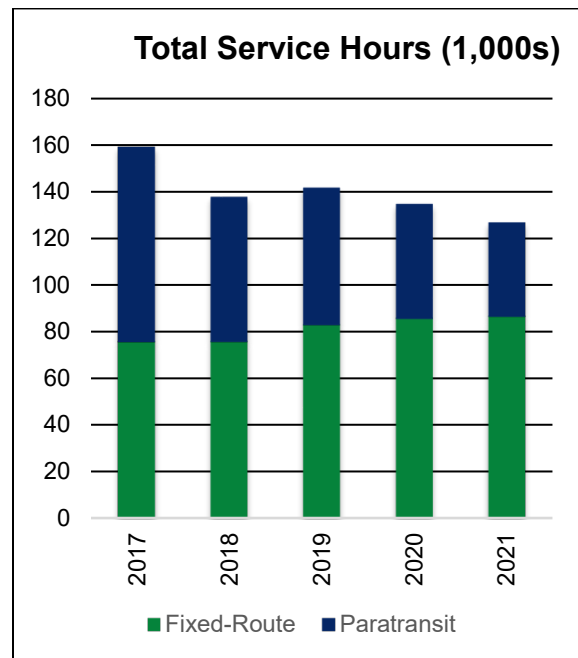
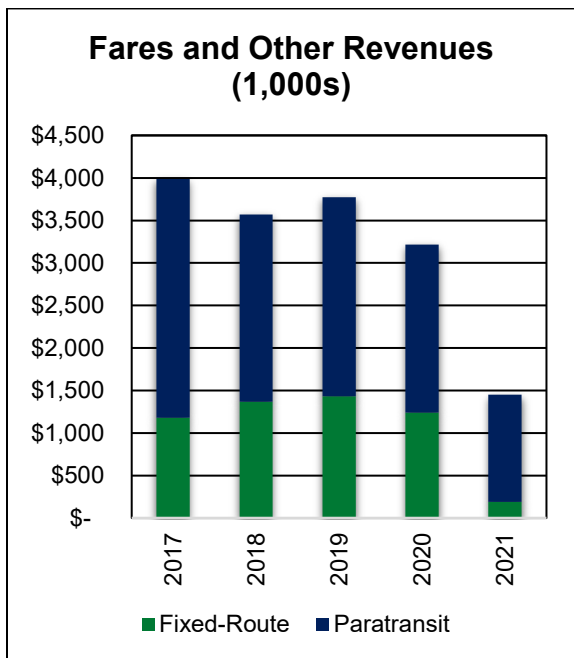
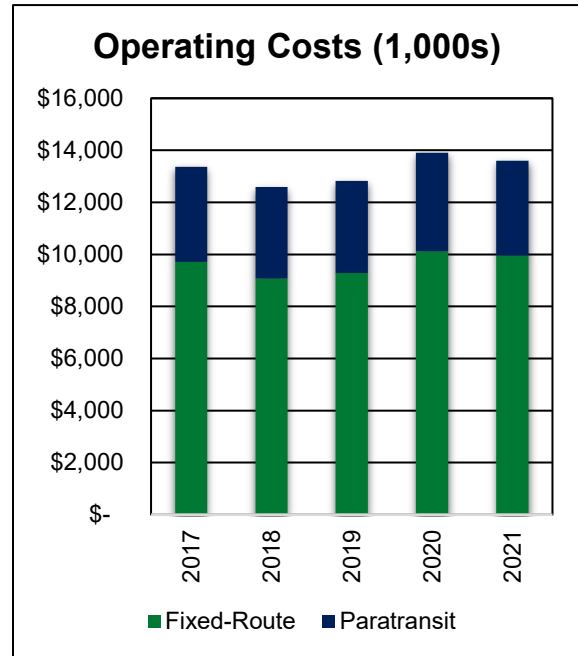
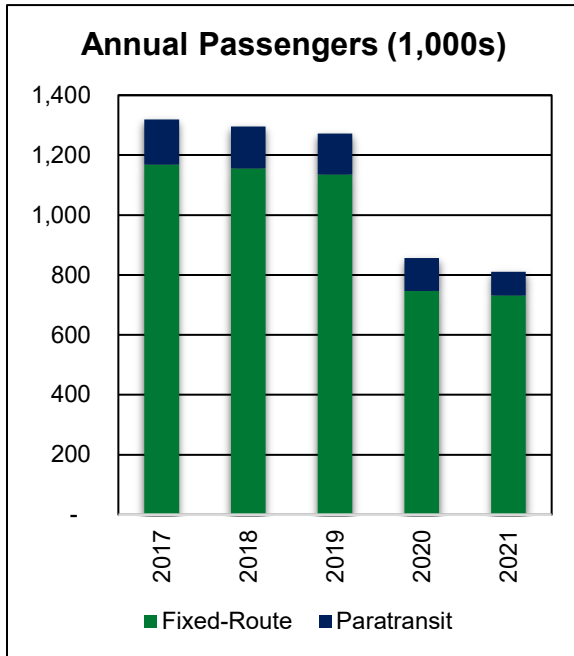
68% Fixed-Route On-Time Performance

93% Paratransit On-Time Trip Pick-Ups

Source: FYE 2021 dotGrants and agency reporting values.

Agency Trends

Annual Operating Statistics



Note: **Appendix A: Data Reconciliation** on page 23 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. LCTA operated with a balanced budget during FY 2020-21 (**Exhibit 6**). Total transportation services cost \$14 million to operate. LCTA earned \$1.9 million in revenues and required \$12.2 million in subsidies to offset operating deficits.

Exhibit 6. FYE 2021 Operating Budget Summary

Fiscal Year 2020-21	Fixed-Route	ADA	Shared-Ride	Non-Public Transportation	Total
Total Operating Expenses	\$9,956,010	\$609,663	\$3,042,331	\$430,254	\$14,038,258
Total Revenue*	\$188,368	\$6,031	\$1,231,293	\$430,254	\$1,855,946
Total Federal Subsidies	\$3,311,326	\$586,639	\$1,161,266	\$0	\$5,059,231
Total State Subsidies	\$5,779,947	\$10,433	\$649,772	\$0	\$6,440,152
Total Local Subsidies	\$676,369	\$6,560	\$0	\$0	\$682,929

*Note LCTA's total operating revenues decreased approximately by \$2.3 million for FYE 2021 as a result of the loss in ridership and suspension of fares due to the COVID-19 pandemic.

As shown in **Exhibit 7**, as of FYE 2021, LCTA had carryover subsidies (cash reserves) equal to 41.8 percent of its total annual operating costs, which exceeds the recommended 25 percent target for liquidity. LCTA increased carryover subsidies from federal COVID relief funds for operating expenses, which enabled the authority to build its state operating reserves. In FYE 2019, cash reserves equaled 27.8 percent of total annual operating costs. Ensuring LCTA maintains an annual target of 25 percent of cash reserves to total operating costs helps strengthen the Authority's overall financial position with the ability to meet unexpected increases in operating expenses.

As of FYE 2021, LCTA has no line of credit available for short-term use to maintain sufficient cash flow. Amounts of accounts payable and accounts receivable over 90 days are negligible. LCTA had no outstanding debt.

Before the pandemic, LCTA had a farebox recovery ratio of 14.8 percent. For the fiscal year ending June 30, 2021, operating revenues recovered only 0.8 percent⁴ of annual operating costs. To offset the effects of a fare suspension from March 2020 through June 30, 2021, LCTA's operating subsidy per passenger trip increased to \$13.23 in FYE 2021 compared to \$6.91 in FYE 2019. As with many transit systems, fixed-route ridership continues below pre-pandemic levels and will continue to impact farebox recovery. LCTA has only rebounded to 64 percent of its pre-COVID-19 ridership as of December 2021. LCTA's effective fare⁵ dropped

⁴ LCTA received \$76,420 in passenger fares, \$4,062 in organization-paid fares, and \$103,706 from advertising in FYE 2021.

⁵ Effective fare is a metric of total passenger fares per passenger trip and indicates when a fare adjustment might be necessary compared to actual base fares.

between FYE 2019 and FYE 2021 from \$1.22 to \$0.11 as total passenger fares declined 95 percent from approximately \$1.4 million to \$76,000 and total passenger trips decreased 34 percent from 1.1 million trips to 747,000 trips. The significant drop in passenger fares resulted from management's decision to suspend fare collection in the early days of the pandemic as a proactive health measure until adequate protection was installed. LCTA's last fixed-route fare increase was from \$1.25 to \$1.75 in 2018.

Maintaining sufficient reserves, practicing responsible debt management, and diversifying income streams are critical components of a strategy for long-term financial sustainability.

Exhibit 7. High-Level Financial Indicators

Indicator	Value		Assessment Criteria / Rationale	Source
Total Carryover Subsidies / Annual Operating Cost	FYE 2019	FYE 2021	A combined target of 25%+ provides liquidity to cover unexpected cost increases or service changes without incurring interest fees from loans.	FYE 2019 – FYE 2021 Audits
	27.8%	41.8%		
Credit Available/ Annual Payroll	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
Accounts Payable (AP) 90+ days	0%		Target should be 0% over 90 days. Larger values indicate cash flow concerns.	August 2021 agency-reported value
Accounts Receivable (AR) 90+ days	0%		Target should be 0% over 90 days. Larger values can cause cash flow problems.	August 2021 agency-reported value
Debt / Annual Operating Cost	0%		Target should be 0%. Low debt amounts reduce interest expense.	FYE 2021 Audit
Farebox Recovery⁶	FYE 2019	FYE 2021	Typically, the target should be 12%–15% or higher. The drop in ridership associated with the COVID-19 pandemic significantly reduced farebox recovery.	FYE 2019 – FYE 2021 Audits and PennDOT dotGrants
	14.8%	0.8%		
Effective Average Fare	FYE 2019	FYE 2021	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 – FYE 2021 Audits and PennDOT dotGrants
	\$1.22	\$0.11		
Operating Subsidy per Passenger Trip	FYE 2019	FYE 2021	Indicates the subsidy requirement to offset operating losses per passenger trip.	FYE 2019 – FYE 2021 Audits and PennDOT dotGrants
	\$6.91	\$13.23		

⁶ LCTA suspended fares from March 2020 through June 30, 2021.

Safety

Federal transportation legislation requires a holistic, performance-based approach for Safety Management Systems (SMS). LCTA adopted its Public Transportation Agency Safety Plan (PTASP) in December 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 off three-year historical averages of reported data.

As shown in **Exhibit 8**, LCTA met its annual safety targets for fixed-route bus and most targets for shared-ride in FYE 2021. However, LCTA had a greater number of major mechanical breakdowns⁷ for shared-ride service than an average of the last three years in reported data.

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	1	0	1	0
Safety Events ⁸	1	0	1	0
System Reliability (VRM/Failures)	7,614	16,715	35,565	23,205

Capital Asset Management

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

Detailed inventories of the fleet and other capital assets indicate when assets should be scheduled for replacement. This process is key for efficient coordination with local funding contributors. PennDOT recognizes a revenue vehicle asset as eligible for replacement when it 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 10 years;

⁷ System reliability is expressed in miles and is the average distance between major mechanical failures that prevent a vehicle from completing a revenue trip.

⁸ NTD defines as safety event as a collision, derailment, fire, hazardous material spill, act of nature (Act of God), evacuation, or other safety occurrence not otherwise classified (OSONOC) occurring on a transit right-of-way, in a transit revenue facility, in a transit maintenance facility, or involving a transit revenue vehicle and meeting established NTD thresholds.

- 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, LCTA had a fleet of 87 total vehicles. The fleet consists of heavy-duty buses, light-duty buses, and vans. As shown in **Exhibit 9**:

- Heavy-duty buses accumulated, on average, 28,300 annual miles;
- Light-duty buses accrued an average of 19,800 annual miles; and,
- Vans had an average of 2,300 annual miles.

Exhibit 9. 2022 Fleet Utilization

Vehicle Type	Fleet	ESL Requirements		Annual Miles	
		Years	Miles	2022 Estimate	ESL
Heavy-Duty Bus	39	12	500,000	28,300	42,000
Light-Duty Bus	45	5	150,000	19,800	30,000
Van	3	4	100,000	2,300	25,000

Approximately 76 percent of LCTA’s fleet is about six years old, with many heavy-duty and light-duty buses purchased between 2016 and 2021 and all three vans purchased in 2021. Based on current odometer readings and estimated yearly mileage, LCTA’s heavy-duty buses, light-duty buses, and vans accumulated less than 42,000, 30,000, and 25,000 annual miles, meaning they will likely remain in-service beyond twelve, five, and four years.

If current utilization levels continue, LCTA should:

1. Ensure preventative maintenance occurs on time and on schedule as vehicles operate past their estimated useful life in years.
2. Consider performing mid-life vehicle overhauls to extend the life of vehicles under annual mileage rates for scheduled replacement.
3. Consider assessing the minimum fleet size and potential vehicle type (e.g., 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

On prior performance reviews, LCTA took action to increase fixed-route ridership and revenues and contain growth in operating costs. Prior action plans recommended that LCTA:

- Monitor and track fixed-route on-time performance
- Develop customer service performance standards
- Develop a Transit Development Plan
- Develop a Cost Allocation Plan
- Identify opportunities to integrate IT investments
- Develop a policy to minimize road calls
- Routinely check vehicle cameras as part of preventative maintenance
- Develop a Strategic Plan
- Conduct Board training

Current Performance Assessment and Findings

The current performance assessment reviews agency progress in achieving its five-year performance goals and identifies additional steps taken to improve performance. The 2017 performance report established performance targets for the fiscal year ending on June 30, 2021, based on the following annual goals (**Exhibit 10**):

- Increase passengers per revenue vehicle-hour 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 Metric	Annual Performance Goal	Performance Assessment	
		FYE 2021 Target	FYE 2021 Actual
Passengers/RVH	2.0%	17.83	8.62
Operating Revenue/RVH	2.0%	\$18.32	\$2.17
Operating Cost/RVH	3.0%	\$134.81	\$114.95
Operating Cost/Passenger	1.0%	\$7.57	\$13.34

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

- Gained advertising revenue through contract with Vector Media
- Ran promotions to promote increased ridership
- Enhanced the rider experience through mobile ticketing and adding Wi-Fi on buses
- Monitored real-time bus tracking to measure on-time performance

The COVID-19 pandemic and resulting changes in travel behavior adversely impacted LCTA's ability to achieve its 2021 performance targets. Therefore, 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 on a regular basis is intended to improve service delivery effectiveness and efficiency. To keep pace with increases in operating costs, Act 89 requires agencies to maintain a policy to adjust fares for inflation.

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.

LCTA Goals for FYE 2027

PennDOT based LCTA's future-year performance targets on the most recently available financial year (i.e., FYE 2022). These values are unaudited at the time of this performance report; however, management believes FYE 2022 represents a more accurate baseline for establishing performance targets with a full fiscal year of passenger fares collected since the COVID-19 fare suspension ended on June 30, 2021.

Over the next five years, LCTA must work to achieve the targets shown in **Exhibit 11** to ensure continued eligibility for full Section 1513 funding.

Exhibit 11. FYE 2027 Performance Goals

Performance Criteria	FYE 2022 Unaudited	FYE 2027 Goal	Target Annual Increase
Passengers/RVH	7.84	8.03	0.5%
Operating Revenue/RVH	\$11.85	\$13.74	3.0%
Operating Cost/RVH	\$115.44	\$133.83	3.0%
Operating Cost/Passenger	\$14.73	\$16.67	2.5%

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

Functional Review

Identifying Opportunities for Improvement and Best Practices

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

A recommended Action Plan is found in **Appendix B: Action Plan Template** on page 25, and the determinations and findings of the Act 44 peer review are found in **Appendix C: Act 44 Peer Comparison Analysis** on page 27.

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, significantly impacted commuter bus and passenger rail markets. As transit agencies work to restore ridership to pre-pandemic levels, actions that focus on raising the awareness of service, improving the customer experience, and identifying implementable operational efficiencies help retain and promote ridership.

Best Practices

1. **LCTA launched a Routes to Trails program that educates the public on bus routes that connect to parks across Luzerne County.** LCTA developed a map that provides how-to-ride information, lists park amenities, indicates which routes stop at each park, and recommends mobile phone applications for real-time bus information and a guided tutorial with augmented reality content.

Opportunities for Improvement

1. **Pursue a Transit Development Plan (TDP) to meet the changing demographics, workforce, and service needs resulting from the COVID-19 pandemic.** The 2017 performance review revealed that LCTA last assessed its routes and service area in 2010. Management indicated in the 2021 Action Plan updates that LCTA intended to pursue a TDP but held off due to the COVID-19 pandemic. As ridership levels began to stabilize in 2022, LCTA included a service development plan update as part of its 2022 Strategic Plan. Elements should include a bus stop inventory and evaluation, right-sizing

the fleet to sustainably meet demand, and optimally spacing time points along routes. For example, a concentration of growing distribution and warehousing businesses could be better served with alternative service models to meet the shift times that fall outside of LCTA's weekend and night hours. Furthermore, LCTA might identify new service patterns that increase frequency on routes that maintained reliable ridership during the pandemic and replace underproductive routes in areas with lower demand with more flexible types of service.

2. **Improve fixed-route bus on-time performance.** LCTA had a 68 percent on-time performance for fixed-route bus service during FY 2020-21. Management indicated they plan to address the spacing of their timepoints as part of a bus network redesign. LCTA should ensure it places adequate timepoints along its routes that provide drivers with sufficient dwell time built in to improve on-time performance.
3. **Continue pursuing service agreements with local colleges and universities.** LCTA has previously tried to build relationships with Luzerne Community College (LCCC), Wilkes University, and Kings College to provide campus service. Wilkes University operates its own shuttle, and the other two colleges were unresponsive to LCTA. Management should continue to engage with these local colleges to understand their transportation needs and how LCTA could make a competitive offer. For example, LCTA could interview the college administrations and survey students to identify their transportation needs.
4. **Explore bus shelter branding as an opportunity to improve LCTA's visibility in the community.** Signs and logos at many of LCTA's bus shelters and stops are faded and difficult to see, including in the City of Wilkes-Barre. Bus stops should be visible and easily identifiable. Incorporating consistent branding across LCTA's bus stops, shelters, and other facilities such as park-and-rides will increase the Authority's visibility and improve the public's awareness of service.
5. **Develop a comprehensive marketing strategy to identify LCTA's core riders, understand customer needs, and build a community-valued brand.** Effective marketing helps curate a transit agency's public profile and the services it provides, including parameters such as reliability, quality, and convenience. The goal of marketing is to effectively convey the value of public transportation to the right audience. By developing a comprehensive marketing strategy, LCTA will:
 - Identify customer profiles (i.e., who rides);
 - Understand customer needs (i.e., why choose to ride LCTA and how to improve service to increase ridership); and,
 - Build a strong brand (i.e., find a unique selling point and prioritize resources on those channels).

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 projects, purchasing new vehicles, and funding recurring costs, including operations, maintenance, annual fringe benefits, fuel, utilities, and cleaning. Steps to ensure long-term financial sustainability include improving farebox recovery, diversifying revenue streams, and identifying and implementing cost-control measures.

Best Practices

1. **LCTA participates in a parts-sharing program with the County of Lackawanna Transit System (COLTS).** By increasing parts availability, LCTA can improve maintenance efficiency and ensure that routine preventative maintenance occurs on time. Many transit agencies have experienced significant delays in reordering common parts due supply chain disruptions resulting from the COVID-19 pandemic.

Opportunities for Improvement

1. **Pursue revenue agreements to offset the cost of any additional service to shift-based employment centers and for potential new college services.** Management identified opportunities to grow fixed-route ridership through expanded service to industrial parks/distribution centers and new service in and around local colleges. LCTA should pursue revenue agreements to help recover a portion of the operating expenses for any expanded or new fixed-route services targeting specific concentrations of employment and student populations.
2. **Examine cost-driving labor provisions and identify potential cost-control measures aimed at reducing annual legacy fringe expenses.** LCTA has annual labor expenses largely driven by provisions dictated in its collective bargaining agreement (CBA) that are above average for an agency of its size and market. For example, the average cost of a fixed-route operations (i.e., driver and dispatcher) per hour in FYE 2021 consisted of \$34.46 in wages and \$24.93 in fringe benefits. This equates to roughly 73 percent in fringe expenses incurred for every paid driver hour. Similarly, LCTA incurs 56 percent in fringe expenses compared to wages for maintenance per hour and 88 percent for general administration (**Exhibit 12**).

Exhibit 12. FYE 2021 LCTA Fixed-Route Labor Expenses

FYE 2021	Operations	Maintenance	General Administration
Total Wages	\$3,306,889	\$1,085,200	\$477,123
Total Fringe Benefits	\$2,391,853	\$606,865	\$420,001
Total Hours	95,965	38,299	19,693
Total Wages/Total Hours	\$34.46	\$28.33	\$24.23
Fringe Benefits/ Total Hours	\$24.93	\$15.85	\$21.33
Fringe Benefits/ Total Wages	72.33%	55.92%	88.03%

Management should consult with peer agencies to compare costs for labor provisions including overtime rules, healthcare benefits, and other post-employment benefits (OPEB), for both represented and non-represented employees. By identifying the differentials between LCTA's CBA and peer agencies' agreements that are significantly contributing to annual labor expenses, LCTA can inform future labor discussions aimed at reducing labor costs.

3. **Maintain a sustainable farebox recovery ratio.** Passenger fares are LCTA's largest source of fixed-route income. In March 2020, LCTA's suspended passenger fares in response to the COVID-19 pandemic for 15 months that resulted in a farebox recovery ratio of 0.8 percent for FYE 2021. Between FYE 2015 and FYE 2019, LCTA's farebox recovery ranged between 11.5 and 14.9 percent. LCTA should continue to monitor farebox recovery as an indicator of long-term financial health and develop a target recovery goal as part of its fare policy.
4. **Develop procedures to ensure that major capital project plans are accompanied by sustainable operating cost budgets.** LCTA initiated a significant capital project in 2022 to construct and relocate to a new, fully enclosed operating facility. LCTA should anticipate that the cost to operate the new facility will be significantly higher than the current facility. Other transit systems that have increased the overall square footage of covered and indoor storage space experienced increases in utility expenses that previously were not budgeted for. LCTA should calculate the anticipated cost differential for the new facility space and ensure future operating budgets account for these higher operating costs.
5. **Ensure overall liquidity is sufficient to finance monthly facility construction expenses.** Federal, state, and local grants fund the new LCTA capital facility project. Grantors reimburse LCTA's actual construction costs. Vendor invoices typically have 30-day payment terms, while grant payments from grantors take 30 to 90 days to process. Management should assess LCTA's assets to ensure it maintains sufficient liquidity to make timely payments to its vendors while awaiting grant receipts. Suppose LCTA's available cash is inadequate to cover both routine operating expenses and the additional payments due to contractors before grant funding is received. In that case, LCTA should open a capital line of credit (LOC) with a local financial institution. The LOC will ensure LCTA maintains a healthy cash flow. Note that any interest paid on the line of credit is considered a capital expense.

Identify Other Opportunities to Improve Performance

Actions that target organizational improvement help build a more efficient and transparent agency. Other opportunities to improve agency performance like strategic planning, workforce development, and advocacy help drive agency goals and foster support from the community, elected officials, and funding partners. These actions inform decision-making and investment decisions when budgeting for significant capital investments and new information technologies.

Best Practices

1. **LCTA created A Day in the Life operator testimonials, marketing the Authority to potential drivers as a good place to work.** Many agencies nationwide have struggled to attract and retain drivers due to a competitive market for CDL-carrying drivers and low wages rates for paratransit operators. LCTA launched a marketing campaign aimed at attracting drivers. The campaign showcased the benefits of working at LCTA by featuring testimonials of a fixed-route bus driver and a shared-ride van operator.

Opportunities for Improvement

1. **Reassess administrative duties and update job descriptions.** LCTA's 2022 Strategic Plan identified the need for a quality, stable, and well-trained workforce to meet the challenges of providing bus service in Luzerne County. In 2022, LCTA hired a Human Relations Manager to address some of the staffing shortages the Authority has faced in recent years that led to many administrative job functions falling to multiple staff outside their typical job duties. For example, LCTA discussed advertising for a Marketing Manager and a Customer Service Manager, two positions with responsibilities shared by the IT Director, Grants Coordinator, and Finance Director. An administrative staff skills audit would determine unmet staffing needs and assess current job descriptions to determine if job duties are appropriately assigned to manage agency operations efficiently.

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, accurate, and complete. Certified audits, financial statements, and other agency-generated reports help identify potential discrepancies in financial information and operating statistics. Any discrepancies discovered are verified and appropriately reconciled with agency management before determining Act 44 performance metrics and establishing new performance goals. In FYE 2014, LCTA reported \$125,992 less in fixed-route maintenance wages to NTD than dotGrants.

Ridership	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
NTD	1,187,845	1,188,470	1,217,161	1,168,297	1,155,823	1,135,601
dotGrants	1,405,200	1,188,470	1,217,161	1,168,297	1,155,823	1,135,601
Variance	217,355	-	-	-	-	-
Percent Difference	18%	-	-	-	-	-
Adjusted Value	1,405,200	1,188,470	1,271,161	1,168,297	1,155,823	1,135,601
Operating Costs	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
NTD	\$7,921,600	\$8,566,248	\$8,761,490	\$9,707,161	\$9,072,728	\$9,586,097
dotGrants	\$8,047,592	\$8,572,035	\$8,765,710	\$9,718,336	\$9,068,228	\$9,586,042
Variance	\$125,992	\$5,787	\$4,220	\$11,175	(\$4,500)	(\$55)
Percent Difference	2%	-	-	-	-	-
Adjusted Value	\$8,047,592	\$8,572,035	\$8,765,710	\$9,718,336	\$9,068,228	\$9,284,228
Operating Revenue	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
NTD	\$1,123,546	\$1,099,267	\$1,157,183	\$1,189,312	\$1,273,850	\$1,361,976
dotGrants	\$1,218,693	\$1,240,480	\$1,250,536	\$1,178,318	\$1,368,290	\$1,422,946
Variance	\$95,147	\$141,213	93,353	(\$10,994)	\$94,440	\$60,970
Percent Difference	8%	13%	8%	-1%	7%	4%
Adjusted Value	\$1,218,693	\$1,240,480	\$1,250,536	\$1,178,318	\$1,368,290	\$1,432,529
Revenue Vehicle-Hours	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019
NTD	69,869	70,909	75,377	76,118	75,839	83,038
dotGrants	69,869	70,909	75,377	75,716	75,839	83,039
Variance	-	-	-	413	-	1
Percent Difference	-	-	-	-1%	-	-
Adjusted Value	69,869	79,909	75,377	75,716	75,839	83,039

The following Act 44 performance metrics were calculated for LCTA.

Act 44 Adjusted Metrics	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021
Passengers/RVH	20.11	16.76	16.15	15.43	15.24	13.68	11.46	8.62
Operating Revenue/RVH*	\$17.44	\$17.49	\$16.59	\$15.56	\$18.04	\$17.14	\$15.15	\$2.17
Operating Costs/RVH	\$115.18	\$120.89	\$116.29	\$128.37	\$119.57	\$115.44	\$117.13	\$114.95
Operating Cost/Passenger	\$5.73	\$7.21	\$7.20	\$8.32	\$7.85	\$8.44	\$10.22	\$13.34

*Note: LCTA suspended passenger fares in response to the COVID-19 pandemic from March 2020 through June 1, 2021.

Appendix B: Action Plan Template

Part 1 – Actions to Retain and Promote Ridership

Recommendations From Narrative starting on page 18.	LCTA Action	Estimated Initiation Date	Estimated Completion Date
1. Pursue a Transit Development Plan (TDP) to meet the changing demographics, workforce, and service needs since the COVID-19 pandemic.			
2. Improve fixed-route bus on-time performance.			
3. Continue pursuing service agreements with local colleges and universities.			
4. Explore bus shelter branding as an opportunity to improve LCTA's visibility in the community.			
5. Develop a comprehensive marketing strategy to identify LCTA's core riders, understand customer needs, and build a community-valued brand.			

Part 2 – Actions to Ensure Long-Term Financial Sustainability

Recommendations from Narrative starting on page 20.	LCTA Action	Estimated Initiation Date	Estimated Completion Date
1. Pursue revenue agreements to offset the cost of any additional service to shift-based employment centers and for potential new college services.			
2. Examine cost-driving labor provisions and identify potential cost-control measures aimed at reducing annual legacy fringe expenses.			
3. Maintain a sustainable farebox recovery ratio.			
4. Develop procedures to ensure that major capital project plans are accompanied by sustainable operating cost budgets.			
5. Ensure overall liquidity is sufficient to finance monthly facility construction expenses.			

Part 3 – Other Opportunities for Improvement

Recommendations from Narrative starting on page 22.	LCTA Action	Estimated Initiation Date	Estimated Completion Date
1. Reassess administrative duties and update job descriptions.			

Appendix C: Act 44 Peer Comparison Analysis

Peer agencies were identified through a collaborative process between PennDOT and LCTA 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. Dutchess County Department of Public Works (DCPT), Poughkeepsie, NY
2. Cape Fear Public Transportation Authority (Wave Transit), Wilmington, NC
3. County of Lackawanna Transit System (COLTS), Scranton, PA
4. Rockford Mass Transit District (RMTD), Rockford, IL
5. City of Appleton Valley Transit (Valley Transit), Appleton, WI
6. Fort Wayne Public Transportation Corporation (Citilink), Fort Wayne, IN
7. Lowell Regional Transit Authority (LRTA), Lowell, MA
8. Broome County Department of Public Transportation (BC Transit), Vestal, NY
9. Cambria County Transit Authority (CamTran), Johnstown, PA
10. Belle Urban System – Racine (Ryde Racine), Racine, WI
11. City of Santa Rosa (CityBus), Santa Rosa, CA
12. Green Bay Metro (Metro Transit), Green Bay, WI
13. Western Reserve Transit Authority (WRTA), Youngstown, OH

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
Dutchess County Department of Public Works, NY	10.56	14	10.31	0.48%	1
Cape Fear Public Transportation Authority, NC	14.63	8	16.87	-2.81%	6
County of Lackawanna Transit System, PA	11.02	13	13.31	-3.71%	8
Rockford Mass Transit District, IL	16.05	3	18.30	-2.59%	5
City of Appleton Valley Transit, WI	14.65	7	16.20	-1.99%	4
Fort Wayne Public Transportation Corporation, IN	15.73	4	18.87	-3.57%	7
Lowell Regional Transit Authority, MA	15.34	5	16.95	-1.97%	3
Broome County Department of Public Transportation, NY	18.30	2	23.26	-4.68%	9
Cambria County Transit Authority, PA	13.95	10	14.65	-0.97%	2
Belle Urban System – Racine, WI	12.35	12	17.83	-7.08%	13
City of Santa Rosa, CA	21.03	1	28.49	-5.89%	12
Green Bay Metro, WI	14.88	6	19.91	-5.66%	10
Western Reserve Transit Authority, OH	14.08	9	19.05	-5.87%	11
Luzerne County Transportation Authority, PA	13.68	11	20.11	-7.42%	14
Average	14.73		18.15	-3.84%	
Standard Deviation	2.70		4.34	2.35%	
Average – 1 Standard Deviation	12.03		13.81	-6.19%	
Average + 1 Standard Deviation	17.43		22.50	-1.48%	
Act 44 Compliance Determination	In Compliance		At Risk		
Compared to the Peer Group Average	Weaker		Weaker		

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
Dutchess County Department of Public Works, NY	\$14.24	8	\$15.49	-1.66%	8
Cape Fear Public Transportation Authority, NC	\$22.77	2	\$44.47	-12.53%	14
County of Lackawanna Transit System, PA	\$13.02	11	\$16.10	-4.17%	10
Rockford Mass Transit District, IL	\$13.78	10	\$14.79	-1.41%	7
City of Appleton Valley Transit, WI	\$16.23	7	\$12.23	5.82%	1
Fort Wayne Public Transportation Corporation, IN	\$17.04	6	\$18.06	-1.16%	6
Lowell Regional Transit Authority, MA	\$17.89	4	\$29.55	-9.55%	13
Broome County Department of Public Transportation, NY	\$27.79	1	\$28.40	-0.44%	5
Cambria County Transit Authority, PA	\$12.92	12	\$11.63	2.12%	2
Belle Urban System – Racine, WI	\$12.52	13	\$16.04	-4.84%	11
City of Santa Rosa, CA	\$18.06	3	\$26.53	-7.41%	12
Green Bay Metro, WI	\$12.33	14	\$14.18	-2.75%	9
Western Reserve Transit Authority, OH	\$14.15	9	\$13.93	0.31%	3
Luzerne County Transportation Authority, PA	\$17.25	5	\$17.44	-0.22%	4
Average	\$16.43		\$19.92	-2.71%	
Standard Deviation	\$4.37		\$9.17	4.75%	
Average – 1 Standard Deviation	\$12.06		\$10.75	-7.46%	
Average + 1 Standard Deviation	\$20.80		\$29.09	2.05%	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Stronger		Stronger		

Operating Cost per Vehicle-Hour: MB

System	FYE 2019 Single-Year		Five-Year Change Since FYE 2014		
	Value	Rank of 14	20X14Value	Annual Rate	Rank of 14
Dutchess County Department of Public Works, NY	\$96.57	7	\$91.34	1.12%	6
Cape Fear Public Transportation Authority, NC	\$87.90	2	\$79.82	1.95%	9
County of Lackawanna Transit System, PA	\$89.11	4	\$103.36	-2.92%	1
Rockford Mass Transit District, IL	\$131.19	13	\$119.97	1.80%	8
City of Appleton Valley Transit, WI	\$91.23	6	\$80.25	2.60%	13
Fort Wayne Public Transportation Corporation, IN	\$111.10	11	\$103.37	1.45%	7
Lowell Regional Transit Authority, MA	\$110.04	10	\$98.21	2.30%	12
Broome County Department of Public Transportation, NY	\$88.52	3	\$89.09	-0.13%	5
Cambria County Transit Authority, PA	\$103.21	9	\$93.39	2.02%	10
Belle Urban System – Racine, WI	\$91.03	5	\$82.22	2.06%	11
City of Santa Rosa, CA	\$142.81	14	\$121.32	3.32%	14
Green Bay Metro, WI	\$76.98	1	\$87.14	-2.45%	2
Western Reserve Transit Authority, OH	\$97.08	8	\$98.48	-0.29%	4
Luzerne County Transportation Authority, PA	\$111.81	12	\$115.18	-0.59%	3
Average	\$102.04		\$97.37	0.87%	
Standard Deviation	\$18.03		\$13.95	1.88%	
Average – 1 Standard Deviation	\$84.01		\$83.41	-1.01%	
Average + 1 Standard Deviation	\$120.07		\$111.32	2.76%	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Weaker		Stronger		

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
Dutchess County Department of Public Works, NY	\$9.14	14	\$8.86	0.64%	1
Cape Fear Public Transportation Authority, NC	\$6.01	3	\$4.73	4.90%	9
County of Lackawanna Transit System, PA	\$8.09	11	\$7.76	0.82%	2
Rockford Mass Transit District, IL	\$8.18	13	\$6.56	4.52%	6
City of Appleton Valley Transit, WI	\$6.23	4	\$4.95	4.69%	7
Fort Wayne Public Transportation Corporation, IN	\$7.06	7	\$5.48	5.21%	10
Lowell Regional Transit Authority, MA	\$7.17	8	\$5.79	4.36%	5
Broome County Department of Public Transportation, NY	\$4.84	1	\$3.83	4.77%	8
Cambria County Transit Authority, PA	\$7.40	10	\$6.37	3.02%	3
Belle Urban System – Racine, WI	\$7.37	9	\$4.61	9.83%	14
City of Santa Rosa, CA	\$6.79	5	\$4.26	9.78%	13
Green Bay Metro, WI	\$5.17	2	\$4.38	3.40%	4
Western Reserve Transit Authority, OH	\$6.90	6	\$5.17	5.93%	11
Luzerne County Transportation Authority, PA	\$8.18	12	\$5.73	7.38%	12
Average	\$7.04		\$5.61	4.95%	
Standard Deviation	\$1.19		\$1.40	2.72%	
Average – 1 Standard Deviation	\$5.84		\$4.20	2.22%	
Average + 1 Standard Deviation	\$8.23		\$7.01	7.67%	
Act 44 Compliance Determination	In Compliance		In Compliance		
Compared to the Peer Group Average	Weaker		Weaker		

