



Pennsylvania  
Transportation Advisory Committee

# **PENNSYLVANIA IN MOTION: TRANSPORTATION WORKFORCE STUDY**

TAC PRESENTATION – JULY 16, 2025



Pennsylvania  
Department of Transportation

# Briefing Agenda

- Task Force Chair's Opening Remarks
  - Mark Murawski
- The Problem and Its Implications
- Findings
- Future Consideration
- Discussion and TAC Action
- Testimonials

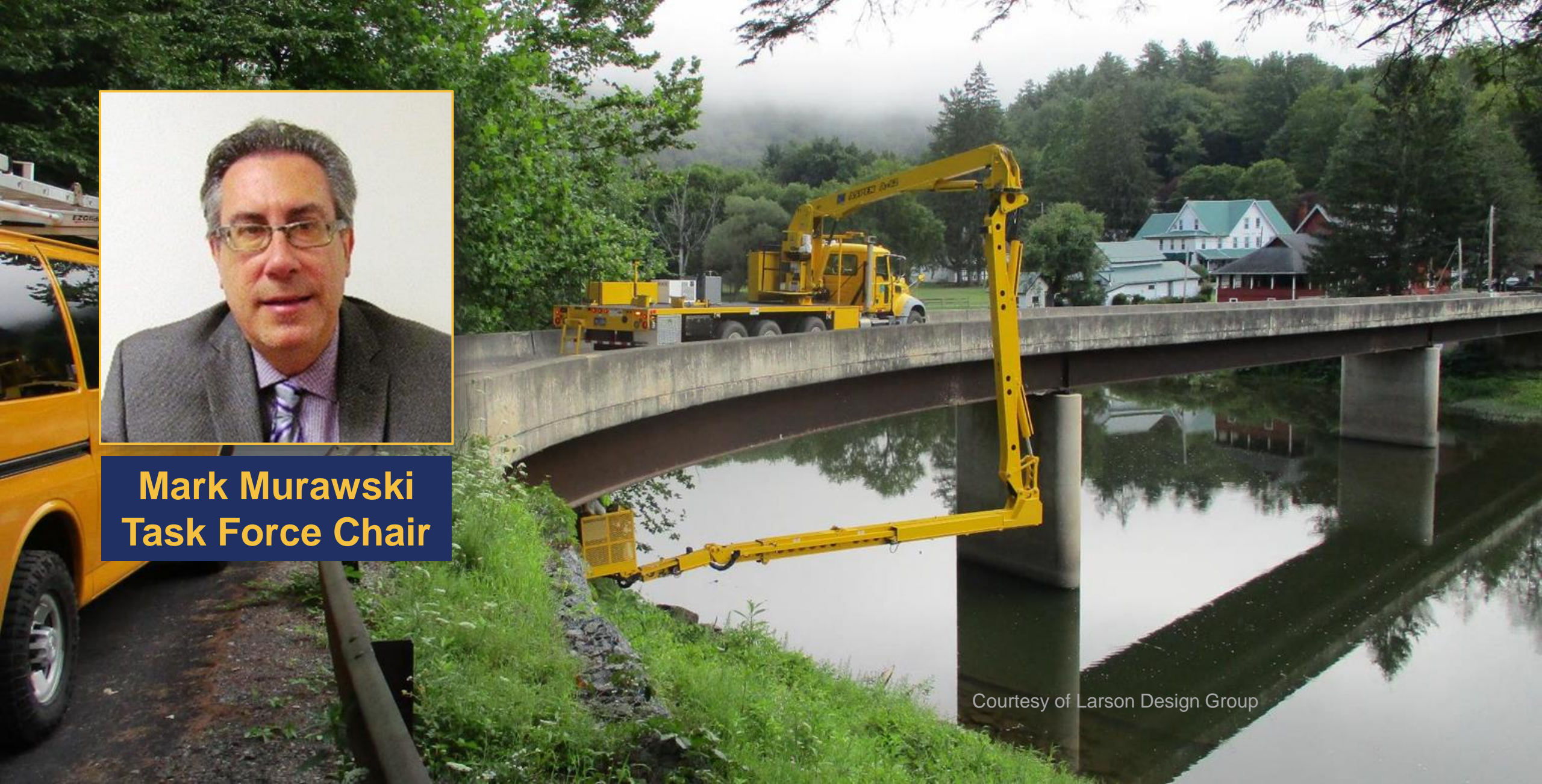


Courtesy of City of Philadelphia

# Task Force Chair's Opening Remarks

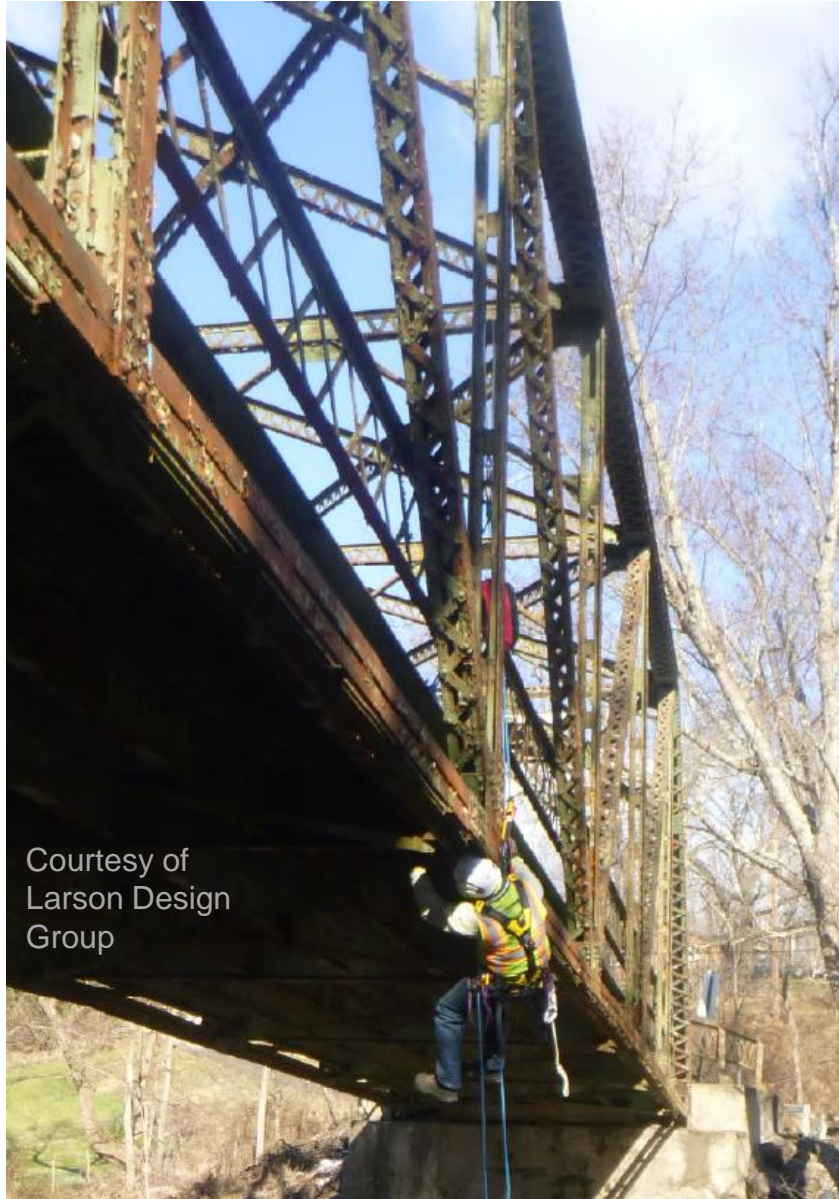


**Mark Murawski**  
**Task Force Chair**



Courtesy of Larson Design Group

# Report Contents



Courtesy of  
Larson Design  
Group

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- The Transportation Workforce Shortage
- Implications
- Causes and Contributing Factors
- Findings
- Potential Approach
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- Appendix B – Best Practices
- Appendix C – Existing Workforce Programs and Services
- Appendix D – Data
- Appendix E – Stakeholder Outreach Summary

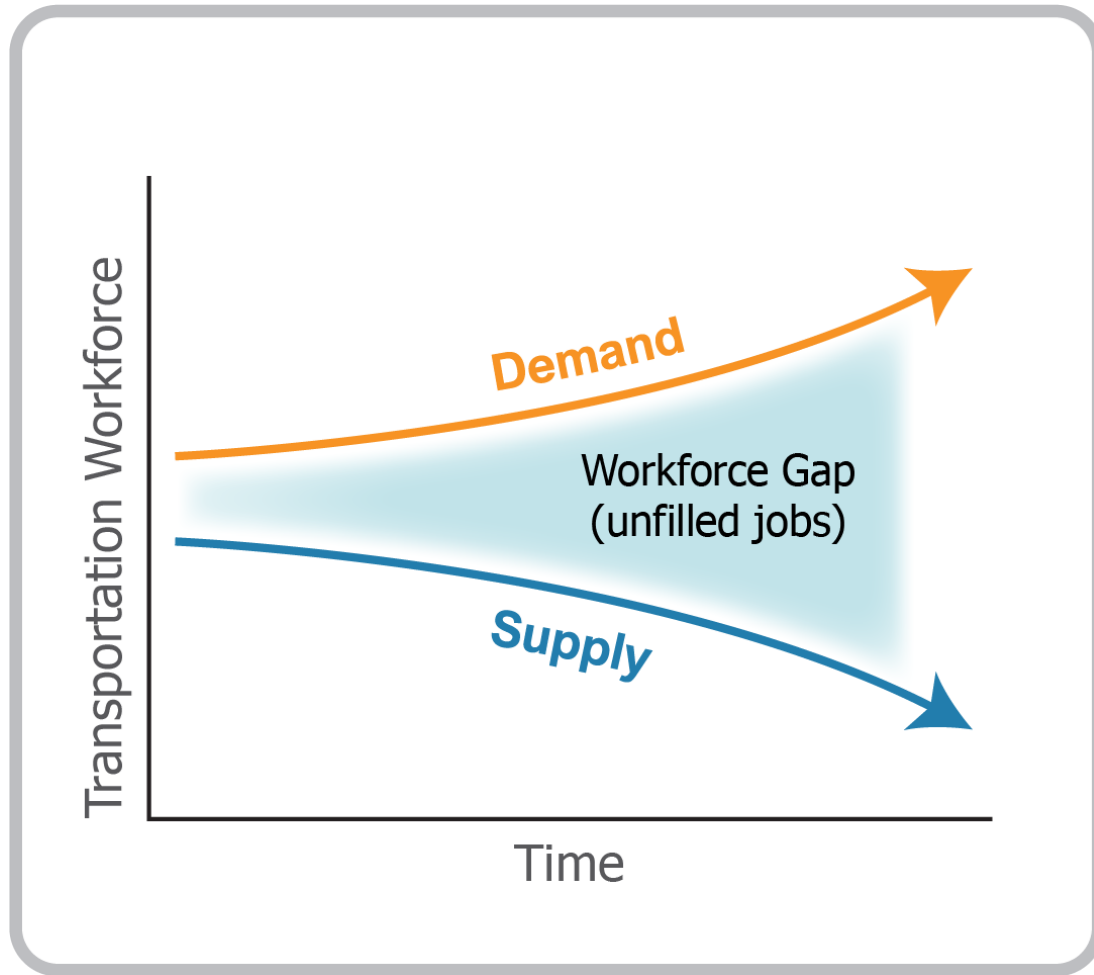


# THE PROBLEM AND ITS IMPLICATIONS



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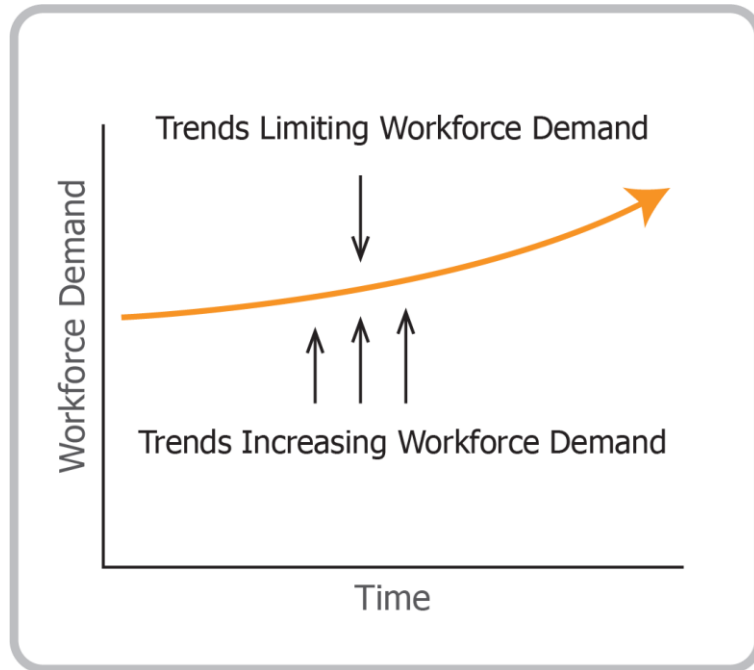
# The Transportation Workforce Gap



- There are more transportation jobs than workers to fill them.
- **Increased demand for workers, combined with a diminishing supply, has led to a growing transportation workforce gap, or shortage.**



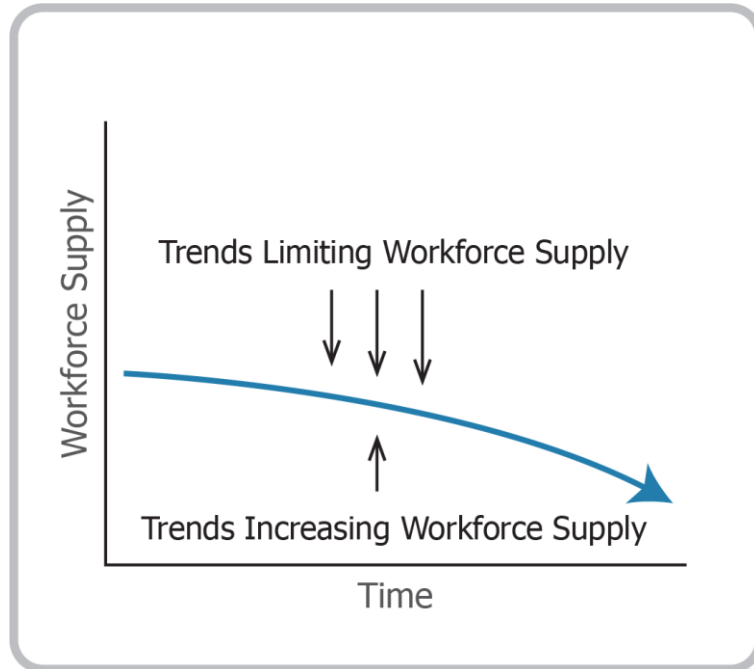
# Trends Increasing Demand for Workers



- The senior population in Pennsylvania is increasing.
- Driving and car ownership are less important to today's young people.
- Pennsylvania's population is concentrating in urban areas.
- The state's foreign-born population is increasing.
- E-commerce is expanding.
- The Commonwealth's 10-year economic development strategy is likely to expand freight transportation and commuting.
- Advanced technologies require workers with specialized skills.



# Trends Reducing Supply of Workers



- Pennsylvania's overall workforce is shrinking, with fewer people available to fill all jobs.
- Pennsylvania transportation jobs are not always competitive.
- Barriers such as language, complex screening and licensing, and changing views on work result in fewer qualified applicants and high job turnover.
- Students and working-age adults may be unaware of or uninterested in transportation career opportunities.



# Implications

- Pennsylvania's economy, safety, and community life depend upon an efficient transportation system, properly staffed and in a state of good repair.



- The transportation workforce shortage hinders the smooth operation of transportation infrastructure and services.



# FINDINGS AND FUTURE CONSIDERATION



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# Findings



The transportation workforce gap in Pennsylvania is **substantial and expected to increase.**



Transportation workforce shortages and limitations **affect nearly every aspect of the economy and daily life.**



Pennsylvania has an **established, multifaceted workforce development system**, offering services to both employers and employees.



There is a pressing need to better use and expand **existing workforce programs** for transportation employers—both public and private.



Solutions must be **comprehensive yet flexible**, and address the following:

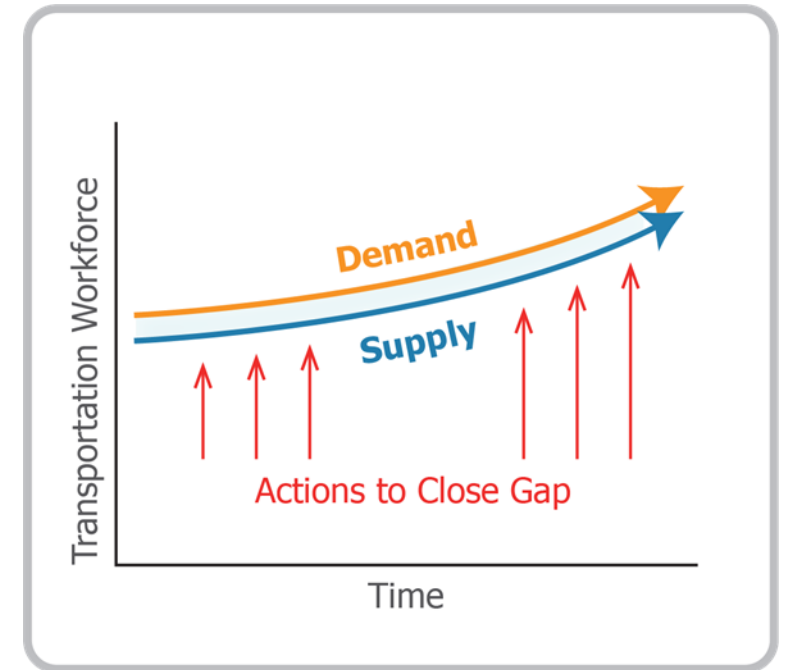
- Outreach & Recruitment
- Education & Training
- Retention & Knowledge Transfer
- Workforce Culture & Employee Readiness



# Potential Approach (from report page 30)

A Transportation Workforce Collaboration Team could identify actions to bring the supply of transportation workers in step with demand over time, including:

- Ways to maximize the use of **existing workforce programs** to meet transportation workforce needs (**Appendix C** provides a start).
- Strategies to **strengthen collaboration** among workforce development partners, businesses, and educational institutions, and the public and private sectors to benefit the transportation workforce.



Ultimately, the goal is to sustain a strong Pennsylvania transportation system into the future.



Courtesy of Associated  
Pennsylvania Constructors

# Acknowledgments

Task Force  
Chair  
Mark  
Murawski

15-member  
Task Force

- PennDOT
- PA Labor & Industry
- PA DCED

≈75  
Stakeholders  
participating  
in three  
workshops



# Discussion and TAC Action



Courtesy of  
Pennsylvania Motor  
Truck Association

# Testimonial



**Jeff Mercadante**

Board Member

Pennsylvania Motor Truck Association



# Testimonial



**Caroline Haeffner**

Infrastructure Workforce  
Development Manager

Office of Transportation and  
Infrastructure Systems

City of Philadelphia



Office of

**Transportation and Infrastructure Systems**



# Testimonial



**Mark Murawski**  
Transportation Planner (ret.)  
County of Lycoming



# Testimonial



**Jody Holton, AICP**  
Chief Planning and  
Strategy Officer  
SEPTA



# Pennsylvania Retail Delivery Fee

## Presentation to the Transportation Advisory Committee

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JULY 16, 2025

Matthew Knittel, Director

 Independent Fiscal Office

# Proposed Pennsylvania Retail Delivery Fee

## Legislative Request

- Statewide retail delivery fee (RDF) based on Colorado: \$0.25, \$0.50, \$0.75 and \$1.00 per taxable delivery
- Incidence analysis that considers any existing barriers to online shopping

## Methodology

- Use 24-25 CO revenue data and convert to PA based on (1) demographics and (2) urban vs rural population
- PA specific data would be cost prohibitive
- Include behavioral response to fee level
- Allow growth of tax base

## Results

- Viable option that generates significant revenues
- Fee is somewhat regressive; likely borne more by urban residents
- Minimal administrative costs (CO estimates 3.5 FTE staff at \$250k annually)

## Retail Delivery Fee (RDF): State Comparison

	Fee	Annual Estimate	Monthly Deliveries <sup>1</sup>
<b>Enacted RDF</b>			
Colorado <sup>2</sup>	\$0.29	\$102	6.2
Minnesota	\$0.50	\$59	2.2
<b>Proposed RDF</b>			
Hawaii	\$0.50	n.a.	--
Indiana	\$0.50	\$150	4.7
Maryland	\$0.75	\$250	5.7
Mississippi	\$0.30	n.a.	--
Nebraska	\$0.27	n.a.	--
Nevada	\$0.75	\$100	4.3
New York	\$0.25	n.a.	--
Ohio	\$0.50	\$306	5.5
Washington	\$0.30	\$112	4.9

Note: Estimates in dollar millions. Estimates that were not found are denoted with n.a.

<sup>1</sup> Taxable monthly deliveries per adult age 18 or older.

<sup>2</sup> Colorado estimate is an IFO projection based on collections through May 2025.

Source: Various state websites.

## State Comparison

- CO (2022, \$0.27) and MN (2024, \$0.50) levy a fee
- MN exempts deliveries <\$100 and retailers with < \$1 million sales
- Packages must generally contain at least 1 item subject to sales tax
- Most states assumed 4.5 - 5.5 taxable deliveries per adult age 18+

## Average Taxable Deliveries per Adult

- Elderly have lower per capita deliveries for all types
- Younger and urban residents have more restaurant deliveries
- Per capita deliveries peak for age 35-44
- Delivery types are estimated based on studies

### Average Taxable Deliveries per Adult

	CO Data	
	CO <sup>1</sup>	PA <sup>2</sup>
<b>Average Deliveries (per adult/per month)</b>	<b>6.2</b>	<b>5.6</b>
Restaurants (e.g., DoorDash, Grubhub)	0.6	0.5
Grocery (e.g., Instacart, Shipt)	0.2	0.2
E-Commerce (e.g., USPS, FedEx, UPS, Amazon)	5.4	4.8

1 Total deliveries based on projected Colorado fees for FY 2024-25. Delivery type estimated based on distributions provided in Colorado's 2019 Emerging Mobility Impact Study, Technical Addendum: 2020 Emerging Mobility Impact Study Update. Adjusted for increased restaurant delivery activity.

2 Deliveries adjusted for the Pennsylvania adult population with a 10% reduction due to Pennsylvania's higher share of elderly population and other factors.

## Pennsylvania RDF Revenue Estimate

Fee Amount	25-26	26-27	27-28
\$0.25	\$180	\$188	\$196
\$0.50	\$358	\$374	\$389
\$0.75	\$532	\$555	\$578
\$1.00	\$692	\$721	\$751

Note: Dollars in millions.  
Source: Estimates by the IFO based on Colorado's RDF revenues. FY 2025-26 assumes 5.8 taxable deliveries per adult per month.

## RDF Revenue Estimate

- 5.8 taxable deliveries per adult per month (70 per annum) for FY 25-26
- Estimate assumes delivery growth of 4% per annum
- Results are non-linear due to behavioral impacts (e.g., order consolidation, price response, travel to local retailer)
- Limited data suggest minimal behavioral response

# Household Impact

- Household has 2 adults age 18+
- Lower income and urban residents have higher share of restaurant deliveries
- Regressivity measured by the effective tax rate (fee / income)
- Most firms choose to state tax separately on invoice; likely fully passed forward to consumers

	Household Income		
	\$50,000	\$100,000	\$200,000
<b>Monthly Deliveries</b>	<b>9.00</b>	<b>12.00</b>	<b>16.00</b>
E-commerce	6.00	9.50	12.50
Restaurants	2.00	1.50	2.00
Grocery and Other	1.00	1.00	1.50
Annual Fee	\$54	\$72	\$96
Effective Tax Rate	0.11%	0.07%	0.05%

Note: Dollars in millions.  
 Source: Estimates by the IFO based on Colorado's RDF revenues. FY 2025-26 assumes 5.8 taxable deliveries per adult per month.

**Questions?**  
**contact@ifo.state.pa.us**

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Follow us on X ([@ind\\_fisc\\_office](#)) or sign up on the [IFO website](#) to receive notifications about new releases.

# **NEW DRIVER WORK ZONE SAFETY PROGRAM**

BRIAN CROSSLEY – MANAGER, TEMPORARY TRAFFIC CONTROL UNIT



BROUGHT TO  
YOU BY:

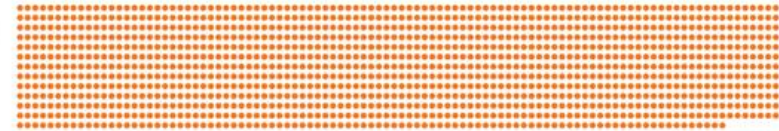


**pennsylvania**  
DEPARTMENT OF TRANSPORTATION

# PENNSYLVANIA STATISTICS

**Work Zones are especially dangerous for drivers.**

**1,400** Work Zone Crashes



**600** Work Zone Injuries



**15** Work Zone Fatalities



**5,000+** Lives Impacted



The fatal crash rate for drivers aged 16-19 is **3x** that of drivers aged 20 and up



# The challenge

## WORK ZONE SIGNS (WORK AREA AND CONSTRUCTION ZONE SIGNS)

Work Zone Signs are normally diamond shaped, like warning signs, but they are orange with black lettering instead of yellow with black lettering. These signs identify maintenance, construction or utility areas where workers or equipment may be on or near the roadway. Stay alert and slow down when you see these signs.



Turn on your headlights when traveling through a work zone, no matter what time of day. This is the law for all posted work zones, not just for active ones. Using your headlights makes your vehicle more visible to other traffic as well as to highway workers. If you are pulled over by police for a traffic violation in a work zone and your vehicle's headlights are not turned on, you will be fined an additional \$25.



These WORK ZONE signs are placed at the beginning and end of an active work zone. An active work zone is the portion of a work zone where construction, maintenance or utility workers are on the roadway, or on the shoulder of the highway next to an open travel lane.



**ROAD WORK AHEAD**  
This sign informs you there is road work ahead and also cautions you to slow down.



**LANE CLOSED AHEAD**  
This sign tells you a particular lane will be closed at a specified distance ahead.



**WORKERS AHEAD**  
Workers may be on or are very close to the roadway, so take special care when traveling through the area.



**FLAGGER AHEAD (ROAD CONSTRUCTION AHEAD)**  
The sign to the left shows a flagger is controlling traffic ahead. As shown to the right, flaggers use STOP and SLOW paddles or a red flag to signal you to stop or slow down. Pay special attention to flaggers when approaching and traveling through a work zone.



**ROAD CLOSED FLOODING**  
This sign informs you that the road ahead is closed due to flooding. You must use an alternate route. Refer to Chapter 3 about what to do if you encounter a flooded roadway.

**DID YOU KNOW?**  
Highway workers have forms to report motorists who speed or drive unsafely in work zones to the police, who may then issue a ticket, resulting in fines and points.

## ELECTRIC ARROW PANELS

Large electronic flashing arrow panels (move/merge right or left) placed in the roadway or mounted on vehicles advise approaching motorists of lane closures. Begin your merge well in advance of the sign. An arrow panel displaying either of the messages shown in the figure to the far right (caution) indicates there is a work area ahead next to the travel lane. Drive with extra caution.



## CHANNELING DEVICES

Barrels, tubes, cones and vertical panels are all devices used in work zones to guide you through changing traffic patterns and keep you away from hazards associated with road work.

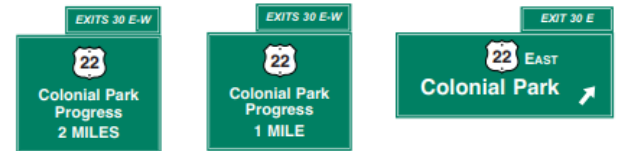


## GUIDE SIGNS

Guide signs provide information about intersecting roads, help direct you to cities and towns, and show points of interest along the highway. Guide signs also help you find hospitals, service stations, restaurants and motels. Usually these signs are horizontal rectangles.

## HIGHWAY/EXPRESSWAY GUIDE SIGNS

The following three signs are examples of highway and expressway guide signs. They are green with white letters. Most highway and expressway signs are posted the same way. For example, there is usually one advance sign which is followed by another advance sign. The third sign then is posted at the exit. Several signs are necessary because the high speed and heavy traffic on highways can cause drivers to miss seeing a single sign. Also, motorists may need to make one or more lane changes to exit.



## EXIT NUMBERS

Exit numbers correspond with the mile markers. This change allows motorists to quickly calculate distances between exits, e.g., the distance between Exit 95 and Exit 20 is 75 miles.

If a yellow panel with the message EXIT ONLY is on a highway sign, the lane below the sign will not continue through the interchange; instead, the lane will go off of the road to form a ramp. If you are in a lane posted with an EXIT ONLY, you may change lanes, or you must exit the highway if you stay in this lane.



## SPECIAL CIRCUMSTANCES AND EMERGENCIES

The following pages give you information about how to drive safely and reduce your risk of crashing in these special circumstances – in highway work zones, at railroad crossings, and when you encounter pedestrians, cyclists, trucks, buses or emergency vehicles – and when you must deal with road rage and various driving emergencies.

Information about special events and emergencies is useful for motorists to plan their trip. A motorist may choose to avoid undesirable delays, or even potentially unsafe roadway conditions, by checking media, such as www.511PA.com to see if their trip route is clear before they depart.

## WORK ZONES

Work zones are areas with construction, maintenance or utility work activities and are identified with orange channelizing devices, such as cones, or other temporary traffic control devices. You may encounter a flagger directing traffic and wearing reflective clothing. Warning signs, advance warning vehicles, or variable message boards may be placed a minimum of 200 feet approaching a work zone. When you see the first sign, pay strict attention to the road, vehicles, equipment and people you could encounter. Some work zones are accompanied by the Pennsylvania State Police.

Moving operations, such as line painting, crack sealing and mowing sometimes use shadow vehicles at the back of the operation to warn motorists that there is a work zone ahead and also serve as protection to the crew. Do not pass a moving operation unless directed to.

An active work zone is where workers are located on or near the roadway. Always watch out for construction workers and be prepared for abnormal conditions such as narrow lanes, rough pavement, uneven lanes and abrupt lane shifts.

Drivers must yield the right-of-way to workers and construction vehicles in work zones. By law, you must turn on your vehicle's headlights, not just the daytime running lights, when driving through these areas. You may be fined for failure to use your headlights in an active work zone. Also, fines are doubled for certain violations in active work zones, including speeding. In addition, certain violations will result in a driver's license suspension.

A new video about safety driving in and near work zones is available at: <https://www.penndot.gov/TravelinPA/Safety/TrafficSafetyAndDriverTopics/WorkZone>. This video is also available to school based Driver Education courses.

Be prepared for slow or stopped traffic as you approach a work zone, and follow these safety rules:

- Plan your trip. You may avoid travel delays if you choose an alternate route around the work zone.
- Do not use your cruise control in work zones.
- Double your following distance; the most common crash type in work zones is the rear-end collision.
- Prepare to change lanes as soon as you see a message telling you your lane is closed ahead.
- DO NOT CROSS a solid white line in a work zone; stay in your lane.
- Proceed cautiously and keep moving at a safe speed as you drive through the work zone; do not slow or stop to watch roadwork.
- Do not stop within a work zone to ask directions from the workers.
- Obey flaggers – their authority overrides conventional traffic control devices.

Remember: Work Zone Flaggers can report unsafe motorists, speeders, and aggressive drivers to the police using a Police Arrest Form!



# Course objectives

Work zones can be hazardous for drivers and workers alike, but by understanding work zones and what to expect, drivers can be prepared to navigate the road ahead safely.

Work Zone  
Component  
s

Driving  
Scenarios

Work Zone  
Laws



# stakeholders

PA Department  
of Education

PTC  
Subcommittee  
on Work Zone  
Safety

PennDOT  
Public Safety  
Officers

Pennsylvania  
State Police

Driving Schools

PTC &  
PennDOT  
Interns



# Course development

Engaging  
Videos &  
Animations

Interactivity

Infographics

Knowledge  
Checks



# Course development

Importance of  
Work Zone  
Safety

Work Zone  
Signage and  
Devices

Lane  
Closures and  
Merging

FAQs

Safe  
Bel

Wo  
Char

PA  
Zon

Quiz

## Move Over, Slow Down

Drivers must move over or slow down for all responders.

Responders include **police, fire, ambulance crews, stopped maintenance vehicles, and tow trucks.**



# INTERACTIVE AND ENGAGING

**What  
should you  
do if you  
break down  
in a work  
zone?**

- 1
- 2
- 3
- 4
- 5



# Knowledge checks



These work zone signs are placed at the beginning and end of an active work zone. An active work zone is where construction, maintenance, or utility workers are on the roadway, or on the shoulder of the highway next to an open travel lane.



Move/merge left.  
Begin your merge well in advance of the sign.



Indicates there is a work area ahead next to the travel lane.  
Drive with extra caution.



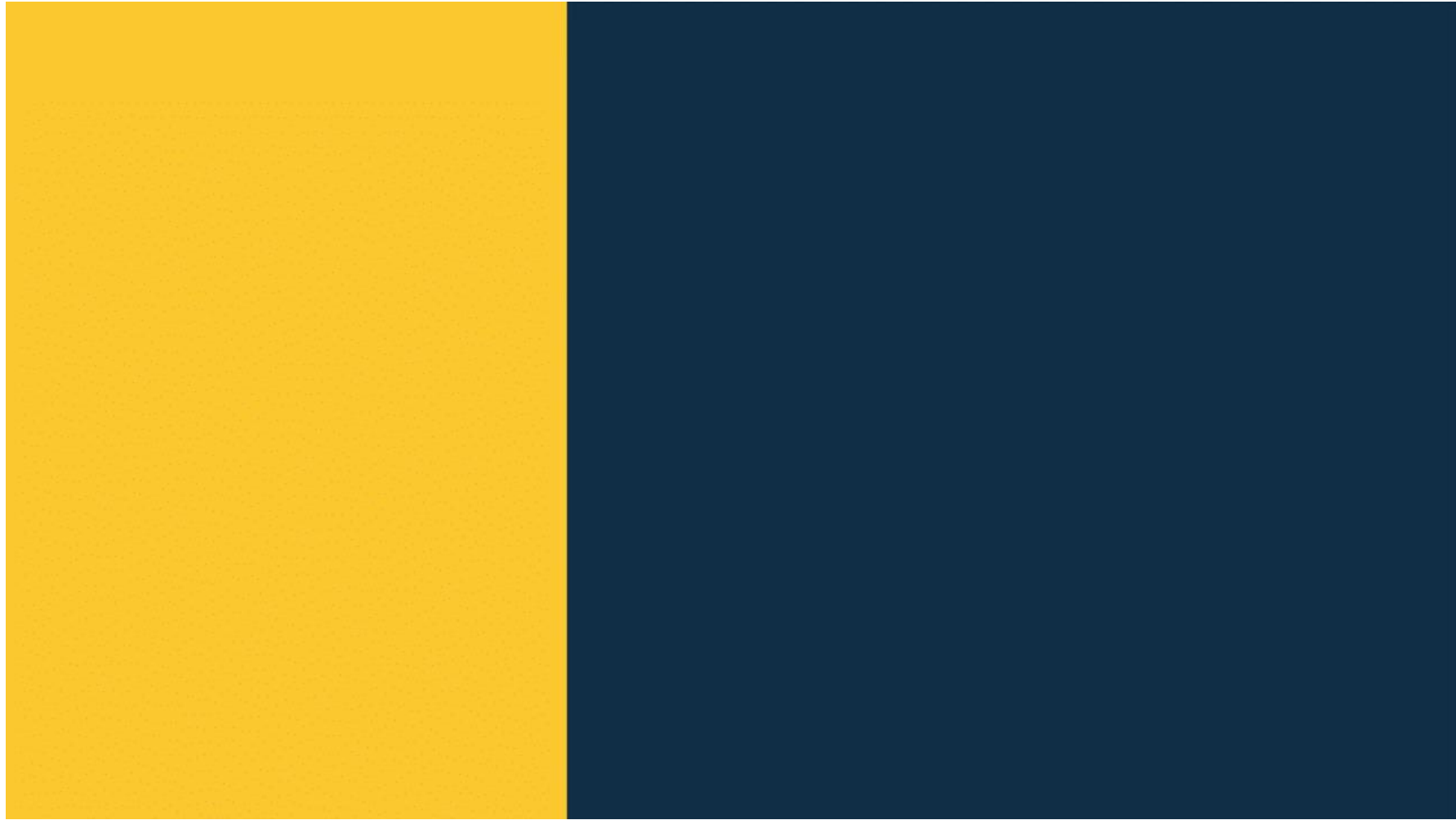
Used in work zones to guide you through changing traffic patterns and keep you away from hazards associated with road work.



# Testimonials



# Promotional video



# New driver work zone course



**NEW DRIVER**

**WORK ZONE SAFETY PROGRAM**



Pennsylvania  
Department of Transportation



**VISIT:**

[PennDOT.pa.gov/WorkZoneSafety](https://PennDOT.pa.gov/WorkZoneSafety)

Click New Driver Training  
in the blue box.

**New Driver Work  
Zone Safety  
Training**



# THANK YOU

**Brian Crossley**

Manager, Temporary Traffic Control Unit

[bcrossley@pa.gov](mailto:bcrossley@pa.gov)