

**To:** Operations & Scheduling Committee

**Date:** 08/24/2020

**From:** Ruby Horta, Director of Planning, Marketing & Innovation

**Reviewed by:** WC.

---

**SUBJECT: TDA Performance Audit Report**

---

**Background:**

Every three years transit operators receiving Transportation Development Act (TDA) funds are required to undergo a performance audit by an independent audit firm. The attached document represents the audit report for FY2017, FY2018, and FY2019.

The TDA Performance Audit consists of the following sections:

- An assessment of data collection and reporting procedures;
- A review of performance trends in TDA-mandated indicators and component costs;
- A review of compliance with selected PUC requirements;
- An evaluation of CCCTA's actions to implement the recommendations from the last performance audit;
- An evaluation of functional performance indicator trends; and
- Findings, conclusions, and recommendations to further improve CCCTA's performance based on the results of the previous sections.

**Audit Recommendations:**

In general, the audit report is good with indicators meeting requirements including compliance with all sections of the State PUC. The sections reviewed included requirements concerning CHP safety inspections, labor contracts, reduced fares, revenue sharing, and evaluation of passenger needs. There were three (3) recommendations to improve the paratransit division and one (1) to improve fixed route, which were described as follows:

1. Continue to implement steps to maintain improved schedule adherence performance (Paratransit).
2. Address increasing preventable accident rate (Fixed Route and Paratransit).
3. Develop and implement strategies to reduce trip cancellations (Paratransit).

The Director of Accessible Services has been working with the new contractor, Transdev, to address all three areas. Regarding the accident rate in the fixed route division, staff identified a reporting error that led to this finding and has conducted additional training to ensure all reporting is completed in an accurate manner.

**Recommendation:**

Staff recommends that the O&S committee forward the final audit report to the Board to review and file.

**Action Requested:**

Staff requests that the O&S committee forward the final audit report to the Board to review and file.

**Attachment 1: Final Audit Report**

# Triennial Performance Audit

*of the*

## Central Contra Costa Transit Authority (CCCTA)

Fiscal Years 2016/17, 2017/18 and 2018/19

FINAL AUDIT REPORT

*prepared for the*



**METROPOLITAN  
TRANSPORTATION  
COMMISSION**

*by*



**Pierlott & Associates, LLC**  
*Management Consulting*

**June 2020**

---

---

NOTE:

*All exhibits in this report are presented at the end of the associated discussion in each section.*

---

---

## EXECUTIVE SUMMARY

This executive summary highlights the findings from the performance audit of the Central Contra Costa Transit Authority (CCCTA). In California, a performance audit must be conducted every three years of any transit operator receiving Transportation Development Act (TDA) Article 4 funds, to determine whether the operator is in compliance with certain statutory and regulatory requirements, and to assess the efficiency and effectiveness of the operator's services. The two service modes operated by CCCTA, bus and paratransit, are the focus of this performance audit. The audit period is Fiscal Years 2017 through 2019 (from July 1, 2016 through June 30, 2019).

### **Performance Audit and Report Organization**

The performance audit has been conducted for MTC in accordance with its established procedures for performance audits. The final audit report consists of these sections:

- An assessment of data collection and reporting procedures;
- A review of performance trends in TDA-mandated indicators and component costs;
- A review of compliance with selected PUC requirements;
- An evaluation of CCCTA's actions to implement the recommendations from the last performance audit;
- An evaluation of functional performance indicator trends; and
- Findings, conclusions, and recommendations to further improve CCCTA's performance based on the results of the previous sections.

Comments received from CCCTA and MTC staff regarding the draft report have been incorporated into the final report. Highlights from the key activities are presented in this executive summary.

## **Results and Conclusions**

Review of TDA Data Collection and Reporting Methods - The purpose of this review is to assess CCCTA's compliance with the TDA requirements for data collection and reporting. The review is limited to the five data items needed to calculate the TDA-mandated performance indicators. This review has determined that CCCTA is in compliance with the data collection and reporting requirements for all five TDA statistics. In addition, the statistics collected over the six-year review period appear to be consistent with the TDA definitions, and indicate general consistency in terms of the direction and magnitude of the year-to-year changes across the statistics.

Performance Indicators and Trends – CCCTA's performance trends for the five TDA-mandated indicators were analyzed by mode. A six-year analysis period was used for all the indicators. In addition, component operating costs were analyzed.

- Bus Service – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2014 through FY2019:
  - There was an average annual increase in the operating cost per hour of 2.3 percent, which amounted to a 0.6 percent decrease in inflation adjusted dollars.
  - The cost per passenger increased on average by 3.3 percent per year, which amounted to an average annual increase of 0.4 percent in constant FY2014 dollars.

- Passenger productivity showed relatively steady trends, with passengers per vehicle service hour and mile decreasing by just one percent per year overall.
- Employee productivity decreased an average of 0.1 percent per year.

The following is a brief summary of the component operating costs trend highlights for the bus service between FY2014 and FY2019:

- The most significant change was an average annual increase of 7.7 percent in the utilities area, which contributed only one percent or less of total operating costs.
  - Labor costs represented the largest portion of the total costs, with a share of 45 to 48 percent over the six years. Fringe benefits comprised the second largest portion, ranging between 30 and 33 percent. Labor and fringe benefits costs increased by 3.5 and 4.7 percent on average per year, respectively, driven by MOU cost of living increases and higher pension program costs toward the end of the period.
  - Materials/supplies and services costs both decreased moderately over the period, in terms of average annual change and percent of total costs.
- Paratransit – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2014 through FY2019:
    - For cost efficiency, there was an average annual increase in the operating cost per hour of 2.3 percent; however, this amounted to an annual decrease of 0.5 percent in inflation adjusted dollars.
    - In terms of cost effectiveness, the operating cost per passenger showed a moderate increase of 1.5 percent per year on average, when normalized in FY2014 dollars.
    - Passenger productivity showed some general decline, with passengers per hour decreasing by 2.0 percent annually and passengers per mile decreasing by 0.2 percent.

The following is a brief summary of the component operating costs trend highlights for paratransit between FY2014 and FY2019:

- Purchased transportation costs represented by far the largest portion of the total costs, at 94 to 96 percent throughout the review period. They increased by 3.1 percent per year on average.
- In-house labor costs increased by 11.4 percent per year, while fringe benefits costs increased by 15.1 percent (largely reflecting the addition of paratransit staff in FY2019). However, each of these two cost categories accounted for only two percent or less of the total operating costs.
- No costs were reported early in the period for the casualty/liability, and only relatively minimal expenses were reported for the other component cost categories through the period.

PUC Compliance – CCCTA is in compliance with the sections of the state PUC that were reviewed as part of this performance audit. The sections reviewed included requirements concerning CHP safety inspections, labor contracts, reduced fares, Welfare-to-Work, revenue sharing, and evaluation of passenger needs.

Status of Prior Audit Recommendations – Implementation is in progress for the single recommendation. During the prior audit period, CCCTA’s LINK service on-time performance had worsened steadily from 93 percent in FY2014 to 81 percent in FY2016. In response to generally reduced paratransit service quality CCCTA hired an outside consultant and a full time Manager of Accessible Services, who together reviewed and have addressed several issues with the paratransit service and its operation. Reportedly, schedule adherence has slowly improved, though actual results for the audit period were not available. Staff indicated that data covering trips on time was not captured until the FY2020 operating contract went into effect, but recent schedule adherence was noted to be 92 percent.

Functional Performance Indicator Trends - To further assess CCCTA's performance over the past three years, a detailed set of systemwide and modal functional area performance indicators was defined and reviewed.

- Systemwide – The following is a brief summary of the systemwide functional trend highlights between FY2017 and FY2019:
  - Administrative costs remained at about 25 percent of total operating costs and \$30 per vehicle service hour.
  - Marketing costs decreased remained at about one percent of total administrative costs and between \$0.02 and \$0.03 per passenger trip.
  - The systemwide farebox recovery ratio was relatively steady in a range of 12.7 to 12.9 percent.
  
- Bus Service – The following is a brief summary of the bus service functional trend highlights between FY2017 and FY2019:
  - Service Planning results showed the operating cost per passenger mile increasing by 17.5 percent, farebox recovery remaining at about 13 percent, and the TDA recovery ratio (reflecting local support and operating cost exclusions) remaining at about 35 percent. Consistently 76 percent of vehicle miles and 88 percent of vehicle hours were in service, and passenger productivity decreased somewhat.
  - Operations results showed vehicle operations costs at about 59 percent of total costs but increasing from \$77 to \$82 per service hour. Schedule adherence remained in a range of 86 to 88 percent, while the rate of complaints was similar in FY2017 and FY2019, and the incidence of missed trips was reduced to 0.06 percent by FY2019.
  - Maintenance results showed maintenance costs steady at 17 percent of total costs but vehicle maintenance costs per service mile up by 14 percent, the vehicle spare ratio increasing from 25 to 28 percent, and relatively minor increases in the mechanical failure rates.

- Safety results showed the rate of preventable accidents increasing in each year, by more than 35 percent overall, even if the actual numbers look relatively low, and some increases in the casualty/liability cost rates.
- Paratransit – The following is a brief summary of the paratransit functional trend highlights between FY2017 and FY2019:
  - Service Planning results showed the operating cost per passenger mile increasing by 4.1 percent overall, and the farebox recovery ratio decreasing from 9.9 to 8.5 percent while the TDA recovery ratio (reflecting local support and operating cost exclusions) rose from 45 to 53 percent. The portion of vehicle miles and hours in service rose to 80 percent and 78 percent, respectively, and passenger productivity decreased.
  - Operations results showed a small reduction in vehicle operations costs per hour with steady performance compared to total costs. There were no ADA trip denials, and a significant increase in the rate of complaints was attributed primarily to improved complaint recording procedures. In addition, the trip cancellation rate (including “late cancellations” made less than 24 hours before the scheduled trip) increased to 25 percent, though no-shows went down to one percent of ADA trips. Schedule adherence improved from 74 percent in FY2017 to 79 percent by FY2019. Missed trips were not reported during the audit period per the existing operating contract, but CCCTA subsequently entered into a new contract wherein this data is now captured in the contractor’s monthly report.
  - Maintenance results showed some decrease in maintenance costs as a percent of total costs as well as in vehicle maintenance costs per service mile. Further, the spare ratio decreased from more than 20 percent to 12.7 percent in FY2019, and there was significant overall improvement in the mechanical failure rates.
  - Safety results showed the preventable accident rate increasing by 15 percent overall during the audit period, attributed to increasing driver turnover with the former operating contractor.

## Recommendations

1. CONTINUE TO IMPLEMENT STEPS TO MAINTAIN IMPROVED SCHEDULE ADHERENCE PERFORMANCE FOR THE PARATRANSIT SERVICE.

*[Reference Sections: V. Status of Prior Audit Recommendations; VI. Functional Performance Indicator Trends]*

In the prior performance audit, it was found that CCCTA's paratransit schedule adherence decreased substantially. The County Connection LINK service's on-time performance worsened from 93 percent in FY2014 to 84 percent in FY2015 and 81 percent in FY2016. In order to provide more reliable service, it was recommended that CCCTA and its contractor should expand efforts toward reversing this trend.

Implementation of this recommendation is still considered to be in progress. During the current audit period, CCCTA hired an outside consultant and a full time Manager of Accessible Services, who together reviewed and have addressed several issues with the paratransit service and its operation. During the current audit period, schedule adherence improved, but from a low of 74 percent in FY2017 to just 79 percent by FY2019. However, CCCTA staff noted that more recent on-time performance has risen to about 92 percent. In any event, CCCTA should continue toward full implementation of the prior audit recommendation by ensuring that LINK on time performance is monitored on a regular basis and is maintained at acceptable levels going forward.

2. ADDRESS THE INCREASING PREVENTABLE ACCIDENT RATE ON CCCTA'S BUS AND PARATRANSIT SERVICES.

*[Reference Section: VI. Functional Performance Indicator Trends]*

The rate of preventable accidents (chargeable collisions) on County Connection bus services increased in each year of the current audit period, by more than 35 percent overall in the three years, even if the actual numbers look relatively low. Similarly, the rate of preventable accidents on LINK paratransit increased overall during the period by 15 percent, attributed to increasing driver turnover with the former operating contractor. In any event, these recent increases point to a potentially burgeoning safety issue which CCCTA should address, in coordination with its current operating contractor as applicable. Efforts should include additional strategies to improve operator training and enhance monitoring activities to ensure that safety issues are identified and corrected before they have a chance to escalate further.

3. DEVELOP AND IMPLEMENT STRATEGIES TO REDUCE TRIP CANCELLATIONS ON THE PARATRANSIT SERVICE.

*[Reference Section: VI. Functional Performance Indicator Trends]*

Over the audit period, the rate of trip cancellations on the LINK paratransit service increased by 45 percent, from 17.5 percent of total ADA trips in FY217 to 25.3 percent in FY2019. These results included "late cancellations" made less than 24 hours before the scheduled trip as well as cancellations made more than 24 hours in advance. In order to provide service more efficiently and productively, CCCTA should expand its efforts toward mitigating their occurrence. These efforts should include additional paratransit passenger outreach and education.

# Table of Contents

	<u>Page No.</u>
Executive Summary .....	i
Performance Audit and Report Organization .....	i
Results and Conclusions .....	ii
Recommendations .....	vii
I. Introduction .....	1
Performance Audit and Report Organization .....	2
II. Review of TDA Data Collection and Reporting Methods .....	8
Compliance with Requirements .....	8
Consistency of the Reported Statistics .....	9
III. TDA Performance Indicators and Trends .....	14
Bus Service Performance Trends .....	15
Bus Service Component Costs .....	23
Paratransit Performance Trends .....	27
Paratransit Component Costs .....	33
IV. Compliance with PUC Requirements .....	37
V. Status of Prior Audit Recommendations .....	41
VI. Functional Performance Indicator Trends .....	44
Systemwide .....	45
Bus Service .....	48
Paratransit .....	53
VII. Conclusions and Recommendations .....	59
Conclusions .....	59
Recommendations .....	64
Appendix A: Input Statistics for Functional Performance Measures .....	A-1
Functional Performance Inputs - Systemwide (All Modes) .....	A-2
Functional Performance Inputs – Bus Service .....	A-3
Functional Performance Inputs – Paratransit .....	A-4

## List of Exhibits

	<u>Page No.</u>
Exhibit 1: System Overview .....	3
Exhibit 2.1: Previous Organization Chart.....	6
Exhibit 2.2: Current Organization Chart.....	7
Exhibit 3.1: Compliance with TDA Data Collection and Reporting Requirements.....	10
Exhibit 3.2: TDA Statistics – Bus Service.....	12
Exhibit 3.3: TDA Statistics – Paratransit.....	13
Exhibit 4: TDA Indicator Performance - Bus Service .....	18
Exhibit 4.1: Operating Cost per Vehicle Service Hour - Bus Service .....	19
Exhibit 4.2: Passengers per Hour and per Mile – Bus Service .....	20
Exhibit 4.3: Operating Cost per Passenger – Bus Service .....	21
Exhibit 4.4: Vehicle Service Hours per FTE – Bus Service .....	22
Exhibit 4.5: Component Cost Trends – Bus Service .....	25
Exhibit 4.6: Distribution of Component Costs – Bus Service .....	26
Exhibit 5: TDA Indicator Performance – Paratransit .....	29
Exhibit 5.1: Operating Cost per Vehicle Service Hour – Paratransit .....	30
Exhibit 5.2: Passengers per Hour and per Mile – Paratransit .....	31
Exhibit 5.3: Operating Cost per Passenger – Paratransit .....	32
Exhibit 5.4: Component Costs Trends – Paratransit.....	35
Exhibit 5.5: Distribution of Component Costs – Paratransit .....	36
Exhibit 6: Compliance with State PUC Requirements .....	38
Exhibit 7: Status of Prior Audit Recommendations.....	43
Exhibit 8: Functional Performance Trends - Systemwide .....	47
Exhibit 9: Functional Performance Trends – Bus Service.....	51
Exhibit 10: Functional Performance Trends – Paratransit.....	57

## I. INTRODUCTION

Public Utilities Code (PUC) Section 99246 requires that a performance audit be conducted every three years of each public transit operator in California. The audit requirement pertains to recipients of Transportation Development Act (TDA) funds, and is intended to assure that the funds are being used efficiently. The substance and process of the performance audit is defined by the Regional Transportation Planning Agency (RTPA).

In the San Francisco Bay Area, the Metropolitan Transportation Commission (MTC) has been designated the RTPA and has this responsibility. By statute, the audit must be conducted in accordance with the U.S. Comptroller General's "Standards for Audit of Governmental Organizations, Programs, Activities, and Functions" (the "yellow book"). The performance audit is a systematic review to determine the extent to which a transit operator has complied with pertinent laws and regulations, and conducted operations in an efficient and economical manner. Relative to system compliance testing, all findings are reported regardless of materiality.

This report has been prepared as part of the performance audit of the Central Contra Costa Transit Authority (CCCTA). The two modes operated by CCCTA, bus and paratransit, are the focus of this performance audit. The audit period is Fiscal Years 2017 through 2019 (from July 1, 2016 through June 30, 2019).

An overview of CCCTA is provided in Exhibit 1. This is followed by two organization charts in Exhibits 2.1 and 2.2, the former in effect through early FY2018 and the latter since that time. The earlier organizational structure had Directors followed by

Senior Managers followed by Managers. There were no Assistant General Managers or Chiefs per se. The new structure includes an Assistant General Manager- Administration, a Chief Operating Officer and a Chief Financial Officer, supported by a layer of Directors followed by Managers. The title of Senior Manager has been eliminated. This structure is intended to provide the General Manager with a more consolidated span of control in the organization.

### **Performance Audit and Report Organization**

This performance audit of CCCTA has been conducted for MTC in accordance with its established procedures for performance audits. The audit consisted of two discrete steps:

1. Compliance Audit - Activities in this phase included:
  - An overview of data collection and reporting procedures for the five TDA performance indicators;
  - Analysis of the TDA indicators; and
  - A review of compliance with selected state Public Utilities Code (PUC) requirements.
  
2. Functional Review - Activities in this phase included:
  - A review of actions to implement the recommendations from the prior performance audit;
  - Calculation and evaluation of functional performance indicator trends; and
  - Findings, conclusions, and the formulation of recommendations.

This report presents the findings from both phases. Comments received from CCCTA and MTC staff regarding the draft report have been incorporated into this final report.

## Exhibit 1: System Overview

---

<b>Location</b>	Headquarters: 2477 Arnold Industrial Way, Concord CA 94520
<b>Establishment</b>	CCCTA was established in 1980 as a joint powers agency to coordinate, integrate and expand transit service within central Contra Costa County. There are eleven jurisdictions comprising the joint powers agency: the cities of Clayton, Concord, Lafayette, Martinez, Orinda, Pleasant Hill, San Ramon and Walnut Creek; the towns of Danville and Moraga; and the unincorporated areas of central Contra Costa County.
<b>Board</b>	CCCTA is governed by an eleven-member Board of Directors consisting of one member from each of the incorporated member cities and towns, and one member representing the unincorporated areas of the County. The Board is organized into three standing committees: Administration and Finance; Marketing, Planning and Legislation; and Operations and Scheduling. The General Manager reports to the Board of Directors, and is responsible for the overall operation of the Authority, carrying out the policies of the Board and implementing the Disadvantaged Business Enterprise (DBE) program.
<b>Facilities</b>	CCCTA's administration, operations and maintenance functions all are housed at the Concord facility located at 2477 Arnold Industrial Way.
<b>Service Data</b>	<p>CCCTA provides fixed-route bus service under the name "The County Connection," with an active bus fleet of 121 vehicles. The County Connection service consists of local weekday routes, express routes, weekend only routes, and a number of "select service" routes oriented to area schools. Most routes provide feeder service to BART and other rail stations in the County. There are also contract services provided for several business parks and employers, a free downtown shuttle service subsidized by the city of Walnut Creek, and an ACE park and ride train shuttle. All of these services are open to the general public.</p> <p>Service is provided weekdays from approximately 5:30 a.m. until 11:00 p.m. On weekends, most service operates between 7:00 a.m. and 9:00 p.m. There is no service on major holidays. Headways on most routes range between 30 and 60 minutes during peak commute periods, and 60 to 90 minutes at other times.</p> <p>The County Connection adult base fare is \$2.50 cash or \$2.00 with the Clipper Card (\$2.25 for express trips with Clipper). Children under age six ride free but must be accompanied by an adult. Seniors (age 65 and older) and riders with disabilities pay \$1.25 cash or \$1.00 with Clipper. Bus-to-</p>

Bus transfers (free), BART-to-Bus transfers, Day Passes, and 31-day Local and Express passes are available with the Clipper Card as well.

CCCTA's ADA paratransit service, known as County Connection LINK, is an advance reservation dial-a-ride service. LINK service is provided under contract by First Transit, Inc., with 63 paratransit vehicles. Hours of operation and service area reflect the hours during which the County Connection fixed route services operate. These hours vary depending upon the particular area. Weekend service covers only limited areas, restricted to the ¾ mile boundary around the fixed-route operations as defined in the Americans with Disabilities Act (ADA). In addition, LINK service operates on behalf of BART weekdays from 4:00 to 6:00 a.m. and 10:00 p.m. to midnight; Saturdays from 6:00 to 8:30 a.m. and 7:30 p.m. to midnight, and Sundays 6:30 a.m. to midnight. Phone reservations can be made up to two days in advance. Same day requests are accepted on a space-available basis, and standing reservations can be accommodated on a limited basis. The one-way fare is \$5.00.

### **Recent Changes**

On February 11, 2019, County Connection began operating two routes to serve BART stations within its service area between 4 a.m. and 5 a.m. on weekdays. This is part of BART's "Early Bird Express" plan, wherein BART shifted its start of service to 5 a.m. to allow extra time for a critical seismic retrofit of the Transbay Tube. It is expected to last for the duration of the 3.5 year-long project.

A major service restructuring was implemented on March 10, 2019. Almost all routes (except for the 600 series school services) were impacted with schedule, alignment and other changes.

The first fare increase since 2009 was also implemented on March 10, 2019. Cash fares were increased to \$2.50 for all routes, LINK paratransit fares went up from \$4.00 to \$5.00, and paper passes and transfers eliminated. Transfers and monthly passes are now only available on the Clipper Card. Clipper fares remained unchanged.

Effective July 1, 2019, free rides are being offered on three weekday bus routes as part of a one-year pilot program. All three routes serve the Monument Corridor in Concord and connect from Concord BART. The pilot project is being funded by a grant through California's Low Carbon Transit Operations Program (LCTOP).

Winter service changes that took effect on November 17, 2019 included major schedule and routing changes to routes serving Bishop Ranch, along with minor schedule changes on three other routes.

Starting March 1, 2020, paper punch passes are no longer accepted on board vehicles.

**Planned Changes**

Future capital program adjustments are anticipated to comply with California’s 2018 Innovative Clean Transit Rule (ICT), which calls for gradual transition to 100 percent zero emission bus fleets by 2040.

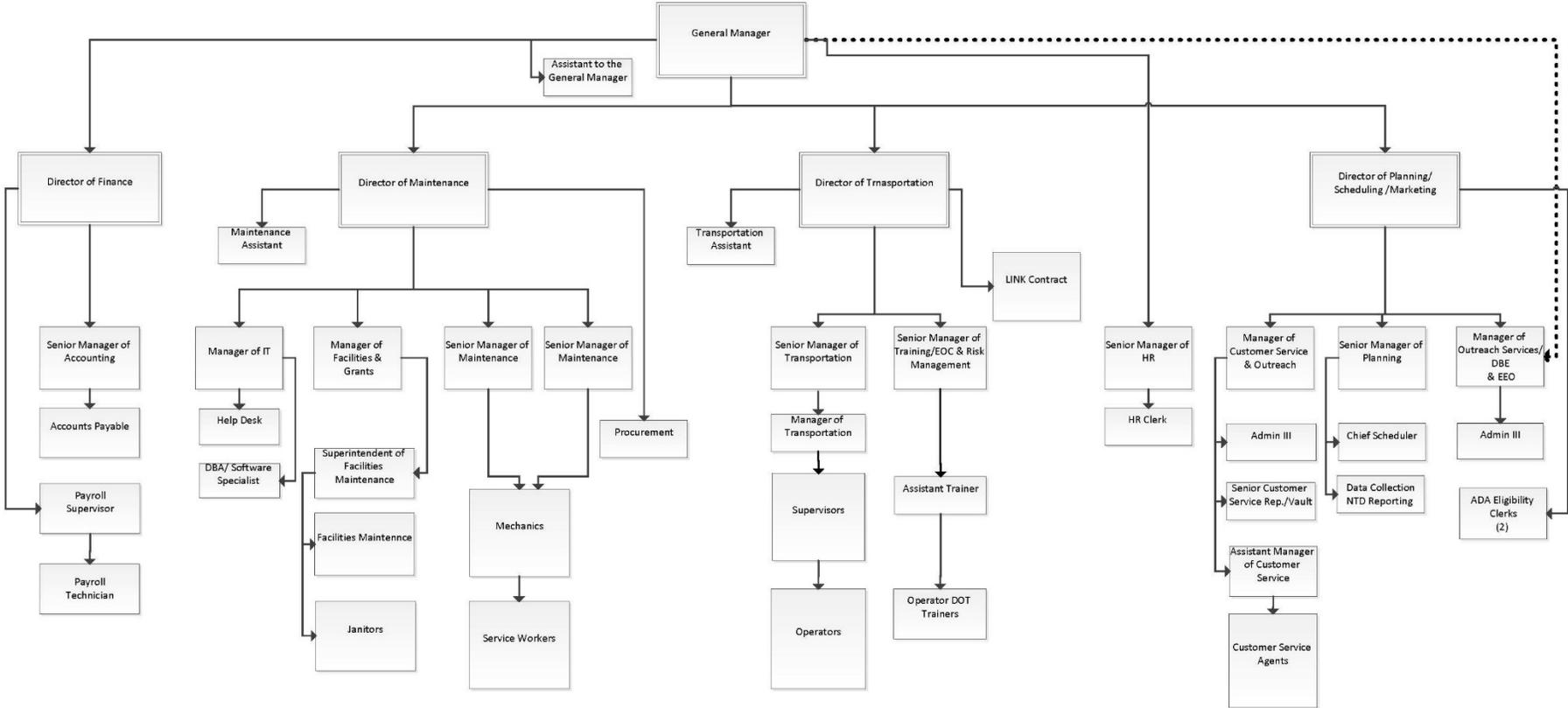
CCCTA is currently working on a new Short Range Transit Plan, which is expected to lead to various service and other changes in the future.

**Staff**

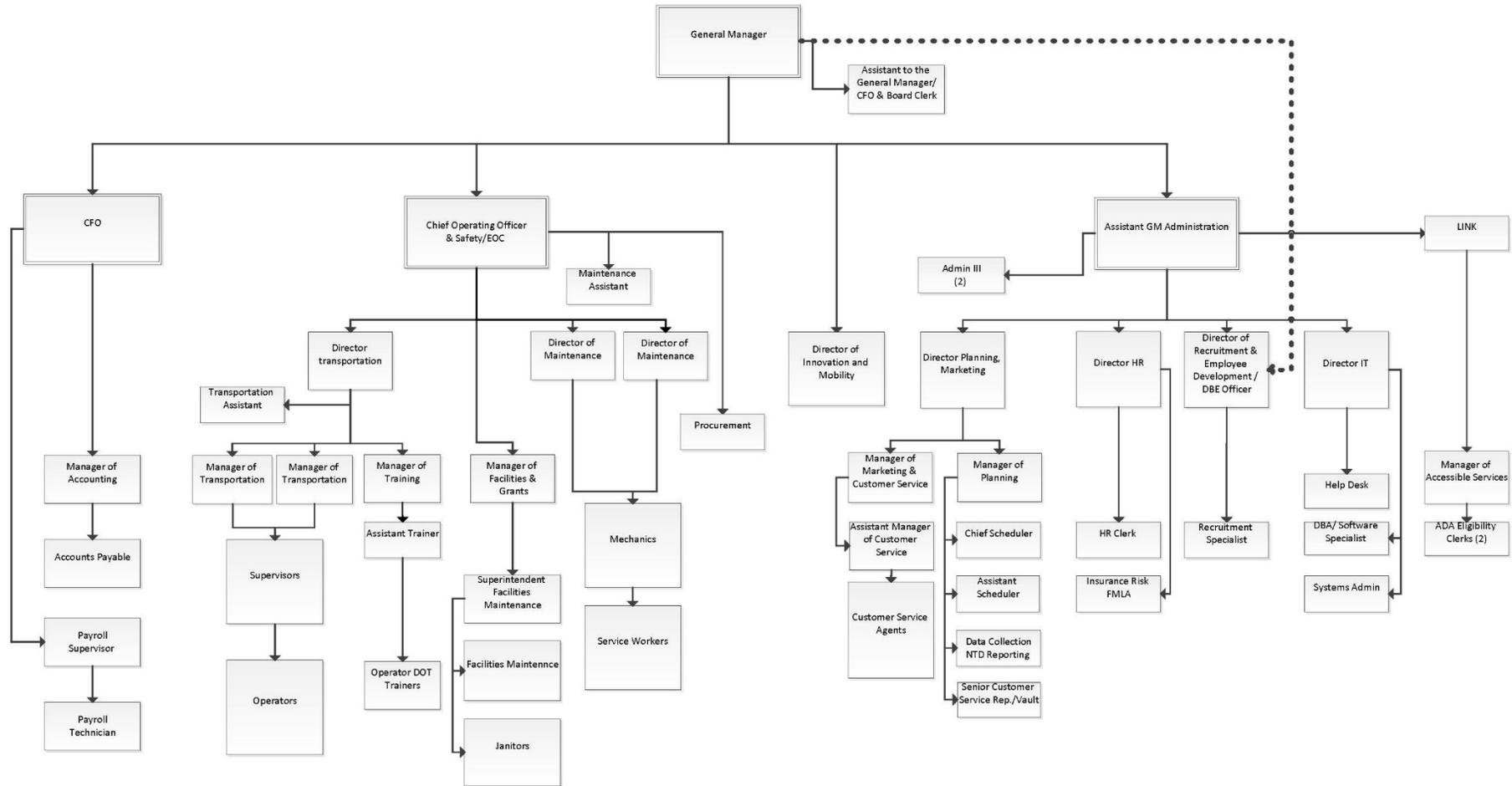
The FY2020 Budget document lists a total of 269 employees. The breakdown by functional area is as follows:

Transportation	190
Maintenance	40
General Administration	36
Paratransit (Non-Contractor)	3
TOTAL	<u>269</u>

**Exhibit 2.1: Previous Organization Chart**



## Exhibit 2.2: Current Organization Chart



## II. REVIEW OF TDA DATA COLLECTION AND REPORTING METHODS

This section focuses on the five performance indicators required by TDA law. These indicators have been defined by the state PUC to evaluate the transit operator's efficiency, effectiveness and economy. The purpose of this review is to determine if CCCTA is compliance with the data collection and reporting requirements necessary to calculate the TDA performance indicators. The review is limited to the data items needed to calculate the indicators:

- Operating costs
- Vehicle service hours
- Vehicle service miles
- Unlinked passengers
- Employees (full-time equivalents)

The TDA indicator analysis is based on these operating and financial statistics in the National Transit Database (NTD) reports submitted annually to the Federal Transit Administration (FTA). The information reported by CCCTA covering the audit period has been reviewed. CCCTA's NTD reports include its bus and paratransit services. However, consistent with FTA reporting requirements, CCCTA does not submit employee hour information for purchased transportation service to the NTD.

### Compliance with Requirements

To support this review, CCCTA staff confirmed that the data collection and reporting procedures remain unchanged from those described in the prior performance audit. Based on the information provided, as shown in Exhibit 3.1, CCCTA is in compliance with the data collection and reporting requirements for all five TDA statistics.

### Consistency of the Reported Statistics

The resulting TDA statistics for CCCTA's bus and paratransit services are shown in Exhibits 3.2 and 3.3, respectively. Included are statistics covering each fiscal year of the three-year audit period, plus the immediately preceding three fiscal years, resulting in a six-year trend. The statistics collected over the period appear to be consistent with the TDA definitions. Further, they indicate general consistency in terms of the direction and magnitude of the year-to-year changes across the statistics. For example, increases or decreases in annual operating costs are relatively proportional to increases or decreases in annual vehicle service hours and miles.

### Exhibit 3.1: Compliance with TDA Data Collection and Reporting Requirements

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
Operating Cost	“Operating cost” means all costs in the operating expense object classes exclusive of the costs in the depreciation and amortization expense object class of the uniform system of accounts and records adopted by the Controller pursuant to Section 99243, and exclusive of all subsidies for commuter rail services operated under the jurisdiction of the Interstate Commerce Commission and of all direct costs for providing charter services, and exclusive of all vehicle lease costs.	In Compliance	<ul style="list-style-type: none"> <li>• Fixed-route - Service related costs, calculated according to several broad expense categories. Majority composed of wages and fringe benefits; remainder includes various “service expenses” (e.g., marketing and security) and materials/supplies. Reporting follows NTD categories and requirements.</li> <li>• Paratransit - Includes in-house paratransit-related costs and payments to the contractor for operating the service. By agreement, contractor’s invoices are based on a monthly fixed rate plus an hourly rate. Contractor pay includes deadhead hours.</li> </ul>
Vehicle Service Hours	“Vehicle service hours” means the total number of hours that each transit vehicle is in revenue service, including layover time.	In Compliance	<ul style="list-style-type: none"> <li>• Fixed Route - <i>Ridecheck</i> software gathers data collected by on-board <i>Clever Devices</i> computers and produces reports. The entire fleet is equipped with this computer system. Vehicle service hours are now generated by <i>Ridecheck</i> and uploaded each night to the server for processing.</li> <li>• Paratransit - Includes hours from the time a vehicle leaves the yard until it returns, minus lunch and breaks. Data gleaned from drivers’ manifests and input daily into computer.</li> </ul>
Vehicle Service Miles	“Vehicle service miles” means the total number of miles that each transit vehicle is in revenue service.	In Compliance	<ul style="list-style-type: none"> <li>• Fixed-route – <i>Ridecheck</i> software gathers data collected by on-board <i>Clever Devices</i> computers and produces reports. Vehicle service miles are now generated by <i>Ridecheck</i> and uploaded each night to the server for processing.</li> <li>• Paratransit - Includes miles accumulated by a vehicle for provision of service. Data gleaned from drivers’ manifests and input daily into computer.</li> </ul>

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
Unlinked Passengers	“Unlinked passengers” means the number of boarding passengers, whether revenue producing or not, carried by the public transportation system.	In Compliance	<ul style="list-style-type: none"> <li>• Fixed-route - Ridecheck software gathers data collected by on-board Clever Devices computers, including Automatic Passenger Counting (APC) data and the passenger count by fare category entered by the driver. The entire fleet is now equipped with APC sensors and this computer system. The passenger count data is uploaded each night to the server for processing and report generation.</li> <li>• Paratransit - Includes all boardings as logged by drivers on their trip manifests. Drivers adjust pre-printed manifests for cancellations, no-shows, and additional same-day trips.</li> </ul>
Employee Full-Time Equivalents	2,000 person-hours of work in one year constitute one employee.	In Compliance	<ul style="list-style-type: none"> <li>• Fixed-route - Consistent with TDA definition; counted based on employee pay records.</li> <li>• Paratransit - Based on employee hours, as reported by the contractor.</li> </ul>

### Exhibit 3.2: TDA Statistics – Bus Service

TDA Statistic	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Operating Cost (Actual \$)	\$27,566,494	\$27,453,734	\$28,354,932	\$29,137,332	\$29,924,176	\$31,694,903
<i>Annual Change</i>	- -	2.4%	4.0%	2.8%	2.7%	5.9%
Vehicle Service Hours	222,553	221,320	227,916	220,582	228,294	228,907
<i>Annual Change</i>	- -	-0.1%	2.4%	-3.2%	3.5%	0.3%
Vehicle Service Miles	2,421,102	2,433,010	2,491,968	2,468,611	2,468,673	2,496,155
<i>Annual Change</i>	- -	1.0%	2.5%	-0.9%	0.0%	1.1%
Unlinked Passengers	3,328,558	3,597,054	3,689,110	3,491,201	3,414,701	3,252,149
<i>Annual Change</i>	- -	-5.9%	6.1%	-5.4%	-2.2%	-4.8%
Employee Full-Time Equivalent	222.6	228.6	230.5	238.3	223.1	229.6
<i>Annual Change</i>	- -	5.8%	3.4%	3.4%	-6.4%	2.9%

Sources: FY2014 through FY2016 - Prior Performance Audit Report

FY2017 through FY2019 - NTD Reports

### Exhibit 3.3: TDA Statistics – Paratransit

TDA Statistic	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Operating Cost (Actual \$)	\$5,230,924	\$5,117,036	\$5,408,838	\$5,229,372	\$5,527,275	\$6,261,349
<i>Annual Change</i>	- -	-0.1%	-0.9%	-3.3%	5.7%	13.3%
Vehicle Service Hours	74,394	73,717	76,311	69,795	70,159	79,299
<i>Annual Change</i>	- -	-4.0%	-4.7%	-8.5%	0.5%	13.0%
Vehicle Service Miles	1,218,760	1,208,223	1,089,505	893,937	1,054,542	1,186,945
<i>Annual Change</i>	- -	-3.7%	-3.1%	-18.0%	18.0%	12.6%
Unlinked Passengers	158,664	156,832	153,715	145,185	149,722	152,716
<i>Annual Change</i>	- -	-8.1%	1.5%	-5.5%	3.1%	2.0%
Employee Full-Time Equivalents	(a)	(a)	(a)	(a)	(a)	(a)
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -

Sources: FY2014 through FY2016 - Prior Performance Audit Report

FY2017 through FY2019 - NTD Reports

(a) Contracted service - FTEs not applicable

### III. TDA PERFORMANCE INDICATORS AND TRENDS

The performance trends for CCCTA's bus and paratransit service modes are presented in this section. Performance is discussed for each of the five TDA-mandated performance indicators:

- operating cost per vehicle service hour
- passengers per vehicle service hour
- passengers per vehicle service mile
- operating cost per passenger
- vehicle service hours per full-time equivalent employee (FTE)

The performance results in these indicators were primarily developed from the information in the NTD reports filed with the FTA for the three years of the audit period. CCCTA's NTD reports were the source of all operating and financial statistics (except for contractor FTEs, which are not included).

In addition to presenting performance for the three years of the audit period (FY2017 through FY2019), this analysis features two enhancements:

- Six-Year Time Period – While the performance audit focuses on the three fiscal years of the audit period, six-year trend lines have been constructed for CCCTA's service to provide a longer perspective on performance and to clearly present the direction and magnitude of the performance trends. In this analysis, the FY2017 to FY2019 trend lines have been combined with those from the prior audit period (FY2014 through FY2016) to define a six-year period of performance.
- Normalized Cost Indicators for Inflation – Two financial performance indicators (cost per hour and cost per passenger) are presented in both constant and current dollars to illustrate the impact of inflation in the Bay Area. The inflation adjustment relies on the All Urban Consumer Price

Index for Urban Wage Earners and Clerical Workers (CPI-W) for the San Francisco Metropolitan Area. The average CPI-W percent change for each fiscal year has been calculated based on the bi-monthly results reported on the U.S. Department of Labor – Bureau of Labor Statistics website. The CPI-W is used since labor is the largest component of operating cost in transit. Since labor costs are typically controlled through labor contracts, changes in normalized costs largely reflect those factors that are within the day-to-day control of the transit system.

The following discussion is organized to present an overview of CCCTA's performance trends in each of the five TDA performance indicators. The discussion is organized by service mode -- bus service is discussed first, followed by paratransit. The analysis is also expanded to include a breakdown of the various component costs that contributed to the total and hourly operating costs during the last six years.

### Bus Service Performance Trends

This section provides an overview of the performance of CCCTA's bus service over the past six years. The trends in the TDA indicators and input statistics are presented in Exhibit 4. The six-year trends are illustrated in Exhibits 4.1 through 4.4.

- Operating Cost Per Vehicle Service Hour (Exhibit 4.1)
  - A key indicator of cost efficiency, the cost per hour of bus service increased an average of 2.3 percent annually during the six-year review period.
  - The cost per hour ranged from a low of \$123.86 in FY2014 to a high of \$138.46 in FY2019. There were increases in every year except FY2018; the largest (6.2 percent) occurring in FY2017.
  - In FY2014 constant dollars, there was an average annual decrease in this indicator of 0.6 percent.

- Passengers per Vehicle Service Hour (Exhibit 4.2)
  - A key indicator of passenger productivity, passengers per hour decreased an average of 1.0 percent annually during the six-year period.
  - The increase reflects a small overall increase in service hours combined with an even smaller decrease in passengers.
  - Passengers per hour decreased overall from 15.0 in FY2014 to 14.2 in FY2019. There was an increase to 16.3 passengers in FY2015, followed by decreases in each following year.
- Passengers per Vehicle Service Mile (Exhibit 4.2)
  - Also representing passenger productivity, there were 1.3 passengers per mile in the first year and the last two years of the review period.
  - A 7.5 percent increase in FY2015 resulted in 1.4 passengers per mile in that year as well as FY2016, with some decrease in each following year.
- Operating Cost per Passenger (Exhibit 4.3)
  - A key measure of cost effectiveness, the cost per passenger was \$8.28 in the first year of the review period followed by a decrease in the next year to \$7.63.
  - The cost per passenger subsequently went up in each year through the rest of the period, to \$9.75 by FY2019 (increasing on average by 3.3 percent annually).
  - With the impact of inflation removed from the cost side (normalization), the six-year result was an average annual increase of 0.4 percent in the cost per passenger.
- Vehicle Service Hours per Employee (FTE) (Exhibit 4.4)
  - A measure of employee productivity, this indicator decreased by an average 0.1 percent per year over the six years.

- Hours per FTE decreased overall from 1,000 in the first review year to just below 1,000 in the last year.
- Annual FTEs increased at about the same rate as vehicle service hours overall during the period.

\* \* \* \* \*

The following is a brief summary of the bus service TDA performance trend highlights over the six-year period of FY2014 through FY2019:

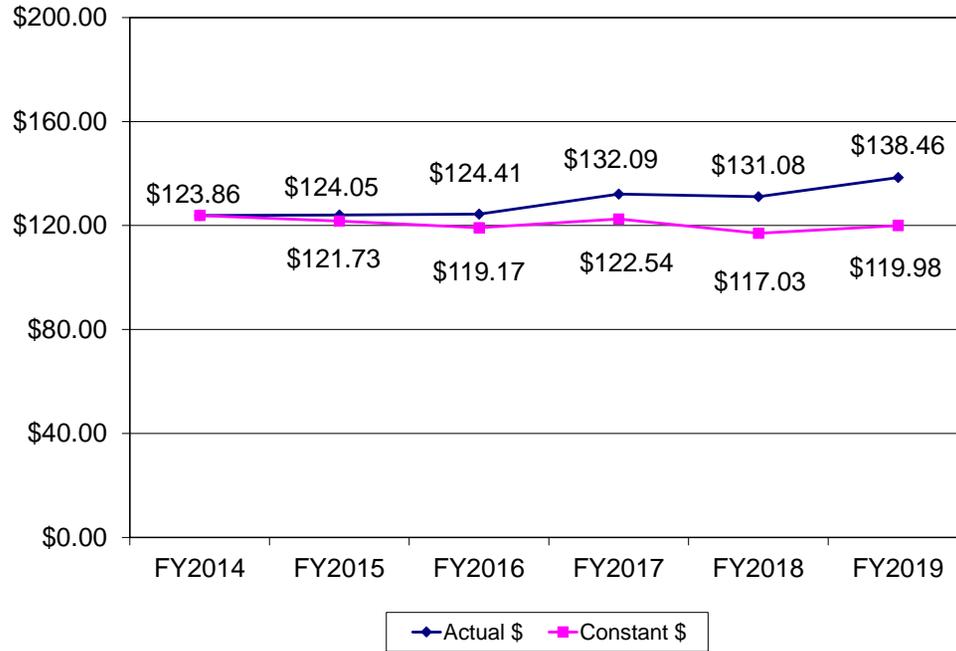
- There was an average annual increase in the operating cost per hour of 2.3 percent, which amounted to a 0.6 percent decrease in inflation adjusted dollars.
- The cost per passenger increased on average by 3.3 percent per year, which amounted to an average annual increase of 0.4 percent in constant FY2014 dollars.
- Passenger productivity showed relatively steady trends, with passengers per vehicle service hour and mile decreasing by just one percent per year overall.
- Employee productivity decreased an average of 0.1 percent per year.

### Exhibit 4: TDA Indicator Performance - Bus Service

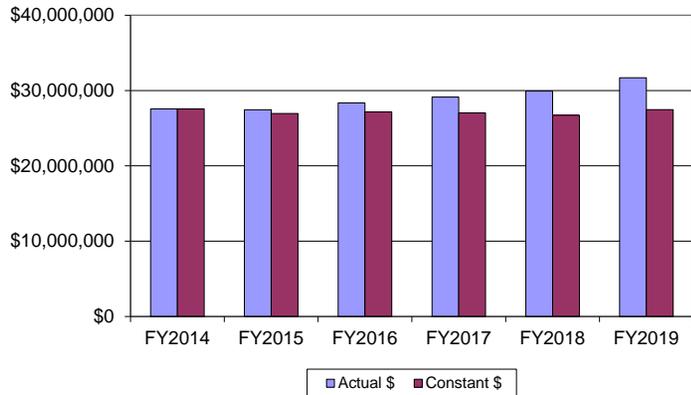
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	Av. Ann. Chg.
<b>Performance Indicators</b>							
Op. Cost per Vehicle Svc. Hour (Actual \$)	\$123.86	\$124.05	\$124.41	\$132.09	\$131.08	\$138.46	- -
<i>Annual Change</i>	- -	0.1%	0.3%	6.2%	-0.8%	5.6%	2.3%
Op. Cost per Vehicle Svc. Hour (Constant \$)	\$123.86	\$121.73	\$119.17	\$122.54	\$117.03	\$119.98	- -
<i>Annual Change</i>	- -	-1.7%	-2.1%	2.8%	-4.5%	2.5%	-0.6%
Passengers per Vehicle Service Hour	15.0	16.3	16.2	15.8	15.0	14.2	- -
<i>Annual Change</i>	- -	8.7%	-0.4%	-2.2%	-5.5%	-5.0%	-1.0%
Passengers per Vehicle Service Mile	1.375	1.478	1.480	1.414	1.383	1.303	- -
<i>Annual Change</i>	- -	7.5%	0.1%	-4.5%	-2.2%	-5.8%	-1.1%
Op. Cost per Passenger (Actual \$)	\$8.28	\$7.63	\$7.69	\$8.35	\$8.76	\$9.75	- -
<i>Annual Change</i>	- -	-7.8%	0.7%	8.6%	5.0%	11.2%	3.3%
Op. Cost per Passenger (Constant \$)	\$8.28	\$7.49	\$7.36	\$7.74	\$7.82	\$8.45	- -
<i>Annual Change</i>	- -	-9.6%	-1.7%	5.2%	1.1%	7.9%	0.4%
Vehicle Service Hours per FTE	1,000	968	989	925	1,023	997	- -
<i>Annual Change</i>	- -	-3.2%	2.2%	-6.4%	10.5%	-2.5%	-0.1%
<b>Input Data</b>							
Operating Cost (Actual \$)	\$27,566,494	\$27,453,734	\$28,354,932	\$29,137,332	\$29,924,176	\$31,694,903	- -
<i>Annual Change</i>	- -	-0.4%	3.3%	2.8%	2.7%	5.9%	2.8%
Operating Cost (Constant \$)	\$27,566,494	\$26,941,839	\$27,159,897	\$27,029,065	\$26,718,014	\$27,465,254	- -
<i>Annual Change</i>	- -	-2.3%	0.8%	-0.5%	-1.2%	2.8%	-0.1%
Vehicle Service Hours	222,553	221,320	227,916	220,582	228,294	228,907	- -
<i>Annual Change</i>	- -	-0.6%	3.0%	-3.2%	3.5%	0.3%	0.6%
Vehicle Service Miles	2,421,102	2,433,010	2,491,968	2,468,611	2,468,673	2,496,155	- -
<i>Annual Change</i>	- -	0.5%	2.4%	-0.9%	0.0%	1.1%	0.6%
Unlinked Passengers	3,328,558	3,597,054	3,689,110	3,491,201	3,414,701	3,252,149	- -
<i>Annual Change</i>	- -	8.1%	2.6%	-5.4%	-2.2%	-4.8%	-0.5%
Employee Full-Time Equivalents	222.6	228.6	230.5	238.3	223.1	229.6	- -
<i>Annual Change</i>	- -	2.7%	0.8%	3.4%	-6.4%	2.9%	0.6%
Bay Area CPI - Annual Change	- -	1.9%	2.5%	3.3%	4.0%	3.0%	- -
- Cumulative Change	- -	1.9%	4.4%	7.8%	12.0%	15.4%	2.9%

Sources: FY2014 through FY2016 - Prior Performance Audit Report  
FY2017 through FY2019 - NTD Reports  
CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

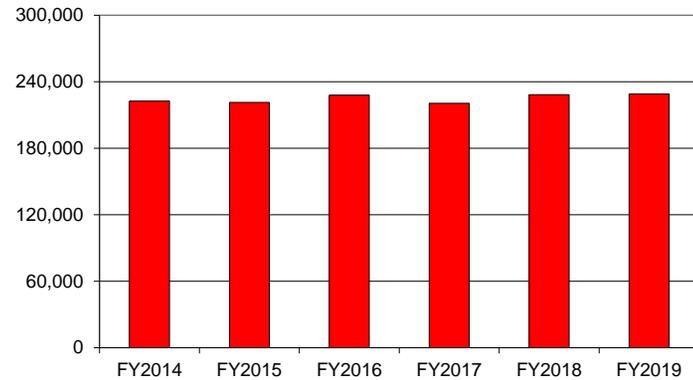
**Exhibit 4.1: Operating Cost per Vehicle Service Hour - Bus Service**



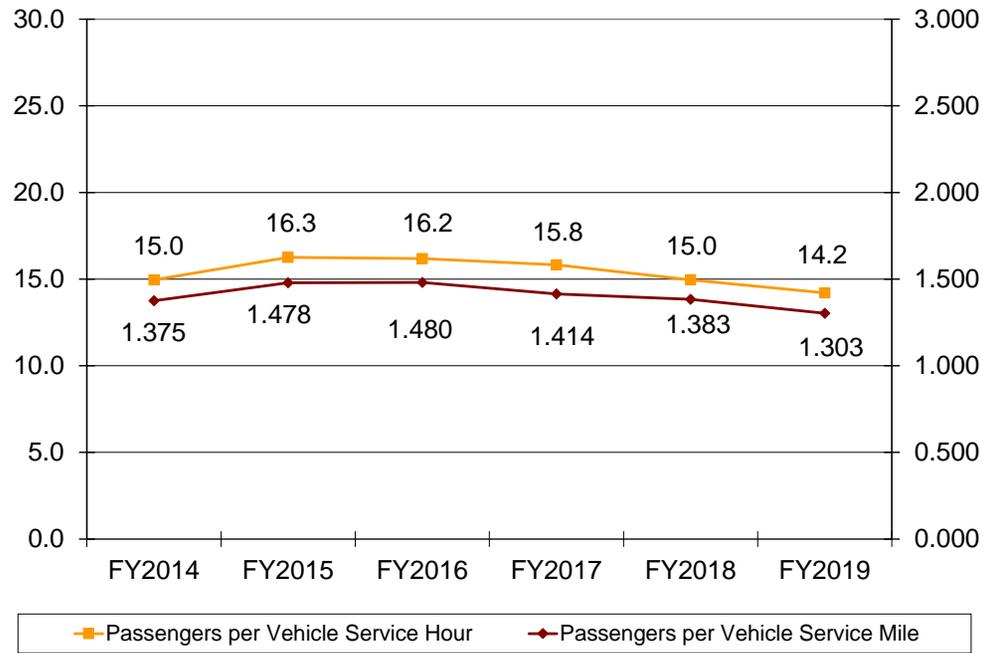
**Operating Cost**



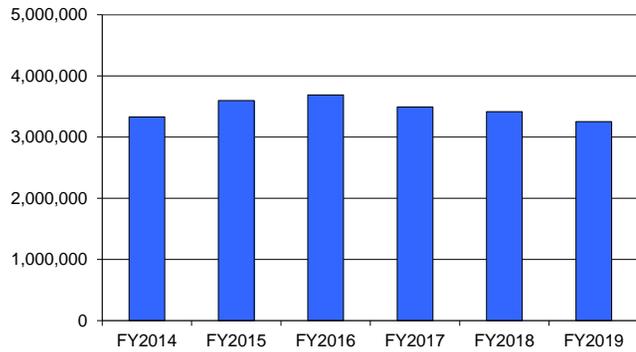
**Vehicle Service Hours**



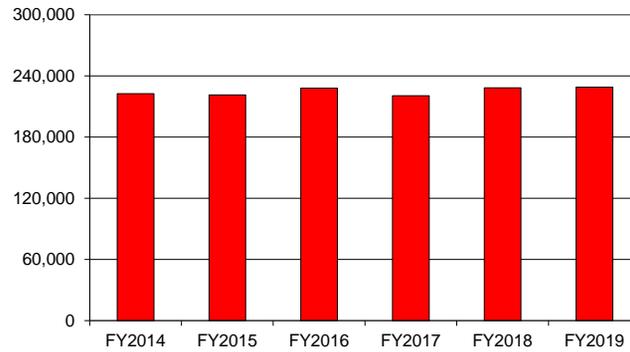
### Exhibit 4.2: Passengers per Hour and per Mile – Bus Service



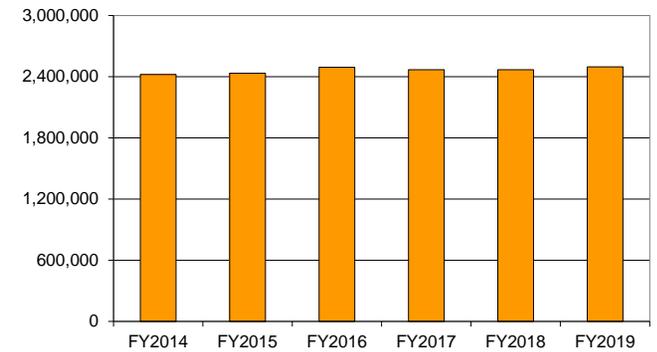
**Unlinked Passengers**



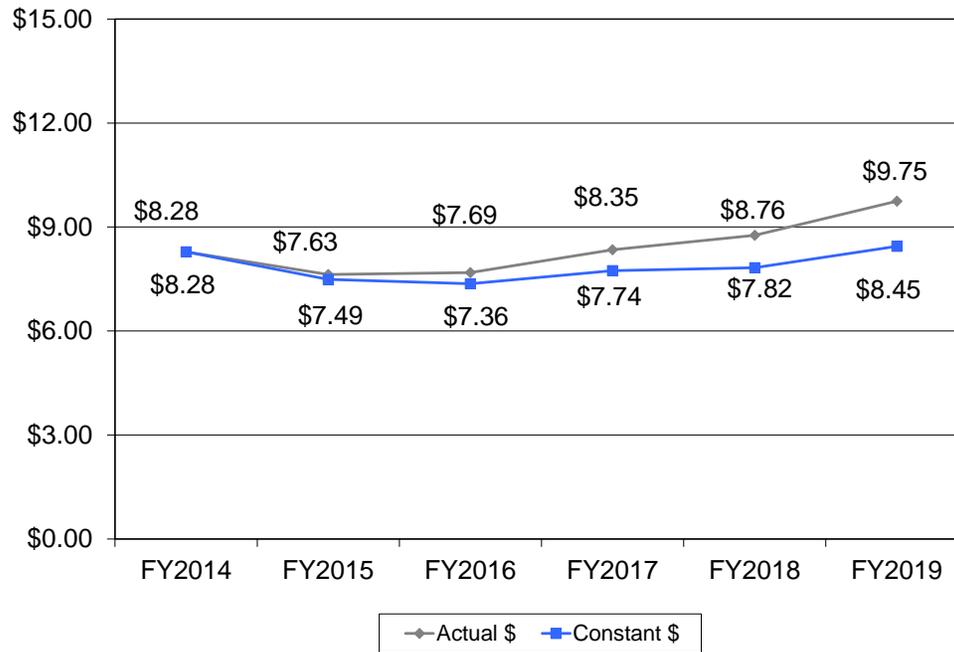
**Vehicle Service Hours**



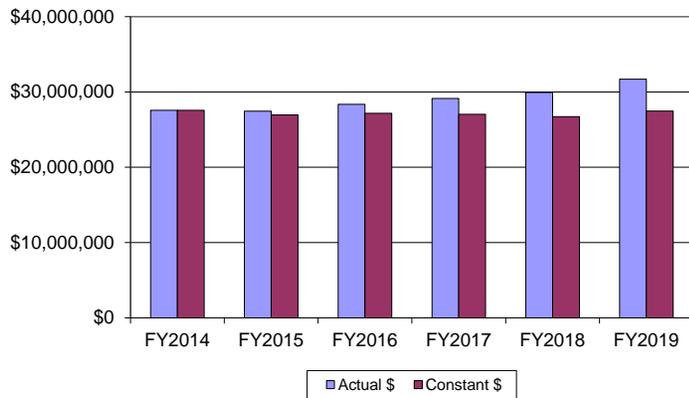
**Vehicle Service Miles**



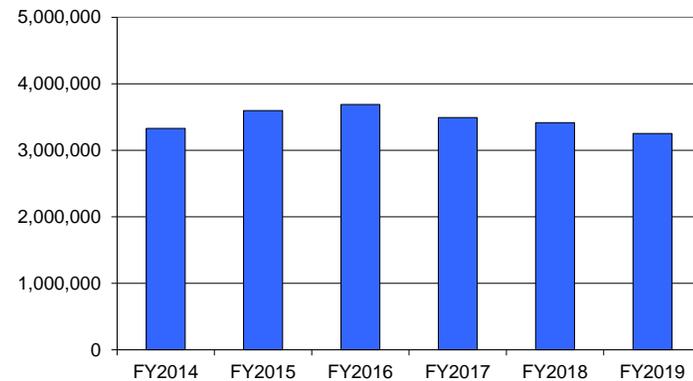
### Exhibit 4.3: Operating Cost per Passenger – Bus Service



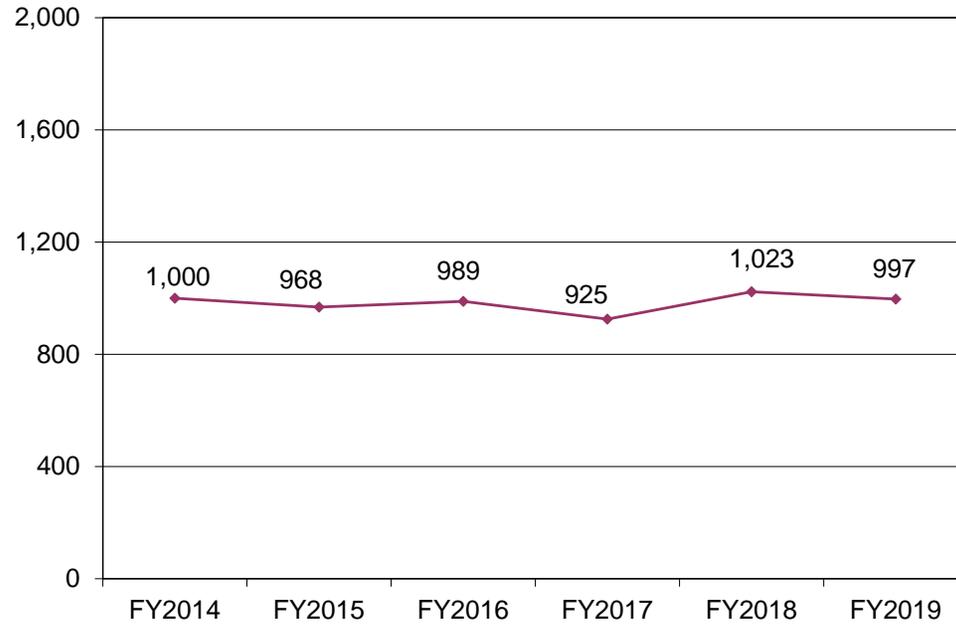
#### Operating Cost



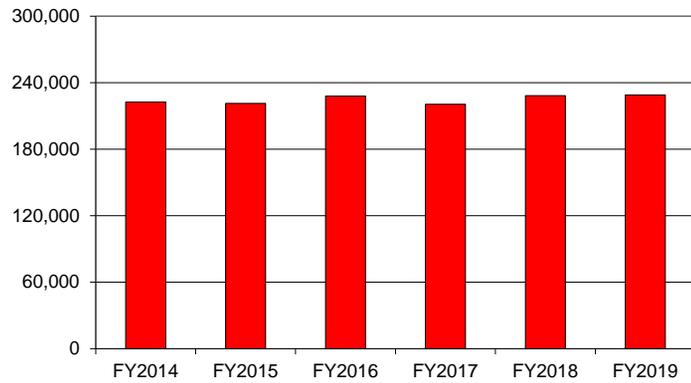
#### Unlinked Passengers



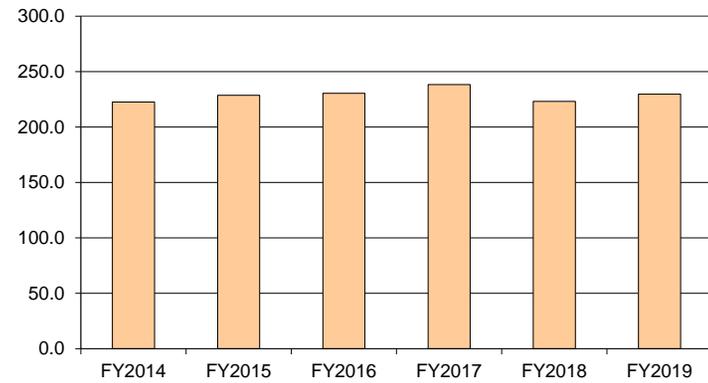
**Exhibit 4.4: Vehicle Service Hours per FTE – Bus Service**



**Vehicle Service Hours**



**Full-time Equivalent**



## Bus Service Component Costs

Year-to-year changes in selected operating cost categories over the past six years are presented in Exhibit 4.5. Examining components of operating costs (e.g., labor, fringes, fuel, and casualty/liability) may determine what particular components had the most significant impacts on the operating costs. Exhibit 4.5 also shows the concurrent changes in vehicle service hours, and Exhibit 4.6 illustrates the portion of the cost per bus service hour that can be attributed to each included cost component.

- The most significant change in the six year period was an average annual increase of 7.7 percent in the utilities area. However, utilities only represented one percent or less of total operating costs in each year.
- Labor costs represented the largest portion of the total costs, in a range of 45 to 48 percent over the period.
- Fringe benefits comprised the second largest portion, between 30 and 33 percent of total costs.
- Labor and fringe benefits costs increased by 3.5 and 4.7 percent on average per year, respectively. Increases toward the end of the review period reflected a new labor MOU with a three percent cost of living increase. This increase also took effect earlier in FY2019 than in previous years (November 2018). Further, more recent fringe benefits cost increases reflect higher pension costs stemming from CalPERS increasing the contribution to pay for unfunded liabilities.
- Materials/supplies costs decreased by 2.7 percent per year on average, and generally decreased over the period from about 11 percent to eight percent of total costs. There were decreases in every year until FY2018, when issues with the electric buses that had recently been placed into service resulted in notable increases in materials/supplies expenditures.
- Services costs also decreased, by 1.7 percent per year on average and from more than seven percent to less than six percent of total costs.

\* \* \* \* \*

The following is a brief summary of the bus service component operating costs trend highlights between FY2014 and FY2019:

- The most significant change was an average annual increase of 7.7 percent in the utilities area, which contributed only one percent or less of total operating costs.
- Labor costs represented the largest portion of the total costs, with a share of 45 to 48 percent over the six years. Fringe benefits comprised the second largest portion, ranging between 30 and 33 percent. Labor and fringe benefits costs increased by 3.5 and 4.7 percent on average per year, respectively, driven by MOU cost of living increases and higher pension program costs toward the end of the period.
- Materials/supplies and services costs both decreased moderately over the period, in terms of average annual change and percent of total costs.

### Exhibit 4.5: Component Cost Trends – Bus Service

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	Av. Ann. Chg.
COST CATEGORIES							
Labor (Salaries/Wages)	\$12,451,226	\$12,735,522	\$13,634,627	\$13,633,322	\$14,179,918	\$14,764,956	--
<i>Annual Change</i>	--	2.3%	7.1%	0.0%	4.0%	4.1%	3.5%
Fringe Benefits (a)	\$8,287,197	\$8,511,988	\$9,088,071	\$10,021,260	\$9,774,535	\$10,413,078	--
<i>Annual Change</i>	--	2.7%	6.8%	10.3%	-2.5%	6.5%	4.7%
Services	\$2,051,599	\$1,892,565	\$1,826,414	\$1,756,446	\$1,714,150	\$1,880,066	--
<i>Annual Change</i>	--	-7.8%	-3.5%	-3.8%	-2.4%	9.7%	-1.7%
Materials/Supplies (b)	\$3,134,571	\$2,758,569	\$2,272,006	\$2,101,229	\$2,502,369	\$2,732,557	--
<i>Annual Change</i>	--	-12.0%	-17.6%	-7.5%	19.1%	9.2%	-2.7%
Utilities	\$264,835	\$233,645	\$262,420	\$309,554	\$355,321	\$384,598	--
<i>Annual Change</i>	--	-11.8%	12.3%	18.0%	14.8%	8.2%	7.7%
Casualty/Liability	\$740,595	\$627,088	\$685,551	\$666,984	\$712,646	\$753,314	--
<i>Annual Change</i>	--	-15.3%	9.3%	-2.7%	6.8%	5.7%	0.3%
Other Expenses (c)	\$636,471	\$694,357	\$585,843	\$648,537	\$685,237	\$766,334	--
<i>Annual Change</i>	--	9.1%	-15.6%	10.7%	5.7%	11.8%	3.8%
<b>Total</b>	<b>\$27,566,494</b>	<b>\$27,453,734</b>	<b>\$28,354,932</b>	<b>\$29,137,332</b>	<b>\$29,924,176</b>	<b>\$31,694,903</b>	<b>--</b>
<i>Annual Change</i>	--	-0.4%	3.3%	2.8%	2.7%	5.9%	2.8%
OPERATING STATISTICS							
Vehicle Service Hours	222,553	221,320	227,916	220,582	228,294	228,907	--
<i>Annual Change</i>	--	-0.6%	3.0%	-3.2%	3.5%	0.3%	0.6%

Sources: FY2014 through FY2016 - Prior Performance Audit Report; FY2017 through FY2019 - NTD Reports

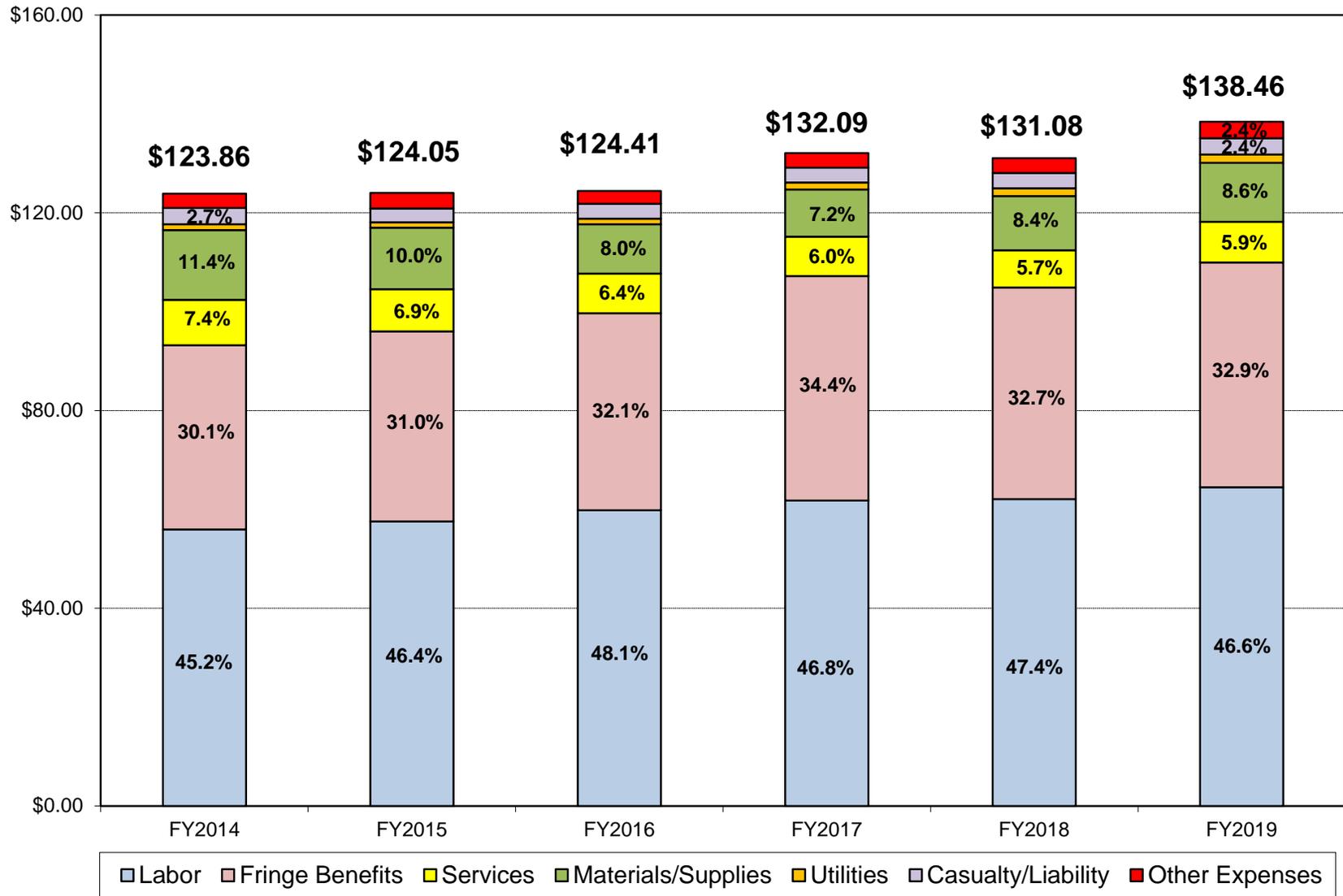
(a) Also includes Paid Absences (as reported separately in FY2018 and FY2019 NTD Reports)

(b) Includes Fuel and Lubricants, Tires and Tubes, and Other Materials and Supplies

(c) Includes Taxes and Miscellaneous Expenses (plus Purchased Transportation as reported in FY2019 NTD Report)

### Exhibit 4.6: Distribution of Component Costs – Bus Service

*Operating Cost per Vehicle Service Hour*



## Paratransit Performance Trends

This section provides an overview of the performance of CCCTA's paratransit service over the six year analysis period. The analysis focuses on four of the five TDA performance indicators. Hours per FTE are not included in this analysis; FTE information was not available for the contracted service provider. The trends in the TDA indicators and input data are presented in Exhibit 5. The six-year trends are illustrated in Exhibits 5.1 through 5.3.

- Operating Cost per Vehicle Service Hour (Exhibit 5.1)
  - CCCTA's paratransit cost per hour increased in every year except FY2015, from \$70.31 in FY2014 to \$78.96 in FY2019.
  - Overall, the cost per hour increased an average of 2.3 percent per year over the six years.
  - With the effects of inflation removed, cost per hour exhibited an average annual decrease of 0.5 percent.
  
- Passengers per Vehicle Service Hour (Exhibit 5.2)
  - Passengers per vehicle service hour increased in some years of the review period and decreased in other years, but remained at about two passengers.
  - The trend amounted to an average annual decrease of 2.0 percent, as overall annual passenger levels showed a minor decline while service hours increased modestly.
  
- Passengers per Vehicle Service Mile (Exhibit 5.2)
  - Performance in passengers per vehicle service mile was slightly negative overall, with the largest annual increase (15.1 percent) reported in FY2017.

- Passengers per mile posted an average decrease of 0.2 percent over the six-year period.
- Operating Cost per Passenger (Exhibit 5.3)
  - The cost per passenger rose by 4.5 percent per year on average through the review period, from \$32.97 in FY2014 to \$41.00 by FY2019.
  - Operating costs increased by 3.7 percent per year, while passenger levels decreased by 0.8 percent per year.
  - With the impact of inflation removed, the result was an average annual increase in the cost per passenger of 1.5 percent.

\* \* \* \* \*

The following is a brief summary of the paratransit TDA performance trend highlights over the six-year period of FY2014 through FY2019:

- For cost efficiency, there was an average annual increase in the operating cost per hour of 2.3 percent; however, this amounted to an annual decrease of 0.5 percent in inflation adjusted dollars.
- In terms of cost effectiveness, the operating cost per passenger showed a moderate increase of 1.5 percent per year on average, when normalized in FY2014 dollars.
- Passenger productivity showed some general decline, with passengers per hour decreasing by 2.0 percent annually and passengers per mile decreasing by 0.2 percent.

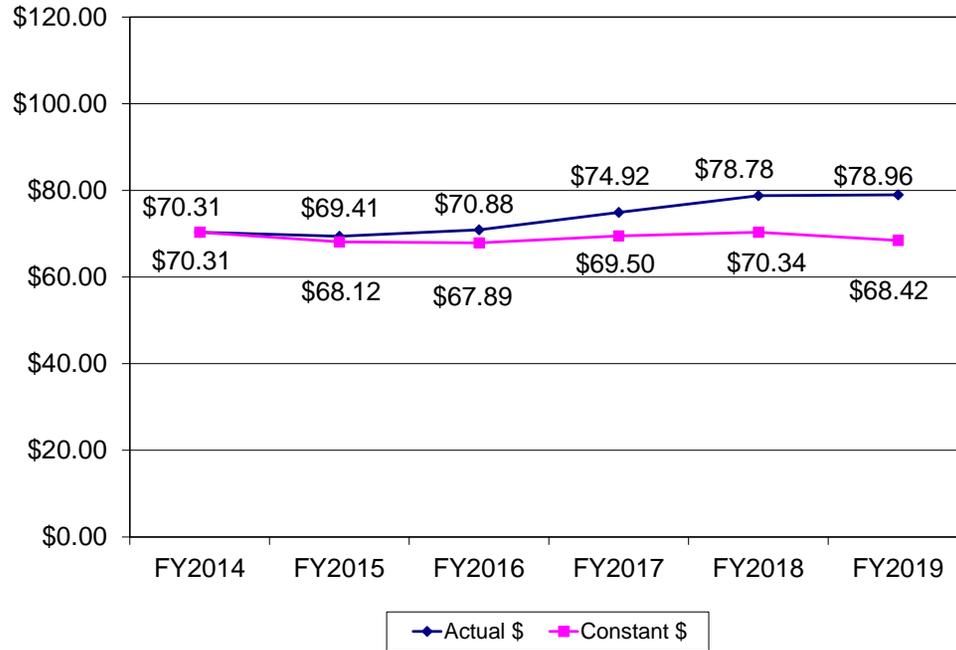
### Exhibit 5: TDA Indicator Performance – Paratransit

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	Av. Ann. Chg.
<b>Performance Indicators</b>							
Op. Cost per Vehicle Svc. Hour (Actual \$)	\$70.31	\$69.41	\$70.88	\$74.92	\$78.78	\$78.96	- -
<i>Annual Change</i>	- -	-1.3%	2.1%	5.7%	5.1%	0.2%	2.3%
Op. Cost per Vehicle Svc. Hour (Constant \$)	\$70.31	\$68.12	\$67.89	\$69.50	\$70.34	\$68.42	- -
<i>Annual Change</i>	- -	-3.1%	-0.3%	2.4%	1.2%	-2.7%	-0.5%
Passengers per Vehicle Service Hour	2.13	2.13	2.01	2.08	2.13	1.93	- -
<i>Annual Change</i>	- -	-0.2%	-5.3%	3.3%	2.6%	-9.8%	-2.0%
Passengers per Vehicle Service Mile	0.130	0.130	0.141	0.162	0.142	0.129	- -
<i>Annual Change</i>	- -	-0.3%	8.7%	15.1%	-12.6%	-9.4%	-0.2%
Op. Cost per Passenger (Actual \$)	\$32.97	\$32.63	\$35.19	\$36.02	\$36.92	\$41.00	- -
<i>Annual Change</i>	- -	-1.0%	7.8%	2.4%	2.5%	11.1%	4.5%
Op. Cost per Passenger (Constant \$)	\$32.97	\$32.02	\$33.70	\$33.41	\$32.96	\$35.53	- -
<i>Annual Change</i>	- -	-2.9%	5.3%	-0.9%	-1.3%	7.8%	1.5%
Vehicle Service Hours per FTE	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
<b>Input Data</b>							
Operating Cost (Actual \$)	\$5,230,924	\$5,117,036	\$5,408,838	\$5,229,372	\$5,527,275	\$6,261,349	- -
<i>Annual Change</i>	- -	-2.2%	5.7%	-3.3%	5.7%	13.3%	3.7%
Operating Cost (Constant \$)	\$5,230,924	\$5,021,625	\$5,180,879	\$4,850,994	\$4,935,067	\$5,425,779	- -
<i>Annual Change</i>	- -	-4.0%	3.2%	-6.4%	1.7%	9.9%	0.7%
Vehicle Service Hours	74,394	73,717	76,311	69,795	70,159	79,299	- -
<i>Annual Change</i>	- -	-0.9%	3.5%	-8.5%	0.5%	13.0%	1.3%
Vehicle Service Miles	1,218,760	1,208,223	1,089,505	893,937	1,054,542	1,186,945	- -
<i>Annual Change</i>	- -	-0.9%	-9.8%	-18.0%	18.0%	12.6%	-0.5%
Unlinked Passengers	158,664	156,832	153,715	145,185	149,722	152,716	- -
<i>Annual Change</i>	- -	-1.2%	-2.0%	-5.5%	3.1%	2.0%	-0.8%
Employee Full-Time Equivalents	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
Bay Area CPI - Annual Change	- -	1.9%	2.5%	3.3%	4.0%	3.0%	- -
- Cumulative Change	- -	1.9%	4.4%	7.8%	12.0%	15.4%	2.9%

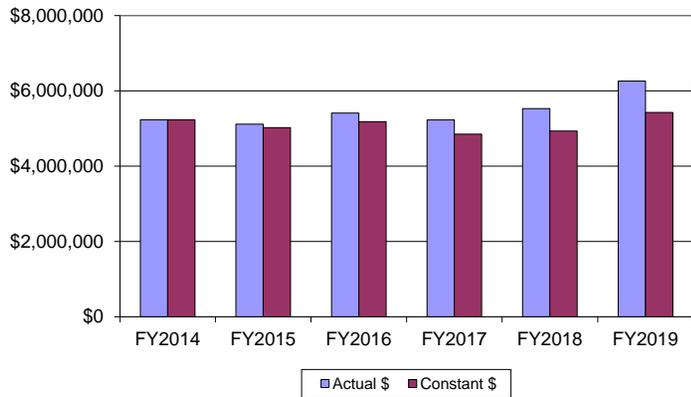
Sources: FY2014 through FY2016 - Prior Performance Audit Report  
FY2017 through FY2019 - NTD Reports  
CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

(a) Contracted service - FTEs not applicable

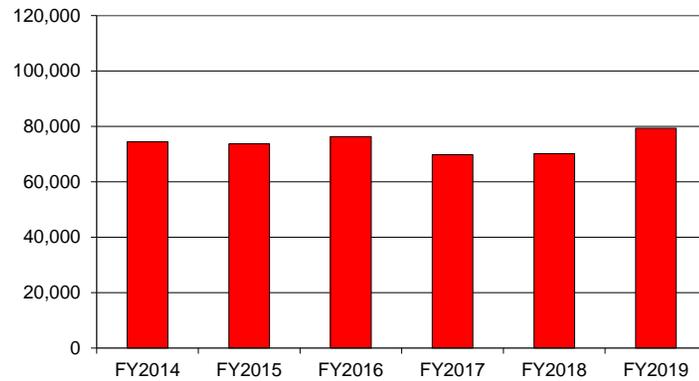
### Exhibit 5.1: Operating Cost per Vehicle Service Hour – Paratransit



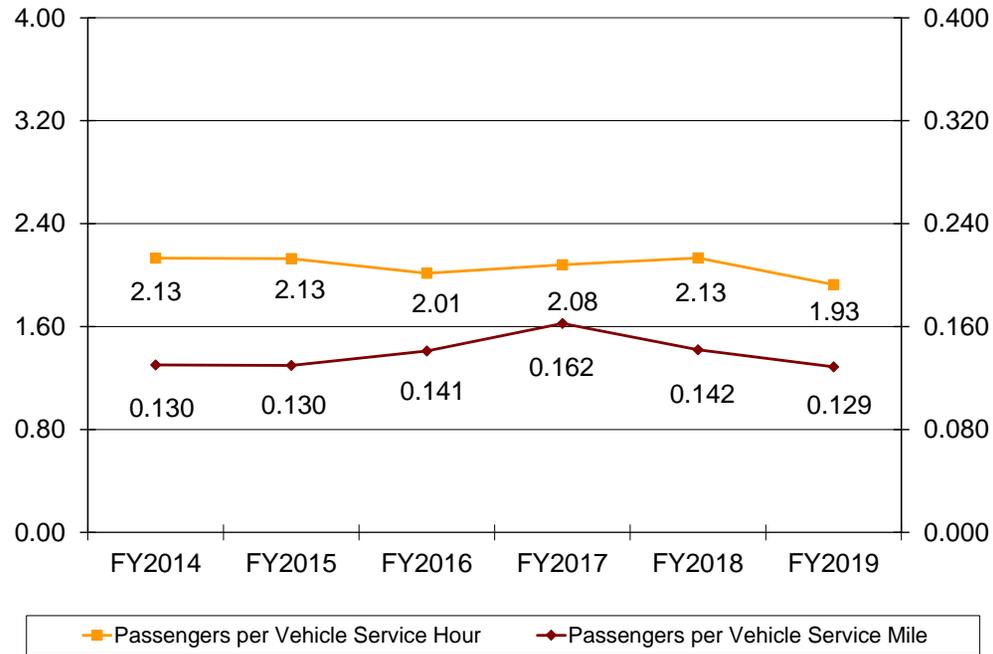
#### Operating Cost



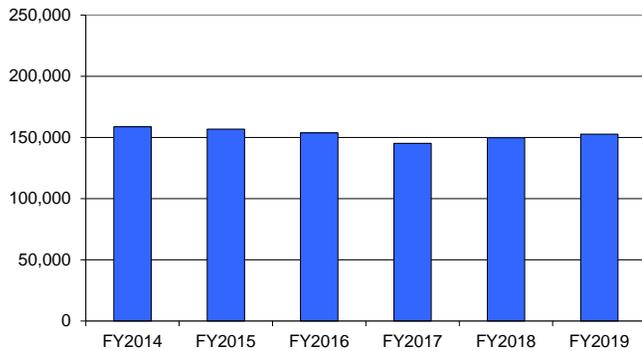
#### Vehicle Service Hours



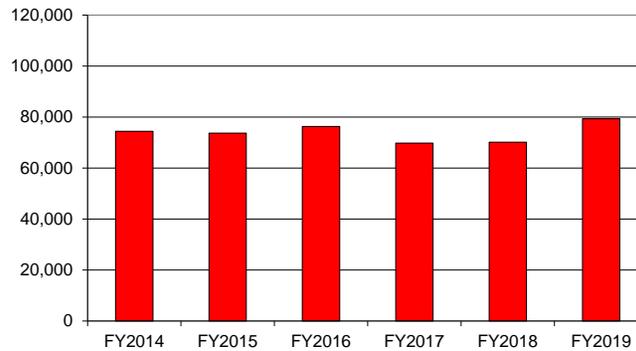
**Exhibit 5.2: Passengers per Hour and per Mile – Paratransit**



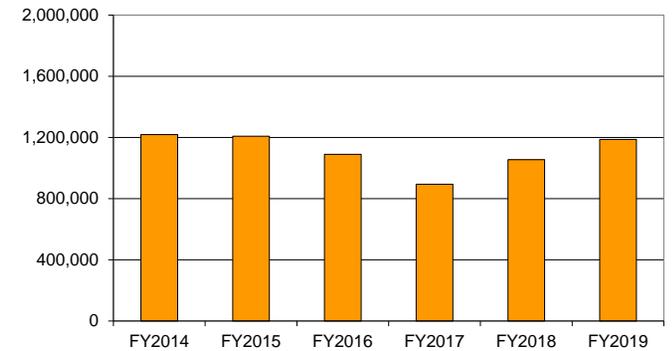
**Unlinked Passengers**



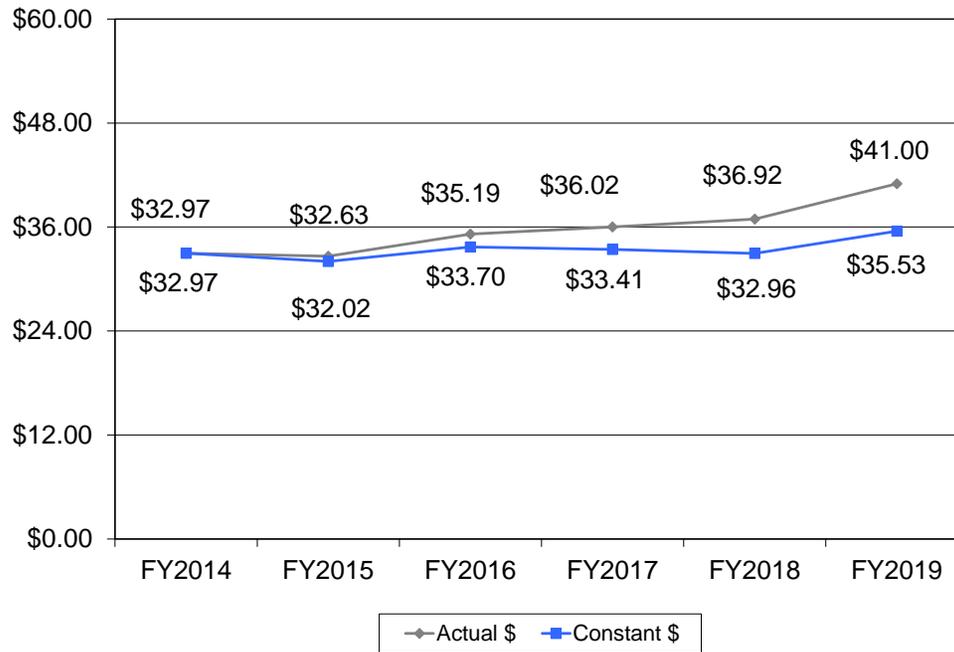
**Vehicle Service Hours**



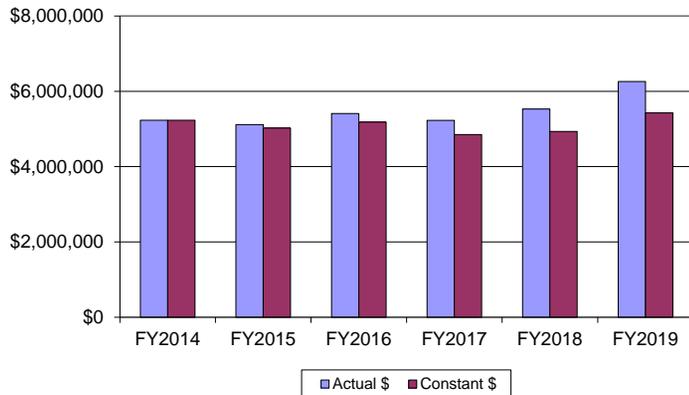
**Vehicle Service Miles**



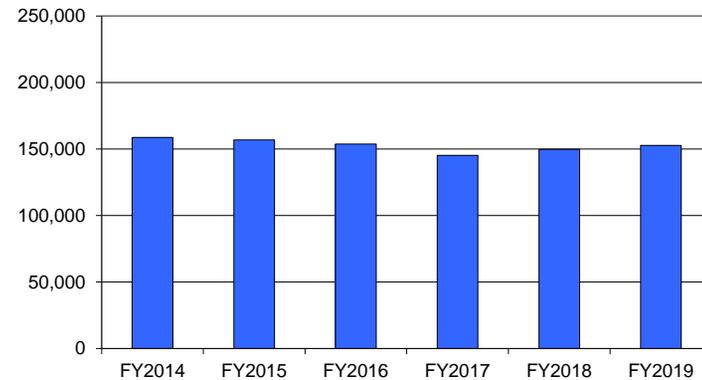
### Exhibit 5.3: Operating Cost per Passenger – Paratransit



### Operating Cost



### Unlinked Passengers



## Paratransit Component Costs

The year-to-year changes in selected operating cost categories are presented in Exhibit 5.4, along with the concurrent changes in vehicle service hours. The portions of the cost per vehicle service hour that can be attributed to each included cost component are shown in Exhibit 5.5.

- In-house labor costs increased by 11.4 percent on average per year, while fringe benefits costs increased by 15.1 percent. However, these categories each contributed two percent or less of total operating costs in each year. Paratransit staff was added in FY2019, causing labor costs to more than double over FY2018, and fringe benefits costs to rise 43 percent. In particular the Paratransit Manager position was reinstated.
- Not surprisingly for a contracted service, purchased transportation costs were the largest category of costs (94 to 96 percent range), and they increased by 3.1 percent per year overall.
- Services and materials/supplies costs increased by 15 percent and 38 percent per year, but were relatively minimal in terms of dollar amounts, especially earlier in the review period. Higher services costs toward the end of the period reflect CCCTA's policy of performing basic refurbishing of retired paratransit vehicles and then transferring them to area non-profit organizations.
- No costs were reported in the casualty/liability category until later in the period. Then, casualty/liability costs remained nearly constant in the last three years, but were still minimal in terms of actual dollars.

\* \* \* \* \*

The following is a brief summary of the paratransit component operating costs trend highlights between FY2014 and FY2019:

- Purchased transportation costs represented by far the largest portion of the total costs, at 94 to 96 percent throughout the review period. They increased by 3.1 percent per year on average.
- In-house labor costs increased by 11.4 percent per year, while fringe benefits costs increased by 15.1 percent (largely reflecting the addition of paratransit staff in FY2019). However, each of these two cost categories accounted for only two percent or less of the total operating costs.
- No costs were reported early in the period for the casualty/liability, and only relatively minimal expenses were reported for the other component cost categories through the period.

### Exhibit 5.4: Component Costs Trends – Paratransit

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	Av. Ann. Chg.
COST CATEGORIES							
Labor (Salaries/Wages)	\$97,549	\$94,561	\$90,846	\$72,816	\$79,102	\$167,105	--
<i>Annual Change</i>	--	-3.1%	-3.9%	-19.8%	8.6%	111.3%	11.4%
Fringe Benefits (a)	\$47,834	\$54,014	\$49,811	\$51,722	\$67,535	\$96,615	--
<i>Annual Change</i>	--	12.9%	-7.8%	3.8%	30.6%	43.1%	15.1%
Services	\$25,665	\$16,670	\$12,418	\$26,773	\$38,629	\$52,452	--
<i>Annual Change</i>	--	-35.0%	-25.5%	115.6%	44.3%	35.8%	15.4%
Purchased Transportation	\$5,035,998	\$4,925,649	\$5,231,626	\$5,039,996	\$5,304,588	\$5,876,594	--
<i>Annual Change</i>	--	-2.2%	6.2%	-3.7%	5.2%	10.8%	3.1%
Materials/Supplies (b)	\$1,601	\$2,940	\$1,859	\$4,291	\$4,378	\$8,023	--
<i>Annual Change</i>	--	83.6%	-36.8%	130.8%	2.0%	83.3%	38.0%
Casualty/Liability	\$0	\$0	\$0	\$10,000	\$9,911	\$10,220	--
<i>Annual Change</i>	--	--	--	--	-0.9%	3.1%	--
Other Expenses (c)	\$22,277	\$23,202	\$22,278	\$23,774	\$23,132	\$50,340	--
<i>Annual Change</i>	--	4.2%	-4.0%	6.7%	-2.7%	117.6%	17.7%
<b>Total</b>	<b>\$5,230,924</b>	<b>\$5,117,036</b>	<b>\$5,408,838</b>	<b>\$5,229,372</b>	<b>\$5,527,275</b>	<b>\$6,261,349</b>	<b>--</b>
<i>Annual Change</i>	--	-2.2%	5.7%	-3.3%	5.7%	13.3%	3.7%
OPERATING STATISTICS							
Vehicle Service Hours	74,394	73,717	76,311	69,795	70,159	79,299	--
<i>Annual Change</i>	--	-0.9%	3.5%	-8.5%	0.5%	13.0%	1.3%

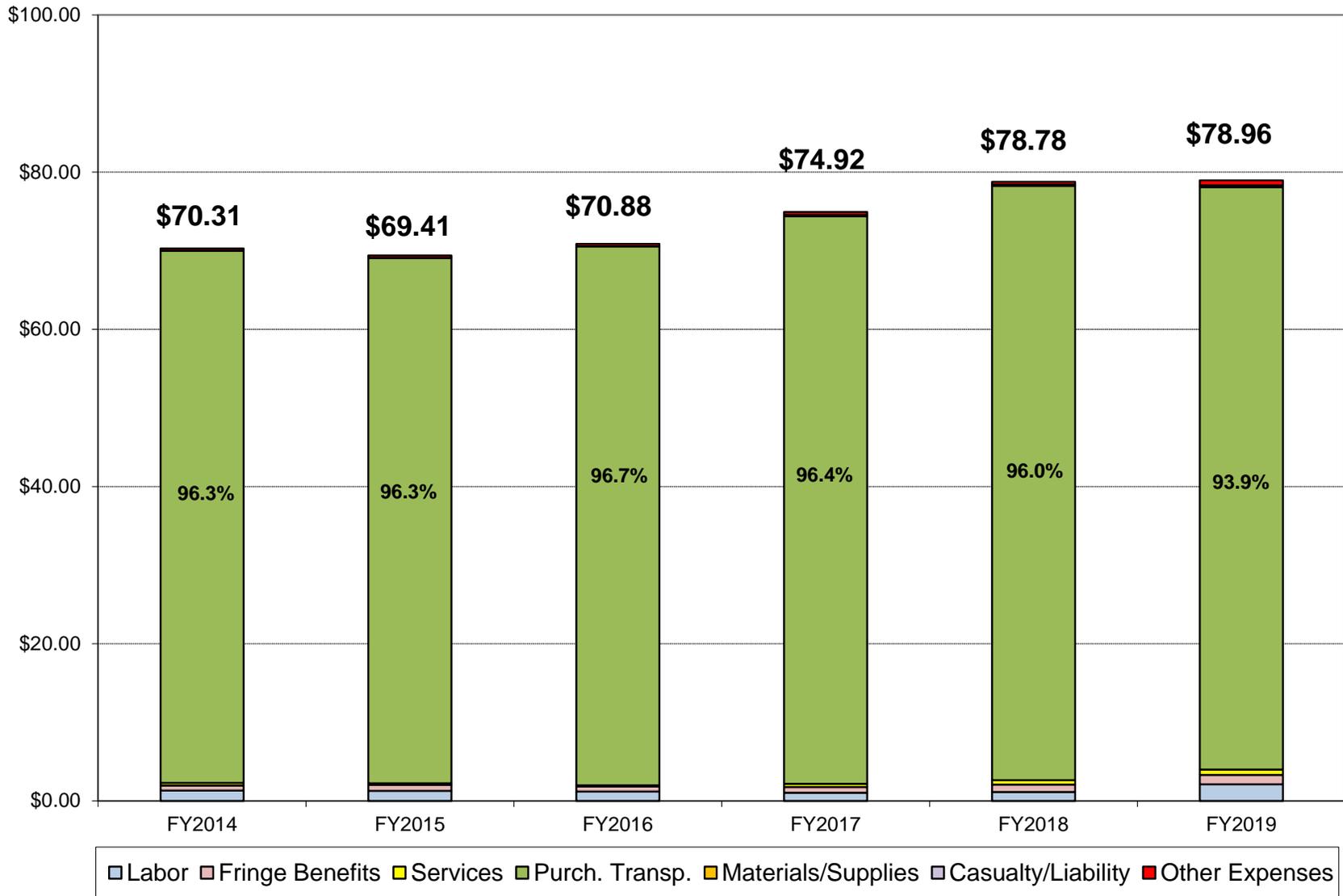
Sources: FY2014 through FY2016 - Prior Performance Audit Report; FY2017 through FY2019 - NTD Reports

(a) Also includes Paid Absences (as reported separately in FY2018 and FY2019 NTD Reports)

(b) Includes Fuel and Lubricants, Tires and Tubes, and Other Materials and Supplies

(c) Includes Utilities, Taxes and Miscellaneous Expenses

**Exhibit 5.5: Distribution of Component Costs – Paratransit**  
*Operating Cost per Vehicle Service Hour*



## IV. COMPLIANCE WITH PUC REQUIREMENTS

An assessment of CCCTA's compliance with selected sections of the state Public Utilities Code (PUC) has been performed. The compliance areas included in this review are those that MTC has identified for inclusion in the triennial performance audit. Other statutory and regulatory compliance requirements are reviewed by MTC in conjunction with its annual review of CCCTA's TDA-STA claim application.

The results from this review are detailed by individual requirement in Exhibit 6. CCCTA is in compliance with each of the seven sections of the state PUC that were reviewed as part of this performance audit. These sections included requirements concerning CHP terminal safety inspections, labor contracts, reduced fares, Welfare-to-Work, revenue sharing, and evaluating passenger needs.

## Exhibit 6: Compliance with State PUC Requirements

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99251	<u>CHP Certification</u> - The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808 following a CHP inspection of the operator's terminal	In Compliance	Satisfactory Inspections: <ul style="list-style-type: none"> <li>• FY2017: 08/09/16</li> <li>• FY2018: 08/31/17</li> <li>• FY2019: 08/31/18</li> </ul>
PUC99264	<u>Operator-to-Vehicle Staffing</u> - The operator does not routinely staff with two or more persons public transportation vehicles designed to be operated by one person	In Compliance	<ul style="list-style-type: none"> <li>• No provision for excess staffing in MOU with ATU (AFL CIO) Local 1605, effective 02/01/13; nor in Successor MOU, effective 02/01/16.</li> <li>• No provision for excess staffing in Paratransit Services Agreement with First Transit, Inc., effective 07/01/14; nor in First and Second Amendments.</li> </ul>
PUC99314.5 (e)(1)(2)	<u>Part Time Drivers and Contracting</u> - Operators receiving STA funds are not precluded by contract from employing part-time drivers or from contracting with common carriers	In Compliance	<ul style="list-style-type: none"> <li>• <u>Part Time Drivers</u> – Article 31 (Part-Time Employees) of MOU with ATU (AFL CIO) Local 1605, effective 02/01/13; and by reference in Successor MOU, effective 02/01/16.</li> <li>• <u>Contracting</u> - CCCTA contracts with First Transit, Inc. to provide its paratransit services.</li> </ul>
PUC99155	<u>Reduced Fare Eligibility</u> - For any operator who received TDA Article 4 funds, if the operator offers reduced fares to senior citizens and disabled persons, applicant will honor the federal Medicare identification card, the California Department of Motor Vehicles disability ID card, the Regional Transit Connection Discount Card, or any other current identification card issued by another transit operator that is valid for the type of transportation service or discount requested; and if the operator offers reduced fares to senior citizens, it also offers the same reduced fare to disabled patrons	In Compliance	Fare information in public information materials: <ul style="list-style-type: none"> <li>• Bus route timetables</li> <li>• Guide to Accessible Services (brochure)</li> <li>• CCCTA website</li> </ul>

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99155.1 (a)(1)(2)	<u>Welfare to Work Coordination</u> - Operators must coordinates with county welfare departments in order to ensure that transportation moneys available for purposes of assisting recipients of aid are expended efficiently for the benefit of that population; if a recipient of CalWORKs program funds by the county, the operator shall give priority to the enhancement of public transportation services for welfare-to-work purposes and to the enhancement of transportation alternatives, such as, but not limited to, subsidies or vouchers, van pools, and contract paratransit operations, in order to promote welfare-to-work purposes	In Compliance	CCCTA participates in the regional Coordinated Human Service Transportation plan. The services provided by CCCTA are included in the plan's inventory. In addition, CCCTA works closely with the County Human Services Department and sells them blocks of single ride tickets for dissemination to clients.
PUC99314.7, Govt Code 66516, MTC Res. Nos. 3837, 4073	<u>Joint Revenue Sharing Agreement</u> - The operator has current joint fare revenue sharing agreements in place with transit operators in the MTC region with which its service connects, and submitted copies of agreements to MTC	In Compliance	<ul style="list-style-type: none"> <li>• Clipper Agreement (with AC Transit, BART, GGBHTD, SFMTA, SamTrans, Caltrain, FAST, Petaluma, ECCTA, LAVTA, MCTD, NVTA, SolTrans, SCT, SMART, Vacaville, VTA, WCCTA, WETA, Santa Rosa, Union City)</li> <li>• RTC Agreement (with AC Transit, BART, GGBHTD, SFMTA, SamTrans, Caltrain, Petaluma, ECCTA, LAVTA, SolTrans, SCT, STA, Santa Rosa, VTA)</li> <li>• Other valid transfer/revenue sharing agreements with connecting operators: AC Transit, BART, San Joaquin Regional Rail Comm.</li> </ul>

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99246(d)	<p><u>Process for Evaluation of Passenger Needs</u> - The operator has an established process in place for evaluating the needs and types of passengers being served</p>	In Compliance	<ul style="list-style-type: none"> <li>• Short Range Transit Plan (SRTP) 2016-2025 includes evaluations of existing service conditions, passenger demographics, service needs, operating and capital budgets and recommendations.</li> <li>• 2017 Fixed Route Transit Community Survey (Final Report – December 2017).</li> <li>• 2018 On-Board Survey (Final Report – June 2018).</li> </ul>

## V. STATUS OF PRIOR AUDIT RECOMMENDATIONS

CCCTA's prior performance audit was completed in May 2017. Generally, MTC has used the audit recommendations as the basis for developing the Productivity Improvement Program (PIP) projects the operator is required to complete. MTC tracks PIP project implementation as part of its annual review of the operator's TDA-STA claim application. This section provides an assessment of actions taken by TDA-STA recipients toward implementing the recommendations advanced in the prior audit. This assessment provides continuity between the current and prior audits, which allows MTC to fulfill its obligations where the recommendations were advanced as PIP projects.

This review addresses CCCTA's responses to the recommendations made in the prior performance audit, and whether CCCTA made reasonable progress toward their implementation. There was one recommendation made in CCCTA's prior audit. A summary of the recommendation and the actions taken by CCCTA in response is presented in Exhibit 7. A determination of the status of the recommendation also is provided, using one of the following four evaluation categories:

- Implemented – appropriate actions have been taken and the issue has been sufficiently addressed.
- Implementation in Progress – actions have been taken to address the issue, but the recommendation remains open until further actions are completed.
- Not Implemented – no actions have been taken to address the issue, and the recommendation remains open.
- Closed – no actions have been taken to address the issue, but changes in circumstances have impacted the need to implement the recommendation.

Implementation is in progress for the recommendation. During the prior audit period, CCCTA's LINK service on-time performance had worsened steadily from 93 percent in FY2014 to 81 percent in FY2016. In response to generally reduced paratransit service quality CCCTA hired an outside consultant and a full time Manager of Accessible Services, who together reviewed and have addressed several issues with the paratransit service and its operation. During the current audit period, schedule adherence improved, but from a low of 74 percent in FY2017 to just 79 percent by FY2019. However, CCCTA staff noted that more recent on-time performance has risen to about 92 percent.

### Exhibit 7: Status of Prior Audit Recommendations

Recommendation	Actions Taken	Evaluation
<p>1. Develop and implement strategies to improve schedule adherence on the paratransit service.</p>	<p>As reported during the prior audit, CCCTA's LINK service on-time performance had worsened from 93 percent in FY2014 to 84 percent in FY2015 and 81 percent in FY2016.</p> <p>In response to the reduced paratransit service quality CCCTA hired an outside consultant with paratransit expertise to study the paratransit service, the contractor and service model. CCCTA also hired a full time Manager of Accessible Services in November 2017.</p> <p>The Manager and consultant reviewed and have addressed several issues, including outreach to Paratransit users, scheduling software parameters, RFP parameters, and the contractor's overall organizational knowledge. New processes were developed, routes restructured, key personnel replaced, and a new paratransit model implemented for the new contract year.</p> <p>During the current audit period, schedule adherence improved, but from a low of 74 percent in FY2017 to just 79 percent by FY2019. However, CCCTA staff noted that more recent on-time performance has risen to about 92 percent.</p>	<p>Implementation in Progress</p>

## VI. FUNCTIONAL PERFORMANCE INDICATOR TRENDS

To further assess CCCTA's performance over the past three years, a detailed set of functional area performance indicators was defined. This assessment consists of a three-year trend analysis of the functions in each of the following areas:

- Management, Administration and Marketing
- Service Planning
- Operations
- Maintenance
- Safety

The indicators selected for this analysis were primarily those that were tracked regularly by CCCTA or for which input data were maintained by CCCTA on an on-going basis, such as performance reports, contractor reports, annual financial reports and NTD reports. As such, there may be some overlap with the TDA indicators examined earlier in the audit process, but most indicators will be different. Some indicators were selected from the California Department of Transportation's Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities as being appropriate for this evaluation. The input statistics for the indicators, along with their sources, are contained in Appendix A at the end of this report.

The trends in performance are presented over the three-year audit period to give an indication of which direction performance is moving for these indicators. The remainder of this section presents the findings from this review. The discussion presents

the highlights of performance by mode (Systemwide, Bus Service and Paratransit), each followed by an exhibit illustrating the indicators by function as applicable.

### Systemwide

For the purposes of this review, CCCTA's functional indicators relating to Management, Administration and Marketing have been included generally on a systemwide basis. Audit period performance is discussed below and presented in Exhibit 8.

- Administrative costs remained at about 25 percent of total operating costs through the audit period.
- Administrative costs also remained at about \$30 per vehicle service hour in all three years.
- The portion of administrative costs attributed to marketing activities was as high as 1.2 percent (FY2018) and as low as 0.6 percent (FY2019). CCCTA experienced increased marketing costs early in FY2018 due to rider outreach efforts (including printing new schedules and maps, and website redesign) for service changes that were subsequently implemented.
- Marketing expenditures contributed between \$0.02 and \$0.03 per passenger trip during the audit period.
- The systemwide farebox recovery ratio was consistently in a range of 12.7 to 12.9 percent.

\* \* \* \* \*

The following is a brief summary of the systemwide functional trend highlights between FY2017 and FY2019:

- Administrative costs remained at about 25 percent of total operating costs and \$30 per vehicle service hour.
- Marketing costs decreased remained at about one percent of total administrative costs and between \$0.02 and \$0.03 per passenger trip.
- The systemwide farebox recovery ratio was relatively steady in a range of 12.7 to 12.9 percent.

## Exhibit 8: Functional Performance Trends - Systemwide

FUNCTION/Indicator	Actual Performance		
	FY2017	FY2018	FY2019
<b>MANAGEMENT, ADMINISTRATION &amp; MARKETING</b>			
Administrative Cost/Total Operating Cost	25.1%	24.8%	24.8%
<i>Annual Percent Change</i>	--	-1.6%	0.4%
<i>Three Year Percent Change</i>	--	--	-1.2%
Administrative Cost/Vehicle Service Hour	\$29.77	\$29.41	\$30.60
<i>Annual Percent Change</i>	--	-1.2%	4.0%
<i>Three Year Percent Change</i>	--	--	2.8%
Marketing Cost/Total Administrative Cost	0.9%	1.2%	0.6%
<i>Annual Percent Change</i>	--	30.0%	-49.7%
<i>Three Year Percent Change</i>	--	--	-34.6%
Marketing Cost/Unlinked Passenger Trip	\$0.02	\$0.03	\$0.02
<i>Annual Percent Change</i>	--	34.7%	-43.5%
<i>Three Year Percent Change</i>	--	--	-23.9%
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	12.9%	12.7%	12.8%
<i>Annual Percent Change</i>	--	-1.4%	0.9%
<i>Three Year Percent Change</i>	--	--	-0.5%

## Bus Service

CCCTA's bus service functional area trends represent areas of cost efficiency, safety, productivity and service reliability. Audit period performance is discussed below and presented in Exhibit 9.

- Service Planning
  - Operating costs per passenger mile increased from \$1.84 in the first year to \$2.16 in FY2019 (17.5 percent).
  - The bus service farebox recovery ratio increased slightly from 13.4 percent in the first two years to 13.7 percent in FY2019.
  - At the same time, the TDA recovery ratio, calculated as farebox revenue plus local support divided by operating costs less allowable exclusions, was nearly steady at about 35 percent.
  - About 76 percent of all vehicle miles traveled were in service, as were about 88 percent of all vehicle hours in all three years.
  - Passengers carried per service mile and per service hour both decreased somewhat (by eight and ten percent, respectively) over the three years.
  
- Operations
  - Vehicle operations costs comprised about 59 percent of total operating costs, with a slight increase in each year.
  - Vehicle operations costs per service hour increased from about \$77 in FY2017 and FY2018 to nearly \$82 in FY2019 (five percent).
  - Schedule adherence remained in a range of 86 to 88 percent throughout the period.
  - The rate of complaints decreased by 14 percent in FY2018 but then returned to the FY2017 level in FY2019.

- The incidence of missed trips was 0.14 percent in the first two years but reduced to 0.06 percent in FY2019.

- Maintenance

- Total maintenance costs comprised about 17 percent of total operating costs throughout the period.
- Vehicle maintenance costs per service mile increased overall from \$1.69 to \$1.94 (14 percent).
- The vehicle spare ratio increased from 25 percent in the first year to 28 percent in the two subsequent years.
- The mean distance between major failures went down overall by about six percent, to 27,000 vehicle miles. When looking at all failures, it decreased by 2.5 percent, remaining about 19,000 miles.

- Safety

- The rate of preventable accidents (chargeable collisions) increased in each year, by more than 35 percent overall. It is recognized that while this rate of increase appears significant, the actual counts remain relatively low -- increasing from 22 such accidents in FY2017 to 30 in the last year. However, the recent increases point to a potentially burgeoning safety issue.
- Casualty/liability costs per service hour increased in each year, by 8.8 percent overall.
- Casualty/liability costs per service mile also increased in each year, by 11.7 percent overall.

\* \* \* \* \*

The following is a brief summary of the bus service functional trend highlights between FY2017 and FY2019:

- Service Planning results showed the operating cost per passenger mile increasing by 17.5 percent, farebox recovery remaining at about 13 percent, and the TDA recovery ratio (reflecting local support and operating cost exclusions) remaining at about 35 percent. Consistently 76 percent of vehicle miles and 88 percent of vehicle hours were in service, and passenger productivity decreased somewhat.
- Operations results showed vehicle operations costs at about 59 percent of total costs but increasing from \$77 to \$82 per service hour. Schedule adherence remained in a range of 86 to 88 percent, while the rate of complaints was similar in FY2017 and FY2019, and the incidence of missed trips was reduced to 0.06 percent by FY2019.
- Maintenance results showed maintenance costs steady at 17 percent of total costs but vehicle maintenance costs per service mile up by 14 percent, the vehicle spare ratio increasing from 25 to 28 percent, and relatively minor increases in the mechanical failure rates.
- Safety results showed the rate of preventable accidents increasing in each year, by more than 35 percent overall, even if the actual numbers look relatively low, and some increases in the casualty/liability cost rates.

## Exhibit 9: Functional Performance Trends – Bus Service

FUNCTION/Indicator	Actual Performance		
	FY2017	FY2018	FY2019
<b>SERVICE PLANNING</b>			
Total Operating Cost/Passenger Mile	\$1.84	\$1.90	\$2.16
<i>Annual Percent Change</i>	--	3.4%	13.6%
<i>Three Year Percent Change</i>	--	--	17.5%
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	13.4%	13.4%	13.7%
<i>Annual Percent Change</i>	--	-0.5%	2.3%
<i>Three Year Percent Change</i>	--	--	1.8%
TDA Recovery Ratio (a)	35.3%	35.5%	35.6%
<i>Annual Percent Change</i>	--	0.7%	0.3%
<i>Three Year Percent Change</i>	--	--	0.9%
Vehicle Service Miles/Total Miles	75.6%	75.5%	76.6%
<i>Annual Percent Change</i>	--	-0.2%	1.4%
<i>Three Year Percent Change</i>	--	--	1.3%
Vehicle Service Hours/Total Hours	87.4%	87.6%	87.9%
<i>Annual Percent Change</i>	--	0.2%	0.4%
<i>Three Year Percent Change</i>	--	--	0.6%
Passengers/Vehicle Service Mile	1.41	1.38	1.30
<i>Annual Percent Change</i>	--	-2.2%	-5.8%
<i>Three Year Percent Change</i>	--	--	-7.9%
Passengers/Vehicle Service Hour	15.8	15.0	14.2
<i>Annual Percent Change</i>	--	-5.5%	-5.0%
<i>Three Year Percent Change</i>	--	--	-10.2%
<b>OPERATIONS</b>			
Vehicle Operations Cost/Total Operating Cost	58.7%	59.0%	59.1%
<i>Annual Percent Change</i>	--	0.6%	0.1%
<i>Three Year Percent Change</i>	--	--	0.7%
Vehicle Operations Cost/Vehicle Service Hour	\$77.51	\$77.37	\$81.83
<i>Annual Percent Change</i>	--	-0.2%	5.8%
<i>Three Year Percent Change</i>	--	--	5.6%
Trips On-Time/Total Trips	86%	88%	87%
<i>Annual Percent Change</i>	--	1.8%	-0.8%
<i>Three Year Percent Change</i>	--	--	1.0%
Complaints/100,000 Unlinked Passenger Trips	7.5	6.4	7.5
<i>Annual Percent Change</i>	--	-14.2%	17.0%
<i>Three Year Percent Change</i>	--	--	0.4%
Missed Trips/Total Trips	0.14%	0.14%	0.06%
<i>Annual Percent Change</i>	--	-4.9%	-54.8%
<i>Three Year Percent Change</i>	--	--	-57.0%

FUNCTION/Indicator	Actual Performance		
	FY2017	FY2018	FY2019
<b>MAINTENANCE</b>			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	17.1%	17.3%	17.6%
<i>Annual Percent Change</i>	--	1.2%	2.0%
<i>Three Year Percent Change</i>	--	--	3.2%
Vehicle Maintenance Cost/Vehicle Service Mile	\$1.69	\$1.76	\$1.94
<i>Annual Percent Change</i>	--	4.1%	9.9%
<i>Three Year Percent Change</i>	--	--	14.4%
Spare Vehicles/Total Vehicles	25.8%	28.1%	28.8%
<i>Annual Percent Change</i>	--	9.0%	2.4%
<i>Three Year Percent Change</i>	--	--	11.6%
Mean Distance between Major Failures (Miles)	28,633	29,458	26,935
<i>Annual Percent Change</i>	--	2.9%	-8.6%
<i>Three Year Percent Change</i>	--	--	-5.9%
Mean Distance between All Failures (Miles)	19,783	19,122	19,285
<i>Annual Percent Change</i>	--	-3.3%	0.9%
<i>Three Year Percent Change</i>	--	--	-2.5%
<b>SAFETY</b>			
Preventable Accidents/100,000 Vehicle Miles	0.67	0.86	0.92
<i>Annual Percent Change</i>	--	27.1%	7.5%
<i>Three Year Percent Change</i>	--	--	36.6%
Casualty & Liability Cost/Vehicle Service Hour	\$3.02	\$3.12	\$3.29
<i>Annual Percent Change</i>	--	3.2%	5.4%
<i>Three Year Percent Change</i>	--	--	8.8%
Casualty & Liability Cost/Vehicle Service Mile	\$0.27	\$0.29	\$0.30
<i>Annual Percent Change</i>	--	6.8%	4.5%
<i>Three Year Percent Change</i>	--	--	11.7%

(a) Farebox Revenue plus Local Support/Operating Cost less TDA Allowable Exclusions

## Paratransit

CCCTA's paratransit functional area trends represent mostly similar areas to the bus service. Audit period performance is discussed below and presented in Exhibit 10.

- Service Planning
  - Operating costs per passenger mile increased from \$3.64 in the first year to \$3.95 in FY2018, but then went down to \$3.79 in FY2019, for a net period increase of 4.1 percent.
  - The farebox recovery ratio declined in each year, from 9.9 percent in the first year to 8.5 percent in FY2019.
  - Meanwhile, the TDA recovery ratio (farebox revenue augmented with local support and operating costs reflecting allowable exclusions) increased in each year, from about 45 to 53 percent overall. CCCTA staff noted that FY2019 allowable depreciation expenses were extra high in particular due to the retirement/replacement of 42 paratransit vans.
  - About 70 percent of all vehicle miles traveled were in service in FY2017. This level rose to 80 percent in the following two years.
  - The portion of all vehicle hours that were in service rose steadily from 74 percent in FY2017 to 78 percent in FY2019.
  - Passengers carried per service mile decreased by 20 percent, while passengers carried per service hour decreased by seven percent overall.
  
- Operations
  - Vehicle operations costs were reduced from 61 percent of total operating costs in the first two years to 59 percent in the last year.
  - Vehicle operations costs per service hour remained in a range of \$46 to \$48 through the audit period.

- Schedule adherence results (within a 30-minute window) indicated some improvement over the audit period, from 74 percent in FY2017 to 75 percent in FY2018 and 79 percent by FY2019.
  - The rate of complaints increased steadily and significantly during the audit period, from less than one complaint per 10,000 passenger trips in FY2017 to nearly ten in FY2019. According to CCCTA staff, a comprehensive complaint process did not exist until January 2018, at which time one was developed by staff. Complaints were not properly captured before that time. As a result, when complaints came in through the new process, there was a noticeable increase in the number of complaints recorded.
  - The incidence of missed trips could not be reviewed; audit period data were not available. CCCTA staff noted that paratransit missed trip data had not been captured in the contract language or in the contractor’s monthly report. However, CCCTA released a new RFP and subsequently entered into a new contract in which missed trip data is now collected and captured in the monthly report.
  - There were no ADA trip denials.
  - The trip cancellation rate increased in each year, from 17.5 percent of total ADA trips in FY2017 to 25.3 percent by FY2019. CCCTA staff noted that “late cancellations” (less than 24 hours prior to the scheduled trip) are combined with other cancellations when being reported. CCCTA’s cancellation policy is currently under review by the Legal Department for a possible update.
  - The passenger no-show rate decreased overall, to one percent of total ADA trips in FY2019.
- Maintenance
    - Total maintenance costs decreased in each year, from 8.5 percent of total operating costs in the first year to 7.9 percent in FY2019.
    - Vehicle maintenance costs per service mile also decreased steadily, from \$0.48 to \$0.41 (16 percent).

- The vehicle spare ratio dropped significantly in FY2019, from more than 20 percent to 12.7 percent. As noted above, CCCTA retired/replaced 42 paratransit vans in FY2019.
- The mean distance between major failures improved significantly overall. When looking at all failures, there was also a very positive trend.
- Safety
  - The rate of preventable accidents increased overall during the audit period by 15 percent. CCCTA’s paratransit contractor during the period reportedly experienced a higher accident frequency rate due to not being able to retain drivers. Accidents involving new drivers became more prevalent. CCCTA now has a new contractor with no driver turnover so far, and the accident frequency has reportedly dropped as well.

\* \* \* \* \*

The following is a brief summary of the paratransit functional trend highlights between FY2017 and FY2019:

- Service Planning results showed the operating cost per passenger mile increasing by 4.1 percent overall, and the farebox recovery ratio decreasing from 9.9 to 8.5 percent while the TDA recovery ratio (reflecting local support and operating cost exclusions) rose from 45 to 53 percent. The portion of vehicle miles and hours in service rose to 80 percent and 78 percent, respectively, and passenger productivity decreased.
- Operations results showed a small reduction in vehicle operations costs per hour with steady performance compared to total costs. There were no ADA trip denials, and a significant increase in the rate of complaints was attributed primarily to improved complaint recording procedures. In addition, the trip cancellation rate (including “late cancellations” made less

than 24 hours before the scheduled trip) increased to 25 percent, though no-shows went down to one percent of ADA trips. Schedule adherence improved from 74 percent in FY2017 to 79 percent by FY2019. Missed trips were not reported during the audit period per the existing operating contract, but CCCTA subsequently entered into a new contract wherein this data is now captured in the contractor's monthly report.

- Maintenance results showed some decrease in maintenance costs as a percent of total costs as well as in vehicle maintenance costs per service mile. Further, the spare ratio decreased from more than 20 percent to 12.7 percent in FY2019, and there was significant overall improvement in the mechanical failure rates.
- Safety results showed the preventable accident rate increasing by 15 percent overall during the audit period, attributed to increasing driver turnover with the former operating contractor.

## Exhibit 10: Functional Performance Trends – Paratransit

FUNCTION/Indicator	Actual Performance		
	FY2017	FY2018	FY2019
<b>SERVICE PLANNING</b>			
Total Operating Cost/Passenger Mile	\$3.64	\$3.95	\$3.79
<i>Annual Percent Change</i>	--	8.4%	-4.0%
<i>Three Year Percent Change</i>	--	--	4.1%
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	9.9%	9.1%	8.5%
<i>Annual Percent Change</i>	--	-7.4%	-6.8%
<i>Three Year Percent Change</i>	--	--	-13.7%
TDA Recovery Ratio (a)	45.5%	47.8%	53.3%
<i>Annual Percent Change</i>	--	4.9%	11.6%
<i>Three Year Percent Change</i>	--	--	17.1%
Vehicle Service Miles/Total Miles	69.9%	80.0%	80.4%
<i>Annual Percent Change</i>	--	14.3%	0.5%
<i>Three Year Percent Change</i>	--	--	14.9%
Vehicle Service Hours/Total Hours	74.2%	76.8%	78.2%
<i>Annual Percent Change</i>	--	3.6%	1.8%
<i>Three Year Percent Change</i>	--	--	5.4%
Passengers/Vehicle Service Mile	0.16	0.14	0.13
<i>Annual Percent Change</i>	--	-12.6%	-9.4%
<i>Three Year Percent Change</i>	--	--	-20.8%
Passengers/Vehicle Service Hour	2.08	2.13	1.93
<i>Annual Percent Change</i>	--	2.6%	-9.8%
<i>Three Year Percent Change</i>	--	--	-7.4%
<b>OPERATIONS</b>			
Vehicle Operations Cost/Total Operating Cost	61.4%	61.2%	59.5%
<i>Annual Percent Change</i>	--	-0.4%	-2.7%
<i>Three Year Percent Change</i>	--	--	-3.1%
Vehicle Operations Cost/Vehicle Service Hour	\$46.03	\$48.19	\$46.99
<i>Annual Percent Change</i>	--	4.7%	-2.5%
<i>Three Year Percent Change</i>	--	--	2.1%
Percentage of Trips On-Time	74%	75%	79%
<i>Annual Percent Change</i>	--	1.4%	5.3%
<i>Three Year Percent Change</i>	--	--	6.8%
Complaints/10,000 Unlinked Passenger Trips	0.7	2.9	9.6
<i>Annual Percent Change</i>	--	326.7%	225.3%
<i>Three Year Percent Change</i>	--	--	1288.0%

FUNCTION/Indicator	Actual Performance		
	FY2017	FY2018	FY2019
<b>OPERATIONS (continued)</b>			
Missed Trips/Total Trips	(b)	(b)	(b)
<i>Annual Percent Change</i>	--	--	--
<i>Three Year Percent Change</i>	--	--	--
ADA Trip Denials/Total ADA Trips	0.0%	0.0%	0.0%
<i>Annual Percent Change</i>	--	--	--
<i>Three Year Percent Change</i>	--	--	--
Trip Cancellations/Total ADA Trips	17.5%	20.1%	25.3%
<i>Annual Percent Change</i>	--	15.0%	25.6%
<i>Three Year Percent Change</i>	--	--	44.4%
No-Shows/Total ADA Trips	1.7%	2.1%	1.0%
<i>Annual Percent Change</i>	--	22.5%	-55.3%
<i>Three Year Percent Change</i>	--	--	-45.2%
<b>MAINTENANCE</b>			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	8.5%	8.4%	7.9%
<i>Annual Percent Change</i>	--	-0.6%	-6.8%
<i>Three Year Percent Change</i>	--	--	-7.3%
Vehicle Maintenance Cost/Vehicle Service Mile	\$0.48	\$0.43	\$0.41
<i>Annual Percent Change</i>	--	-10.8%	-6.2%
<i>Three Year Percent Change</i>	--	--	-16.3%
Spare Vehicles/Total Vehicles	20.3%	23.8%	12.7%
<i>Annual Percent Change</i>	--	17.1%	-46.5%
<i>Three Year Percent Change</i>	--	--	-37.4%
Mean Distance between Major Failures (Miles)	98,324	82,437	184,625
<i>Annual Percent Change</i>	--	-16.2%	124.0%
<i>Three Year Percent Change</i>	--	--	87.8%
Mean Distance between All Failures (Miles)	36,521	37,686	52,750
<i>Annual Percent Change</i>	--	3.2%	40.0%
<i>Three Year Percent Change</i>	--	--	44.4%
<b>SAFETY</b>			
Preventable Accidents/100,000 Vehicle Miles	0.47	0.38	0.54
<i>Annual Percent Change</i>	--	-19.2%	42.9%
<i>Three Year Percent Change</i>	--	--	15.4%

(a) Farebox Revenue plus Local Support/Operating Cost less TDA Allowable Exclusions

(b) Not available

## VII. CONCLUSIONS AND RECOMMENDATIONS

The preceding sections presented a review of CCCTA's transit service performance during the three-year period of FY2017 through FY2019 (July 1, 2016 through June 30, 2019). They focused on TDA compliance issues including trends in TDA-mandated performance indicators and compliance with selected sections of the state Public Utilities Code (PUC). They also provided the findings from an overview of CCCTA's data collection activities to support the TDA indicators, actions taken to implement recommendations from the prior performance audit, and a review of selected key functional performance results.

### Conclusions

The key findings and conclusions from the individual sections of this performance audit are summarized below:

- Data Collection – CCCTA is in compliance with the data collection and reporting requirements for all five TDA statistics. In addition, the statistics collected over the six-year review period appear to be consistent with the TDA definitions, and indicate general consistency in terms of the direction and magnitude of the year-to-year changes across the statistics.
- TDA Performance Trends

CCCTA's performance trends for the five TDA-mandated indicators were analyzed by mode. A six-year analysis period was used for all the indicators. In addition, component operating costs were analyzed.

Bus Service – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2014 through FY2019:

- There was an average annual increase in the operating cost per hour of 2.3 percent, which amounted to a 0.6 percent decrease in inflation adjusted dollars.
- The cost per passenger increased on average by 3.3 percent per year, which amounted to an average annual increase of 0.4 percent in constant FY2014 dollars.
- Passenger productivity showed relatively steady trends, with passengers per vehicle service hour and mile decreasing by just one percent per year overall.
- Employee productivity decreased an average of 0.1 percent per year.

The following is a brief summary of the component operating costs trend highlights for the bus service between FY2014 and FY2019:

- The most significant change was an average annual increase of 7.7 percent in the utilities area, which contributed only one percent or less of total operating costs.
- Labor costs represented the largest portion of the total costs, with a share of 45 to 48 percent over the six years. Fringe benefits comprised the second largest portion, ranging between 30 and 33 percent. Labor and fringe benefits costs increased by 3.5 and 4.7 percent on average per year, respectively, driven by MOU cost of living increases and higher pension program costs toward the end of the period.
- Materials/supplies and services costs both decreased moderately over the period, in terms of average annual change and percent of total costs.

Paratransit – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2014 through FY2019:

- For cost efficiency, there was an average annual increase in the operating cost per hour of 2.3 percent; however, this amounted to an annual decrease of 0.5 percent in inflation adjusted dollars.
- In terms of cost effectiveness, the operating cost per passenger showed a moderate increase of 1.5 percent per year on average, when normalized in FY2014 dollars.
- Passenger productivity showed some general decline, with passengers per hour decreasing by 2.0 percent annually and passengers per mile decreasing by 0.2 percent.

The following is a brief summary of the component operating costs trend highlights for paratransit between FY2014 and FY2019:

- Purchased transportation costs represented by far the largest portion of the total costs, at 94 to 96 percent throughout the review period. They increased by 3.1 percent per year on average.
  - In-house labor costs increased by 11.4 percent per year, while fringe benefits costs increased by 15.1 percent (largely reflecting the addition of paratransit staff in FY2019). However, each of these two cost categories accounted for only two percent or less of the total operating costs.
  - No costs were reported early in the period for the casualty/liability, and only relatively minimal expenses were reported for the other component cost categories through the period.
- PUC Compliance – CCCTA is in compliance with the sections of the state PUC that were reviewed as part of this performance audit. These sections included requirements concerning CHP terminal safety inspections, labor contracts, reduced fares, Welfare-to-Work, revenue sharing, and evaluating passenger needs.
  - Status of Prior Audit Recommendations – Implementation is in progress for the single recommendation. During the prior audit period, CCCTA’s LINK service on-time performance had worsened steadily from 93 percent in

FY2014 to 81 percent in FY2016. In response to generally reduced paratransit service quality CCCTA hired an outside consultant and a full time Manager of Accessible Services, who together reviewed and have addressed several issues with the paratransit service and its operation. Reportedly, schedule adherence has slowly improved, though actual results for the audit period were not available. Staff indicated that data covering trips on time was not captured until the FY2020 operating contract went into effect, but recent schedule adherence was noted to be 92 percent.

- Functional Performance Indicator Trends

To further assess CCCTA's performance over the past three years, a detailed set of systemwide and modal functional area performance indicators was defined and reviewed.

Systemwide – The following is a brief summary of the systemwide functional trend highlights between FY2017 and FY2019:

- Administrative costs remained at about 25 percent of total operating costs and \$30 per vehicle service hour.
- Marketing costs decreased remained at about one percent of total administrative costs and between \$0.02 and \$0.03 per passenger trip.
- The systemwide farebox recovery ratio was relatively steady in a range of 12.7 to 12.9 percent.

Bus Service – The following is a brief summary of the bus service functional trend highlights between FY2017 and FY2019:

- Service Planning results showed the operating cost per passenger mile increasing by 17.5 percent, farebox recovery remaining at about 13 percent, and the TDA recovery ratio (reflecting local support and operating cost exclusions) remaining at about 35 percent. Consistently 76 percent of vehicle miles and 88 percent of vehicle hours were in service, and passenger productivity decreased somewhat.

- Operations results showed vehicle operations costs at about 59 percent of total costs but increasing from \$77 to \$82 per service hour. Schedule adherence remained in a range of 86 to 88 percent, while the rate of complaints was similar in FY2017 and FY2019, and the incidence of missed trips was reduced to 0.06 percent by FY2019.
- Maintenance results showed maintenance costs steady at 17 percent of total costs but vehicle maintenance costs per service mile up by 14 percent, the vehicle spare ratio increasing from 25 to 28 percent, and relatively minor increases in the mechanical failure rates.
- Safety results showed the rate of preventable accidents increasing in each year, by more than 35 percent overall, even if the actual numbers look relatively low, and some increases in the casualty/liability cost rates.

Paratransit – The following is a brief summary of the paratransit functional trend highlights between FY2017 and FY2019:

- Service Planning results showed the operating cost per passenger mile increasing by 4.1 percent overall, and the farebox recovery ratio decreasing from 9.9 to 8.5 percent while the TDA recovery ratio (reflecting local support and operating cost exclusions) rose from 45 to 53 percent. The portion of vehicle miles and hours in service rose to 80 percent and 78 percent, respectively, and passenger productivity decreased.
- Operations results showed a small reduction in vehicle operations costs per hour with steady performance compared to total costs. There were no ADA trip denials, and a significant increase in the rate of complaints was attributed primarily to improved complaint recording procedures. In addition, the trip cancellation rate (including “late cancellations” made less than 24 hours before the scheduled trip) increased to 25 percent, though no-shows went down to one percent of ADA trips. Schedule adherence improved from 74 percent in FY2017 to 79 percent by FY2019. Missed trips were not reported during the audit period per the existing operating contract, but CCCTA subsequently entered into a new contract wherein this data is now captured in the contractor’s monthly report.

- Maintenance results showed some decrease in maintenance costs as a percent of total costs as well as in vehicle maintenance costs per service mile. Further, the spare ratio decreased from more than 20 percent to 12.7 percent in FY2019, and there was significant overall improvement in the mechanical failure rates.
- Safety results showed the preventable accident rate increasing by 15 percent overall during the audit period, attributed to increasing driver turnover with the former operating contractor.

## Recommendations

1. CONTINUE TO IMPLEMENT STEPS TO MAINTAIN IMPROVED SCHEDULE ADHERENCE PERFORMANCE FOR THE PARATRANSIT SERVICE.

*[Reference Sections: V. Status of Prior Audit Recommendations; VI. Functional Performance Indicator Trends]*

In the prior performance audit, it was found that CCCTA's paratransit schedule adherence decreased substantially. The County Connection LINK service's on-time performance worsened from 93 percent in FY2014 to 84 percent in FY2015 and 81 percent in FY2016. In order to provide more reliable service, it was recommended that CCCTA and its contractor should expand efforts toward reversing this trend.

Implementation of this recommendation is still considered to be in progress. During the current audit period, CCCTA hired an outside consultant and a full time Manager of Accessible Services, who together reviewed and have addressed several issues with the paratransit service and its operation. During the current audit period, schedule adherence improved, but from a low of 74 percent in FY2017 to just 79 percent by FY2019. However, CCCTA staff noted that more recent on-time performance has risen to about 92 percent. In any event, CCCTA

should continue toward full implementation of the prior audit recommendation by ensuring that LINK on time performance is monitored on a regular basis and is maintained at acceptable levels going forward.

2. ADDRESS THE INCREASING PREVENTABLE ACCIDENT RATE ON CCCTA'S BUS AND PARATRANSIT SERVICES.

*[Reference Section: VI. Functional Performance Indicator Trends]*

The rate of preventable accidents (chargeable collisions) on County Connection bus services increased in each year of the current audit period, by more than 35 percent overall in the three years, even if the actual numbers look relatively low. Similarly, the rate of preventable accidents on LINK paratransit increased overall during the period by 15 percent, attributed to increasing driver turnover with the former operating contractor. In any event, these recent increases point to a potentially burgeoning safety issue which CCCTA should address, in coordination with its current operating contractor as applicable. Efforts should include additional strategies to improve operator training and enhance monitoring activities to ensure that safety issues are identified and corrected before they have a chance to escalate further.

3. DEVELOP AND IMPLEMENT STRATEGIES TO REDUCE TRIP CANCELLATIONS ON THE PARATRANSIT SERVICE.

*[Reference Section: VI. Functional Performance Indicator Trends]*

Over the audit period, the rate of trip cancellations on the LINK paratransit service increased by 45 percent, from 17.5 percent of total ADA trips in FY217 to 25.3 percent in FY2019. These results included "late cancellations" made less than 24 hours before the scheduled trip as well as cancellations made more than 24 hours in advance. In order to provide service more efficiently and productively, CCCTA

should expand its efforts toward mitigating their occurrence. These efforts should include additional paratransit passenger outreach and education.

---

---

**APPENDIX A:  
INPUT STATISTICS FOR  
FUNCTIONAL PERFORMANCE MEASURES**

---

---

## Functional Performance Inputs - Systemwide (All Modes)

Data Item	FY2017	FY2018	FY2019	Source
Total Operating Costs	\$34,366,704	\$35,451,451	\$37,956,252	NTD F-40
Administrative Costs	\$8,643,165	\$8,776,404	\$9,429,859	NTD F-40
Vehicle Service Hours	290,377	298,453	308,206	NTD S-10 MB+DR
Marketing Costs	\$76,607	\$101,135	\$54,620	CCCTA Staff
Unlinked Passenger Trips	3,636,386	3,564,423	3,404,865	NTD S-10 MB+DR
Farebox Revenue (All Modes)	\$4,427,206	\$4,502,948	\$4,864,199	NTD F-10

## Functional Performance Inputs – Bus Service

Data Item	FY2017	FY2018	FY2019	Source
Vehicle Service Miles	2,468,611	2,468,673	2,496,155	NTD S-10 MB
Total Vehicle Miles	3,264,128	3,269,786	3,259,140	NTD S-10 MB
Vehicle Service Hours	220,582	228,294	228,907	NTD S-10 MB
Total Vehicle Hours	252,334	260,615	260,354	NTD S-10 MB
Unlinked Passenger Trips	3,491,201	3,414,701	3,252,149	NTD S-10 MB
Farebox Revenue	\$3,912,024	\$3,998,920	\$4,332,118	NTD F-10
Total Operating Costs	\$29,137,332	\$29,924,176	\$31,694,903	NTD F-30 MB
Passenger Miles	15,851,673	15,738,196	14,675,080	NTD S-10 MB
Vehicle Operations Costs	\$17,098,300	\$17,663,062	\$18,731,125	NTD F-30 MB
Local Support (a)	\$4,638,708	\$4,553,681	\$4,741,904	Measure J; RM2
TDA Oper. Cost Exclusions - PUC 99247 (b)	\$4,888,421	\$5,832,127	\$6,201,562	Depreciation Expense
TDA Oper. Cost Exclusions - PUC 99268.17 (c)	\$0	\$0	\$0	CCCTA Staff
Trips On-Time	85.9%	87.5%	86.8%	Fixed-Route Year-End Report
Total Trips (Scheduled)	307,373	302,839	283,236	Fixed-Route Year-End Report
Complaints	261	219	244	Fixed-Route Year-End Report
Missed Trips	442	414	175	Fixed-Route Year-End Report
Vehicle Maintenance Costs	\$4,183,260	\$4,355,997	\$4,839,673	NTD F-30 MB
Non-Vehicle/Facility Maintenance Costs	\$786,265	\$808,951	\$737,598	NTD F-30 MB
Spare Vehicles (Total less Maximum Service)	32	36	38	NTD S-10 MB
Total Vehicles	124	128	132	NTD S-10 MB
Revenue Vehicle Mechanical System Failures - Total	165	171	169	NTD R-20
Revenue Vehicle Mechanical System Failures - Major	114	111	121	NTD R-20
Preventable Accidents (Chargeable Collisions)	22	28	30	Fixed-Route Year-End Report
Casualty/Liability Costs	\$666,984	\$712,646	\$753,314	NTD F-30 MB

(a) Local Support includes the following (USOA revenue class in parentheses):

- Auxiliary transportation revenue (406)
- Taxes directly levied (408)
- Local cash grants and reimbursements (409)
- Local special fare assistance (410)
- Subsidy from other sectors of operation (440)
- Other non-federal/non-state grant funds or other revenues

(b) Operating expense object classes exclusive of the following pursuant to PUC Section 99247:

- depreciation and amortization expenses
- subsidies for commuter rail services operated on railroad lines under the jurisdiction of the Federal Railroad Administration
- costs for providing charter services
- vehicle lease costs
- principal and interest payments on capital projects funded with certificates of participation

(c) Operating expense object class exclusions pursuant to PUC Section 99268.17:

- additional operating costs for federally required ADA paratransit service that exceed prior year costs (CPI adjusted)
- cost increases beyond the CPI change for: fuel; alternative fuel programs; power (including electricity); insurance premiums/liability claims payouts; state and federal mandates
- start-up costs for new services (not more than two years)

## Functional Performance Inputs – Paratransit

Data Item	FY2017	FY2018	FY2019	Source
Vehicle Service Miles	893,937	1,054,542	1,186,945	NTD S-10 DR
Total Vehicle Miles	1,278,218	1,318,993	1,476,996	NTD S-10 DR
Vehicle Service Hours	69,795	70,159	79,299	NTD S-10 DR
Total Vehicle Hours	94,071	91,311	101,371	NTD S-10 DR
Unlinked Passenger Trips	145,185	149,722	152,716	NTD S-10 DR
Farebox Revenue	\$515,182	\$504,028	\$532,081	NTD F-10
Total Operating Costs	\$5,229,372	\$5,527,275	\$6,261,349	NTD F-30 DR
Passenger Miles	1,436,078	1,400,020	1,652,407	NTD S-10 DR
Vehicle Operations Costs	\$3,212,495	\$3,381,146	\$3,725,921	NTD F-30 DR
Local Support (a)	\$1,650,724	\$1,967,341	\$2,107,406	Measure J; ADA BART Rev.
TDA Oper. Cost Exclusions - PUC 99247 (b)	\$473,710	\$354,193	\$1,310,227	Depreciation Expense
TDA Oper. Cost Exclusions - PUC 99268.17 (c)	\$0	\$0	\$0	CCCTA Staff
Percentage of Trips On-Time	74%	75%	79%	LINK Year-End Report
Total Trips	145,185	146,331	152,606	LINK Year-End Report
Complaints	10	44	146	LINK Year-End Report
Missed Trips	(d)	(d)	(d)	CCCTA Staff
Total ADA Trips	137,287	135,948	138,734	LINK Year-End Report
ADA Trip Denials	0	0	0	LINK Year-End Report
Trip Cancellations	24,022	27,345	35,042	LINK Year-End Report
No Shows	2,392	2,902	1,324	LINK Year-End Report
Vehicle Maintenance Costs	\$433,440	\$456,195	\$481,598	NTD F-30 DR
Non-Vehicle/Facility Maintenance Costs	\$9,779	\$9,696	\$10,478	NTD F-30 DR
Spare Vehicles (Total less Maximum Service)	12	15	7	NTD S-10 DR
Total Vehicles	59	63	55	NTD S-10 DR
Revenue Vehicle Mechanical System Failures - Total	35	35	28	NTD R-20
Revenue Vehicle Mechanical System Failures - Major	13	16	8	NTD R-20
Preventable (Chargeable) Accidents	6	5	8	LINK Year-End Report

(a) Local Support includes the following (USOA revenue class in parentheses):

- Auxiliary transportation revenue (406)
- Taxes directly levied (408)
- Local cash grants and reimbursements (409)
- Local special fare assistance (410)
- Subsidy from other sectors of operation (440)
- Other non-federal/non-state grant funds or other revenues

(b) Operating expense object classes exclusive of the following pursuant to PUC Section 99247:

- depreciation and amortization expenses
- subsidies for commuter rail services operated on railroad lines under the jurisdiction of the Federal Railroad Administration
- costs for providing charter services
- vehicle lease costs
- principal and interest payments on capital projects funded with certificates of participation

(c) Operating expense object class exclusions pursuant to PUC Section 99268.17:

- additional operating costs for federally required ADA paratransit service that exceed prior year costs (CPI adjusted)
- cost increases beyond the CPI change for: fuel; alternative fuel programs; power (including electricity); insurance premiums/liability claims payouts; state and federal mandates
- start-up costs for new services (not more than two years)

(d) Not available