County Connection
2477 Arnold Industrial Way Concord, CA 94520-5326 (925) 676-7500 countyconnection.com

OPERATIONS & SCHEDULING COMMITTEE
MEETING AGENDA

Friday, September 4, 2020
8:15 a.m.

DUE TO COVID-19, THIS MEETING WILL BE CONDUCTED AS A TELECONFERENCE PURSUANT TO THE PROVISIONS OF THE GOVERNOR'S EXECUTIVE ORDERS N-25-20 AND N-29-20, WHICH SUSPEND CERTAIN REQUIREMENTS OF THE RALPH M. BROWN ACT.

MEMBERS OF THE PUBLIC MAY NOT ATTEND THIS MEETING IN PERSON.

Committee Directors, staff and the public may participate remotely by calling:

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Public comment may be submitted via email to: hill@cccta.org. Please indicate in your email the agenda item to which your comment applies. Comments submitted before the meeting will be provided to the committee Directors before or during the meeting. Comments submitted after the meeting is called to order will be included in correspondence that will be provided to the full Board.

The committee may take action on each item on the agenda. The action may consist of the recommended action, a related action or no action. Staff recommendations are subject to action and/or change by the committee.

*Enclosure
FY2019/2020 O&S Committee
Kevin Wilk – Walnut Creek, Dave Hudson – San Ramon, Robert Storer – Danville

1. Approval of Agenda
2. Public Communication
3. Approval of Minutes of August 7, 2020*
4. Fiscal Year 2020 Fixed-Route Performance Report – Information Only*

   (Staff will present annual ridership and service data for fixed-route services.)
5. Fiscal Year 2020 Paratransit Performance Report – Information Only*

   (Staff will present annual ridership and service data for paratransit services.)
6. Winter Bid Update – Information Only*

   (Staff will present a summary of changes for the winter bid.)
7. TDA Performance Audit*

   (Staff will present the results of the triennial TDA performance audit report and request that the O&S Committee forward the audit to the Board to review and file.)
8. Healthy Transit Plan*

   (Staff will present the Bay Area Healthy Transit plan and request that the O&S Committee forward plan adoption to the Board.)
9. Monthly Reports – Information Only
   a. Fixed Route*
   b. Paratransit*
10. Committee Comments
11. Future Agenda Items
12. Next Scheduled Meeting – October 2, 2020 (8:15am via teleconference)
13. Adjournment

General Information

Public Comment: If you wish to address the Committee, please follow the directions at the top of the agenda. If you have anything that you wish distributed to the Committee and included for the official record, please include it in your email. Comments that require a response may be deferred for staff reply.

Consent Items: All matters listed under the Consent Calendar are considered by the committee to be routine and will be enacted by one motion. There will be no separate discussion of these items unless requested by a committee member or a member of the public prior to when the committee votes on the motion to adopt.

Availability of Public Records: The agenda and enclosures for this meeting are posted also on our website at www.countyconnection.com.

Accessible Public Meetings: Upon request, County Connection will provide written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings and provide comments at/related to public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, auxiliary aid, service or alternative format requested at least two days before the meeting. Requests should be sent to the Assistant to the General Manager, Lathina Hill, at 2477 Arnold Industrial Way, Concord, CA 94520 or hill@cccta.org. Requests made by mail must be received at least two days before the meeting. Requests will be granted whenever possible and resolved in favor of accessibility.

Currently Scheduled Board and Committee Meetings

Board of Directors:	Thursday, September 17, 9:00 a.m., via teleconference
Administration & Finance:	Wednesday, September 9, 8:30 a.m., via teleconference
Advisory Committee:	Tuesday, September 8, 1:00 p.m., via teleconference
Marketing, Planning & Legislative:	Thursday, September 3, 8:30 a.m., via teleconference
Operations & Scheduling:	Friday, September 4, 8:15 a.m., via teleconference

**The above meeting schedules are subject to change and may be conducted as teleconference meetings.
Please check the County Connection Website (www.countyconnection.com) or contact County Connection staff
at (925) 676-1976 to verify date, time and location prior to attending a meeting.**

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County Connection

INTER OFFICE MEMO

Summary Minutes
Operations & Scheduling Committee
Friday, August 6, 8:15 a.m.

Due to COVID-19, this meeting was conducted as a teleconference pursuant to the provisions of the Governor's Executive Orders N-25-20 and N-29-20.

Directors: Robert Storer, Dave Hudson, Kevin Wilk
Staff: Rick Ramacier, Bill Churchill, Ruby Horta, Rashida Kamara, Melody Reebs
Public: Drennen Shelton

Call to Order: Meeting called to order at 8:15 a.m. by Director Storer.

1. **Approval of Agenda**

   The Committee approved the agenda.

2. **Public Communication**

   None

3. **Approval of Minutes of July 10, 2020**

   The Committee approved the minutes.

4. **COVID-19 Fixed-Route Ridership Trends**

   Ms. Reebs provided an update on fixed-route ridership trends since the start of the COVID-19 shelter-in-place order. Over the past month, ridership has dipped again slightly due to the recent rise in cases and businesses reclosures in mid-July. She noted that routes serving more transit-dependent areas, including the Monument Corridor and Martinez, have had the most significant ridership recovery over the past few months, whereas commute-oriented services, such as express routes, have been the slowest to recover. Director Hudson asked how many passengers are riding on the weekends. Ms. Reebs responded that weekend ridership is now around 1,400 passengers per day, whereas pre-COVID it was around 2,500 per day.

5. **Paratransit Operations Report COVID-19 Update #4**

   Ms. Kamara provided an update on the various services that are being provided by LINK in addition to paratransit. In June, there was a slight increase in paratransit ridership and decline in alternative services, including meal delivery and COVID transport trips. However, paratransit ridership has since dipped back down slightly, and alternative service trips have increased due to the rise in cases in the County. Director Storer asked how many drivers are currently still employed. Ms. Kamara responded that Transdev's entire workforce is

still employed, but about 68% of them are currently active, while the remaining are on leave.

6. Regional Paratransit One-Seat Ride Demonstration Project

Ms. Kamara provided an update on the one-seat ride pilot for regional paratransit trips. Staff had been working with the neighboring transit agencies on implementing the program. Due to COVID-19 and the need to reduce contact with multiple drivers, staff has begun operating direct regional trips in coordination with WestCAT, Tri Delta, and LAVTA. Staff has also been in discussions with East Bay Paratransit and MTC about expanding the program to additional service areas and providers. The Committee forwarded a recommendation to the Board to approve the item.

7. Bus Cleaning & Sanitation Procedure During Covid-19

Mr. Churchill informed the Committee about the processes and procedures in place to clean and sanitize buses for the protection of operators and passengers. He noted that there has been a regional interest in this topic and that MTC has requested that each agency develop protocols that are approved by their respective Boards. Director Storer emphasized the importance of these efforts to help make people feel safe about taking public transit. The Committee forwarded a recommendation to the Board to approve the item.

8. Monthly Reports

Ms. Reebs reported that fixed-route ridership was down around 64% in June. She noted that missed trips were slightly higher in June compared to the prior month, mostly due to the protests, which resulted in street closures and curfews. Total ridership for the fiscal year was about 12% lower than the previous year.

Ms. Kamara reported that ridership continued to drop in May but then picked up slightly in June. She noted that on-time performance also dipped in June as a result of additional ridership demand and social distancing protocols.

9. Committee Comments

None.

10. Future Agenda Items

None.

11. Next Scheduled Meeting

The next meeting was scheduled for September 4th at 8:15 a.m. via teleconference.

12. Adjournment – The meeting was adjourned at 9:07 a.m.

Minutes prepared and submitted by: Melody Reebs, Manager of Planning

County Connection

INTER OFFICE MEMO

To: Operations & Scheduling Committee **Date:** 8/25/2020

From: Melody Reebs, Manager of Planning **Reviewed by:** RF

SUBJECT: Fiscal Year 2020 Fixed-Route Performance Report

Background:

The annual performance report for fixed routes provides a summary of key performance indicators and recent trends. Overall, total fixed route passengers decreased by 12.1% from FY 2019 to FY 2020. Total weekday ridership was down 13.2% and weekend ridership was down 11.5% over FY 2019. A 38.4% increase over FY 2019 from BART bus bridges accounted for 3.0% of our annual ridership.

Fiscal year 2020 was the first full year of the major service and fare restructure implemented in March 2019. In addition, service to Bishop Ranch was restructured in November 2019. Free fares funded by LCTOP on Routes 11, 14, and 16 were also implemented at the start of FY 2020. Ridership began growing significantly starting in August 2019, mostly in response to the new free routes and increased frequency on several routes as part of the March 2019 service restructure. By February 2020, year-to-date ridership was up 12.9% over the prior year.

However, in March 2020, a shelter-in-place order took effect in Contra Costa County, along with other Bay Area counties. Soon thereafter, the entire State of California was ordered to limit activity to essential services, in response to the COVID-19 pandemic. The closure of all businesses and activities deemed non-essential had an immediate impact on transit ridership. Average daily ridership dropped between 70%-85% below normal levels through the end of FY 2020.

There were also significant service disruptions starting in late March due to COVID-19 and reduced operator availability, as well as in June due to several protests that resulted in street closures and curfews. This resulted in an increase in the number of missed trips. Overall, about 0.6% of scheduled trips were missed over the course of FY 2020.

Fiscal year 2020 was also the first full year of the March 2019 fare restructure. Clipper usage continued to increase during the first three quarters of the year, reaching about 78% of all fares being paid with Clipper in March. Starting on March 23rd, County Connection stopped collecting fares in order to allow for social distancing, and all boardings from that date until the end of the fiscal year were counted as free rides.

Financial Implications:

None, for information only.

Recommendation:

None, for information only.

Action Requested:

None, for information only.

Attachments:

CCCTA Performance Measurement
CCCTA Performance Indicators
CCCTA Boardings by Fare Type

CCCTA PERFORMANCE MEASUREMENT

Fiscal Years 2019 and 2020

PERFORMANCE MEASURE	FY 18-19	FY 19-20	% Change FY19 to FY20
Weekday Passenger Boardings	2,952,943	2,562,652	(13.2%)
Saturday Passenger Boardings	129,086	116,928	(9.4%)
Sunday Passenger Boardings	108,144	93,053	(14.0%)
Fixed Route Total Passengers	**3,190,173**	**2,772,632**	(13.1%)
Other Passengers (1)	61,976	85,786	38.4%
Grand Total Passenger Boardings	**3,252,149**	**2,858,418**	(12.1%)
Average Weekday Ridership	11,619	10,029	(13.7%)
Total Revenue Hours	228,907	206,669	(9.7%)
Total Revenue Miles	2,496,156	2,361,977	(5.4%)
Operating Cost (3)	(2) $31,694,903	(3) $31,529,751	(0.5%)
Farebox Revenue	(2) $4,332,118	(3) $4,137,117	(4.5%)
Number of Weekdays	254	256	0.8%
Number of Saturdays	52	52	0.0%
Number of Sundays	53	52	(1.9%)
Total Scheduled Trips	287,317	270,180	(6.0%)
Total Missed Trips	182	1,711	840.1%
Passenger Boardings per Day			
Weekday	11,626	10,010	(13.9%)
Saturday	2,482	2,249	(9.4%)
Sunday	2,040	1,789	(12.3%)

(1) 'Other Passengers' include Bus Bridges & Special Events

*(2) FY 18-19 Operating Cost & Farebox Revenue have been updated to **"post Audit"** figures*

*(3) FY 19-20 Operating Cost & Farebox Revenue are **"pre-audit"** figures that will be updated when audit is complete*

CCCTA PERFORMANCE INDICATORS

Fiscal Years 2019 and 2020

PERFORMANCE INDICATOR	FY 18-19	FY 19-20	% Change FY19 to FY20
Passengers/Revenue Hour	14.21	13.83	(2.6%)
Passengers/Revenue Mile	1.31	1.21	(7.3%)
Cost/Revenue Hour	$138.10	$152.56	10.5%
Cost/Passenger	$8.33	$9.58	15.0%
Farebox Recovery Ratio	14.3%	13.1%	(8.2%)
Accidents/100,000 Miles (1)	0.90	0.77	(14.4%)
Maintenance Employee/100,000	9.27	9.10	(1.8%)
Operator OT/Total Operator Hour	12.84%	14.57%	13.4%
Percent of Trips On-time	86%	88%	2.6%
Lift Availability	100.0%	100.0%	0.0%
Lift Boardings	46,443	40,562	(12.7%)

(1) FY19 Includes 24 'chargeable collisions'

CCCTA BOARDINGS BY FARE TYPE

Fiscal Years 2019 and 2020

Fare Type	FY 18-19	% of Total	FY 19-20	% of Total	% Change FY19 to FY20
Adult (1)	1,050,160	32.3%	327,189	11.4%	(68.8%)
Clipper Card (2)	1,150,159	35.4%	1,218,955	42.6%	6.0%
Senior & Disabled (3)	376,371	11.6%	111,033	3.9%	(70.5%)
Free	646,416	19.9%	1,178,238	41.2%	82.3%
Employer/School Pass (4)	29,042	0.9%	23,007	0.8%	(20.8%)
Totals	**3,252,149**	100.0%	**2,858,418**	100.0%	(12.1%)

(1) Includes Adult cash, paper passes, and transfers
(2) Includes all uses of Clipper Cards including Seniors
(3) Includes 'Midday Free'
(4) Includes 'St Mary's', 'JFKU' 'Free' & 'Summer Youth Pass' Passengers

County Connection

INTER OFFICE MEMO

To: Operations and Scheduling Committee **Date:** 08/28/2020

From: Rashida Kamara, Manager of Accessible Services **Reviewed by:** WC.

SUBJECT: Performance Report – Paratransit

Background:

In April of 2019, the Board of Directors approved staff's recommendation to award the Paratransit service and maintenance contract to Transdev. Several improvements have been made to the service including, implementing digital dispatching systems through tablets on day one. Extensive training on the use of our scheduling software Trapeze was conducted. In addition, Transdev, using the Going for Care training, conducted customer service training for call center staff, dispatchers and drivers. MyTransit app was launched in November, providing the rider with real time vehicle whereabouts on the day of service and the ability to communicate service delivery satisfaction using a smart phone through an app.

Unlike the previous contracts, fuel was captured separately as a passthrough cost. This allowed the contractor to choose the closest and most logical fueling station to refill before returning to the yard.

Transdev's proposal included the use of a TNC company called Big Star. The idea of using the TNC Company was to reduce the amount of large mostly unused paratransit van space during the tail ends of the day when productivity was very low. Most cutaway vans seat 10-15 persons. At 4am trip volume is extremely low and what few trips are scheduled cannot be logically placed on the same vehicle. This meant two or three paratransit vans on the road were not being maximized. Big Star used mini vans with 4-seat capacity that instantly reduced the number of empty seats on the road, thus improving productivity. This method also allowed more paratransit vans to be scheduled during peak times, improving on-time performance.

In addition to a new Paratransit Contractor, County Connection started a pilot project with Choice in Aging using SilverRide. SilverRide, also a TNC company used two drivers with their own cars to make two rounds trips to the center in the morning and in the afternoon. The passengers arrived to the center on time, and because the vehicles were smaller private vehicles seat capacity was limited to 3 persons so productivity increased. Calls were handled by SilverRide dispatch, so this reduced the amount of calls coming to LINK dispatch. This was a very successful program but was postponed due to COVID-19.

Within 30 days of the new service year, On-time performance increased by 7% going from 81% to 88% and with a high of 93% pre-COVID and an overall high of 97% during COVID-19. Rider productivity dipped in the previous year, due to the previous contractor hiring more drivers to

combat the on-time performance issues. In July 2019, when the Transdev took over the contract, productivity dropped from 1.77 to 1.27 but quickly saw an increase and finally hitting 2.00 in January, which was sustained for two months in a row earning the contractor a $2,500 incentive, for the first time.

LINK ridership for FY20 was 113,553 compared to 152,606 in FY19. This sharp decrease represents a 25.5% loss of ridership due to COVID-19 and the Shelter in Place order originally issued by the Governor of California in March 2020. Essential trips represent 90% of trips taken, which means medical appointments or grocery pick-ups. As a result of COVID-19, LINK now participates in other transportation service modes, including Meals on Wheels, where we have delivered over 11,000 meals, Food Bank program, of which we have delivered 177 boxes of food, School lunches, of which we have delivered over 800 lunches to students in the Mt. Diablo School district and COVID positive patients for the County Health Department, of which we have delivered over 150 passengers.

Financial Implications:

Staff anticipated a 65 increase in paratransit cost. This was before the release of the RFP. When proposals where submitted it was clear that the overall increase in Paratransit cost would be closer to 10%. In addition, fuel represented a cost that needed to be factored in. Staff expected to spend almost $7M in total cost. As a result of the COVID, pandemic, such cost increases did not materialize, but Paratransit face other cost concerns. Fare collections ceased on both fixed route and Paratransit during the pandemic. Transit agencies including County Connection have collected CARES Act funding to subsidize the cost of our transit operations and keep service moving forward. As the COVID-19 drags on, staff will continue to evaluate the cost of operating service with social distancing measures and the inability to meet the productivity goals that drive down the cost of Paratransit.

Attachments:

Year FY19/20 MOP

Year End Paratransit Statistics

CCCTA PARATRANSIT

Performance Report: 6/01 through 6/30/2020

	LINK and BART Statistics	FY 19/20 June	Variance from Goal	FY 18/19 June	19/20 YTD	FY 18/19 YTD
	Ridership Statistics					
1	ADA Passengers	2,372		10,354	101,231	138,734
2	Companions	14		79	542	703
3	*Personal Care Assistants	277		1136	8,038	13,169
4	SilverRide Pilot	0		342	3,744	342
5	Total Passengers	2,663		11,911	113,555	152,948
	Scheduling Statistics					
6	Total Number of No Shows & Late Cancels	479		2,043	11,543	36,366
7	SilverRide Pilot No Shows & Late Cancels	0			749	18
8	Total number of Cancellations	365		1,952	7,775	35,042
9	Same Day Trips	118		139	1,880	1764
10	Denial Trips	-		-	-	-
11	Go Backs/ Re-scheduled	4			290	
	Standard Goals, Productivity Standard Goal = 2.0; Incentive Goal 2.0 + 92% OTP; Ratio of Revenue Hours to Service Hours 83%					
12	Revenue Hours	2,382.80		5,657.00	55,392.70	79,565.00
13	ADA Passengers per RVHr.	1.19		1.83	1.65	1.92
14	Average Trip Length (miles)	8.21		9.10	10.95	9.70
15	Average Ride Duration (minutes)	10.75		27.08	30.65	31.50
16	Total Cost per ADA Passenger	$ 171.51			$ 85.53	41.16
17	*Service Miles	31,296.00		105,239.00	1,017,246.46	1,475,793.00
18	Billable Service Hours	5,993.86		7,064.00	85,393.35	101,256.00
19	SilverRide Pilot Cost	$ -		$ 12,180.00	$ 127,228.00	$12,180.00
20	LINK & BART Fuel Cost	**$ 22,025.17**			**$ 546,738.86**	
21	Total Cost	**$456,731.35**		**$ 417,149.35**	**$4,262,744.41**	**$ 6,296,163.52**
	On Time Performance Standard Goal = 90%; Incentive Goal = 92%					
22	Percent on-time	95.60%		81%	90.90%	79%
23	SilverRide Pilot OTP	0%			99%	
24	Arrived 15-29 minutes past window	20			1687	
25	Arrived 30-59 minutes past window	5			805	
26	Arrived 60 minutes past window	13			117	
27	Total Missed Trips	0			170	
28	Transfer Trips	277		923	10,477	12,659
	Customer Service Complaint Standard Goal = 2/1,000 passengers					
29	Total Complaints	0		5	43	146
30	Timeliness	0			20	
31	Driver Complaints	0			19	
32	Equipment / Vehicle	0			0	
33	Scheduling/Staff Skill	0			2	
34	Commendations	0		0	12	8
35	Ave. wait time in Queue for reservation	0.25			0.69	
36	Ave. wait time in Queue for customer service	0.22			0.59	
	Safety & Maintenance Accident Standard Goal = .5/100,000 miles; Roadcall Standard Goal = 4/100,000 miles					
37	Total accidents per 100,000 miles	0		0	6	8
38	Roadcalls per 100,000 miles	0		0	12	26
39	**Eligibility Statistics**					
40	*Total ADA Riders in Data Base	2,457		2,395	2,526	2,443
41	*Total Certification Determinations	91		124	1,169	867
42	*Initial Denials	0		0	7	10
43	*Denials Reversed	0		0	1	1

* Number of PCA is currently being audited.

* Farebox information included in Fare Recon Report.

* YTD ADA Passenger Cost is not based on the Total Cost

*Service Hours are Pre and Post Covid-19 Billable Definition

*Service Miles are for ADA only

Transdev G.M.: _____

Date: 8/20/2020

Paratransit Statistics								
	FY 13-14	**FY 14-15**	**FY 15-16**	**FY 16-17**	**FY 17-18**	**FY18-19**	**FY19-20**	**Change from FY18-19 to FY19-20**
Operating Cost	$ 5,230,925.00	$ 5,117,037.00	$ 5,408,838.00	$ 5,219,273.00	$ 5,517,364.00	$ 6,296,163.52	$ 4,262,744.41	(32.3%)
Farebox Revenue	$ 545,015.00	$ 520,959.00	$ 475,006.00	$ 515,182.00	$ 504,028.00	$ 532,080.88	$ 383,780.53	(27.9%)
Net Subsidy	$ 4,685,910.00	$ 4,596,078.00	$ 4,933,832.00	$ 4,704,091.00	$ 5,013,336.00	$ 5,764,082.64	$ 3,878,963.88	(33.1%)
Total Passengers	159,294	156,832	153,715	145,185	146,331	152,606	113,553	(25.6%)
Revenue Hours	74,394	73,716	76,308	69,795	70,222	79,565	55,393	(30.1%)
Non-Revenue Hours	18,403	17,908	19,689	18,855	22,031	21,691	30,001	27.8%
Total Hours	92,797	91,624	95,997	88,650	91,260	101,256	85,393	(15.7%)
Total Revenue Miles	1,219,582	1,204,823	1,089,545	893,938	1,054,542	1,185,946	1,017,246	(14.2%)
Non-Revenue Miles	260,310	247,562	238,117	244,800	265,002	282,923	189,883	(32.9%)
Total Miles	1,479,892	1,452,385	1,327,662	1,278,218	1,318,993	1,468,869	1,207,129	(18.0%)
Road Calls	44	32	25	22	24	26	12	(51.0%)
Complaints	18	25	9	10	44	146	43	(70.0%)
Accidents	7	12	6	6	5	8	6	(25.0%)

Note: FY16-17 has been updated with POST-AUDIT figures
Note: FY17-18 figures are AUDITED numbers
Note: FY 18-19 figures are pre-audit
Note: FY19-20 figures are posted audit audit and include COVID services

County Connection

INTER OFFICE MEMO

To: Operations & Scheduling Committee **Date:** 8/24/2020

From: Melody Reebs, Manager of Planning **Reviewed by:** RH

SUBJECT: Winter Bid Update

Background:

Over the last several months, staff has been providing regular fixed-route and paratransit updates to the Board related to COVID-19. When staff was developing the Fall bid, the reopening of the economy and schools was largely uncertain, so staff focused on remaining flexible in order to be able to shift resources between services as needed. Staff also worked with our ATU's leadership to establish a shorter Fall bid period ending in early October, instead of the traditional mid-November timeframe, to allow staff to address scheduling demands sooner rather than later.

Ridership Trends:

Staff has been closely monitoring ridership to assess demand and ensure adequate service capacity. Since mid-July, ridership levels have remained relatively constant. Average weekday ridership is around 70% below baseline levels, and weekend ridership is down about 40%. Service capacity has not been an issue to date, with buses carrying an average of around 5 passengers per trip.

Winter Bid:

The Winter bid will be implemented on October 4th. Given that much is still uncertain and ridership levels have remained steady, staff plans to maintain most of the current service levels while retaining as much flexibility as possible to be able to respond to any changes in demand. The new bid will not include regularly scheduled school service. This will provide additional flexibility for if, and when, schools reopen to be able to deploy service where needed, particularly in recognition that different schools may have different reopening plans.

In addition, BART will be implementing new schedules that include significant changes to their weekend service starting September 14th. Staff will be updating the weekend schedules for the Winter bid to better coordinate with BART's new schedule.

Financial Implications:

None. The current FY 2021 budget assumes service levels consistent with the Winter bid.

Recommendation:

None, for information only.

Action Requested:

None, for information only.

County Connection

INTER OFFICE MEMO

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

Attachment 1

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

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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.

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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

Location Headquarters: 2477 Arnold Industrial Way, Concord CA 94520

Establishment 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.

Board 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.

Facilities CCCTA's administration, operations and maintenance functions all are housed at the Concord facility located at 2477 Arnold Industrial Way.

Service Data 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.

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.

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-

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	269

Exhibit 2.1: Previous Organization Chart

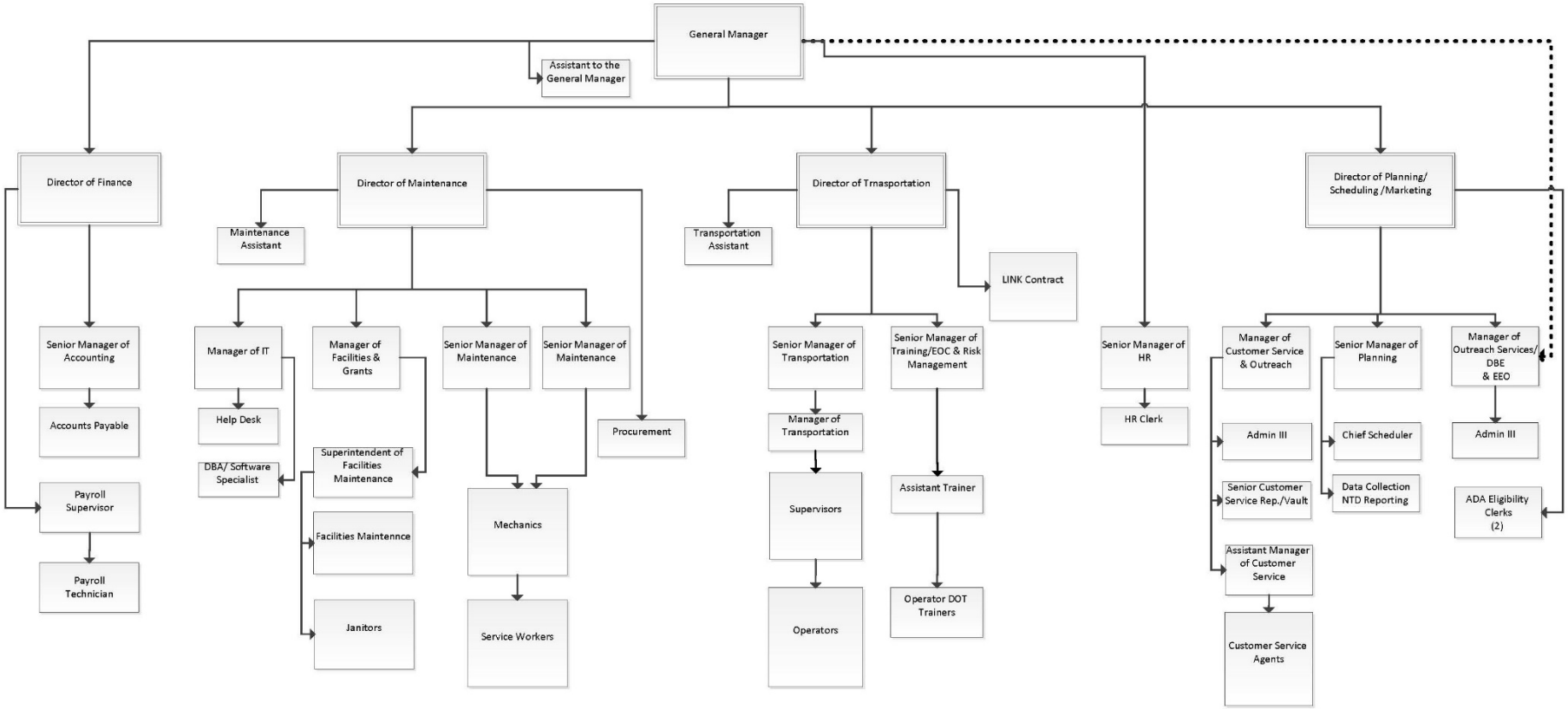
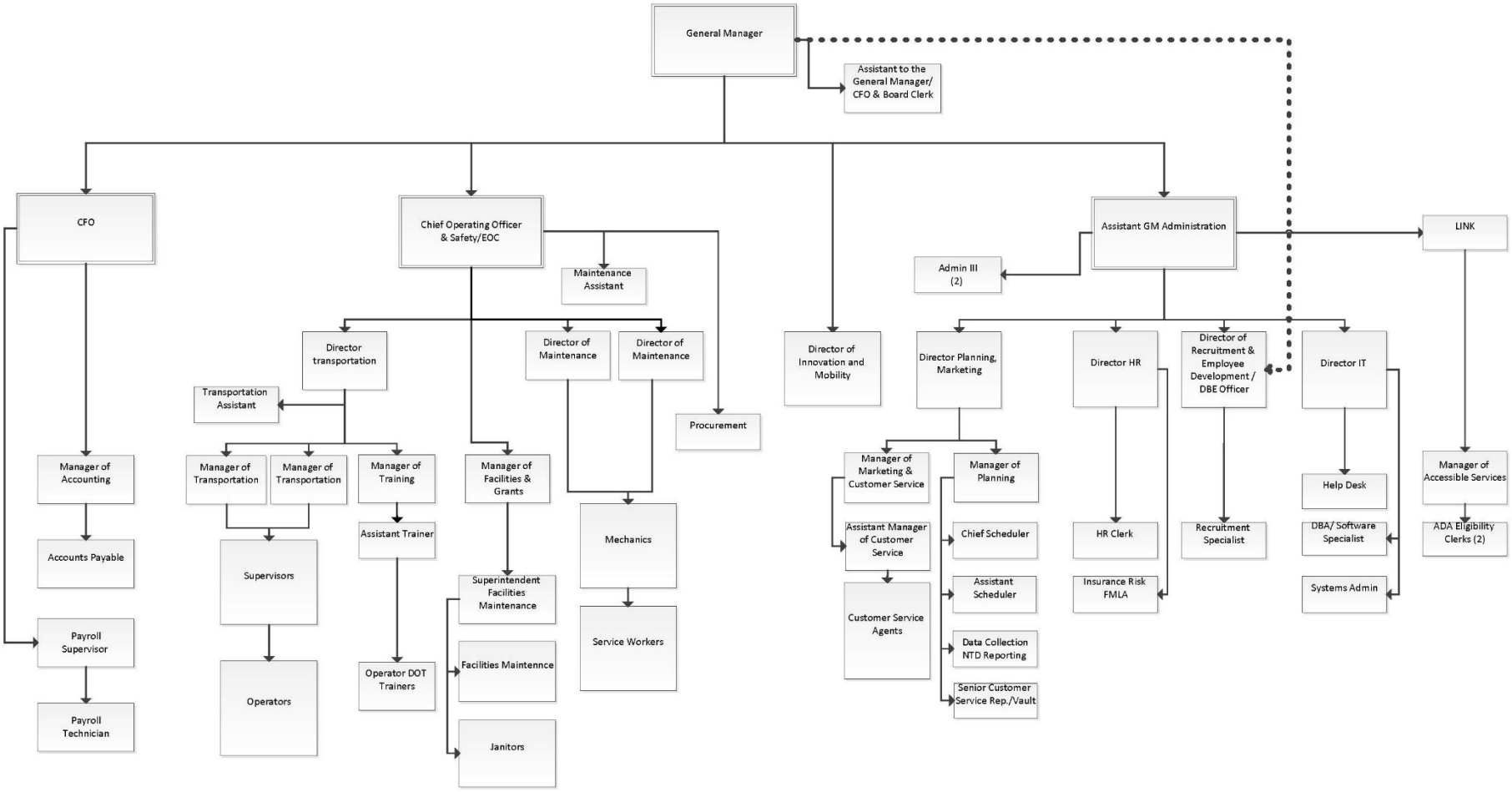


Exhibit 2.2: Current Organization Chart



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	• 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. • 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.
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	• Fixed Route - *Ridecheck* software gathers data collected by on-board *Clever Devices* computers and produces reports. The entire fleet is equipped with this computer system. Vehicle service hours are now generated by *Ridecheck* and uploaded each night to the server for processing. • 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.
Vehicle Service Miles	"Vehicle service miles" means the total number of miles that each transit vehicle is in revenue service.	In Compliance	• Fixed-route – *Ridecheck* software gathers data collected by on-board *Clever Devices* computers and produces reports. Vehicle service miles are now generated by *Ridecheck* and uploaded each night to the server for processing. • Paratransit - Includes miles accumulated by a vehicle for provision of service. Data gleaned from drivers' manifests and input daily into computer.

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	• 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. • 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.
Employee Full-Time Equivalents	2,000 person-hours of work in one year constitute one employee.	In Compliance	• Fixed-route - Consistent with TDA definition; counted based on employee pay records. • Paratransit - Based on employee hours, as reported by the contractor.

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
Annual Change	- -	*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
Annual Change	- -	*-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
Annual Change	- -	*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
Annual Change	- -	*-5.9%*	*6.1%*	*-5.4%*	*-2.2%*	*-4.8%*
Employee Full-Time Equivalents	222.6	228.6	230.5	238.3	223.1	229.6
Annual Change	- -	*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
Annual Change	- -	*-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
Annual Change	- -	*-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
Annual Change	- -	*-3.7%*	*-3.1%*	*-18.0%*	*18.0%*	*12.6%*
Unlinked Passengers	158,664	156,832	153,715	145,185	149,722	152,716
Annual Change	- -	*-8.1%*	*1.5%*	*-5.5%*	*3.1%*	*2.0%*
Employee Full-Time Equivalents	*(a)*	*(a)*	*(a)*	*(a)*	*(a)*	*(a)*
Annual Change	- -	- -	- -	- -	- -	- -

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.

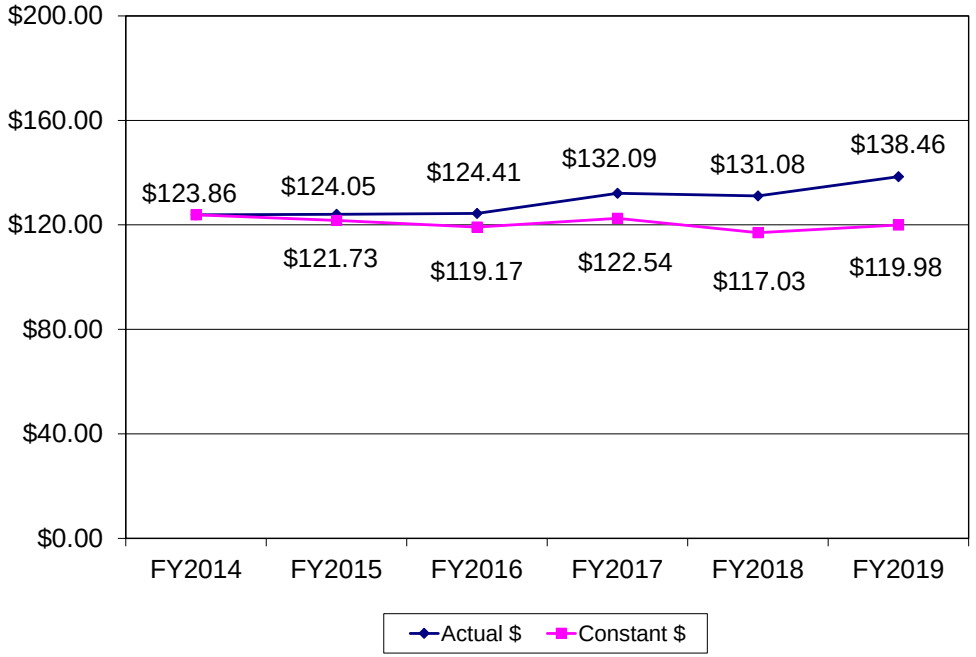
- Employee productivity decreased an average of 0.1 percent per year.

Exhibit 4: TDA Indicator Performance - Bus Service

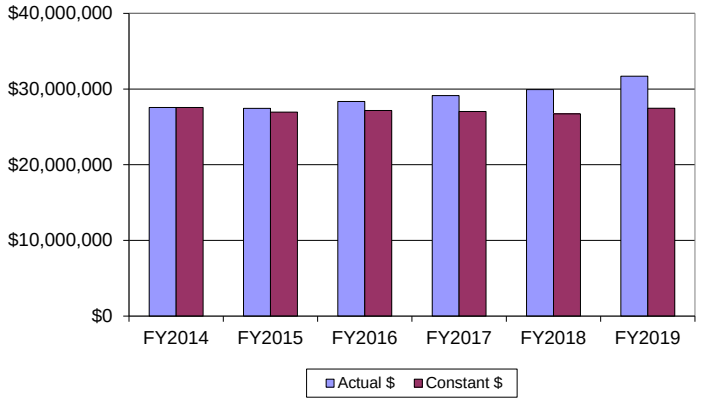
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	*Av. Ann. Chg.*
Performance Indicators							
Op. Cost per Vehicle Svc. Hour (Actual $)	$123.86	$124.05	$124.41	$132.09	$131.08	$138.46	- -
Annual Change	- -	*0.1%*	*0.3%*	*6.2%*	*-0.8%*	*5.6%*	*2.3%*
Op. Cost per Vehicle Svc. Hour (Constant $)	$123.86	$121.73	$119.17	$122.54	$117.03	$119.98	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*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	- -
Annual Change	- -	*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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-3.2%*	*2.2%*	*-6.4%*	*10.5%*	*-2.5%*	*-0.1%*
Input Data							
Operating Cost (Actual $)	$27,566,494	$27,453,734	$28,354,932	$29,137,332	$29,924,176	$31,694,903	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*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	- -
Annual Change	- -	*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	- -
Annual Change	- -	*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

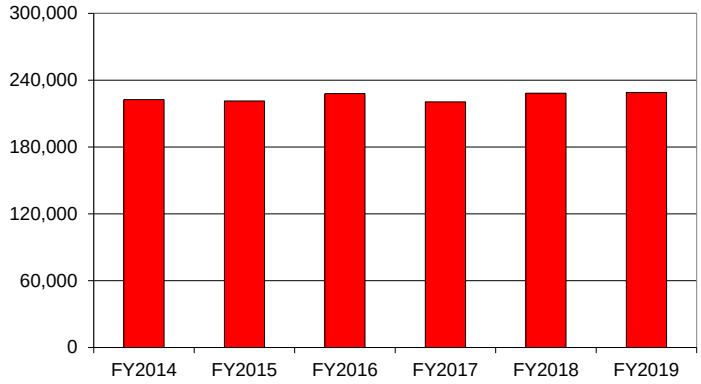
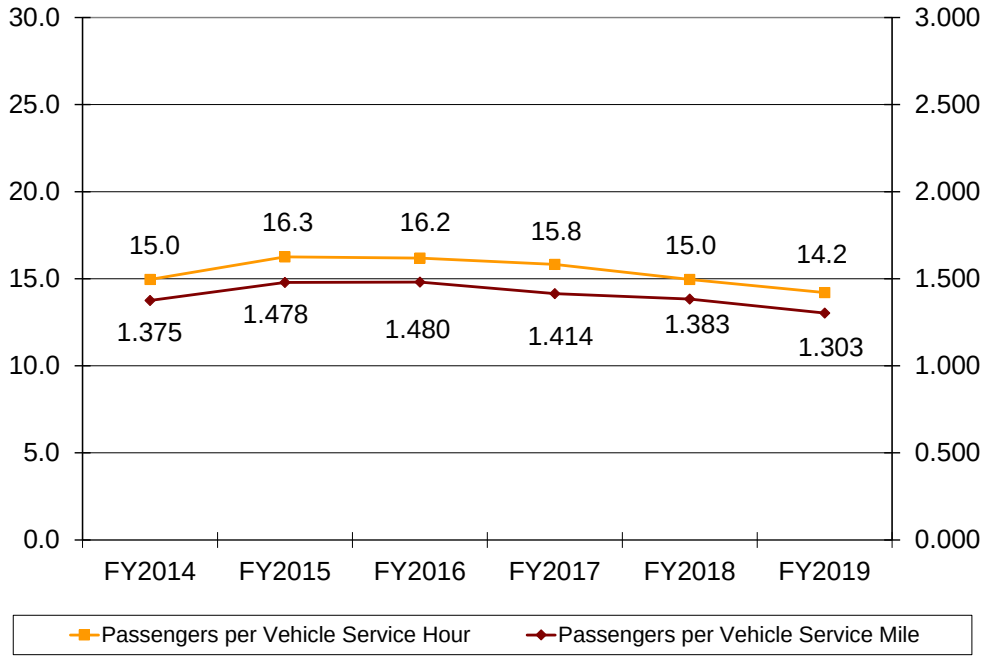
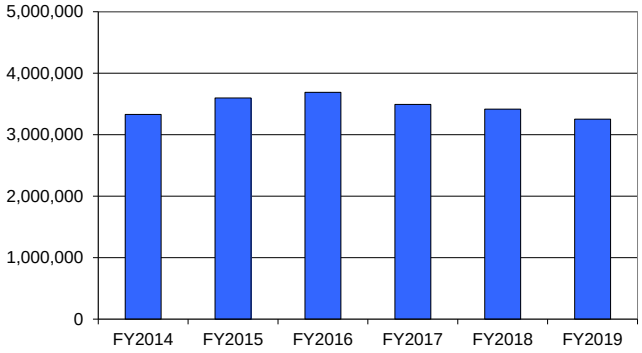


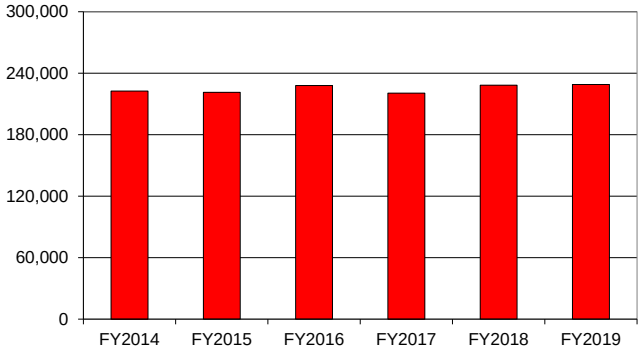
Exhibit 4.2: Passengers per Hour and per Mile – Bus Service



Unlinked Passengers



Vehicle Service Hours



Vehicle Service Miles

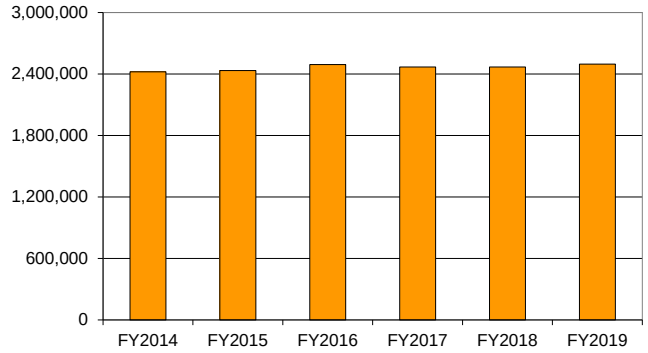
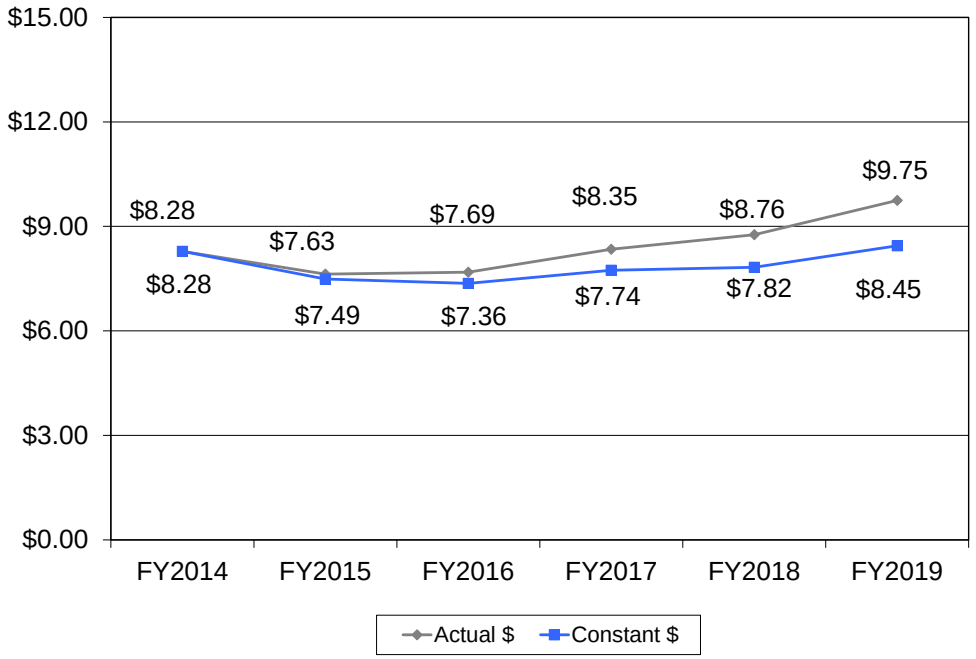
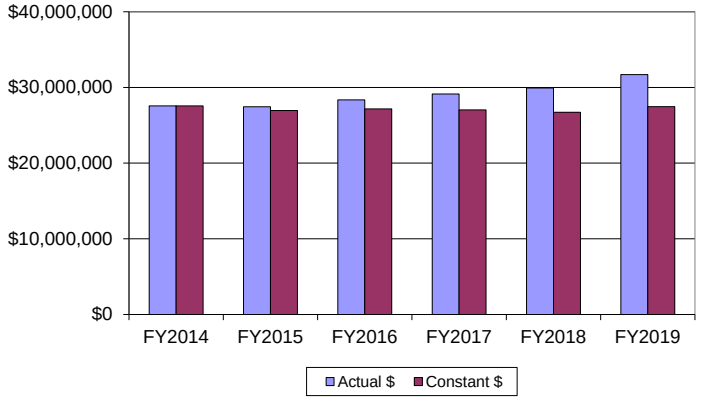


Exhibit 4.3: Operating Cost per Passenger – Bus Service



Operating Cost



Unlinked Passengers

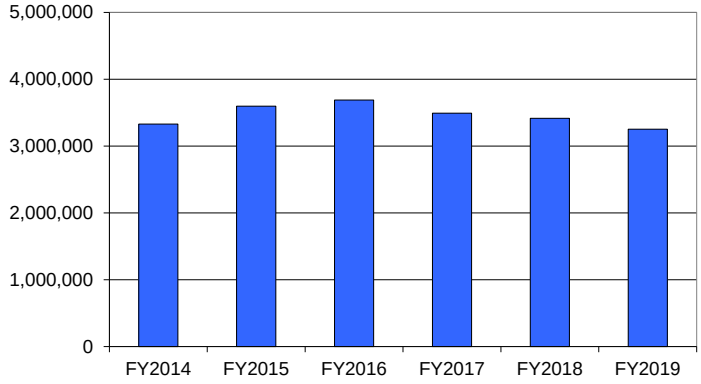
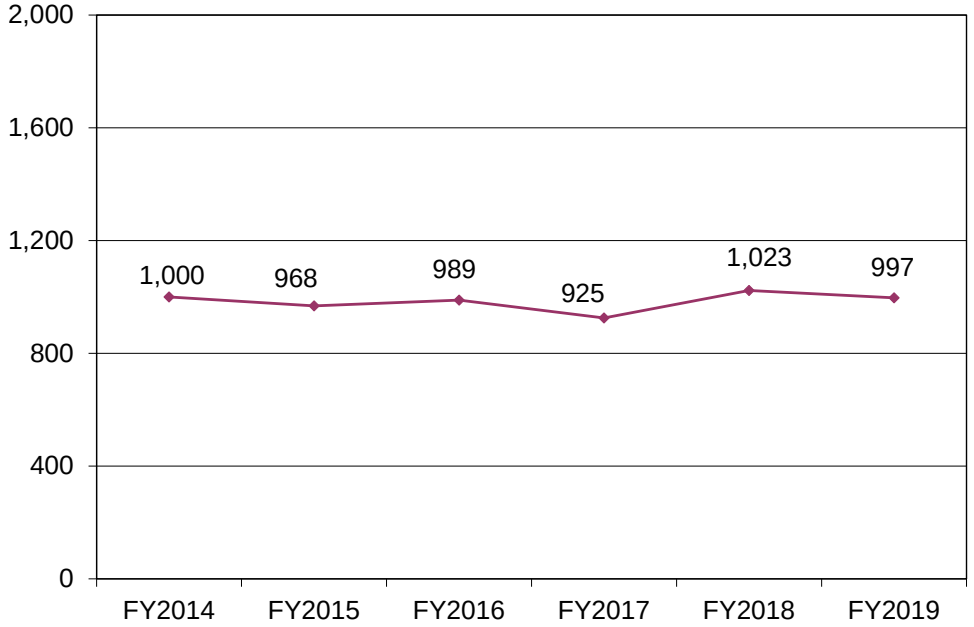
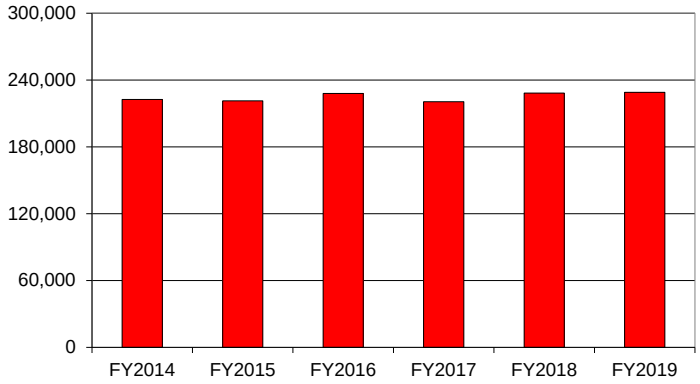


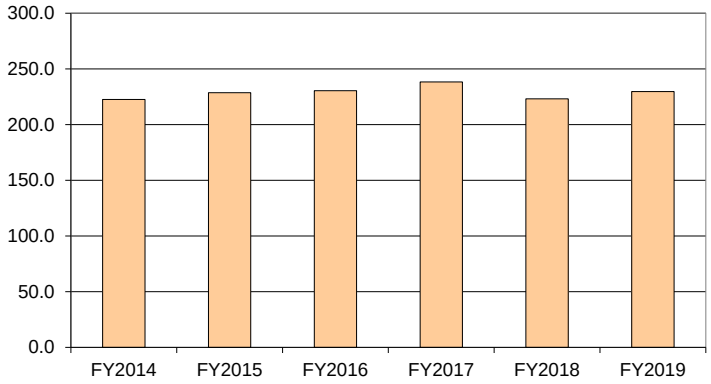
Exhibit 4.4: Vehicle Service Hours per FTE – Bus Service



Vehicle Service Hours



Full-time Equivalents



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	- -
Annual Change	- -	*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	- -
Annual Change	- -	*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	
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*9.1%*	*-15.6%*	*10.7%*	*5.7%*	*11.8%*	*3.8%*
Total	$27,566,494	$27,453,734	$28,354,932	$29,137,332	$29,924,176	$31,694,903	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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

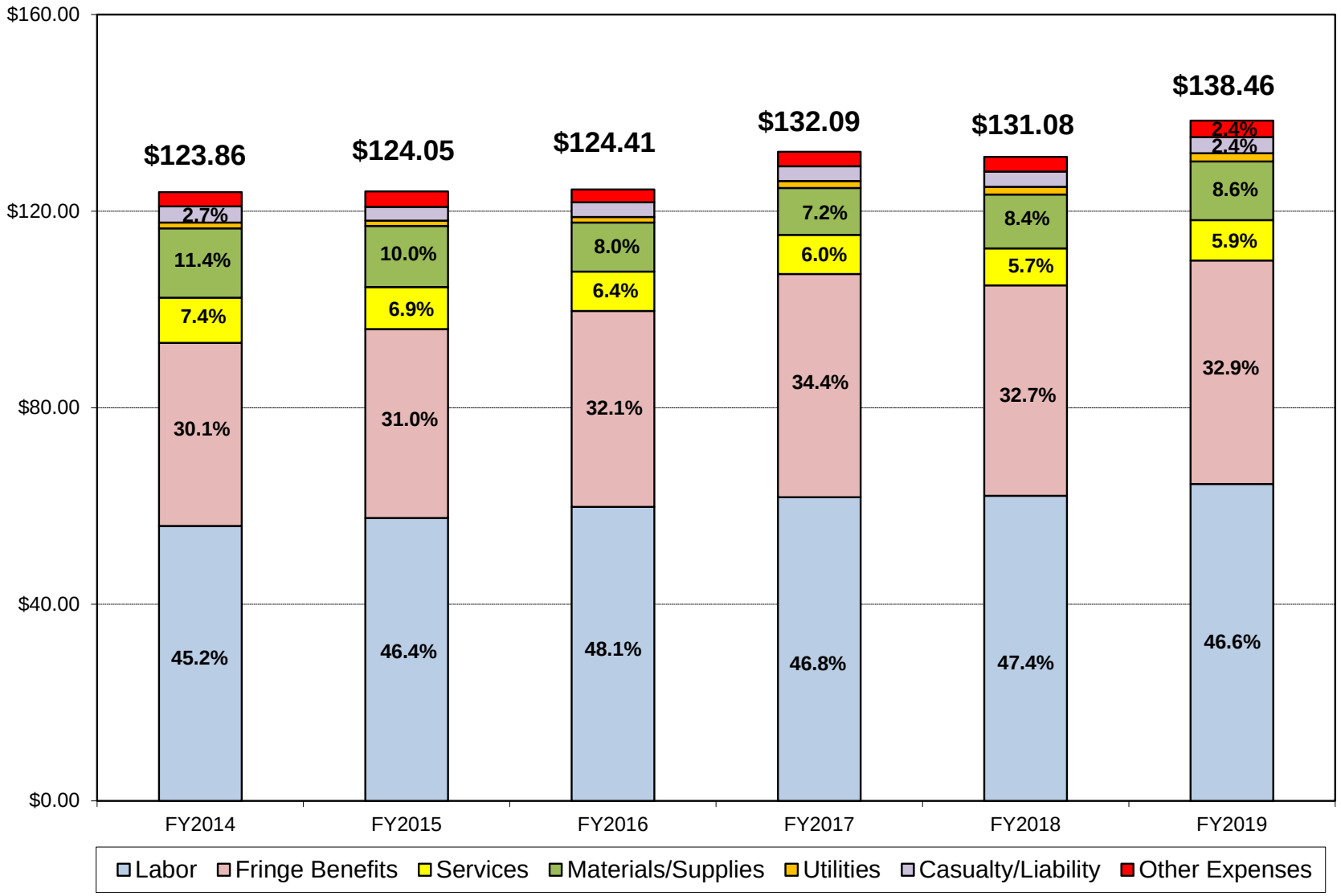
(a) Also includes Paid Absences (as reported separately in FY2018 and FY2019 NTD Reports)

(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.

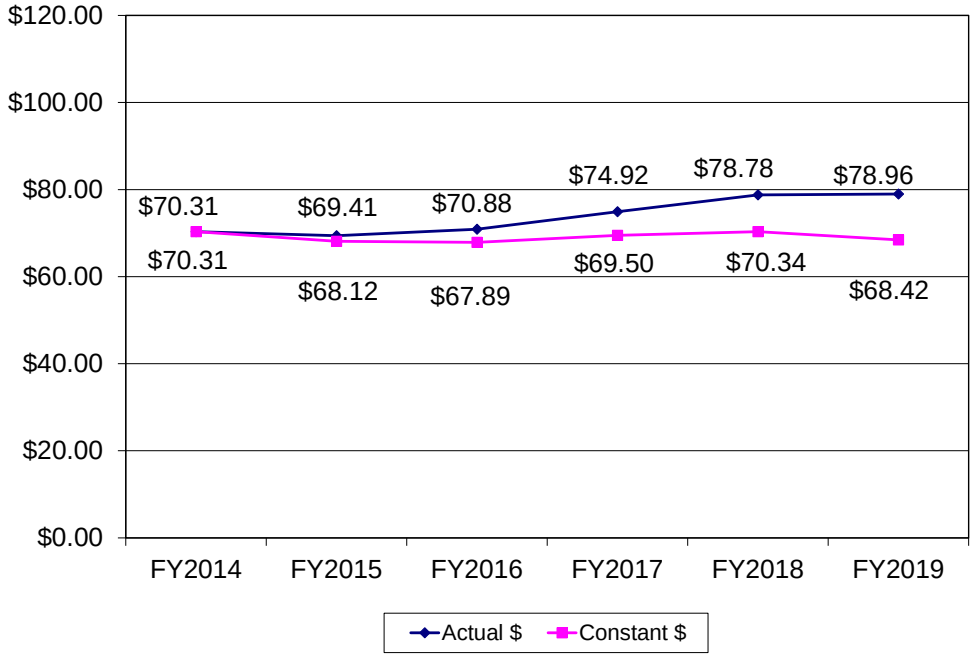
Exhibit 5: TDA Indicator Performance – Paratransit

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	*Av. Ann. Chg.*
Performance Indicators							
Op. Cost per Vehicle Svc. Hour (Actual $)	$70.31	$69.41	$70.88	$74.92	$78.78	$78.96	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-2.9%*	*5.3%*	*-0.9%*	*-1.3%*	*7.8%*	*1.5%*
Vehicle Service Hours per FTE	*(a)*	*(a)*	*(a)*	*(a)*	*(a)*	*(a)*	- -
Annual Change	- -	- -	- -	- -	- -	- -	- -
Input Data							
Operating Cost (Actual $)	$5,230,924	$5,117,036	$5,408,838	$5,229,372	$5,527,275	$6,261,349	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-1.2%*	*-2.0%*	*-5.5%*	*3.1%*	*2.0%*	*-0.8%*
Employee Full-Time Equivalents	*(a)*	*(a)*	*(a)*	*(a)*	*(a)*	*(a)*	- -
Annual Change	- -	- -	- -	- -	- -	- -	- -
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%*

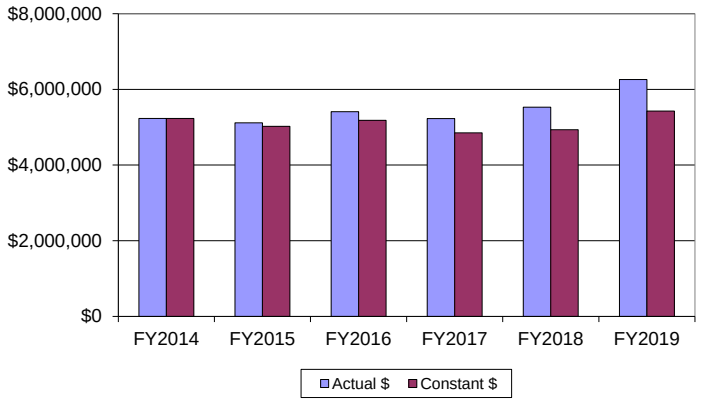
Sources: FY2014 through FY2016 - Prior Performance Audit Report
FY2017 through FY2019 - NTD Reports
CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

(a) Contracted service - FTEs not applicable

Exhibit 5.1: Operating Cost per Vehicle Service Hour – Paratransit



Operating Cost



Vehicle Service Hours

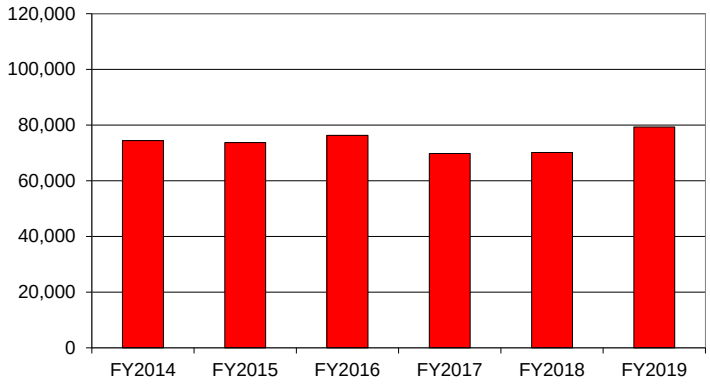
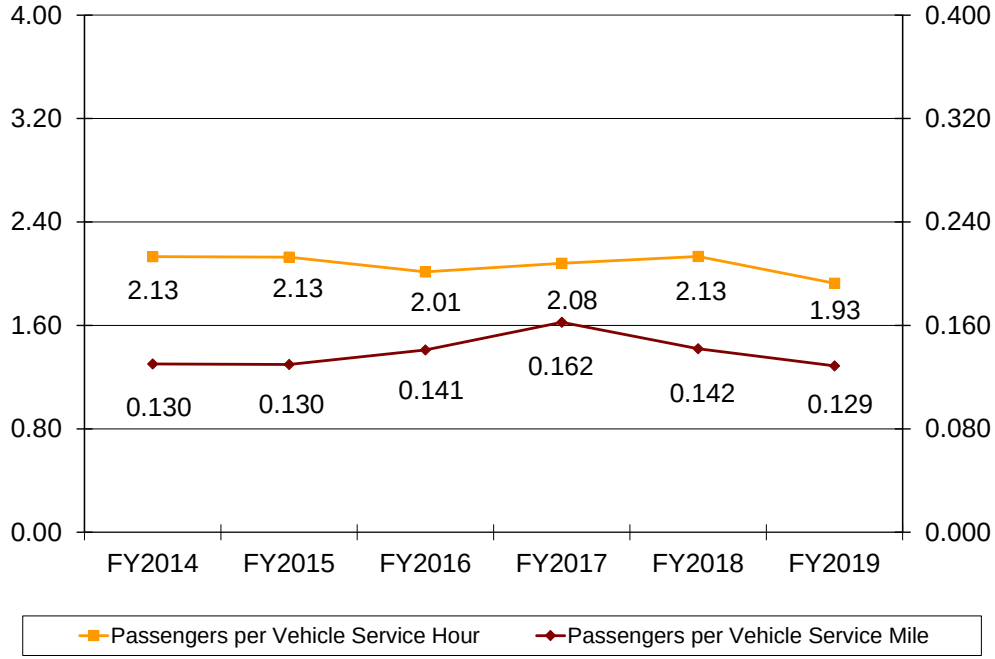
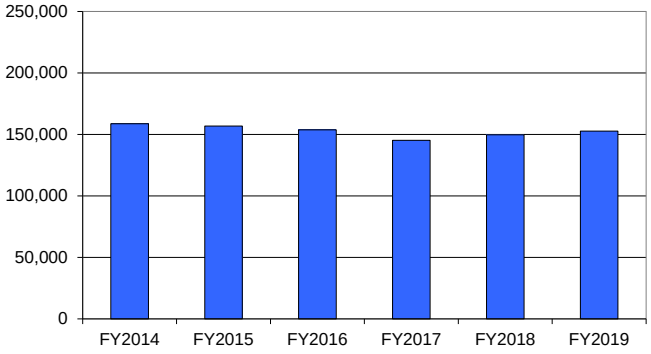


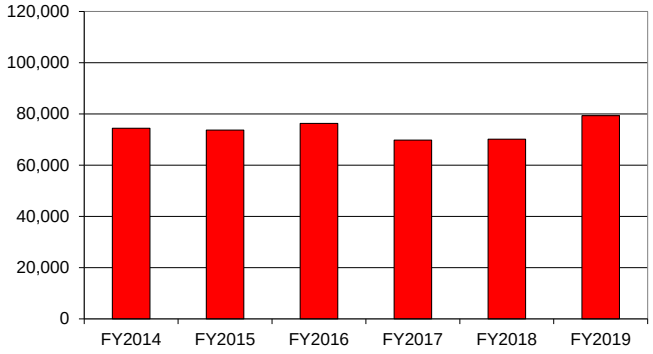
Exhibit 5.2: Passengers per Hour and per Mile – Paratransit



Unlinked Passengers



Vehicle Service Hours



Vehicle Service Miles

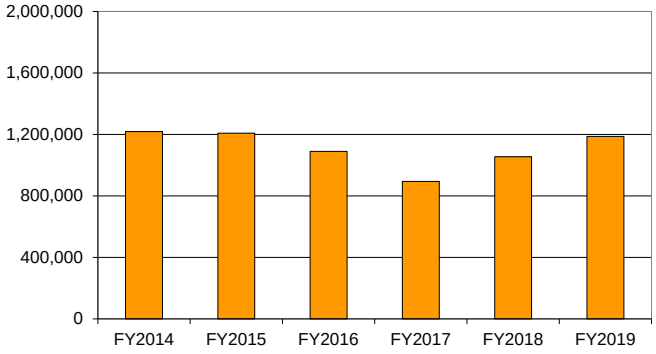
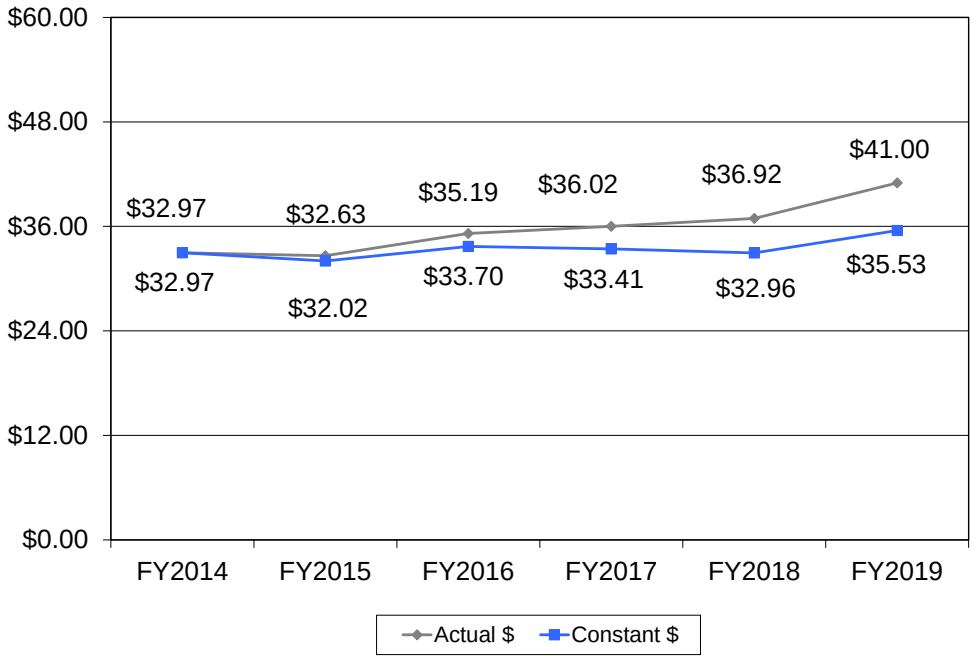
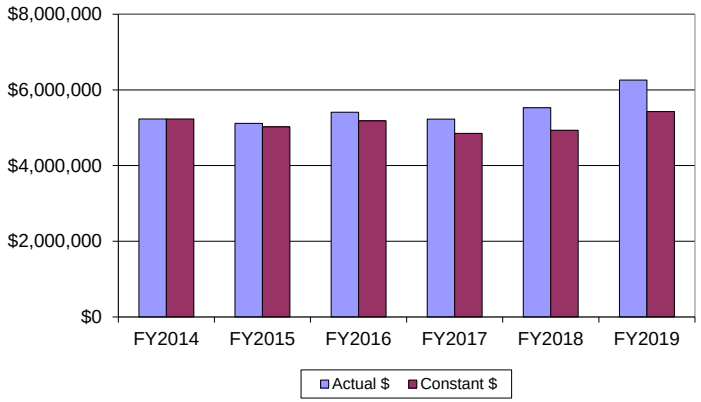


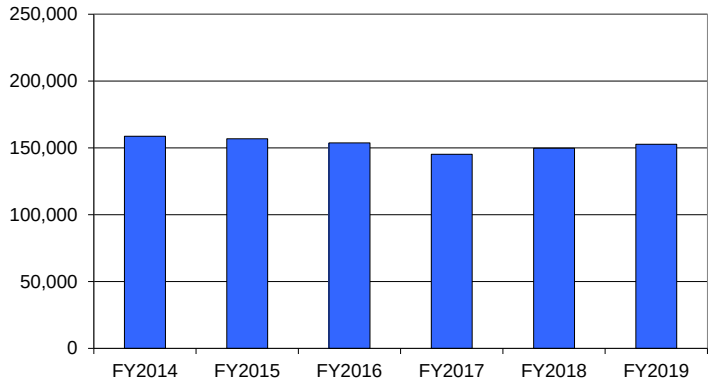
Exhibit 5.3: Operating Cost per Passenger – Paratransit



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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*83.6%*	*-36.8%*	*130.8%*	*2.0%*	*83.3%*	*38.0%*
Casualty/Liability	$0	$0	$0	$10,000	$9,911	$10,220	- -
Annual Change	- -	- -	- -	- -	*-0.9%*	*3.1%*	- -
Other Expenses *(c)*	$22,277	$23,202	$22,278	$23,774	$23,132	$50,340	- -
Annual Change	- -	*4.2%*	*-4.0%*	*6.7%*	*-2.7%*	*117.6%*	*17.7%*
Total	$5,230,924	$5,117,036	$5,408,838	$5,229,372	$5,527,275	$6,261,349	- -
Annual Change	- -	*-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	- -
Annual Change	- -	*-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

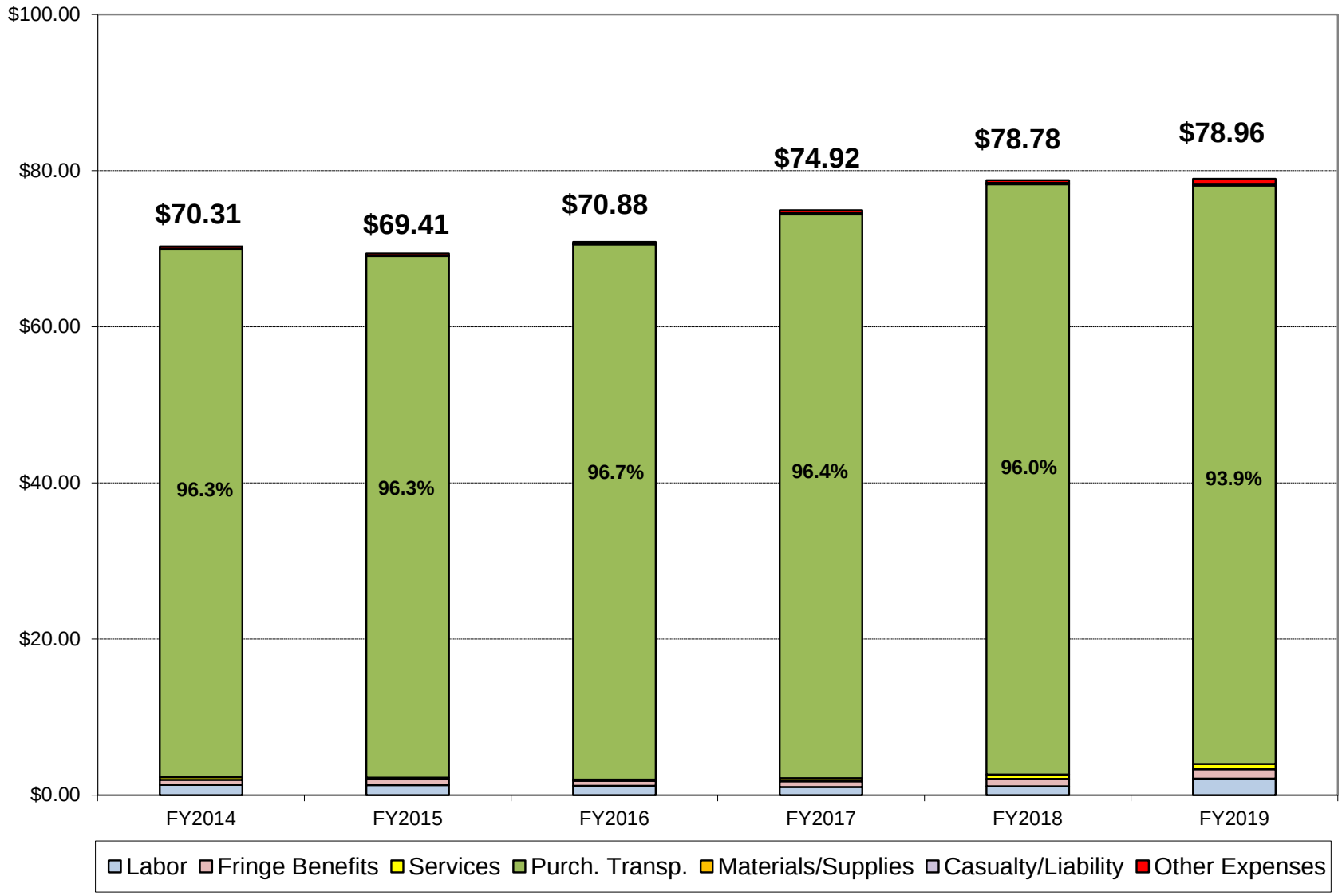
(a) Also includes Paid Absences (as reported separately in FY2018 and FY2019 NTD Reports)

(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	CHP Certification - 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: • FY2017: 08/09/16 • FY2018: 08/31/17 • FY2019: 08/31/18
PUC99264	Operator-to-Vehicle Staffing - The operator does not routinely staff with two or more persons public transportation vehicles designed to be operated by one person	In Compliance	• 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. • No provision for excess staffing in Paratransit Services Agreement with First Transit, Inc., effective 07/01/14; nor in First and Second Amendments.
PUC99314.5 (e)(1)(2)	Part Time Drivers and Contracting - Operators receiving STA funds are not precluded by contract from employing part-time drivers or from contracting with common carriers	In Compliance	• Part Time Drivers – 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. • Contracting - CCCTA contracts with First Transit, Inc. to provide its paratransit services.
PUC99155	Reduced Fare Eligibility - 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: • Bus route timetables • Guide to Accessible Services (brochure) • CCCTA website

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99155.1 (a)(1)(2)	Welfare to Work Coordination - 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	Joint Revenue Sharing Agreement - 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	• 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) • RTC Agreement (with AC Transit, BART, GGBHTD, SFMTA, SamTrans, Caltrain, Petaluma, ECCTA, LAVTA, SolTrans, SCT, STA, Santa Rosa, VTA) • Other valid transfer/revenue sharing agreements with connecting operators: AC Transit, BART, San Joaquin Regional Rail Comm.

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99246(d)	Process for Evaluation of Passenger Needs - The operator has an established process in place for evaluating the needs and types of passengers being served	In Compliance	• Short Range Transit Plan (SRTP) 2016-2025 includes evaluations of existing service conditions, passenger demographics, service needs, operating and capital budgets and recommendations. • 2017 Fixed Route Transit Community Survey (Final Report – December 2017). • 2018 On-Board Survey (Final Report – June 2018).

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
1. Develop and implement strategies to improve schedule adherence on the paratransit service.	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. 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. 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. 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.	Implementation in Progress

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
MANAGEMENT, ADMINISTRATION & MARKETING			
Administrative Cost/Total Operating Cost	25.1%	24.8%	24.8%
Annual Percent Change	- -	*-1.6%*	*0.4%*
Three Year Percent Change	- -	- -	*-1.2%*
Adminstrative Cost/Vehicle Service Hour	$29.77	$29.41	$30.60
Annual Percent Change	- -	*-1.2%*	*4.0%*
Three Year Percent Change	- -	- -	*2.8%*
Marketing Cost/Total Administrative Cost	0.9%	1.2%	0.6%
Annual Percent Change	- -	*30.0%*	*-49.7%*
Three Year Percent Change	- -	- -	*-34.6%*
Marketing Cost/Unlinked Passenger Trip	$0.02	$0.03	$0.02
Annual Percent Change	- -	*34.7%*	*-43.5%*
Three Year Percent Change	- -	- -	*-23.9%*
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	12.9%	12.7%	12.8%
Annual Percent Change	- -	*-1.4%*	*0.9%*
Three Year Percent Change	- -	- -	*-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
SERVICE PLANNING			
Total Operating Cost/Passenger Mile	$1.84	$1.90	$2.16
Annual Percent Change	- -	*3.4%*	*13.6%*
Three Year Percent Change	- -	- -	*17.5%*
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	13.4%	13.4%	13.7%
Annual Percent Change	- -	*-0.5%*	*2.3%*
Three Year Percent Change	- -	- -	*1.8%*
TDA Recovery Ratio *(a)*	35.3%	35.5%	35.6%
Annual Percent Change	- -	*0.7%*	*0.3%*
Three Year Percent Change	- -	- -	*0.9%*
Vehicle Service Miles/Total Miles	75.6%	75.5%	76.6%
Annual Percent Change	- -	*-0.2%*	*1.4%*
Three Year Percent Change	- -	- -	*1.3%*
Vehicle Service Hours/Total Hours	87.4%	87.6%	87.9%
Annual Percent Change	- -	*0.2%*	*0.4%*
Three Year Percent Change	- -	- -	*0.6%*
Passengers/Vehicle Service Mile	1.41	1.38	1.30
Annual Percent Change	- -	*-2.2%*	*-5.8%*
Three Year Percent Change	- -	- -	*-7.9%*
Passengers/Vehicle Service Hour	15.8	15.0	14.2
Annual Percent Change	- -	*-5.5%*	*-5.0%*
Three Year Percent Change	- -	- -	*-10.2%*
OPERATIONS			
Vehicle Operations Cost/Total Operating Cost	58.7%	59.0%	59.1%
Annual Percent Change	- -	*0.6%*	*0.1%*
Three Year Percent Change	- -	- -	*0.7%*
Vehicle Operations Cost/Vehicle Service Hour	$77.51	$77.37	$81.83
Annual Percent Change	- -	*-0.2%*	*5.8%*
Three Year Percent Change	- -	- -	*5.6%*
Trips On-Time/Total Trips	86%	88%	87%
Annual Percent Change	- -	*1.8%*	*-0.8%*
Three Year Percent Change	- -	- -	*1.0%*
Complaints/100,000 Unlinked Passenger Trips	7.5	6.4	7.5
Annual Percent Change	- -	*-14.2%*	*17.0%*
Three Year Percent Change	- -	- -	*0.4%*
Missed Trips/Total Trips	0.14%	0.14%	0.06%
Annual Percent Change	- -	*-4.9%*	*-54.8%*
Three Year Percent Change	- -	- -	*-57.0%*

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

- <u>Maintenance</u>

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

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

County Connection

INTER OFFICE MEMO

To: Operations & Scheduling **Date:** August 26, 2020

From: Bill Churchill, Assistant General Manager of Administration **Reviewed by:**

SUBJECT: Riding Together: Bay Area Healthy Transit Plan

Summary:

Following the March 17 shelter in place order in Contra Costa County and the Statewide Stay-at-Home Order, County Connection began working in partnership with the other Bay Area transportation agencies to develop policies, procedures as well as a host of other mitigation efforts that include enhanced communication efforts, vehicle modifications, improved sanitation efforts and modified work schedules to promote the safety of employees, passengers and the communities we serve. Simultaneously, the Metropolitan Transportation Commission (MTC) established the Blue Ribbon Transit Recovery Task Force with the goal of guiding the nine county Bay Area's transportation network through the pandemic. The task force expressed a desire for a unified transit response to protect transit employees, passengers and the bay area communities from the spread of Covid-19.

In response, the Bay Area's twenty seven operators collaborated on the development of the Riding Together: Bay Area Healthy Transit Plan which provides a unified and comprehensive framework of health and safety mitigation standards, communication efforts and responsibilities for both transit operators and the riding public. This plan was not developed in a vacuum, rather, operators relied upon guidance from the American Public Transportation Association (APTA), US Centers for Disease Control and Prevention (CDC), California Department of Public Health (CDPH), Department of Homeland Security (DHS), the World Health Organization (WHO) as well as others to develop a solid foundation to ensure a safe transportation network in the Bay Area. Another key component of the Plan is the assessment of plan effectiveness through monitoring and data collection and the publication of results through a common dashboard that all operators will contribute to each month. The greatest strength of this plan however is that its designed to provide a flexible approach that responds appropriately as new information is gained on how to effectively mitigate Covid-19.

The Plan was presented to MTC on Wednesday August 19th and the commission adopted a resolution at their August 26th meeting requiring that all twenty seven Bay Area operators adopt a resolution that commits each operator to implementing the Plan by the end of September. Furthermore, the resolution that MTC adopted requires each operator to forward their resolution committing to the implementation of the plan to MTC for verification. As one of the Bay Area's operators, County Connection staff participated in the development of the plan and is comfortable with the Authorities ability to comply with all requirements it contains. The current County Connection Covid-19 policies, procedures and mitigation efforts meets or exceeds all components of the plan.

Financial Implications:

None at this time.

Action Requested:

Staff respectfully requests the O&S Committee forward the Plan to the full Board for approval

Attachments:

Riding Together: Bay Area Healthy Transit Plan

Riding Together: Bay Area **Healthy Transit** Plan

August 2020

Contents

Due to the changing conditions and growing body of knowledge about the pandemic, this plan may be updated and or modified.

To our Customers, Employees and Partners

The COVID-19 Pandemic has been a massive strain for everyone. And it presents transit systems with a historic set of challenges, including the need to adjust protocols and procedures to ensure a safe operating environment for everyone.

Collectively, we as the transit operators in the nine Bay Area counties, have joined forces to initiate research, study U.S. and international efforts, and review information from the American Public Transportation Association (APTA), to develop common commitments and expectations for employees and passengers in our Bay Area transit systems. From this work, we developed ***Riding Together—Bay Area Healthy Transit Plan***. Development of our plan has additionally included collaboration with regional leaders, transit workers, paratransit providers, rider advocates, public health experts, and others.

As we are all guided forward by our State and local leadership toward business resumption, we view the safety of our employees and passengers as job number one. This plan serves as a tool for us, providing common commitments that have been set in place for our employees, our current passengers, and those who will be returning to transit.

This is a plan we own. A plan we will report on. And a plan that we will modify to the fluctuating nature of this pandemic. Furthermore, we are committed to the success of this plan, and look forward to a partnership with our customers and the shared responsibility for reducing transmission by properly wearing face coverings and meeting other expectations.

We are all in this together. We look ahead to serving our customers as well as teaming with them to work through this challenging time that faces everyone.

Bay Area Transit Operators

1.0 Plan Overview

Bay Area Public Transportation Providers (Appendix A) have collectively developed a cohesive health and safety plan—this plan—to bring the region's public transportation providers together around transit-related health and safety standards and mitigations. This plan will provide guidance for the mitigations to be consistently applied across the network to best serve essential workers currently riding transit and help the Bay Area ease out of the COVID-19 pandemic stay-at-home order. While county-specific guidance may vary, these minimum standards give transit customers consistent expectations across all Bay Area public transportation operations and identify mitigations for public transportation providers and employees regarding workplace health and safety. Although many of the public transportation providers have their own individual plans or measures in place, this plan clarifies the responsibilities of public transportation customers and public transportation providers across the Bay Area in implementing the health and safety minimum requirements and mitigations and recommends communication strategies and key messages to promote health and safety awareness.

The guidelines in this plan reflect current understanding of the COVID-19 virus and the most prevalent methods of person-to-person transmittal: [1]

- Between people who are in close contact with one another (within about 6 feet) through respiratory droplets produced when an infected person coughs, sneezes, or talks. These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs. COVID-19 may be spread by people who are not showing symptoms.
- By touching a surface or object that has the virus on it and then touching the nose, mouth or eyes.

Plan Purpose

- **Identify consistent health and safety standards for public transportation customers to do and public transportation providers to implement as the Bay Area eases out of the COVID-19 stay-at-home order.**
- **Clarify expectations and responsibilities of transit customers and transit providers.**
- **Recommend communication strategies and key messages to promote public transportation customer and provider compliance with and support for mitigations.**

Scope of Plan

- **Applies to Bay Area public transportation providers listed in Appendix A (non-aviation) including rail, bus, ferry, paratransit, demand response and micro-transit.**
- **Limited to COVID-19 recovery efforts and mitigations.**
- **Covers public transportation services provided both directly by the public transportation providers and those provided under contract.**
- **Flows down mitigations from public transportation providers to contractors, as needed.**

KEY TERM

* **Mitigations:** Actions or practices that public transportation customers and providers, including employees, collectively take to slow the spread of COVID-19. Mitigations help the Bay Area's public transportation network operate safely as the region eases out of the COVID-19 stay-at-home order.

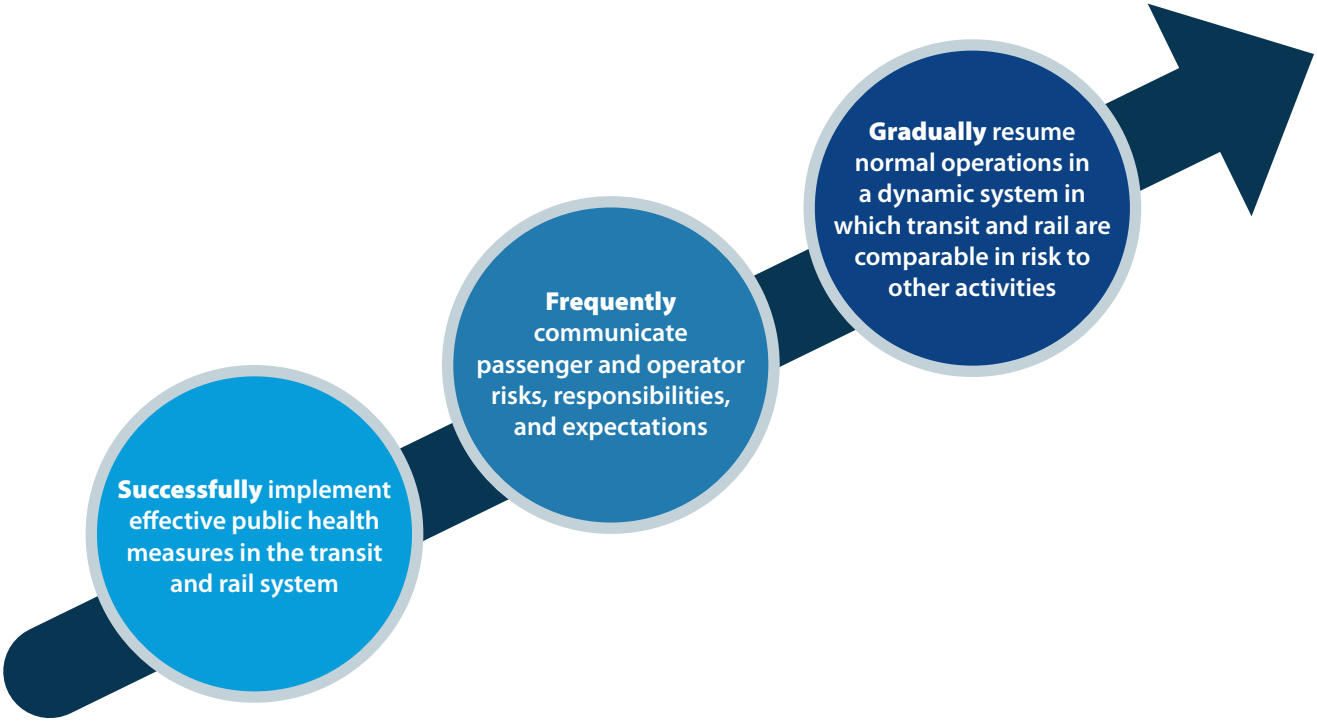
[1] Source: CDC, What you should know about COVID-19 to protect yourself and others.

The identified mitigations are based on US and international health agency guidance from the California Department of Public Health (CDPH), the US Centers for Disease Control and Prevention (CDC) and the World Health Organization (WHO). The application of the mitigations is informed by US and international transit industry guidance including guidance from the American Public Transportation Association (APTA 2020a; APTA 2020b; APTA 2020c), the CDPH (CDPH 2020a), a survey of 21 Bay Area public transportation providers regarding current COVID-19 health and safety practices and coordination with Bay Area public health representatives. See Section 7 for reference documents. In August 2020, APTA implemented its National Transit Recovery Commitment Program. Participating agencies (members) of APTA may display the program seal on vehicles and facilities. This new program from APTA is designed to support public transit agencies implement individualized policies for health agency guidance, cleaning, sharing of information, and other healthy best practices for passengers and employees.

This is a living plan and is based on current, known COVID-19 transmittal factors and disrupters of those transmittal factors (mitigations), and the current COVID-19 situation and public health response in the Bay Area and California.

This plan may change and adapt as research around COVID-19 evolves, as performance against this plan is achieved and/or as the COVID-19 situation in California changes. This plan currently anticipates that with continued compliance with California-mandated face covering requirements, physical distancing recommendations may change over time to allow for increased vehicle capacity to serve more Bay Area customers, while still complying with epidemiological research and transit best practice. Using the current guidelines and mitigations in this plan confirms that Bay Area public transportation providers are following public health recommendations while balancing the need to move toward increased capacity service.

This plan's approach is consistent with a Safety Management System approach that evaluates and balances risk recognizing society's need for and value of public transportation. The Federal Transit Administration requires, as part of the Public Transportation Agency Safety Plan final rule, the evaluation of safety risks and the application of mitigations to reduce risks as part of a transportation provider's Agency Safety Plan. This regional COVID-19 plan is consistent with managing risks associated with this pandemic to gradually move to resume capacity and service.



2.0 Alignment with State Pandemic Resilience Roadmap

California is currently in **Stage 2** of the state's Pandemic Resilience Roadmap (CDPH 2020b), allowing specific lower risk sectors to open and modified school programs and child care to resume.

Indicators to modify the Stay-at-Home Order include:

- **Ability to test, contact trace, isolate, and support the exposed**
- **Ability to protect those at high risk for COVID-19**
- Surge capacity for hospitals and health systems
- Therapeutic development to meet the demand
- **Ability of business, schools, and childcare facilities to support physical distancing**
- Determination of when to reinstitute measures like Stay-at-Home

There are nine counties that are represented in the Bay Area Transportation Providers: Marin, Sonoma, Napa, Solano, Contra Costa, Alameda, Santa Clara, San Mateo, and San Francisco. As of August 2020, all the nine counties were being monitored for data that does not meet indicator objectives (CDPH 2020c).

Public transportation providers have impacts or supporting roles on the emboldened bullets in the above list. Committing to support contact tracing where appropriate, protecting high-risk persons during travel and supporting physical distancing are all part of this plan and support the ability of the state to modify the Stay-at-Home order and provide for further re-opening. At Stage 3, counties may choose to move forward at their own pace, relaxing orders, which can impact the demand for public transportation. By supporting the community indicators, transportation providers will demonstrate partnership and community-mindedness, allowing for the easing of restrictions and the ability to increase capacity in a safe and moderated way.

3.0 Health and Safety Risk and Public Transportation Benefits

Public transportation, like other businesses, has had to weigh risks of providing equitable transportation service against health and safety risks. The Federal Transportation Administration requires public transportation providers to identify, evaluate and manage risks for the best outcome to the public and to those who provide the services. The societal benefits of providing affordable transportation exceed any risks presented by public transportation related to COVID-19. This plan seeks to minimize further risks related to COVID-19.

As with other safety hazards, the most effective measures are layered for maximum results. Layering good hand hygiene, face coverings, ventilation, physical distancing, cleaning and disinfecting, limited time exposure, as well as, passenger personal accountability provide for a safer environment than only one or two of the mitigation measures alone. The Bay Area transportation providers are committing to layering safety measures along with passenger personal accountability to keep public transportation available for essential workers who are keeping the Bay Area in business and for others as the region emerges from the current conditions. **Using other prevention measures in combination with social distancing, such as wearing a mask, will modify the threshold of Social Distancing, and thus enable to increase the occupancy rate of the trains. (UIC2020)**

4.0 Health and Safety Mitigations

Public transportation customers and providers and their employees can all help keep California on a path to continue safely reopening and remaining open by following several key health and safety mitigations. Each health and safety mitigation is based on US or international public health recommendations. This plan includes mitigations for customers and providers to implement for a healthy Bay Area transit system.

Paratransit and demand response is discussed in Section 5, Paratransit, Demand Response and Vulnerable Populations.

4.1 Customer Facing Mitigations

Face Coverings

The CDC is advising the use of simple cloth face coverings to slow the spread of COVID-19 and help people who may have the virus and do not know it from transmitting it to others (CDC 2020a).

Additionally, on June 18, 2020, the State of California required people in the state to wear face coverings when they are in certain situations including the following related to public transportation operations for both customers and employees (CDPH 2020d):

- Inside of, or in line to enter, any indoor public space.
- Waiting for or riding on public transportation or paratransit or while in a taxi, private car service, or ride-sharing vehicle.
- Engaged in work, whether at the workplace or performing work off-site, when interacting in-person with any member of the public, working in any space visited by members of the public, regardless of whether anyone from the public is present at the time, working in or walking through common areas, such as hallways, stairways, elevators, and parking facilities, and in any room or enclosed area where other people (except for members of the person's own household or residence) are present when unable to physically distance.
- Driving or operating any public transportation or paratransit vehicle, taxi, or private car service or ride-sharing vehicle when passengers are present. When no passengers are present, face coverings are strongly recommended and maybe required based on local guidance.
- While outdoors in public spaces when maintaining a physical distance of 6 feet from persons who are not members of the same household or residence is not feasible.

Customer Responsibilities

Public transportation customers are expected to bring and properly wear their own face coverings when accessing public transportation services and facilities to comply with the State of California's order.

Public Transportation Provider Responsibilities

To support compliance with the State of California order, all public transportation providers require the proper use of face coverings on their systems, including in facilities, for all passengers over the age of 2 years, unless the customer is exempt per the State of California order.

Public transportation providers will:

- Remind passengers of the face covering requirements.
- Have the right to refuse to carry anyone not wearing a face covering, unless the person is exempt.
- Communicate the requirement in transit vehicles and facilities noting the state requirement for face coverings for transit customers and employees.
- Require employees to adhere to face covering requirements.

- Develop, implement and communicate to employees a process for equitable face-covering compliance strategies. At a minimum, to protect bus operators or others in direct contact with public, provide de-escalation options and support if conflict ensues.
  - Optionally, as a de-escalation technique, provide or make available face-coverings, as capabilities allow, at defined locations (from staff or for sale such as vending machines).
  - Consider other de-escalation techniques and inform operators of their options, such as dealing with face coverings in a similar manner as fare payment.

Paratransit and demand response face coverings is discussed further in Section 5, Paratransit, Demand Response and Vulnerable Populations.

Physical Distancing

COVID-19 is thought to spread mainly from person-to-person, between people who are in close contact with each other and through respiratory droplets produced when an infected person coughs, sneezes or talks (CDC 2020b). The World Health Organization and multiple European transportation agencies are using a 1 meter (approximately 3 feet) minimum requirement for physical distancing when face coverings are worn.

The CDC currently advises 6 feet, however, it should be noted that face coverings were not encouraged or mandated by CDC when the 6-foot distancing metric was introduced. Where practicable, Bay Area public transportation providers will provide for a minimum 3-foot physical distancing metric, coupled with mandatory, properly worn face coverings.

Customer Responsibilities

Public transportation customers are expected to remain a minimum of 3 feet or optimally 6 feet, as practicable, from others not in their households when in stations, transit facilities or in vehicles, in addition to complying with the facial covering requirement.

If assistance is required from the operator or other staff, the customer will allow the operator to manage the securement in the safest manner possible for both passenger and operator.

Public Transportation Provider Responsibilities

Public transportation providers will:

- Communicate to their customers the physical distancing minimum standards for safely riding public transportation.
- Manage capacity, as possible, to provide spacing to achieve the 3-foot physical distancing minimum requirement.
- Evaluate disability device securement and advise operators how to manage securement practices to reduce risk to all parties.

Paratransit and demand response physical distancing is discussed further in Section 5, Paratransit, Demand Response and Vulnerable Populations.

Hand Hygiene

Good hand hygiene can help slow the spread of COVID-19. This includes washing hands with soap and water for at least 20 seconds or using an alcohol-based hand sanitizer containing at least 60 percent alcohol (CDC 2020a).

Customer Responsibilities

Public transportation customers should bring hand sanitizer or disinfecting wipes to clean their hands before and after using public transportation and after contact with potentially contaminated surfaces or use hand washing facilities, as available.

Public Transportation Provider Responsibilities

Public transportation providers will:

- Provide information if hand-washing stations or hand sanitizer dispensers are available to customers.

A Quiet Ride Campaign

Droplets expelled through talking, singing, and other verbal activities are known to contribute to virus dispersion (CNN 2020; NEJM 2020). Bay Area public transportation providers will temporarily adopt the "Quiet Ride" communication campaign, requesting passengers minimize talking, singing or other verbal activities while riding public transportation to slow the spread of COVID-19. Necessary verbal activities, such as requesting a stop, are not precluded.

Customer Responsibilities

- Reduce talking, singing, or other verbal activity to the extent possible while in public transportation facilities and on vehicles.

Public Transportation Provider Responsibilities

Public transportation providers will:

- Communicate and promote the "Quiet Ride" campaign to customers.

Vehicle and Facility Conditions – Cleaning and Disinfecting

Cleaning and disinfecting surfaces reduces the risk of infection by removing potential contamination. To restore passenger confidence and provide for a healthy environment, vehicles and facilities must be cleaned and disinfected more frequently than pre-COVID-19 practice. If not already doing so, public transportation providers will implement cleaning and disinfecting on a more frequent schedule than pre-COVID-19 practices and will follow APTA-recommended practices (APTA 2020a; APTA 2020b).

Customer Responsibilities

- Customers must stay at home when they are sick in order to slow the spread of COVID-19, evaluating their own symptoms or exposure.
- Customers will dispose of tissues or other potentially contaminated materials in trash cans.

Public Transportation Provider Responsibilities

Public transportation providers will:

- Daily clean and disinfect in-service vehicles, factoring in the level of use, with an emphasis on high-touch areas.
- Provide elevated cleaning if a vehicle is reported to have carried an infected or potentially infected person. Reports could come from a public health agency, customer report or employee observation of a person displaying symptoms.
- Use EPA-List N disinfectants applied through methods outlined in the APTA standard or EPA/CDC recommendations.
- Coordinate with public health officials if reports of potentially-infected,[2] known or confirmed infected persons utilized the public transportation system.

Paratransit and demand response cleaning is discussed further in Section 5, Paratransit, Demand Response and Vulnerable Populations.

[2] Potentially-infected (person) is defined as a person who is observed to exhibit COVID-19 symptoms or has been recommended by a medical professional to undergo COVID-19 testing or quarantine.

Vehicle and Facility Conditions – Ventilation

Increased air flow can provide for a healthier environment for transit customers and employees (CDC 2020e; APTA 2020a). On some vehicles, such as buses and light rail vehicles, doors are frequently opened to allow passengers to board or exit. Other vehicles have less frequent door cycling and are more dependent on the vehicle heating ventilation and air conditioning (HVAC) system. Buses and ferries may have windows that open, allowing additional ventilation. Where feasible, public transportation providers will increase ventilation in vehicles and in facilities.

Customer Responsibilities

Customers will not close windows that are open without consulting the operator or other public transportation employee.

Public Transportation Provider Responsibilities

Public transportation providers will:

- Maximize fresh air in vehicles and facilities, based on ventilation options, and other factors such as climate or air quality.
- Confirm maintenance is performed on ventilation systems in vehicles and station facilities and that the systems function at peak-performance.
- Use the highest MERV-rated filter appropriate for the HVAC system in vehicles and facilities, as feasible.
- Provide guidance to operators or other public transportation employees regarding the opening of windows and doors, including direction if other health hazards such as air quality issues arise.

Touchless Fares

Reducing cash fare payments reduces touch and virus transmittal potential and can reduce the need for face-to-face transactions.

Customer Responsibilities

- Public transportation customers should use touchless fare options, when possible, to include Clipper cards or online or mobile ticketing.
- If using cash fare, have correct fare ready for payment on boarding to minimize exposure to others boarding.

Public Transportation Provider Responsibilities

Public transportation providers will:

- Communicate all touchless fare payment options to customers.
- Encourage use of touchless fare payments, as feasible, while still allowing for cash options.

Paratransit and demand response touchless fares is discussed in Section 5, Paratransit, Demand Response and Vulnerable Populations.

4.2 Transit Employees Mitigations

Keeping employees safe and well is critical for the operation of Bay Area public transportation providers. The following minimum standards apply to public transportation employees. Employees should adhere to company requirements and be assured that other employees will also adhere to requirements and be held responsible.

Employee COVID-19 Assessments

Assessing employee wellness is part of evaluating fitness for duty. During the COVID-19 pandemic, additional COVID-19 assessments can support whether employees are ready for work and minimize the risk of spreading COVID-19 to others around them. It is critical to understand that many people who have COVID-19 are asymptomatic and may not know that they are infected. Also, note that temperature scan results can be unreliable. Some temperature instruments only test skin temperature which can be impacted by external climate or human activity. Also, normal human temperature can range from 97° to 100° F, so a fever cannot be assumed based on a slight elevation in temperature. Staff training also factors into the reliability of a temperature scan.

Employee Responsibilities

Employees will cooperate with the employer-developed protocols for COVID-19 assessment and provide facts when completing any requested assessments.

Public Transportation Provider Responsibilities

Public transportation providers will:

- Develop and implement a COVID-19 assessment protocol for employees prior to accessing transit facilities or vehicles. The COVID-19 assessment may consist of a self-assessment, questionnaire or temperature scan or other activities that provide information about whether it is safe to be at work.
- Develop, implement and communicate a policy for employees around the COVID-19 assessment protocol including expectations of those who may be prevented from working based on the COVID-19 assessment.
- Provide for employee health privacy in any COVID-19 screening activity.

Personal Protective Equipment

Personal protective equipment (PPE) is inclusive of face coverings, face shields, and gloves. As per the State of California order, face coverings are required for all in work place settings (CDPH 2020d). Some job categories may require different PPE than other job categories. Public transportation providers are recommended to perform some type of job hazard analysis (JHA) to determine specific hazards or exposure possibilities and base PPE allocation on that assessment.

Employee Responsibilities

Employees will wear the combination of PPE defined for their job requirements to safeguard themselves and others while in the work environment. If any portion of the PPE defined for an employee's job requirements cannot be complied with, the employee is responsible for alerting their employer and cooperating with the development of alternatives to provide for a healthy working environment, as feasible.

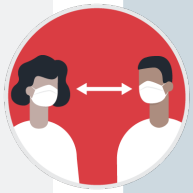
Public Transportation Provider Responsibilities

Public transportation providers will:

- Determine and supply minimum levels of PPE, including the required face coverings (unless exempt).
- Perform some type of job hazard analysis to determine specific hazards or exposure possibilities and base PPE allocation on that assessment. These can be broad categories based on exposure (for example, public facing duties or job duties that require close proximity to other employees or passengers). Positions at a higher risk for exposure, such as mechanics or right-of-way maintainers who work in pairs to perform tasks or bus operators, should be considered for higher levels of PPE.

- Provide supervision and oversight to confirm compliance and develop protocols for non-compliance.
- Identify any spaces where face coverings are not required (e.g. private offices), as allowed by local health guidance.
- Communicate requirements to all employees.
- Develop and implement a policy to manage employees who do not or cannot comply with the increased or changed PPE requirements.

Physical Distancing



Physical distancing is one of the primary mitigation measures, in addition to face coverings, recommended by the public health agencies to minimize the risk of COVID-19. There are several factors that are currently considered in transmitting the infection. Both time and space are being evaluated, with exposures of greater than 15 minutes or closer than 3 feet both factors related to transmission (WHO 2020a; WHO 2020b). Public transportation providers will consider distancing, facial coverings and time in their employee physical distancing requirements.

Employee Responsibilities

Employees will comply with physical distancing requirements and facility modifications. If employees cannot comply with physical distancing requirements or function with facility modifications, employees must alert their employer and discuss alternatives to support a safe work environment.

Public Transportation Provider Responsibilities

Public transportation providers should evaluate the following spaces and put into practice measures to manage physical distancing. Where work duties allow, provide for virtual work to reduce exposure of employees. Providers should evaluate facility capacity and develop a plan for all job categories to assess remote work, staggered shifts and other strategies to alleviate crowding that would challenge physical distancing.

Common Spaces

Common spaces include, but are not limited to, vestibules, restrooms, break rooms, lunchrooms, conference rooms, shared workspaces and operator report areas.

Public transportation providers will:

- Determine common space capacity based on space size and configuration and define limits.
- Stagger work hours and breaks to spread use of space.
- Encourage eating outside, at desks, or at physically-distanced spacing, as possible.
- Enforce face covering requirements for all common spaces.
- Communicate expectations for physical distancing in common spaces.
- Clean and disinfect common spaces regularly, using EPA-List N disinfectant materials.
- Remove or provide for cleaning of recreational equipment (pool tables, ping pong tables, or other) that might encourage close proximity or provide cleaning for high touch potential.
- Enforce physical distancing requirements for meetings or group activities, reducing in-person participation, encouraging virtual participation, utilizing larger meeting spaces or moving meetings outside, as possible.

Vertical Transport

Vertical transport includes elevators or stairs, areas that have the potential to place persons in close proximity within enclosed spaces.

Public transportation providers will:

- Either limit capacity of elevators or ensure exposure time is less than 15 min.
- Encourage stair use, as possible, to reduce elevator congestion.
- Consider allocating one elevator for vulnerable persons who may be at higher risk of life-threatening COVID-19 complications, as needed.

Work Space Modification

Public transportation providers should evaluate work spaces for each job category to either allow for physical spacing or the placement of temporary or permanent shielding.

Public transportation providers will:

- Provide dividers in group work spaces or provide additional space.
- Provide protection for bus operators utilizing minimum 6-feet physical distancing between operator and passengers or protective measures to include permanent or temporary shields, rear door boarding, if available, elevated PPE and/or elimination of seating within close proximity.
- Provide station agent or other field staff with shielding or elevated PPE.
- Provide individual work equipment or provide sanitation materials for cleaning between employee use.

Infected Employees/Contact Tracing

Public transportation providers will track employees who access transit facilities or equipment, as feasible. If an employee reports an infection, or possible contact with an infected person, public transportation providers should document and maintain records of what other employees may have come into contact with the exposed or infected employee and notify other employees. Public transportation providers should inform employees if the provider is notified from a customer contact or other notification, that an infected person has been in a specific vehicle or facility. Public transportation providers should report any confirmed infections to the appropriate public health agency.

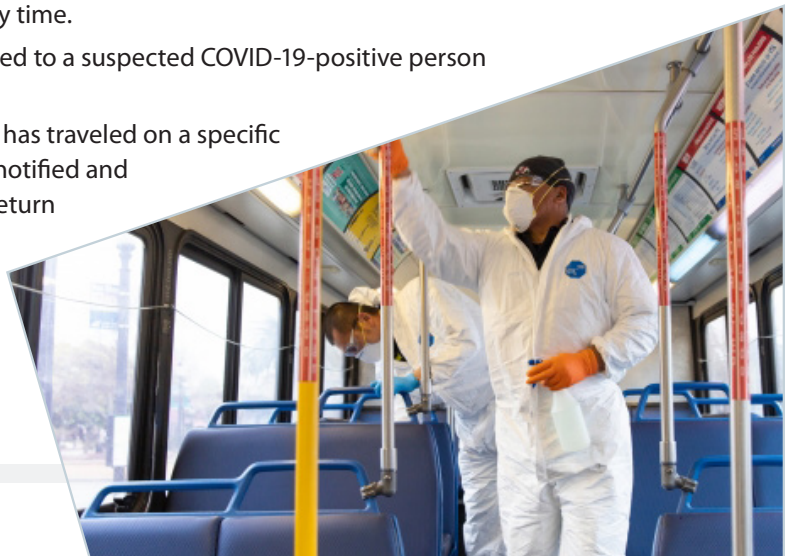
Employee Responsibilities

Employees will inform their employer if they test positive for COVID-19, have been exposed to someone confirmed to have COVID-19 or suspect exposure to COVID-19. Employees will not report to work under these conditions and will abide by public health requirements for infected or exposed persons.

Public Transportation Provider Responsibilities

Public transportation providers will:

- Record which employees are in facilities or vehicles at any time.
- Notify other employees if they have been possibly exposed to a suspected COVID-19-positive person to allow them to take appropriate action.
- If notified that a confirmed or suspected-positive person has traveled on a specific trip or bus, if possible to determine, the operator will be notified and provided options for reporting, testing, quarantine and return to work.
- Define polices specific to handling any reported health information, notification processes and rights and responsibilities of infected or quarantined employees who miss work.



5.0 Paratransit, Demand Response and Vulnerable Populations

This section adds additional detail to applicable minimum mitigations described in Section 4.1 and 4.2. Paratransit providers and customers should review Sections 4.1 and 4.2 in addition to Section 5 for minimum mitigations related to physical distancing, touchless fare, hand hygiene, and ventilation which all have applicability to paratransit transportation.

Face Coverings

The population of customers utilizing paratransit service may have a higher likelihood of being exempt from the face coverings requirement due to other health issues. This provides for additional potential exposure of other passengers and operators.

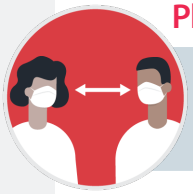
Customer Responsibilities

Customers must wear face coverings unless exempt and should inform the paratransit provider if unable to wear a face covering to allow for additional protective measures, as feasible.

Paratransit Provider Responsibilities

If informed that a specific customer cannot wear a face covering, additional spacing between customers should be allowed (6-feet) and, if possible, the space should be disinfected after the customer is transported.

Physical Distancing



As per fixed route service, a minimum of 6-feet physical distancing should be maintained between operator and passengers and 3-feet between passengers. Aides or family members are considered part of the passenger household unit.

Customer Responsibilities

Customers should maintain a minimum of 3-feet physical distance from those not within their household unit. Customers exempt from face covering requirements should attempt to increase the physical distancing to 6-feet, as possible.

Paratransit Provider Responsibilities

Capacity on vehicles should allow for maintaining a minimum of 3-feet physical distancing between customers/household units, as feasible, with additional space allowed if face coverings are not possible.

Vehicle Condition - Cleaning and Disinfecting

Cleaning and disinfecting surfaces in the paratransit or demand response sector is important as these customers are frequently more vulnerable due to underlying health conditions and may be more likely to be exempt from the face covering requirement. Often this population has limited alternative transportation choices. Paratransit providers should have heightened concern to maintain clean and disinfected vehicles servicing these customers (APTA 2020a).

Paratransit Provider Responsibilities

- Daily clean and disinfect in-service vehicles, factoring in the level of use, with an emphasis on high-touch areas.
- Spot clean high touch areas during service hours, as possible with passenger loads, with additional attention after carrying passengers who are exempt from face covering requirements.
- Elevate cleaning if a vehicle is reported to have carried an infected or potentially-infected person.
- Use EPA List N disinfectants applied through methods outlined in the APTA standard or CDC/EPA recommendations.

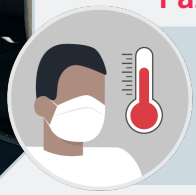
Employee Personal Protective Equipment and Supplies

A paratransit or demand response operator is one specific position that will require different level of PPE from other job categories, as most are required to work in close proximity to customers to secure or otherwise assist customers as part of their job duties.

Paratransit Provider Responsibilities

- Review the level of contact required of their demand response operators and provide elevated PPE if exposure is elevated. Considerations should include face shields or eye protection and face coverings, gloves, spray or wipe-on disinfectant, and hand sanitizer or sanitizing wipes.

Passenger COVID-19 Wellness Screening



Most demand response service has some type of advanced scheduling ability, with follow-up reminders or communication. This is an opportunity to ask passengers to self-assess their wellness as an additional safeguard to other passengers and the operator.

Customer Responsibilities

Customers will review their own COVID-19 wellness and exposure and schedule trips based on the review. If exposed or symptomatic, customers should advise the paratransit provider to determine alternate transportation options or to allow the provider to schedule or arrange travel in the safest manner possible.

Paratransit Provider Responsibilities

- Review scheduling protocols and, as possible, include a simple self-assessment questionnaire which would indicate to the potential passenger if they should continue with their ride or cancel or arrange alternate transportation due to any symptoms or exposure.

The assessment should consider the following areas of review:

- Exposure to persons with confirmed case of COVID-19 in the past 14 days.
- New symptoms such as fever, cough, fatigue, shortness of breath, chills or muscle aches. Note that the list of symptoms continues to evolve with the most recent found at https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html.

- Develop protocols and inform schedulers and staff regarding proper handling of customer reports of exposure or infection. Options might include providing ride as a single passenger (unit), arranging for alternate transportation, advising of other transportation options or denying ride based on direct threat.

Contact Tracing

Paratransit providers have customer information that could be used to support contact tracing. If a passenger has likely come into contact with an infected person through their paratransit use, that customer, as well as the public health agency, should be contacted and provided information of the potential contact.

Customer Responsibilities

If a customer using paratransit services, subsequently tests positive or develops symptoms and is presumed to be positive, the customer will notify the paratransit provider to allow follow up with other potentially exposed persons.

Paratransit Provider Responsibilities:

- Provide information either directly or through the public health agency if an exposure is reported.
- Notify the operator and provided options for reporting, testing, quarantine and return to work.
- Allow for appropriate quarantine of operator or other staff, as advised by the public health agency.

6.0 Communication Strategies and Key Messages

Goals:

- Reinforce the State of California order requiring facial coverings.
- Encourage behaviors that reduce potential exposure of customers and employees while riding or working in the Bay Area transit systems.
- Increase passenger and public awareness of individual responsibilities and actions for healthy practices in public spaces, transit vehicles and transit facilities.
- Increase public confidence in and support for using transit as the Bay Area emerges from the COVID-19 stay-at-home order.
- Broaden public awareness of cooperative strategies and health mitigations adopted by Bay Area transit operators.
- Coordinate communications efforts to promote public transportation customer and provider compliance with and support for mitigations.

Strategies:

- Inform transit customers and employees of the plan's identified and implemented minimum safety and health mitigations for public transportation as the Bay Area eases out of the COVID-19 stay-at-home order, and more transit services phase in.
- Inform transit agency customers and employees of cooperative expectations and responsibilities of riding and working in the Bay Area's transit systems.
- Coordinate agencies' existing and forthcoming customer research data to refine distribution channels and messaging as conditions warrant.
- Leverage key messages as a call to action for healthy practices while using and working in transit systems.
- Deliver key messaging and approaches to agencies so they may augment and adapt to individual agency communications efforts to passengers and employees.
- Encourage customer compliance and cooperation in behaviors and mitigations for healthy use of public transit as the Bay Area emerges from the COVID-19 stay-at-home order.

Tactics:

- Distribute key messages in multiple and or cooperative communications channels of individual transit agencies. And, when possible, agency communications teams will utilize uniform message structure as well as cooperative scheduling, information and events throughout the Bay Area.
- Echo a partnership with the public in all messaging—operators view customers as partners in this effort and plan.
- Build on the behavioral and social foundations and common-sense practices already established in grocery stores and other essential businesses.
- Leverage and load Bay Area agencies' owned, earned and paid media channels with essential and uniform messages at key service resumption times.
- Distribute key messages via applicable business and employer communications channels.
- Share information and key messages with media as well as elected and community stakeholders.
- Work with paratransit providers for special communication needs for both operators and passengers.
- Deliver messaging in a variety of equitable channels to reach LEP travelers.
- Utilize simple graphics and minimal text to convey key messages.

Target Markets:

- Current transit customers and transit dependent travelers
- Previous transit customers who paused commuting during the COVID-19 stay-at-home order
- Occasional transit riders
- Bay Area residents
- Transit agency employees
- Paratransit customers and providers
- Schools, colleges and universities
- Bay Area businesses and employers

Transit Agency Customers

Face coverings - California requires people in the state to wear face coverings outside of their homes.

Properly worn face coverings are mandatory.

Physical distancing - The World Health Organization and multiple European transportation agencies are using a 1 meter (approximately 3 feet) minimum requirement for physical distancing when face coverings are worn.

Give others space to keep everyone healthy. Plan your trip and avoid crowded vehicles.

Keep hands clean - Frequent hand washing can help minimize the spread of COVID-19.

Wash hands before and after your trip. Carry hand sanitizer with you.

A quiet ride - Talking, singing, and other verbal activities increase the risk of COVID-19 transmission.

Reduce the spread – minimize talking when possible.

Cleanliness - Cleaning and disinfecting surfaces reduces possible COVID-19 transmission. Vehicles and facilities are cleaned and disinfected frequently.

We're frequently cleaning and disinfecting our vehicles, stations, workspaces, and high-touch areas to keep everyone healthy.

Ventilation - Increased air flow can provide for a safer environment for customers and employees in the transit.

We're keeping the air flowing to help keep everyone healthy.

Touchless fares - Minimizing of cash for fares helps reduce risk of COVID-19 transmission.

Using electronic payment can help reduce the spread of COVID-19. Please check with your provider for details.

Testing - Keeping everyone safe and healthy is a priority.

Don't ride if you are sick. If you feel you have been exposed to COVID-19, get tested. Contact your health provider or local public health department.

Personal protective equipment (PPE) - PPE is inclusive of face coverings, face shields, and gloves. Per CA requirement, face coverings are required for all in a workplace setting. PPE requirements may differ for employees based on job category.

We're providing employee protective equipment and modifications to protect our employees and keep passengers healthy.

Transit Agency Employees

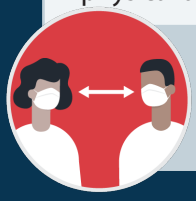
Employee wellness assessments - Assessing employee wellness is part of evaluating fitness for duty during the COVID-19 pandemic.

Agencies have employee wellness assessments in place to protect our employees and passengers.

Personal protective equipment (PPE) - PPE is inclusive of face coverings, face shields, and gloves. Per CA requirement, face coverings are required for all in a work place setting. PPE requirements may differ for employees based on job category.

We're providing PPE such as face coverings, face shields, and gloves to our employees. PPE requirements may differ based on job category.

Physical distancing - The World Health Organization and multiple European transportation agencies are using a 1 meter (approximately 3 feet) minimum requirement for physical distancing when face coverings are worn.



Give others space to keep everyone healthy.

Contact tracing - If an employee reports an infection or possible contact with an infected person, transit providers should maintain records of what other employees may have come into contact. Transit agencies should report any confirmed infections to the appropriate public health agency.

We have an employee contact tracing program in place to keep our employees safe and healthy.

Testing - Public transit workers are deemed essential and have been given priority testing. We encourage testing of employees who have symptoms or think they may have been exposed to COVID-19.

Don't come to work if you are sick. If you feel you have been exposed to COVID-19, get tested. Contact your healthcare provider or local public health department.

Paratransit Agency Customers

Face coverings - California requires people in the state to wear face coverings outside of their homes.

Properly worn face coverings are mandatory.

Touchless fares - Minimizing of cash for fares helps reduce risk of COVID-19 transmission.

Using electronic payment can help reduce the spread of COVID-19. Please check with your provider for details.

Recommended Messaging Approach and Channels

Sharing information and consistent messaging will help ensure a successful implementation of this plan. While individual agencies have separate policies, facilities, services and communications methods, it is recommended to feature the key messages from this plan in prominent communications channels. Communication is critical for a successful implementation for everyone that interacts with the transit system. With shared and uniform messages in place, passengers traveling across providers will experience consistency in expected conduct and environment.

Communication Channels – Owned

- Agency Website – Prominently feature the key message points and information on frequently-used landing pages, customer/fare pages and microsites, employee intranet, and media pages as well as a link to healthytransitplan.com. Site analytics should be used to monitor.
- Share and post co-produced information video on agency websites and social media platforms.
- Social Media Platforms – Post key message points at times recognized for highest engagement. Add applicable key messages in engagement and individual messages. Utilize applicable video clips as aligned with key messages.
- Other Digital Communications - Frame key plan messages in customer-facing newsletters, blogs and/or e-blasts.
- On-vehicle/Station and Stop Monitors – Add key messages.
- Customer Service Call Centers/Touch Points – Add key messages to customer touch points such as call center floodgates or hold messages as well as any open customer service and or ticket windows. And, encourage integration of key message points, when applicable, into responses to customer inquiries.
- Post distancing and entry/exit modifications on vehicle floors and ceilings.
- On vehicle signage – Post key messages on vehicles and applicable boarding/fare gate areas and ticket vending equipment, points of entry, customer ticketing and service areas.
- Publish messages on shared revenue advertising space within or outside vehicles.
- Add applicable information to on-location rerouting notices.

Communication Channels – Earned

- News release(s) – as planned by the Communications Team
- Media advisory – as planned by the Communications Team
- Cooperative media event – as planned by the Communications Team
- Information video – as planned by the Communications Team
- B-roll – as planned by the Communications Team
- Op Ed – as planned by the Communications Team
- Suggesting a Reddit AMA (Ask Me Anything) – featuring key moderators/participants
- Suggesting a cooperative letter or simplified MOU with agencies to show collaboration

Communication Channels – Paid

- Consider/explore use of paid/boosted posts on social media channels.
- Explore options for cooperative advertising options in/around stations: Out-of-home including in-station, on-vehicle and geo-fenced ads served to mobile users within proximity to key stations.

Communication Channels – Community Outreach and Stakeholder Outreach

- Meet with and engage community leaders for best approach to reaching communities of color, lower-income, and Limited English Proficiency (LEP) populations as well as share materials and key messages.
- Engage customer advocacy groups and individuals.
- Share ADA compliant and remediated materials from websites with paratransit partners.
- Distribute key message point to business and employer groups.
- Distribute information to Clipper and 511 for cooperative announcement, and encourage integration of key message points, when applicable, into online customer engagement responses.
- Distribute and or post information at open community center locations.
- Share key information and message points to Board members and executive teams.
- Share key information and message points to agency community and passenger working groups.

Employee Communications

Distribute key message points in cooperation with human resources and union representatives at key points:

- Building entry and exit points
- Newsletters/eblasts
- Offices, breakrooms, shops, gyms and other facilities
- Team calls and huddles
- Dispatch and scheduling areas

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Appendix A

Bay Area Transportation Provider Participants

- Altamont Commuter Express (ACE)
- Alameda-Contra Costa Transit District (AC Transit)
- Caltrain
- Central Contra Costa Transit Authority (CCCTA)
- City of Dixon Readi-Ride
- County Connection
- Eastern Contra Costa Transit Authority (Tri Delta)
- Fairfield and Suisun (FAST)
- Golden Gate Bridge, Highway and Transportation District (GGBHTD)
- Livermore Amador Valley Transit Authority (LAVTA)
- Marin Transit
- Napa Valley Transportation Authority (VINE)
- Petaluma Transit
- Rio Vista Delta Breeze
- SamTrans
- San Francisco Bay Area Rapid Transit (BART)
- San Francisco Municipal Transportation Agency (SFMTA)
- Santa Rosa CityBus
- Santa Clara Valley Transportation Authority (VTA)
- Solano County Transit (SolTrans)
- Sonoma County Transit
- Sonoma-Marin Area Rail Transit (SMART)
- Tri-Valley Wheels
- Union City Transit
- Vacaville City Coach
- Water Emergency Transportation Authority (WETA)
- Western Contra Costa Transit Authority (WestCAT)

Appendix B

Assessing Plan Effectiveness and Reporting for Accountability

Data collection and accountability is an important component of assessing plan effectiveness and to monitor if adjustments need to be instituted to meet the goals of the plan. This plan provides a framework for Bay Area transportation operators to collect, share and report data, and be accountable to each other as well as provide information to the public to build confidence in the Bay Area public transportation system. It is important to note that public transit operators are primarily accountable to the health guidance issued and updated by county public health officers pursuant to changes in State guidance.

As the administrators of this plan, each Bay Area public transportation provider will report on the metrics outlined in Table 1. This data and any related actions will be updated monthly, shared with the Metropolitan Transportation Commission (MTC) as requested, and be publicly accessible on the following website: healthytransitplan.com.

Each transportation provider will:

- Define an individual agency process to gather data listed in Table 1, allowing for an agency-specific statistically valid percent sample of data gathering across modes, across facilities and vehicles.
- Define who, within each public transportation provider is responsible to manage and report the data and report the date as individual agencies.

Table 1 identifies metrics to support management of this safety and health plan.

Table 1. Safety and Health Plan Metrics

Common Commitments	
All Agencies	
State mandated and properly-worn face coverings	✔
Safe distancing and capacity	✔
Daily cleaning	✔
Sharing data between agencies	✔
Paratransit	
Contact outreach if reported infected customer	✔
Individual Agency Commitments	
Strategic, Plans and Processes	
Plan/process for transportation provider facility staffing (% of occupancy)	✔
Communication strategy and reporting on posted, verbal, email and social distancing communications to include non-English language – internal and external	✔
Individual Agency Metrics	**Timing**
Customer Facing	
Estimate of face covering compliance – random statistically significant sample across modes, including facilities and vehicles **Goal: 95% compliance (allows for non-exempt)** Critical metric as the closer physical distancing assumed in this plan is based on face covering compliance, in addition to other measures	Agency data Reported monthly to dashboard
Estimate of vehicle capacity - random statistically significant sample across modes **Goal: Estimate of vehicle capacity to allow for physical distancing**	Agency data Reported monthly to dashboard
Employee Facing	
Percent (%) of internal contact tracing completed if confirmed infected employee **Goal: 100% of confirmed employees**	Agency data Reported monthly to dashboard
Estimated compliance across employee groups for face coverings **Goal: 100% (exempt employees counted as compliant)**	Agency data Reported monthly to dashboard

Riding Together: Bay Area **Healthy Transit** Plan

healthytransitplan.com

County Connection

INTER OFFICE MEMO

TO: O&S Committee **DATE:** August 27, 2020

FROM: Melody Reebs, Manager of Planning **SUBJ:** **Fixed Route Reports**

Fixed Route Operating Reports for July 2020

1. Monthly Boarding's Data

The following represent the numbers that are most important to staff in evaluating the performance of the fixed route system.

	FY20-21		
Title	Current Month	YTD Avg	Annual Goal
Total Passengers	97,709	97,709	
Average Weekday	3,934	3,934	
Pass/Rev Hour	5.9	5.9	Standard Goal > 17.0
Missed Trips	0.20%	0.20%	Standard Goal < 0.25%
Miles between Road Calls	36,748	36,748	Standard Goal > 18,000

* *Based on current standards from updated SRTP*

Analysis

Average weekday ridership was higher in July (3,934 passengers) than June 2020 (3,595 passengers) and lower than July 2019 (10,591 passengers) or -61.1%. This is the fourth full month of the shelter-in-place order that took effect on March 17th in response to COVID-19.

Passengers per hour in July was 5.9 which is higher than June 2020 at 5.4 and lower than July 2019 when passengers per hour was 13.6.

The percentage of missed trips in July was 0.20% which is lower than the prior month 0.58%.

The number of miles between roadcalls was 36,748 miles in July, higher than the prior month in which there were 26,910 miles between roadcalls. The rolling 12 month average is 41,860 miles between roadcalls.

County Connection stopped collecting fares starting on March 23rd to allow for social distancing. Therefore, all passengers in July were counted as free rides.

MONTHLY BOARDINGS
Operations Data Summary

Fixed Route Boardings		Passengers by Revenue Hrs/Miles			Service Days		Fiscal YTD Comparison Passenger Boardings	
Jul 2020 - Fixed Route Boardings	97,709	Revenue Hours -	Jul 2020	16,572	Weekdays - Jul 20	22		
			Jul 2019	17,937	Jul 19	22	Fiscal 2021 YTD	97,709
Special Event - Bus Bridge		Revenue Miles -	Jul 2020	183,731	Saturdays - Jul 20	4		
			Jul 2019	205,449	Jul 19	4	Fiscal 2020 YTD	251,318
					Sundays - Jul 20	4		
					Jul 19	4		
Jul 2020 Total Boardings	**97,709**	**Passengers per Mile**		**0.5**	**Total Days - 2020**	**30**	**YTD Trend**	**(61.1%)**
Jul 2019 Total Boardings	**251,318**	**Passengers per Hour**		**5.9**	**2019**	**30**	**Monthly Trend**	**(61.1%)**

July 2020 Fixed Route Passenger Total

Route	Destination Information	Weekday	Saturday	Sunday	Total	Average Jul 20 Wkdy	Sat	Sun	Pass per Rev Hour	Average Jul 19 Wkdy	Sat	Sun	Pass per Rev Hour
1	Rossmoor / Shadelands	2,622			**2,622**	119			**4.3**	329			**11.9**
4	Walnut Creek Downtown Shuttle	4,207	602	408	**5,217**	191	151	102	**5.5**	810	422	376	**21.8**
5	Creekside / Walnut Creek	2,060			**2,060**	94			**5.0**	500			**26.1**
6	Lafayette / Moraga / Orinda	2,128	107	77	**2,312**	97	27	19	**2.1**	405	72	44	**8.6**
7	Shadelands / Pleasant Hill / Walnut Creek	1,750			**1,750**	80			**3.8**	431			**20.2**
9	DVC / Walnut Creek	3,979			**3,979**	181			**5.8**	400			**13.5**
10	Concord / Clayton Rd	10,773			**10,773**	490			**11.7**	924			**22.1**
11	Treat Blvd / Oak Grove	3,320			**3,320**	151			**8.3**	329			**18.1**
14	Monument Blvd / Walnut Creek	12,705			**12,705**	577			**9.9**	888			**15.2**
15	Treat Boulevard	2,921			**2,921**	133			**4.5**	276			**9.4**
16	Alhambra Ave / Monument Blvd	8,699			**8,699**	395			**8.8**	694			**15.4**
17	Olivera / Solano / Salvio / North Concord	2,237			**2,237**	102			**6.0**	243			**14.2**
18	Amtrak / Morello / Pleasant Hill	2,924			**2,924**	133			**4.2**	325			**10.4**
19	Amtrak / Pacheco Blvd / Concord	1,521			**1,521**	69			**5.5**	129			**10.3**
20	DVC / Concord	8,949			**8,949**	407			**8.2**	959			**19.2**
21	Walnut Creek / San Ramon Transit Center	4,853			**4,853**	221			**4.3**	501			**9.7**
27	N Concord / Martinez / Masion Circle	156			**156**	7			**1.8**	80			**21.0**
28	Martinez / DVC	1,319			**1,319**	60			**3.9**	98			**6.5**
35	Dougherty Valley	3,464			**3,464**	157			**3.3**	620			**13.0**
91X	Concord Commuter Express	574			**574**	26			**5.0**	69			**13.2**
92X	ACE Shuttle Express	25			**25**	1			**0.3**	174			**13.7**
93X	Kirker Pass Express	755			**755**	34			**4.1**	140			**8.8**
95X	San Ramon / Danville Express	443			**443**	20			**2.5**	173			**20.0**
96X	Bishop Ranch Express	334			**334**	15			**1.9**	550			**15.0**
97X	Bishop Ranch Express	232			**232**	11			**2.2**	107			**11.7**
98X	Martinez Express	2,969			**2,969**	135			**4.7**	305			**10.7**
99X	Martinez / BART Express	605			**605**	28			**1.9**	85			**5.8**
250 *	Gael Rail Service				-				-				
260 *	Cal State East Bay / Concord BART				-				-	9			**0.8**
310	Concord Bart / Clayton Rd / Kirker Pass		995	754	**1,749**		249	189	**11.5**		400	353	**16.2**
311	Concord / Oak Grove / Treat Blvd / WC		912	639	**1,551**		228	160	**10.2**		285	259	**10.5**
314	Clayton Rd / Monument Blvd / PH		1,524	1,125	**2,648**		381	281	**17.4**		488	419	**17.3**
315	Concord / Willow Pass / Landana		107	82	**189**		27	20	**1.2**		56	40	**5.6**
316	Alhambra / Morello / Pleasant Hill		753	695	**1,448**		188	174	**9.5**		321	273	**12.2**
320	DVC / Concord		514	461	**975**		129	115	**6.4**		222	176	**19.0**
321	San Ramon / Walnut Creek		503	347	**850**		126	87	**5.6**		201	175	**9.4**
335	BART Dublin / San Ramon		319	244	**563**		80	61	**3.7**				
Alamo Creek *	Alamo Creek / BART Walnut Creek	17			**17**	1			**0.1**	19			**2.4**
600's	Select Service	-			-				-				
712	Bay Point / BART PH / Berkeley	-			-					15			**5.3**
715	North Concord / Lafayette BART	-			-					5			**4.2**
	TOTALS	**86,541**	**6,336**	**4,832**	**97,709**	**3,934**	**1,584**	**1,208**	**5.9**	**10,591**	**2,466**	**2,115**	**14.0**

* Data from LINK Operators ** Seasonal Routes

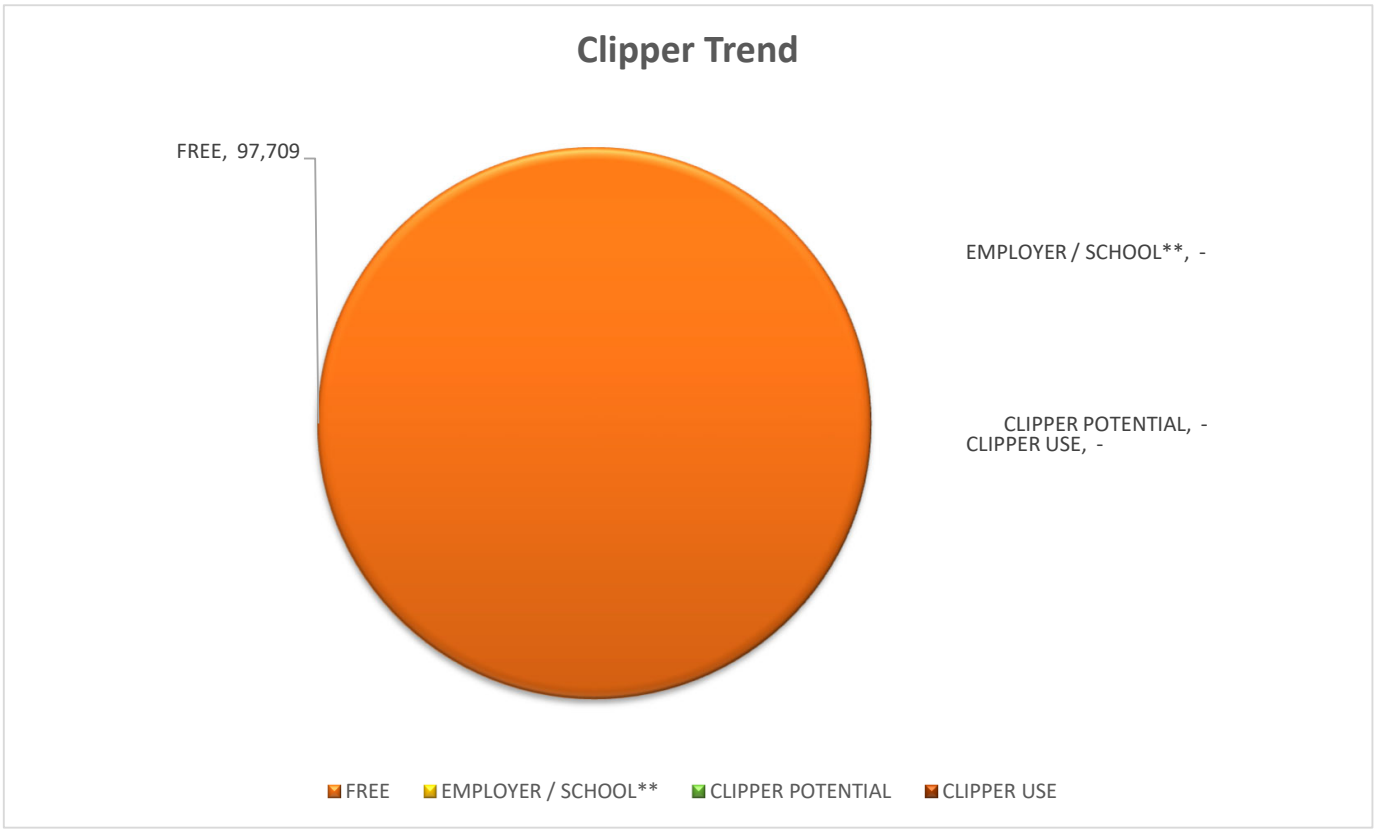
Note: Some statistics may not be available (N/A) at this time. These will be brought current in future reports.

***600's** (Ref formula)*

TRANSPORTATION and MAINTANCE

Operation Data Summary

TRANSPORTATION	2019 August	2019 September	2019 October	2019 November	2019 December	2020 January	2020 February	2020 March	2020 April	2020 May	2020 June	2020 July	12 Month TOTALS
Work Days	31	29	31	29	30	30	29	31	30	30	30	30	360
Revenue Hours	19,812	18,735	20,240	17,333	17,866	18,625	17,402	18,269	10,777	13,097	16,671	16,572	205,400
Operator Pay Hours	32,722	32,797	32,898	30,801	32,209	34,954	29,413	32,290	29,624	31,237	29,168	27,869	375,981
Number of Operators	152	156	155	158	160	156	155	160	160	159	157	155	157
Total Chargeable Collisions	6	4	2	5	3	1	2	NA	NA	0	0	0	23
Number of Trips Scheduled	25,585	23,859	26,848	23,149	23,520	24,429	22,716	24,809	13,998	17,156	21,240	22,428	269,737
Number of Trips Missed	20	72	13	12	19	15	8	438	930	42	123	45	1,737
Of Trips Scheduled - % Missed	**0.08%**	**0.30%**	**0.05%**	**0.05%**	**0.08%**	**0.06%**	**0.04%**	**1.77%**	**6.64%**	**0.24%**	**0.58%**	**0.20%**	**0.64%**
On Time Performance %	87%	85%	85%	85%	86%	88%	87%	92%	93%	91%	91%	92%	89%
Lifts Operative - Ave %	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total Road Calls	20	12	7	3	16	7	9	17	2	6	12	5	116
Road Calls for Mechanical	12	6	5	2	14	4	3	10	1	4	9	3	73
Fleet Average Miles between Mechanical Road Calls	**35,872**	**56,774**	**62,557**	**129,702**	**19,259**	**70,338**	**86,368**	**26,745**	**152,269**	**49,503**	**26,910**	**36,748**	**41,860**
No. Maint. Employees	26	25	25	26	26	26	25	24	14	17	21	21	23



CLIPPER TREND*

Month	TOTAL RIDERSHIP	FREE	EMPLOYER / SCHOOL**	CLIPPER POTENTIAL	CLIPPER USE	% OF POTENTIAL
Jul-20	97,709	97,709	-	-	-	0.0%
Aug-20	-	-	-	-	-	0.0%
Sep-20	-	-	-	-	-	0.0%
Oct-20	-	-	-	-	-	0.0%
Nov-20	-	-	-	-	-	0.0%
Dec-20	-	-	-	-	-	0.0%
Jan-21	-	-	-	-	-	0.0%
Feb-21	-	-	-	-	-	0.0%
Mar-21	-	-	-	-	-	0.0%
Apr-21	-	-	-	-	-	0.0%
May-21	-	-	-	-	-	0.0%
Jun-21	-	-	-	-	-	0.0%
Grand Total	**97,709**	**97,709**	**-**	**-**	**-**	**0.0%**

FREE	Free / Mid-Day Free

EMPLOYER / SCHOOL	92X-Ace Train / Airport Plaza, UFCW Trust (91X) / St Marys / JFKU / Promo (Summer Youth Pass) & CSEB (Rte 260)

Route Description Summary

Route #	Description
1	Rossmoor Shopping Center, Tice Valley Blvd, Boulevard Wy, Oakland Blvd, Trinity Ave, BART Walnut Creek, Ygnacio Valley, Montego, John Muir Medical Center, N Wiget Ln, Shadelands Office Park
4	BART Walnut Creek, N California Blvd, Locust St, Mt Diablo Blvd, Broadway Plaza, S Main St, Pringle Ave
5	BART Walnut Creek, Rivieria Ave, Parkside Dr, N Civic Dr, N Broadway, Lincoln Ave, Mt Pisgah St, S Main St, Creekside Dr
6	BART Orinda, Moraga Wy, Moraga Rd, St Marys Rd, St Mary's College, Mt Diablo Blvd, BART Lafayette
7	BART Pleasant Hill, Treat Blvd, Oak Grove Rd, Shadelands Office Park, Mitchell Dr
9	DVC, Contra Costa Blvd, Ellinwood Wy, JFK University, Gregory Ln, Cleaveland Rd, Coggins Dr, BART Pleasant Hill, N Main St, N California Blvd, BART Walnut Creek
10	BART Concord, Clayton Rd, Center St, Marsh Creek Rd
11	BART Concord, Port Chicago Highway, Salvio St, Mira Vista Terrace, Fry Wy, Clayton Rd, Market St, Meadow Ln, Oak Grove Rd, Treat Blvd, BART Pleasant Hill
14	BART Concord, Oak St, Laguna St, Detroit Ave, Monument Blvd, Mohr Ln, David Ave, Bancroft Rd, Treat Blvd, BART Pleasant Hill, Oak Rd, N Civic Dr, Ygnacio Valley Rd, BART Walnut Creek
15	BART Concord, John Muir Medical Center, Port Chicago Highway, Salvio St, Parkside Dr, Willow Pass Rd, Landana Dr, West St, Clayton Rd, Treat Blvd, BART Pleasant Hill
16	BART Concord, Oak St, Galindo St, Monument Blvd, Crescent Plaza, Cleaveland Rd, Gregory Ln, Pleasant Hill Rd, Alhambra Ave, Berrellesa St, Escobar St, Court St, Martinez Amtrak
17	BART Concord, Grant St, East St, Solano Wy, Olivera Rd, Port Chicago Highway, BART North Concord
18	BART Pleasant Hill, Oak Rd, Buskirk Ave, Oak Park Blvd, Patterson Blvd, Boyd Rd, Cleaveland Rd, W Hookston Rd, Crescent Plaza, Gregory Ln, Pleasant Hill Rd, Taylor Blvd, Morello Ave, Viking Dr, Contra Costa Blvd, DVC, Old Quarry Rd, Pacheco Blvd, Muir Rd, Arnold Dr, Morello Ave, Pacheco Blvd, Martinez Amtrak
19	BART Concord, Galindo St, Concord Ave, John Glenn Dr, Galaxy Wy, Diamond Blvd, Contra Costa Blvd, Pacheco Blvd, Martinez Amtrak
20	BART Concord, Grant St, Concord Blvd, Clayton Rd, Gateway Blvd, Willow Pass Rd, Sun Valley Blvd, Golf Club Rd, DVC
21	BART Walnut Creek, N & S California Blvd, Newell Ave, S Main St, Danville Blvd, Railroad Ave, San Ramon Valley Blvd, Danville Park & Ride, Camino Ramon, Fostoria Wy, San Ramon Transit Center
27	BART North Concord/Martinez, Port Chicago Hwy, Bates Ave, Arnold Industrial Way, Mason Circle
28	BART Concord, Galindo St, Concord Ave, DVC, Contra Costa Blvd, Muir Rd, Arnold Dr, Center Ave, VA Clinic, Howe Rd, Old Orchard Rd, Arnold Dr, Pine St, Vista Way, Estudillo St, D St, Alhambra Ave, Berrellesa St, Escobar St, Court St, Martinez Amtrak
35	BART Dublin, Dublin Blvd, Dougherty Rd, Bollinger Canyon Rd, E Branch Pkwy, Windemere Pkwy, Sunset Dr, Bishop Dr, Executive Pkwy, San Ramon Transit Center
91X	BART Concord, Galindo St, Concord Ave, John Glenn Dr, Galaxy Wy, Chevron, Diamond Blvd, Willow Pass Rd, Gateway Blvd, Clayton Rd, Oak St
92X	Shadelands Office Park, Ygnacio Valley Rd, Highway 680, Danville Park & Ride, Crow Canyon Rd, Camino Ramon, San Ramon Transit Center, BR 2600, BR 1, Ace Train Station Pleasanton
93X	BART Walnut Creek, Ygnacio Valley Rd, Shadelands Office Park, Oak Grove Rd, Kirker Pass Rode, Railroad Ave, Buchanan Rd, Somersville Rd, Fairview Dr, Delta Fair Blvd, Highway 4, BART Antioch
95X	BART Walnut Creek, Highway 680, Crow Canyon Rd, Camino Ramon, Norris Canyon Rd, Annabel Ln, Bishop Ranch 8, Executive Pkwy, San Ramon Transit Center, Bishop Ranch 15
96X	BART Walnut Creek, Highway 680, Bishop Ranch 1, San Ramon Transit Center, Bishop Ranch 2600, Bishop Dr, Sunset Dr
97X	BART Dublin, Highway 680, Bishop Ranch 1, San Ramon Transit Center, Bishop Ranch 2600, Bishop Dr, Sunset Dr
98X	BART Walnut Creek, N Main St, Highway 680, Sun Valley Blvd, Contra Costa Blvd, Concord Ave, Diamond Blvd., Highway 680, Highway 4, Alhambra Ave, Berrellesa St, Escobar St, Court St, Martinez Amtrak
99X	BART North Concord/Martinez, Arnold Industrial Way, Pacheco Transit Center, Muri Rd, Arnold Dr, Morello Ave, Pacheco Blvd, Martinez Amtrak
250	St Mary's College, St Marys Rd, Moraga Rd, Mt Diablo Blvd, BART Lafayette
260	Cal State East Bay, BART Concord
310	BART Concord, Clayton Rd, Center St, Marsh Creek Rd

Route Description Summary

Route #	Description
311	BART Concord, Port Chicago Highway, Salvio St, Mira Vista Terrace, Fry Wy, Clayton Rd, Market St, Meadow Ln, Oak Grove Rd, Treat Blvd, BART Pleasant Hill, Oak Rd, N Civic Dr, Ygnacio Valley Rd, BART Walnut Creek
314	BART Concord, Oak St, Laguna St, Detroit Ave, Monument Blvd, Crescent Plaza, Cleaveland Rd, Gregory Ln, Contra Costa Blvd, DVC
315	BART Concord, Port Chicago Highway, Salvio St, Parkside Dr, Willow Pass Rd, Landana Dr, West St, Clayton Rd
316	BART Pleasant Hill, Oak Rd, Buskirk Ave, Crescent Plaza, Gregory Ln, Contra Costa Blvd, Golf Club Rd, DVC, Old Quarry Rd, Pacheco Blvd, Muir Rd, Arnold Dr, Pacheco Blvd, Morrelo Ave, Martinez Amtrak, Berrellesa St, Alhambra Ave
320	BART Concord, Grant St, Concord Blvd, Clayton Rd, Gateway Blvd, Willow Pass Rd, Diamond Blvd, Concord Ave, Chilpancinco Pkwy, Old Quarry Rd, DVC
321	BART Walnut Creek, Ygnacio Valley Rd, John Muir Medical Center, N & S California Blvd, Newell Ave, S Main St, Danville Blvd, Railroad Ave, San Ramon Valley Blvd, Camino Ramon, Fostoria Wy, San Ramon Transit Center
335	BART Dublin, Dublin Blvd, Dougherty Rd, Bollinger Canyon Rd, Sunset Dr, Bishop Dr, Executive Pkwy, San Ramon Transit Center
601	N Civic Dr, Parkside Dr, Riveria Ave, BART Walnut Creek, Trinity Ave, Oakland Blvd, Boulevard Wy, Tice Valley Blvd, Meadow Rd, Castle Hill Rd, Danville Blvd, Hillgrade Ave,, Crest Ave, Rossmoor Shopping Center
602	Walnut Blvd, Oro Valley Cir, Mountain View Blvd, Rudgear Rd, Stewart Ave, Trotter Wy, Dapplegray Rd, Palmer Rd, Mountain View Blvd, San Miguel Dr, N & S California Blvd, BART Walnut Creek
603	Camino Pablo, Moraga Rd, St Marys Rd, St Mary's College, Mt Diablo Blvd, BART Lafayette
605	N Civic Dr, N Broadway, Lincoln Ave, Mt Pisgah St, Newell Ave, Lilac Dr, S Main St, Creekside Dr
606	BART Orinda, Orinda Wy, Miner Rd, Honey Hill Rd, Via Las Cruces, Saint Stephens Dr, Orinda Woods Dr, Moraga Wy, Ivy Dr, Moraga Rd, St Marys Rd, St Mary's College, Mt Diablo Blvd, BART Lafayette
608	VA Clinic, Center Ave, Pacheco Blvd, Contra Costa Blvd, Chilpancinco Pkwy, Old Quarry Rd, DVC
611	BART Concord, Port Chicago Highway, Salvio St, Mira Vista Terrace, Fry Wy, Clayton Rd, Market St, Meadow Ln, Oak Grove Rd, Treat Blvd, Bancroft Rd, Minert Rd
612	BART Concord, Clayton Rd, Washington Blvd, Pennsylvania Blvd, Pine Hollow Rd, El Camino Dr, Michigan Blvd
613	Minert Rd, Oak Grove Rd, Monument Blvd, Detroit Ave, Laguna St, Oak St, BART Concord
615	Concord Blvd, Landana Dr., Willow Pass Rd., Parkside Dr., Salvio St., East St., clayton Rd., Oakland Ave., Mount Diablo St., BART Concord
616	Treat Blvd, Bancroft Rd, Minert Rd, Oak Grove Rd, Monument Blvd, San Miguel Rd, Galindo St, Oak St, BART Concord
619	Minert Rd, Oak Grove Rd, Monument Blvd, Mohr Ln, David Ave, Bancroft Rd, Treat Blvd, BART Pleasant Hill
622	Pine Valley Rd, Broadmoor Dr, Montevideo Dr, Alcosta Blvd, Crow Canyon Rd, Tassajara Ranch Rd, Camino Tassajara
623	Danville Blvd, Stone Valley Rd, Green Valley Rd, Diablo Rd, Hartz Ave, San Ramon Valley Blvd, Sycamore Valley Rd, Camino Tassajara, Tassajara Ranch Rd, Crow Canyon Rd, Anabel Ln
625	Stanley Blvd, Mt Diablo Blvd, BART Lafayette, Happy Valley Rd, Upper Happy Valley Rd, El Nido Ranch Rd, Hidden Valley Rd, Acalanes Rd
626	St Mary's College, St Marys Rd, Rohrer Dr, Moraga Rd, Mt Diablo Blvd, BART Lafayette, Happy Valley Rd, Upper Happy Valley Rd, El Nido Ranch Rd, Hidden Valley Rd, Acalanes Rd
635	Bollinger Canyon Rd, Dougherty Rd, Crow Canyon Rd, Tassajara Ranch Rd
636	San Ramon Transit Center, Executive Pkwy, Crow Canyon Rd, Bollinger Canyon Rd, San Ramon Valley Blvd, Broadmoor Dr, Alcosta Blvd, Fircrest Ln, Village Pkwy, Dublin Blvd, BART Dublin
Alamo Creek Shuttle	Alamo Creek, Monterosso, Ponderosa Colony, BART Walnut Creek
712	BART Pittsburg/Bay Point, BART Pleasant Hill, BART 19th St/Oakland
715	BART North Concord/Martinez, BART Concord, BART Pleasant Hill

CCCTA PARATRANSIT

Performance Report: 6/01 through 6/30/2020

	LINK and BART Statistics	FY 19/20 June	Variance from Goal	FY 18/19 June	19/20 YTD	FY 18/19 YTD
	Ridership Statistics					
1	ADA Passengers	2,372		10,354	101,231	138,734
2	Companions	14		79	542	703
3	*Personal Care Assistants	277		1136	8,038	13,169
4	SilverRide Pilot	0		342	3,744	342
5	Total Passengers	2,663		11,911	113,555	152,948
	Scheduling Statistics					
6	Total Number of No Shows & Late Cancels	479		2,043	11,543	36,366
7	SilverRide Pilot No Shows & Late Cancels	0			749	18
8	Total number of Cancellations	365		1,952	7,775	35,042
9	Same Day Trips	118		139	1,880	1764
10	Denial Trips	-		-	-	-
11	Go Backs/ Re-scheduled	4			290	
	Standard Goals, Productivity Standard Goal = 2.0; Incentive Goal 2.0 + 92% OTP; Ratio of Revenue Hours to Service Hours 83%					
12	Revenue Hours	2,382.80		5,657.00	55,392.70	79,565.00
13	ADA Passengers per RVHr.	1.19		1.83	1.65	1.92
14	Average Trip Length (miles)	8.21		9.10	10.95	9.70
15	Average Ride Duration (minutes)	10.75		27.08	30.65	31.50
16	Total Cost per ADA Passenger	$ 171.51			$ 85.53	41.16
17	*Service Miles	31,296.00		105,239.00	1,017,246.46	1,475,793.00
18	Billable Service Hours	5,993.86		7,064.00	85,393.35	101,256.00
19	SilverRide Pilot Cost	$ -		$ 12,180.00	$ 127,228.00	$12,180.00
20	LINK & BART Fuel Cost	**$ 22,025.17**			**$ 546,738.86**	
21	Total Cost	**$456,731.35**		**$ 417,149.35**	**$4,262,744.41**	**$ 6,296,163.52**
	On Time Performance Standard Goal = 90%; Incentive Goal = 92%					
22	Percent on-time	95.60%		81%	90.90%	79%
23	SilverRide Pilot OTP	0%			99%	
24	Arrived 15-29 minutes past window	20			1687	
25	Arrived 30-59 minutes past window	5			805	
26	Arrived 60 minutes past window	13			117	
27	Total Missed Trips	0			170	
28	Transfer Trips	277		923	10,477	12,659
	Customer Service Complaint Standard Goal = 2/1,000 passengers					
29	Total Complaints	0		5	43	146
30	Timeliness	0			20	
31	Driver Complaints	0			19	
32	Equipment / Vehicle	0			0	
33	Scheduling/Staff Skill	0			2	
34	Commendations	0		0	12	8
35	Ave. wait time in Queue for reservation	0.25			0.69	
36	Ave. wait time in Queue for customer service	0.22			0.59	
	Safety & Maintenance Accident Standard Goal = .5/100,000 miles; Roadcall Standard Goal = 4/100,000 miles					
37	Total accidents per 100,000 miles	0		0	6	8
38	Roadcalls per 100,000 miles	0		0	12	26
39	**Eligibility Statistics**					
40	*Total ADA Riders in Data Base	2,457		2,395	2,526	2,443
41	*Total Certification Determinations	91		124	1,169	867
42	*Initial Denials	0		0	7	10
43	*Denials Reversed	0		0	1	1

* Number of PCA is currently being audited.

* Farebox information included in Fare Recon Report.

* YTD ADA Passenger Cost is not based on the Total Cost

*Service Hours are Pre and Post Covid-19 Billable Definition

*Service Miles are for ADA only

Transdev G.M.: _____

Date: 8/20/2020