

County Connection

2477 Arnold Industrial Way

Concord, CA 94520-5326

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countyconnection.com

ADMINISTRATION & FINANCE COMMITTEE MEETING AGENDA

Wednesday, March 1, 2023
2:00 p.m.

City of Pleasant Hill Offices
100 Gregory Lane
Small Community Room
Pleasant Hill, CA 94523

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.

1. Approval of Agenda
2. Public Communication
3. Approval of Minutes of February 1, 2023*
4. Cap and Trade Grant (LCTOP) – FY 2022-23*
(Staff recommends that the A&F Committee forward the proposed LCTOP project funding allocation to the Board of Directors for approval.)
5. Income Statements for the Six Months Ended December 31, 2022*
6. Review of Vendor Bills, February 2023**
7. Approval of Legal Services Statement, December 2022 Labor, December 2022 General**
8. Next Scheduled Meeting – April 5, 2023
9. Adjournment

*Enclosure

**Enclosure for Committee Members

***To be mailed under separate cover

****To be available at the meeting.

FY2022/2023 A&F Committee

Jim Diaz – Clayton, Laura Hoffmeister-Concord, Sue Noack-Pleasant Hill

Clayton • Concord • Contra Costa County • Danville • Lafayette • Martinez
Moraga • Orinda • Pleasant Hill • San Ramon • Walnut Creek

CENTRAL CONTRA COSTA TRANSIT AUTHORITY

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: All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body, will be made available for public inspection by posting them to County Connection's website at www.countyconnection.com. 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:	March 16, 9:00 a.m., County Connection Board Room 2477 Arnold Industrial Way, Concord, CA 94520
Administration & Finance:	Wednesday, April 5 City of Pleasant Hill Offices, 100 Gregory Lane Pleasant Hill, CA 94523
Advisory Committee:	TBA. Location TBD
Marketing, Planning & Legislative:	Monday, March 6, 11:30 a.m., Supervisor Andersen Office 3338 Mt. Diablo Blvd, Lafayette, CA
Operations & Scheduling:	Wednesday, March 1, 8:00 a.m., Supervisor Andersen Office 3338 Mt. Diablo Blvd, Lafayette, CA

The above meeting schedules are subject to change. Please check the County Connection Website (www.countyconnection.com) or contact County Connection staff at 925/676-1976 to verify date, time, and location.

This agenda is posted on County Connection's Website (www.countyconnection.com) and at the County Connection Administrative Offices, 2477 Arnold Industrial Way, Concord, California

**Summary Minutes
Administration & Finance Committee
Wednesday, February 1, 2023, 2:00 p.m.**

*Due to COVID-19, this meeting was conducted as a teleconference
pursuant to the provisions of Assembly Bill 361.*

Directors: Sue Noack, Jim Diaz
Staff: Ruby Horta, Amber Johnson, Kristina Martinez, Lathina Hill
Public: None addressed the committee

Call to Order: Meeting called to order at 2:00 p.m. by Director Noack.

1. Approval of Agenda

The Committee approved the agenda.

2. Public Communication

None.

3. Approval of Minutes of December 7, 2022

The Committee approved the minutes.

4. CCCTA Investment Policy-Quarterly Reporting Requirement

Ms. Johnson reported that the Authority's investment portfolio as of September 30, 2022 complies with the Investment Policy, and that the Authority has the ability to meet projected cash flow for the next six months.

5. Income Statements for the Three Months Ended September 30, 2022

Ms. Johnson reported that the actual expenses of \$9.4 million represent 20% of the total annual budget of \$47.3 million, and expenditures are equal to revenues due to the way the Authority utilizes its TDA revenues. Fixed route expenses have utilized 20.7% of total budget. Paratransit expenses have utilized 16.6% of total budget. Paratransit fare revenues for the quarter have exceeded the budget projection, indicating improving ridership on the service. Ms. Johnson also highlighted the statistical portion of the report, which reveals farebox ratio and cost per passenger numbers at pre-COVID and post-COVID levels, with recent indicators showing fair improvement in ridership and productivity. The Committee accepted the report and recommended it be provided as an information item to the Board.

6. Transit Operator Recruitment Update

Ms. Martinez provided an update on operator recruitments, as compared to a year ago when the Board authorized the General Manager to begin paying new operators at step three of a five step pay scale. She reported that this effort has seen some success, with 23 new operators hired since implementing the change. However, while County Connection has been able to reduce its Operator shortfall, there are still staffing vacancies, so ongoing successful recruitment is vital to protecting

current service levels and responding to any new service demands. Staff anticipates continuing to bring in new operators at step three. Director Noack expressed a desire to continue to provide this flexibility at the discretion of the General Manager, authorizing him to bring in new operators anywhere from step one to step three, depending on market and economic conditions. The Committee agreed to bring this item to the full board as an informational update.

7. Pension Funding Framework

Ms. Johnson reported that late last year, the Committee began discussing how it might modify the Authority's pension funding policy, utilizing alternate ways to save money for pensions outside of the CalPERS system. Ms. Johnson stated that at the last Committee meeting in December, the Committee directed her to explore the creation of a 115 trust for pensions and bring back a proposal on how to fund the trust. Ms. Johnson laid out a proposal to the Committee to open a 115 pension account under a combination 115 trust with PARS, to fund the trust with fare revenues, and to seed the trust with \$500,000 from budgetary savings in FY 2024 that will be realized due to the one-year reprieve from paying unfunded accrued liability payments to CalPERS. Ms. Johnson further provided options for ongoing funding, including: the current policy of budget savings when actual pension payments are less than budgeted, a new policy of 3% of fare revenues when fare revenues exceed \$2.5 million, or a new policy of \$100 thousand per year. Lastly, Ms. Johnson proposed that any withdrawals from the trust must be authorized by the Board either through the budget approval process or on an emergency basis.

After some discussion the Committee agreed to recommend a new pension funding framework to the full Board of Directors, with the following elements: open a pension 115 account under a combination 115 trust with PARS, fund the trust with fare revenues, seed the trust with \$1 million from budgetary savings, decide ongoing funding with each budget cycle, and require Board approval for withdrawals from the trust.

8. Review of Vendor Bills, December 2022 and January 2023

The Committee reviewed the vendor bills for December 2022 and January 2023.

9. Approval of Legal Services Statement, November 2022 Labor, November 2022 General

The Committee approved the legal services statements for November 2022 Labor, November 2022 General services.

10. Next Scheduled Meeting

The next meeting was scheduled for March 1st at 2:00 p.m. in Pleasant Hill.

11. Adjournment

The meeting was adjourned at 2:23 p.m.

Minutes prepared and submitted by: Amber Johnson, Chief Financial Officer

To: Administration & Finance Committee

Date: 02/21/2023

From: Pranjal Dixit, Manager of Planning

Reviewed by: MR

SUBJECT: Cap and Trade Grant (LCTOP) – FY 2022-23

Background:

The Low Carbon Transit Operations Program (LCTOP) provides cap-and-trade funding for transit in order to reduce greenhouse gas (GHG) emissions and improve mobility, with a priority on serving disadvantaged communities (DACs). Over time, the guidelines for eligible projects have been revised, allowing for increased flexibility in the use of these funds. In the last few years, County Connection has utilized these funds to operate Route 99X, connecting the Martinez Amtrak Station to BART via Pacheco Blvd. and Morello Ave., and to increase weekend service on Route 316. Both of these routes serve the DAC within County Connection's service area. Since FY 2018-19, with the passage of Senate Bill 1119 (SB 1119), County Connection was able to implement the fare subsidy project in the Monument Corridor on Routes 11, 14, 16, 311, 314 and 316.

Proposed Projects:

The State Controller's Office (SCO) has released estimated apportionments for the LCTOP program, and County Connection is expected to receive about \$1,393,000. Staff proposes using these funds to continue operating service between Amtrak and BART, serving DACs in Martinez and North Concord, and subsidizing fares for Routes 11, 14, 16, 311, 314 and 316, which serve AB 1550 low-income communities and MTC communities of concern in Downtown Concord and the Monument Corridor. Additionally, staff has developed changes that are intended to increase efficiency and productivity on Route 99X while providing a faster and more direct connection between North Concord BART and Martinez Amtrak.

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Cap & Trade Allocations					
Revenue Based (99314)	\$ 161,497	\$ 165,597	\$ 91,133	\$ 214,031	\$ 201,000
Population-Based (99313)	\$ 971,709	\$ 963,733	\$ 542,538	\$ 1,269,952	\$ 1,192,000
Total Revenues	\$ 1,133,206	\$ 1,129,330	\$ 633,671	\$ 1,483,983	\$ 1,393,000
Projects Funded					
Martinez Amtrak to BART	\$ 375,378	\$ 215,710	\$ 215,710	\$ 600,619	\$ 541,175
Monument Free	\$ 757,829	\$ 913,620	\$ 417,961	\$ 883,364	\$ 851,825
Total Expenses	\$ 1,133,207	\$ 1,129,330	\$ 633,671	\$ 1,483,983	\$ 1,393,000

Financial Implications:

Based on current estimates for FY 2022-23, County Connection will receive a total of \$1,393,000 in LCTOP funds. Staff plans to use \$541,175 to operate service within the DAC, and \$851,825 to subsidize fares on routes serving the Monument Corridor. Final apportionment amounts are expected to be released by the State Controller's Office in the coming weeks.

Recommendation:

Staff recommends using LCTOP funds to operate service between Martinez Amtrak and North Concord BART and to subsidize fares on routes serving the Monument Corridor.

Action Requested:

Staff requests that the A&F Committee forward the proposed LCTOP project funding allocation to the Board for approval.

Attachments:

None

INTER OFFICE MEMO

To: Administration & Finance Committee

Date: 02/21/2023

From: Amber Johnson, Chief Financial Officer

Reviewed by: WC.

SUBJECT: Income Statements for the Six Months Ended December 31, 2022

Background:

The quarterly income statement report is an opportunity for the Committee to review the Authority's financial status and to provide fiscal and operational accountability.

Summary:

The County Connection Income Statements for the second quarter of Fiscal Year (FY) 2023 are presented for review. Unaudited revenues and expenditures are shown on a full accrual basis consistent with Generally Accepted Accounting Principles (GAAP) as applied to governmental units. All known revenues and expenditures for the period are reported even if they have not been received or are awaiting payment. Revenues and expenses are presented as compared to the adopted budget. The combined expenses of Fixed Route and Paratransit for the period were \$21.4 million (*Schedule 1*), which represents 45% of the budget of \$47.3 million.

Fixed Route:

Overall Fixed Route revenues and expenses are presented on *Schedule 2*. Expenses for the period were \$17.4 million, representing 46% of the total budget. Since Transportation Development Act (TDA) revenue is utilized as needed, revenues are always equivalent to expenses.

Certain revenues are tracking higher than anticipated at this point in the year, namely: special service revenue, non-operating revenue, Dougherty Valley development fees, and RM2/Other revenue. Special service revenue are payments from our partners such as BART (for bus bridges), the City of Walnut Creek, Saint Mary's, Alamo Creek and 511.org subsidies. These revenues were budgeted conservatively, and the actual usage is much higher than anticipated. Non-operating revenue is primarily interest income (\$147 thousand) and reversal of the FY 2022 negative fair market value adjustment (\$207 thousand). Dougherty Valley development fees are being claimed more quickly than budgeted, as Contra Costa County has encouraged County Connection to draw down the remaining development funds and close out the fund. A majority of RM2 funds have been claimed in the first half of the year, but it is not anticipated that these revenues will exceed the budget by a significant amount at year end.

The primary driver of the expense budget is salaries and wages. Actual expenditures on salaries and wages utilized 45% of the annual budget. *Schedule 4* provides additional details of various components specific to *operator wages* only.

Certain other expenses are tracking higher than anticipated at this point of the year. The COVID reimbursement payments of \$2,500 that were issued to represented and administrative employees (totaling \$500 thousand) are captured in the category “miscellaneous”, causing this category to swing over the budgeted amount. However, the contingency budget is adequate to compensate for this overage. Actual expenditures for taxes are tracking at 60% of the budget, but since this category represents less than 1% of the fixed route budget, this slight overage is not cause for concern. All other categories in the fixed route budget are tracking as expected.

Paratransit:

Paratransit revenues and expenses are presented on *Schedule 3*. Expenses for the period were \$4 million, representing 42% of the total budget. TDA revenue is also utilized as needed for Paratransit expenses, resulting in revenues that are equivalent to expenses.

Purchased transportation expenses for the Authority’s paratransit service has utilized 40% of the total budget for the year under the new paratransit contract, which is less than the 50% utilization expected at this point in the year. All other paratransit expenditures are tracking as expected.

Statistics:

Schedule 5 provides select statistical information for FY 2023 as compared to this same period in FY 2022 and FY 2021.

Statistics shown for FY 2021 represent the heart of pandemic activities (July 2020-December 2020). At this point in time, the fixed route farebox recovery ratio was 4.7%, and the cost of service per passenger was \$26.68. In FY 2022, the farebox recovery ratio improved to 6.8%, and the cost per passenger decreased to \$16.62, due to improvements in ridership. In FY 2023, we see continued improvements as compared to FY 2022, with a farebox recovery ratio of 9% and cost per passenger of \$14.49. However, it should be noted that the cost per revenue hour has worsened this fiscal year (\$184/hour in FY23 to date as compared to \$160/hour in FY22 to date), due to a higher cost of service to operate a similar amount of revenue hours. The primary drivers for this increased cost of service are inflation, volatile fuel costs, and the one-time COVID reimbursement payments.

Paratransit has also experienced recovery at the farebox, and in the cost per passenger. The farebox recovery ratio of 0.4% in FY 2021 improved to 3.8% in FY 2022 and jumped to 5.2% in FY 2023. The cost of service per passenger of \$141.59 in FY 2021 decreased to \$98.15 in FY 2022 and has decreased to \$85.48 at this point of the current year.

Financial Implications:

There are no financial implications associated with this report.

Action Requested:

Staff requests that the A&F Committee accept the report and provide the update to the Board.

Attachments:

Attachment 1: CCCTA Income Statements for FY2023 Q2 (Schedules 1 through 5)

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
Combined Fixed Route and Paratransit Income Statement
FY 2023 Year to Date - Comparison of Actual vs. Budget
For the Six Months Ended December 31, 2022

	Actual	Total Budget	Variance	% Budget Used
Revenues				
Passenger fares	1,235,338	1,833,181	(597,843)	67.4%
Special fares	489,835	491,014	(1,179)	99.8%
Total Fare Revenue	1,725,173	2,324,195	(599,022)	74.2%
Advertising	101,702	300,000	(198,298)	33.9%
Other revenue	427,115	100,100	327,015	426.7%
Federal operating	3,493,322	7,675,630	(4,182,308)	45.5%
TDA earned revenue	7,427,636	20,358,064	(12,930,428)	36.5%
STA revenue	2,390,058	5,524,029	(3,133,971)	43.3%
Measure J	4,273,554	7,009,369	(2,735,815)	61.0%
Fees from LAVTA and One Seat partners	872,733	1,933,540	(1,060,807)	45.1%
Other operating assistance	701,363	2,090,567	(1,389,204)	33.5%
Total Other Revenue	19,687,483	44,991,299	(25,303,816)	43.8%
Total Revenue	21,412,656	47,315,494	(25,902,838)	45.3%
Expenses				
Wages	7,383,994	15,874,426	(8,490,432)	46.5%
Fringe Benefits	5,505,249	12,859,148	(7,353,899)	42.8%
Total Wages and benefits	12,889,243	28,733,574	(15,844,331)	44.9%
Services	1,342,045	2,765,800	(1,423,755)	48.5%
Materials & Supplies	1,852,447	3,916,400	(2,063,953)	47.3%
Utilities	168,213	383,500	(215,287)	43.9%
Insurance	535,780	1,169,280	(633,500)	45.8%
Taxes	182,839	300,015	(117,176)	60.9%
Leases and Rentals	22,237	60,000	(37,763)	37.1%
Miscellaneous	599,714	257,500	342,214	232.9%
Purchased Transportation	2,935,669	7,277,906	(4,342,237)	40.3%
Purchased Transportation - for partners	884,469	1,951,519	(1,067,050)	45.3%
Operations Expenses	8,523,414	18,081,920	(9,558,506)	47.1%
Contingency	-	500,000	(500,000)	0.0%
Total Expenses	21,412,656	47,315,494	(25,902,838)	45.3%
Net Income (Loss)	-	-		

CENTRAL CONTRA COSTA TRANSIT AUTHORITY**Fixed Route Income Statement****FY 2023 Year to Date - Comparison of Actual vs. Budget*****For the Six Months Ended December 31, 2022***

	Actual	Total Budget	Variance	% Budget Used
Revenues				
Fare revenue	1,059,552	1,735,000	(675,448)	61.1%
Special service revenue	489,835	491,014	(1,179)	99.8%
Total Fare Revenue	1,549,386	2,226,014	(676,628)	69.6%
Advertising revenue	101,702	300,000	(198,298)	33.9%
Non-Operating rev	427,115	100,100	327,015	426.7%
STA Population and Revenue	2,390,058	4,778,335	(2,388,277)	50.0%
Measure J	2,992,648	5,237,111	(2,244,463)	57.1%
TDA 4.0	6,720,107	17,333,307	(10,613,200)	38.8%
Federal Stimulus Funds	2,593,322	5,875,630	(3,282,308)	44.1%
Low Carbon Transit Ops Prog	220,442	600,000	(379,558)	36.7%
BART Express Funds	-	864,033	(864,033)	0.0%
Other State Grants	-	134,731	(134,731)	0.0%
Dougherty Valley Dev Fees	197,750	150,000	47,750	131.8%
Other Local Grants/Contributions	89,487	-	89,487	--
RM 2/Other- Express	90,263	117,538	(27,275)	76.8%
Total Other Revenue	15,822,894	35,490,785	(19,667,891)	44.6%
Total Revenue	17,372,280	37,716,799	(20,344,519)	46.1%
Expenses				
Wages	7,241,302	15,587,804	(8,346,502)	46.5%
Fringe benefits	5,426,302	12,727,405	(7,301,103)	42.6%
Total Wages and benefits	12,667,603	28,315,209	(15,647,606)	44.7%
Services	1,285,268	2,669,800	(1,384,532)	48.1%
Materials and supplies	1,852,447	3,912,400	(2,059,953)	47.3%
Utilities	150,940	344,500	(193,561)	43.8%
Casualty and liability	528,276	1,152,375	(624,099)	45.8%
Taxes	182,839	300,015	(117,176)	60.9%
Leases and rentals	22,237	60,000	(37,763)	37.1%
Miscellaneous	593,743	237,500	356,243	250.0%
Purchased transportation	88,927	225,000	(136,073)	39.5%
Total Other Expenses (non-wages)	4,704,677	8,901,590	(4,196,913)	52.9%
Contingency	-	500,000	(500,000)	0.0%
Total Expenses	17,372,280	37,716,799	(20,344,519)	46.1%
Net Income (Loss)	-	-	-	

CENTRAL CONTRA COSTA TRANSIT AUTHORITY**Paratransit Income Statement****FY 2023 Year to Date - Comparison of Actual vs. Budget*****For the Six Months Ended December 31, 2022***

	Actual	Total Budget	Variance	% Budget Used
Revenues				
Fare revenue	164,050	98,181	65,869	167.1%
Fare revenue - LAVTA	11,737	-	11,737	--
Total Fare Revenue	175,787	98,181	77,606	179.0%
Special service - One Seat Ride	171,681	162,906	8,775	105.4%
LAVTA Fees	701,052	1,770,634	(1,069,582)	39.6%
FTA Section 5307	900,000	1,800,000	(900,000)	50.0%
TDA 4.5	666,122	1,332,243	(666,122)	50.0%
TDA 4.0	41,408	1,692,514	(1,651,106)	2.4%
Measure J	1,280,906	1,772,258	(491,352)	72.3%
STA Paratransit & Rev based	-	745,694	(745,694)	0.0%
BART ADA Service/Other	103,421	224,265	(120,844)	46.1%
Total Other Revenue	3,864,589	9,500,514	(5,635,925)	40.7%
Total Revenue	4,040,376	9,598,695	(5,558,319)	42.1%
Expenses				
Wages	142,693	286,622	(143,929)	49.8%
Fringe benefits	78,947	131,743	(52,796)	59.9%
Total Wages and benefits	221,640	418,365	(196,725)	53.0%
Services	56,777	96,000	(39,223)	59.1%
Materials and supplies	-	4,000	(4,000)	0.0%
Utilities	17,274	39,000	(21,726)	44.3%
Liability	7,504	16,905	(9,401)	44.4%
Miscellaneous	5,971	20,000	(14,029)	29.9%
Purchased transportation	2,846,742	7,052,906	(4,206,164)	40.4%
Purchased transp - for partners	884,469	1,951,519	(1,067,050)	45.3%
Total Other Expenses (non-wages)	3,818,737	9,180,330	(5,361,593)	41.6%
Total Expenses	4,040,376	9,598,695	(5,558,319)	42.1%
Net Income (Loss)	-	-	-	

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
Operator Wages
For the Six Months Ended December 31, 2022

	Actual	Total Budget	Variance	% Budget Used
Platform/report/turn in	3,345,367	7,100,307	(3,754,939)	47.1%
Guarantees	93,448	246,070	(152,622)	38.0%
Overtime	195,095	405,139	(210,044)	48.2%
Spread	62,868	127,540	(64,672)	49.3%
Protection	153,451	281,874	(128,422)	54.4%
Travel	4,659	6,128	(1,469)	76.0%
Training	64,467	99,426	(34,959)	64.8%
Other Misc	17,647	22,876	(5,230)	77.1%
	3,937,003	8,289,360	(4,352,357)	47.5%

CENTRAL CONTRA COSTA TRANSIT AUTHORITY**FY 2023 Year to Date - Statistical Comparisons****For the Six Months Ended December 31, 2022**

	Actual FY 2023 through Q2	Actual FY 2022 through Q2	Variance FY 2023 to FY 2022	Actual FY 2021 through Q2	Variance FY 2023 to FY 2021
Fixed Route					
Fares	\$ 1,059,552	\$ 789,920	34.1%	\$ 579,696	82.8%
Special Fares	489,835	230,161	112.8%	142,780	243.1%
Total Fares	\$ 1,549,386	\$ 1,020,081	51.9%	\$ 722,476	114.5%
Farebox recovery ratio	8.9%	6.8%	31.3%	4.7%	88.8%
Operating Exp (Less leases)	\$ 17,350,043	\$ 15,001,215	15.7%	\$ 15,273,557	13.6%
Revenue Hours	94,083	94,039	0.0%	92,063	2.2%
Cost per Rev Hour	\$ 184.41	\$ 159.52	15.6%	\$ 165.90	11.2%
Passengers	1,197,239	902,509	32.7%	572,501	109.1%
Cost per Passenger	\$ 14.49	\$ 16.62	-12.8%	\$ 26.68	-45.7%
Passengers per Rev Hr	12.73	9.60	32.6%	6.22	104.6%

Paratransit

Fares	\$ 164,050	\$ 112,099	46.3%	\$ 9,706	1590.2%
Farebox recovery ratio	5.2%	3.8%	36.1%	0.4%	1112.6%
Operating Exp (Less Partners)	\$ 3,155,907	\$ 2,934,956	7.5%	\$ 2,264,096	39.4%
Revenue Hours	18,736	24,140	-22.4%	12,551	49.3%
Cost per Rev Hour	\$ 168.44	\$ 121.58	38.5%	\$ 180.39	-6.6%
Passengers	36,920	29,904	23.5%	15,990	130.9%
Cost per Passenger	\$ 85.48	\$ 98.15	-12.9%	\$ 141.59	-39.6%
Passengers per Rev Hr	1.97	1.24	37.1%	1.27	54.7%