

# **Triennial Performance Audit**

*of the*

## **San Mateo County Transit District (SamTrans)**

**Fiscal Years 2017/18, 2018/19 and 2019/20**

**FINAL AUDIT REPORT**

*prepared for the*



**METROPOLITAN  
TRANSPORTATION  
COMMISSION**

*by*



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

**June 2021**

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NOTE:

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

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## EXECUTIVE SUMMARY

This executive summary highlights the findings from the performance audit of San Mateo County Transit District (SamTrans). 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 SamTrans, bus and paratransit, are the focus of this performance audit. The audit period is Fiscal Years 2018 through 2020 (from July 1, 2017 through June 30, 2020). **NOTE: Due to the COVID-19 emergency it is recognized that performance in the latter part of FY2020 is anomalous with the earlier part of the audit period. As such, trend analyses in this report do not place much emphasis on performance beyond FY2019 for the purposes of drawing conclusions and formulating recommendations.**

### Performance Audit and Report Organization

The performance audit was 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 SamTrans’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 SamTrans’s performance based on the results of the previous sections.

Comments received from SamTrans and MTC staff regarding the draft report have been incorporated into this 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 determine if SamTrans is compliant 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 SamTrans is compliant 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 – SamTrans’s bus service performance trends for the five TDA-mandated indicators were analyzed. 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 FY2015 through FY2020:
  - There was an average annual increase in the operating cost per hour

of just 0.9 percent, which resulted in a 1.9 percent decrease in inflation adjusted dollars.

- Both cost effectiveness (cost per passenger) and passenger productivity (passengers by hour and mile) indicators were negatively impacted by the overall average decrease (7.8 percent annually) in ridership during the review period. SamTrans bus ridership decreased in each year of the review period, with FY2020 showing the largest decline of more than 18 percent in unlinked passengers, a result of the COVID restrictions
- The cost per passenger increased on average by 15.4 percent per year, resulting in an average annual increase of 12.3 percent in constant FY2015 dollars.
- Passenger productivity declined overall, with passengers per vehicle service hour decreasing by 12.6 percent per year overall, and passengers per vehicle service mile decreasing by 8.6 percent annually.
- Employee productivity increased an average 2.7 percent per year.

The following is a summary of the component operating costs trend highlights for the bus service between FY2015 and FY2020:

- In-house labor and fringe benefit costs both increased at about the same rate overall, at 6.6 and 6.4 percent annually on average. These categories combined comprise about 56 to 60 percent of total bus operating costs.
- Services costs increased by eight percent on average per year and comprised between about 13 to 15 percent of total operating costs.
- Purchased transportation costs also increased modestly, averaging 5.4 percent per year, and averaged about 17 percent of total costs. Purchased transportation costs did show a significant increase (just over 19 percent) in 2019, attributed to a two-year contract extension with higher negotiated rates.
- Costs decreased over the review period for materials/supplies,

which includes fuel and lubricants, an average of 3.8 percent annually. Casualty/liability costs increased an annual average of more than 16 percent, while miscellaneous other costs increased a more modest 5.3 percent annually. Each of these three categories generally comprise less than five percent of SamTrans' total bus operating costs each year.

- Paratransit – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2015 through FY2020:
  - Cost efficiency decreased, with an average annual increase in the operating cost per hour of 10.3 percent. This amounted to an average annual increase of 7.3 percent in inflation adjusted dollars.
  - Cost effectiveness was similar, with the operating cost per passenger increasing an average of seven percent per year, or 4.1 percent annually when expressed as normalized FY2015 dollars.
  - Passenger productivity was modestly improved, with only minor changes in performance. Passengers per hour increased three percent per year on average, with passengers per mile increasing 2.2 percent annually.

The following is a summary of the component operating costs trend highlights for paratransit between FY2015 through FY2020:

- Purchased transportation costs represented the largest portion of total paratransit operating costs, at about 70 percent throughout the review period. Purchased transportation costs increased by 2.7 percent per year on average.
- Modest annual average increases were seen in the labor (8.6 percent), fringe benefits (6.7 percent), and services (9.4 percent) categories, however, these three categories combined account for approximately 20 percent or less of the total paratransit costs.
- Overall cost decreases occurred in the materials/supplies, casualty/liability and other expenses categories, with all three areas combined comprising approximately ten percent of total expenses.

Compliance with Statutory Requirements – SamTrans 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 – There were no recommendations made in SamTrans’s prior performance audit.

Functional Performance Indicator Trends - To further assess SamTrans’s performance over the past three years, a detailed set of systemwide and modal (bus service) functional area performance indicators was defined and reviewed.

- Systemwide – The following is a brief summary of the systemwide functional trend highlights between FY2018 and FY2020:
  - Administrative costs trended slightly upward, as administrative costs share of total operating costs increased slightly, and cost per vehicle service hour increased about 19 percent in the first two years of the audit period.
  - Marketing costs remained steady between 1.3 and 1.7 percent overall compared to total administrative costs and increased slightly compared to passenger trips.
  - Systemwide farebox recovery ratio decreased approximately 12 percent during the first two years of period.
- Bus Service – The following is a brief summary of the bus service functional trend highlights between FY2018 and FY2020:
  - Service Planning results showed operating cost per passenger increasing just over thirteen percent between FY2018 and FY2019, then increasing 40 percent in FY2020. Vehicle miles and vehicle

hours in service remained almost unchanged throughout the audit period, and farebox recovery decreased from 12.3 to 7.6 percent.

- In operations, vehicle operations costs per service hour increased about 14 percent, but decreased almost 5 percent as a percentage of total costs. Operator absence rates decreased for both scheduled and unscheduled absences in the first two years, with scheduled absences decreasing and unscheduled absences increasing in FY2020. Schedule adherence saw a slight uptick overall, and an overall increase in complaints received. The incidence of missed trips was below one-tenth of one percent throughout the period.
- Maintenance results found overall maintenance costs as a percentage of total costs decreased 12 percent, vehicle maintenance costs per service mile fluctuated but ended up three percent, mechanic pay hours remained steady compared to service hours, and maintenance employee scheduled and unscheduled absence rates both decreasing overall. The spare ratio fluctuated, but ended the audit period at about 16 percent, and there was improvement in the mechanical failure rates.
- The safety area showed an increased rate of preventable accidents, but actual numbers remained relatively low. There were significant increases in the casualty/liability cost rates, resulting from required increases in insurance reserves.
- Paratransit Service – The following is a brief summary of the paratransit service functional trend highlights between FY2018 and FY2020:
  - Service Planning results showed the operating cost per passenger mile decreasing by 8.2 percent between FY2018 and FY2019, before increasing 12.4 percent overall during the audit period. Farebox recovery ratio decreased from 5.1 to four percent while the portion of vehicle miles and hours in service remained steady within a range of 82 and 84 percent for miles, and 87 to 89 percent for hours.
  - Operations results included a small increase in vehicle operations costs per hour, but a decrease compared to total costs between the first two years, before both increased in FY2020. On-time performance remained steady at about 94 percent, and complaints



remained below one per 1,000 trips. There were no ADA trip denials, and very few missed trips overall. Trip cancellations were up slightly between FY2018 and FY2019, but increased to almost 25 percent in FY2020. The late cancellation rate was unchanged at 1.9 percent throughout the period, and no-shows also remained steady at about 1.5 percent. There were almost no missed trips, and no ADA trip denials during the audit period. The rate of trip cancellations increased significantly by more than 80 percent overall, but late cancellations and passenger no-shows decreased by about 20 percent each.

- For maintenance, there was a decrease in maintenance costs as a percent of total costs as well as in vehicle maintenance costs per service mile. The spare ratio increased from seven percent to about 10.5 percent in the last two years, and there was a 26 percent decrease in the mechanical failure rates.
- Safety results showed the preventable accident rate fluctuating but ultimately remaining below one accident per 100,000 miles at the beginning and end of the audit period.

## **Recommendations**

No recommendations are suggested for SamTrans based on the results of this triennial performance audit.

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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 San Mateo County Transit District (SamTrans). The two modes operated by SamTrans, bus and paratransit, are the focus of this performance audit. The audit period is Fiscal Years 2018 through 2020 (from July 1, 2017 through June 30, 2020). **NOTE: Due to the COVID-19 emergency it is recognized that performance in the latter part of FY2020 is anomalous with the earlier part of the audit period. As such, trend analyses in this report do not place much emphasis on performance beyond FY2019 for the purposes of drawing conclusions and formulating recommendations.**

An overview of SamTrans is provided in Exhibit 1. This is followed by recent organization charts in Exhibit 2.1 and 2.2, which reflects the basic organizational structure during the audit period and beyond.

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

This performance audit of SamTrans was 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 include:
  - 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 include:
  - 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 SamTrans and MTC staff regarding the draft report have been incorporated into this final report.

## Exhibit 1: System Overview

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<b>Locations</b>	1250 San Carlos Avenue, San Carlos, CA 94070-1306
<b>Establishment</b>	The San Mateo County Transit District (SamTrans) was created by voter referendum in 1974 and established in 1976 as a consolidation of 11 different local city bus systems in the county.
<b>Board</b>	The SamTrans nine-member Board of Directors consists of two members of the County Board of Supervisors; a transportation expert from the general public selected by the Board of Supervisors; three elected city officials (one from each judicial district in the county), and three additional members of the general public selected by the other six Board members. By legislation, one general public member must be from the Coastside of the county, while the other two must represent geographically diverse portions of the county.
<b>Facilities</b>	The SamTrans administrative offices are located in San Carlos, CA. Fixed-route maintenance and operations facilities are located in San Carlos (South Base) and South San Francisco (North Base). The central base of paratransit operations is located at the Brewster Depot in Redwood City. SamTrans operates six Park and Ride facilities within the county, and one underground parking garage at Sequoia Station in Redwood City.
<b>Service Data</b>	<p>SamTrans provides fixed-route bus service throughout San Mateo County and into San Francisco and Palo Alto. Service consists of more than 70 routes, including one express route between San Francisco and Redwood City, and connecting services to BART stations, Caltrain rail stations and San Francisco International Airport.</p> <p>Service is provided seven days a week. The majority of the service is operated on weekdays between 6:00 a.m. and 7:30 p.m. SamTrans contracts with MV Transportation, Inc. to provide a portion of its fixed-route service, including the Contracted Urban Bus (CUB) routes and Route 17 service, along with several Coastside and shuttle services. The remainder of the system is directly operated by SamTrans.</p> <p>The base fare is \$2.25 for local trips (including trips into San Francisco), and \$4.00 for trips out of San Francisco. Reduced youth fares are available for children ages 5-18, and two children (four years old or younger) per fare-paying adult ride for free. Seniors (age 65 and older), customers with disabilities and Medicare cardholders pay \$1.10 for all trips. SamTrans also offers discounted unlimited ride monthly transit passes, day passes and tokens, and accepts inter-agency transfers in the form of transit passes from several connecting systems. SamTrans introduced free transfers on Clipper</p>

and the SamTrans Mobile App in January 2020. Passengers who pay a one-way fare using Clipper Card receive a ten percent discount. Approved ADA paratransit cardholders, as well as their personal care attendants, ride fixed-route service free at all times.

SamTrans has two Americans with Disabilities paratransit services, Redi-Wheels and RediCoast. Redi-Wheels is operated under contract (currently with First Transit, Inc.), and serves the Bayside of San Mateo County east of Highway 280, as well as the towns of Woodside and Portola Valley. RediCoast is also operated under contract (with MV Transportation, Inc.), and serves the Coastside communities. Paratransit services operate seven days a week from 6:00 a.m. to 9 p.m. Phone reservations can be made up to seven days in advance. The one-way fare is \$4.25 and \$1.75 for Lifeline participants.

SamTrans also is involved in several programs that support regional transportation efforts. These programs are not directly included in this audit:

- Managing agency of the San Mateo County Transportation Authority;
- Managing agency of the Peninsula Corridor Joint Powers Board (Caltrain);
- Sponsor of employee shuttles between BART/Caltrain stations and employment sites;
- Operation and technical assistance provider for community shuttles sponsored by the City/County Association of Governments of San Mateo County; and
- Voting member of the Dumbarton Bridge Service Consortium, which provides bus service from Union City BART to Palo Alto.

## **Recent Changes**

SamTrans implemented a fare change in January 2020. A new Foster City-San Francisco express route (Route FCX) launched in August 2019. SamTrans is continuing refinements of school related seasonal changes to fixed route services, and combining routes and services for operational efficiencies and to allow more passengers a one seat ride. Capital projects include replacing 55 articulated clean-diesel buses and 50 40-ft buses that have reached or are reaching the end of their useful life, purchasing ten 40-foot battery-electric buses to replace ten 40-foot diesel buses, purchasing closed-circuit television and facility security systems, intelligent transportation systems network improvements, and North and South Base facility improvements to reduce energy consumption.

SamTrans is undertaking several long-term planning initiatives aimed at improving the quality of life of San Mateo County by ensuring an integrated approach to land use and transportation planning:



- Reimagine SamTrans – This Comprehensive Operational Analysis launched in June 2019 using data, market research and public input to drive a set of route recommendations that will result in a new bus network in mid-2022. The route recommendations will be approved by the Board in late 2021.
- Shuttle Study - This study is looking at how to better integrate the shuttle network and will provide recommendations for both near-term and longer-term implementation. The study kicked off in 2019 and will be complete in 2021.
- SamTrans Adaptation and Resilience Plan – This study will look at the long-term impacts of climate change (sea level rise and high heat) on SamTrans assets and facilities. This study kicked off in late 2018 and will conclude in 2021.
- Mobility Action Plan – This collaborative study spans three counties to look at ways to improve person throughput on the US 101 corridor. It is expected to conclude in 2021.
- Energy Procurement Strategy – This study looks at opportunities for energy procurement as SamTrans electrifies the fleet over the next two decades. It will conclude in 2021.
- El Camino Real Congestion Study - The Study will provide an analysis of the impact of El Camino Real congestion on SamTrans bus speed and reliability.
- Adaptation and Resilience Plan - will identify strategies to reduce impacts from two of SamTrans’ greatest climate change-related vulnerabilities—flooding and high heat.
- Youth Mobility Plan – Adopted in 2017, a strategic blueprint for SamTrans to address the mobility needs of youth in the county and cultivate the next generation of bus customers.
- US 101 Express Bus Feasibility Study - Evaluating the financial and operational feasibility of a network of long-distance express buses, potentially integrated with high-occupancy vehicle lanes. Adopted by the Board in late 2018.
- Senior Mobility Plan - Updating the 2006 County Mobility Management Plan (MMP), for seniors and people with disabilities facing mobility challenges. Adopted by the Board in late 2018.

- SamTrans Business Plan - Builds upon the SamTrans strategic plan to provide a framework for expanding mobility options, sustaining and enhancing services for the transit dependent, and promoting programs that relieve traffic congestion.
- Fare Policy Study - A fresh look at fare policy options and a framework for a District fare policy. Began late 2017, adopted by the Board in 2018.
- The Coastside Study – Review of potential route changes to better serve the Coastside. Approved by the Board in late 2018. Recommendations are being considered as a part of Reimagine SamTrans.

## **COVID-19 Response**

SamTrans is a member of the “Riding Together – Bay Area Healthy Transit Plan”, designed to align the region’s public transportation providers around transit-related health and safety standards. SamTrans has responded to the pandemic by modification of buses to ensure the safety of operators and passengers, began handing out masks to passengers, implemented reduced capacity maximums on the bus to ensure safe social distancing, modified service levels to ensure that essential workers and transit dependent passengers have appropriate levels of transportation, and implementing staff protocols (temperature checks, educational materials, sanitizing supplies).

### Bus Physical Modifications

- Upgraded filtration system for the bus.
- Custom, in-house developed, Plexiglas shield to separate the operator from passengers.
- Use of spray foggers to clean vehicles daily.

### Reduction of Capacities

- Review of configuration of buses and based new maximum capacities based on passengers being socially distanced by 6 feet.

### Service Modification

- First modification to service occurred in March 2020, suspending community routes with primary ridership being students attending school.
- Suspension of fare collection – March – August 2020
- Post shelter-in-place (SIP) orders for Sam Mateo County were issued on March 16<sup>th</sup>, a review of remaining ridership was performed, and service was modified to right-size the service to passengers still needing to ride. Service modification was put into place in April 2020 and was reduced, based on revenue hours, to 57.36% of pre-COVID service levels.

- A second service change was put into place in August 2020. At the time San Mateo County was easing SIP rules and ridership was increasing. Service modification added additional service and was increased to 80.38% of pre-COVID revenue hours.
- Recent service adjustments occurred in January 2021 and continued to restore some service based on ridership review. Currently SamTrans is operating 82.19% of pre-COVID revenue hours.
- Encouraging the use of contactless payment methods (Clipper and mobile app) on board. (Cash still accepted).

**Planned Changes**

SamTrans is currently in the process of a comprehensive operations analysis (COA) and is reviewing overall service levels, potential service redesigns based on the need of the public. SamTrans continues to monitor the pandemic and effects on public transportation, which will lead to further short-term adjustments as necessary.

**Staff**

As shown in SamTrans’ FY2017-2026 Short Range Transit Plan (SRTP), the District was organized into eight divisions with 680 employees:

Administration	23
Executive Office	5
Finance	69
Communications	37
Planning/Grants/Transp. Auth.	21
Bus	481
Rail	36
Caltrain Modernization	8
<b>TOTAL</b>	<b>680</b>

Included in the Bus Division are approximately 348 bus operators (both full- and part-time) and 73 mechanics.

Exhibit 2.1: Organization Chart – 2018-2019

# SAN MATEO COUNTY TRANSIT DISTRICT

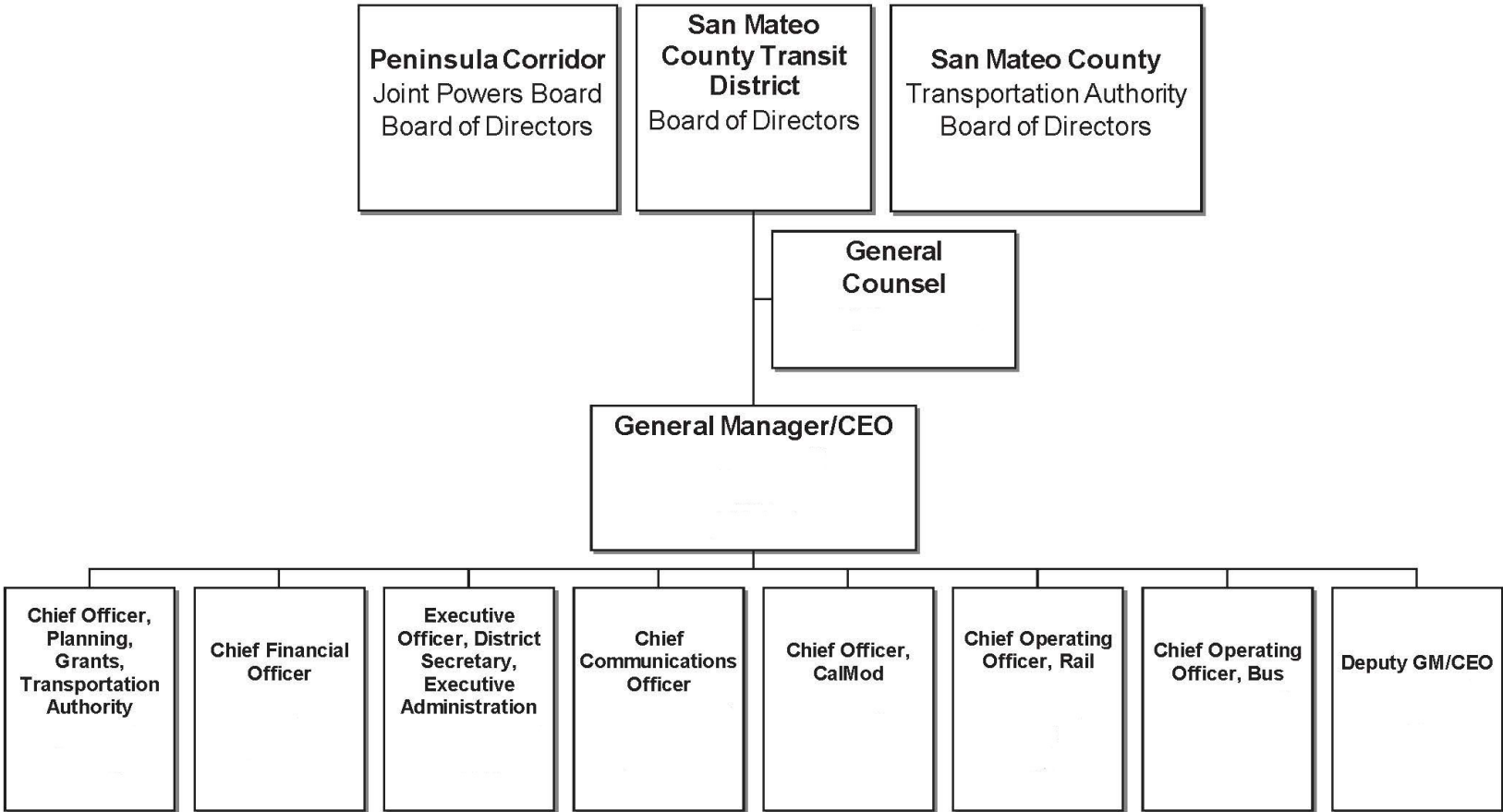
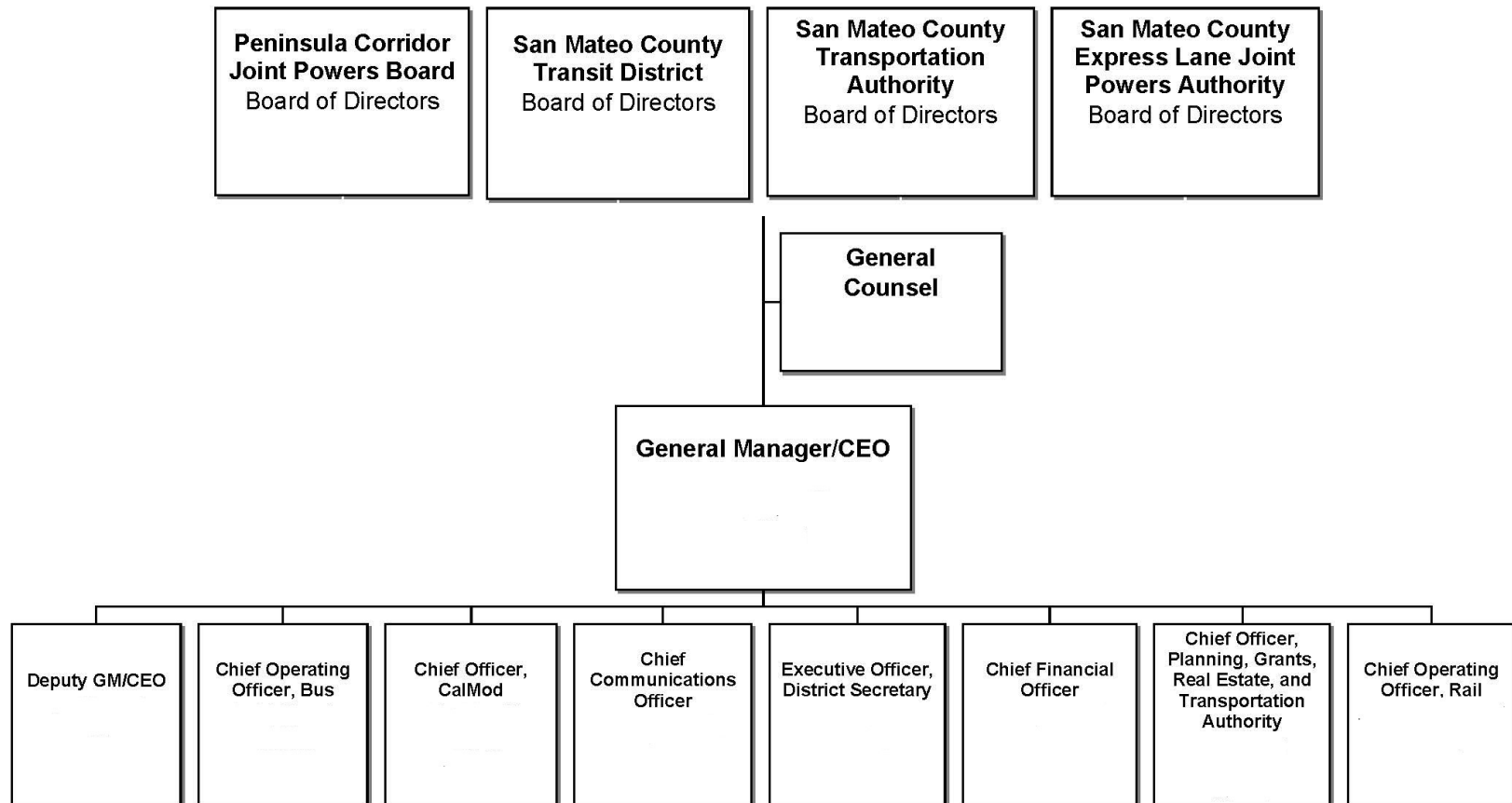


Exhibit 2.2: Organization Chart - 2020

**SAN MATEO COUNTY TRANSIT DISTRICT**



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## 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 SamTrans is in 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 SamTrans covering the audit period has been reviewed. SamTrans' NTD reports include its bus and paratransit services. However, consistent with FTA reporting requirements, SamTrans does not submit employee hour information for purchased transportation service to the NTD.

## Compliance with Requirements

To support this review, SamTrans staff confirmed that the data collection and reporting procedures remain mostly unchanged from those described in the prior performance audit, with one exception: the definition of vehicle service hours was adjusted effective with the FY2017 NTD to return to including all layover time, as had been the practice in earlier years, per instructions by NTD staff.

Based on the information provided, as shown in Exhibit 3.1, SamTrans 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 SamTrans' 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 current audit 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	<p>“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. Also excluded are all subsidies for commuter rail services operated on railroad lines under the jurisdiction of the Federal Railroad Administration, all direct costs for providing charter services, all vehicle lease costs, and principal and interest payments on capital projects funded with certificates of participation.</p>	In Compliance	<ul style="list-style-type: none"> <li>• Defined as costs incurred in order to conduct business, excluding expenses related to financing and other non-district related subsidies.</li> <li>• Captured on accrual basis and monitored by cost center managers; monthly report prepared for key personnel.</li> <li>• NTD reporting guidelines followed; directly operated services reported by object class within several broad categories; contracted services reported in aggregate by each contractor.</li> <li>• Annual totals audited by external auditors.</li> </ul>
Vehicle Service Hours	<p>“Vehicle service hours” means the total number of hours that each transit vehicle is in revenue service, including layover time.</p>	In Compliance	<ul style="list-style-type: none"> <li>• Directly operated hours based on total scheduled service hours generated by run-cutting software; missed trips subtracted and special additional service added for actual total.</li> <li>• Based on schedule information from Operations Planning (reporting number of days per month and type of service operated each day) and exceptions per operators’ day cards.</li> <li>• Similar approach by operating contractors.</li> </ul>

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
Vehicle Service Miles	“Vehicle service miles” means the total number of miles that each transit vehicle is in revenue service.	In Compliance	<ul style="list-style-type: none"> <li>• Directly operated miles based on total scheduled miles generated by run-cutting software; missed trips subtracted and special additional service added for actual total.</li> <li>• Based on schedule information from Operations Planning (reporting number of days per month and type of service operated each day) and exceptions per operators’ day cards.</li> <li>• Similar approach by operating contractors.</li> </ul>
Unlinked Passengers	“Unlinked passengers” means the number of boarding passengers, whether revenue producing or not, carried by the public transportation system.	In Compliance	<ul style="list-style-type: none"> <li>• Ridership data entered by bus operators directly into ACS (Advanced Communication System) database.</li> <li>• Operating contractors use similar method.</li> <li>• Bus operators count passengers using MDT (Mobile Data Terminal located near the farebox.</li> <li>• Counts by fare category.</li> <li>• Ridership collected and reported daily by ACS.</li> <li>• Radio Control prepares report for missed data.</li> <li>• Detailed and summary passenger count reports generated by ACS are periodically reviewed by Service Planning staff.</li> </ul>
Employee Full-Time Equivalents	2,000 person-hours of work in one year constitute one employee.	In Compliance	<ul style="list-style-type: none"> <li>• District follows NTD rules for reporting employee work hours.</li> <li>• Based on actual number of full and part-time employees.</li> <li>• Actual work hours also reported by function; bus operator hours gathered bi-weekly, conforming to the pay period.</li> </ul>

### Exhibit 3.2: TDA Statistics – Bus Service

TDA Statistic	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Operating Cost (Actual \$)	\$106,745,576	\$112,896,129	\$113,517,541	\$120,476,488	\$136,313,712	\$145,417,294
<i>Annual Change</i>	- -	5.8%	0.6%	6.1%	13.1%	6.7%
Vehicle Service Hours	505,824	539,930	649,591	653,107	669,457	659,640
<i>Annual Change</i>	- -	6.7%	20.3%	0.5%	2.5%	-1.5%
Vehicle Service Miles	6,622,381	6,688,654	6,716,710	6,787,803	7,009,966	6,891,457
<i>Annual Change</i>	- -	1.0%	0.4%	1.1%	3.3%	-1.7%
Unlinked Passengers	13,467,166	13,170,760	12,180,964	11,457,737	10,997,736	8,953,687
<i>Annual Change</i>	- -	-2.2%	-7.5%	-5.9%	-4.0%	-18.6%
Employee Full-Time Equivalent	519.6	529.8	535.9	550.1	583.0	593.8
<i>Annual Change</i>	- -	2.0%	1.2%	2.7%	6.0%	1.9%

Sources: FY2015 through FY2017 - Prior Performance Audit Report  
FY2018 through FY2020 - NTD Reports

### Exhibit 3.3: TDA Statistics – Paratransit

TDA Statistic	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Operating Cost (Actual \$)	\$14,434,145	\$16,641,191	\$19,629,024	\$17,718,245	\$18,410,711	\$16,846,205
<i>Annual Change</i>	- -	15.3%	18.0%	-9.7%	3.9%	-8.5%
Vehicle Service Hours	196,250	191,695	194,447	187,636	176,864	140,423
<i>Annual Change</i>	- -	-2.3%	1.4%	-3.5%	-5.7%	-20.6%
Vehicle Service Miles	2,890,156	2,981,879	3,057,391	2,959,214	2,780,055	2,154,811
<i>Annual Change</i>	- -	3.2%	2.5%	-3.2%	-6.1%	-22.5%
Unlinked Passengers	329,038	360,005	369,998	362,251	344,596	273,568
<i>Annual Change</i>	- -	9.4%	2.8%	-2.1%	-4.9%	-20.6%
Employee Full-Time Equivalent	(a)	(a)	(a)	(a)	(a)	(a)
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -

Sources: FY2015 through FY2017 - Prior Performance Audit Report

FY2018 through FY2020 - NTD Reports

(a) Contracted service - FTEs not applicable

### III. TDA PERFORMANCE INDICATORS AND TRENDS

The performance trends for SamTrans' 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. SamTrans' NTD reports were the source of all operating and financial statistics (except for paratransit contractor FTEs, which are not included).

In addition to presenting performance for the three years of the audit period (FY2018 through FY2020), 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 SamTrans' service to provide a longer perspective on performance and to clearly present the direction and magnitude of the performance trends. In this analysis, the FY2018 to FY2020 trend lines have been combined with those from the prior audit period (FY2015 through FY2017) 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 SamTrans' 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 SamTrans' 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 0.9 percent annually during the six-year review period.
  - The cost per hour ranged from \$174.75 in FY2017 to \$203.62 in FY2019. Operating cost per hour decreased from FY2015 through FY2017, then increased each year beginning in FY2018 through FY2020.
  - In FY2015 constant dollars, cost per hour actually decreased an annual average of 1.9 percent in this indicator.

- Passengers per Vehicle Service Hour (Exhibit 4.2)
  - A key indicator of passenger productivity, passengers per hour decreased an average of 12.6 percent annually during the six-year period.
  - The increase reflects the overall decreasing trend in ridership outpacing the increase in service hours over the six-year period. Ridership declined in each year of the audit period, while vehicle service hours showed modest increases between FY2015 and FY2019.
  - Passengers per hour decreased more than 17 percent during the FY2020 pandemic year. Ridership decreased more than 18 percent, however, SamTrans was able to manage a decrease in service hours of less than two percent.
  - Passengers per hour decreased overall from 26.6 in FY2015 to 16.4 in FY2019, before dropping to 13.6 in FY2020.
- Passengers per Vehicle Service Mile (Exhibit 4.2)
  - Similar to passengers per hour, passengers per mile decreased overall, by a slightly less 8.6 percent annually on average.
  - Performance in passengers per mile was essentially the same as that of passengers per hour between FY2015 and FY2019, and in FY2020 experienced the same percentage declines in both ridership and vehicle service miles.
  - Passengers per mile decreased overall from 2.03 passengers per mile in FY2015 to 1.57 in FY2019, then to 1.30 passengers per mile in FY2020.
- Operating Cost per Passenger (Exhibit 4.3)
  - A key measure of cost effectiveness, the cost per passenger increased from \$7.93 in FY2015 to \$12.39 in FY2019.
  - The decrease in ridership during FY2020 caused a more than 30 percent increase in the cost per passenger for the year.

- The cost per passenger increased in each year of the review period, reflecting the increase in operating costs combined with overall decreased ridership during the review period.
- Overall, cost per passenger increased an average of 15.4 percent annually. Removing FY2020 from the calculation, the average annual increase was 11.8 percent between FY2015 and FY2019, showing the substantial impact of the pandemic year. With the impact of inflation removed from the cost side (normalization), cost per passenger exhibited an average annual increase of 12.3 percent per year, or 8.4 percent through FY2019.
- Vehicle Service Hours per Employee (FTE) (Exhibit 4.4)
  - A measure of employee productivity, this indicator increased by an average 2.7 percent per year over the six years.
  - Hours per FTE increased overall from 973 in FY2015 to 1,111 in FY2020.
  - Vehicle service hours increased at a higher rate than the annual number of FTEs overall during the period. Of all the performance indicators this one appears to be the least affected by the pandemic in FY2020.

\* \* \* \* \*

The following is a summary of the bus service TDA performance trend highlights over the six-year period of FY2015 through FY2020:

- There was an average annual increase in the operating cost per hour of just 0.9 percent, which resulted in a 1.9 percent decrease in inflation adjusted dollars.
- Both cost effectiveness (cost per passenger) and passenger productivity (passengers by hour and mile) indicators were negatively impacted by the overall average decrease (7.8 percent annually) in ridership during the review period. SamTrans bus ridership decreased in each year of the review period, with FY2020 showing the largest decline of more than 18 percent in unlinked passengers, a result of the COVID restrictions.



- The cost per passenger increased on average by 15.4 percent per year, resulting in an average annual increase of 12.3 percent in constant FY2015 dollars.
- Passenger productivity declined overall, with passengers per vehicle service hour decreasing by 12.6 percent per year overall, and passengers per vehicle service mile decreasing by 8.6 percent annually.
- Employee productivity increased an average 2.7 percent per year.

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

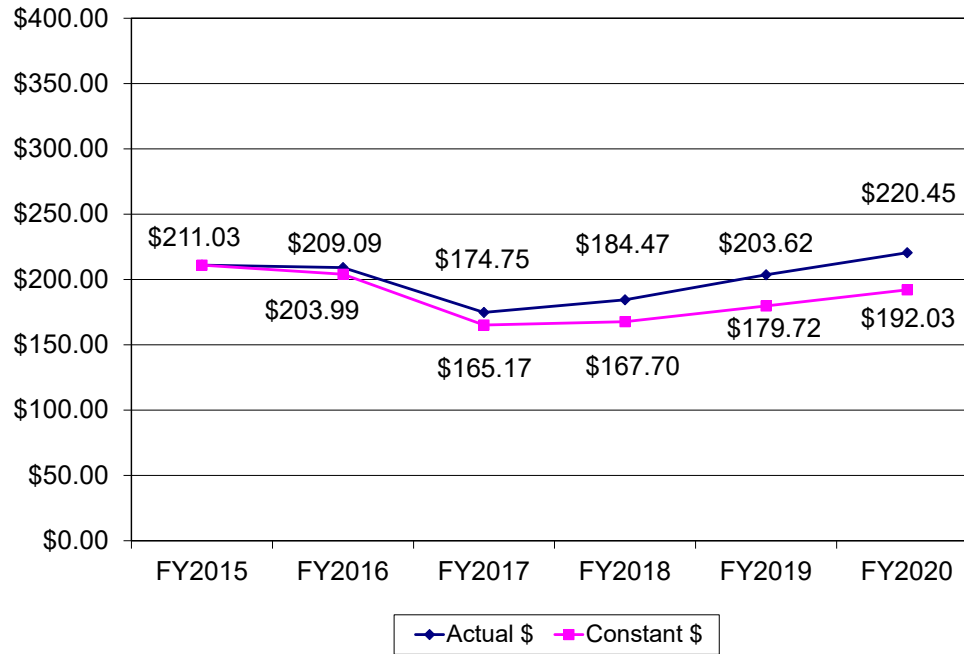
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Av. Ann. Chg.
<b>Performance Indicators</b>							
Op. Cost per Vehicle Svc. Hour (Actual \$)	\$211.03	\$209.09	\$174.75	\$184.47	\$203.62	\$220.45	- -
<i>Annual Change</i>	- -	-0.9%	-16.4%	5.6%	10.4%	8.3%	0.9%
Op. Cost per Vehicle Svc. Hour (Constant \$)	\$211.03	\$203.99	\$165.17	\$167.70	\$179.72	\$192.03	- -
<i>Annual Change</i>	- -	-3.3%	-19.0%	1.5%	7.2%	6.9%	-1.9%
Passengers per Vehicle Service Hour	26.6	24.4	18.8	17.5	16.4	13.6	- -
<i>Annual Change</i>	- -	-8.4%	-23.1%	-6.4%	-6.4%	-17.4%	-12.6%
Passengers per Vehicle Service Mile	2.03	1.97	1.81	1.69	1.57	1.30	- -
<i>Annual Change</i>	- -	-3.2%	-7.9%	-6.9%	-7.1%	-17.2%	-8.6%
Op. Cost per Passenger (Actual \$)	\$7.93	\$8.57	\$9.32	\$10.51	\$12.39	\$16.24	- -
<i>Annual Change</i>	- -	8.1%	8.7%	12.8%	17.9%	31.0%	15.4%
Op. Cost per Passenger (Constant \$)	\$7.93	\$8.36	\$8.81	\$9.56	\$10.94	\$14.15	- -
<i>Annual Change</i>	- -	5.5%	5.3%	8.5%	14.4%	29.3%	12.3%
Vehicle Service Hours per FTE	973	1,019	1,212	1,187	1,148	1,111	- -
<i>Annual Change</i>	- -	4.7%	18.9%	-2.1%	-3.3%	-3.3%	2.7%
<b>Input Data</b>							
Operating Cost (Actual \$)	\$106,745,576	\$112,896,129	\$113,517,541	\$120,476,488	\$136,313,712	\$145,417,294	- -
<i>Annual Change</i>	- -	5.8%	0.6%	6.1%	13.1%	6.7%	6.4%
Operating Cost (Constant \$)	\$106,745,576	\$110,142,565	\$107,294,462	\$109,524,080	\$120,312,191	\$126,670,117	- -
<i>Annual Change</i>	- -	3.2%	-2.6%	2.1%	9.8%	5.3%	3.5%
Vehicle Service Hours	505,824	539,930	649,591	653,107	669,457	659,640	- -
<i>Annual Change</i>	- -	6.7%	20.3%	0.5%	2.5%	-1.5%	5.5%
Vehicle Service Miles	6,622,381	6,688,654	6,716,710	6,787,803	7,009,966	6,891,457	- -
<i>Annual Change</i>	- -	1.0%	0.4%	1.1%	3.3%	-1.7%	0.8%
Unlinked Passengers	13,467,166	13,170,760	12,180,964	11,457,737	10,997,736	8,953,687	- -
<i>Annual Change</i>	- -	-2.2%	-7.5%	-5.9%	-4.0%	-18.6%	-7.8%
Employee Full-Time Equivalents	519.6	529.8	535.9	550.1	583.0	593.8	- -
<i>Annual Change</i>	- -	2.0%	1.2%	2.7%	6.0%	1.9%	2.7%
Bay Area CPI - Annual Change	- -	2.5%	3.3%	4.0%	3.0%	1.3%	- -
- Cumulative Change	- -	2.5%	5.8%	10.0%	13.3%	14.8%	2.8%

Sources: FY2015 through FY2017 - Prior Performance Audit Report

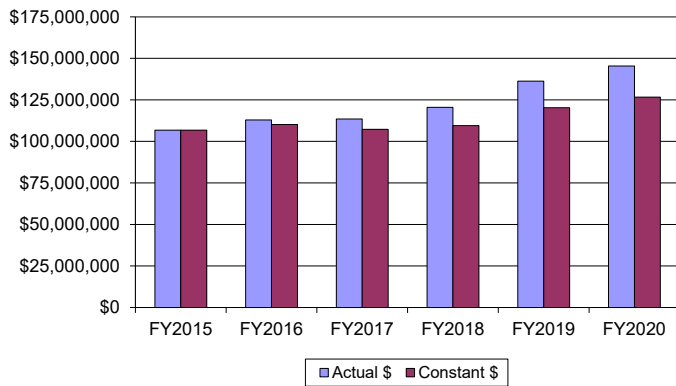
FY2018 through FY2020 - NTD Reports

CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

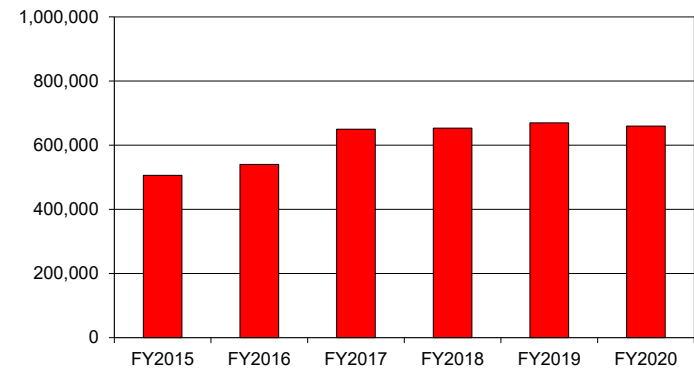
### Exhibit 4.1: Operating Cost per Vehicle Service Hour - Bus Service



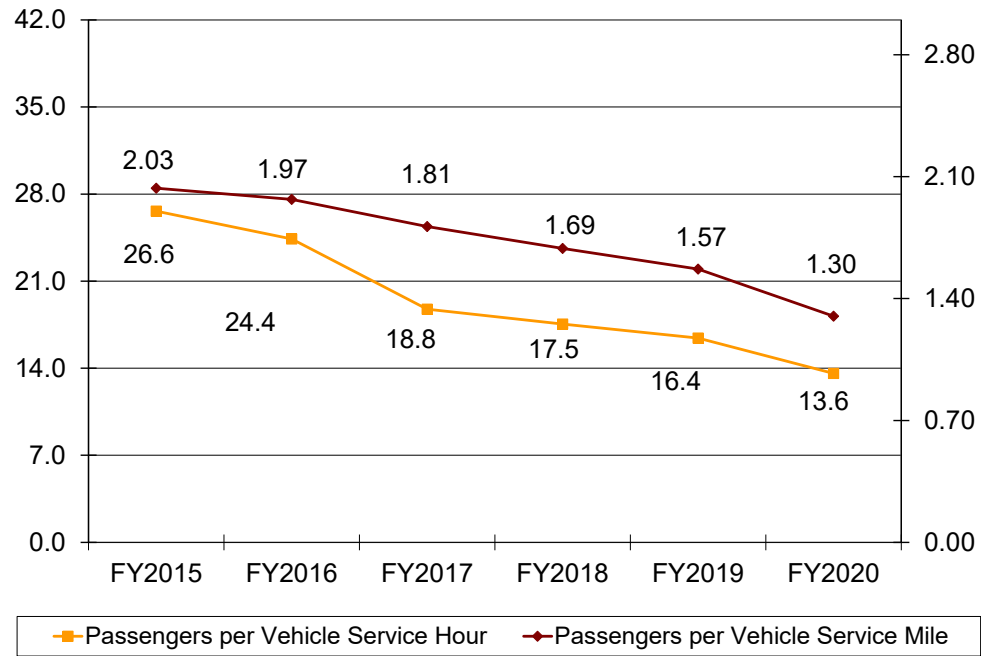
#### Operating Cost



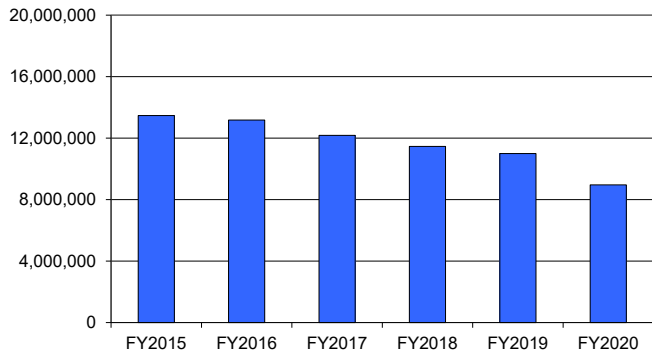
#### Vehicle Service Hours



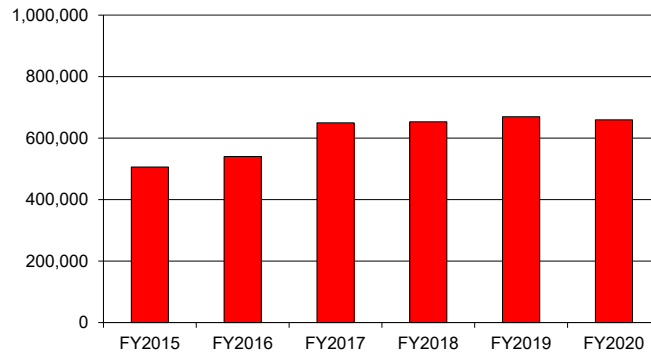
**Exhibit 4.2: Passengers per Hour and per Mile – Bus Service**



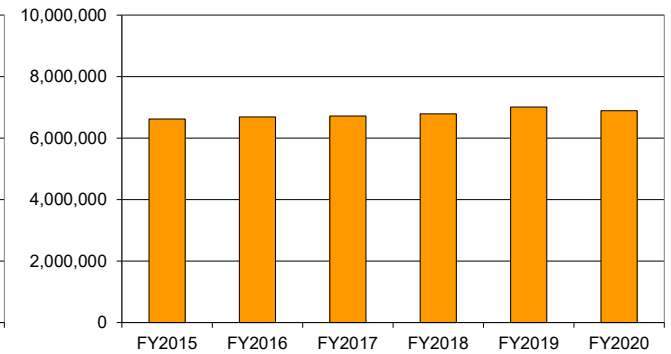
**Unlinked Passengers**



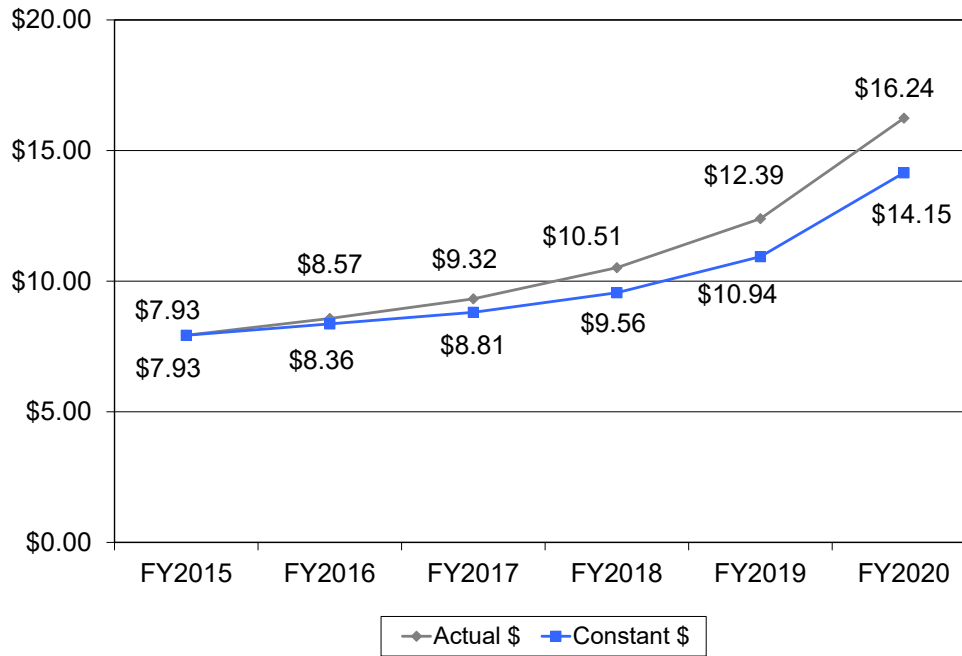
**Vehicle Service Hours**



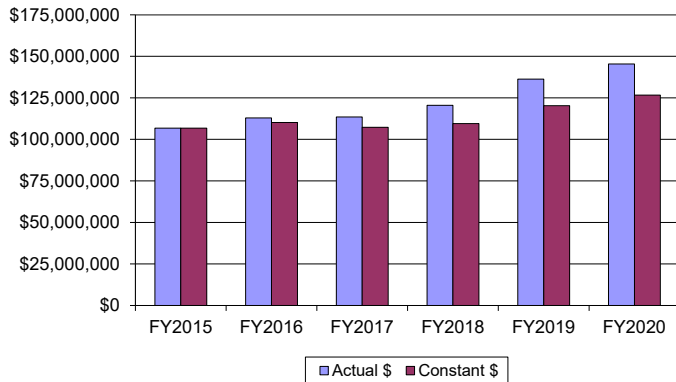
**Vehicle Service Miles**



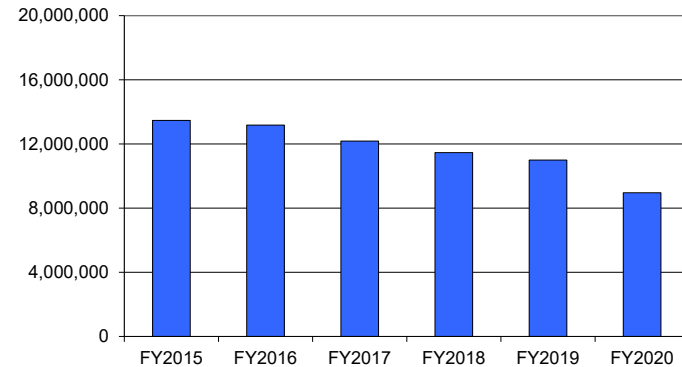
### Exhibit 4.3: Operating Cost per Passenger – Bus Service



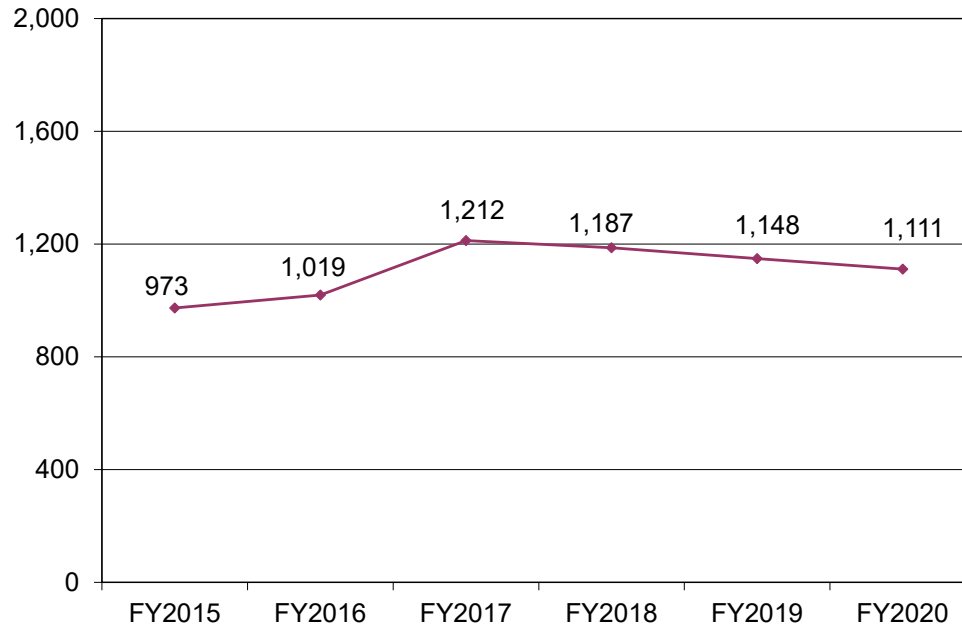
### Operating Cost



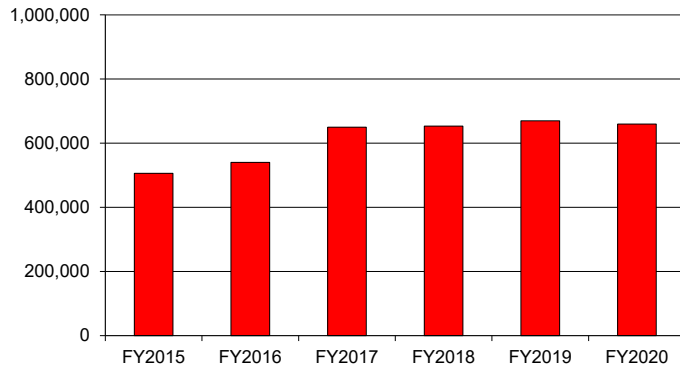
### Unlinked Passengers



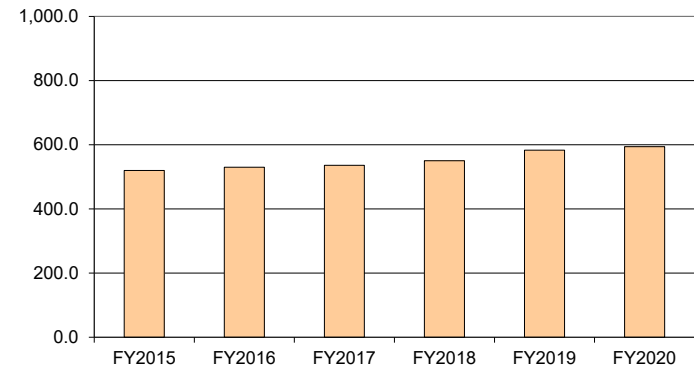
### Exhibit 4.4: Vehicle Service Hours per FTE – Bus Service



**Vehicle Service Hours**



**Full-time Equivalent**



## Bus Service Component Costs

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

- Bus operating costs in FY2020 were generally consistent with the changes in operating costs for the overall review period. The average annual percentage change in FY2020 operating costs were less than the overall six-year average change in every category except casualty/liability and miscellaneous other expenses. Those two categories comprise less than five percent of the total operating cost each year. SamTrans also appears to have handled the effects of COVID operating restrictions, as bus service hours decreased by just 1.5 percent that year.
- In-house labor costs increased an annual average of 6.6 percent over the six-year period, with the largest increase (10.2 percent) occurring in FY2019. The increase in both labor and fringe costs that year are attributed to SamTrans providing numerous bus bridges related to Caltrain and BART construction activities that year, increased overtime, increases in wages and benefits required by union contract, and incentive payments for new drivers.
- Fringe benefits costs increased at a similar rate, with an annual average increase of 6.4 percent, with the largest increase also occurring in FY2019 (14.6 percent).
- Services costs increased by eight percent on average per year. The largest increase (20.3 percent) occurred in FY2016, attributed to consulting costs for a computer management system and increased legal fees that year.
- Purchased transportation costs increased an annual average of 5.4 percent per year, with decreases in FY2016 and FY2020 offsetting increases in FY2018 and FY2019. Again, the largest increase (19.2 percent)

occurred in FY2019. SamTrans executed a two- year contract option that year that included a negotiated rate increase for the contractor.

- Materials/supplies costs (including fuel and lubricants) decreased just under four percent per year from FY2015 to FY2020.
- Casualty/liability costs showed the highest increase of just over 16 percent annually, largely due to an increase of 96 percent in FY2020. This is attributed to SamTrans' Risk Management department requiring reserve increases to cover potential payments for pending legal cases. There are currently four potential cases requiring reserves. However, SamTrans anticipates the reserve requirement to reduce in FY21 as one of the cases was resolved in SamTrans favor.
- Miscellaneous other expenses increased an average of 5.3 percent per year.

\* \* \* \* \*

The following is a summary of the bus service component operating costs trend highlights between FY2015 and FY2020:

- In-house labor and fringe benefit costs both increased at about the same rate overall, at 6.6 and 6.4 percent annually on average. These categories combined comprise about 56 to 60 percent of total bus operating costs.
- Services costs increased by eight percent on average per year and comprised between about 13 to 15 percent of total operating costs.
- Purchased transportation costs also increased modestly, averaging 5.4 percent per year, and averaged about 17 percent of total costs. Purchased transportation costs did show a significant increase (just over 19 percent) in 2019, attributed to a two-year contract extension with higher negotiated rates.
- Costs decreased over the review period for materials/supplies, which includes fuel and lubricants, an average of 3.8 percent annually. Casualty/liability costs increased an annual average of more than 16



percent mostly due to risk management reserve requirements in FY2020, while miscellaneous other costs increased a more modest 5.3 percent annually. Each of these three categories generally comprise less than five percent of SamTrans' total bus operating costs each year.

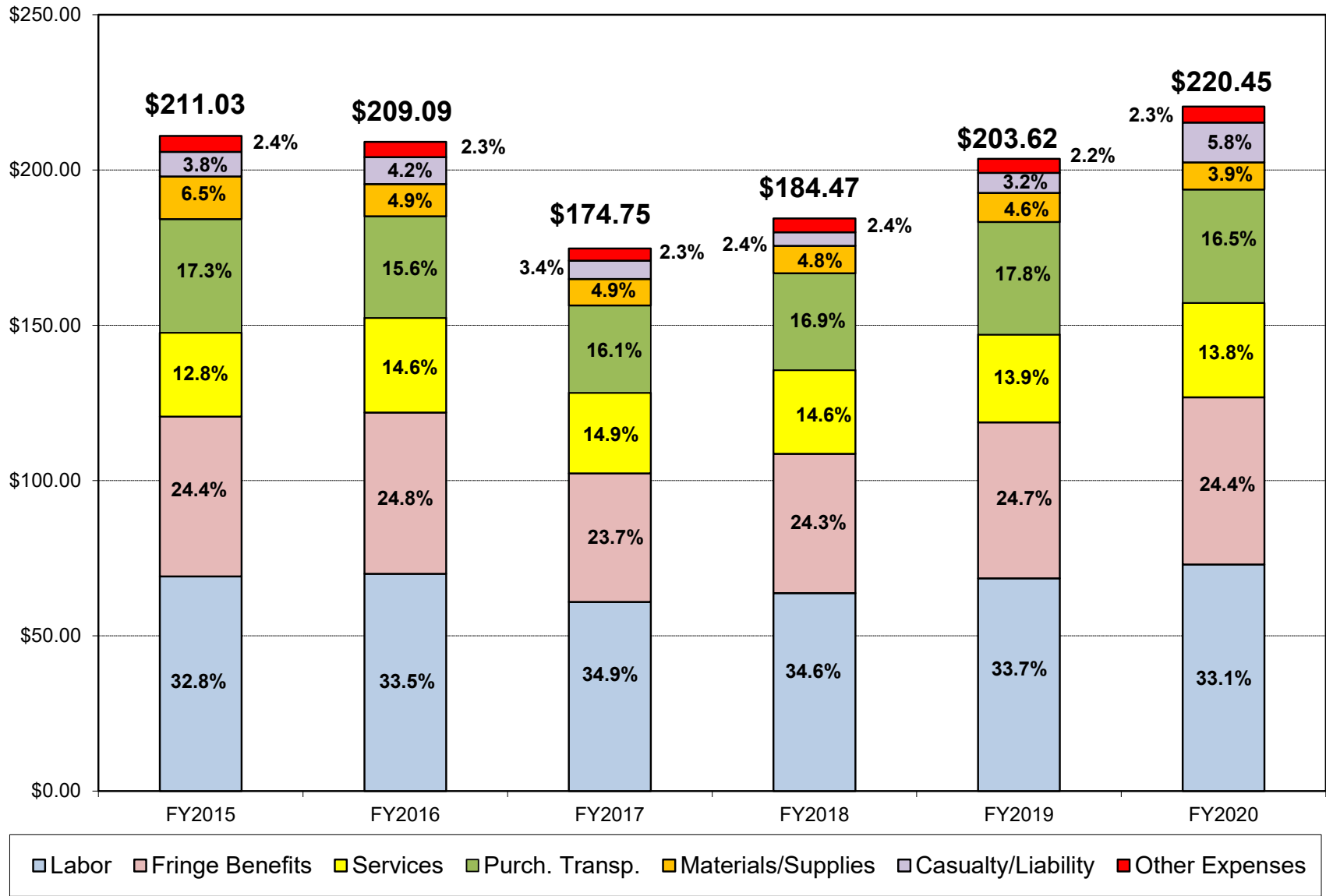
### Exhibit 4.5: Component Cost Trends – Bus Service

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Av. Ann. Chg.
COST CATEGORIES							
Labor (Salaries/Wages)	\$34,969,661	\$37,773,183	\$39,578,974	\$41,624,857	\$45,880,221	\$48,119,184	--
<i>Annual Change</i>	--	8.0%	4.8%	5.2%	10.2%	4.9%	6.6%
Fringe Benefits (a)	\$26,032,385	\$28,054,169	\$26,860,757	\$29,328,861	\$33,606,106	\$35,514,929	--
<i>Annual Change</i>	--	7.8%	-4.3%	9.2%	14.6%	5.7%	6.4%
Services	\$13,694,334	\$16,468,237	\$16,888,729	\$17,572,874	\$18,916,057	\$20,109,707	--
<i>Annual Change</i>	--	20.3%	2.6%	4.1%	7.6%	6.3%	8.0%
Purchased Transportation	\$18,472,169	\$17,664,048	\$18,252,735	\$20,381,247	\$24,303,690	\$24,057,853	--
<i>Annual Change</i>	--	-4.4%	3.3%	11.7%	19.2%	-1.0%	5.4%
Materials/Supplies (b)	\$6,965,239	\$5,581,873	\$5,536,240	\$5,763,265	\$6,260,100	\$5,742,373	--
<i>Annual Change</i>	--	-19.9%	-0.8%	4.1%	8.6%	-8.3%	-3.8%
Casualty/Liability	\$4,005,537	\$4,711,611	\$3,840,174	\$2,868,255	\$4,324,119	\$8,497,431	--
<i>Annual Change</i>	--	17.6%	-18.5%	-25.3%	50.8%	96.5%	16.2%
Other Expenses (c)	\$2,606,251	\$2,643,008	\$2,559,869	\$2,937,129	\$3,023,419	\$3,375,817	--
<i>Annual Change</i>	--	1.4%	-3.1%	14.7%	2.9%	11.7%	5.3%
<b>Total</b>	\$106,745,576	\$112,896,129	\$113,517,478	\$120,476,488	\$136,313,712	\$145,417,294	--
<i>Annual Change</i>	--	5.8%	0.6%	6.1%	13.1%	6.7%	6.4%
OPERATING STATISTICS							
Vehicle Service Hours	505,824	539,930	649,591	653,107	669,457	659,640	--
<i>Annual Change</i>	--	6.7%	20.3%	0.5%	2.5%	-1.5%	5.5%

Sources: FY2015 through FY2017 - Prior Performance Audit Report; FY2018 through FY2020 - NTD Reports, (FY2020 Revision 1)

- (a) Includes paid absences FY2018 – FY2020
- (b) Includes tires/tubes, fuels/lubricants, and other materials/supplies
- (c) Includes utilities, taxes, and miscellaneous expenses

**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 SamTrans' paratransit service over the six-year analysis period. 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 5.4.

- Operating Cost per Vehicle Service Hour (Exhibit 5.1)
  - SamTrans' paratransit cost per hour increased in every year except FY2018, from \$73.55 in FY2015 to \$104.10 in FY2019. Cost per hour rose to \$119.97 in FY2020.
  - This performance was the result of declining vehicle service hours combined with a modest overall average increase in operating costs over the review period. In FY2020, operating costs decreased by 8.5 percent, but a corresponding decrease of more than 20 percent in service hours caused the cost per hour to rise over 15 percent that year.
  - Overall, the cost per hour increased an average of 10.3 percent per year over the six years.
  - With the effects of inflation removed, cost per hour exhibited an average annual increase of 7.3 percent.
- Passengers per Vehicle Service Hour (Exhibit 5.2)
  - Passengers per vehicle service hour was mostly unchanged overall at 1.7 passengers per hour in FY2017, rising to 1.9 passengers per hour in every following year.
  - Decreases of more than 20 percent in service hours and miles, and unlinked passengers in FY2020 resulted in no change in this indicator in that year.

- The six-year trend resulted in an average annual increase of three percent, as overall annual passenger levels decreased at a slightly lower rate than service hours.
- Passengers per Vehicle Service Mile (Exhibit 5.2)
  - Performance in passengers per vehicle service mile also was mostly unchanged, with an average increase of 2.2 percent over the six-year period.
  - The same decreases in hours, miles and ridership listed in the passengers per hour section resulted in a similar FY2020 result for passengers per mile, with just a slight increase in passengers per mile that year.
  - SamTrans’ paratransit service carried between 0.11 and 0.13 passengers per mile in every year of the review period.
- Operating Cost per Passenger (Exhibit 5.3)
  - The cost per passenger rose by seven percent per year on average through the review period, from \$43.87 in FY2015 to \$53.43 in FY2019, before rising to \$61.58 in FY2020. As with the bus service, FY2020 skewed the cost per passenger results, as the average annual increase between FY2015 and FY2019 was 5.1 percent.
  - As with cost per hour, this performance was the result of modestly increased operating costs and decreased ridership over the review period. As with the cost per hour, a 20 percent decrease in ridership in FY2020 resulted in a 15 percent increase in cost per passenger.
  - With the impact of inflation removed, there was an average annual increase in the cost per passenger of 4.1 percent, but only 1.8 percent between FY2015 and FY2019.

\* \* \* \* \*

The following is a summary of the paratransit TDA performance trend highlights over the six-year period of FY2015 through FY2020:

- Cost efficiency decreased, with an average annual increase in the operating cost per hour of 10.3 percent. This amounted to an average annual increase of 7.3 percent in inflation adjusted dollars.
- Cost effectiveness was similar, with the operating cost per passenger increasing an average of seven percent per year, or 4.1 percent annually when expressed as normalized FY2015 dollars.
- Passenger productivity was modestly improved, with only minor changes in performance. Passengers per hour increased three percent per year on average, with passengers per mile increasing 2.2 percent annually.

### Exhibit 5: TDA Indicator Performance – Paratransit

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Av. Ann. Chg.
<b>Performance Indicators</b>							
Op. Cost per Vehicle Svc. Hour (Actual \$)	\$73.55	\$86.81	\$100.95	\$94.43	\$104.10	\$119.97	- -
<i>Annual Change</i>	- -	18.0%	16.3%	-6.5%	10.2%	15.2%	10.3%
Op. Cost per Vehicle Svc. Hour (Constant \$)	\$73.55	\$84.69	\$95.41	\$85.84	\$91.88	\$104.50	- -
<i>Annual Change</i>	- -	15.2%	12.7%	-10.0%	7.0%	13.7%	7.3%
Passengers per Vehicle Service Hour	1.7	1.9	1.9	1.9	1.9	1.9	- -
<i>Annual Change</i>	- -	12.0%	1.3%	1.5%	0.9%	0.0%	3.0%
Passengers per Vehicle Service Mile	0.11	0.12	0.12	0.12	0.12	0.13	- -
<i>Annual Change</i>	- -	6.0%	0.2%	1.2%	1.3%	2.4%	2.2%
Op. Cost per Passenger (Actual \$)	\$43.87	\$46.22	\$53.05	\$48.91	\$53.43	\$61.58	- -
<i>Annual Change</i>	- -	5.4%	14.8%	-7.8%	9.2%	15.3%	7.0%
Op. Cost per Passenger (Constant \$)	\$43.87	\$45.10	\$50.14	\$44.47	\$47.16	\$53.64	- -
<i>Annual Change</i>	- -	2.8%	11.2%	-11.3%	6.1%	13.8%	4.1%
Vehicle Service Hours per FTE	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
<b>Input Data</b>							
Operating Cost (Actual \$)	\$14,434,145	\$16,641,191	\$19,629,024	\$17,718,245	\$18,410,711	\$16,846,205	- -
<i>Annual Change</i>	- -	15.3%	18.0%	-9.7%	3.9%	-8.5%	3.1%
Operating Cost (Constant \$)	\$14,434,145	\$16,235,308	\$18,552,953	\$16,107,495	\$16,249,524	\$14,674,395	- -
<i>Annual Change</i>	- -	12.5%	14.3%	-13.2%	0.9%	-9.7%	0.3%
Vehicle Service Hours	196,250	191,695	194,447	187,636	176,864	140,423	- -
<i>Annual Change</i>	- -	-2.3%	1.4%	-3.5%	-5.7%	-20.6%	-6.5%
Vehicle Service Miles	2,890,156	2,981,879	3,057,391	2,959,214	2,780,055	2,154,811	- -
<i>Annual Change</i>	- -	3.2%	2.5%	-3.2%	-6.1%	-22.5%	-5.7%
Unlinked Passengers	329,038	360,005	369,998	362,251	344,596	273,568	- -
<i>Annual Change</i>	- -	9.4%	2.8%	-2.1%	-4.9%	-20.6%	-3.6%
Employee Full-Time Equivalents	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
Bay Area CPI - Annual Change	- -	2.5%	3.3%	4.0%	3.0%	1.3%	- -
- Cumulative Change	- -	2.5%	5.8%	10.0%	13.3%	14.8%	2.8%

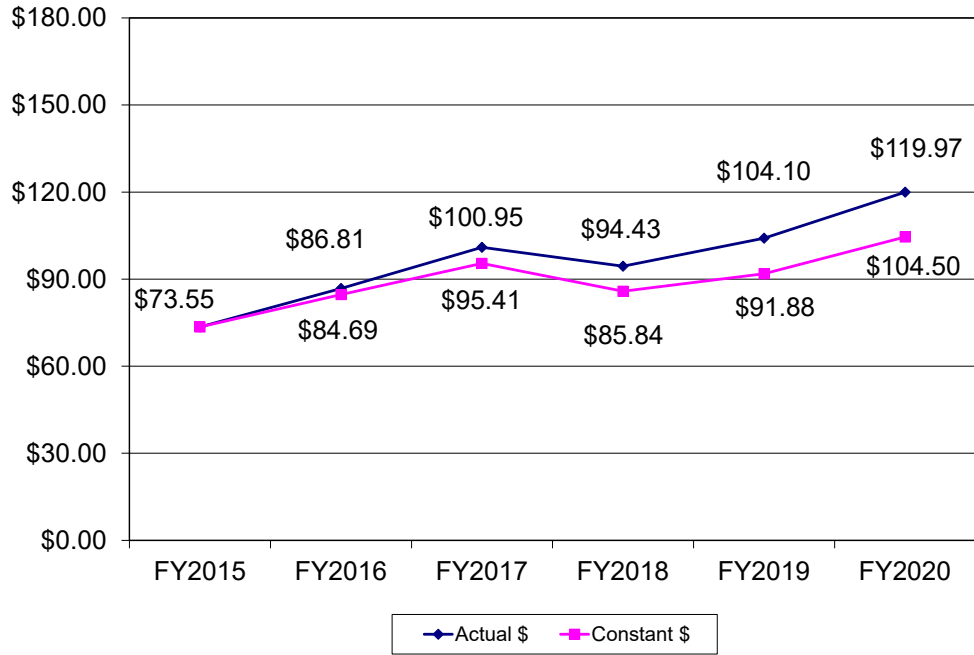
Sources: FY2015 through FY2017 - Prior Performance Audit Report

(a) Contracted service - FTEs not applicable

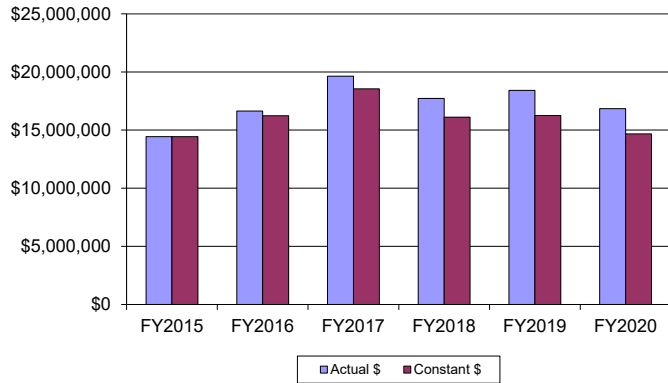
FY2018 through FY2020 - NTD Reports

CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

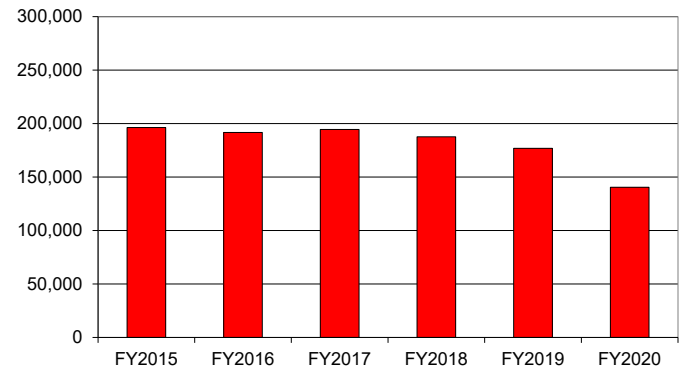
### Exhibit 5.1: Operating Cost per Vehicle Service Hour – Paratransit



#### Operating Cost

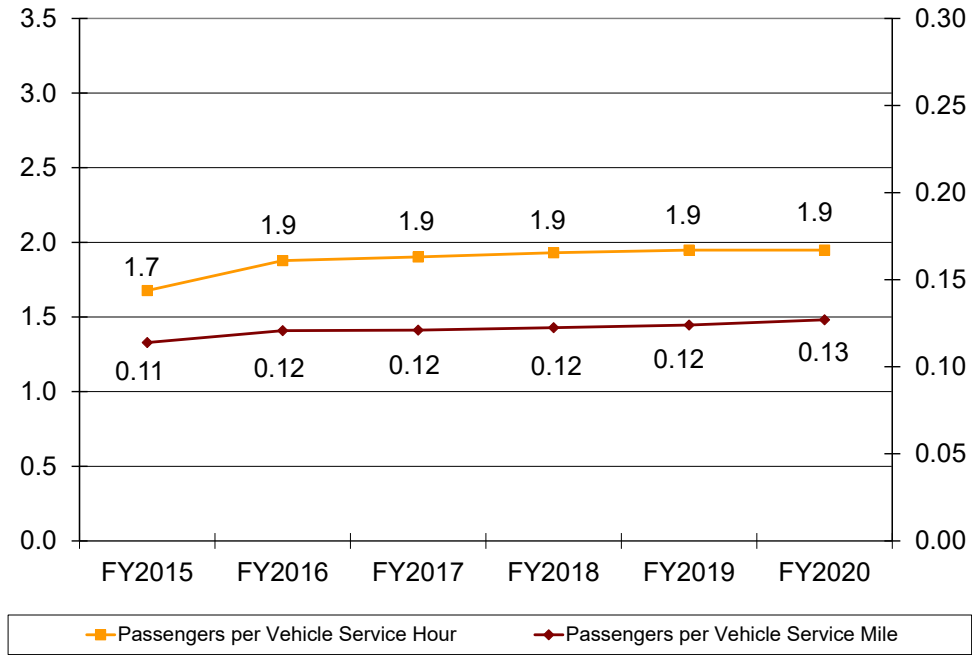


#### Vehicle Service Hours

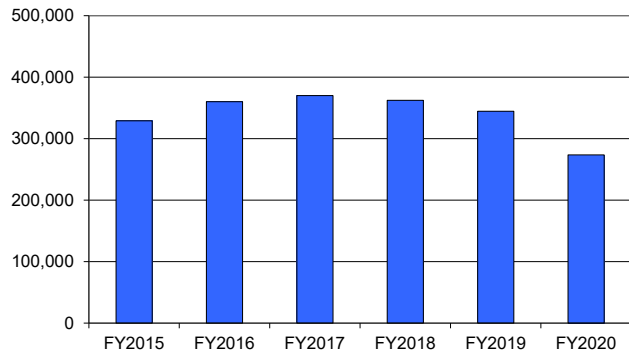




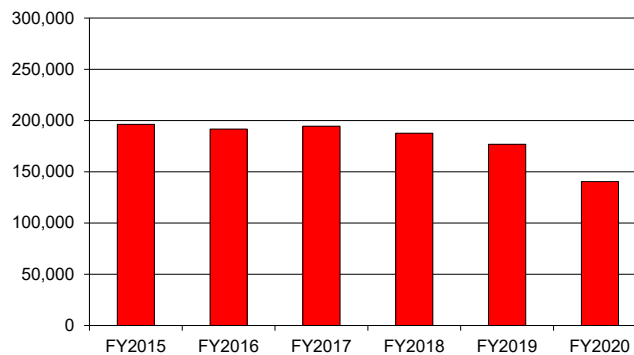
### Exhibit 5.2: Passengers per Hour and per Mile – Paratransit



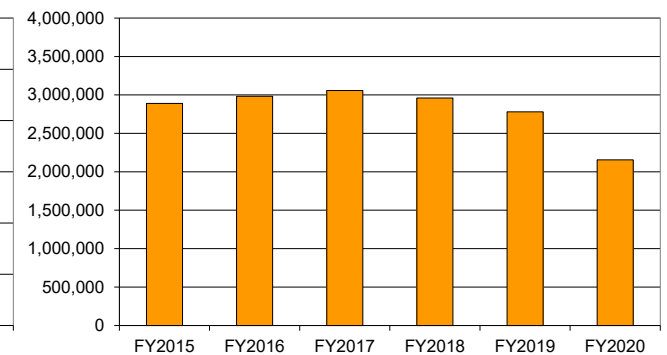
**Unlinked Passengers**



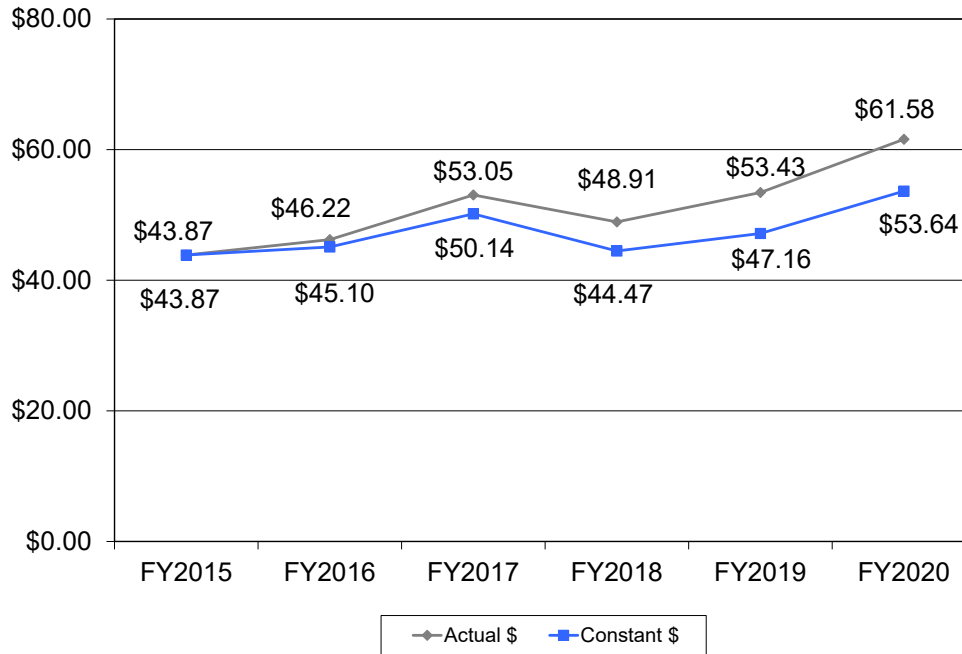
**Vehicle Service Hours**



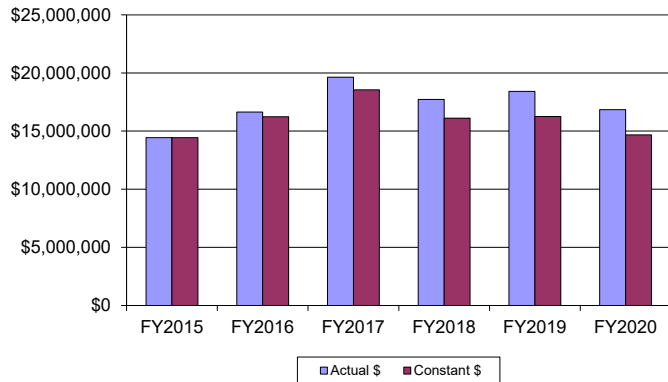
**Vehicle Service Miles**



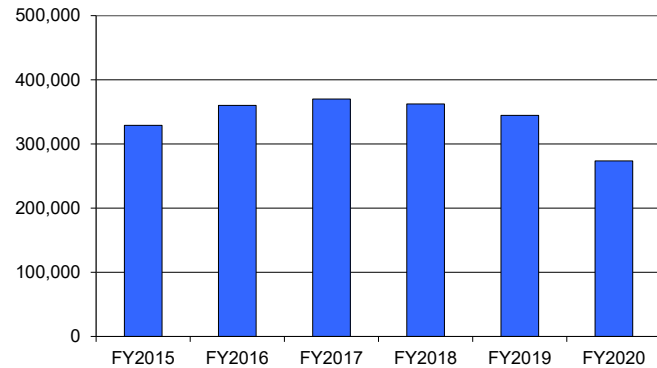
### Exhibit 5.3: Operating Cost per Passenger – Paratransit



### 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.

- As a result of the FY2020 pandemic, SamTrans' service hours, service miles and ridership all decreased more than 20 percent. This resulted in an 8.5 percent decrease in total operating costs. Costs declined in every category except in-house labor and fringe benefits, likely due to SamTrans receiving Coronavirus Aid, Relief, and Economic Security (CARES) Act funding from FTA, which prohibits layoffs or furloughs of personnel from fund recipients.
- In-house labor costs increased an annual average of 8.6 percent over the six-year period.
- Fringe benefits costs increased an annual average of 6.7 percent. Overall, fringe benefits comprise less than ten percent of total operating costs.
- Costs for services increased an average of 9.4 percent annually, with the largest increases (23 and 31 percent) occurring in FY2016 and FY2017.
- Purchased transportation costs increased by 2.7 percent per year on average. Purchased transportation costs, which comprise about 70 percent of total operating costs, rose modestly in each year of the review period, with the exception of FY2020.
- Costs for materials/supplies, including fuels/lubricants, decreased just under six percent on average, per year.
- There also were decreases in the casualty/liability and miscellaneous other expenses categories, with those component cost categories typically comprising less than five percent of total operating costs each year.

\* \* \* \* \*

The following is a summary of the paratransit component operating costs trend highlights between FY2015 and FY2020:

- Purchased transportation costs represented the largest portion of total paratransit operating costs, at about 70 percent throughout the review period. Purchased transportation costs increased by 2.7 percent per year on average.
- Modest annual average increases were seen in the labor (8.6 percent), fringe benefits (6.7 percent), and services (9.4 percent) categories, however, these three categories combined account for approximately 20 percent or less of the total paratransit costs.
- Overall cost decreases occurred in the materials/supplies, casualty/liability and other expenses categories, with all three areas combined comprising approximately ten percent of total expenses.

### Exhibit 5.4: Component Costs Trends – Paratransit

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Av. Ann. Chg.
COST CATEGORIES							
Labor (Salaries/Wages)	\$1,104,390	\$1,499,705	\$1,660,317	\$1,501,230	\$1,569,686	\$1,670,243	--
<i>Annual Change</i>	--	35.8%	10.7%	-9.6%	4.6%	6.4%	8.6%
Fringe Benefits (a)	\$1,005,725	\$1,228,887	\$1,325,901	\$1,242,649	\$1,381,330	\$1,391,916	--
<i>Annual Change</i>	--	22.2%	7.9%	-6.3%	11.2%	0.8%	6.7%
Services	\$486,125	\$597,705	\$784,245	\$794,962	\$781,856	\$762,176	--
<i>Annual Change</i>	--	23.0%	31.2%	1.4%	-1.6%	-2.5%	9.4%
Purchased Transportation	\$10,619,991	\$11,539,464	\$12,120,887	\$12,409,984	\$12,682,330	\$12,162,149	--
<i>Annual Change</i>	--	8.7%	5.0%	2.4%	2.2%	-4.1%	2.7%
Materials/Supplies (b)	\$1,015,583	\$859,576	\$873,543	\$1,000,246	\$975,302	\$747,902	--
<i>Annual Change</i>	--	-15.4%	1.6%	14.5%	-2.5%	-23.3%	-5.9%
Casualty/Liability	\$165,274	\$890,197	\$2,810,811	\$734,464	\$981,775	\$77,352	--
<i>Annual Change</i>	--	438.6%	215.8%	-73.9%	33.7%	-92.1%	-14.1%
Other Expenses (c)	\$37,057	\$25,657	\$53,320	\$34,705	\$38,432	\$34,467	--
<i>Annual Change</i>	--	-30.8%	107.8%	-34.9%	10.7%	-10.3%	-1.4%
<b>Total</b>	\$14,434,145	\$16,641,191	\$19,629,024	\$17,718,240	\$18,410,711	\$16,846,205	--
<i>Annual Change</i>	--	15.3%	18.0%	-9.7%	3.9%	-8.5%	3.1%
OPERATING STATISTICS							
Vehicle Service Hours	196,250	191,695	194,447	187,636	176,864	140,423	--
<i>Annual Change</i>	--	-2.3%	1.4%	-3.5%	-5.7%	-20.6%	-6.5%

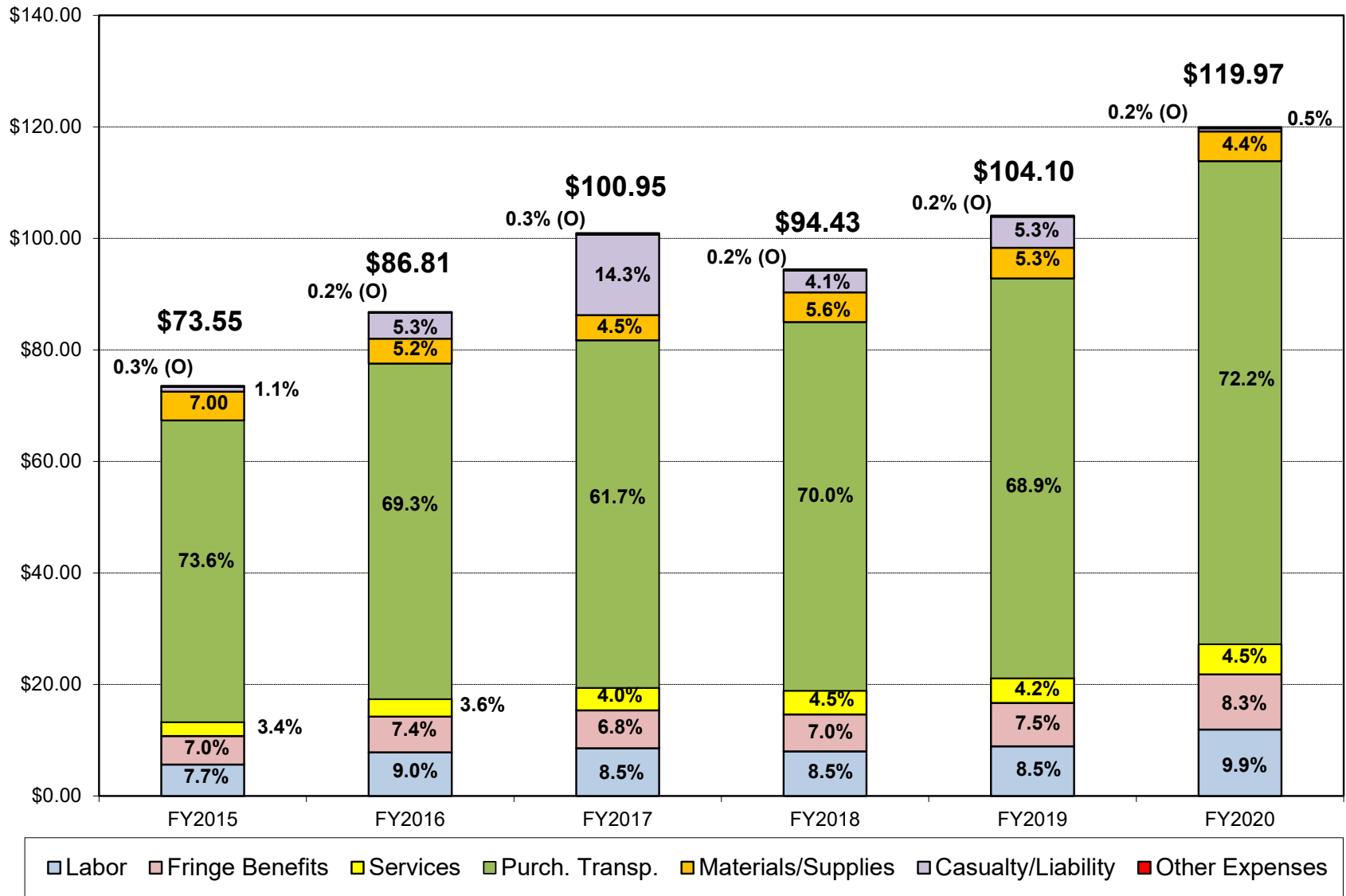
Sources: FY2015 through FY2017 - Prior Performance Audit Report; FY2018 through FY2020 - NTD Reports, (FY2020 Revision 1)

(a) Includes paid absences FY2018 – FY2020

(b) Includes tires/tubes, fuel/lubricants, and other materials/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 SamTrans' 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 SamTrans' TDA-STA claim application.

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

## Exhibit 6: Compliance with State PUC Requirements

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99251	<u>CHP Certification</u> - The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808 following a CHP inspection of the operator's terminal	In Compliance	Satisfactory Inspections: <ul style="list-style-type: none"> <li>• 2018: North Base - 04/26/2018 South Base – 10/25/2018</li> <li>• 2019: North Base - 04/10/2019 South Base - 09/24/2019</li> <li>• 2020: North Base - 04/16/2020 South Base - 01/22/2021</li> </ul>
PUC99264	<u>Operator-to-Vehicle Staffing</u> - The operator does not routinely staff with two or more persons public transportation vehicles designed to be operated by one person	In Compliance	No provision for excess staffing in Agreement between SamTrans and ATU Local 1574, effective 09/06/17
PUC99314.5 (e)(1)(2)	<u>Part Time Drivers and Contracting</u> - Operators receiving STA funds are not precluded by contract from employing part-time drivers or from contracting with common carriers	In Compliance	<ul style="list-style-type: none"> <li>• <u>Part Time Drivers</u> – Article 14 (Part-Time Employees) of Agreement with ATU Local 1574, effective 09/06/17.</li> <li>• <u>Contracting</u> - SamTrans contracts with MV Transportation, Inc. to provide Contracted Urban Bus (CUB), along with several Coastside and shuttle services. SamTrans also operates the Redi-Wheels paratransit service under contract, currently with First Transit, Inc.</li> </ul>



Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99155	<p><u>Reduced Fare Eligibility</u> - For any operator who received TDA Article 4 funds, if the operator offers reduced fares to senior citizens and disabled persons, applicant will honor the federal Medicare identification card, the California Department of Motor Vehicles disability ID card, the Regional Transit Connection Discount Card, or any other current identification card issued by another transit operator that is valid for the type of transportation service or discount requested; and if the operator offers reduced fares to senior citizens, it also offers the same reduced fare to disabled patrons.</p>	In Compliance	<p>Fare information in public information materials:</p> <ul style="list-style-type: none"> <li>• Bus Route Map (February 2018)</li> <li>• SamTrans fare posters</li> </ul> <p>SamTrans Website:  <a href="https://www.samtrans.com/fares/farechart.html">https://www.samtrans.com/fares/farechart.html</a></p>
PUC99155.1 (a)(1)(2)	<p><u>Welfare to Work Coordination</u> - Operators must coordinates with county welfare departments in order to ensure that transportation moneys available for purposes of assisting recipients of aid are expended efficiently for the benefit of that population; if a recipient of CalWORKs program funds by the county, the operator shall give priority to the enhancement of public transportation services for welfare-to-work purposes and to the enhancement of transportation alternatives, such as, but not limited to, subsidies or vouchers, van pools, and contract paratransit operations, in order to promote welfare-to-work purposes</p>	In Compliance	<ul style="list-style-type: none"> <li>• SamTrans coordinates with the City/County Association of Governments of San Mateo County (C/CAG), and several community partners to assist low-income workers with transportation options.</li> <li>• SamTrans participates in the Lifeline Transportation Program (LTP), which provides funding for projects benefiting people of low income.</li> <li>• SamTrans works through the Coastside Transportation Committee (CTC), to evaluate service statistics and discusses potential ways to make the Coastside service more attune to residents' needs.</li> <li>• SamTrans passes LTP funding to other agencies for their own projects supporting people with low incomes, such as the San Mateo County Human Services Agency, and the Cities of Menlo Park and Daly City.</li> <li>• SamTrans coordinates with the Bay Area Air Quality Management District</li> </ul>

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
			<p>to provide funding for private bus operators to operate shuttles from Caltrain stations to employment centers.</p> <ul style="list-style-type: none"> <li>SamTrans coordinated with MTC to distribute Job Access and Reverse Commute (JARC) funds that provide job access to low-income riders.</li> </ul>
<p>PUC99314.7, Govt Code 66516, MTC Res. Nos. 3837, 4073</p>	<p><u>Joint Revenue Sharing Agreement</u> - The operator has current joint fare revenue sharing agreements in place with transit operators in the MTC region with which its service connects, and submitted copies of agreements to MTC</p>	<p>In Compliance</p>	<ul style="list-style-type: none"> <li>Signatory participant in Amended and Restated Clipper® Memorandum of Understanding (October 2020). Agreement also includes MTC and the other transit operators participating in the Clipper® program.</li> <li>Revenue sharing agreements providing local fare credits for passengers transferring from these connecting operators: SamTrans, Caltrain, Dumbarton Express, Golden Gate Transit, and VTA.</li> </ul>
<p>PUC99246(d)</p>	<p><u>Process for Evaluation of Passenger Needs</u> - The operator has an established process in place for evaluating the needs and types of passengers being served</p>	<p>In Compliance</p>	<ul style="list-style-type: none"> <li>Reimagine SamTrans Phase 1 – Public Outreach Summary/Lessons Learned (2019)</li> <li>SamTrans Title VI Program, including public participation and language assistance plans (2020)</li> <li>SamTrans Public Participation Plan (Revised 2019)</li> <li>FY2019-2028 SRTP – Section 3: Service and System Evaluation</li> </ul>

## V. STATUS OF PRIOR AUDIT RECOMMENDATIONS

SamTrans's prior performance audit was completed in May 2018. 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 SamTrans's responses to the recommendations made in the prior performance audit, and whether SamTrans made reasonable progress toward their implementation. However, there were no recommendations made in SamTrans's prior audit.

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## VI. FUNCTIONAL PERFORMANCE INDICATOR TRENDS

To further assess SamTrans'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 SamTrans or for which input data were maintained by SamTrans 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 systemwide and modal (bus service and paratransit) performance, each followed by an exhibit illustrating the indicators by function as applicable.

As stated earlier, due to the COVID-19 emergency it is recognized that performance in the latter part of FY2020 is anomalous with the earlier part of the audit period, with overall reductions in service miles and hours, and especially ridership, experienced in FY2020. As such, functional performance measure trends in this report do not place much emphasis on performance beyond FY2019 for the purposes of drawing conclusions and formulating recommendations.

### Systemwide

For the purposes of this review, SamTrans'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 7.

- Administrative costs increased slightly from 33 to 38 percent of total operating costs, trending upward overall.
- Administrative costs ranged between about \$55 and \$65 per vehicle service hour in FY2018 and FY2019, increasing to \$77 per vehicle service hour in FY2020, reflecting decreased service hours.
- The portion of administrative costs attributed to marketing activities remained between one and two percent in the first two years, declining to just under one percent in FY2020.
- In terms of passenger trips, marketing expenditures increased from \$0.05 to \$0.08 per trip in the first two years, before ending at \$0.05 in FY2020.

- The systemwide farebox recovery ratio declined from 11.4 percent in FY2018 to 10.1 percent in FY2019, before moving to 7.2 percent in FY2020, reflecting several months of suspended fare collection and the implementation of rear-door boarding, which may have decreased ridership that year.

\* \* \* \* \*

The following is a summary of the systemwide functional trend highlights between FY2018 and FY2020:

- Administrative costs trended slightly upward, as administrative costs share of total operating costs increased slightly, and cost per vehicle service hour increased about 19 percent in the first two years of the audit period.
- Marketing costs remained steady between 1.3 and 1.7 percent overall compared to total administrative costs and increased slightly compared to passenger trips.
- The systemwide farebox recovery ratio decreased approximately 12 percent during the first two years of the period.

## Exhibit 7: Functional Performance Trends – Systemwide

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>MANAGEMENT, ADMINISTRATION &amp; MARKETING</b>			
Administrative Cost/Total Operating Cost	33.6%	35.9%	38.0%
<i>Annual Percent Change</i>	--	6.8%	5.7%
<i>Three Year Percent Change</i>	--	--	12.9%
Administrative Cost/Vehicle Service Hour	\$55.26	\$65.65	\$77.01
<i>Annual Percent Change</i>	--	18.8%	17.3%
<i>Three Year Percent Change</i>	--	--	39.4%
Marketing Cost/Total Administrative Cost	1.3%	1.7%	0.8%
<i>Annual Percent Change</i>	--	36.7%	-54.5%
<i>Three Year Percent Change</i>	--	--	-37.7%
Marketing Cost/Unlinked Passenger Trip	\$0.05	\$0.08	\$0.05
<i>Annual Percent Change</i>	--	70.3%	-37.9%
<i>Three Year Percent Change</i>	--	--	5.8%
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	11.4%	10.1%	7.2%
<i>Annual Percent Change</i>	--	-11.6%	-28.5%
<i>Three Year Percent Change</i>	--	--	-36.8%



## Bus Service

SamTrans'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 8.

- Service Planning
  - Operating costs per passenger mile increased 13 percent, from \$2.58 in FY2018 to \$2.91 in FY2019, ending at \$4.08 in FY2020.
  - Vehicle service miles and hours per total miles remained fairly steady, with service miles remaining at 72.5 percent of all vehicle miles in FY2018 and 2019, while service hours increased from 83.5 percent to 84.4 percent of all vehicle hours in the first two years.
  - The farebox recovery ratio declined from 12.3 percent to 10.8 percent in the first two years, dropping to 7.6 percent in FY2020.
  
- Operations
  - Vehicle operations cost as a percent of total operating cost was unchanged at 46.4 percent in F2018 and FY2019, decreasing to 44.1 during FY2020.
  - Vehicle operations cost per service hour increased about 10 percent between FY2018 and FY2019, from \$85.56 to \$94.45.
  - Operator scheduled absences decreased from about eight percent of total hours worked to seven, while unscheduled absences decreased from 16.4 to 14.9 percent between FY2018 and FY2019. In FY2020, scheduled absences decreased while unscheduled absences increased.
  - Schedule adherence was mostly unchanged at just under 80 percent in in FY2018 and FY2019, improving slightly to just over 82 percent in FY2020.

- The rate of complaints per million trips increased 2.3 percent, from 175 to 179 in the first two years, before increasing to 207 in FY2020, likely due to the number of complaints rising at a slower pace than the decrease in ridership.
- The incidence of missed trips was less than one-tenth of one percent in all three years.
- Maintenance
  - Total maintenance costs compared to total operating costs decreased during the period, from 19.2 percent in FY2018 to 16.9 percent in FY2020.
  - Vehicle maintenance costs per service mile results were similar, decreasing slightly in the first two years from \$3.02 to \$2.95, but increased to \$3.11 in FY2020 (just over five percent).
  - Mechanic pay hours remained steady at about 32 percent of vehicle service hours during the entire audit period.
  - Maintenance employee scheduled absences reflected those of the operators, decreasing from 9.5 percent of total hours worked in FY2018 to 8.8 percent in FY2019, while unscheduled absences decreased from 8.8 to 8.2 percent. Both scheduled and unscheduled maintenance employee absences increased less than five percent in FY2020.
  - The vehicle spare ratio increased from 16.8 percent in FY2018 to 22.4 percent in FY2019, before decreasing to 15.8 percent in the final year.
  - Both mean distance between major failures and all failures decreased slightly more than two percent during the first two years. Performance improved between 17 to 18 percent in both indicators in FY2020.
- Safety
  - The rate of preventable accidents per 100,000 vehicle miles increased from 1.56 in FY2018 to 1.98 in FY2020.

- Casualty/liability costs per service hour and mile both increased at almost the same rate between FY2018 and FY2019 at 47 percent and 46 percent respectively. Casualty/liability costs increased significantly in FY2020, due to increased reserve requirements in the risk management area, as described in the bus service operating component cost section of this audit.

\* \* \* \* \*

The following is a summary of the bus service functional trend highlights between FY2018 and FY2020:

- Service Planning results showed operating cost per passenger mile increasing just over thirteen percent between FY2018 and FY2019, then increasing 40 percent in FY2020. Vehicle miles and vehicle hours in service remained almost unchanged throughout the audit period, and farebox recovery decreased from 12.3 to 7.6 percent.
- In Operations, vehicle operations costs per service hour increased about 14 percent, but decreased almost 5 percent as a percentage of total costs. Operator absence rates decreased for both scheduled and unscheduled absences in the first two years, with scheduled absences decreasing and unscheduled absences increasing in FY2020. Schedule adherence saw a slight uptick overall, and an overall increase in complaints received. The incidence of missed trips was below one-tenth of one percent throughout the period.
- Maintenance results found overall maintenance costs as a percentage of total costs decreased 12 percent, vehicle maintenance costs per service mile fluctuated but ended up three percent, mechanic pay hours remained steady compared to service hours, and maintenance employee scheduled and unscheduled absence rates both decreasing overall. The spare ratio fluctuated, but ended the audit period at about 16 percent, and there was improvement in the mechanical failure rates.
- The safety area showed an increased rate of preventable accidents, but actual numbers remained relatively low. There were significant increases in

the casualty/liability cost rates, resulting from required increases in insurance reserves.

## Exhibit 8: Functional Performance Trends – Bus Service

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>SERVICE PLANNING</b>			
Total Operating Cost/Passenger Mile	\$2.58	\$2.91	\$4.08
<i>Annual Percent Change</i>	--	13.1%	40.0%
<i>Three Year Percent Change</i>	--	--	58.4%
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	12.3%	10.8%	7.6%
<i>Annual Percent Change</i>	--	-12.5%	-29.7%
<i>Three Year Percent Change</i>	--	--	-38.5%
Vehicle Service Miles/Total Miles	72.5%	72.5%	74.1%
<i>Annual Percent Change</i>	--	-0.1%	2.2%
<i>Three Year Percent Change</i>	--	--	2.2%
Vehicle Service Hours/Total Hours	83.5%	84.1%	83.5%
<i>Annual Percent Change</i>	--	0.7%	-0.7%
<i>Three Year Percent Change</i>	--	--	-0.1%
<b>OPERATIONS</b>			
Vehicle Operations Cost/Total Operating Cost	46.4%	46.4%	44.1%
<i>Annual Percent Change</i>	--	0.0%	-4.8%
<i>Three Year Percent Change</i>	--	--	-4.8%
Vehicle Operations Cost/Vehicle Service Hour	\$85.56	\$94.45	\$97.32
<i>Annual Percent Change</i>	--	10.4%	3.0%
<i>Three Year Percent Change</i>	--	--	13.7%
Operator Sched. Absences/Total Hours Worked	7.9%	7.0%	6.5%
<i>Annual Percent Change</i>		-11.8%	-6.8%
<i>Three Year Percent Change</i>			-17.8%
Operator Unsched. Absences/Total Hours Worked	16.4%	14.9%	17.4%
<i>Annual Percent Change</i>		-8.8%	16.8%
<i>Three Year Percent Change</i>			6.5%
Trips On-Time/Total Trips	79.7%	79.1%	82.3%
<i>Annual Percent Change</i>	--	-0.8%	4.0%
<i>Three Year Percent Change</i>	--	--	3.3%
Complaints/One Million Trips	175.0	179.0	207.0
<i>Annual Percent Change</i>	--	2.3%	15.6%
<i>Three Year Percent Change</i>	--	--	18.3%
Missed Trips/Total Trips	0.01%	0.01%	0.03%
<i>Annual Percent Change</i>	--	-13.9%	336.2%
<i>Three Year Percent Change</i>	--	--	275.5%

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>MAINTENANCE</b>			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	19.2%	17.5%	16.9%
<i>Annual Percent Change</i>	--	-8.9%	-3.4%
<i>Three Year Percent Change</i>	--	--	-12.0%
Vehicle Maintenance Cost/Vehicle Service Mile	\$3.02	\$2.95	\$3.11
<i>Annual Percent Change</i>	--	-2.2%	5.3%
<i>Three Year Percent Change</i>	--	--	3.0%
Maintenance Pay Hours/Vehicle Service Hours	32.3%	31.9%	31.8%
<i>Annual Percent Change</i>		-1.4%	-0.3%
<i>Three Year Percent Change</i>			-1.6%
Maintenance Employee Scheduled Absences	9.5%	8.8%	9.0%
<i>Annual Percent Change</i>		-8.0%	3.0%
<i>Three Year Percent Change</i>			-5.3%
Maintenance Employee Unscheduled Absences	8.8%	8.2%	8.6%
<i>Annual Percent Change</i>		-7.0%	4.4%
<i>Three Year Percent Change</i>			-2.9%
Spare Vehicles/Total Vehicles	16.8%	22.4%	15.8%
<i>Annual Percent Change</i>	--	32.9%	-29.3%
<i>Three Year Percent Change</i>	--	--	-6.0%
Mean Distance between Major Failures (Miles)	34,409	33,584	39,080
<i>Annual Percent Change</i>	--	-2.4%	16.4%
<i>Three Year Percent Change</i>	--	--	13.6%
Mean Distance between All Failures (Miles)	30,486	29,852	35,231
<i>Annual Percent Change</i>	--	-2.1%	18.0%
<i>Three Year Percent Change</i>	--	--	15.6%
<b>SAFETY</b>			
Preventable Accidents/100,000 Vehicle Miles	1.56	1.87	1.98
<i>Annual Percent Change</i>	--	20.0%	5.7%
<i>Three Year Percent Change</i>	--	--	26.8%
Casualty & Liability Cost/Vehicle Service Hour	\$4.39	\$6.46	\$12.88
<i>Annual Percent Change</i>	--	47.1%	99.4%
<i>Three Year Percent Change</i>	--	--	193.3%
Casualty & Liability Cost/Vehicle Service Mile	\$0.42	\$0.62	\$1.23
<i>Annual Percent Change</i>	--	46.0%	99.9%
<i>Three Year Percent Change</i>	--	--	191.8%

## Paratransit

SamTrans' paratransit functional area trends represent mostly similar areas to the bus service. Audit period performance is discussed below and presented in Exhibit 9.

- Service Planning
  - Operating costs per passenger mile decreased from \$4.14 in the first year to \$3.80 in FY2019, before increasing to \$4.65 in FY2020, for a net period increase of 12.4. percent.
  - The farebox recovery ratio declined in each year, from 5.1 percent in FY2018 to four percent in FY2020.
  - The percentage of vehicle miles traveled in service compared with all hours ranged between 82 and 84 percent throughout the audit period. The portion of vehicle hours in service remained between 87 and 89 percent in all three years.
  
- Operations
  - Vehicle operations costs increased from 49.9 percent of total operating costs in the first year to 55.7 percent in the last year.
  - Vehicle operations cost per service hour went from \$47.13 in FY2018 to \$48.56 in FY2019, before increasing to \$66.87 in FY2020.
  - Schedule adherence remained steady at about 94 percent throughout the audit period.
  - The rate of complaints fluctuated but remained at less than one complaint per 10,000 passenger trips in all years.
  - The incidence of missed trips was negligible in all years, and there were no ADA trip denials reported in any year of the audit period. SamTrans last recorded a trip denial in 2004.

- The trip cancellation rate increased slightly from 17.6 percent to 18.2 percent of total ADA trips between FY2018 and FY2019, before increasing to 24.8 percent in the FY2020 pandemic year. Late trip cancellations remained unchanged at 1.9 percent throughout the audit period.
- The passenger no-show rate was steady at 1.5 percent of total ADA trips in the first two years, decreasing to 1.3 percent in FY2020.
- Maintenance
  - Total maintenance costs decreased in each year, from 22 percent of total operating costs in the first year to 14.9 percent in FY2020.
  - Vehicle maintenance costs per service mile also decreased steadily, from \$1.30 to \$1.14 (12.2 percent).
  - The vehicle spare ratio increased from seven percent in FY2018 to about 10.5 percent in the last two years.
  - The mean distance between both major failures and all failures declined at the same rate, 26.6 percent overall during the audit period.
- Safety
  - The rate of preventable accidents fluctuated during the audit period, but decreased overall during the period.

\* \* \* \* \*

The following is a summary of the paratransit functional trend highlights between FY2018 and FY2020:

- Service Planning results showed the operating cost per passenger mile decreasing by 8.2 percent between FY2018 and FY2019, before increasing 12.4 percent overall during the audit period. Farebox recovery ratio



decreased from 5.1 to four percent while the portion of vehicle miles and hours in service remained steady within a range of 82 and 84 percent for miles, and 87 to 89 percent for hours.

- Operations results included a small increase in vehicle operations costs per hour, but a decrease compared to total costs between the first two years, before both increased in FY2020. On-time performance remained steady at about 94 percent, and complaints remained below one per 1,000 trips. There were no ADA trip denials, and very few missed trips overall. Trip cancellations were up slightly between FY2018 and FY2019, but increased to almost 25 percent in FY2020. The late cancellation rate was unchanged at 1.9 percent throughout the period, and no-shows also remained steady at about 1.5 percent.
- For maintenance, there was a decrease in maintenance costs as a percent of total costs as well as in vehicle maintenance costs per service mile. The spare ratio increased from seven percent to about 10.5 percent in the last two years, and there was a 26 percent decrease in the mechanical failure rates.
- Safety results showed the preventable accident rate fluctuating but ultimately remaining below one accident per 100,000 miles at the beginning and end of the audit period.

## Exhibit 9: Functional Performance Trends – Paratransit

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>SERVICE PLANNING</b>			
Total Operating Cost/Passenger Mile	\$4.14	\$3.80	\$4.65
<i>Annual Percent Change</i>	--	-8.2%	22.4%
<i>Three Year Percent Change</i>	--	--	12.4%
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	5.1%	4.9%	4.0%
<i>Annual Percent Change</i>	--	-5.5%	-16.8%
<i>Three Year Percent Change</i>	--	--	-21.4%
Vehicle Service Miles/Total Miles (a)	84.0%	84.0%	82.3%
<i>Annual Percent Change</i>	--	0.0%	-2.0%
<i>Three Year Percent Change</i>	--	--	-2.0%
Vehicle Service Hours/Total Hours (a)	88.8%	89.2%	87.2%
<i>Annual Percent Change</i>	--	0.4%	-2.3%
<i>Three Year Percent Change</i>	--	--	-1.9%
<b>OPERATIONS</b>			
Vehicle Operations Cost/Total Operating Cost	49.9%	46.7%	55.7%
<i>Annual Percent Change</i>	--	-6.5%	19.5%
<i>Three Year Percent Change</i>	--	--	11.7%
Vehicle Operations Cost/Vehicle Service Hour	\$58.76	\$64.47	\$87.36
<i>Annual Percent Change</i>	--	9.7%	35.5%
<i>Three Year Percent Change</i>	--	--	48.7%
Percentage of Trips On-Time	93.9%	94.0%	94.7%
<i>Annual Percent Change</i>	--	0.1%	0.7%
<i>Three Year Percent Change</i>	--	--	0.9%
Complaints/1000 trips (Avg. Redi-Wheels + RediCoast)	0.7	0.5	0.8
<i>Annual Percent Change</i>	--	-19.7%	56.6%
<i>Three Year Percent Change</i>	--	--	25.8%

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>OPERATIONS (continued)</b>			
Missed Trips/Total Trips	0.005%	0.005%	0.016%
<i>Annual Percent Change</i>	--	--	226.5%
<i>Three Year Percent Change</i>	--	--	241.3%
ADA Trip Denials/Total ADA Trips	0.0%	0.0%	0.0%
<i>Annual Percent Change</i>	--	--	--
<i>Three Year Percent Change</i>	--	--	--
Trip Cancellations/Total ADA Trips	17.6%	18.2%	24.8%
<i>Annual Percent Change</i>	--	3.7%	35.9%
<i>Three Year Percent Change</i>	--	--	40.9%
Late Trip Cancellations/Total ADA Trips	1.9%	1.9%	1.9%
<i>Annual Percent Change</i>		2.0%	-0.9%
<i>Three Year Percent Change</i>			1.1%
No-Shows/Total ADA Trips	1.5%	1.5%	1.3%
<i>Annual Percent Change</i>	--	2.8%	-13.2%
<i>Three Year Percent Change</i>	--	--	-10.8%
<b>MAINTENANCE</b>			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	22.0%	19.1%	14.9%
<i>Annual Percent Change</i>	--	-13.3%	-21.7%
<i>Three Year Percent Change</i>	--	--	-32.1%
Vehicle Maintenance Cost/Vehicle Service Mile	\$1.99	\$2.10	\$1.89
<i>Annual Percent Change</i>	--	5.3%	-9.9%
<i>Three Year Percent Change</i>	--	--	-5.2%
Spare Vehicles/Total Vehicles	7.0%	10.3%	10.6%
<i>Annual Percent Change</i>	--	45.9%	3.5%
<i>Three Year Percent Change</i>	--	--	51.1%
Mean Distance between Major Failures (Miles)	71,987	67,842	52,827
<i>Annual Percent Change</i>	--	-5.8%	-22.1%
<i>Three Year Percent Change</i>	--	--	-26.6%
Mean Distance between All Failures (Miles)	71,987	63,465	52,827
<i>Annual Percent Change</i>	--	-11.8%	-16.8%
<i>Three Year Percent Change</i>	--	--	-26.6%
<b>SAFETY</b>			
Preventable Accidents/100,000 Vehicle Miles	0.96	1.63	0.69
<i>Annual Percent Change</i>	--	70.3%	-57.3%
<i>Three Year Percent Change</i>	--	--	-27.3%

(a) Paratransit only; no demand taxi hours or miles

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## VII. CONCLUSIONS AND RECOMMENDATIONS

This report has presented the findings of the compliance audit portion of the performance audit of SamTrans' transit service. The primary focus was the three-year audit period of FY2018 through FY2020 (July 1, 2017 through June 30, 2020). It focused on TDA compliance issues including trends in TDA-mandated performance indicators and compliance with selected sections of the state Public Utilities Code (PUC). It also provides the findings from an overview of SamTrans' data collection activities to support the TDA indicators. Performance results from the previous three years have also been included as applicable to provide a longer perspective on performance.

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

- Data Collection – SamTrans is compliant 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

SamTrans' 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 FY2015 through FY2020:

- There was an average annual increase in the operating cost per hour of just 0.9 percent, which resulted in a 1.9 percent decrease in inflation adjusted dollars.
- Both cost effectiveness (cost per passenger) and passenger productivity (passengers by hour and mile) indicators were negatively impacted by the overall average decrease (7.8 percent annually) in ridership during the review period. SamTrans bus ridership decreased in each year of the review period, with FY2020 showing the largest decline of more than 18 percent in unlinked passengers, a result of the COVID restrictions.
- The cost per passenger increased on average by 15.4 percent per year, resulting in an average annual increase of 12.3 percent in constant FY2015 dollars.
- Passenger productivity declined overall, with passengers per vehicle service hour decreasing by 12.6 percent per year overall, and passengers per vehicle service mile decreasing by 8.6 percent annually.
- Employee productivity increased an average 2.7 percent per year.

The following is a summary of the component operating costs trend highlights for bus service between FY2015 and FY2020:

- In-house labor and fringe benefit costs both increased at about the same rate overall, at 6.6 and 6.4 percent annually on average. These categories combined comprise about 56 to 60 percent of total bus operating costs.
- Services costs increased by eight percent on average per year and comprised between about 13 to 15 percent of total operating costs.
- Purchased transportation costs also increased modestly, averaging 5.4 percent per year, and averaged about 17 percent of total costs. Purchased transportation costs did show a significant increase (just over 19 percent) in 2019, attributed to a two-year contract extension with higher negotiated rates.
- Costs decreased over the review period for materials/supplies,

which includes fuel and lubricants, an average of 3.8 percent annually. Casualty/liability costs increased an annual average of more than 16 percent, while miscellaneous other costs increased a more modest 5.3 percent annually. Each of these three categories generally comprise less than five percent of SamTrans' total bus operating costs each year.

Paratransit – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2015 through FY2020:

- Cost efficiency decreased, with an average annual increase in the operating cost per hour of 10.3 percent. This amounted to an average annual increase of 7.3 percent in inflation adjusted dollars.
- Cost effectiveness was similar, with the operating cost per passenger increasing an average of seven percent per year, or 4.1 percent annually when expressed as normalized FY2015 dollars.
- Passenger productivity was modestly improved, with only minor changes in performance. Passengers per hour increased three percent per year on average, with passengers per mile increasing 2.2 percent annually.

The following is a summary of the component operating costs trend highlights for paratransit between FY2015 and FY2020:

- Purchased transportation costs represented the largest portion of total paratransit operating costs, at about 70 percent throughout the review period. Purchased transportation costs increased by 2.7 percent per year on average.
- Modest annual average increases were seen in the labor (8.6 percent), fringe benefits (6.7 percent), and services (9.4 percent) categories, however, these three categories combined account for approximately 20 percent or less of the total paratransit costs.
- Overall cost decreases occurred in the materials/supplies, casualty/liability and other expenses categories, with all three areas combined comprising approximately ten percent of total expenses.

- PUC Compliance – SamTrans 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.
- Status of Prior Audit Recommendations – There were no recommendations made in SamTrans’s prior audit.
- Functional Performance Indicator Trends  
To further assess SamTrans’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 summary of the systemwide functional trend highlights between FY2018 and FY2020:

- Administrative costs trended slightly upward, as administrative costs share of total operating costs increased slightly, and cost per vehicle service hour increased about 19 percent in the first two years of the audit period.
- Marketing costs remained steady between 1.3 and 1.7 percent overall compared to total administrative costs and increased slightly compared to passenger trips.
- Systemwide farebox recovery ratio decreased approximately 12 percent during the first two years of the period.

Bus Service – The following is a summary of the bus service functional trend highlights between FY2018 and FY2020:

- Service Planning results showed operating cost per passenger increasing just over thirteen percent between FY2018 and FY2019, then increasing 40 percent in FY2020. Vehicle miles and vehicle hours in service remained almost unchanged throughout the audit period, and farebox recovery decreased from 12.3 to 7.6 percent.



- In operations, vehicle operations costs per service hour increased about 14 percent, but decreased almost 5 percent as a percentage of total costs. Operator absence rates decreased for both scheduled and unscheduled absences in the first two years, with scheduled absences decreasing and unscheduled absences increasing in FY2020. Schedule adherence saw a slight uptick overall, and an overall increase in complaints received. The incidence of missed trips was below one-tenth of one percent throughout the period.
- Maintenance results found overall maintenance costs as a percentage of total costs decreased 12 percent, vehicle maintenance costs per service mile fluctuated but ended up three percent, mechanic pay hours remained steady compared to service hours, and maintenance employee scheduled and unscheduled absence rates both decreasing overall. The spare ratio fluctuated, but ended the audit period at about 16 percent, and there was improvement in the mechanical failure rates.
- The safety area showed an increased rate of preventable accidents, but actual numbers remained relatively low. There were significant increases in the casualty/liability cost rates, resulting from required increases in insurance reserves.

Paratransit – The following is a summary of the paratransit functional trend highlights between FY2018 and FY2020:

- Service Planning results showed the operating cost per passenger mile decreasing by 8.2 percent between FY2018 and FY2019, before increasing 12.4 percent overall during the audit period. Farebox recovery ratio decreased from 5.1 to four percent while the portion of vehicle miles and hours in service remained steady within a range of 82 and 84 percent for miles, and 87 to 89 percent for hours.
- Operations results included a small increase in vehicle operations costs per hour, but a decrease compared to total costs between the first two years, before both increased in FY2020. On-time performance remained steady at about 94 percent, and complaints remained below one per 1,000 trips. There were no ADA trip denials, and very few missed trips overall. Trip cancellations were up slightly between FY2018 and FY2019, but increased to almost 25

percent in FY2020. The late cancellation rate was unchanged at 1.9 percent throughout the period, and no-shows also remained steady at about 1.5 percent. There were almost no missed trips, and no ADA trip denials during the audit period. The rate of trip cancellations increased significantly by more than 80 percent overall, but late cancellations and passenger no-shows decreased by about 20 percent each.

- For maintenance, there was a decrease in maintenance costs as a percent of total costs as well as in vehicle maintenance costs per service mile. The spare ratio increased from seven percent to about 10.5 percent in the last two years, and there was a 26 percent decrease in the mechanical failure rates.
- Safety results showed the preventable accident rate fluctuating but ultimately remaining below one accident per 100,000 miles at the beginning and end of the audit period.

## **Recommendations**

No recommendations are suggested for SamTrans based on the results of this triennial performance audit.

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

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### Functional Performance Inputs - Systemwide (All Modes)

Data Item	FY2018	FY2019	FY2020	Source
Total Operating Costs	\$138,194,728	\$154,724,423	\$162,263,499	NTD F-40
Administrative Costs	\$46,457,646	\$55,558,779	\$61,609,022	NTD F-40
Vehicle Service Hours	840,743	846,321	800,063	NTD S-10 MB+DR
Marketing Costs	\$586,624	\$958,873	\$484,316	SamTrans staff
Unlinked Passenger Trips	11,819,988	11,342,332	9,227,255	NTD S-10 MB+DR
Farebox Revenue (All Modes)	\$15,742,071	\$15,579,391	\$11,689,659	NTD F-10

## Functional Performance Inputs – Bus Service

Data Item	FY2018	FY2019	FY2020	Source
Vehicle Service Miles	6,787,803	7,009,966	6,891,457	NTD S-10 MB
Total Vehicle Miles	9,359,135	9,672,098	9,301,054	NTD S-10 MB
Vehicle Service Hours	653,107	669,457	659,640	NTD S-10 MB
Total Vehicle Hours	781,859	796,149	790,364	NTD S-10 MB
Unlinked Passenger Trips	11,457,737	10,997,736	8,953,687	NTD S-10 MB
Farebox Revenue	\$14,831,331	\$14,685,349	\$11,008,783	NTD F-10
Total Operating Costs	\$120,476,488	\$136,313,712	\$145,417,294	NTD F-30 MB
Passenger Miles	46,776,552	46,780,751	35,649,588	NTD S-10 MB
Vehicle Operations Costs	\$55,879,164	\$63,227,148	\$64,196,752	NTD F-30 MB
Local Support (a)	\$103,900,100	\$118,247,937	\$124,499,215	SamTrans staff
TDA Oper. Cost Exclusions - PUC 99247 (b)	\$0	\$0	\$0	SamTrans staff
TDA Oper. Cost Exclusions - PUC 99268.17 (c)	\$0	\$0	\$0	SamTrans staff
Total Operator Work Hours	565,769	632,537	652,127	SamTrans Payroll Records
Operator Scheduled Absences (Hours)	44,934	44,298	42,563	SamTrans Payroll Records
Operator Unscheduled Absences (Hours)	92,615	94,403	113,693	SamTrans Payroll Records
Trips On-Time	79.7%	79.1%	82.3%	Year-End Summary Report
Total Trips	11,133,440	10,670,860	8,826,550	Year-End Summary Report
Complaints/Million Trips	175	179	207	Year-End Summary Report
Missed Trips (DNO)	783	646	2331	Year-End Summary Report
Maintenance Pay Hours	211,067	213,340	209,677	SamTrans Payroll Records
Total Maintenance Employee Work Hours	200,987	204,628	207,214	SamTrans Payroll Records
Maint. Employee Scheduled Absences (Hours)	19,144	17,936	18,699	SamTrans Payroll Records
Maint. Employee Unscheduled Absences (Hours)	17,711	16,778	17,731	SamTrans Payroll Records
Vehicle Maintenance Costs	\$20,472,632	\$20,684,850	\$21,408,438	NTD F-30 MB
Non-Vehicle/Facility Maintenance Costs	\$2,647,052	\$3,154,175	\$3,146,063	NTD F-30 MB
Spare Vehicles (Total less Maximum Service)	54	74	49	NTD S-10 MB
Total Vehicles	321	331	310	NTD S-10 MB
Revenue Vehicle Mechanical System Failures - Total	307	324	264	NTD R-20
Revenue Vehicle Mechanical System Failures - Major	272	288	238	NTD R-20
Preventable Accidents (Chargeable Collisions)	146	181	184	SamTrans staff
Casualty/Liability Costs	\$2,868,255	\$4,324,119	\$8,497,431	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	FY2018	FY2019	FY2020	Source
Vehicle Service Miles (DR only)	1,935,204	1,653,085	1,304,818	NTD S-10 DR
Total Vehicle Miles (DR only)	2,303,587	1,967,409	1,584,795	NTD S-10 DR
Vehicle Service Hours (DR only)	150,501	133,230	107,484	NTD S-10 DR
Total Vehicle Hours (DR only)	169,391	149,364	123,323	NTD S-10 DR
Unlinked Passenger Trips	362,251	344,596	273,568	NTD S-10 DR
Farebox Revenue	\$910,740	\$894,042	\$680,876	NTD F-10
Total Operating Costs	\$17,718,245	\$18,410,711	\$16,846,205	NTD F-30 DR
Passenger Miles	4,277,418	4,840,161	3,619,756	NTD S-10 DR
Vehicle Operations Costs	\$8,843,345	\$8,589,241	\$9,389,560	NTD F-30 DR
Local Support (a)	\$9,924,066	\$11,897,305	\$9,062,416	SamTrans staff
TDA Oper. Cost Exclusions - PUC 99247 (b)	\$0	\$0	\$0	No such costs reported in the Total Operating Costs
TDA Oper. Cost Exclusions - PUC 99268.17 (c)	\$0	\$0	\$0	No such costs reported in the Total Operating Costs
Trips On-Time (Average Redi-Wheels + RediCoast)	94%	94%	95%	Year-End Summary Report
Total Trips	354,680	339,240	256,730	Year-End Summary Report
Complaints/1000 trips (Avg. Redi-Wheels + RediCoast)	0.66	0.53	0.83	Year-End Summary Report
Missed Trips	17	17	42	Contractor records
Total ADA Trips	354,680	339,240	256,730	Year-End Summary Report
ADA Trip Denials	0	0	0	Contractor records
Trip Cancellations	62,411	61,902	63,650	Contractor records
Late Trip Cancellations	6,699	6,534	4,902	Contractor records
No Shows	5,223	5,134	3,371	Contractor records
Vehicle Maintenance Costs	\$3,851,399	\$3,463,756	\$2,462,539	NTD F-30 DR
Non-Vehicle/Facility Maintenance Costs	\$43,491	\$46,474	\$51,125	NTD F-30 DR
Spare Vehicles (Total less Maximum Service)	10	15	15	NTD S-10 DR
Total Vehicles	142	146	141	NTD S-10 DR
Revenue Vehicle Mechanical System Failures - Total	32	31	30	NTD R-20
Revenue Vehicle Mechanical System Failures - Major	32	29	30	NTD R-20
Preventable (Chargeable) Accidents	22	32	11	Year-End Summary 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)