

Triennial Performance Audit

of the

Western Contra Costa Transit Authority (WestCAT)

Fiscal Years 2014/15, 2015/16 and 2016/17

FINAL AUDIT REPORT

prepared for the



**METROPOLITAN
TRANSPORTATION
COMMISSION**

by



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NOTE:

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

EXECUTIVE SUMMARY

This executive summary highlights the findings from the performance audit of the Western Contra Costa Transit Authority (WestCAT). 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 WestCAT, bus and paratransit, are the focus of this performance audit. The audit period is Fiscal Years 2015 through 2017 (from July 1, 2014 through June 30, 2017).

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 WestCAT'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 WestCAT's performance based on the results of the previous sections.

Comments received from WestCAT 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 WestCAT is in compliance with the TDA requirements for data collection and reporting. The review is limited to the five data items needed to calculate the TDA-mandated performance indicators. This review has determined that WestCAT is in compliance with the data collection and reporting requirements for all five TDA statistics. In addition, the statistics collected over the six-year review period appear to be consistent with the TDA definitions, and indicate general consistency in terms of the direction and magnitude of the year-to-year changes across the statistics.

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

- Bus Service – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2012 through FY2017:
 - There was an average annual increase in the operating cost per hour of one percent, which amounted to a 1.5 percent decrease in inflation adjusted dollars.
 - The cost per passenger increased on average by 2.9 percent per year, or 0.3 percent per year in constant FY2012 dollars.
 - Passenger productivity showed slightly negative trends, with passengers per vehicle service hour decreasing by 1.8 percent per

year overall, and passengers per vehicle service mile decreasing a similar 1.9 percent annually.

The following is a brief summary of the component operating costs trend highlights for the bus service between FY2012 and FY2017:

- Purchased transportation costs went up by almost four percent per year, remaining the largest component cost area at about 60 percent of total costs. Purchased transportation costs increased in the last year (FY2017) by nine percent, more than double the rate of any previous year, due to increases in staffing levels, and a negotiated increase in wages for contracted employees.
 - Labor costs increased just over nine percent per year, and increased their share from about seven to nine percent of total costs during the period. This reflected increases in staffing, especially in the last two audit years.
 - Fringe benefits decreased an average of about five percent annually, despite a one-time CalPERS pension charge in FY2016 that almost doubled fringe costs from the prior year. Modest increases, and some decreases, in fringe costs in other review years resulted in the overall decrease in fringe benefit costs.
 - Services costs increased over eight percent annually on average, but comprised less than four percent of total costs. Fuel/lubricant costs decreased over eight percent annually, and their overall share of total operating costs decreased from 17 percent to ten percent during the review period.
 - There were moderate increases of less than four percent overall in the remaining component cost categories (materials/supplies, casualty/liability and other expenses).
- Paratransit – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2012 through FY2017:
 - Cost efficiency showed little change, with an average annual increase in the operating cost per hour of 0.5 percent. However, this

amounted to an average annual decrease of two percent in inflation adjusted dollars, demonstrating improvement in cost efficiency when adjusting for inflation.

- The operating cost per passenger increased an average of 2.6 percent annually, but showed almost no change when expressed as normalized FY2012 dollars.
- Passenger productivity declined, with passengers per hour decreasing two percent per year on average, and passengers per mile decreasing 0.7 percent annually.

The following is a brief summary of the component operating costs trend highlights for paratransit between FY2012 and FY2017:

- Purchased transportation costs represented by far the largest portion of the total costs, ranging between 59 percent and 65 percent throughout the review period. Purchased transportation costs increased by about five percent per year on average despite larger increases in FY2016 and FY2017, due to increased staffing and higher wages for contracted employees.
- Labor costs increased an average of 10.3 percent per year, increasing that component cost from 6.6 percent to almost 10 percent of total operating costs.
- There was a 4.1 percent average annual decrease in fringe benefits. However, this category accounted for less than four percent of the total costs.
- Fuel/lubricants costs decreased an average of 14 percent annually, with the proportion of fuel costs decreasing from about 17 percent to seven percent of total operating costs.
- Services costs increased an average of 9.5 percent annually, but comprised less than four percent of total operating costs.
- Other component cost categories changed by about five percent or less per year on average.

PUC Compliance – WestCAT 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 WestCAT’s prior performance audit.

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

- Systemwide – The following is a brief summary of the systemwide functional trend highlights between FY2015 and FY2017:
 - Despite an increase in FY2016, administrative costs decreased moderately overall to about 13 percent of total operating costs, and also decreased by about six percent to \$12.30 per vehicle service hour in FY2017.
 - Marketing costs increased slightly overall compared to total administrative costs but remained at about \$0.02 per passenger trip.
 - The systemwide farebox recovery ratio also had a slight decrease from nearly 24 percent to 23 percent by FY2017.
- Bus Service – The following is a brief summary of the bus service functional trend highlights between FY2015 and FY2017:
 - Service Planning results showed the operating cost per passenger mile increasing slightly by 1.7 percent, farebox recovery remaining

at about 26 percent, and the TDA recovery ratio (reflecting local support and operating cost exclusions) remaining at about 42 percent. Consistently 90 percent or more vehicle miles and hours were in service, and passenger productivity decreased by about 12 to 13 percent.

- Operations results showed slight increases in vehicle operations costs per service hour and compared to total costs as well. Data for schedule adherence was unavailable for the audit period, and there were very small incidences of both complaints received and missed trips.
 - Maintenance results showed maintenance costs steady at about 21 percent of total costs but vehicle maintenance costs per service mile increased by about five percent. The vehicle spare ratio increased slightly 29 to 30 percent, but WestCAT showed significant improvement in the mechanical failure rates.
 - Safety results showed the rate of preventable accidents increasing about 18 percent, but the actual number of accidents remained low.
- Paratransit – The following is a brief summary of the paratransit functional trend highlights between FY2015 and FY2017:
 - Service Planning results showed operating cost per passenger mile decreasing by 6.9 percent overall, the farebox recovery ratio decreasing from 4.3 to 3.7 percent, and the TDA recovery ratio (reflecting local support and operating cost exclusions) decreasing from 27 to 23 percent. Consistently about 90 percent of vehicle miles and hours were in service, while passenger productivity decreased about six to seven percent overall.
 - Operations results showed a slight increase in vehicle operations costs per hour but a steady performance compared to total costs. Schedule adherence decreased by about 18 percent between FY2016 and FY2017. There was a slight overall decrease in the rate of complaints. ADA service provision was very good, with were no missed trips or ADA trip denials reported. The trip cancellation and no-show rate both improved, but the late cancellation rate increased.

Data for schedule adherence, missed trips, trip cancellations, late cancellations and no-shows was unavailable for FY2015, due to a change in the WCCTA tracking software.

- Maintenance results showed total maintenance costs remaining at about 22 percent of total costs, while vehicle maintenance costs per service mile increased overall from \$1.35 to \$1.46. The spare ratio decreased from 25 to 17 percent, and there was about a 12 percent improvement in the mechanical failure rates.
- Safety results showed the preventable accident rate increased overall, but was very low over the audit period in actual numbers, with three accidents in FY2015 and FY2016, and five accidents in FY2017.

Recommendations

1. CONTINUE EFFORTS TO DEVELOP AND IMPLEMENT STRATEGIES TO TRACK BUS SERVICE ON-TIME PERFORMANCE.

[Reference Section: VI. Functional Performance Indicator Trends]

On-time performance data was not available for WestCAT's bus service for any year of the current audit period. WestCAT indicated its current fixed-route AVL system was antiquated, and could not be reliably configured to analyze on-time performance. The AVL system also is prone to frequent equipment failures, and the data is extremely difficult to extract from the system. This results in incomplete and inconsistent reporting of on-time data, which WestCAT has determined is not suitable for comparative analysis.

In order to provide more reliable service, WestCAT and its contractor should be tracking the on-time performance of its fixed-route service, and monitoring that service for reliability. WestCAT indicated that it is in the process of testing a new

CAD/AVL system that should allow WestCAT to obtain complete and accurate data on all aspects of the fixed-route service. The new CAD/AVL system will be tested on the commuter bus routes in late FY2018 and, depending on available funding, be implemented on the entire fixed-route fleet after testing is complete. WestCAT is encouraged to continue its efforts to collect and implement these strategies to track bus service on-time performance.

2. DEVELOP AND IMPLEMENT STRATEGIES TO IMPROVE SCHEDULE ADHERENCE ON THE PARATRANSIT SERVICE.

[Reference Section: VI. Functional Performance Indicator Trends]

For the paratransit service, WestCAT did not have on-time performance data available for FY2015, due to a change in WestCAT's tracking software. For the remaining audit years, paratransit schedule adherence dropped from almost 99 percent on-time in FY2016 to about 81 percent on-time in FY2017. No explanation was available for the drop in on-time performance.

WestCAT should implement efforts toward identifying the cause of the drop in paratransit on-time performance and make efforts to reverse the trend. Suggested efforts include monitoring activities to identify the causes for late schedule performance, and developing a plan for addressing the circumstances found that are hindering WestCAT's on-time performance.

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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 Western Contra Costa Transit Authority (WestCAT). The two modes operated by WestCAT, bus and paratransit, are the focus of this performance audit. The audit period is Fiscal Years 2015 through 2017 (from July 1, 2014 through June 30, 2017).

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

Performance Audit and Report Organization

This performance audit of WestCAT is conducted for MTC in accordance with its established procedures for performance audits. The audit consists 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 WestCAT and MTC staff regarding the draft report have been incorporated into this final report.

Exhibit 1: System Overview

| | |
|----------------------|---|
| Location | Headquarters: 601 Walter Avenue, Pinole, CA 94564 |
| Establishment | WestCAT was established by a Joint Powers Agreement between Contra Costa County and the cities of Hercules and Pinole. WestCAT began local transit service in September 1978, with a private contractor operating service on three fixed routes. In September 1979, the fixed-route service was replaced with a Dial-A-Ride service. In the late 1980s, WestCAT decided to implement fixed-route service in the southern portion of the service area while maintaining general public Dial-A-Ride service in sections of the northern portion. Dial-A-Ride service was continued throughout the service area for senior and disabled passengers. In FY1985, WestCAT incorporated operation of the regional Route 30Z (Martinez Link), formerly funded through a consortium of agencies, into its fixed-route service. This was followed by significant system expansion in FY1998, when WestCAT took over operation of certain BART Express bus routes. In FY2005, WestCAT began operation of its Transbay commuter route (Lynx), which connects Hercules and downtown San Francisco. Also in FY2005, WestCAT began operation of the regional Route C3, providing service between Hercules and the Contra Costa College Campus in Richmond. |
| Board | WestCAT is governed by a seven-member Board of Directors, consisting of two members each from Hercules and Pinole, and one member each representing the unincorporated communities of Crockett, Rodeo, and MonTara Bay. The three members representing the unincorporated communities are appointed by the County Board of Supervisors. |
| Facilities | The WestCAT administration/operations facility in Pinole is the central base of operations for services. It houses both agency staff and contractor employees. WestCAT's services are concentrated around two main transit centers/park and ride lots: the Hercules Transit Center and the Richmond Parkway Transit Center. WestCAT also has several smaller park and ride locations within its service area. |
| Service Data | <p>WestCAT contracts with MV Transportation, Inc. to operate and maintain both its fixed-route and paratransit services. During the audit period, WestCAT's fleet was comprised of 12 paratransit vehicles (10 standard conversion vans and two sedans), 45 wheelchair-accessible 35'-45' buses, and four administration/supervisor vehicles.</p> <p>WestCAT operates fixed-route bus and Dial-A-Ride transit services across a service area of approximately 20 square miles. Fixed-route service includes eight local routes, four express routes, two regional routes, and one</p> |

commuter route to San Francisco (Lynx). Seven local routes operate Monday through Friday from about 5:00 a.m. to 10:00 p.m., and two routes operate Saturdays from about 8:00 a.m. to 8:30 p.m. Express routes operate Monday through Friday from 4:44 a.m. to 12:14 a.m., with modified hours on weekends and holidays. The regional routes run weekdays with varying hours from 6:30 a.m. to 8:26 p.m. The Lynx commuter route operates weekdays only, providing peak period service between 5:00 a.m. and 8:50 a.m. and 3:30 p.m. and 8:00 p.m., with reduced off-peak service during mid-day and evening hours, and limited service on some holidays.

WestCAT offers Dial-A-Ride (DAR) curb-to-curb service for senior and disabled passengers throughout the WestCAT service area. DAR is also available to the general public in the Port Costa, Crockett and Rodeo areas, due to steep geography and a street network that is not conducive to large buses. DAR service in these areas feeds passengers to the Hercules Transit Center, where riders transfer to regular fixed-route buses. Dial-A-Ride service operates during the same days and hours as fixed-route service, and is available throughout the service area on Saturdays.

Fares are based on one-way trips, and have not changed since November 2008. For fixed-route local and express service, the base fare is \$1.75 per trip, and the fare for senior citizens, disabled passengers, and Medicare cardholders is \$0.75 per trip. The Lynx one-way fare is \$5.00 (\$2.00 for seniors/disabled persons/Medicare cardholders). For the Dial-A-Ride service, the base fare is \$4.00 per trip, the fare for senior citizens, disabled passengers, and Medicare cardholders is \$1.25 per trip, and the ADA paratransit fare is \$3.00 per trip. Up to two children under the age of six may ride free with a fare-paying adult. Transfers are generally free between WestCAT routes and with some connecting carriers. Discounted day passes, 31-day and other passes are available as well. Clipper fare cards are also accepted on all WestCAT local fixed route, express, regional, and Lynx routes.

Recent Changes

WestCAT implemented a successful real time information system offering departure predictions for every stop and every route it operates. This is integrated with the region's 511 system. WestCAT implemented an expanded schedule in October, 2017, offering additional service frequency on its C3, JPX, and Lynx Transbay routes.

Planned Changes

Short-term plans contained in WestCAT's latest Short Range Transit Plan (SRTP) include the expanded service on the C3 route noted above, and added service on the Lynx. The SRTP calls for expanding capacity at the storage yard. Longer-term plans include extending service to the Hercules Waterfront and Intermodal Transit Facility.

Staff

WestCAT contracts with MV Transportation to operate and maintain service. WestCAT currently has eight staff members. The breakdown of staff is:

General Manager

Assistant General Manager/DBE Liaison Officer

Director of Maintenance

Manager of Marketing and Administrative Services

Information Technology Manager

Accounting Clerk

Human Resource Analyst/Compliance Specialist

Front Desk Receptionist/Administrative Analyst

Exhibit 2.1: Organization Chart – FY2015

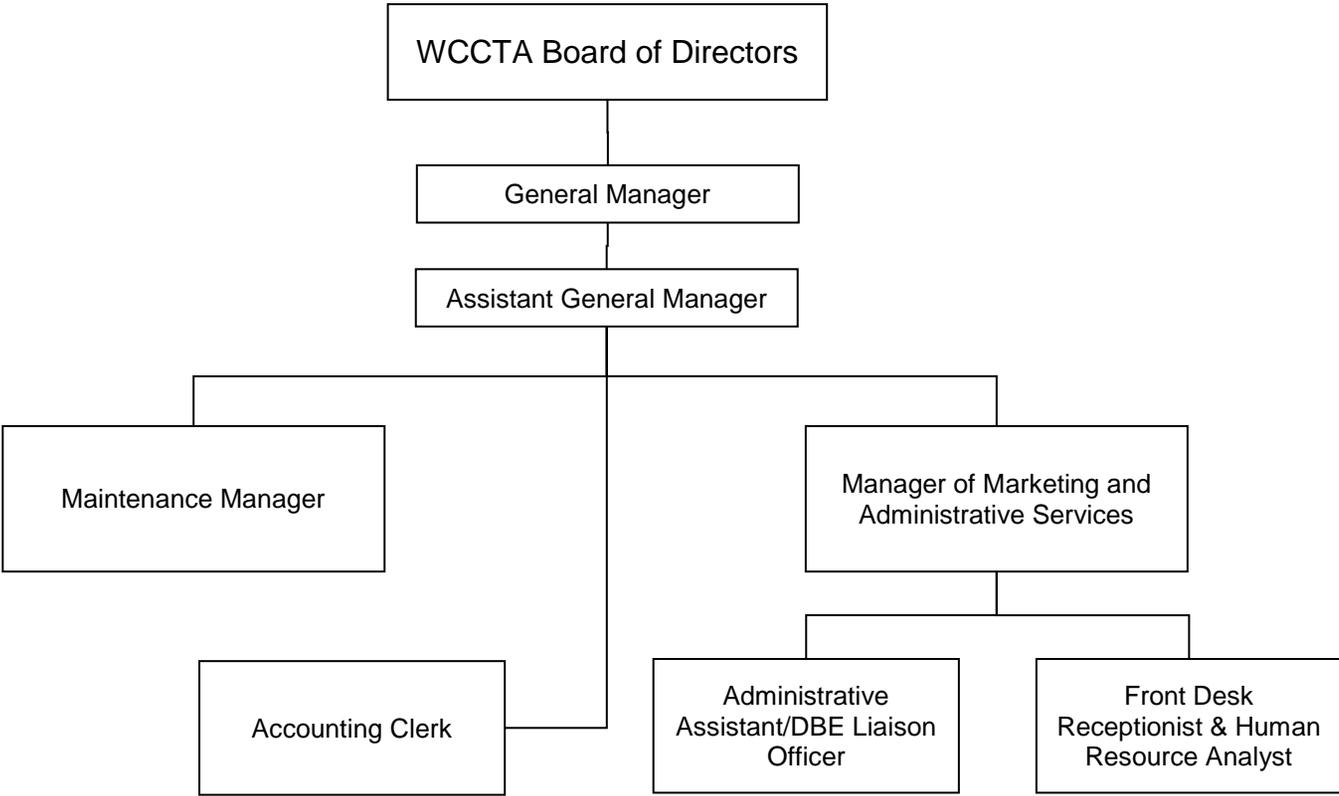
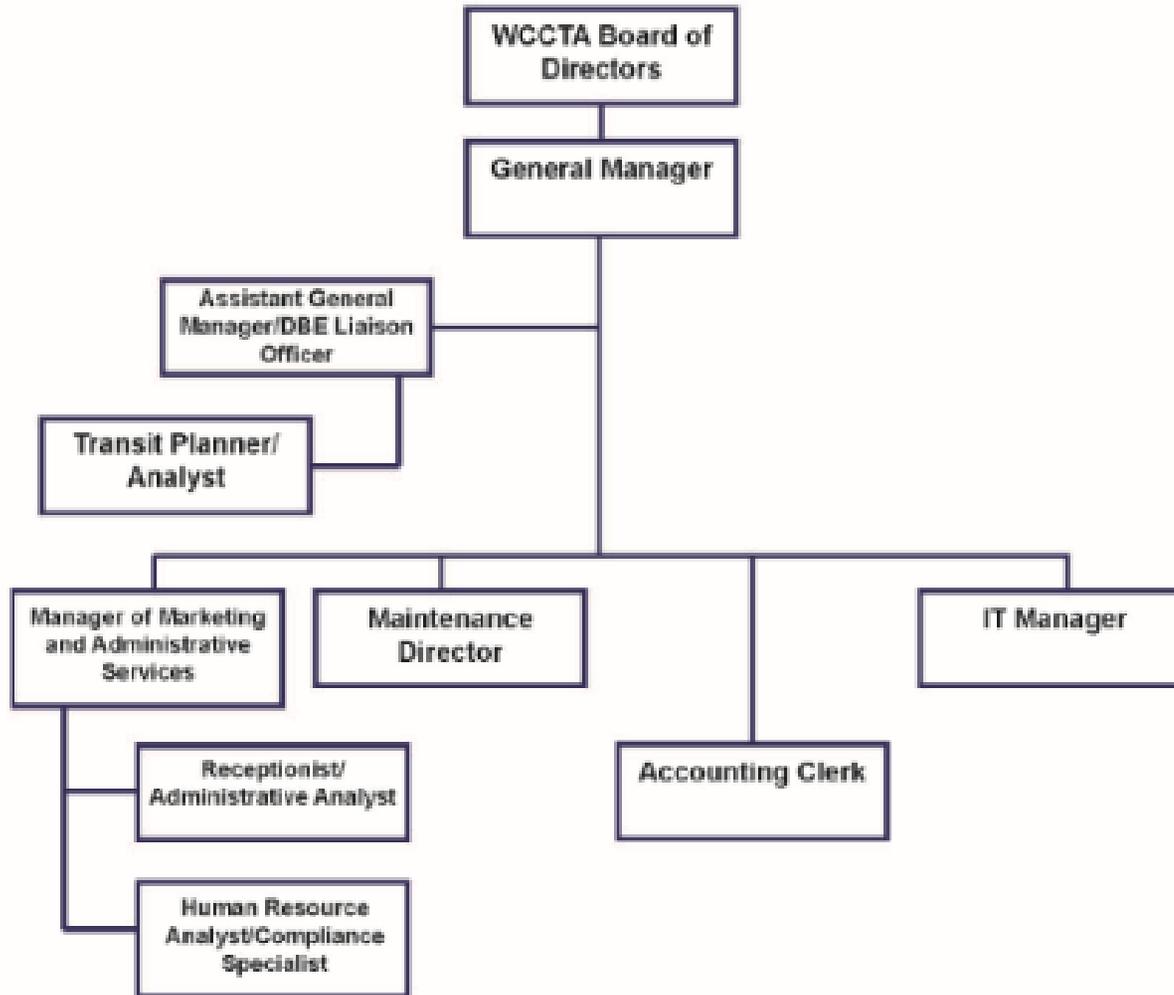


Exhibit 2.2: Organization Chart – FY2016-17



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

Compliance with Requirements

To support this review, WestCAT staff confirmed that the data collection and reporting procedures remain unchanged from those described in the prior performance audit. Based on the information provided, as shown in Exhibit 3.1, WestCAT 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 WestCAT's bus and paratransit services are shown in Exhibits 3.2 and 3.3, respectively. Included are statistics covering each fiscal year of the three-year audit period, plus the immediately preceding three fiscal years, resulting in a six-year trend. The statistics collected over the period appear to be consistent with the TDA definitions. Further, they indicate general consistency in terms of the direction and magnitude of the year-to-year changes across the statistics. For example, increases or decreases in annual operating costs are relatively proportional to increases or decreases in annual vehicle service hours and miles.

Exhibit 3.1: Compliance with TDA Data Collection and Reporting Requirements

| TDA Statistic | TDA Definition | Compliance Finding | Verification Information |
|-----------------------|---|--------------------|---|
| Operating Cost | <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"> • Operating costs include expenses associated with administering day to day business. Operating costs include both fixed costs and variable costs and are classified by function or activity and the goods and services purchased. • Operating costs are calculated modally using the percentage of vehicle hours that each of the two modes operates to assign that mode’s total expenses. |
| 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"> • Vehicle service hours include the hours that vehicles travel while in revenue service. They include revenue service, layover and recovery time, but exclude deadhead, operator training and maintenance testing time. • Fixed route and commuter vehicle service hour data are collected from AVL data that is then imported into TransTrack Manager and reconciled with Trapeze reports, which is then manually adjusted in TransTrack for atypical service. • Paratransit vehicle service hour data are collected from driver manifests, and compared with Trapeze reports. Contractor's dispatch staff tracks actual exceptions to these statistics. |

| 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"> • Vehicle service miles include the miles that vehicles travel while in revenue service. They exclude deadhead, operator training and maintenance testing miles. • Fixed route and commuter vehicle service mile data are collected from AVL data that is then imported into TransTrack Manager and reconciled with Trapeze reports, which is then manually adjusted in TransTrack for atypical service. • Paratransit vehicle service mile data are collected from driver manifests, and compared with AVL/Trapeze reports. Contractor's dispatch staff tracks actual exceptions to these statistics. |
| 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"> • Passengers are counted each time they board WestCAT vehicles no matter how many vehicles they use to travel from their origin to their destination. • Unlinked passenger data is collected by GFI automatic validating fareboxes installed on all WestCAT fixed route vehicles. • Unlinked passenger data is reconciled with Clipper ridership by route data from Solutions for Transit reports (uploaded from Clipper fare equipment installed on all WCCTA fixed route and commuter vehicles). • Paratransit unlinked passenger data is collected from driver manifests, and reconciled with Trapeze paratransit dispatching and scheduling program reports. • All paratransit unlinked passenger data is manually entered, into the <i>TransTrack Manager</i> program for tabulation and reporting. |

| TDA Statistic | TDA Definition | Compliance Finding | Verification Information |
|--------------------------------|---|--------------------|---|
| Employee Full-Time Equivalents | 2,000 person-hours of work in one year constitute one employee. | In Compliance | <ul style="list-style-type: none"> • FTEs are calculated using total modal vehicle hours, and staff hours. Driver work hour data is collected from driver manifests and tabulated in the contractor's computerized payroll system. • WestCAT services are contracted. FTE hours are not reported by WestCAT in the NTD reports and are not included in this evaluation. |

Exhibit 3.2: TDA Statistics – Bus Service

| TDA Statistic | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Operating Cost (Actual \$) | \$7,332,473 | \$7,489,158 | \$7,525,686 | \$7,573,940 | \$7,867,508 | \$8,225,859 |
| <i>Annual Change</i> | - - | 2.1% | 0.5% | 0.6% | 3.9% | 4.6% |
| Vehicle Service Hours | 79,346 | 78,450 | 78,961 | 79,572 | 81,884 | 84,533 |
| <i>Annual Change</i> | - - | -1.1% | 0.7% | 0.8% | 2.9% | 3.2% |
| Vehicle Service Miles | 1,515,516 | 1,493,804 | 1,504,699 | 1,501,271 | 1,552,507 | 1,620,417 |
| <i>Annual Change</i> | - - | -1.4% | 0.7% | -0.2% | 3.4% | 4.4% |
| Unlinked Passengers | 1,246,445 | 1,281,957 | 1,311,910 | 1,296,443 | 1,267,677 | 1,212,409 |
| <i>Annual Change</i> | - - | 2.8% | 2.3% | -1.2% | -2.2% | -4.4% |
| Employee Full-Time Equivalent | (a) | (a) | (a) | (a) | (a) | (a) |
| <i>Annual Change</i> | - - | - - | - - | - - | - - | - - |

(a) - Contracted service, FTEs not applicable

Sources: FY2012 through FY2014 - Prior Performance Audit Report
 FY2015 through FY2017 - NTD Reports; 2017 Revision 1

Exhibit 3.3: TDA Statistics – Paratransit

| TDA Statistic | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Operating Cost (Actual \$) | \$1,343,618 | \$1,309,486 | \$1,413,099 | \$1,359,288 | \$1,487,999 | \$1,533,125 |
| <i>Annual Change</i> | - - | -2.5% | 7.9% | -3.8% | 9.5% | 3.0% |
| Vehicle Service Hours | 14,278 | 14,017 | 14,465 | 14,425 | 15,747 | 15,852 |
| <i>Annual Change</i> | - - | -1.8% | 3.2% | -0.3% | 9.2% | 0.7% |
| Vehicle Service Miles | 204,952 | 204,463 | 209,435 | 195,865 | 204,538 | 213,274 |
| <i>Annual Change</i> | - - | -0.2% | 2.4% | -6.5% | 4.4% | 4.3% |
| Unlinked Passengers | 42,219 | 42,881 | 44,579 | 41,561 | 43,971 | 42,406 |
| <i>Annual Change</i> | - - | 1.6% | 4.0% | -6.8% | 5.8% | -3.6% |
| Employee Full-Time Equivalent | (a) | (a) | (a) | (a) | (a) | (a) |
| <i>Annual Change</i> | - - | - - | - - | - - | - - | - - |

(a) - Contracted service, FTEs not applicable

Sources: FY2012 through FY2014 - Prior Performance Audit Report

FY2015 through FY2017 - NTD Reports; 2017 Revision 1

III. TDA PERFORMANCE INDICATORS AND TRENDS

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

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

The performance results in these indicators were primarily developed from the information in the NTD reports filed with the FTA for the three years of the audit period. WestCAT's NTD reports were the source of all operating and financial statistics except for FTEs. WestCAT contracts for its transit services, and employee FTE data is calculated by the contractor. WestCAT does not report employee hour data in its NTD reports, and FTE data is not included as part of this audit.

In FY2015, per NTD guidelines, WestCAT began reporting its fixed-route data in NTD as both Motor Bus (MB) and Commuter Bus (CB) modes. For this audit we are combining those modes into one category, Bus Service, to analyze performance trends. This is consistent with WestCAT combining their motor bus and commuter bus data in their performance monitoring system, as well as in their MTC TDA claim reporting. It also is consistent with past TDA performance audits.

In addition to presenting performance for the three years of the audit period (FY2015 through FY2017), 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 WestCAT’s service to provide a longer perspective on performance and to clearly present the direction and magnitude of the performance trends. In this analysis, the FY2015 to FY2017 trend lines have been combined with those from the prior audit period (FY2012 through FY2014) 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 WestCAT’s performance trends in each of the five TDA performance indicators. The discussion is organized by service mode -- bus service is discussed first, followed by paratransit. The analysis is also expanded to include a breakdown of the various component costs that contributed to the total and hourly operating costs during the last six years.

Bus Service Performance Trends

This section provides an overview of the performance of WestCAT’s bus service over the past six years. The trends in the TDA indicators and input statistics are presented in Exhibit 4. The six-year trends are illustrated in Exhibits 4.1 through 4.3.

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 one percent annually during the six-year review period.
- The cost per hour ranged from a low of \$92.41 in FY2012 to a high of \$97.31 in FY2017. There were increases in every year except FY2014 and FY2015, with the largest (3.3 percent) occurring in FY2013.
- In FY2012 constant dollars, there was an average annual decrease in this indicator of 1.5 percent.
- Passengers per Vehicle Service Hour (Exhibit 4.2)
 - A key indicator of passenger productivity, passengers per hour decreased an average of 1.8 percent annually during the six-year period.
 - The decrease reflects a decrease in passengers, specifically between FY2015 and FY2017, combined with a small overall increase in service hours.
 - Passengers per hour decreased overall from 15.7 in FY2012 to 14.3 in FY2017.
- Passengers per Vehicle Service Mile (Exhibit 4.2)
 - Similar to passengers per hour, passengers per mile also decreased overall, by 1.9 percent annually on average.
 - The cause for the decrease in passengers per mile was the same as passengers per hour; decreased ridership combined with a small overall increase in service miles.
 - Passengers per mile peaked at 0.87 in FY2014, before declining to 0.75 by FY2017.

- Operating Cost per Passenger (Exhibit 4.3)
 - A key measure of cost effectiveness, the cost per passenger increased from \$5.88 in the first year of the review period to a high of \$6.78 in FY2017.
 - The cost per passenger was steady in the first three years of the review period. The combination of a moderate rise in operating costs and a moderate decrease in passengers during the current audit period, (FY2015 through FY2017), resulted in cost per passenger increasing an average of 2.9 percent per year overall.
 - With the impact of inflation removed from the cost side (normalization), cost per passenger exhibited an average annual increase of 0.3 percent per year.

* * * * *

The following is a brief summary of the bus service TDA performance trend highlights over the six-year period of FY2012 through FY2017:

- There was an average annual increase in the operating cost per hour of one percent, which amounted to a 1.5 percent decrease in inflation adjusted dollars.
- The cost per passenger increased on average by 2.9 percent per year, or 0.3 percent per year in constant FY2012 dollars.
- Passenger productivity showed slightly negative trends, with passengers per vehicle service hour decreasing by 1.8 percent per year overall, and passengers per vehicle service mile decreasing a similar 1.9 percent annually.

Exhibit 4: TDA Indicator Performance - Bus Service

| | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | Av. Ann. Chg. |
|--|-------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Performance Indicators | | | | | | | |
| Op. Cost per Vehicle Svc. Hour (Actual \$) | \$92.41 | \$95.46 | \$95.31 | \$95.18 | \$96.08 | \$97.31 | - - |
| <i>Annual Change</i> | - - | 3.3% | -0.2% | -0.1% | 0.9% | 1.3% | 1.0% |
| Op. Cost per Vehicle Svc. Hour (Constant \$) | \$92.41 | \$93.04 | \$90.25 | \$88.54 | \$87.19 | \$85.51 | - - |
| <i>Annual Change</i> | - - | 0.7% | -3.0% | -1.9% | -1.5% | -1.9% | -1.5% |
| Passengers per Vehicle Service Hour | 15.7 | 16.3 | 16.6 | 16.3 | 15.5 | 14.3 | - - |
| <i>Annual Change</i> | - - | 4.0% | 1.7% | -1.9% | -5.0% | -7.4% | -1.8% |
| Passengers per Vehicle Service Mile | 0.82 | 0.86 | 0.87 | 0.86 | 0.82 | 0.75 | - - |
| <i>Annual Change</i> | - - | 4.3% | 1.6% | -1.0% | -5.4% | -8.4% | -1.9% |
| Op. Cost per Passenger (Actual \$) | \$5.88 | \$5.84 | \$5.74 | \$5.84 | \$6.21 | \$6.78 | - - |
| <i>Annual Change</i> | - - | -0.7% | -1.8% | 1.8% | 6.2% | 9.3% | 2.9% |
| Op. Cost per Passenger (Constant \$) | \$5.88 | \$5.69 | \$5.43 | \$5.43 | \$5.63 | \$5.96 | - - |
| <i>Annual Change</i> | - - | -3.2% | -4.6% | 0.0% | 3.6% | 5.9% | 0.3% |
| Vehicle Service Hours per FTE | (a) | (a) | (a) | (a) | (a) | (a) | - - |
| <i>Annual Change</i> | - - | - - | - - | - - | - - | - - | - - |
| Input Data | | | | | | | |
| Operating Cost (Actual \$) | \$7,332,473 | \$7,489,158 | \$7,525,686 | \$7,573,940 | \$7,867,508 | \$8,225,859 | - - |
| <i>Annual Change</i> | - - | 2.1% | 0.5% | 0.6% | 3.9% | 4.6% | 2.3% |
| Operating Cost (Constant \$) | \$7,332,473 | \$7,299,374 | \$7,126,597 | \$7,045,526 | \$7,139,299 | \$7,228,347 | - - |
| <i>Annual Change</i> | - - | -0.5% | -2.4% | -1.1% | 1.3% | 1.2% | -0.3% |
| Vehicle Service Hours | 79,346 | 78,450 | 78,961 | 79,572 | 81,884 | 84,533 | - - |
| <i>Annual Change</i> | - - | -1.1% | 0.7% | 0.8% | 2.9% | 3.2% | 1.3% |
| Vehicle Service Miles | 1,515,516 | 1,493,804 | 1,504,699 | 1,501,271 | 1,552,507 | 1,620,417 | - - |
| <i>Annual Change</i> | - - | -1.4% | 0.7% | -0.2% | 3.4% | 4.4% | 1.3% |
| Unlinked Passengers | 1,246,445 | 1,281,957 | 1,311,910 | 1,296,443 | 1,267,677 | 1,212,409 | - - |
| <i>Annual Change</i> | - - | 2.8% | 2.3% | -1.2% | -2.2% | -4.4% | -0.6% |
| Employee Full-Time Equivalents | (a) | (a) | (a) | (a) | (a) | (a) | - - |
| <i>Annual Change</i> | - - | - - | - - | - - | - - | - - | - - |
| Bay Area CPI - Annual Change | - - | 2.6% | 2.9% | 1.9% | 2.5% | 3.3% | - - |
| - Cumulative Change | - - | 2.6% | 5.6% | 7.5% | 10.2% | 13.8% | 2.6% |

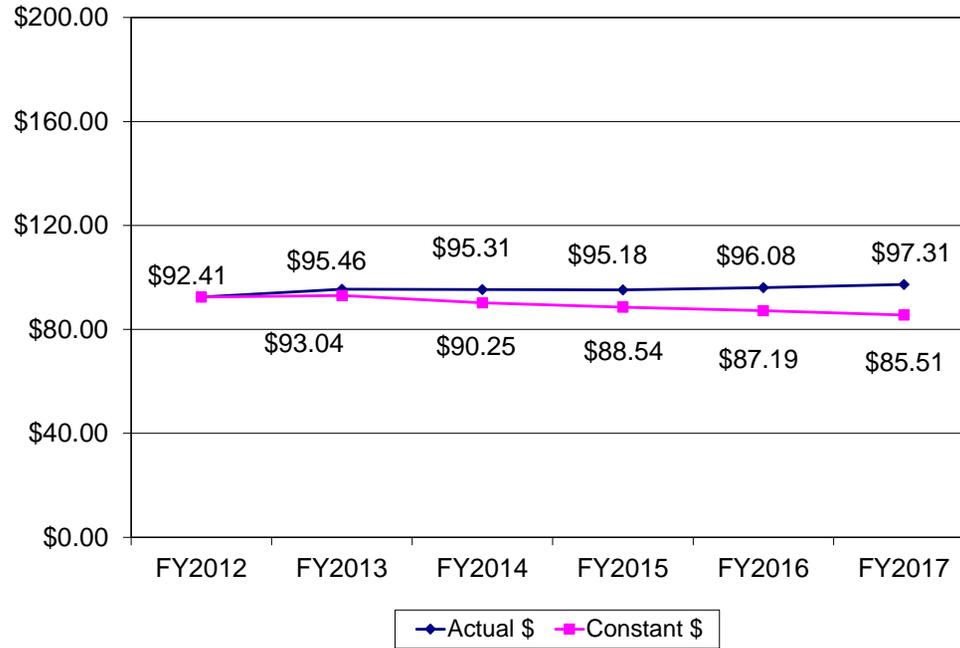
(a) - Contracted service, FTEs not applicable

Sources: FY2012 through FY2014 - Prior Performance Audit Report

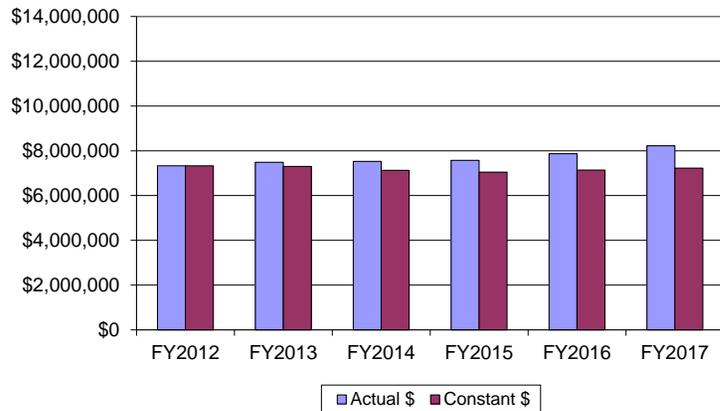
FY2015 through FY2017 - NTD Reports; 2017 Revision 1

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

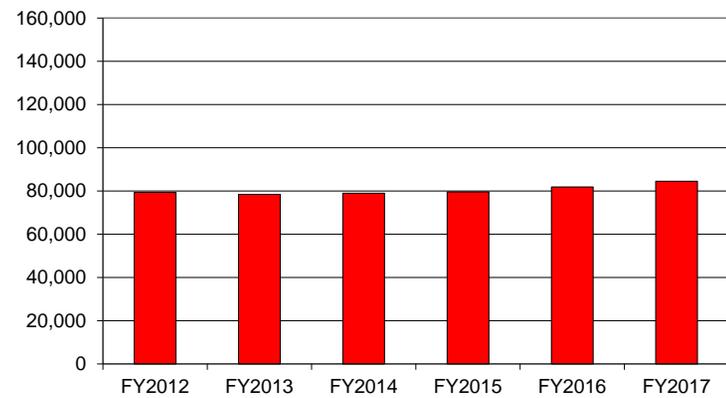
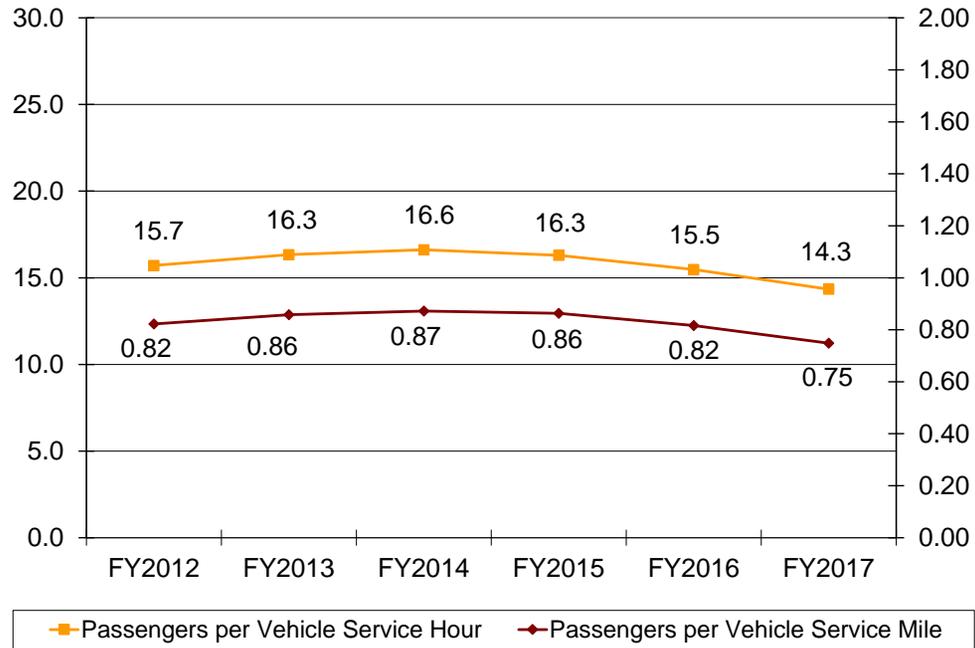
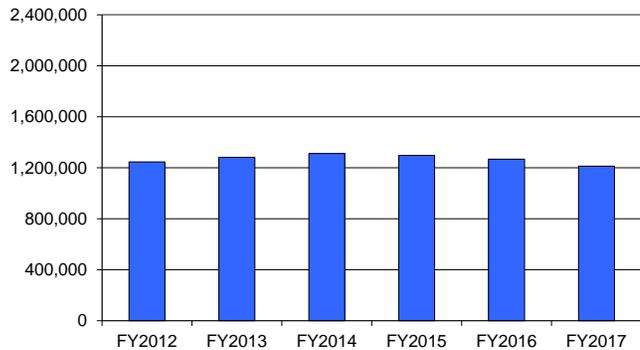


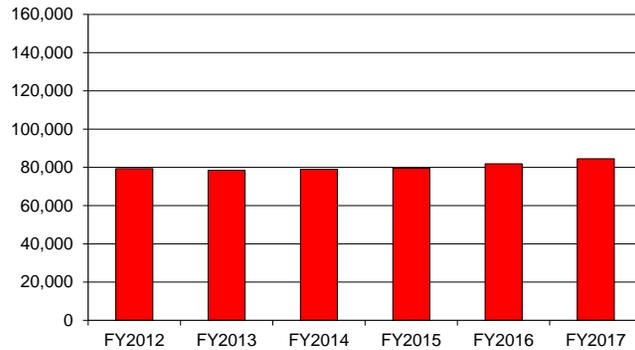
Exhibit 4.2: Passengers per Hour and per Mile – Bus Service



Unlinked Passengers



Vehicle Service Hours



Vehicle Service Miles

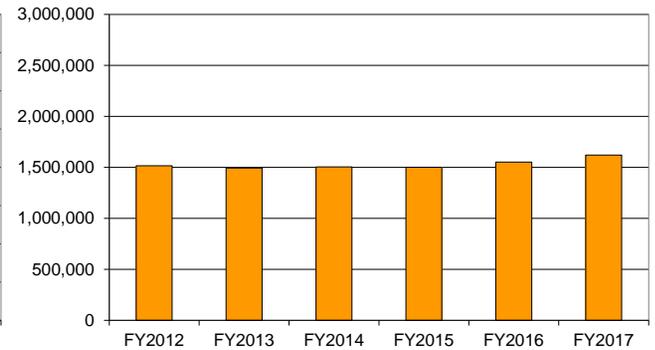
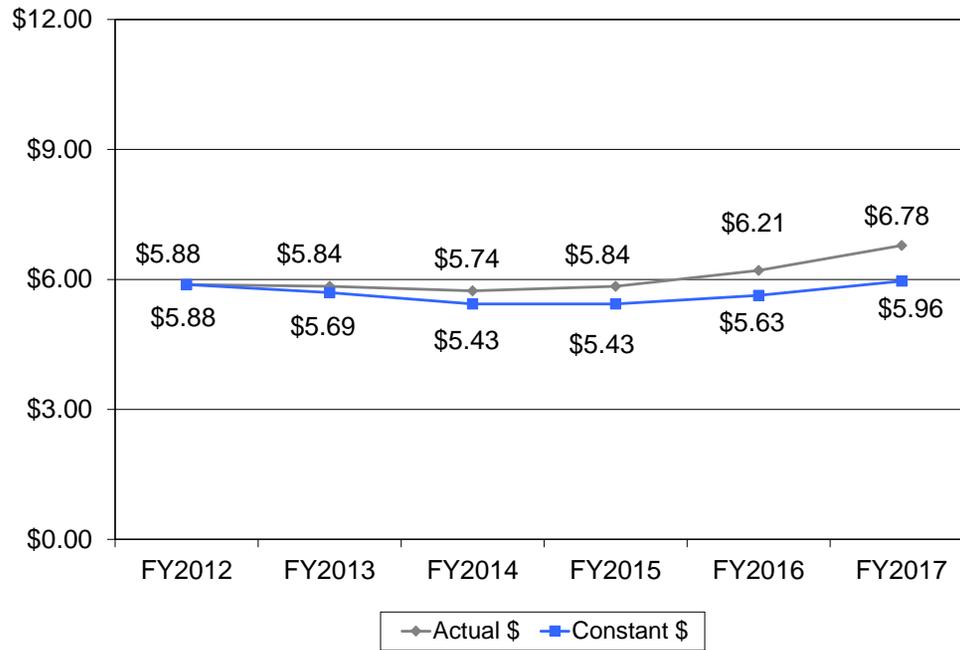
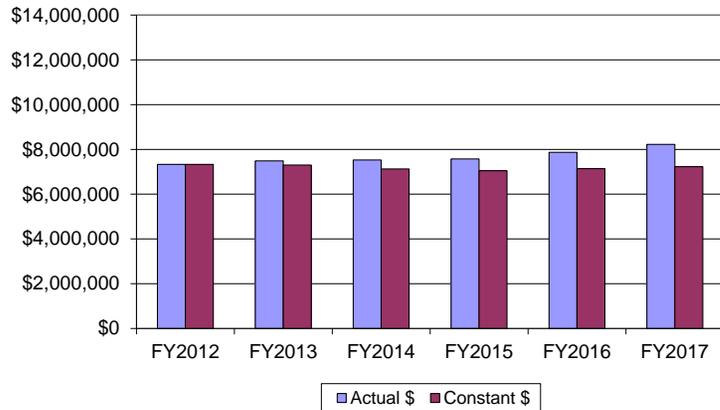


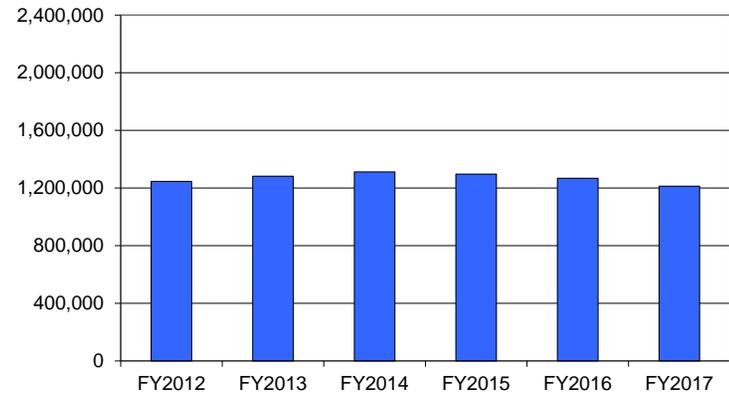
Exhibit 4.3: Operating Cost per Passenger – Bus Service



Operating Cost



Unlinked Passengers



Bus Service Component Costs

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

- In-house labor costs increased an annual average of 9.1 percent over the six-year period. This is largely attributed to an increase in staffing in the last two years (FY2016 and FY2017).
- Fringe benefits costs decreased an annual average of 5.1 percent, despite a one-time California Public Employees' Retirement System (CalPERS) side-fund pension obligation charge in FY2016 that almost doubled (95.7 percent increase) fringe benefit costs in that year. Fringe costs dropped over 60 percent in FY2017, to more typical levels of spending.
- Services costs increased by 8.3 percent on average per year, with double digit annual increases in each year except for FY2016, which exhibited 25 percent decrease. Services costs remained under four percent of the total cost per vehicle service hour through the review period.
- Purchased transportation costs increased an annual average of 3.8 percent per year. The largest increase occurred in FY2017, the result of increased staffing levels, and a negotiated increase in wages for contracted employees that took effect that year.
- The remaining component cost categories increased an average of four percent or less per year, with a notable 8.1 percent overall decrease posted for fuel/lubricants.
- Purchased transportation costs represented the largest portion of the total cost per vehicle service hour in all years, ranging between 59 and 63 percent. This was followed by fuel/lubricants costs, which decreased overall from about 17 percent in FY2012 to ten percent by FY2017.

- All other cost categories generally contributed shares of less than five percent in all years, with the exception of labor costs, which averaged between about seven to nine percent of overall annual operating costs.

* * * * *

The following is a brief summary of the bus service component operating costs trend highlights between FY2012 and FY2017:

- Purchased transportation costs went up by almost four percent per year, remaining the largest component cost area at about 60 percent of total costs. Purchased transportation costs increased in the last year (FY2017) by nine percent, more than double the rate of any previous year, due to increases in staffing levels, and a negotiated increase in wages for contracted employees.
- Labor costs increased just over nine percent per year, and increased their share from about seven to nine percent of total costs during the period. This reflected increases in staffing, especially in the last two audit years.
- Fringe benefits decreased an average of about five percent annually, despite a one-time CalPERS pension charge in FY2016 that almost doubled fringe costs from the prior year. Modest increases, and some decreases, in fringe costs in other review years resulted in the overall decrease in fringe benefit costs.
- Services costs increased over eight percent annually on average, but comprised less than four percent of total costs. Fuel/lubricant costs decreased over eight percent annually, and their overall share of total operating costs decreased from 17 percent to ten percent during the review period.
- There were moderate increases of less than four percent overall in the remaining component cost categories (materials/supplies, casualty/liability and other expenses).

Exhibit 4.4: Component Cost Trends – Bus Service

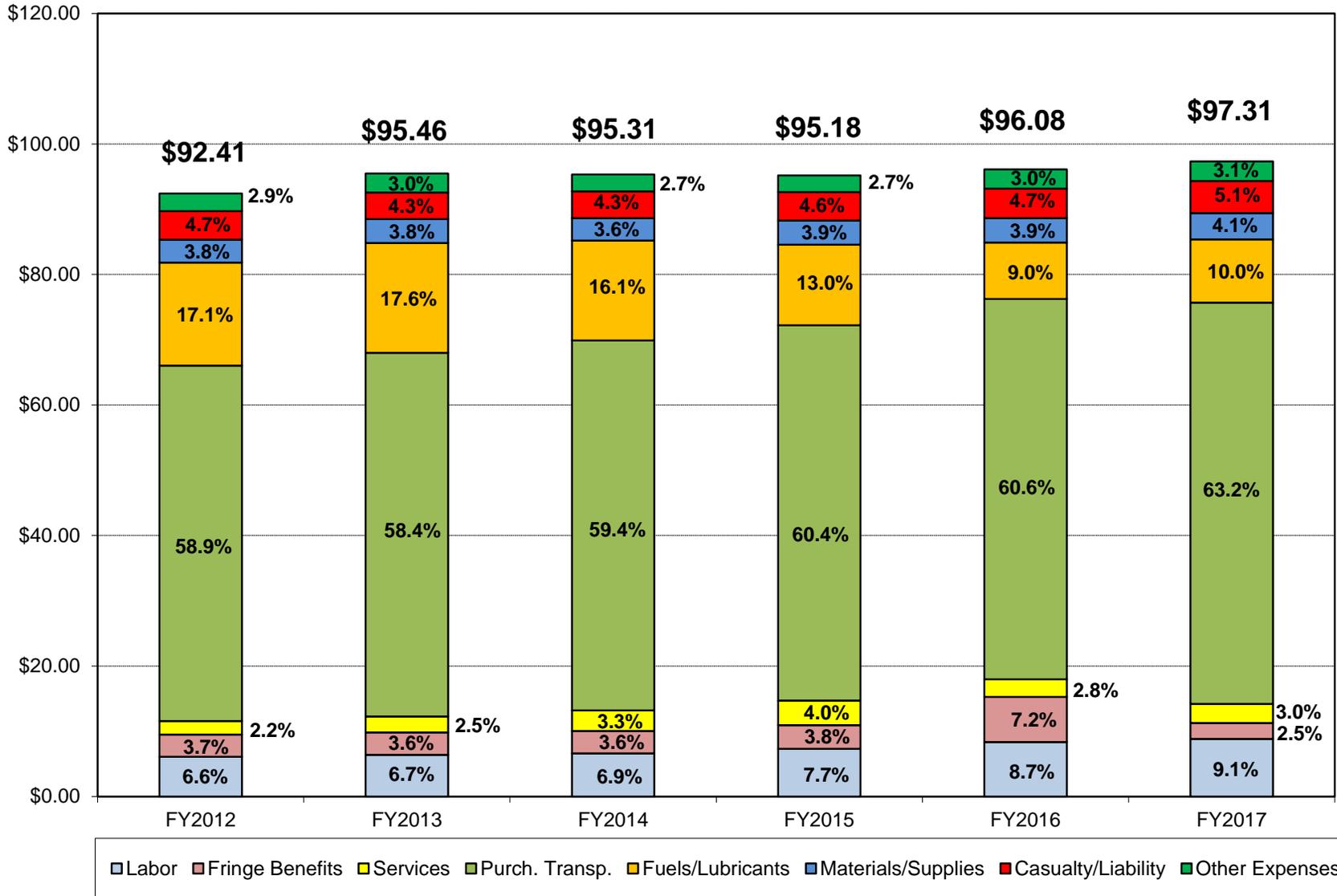
| | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | Av. Ann. Chg. |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| COST CATEGORIES | | | | | | | |
| Labor - (Salaries, Wages) | \$481,713 | \$501,481 | \$521,857 | \$580,664 | \$681,922 | \$744,627 | -- |
| Annual Change | -- | 4.1% | 4.1% | 11.3% | 17.4% | 9.2% | 9.1% |
| Fringe Benefits | \$270,284 | \$269,818 | \$272,818 | \$289,703 | \$566,858 | \$207,681 | -- |
| Annual Change | -- | -0.2% | 1.1% | 6.2% | 95.7% | -63.4% | -5.1% |
| Services | \$164,965 | \$190,506 | \$247,899 | \$300,125 | \$223,244 | \$245,659 | -- |
| Annual Change | -- | 15.5% | 30.1% | 21.1% | -25.6% | 10.0% | 8.3% |
| Purchased Transportation | \$4,321,337 | \$4,372,528 | \$4,473,833 | \$4,574,225 | \$4,771,119 | \$5,198,989 | -- |
| Annual Change | -- | 1.2% | 2.3% | 2.2% | 4.3% | 9.0% | 3.8% |
| Fuels/Lubricants | \$1,255,479 | \$1,320,184 | \$1,209,199 | \$982,785 | \$709,119 | \$821,109 | -- |
| Annual Change | -- | 5.2% | -8.4% | -18.7% | -27.8% | 15.8% | -8.1% |
| Materials/Supplies | \$278,834 | \$287,169 | \$273,691 | \$294,246 | \$304,017 | \$339,275 | -- |
| Annual Change | -- | 3.0% | -4.7% | 7.5% | 3.3% | 11.6% | 4.0% |
| Casualty/Liability | \$344,776 | \$319,343 | \$323,554 | \$347,385 | \$371,843 | \$416,649 | -- |
| Annual Change | -- | -7.4% | 1.3% | 7.4% | 7.0% | 12.0% | 3.9% |
| Other Expenses (a) | \$215,085 | \$228,129 | \$202,835 | \$204,807 | \$239,386 | \$251,870 | -- |
| Annual Change | -- | 6.1% | -11.1% | 1.0% | 16.9% | 5.2% | 3.2% |
| Total | \$7,332,473 | \$7,489,158 | \$7,525,686 | \$7,573,940 | \$7,867,508 | \$8,225,859 | -- |
| Annual Change | -- | 2.1% | 0.5% | 0.6% | 3.9% | 4.6% | 2.3% |
| OPERATING STATISTICS | | | | | | | |
| Vehicle Service Hours | 79,346 | 78,450 | 78,961 | 79,572 | 81,884 | 84,533 | -- |
| Annual Change | -- | -1.1% | 0.7% | 0.8% | 2.9% | 3.2% | 1.3% |

Sources: FY2012 through FY2014 - Prior Performance Audit Report; FY2015 through FY2017 - NTD Reports; 2017 Revision 1

(a) Includes tires/tubes, utilities, taxes, and miscellaneous expenses

Exhibit 4.5: Distribution of Component Costs – Bus Service

Operating Cost per Vehicle Service Hour



Paratransit Performance Trends

This section provides an overview of the performance of WestCAT's 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 5.3.

- Operating Cost per Vehicle Service Hour (Exhibit 5.1)
 - WestCAT's paratransit cost per hour fluctuated throughout the review period, ranging from a low of \$93.42 in FY2013, to a high of \$97.69 in FY2014 and ending at \$96.71 in FY2017.
 - Overall, the cost per hour increased an average of 0.5 percent per year over the six years.
 - With the effects of inflation removed, cost efficiency improved, with cost per hour exhibiting an average annual decrease of two percent.
- Passengers per Vehicle Service Hour (Exhibit 5.2)
 - Passengers per vehicle service hour decreased overall from a high of 3.1 passengers per hour in FY2013 and FY2014 to 2.7 passengers per hour in FY2017.
 - The trend in this indicator decreased an average of two percent per year over the review period, with little change in annual passenger trips, and service levels increasing at a slightly higher rate.
- Passengers per Vehicle Service Mile (Exhibit 5.2)
 - Performance in passengers per vehicle service mile was almost unchanged, with an average decrease of 0.7 percent over the six-year period.
 - WestCAT's paratransit service averaged 0.21 passengers per mile in every year except FY2017, when it posted 0.20 passengers per mile.

- Operating Cost per Passenger (Exhibit 5.3)
 - The cost per passenger rose by 2.6 percent per year on average through the review period, from \$31.82 in FY2012 to \$36.15 in FY2017.
 - Operating costs increased by 2.7 percent per year, while passenger levels were largely unchanged overall.
 - With the impact of inflation removed, there was an average annual decrease in the cost per passenger of less than 0.1 percent.

* * * * *

The following is a brief summary of the paratransit TDA performance trend highlights over the six-year period of FY2012 through FY2017:

- Cost efficiency showed little change, with an average annual increase in the operating cost per hour of 0.5 percent. However, this amounted to an average annual decrease of two percent in inflation adjusted dollars, demonstrating improvement in cost efficiency when adjusting for inflation.
- The operating cost per passenger increased an average of 2.6 percent annually, but showed almost no change when expressed as normalized FY2012 dollars.
- Passenger productivity declined, with passengers per hour decreasing two percent per year on average, and passengers per mile decreasing 0.7 percent annually.

Exhibit 5: TDA Indicator Performance – Paratransit

| | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | Av. Ann. Chg. |
|--|-------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Performance Indicators | | | | | | | |
| Op. Cost per Vehicle Svc. Hour (Actual \$) | \$94.10 | \$93.42 | \$97.69 | \$94.23 | \$94.49 | \$96.71 | - - |
| <i>Annual Change</i> | - - | -0.7% | 4.6% | -3.5% | 0.3% | 2.4% | 0.5% |
| Op. Cost per Vehicle Svc. Hour (Constant \$) | \$94.10 | \$91.05 | \$92.51 | \$87.66 | \$85.75 | \$84.99 | - - |
| <i>Annual Change</i> | - - | -3.2% | 1.6% | -5.2% | -2.2% | -0.9% | -2.0% |
| Passengers per Vehicle Service Hour | 3.0 | 3.1 | 3.1 | 2.9 | 2.8 | 2.7 | - - |
| <i>Annual Change</i> | - - | 3.5% | 0.7% | -6.5% | -3.1% | -4.2% | -2.0% |
| Passengers per Vehicle Service Mile | 0.21 | 0.21 | 0.21 | 0.21 | 0.21 | 0.20 | - - |
| <i>Annual Change</i> | - - | 1.8% | 1.5% | -0.3% | 1.3% | -7.5% | -0.7% |
| Op. Cost per Passenger (Actual \$) | \$31.82 | \$30.54 | \$31.70 | \$32.71 | \$33.84 | \$36.15 | - - |
| <i>Annual Change</i> | - - | -4.0% | 3.8% | 3.2% | 3.5% | 6.8% | 2.6% |
| Op. Cost per Passenger (Constant \$) | \$31.82 | \$29.76 | \$30.02 | \$30.42 | \$30.71 | \$31.77 | - - |
| <i>Annual Change</i> | - - | -6.5% | 0.9% | 1.4% | 0.9% | 3.5% | 0.0% |
| Vehicle Service Hours per FTE | (a) | (a) | (a) | (a) | (a) | (a) | - - |
| <i>Annual Change</i> | - - | - - | - - | - - | - - | - - | - - |
| Input Data | | | | | | | |
| Operating Cost (Actual \$) | \$1,343,618 | \$1,309,486 | \$1,413,099 | \$1,359,288 | \$1,487,999 | \$1,533,125 | - - |
| <i>Annual Change</i> | - - | -2.5% | 7.9% | -3.8% | 9.5% | 3.0% | 2.7% |
| Operating Cost (Constant \$) | \$1,343,618 | \$1,276,302 | \$1,338,162 | \$1,264,454 | \$1,350,271 | \$1,347,210 | - - |
| <i>Annual Change</i> | - - | -5.0% | 4.8% | -5.5% | 6.8% | -0.2% | 0.1% |
| Vehicle Service Hours | 14,278 | 14,017 | 14,465 | 14,425 | 15,747 | 15,852 | - - |
| <i>Annual Change</i> | - - | -1.8% | 3.2% | -0.3% | 9.2% | 0.7% | 2.1% |
| Vehicle Service Miles | 204,952 | 204,463 | 209,435 | 195,867 | 204,538 | 213,274 | - - |
| <i>Annual Change</i> | - - | -0.2% | 2.4% | -6.5% | 4.4% | 4.3% | 0.8% |
| Unlinked Passengers | 42,219 | 42,881 | 44,579 | 41,561 | 43,971 | 42,406 | - - |
| <i>Annual Change</i> | - - | 1.6% | 4.0% | -6.8% | 5.8% | -3.6% | 0.1% |
| Employee Full-Time Equivalents | (a) | (a) | (a) | (a) | (a) | (a) | - - |
| <i>Annual Change</i> | - - | - - | - - | - - | - - | - - | - - |
| Bay Area CPI - Annual Change | - - | 2.6% | 2.9% | 1.9% | 2.5% | 3.3% | - - |
| - Cumulative Change | - - | 2.6% | 5.6% | 7.5% | 10.2% | 13.8% | 2.6% |

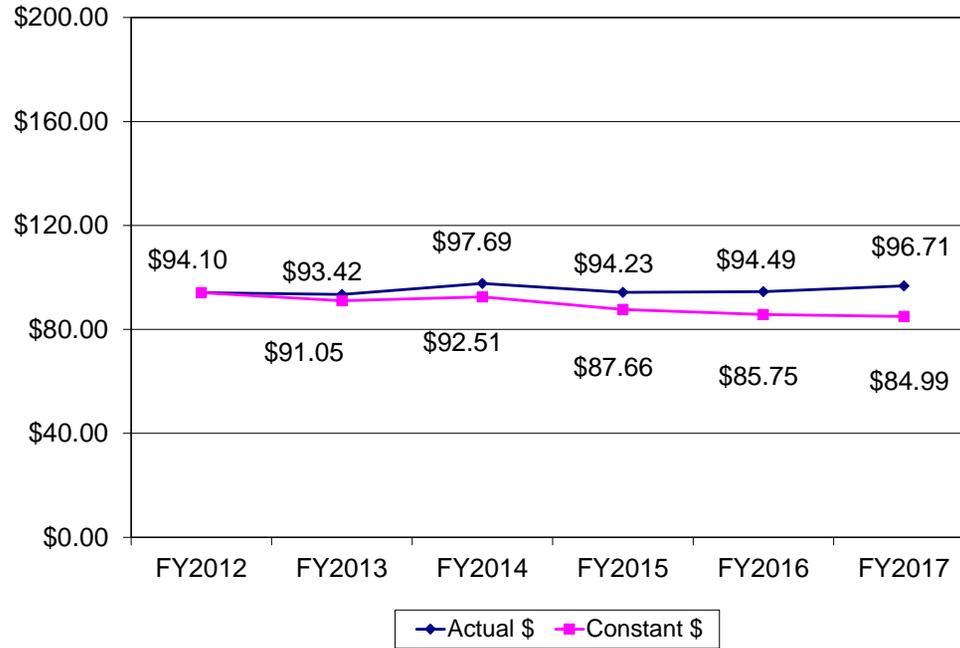
(a) - Contracted service, FTEs not applicable

Sources: FY2012 through FY2014 - Prior Performance Audit Report

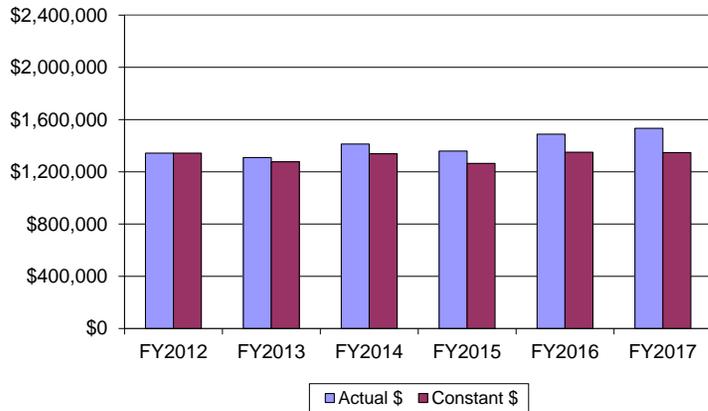
FY2015 through FY2017 - NTD Reports; 2017 Revision 1

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

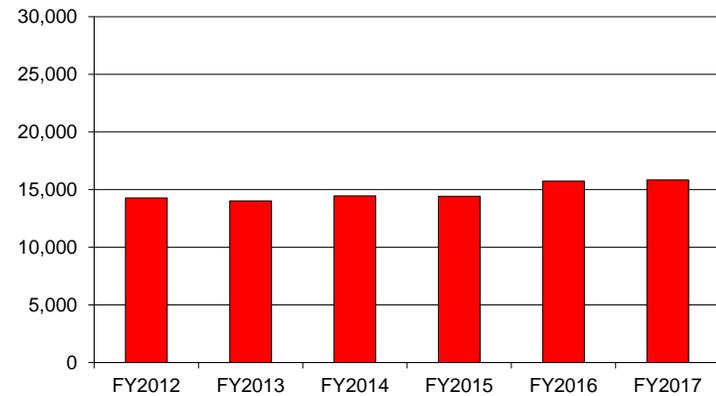
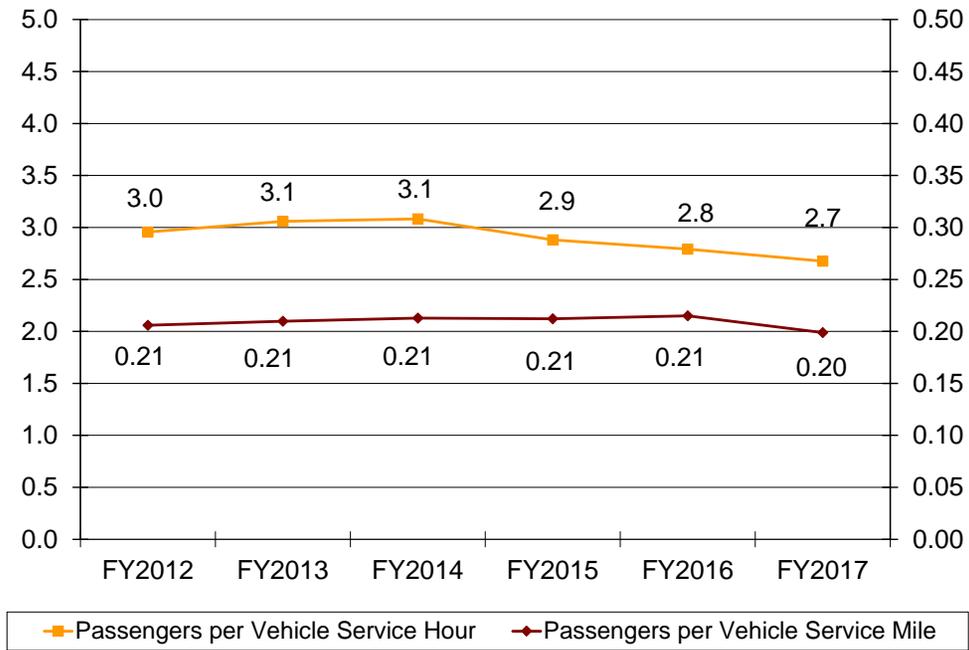
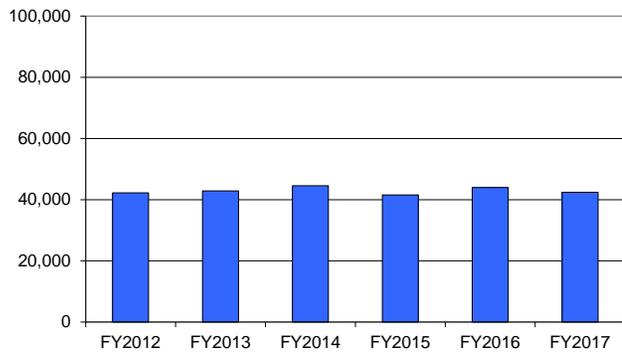


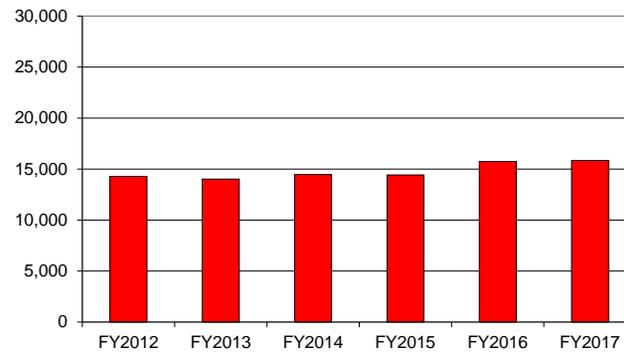
Exhibit 5.2: Passengers per Hour and per Mile – Paratransit



Unlinked Passengers



Vehicle Service Hours



Vehicle Service Miles

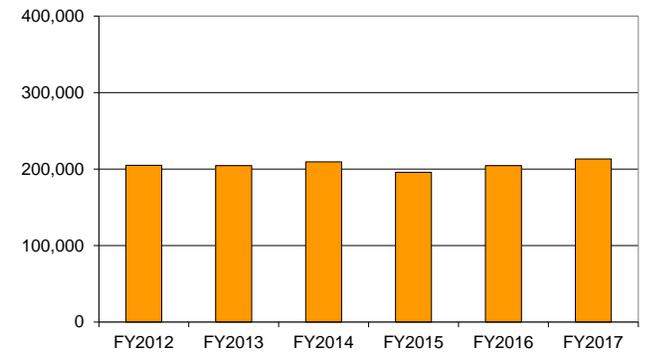
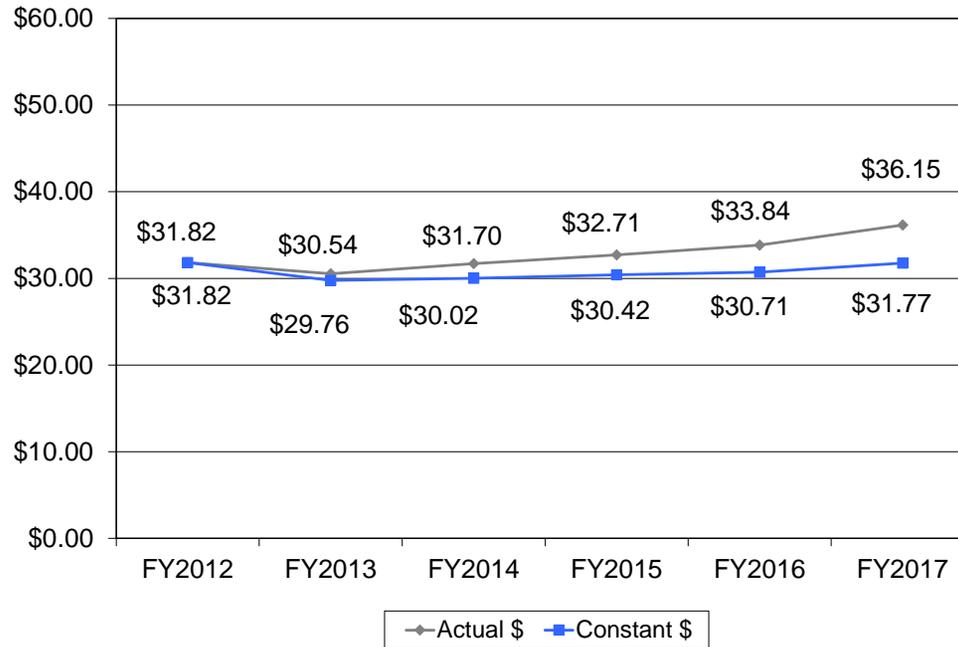
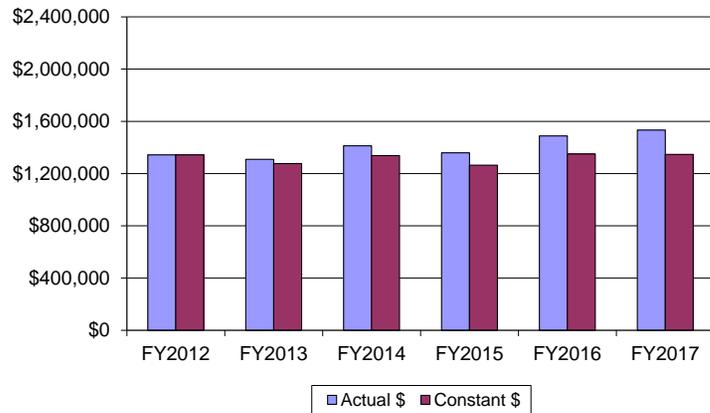


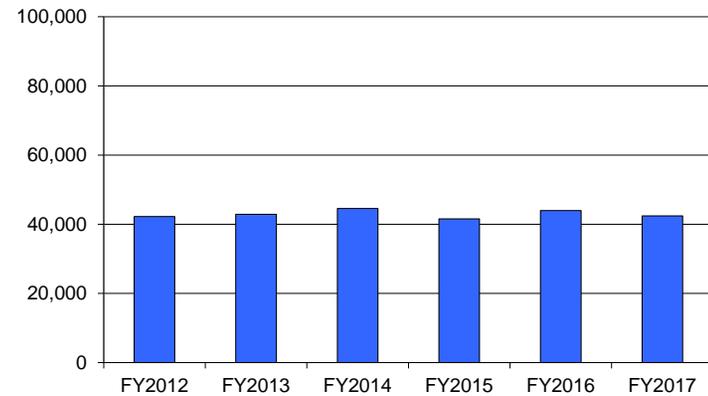
Exhibit 5.3: Operating Cost per Passenger – Paratransit



Operating Cost



Unlinked Passengers



Paratransit Component Costs

The year-to-year changes in selected operating cost categories are presented in Exhibit 5.5, 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 5.6.

- In-house labor costs increased an average of 10.3 percent annually. As with WestCAT's bus service, the increase in labor costs is attributed to increased staffing levels in FY2016 and FY2017. Labor costs increased from 6.6 percent to 9.4 percent of total operating costs during the review period.
- Fringe benefit costs decreased an annual average of 4.1 percent. The one-time CalPERS pension charge in FY2016 described in the bus service section also applied to the paratransit side of operations, however, this category only accounted for less than four percent of the total costs.
- Purchased transportation costs increased by almost five percent on average each year between FY2012 and FY2017. The largest increases occurred in FY2016 and FY2017 (9.2 and 7.7 percent, respectively), reflecting the increase in staffing and higher wages rates described in the bus service component cost section.
- As with the bus service, fuel/lubricants costs decreased an average of 14 percent annually, while the proportion of fuel costs declined from about 17 percent to seven percent of total operating costs over the six-year period.
- Services costs increased an average of 9.5 percent annually, while materials/supplies and casualty/liability costs each averaged about a five percent annual increase. The other expenses category increased at one percent per year.

* * * * *

The following is a brief summary of the paratransit component operating costs trend highlights between FY2012 and FY2017:

- Purchased transportation costs represented by far the largest portion of the total costs, ranging between 59 percent and 65 percent throughout the review period. Purchased transportation costs increased by about five percent per year on average despite larger increases in FY2016 and FY2017, due to increased staffing and higher wages for contracted employees.
- Labor costs increased an average of 10.3 percent per year, increasing that component cost from 6.6 percent to almost 10 percent of total operating costs.
- There was a 4.1 percent average annual decrease in fringe benefits. However, this category accounted for less than four percent of the total costs.
- Fuel/lubricants costs decreased an average of 14 percent annually, with the proportion of fuel costs decreasing from about 17 percent to seven percent of total operating costs.
- Services costs increased an average of 9.5 percent annually, but comprised less than four percent of total operating costs.
- Other component cost categories changed by about five percent or less per year on average.

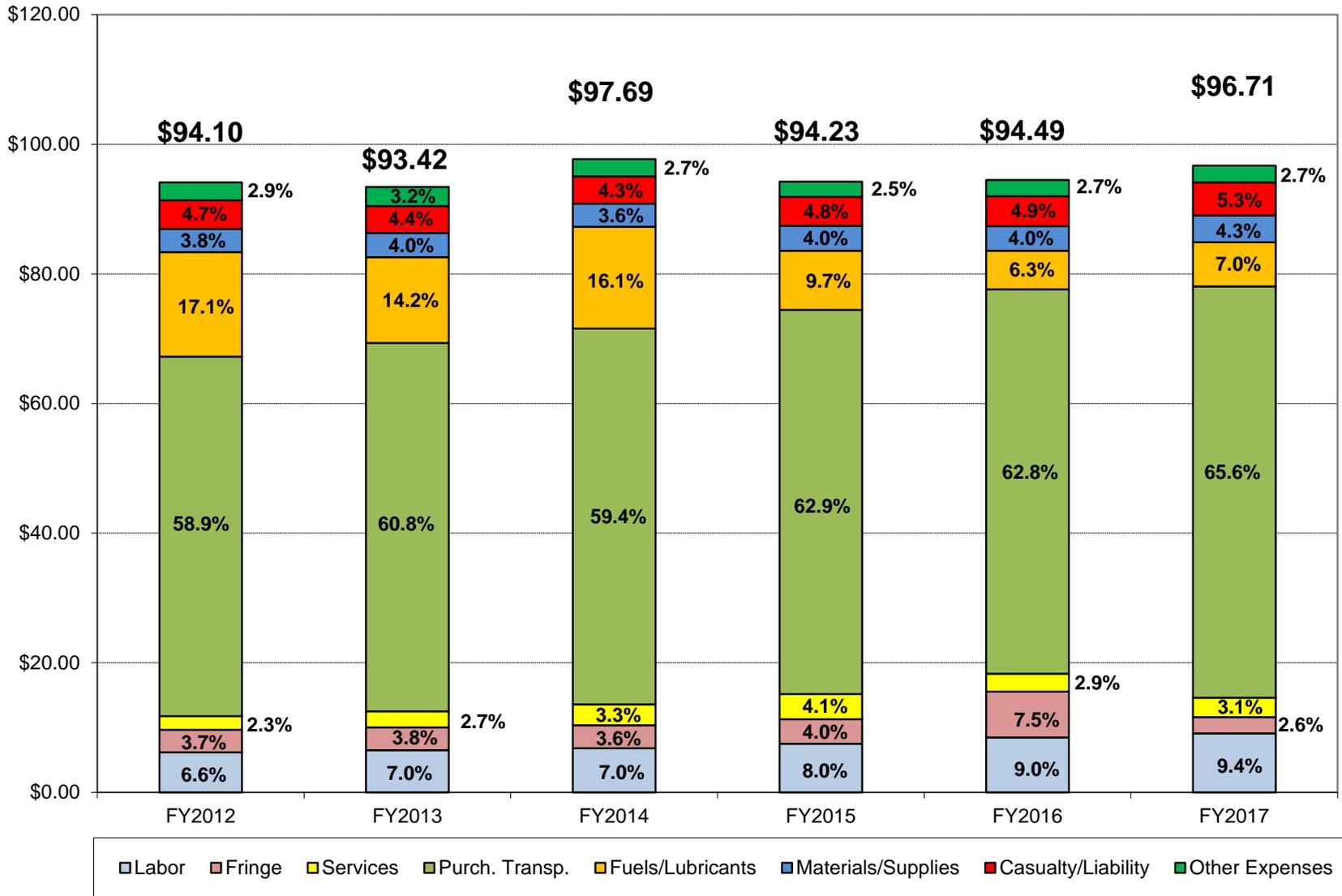
Exhibit 5.4: Component Costs Trends – Paratransit

| | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | Av. Ann. Chg. |
|---------------------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|
| COST CATEGORIES | | | | | | | |
| Labor - (Salaries, Wages) | \$88,294 | \$91,356 | \$98,294 | \$108,552 | \$133,482 | \$144,056 | -- |
| <i>Annual Change</i> | -- | 3.5% | 7.6% | 10.4% | 23.0% | 7.9% | 10.3% |
| Fringe Benefits | \$49,540 | \$49,154 | \$51,387 | \$54,158 | \$110,960 | \$40,178 | -- |
| <i>Annual Change</i> | -- | -0.8% | 4.5% | 5.4% | 104.9% | -63.8% | -4.1% |
| Services | \$30,237 | \$34,705 | \$46,693 | \$56,107 | \$43,699 | \$47,525 | -- |
| <i>Annual Change</i> | -- | 14.8% | 34.5% | 20.2% | -22.1% | 8.8% | 9.5% |
| Purchased Transportation | \$791,880 | \$796,570 | \$838,877 | \$855,123 | \$933,914 | \$1,005,795 | -- |
| <i>Annual Change</i> | -- | 0.6% | 5.3% | 1.9% | 9.2% | 7.7% | 4.9% |
| Fuels/Lubricants | \$230,030 | \$185,672 | \$227,150 | \$131,863 | \$93,869 | \$108,063 | -- |
| <i>Annual Change</i> | -- | -19.3% | 22.3% | -41.9% | -28.8% | 15.1% | -14.0% |
| Materials/Supplies | \$51,108 | \$52,296 | \$51,550 | \$55,007 | \$59,509 | \$65,635 | -- |
| <i>Annual Change</i> | -- | 2.3% | -1.4% | 6.7% | 8.2% | 10.3% | 5.1% |
| Casualty/Liability | \$63,195 | \$58,175 | \$60,943 | \$64,942 | \$72,785 | \$80,604 | -- |
| <i>Annual Change</i> | -- | -7.9% | 4.8% | 6.6% | 12.1% | 10.7% | 5.0% |
| Other Expenses (a) | \$39,334 | \$41,558 | \$38,205 | \$33,536 | \$39,781 | \$41,269 | -- |
| <i>Annual Change</i> | -- | 5.7% | -8.1% | -12.2% | 18.6% | 3.7% | 1.0% |
| Total | \$1,343,618 | \$1,309,486 | \$1,413,099 | \$1,359,288 | \$1,487,999 | \$1,533,125 | -- |
| <i>Annual Change</i> | -- | -2.5% | 7.9% | -3.8% | 9.5% | 3.0% | 2.7% |
| OPERATING STATISTICS | | | | | | | |
| Vehicle Service Hours | 14,278 | 14,017 | 14,465 | 14,425 | 15,747 | 15,852 | -- |
| <i>Annual Change</i> | -- | -1.8% | 3.2% | -0.3% | 9.2% | 0.7% | 2.1% |

Sources: FY2012 through FY2014 - Prior Performance Audit Report; FY2015 through FY2017 - NTD Reports; 2017 Revision 1

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

The results from this review are detailed by individual requirement in Exhibit 6. WestCAT 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"> • 2015: 11/23/15 • 2016: 11/09/16 • 2017: 11/08/17 |
| PUC99264 | <u>Operator-to-Vehicle Staffing</u> - The operator does not routinely staff with two or more persons public transportation vehicles designed to be operated by one person | In Compliance | <ul style="list-style-type: none"> • No provision for excess staffing in Labor Agreement between Teamsters Local 315 and MV Transportation, Inc., effective 07/01/13. • No provision for excess staffing in Agreement with MV Transportation, Inc., effective 04/10/13. |
| 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"> • <u>Part Time Drivers</u> – Article 2, Section 2 (Regular and Full-Time Employees) between Teamsters Local 315 and MV Transportation, Inc., effective 07/01/13. • <u>Contracting</u> - WCCTA contracts with MV Transportation, Inc. to provide both fixed-route and paratransit services. |

| 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"> • Lynx route timetables • WestCAT Rider Guide • Dial-A-Ride & ADA Paratransit brochure • WCCTA website - https://www.westcat.org/fares/#cash |
| PUC99155.1 (a)(1)(2) | <p><u>Welfare to Work Coordination</u> - Operators must coordinate 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 | <p>WCCTA participates in the regional MTC Coordinated Human Service Transportation plan. Services provided by WCCTA are included in the plan's inventory. In addition, WCCTA works closely with the East Bay Works – Workforce Partner to provide discounted WestCAT 31-day passes, issued to Contra Costa College for CalWORKs/EOPS/CARE participants.</p> |
| PUC99314.7, Govt Code 66516, MTC Res. Nos. 3837, 4073 | <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> | In Compliance | <ul style="list-style-type: none"> • Clipper MOU, 03/13/14. • Valid transfer/revenue sharing agreements with: AC Transit, BART, Capital Corridor JPA, CCCTA, ECCTA, Golden Gate Transit, LAVTA and SolTrans. |

| Code Reference | Operator Compliance Requirements | Compliance Finding | Verification Information |
|----------------|--|--------------------|--|
| PUC99246(d) | <p><u>Process for Evaluation of Passenger Needs</u> - The operator has an established process in place for evaluating the needs and types of passengers being served</p> | In Compliance | <ul style="list-style-type: none"> • Technical Advisory Committee (TAC) quarterly meetings • WestCAT Community Advisory Committee quarterly meetings • WestCAT's social media accounts on Twitter and Facebook, to communicate information and address customer comments and concerns • WestCAT website and on-board customer comment forms • Customer letters, email communications and telephone comments, complaints, and suggestions • Customer Satisfaction Surveys • Staff participation at various community workshops and forums on transportation; employer sponsored wellness and/or transportation fairs; and community expos, meetings, and events • Public broadcast of Board of Directors meetings on public access television |

V. STATUS OF PRIOR AUDIT RECOMMENDATIONS

WestCAT's prior performance audit was completed in May 2015. 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 WestCAT's responses to the recommendations made in the prior performance audit, and whether WestCAT made reasonable progress toward their implementation. However, there were no recommendations made in WestCAT's prior audit.

VI. FUNCTIONAL PERFORMANCE INDICATOR TRENDS

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

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

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

Systemwide

For the purposes of this review, WestCAT'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 from 13.8 percent of total operating costs in FY2015 to 16 percent in FY2016, before decreasing to 12.6 percent in FY2017.
- Administrative cost performance was similar, rising from \$13.13 to \$15.31 per vehicle service hour in the first two years, before decreasing to \$12.30 in FY2017.
- The portion of administrative costs attributed to marketing activities increased overall from 1.6 percent in FY2015 to 1.9 percent in FY2017.
- Marketing expenditures remained minimal from \$0.01 to \$0.02 per passenger trip in all three years.
- The systemwide farebox recovery ratio declined slightly from about 24 percent in FY2015 to about 23 percent in the last two years.

* * * * *

The following is a brief summary of the systemwide functional trend highlights between FY2015 and FY2017:

- Despite an increase in FY2016, administrative costs decreased moderately overall to about 13 percent of total operating costs, and also decreased by about six percent to \$12.30 per vehicle service hour in FY2017.
- Marketing costs increased slightly overall compared to total administrative costs but remained at about \$0.02 per passenger trip.
- The systemwide farebox recovery ratio also had a slight decrease from nearly 24 percent to 23 percent by FY2017.

Exhibit 7: Functional Performance Trends - Systemwide

| FUNCTION/Indicator | Actual Performance | | |
|---|--------------------|---------|---------|
| | FY2015 | FY2016 | FY2017 |
| MANAGEMENT, ADMINISTRATION & MARKETING | | | |
| Administrative Cost/Total Operating Cost | 13.8% | 16.0% | 12.6% |
| <i>Annual Percent Change</i> | -- | 15.7% | -20.9% |
| <i>Three Year Percent Change</i> | -- | -- | -8.4% |
| Adminstrative Cost/Vehicle Service Hour | \$13.13 | \$15.31 | \$12.30 |
| <i>Annual Percent Change</i> | -- | 16.6% | -19.7% |
| <i>Three Year Percent Change</i> | -- | -- | -6.3% |
| Marketing Cost/Total Administrative Cost | 1.6% | 1.7% | 1.9% |
| <i>Annual Percent Change</i> | -- | 2.6% | 15.3% |
| <i>Three Year Percent Change</i> | -- | -- | 18.3% |
| Marketing Cost/Unlinked Passenger Trip | \$0.01 | \$0.02 | \$0.02 |
| <i>Annual Percent Change</i> | -- | 26.8% | -0.5% |
| <i>Three Year Percent Change</i> | -- | -- | 26.2% |
| Farebox Recovery Ratio (Farebox Rev./Oper. Cost) | 23.5% | 22.7% | 22.7% |
| <i>Annual Percent Change</i> | -- | -3.4% | -0.1% |
| <i>Three Year Percent Change</i> | -- | -- | -3.6% |

Bus Service

WestCAT'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 remained relatively flat, from \$0.61 in FY2015 to \$0.62 in FY2017.
 - The bus service farebox recovery ratio also remained steady, declining slightly from 26.9 percent in the first year to 26.2 percent in the last two. At the same time, the TDA recovery ratio decreased slightly from 43.2 percent to 42.2 percent. For this calculation, farebox revenue is augmented with local support and operating costs reflect various allowable exclusions.
 - About 91 percent of all vehicle miles traveled were in service, as were about 93 percent of all vehicle hours in all three years.
 - Passengers carried per service mile and per service hour both decreased by about 12 to 13 percent over the three years.

- Operations
 - Vehicle operations costs comprised 65.7 percent of total operating costs in the first year, increasing to 72.7 percent in FY2016, before decreasing again to 65.8 percent in FY2017.
 - Vehicle operations costs per service hour showed a similar pattern, increasing from \$62.44 to \$69.90 between FY2015 and FY2016, before decreasing to \$63.99 in FY2017.
 - Schedule adherence data was unavailable for the current audit period, due to WestCAT's current AVL system being old, and unable to be configured to reliably analyze on-time performance.

- The rate of both complaints and missed trips was extremely small over the three years, averaging less than one percent annually.
- Maintenance
 - Total maintenance costs comprised about 21 percent of total operating costs in both FY2015 and FY2017, with a decrease to about 14 percent in FY2016.
 - Vehicle maintenance costs per service mile showed the same pattern, increasing overall from \$0.95 to \$0.99, with a dip to \$0.59 in FY2016.
 - The vehicle spare ratio increased overall from 29.1 percent FY2015 to 29.8 percent in FY2017, with an intermediate increase to 34.5 percent in FY2016.
 - The mean distance between major failures improved significantly, by about 87 percent. When looking at all failures, the overall improvement was closer to 30 over the period.
- Safety
 - The rate of preventable accidents improved overall by about 18 percent, with an even more positive improvement of almost 89 percent between FY2015 and FY2016.

* * * * *

The following is a brief summary of the bus service functional trend highlights between FY2015 and FY2017:

- Service Planning results showed the operating cost per passenger mile increasing slightly by 1.7 percent, farebox recovery remaining at about 26 percent, and the TDA recovery ratio (reflecting local support and operating cost exclusions) remaining at about 42 percent. Consistently 90 percent or

more vehicle miles and hours were in service, and passenger productivity decreased by about 12 to 13 percent.

- Operations results showed slight increases in vehicle operations costs per service hour and compared to total costs as well. Data for schedule adherence was unavailable for the audit period, and there were very small incidences of both complaints received and missed trips.
- Maintenance results showed maintenance costs steady at about 21 percent of total costs but vehicle maintenance costs per service mile increased by about five percent. The vehicle spare ratio increased slightly 29 to 30 percent, but WestCAT showed significant improvement in the mechanical failure rates.
- Safety results showed the rate of preventable accidents increasing about 18 percent, but the actual number of accidents remained low.

Exhibit 8: Functional Performance Trends – Bus Service

| FUNCTION/Indicator | Actual Performance | | |
|--|--------------------|---------|---------|
| | FY2015 | FY2016 | FY2017 |
| SERVICE PLANNING | | | |
| Total Operating Cost/Passenger Mile | \$0.61 | \$0.59 | \$0.62 |
| <i>Annual Percent Change</i> | -- | -1.9% | 3.7% |
| <i>Three Year Percent Change</i> | -- | -- | 1.7% |
| Farebox Recovery Ratio (Farebox Rev./Oper. Cost) | 26.9% | 26.2% | 26.2% |
| <i>Annual Percent Change</i> | -- | -2.8% | 0.0% |
| <i>Three Year Percent Change</i> | -- | -- | -2.8% |
| TDA Recovery Ratio (a) | 43.2% | 41.8% | 42.2% |
| <i>Annual Percent Change</i> | -- | -3.4% | 1.1% |
| <i>Three Year Percent Change</i> | -- | -- | -2.3% |
| Vehicle Service Miles/Total Miles | 92.4% | 90.0% | 91.4% |
| <i>Annual Percent Change</i> | -- | -2.6% | 1.5% |
| <i>Three Year Percent Change</i> | -- | -- | -1.1% |
| Vehicle Service Hours/Total Hours | 93.6% | 92.8% | 92.5% |
| <i>Annual Percent Change</i> | -- | -0.8% | -0.3% |
| <i>Three Year Percent Change</i> | -- | -- | -1.2% |
| Passengers/Vehicle Service Mile | 0.86 | 0.82 | 0.75 |
| <i>Annual Percent Change</i> | -- | -5.4% | -8.4% |
| <i>Three Year Percent Change</i> | -- | -- | -13.4% |
| Passengers/Vehicle Service Hour | 16.3 | 15.5 | 14.3 |
| <i>Annual Percent Change</i> | -- | -5.0% | -7.4% |
| <i>Three Year Percent Change</i> | -- | -- | -12.0% |
| OPERATIONS | | | |
| Vehicle Operations Cost/Total Operating Cost | 65.7% | 72.7% | 65.8% |
| <i>Annual Percent Change</i> | -- | 10.7% | -9.6% |
| <i>Three Year Percent Change</i> | -- | -- | 0.1% |
| Vehicle Operations Cost/Vehicle Service Hour | \$62.54 | \$69.90 | \$63.99 |
| <i>Annual Percent Change</i> | -- | 11.8% | -8.5% |
| <i>Three Year Percent Change</i> | -- | -- | 2.3% |
| Trips On-Time/Total Trips | (b) | (b) | (b) |
| <i>Annual Percent Change</i> | -- | -- | -- |
| <i>Three Year Percent Change</i> | -- | -- | -- |
| Complaints/Unlinked Passenger Trip | 0.002% | 0.003% | 0.005% |
| <i>Annual Percent Change</i> | -- | 36.4% | 71.4% |
| <i>Three Year Percent Change</i> | -- | -- | 133.7% |
| Missed Trips/Total Trips | 0.01% | 0.01% | 0.04% |
| <i>Annual Percent Change</i> | -- | 24.0% | 241.2% |
| <i>Three Year Percent Change</i> | -- | -- | 323.2% |

| FUNCTION/Indicator | Actual Performance | | |
|---|--------------------|---------|---------|
| | FY2015 | FY2016 | FY2017 |
| MAINTENANCE | | | |
| Vehicle + Non-Veh. Maint. Cost/Total Operating Cost | 20.6% | 14.2% | 21.7% |
| <i>Annual Percent Change</i> | -- | -31.0% | 52.7% |
| <i>Three Year Percent Change</i> | -- | -- | 5.3% |
| Vehicle Maintenance Cost/Vehicle Service Mile | \$0.95 | \$0.59 | \$0.99 |
| <i>Annual Percent Change</i> | -- | -37.7% | 68.4% |
| <i>Three Year Percent Change</i> | -- | -- | 4.9% |
| Spare Vehicles/Total Vehicles | 29.1% | 34.5% | 29.8% |
| <i>Annual Percent Change</i> | -- | 18.5% | -13.5% |
| <i>Three Year Percent Change</i> | -- | -- | 2.5% |
| Mean Distance between Major Failures (Miles) | 135,410 | 191,619 | 253,307 |
| <i>Annual Percent Change</i> | -- | 41.5% | 32.2% |
| <i>Three Year Percent Change</i> | -- | -- | 87.1% |
| Mean Distance between All Failures (Miles) | 29,544 | 63,873 | 38,547 |
| <i>Annual Percent Change</i> | -- | 116.2% | -39.7% |
| <i>Three Year Percent Change</i> | -- | -- | 30.5% |
| SAFETY | | | |
| Preventable Accidents/100,000 Vehicle Miles | 0.43 | 0.81 | 0.51 |
| <i>Annual Percent Change</i> | -- | 88.4% | -37.5% |
| <i>Three Year Percent Change</i> | -- | -- | 17.8% |

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

(b) - Unavailable

Paratransit

WestCAT's 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 \$4.77 in FY2015 to \$4.44 in FY2017 (6.9 percent overall).
 - The farebox recovery ratio declined from 4.3 percent in the first two years to 3.7 percent in FY2017. At the same time, the TDA recovery ratio (farebox revenue augmented with local support and operating costs reflecting allowable exclusions) decreased from about 27 to 23 percent.
 - About 90 percent of all vehicle miles and all vehicle hours traveled were in service in all three years.
 - Passengers carried per service mile decreased by about six percent, while passengers carried per service hour decreased about seven percent.

- Operations
 - Vehicle operations costs comprised just over 64 percent of total operating costs in both FY2015 and FY2017, with an increase to about 72 percent reported in FY2016.
 - Vehicle operations costs per service hour showed the same pattern, increasing overall from \$60.60 to \$62.37 (2.9 percent), with an intervening year increase to \$67.86 in FY2016.
 - Schedule adherence decreased from 98 percent in FY2016 to 81 percent in FY2017. On-time performance data for FY2015 was unavailable due to a change in the tracking software.

- The rate of complaints decreased by about 10 percent overall during the period, and there were no missed trips reported in FY2016 and FY2017. Missed trip data for FY2015 was unavailable due to a change in the tracking software.
 - There were no ADA trip denials recorded during the audit period.
 - The trip cancellation rate decreased slightly from FY2016 to FY2017, but the rate of late cancellations increased from three to five percent of total ADA trips during the same period.
 - The passenger no-show rate decreased from FY2016 to FY2017 to about one percent of total ADA trips.
 - Data for trip cancellations, late cancellations and no-shows for FY2015 was unavailable due to a change in the tracking software.
- Maintenance
 - Total maintenance costs remained at about 22 percent of total operating costs in FY2015 and FY2017, with a dip to about 15 percent in FY2016.
 - Vehicle maintenance costs per service mile performance was the same, increasing from \$1.35 in FY2015 to \$1.46 in FY2017, with a decrease to \$0.88 in FY2016.
 - The vehicle spare ratio was 25 percent in the first two years, decreasing to 16.7 percent in FY2017.
 - The mean distance between major failures and all failures improved by almost 12 percent over the audit period.
- Safety
 - The rate of preventable accidents per 100,000 miles increased from 1.38 in FY2015 to 2.06 in FY2017, a 48.9 percent increase.

* * * * *

The following is a brief summary of the paratransit functional trend highlights between FY2015 and FY2017:

- Service Planning results showed operating cost per passenger mile decreasing by 6.9 percent overall, the farebox recovery ratio decreasing from 4.3 to 3.7 percent, and the TDA recovery ratio (reflecting local support and operating cost exclusions) decreasing from 27 to 23 percent. Consistently about 90 percent of vehicle miles and hours were in service, while passenger productivity decreased about six to seven percent overall.
- Operations results showed a slight increase in vehicle operations costs per hour but a steady performance compared to total costs. Schedule adherence decreased by about 18 percent between FY2016 and FY2017. There was a slight overall decrease in the rate of complaints. ADA service provision was very good, with were no missed trips or ADA trip denials reported. The trip cancellation and no-show rate both improved, but the late cancellation rate increased. Data for schedule adherence, missed trips, trip cancellations, late cancellations and no-shows was unavailable for FY2015, due to a change in the WCCTA tracking software.
- Maintenance results showed total maintenance costs remaining at about 22 percent of total costs, while vehicle maintenance costs per service mile increased overall from \$1.35 to \$1.46. The spare ratio decreased from 25 to 17 percent, and there was about a 12 percent improvement in the mechanical failure rates.
- Safety results showed the preventable accident rate increased overall, but was very low over the audit period in actual numbers, with three accidents in FY2015 and FY2016, and five accidents in FY2017.

Exhibit 9: Functional Performance Trends – Paratransit

| FUNCTION/Indicator | Actual Performance | | |
|--|--------------------|---------|---------|
| | FY2015 | FY2016 | FY2017 |
| SERVICE PLANNING | | | |
| Total Operating Cost/Passenger Mile | \$4.77 | \$4.53 | \$4.44 |
| <i>Annual Percent Change</i> | -- | -5.0% | -2.1% |
| <i>Three Year Percent Change</i> | -- | -- | -6.9% |
| Farebox Recovery Ratio (Farebox Rev./Oper. Cost) | 4.3% | 4.2% | 3.7% |
| <i>Annual Percent Change</i> | -- | -2.6% | -10.9% |
| <i>Three Year Percent Change</i> | -- | -- | -13.2% |
| TDA Recovery Ratio (a) | 26.5% | 24.9% | 22.7% |
| <i>Annual Percent Change</i> | -- | -6.1% | -8.7% |
| <i>Three Year Percent Change</i> | -- | -- | -14.3% |
| Vehicle Service Miles/Total Miles | 90.3% | 91.7% | 87.9% |
| <i>Annual Percent Change</i> | -- | 1.6% | -4.2% |
| <i>Three Year Percent Change</i> | -- | -- | -2.7% |
| Vehicle Service Hours/Total Hours | 90.8% | 91.2% | 89.7% |
| <i>Annual Percent Change</i> | -- | 0.5% | -1.7% |
| <i>Three Year Percent Change</i> | -- | -- | -1.2% |
| Passengers/Vehicle Service Mile | 0.21 | 0.21 | 0.20 |
| <i>Annual Percent Change</i> | -- | 1.3% | -7.5% |
| <i>Three Year Percent Change</i> | -- | -- | -6.3% |
| Passengers/Vehicle Service Hour | 2.9 | 2.8 | 2.7 |
| <i>Annual Percent Change</i> | -- | -3.1% | -4.2% |
| <i>Three Year Percent Change</i> | -- | -- | -7.2% |
| OPERATIONS | | | |
| Vehicle Operations Cost/Total Operating Cost | 64.3% | 71.8% | 64.5% |
| <i>Annual Percent Change</i> | -- | 11.7% | -10.2% |
| <i>Three Year Percent Change</i> | -- | -- | 0.3% |
| Vehicle Operations Cost/Vehicle Service Hour | \$60.60 | \$67.86 | \$62.37 |
| <i>Annual Percent Change</i> | -- | 12.0% | -8.1% |
| <i>Three Year Percent Change</i> | -- | -- | 2.9% |
| Trips On-Time/Total Trips | (b) | 98.7% | 80.6% |
| <i>Annual Percent Change</i> | -- | -- | -18.4% |
| <i>Three Year Percent Change</i> | -- | -- | -- |
| Complaints/Unlinked Passenger Trips | 0.31% | 0.25% | 0.28% |
| <i>Annual Percent Change</i> | -- | -18.6% | 11.1% |
| <i>Three Year Percent Change</i> | -- | -- | -9.5% |
| Missed Trips/Total Trips | (b) | 0.0% | 0.0% |
| <i>Annual Percent Change</i> | -- | -- | -- |
| <i>Three Year Percent Change</i> | -- | -- | -- |

| FUNCTION/Indicator | Actual Performance | | |
|---|--------------------|---------|---------|
| | FY2015 | FY2016 | FY2017 |
| OPERATIONS (continued) | | | |
| 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 | (b) | 28.4% | 27.9% |
| <i>Annual Percent Change</i> | -- | -- | -1.8% |
| <i>Three Year Percent Change</i> | -- | -- | -- |
| Late Trip Cancellations/Total ADA Trips | (b) | 3.0% | 5.3% |
| <i>Annual Percent Change</i> | -- | -- | 77.2% |
| <i>Three Year Percent Change</i> | -- | -- | -- |
| No-Shows/Total ADA Trips | (b) | 1.4% | 1.1% |
| <i>Annual Percent Change</i> | -- | -- | -16.9% |
| <i>Three Year Percent Change</i> | -- | -- | -- |
| MAINTENANCE | | | |
| Vehicle + Non-Veh. Maint. Cost/Total Operating Cost | 21.4% | 14.7% | 22.5% |
| <i>Annual Percent Change</i> | -- | -31.4% | 53.1% |
| <i>Three Year Percent Change</i> | -- | -- | 5.0% |
| Vehicle Maintenance Cost/Vehicle Service Mile | \$1.35 | \$0.88 | \$1.46 |
| <i>Annual Percent Change</i> | -- | -35.3% | 66.6% |
| <i>Three Year Percent Change</i> | -- | -- | 7.7% |
| Spare Vehicles/Total Vehicles | 25.0% | 25.0% | 16.7% |
| <i>Annual Percent Change</i> | -- | 0.0% | -33.3% |
| <i>Three Year Percent Change</i> | -- | -- | -33.3% |
| Mean Dist. betw. Major Failures (Miles) | 216,834 | 222,966 | 242,695 |
| <i>Annual Percent Change</i> | -- | 2.8% | 8.8% |
| <i>Three Year Percent Change</i> | -- | -- | 11.9% |
| Mean Dist. betw. All Failures (Miles) | 72,278 | 222,966 | 80,898 |
| <i>Annual Percent Change</i> | -- | 208.5% | -63.7% |
| <i>Three Year Percent Change</i> | -- | -- | 11.9% |
| SAFETY | | | |
| Preventable Accidents/100,000 Vehicle Miles | 1.38 | 1.35 | 2.06 |
| <i>Annual Percent Change</i> | -- | -2.8% | 53.1% |
| <i>Three Year Percent Change</i> | -- | -- | 48.9% |

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

(b) Unavailable for FY2015 due to change in software tracking program

VII. CONCLUSIONS AND RECOMMENDATIONS

This report has presented the findings of the compliance audit portion of the performance audit of WestCAT's transit service. The primary focus was the three-year audit period of FY2015 through FY2017 (July 1, 2014 through June 30, 2017). It has 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 WestCAT's 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:

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

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

Bus Service – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2012 through FY2017:

- There was an average annual increase in the operating cost per hour of one percent, which amounted to a 1.5 percent decrease in inflation adjusted dollars.
- The cost per passenger increased on average by 2.9 percent per year, or 0.3 percent per year in constant FY2012 dollars.
- Passenger productivity showed slightly negative trends, with passengers per vehicle service hour decreasing by 1.8 percent per year overall, and passengers per vehicle service mile decreasing a similar 1.9 percent annually.

The following is a brief summary of the component operating costs trend highlights for the bus service between FY2012 and FY2017:

- Purchased transportation costs went up by almost four percent per year, remaining the largest component cost area at about 60 percent of total costs. Purchased transportation costs increased in the last year (FY2017) by nine percent, more than double the rate of any previous year, due to increases in staffing levels, and a negotiated increase in wages for contracted employees.
- Labor costs increased just over nine percent per year, and increased their share from about seven to nine percent of total costs during the period. This reflected increases in staffing, especially in the last two audit years.
- Fringe benefits decreased an average of about five percent annually, despite a one-time CalPERS pension charge in FY2016 that almost doubled fringe costs from the prior year. Modest increases, and some decreases, in fringe costs in other review years resulted in the overall decrease in fringe benefit costs.
- Services costs increased over eight percent annually on average, but comprised less than four percent of total costs. Fuel/lubricant costs decreased over eight percent annually, and their overall share of total operating costs decreased from 17 percent to ten percent during the review period.

- There were moderate increases of less than four percent overall in the remaining component cost categories (materials/supplies, casualty/liability and other expenses).

Paratransit – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2012 through FY2017:

- Cost efficiency showed little change, with an average annual increase in the operating cost per hour of 0.5 percent. However, this amounted to an average annual decrease of two percent in inflation adjusted dollars, demonstrating improvement in cost efficiency when adjusting for inflation.
- The operating cost per passenger increased an average of 2.6 percent annually, but showed almost no change when expressed as normalized FY2012 dollars.
- Passenger productivity declined, with passengers per hour decreasing two percent per year on average, and passengers per mile decreasing 0.7 percent annually.

The following is a brief summary of the component operating costs trend highlights for paratransit between FY2012 and FY2017:

- Purchased transportation costs represented by far the largest portion of the total costs, ranging between 59 percent and 65 percent throughout the review period. Purchased transportation costs increased by about five percent per year on average despite larger increases in FY2016 and FY2017, due to increased staffing and higher wages for contracted employees.
- Labor costs increased an average of 10.3 percent per year, increasing that component cost from 6.6 percent to almost 10 percent of total operating costs.
- There was a 4.1 percent average annual decrease in fringe benefits. However, this category accounted for less than four percent of the total costs.

- Fuel/lubricants costs decreased an average of 14 percent annually, with the proportion of fuel costs decreasing from about 17 percent to seven percent of total operating costs.
- Services costs increased an average of 9.5 percent annually, but comprised less than four percent of total operating costs.
- Other component cost categories changed by about five percent or less per year on average.
- PUC Compliance – WestCAT is in compliance with the sections of the state PUC that were reviewed as part of this performance audit. These sections included requirements concerning CHP terminal safety inspections, labor contracts, reduced fares, Welfare-to-Work, revenue sharing, and evaluating passenger needs.
- Status of Prior Audit Recommendations – There were no recommendations made in WestCAT’s prior performance audit.
- Functional Performance Indicator Trends

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

Systemwide – The following is a brief summary of the systemwide functional trend highlights between FY2015 and FY2017:

- Despite an increase in FY2016, administrative costs decreased moderately overall to about 13 percent of total operating costs, and also decreased by about six percent to \$12.30 per vehicle service hour in FY2017.
- Marketing costs increased slightly overall compared to total administrative costs but remained at about \$0.02 per passenger trip.

- The systemwide farebox recovery ratio also had a slight decrease from nearly 24 percent to 23 percent by FY2017.

Bus Service – The following is a brief summary of the bus service functional trend highlights between FY2015 and FY2017:

- Service Planning results showed the operating cost per passenger mile increasing slightly by 1.7 percent, farebox recovery remaining at about 26 percent, and the TDA recovery ratio (reflecting local support and operating cost exclusions) remaining at about 42 percent. Consistently 90 percent or more vehicle miles and hours were in service, and passenger productivity decreased by about 12 to 13 percent.
- Operations results showed slight increases in vehicle operations costs per service hour and compared to total costs as well. Data for schedule adherence was unavailable for the audit period, and there were very small incidences of both complaints received and missed trips.
- Maintenance results showed maintenance costs steady at about 21 percent of total costs but vehicle maintenance costs per service mile increased by about five percent. The vehicle spare ratio increased slightly 29 to 30 percent, but WestCAT showed significant improvement in the mechanical failure rates.
- Safety results showed the rate of preventable accidents increasing about 18 percent, but the actual number of accidents remained low.

Paratransit – The following is a brief summary of the paratransit functional trend highlights between FY2015 and FY2017:

- Service Planning results showed operating cost per passenger mile decreasing by 6.9 percent overall, the farebox recovery ratio decreasing from 4.3 to 3.7 percent, and the TDA recovery ratio (reflecting local support and operating cost exclusions) decreasing from 27 to 23 percent. Consistently about 90 percent of vehicle miles

and hours were in service, while passenger productivity decreased about six to seven percent overall.

- Operations results showed a slight increase in vehicle operations costs per hour but a steady performance compared to total costs. Schedule adherence decreased by about 18 percent between FY2016 and FY2017. There was a slight overall decrease in the rate of complaints. ADA service provision was very good, with were no missed trips or ADA trip denials reported. The trip cancellation and no-show rate both improved, but the late cancellation rate increased. Data for schedule adherence, missed trips, trip cancellations, late cancellations and no-shows was unavailable for FY2015, due to a change in the WCCTA tracking software.
- Maintenance results showed total maintenance costs remaining at about 22 percent of total costs, while vehicle maintenance costs per service mile increased overall from \$1.35 to \$1.46. The spare ratio decreased from 25 to 17 percent, and there was about a 12 percent improvement in the mechanical failure rates.
- Safety results showed the preventable accident rate increased overall, but was very low over the audit period in actual numbers, with three accidents in FY2015 and FY2016, and five accidents in FY2017.

Recommendations

1. CONTINUE EFFORTS TO DEVELOP AND IMPLEMENT STRATEGIES TO TRACK BUS SERVICE ON-TIME PERFORMANCE.
[Reference Section: VI. Functional Performance Indicator Trends]

On-time performance data was not available for WestCAT's bus service for any year of the current audit period. WestCAT indicated its current fixed-route AVL system was antiquated, and could not be reliably configured to analyze on-time performance. The AVL system also is prone to frequent equipment failures, and the data is extremely difficult to extract from the system. This results in incomplete

and inconsistent reporting of on-time data, which WestCAT has determined is not suitable for comparative analysis.

In order to provide more reliable service, WestCAT and its contractor should be tracking the on-time performance of its fixed-route service, and monitoring that service for reliability. WestCAT indicated that it is in the process of testing a new CAD/AVL system that should allow WestCAT to obtain complete and accurate data on all aspects of the fixed-route service. The new CAD/AVL system will be tested on the commuter bus routes in late FY2018 and, depending on available funding, be implemented on the entire fixed-route fleet after testing is complete. WestCAT is encouraged to continue its efforts to collect and implement these strategies to track bus service on-time performance.

2. DEVELOP AND IMPLEMENT STRATEGIES TO IMPROVE SCHEDULE ADHERENCE ON THE PARATRANSIT SERVICE.

[Reference Section: VI. Functional Performance Indicator Trends]

For the paratransit service, WestCAT did not have on-time performance data available for FY2015, due to a change in WestCAT's tracking software. For the remaining audit years, paratransit schedule adherence dropped from almost 99 percent on-time in FY2016 to about 81 percent on-time in FY2017. No explanation was available for the drop in on-time performance.

WestCAT should implement efforts toward identifying the cause of the drop in paratransit on-time performance and make efforts to reverse the trend. Suggested efforts include monitoring activities to identify the causes for late schedule

performance, and developing a plan for addressing the circumstances found that are hindering WestCAT's on-time performance.

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

Functional Performance Inputs - Systemwide (All Modes)

| Data Item | FY2015 | FY2016 | FY2017 | Source |
|-----------------------------|-------------|-------------|-------------|------------------|
| Total Operating Costs | \$8,933,228 | \$9,355,507 | \$9,758,984 | NTD F-40 |
| Administrative Costs | \$1,234,185 | \$1,495,105 | \$1,234,392 | NTD F-40 |
| Vehicle Service Hours | 93,997 | 97,631 | 100,385 | NTD S-10 MB + DR |
| Marketing Costs | \$19,885 | \$24,722 | \$23,528 | Income Statement |
| Unlinked Passenger Trips | 1,338,004 | 1,311,648 | 1,254,815 | NTD S-10 MB + DR |
| Farebox Revenue (All Modes) | \$2,099,439 | \$2,123,169 | \$2,212,012 | NTD F-10 |

Functional Performance Inputs – Bus Service

| Data Item | FY2015 | FY2016 | FY2017 | Source |
|--|-------------|-------------|-------------|-----------------------------|
| Vehicle Service Miles | 1,501,271 | 1,552,507 | 1,620,417 | NTD S-10 MB + CB |
| Total Vehicle Miles | 1,624,923 | 1,724,573 | 1,773,149 | NTD S-10 MB + CB |
| Vehicle Service Hours | 79,572 | 81,884 | 84,533 | NTD S-10 MB + CB |
| Total Vehicle Hours | 85,018 | 88,225 | 91,387 | NTD S-10 MB + CB |
| Unlinked Passenger Trips | 1,296,443 | 1,267,677 | 1,212,409 | NTD S-10 MB + CB |
| Farebox Revenue | \$2,041,008 | \$2,060,850 | \$2,154,805 | NTD F-10 MB = CB |
| Total Operating Costs | \$7,573,940 | \$7,867,508 | \$8,225,859 | NTD F-30 MB + CB |
| Passenger Miles | 12,511,530 | 13,248,546 | 13,358,835 | NTD S-10, FFA-10 MB +CB |
| Vehicle Operations Costs | \$4,976,223 | \$5,723,453 | \$5,409,138 | NTD F-30 MB + CB |
| Local Support (TDA Article 4 services only) (a) | \$1,172,981 | \$1,169,167 | \$1,261,455 | Income Statement |
| TDA Oper. Cost Exclusions - PUC 99247 (b) | \$139,000 | \$134,500 | \$134,200 | Income Statement |
| TDA Oper. Cost Exclusions - PUC 99268.17 (c) | \$0 | \$0 | \$0 | Income Statement |
| Trips On-Time | (d) | (d) | (d) | |
| Total Trips (e) | 127,658 | 134,592 | 134,592 | WCCTA Staff |
| Complaints | 27 | 36 | 59 | WCCTA Staff |
| Missed Trips (f) | 13 | 17 | 58 | Transtrack Accident Reports |
| Vehicle Maintenance Costs | \$1,420,912 | \$915,772 | \$1,609,550 | NTD F-30 MB +CB |
| Non-Vehicle Maintenance Costs | \$137,051 | \$200,368 | \$172,873 | NTD F-30 MB + CB |
| Spare Vehicles (Total less Maximum Service) | 16 | 20 | 17 | NTD S-10 MB + CB |
| Total Vehicles | 55 | 58 | 57 | NTD S-10 MB + CB |
| Revenue Vehicle Mechanical System Failures - Total | 55 | 27 | 46 | NTD R-20 |
| Revenue Vehicle Mechanical System Failures - Major | 12 | 9 | 7 | NTD R-20 |
| Preventable Accidents | 7 | 14 | 9 | Transtrack Accident Reports |

(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)
- Data for FY2017 is estimated

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

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

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

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

(d) Not reported

(e) Average daily number of trips; actual numbers not available

Functional Performance Inputs – Paratransit

| Data Item | FY2015 | FY2016 | FY2017 | Source |
|--|-------------|-------------|-------------|---------------------------------|
| Vehicle Service Miles | 195,867 | 204,538 | 213,274 | NTD S-10 DR |
| Total Vehicle Miles | 216,834 | 222,966 | 242,695 | NTD S-10 DR |
| Vehicle Service Hours | 14,425 | 15,747 | 15,852 | NTD S-10 DR |
| Total Vehicle Hours | 15,891 | 17,268 | 17,680 | NTD S-10 DR |
| Unlinked Passenger Trips | 41,561 | 43,971 | 42,406 | NTD S-10 DR |
| Farebox Revenue | \$58,431 | \$62,319 | \$57,207 | NTD F-10 |
| Total Operating Costs | \$1,359,288 | \$1,487,999 | \$1,533,125 | NTD F-30 DR |
| Passenger Miles | 285,097 | 328,407 | 345,485 | NTD S-10, FFA-10 DR |
| Vehicle Operations Costs | \$874,201 | \$1,068,538 | \$988,654 | NTD F-30 DR |
| Local Support (TDA Article 4 services only) (a) | 301,911 | 308,125 | 291,235 | Income Statement |
| TDA Oper. Cost Exclusions - PUC 99247 (b) | 0 | 0 | 0 | Income Statement |
| TDA Oper. Cost Exclusions - PUC 99268.17 (c) | 0 | 0 | 0 | Income Statement |
| Trips On-Time | (d) | 42,789 | 34,214 | Trapeze On Time Performance Rpt |
| Total Trips | (d) | 43,347 | 42,453 | Trapeze On Time Performance Rpt |
| Complaints | 130 | 112 | 120 | Non-ADA Complaints/ Various |
| Missed Trips | 2 | 0 | 0 | Trapeze System Reports |
| Total ADA Trips | 43,650 | 39,698 | 40,285 | NTD S-10 DR |
| ADA Trip Denials | 0 | 0 | 0 | WCCTA Staff |
| Trip Cancellations | (d) | 11,282 | 11,240 | Trapeze System Reports |
| Late Trip Cancellations | (d) | 1,177 | 2,117 | Trapeze System Reports |
| No Shows | (d) | 541 | 456 | Trapeze System Reports |
| Vehicle Maintenance Costs | \$265,035 | \$179,032 | \$310,933 | NTD F-30 DR |
| Non-Vehicle Maintenance Costs | \$25,621 | \$39,221 | \$33,444 | NTD F-30 DR |
| Spare Vehicles (Total less Maximum Service) | 3 | 3 | 2 | NTD S-10 DR |
| Total Vehicles | 12 | 12 | 12 | NTD S-10 DR |
| Revenue Vehicle Mechanical System Failures - Total | 3 | 1 | 3 | NTD R-20 |
| Revenue Vehicle Mechanical System Failures - Major | 1 | 0 | 1 | NTD R-20 |
| Preventable Accidents | 3 | 3 | 5 | Transtrack Accident Reports |

(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)
- Data for FY2017 is estimated

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

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

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

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

(d) Unavailable for FY2015 due to change in software tracking program