

# **Triennial Performance Audit**

*of the*

## **City of Vacaville Transit Services**

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

**FINAL AUDIT REPORT**

*prepared for the*



**METROPOLITAN  
TRANSPORTATION  
COMMISSION**

*by*



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

**June 2021**

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NOTE:

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

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## EXECUTIVE SUMMARY

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

### Performance Audit and Report Organization

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

- An assessment of data collection and reporting procedures;
- A review of performance trends in TDA-mandated indicators and component costs;
- A review of compliance with selected PUC requirements;
- An evaluation of Vacaville'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 Vacaville’s performance based on the results of the previous sections.

Comments received from Vacaville and MTC staff regarding the draft report will be incorporated into the final report. Highlights from the key activities are presented in this executive summary.

## **Results and Conclusions**

Review of TDA Data Collection and Reporting Methods - The purpose of this review is to determine if Vacaville 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 Vacaville is in compliance with the data collection and reporting requirements for all five TDA statistics. In addition, the statistics collected over the 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 – Vacaville’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 FY2015 through FY2020:
  - There was an average annual increase in the operating cost per vehicle service hour of 12.4 percent, which amounted to a 9.4 percent annual increase in inflation adjusted dollars.
  - The cost per passenger increased on average by 17.3 percent per year, resulting in an average annual increase of 14.1 percent in constant

FY2015 dollars. Only about 40.0 percent of the overall increase occurred between FY2015 and FY2019.

- Passenger productivity decreased, with passengers per vehicle service hour decreasing by 4.2 percent per year on average, and passengers per vehicle service mile decreasing by 3.2 percent annually.
- Employee productivity decreased slightly, by 2.3 percent per year on average.

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

- Purchased transportation costs decreased an average 0.4 percent per year, remaining the largest component cost area at 51.3 percent of total costs in FY2020, down from 62.7 percent in FY2015. Purchased transportation costs decreased in three years of the review period, with the largest decrease of 8.9 percent in FY2020.
- In-house labor decreased by 3.3 percent per year while fringe benefit costs increased by 10.9 percent per year on average. Both of these categories combined comprise from 6.0 to 10.0 percent of operating costs during each year of the review period.
- Services costs increased by 15.1 percent on average per year. This category comprised 15.0 percent of operating costs in FY2015, 14.6 percent in FY2019, and 25.4 percent in FY2020.
- Costs decreased for materials/supplies (including fuels/lubricants) by 0.3 percent annually during the six-year period. The share of materials/supplies costs decreased from about 8.6 percent to 7.1 percent of total operating costs over the six-year period
- There was a 13.4 percent average annual increase in casualty/liability expenses, which increased from 4.1 percent to 6.3 percent of total costs during the review period.
- Miscellaneous expenses including utilities, interest expense, leases and rentals, and other increased by 27.2 percent annually on average but

comprised only 0.7 percent to 4.1 percent of total costs during any year of the six-year period.

- Paratransit – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2015 through FY2020:
  - Cost effectiveness showed a decrease, with an average annual increase in the operating cost per passenger of 21.1 percent. This amounted to an average annual increase of 17.8 percent in inflation adjusted dollars. Costs per passenger nearly doubled from FY2015 through FY2019.
  - Cost efficiency showed a decrease, with operating cost per hour increasing an average of 15.9 percent per year, or 12.7 percent annually when expressed as normalized FY2015 dollars. Just over half of the overall increase came from FY2015 through FY2019.
  - Passenger productivity showed decreases. Passengers per hour decreased by 4.3 percent per year on average, while passengers per service mile decreased by 2.7 percent annually.
  - Employee productivity was stable, and saw an annual increase of 0.2 percent during the six-year period.

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

- Purchased transportation costs represented the largest portion of total paratransit operating costs, at about 60 percent throughout the review period, and increased by 11.4 percent per year on average.
- Annual average decreases were seen in the labor (4.8 percent) and fringe benefits (6.5 percent) categories. These two categories combined accounted for 16.4 percent of costs in FY2015 and 7.8 percent in FY2020.
- Services costs increased by 17.2 percent per year on average during the six-year period. The category represented between 9.0 and 17.8 percent of total costs throughout the six-year period.
- Materials/supplies including fuels/lubricants saw an average annual increase of 2.4 percent and comprised about 8.5 percent of total costs

during the six-year period. Casualty/liability saw an average annual increase of 16.1 percent and accounted for about 9.0 percent of total costs.

- Miscellaneous expenses ranged from \$0.0 to \$2022.00 over six years and comprised from 0.0 to 0.4 percent of total costs during the period.

Compliance with Statutory Requirements – Vacaville is in compliance with each of the seven sections of the state PUC that were reviewed as part of this performance audit. These sections included requirements concerning CHP terminal safety inspections, labor contracts, reduced fares, Welfare-to-Work, revenue sharing, and evaluating passenger needs.

Status of Prior Audit Recommendations – There were two recommendations suggested in Vacaville’s prior performance audit. Vacaville has implemented corrective actions for the recommendations from the prior audit. Therefore, the status of each recommendation is Implemented.

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

- Systemwide (All Modes) – The following is a brief summary of the systemwide functional trend highlights between FY2018 and FY2020:
  - Administrative costs as a percentage of total operating costs held steady through FY2019 before a decrease in FY2020, while administrative cost per vehicle service hour increased in FY2019 and FY2020.
  - Marketing costs as percentage of administrative costs decreased by 30 percent from FY2018 to FY2020 while marketing costs per unlinked passenger trip were unchanged from FY2018 to FY2020.

- The systemwide farebox recovery ratio remained unchanged from FY2018 to FY2019 then decreased by 24.6 percent due to the COVID-19 response and fare-free operations in latter FY2020.
- Bus Service – The following is a brief summary of the bus service functional trend highlights between FY2018 and FY2020:
  - In Service Planning, vehicle service miles as a percentage of total miles and service hours as a percent of total hours were each nearly unchanged during the three-year audit period, with overall three-year decreases of 0.4 and 0.5 percent, respectively.
  - Passengers per vehicle service mile were nearly unchanged during the three-year audit period at 0.81 in FY2018 and 0.82 in FY2020, for a 0.7 percent change over the three year period. Passengers per vehicle service hour decreased slightly from 11.03 in FY2018 to 10.70 in FY2020, for a decline of 3.1 percent over the three-year period.
  - In Operations, overall vehicle operations costs decreased as a percentage of total operating costs, by 8.6 percent overall. Cost per service hour increased by 28.8 percent during the period, with increases in each year.
  - The farebox recovery ratio increased in FY2019 before decreasing in FY2020. The decrease was due in part to a fare-free policy implemented during latter FY2020 for the COVID-19 response. The TDA recovery ratio matched the overall farebox recovery ratio.
  - Percentage of on-time trips were up 2.2 percent overall, complaints per 100,000 service miles were down from 0.6 to zero, and percentage of missed trips was nearly zero during the entirety of the three-year audit period.
  - Maintenance costs increased overall relative to total operating costs and also on a service mile basis, although both indicators decreased in FY2019 before rising in FY2020.



- Vehicle spare ratio was unchanged and mean distance between roadcalls decreased by over 30 percent during the three-year review period.
- Preventable accidents per 100,000 miles decreased by 100 percent, from 0.4 to zero during the three-year period, while casualty and liability costs per vehicle service hour and per vehicle service mile were each up over 100 percent during the three-year period.
- Paratransit – The following is a brief summary of the paratransit functional trend highlights between FY2018 and FY2020:
  - Vehicle service miles as a proportion of total miles and vehicle service hours as a proportion of total hours were both nearly unchanged, with 0.7 percent and 1.2 percent decreases, respectively, over the three year audit period.
  - Passengers per vehicle service mile ranged from 0.24 to 0.26 in each year of the audit period. Passengers per vehicle service hour decreased from 3.17 in FY2018 to 2.81 in FY2020, for a decline of 11.4 percent over three years.
  - Operations results included a decrease of 13.3 percent in vehicle operations costs as a portion of total operating costs and a 33.7 percent increase in vehicle operations cost per service hour. Farebox recovery and TDA recovery ratio each decreased by about 38 percent from FY2018 to FY2020.
  - Percentage of on-time trips were up 1.5 percent overall and reached 97.6 percent in FY2020 while complaints per 10,000 passenger trips decreased from 0.4 in FY2018 to zero in FY2020.
  - Missed trips and ADA trip denials each stood at zero for each year of the three-year audit period.
  - Trip cancelations and no-show and late cancelations as a percentage of ADA trips were both nearly unchanged from FY2018 to FY2020.

- Maintenance results showed vehicle maintenance costs increasing as a percentage of total operating costs, by about 32 percent in FY2019 and nearly 80 percent in FY2020. Vehicle maintenance costs per service mile increased by 45 percent in FY2019 and 161 percent in FY2020.
- Spare ratio was unchanged during the three-year audit period, while mean distance between roadcalls increased by 31 percent from FY2018 to FY2020.
- Preventable accidents per 100,000 vehicle miles decreased from 2.1 in FY2018 to zero in FY2020.

### **Recommendations**

No recommendations are suggested for Vacaville at this time based on the results of this triennial performance audit.

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## I. INTRODUCTION

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

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

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

An overview of Vacaville is provided in Exhibit 1. This is followed by a recent organization chart in Exhibit 2, which reflects the basic organizational structure during the audit period and beyond.

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

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

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

This report presents the findings from both phases.

## Exhibit 1: System Overview

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<b>Locations</b>	Headquarters: 650 Merchant Street, Vacaville, CA 95688
<b>Establishment</b>	The City of Vacaville (City) began providing transit services in July 1981, with the establishment of Vacaville City Coach, which operated deviated fixed-route service. In October 1989, a fixed-route system was developed, initially operating on two routes and later expanding.
<b>Board</b>	The City of Vacaville’s transit program is governed by the City Council, which provides all policy direction. The General Services Division of the Public Works Department administers the program. The General Services Division Manager is responsible for the daily operations of the system and reports to the Director for Public Works.
<b>Facilities</b>	<p>The City Coach maintenance, operations, vehicle storage and administrative functions are located at the transit facilities, in the City’s Corporation Yard on Allison Drive in Vacaville. This location houses both agency staff and contractor employees. City Coach also utilizes two Park and Ride facilities within Vacaville, each containing over one hundred parking spaces and bicycle racks or lockers.</p> <p>The City also operates two transit transfer centers. The first is located in Downtown Vacaville, and named the Downtown Transit Plaza. The second is a regional transfer facility located on Allison Drive, named the Vacaville Transportation Center (VTC). The VTC is also a park and ride lot with 220 surface level parking stalls.</p>
<b>Service Data</b>	<p>The City of Vacaville provides a fixed-route service (City Coach), a demand-response service called City Coach Direct, a local ADA paratransit service (Special Services), and a subsidized local taxi program for eligible residents. City Coach, City Coach Direct, and Special Services are operated under contract by First Transit, Inc.</p> <p>City Coach currently operates two fixed routes as well as the demand-response system, City Coach Direct. Hours of operation are Monday through Friday, 7:00 a.m. to 7:00 p.m. and Saturday, 8:00 a.m. to 6:00 p.m. Local fares are \$1.50 for adults, \$1.25 for youth, and \$0.75 for seniors, passengers with disabilities, and Medicare cardholders. Up to two children under the age of five ride free with a paying adult. Discounted day passes, monthly passes and 20- and 30-ride punch passes also are available. This fare structure has been in effect since July 2005. City Coach also accepts payment with the Clipper card, the all-in-one transit card accepted throughout the Bay Area.</p> <p>Vacaville provides paratransit service through a dial-a-ride program called Special Services, and a subsidized local taxi program. Special Services is a door-to-door service available to people who are certified as disabled under the Americans with Disabilities Act (ADA) Special Services operates during the same days and hours as the fixed-route and demand-response services. The one-way fare is \$2.00.</p>

A 20-ride ADA punch pass can be purchased for \$39.00. For the local taxi service, the City contracts with AA Cab, Yellow Cab and Vacaville Checker Cab, and subsidizes 50 percent of the trip cost. The local taxi scrip program is part of the City's overall Dial-A-Ride (DAR) program.

The City also contributes financially to regional bus services operated by Fairfield and Suisun Transit (FAST), and SolTrans. There are three bus routes connecting Vacaville, Fairfield, Benicia, Pleasant Hill, Yolo County and the Walnut Creek BART station. The City is part of an Intercity Transit Funding Agreement between the four other county transit operators, coordinated by the Solano Transportation Authority in a coordinated cost sharing program to support the transit services between those communities.

**Recent Changes**

As a response to the COVID-19 pandemic, Vacaville initiated a demand-response service called City Coach Direct. The service is currently running as a pilot program until October 13, 2021, and Vacaville Transit Services intends to take the service to the Vacaville Council for full approval prior to that date.

**Response to COVID-19**

Since March 18, 2020, City Coach has regularly updated its website to include bulletins on the agency's response to COVID. The agency has stressed that its highest priority is the safety of the riding public. Bus service was initially cancelled but reinstated a week later with no fare payment in late March. Face coverings and social distancing have been required since March. Routes 5 and 6 are currently in service, operating Monday through Friday, 7:00 a.m. to 7:00 p.m. and Saturday hours are 8:00 a.m. to 6:00 p.m.

In addition, Vacaville has provided input to the MTC's initiative -- Riding Together: Bay Area Healthy Transit Plan – the purpose of which is to identify consistent health and safety standards for public transportation customers to do and public transportation providers to implement as the Bay Area eases out of the COVID-19 stay-at-home order.

**Planned Changes**

Beginning in 2023, the City of Vacaville anticipates purchasing electric buses. All paratransit vehicles and all but three fixed-route vehicles will be replaced during the current 1-year planning horizon. City Coach plans to hire a consultant in 2021 to evaluate the current CNG fueling system and recommend a process to transition to zero emissions.

**Staff**

Within the Public Works Maintenance Division, a total of 1.5 FTEs are dedicated to the City Coach Transit program.

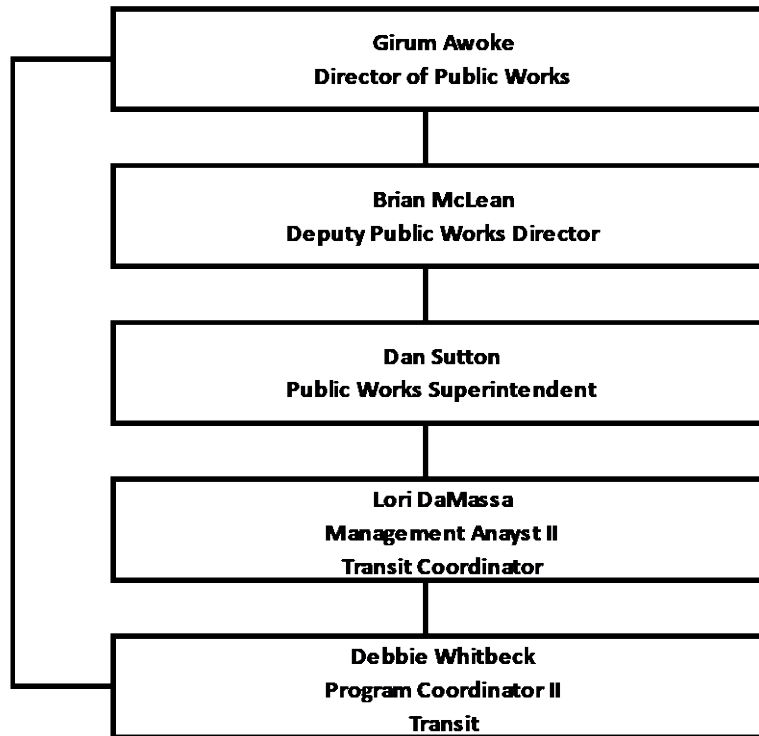


## Exhibit 2: Organization Chart



CITY OF VACAVILLE

Organization Chart



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

This section focuses on the five performance indicators required by TDA law. These indicators have been defined by the state PUC to evaluate the transit operator's efficiency, effectiveness and economy. The purpose of this review is to determine if Vacaville 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 typically relies on the operating and financial statistics in the National Transit Database (NTD) reports submitted annually to the Federal Transit Administration (FTA). Vacaville has obtained an NTD reporting waiver for the audit period, as it operates fewer than 30 vehicles in transit service, and thus is not required to file a complete annual NTD report. Instead, information from the City's TDA claims, performance monitoring reports and definitions provided by City staff were used to analyze TDA data collection and reporting.

### Compliance with Requirements

To support this review, Vacaville 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, Vacaville 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 Vacaville'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. However, in some years there are inconsistencies 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 disproportional to increases or decreases in annual vehicle service hours, vehicle service miles, and employee FTEs. In FY2018, operating costs for the bus service increased by 21.4 percent while vehicle service miles, vehicle service hours, and employee FTEs each decreased. For paratransit services, operating costs increased in FY2018 and FY2019 while at the same time vehicle service miles, vehicle service hours, and employee FTEs each decreased in both years. The trend continued across both modes in FY2020, partially due to COVID-19 restrictions and Vacaville's response to the pandemic.

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

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
Operating Cost	<p>“Operating cost” means all costs in the operating expense object classes exclusive of the costs in the depreciation and amortization expense object class of the uniform system of accounts and records adopted by the Controller pursuant to Section 99243. Also excluded are all subsidies for commuter rail services operated on railroad lines under the jurisdiction of the Federal Railroad Administration, all direct costs for providing charter services, all vehicle lease costs, and principal and interest payments on capital projects funded with certificates of participation.</p>	In Compliance	<ul style="list-style-type: none"> <li>• Reported according to TDA definition and City Audit Reports (generally corresponds to NTD line items).</li> <li>• Costs allocated between fixed-route and paratransit based on service usage.</li> <li>• City staff time and administrative costs allocated on a 70/30 percent split between fixed route and paratransit. Cost allocation follows Federal guidelines (approved by HUD).</li> </ul>
Vehicle Service Hours	<p>“Vehicle service hours” means the total number of hours that each transit vehicle is in revenue service, including layover time.</p>	In Compliance	<ul style="list-style-type: none"> <li>• Fixed-Route: calculated based on current schedule, consistent with the TDA definition.</li> <li>• Demand Response: calculated from first passenger pick-up to last passenger drop-off. Data source – driver manifests.</li> <li>• Paratransit: calculated from first passenger pick-up to last passenger drop-off. Data source - driver manifests.</li> <li>• Data entered from driver manifests into Transit Contract Operator Monthly Reports (fixed-route and paratransit). MTC Quarterly Report Worksheets track performance for inclusion in MTC Quarterly Reports.</li> </ul>

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
Vehicle Service Miles	“Vehicle service miles” means the total number of miles that each transit vehicle is in revenue service.	In Compliance	<ul style="list-style-type: none"> <li>• Fixed-Route: calculated based on current schedule, consistent with the TDA definition.</li> <li>• Demand Response: calculated from first passenger pick-up to last passenger drop-off. Data source - driver manifests.</li> <li>• Paratransit: calculated from first passenger pick-up to last passenger drop-off. Data source - driver manifests.</li> <li>• Data entered from driver manifests into Transit Contract Operator Monthly Reports and MTC Quarterly Report Worksheets as above.</li> </ul>
Unlinked Passengers	“Unlinked passengers” means the number of boarding passengers, whether revenue producing or not, carried by the public transportation system.	In Compliance	<ul style="list-style-type: none"> <li>• Fixed-Route: drivers count passengers on each run using counters that track different fare categories. Drivers record passenger counts at end of each run, then reset the counter. Passenger counts included in Transit Contract Operator Monthly Reports and MTC Quarterly Reports.</li> <li>• Demand Response: passenger counts on driver manifests entered into a spreadsheet, incorporated in Transit Contract Operator Monthly Reports.</li> <li>• Paratransit: passenger counts on driver manifests entered into a spreadsheet, incorporated in Transit Contract Operator Monthly Reports.</li> </ul>
Employee Full-Time Equivalents	2,000 person-hours of work in one year constitute one employee.	In Compliance	<ul style="list-style-type: none"> <li>• Contractor provides annual employee hours for both fixed-route and paratransit.</li> <li>• City administrative staff hours added to contractor’s figures, based on 70/30 split between fixed-route and paratransit. FTEs calculated on spreadsheet. Calculation is consistent with TDA definition.</li> </ul>

### Exhibit 3.2: TDA Statistics – Bus Service

TDA Statistic	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Operating Cost (Actual \$)	\$1,739,936	\$1,744,591	\$1,825,691	\$2,217,068	\$1,941,506	\$2,084,693
<i>Annual Change</i>	- -	0.3%	4.6%	21.4%	-12.4%	7.4%
Vehicle Service Hours	36,719	36,864	37,059	36,738	31,465	24,510
<i>Annual Change</i>	- -	0.4%	0.5%	-0.9%	-14.4%	-22.1%
Vehicle Service Miles	505,092	502,827	504,444	499,976	419,993	321,179
<i>Annual Change</i>	- -	-0.4%	0.3%	-0.9%	-16.0%	-23.5%
Unlinked Passengers	485,578	492,754	432,670	405,386	358,591	262,202
<i>Annual Change</i>	- -	1.5%	-12.2%	-6.3%	-11.5%	-26.9%
Employee Full-Time Equivalents	24.0	23.9	24.4	23.3	21.0	18.0
<i>Annual Change</i>	- -	-0.2%	1.9%	-4.4%	-9.9%	-14.3%

Sources: FY2015 through FY2017 - Prior Performance Audit Report

FY2018 through FY2020 - Operating Costs from MTC TDA Claims (FY2018 and FY2019 past actual, FY2020 current adjusted); Service Hours, Service Miles, and Unlinked Passengers from Vacaville Year-end Quarterly Performance Reports; FTEs from City Calculations

### Exhibit 3.3: TDA Statistics – Paratransit

TDA Statistic	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Operating Cost (Actual \$)	\$422,077	\$541,567	\$490,811	\$558,524	\$581,902	\$669,492
<i>Annual Change</i>	- -	28.3%	-9.4%	13.8%	4.2%	15.1%
Vehicle Service Hours	7,521	7,451	7,690	7,337	6,422	5,705
<i>Annual Change</i>	- -	-0.9%	3.2%	-4.6%	-12.5%	-11.2%
Vehicle Service Miles	94,230	94,412	97,912	88,299	83,331	65,943
<i>Annual Change</i>	- -	0.2%	3.7%	-9.8%	-5.6%	-20.9%
Unlinked Passengers	26,354	26,240	25,552	23,292	20,283	16,047
<i>Annual Change</i>	- -	-0.4%	-2.6%	-8.8%	-12.9%	-20.9%
Employee Full-Time Equivalents	10.3	10.5	10.4	10.0	9.3	7.7
<i>Annual Change</i>	- -	2.3%	-0.5%	-4.3%	-7.0%	-17.2%

Sources:      *FY2015 through FY2017 - Prior Performance Audit Report*  
*FY2018 through FY2020 - Operating Costs from MTC TDA Claims (FY2018 and FY2019 past actual, FY2020 current adjusted);*  
*Service Hours, Service Miles, and Unlinked Passengers from Vacaville Year-end Quarterly Performance Reports;*  
*FTEs from City Calculations*

Note:            *FY2015 through FY2020 includes totals for Special Services Demand Response and Local Taxi Demand Response*



### III. TDA PERFORMANCE INDICATORS AND TRENDS

The performance trends for Vacaville’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)

Vacaville’s MTC TDA claim applications and internal performance reports/summaries were the source of all operating and financial statistics except for FTEs. Employee FTE data was provided by City of Vacaville staff.

In addition to presenting performance for the three years of the audit period (FY2018 through FY2020), this analysis features two enhancements:

- Six-Year Time Period – While the performance audit focuses on the three fiscal years of the audit period, six-year trend lines have been constructed for Vacaville’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 FY2018 to FY2020 trend lines have been combined with those from the prior audit period (FY2015 through FY2017) to define a six-year period of performance.
- Normalized Cost Indicators for Inflation – Two financial performance indicators (cost per hour and cost per passenger) are presented in both constant and current dollars to illustrate the impact of inflation in the Bay Area. The inflation adjustment relies on the All Urban Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) for the San

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

The following discussion is organized to present an overview of Vacaville’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 Vacaville’s bus service over the past six years. The trends in the TDA indicators and input statistics are presented in Exhibit 4. The six-year trends are illustrated in Exhibits 4.1 through 4.4.

#### Operating Cost Per Vehicle Service Hour (Exhibit 4.1)

- A key indicator of cost efficiency, the cost per hour of bus service increased an average of 12.4 percent annually during the six-year period. From FY2015 through FY2019 cost per hour increased at only about 5.0 percent annually.
- From FY2015 through FY2019 the cost per hour ranged from a low of \$47.33 in FY2016 to a high of \$61.70 in FY2019. There were increases each year except FY2016. Increases included 22.5 percent in FY2018 and 37.8 percent in FY2020. The latter increase in FY2020 resulted from a reduction in service levels and increased costs due to Vacaville’s response to the COVID-19 pandemic.

- In FY2015 constant dollars, there was an average annual increase of 9.4 percent in this indicator.

#### Passengers per Vehicle Service Hour (Exhibit 4.2)

- A key indicator of passenger productivity, passengers per hour decreased by an average of 4.2 percent annually during the six-year period.
- The decrease reflects an overall decrease in unlinked passengers over the six-year period of 11.6 percent annually.
- Passengers per hour decreased overall from 13.2 in FY2015 to 11.4 in FY2019. Due to COVID-19 restrictions the number decreased further to 10.7 in FY2020.

#### Passengers per Vehicle Service Mile (Exhibit 4.2)

- Similar to passengers per hour, passengers per mile also decreased overall, but by a slightly lower 3.2 percent annually on average.
- Performance in passengers per mile was similar to that of passengers per hour, with decreases during three years of the six-year period.
- Passengers per mile decreased overall from 0.96 passengers per mile in FY2015 to 0.85 passengers in FY2019 and 0.82 passengers in FY2020.

#### Operating Cost per Passenger (Exhibit 4.3)

- A key measure of cost effectiveness, the cost per passenger increased from \$3.58 in FY2015 to \$5.41 in FY2019 and \$7.95 in FY2020.
- The cost per passenger increased in three years of the review period, largely due to operating cost increasing 21.4 percent in FY2018 and ridership decreasing in each year from FY2017 through FY2020.
- Overall, cost per passenger increased an average of 17.3 percent annually. With the impact of inflation removed from the cost side (normalization), cost per passenger exhibited an average annual increase of 14.1 percent per year.

Vehicle Service Hours per Employee (FTE) (Exhibit 4.4)

- A measure of employee productivity, this indicator decreased by an average 2.3 percent per year over the six years.
- Hours per FTE decreased overall from 1,533 in FY2015 to 1,362 in FY2020.
- Annual FTEs decreased at a lower rate (5.6 percent annually) than vehicle service hours (7.8 percent annually) overall during the six-year period.

\* \* \* \* \*

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

- There was an average annual increase in the operating cost per vehicle service hour of 12.4 percent, which amounted to a 9.4 percent annual increase in inflation adjusted dollars.
- The cost per passenger increased on average by 17.3 percent per year, resulting in an average annual increase of 14.1 percent in constant FY2015 dollars. Only about 40.0 percent of the overall increase occurred between FY2015 and FY2019.
- Passenger productivity decreased, with passengers per vehicle service hour decreasing by 4.2 percent per year on average, and passengers per vehicle service mile decreasing by 3.2 percent annually.
- Employee productivity decreased slightly, by 2.3 percent per year on average.

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

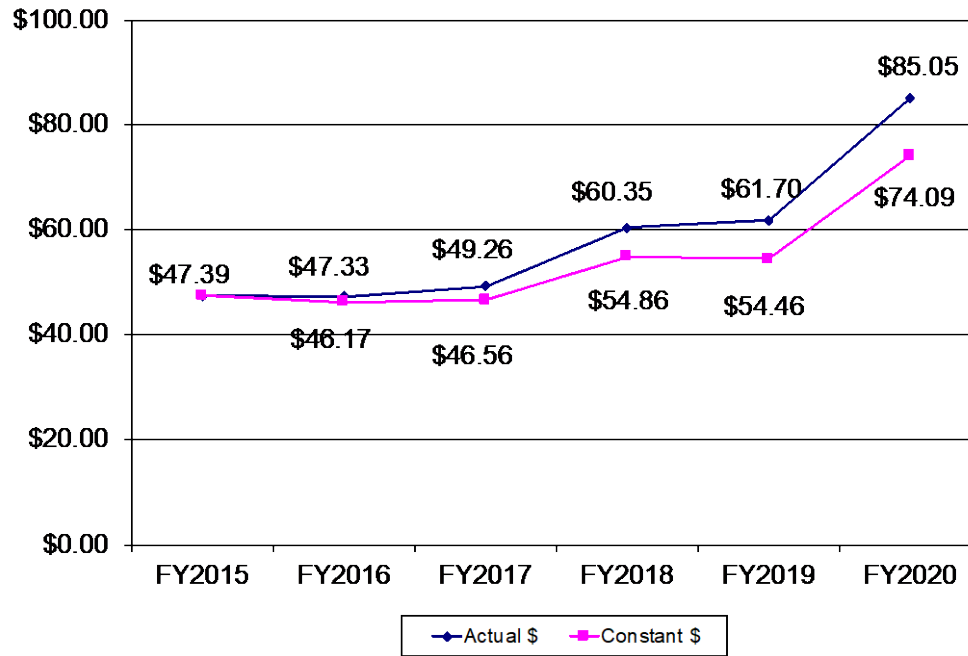
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Av. Ann. Chg.
<b>Performance Indicators</b>							
Op. Cost per Vehicle Svc. Hour (Actual \$)	\$47.39	\$47.33	\$49.26	\$60.35	\$61.70	\$85.05	--
<i>Annual Change</i>	--	-0.1%	4.1%	22.5%	2.2%	37.8%	12.4%
Op. Cost per Vehicle Svc. Hour (Constant \$)	\$47.39	\$46.17	\$46.56	\$54.86	\$54.46	\$74.09	--
<i>Annual Change</i>	--	-2.6%	0.9%	17.8%	-0.7%	36.0%	9.4%
Passengers per Vehicle Service Hour	13.2	13.4	11.7	11.0	11.4	10.7	--
<i>Annual Change</i>	--	1.1%	-12.7%	-5.5%	3.3%	-6.1%	-4.2%
Passengers per Vehicle Service Mile	0.96	0.98	0.86	0.81	0.85	0.82	--
<i>Annual Change</i>	--	1.9%	-12.5%	-5.5%	5.3%	-4.4%	-3.2%
Op. Cost per Passenger (Actual \$)	\$3.58	\$3.54	\$4.22	\$5.47	\$5.41	\$7.95	--
<i>Annual Change</i>	--	-1.2%	19.2%	29.6%	-1.0%	46.8%	17.3%
Op. Cost per Passenger (Constant \$)	\$3.58	\$3.45	\$3.99	\$4.97	\$4.78	\$6.93	--
<i>Annual Change</i>	--	-3.6%	15.5%	24.7%	-3.9%	44.9%	14.1%
Vehicle Service Hours per FTE	1,533	1,542	1,521	1,577	1,498	1,362	--
<i>Annual Change</i>	--	0.6%	-1.4%	3.7%	-5.0%	-9.1%	-2.3%
<b>Input Data</b>							
Operating Cost (Actual \$)	\$1,739,936	\$1,744,591	\$1,825,691	\$2,217,068	\$1,941,506	\$2,084,693	--
<i>Annual Change</i>	--	0.3%	4.6%	21.4%	-12.4%	7.4%	3.7%
Operating Cost (Constant \$)	\$1,739,936	\$1,702,040	\$1,725,606	\$2,015,516	\$1,713,598	\$1,815,935	--
<i>Annual Change</i>	--	-2.2%	1.4%	16.8%	-15.0%	6.0%	0.9%
Vehicle Service Hours	36,719	36,864	37,059	36,738	31,465	24,510	--
<i>Annual Change</i>	--	0.4%	0.5%	-0.9%	-14.4%	-22.1%	-7.8%
Vehicle Service Miles	505,092	502,827	504,444	499,976	419,993	321,179	--
<i>Annual Change</i>	--	-0.4%	0.3%	-0.9%	-16.0%	-23.5%	-8.7%
Unlinked Passengers	485,578	492,754	432,670	405,386	358,591	262,202	--
<i>Annual Change</i>	--	1.5%	-12.2%	-6.3%	-11.5%	-26.9%	-11.6%
Employee Full-Time Equivalents	24.0	23.9	24.4	23.3	21.0	18.0	--
<i>Annual Change</i>	--	-0.2%	1.9%	-4.4%	-9.9%	-14.3%	-5.6%
Bay Area CPI - Annual Change	--	2.5%	3.3%	4.0%	3.0%	1.3%	--
- Cumulative Change	--	2.5%	5.8%	10.0%	13.3%	14.8%	2.8%

Sources: FY2015 through FY2017 - Prior Performance Audit Report

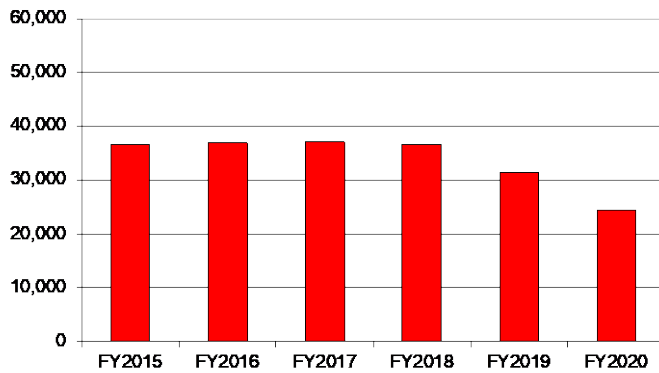
FY2018 through FY2020 - Operating Costs from MTC TDA Claims (FY2018 and FY2019 past actual, FY2020 current adjusted); Service Hours, Service Miles, and Unlinked Passengers from Vacaville Year-end Quarterly Performance Reports; FTEs from City Calculations

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

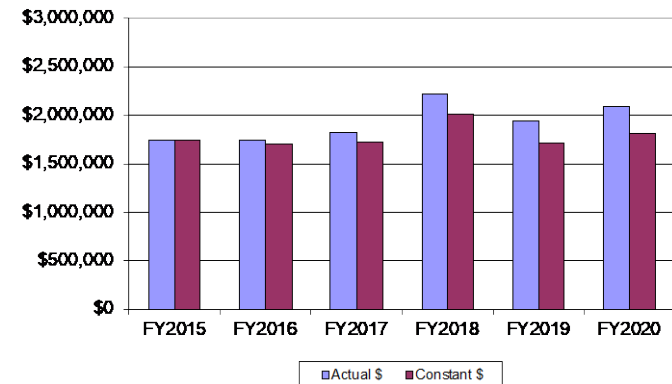
**Exhibit 4.1: Operating Cost per Vehicle Service Hour - Bus Service**



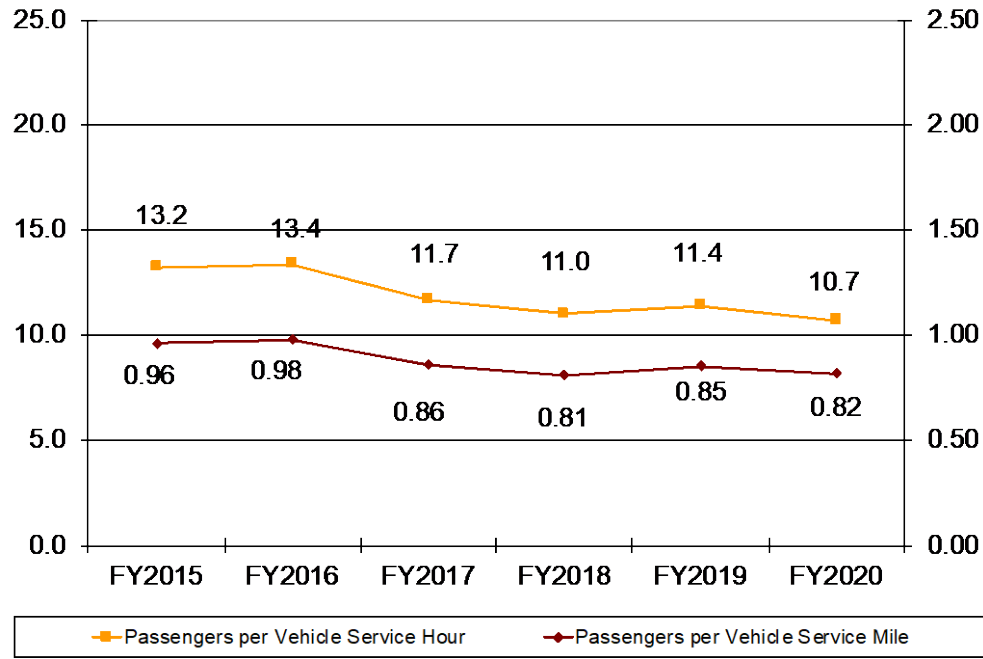
**Vehicle Service Hours**



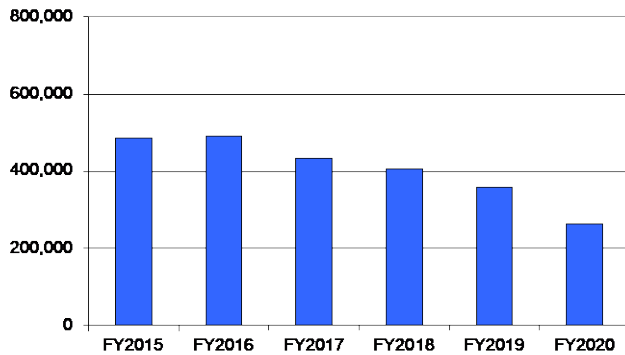
**Operating Cost**



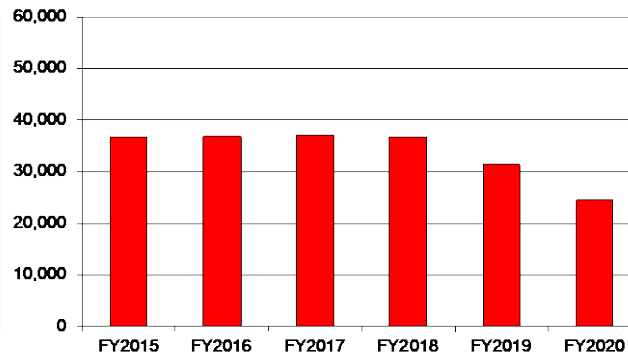
**Exhibit 4.2: Passengers per Hour and per Mile – Bus Service**



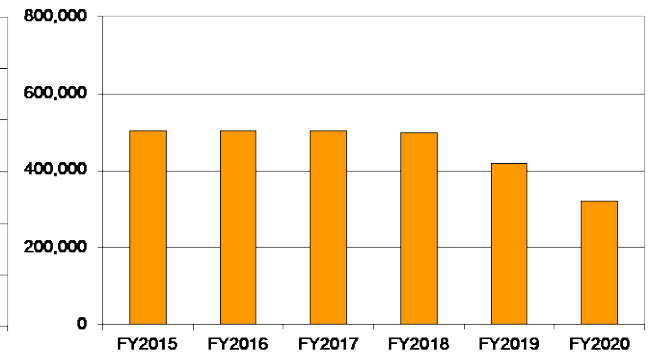
**Unlinked Passengers**



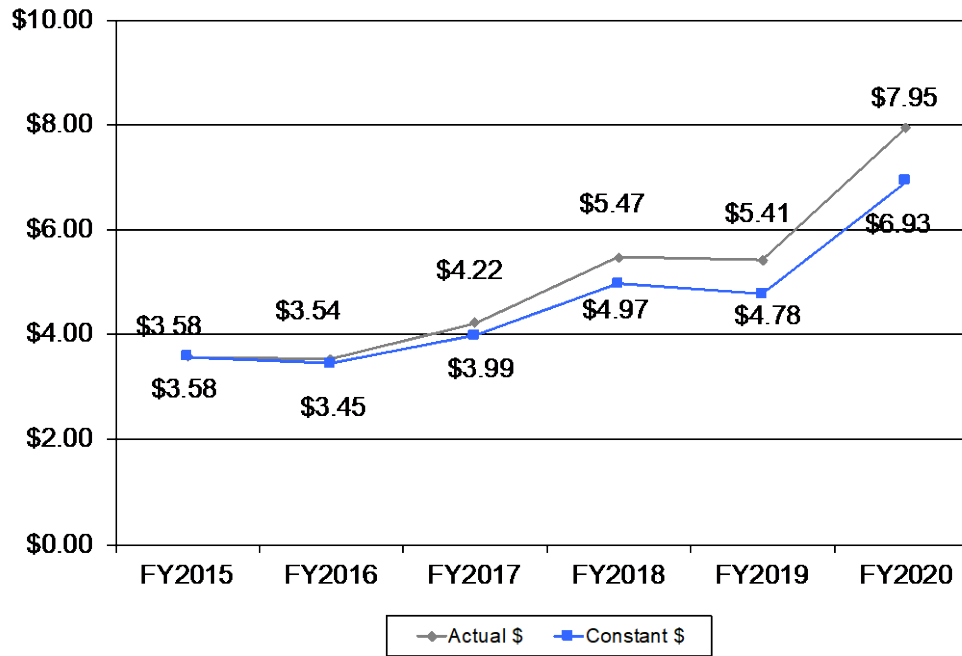
**Vehicle Service Hours**



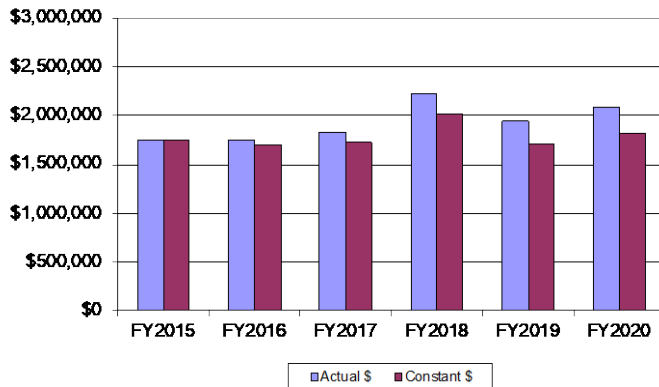
**Vehicle Service Miles**



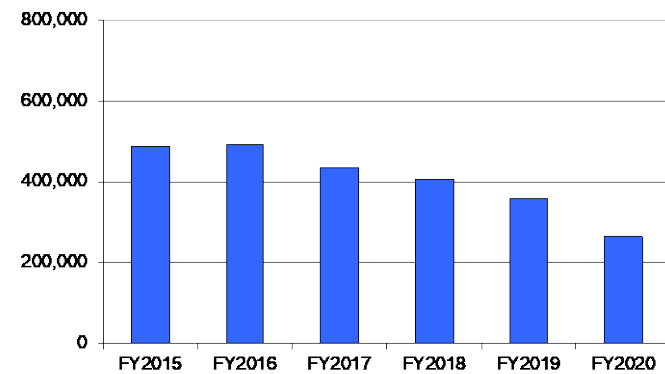
**Exhibit 4.3: Operating Cost per Passenger – Bus Service**



**Operating Cost**

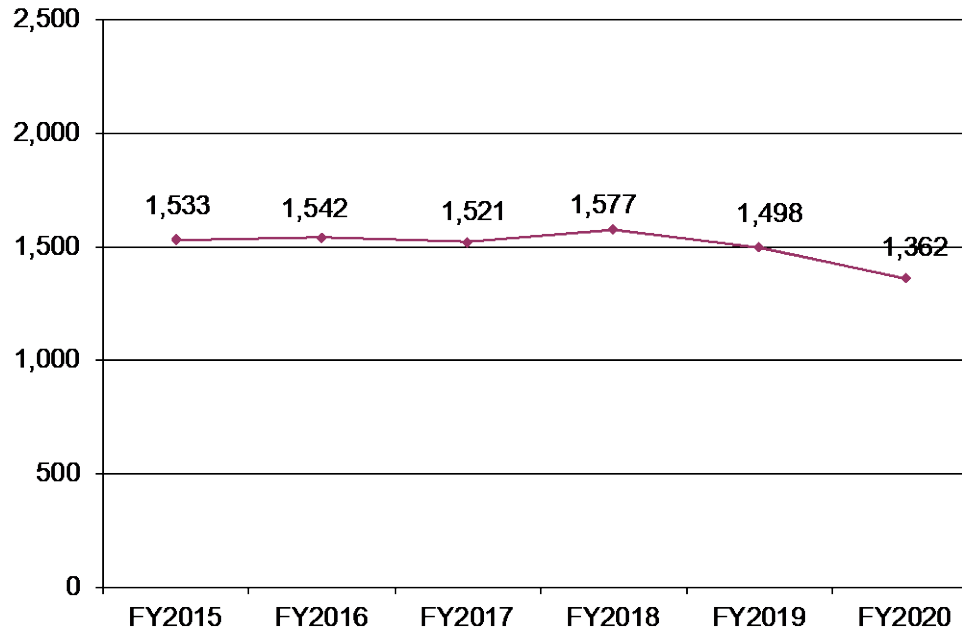


**Unlinked Passengers**

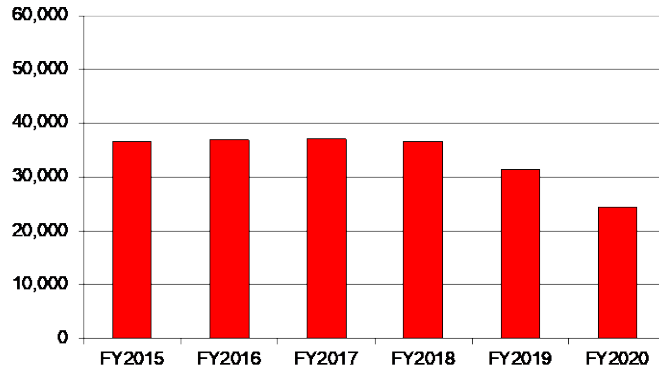




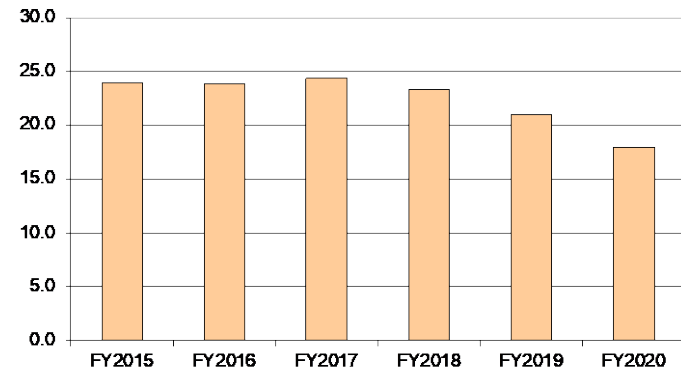
### Exhibit 4.4: Vehicle Service Hours per FTE – Bus Service



**Vehicle Service Hours**



**Full-time Equivalents**



## Bus Service Component Costs

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

- In-house labor costs decreased by an annual average of 3.3 percent over the six-year period. The overall decrease is largely attributed to decreases of 33.6 percent in FY2017 and 17.8 percent in FY2018.
- Fringe benefits costs increased an annual average of 10.9 percent over the six-year period, due in large part to increases of 28.7 percent in FY2016 and 21.6 percent in FY2019.
- Services costs increased by 15.1 percent on average per year. Annual changes in service costs varied throughout the review period with a 156.2 percent increase in FY2018 and a 43.5 percent decrease in FY2019.
- Purchased transportation costs were relatively flat overall during the six-year period, with an average annual decrease of 0.4 percent.
- Costs for materials/supplies including fuels/lubricants were also flat, decreasing by 0.3 percent per year on average during the review period.
- Casualty/liability expenses increased by 13.4 percent per year on average. Annual increases in costs in this category included 27.9 percent in FY2016, 18.4 percent in FY2017, and 18.6 percent in FY2019.
- Miscellaneous expenses, including utilities, interest, leases and rentals, and other increased by 27.2 percent per year on average from FY2015 to FY2020. The largest annual decrease was 615.7 percent in FY2018.

\* \* \* \* \*

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

- Purchased transportation costs decreased an average 0.4 percent per year, remaining the largest component cost area at 51.3 percent of total costs in FY2020, down from 62.7 percent in FY2015. Purchased transportation costs decreased in three years of the review period, with the largest decrease of 8.9 percent in FY2020.
- In-house labor decreased by 3.3 percent per year while fringe benefit costs increased by 10.9 percent per year on average. Both of these categories combined comprise from 6.0 to 10.0 percent of operating costs during each year of the review period.
- Services costs increased by 15.1 percent on average per year. This category comprised 15.0 percent of operating costs in FY2015, 14.6 percent in FY2019, and 25.4 percent in FY2020.
- Costs decreased for materials/supplies (including fuels/lubricants) by 0.3 percent annually during the six-year period. The share of materials/supplies costs decreased from about 8.6 percent to 7.1 percent of total operating costs over the six-year period.
- There was a 13.4 percent average annual increase in casualty/liability expenses, which increased from 4.1 percent to 6.3 percent of total costs during the review period.
- Miscellaneous expenses including utilities, interest expense, leases and rentals, and other increased by 27.2 percent annually on average but comprised only 0.7 percent to 4.1 percent of total costs during any year of the six-year period.

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

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Av. Ann. Chg.
<b>COST CATEGORIES</b>							
Labor (Salaries/Wages)	\$110,038	\$120,374	\$79,976	\$65,704	\$96,749	\$93,113	--
Annual Change	--	9.4%	-33.6%	-17.8%	47.2%	-3.8%	-3.3%
Fringe Benefits	\$44,956	\$57,858	\$55,494	\$56,569	\$68,777	\$75,368	--
Annual Change	--	28.7%	-4.1%	1.9%	21.6%	9.6%	10.9%
Services	\$261,671	\$227,481	\$196,340	\$503,031	\$284,407	\$528,839	--
Annual Change	--	-13.1%	-13.7%	156.2%	-43.5%	85.9%	15.1%
Purchased Transportation	\$1,091,308	\$1,083,305	\$1,207,576	\$1,243,672	\$1,173,267	\$1,068,881	--
Annual Change	--	-0.7%	11.5%	3.0%	-5.7%	-8.9%	-0.4%
Materials/Supplies (a)	\$149,905	\$143,479	\$166,857	\$158,727	\$151,214	\$147,865	--
Annual Change	--	-4.3%	16.3%	-4.9%	-4.7%	-2.2%	-0.3%
Casualty/Liability	\$70,586	\$90,263	\$106,834	\$99,087	\$117,510	\$132,376	--
Annual Change	--	27.9%	18.4%	-7.3%	18.6%	12.7%	13.4%
Miscellaneous Expenses (b)	\$11,472	\$21,831	\$12,614	\$90,278	\$49,581	\$38,251	--
Annual Change	--	90.3%	-42.2%	615.7%	-45.1%	-22.9%	27.2%
<b>Total</b>	<b>\$1,739,936</b>	<b>\$1,744,591</b>	<b>\$1,825,691</b>	<b>\$2,217,068</b>	<b>\$1,941,505</b>	<b>\$2,084,693</b>	<b>--</b>
Annual Change	--	0.3%	4.6%	21.4%	-12.4%	7.4%	3.7%
<b>OPERATING STATISTICS</b>							
Vehicle Service Hours	36,719	36,864	37,059	36,738	31,465	24,510	--
Annual Change	--	0.4%	0.5%	-0.9%	-14.4%	-22.1%	-7.8%

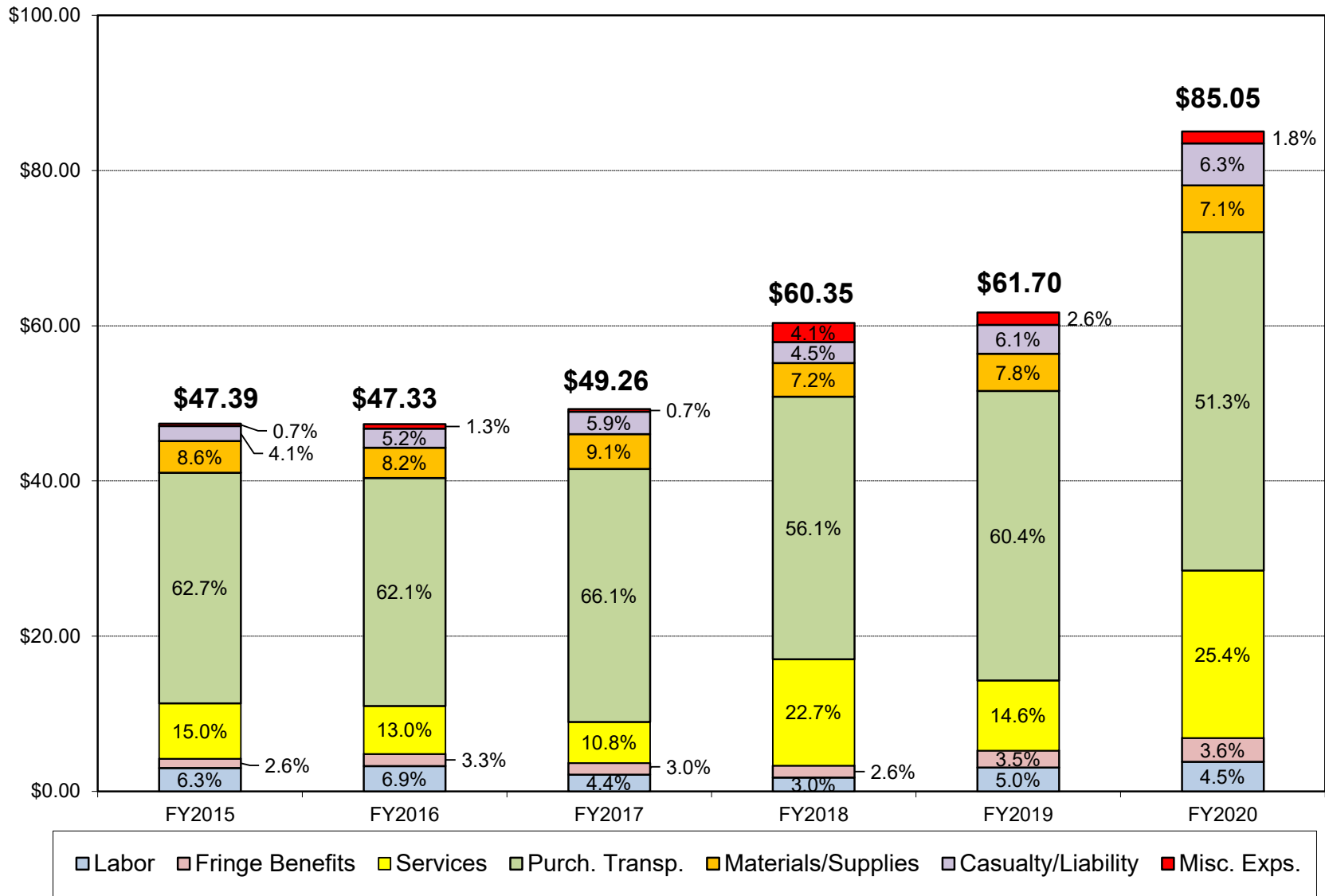
Sources: FY2015 through FY2017 - Prior Performance Audit Report

FY2018 through FY2020 - Operating Costs from MTC TDA Claims (FY2018 and FY2019 past actual, FY2020 current adjusted)

Notes: (a) Includes fuels/lubricants and other materials/supplies

(b) Includes utilities, interest expense, leases and rentals, and other

**Exhibit 4.6: Distribution of Component Costs – Bus Service**  
*Operating Cost per Vehicle Service Hour*



## Paratransit Performance Trends

This section provides an overview of the performance of Vacaville'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 5.4.

### Operating Cost per Vehicle Service Hour (Exhibit 5.1)

- Vacaville's paratransit cost per hour increased from \$56.12 in FY2015 to \$90.61 in FY2019 and \$117.35 in FY2020.
- The average annual increase was 15.9 percent annually and increases occurred in each year except for FY2017. Just over half of the overall increase occurred from FY2015 through FY2019.
- With the effects of inflation removed, cost per hour exhibited an average annual increase of 12.7 percent.

### Passengers per Vehicle Service Hour (Exhibit 5.2)

- Passengers per vehicle service hour decreased from 3.5 per hour in FY2015 to 2.8 per hour in FY2020.
- The trend amounted to an average annual decrease of 4.3 percent. There were decreases in each year from FY2017 through FY2020.

### Passengers per Vehicle Service Mile (Exhibit 5.2)

- Performance in passengers per vehicle service mile saw an average annual decrease of 2.7 percent over the six-year period.
- Vacaville's paratransit service carried from 0.24 to 0.28 passengers per mile in every year of the review period.

### Operating Cost per Passenger (Exhibit 5.3)

- The cost per passenger increased by 21.1 percent per year on average during the six-year period, from \$16.02 in FY2015, to \$28.69 in FY2019 and \$41.72 in FY2020.
- FY2017 was the only year within the six-year period to see a decline in operating cost per passenger.
- With the impact of inflation removed, there was an average annual increase in the cost per passenger of 17.8 percent.

### Vehicle Service Hours per FTE (Exhibit 5.4)

- Employee productivity was flat overall during the review period, at 733 hours per FTE in FY2015 and 741 hours per FTE in FY2020, a 0.2 percent average annual increase.
- Productivity decreased by about 6.0 percent overall from FY2015 through FY2019 before a decrease in FTEs from 9.3 to 7.7 in FY2020 led to increased productivity in the final year of the six-year period.

\* \* \* \* \*

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

- Cost effectiveness showed a decrease, with an average annual increase in the operating cost per passenger of 21.1 percent. This amounted to an average annual increase of 17.8 percent in inflation adjusted dollars. Costs per passenger nearly doubled from FY2015 through FY2019.
- Cost efficiency showed a decrease, with operating cost per hour increasing an average of 15.9 percent per year, or 12.7 percent annually when expressed as normalized FY2015 dollars. Just over half of the overall increase came from FY2015 through FY2019.

- Passenger productivity showed decreases. Passengers per hour decreased by 4.3 percent per year on average, while passengers per service mile decreased by 2.7 percent annually.
- Employee productivity was stable, and saw an annual increase of 0.2 percent during the six-year period.



### Exhibit 5: TDA Indicator Performance – Paratransit

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Av. Ann. Chg.
<b>Performance Indicators</b>							
Op. Cost per Vehicle Svc. Hour (Actual \$)	\$56.12	\$72.68	\$63.82	\$76.12	\$90.61	\$117.35	- -
<i>Annual Change</i>	- -	29.5%	-12.2%	19.3%	19.0%	29.5%	15.9%
Op. Cost per Vehicle Svc. Hour (Constant \$)	\$56.12	\$70.91	\$60.33	\$69.20	\$79.97	\$102.22	- -
<i>Annual Change</i>	- -	26.4%	-14.9%	14.7%	15.6%	27.8%	12.7%
Passengers per Vehicle Service Hour	3.5	3.5	3.3	3.2	3.2	2.8	- -
<i>Annual Change</i>	- -	0.5%	-5.6%	-4.5%	-0.5%	-10.9%	-4.3%
Passengers per Vehicle Service Mile	0.28	0.28	0.26	0.26	0.24	0.24	- -
<i>Annual Change</i>	- -	-0.6%	-6.1%	1.1%	-7.7%	0.0%	-2.7%
Op. Cost per Passenger (Actual \$)	\$16.02	\$20.64	\$19.21	\$23.98	\$28.69	\$41.72	- -
<i>Annual Change</i>	- -	28.9%	-6.9%	24.8%	19.6%	45.4%	21.1%
Op. Cost per Passenger (Constant \$)	\$16.02	\$20.14	\$18.16	\$21.80	\$25.32	\$36.34	- -
<i>Annual Change</i>	- -	25.7%	-9.8%	20.1%	16.2%	43.5%	17.8%
Vehicle Service Hours per FTE	733	710	736	734	691	741	- -
<i>Annual Change</i>	- -	-3.1%	3.7%	-0.3%	-5.9%	7.3%	0.2%
<b>Input Data</b>							
Operating Cost (Actual \$)	\$422,077	\$541,567	\$490,811	\$558,524	\$581,902	\$669,492	- -
<i>Annual Change</i>	- -	28.3%	-9.4%	13.8%	4.2%	15.1%	9.7%
Operating Cost (Constant \$)	\$422,077	\$528,358	\$463,905	\$507,749	\$513,594	\$583,181	- -
<i>Annual Change</i>	- -	25.2%	-12.2%	9.5%	1.2%	13.5%	6.7%
Vehicle Service Hours	7,521	7,451	7,690	7,337	6,422	5,705	- -
<i>Annual Change</i>	- -	-0.9%	3.2%	-4.6%	-12.5%	-11.2%	-5.4%
Vehicle Service Miles	94,230	94,412	97,912	88,299	83,331	65,943	- -
<i>Annual Change</i>	- -	0.2%	3.7%	-9.8%	-5.6%	-20.9%	-6.9%
Unlinked Passengers	26,354	26,240	25,552	23,292	20,283	16,047	- -
<i>Annual Change</i>	- -	-0.4%	-2.6%	-8.8%	-12.9%	-20.9%	-9.4%
Employee Full-Time Equivalents	10.3	10.5	10.4	10.0	9.3	7.7	- -
<i>Annual Change</i>	- -	2.3%	-0.5%	-4.3%	-7.0%	-17.2%	-5.6%
Bay Area CPI - Annual Change	- -	2.5%	3.3%	4.0%	3.0%	1.3%	- -
- Cumulative Change	- -	2.5%	5.8%	10.0%	13.3%	14.8%	2.8%

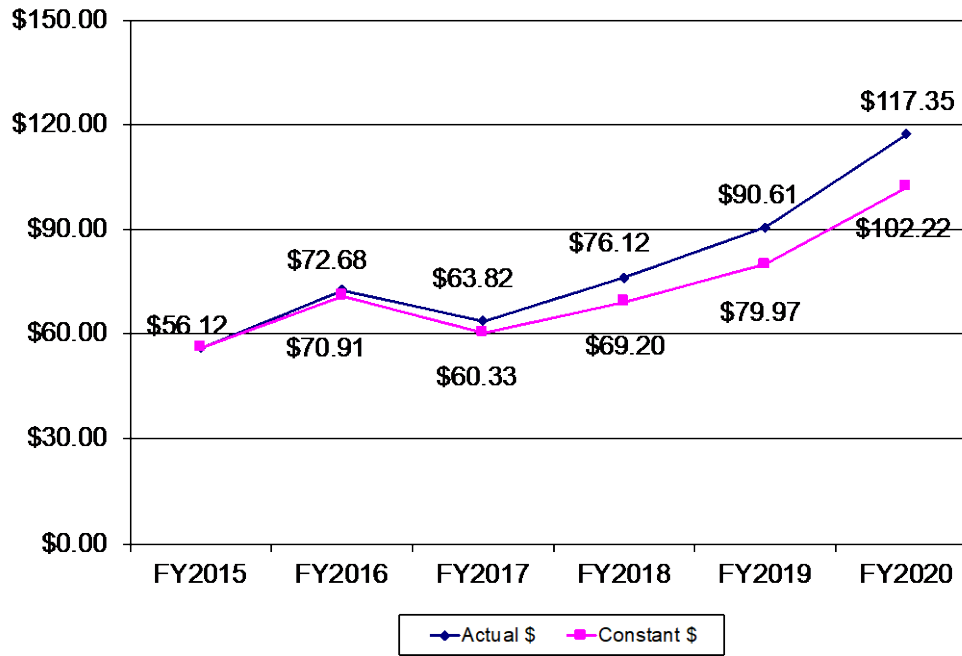
Sources: FY2015 through FY2017 - Prior Performance Audit Report

FY2018 through FY2020 - Operating Costs from MTC TDA Claims (FY2018 and FY2019 past actual, FY2020 current adjusted), Service Hours, Service Miles, and Unlinked Passengers from Vacaville Year-end Quarterly Performance Reports; FTEs from City Calculations

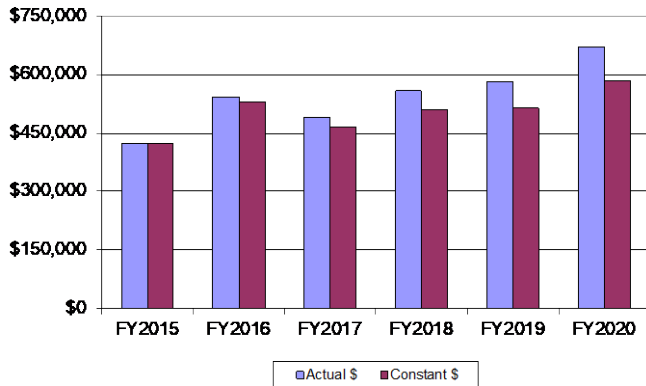
CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

Note: FY2015 through FY2020 includes totals for Special Services Demand Response and Local Taxi Demand Response

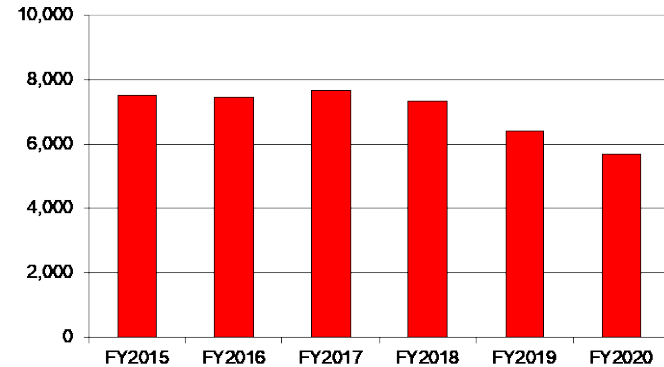
**Exhibit 5.1: Operating Cost per Vehicle Service Hour – Paratransit**



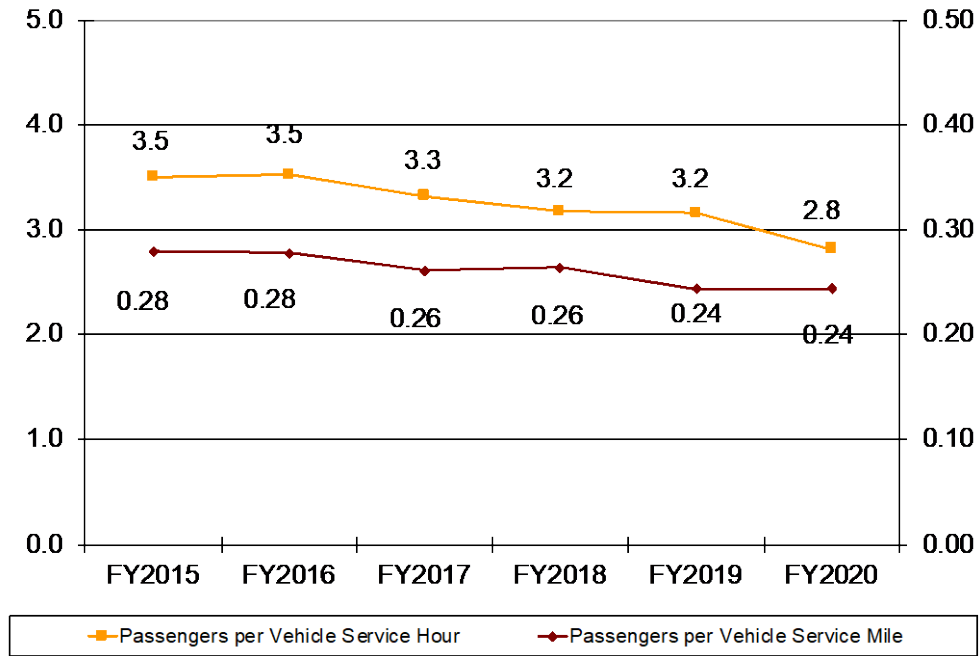
**Operating Cost**



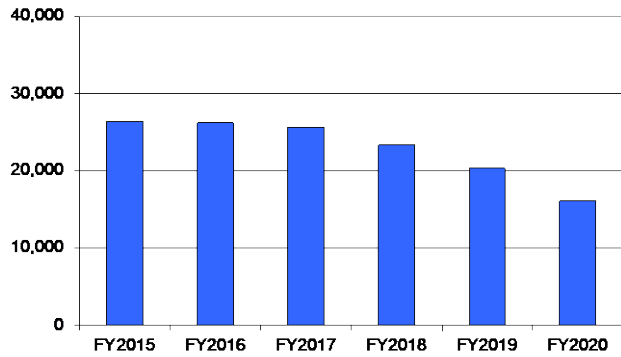
**Vehicle Service Hours**



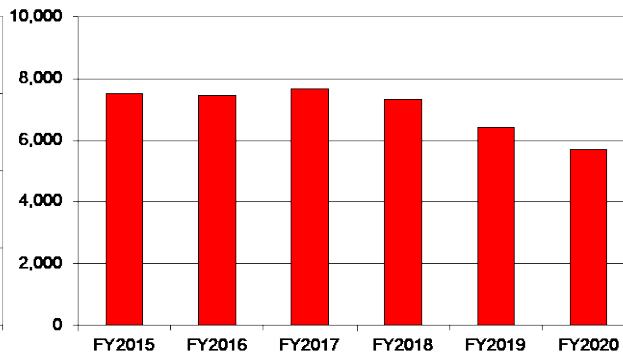
**Exhibit 5.2: Passengers per Hour and per Mile – Paratransit**



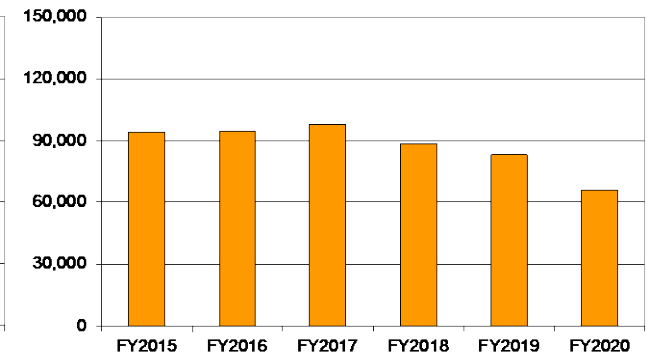
**Unlinked Passengers**



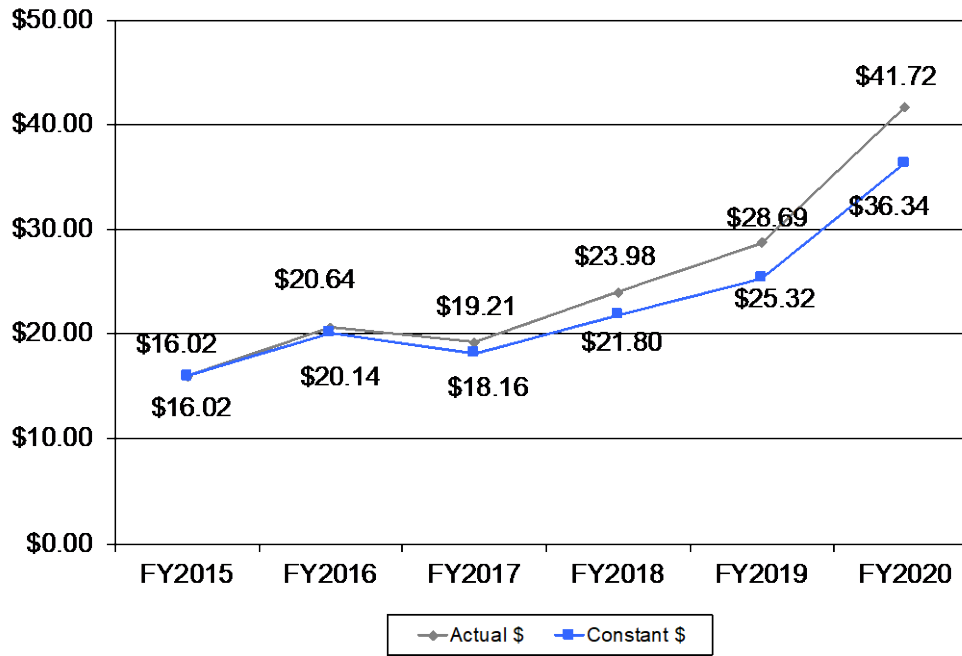
**Vehicle Service Hours**



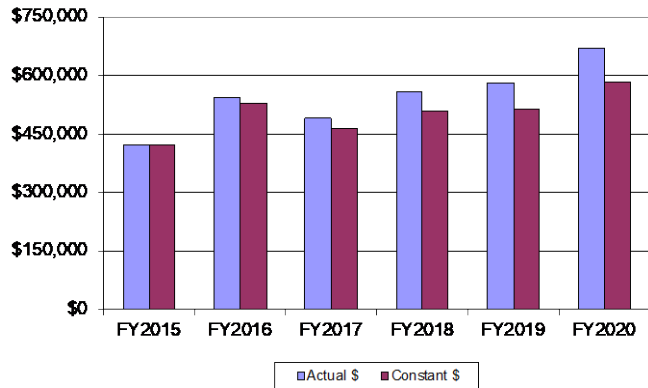
**Vehicle Service Miles**



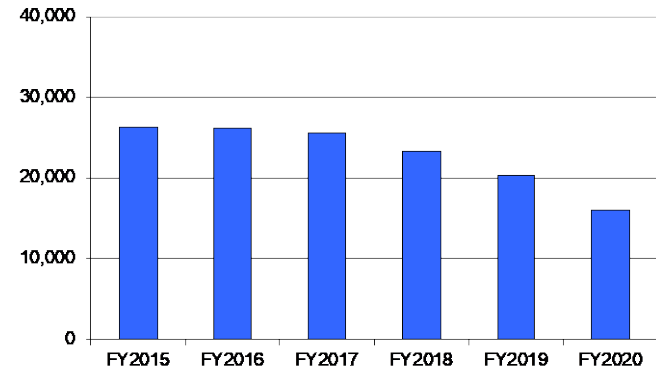
**Exhibit 5.3: Operating Cost per Passenger – Paratransit**



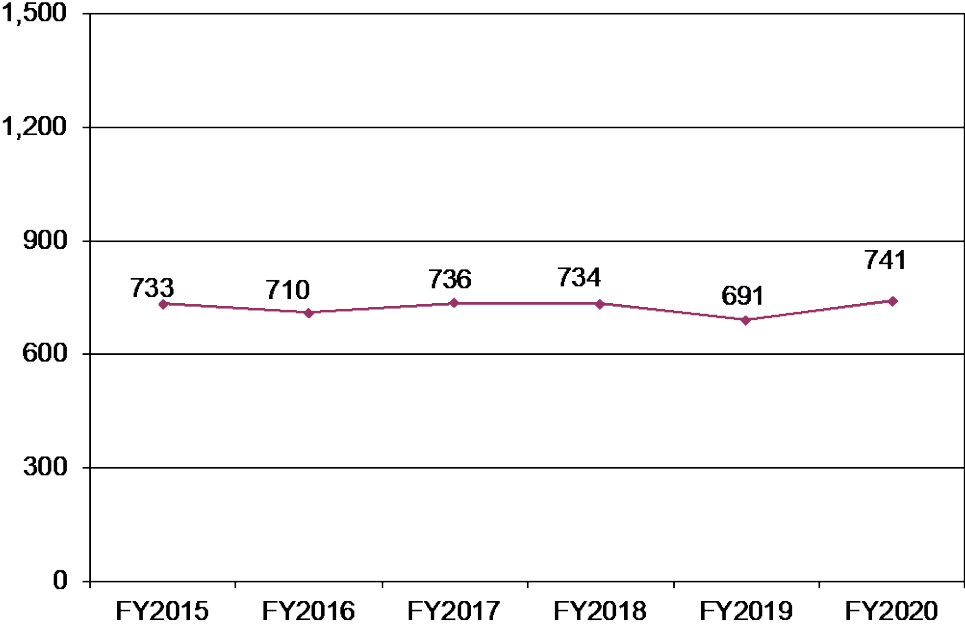
**Operating Cost**



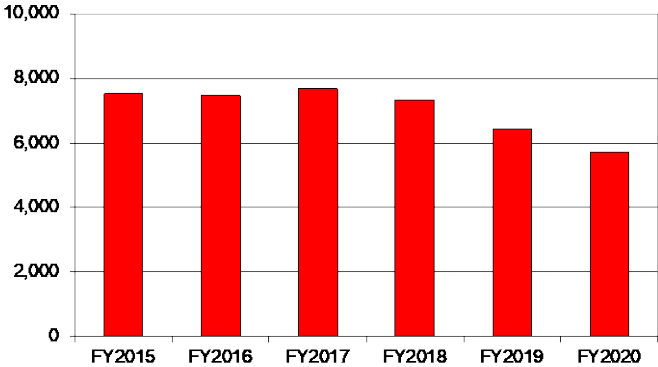
**Unlinked Passengers**



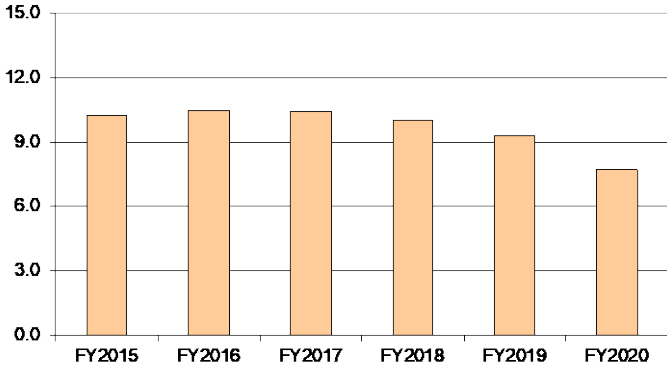
**Exhibit 5.4: Vehicle Service Hours per FTE – Paratransit**



**Vehicle Service Hours**



**Full-time Equivalent**



## 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 decreased an annual average of 4.8 percent over the six-year period. FY2018 saw an increase of 68.4 percent while FY2019 saw an increase of 55.1 percent. Labor comprised from 2.3 to 9.3 percent of total operating costs for paratransit during the six-year period.
- Fringe benefits costs decreased by 6.5 percent annually on average. The category saw a 34.9 percent increase in FY2018. Fringe benefits decreased from 7.1 percent of total operating costs in FY2015 to 3.2 percent in FY2020.
- Average annual costs for services increased by 17.2 percent annually. However, from FY2015 through FY2019 there was a 2.0 percent overall decrease in this area.
- Purchased transportation costs increased by 11.4 percent per year on average. Purchased transportation costs comprise about 60.0 percent of total operating costs and were relatively flat from FY2018 through FY2020.
- The materials/supplies category, which includes fuels/lubricants, saw an average annual increase of 2.4 percent over the six-year period. The category comprised 10.7 percent of overall costs in FY2015 and 7.6 percent in FY2020.
- There was an increase in casualty/liability costs of 16.1 percent per year on average during the review period. Each year saw increases in this category, comprising 6.7 percent of costs in FY2015 and 9.0 percent in FY2020.
- Miscellaneous expenses increased during the six-year period, but annual amounts were small, ranging from \$0.00 to \$2022.00, making comparisons difficult due to outsize percentage changes. The area comprised from 0.0 percent to 0.4 percent of overall costs during the six-year period.

\* \* \* \* \*

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

- Purchased transportation costs represented the largest portion of total paratransit operating costs, at about 60 percent throughout the review period, and increased by 11.4 percent per year on average.
- Annual average decreases were seen in the labor (4.8 percent) and fringe benefits (6.5 percent) categories. These two categories combined accounted for 16.4 percent of costs in FY2015 and 7.8 percent in FY2020.
- Services costs increased by 17.2 percent per year on average during the six-year period. The category represented between 9.0 and 17.8 percent of total costs throughout the six-year period.
- Materials/supplies including fuels/lubricants saw an average annual increase of 2.4 percent and comprised about 8.5 percent of total costs during the six-year period. Casualty/liability saw an average annual increase of 16.1 percent and accounted for about 9.0 percent of total costs.
- Miscellaneous expenses ranged from \$0.0 to \$2022.00 over six years and comprised from 0.0 to 0.4 percent of total costs during the period.

### Exhibit 5.5: Component Costs Trends – Paratransit

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Av. Ann. Chg.
<b>COST CATEGORIES</b>							
Labor (Salaries/Wages)	\$39,125	\$27,867	\$11,532	\$19,418	\$30,114	\$30,585	--
<i>Annual Change</i>	--	-28.8%	-58.6%	68.4%	55.1%	1.6%	-4.8%
Fringe Benefits	\$29,840	\$24,734	\$14,529	\$19,602	\$22,495	\$21,342	--
<i>Annual Change</i>	--	-17.1%	-41.3%	34.9%	14.8%	-5.1%	-6.5%
Services	\$53,790	\$75,471	\$57,650	\$54,534	\$52,290	\$118,910	--
<i>Annual Change</i>	--	40.3%	-23.6%	-5.4%	-4.1%	127.4%	17.2%
Purchased Transportation	\$225,874	\$333,339	\$324,679	\$372,136	\$374,010	\$386,957	--
<i>Annual Change</i>	--	47.6%	-2.6%	14.6%	0.5%	3.5%	11.4%
Materials/Supplies (a)	\$45,029	\$43,353	\$43,201	\$49,412	\$53,076	\$50,711	--
<i>Annual Change</i>	--	-3.7%	-0.4%	14.4%	7.4%	-4.5%	2.4%
Casualty/Liability	\$28,419	\$36,777	\$39,214	\$41,400	\$49,296	\$59,951	--
<i>Annual Change</i>	--	29.4%	6.6%	5.6%	19.1%	21.6%	16.1%
Miscellaneous Expenses (b)	\$0	\$26	\$6	\$2,022	\$621	\$1,036	--
<i>Annual Change</i>	--	--	-76.9%	33600.0%	-69.3%	66.8%	535.4%
<b>Total</b>	<b>\$422,077</b>	<b>\$541,567</b>	<b>\$490,811</b>	<b>\$558,524</b>	<b>\$581,902</b>	<b>\$669,492</b>	<b>--</b>
<i>Annual Change</i>	--	28.3%	-9.4%	13.8%	4.2%	15.1%	9.7%
<b>OPERATING STATISTICS</b>							
Vehicle Service Hours	7,521	7,451	7,690	7,337	6,422	5,705	--
<i>Annual Change</i>	--	-0.9%	3.2%	-4.6%	-12.5%	-11.2%	-5.4%

Sources: FY2015 through FY2017 - Prior Performance Audit Report

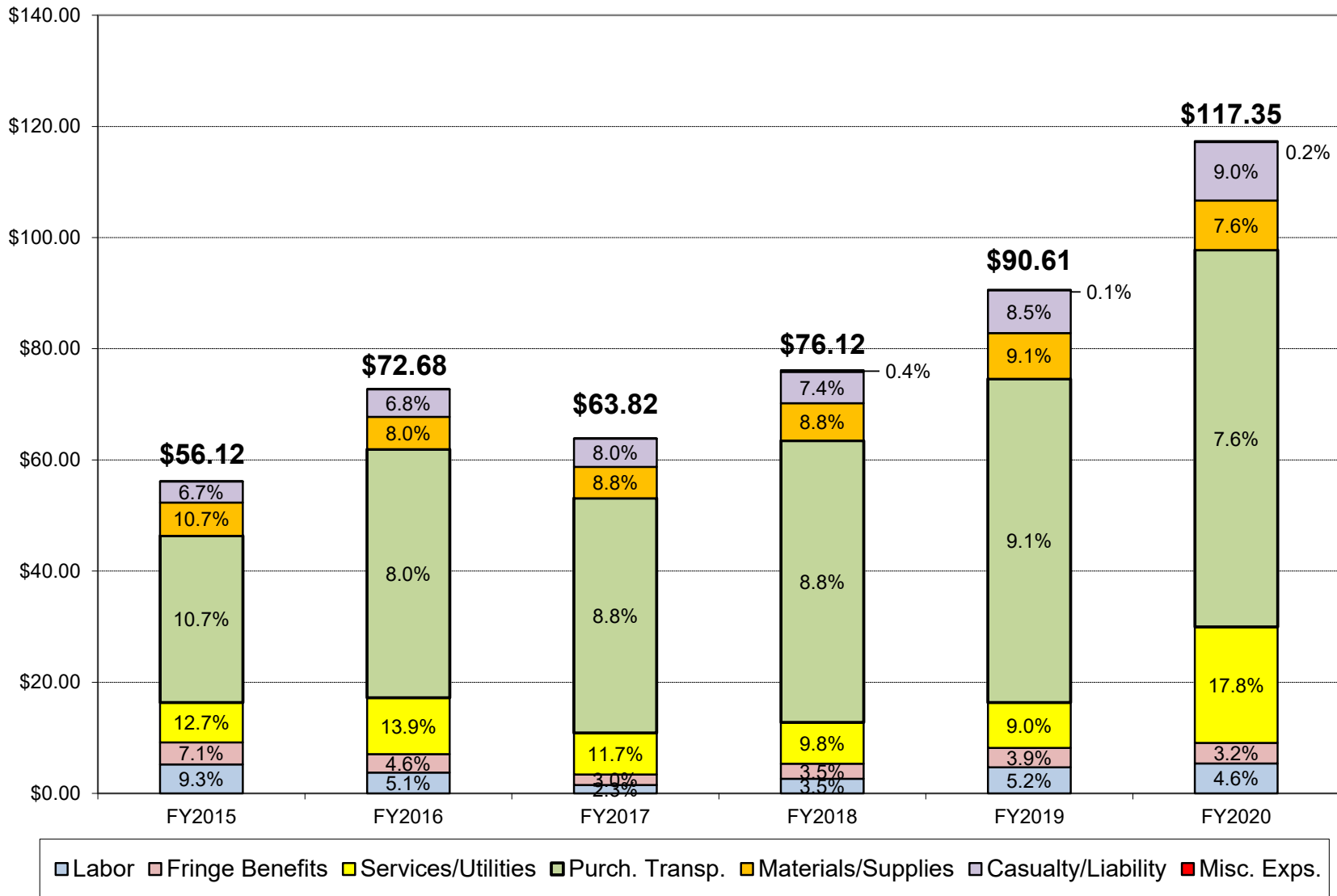
FY2018 through FY2020 - Operating Costs from MTC TDA Claims (FY2018 and FY2019 past actual, FY2020 current adjusted)

Notes: (a) Includes fuels/lubricants and other materials/supplies

(b) Includes utilities, interest expense, leases and rentals, and other



**Exhibit 5.6: Distribution of Component Costs – Paratransit**  
*Operating Cost per Vehicle Service Hour*



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#### **IV. COMPLIANCE WITH PUC REQUIREMENTS**

An assessment of Vacaville'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 Vacaville's TDA-STA claim application.

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

## Exhibit 6: Compliance with State PUC Requirements

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99251	<u>CHP Certification</u> - The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808 following a CHP inspection of the operator's terminal	In Compliance	Satisfactory Inspections: <ul style="list-style-type: none"> <li>• 2018: February 22, 2018</li> <li>• 2019: February 22, 2019</li> <li>• 2020: March 5, 2020</li> </ul>
PUC99264	<u>Operator-to-Vehicle Staffing</u> - The operator does not routinely staff with two or more persons public transportation vehicles designed to be operated by one person	In Compliance	No provision for excess vehicle staffing in: <ul style="list-style-type: none"> <li>• <i>The Agreement for the Provision of Fixed-Route and Paratransit Services</i> between the City of Vacaville and First Transit, Inc. dated May 2, 2011.</li> <li>• The First and Second Amendments of 2013 to the above Agreement.</li> <li>• <i>The Agreement for the Provision of Fixed-Route and Paratransit Services</i> between the City of Vacaville and First Transit, Inc. dated July 28, 2016 (valid from August 1, 2016 through July 31, 2021).</li> </ul>
PUC99314.5 (e)(1)(2)	<u>Part Time Drivers and Contracting</u> - Operators receiving STA funds are not precluded by contract from employing part-time drivers or from contracting with common carriers	In Compliance	Vacaville contracts with First Transit, Inc. to provide its fixed-route and paratransit services. Further, the labor agreements between First Transit, Inc. and the Brotherhood of Teamsters and Chauffeurs Local 315 indicate general assignments of full- and part-time drivers. Current contract is valid from August 1, 2017 and July 31, 2021.

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 is posted on the Vacaville Transit Services website:  <a href="http://www.citycoach.com/fares/">http://www.citycoach.com/fares/</a></p>
PUC99155.1 (a)(1)(2)	<p><u>Welfare to Work Coordination</u> - Operators must coordinates with county welfare departments in order to ensure that transportation moneys available for purposes of assisting recipients of aid are expended efficiently for the benefit of that population; if a recipient of CalWORKs program funds by the county, the operator shall give priority to the enhancement of public transportation services for welfare-to-work purposes and to the enhancement of transportation alternatives, such as, but not limited to, subsidies or vouchers, van pools, and contract paratransit operations, in order to promote welfare-to-work purposes</p>	In Compliance	<ul style="list-style-type: none"> <li>• Participates in the regional MTC Coordinated Human Services Transportation Plan.</li> <li>• Monthly meetings with transit partners at the Solano Transportation Authority (STA), with a primary mission to coordinate transportation services throughout the community -- including efforts that relate to welfare-to-work.</li> <li>• Vacaville Transit Service Evaluation Study Working Paper One Market Analysis, September 14, 2017.</li> </ul>
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"> <li>• Restated Clipper MOU, August 21, 2015 and amendments dated February 19, 2016, April 17, 2017, and October 1, 2020.</li> <li>• Intercity ADA Taxi Scrip Program MOU, October 1, 2018 and Amendment, June 30, 2020.</li> </ul>

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99246(d)	<p><u>Process for Evaluation of Passenger Needs</u> - The operator has an established process in place for evaluating the needs and types of passengers being served</p>	<p>In Compliance</p>	<ul style="list-style-type: none"> <li>• On-Board Transit Surveys – conducted to evaluate the needs of riders on a regular basis.</li> <li>• Route by Route Data Tracking – monitoring of monthly reports generated by the operating contractor to develop a trend analysis report.</li> <li>• Route-Level Passenger Monitoring - continuous detailed route level passenger counting.</li> <li>• Public Forums and Outreach - customer-oriented planning approach includes public meetings to gather input from transit riders and the general public. Additionally, staff conduct outreach programs (e.g., with schools, youth and senior Round Table committees), to educate citizens and discuss transit related issues and concerns.</li> </ul>

## V. STATUS OF PRIOR AUDIT RECOMMENDATIONS

Vacaville's prior performance audit was completed in May 2018. Generally, MTC has used the audit recommendations as the basis for developing the Productivity Improvement Program (PIP) projects the operator is required to complete. MTC tracks PIP project implementation as part of its annual review of the operator's TDA-STA claim application. This section provides an assessment of actions taken by TDA-STA recipients toward implementing the recommendations advanced in the prior audit. This assessment provides continuity between the current and prior audits, which allows MTC to fulfill its obligations where the recommendations were advanced as PIP projects.

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

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

- Closed – no actions have been taken to address the issue, but changes in circumstances have impacted the need to implement the recommendation.

Vacaville has implemented corrective actions for the recommendations from the prior audit. Exhibit 7, below, outlines steps Vacaville has taken in order to address the recommendations. Therefore, the status of each recommendation is currently Implemented.

- The prior audit recommended that Vacaville take steps to reduce preventable accidents on City Coach bus service. Based on the recommendation to reduce preventable accidents, Vacaville City Coach staff first reviewed the transit service contractor's training materials. Staff then met with the contractor to get a better understanding of their training program and help identify any possible ways for improvement.
- City Coach transit staff monitored the preventable accidents throughout the three year period. For all three years preventable accidents were reduced significantly. FY2017-2018 had two preventable accidents; FY2018-2019 saw one preventable accident; and in FY2019-2020 there were no preventable accidents.
- The prior audit also recommended that Vacaville eliminate all ADA trip denials on the Special Services. Transit staff immediately worked with the transit services contractor to ensure there were no ADA trip denials due to capacity constraints on the Special Services. After working with the contractor it was realized that the reporting could have been made in error. Due to this realization, city staff worked directly with the contractor to ensure they had a complete understanding of the accurate definition of an ADA trip denial. For all three years for this reporting period there were zero ADA trip denials.



## Exhibit 7: Status of Prior Audit Recommendations

Recommendation	Actions Taken	Evaluation
<p>1. Take steps to reduce preventable accidents on Vacaville's bus service.</p>	<p>Based on the recommendation to reduce preventable accidents City Coach staff first reviewed the transit services contractor's safety training materials. Staff then met with the contractor to get a better understanding of their training program and help identify any possible ways for improvement.</p> <p>City Coach transit staff monitored the preventable accidents throughout the three year period. For all three years the preventable accidents were reduced significantly.</p> <p>FY 2017-2018, two preventable accidents  FY 2018-2019, one preventable accident  FY 2019-2020, no preventable accidents</p>	<p>Implemented</p>
<p>2. Eliminate all ADA trip denials on the Special Services.</p>	<p>Per the prior audit recommendation, transit staff immediately worked with our transit services contractor to ensure there were no ADA trip denials due to capacity constraints on the Special Services. After working with the contractor it was realized that the reporting could have been made in error. Due to this realization, city staff worked directly with the contractor to ensure they had a complete understanding of the accurate definition of an ADA trip denial. For all three years for this reporting period there were zero ADA trip denials.</p>	<p>Implemented</p>

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## VI. FUNCTIONAL PERFORMANCE INDICATOR TRENDS

To further assess Vacaville'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 Vacaville, or for which input data were maintained by Vacaville on an on-going basis, such as performance reports, contractor 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 (All Modes)

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

- Administrative costs as a percentage of total operating costs decreased from 27.1 percent to 25.8 percent over the audit period.
- Administrative costs per vehicle service hour increased from \$17.06 in FY2018 to \$18.51 in FY2019 before increasing even further to \$23.50 in FY2020 due to the response to COVID-19.
- Marketing costs as percentage of administrative costs decreased from 7.8 percent in FY2018 to 5.4 percent in FY2020 while marketing costs per unlinked passenger trip were unchanged at \$0.14 in both FY2018 and FY2020.
- The systemwide farebox recovery ratio held steady at 13.5% in both FY2018 and FY2019, before decreasing slightly to 10.2% in FY2020. Although there was a 24.6 percent reduction in FY2020, Vacaville had suspended fare collection during the latter half of the fiscal year due to the COVID-19 emergency.

\* \* \* \* \*

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

- Administrative costs as a percentage of total operating costs held steady through FY2019 before a decrease in FY2020, while administrative cost per vehicle service hour increased in FY2019 and FY2020.
- Marketing costs as percentage of administrative costs decreased by 30 percent from FY2018 to FY2020 while marketing costs per unlinked passenger trip were unchanged from FY2018 to FY2020.
- The systemwide farebox recovery ratio remained unchanged from FY2018 to FY2019 then decreased by 24.6 percent due to the COVID-19 response and fare-free operations in latter FY2020.

### Exhibit 8: Functional Performance Trends – Systemwide (All Modes)

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>MANAGEMENT, ADMINISTRATION &amp; MARKETING</b>			
Administrative Cost/Total Operating Cost	27.1%	27.8%	25.8%
<i>Annual Percent Change</i>	--	2.6%	-7.2%
<i>Three Year Percent Change</i>	--	--	-4.9%
Administrative Cost/Vehicle Service Hour	\$17.06	\$18.51	\$23.50
<i>Annual Percent Change</i>	--	8.5%	27.0%
<i>Three Year Percent Change</i>	--	--	37.7%
Marketing Cost/Total Administrative Cost	7.8%	9.1%	5.4%
<i>Annual Percent Change</i>	--	16.9%	-40.2%
<i>Three Year Percent Change</i>	--	--	-30.1%
Marketing Cost/Unlinked Passenger Trip	\$0.14	\$0.17	\$0.14
<i>Annual Percent Change</i>	--	23.3%	-17.6%
<i>Three Year Percent Change</i>	--	--	1.6%
Farebox Revenue/Operating Cost	13.5%	13.5%	10.2%
<i>Annual Percent Change</i>	--	-0.4%	-24.6%
<i>Three Year Percent Change</i>	--	--	-24.9%

## Bus Service

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

- Service Planning
  - Vehicle service miles as a percentage of total miles remained steady at 96.8 percent in FY2018 and 96.4 percent in FY2020.  
  
Vehicle service hours as a percent of total hours was also nearly unchanged at 97.9 percent in FY2018 and 97.4 percent in FY2020.
  - Passengers per vehicle service mile were nearly unchanged during the three-year audit period at 0.81 in FY2018 and 0.82 in FY2020.
  - Passengers per vehicle service hour decreased slightly from 11.03 in FY2018 to 10.70 in FY2020.
  
- Operations
  - Vehicle operations costs declined slightly from 56.1 percent of total operating costs in FY2018 to 51.3 percent of total costs in FY2020.
  - Vehicle operations costs per service hour increased overall, from \$33.85 in FY2018 to \$37.29 in FY2019, and \$43.61 in FY2020.
  - Bus service farebox recovery ratio increased from 15.5 percent in FY2018 to 16.1 percent in FY2019, before declining to 12.3 percent in FY2020 due in part to the COVID-19 response and fare-free operations. TDA recovery ratios matched the overall farebox recovery ratio.
  - Percentage of on-time trips increased from 92.0 percent in FY2018 to 94.0 percent in FY2020.

- Number of complaints per 100,000 vehicle service miles decreased from 0.6 in FY2018 to 0.0 in FY2020.
- Missed trips as a percentage of total trips stood at close to zero in each year of the three-year period.
- Maintenance
  - Total maintenance costs (vehicle plus non-vehicle) decreased from 16.2 percent in FY2018 to 10.7 percent in FY2019 before increasing to 21.6 percent in FY2020.
  - Vehicle maintenance costs per service mile decreased from \$0.72 in FY2018 to \$0.50 in FY2019 before increasing to \$1.40 in FY2020.
  - Spare vehicle ratio was unchanged at 48.0 percent during each year of the audit period.
  - Mean distance between roadcalls decreased from 36,887 miles in FY2018 to 25,617 miles in FY2020.
- Safety
  - Preventable accidents per 100,000 vehicle miles decreased from 0.4 in FY2018 to zero in FY2020.
  - Casualty and liability cost per vehicle service hour increased from \$2.70 in FY2018 to \$3.73 in FY2019 and \$5.40 in FY2020, while casualty and liability cost per service mile increased from \$0.20 in FY2018 to \$0.28 in FY2019 and \$0.41 in FY2020.

\* \* \* \* \*

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



- In Service Planning, vehicle service miles as a percentage of total miles and service hours as a percent of total hours were each nearly unchanged during the three-year audit period, with overall three-year decreases of 0.4 and 0.5 percent, respectively.
- Passengers per vehicle service mile were nearly unchanged during the three-year audit period at 0.81 in FY2018 and 0.82 in FY2020, for a 0.7 percent change over the three year period. Passengers per vehicle service hour decreased slightly from 11.03 in FY2018 to 10.70 in FY2020, for a decline of 3.1 percent over the three-year period.
- In Operations, overall vehicle operations costs decreased as a percentage of total operating costs, by 8.6 percent overall. Cost per service hour increased by 28.8 percent during the period, with increases in each year.
- The farebox recovery ratio increased in FY2019 before decreasing in FY2020. The decrease was due in part to a fare-free policy implemented during latter FY2020 for the COVID-19 response. The TDA recovery ratio matched the overall farebox recovery ratio.
- Percentage of on-time trips were up 2.2 percent overall, complaints per 100,000 service miles were down from 0.6 to zero, and percentage of missed trips was nearly zero during the entirety of the three-year audit period.
- Maintenance costs increased overall relative to total operating costs and also on a service mile basis, although both indicators decreased in FY2019 before rising in FY2020.
- Vehicle spare ratio was unchanged and mean distance between roadcalls decreased by over 30 percent during the three-year review period.
- Preventable accidents per 100,000 miles decreased by 100 percent, from 0.4 to zero during the three-year period, while casualty and liability costs per vehicle service hour and per vehicle service mile were each up over 100 percent during the three-year period.

## Exhibit 9: Functional Performance Trends – Bus Service

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>SERVICE PLANNING</b>			
Vehicle Service Miles/Total Miles	96.8%	97.2%	96.4%
<i>Annual Percent Change</i>	--	0.4%	-0.8%
<i>Three Year Percent Change</i>	--	--	-0.4%
Vehicle Service Hours/Total Hours	97.9%	97.4%	97.4%
<i>Annual Percent Change</i>	--	-0.5%	0.0%
<i>Three Year Percent Change</i>	--	--	-0.5%
Passengers/Vehicle Service Mile	0.81	0.85	0.82
<i>Annual Percent Change</i>	--	5.3%	-4.4%
<i>Three Year Percent Change</i>	--	--	0.7%
Passengers/Vehicle Service Hour	11.03	11.40	10.70
<i>Annual Percent Change</i>	--	3.3%	-6.1%
<i>Three Year Percent Change</i>	--	--	-3.1%
<b>OPERATIONS</b>			
Vehicle Operations Cost/Total Operating Cost	56.1%	60.4%	51.3%
<i>Annual Percent Change</i>	--	7.7%	-15.2%
<i>Three Year Percent Change</i>	--	--	-8.6%
Vehicle Operations Cost/Vehicle Service Hour	\$33.85	\$37.29	\$43.61
<i>Annual Percent Change</i>	--	10.1%	17.0%
<i>Three Year Percent Change</i>	--	--	28.8%
Farebox Revenue/Operating Cost	15.5%	16.1%	12.3%
<i>Annual Percent Change</i>	--	3.8%	-23.6%
<i>Three Year Percent Change</i>	--	--	-20.8%
TDA Recovery Ratio (a)	15.5%	16.1%	12.3%
<i>Annual Percent Change</i>	--	3.8%	-23.6%
<i>Three Year Percent Change</i>	--	--	-20.8%
Percentage of Trips On-Time	92.0%	91.2%	94.0%
<i>Annual Percent Change</i>	--	-0.9%	3.1%
<i>Three Year Percent Change</i>	--	--	2.2%
Complaints/100,000 Vehicle Service Miles	0.6	0.5	0.0
<i>Annual Percent Change</i>	--	-20.6%	-100.0%
<i>Three Year Percent Change</i>	--	--	-100.0%
Missed Trips/Total Trips	0.00%	0.00%	0.00%
<i>Annual Percent Change</i>	--	--	--
<i>Three Year Percent Change</i>	--	--	--

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>MAINTENANCE</b>			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	16.2%	10.7%	21.6%
<i>Annual Percent Change</i>	--	-33.8%	101.4%
<i>Three Year Percent Change</i>	--	--	33.4%
Vehicle Maintenance Cost/Vehicle Service Mile	\$0.72	\$0.50	\$1.40
<i>Annual Percent Change</i>	--	-30.9%	182.8%
<i>Three Year Percent Change</i>	--	--	95.3%
Spare Vehicles/Total Vehicles	48.0%	48.0%	48.0%
<i>Annual Percent Change</i>	--	0.0%	0.0%
<i>Three Year Percent Change</i>	--	--	0.0%
Mean Distance between Roadcalls (Miles)	36,887	22,745	25,617
<i>Annual Percent Change</i>	--	-38.3%	12.6%
<i>Three Year Percent Change</i>	--	--	-30.6%
<b>SAFETY</b>			
Preventable Accidents/100,000 Vehicle Miles	0.4	0.2	0.0
<i>Annual Percent Change</i>	--	-40.3%	-100.0%
<i>Three Year Percent Change</i>	--	--	-100.0%
Casualty & Liability Cost/Vehicle Service Hour	\$2.70	\$3.73	\$5.40
<i>Annual Percent Change</i>	--	38.5%	44.6%
<i>Three Year Percent Change</i>	--	--	100.2%
Casualty & Liability Cost/Vehicle Service Mile	\$0.20	\$0.28	\$0.41
<i>Annual Percent Change</i>	--	41.2%	47.3%
<i>Three Year Percent Change</i>	--	--	108.0%

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

## Paratransit

Vacaville'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
  - Vehicle service miles as percentage of total miles were nearly unchanged at 91.2 percent in FY2018 and 90.6 percent in FY2020 while and vehicle service hours as percentage of total hours also held steady at 92.8 percent in FY2018 and 91.7 percent in FY2020.
  - Passengers per vehicle service mile ranged from 0.24 to 0.26 during the three year audit period while passengers per vehicle service hour declined slightly from 3.17 in FY2018 and 3.16 in FY2019 to 2.81 in FY2020.
  
- Operations
  - Vehicle operations cost as a percentage of total operating costs decreased from 66.6% in FY2018 to 64.3 percent in FY2019 and 57.8 percent in FY2020.
  - Vehicle operations costs per service hour increased from \$50.72 in FY2018 to \$58.24 in FY2019 and \$67.83 in FY2020.
  - The paratransit farebox recovery ratio decreased from 5.6 percent in FY2018 to 4.7 percent in FY2019 and 3.5 percent in FY2020. The TDA recovery ratio reflecting farebox revenue plus local support less operating cost exclusions, was the same as the overall recovery ratio.
  - Percentage of on time trips increased from 96.1 percent in FY2018 to 97.6 percent in FY2020, complaints per 10,000 passenger trips decreased from 0.4 in FY2018 to zero in the following two years, and missed trips as a percentage of total trips stood at nearly zero in all three years of the audit period.

- ADA trip denials as a percentage of total ADA trips were zero in all three years of the audit period, trip cancelations as a percentage of total ADA trips were nearly unchanged at 2.3 percent in FY2018 and 2.2 percent in FY2020, and no-show and late cancelations as a percentage of ADA trips held steady at 0.4 percent in FY2018 and 0.3 percent in FY2020.
- Maintenance
  - Total maintenance costs (vehicle plus non-vehicle) increased from 8.7 percent in FY2018 to 11.4 percent in FY2019 and 20.5 percent in FY2020.
  - Vehicle maintenance costs per service mile increased from \$0.55 in FY2018 to \$0.80 in FY2019 to \$2.09 in FY2020.
  - The paratransit spare vehicle ratio was unchanged at 57.1 percent during all three years of the audit period, while mean distance between roadcalls increased from 13,827 in FY2018 to 18,192 in FY2020.
- Safety
  - Preventable accidents per 100,000 vehicle miles decreased from 2.1 in FY2018 to zero in FY2020.

\* \* \* \* \*

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

- Vehicle service miles as a proportion of total miles and vehicle service hours as a proportion of total hours were both nearly unchanged, with 0.7 percent and 1.2 percent decreases, respectively, over the three year audit period.
- Passengers per vehicle service mile ranged from 0.24 to 0.26 in each year of the audit period. Passengers per vehicle service hour decreased from 3.17 in FY2018 to 2.81 in FY2020, for a decline of 11.4 percent over three years.

- Operations results included a decrease of 13.3 percent in vehicle operations costs as a portion of total operating costs and a 33.7 percent increase in vehicle operations cost per service hour. Farebox recovery and TDA recovery ratio each decreased by about 38 percent from FY2018 to FY2020.
- Percentage of on-time trips were up 1.5 percent overall and reached 97.6 percent in FY2020 while complaints per 10,000 passenger trips decreased from 0.4 in FY2018 to zero in FY2020,
- Missed trips and ADA trip denials each stood at zero for each year of the three-year audit period.
- Trip cancelations and no-show and late cancelations as a percentage of ADA trips were both nearly unchanged from FY2018 to FY2020.
- Maintenance results showed vehicle maintenance costs increasing as a percentage of total operating costs, by about 32 percent in FY2019 and nearly 80 percent in FY2020. Vehicle maintenance costs per service mile increased by 45 percent in FY2019 and 161 percent in FY2020.
- Spare ratio was unchanged during the three-year audit period, while mean distance between roadcalls increased by 31 percent from FY2018 to FY2020.
- Preventable accidents per 100,000 vehicle miles decreased from 2.1 in FY2018 to zero in FY2020.

## Exhibit 10: Functional Performance Trends – Paratransit

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>SERVICE PLANNING</b>			
Vehicle Service Miles/Total Miles	91.2%	90.3%	90.6%
<i>Annual Percent Change</i>	--	-1.0%	0.3%
<i>Three Year Percent Change</i>	--	--	-0.7%
Vehicle Service Hours/Total Hours	92.8%	90.8%	91.7%
<i>Annual Percent Change</i>	--	-2.2%	1.0%
<i>Three Year Percent Change</i>	--	--	-1.2%
Passengers/Vehicle Service Mile	0.26	0.24	0.24
<i>Annual Percent Change</i>	--	-7.7%	0.0%
<i>Three Year Percent Change</i>	--	--	-7.7%
Passengers/Vehicle Service Hour	3.17	3.16	2.81
<i>Annual Percent Change</i>	--	-0.5%	-10.9%
<i>Three Year Percent Change</i>	--	--	-11.4%
<b>OPERATIONS</b>			
Vehicle Operations Cost/Total Operating Cost	66.6%	64.3%	57.8%
<i>Annual Percent Change</i>	--	-3.5%	-10.1%
<i>Three Year Percent Change</i>	--	--	-13.3%
Vehicle Operations Cost/Vehicle Service Hour	\$50.72	\$58.24	\$67.83
<i>Annual Percent Change</i>	--	14.8%	16.5%
<i>Three Year Percent Change</i>	--	--	33.7%
Farebox Revenue/Operating Cost	5.6%	4.7%	3.5%
<i>Annual Percent Change</i>	--	-16.5%	-25.6%
<i>Three Year Percent Change</i>	--	--	-37.9%
TDA Recovery Ratio (a)	5.6%	4.7%	3.5%
<i>Annual Percent Change</i>	--	-16.5%	-25.6%
<i>Three Year Percent Change</i>	--	--	-37.9%
Percentage of Trips On-Time	96.1%	96.3%	97.6%
<i>Annual Percent Change</i>	--	0.1%	1.4%
<i>Three Year Percent Change</i>	--	--	1.5%
Complaints/10,000 Passenger Trips	0.4	0.0	0.0
<i>Annual Percent Change</i>	--	-100.0%	--
<i>Three Year Percent Change</i>	--	--	--
Missed Trips/Total Trips	0.00%	0.00%	0.00%
<i>Annual Percent Change</i>	--	--	--
<i>Three Year Percent Change</i>	--	--	--

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>OPERATIONS (Continued)</b>			
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	2.3%	2.4%	2.2%
<i>Annual Percent Change</i>	--	4.7%	-9.4%
<i>Three Year Percent Change</i>	--	--	-5.1%
No-Shows & Late Cancellations/Total ADA Trips	0.4%	0.2%	0.3%
<i>Annual Percent Change</i>	--	-44.4%	12.7%
<i>Three Year Percent Change</i>	--	--	-37.4%
<b>MAINTENANCE</b>			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	8.7%	11.4%	20.5%
<i>Annual Percent Change</i>	--	31.6%	79.9%
<i>Three Year Percent Change</i>	--	--	136.7%
Vehicle Maintenance Cost/Vehicle Service Mile	\$0.55	\$0.80	\$2.09
<i>Annual Percent Change</i>	--	45.3%	161.5%
<i>Three Year Percent Change</i>	--	--	280.0%
Spare Vehicles/Total Vehicles	57.1%	57.1%	57.1%
<i>Annual Percent Change</i>	--	0.0%	0.0%
<i>Three Year Percent Change</i>	--	--	0.0%
Mean Distance between Roadcalls (Miles)	13,827	23,059	18,192
<i>Annual Percent Change</i>	--	66.8%	-21.1%
<i>Three Year Percent Change</i>	--	--	31.6%
<b>SAFETY</b>			
Preventable Accidents/100,000 Vehicle Miles	2.1	2.2	0.0
<i>Annual Percent Change</i>	--	4.9%	-100.0%
<i>Three Year Percent Change</i>	--	--	-100.0%

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



## VII. CONCLUSIONS AND RECOMMENDATIONS

This report has presented the findings of the compliance audit portion of the performance audit of Vacaville's transit service. The primary focus was the three-year audit period of FY2018 through FY2020 (July 1, 2017 through June 30, 2020). 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 Vacaville'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:

- Data Collection – Vacaville 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

Vacaville'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 FY2015 through FY2020:

- There was an average annual increase in the operating cost per vehicle service hour of 12.4 percent, which amounted to a 9.4 percent annual increase in inflation adjusted dollars.

- The cost per passenger increased on average by 17.3 percent per year, resulting in an average annual increase of 14.1 percent in constant FY2015 dollars. Only about 40.0 percent of the overall increase occurred between FY2015 and FY2019.
- Passenger productivity decreased, with passengers per vehicle service hour decreasing by 4.2 percent per year on average, and passengers per vehicle service mile decreasing by 3.2 percent annually.
- Employee productivity decreased slightly, by 2.3 percent per year on average.

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

- Purchased transportation costs decreased an average 0.4 percent per year, remaining the largest component cost area at 51.3 percent of total costs in FY2020, down from 62.7 percent in FY2015. Purchased transportation costs decreased in three years of the review period, with the largest decrease of 8.9 percent in FY2020.
- In-house labor decreased by 3.3 percent per year while fringe benefit costs increased by 10.9 percent per year on average. Both of these categories combined comprise from 6.0 to 10.0 percent of operating costs during each year of the review period.
- Services costs increased by 15.1 percent on average per year. This category comprised 15.0 percent of operating costs in FY2015, 14.6 percent in FY2019, and 25.4 percent in FY2020.
- Costs decreased for materials/supplies (including fuels/lubricants) by 0.3 percent annually during the six-year period. The share of materials/supplies costs decreased from about 8.6 percent to 7.1 percent of total operating costs over the six-year period.
- There was a 13.4 percent average annual increase in casualty/liability expenses, which increased from 4.1 percent to 6.3 percent of total costs during the review period.

- Miscellaneous expenses including utilities, interest expense, leases and rentals, and other increased by 27.2 percent annually on average but comprised only 0.7 percent to 4.1 percent of total costs during any year of the six-year period.

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

- Cost effectiveness showed a decrease, with an average annual increase in the operating cost per passenger of 21.1 percent. This amounted to an average annual increase of 17.8 percent in inflation adjusted dollars. Costs per passenger nearly doubled from FY2015 through FY2019.
- Cost efficiency showed a decrease, with operating cost per hour increasing an average of 15.9 percent per year, or 12.7 percent annually when expressed as normalized FY2015 dollars. Just over half of the overall increase came from FY2015 through FY2019.
- Passenger productivity showed decreases. Passengers per hour decreased by 4.3 percent per year on average, while passengers per service mile decreased by 2.7 percent annually.
- Employee productivity was stable, and saw an annual increase of 0.2 percent during the six-year period.

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

- Purchased transportation costs represented the largest portion of total paratransit operating costs, at about 60 percent throughout the review period, and increased by 11.4 percent per year on average.
- Annual average decreases were seen in the labor (4.8 percent) and fringe benefits (6.5 percent) categories. These two categories combined accounted for 16.4 percent of costs in FY2015 and 7.8 percent in FY2020.
- Services costs increased by 17.2 percent per year on average during the six-year period. The category represented between 9.0 and 17.8 percent of total costs throughout the six-year period.

- Materials/supplies including fuels/lubricants saw an average annual increase of 2.4 percent and comprised about 8.5 percent of total costs during the six-year period. Casualty/liability saw an average annual increase of 16.1 percent and accounted for about 9.0 percent of total costs.
- PUC Compliance – Vacaville is in compliance with each of the seven sections of the state PUC that were reviewed as part of this performance audit. These sections included requirements concerning CHP terminal safety inspections, labor contracts, reduced fares, Welfare-to-Work, revenue sharing, and evaluating passenger needs.
- Status of Prior Audit Recommendations – There were two recommendations made in Vacaville’s prior performance audit in 2018. Vacaville has implemented corrective actions for the recommendations from the prior audit. Therefore, the status of each recommendation is Implemented.
- Functional Performance Indicator Trends

To further assess Vacaville’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 FY2018 and FY2020:

- Administrative costs as a percentage of total operating costs held steady through FY2019 before a decrease in FY2020, while administrative cost per vehicle service hour increased in FY2019 and FY2020.
- Marketing costs as percentage of administrative costs decreased by 30 percent from FY2018 to FY2020 while marketing costs per unlinked passenger trip were unchanged from FY2018 to FY2020.
- The systemwide farebox recovery ratio remained unchanged from FY2018 to FY2019 then decreased by 24.6 percent due to the COVID-19 response and fare-free operations in latter FY2020.

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

- In Service Planning, vehicle service miles as a percentage of total miles and service hours as a percent of total hours were each nearly unchanged during the three-year audit period, with overall three-year decreases of 0.4 and 0.5 percent, respectively.
- Passengers per vehicle service mile were nearly unchanged during the three-year audit period at 0.81 in FY2018 and 0.82 in FY2020, for a 0.7 percent change over the three year period. Passengers per vehicle service hour decreased slightly from 11.03 in FY2018 to 10.70 in FY2020, for a decline of 3.1 percent over the three-year period.
- In Operations, overall vehicle operations costs decreased as a percentage of total operating costs, by 8.6 percent overall. Cost per service hour increased by 28.8 percent during the period, with increases in each year.
- The farebox recovery ratio increased in FY2019 before decreasing in FY2020. The decrease was due in part to a fare-free policy implemented during latter FY2020 for the COVID-19 response. The TDA recovery ratio matched the overall farebox recovery ratio.
- Percentage of on-time trips were up 2.2 percent overall, complaints per 100,000 service miles were down from 0.6 to zero, and percentage of missed trips was nearly zero during the entirety of the three-year audit period.
- Maintenance costs increased overall relative to total operating costs and also on a service mile basis, although both indicators decreased in FY2019 before rising in FY2020.
- Vehicle spare ratio was unchanged and mean distance between roadcalls decreased by over 30 percent during the three-year review period.
- Preventable accidents per 100,000 miles decreased by 100 percent, from 0.4 to zero during the three-year period, while casualty and liability

costs per vehicle service hour and per vehicle service mile were each up over 100 percent during the three-year period.

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

- Vehicle service miles as a proportion of total miles and vehicle service hours as a proportion of total hours were both nearly unchanged, with 0.7 percent and 1.2 percent decreases, respectively, over the three year audit period.
- Passengers per vehicle service mile ranged from 0.24 to 0.26 in each year of the audit period. Passengers per vehicle service hour decreased from 3.17 in FY2018 to 2.81 in FY2020, for a decline of 11.4 percent over three years.
- Operations results included a decrease of 13.3 percent in vehicle operations costs as a portion of total operating costs and a 33.7 percent increase in vehicle operations cost per service hour. Farebox recovery and TDA recovery ratio each decreased by about 38 percent from FY2018 to FY2020.
- Percentage of on-time trips were up 1.5 percent overall and reached 97.6 percent in FY2020 while complaints per 10,000 passenger trips decreased from 0.4 in FY2018 to zero in FY2020.
- Missed trips and ADA trip denials each stood at zero for each year of the three-year audit period.
- Trip cancelations and no-show and late cancelations as a percentage of ADA trips were both nearly unchanged from FY2018 to FY2020.
- Maintenance results showed vehicle maintenance costs increasing as a percentage of total operating costs, by about 32 percent in FY2019 and nearly 80 percent in FY2020. Vehicle maintenance costs per service mile increased by 45 percent in FY2019 and 161 percent in FY2020.
- Spare ratio was unchanged during the three-year audit period, while mean distance between roadcalls increased by 31 percent from FY2018 to FY2020.

- Preventable accidents per 100,000 vehicle miles decreased from 2.1 in FY2018 to zero in FY2020.

## **Recommendations**

No recommendations are suggested for Vacaville at this time based on the results of this triennial performance audit.

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

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

Data Item	FY2018	FY2019	FY2020	Source
Total Operating Costs (All Modes)	\$2,775,592	\$2,523,408	\$2,754,185	MTC TDA-STA Claim Applications
Administrative Costs (All Modes)	\$752,045	\$701,249	\$710,049	MTC TDA-STA Claim Applications
Vehicle Service Hours (All Modes)	44,075	37,887	30,215	Vacaville Year-end Performance Reports
Marketing Costs (All Modes)	\$58,570	\$63,847	\$38,632	Vacaville City Reports
Unlinked Passenger Trips (All Modes)	428,678	378,874	278,249	Vacaville Year-end Performance Reports
Farebox Revenue (All Modes)	\$375,747	\$340,167	\$279,968	NTD RR-22

## Functional Performance Inputs – Bus Service

Data Item	FY2018	FY2019	FY2020	Source
Vehicle Service Miles	499,976	419,993	321,179	Vacaville Year-end Performance Reports
Total Vehicle Miles	516,416	432,159	333,021	Vacaville Year-end Performance Reports
Vehicle Service Hours	36,738	31,465	24,510	Vacaville Year-end Performance Reports
Total Vehicle Hours	37,519	32,311	25,161	Vacaville Year-end Performance Reports
Unlinked Passenger Trips	405,386	358,591	262,202	Vacaville Year-end Performance Reports
Farebox Revenue	\$344,352	\$312,867	\$256,584	NTD RR-20
Total Operating Costs	\$2,217,068	\$1,941,506	\$2,084,693	MTC TDA-STA Claim Applications
Passenger Miles	N/A	N/A	N/A	
Vehicle Operations Costs	\$1,243,672	\$1,173,267	\$1,068,881	MTC TDA-STA Claim Applications
Local Support (a)	\$0	\$0	\$0	MTC TDA-STA Claim Applications
TDA Oper. Cost Exclusions - PUC 99247 (b)	\$0	\$0	\$0	MTC TDA-STA Claim Applications
TDA Oper. Cost Exclusions - PUC 99268.17 (c)	\$0	\$0	\$0	MTC TDA-STA Claim Applications
Trips On-Time	92.0%	91.2%	94.0%	Vacaville City Sampling Observations
Total Trips	34,284	34,284	27,084	Contractor Monthly Reports
Complaints	3	2	0	Contractor Monthly Reports
Missed Trips	1	0	1	Contractor Monthly Reports
Vehicle Maintenance Costs	\$359,282	\$208,437	\$450,787	MTC TDA-STA Claim Applications
Non-Vehicle/Facility Maintenance Costs	\$0	\$0	\$0	MTC TDA-STA Claim Applications
Spare Vehicles (Total less Maximum Service)	12	12	12	Vacaville Fleet Inventory
Total Vehicles	25	25	25	NTD A-30 MB
Roadcalls	14	19	13	Vacaville City Maintenance Staff Reports
Preventable Accidents (NTD Guidelines)	2	1	0	Contractor Monthly Reports
Casualty/Liability Costs	\$99,087	\$117,510	\$132,376	MTC TDA-STA Claim Applications

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

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

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

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

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

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

## Functional Performance Inputs – Paratransit

Data Item	FY2018	FY2019	FY2020	Source
Vehicle Service Miles	88,299	83,331	65,943	Vacaville Year-end Performance Reports
Total Vehicle Miles	96,789	92,237	72,766	Vacaville Year-end Performance Reports
Vehicle Service Hours	7,337	6,422	5,705	Vacaville Year-end Performance Reports
Total Vehicle Hours	7,904	7,074	6,223	Vacaville Year-end Performance Reports
Unlinked Passenger Trips	23,292	20,283	16,047	Vacaville Year-end Performance Reports
Farebox Revenue	\$31,395	\$27,300	\$23,384	NTD RR-20
Total Operating Costs	\$558,524	\$581,902	\$669,492	MTC TDA-STA Claim Applications
Passenger Miles	N/A	N/A	N/A	
Vehicle Operations Costs	\$372,136	\$374,010	\$386,957	MTC TDA-STA Claim Applications
Local Support (a)	\$0	\$0	\$0	MTC TDA-STA Claim Applications
TDA Oper. Cost Exclusions - PUC 99247 (b)	\$0	\$0	\$0	MTC TDA-STA Claim Applications
TDA Oper. Cost Exclusions - PUC 99268.17 (c)	\$0	\$0	\$0	MTC TDA-STA Claim Applications
Trips On-Time	96.1%	96.3%	97.6%	Contractor DAR Log
Total Trips (Booked)	23,921	20,816	16,437	Contractor DAR Log
Complaints	1	0	0	Contractor Monthly Reports
Missed Trips	0	0	0	Contractor DAR Log
Total ADA Trips (Completed)	23,292	20,283	16,047	Vacaville Year-end Performance Reports
ADA Trip Denials	0	0	0	Contractor DAR Log
Trip Cancellations	534	487	349	Contractor DAR Log
No Shows/Late Trip Cancellations	95	46	41	Contractor DAR Log
Vehicle Maintenance Costs	\$48,457	\$66,445	\$137,511	MTC TDA-STA Claim Applications
Non-Vehicle/Facility Maintenance Costs	\$0	\$0	\$0	MTC TDA-STA Claim Applications
Spare Vehicles (Total less Maximum Service)	4	4	4	Vacaville Fleet Inventory
Total Vehicles	7	7	7	NTD A-30 DR
Roadcalls	7	4	4	Vacaville City Maintenance Staff Reports
Preventable Accidents	2	2	0	Contractor Monthly 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)
- Other non-federal/non-state grant funds or other revenues

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

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

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

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