Triennial Performance Audit

of the

Alameda – Contra Costa Transit District

(AC Transit)

Fiscal Years 2022/23, 2023/24 and 2024/25

FINAL AUDIT REPORT

prepared for the

METROPOLITAN TRANSPORTATION COMMISSION

by

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

EXECUTIVE SUMMARY

This executive summary highlights the findings from the performance audit of the Alameda – Contra Costa Transit District (AC Transit). 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 AC Transit, bus and rapid bus, are the prime focus of this performance audit. The audit period is Fiscal Years 2023 through 2025 (from July 1, 2022 through June 30, 2025).

Performance Audit and Report Organization

The performance audit was conducted for MTC in accordance with its established procedures for performance audits. The 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 AC Transit'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 AC Transit's performance based on the results of the previous sections.

Comments received from AC Transit and MTC staff regarding the draft report were incorporated into this final report. Highlights of 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 AC Transit is in compliance with the TDA requirements for data collection and reporting. The review is limited to the data items needed to calculate the TDA-mandated performance indicators.

It has been determined that AC Transit is in compliance with the data collection and reporting requirements for the TDA statistics. In addition, the statistics collected over the six-year review period appear to be consistent with the TDA definitions and indicate general consistency in terms of the direction and magnitude of the year-to-year changes across the statistics.

Performance Indicators and Trends – AC Transit'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 TDA Performance Indicators – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2020 through FY2025:
  - The COVID pandemic impacted the current audit period performance indicators. Declines in ridership and service levels, particularly in FY2021, negatively affected the AC Transit bus performance indicators. As the pandemic waned, improving numbers in these indicators between FY2022 and FY2025 created an overall decrease in performance, but not to the extent of the pandemic years.
  - There was an average annual increase in the operating cost per hour of 5.4 percent, 1.5 percent in inflation adjusted dollars. Cost per hour increased in every year of the six-year analysis period.
  - Passenger productivity decreased due to overall lower ridership during the pandemic and the slow return of passengers to almost pre-pandemic levels.

Passengers per vehicle service hour decreased 2.7 percent and passengers per vehicle service mile decreased 2.5 percent per year overall.

- The cost per passenger increased on average by 8.4 percent per year, which amounted to an average annual increase of 4.4 percent in constant FY2020 dollars. This is a significant improvement from the 17.5 percent plus average annual increases seen in the prior audit report.

- Employee productivity decreased modestly, an average of 3.8 percent per year.

- Bus Service Component Costs – The following is a brief summary of the component operating costs trend highlights for the bus service between FY2020 and FY2025:

  - Labor and benefit costs represented the largest portion of the total costs, representing between 76 and 82 percent in all six years. Labor costs increased an average of 1.7 percent annually, while fringe benefit costs increased 3.2 percent annually.

  - There were modest changes in most component cost categories, with average annual increases of five percent or less in four of the six cost categories examined and larger increases in casualty/liability and miscellaneous expenses. Casualty/liability had the largest average annual increases (26.1 percent) attributed to increases in the number of bus versus pedestrian incidents, litigation costs, jury verdicts and settlements, and increased costs for property damage repairs.

  - Services and materials/supplies contributed about 15 percent of total costs, while the remaining categories contributed five percent or less of total costs over the six year analysis period .

- Rapid Bus TDA Performance Indicators – The following is a brief summary of the TDA performance trend highlights over the five-year period of FY2021 through FY2025:

  - AC Transit's new rapid bus service appears to be well received by the riding public. During the current analysis period (FY2021-FY2025), unlinked passengers increased an average of almost 20 percent annually, while average operating cost increased about half that amount. Increases in service hours of 1.2 percent and in service miles of 1.7 percent during the same period resulted in mostly positive operating performance.

- Cost efficiency declined overall, with an average annual increase in the operating cost per hour of 8.8 percent (4.9 percent in inflation adjusted dollars). Increased operating costs outpaced the increases in service levels to influence this indicator.

- Passenger productivity was significantly higher, with passengers per hour increasing 18 percent and passengers per mile increasing 17.4 percent per year on average.

- The operating cost per passenger averaged an annual decrease of 7.8 percent, or 11.1 percent in normalized FY2021 dollars. Passenger level increases averaging 19.4 percent per year outperformed the average annual operating cost increase of 8.8 percent per year.

- Employee productivity decreased modestly, an average of 4.3 percent per year overall.

- Rapid Bus Component Costs – The following is a brief summary of the component operating costs trend highlights for rapid bus between FY2021 and FY2025:

  - Labor and benefit costs represented the largest portion of the total costs, representing roughly 78 percent in all five years. Labor costs increased an average of 7.7 percent annually, while fringe benefit costs increased 9.6 percent annually.

  - Services and materials/supplies contributed between 13 to 17 percent of total costs, with services experiencing a 9.4 percent annual increase while materials and supplies increased 16.6 percent annually.

  - Casualty/liability and miscellaneous expenses comprise about five to seven percent of total costs annually over the five year period. Casualty/liability costs had the highest average annual increases during the analysis period at 27.7 percent, attributed to increases in litigation costs, jury verdicts and settlements and increased costs for property damage repairs. Miscellaneous other expenses increased just under 14 percent annually on average.

Compliance with Statutory Requirements – AC Transit is in compliance with the sections of the state PUC that were reviewed as part of this performance audit. The

sections reviewed included requirements concerning CHP safety inspections, labor contracts, reduced fares, Welfare-to-Work, revenue sharing, and evaluating passenger needs.

Status of Prior Audit Recommendations – AC Transit has implemented corrective actions for the recommendation from the prior audit. In response to the recommendation for AC Transit to examine the increase in bus operator unscheduled absences, AC Transit identified elevated operator unscheduled absences largely influenced by pandemic conditions, workforce shortages, and operational disruptions as the causes for the continuing increase in unscheduled absences.

AC Transit's efforts to reduce or stabilize unscheduled absences appear to have been successful in the current audit period. The operator unscheduled absences rate decreased from 23.8 percent in FY2022 to 22.6 percent in FY2023 and again to 21.9 percent in FY2024, an overall decrease of almost nine percent in performance during those two years. The unscheduled absence rate did increase to 23.6 percent in FY2025, attributed to increased hiring resulting in more total leave instances, consistent with overall workforce growth, and greater use of long-term and protected leave categories (i.e., Kincare, PDL, CFRA, USSERA obligations, Paid Administrative Leave, etc.). Still, AC Transit has stabilized the unscheduled absence rate within a range of about 22-23 percent, which is likely the new normal range in the post-pandemic era.

Functional Performance Indicator Trends - To further assess AC Transit'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 FY2023 and FY2025:

- Administrative costs decreased as both the percentage of total operating costs and when compared to vehicle service hours throughout the audit period.

- Marketing costs decreased by almost five percent compared to total administrative costs but remained unchanged per passenger trip taken.

- The systemwide farebox recovery ratio was also mostly unchanged, showing a net decrease of 1.6 percent over the audit period.

- Bus Service – The following is a brief summary of the bus service functional trend highlights between FY2023 and FY2025:

  - Service Planning results showed operating cost per passenger mile decreasing an average six percent per year over the review period and vehicle miles and hours in service decreasing slightly by about three and two percent overall, respectively. Farebox recovery remained mostly unchanged at about 8.5 percent overall.

  - Operations results include vehicle operations costs hour increasing by 13 percent per service hour but only increasing seven percent as a percentage of total costs. Operator scheduled absence rates remained steady right around nine percent, while unscheduled absences increased almost five percent while remaining in the 22 to 23 percent range annually. Schedule adherence was steady at about 74 percent overall. There was a four percent increase in complaints received, while the percentage of missed trips per total trips decreased from 5.5 percent in FY2023 to four percent in FY2025.

  - Maintenance results showed overall maintenance costs increasing modestly by five percent at between 17 and 18 percent of total costs, vehicle maintenance costs per service mile up 12 percent, mechanic pay hours down by four percent compared to service hours, steady maintenance employee scheduled absences and about a 12 percent increase in unscheduled absence rates. There was improvement in the mechanical failure rates of almost 50 percent for major failures and nine percent in overall failures. The spare ratio began the audit period at 24.1 percent and ended at ten percent, a decrease of more than 58 percent overall, reversing an upward trend in the prior audit period.

  - Safety results include an 18 percent increase in the rate of preventable accidents and a significant increase (more than 75 percent) in the

casualty/liability cost rates. The casualty/liability increase was attributed to increases in the number of bus versus pedestrian incidents, litigation costs, jury verdicts and settlements, and increased costs for property damage repairs. The number of lost days due to industrial accidents increased by almost 35 percent overall, attributed to increased fixed-route service levels and operator work hours as AC Transit continues to recover from the service reductions caused by the COVID pandemic. The District is implementing several initiatives to reduce preventable accidents and improve overall safety, such as utilizing Hayden AI Enforcement Technology to reduce vehicle conflicts in bus lanes, implementing a Workplace Violence Prevention Program, and installing operator protective barriers on its fixed-route fleet to improve operator protection.

- Rapid Bus – The following is a brief summary of the rapid bus functional trend highlights between FY2023 and FY2025:

  - Service Planning results showed operating cost per passenger mile decreasing 7.3 percent, vehicle miles in service and vehicle hours in service both experiencing minor decreases of about one percent, and farebox recovery remaining mostly steady around eight percent.

  - Operations results include vehicle operations costs per service hour increasing just over six percent and increasing 12.6 percent as a percentage of total costs. Data for operator scheduled and unscheduled absences, on-time performance, complaints, and missed trips are all reported on a systemwide basis and are included with the bus mode part of this section.

  - Maintenance results found overall maintenance costs increased about five percent to about 18 percent of total costs, and vehicle maintenance costs per service mile up just over 13 percent. There was significant improvement (25 percent) in the major mechanical failure rate, but the total mechanical failure rate decreased by 20 percent. Data for mechanic pay hours per vehicle service hour, and maintenance employee scheduled and unscheduled absences are reported on a systemwide basis and are included with the bus mode part of this section.

  - Safety results showed significant increases in the casualty/liability cost rates. This is attributed to the same increases in casualty/liability factors described in the bus service component cost section of this report. Data for the rate of preventable accidents and data for lost days due to industrial

accidents are reported on a systemwide basis and are included with the bus mode part of this section.

Recommendations

No recommendations are suggested for AC Transit 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 Regional Transportation Planning Agency (RTPA) defines the substance and process of the performance audit.

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 Alameda – Contra Costa Transit District (AC Transit). AC Transit operates local and express bus service in the East Bay, Transbay bus service into San Francisco, bus rapid transit service (Tempo) between downtown Oakland and San Leandro, and bus service across the Dumbarton Bridge. The audit period is Fiscal Years 2023 through 2025 (from July 1, 2022 through June 30, 2025).

AC Transit meets its requirement for providing ADA complementary paratransit service through the East Bay Paratransit Consortium (EBPC), which was established by BART and AC Transit. The consortium contracts with a broker, who executes and

administers contracts with several service providers for the consortium. EBPC's performance is also included in this performance audit. The EBPC report is included as an appendix, since it is a shared responsibility of both BART and AC Transit.

The Dumbarton Express bus service data is excluded from this compliance audit report. The Dumbarton service is provided by a consortium of five Bay Area transit providers and operated by a private contractor. While AC Transit includes the Dumbarton service as part of its NTD reporting, it does not have primary operating responsibility for the service.

An overview of AC Transit is provided in Exhibit 1. This is followed by a current agency organization chart in Exhibits 2.1, 2.2, and 2.3, which reflect the basic in-house organizational structure.

Performance Audit and Report Organization

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

- Compliance Audit – Activities in this phase included:
  - An overview of data collection and reporting procedures for the five TDA performance indicators;
  - Analysis of the TDA indicators; and
  - A review of compliance with selected state Public Utilities Code (PUC) requirements.
- Functional Review – Activities in this phase included:
  - A review of actions to implement the recommendations from the prior performance audit;

- Calculation and evaluation of functional performance indicator trends; and
- Findings, conclusions, and the formulation of recommendations.

This final report presents the findings from both phases. Comments received from AC Transit and MTC staff regarding the Compliance Audit Report have been incorporated into this final report.

Exhibit 1: System Overview

Location	1600 Franklin Street, Oakland CA 94612
Establishment	AC Transit was established in 1956 by voters in Alameda and Contra Costa Counties. It was funded through approval of a bond issue in 1959 and began operating service in 1960.
Board	AC Transit is governed by a seven-member, elected Board of Directors. Five directors are elected from specific wards; two are elected at-large. Day-to-day operations of the District are the responsibility of the General Manager, who reports to the Board of Directors.
Facilities	In addition to the administrative office building in downtown Oakland, AC Transit has four bus operating divisions: East Oakland, Emeryville, Hayward, and Richmond divisions. The Central Maintenance Facility is in Oakland and includes facilities and equipment for heavy duty bus maintenance activities and a warehouse for storage and distribution of replacement parts. The administrative office in Oakland contains the Operational Control Center, and the Hayward bus operating division includes the Training and Education Center.
Service Data	AC Transit's service area is located on the eastern shore of the San Francisco Bay. The District operates three main types of service: East Bay local service, Transbay/Express service, and Tempo bus rapid transit service, which began in August of 2020. East Bay local service is provided with 117 local routes including several express/commute period-only routes and destination-based community routes. Transbay service consists of 16 routes that connect various points in the East Bay to San Francisco. Tempo Bus rapid transit consists of one line (1T) operating between uptown Oakland and the San Leandro BART station, mostly along International Boulevard, with 46 stations along a dedicated busway. In addition, the Dumbarton Express service to the San Mateo Peninsula is administered and governed by AC Transit, with oversight by the Dumbarton Bridge Regional Operations Consortium (DBROC), and operated and maintained under contract by MV Transportation. This service is only peripherally included in the performance audit. Most East Bay local routes are operated seven days a week, generally from early morning to at least early evening. Reduced service is provided in the evening and on Saturdays and Sundays. Typical headways are seven to 30 minutes during peak hours and 30 to 60 minutes or better at other times. Rapid bus lines provide service to reduce travel times using leading-edge technology and on-street improvements. Transbay bus service is concentrated in weekday peak periods. There are six All Nighter lines. Tempo service operates 24 hours a day, seven days a week, with 10-minute headways from 6:00 a.m. to 7:00 p.m., 15-minute headways from

	7:00 p.m. to midnight, and 60-minute headways during the overnight hours. The current Transbay fare structure was adopted in February 2018 and the local fare structure in March 2019. As of July 1, 2025, the cash fare for East Bay local, express, and Tempo bus routes is $2.75 for adults and $1.35 for children, senior citizens and people with disabilities. The Clipper fare for East Bay local, express, and Tempo bus routes is $2.50 for adults and $1.25 for children, senior citizens and people with disabilities. A $5.50-day pass is available from the farebox on buses and $5.00 on the Clipper smart card. Basic Transbay cash fares are $6.50 for adults and $3.25 for children, senior citizens and people with disabilities. Passengers also can purchase bus-to-BART transfers. Tempo passengers must pay the fare prior to boarding the bus, either with Clipper, pay-by-phone, or by purchasing a paper ticket from the Ticket Vending Machine (TVM) located at each station. AC Transit provides ADA-mandated complementary paratransit within its service area through a partnership with BART. Known as the East Bay Paratransit Consortium (EBPC), this service is administered and operated through a broker, with several contracted service providers. During the audit period, AC Transit's bus fleet consisted of 625 vehicles, including 471 standard 40-foot diesel, electric battery, hydrogen, and hybrid-fuel models, 15 42' double-decker models, 87 60-foot diesel and diesel hybrid articulated models, 36 45-foot commuter coaches, 10 30-foot feeder buses, and 6 20 to 25-foot cutaway buses.
Recent Changes	AC Transit completed the Realign Network service changes in August 2025, marking a significant milestone in the District's two-year effort to redesign its bus network. This redesign reflects post-pandemic travel patterns and adheres to the Realign principles of equity, reliability, and frequency. The new network aims to provide more dependable service, introduce new destinations, and offer more frequent bus lines, all while addressing fiscal challenges and availability issues with operators.
Planned Changes	At this time, there are no planned organizational or operational changes.
Staff	The AC Transit workforce for FY2025 was divided into the following categories. This list will be updated for the final report: District Secretary - 4 External Affairs, Marketing & Communications - 37 Finance - 86 General Manager - 18 Human Resources - 38 Innovation & Technology - 42 General Counsel - 19 Operations – 2,035 Planning & Engineering - 49

	Retirement - 5 Safety, Security & Training - 7 TOTAL - 2,340

Exhibit 2.1: AC Transit Organization Chart – FY2023

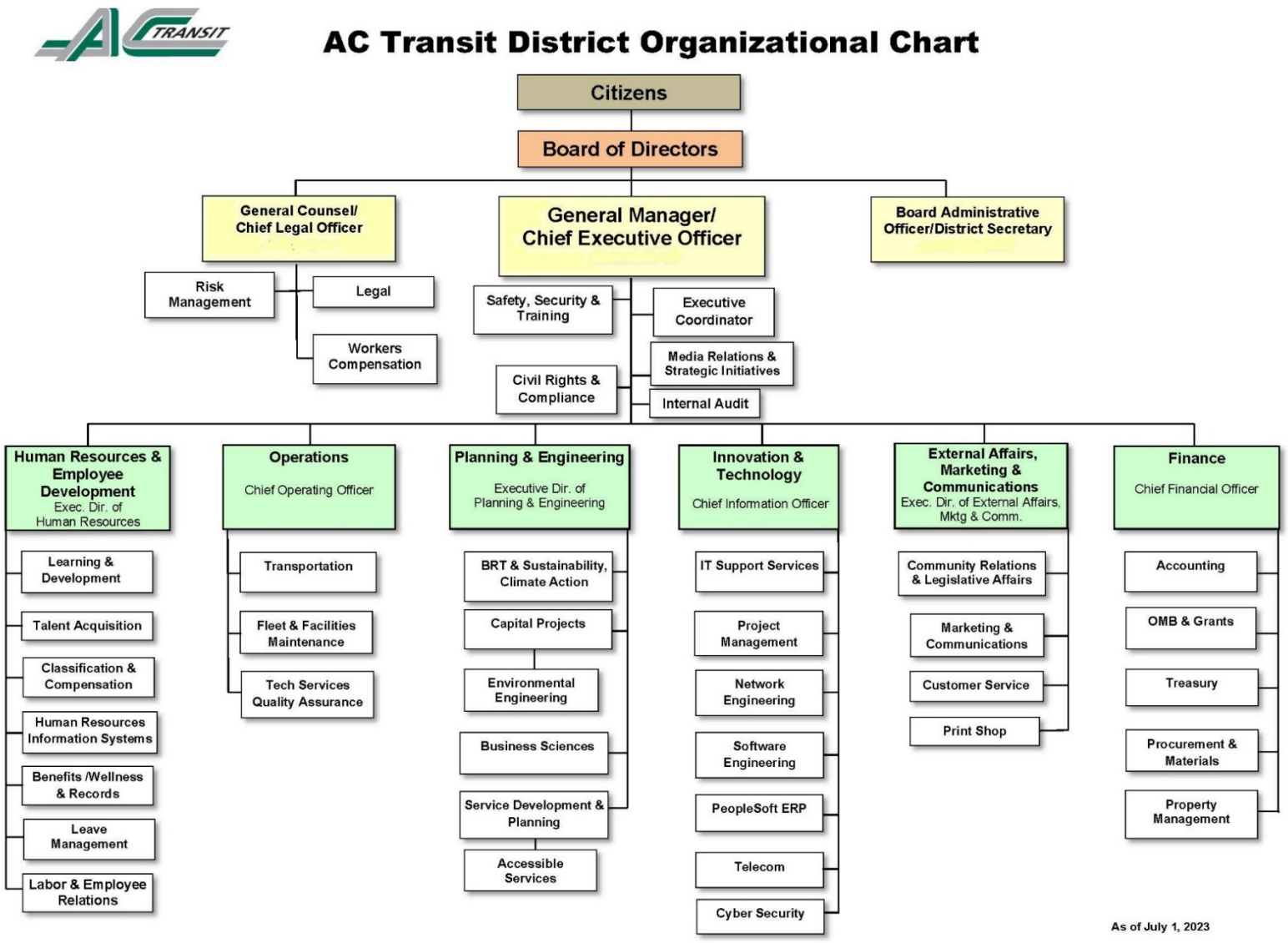


Exhibit 2.2: AC Transit Organization Chart – FY2024

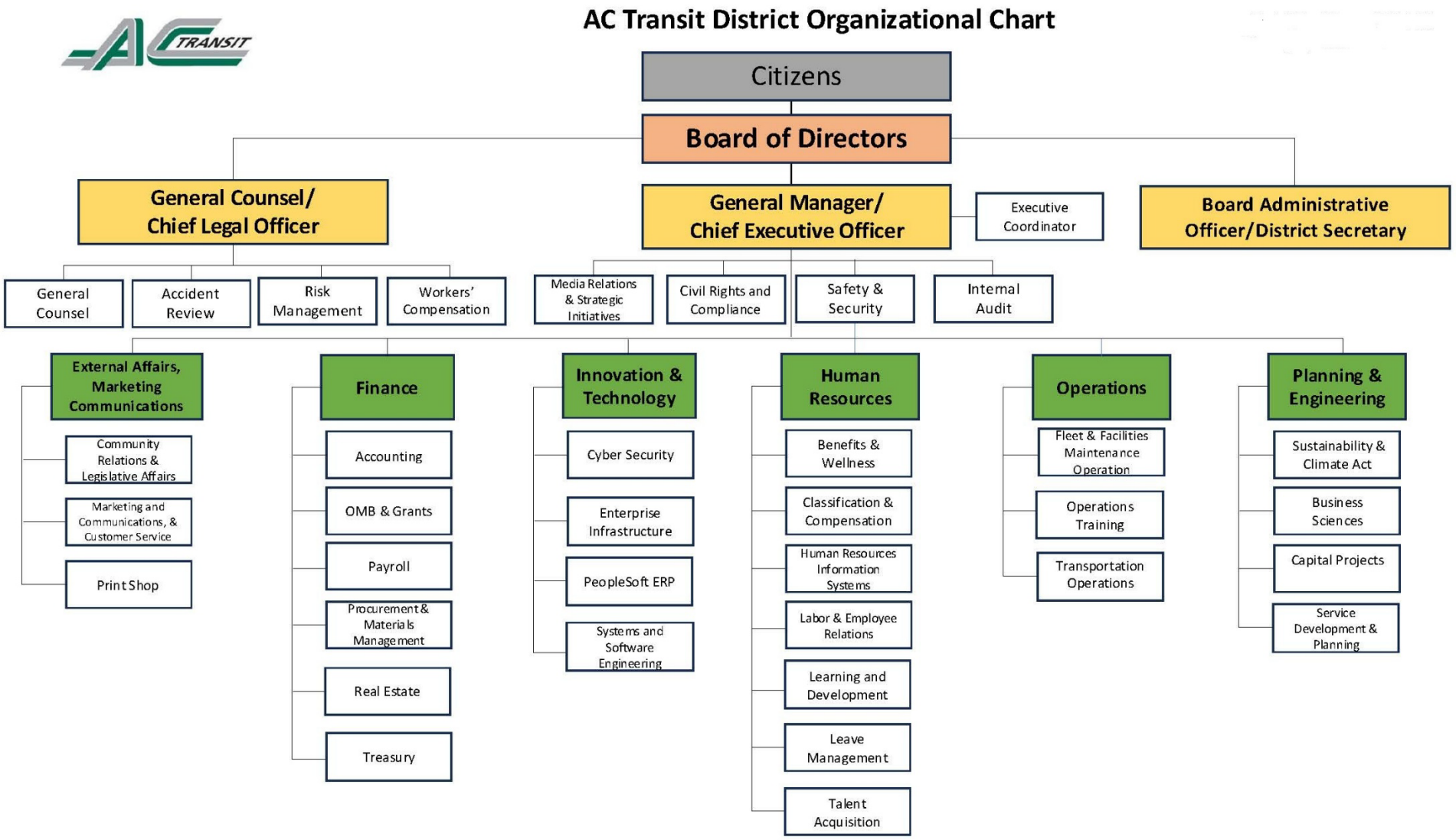
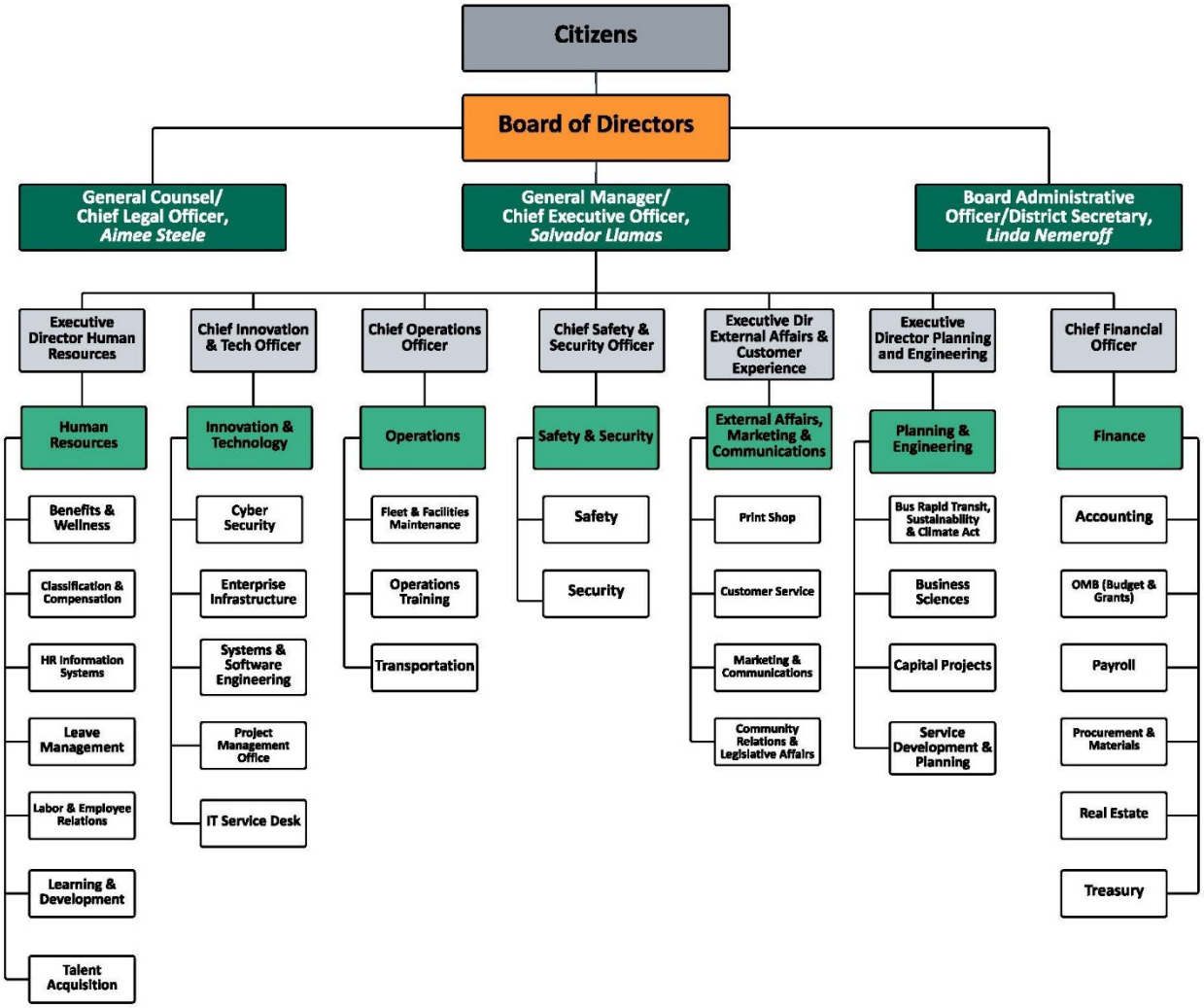


Exhibit 2.3: AC Transit Organization Chart – FY2025



II. REVIEW OF TDA DATA COLLECTION AND REPORTING METHODS

This section focuses on the five performance indicators required by TDA law. The state PUC has defined these indicators to evaluate the transit operator's efficiency, effectiveness, and economy. The purpose of this review is to determine if AC Transit is in compliance with the data collection and reporting requirements necessary to calculate the TDA performance indicators. The review is limited to the data items needed to calculate the indicators:

- Operating costs
- Vehicle service hours
- Vehicle service miles
- Unlinked passengers
- Employees (full-time equivalents)

The TDA indicator analysis is based on these operating and financial statistics in the National Transit Database (NTD) reports submitted annually to the Federal Transit Administration (FTA). The information reported by AC Transit covering the audit period has been reviewed. AC Transit's NTD reports include its bus and rapid bus services.

Compliance with Requirements

To support this review, AC Transit provided information to confirm and/or update its data collection and reporting procedures as described in the prior performance audit. The staff indicated that the definitions and procedures used to derive the TDA indicator statistics are consistent with those used for the NTD reporting system.

Based on the information provided, as shown in Exhibit 3.1, AC Transit is in compliance with the data collection and reporting requirements for the TDA statistics.

Consistency of the Reported Statistics

The TDA statistics for AC Transit's bus, and rapid bus services are presented in Exhibits 3.2 and 3.3. 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 following is a brief summary of the results:

- AC Transit is in compliance with the definition and methodology for collection and reporting of TDA statistics
- There is general consistency in terms of the direction and magnitude of the year-to-year changes across the statistics. For example, increases or decreases in annual operating costs tend to be relatively proportional to increases or decreases in annual vehicle service hours and miles.
- One minor data reporting anomaly was found in the rapid bus service. Rapid bus service hours exhibited a 1.3 percent increase between FY2024 and FY2025, with a corresponding 2.7 percent decrease in service miles. AC Transit indicated this was due to added layover time for the rapid bus operators' service for break and recovery time, which increased operating hours. At the same time, service miles declined due to more missed service in FY2025, resulting in fewer completed trips and reduced miles.

Exhibit 3.1: Compliance with TDA Data Collection and Reporting Requirements

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
Operating Cost	"Operating cost" means all costs in the operating expense object classes exclusive of the costs in the depreciation and amortization expense object class of the uniform system of accounts and records adopted by the Controller pursuant to Section 99243, and exclusive of all subsidies for commuter rail services operated under the jurisdiction of the Interstate Commerce Commission and of all direct costs for providing charter services, and exclusive of all vehicle lease costs.	In Compliance	Financial statistics are gathered and monitored by the Accounting and Budget Departments, which are responsible for preparing reports on a regular basis for internal distribution to the Board. Operating costs have been defined as the total expenses reported in the quarterly financial statements, excluding depreciation. Input data are tracked based on approved procedures from the NTD Uniform System of Accounts.
Vehicle Service Hours	"Vehicle service hours" means the total number of hours that each transit vehicle is in revenue service, including layover time.	In Compliance	Vehicle service hours are tracked through the operator timekeeping system and electronic farebox reports. Operators' time is accumulated on monthly reports (OTS 370). The report separates the pay categories to facilitate creation of vehicle hours. The Accounting Department produces a monthly summary of hours; miles and operator pay. Hours calculations are rooted in the Hastus scheduling system. Annual vehicle revenue hours (VRH) reported to NTD by service mode in S-10 forms. Monthly reporting to NTD in MR-20 forms.

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	AC Transit reports actual rather than scheduled service miles for TDA reporting and internal performance measures. The process for determining vehicle miles begins in the Schedule Department and relies on the Hastus software system. Annual vehicle revenue miles (VRM) are reported to NTD by service mode in S-10 forms. Monthly reporting to NTD in MR-20 forms.
Unlinked Passengers	"Unlinked passengers" means the number of boarding passengers, whether revenue producing or not, carried by the public transportation system.	In Compliance	AC Transit continues to report unlinked passenger trips (UPT) using established APC ridership methodology. Procedures and processes comply with FTA sampling requirements of 95% confidence +/- 10% precision. FTA references and policy manual are found here: https://www.transit.dot.gov/ntd/manuals Monthly UPT data are processed and reviewed internally and reported to NTD in MR-20 forms. Annual figures reported by service mode in S-10 forms (see NTD Annual Report submissions).
Employee Full-Time Equivalents	2,000 person-hours of work in one year constitute one employee.	In Compliance	For NTD reporting, AC Transit arrived at an FTE count by dividing the number of labor hours by 2,080 hours. For state reporting, AC Transit counted its FTEs consistent with the TDA definition of 2,000 annual person work hours.

Exhibit 3.2: TDA Statistics – Bus Service

TDA Statistics	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	*Av. Ann. Chg.*
Operating Cost (Actual $)	$424,911,540	$401,596,686	$395,972,060	$459,593,276	$481,830,287	$502,927,986	- -
Annual Change	- -	*-5.5%*	*-1.4%*	*16.1%*	*4.8%*	*4.4%*	*3.4%*
Operating Cost (Constant $)	$424,911,540	$385,069,082	$352,871,361	$400,310,569	$407,464,704	$417,261,166	- -
Annual Change	- -	*-9.4%*	*-8.4%*	*13.4%*	*1.8%*	*2.4%*	*-0.4%*
Vehicle Service Hours	1,847,503	1,587,486	1,547,934	1,624,683	1,672,518	1,683,258	- -
Annual Change	- -	*-14.1%*	*-2.5%*	*5.0%*	*2.9%*	*0.6%*	*-1.8%*
Vehicle Service Miles	18,893,674	16,074,382	16,115,684	16,864,189	16,886,922	17,039,572	- -
Annual Change	- -	*-14.9%*	*0.3%*	*4.6%*	*0.1%*	*0.9%*	*-2.0%*
Unlinked Passengers	44,370,426	18,862,602	25,382,188	30,497,519	34,467,712	35,168,546	- -
Annual Change	- -	*-57.5%*	*34.6%*	*20.2%*	*13.0%*	*2.0%*	*-4.5%*
Employee Full-Time Equivalents	1,910.3	1,753.7	1,668.1	1759.6	1920.0	2114.3	- -
Annual Change	- -	*-8.2%*	*-4.9%*	*5.5%*	*9.1%*	*10.1%*	*2.0%*
Bay Area CPI - Annual Change	- -	4.3%	7.6%	2.3%	3.0%	1.9%	- -
Cumulative Change	- -	4.3%	12.2%	14.8%	18.3%	20.5%	*3.8%*

Sources: *FY2020 through FY2022 - Prior Performance Audit Report*
FY2023 through FY2025 - NTD Reports (FY25 original submission)
CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

Exhibit 3.3: TDA Statistics – Rapid Bus Service

TDA Statistics	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	*Av. Ann. Chg.*
Operating Cost (Actual $)	*(a)*	$16,628,791	$18,646,194	$21,949,532	$22,994,345	$24,372,233	- -
Annual Change	- -	- -	*12.1%*	*17.7%*	*4.8%*	*6.0%*	*10.0%*
Operating Cost (Constant $)	*(a)*	$15,944,438	$16,616,596	$19,118,273	$19,445,403	$20,220,761	- -
Annual Change	- -	- -	*4.2%*	*15.1%*	*1.7%*	*4.0%*	*6.1%*
Vehicle Service Hours	*(a)*	76,908	75,544	76,821	79,549	80,576	- -
Annual Change		- -	*-1.8%*	*1.7%*	*3.6%*	*1.3%*	*1.2%*
Vehicle Service Miles	*(a)*	644,191	656,175	681,509	708,670	689,686	- -
Annual Change	- -	- -	*1.9%*	*3.9%*	*4.0%*	*-2.7%*	*1.7%*
Unlinked Passengers	*(a)*	2,379,425	3,526,675	4,106,130	4,798,970	4,836,169	- -
Annual Change	- -	- -	*48.2%*	*16.4%*	*16.9%*	*0.8%*	*19.4%*
Employee Full-Time Equivalents	*(a)*	83.5	81.7	85.6	92.6	104.2	- -
Annual Change	- -	- -	*-2.2%*	*4.8%*	*8.2%*	*12.5%*	*5.7%*
Bay Area CPI - Annual Change	- -	4.3%	7.6%	2.3%	3.0%	1.9%	- -
Cumulative Change	- -	4.3%	12.2%	14.8%	18.3%	20.5%	*3.8%*

(a) Service began August 2020

Sources: FY2020 through FY2022 - Prior Performance Audit Report
FY2023 through FY2025 - NTD Reports (FY25 original submission)
CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

III. TDA PERFORMANCE INDICATORS AND TRENDS

The performance trends for AC Transit's bus and rapid bus service modes are presented in this section. Performance is discussed for the five TDA-mandated performance indicators:

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

The performance results in these indicators were developed from the information in the NTD reports filed with the FTA for the three years of the audit period. AC Transit's NTD reports were the source of all operating and financial statistics except for pass-through construction items identified by AC Transit staff that were deducted from the operating costs from FY2020 through FY2025.

In addition to presenting performance for the three years of the audit period (FY2023 through FY2025), 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 AC Transit'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 FY2023 to FY2025 trend lines have been combined with those from the prior audit period (FY2020 through FY2022) 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 AC Transit's performance trends in the five TDA performance indicators included. The discussion is organized by service mode -- bus service is discussed first, followed by rapid bus. 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 AC Transit'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)
  - Operating cost per vehicle service hour, a key indicator of cost efficiency, increased an average of 5.4 percent annually. This reflects modest annual average increases in operating costs combined with minor overall annual average decreases in vehicle service hours. The trend in these factors were generally negative in the first three years of the analysis period, largely attributed to the COVID-19 pandemic costs and service reductions in those

years, followed by a return toward pre-pandemic service levels in the last three years of the analysis period.

  - The cost per hour ranged increased each year from $229.99 in FY2020 to $298.78 in FY2025.

  - In constant FY2020 dollars, there was an average annual increase in this indicator of 1.5 percent.

- Passengers per Vehicle Service Hour (Exhibit 4.2)

  - Passengers per vehicle service hour, an indicator of passenger productivity, decreased an average of 2.7 percent annually during the six-year period.

  - The trend reflects ridership decreasing at a more rapid pace than service hours over the period, specifically an almost 60 percent ridership decrease in FY2021 due to the COVID pandemic. Increases in ridership have outpaced increases in service hours in each year of the current audit period.

  - Passengers per hour decreased overall from 24 in FY2020 to 20.9 in FY2025, with the lowest point of 11.9 occurring in FY2021. Passengers per hour have increased in each year of the current audit period (FY2023-2025).

- Passengers per Vehicle Service Mile (Exhibit 4.2)

  - The six-year trend in passengers per vehicle service mile, another passenger productivity indicator, decreased by an annual average of 2.5 percent.

  - As with passengers per hour, this performance reflects the overall decreases in both ridership and vehicle service miles, again, with the most significant decrease occurring in FY2021 and increasing in each year since then.

  - Passengers per mile decreased from 2.35 in FY2020, to 2.06 in FY2025, with the lowest average of 1.17 occurring in FY2021.

- Operating Cost per Passenger (Exhibit 4.3)

  - A measure of cost effectiveness, AC Transit's operating cost per passenger was $9.58 in FY2020, increasing to a high of $21.29 per passenger in FY2021, decreasing each year to $13.98 in FY2024, before ending at $14.30 in FY2025. This results in an average annual increase of 8.4 percent per year.

- Total operating costs increased modestly during the analysis period, but ridership was lower overall, with declines caused by the pandemic resulting in a 4.5 percent decrease per year in ridership on average.

- With the impact of inflation removed (normalization), the six-year result was an average annual increase of 4.4 percent in the cost per passenger.

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

  - Employee productivity, measured as vehicle service hours per full-time employee, decreased by an average of 3.8 percent per year over the six years.

  - Hours per FTE decreased overall from 967.1 in FY2020 to 796.1 in FY2025, reflecting a small average annual decrease in service hours combined with a two percent average yearly increase in FTEs over the entire period.

* * * * *

The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2020 through FY2025:

- The COVID pandemic impacted the current audit period performance indicators. Declines in ridership and service levels, particularly in FY2021, negatively affected the AC Transit bus performance indicators. As the pandemic waned, improving numbers in these indicators between FY2022 and FY2025 created an overall decrease in performance, but not to the extent of the pandemic years.

- There was an average annual increase in the operating cost per hour of 5.4 percent, 1.5 percent in inflation adjusted dollars. Cost per hour increased in every year of the six-year analysis period.

- Passenger productivity decreased due to overall lower ridership during the pandemic and the slow return of passengers to almost pre-pandemic levels. Passengers per vehicle service hour decreased 2.7 percent and passengers per vehicle service mile decreased 2.5 percent per year overall.

- The cost per passenger increased on average by 8.4 percent per year, which amounted to an average annual increase of 4.4 percent in constant FY2020

dollars. This is a significant improvement from the 17.5 percent plus average annual increases seen in the prior audit report.

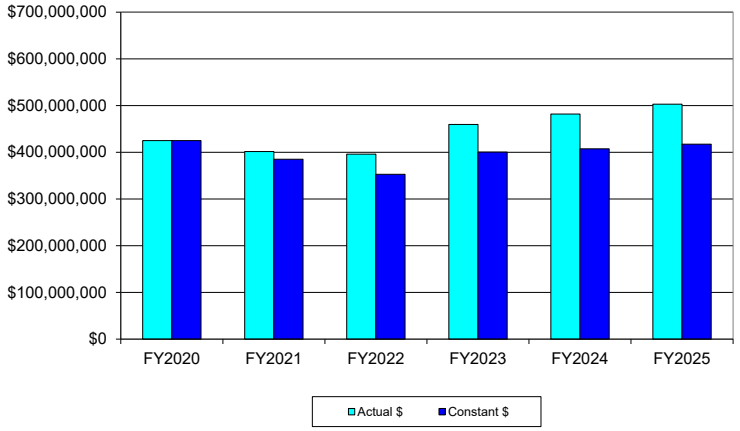
- Employee productivity decreased modestly, an average of 3.8 percent per year.

Exhibit 4: TDA Indicator Performance – Bus Service

TDA Performance Indicator	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	*Av. Ann. Chg.*
Op. Cost per Vehicle Svc. Hour (Actual $)	$229.99	$252.98	$255.81	$282.88	$288.09	$298.78	- -
Annual Change	- -	*10.0%*	*1.1%*	*10.6%*	*1.8%*	*3.7%*	*5.4%*
Op. Cost per Vehicle Svc. Hour (Constant $)	$229.99	$242.57	$227.96	$246.39	$243.62	$247.89	- -
Annual Change	- -	*5.5%*	*-6.0%*	*8.1%*	*-1.1%*	*1.8%*	*1.5%*
Passengers per Vehicle Service Hour	24.0	11.9	16.4	18.8	20.6	20.9	- -
Annual Change	- -	*-50.5%*	*38.0%*	*14.5%*	*9.8%*	*1.4%*	*-2.7%*
Passengers per Vehicle Service Mile	2.35	1.17	1.57	1.81	2.04	2.06	- -
Annual Change	- -	*-50.0%*	*34.2%*	*14.8%*	*12.9%*	*1.1%*	*-2.5%*
Op. Cost per Passenger (Actual $)	$9.58	$21.29	$15.60	$15.07	$13.98	$14.30	- -
Annual Change	- -	*122.3%*	*-26.7%*	*-3.4%*	*-7.2%*	*2.3%*	*8.4%*
Op. Cost per Passenger (Constant $)	$9.58	$20.41	$13.90	$13.13	$11.82	$11.86	- -
Annual Change	- -	*113.2%*	*-31.9%*	*-5.6%*	*-9.9%*	*0.4%*	*4.4%*
Vehicle Service Hours per FTE	967.1	905.2	928.0	923.3	871.1	796.1	- -
Annual Change	- -	*-6.4%*	*2.5%*	*-0.5%*	*-5.7%*	*-8.6%*	*-3.8%*
Bay Area CPI - Annual Change	- -	4.3%	7.6%	2.3%	3.0%	1.9%	- -
Cumulative Change	- -	4.3%	12.2%	14.8%	18.3%	20.5%	*3.8%*

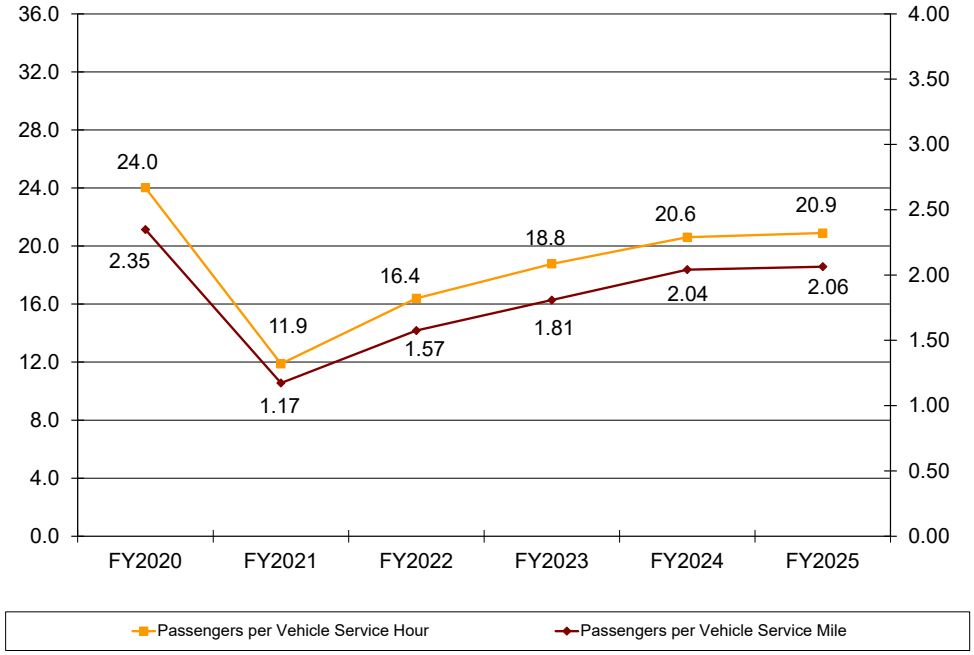
Exhibit 4.1: Operating Cost per Vehicle Service Hour – Bus Service

Operating Cost

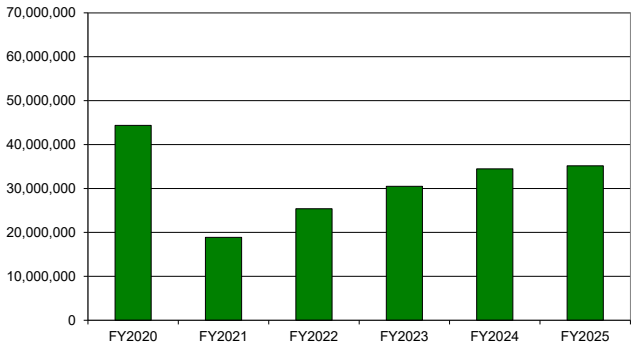


Vehicle Service Hours

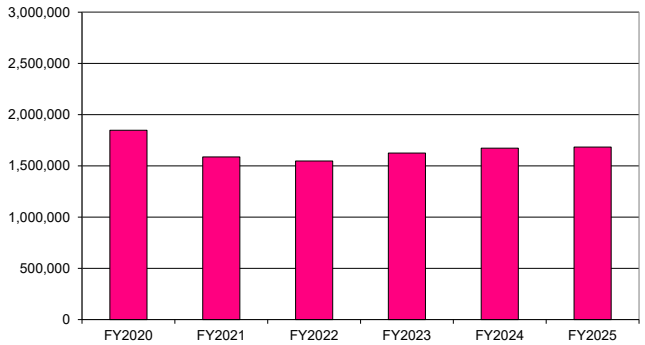
Exhibit 4.2: Passengers per Hour and per Mile – Bus Service



Unlinked Passengers



Vehicle Service Hours



Vehicle Service Miles

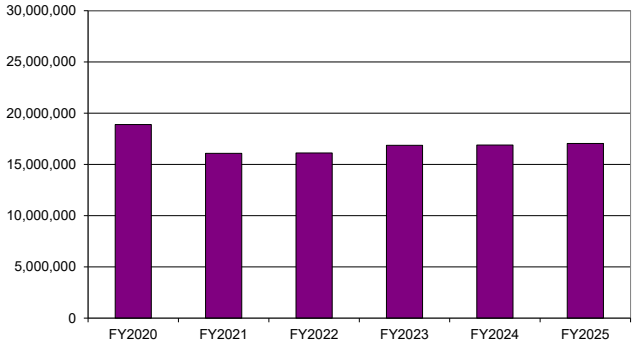
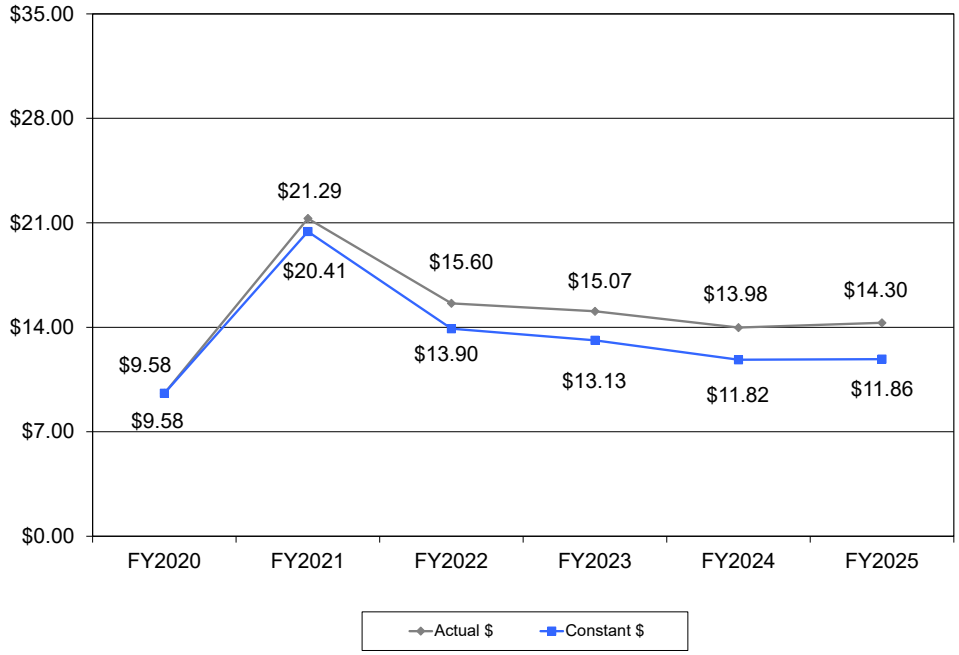
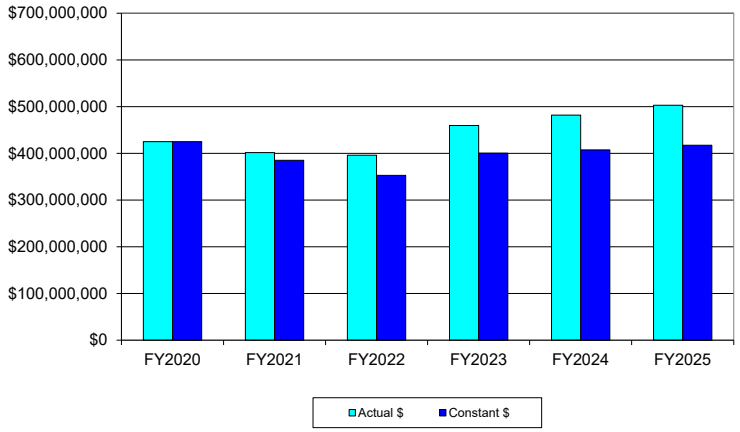


Exhibit 4.3: Operating Cost per Passenger – Bus Service



Operating Cost



Unlinked Passengers

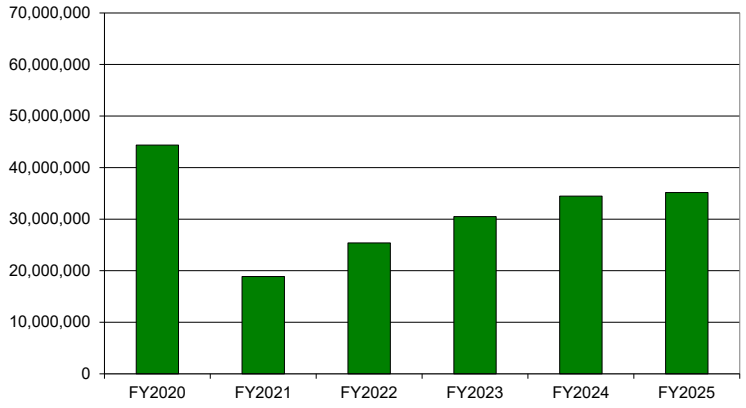
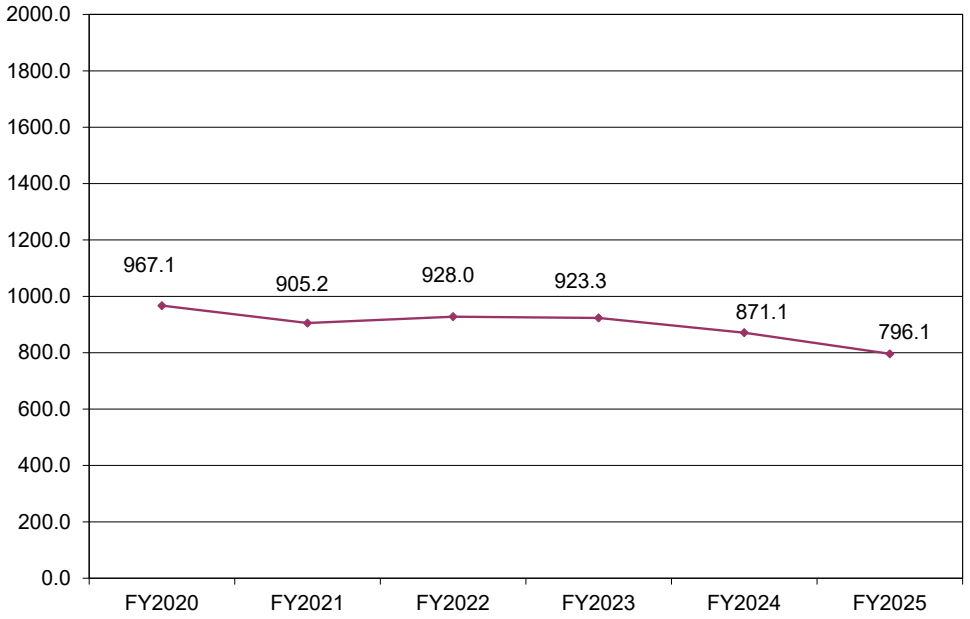
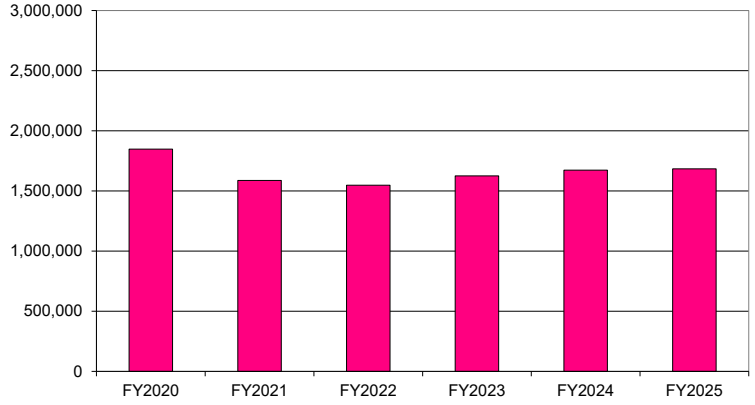


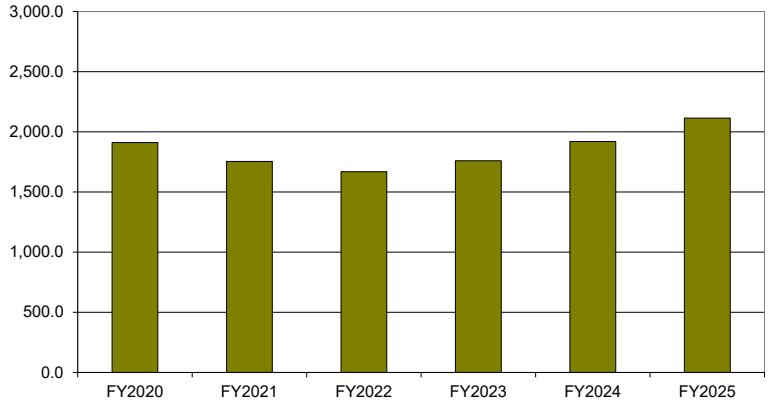
Exhibit 4.4: Vehicle Service Hours per FTE – Bus Service



Vehicle Service Hours



Full-time Equivalents



Bus Service Component Costs

Year-to-year changes in selected operating cost categories over the past six years are presented in Exhibit 4.4. 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 4.4 also shows the concurrent changes in vehicle service hours and Exhibit 4.5 illustrates the portion of the cost per bus service hour that can be attributed to each included cost component.

- There were modest changes in most component cost categories between FY2020 and FY2025. Overall, operating costs increased by 3.4 percent annually.
- Labor costs slightly increased overall, an average of 1.7 percent per year. Fringe benefits costs also increased modestly, with an average annual increase of 3.2 percent over the six-year period. Labor and fringe benefit costs represented the largest portion of the total costs, comprising between 76 and 82 percent of total operating costs in all six years.
- Services increased an annual average of 3.6 percent while materials/supplies costs increased by an average of 4.2 percent. These categories contributed about 15-18 percent of total costs.
- Representing between four and seven percent of total costs, casualty/liability and miscellaneous expense costs increased an annual average of 26.1 and 5.9 percent, respectively, over the period. Casualty/liability expenses experienced significant increases in FY2022 (85.1 percent) and FY2024 (64.7 percent), attributed to increases in inflation in jury verdicts, increases in litigation financing (medical costs, settlement values and defense expenses) and increases in bus versus pedestrian incidents. Higher costs for repairing property damage due to complexity of modern buses also contributes to higher casualty costs.

* * * * *

The following is a brief summary of the component operating costs trend highlights between FY2020 and FY2025:

- Labor and benefit costs represented the largest portion of the total costs, representing between 76 and 82 percent in all six years. Labor costs increased an average of 1.7 percent annually, while fringe benefit costs increased 3.2 percent annually.
- There were modest changes in most component cost categories, with average annual increases of five percent or less in four of the six cost categories examined and larger increases in casualty/liability and miscellaneous expenses. Casualty/liability had the largest average annual increases (26.1 percent) attributed to increases in the number of bus versus pedestrian incidents, litigation costs, jury verdicts and settlements, and increased costs for property damage repairs.
- Services and materials/supplies contributed about 15 percent of total costs, while the remaining categories contributed seven percent or less of total costs over the six year analysis period.

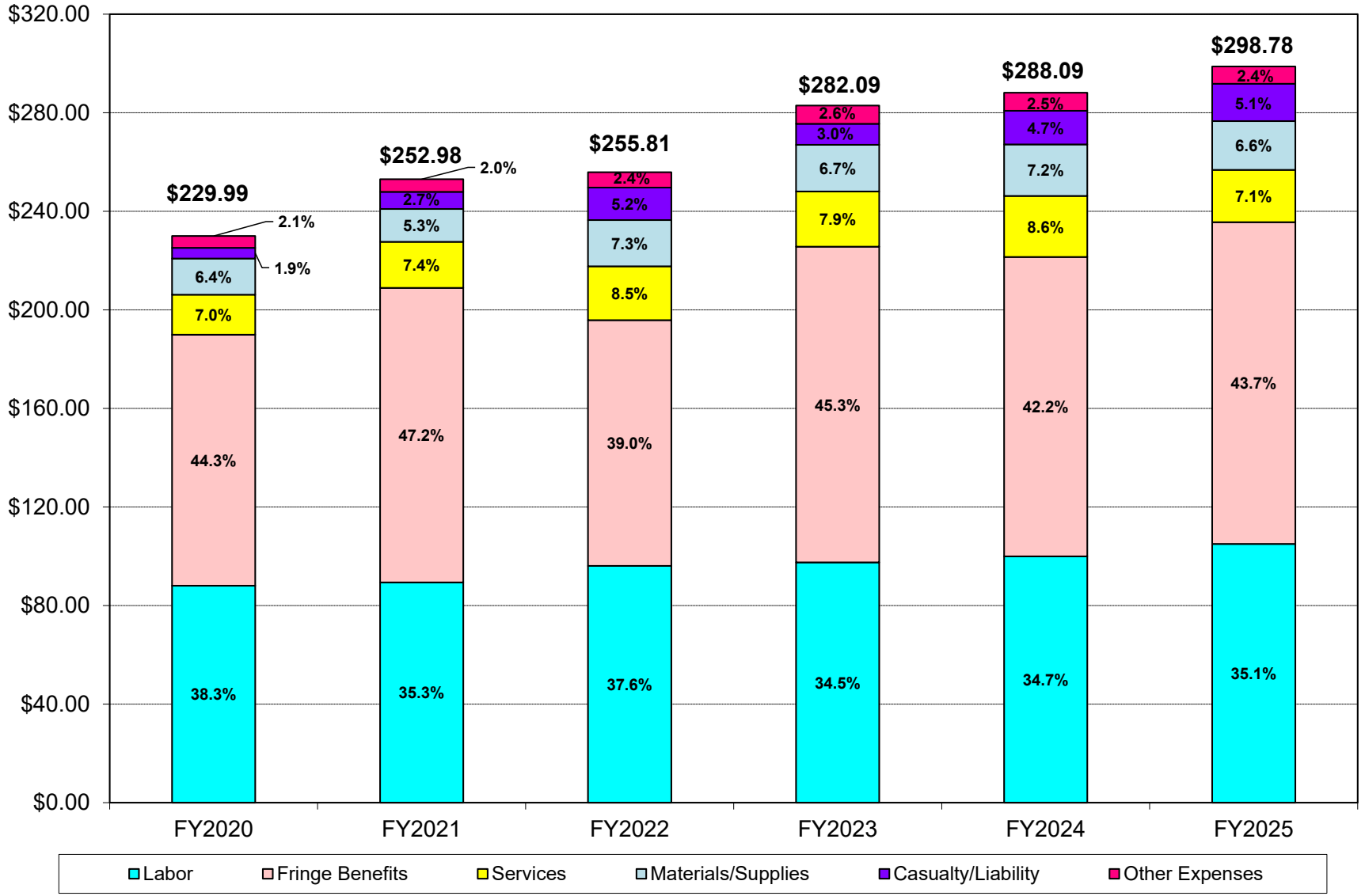
Exhibit 4.5: Component Cost Trends – Bus Service

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	*Av. Ann. Chg.*
COST CATEGORIES							
Labor (Salaries/Wages)	$162,704,283	$141,850,982	$148,737,499	$158,417,974	$167,134,975	$176,739,332	- -
Annual Change	- -	*-12.8%*	*4.9%*	*6.5%*	*5.5%*	*5.7%*	*1.7%*
Fringe Benefits *(a)*	$188,125,977	$189,725,913	$154,387,983	$208,073,714	$203,159,014	$219,729,200	- -
Annual Change	- -	*0.9%*	*-18.6%*	*34.8%*	*-2.4%*	*8.2%*	*3.2%*
Services	$29,919,967	$29,735,598	$33,765,593	$36,418,069	$41,503,211	$35,699,084	
Annual Change	- -	*-0.6%*	*13.6%*	*7.9%*	*14.0%*	*-14.0%*	*3.6%*
Materials/Supplies *(b)*	$27,212,984	$21,107,045	$29,073,482	$30,828,580	$34,922,286	$33,354,951	- -
Annual Change	- -	*-22.4%*	*37.7%*	*6.0%*	*13.3%*	*-4.5%*	*4.2%*
Casualty/Liability	$8,010,053	$11,019,101	$20,397,585	$13,864,442	$22,836,160	$25,502,662	- -
Annual Change	- -	*37.6%*	*85.1%*	*-32.0%*	*64.7%*	*11.7%*	*26.1%*
Other Expenses *(c)*	$8,938,276	$8,158,047	$9,609,918	$11,990,497	$12,274,640	$11,902,757	- -
Annual Change	- -	*-8.7%*	*17.8%*	*24.8%*	*2.4%*	*-3.0%*	*5.9%*
Total	$424,911,540	$401,596,686	$395,972,060	$459,593,276	$481,830,286	$502,927,986	- -
Annual Change	- -	*-5.5%*	*-1.4%*	*16.1%*	*4.8%*	*4.4%*	*3.4%*
OPERATING STATISTICS							
Vehicle Service Hours	1,847,503	1,587,486	1,547,934	1,624,683	1,672,518	1,683,258	- -
	- -	*-14.1%*	*-2.5%*	*5.0%*	*2.9%*	*0.6%*	*-1.8%*

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

Exhibit 4.6: Distribution of Component Costs – Bus Service

Operating Cost per Vehicle Service Hour



Rapid Bus Performance Trends

This section provides an overview of the performance of AC Transit's rapid bus service over a five-year analysis period, as rapid bus service began in August 2020, giving only five years of service data to examine. The trends in the TDA indicators and input data are presented in Exhibit 5. The five-year trends are illustrated in Exhibits 5.1 through 5.4.

- Operating Cost per Vehicle Service Hour (Exhibit 5.1)
  - AC Transit's rapid bus cost per hour increased from $216.22 in FY2021 to $302.48 in FY2025.
  - The largest annual increase (15.8 percent) occurred in FY2023, when operating costs increased almost 16 percent, while service hours increased just 1.2 percent.
  - Overall, the cost per hour increased an average of 8.8 percent per year over the five years.
  - In constant FY2021 dollars, there was an average annual increase of 4.9 percent over the same period.
- Passengers per Vehicle Service Hour (Exhibit 5.2)
  - Passengers per vehicle service hour increased significantly over the analysis period, from 30.9 passengers per hour in FY2021 to 60 passengers per hour in FY2025.
  - This trend was driven by increased ridership in every year of the analysis period. The number of unlinked passengers increased an average of almost 20 percent per year, while service hours increased an average of 1.2 percent per year.
  - Overall, there was an average annual increase of 18 percent in passenger productivity over the five-year period.

- Passengers per Vehicle Service Mile (Exhibit 5.2)

  - Performance in passengers per vehicle service mile mirrored that of passengers per hour as passengers per mile increased from 3.69 in FY2021 to 7.01 passengers per mile in FY2025. As with passengers per hour, overall ridership increased significantly, while vehicle service miles increased at 1.7 percent during the five-year analysis period.

  - Overall, there was an average annual increase in this indicator of 17.4 percent.

- Operating Cost per Passenger (Exhibit 5.3)

  - Cost effectiveness declined by 7.8 percent per year on average throughout the analysis period, from $6.99 per passenger in FY2021 to $5.04 in FY2025.

  - This was due to the aforementioned increase in passenger levels by almost 20 percent per year over the period, while operating costs increased by ten percent per year on average.

  - With the impact of inflation removed from the cost side (normalization), the result is an average annual decrease in cost per passenger of 11.1 percent over the five years.

- Vehicle Service Hours per FTE (Exhibit 5.4)

  - Employee productivity, measured as vehicle service hours per full-time employee, decreased by an average of 4.3 percent per year over the five years.

  - Hours per FTE decreased overall from 921.1 in FY2021 to 773.3 in FY2025, reflecting a 1.2 percent average annual increase in service hours combined with a 5.7 percent average yearly increase in FTEs over the entire period.

* * * * *

The following is a brief summary of the TDA performance trend highlights over the five-year period of FY2021 through FY2025:

- AC Transit's new rapid bus service appears to be well received by the riding public. During the current analysis period (FY2021-FY2025), unlinked passengers increased an average of almost 20 percent annually, while average operating cost increased about half that amount. Increases in service hours of 1.2 percent and in service miles of 1.7 percent during the same period resulted in mostly positive operating performance.

- Cost efficiency declined overall, with an average annual increase in the operating cost per hour of 8.8 percent (4.9 percent in inflation adjusted dollars). Increased operating costs outpaced the increases in service levels to influence this indicator.

- Passenger productivity was significantly higher, with passengers per hour increasing 18 percent and passengers per mile increasing 17.4 percent per year on average.

- The operating cost per passenger averaged an annual decrease of 7.8 percent, or 11.1 percent in normalized FY2021 dollars. Passenger level increases averaging 19.4 percent per year outperformed the average annual operating cost increase of 8.8 percent per year.

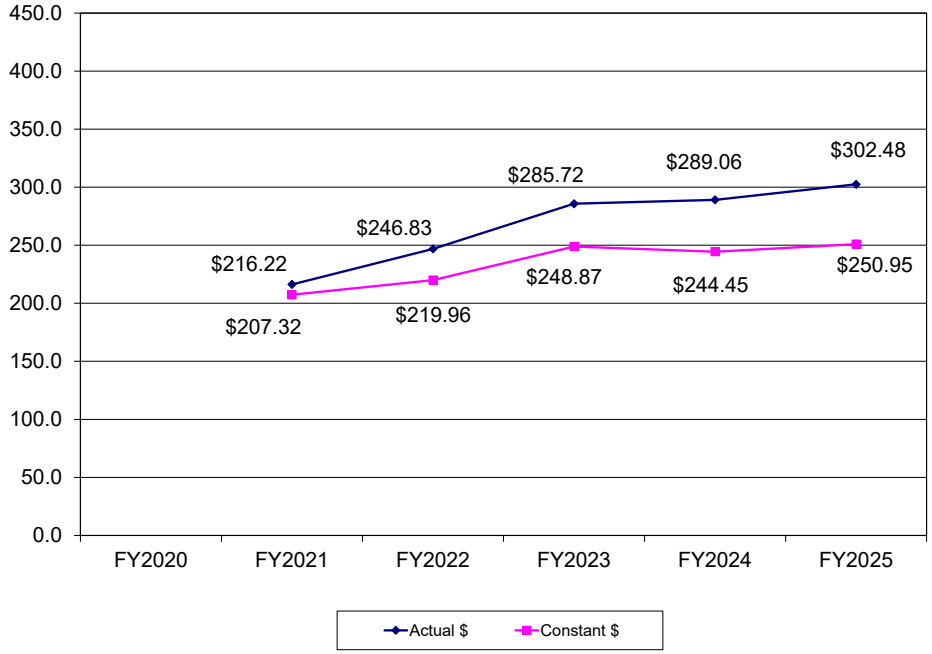
- Employee productivity decreased modestly, an average of 4.3 percent per year overall.

Exhibit 5: TDA Indicator Performance – Rapid Bus

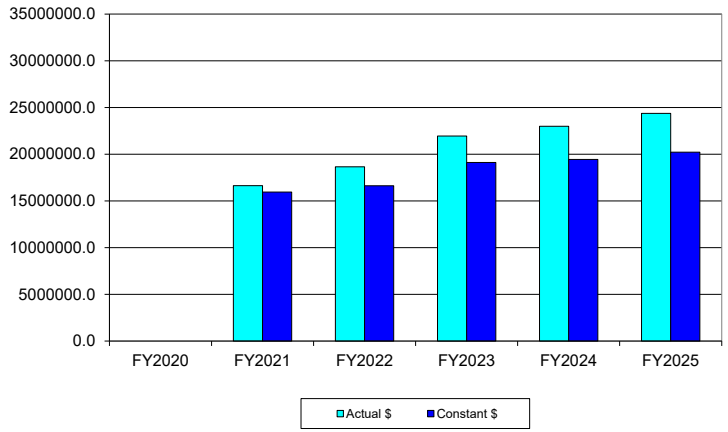
TDA Performance Indicator	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	*Av. Ann. Chg.*
Op. Cost per Vehicle Svc. Hour (Actual $)	*(a)*	$216.22	$246.83	$285.72	$289.06	$302.48	- -
Annual Change	- -	- -	*14.2%*	*15.8%*	*1.2%*	*4.6%*	*8.8%*
Op. Cost per Vehicle Svc. Hour (Constant $)	*(a)*	$207.32	$219.96	$248.87	$244.45	$250.95	- -
Annual Change	- -	- -	*6.1%*	*13.1%*	*-1.8%*	*2.7%*	*4.9%*
Passengers per Vehicle Service Hour	*(a)*	30.9	46.7	53.5	60.3	60.0	- -
Annual Change	- -	- -	*50.9%*	*14.5%*	*12.9%*	*-0.5%*	*18.0%*
Passengers per Vehicle Service Mile	*(a)*	3.69	5.37	6.03	6.77	7.01	- -
Annual Change	- -	- -	*45.5%*	*12.1%*	*12.4%*	*3.5%*	*17.4%*
Op. Cost per Passenger (Actual $)	*(a)*	$6.99	$5.29	$5.35	$4.79	$5.04	- -
Annual Change	- -	- -	*-24.3%*	*1.1%*	*-10.4%*	*5.2%*	*-7.8%*
Op. Cost per Passenger (Constant $)	*(a)*	$6.70	$4.71	$4.66	$4.05	$4.18	- -
Annual Change	- -	- -	*-29.7%*	*-1.2%*	*-13.0%*	*3.2%*	*-11.1%*
Vehicle Service Hours per FTE	*(a)*	921.1	924.7	897.4	859.1	773.3	- -
Annual Change	- -	- -	*0.4%*	*-2.9%*	*-4.3%*	*-10.0%*	*-4.3%*
Bay Area CPI - Annual Change	- -	4.3%	7.6%	2.3%	3.0%	1.9%	- -
Cumulative Change	- -	4.3%	12.2%	14.8%	18.3%	20.5%	*3.8%*

(a) Service began in August 2020

Exhibit 5.1: Operating Cost per Vehicle Service Hour – Rapid Bus



Operating Cost



Vehicle Service Hours

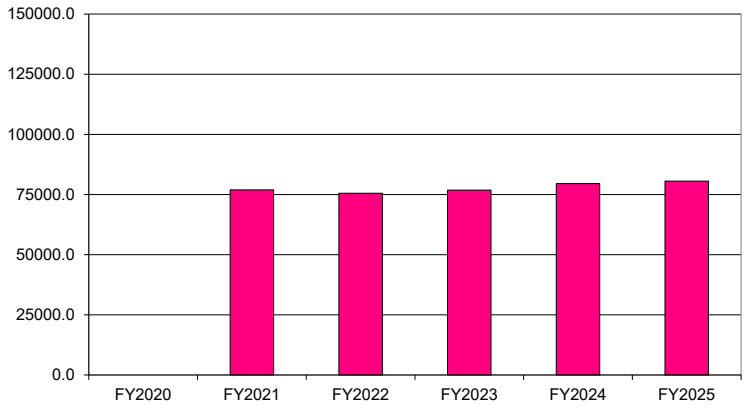
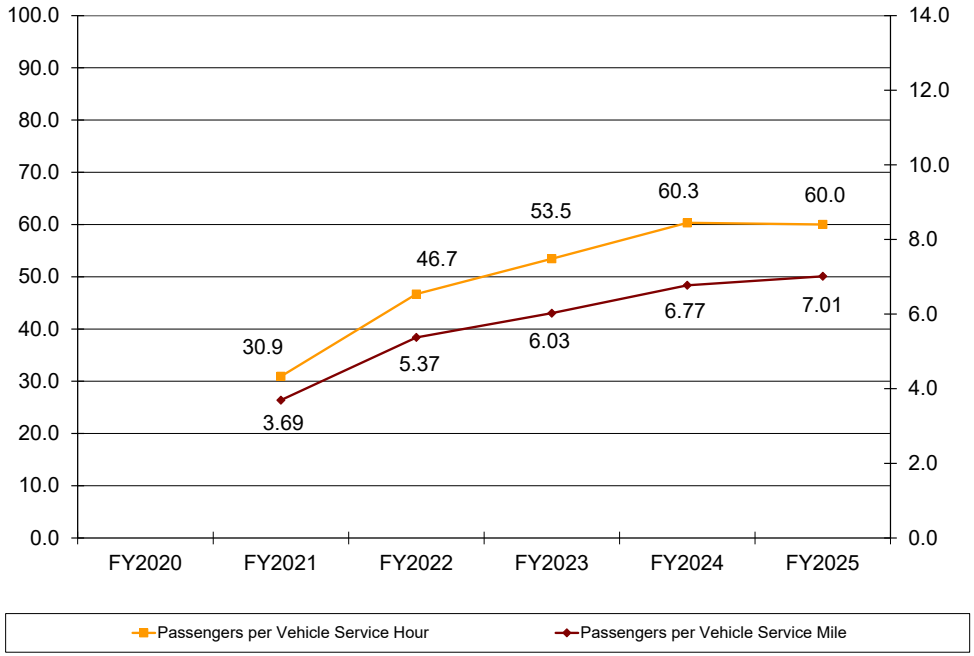
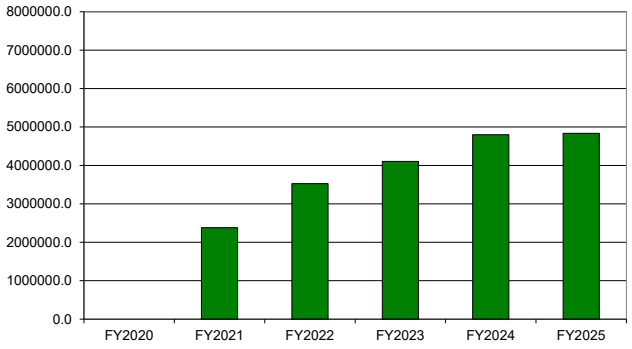


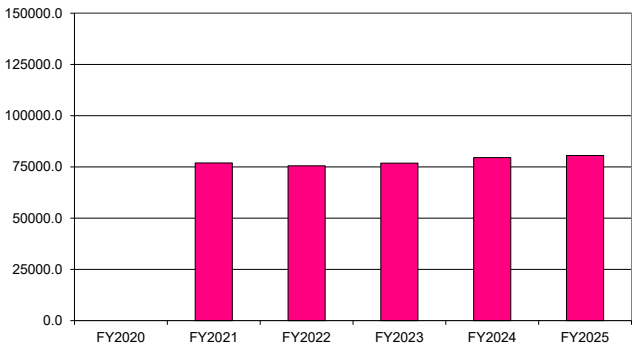
Exhibit 5.2: Passengers per Hour and per Mile – Rapid Bus



Unlinked Passengers



Vehicle Service Hours



Vehicle Service Miles

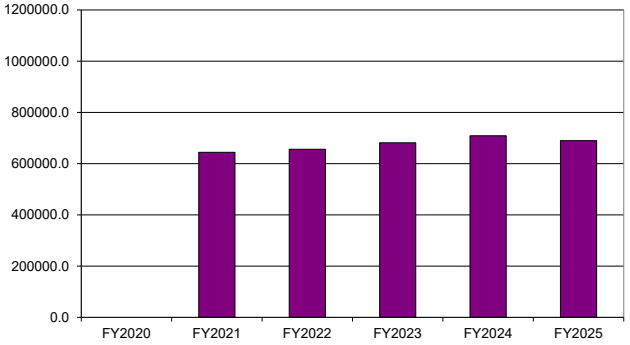
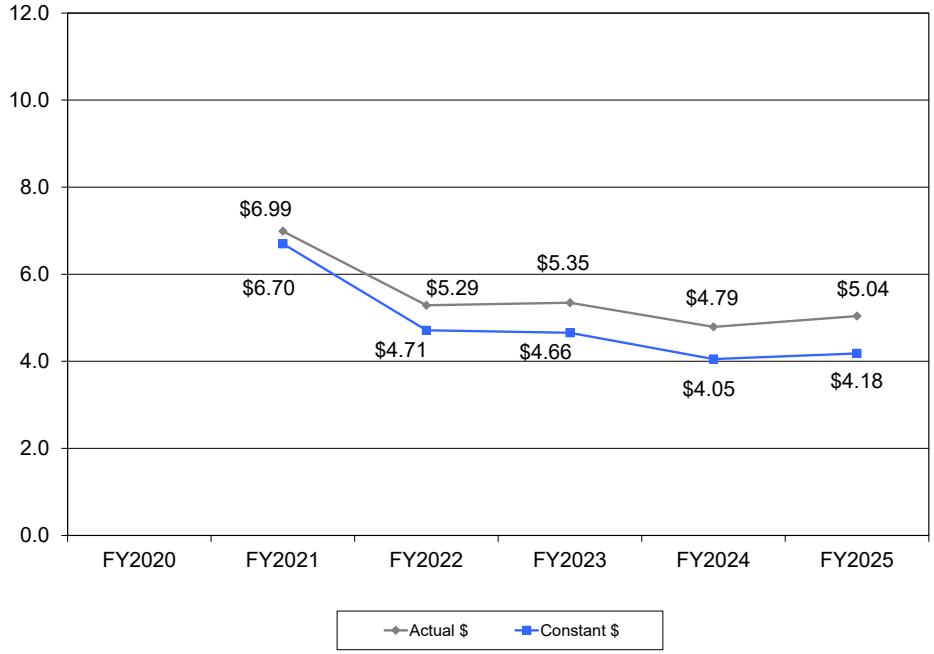
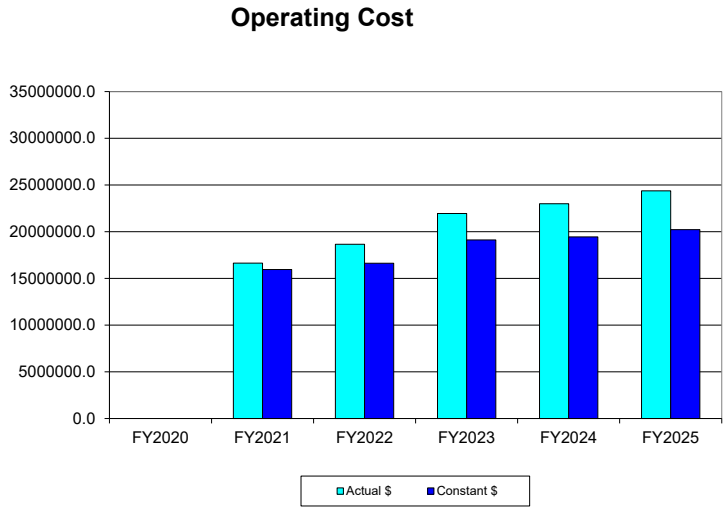


Exhibit 5.3: Operating Cost per Passenger – Rapid Bus





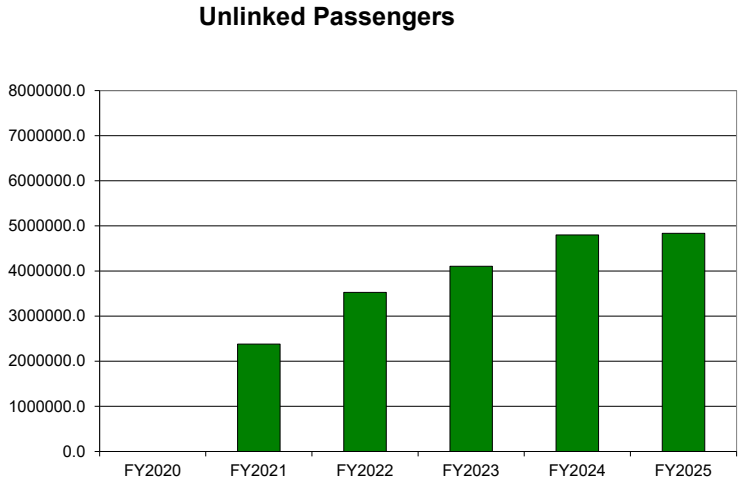
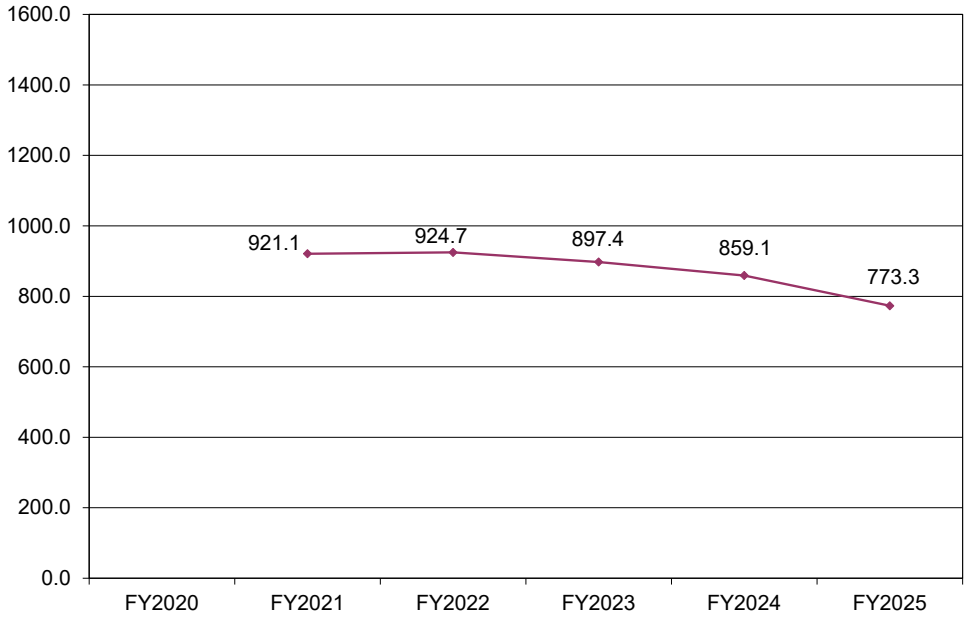
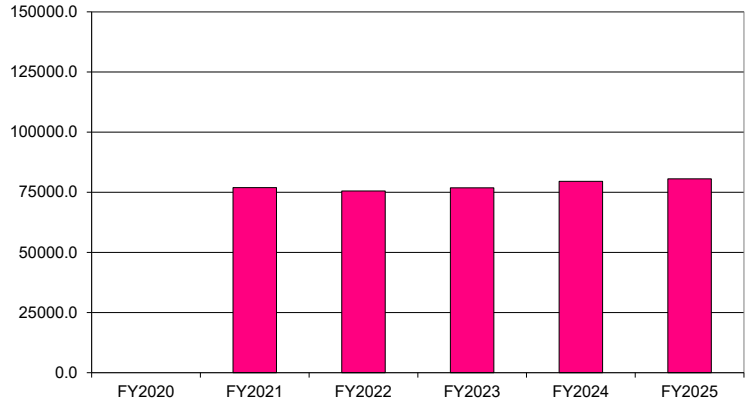


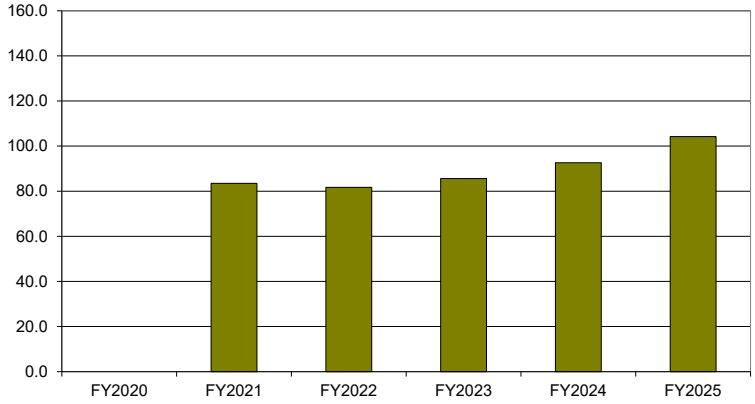
Exhibit 5.4: Vehicle Service Hours per FTE – Rapid Bus



Vehicle Service Hours



Full-time Equivalents



Rapid Bus 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.

- Total annual costs increased an average of ten percent between FY2021 and FY2025. The increase in total costs appear to be driven by similar average annual increases in the labor and fringe benefits categories, which are the largest component cost categories.
- Labor increased an annual average of 7.7 percent, while fringe benefit costs increased an annual average of 9.6 percent. Together, labor and fringe benefits comprised between 76 and 82 percent of total costs annually during the analysis period.
- Services increased an annual average of 9.4 percent while materials/supplies costs increased by an average of 16.6 percent. The categories contributed about 13-17 percent of total costs.
- Representing about five percent of total costs, casualty/liability expenses increased an average 27.7 percent annually, with significant increases seen in FY2022 (109.3 percent) and FY2024 (65.7 percent), attributed to the same increase in costs as with the bus service. Additionally, as the Tempo line travels through a congested downtown corridor, it experiences frequent collisions, often involving hit and run incidents with under- or uninsured drivers, forcing ACT to absorb the damage costs directly.
- Miscellaneous expense costs increased an annual average of 13.8 percent over the period, comprising less than three percent of total operating costs annually.

* * * * *

The following is a brief summary of the TDA performance trend highlights over the five-year period of FY2021 through FY2025:

- In-house labor and benefit costs represented the largest portion of the total costs, representing roughly 78 percent in all five years. Labor costs increased an average of 7.7 percent annually, while fringe benefit costs increased 9.6 percent annually.

- Services and materials/supplies contributed between 13 to 17 percent of total costs, with services experiencing a 9.4 percent annual increase while materials and supplies increased 16.6 percent annually.

- Casualty/liability and miscellaneous expenses comprise about five to seven percent of total costs annually over the five year period. Casualty/liability costs had the highest average annual increases during the analysis period at 27.7 percent, attributed to increases in litigation costs, jury verdicts and settlements and increased costs for property damage repairs. Miscellaneous other expenses increased just under 14 percent annually on average.

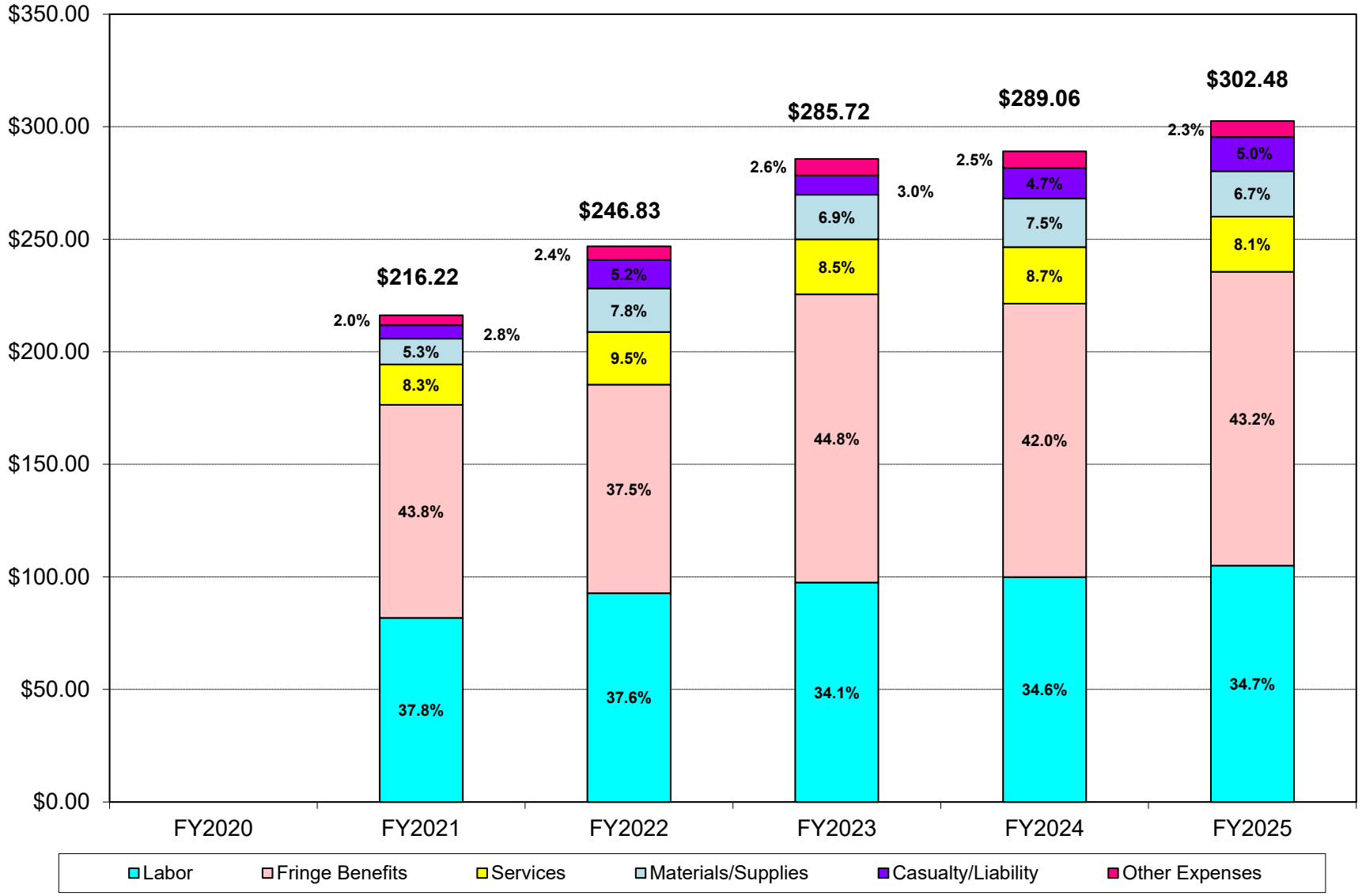
Exhibit 5.5: Component Costs Trends – Rapid Bus

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	*Av. Ann. Chg.*
COST CATEGORIES							
Labor (Salaries/Wages)	*(d)*	$6,287,331	$7,008,573	$7,490,589	$7,949,344	$8,460,349	- -
Annual Change	- -	- -	*11.5%*	*6.9%*	*6.1%*	*6.4%*	*7.7%*
Fringe Benefits *(a)*	*(d)*	$7,281,035	$7,000,903	$9,838,498	$9,662,734	$10,518,233	- -
Annual Change	- -	- -	*-3.8%*	*40.5%*	*-1.8%*	*8.9%*	*9.6%*
Services	*(d)*	$1,382,457	$1,765,943	$1,875,075	$1,998,124	$1,977,386	
Annual Change	- -	- -	*27.7%*	*6.2%*	*6.6%*	*-1.0%*	*9.4%*
Materials/Supplies *(b)*	*(d)*	$879,460	$1,457,392	$1,523,674	$1,715,099	$1,626,680	- -
Annual Change	- -	- -	*65.7%*	*4.5%*	*12.6%*	*-5.2%*	*16.6%*
Casualty/Liability	*(d)*	$459,129	$961,143	$655,562	$1,086,143	$1,220,789	- -
Annual Change	- -	- -	*109.3%*	*-31.8%*	*65.7%*	*12.4%*	*27.7%*
Other Expenses *(c)*	*(d)*	$339,379	$452,240	$566,134	$582,901	$568,796	- -
Annual Change	- -	- -	*33.3%*	*25.2%*	*3.0%*	*-2.4%*	*13.8%*
Total	- -	$16,628,791	$18,646,194	$21,949,532	$22,994,345	$24,372,233	- -
Annual Change	- -	- -	*12.1%*	*17.7%*	*4.8%*	*6.0%*	*10.0%*
OPERATING STATISTICS							
Vehicle Service Hours		76,908	75,544	76,821	79,549	80,576	- -
	- -	- -	*-1.8%*	*1.7%*	*3.6%*	*1.3%*	*1.2%*

(a) Includes paid absences
(b) Includes tires/tubes, fuels/lubricants, and other materials/supplies
(c) Includes utilities, taxes, and miscellaneous expenses
(d) Service began August 2020

Exhibit 5.6: Distribution of Component Costs – Rapid Bus

Operating Cost per Vehicle Service Hour



IV. COMPLIANCE WITH PUC REQUIREMENTS

An assessment of AC Transit'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 AC Transit's TDA-STA claim application.

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

Exhibit 6: Compliance with State PUC Requirements

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99251	CHP Certification - The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808 following a CHP inspection of the operator's terminal	In Compliance	Satisfactory Facility Inspections: E. Oakland: 02/9/23, 02/22/24, 02/27/25 Emeryville: 04/28/23, 05/9/24, 05/22/25 Hayward: 11/16/23, 11/7/24, 11/6/25 Richmond: 06/29/23, 07/18/24, 08/14/25
PUC99264	Operator-to-Vehicle Staffing - The operator does not routinely staff with two or more persons public transportation vehicles designed to be operated by one person	In Compliance	No provision for excess staffing in Agreement with ATU (AFL CIO) Local 192, effective 07/01/19 - 06/30/25.

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99314.5(e) (1)(2)	Part-Time Drivers and Contracting - If the operator receives STA funds, the operator is not precluded by contract from employing part-time drivers or from contracting with common carriers.	In Compliance	Part Time Drivers - Section 67.0 (Peak Hour Bus Driver) of Agreement with ATU (AFL CIO) Local 192, effective 07/01/19 – 06/30/25. Contracting - AC Transit contracts with MV Transportation to operate the Dumbarton Express bus services, in conjunction with the Dumbarton Bus Regional Operations Consortium. Also, AC Transit's paratransit service is provided by a Broker under contract with the EBPC. The Broker in turn contracts with three private companies for operations and maintenance of the system
PUC99155	Reduced Fare Eligibility - For any operator who received TDA Article 4 funds, if the operator offers reduced fares to senior citizens and disabled persons, applicant will honor the federal Medicare identification card, the California Department of Motor Vehicles disability ID card, the Regional Transit Connection Discount Card, or any other current identification card issued by another transit operator that is valid for the type of transportation service or discount requested; and if the operator offers reduced fares to senior citizens, it also offers the same reduced fare to disabled patrons	In Compliance	Bus fare and discount pages present reduced fare options and ID requirements under "Fares" on AC Transit's web site: https://www.actransit.org/fares, and https://www.actransit.org/discounts

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99155.1(a) (1)(2)	Welfare-to-Work - The operator coordinates with county welfare departments in order to ensure that transportation moneys available for purposes of assisting recipients of aid are expended efficiently for the benefit of that population; if a recipient of CalWORKs program funds by the county, the operator shall give priority to the enhancement of public transportation services for welfare-to-work purposes and to the enhancement of transportation alternatives, such as, but not limited to, subsidies or vouchers, van pools, and contract paratransit operations, in order to promote welfare-to-work purposes.	In Compliance	AC Transit participates in MTC's Coordinated Human Services Transportation Plan, as East Bay Paratransit.
PUC99314.7, Govt Code 66516, MTC Res. Nos. 3837, 4073	Joint Revenue Sharing Agreement - The operator has current joint fare revenue sharing agreements in place with transit operators in the MTC region with which its service connects, and submitted copies of agreements to MTC	In Compliance	Signatory participant in Amended and Restated Clipper® Memorandum of Understanding (November 2024). Agreement also includes MTC and the other transit operators participating in the Clipper® program. Dumbarton Bridge Express Service Cooperative Agreement (and 2006 Dumbarton Express Update) Other valid transfer/revenue sharing agreements with connecting operators: BART, CCCTA, FAST, GGBHTD, SamTrans, SFMTA, Union City, Vallejo (assumed by SolTrans), VTA, and WestCAT.

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99246(d)	Process for Evaluation of Passenger Needs - The operator has an established process in place for evaluating the needs and types of passengers being served	In Compliance	Discussions in latest Short Range Transit Plan (FY2019 – FY2029) of System/Service Evaluation (Chapter 4); and Operations Plan and Budget (Chapter 5 – service overview, service issues, passenger concerns, etc.). AC Transit Title VI Program, October 2023. Demographic Information gathered from Annual Customer Satisfaction Surveys (last 2025). Member of Eastbay Paratransit Advisory Committee.

V. STATUS OF PRIOR AUDIT RECOMMENDATIONS

AC Transit's prior performance audit was completed in June 2023. 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 AC Transit's responses to the recommendation made in the prior performance audit, and whether AC Transit made reasonable progress toward implementation. There was one recommendation made in AC Transit's prior audit. A summary of the recommendation and the actions taken by AC Transit in response is presented in Exhibit 7. A determination of the status of the recommendation is also 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.

AC Transit has implemented corrective actions for the recommendation from the prior audit. In response to the recommendation for AC Transit to examine the increase in bus operator unscheduled absences, AC Transit identified elevated operator unscheduled absences largely influenced by pandemic conditions, workforce shortages, and operational disruptions as the causes for the continuing increase in unscheduled absences.

AC Transit's efforts to reduce or stabilize unscheduled absences appear to have been successful in the current audit period. The operator unscheduled absences rate decreased from 23.8 percent in FY2022 to 22.6 percent in FY2023 and again to 21.9 percent in FY2024, an overall decrease of almost nine percent in performance during those two years. The unscheduled absence rate did increase to 23.6 percent in FY2025, attributed to increased hiring resulting in more total leave instances, consistent with overall workforce growth, and greater use of long-term and protected leave categories (i.e., Kincare, PDL, CFRA, USSERA obligations, Paid Administrative Leave, etc.). Still, AC Transit has stabilized the unscheduled absence rate within a range of about 22-23 percent, which is likely the new normal range in the post-pandemic era.

AC Transit has developed on going strategies and corrective actions designed to keep the operator unscheduled absence rate steady or even reduced for the foreseeable future. Those strategies include:

- Continued implementation of the Progress In Action (PIA) partnership with ATU Local 192, including coaching, mentorship, and participation in the U.S. DOL apprenticeship program.
- Ongoing collaboration through the ATU–Management Executive Taskforce, focusing on schedule improvements, operator quality-of-life initiatives, and operational refinements.

- Network realignment and adjustments in extra-board staffing levels at each division to better support coverage during periods of increased absenteeism.
- Pilot trunkline incentive program designed to enhance schedule reliability.
- Strengthened schedule adherence through run-time adjustments and improved compliance with meal and rest break requirements.
- Continued operator recruitment, onboarding, and training to maintain stable staffing levels.

AC Transit is encouraged to continue monitoring the trends in this functional indicator and take action as required.

Exhibit 7: Status of Prior Audit Recommendations

Recommendation	Actions Taken	Evaluation
1. Continue to examine the increase in operator unscheduled absences for the fixed-route bus service.	• Continued implementation of the Progress In Action (PIA) partnership with ATU Local 192, including coaching, mentorship, and participation in the U.S. DOL apprenticeship program. • Ongoing collaboration through the ATU–Management Executive Taskforce, focusing on schedule improvements, operator quality-of-life initiatives, and operational refinements. • Network realignment and adjustments in extra-board staffing levels at each division to better support coverage during periods of increased absenteeism. • Pilot trunkline incentive program designed to enhance schedule reliability. • Strengthened schedule adherence through run-time adjustments and improved compliance with meal and rest break requirements. • Continued operator recruitment, onboarding, and training to maintain stable staffing levels.	Implemented

VI. FUNCTIONAL PERFORMANCE INDICATOR TRENDS

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

As noted earlier in this report, AC Transit staff identified a significant portion of operating costs reported in NTD that are construction-related costs that are passed through AC Transit. AC Transit included these costs with operating expenses as they are not considered capital costs because these are pass-through expenses, and no equity is retained by the District. As such, these costs were removed from the NTD total operating

cost and general administration cost data inputs for the purposes of the functional area performance review.

The trends in performance are presented over the three-year audit period to give an indication of which direction performance is moving for these indicators. The remainder of this section presents the findings from this review. The discussion presents the highlights of systemwide and modal (bus and rapid bus) performance, each followed by an exhibit illustrating the indicators by function as applicable. It is noted that some of the data items requested to create the functional indicators are reported as systemwide data and are not broken down by mode (bus vs. rapid bus). In those circumstances, the data was presented in the bus mode functional indicators to measure performance.

Systemwide (All Modes)

For the purposes of this review, AC Transit'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 decreased by 12.5 percent overall from 31.9 percent to 27.9 percent of total operating costs through the audit period.
- Administrative costs decreased from $80.70 per vehicle service hour in the first year to $74.84 in the last year, for a net decrease of 7.3 percent over the three years.
- The portion of administrative costs attributed to marketing activities increased from 2.5 percent in FY2023 to 3.0 percent by FY2025.
- In terms of passenger trips, marketing costs remained unchanged 12 cents per trip throughout the period.
- The systemwide farebox recovery ratio increased from 8.2 percent in the first year to 8.5 percent the next year but decreased to 8.1 percent in the last year of the audit.

* * * * *

The following is a brief summary of the systemwide functional trend highlights between FY2023 and FY2025:

- Administrative costs decreased as both the percentage of total operating costs and when compared to vehicle service hours throughout the audit period.
- Marketing costs decreased by almost five percent compared to total administrative costs but remained unchanged per passenger trip taken.
- The systemwide farebox recovery ratio was also mostly unchanged, showing a net decrease of 1.6 percent over the audit period.

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

FUNCTION/Performance Measure	Actual Performance		
	FY2022	FY2023	FY2024
MANAGEMENT, ADMINISTRATION & MARKETING			
Administrative Cost/Total Operating Cost	31.9%	28.9%	27.9%
Annual Percent Change	- -	*-9.5%*	*-3.4%*
Three Year Percent Change	- -	- -	*-12.5%*
Administrative Cost/Vehicle Service Hour	$80.70	$73.97	$74.84
Annual Percent Change	- -	*-8.3%*	*1.2%*
Three Year Percent Change	- -	- -	*-7.3%*
Marketing Cost/Total Administrative Cost	2.5%	3.2%	3.0%
Annual Percent Change	- -	*23.8%*	*-4.7%*
Three Year Percent Change	- -	- -	*18.0%*
Marketing Cost/Unlinked Passenger Trip	$0.12	$0.12	$0.12
Annual Percent Change	- -	*4.7%*	*-5.1%*
Three Year Percent Change	- -	- -	*-0.6%*
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	8.2%	8.5%	8.1%
Annual Percent Change	- -	*3.3%*	*-4.7%*
Three Year Percent Change	- -	- -	*-1.6%*

Bus Service

AC Transit'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
  - The total operating cost per passenger mile decreased from $4.33 in FY2023 to $4.07 in FY2025, a six percent overall reduction.
  - Vehicle service miles and hours per total miles both showed minor decreases, with service miles decreasing from 95 percent to 92 percent of all vehicle miles, and service hours decreasing from about 97 percent to 95 percent of all vehicle hours over the three years.
  - The farebox recovery ratio fluctuated slightly from year to year but remained mostly unchanged at 8.5 percent at both the beginning and end of the current audit period.
- Operations
  - Vehicle operations cost as a percent of total operating cost increased seven percent from 50.9 to 54.5 percent over the audit period.
  - Vehicle operations costs per service hour also increased by 13 percent, from $144.05 in FY2023 to $162.77 in FY2025.
  - Operator scheduled absences remained steady around nine percent of total hours worked, while unscheduled absences ranged between 21.9 to 23.6 percent, an almost four percent increase.
  - On-time performance results for the audit period showed steady performance around 74 percent in each year.
  - The rate of valid complaints regarding the bus service fluctuated between 18 and 19 per 100,000 passenger boardings over the three years. Meanwhile missed trips went down overall from 5.5 percent to four percent.

- Maintenance

  - Total maintenance costs remained at about 17 to 18 percent of total operating costs through the audit period.

  - Vehicle maintenance costs per service mile increased 12 percent overall, from $3.66 in FY2023 to $4.11 in FY2025.

  - Mechanic pay hours decreased overall from about 92 percent of vehicle service hours in FY2023 to 88 percent in FY2025.

  - Maintenance employee scheduled absences remained steady between nine and 10 percent of total hours worked, while unscheduled absences increased slightly from about 14 percent to 16 percent.

  - The vehicle spare ratio was 24 percent in the first year, but was reduced to 10 percent by FY2025, as service began to return to pre-pandemic levels.

  - The mean distance between major failures increased significantly by almost 50 percent during the audit period, from 35,137 miles in FY2023 to 51,958 miles in FY2025. At the same time, the mean distance between all failures improved by almost nine percent from 9,104 miles in FY2023 to 9,881 miles by FY2025.

- Safety

  - The rate of preventable accidents ticked up slightly from 2.27 per 100,000 vehicle miles in FY2023 to 2.68 in FY2025, an increase of 18 percent overall.

  - Casualty/liability costs per service hour and mile both increased significantly about 80 percent each during the period. As noted in the Bus Service Component Cost section of this report, the increase was attributed to increases in the number of bus versus pedestrian incidents, litigation costs, jury verdicts and settlements, and increased costs for property damage repairs.

  - Lost days due to industrial accidents increased 35 percent between FY2023 and FY2025 from 19,858 to 26,773. The increase is attributed to the increase in fixed-route service levels and operator work hours as AC Transit's service continues to recover from the service reductions caused by the COVID pandemic. As service levels and operator work hours increase, it is logical to expect an increase in industrial and preventable accidents.

* * * * *

The following is a brief summary of the bus service functional trend highlights between FY2023 and FY2025:

- Service Planning results showed operating cost per passenger mile decreasing an average six percent per year over the review period and vehicle miles and hours in service decreasing slightly by about three and two percent overall, respectively. Farebox recovery remained mostly unchanged at about 8.5 percent overall.

- Operations results include vehicle operations costs hour increasing by 13 percent per service hour but only increasing seven percent as a percentage of total costs. Operator scheduled absence rates remained steady right around nine percent, while unscheduled absences increased almost five percent while remaining in the 22 to 23 percent range annually. Schedule adherence was steady at about 74 percent overall. There was a four percent increase in complaints received, while the percentage of missed trips per total trips decreased from 5.5 percent in FY2023 to four percent in FY2025.

- Maintenance results showed overall maintenance costs increasing modestly by five percent at between 17 and 18 percent of total costs, vehicle maintenance costs per service mile up 12 percent, mechanic pay hours down by four percent compared to service hours, steady maintenance employee scheduled absences and about a 12 percent increase in unscheduled absence rates. There was improvement in the mechanical failure rates of almost 50 percent for major failures and nine percent in overall failures. The spare ratio began the audit period at 24.1 percent and ended at ten percent, a decrease of more than 58 percent overall, reversing an upward trend in the prior audit period.

- Safety results include an 18 percent increase in the rate of preventable accidents and a significant increase (more than 75 percent) in the casualty/liability cost rates. The casualty/liability increase was attributed to increases in the number of bus versus pedestrian incidents, litigation costs, jury verdicts and settlements, and increased costs for property damage repairs. The number of lost days due to industrial accidents increased by almost 35 percent overall, attributed to increased fixed-route service levels and operator work hours as AC Transit continues to recover from the service reductions caused by the

COVID pandemic. The District is implementing several initiatives to reduce preventable accidents and improve overall safety, such as utilizing Hayden AI Enforcement Technology to reduce vehicle conflicts in bus lanes, implementing a Workplace Violence Prevention Program, and installing operator protective barriers on its fixed-route fleet to improve operator protection.

Exhibit 9: Functional Performance Trends – Bus Service

FUNCTION/Performance Measure	Actual Performance		
	FY2023	FY2024	FY2025
SERVICE PLANNING			
Total Operating Cost/Passenger Mile	$4.33	$4.02	$4.07
Annual Percent Change	- -	*-7.4%*	*1.4%*
Three Year Percent Change	- -	- -	*-6.0%*
Vehicle Service Miles/Total Miles	95.0%	95.2%	92.1%
Annual Percent Change	- -	*0.1%*	*-3.2%*
Three Year Percent Change	- -	- -	*-3.1%*
Vehicle Service Hours/Total Hours	96.6%	96.9%	94.6%
Annual Percent Change	- -	*0.2%*	*-2.3%*
Three Year Percent Change	- -	- -	*-2.1%*
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	8.5%	8.9%	8.5%
Annual Percent Change	- -	*4.3%*	*-4.2%*
Three Year Percent Change	- -	- -	*-0.1%*
OPERATIONS			
Vehicle Operations Cost/Total Operating Cost	50.9%	52.7%	54.5%
Annual Percent Change	- -	*3.5%*	*3.4%*
Three Year Percent Change	- -	- -	*7.0%*
Vehicle Operations Cost/Vehicle Service Hour	$144.05	$151.86	$162.77
Annual Percent Change	- -	*5.4%*	*7.2%*
Three Year Percent Change	- -	- -	*13.0%*
Operator Sched. Absences/Total Hours Worked *(a)*	9.0%	8.9%	8.8%
Annual Percent Change	- -	*-1.6%*	*-1.2%*
Three Year Percent Change	- -	- -	-2.8%
Operator Unsched. Absences/Total Hours Worked *(a)*	22.6%	21.9%	23.6%
Annual Percent Change	- -	*-2.9%*	*7.6%*
Three Year Percent Change	- -	- -	*4.5%*
Trips On-Time/Total Trips *(a)*	74.1%	74.5%	74.6%
Annual Percent Change	- -	*0.6%*	*0.1%*
Three Year Percent Change	- -	- -	*0.7%*
Complaints/100,000 Unlinked Passenger Trips *(a)*	18.7	17.9	19.4
Annual Percent Change	- -	*-4.3%*	*8.6%*
Three Year Percent Change	- -	- -	*3.9%*
Missed Trips/Total Trips *(a)*	5.5%	3.3%	4.0%
Annual Percent Change	- -	*-40.2%*	*23.6%*
Three Year Percent Change	- -	- -	*-26.1%*

FUNCTION/Performance Measure	Actual Performance		
	FY2023	FY2024	FY2025
MAINTENANCE			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	17.0%	17.6%	17.9%
Annual Percent Change	- -	*3.2%*	*1.8%*
Three Year Percent Change	- -	- -	*5.0%*
Vehicle Maintenance Cost/Vehicle Service Mile	$3.66	$3.91	$4.11
Annual Percent Change	- -	*6.7%*	*5.0%*
Three Year Percent Change	- -	- -	*12.0%*
Maintenance Pay Hours/Vehicle Service Hours *(a)*	91.6%	88.5%	87.8%
Annual Percent Change	- -	*-3.3%*	*-0.8%*
Three Year Percent Change	- -	- -	*-4.1%*
Maintenance Employee Scheduled Absences *(a)*	9.9%	9.5%	9.9%
Annual Percent Change	- -	*-3.5%*	*3.6%*
Three Year Percent Change	- -	- -	*0.0%*
Maintenance Employee Unscheduled Absences	14.1%	15.5%	15.9%
Annual Percent Change	- -	*10.1%*	*2.2%*
Three Year Percent Change	- -	- -	*12.6%*
Spare Vehicles/Total Vehicles	24.1%	28.0%	10.0%
Annual Percent Change	- -	*16.2%*	*-64.1%*
Three Year Percent Change	- -	- -	*-58.3%*
Mean Distance between Major Failures (Miles)	35,137	50,852	51,958
Annual Percent Change	- -	*44.7%*	*2.2%*
Three Year Percent Change	- -	- -	*47.9%*
Mean Distance between All Failures (Miles)	9,104	10,182	9,881
Annual Percent Change	- -	*11.8%*	*-3.0%*
Three Year Percent Change	- -	- -	*8.5%*
SAFETY			
Preventable Accidents/100,000 Vehicle Miles *(a)*	2.27	2.88	2.68
Annual Percent Change	- -	*27.3%*	*-7.2%*
Three Year Percent Change	- -	- -	*18.1%*
Casualty & Liability Cost/Vehicle Service Hour	$8.53	$13.65	$15.15
Annual Percent Change	- -	*60.0%*	*11.0%*
Three Year Percent Change	- -	- -	*77.5%*
Casualty & Liability Cost/Vehicle Service Mile	$0.82	$1.35	$1.50
Annual Percent Change	- -	*64.5%*	*10.7%*
Three Year Percent Change	- -	- -	*82.0%*
Lost Days Due to Industrial Accidents *(a)*	19,858	21,585	26,773
Annual Percent Change	- -	*8.7%*	*24.0%*
Three Year Percent Change	- -	- -	*34.8%*

(a) Measures calculated for all fixed-route modes combined (MB, CB, RB)

Rapid Bus

AC Transit's rapid bus service functional area trends represent areas of cost efficiency, safety, productivity and service reliability. Some of the data items requested to create the functional indicators are reported as systemwide data and not broken down by mode (bus vs. rapid bus). In those circumstances, the data was presented in the bus mode functional indicators to measure performance. Those items are noted in the text below and footnoted in the rapid bus indicator table. Audit period performance is discussed below and presented in Exhibit 10.

- Service Planning
  - Operating costs per passenger mile decreased overall by 7.3 percent, from $2.03 in the first year to $1.88 by FY2025.
  - About 93 to 94 percent of all vehicle miles traveled were in service during the audit period, with about 91 to 92 percent of all vehicle hours were in service for the period.
  - The farebox recovery ratio increased from 8.0 percent in FY2023 to 8.3 percent in FY2024 before dipping to 7.8 percent in FY2025, a decrease of about 2 percent.
- Operations
  - Vehicle operations costs accounted for about 51 percent to 54 percent of total operating costs from FY2023 and FY2025, an increase of 6.4 percent overall.
  - Vehicle operations costs per service hour increased from $144.88 in the first year to $163.13 in the last year, an increase of 12.6 percent.
  - The data for operator scheduled and unscheduled absences, on-time performance, complaints, and missed trips are all reported on a systemwide basis and are included with the bus mode part of this section

- Maintenance

  - Total maintenance costs compared to total operating costs increased in each year, from 16.9 percent in FY2023 to 17.7 percent in FY2025.

  - Vehicle maintenance costs per service mile also increased in each year, from $4.29 to $4.86, an increase of 13.2 percent.

  - The paratransit vehicle spare ratio increased from 33.3 percent in FY2023 to 37 percent in FY2025.

  - The mean distance between major failures improved considerably over the audit period, by 25 percent overall. Performance in the mean distance between all failures improved by 21 percent between FY2023 and FY2024, before decreasing by more than 33 percent in FY2025, an overall decrease in performance of almost 20 percent.

- Safety

  - Data on the rate of preventable accidents and lost days due to industrial accidents are calculated systemwide for AC Transit.

  - Casualty/liability costs per service hour and mile both increased significantly, by more than 75 percent each overall for the period. This is attributed to the same increases in casualty/liability payouts described in the bus service section

* * * * *

The following is a brief summary of the paratransit functional trend highlights between FY2023 and FY2025:

- Service Planning results showed operating cost per passenger mile decreasing 7.3 percent, vehicle miles in service and vehicle hours in service both experiencing minor decreases of about one percent, and farebox recovery remaining mostly steady around eight percent.

- Operations results include vehicle operations costs per service hour increasing just over six percent and increasing 12.6 percent as a percentage of total costs. Data for operator scheduled and unscheduled absences, on-time performance,

complaints, and missed trips are all reported on a systemwide basis and are included with the bus mode part of this section.

- Maintenance results found overall maintenance costs increased about five percent to about 18 percent of total costs, and vehicle maintenance costs per service mile up just over 13 percent. There was significant improvement (25 percent) in the major mechanical failure rate, but the total mechanical failure rate decreased by 20 percent. Data for mechanic pay hours per vehicle service hour, and maintenance employee scheduled and unscheduled absences are reported on a systemwide basis and are included with the bus mode part of this section.

- Safety results showed significant increases in the casualty/liability cost rates. This is attributed to the same increases in casualty/liability factors described in the bus service component cost section of this report. Data for the rate of preventable accidents and data for lost days due to industrial accidents are reported on a systemwide basis and are included with the bus mode part of this section.

Exhibit 10: Functional Performance Trends – Rapid Bus

FUNCTION/Performance Measure	Actual Performance		
	FY2022	FY2023	FY2024
SERVICE PLANNING			
Total Operating Cost/Passenger Mile	$2.03	$1.85	$1.88
Annual Percent Change	- -	*-9.1%*	*2.0%*
Three Year Percent Change	- -	- -	*-7.3%*
Vehicle Service Miles/Total Miles	93.7%	93.9%	92.8%
Annual Percent Change	- -	*0.2%*	*-1.2%*
Three Year Percent Change	- -	- -	*-1.0%*
Vehicle Service Hours/Total Hours	91.6%	92.0%	90.9%
Annual Percent Change	- -	*0.5%*	*-1.2%*
Three Year Percent Change	- -	- -	*-0.7%*
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	8.0%	8.3%	7.8%
Annual Percent Change	- -	*4.7%*	*-6.7%*
Three Year Percent Change	- -	- -	*-2.3%*
OPERATIONS			
Vehicle Operations Cost/Total Operating Cost	50.7%	52.8%	53.9%
Annual Percent Change	- -	*4.1%*	*2.2%*
Three Year Percent Change	- -	- -	*6.4%*
Vehicle Operations Cost/Vehicle Service Hour	$144.88	$152.52	$163.13
Annual Percent Change	- -	*5.3%*	*7.0%*
Three Year Percent Change	- -	- -	*12.6%*
Operator Sched. Absences/Total Hours Worked	*(a)*	*(a)*	*(a)*
Annual Percent Change	- -	- -	- -
Three Year Percent Change	- -	- -	- -
Operator Unsched. Absences/Total Hours Worked	*(a)*	*(a)*	*(a)*
Annual Percent Change	- -	- -	- -
Three Year Percent Change	- -	- -	- -
Trips On-Time/Total Trips	*(a)*	*(a)*	*(a)*
Annual Percent Change	- -	- -	- -
Three Year Percent Change	- -	- -	- -
Complaints/100,000 Unlinked Passenger Trips	*(a)*	*(a)*	*(a)*
Annual Percent Change	- -	- -	- -
Three Year Percent Change	- -	- -	- -
Missed Trips/Total Trips	*(a)*	*(a)*	*(a)*
Annual Percent Change	- -	- -	- -
Three Year Percent Change	- -	- -	- -

FUNCTION/Performance Measure	Actual Performance		
	FY2022	FY2023	FY2024
MAINTENANCE			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	16.9%	17.5%	17.7%
Annual Percent Change	- -	*3.9%*	*0.9%*
Three Year Percent Change	- -	- -	*4.7%*
Vehicle Maintenance Cost/Vehicle Service Mile	$4.29	$4.43	$4.86
Annual Percent Change	- -	*3.3%*	*9.6%*
Three Year Percent Change	- -	- -	*13.2%*
Maintenance Pay Hours/Vehicle Service Hours	*(a)*	*(a)*	*(a)*
Annual Percent Change	- -	- -	- -
Three Year Percent Change	- -	- -	- -
Maintenance Employee Scheduled Absences	*(a)*	*(a)*	*(a)*
Annual Percent Change	- -	- -	- -
Three Year Percent Change	- -	- -	- -
Maintenance Employee Unscheduled Absences	*(a)*	*(a)*	*(a)*
Annual Percent Change	- -	- -	- -
Three Year Percent Change	- -	- -	- -
Spare Vehicles/Total Vehicles	33.3%	29.6%	37.0%
Annual Percent Change	- -	*-11.1%*	*25.0%*
Three Year Percent Change	- -	- -	*11.1%*
Mean Distance between Major Failures (Miles)	33,047	44,395	41,307
Annual Percent Change	- -	*34.3%*	*-7.0%*
Three Year Percent Change	- -	- -	*25.0%*
Mean Distance between All Failures (Miles)	5,426	6,563	4,348
Annual Percent Change	- -	*21.0%*	*-33.7%*
Three Year Percent Change	- -	- -	*-19.9%*
SAFETY			
Preventable Accidents/100,000 Vehicle Miles	*(a)*	*(a)*	*(a)*
Annual Percent Change	- -	- -	- -
Three Year Percent Change	- -	- -	- -
Casualty & Liability Cost/Vehicle Service Hour	$8.53	$13.65	$15.15
Annual Percent Change	- -	*60.0%*	*11.0%*
Three Year Percent Change	- -	- -	*77.5%*
Casualty & Liability Cost/Vehicle Service Mile	$0.96	$1.53	$1.77
Annual Percent Change	- -	*59.3%*	*15.5%*
Three Year Percent Change	- -	- -	*84.0%*
Lost Days Due to Industrial Accidents	*(a)*	*(a)*	*(a)*
Annual Percent Change	- -	- -	- -
Three Year Percent Change	- -	- -	- -

(a) Data reported system-wide, not broken out by mode; see MB performance measures for results

VII. CONCLUSIONS AND RECOMMENDATIONS

The preceding sections presented a review of AC Transit's transit service performance during the three-year period of FY2023 through FY2025 (July 1, 2022 through June 30, 2025). They focused on TDA compliance issues including trends in TDA-mandated performance indicators and compliance with selected sections of the state Public Utilities Code (PUC). They also provided the findings from an overview of AC Transit's data collection activities to support the TDA indicators, actions taken to implement recommendations from the prior performance audit, and a review of selected key functional performance results.

Conclusions

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

Data Collection – AC Transit is in compliance with the data collection and reporting requirements for the TDA statistics. In addition, the statistics collected over the six-year analysis 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 – AC Transit's performance trends for the five TDA-mandated indicators were analyzed by mode. A six-year analysis period was used for motorbus indicators, and a five-year analysis period was used for rapid bus indicators. In addition, component operating costs were analyzed.

- Bus Service TDA Performance Indicators – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2020 through FY2025:

- The COVID pandemic impacted the current audit period performance indicators. Declines in ridership and service levels, particularly in FY2021, negatively affected the AC Transit bus performance indicators. As the pandemic waned, improving numbers in these indicators between FY2022 and FY2025 created an overall decrease in performance, but not to the extent of the pandemic years.

- There was an average annual increase in the operating cost per hour of 5.4 percent, 1.5 percent in inflation adjusted dollars. Cost per hour increased in every year of the six-year analysis period.

- Passenger productivity decreased due to overall lower ridership during the pandemic and the slow return of passengers to almost pre-pandemic levels. Passengers per vehicle service hour decreased 2.7 percent and passengers per vehicle service mile decreased 2.5 percent per year overall.

- The cost per passenger increased on average by 8.4 percent per year, which amounted to an average annual increase of 4.4 percent in constant FY2020 dollars. This is a significant improvement from the 17.5 percent plus average annual increases seen in the prior audit report.

- Employee productivity decreased modestly, an average of 3.8 percent per year.

- Bus Service Component Costs – The following is a brief summary of the component operating costs trend highlights for the bus service between FY2020 and FY2025:

  - Labor and benefit costs represented the largest portion of the total costs, representing between 76 and 82 percent in all six years. Labor costs increased an average of 1.7 percent annually, while fringe benefit costs increased 3.2 percent annually.

  - There were modest changes in most component cost categories, with average annual increases of five percent or less in four of the six cost categories examined and larger increases in casualty/liability and miscellaneous expenses. Casualty/liability had the largest average annual increases (26.1 percent) attributed to increases in the number of bus versus pedestrian incidents, litigation costs, jury verdicts and settlements, and increased costs for property damage repairs.

- Services and materials/supplies contributed about 15 percent of total costs, while the remaining categories contributed five percent or less of total costs over the six year analysis period.

- Rapid Bus TDA Performance Indicators – The following is a brief summary of the TDA performance trend highlights over the five-year period of FY2021 through FY2025:

  - AC Transit's new rapid bus service appears to be well received by the riding public. During the current analysis period (FY2021-FY2025), unlinked passengers increased an average of almost 20 percent annually, while average operating cost increased about half that amount. Increases in service hours of 1.2 percent and in service miles of 1.7 percent during the same period resulted in mostly positive operating performance.

  - Cost efficiency declined overall, with an average annual increase in the operating cost per hour of 8.8 percent (4.9 percent in inflation adjusted dollars). Increased operating costs outpaced the increases in service levels to influence this indicator.

  - Passenger productivity was significantly higher, with passengers per hour increasing 18 percent and passengers per mile increasing 17.4 percent per year on average.

  - The operating cost per passenger averaged an annual decrease of 7.8 percent, or 11.1 percent in normalized FY2021 dollars. Passenger level increases averaging 19.4 percent per year outperformed the average annual operating cost increase of 8.8 percent per year.

  - Employee productivity decreased modestly, an average of 4.3 percent per year overall.

- Rapid Bus Component Costs – The following is a brief summary of the component operating costs trend highlights for rapid bus between FY2021 and FY2025:

  - Labor and benefit costs represented the largest portion of the total costs, representing roughly 78 percent in all five years. Labor costs increased an average of 7.7 percent annually, while fringe benefit costs increased 9.6 percent annually.

- Services and materials/supplies contributed between 13 to 17 percent of total costs, with services experiencing a 9.4 percent annual increase while materials and supplies increased 16.6 percent annually.

- Casualty/liability and miscellaneous expenses comprise about five to seven percent of total costs annually over the five year period. Casualty/liability costs had the highest average annual increases during the analysis period at 27.7 percent, attributed to increases in litigation costs, jury verdicts and settlements and increased costs for property damage repairs. Miscellaneous other expenses increased just under 14 percent annually on average.

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

Status of Prior Audit Recommendations – AC Transit has implemented corrective actions for the recommendation from the prior audit. In response to the recommendation for AC Transit to examine the increase in bus operator unscheduled absences, AC Transit identified elevated operator unscheduled absences largely influenced by pandemic conditions, workforce shortages, and operational disruptions as the causes for the continuing increase in unscheduled absences.

AC Transit's efforts to reduce or stabilize unscheduled absences appear to have been successful in the current audit period. The operator unscheduled absences rate decreased from 23.8 percent in FY2022 to 22.6 percent in FY2023 and again to 21.9 percent in FY2024, an overall decrease of almost nine percent in performance during those two years. The unscheduled absence rate did increase to 23.6 percent in FY2025, attributed to increased hiring resulting in more total leave instances, consistent with overall workforce growth, and greater use of long-term and protected leave categories (i.e., Kincare, PDL,

CFRA, USSERA obligations, Paid Administrative Leave, etc.). Still, AC Transit has stabilized the unscheduled absence rate within a range of about 22-23 percent, which is likely the new normal range in the post-pandemic era.

Functional Performance Indicator Trends – To further assess AC Transit'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 FY2023 and FY2025:
  - Administrative costs decreased as both the percentage of total operating costs and when compared to vehicle service hours throughout the audit period.
  - Marketing costs decreased by almost five percent compared to total administrative costs but remained unchanged per passenger trip taken.
  - The systemwide farebox recovery ratio was also mostly unchanged, showing a net decrease of 1.6 percent over the audit period.
- Bus Service – The following is a brief summary of the bus service functional trend highlights between FY2023 and FY2025:
  - Service Planning results showed operating cost per passenger mile decreasing an average six percent per year over the review period and vehicle miles and hours in service decreasing slightly by about three and two percent overall, respectively. Farebox recovery remained mostly unchanged at about 8.5 percent overall.
  - Operations results include vehicle operations costs hour increasing by 13 percent per service hour but only increasing seven percent as a percentage of total costs. Operator scheduled absence rates remained steady right around nine percent, while unscheduled absences increased almost five percent while remaining in the 22 to 23 percent range annually. Schedule adherence was steady at about 74 percent overall. There was a four percent increase in complaints received, while the percentage of missed trips per total trips decreased from 5.5 percent in FY2023 to four percent in FY2025.

- Maintenance results showed overall maintenance costs increasing modestly by five percent at between 17 and 18 percent of total costs, vehicle maintenance costs per service mile up 12 percent, mechanic pay hours down by four percent compared to service hours, steady maintenance employee scheduled absences and about a 12 percent increase in unscheduled absence rates. There was improvement in the mechanical failure rates of almost 50 percent for major failures and nine percent in overall failures. The spare ratio began the audit period at 24.1 percent and ended at ten percent, a decrease of more than 58 percent overall, reversing an upward trend in the prior audit period.

- Safety results include an 18 percent increase in the rate of preventable accidents and a significant increase (more than 75 percent) in the casualty/liability cost rates. The casualty/liability increase was attributed to increases in the number of bus versus pedestrian incidents, litigation costs, jury verdicts and settlements, and increased costs for property damage repairs. The number of lost days due to industrial accidents increased by almost 35 percent overall, attributed to increased fixed-route service levels and operator work hours as AC Transit continues to recover from the service reductions caused by the COVID pandemic. The District is implementing several initiatives to reduce preventable accidents and improve overall safety, such as utilizing Hayden AI Enforcement Technology to reduce vehicle conflicts in bus lanes, implementing a Workplace Violence Prevention Program, and installing operator protective barriers on its fixed-route fleet to improve operator protection.

- Rapid Bus – The following is a brief summary of the paratransit functional trend highlights between FY2023 and FY2025:

  - Service Planning results showed operating cost per passenger mile decreasing 7.3 percent, vehicle miles in service and vehicle hours in service both experiencing minor decreases of about one percent, and farebox recovery remaining mostly steady around eight percent.

  - Operations results include vehicle operations costs per service hour increasing just over six percent and increasing 12.6 percent as a percentage of total costs. Data for operator scheduled and unscheduled absences, on-time performance, complaints, and missed trips are all reported on a systemwide basis and are included with the bus mode part of this section.

- Maintenance results found overall maintenance costs increased about five percent to about 18 percent of total costs, and vehicle maintenance costs per service mile up just over 13 percent. There was significant improvement (25 percent) in the major mechanical failure rate, but the total mechanical failure rate decreased by 20 percent. Data for mechanic pay hours per vehicle service hour, and maintenance employee scheduled and unscheduled absences are reported on a systemwide basis and are included with the bus mode part of this section.

- Safety results showed significant increases in the casualty/liability cost rates. This is attributed to the same increases in casualty/liability factors described in the bus service component cost section of this report. Data for the rate of preventable accidents and data for lost days due to industrial accidents are reported on a systemwide basis and are included with the bus mode part of this section.

Recommendations

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

APPENDIX A:
INPUT STATISTICS FOR
FUNCTIONAL PERFORMANCE MEASURES

Functional Performance Inputs - Systemwide (All Modes)

Data Item	FY2023	FY2024	FY2025	Source
Total Operating Costs	$511,942,407	$543,055,814	$570,593,864	NTD F-30 (69% of DR PT) *(b)*
Administrative Costs	$163,295,537	$156,820,767	$159,189,485	NTD F-30 (69% of DR PT)
Vehicle Service Hours	2,023,546	2,120,169	2,127,167	NTD S-10 (all modes)
Marketing Costs	$4,159,562	$4,943,388	$4,783,422	GL - 51321/11121
Unlinked Passenger Trips	35,022,937	39,746,780	40,524,318	NTD S-10 (all modes)
Farebox Revenue (All Modes)	$41,950,761	$45,948,589	$45,992,864	NTD F-10 (69% of DR PT)

(a) Includes modes MB-DO; CB-DO; DR-PT; RB-DO
(b) Staff-identified construction project pass-throughs removed from operating costs shown

Functional Performance Inputs – Bus Service

Data Item	FY2023	FY2024	FY2025	Source
Vehicle Service Miles	16,864,189	16,886,922	17,039,572	NTD S-10; (FY25 original submission)
Total Vehicle Miles	17,744,164	17,747,454	18,497,216	NTD S-10; (FY25 original submission)
Vehicle Service Hours	1,624,683	1,672,518	1,683,258	NTD S-10; (FY25 original submission)
Total Vehicle Hours	1,681,131	1,726,590	1,778,475	NTD S-10; (FY25 original submission)
Unlinked Passenger Trips	30,497,519	34,467,712	35,168,546	NTD S-10; (FY25 original submission)
Farebox Revenue	$39,076,482	$42,729,475	$42,726,286	NTD F-10; (FY25 original submission)
Total Operating Costs *(a)*	$459,593,276	$481,830,287	$502,927,986	NTD F-30; (FY25 original submission)
Passenger Miles	106,020,695	119,982,592	123,457,630	NTD S-10; (FY25 original submission)
Vehicle Operations Costs	$234,028,407	$253,981,818	$273,984,546	NTD F-30; (FY25 original submission)
Total Operator Work Hours	2,267,441	2,483,935	2,848,157	NTD R-10; (FY25 original submission)
Operator Scheduled Absences (Hours)	9.0%	8.9%	8.8%	District KPI (Operator Unavail.)
Operator Unscheduled Absences (Hours)	22.6%	21.9%	23.6%	District KPI (Operator Unavail.)
Trips On-Time	74.1%	74.5%	74.6%	District KPI (OTP)
Total Trips	1,759,093	1,777,218	1,761,777	District KPI (Service Operated)
Complaints	5,691	6,155	6,820	District KPI (Cust Complaints)
Missed Trips	96,159	58,106	71,218	District KPI (Service Operated %, Trips Not Operated)
Maintenance Pay Hours	1,487,555	1,480,521	1,478,375	PS Query
Total Maintenance Employee Work Hours	759,585	762,272	762,999	District KPI (Maint Unavail.)
Maint. Emp. Scheduled Absences (Hours)	74,960	72,608	75,264	District KPI (Maint Unavail.)
Maint. Emp. Unscheduled Absences (Hours)	107,099	118,373	121,104	District KPI (Maint Unavail.)
Vehicle Maintenance Costs	$61,800,110	$66,003,509	$69,961,709	NTD F-30; (FY25 original submission)

Data Item	FY2023	FY2024	FY2025	Source
Non-Vehicle Maintenance Costs	$16,466,905	$18,662,362	$19,967,047	NTD F-30; (FY25 original submission)
Spare Vehicles (Total less Maximum Service)	131	160	60	NTD S-10; (FY25 original submission)
Total Vehicles	544	572	598	NTD S-10; (FY25 original submission)
Rev. Veh. Mechanical System Failures - Total	1,949	1,743	1,872	NTD R-20; (FY25 original submission)
Rev. Veh. Mechanical System Failures - Major	505	349	356	NTD R-20; (FY25 original submission)
Preventable Accidents	402	512	495	District KPI
Casualty/Liability Costs	$13,864,442	$22,836,161	$25,502,662	NTD F-30; (FY25 original submission)
Lost Days - Industrial Accidents	19,858	21,585	26,773	Monthly Sick and II Report

(a Staff-identified construction project pass-throughs removed from operating costs shown :

Functional Performance Inputs – Rapid Bus

Data Item	FY2023	FY2024	FY2025	Source
Vehicle Service Miles	681,509	708,670	689,686	NTD S-10; (FY25 original submission)
Total Vehicle Miles	727,025	754,707	743,533	NTD S-10; (FY25 original submission)
Vehicle Service Hours	76,821	79,549	80,576	NTD S-10; (FY25 original submission)
Total Vehicle Hours	83,874	86,423	88,601	NTD S-10; (FY25 original submission)
Unlinked Passenger Trips	4,106,130	4,798,970	4,836,169	NTD S-10; (FY25 original submission)
Farebox Revenue	$1,750,385	$1,920,012	$1,898,781	NTD F-10; (FY25 original submission)
Total Operating Costs	$21,949,532	$22,994,345	$24,372,233	NTD F-30; (FY25 original submission)
Passenger Miles	10,802,092	12,450,361	12,936,240	NTD S-10; (FY25 original submission)
Vehicle Operations Costs	$11,130,090	$12,132,671	$13,144,100	NTD F-30; (FY25 original submission)
Total Operator Work Hours	94,457	115,268	134,615	NTD R-10; (FY25 original submission)
Operator Scheduled Absences (Hours)	*(a)*	*(a)*	*(a)*	
Operator Unscheduled Absences (Hours)	*(a)*	*(a)*	*(a)*	
Trips On-Time	*(a)*	*(a)*	*(a)*	
Total Trips	*(a)*	*(a)*	*(a)*	
Complaints	*(a)*	*(a)*	*(a)*	
Missed Trips	*(a)*	*(a)*	*(a)*	
Maintenance Pay Hours	*(a)*	*(a)*	*(a)*	
Total Maintenance Employee Work Hours	*(a)*	*(a)*	*(a)*	
Maint. Emp. Scheduled Absences (Hours)	*(a)*	*(a)*	*(a)*	
Maint. Emp. Unscheduled Absences (Hours)	*(a)*	*(a)*	*(a)*	
Vehicle Maintenance Costs	$2,922,959	$3,139,807	$3,349,320	NTD F-30; (FY25 original submission)

Data Item	FY2023	FY2024	FY2025	Source
Non-Vehicle Maintenance Costs	$778,616	$887,627	$955,805	NTD F-30; (FY25 original submission)
Spare Vehicles (Total less Maximum Service)	9	8	10	NTD S-10; (FY25 original submission)
Total Vehicles	27	27	27	NTD S-10; (FY25 original submission)
Rev. Veh. Mechanical System Failures - Total	134	115	171	NTD R-20; (FY25 original submission)
Rev. Veh. Mechanical System Failures - Major	22	17	18	NTD R-20; (FY25 original submission)
Preventable Accidents	*(a)*	*(a)*	*(a)*	
Casualty/Liability Costs	$655,562	$1,086,143	$1,220,789	NTD F-30; (FY25 original submission)
Lost Days - Industrial Accidents	*(a)*	*(a)*	*(a)*	

(a) Data reported system-wide, not broken out by mode; see MB performance measures for results

APPENDIX B

TRIENNIAL PERFORMANCE AUDIT
OF THE
EAST BAY PARATRANSIT CONSORTIUM (EBPC)

FINAL AUDIT REPORT

JUNE 2026

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

EXECUTIVE SUMMARY

This executive summary highlights the findings from the performance audit of the East Bay Paratransit Consortium (EBPC), which was formed by AC Transit and BART to meet the requirements for providing ADA-mandated complementary paratransit in their overlapping service areas. 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.

Since EPBC is a shared responsibility of both BART and AC Transit, EBPC's performance audit is included in the performance audits of both operators, as an appendix. The audit covers the period of Fiscal Years 2023 through 2025 (from July 1, 2022 through June 30, 2025).

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;
- An evaluation of EBPC'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 EBPC's performance based on the results of the previous sections.

Comments received from AC Transit, BART and MTC staff regarding the draft report were incorporated into the final report. Highlights of 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 EBPC 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 EBPC is in compliance with the data collection and reporting requirements for all five TDA statistics. In addition, the statistics collected over the six-year review period appear to be consistent with the TDA definitions and indicate general consistency in terms of the direction and magnitude of the year-to-year changes across the statistics.

Performance Indicators and Trends – EBPC's performance trends for four of the five TDA-mandated indicators were analyzed. The fifth indicator, vehicle service hours per employee, was not analyzed since FTEs were not reported for this service, which is provided by multiple contractors. A six-year analysis period was used for all the indicators. In addition, component operating costs were analyzed.

- The following is a brief summary of EBPC's TDA performance trend highlights over the six-year period of FY2020 through FY2025:
  - There was an average annual increase in the operating cost per hour of 8.2 percent, when adjusted for inflation, amounts to an average annual increase of 4.2 percent in constant dollars.
  - The cost per hour ranged from a low of $116.48 in FY2020 to a high of $172.69 in FY2025. There were increases in three of the six years, with the largest (30.9 percent) occurring in FY2021.

- Passenger productivity exhibited a modest downward trend, driven by small average annual increases in service hours and miles combined with almost unchanged ridership during the review period. Passengers per vehicle service hour and vehicle service mile declined by 2.5 percent and 2.7 percent per year on average during the period, respectively.

- The cost per passenger increased on average by 11 percent per year, which amounted to an average annual increase of 6.9 percent in constant FY2020 dollars. Operating costs increased 9.5 percent per year on average between FY2020 and FY2025, while ridership moved back toward pre-pandemic levels, finishing the six-year review period with a 1.4 percent annual average decrease.

- The following is a brief summary of the component operating costs trend highlights between FY2020 and FY2025:

  - Purchased transportation costs represented the largest portion of the total operating costs by far, comprising about 98 percent of total costs over the six-year period.

  - Purchased transportation increased an average of 9.7 percent annually, almost identical to the 9.5 percent overall increase in operating costs over the analysis period.

  - In total, in-house (non-contracted) labor and fringe benefit costs comprised less than two percent of the total costs in during the analysis period. Labor costs increased an annual average of 5.8 percent, while fringes increased an average of 5.7 percent per year.

  - Materials/supplies decreased an average of 13.5 percent per year. Services costs were sporadic throughout the analysis period, only being recorded in 2020 and 2024.

  - There was an average yearly 45 percent increase in the casualty/liability category, although these expenses comprised less than one tenth of one percent of the annual total operating costs. The casualty/liability cost increases were attributed to an increase in injury claims and the addition of two contract service providers, requiring an increase in insurance coverage.

Status of Prior Audit Recommendations – There were no recommendation made in EBPC's prior performance audit.

Functional Performance Indicator Trends - To further assess EBPC's performance over the past three years, a detailed set of functional area performance indicators was defined and reviewed. The following is a brief summary of the functional trend highlights between FY2023 and FY2025:

- Service Planning results showed a 9.3 percent increase in operating cost per passenger mile, the percentage of vehicle miles and vehicle hours in service averaging around 82 percent and 87 percent, respectively, and the farebox recovery ratio decreasing from 3.7 percent to 3.2 percent overall.

- Operations results showed a slight uptick of 1.6 percent in vehicle operations cost per total costs but a 28 percent increase in operating cost per vehicle service hour. This reflects an almost 20 percent increase in operating costs outpacing the 6.2 percent increase in service hours during the current audit period. Schedule adherence declined slightly from 97 to 95 percent, and there was about a 15 percent overall increase in the rate of complaints. The missed trip rate doubled percentage wise but was still less than one percent of total trips throughout the audit period. Capacity trip denials decreased by more than 40 percent, while total trip cancellations decreased 9 percent and late trip cancellations/rider fault no-shows decreased over 50 percent overall.

- Maintenance results included total maintenance costs decreasing from two percent to 1.6 percent of total operating costs over the period, while vehicle maintenance costs per service mile remained unchanged. The spare ratio increased from 16 to 19 percent during the audit period. Vehicle reliability was mixed as there was significant overall improvement (greater than 50 percent) for the major mechanical failure rate but distance between all mechanical failures decreased by 12 percent.

- Safety performance improved, with the incidence of preventable accidents reported decreasing about 16 percent with the actual rate dropping below three accidents per 100,000 vehicle miles in the last two years of the audit period.

Recommendations

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

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I. INTRODUCTION

The East Bay Paratransit Consortium (EBPC) was formed by AC Transit and BART to meet the requirements for providing ADA-mandated complementary paratransit in their overlapping service areas. Both AC Transit and BART have been instrumental in the creation of the Consortium and its subsequent operation. Both agencies provide oversight of the consortium. Passengers are Consortium passengers; they are not identified as AC Transit or BART passengers. Similarly, both agencies share responsibility for performance results and the implementation of any recommendations that would arise.

In light of the organizational arrangement, the review is being conducted separate from the concurrent AC Transit and BART performance audits. This appendix is being included in the performance audit reports for both AC Transit and BART. The audit period is also Fiscal Years 2023 through 2025 (from July 1, 2022 through June 30, 2023). An overview of EBPC is provided in Exhibit A-1. This is followed by an organization chart in Exhibit A-2 that reflects the basic organizational structure and typical functions during the audit period.

Performance Audit and Report Organization

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

- Compliance Audit – Activities in this phase included:
  - An overview of data collection and reporting procedures for the five TDA performance indicators; and
  - Analysis of the TDA indicators.

- Functional Review – Activities in this phase included:
  - A review of actions to implement the recommendations from the prior performance audit;
  - Calculation and evaluation of functional performance indicator trends; and
  - Findings, conclusions, and the formulation of recommendations.

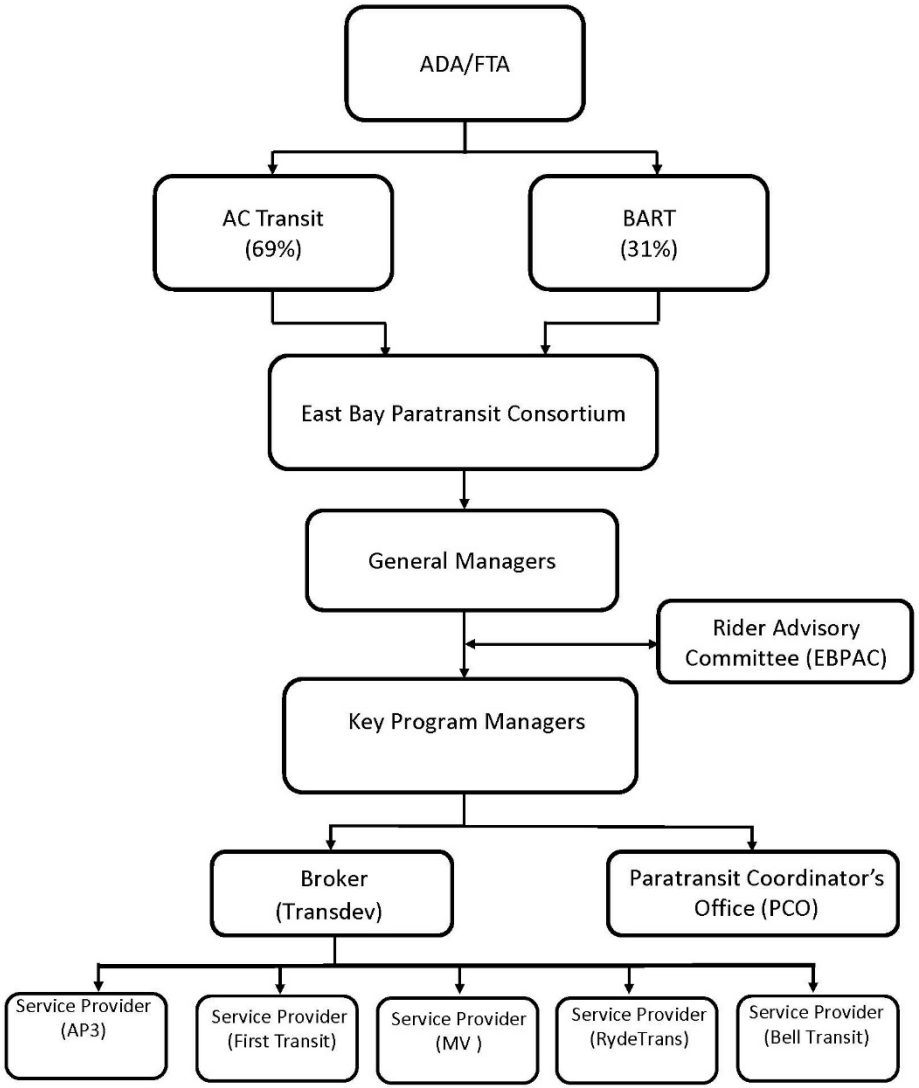
This report presents the findings from both phases. Comments received from EBPC and MTC staff regarding the draft report were incorporated into the final report.

Exhibit 1: System Overview

Location	Headquarters: 1750 Broadway, Oakland CA 94612
Establishment	EBPC was formed in 1994 by AC Transit and BART through a Joint Exercise of Powers agreement (JPA). It was formed to provide paratransit service to fulfill both agencies' ADA obligations in their joint service areas.
Board	EBPC is governed by the Boards of Directors of BART and AC Transit, with direction from a Service Review Committee (SRC) that includes the General Managers of both agencies. The SRC receives guidance from a 16-member Service Review Advisory Committee (SRAC), comprised of ADA riders (8), a City Based Paratransit Program Manager from both Alameda and Contra Costa Counties (2), Social Service Agency representatives (2), and ADA Rider Representatives from four advisory committees connected to the EBPC (4). The transition from the SRAC to the EBPAC was due to the lifting of the state of emergency orders and certain provisions of the Brown Act. As the EBPAC the committee can continue to meet remotely and/or in-person. Oversight of EBPC's activities is led jointly by Program Managers from both agencies. In addition, a contracted Program Coordinator's Office (PCO) was established in the JPA to serve as a neutral, central point of contact between AC Transit and BART, and to fulfill certain administrative and coordination activities for the two member agencies.
Service Data	EBPC provides ADA paratransit service to eligible riders in Alameda County and western Contra Costa County, and to and from San Francisco. EBPC operates through a brokerage system. Transdev Services, Inc. is the contract broker, handling eligibility certifications, reservations, schedules, dispatch, customer service, and contracts with service providers. Transdev contracts with five private operators for the actual provision of vehicles and drivers. EBPC operates during the same hours as the regular AC Transit buses and BART trains. Service is limited to areas within ¾ mile of an operating bus route or within a ¾ mile radius around a BART station. Phone reservations are required. Trips can be arranged up to seven days in advance. Trips must be scheduled by 5:00 p.m. the day before traveling. Standing orders are accepted, based on availability, from riders who want to take the same trip on a regular basis. Trip cancellations must be made at least one hour before the scheduled pick-up time, or the passenger will be considered a "no-show/late cancellation." Fares are based on the distance traveled, and one-way fares range from $4.00 to $10.00. These fares represent rates in effect since January 2011. San Francisco trips that go beyond BART's service area require an additional $2.50 charge collected on behalf of SFMTA Paratransit. Ten-trip ticket books are available with ticket denominations of $4.00 and $1.00. Each rider may bring one companion (more can be added on the

	day of service if there is room), who must pay the same fare as the rider. A required Personal Care Attendant can accompany a certified rider at no extra charge. EBPC introduced a contactless payment application during the pandemic. Riders have a choice of paying for a single trip or multiple trips at the time of booking or pay upon boarding the vehicle.
Recent Changes	EBPC implemented a travel training program in the last year. This is a five year program funded by the Alameda County Transportation Commission (ACTC). The Program trains individuals to utilize fixed-route bus or rail for all or some of their trips that otherwise would have been taken on EBP. EBPC recently entered into a 4.5 year contract with a 5 year option with Transdev. The payment structure is a lump sum payment that includes a fixed fee as opposed to the historical structure of a cost plus fixed fee payment structure.
Planned Changes	EBPC is replacing its twenty -five (25) year old legacy software (ADEPT) with a technologically advanced software platform, Spare. The cutover will occur in the second calendar quarter of 2026. Additionally, EBPC is updating its website and contactless payment application to allow the riders to independently book, view and manage their trips. Under the new contract EBPC is allowing for a higher percentage of non-Type II vehicles (traditional cutaways)
Staff	In addition to AC Transit and BART staff time, the contracted Program Coordinator Office (PCO) adds one FTE to EBPC's administration and coordination functions, and the Broker assigns approximately 85 FTEs to its various duties.

Exhibit 2: Current Organization Chart



II. REVIEW OF TDA DATA COLLECTION AND REPORTING METHODS

This section focuses on the five performance indicators required by TDA law. The state PUC has defined these indicators to evaluate the transit operator's efficiency, effectiveness, and economy. The purpose of this review is to determine if EBPC is in compliance with the data collection and reporting requirements necessary to calculate the TDA performance indicators. The review is limited to the data items needed to calculate the indicators:

- Operating costs
- Vehicle service hours
- Vehicle service miles
- Unlinked passengers
- Employees (full-time equivalents)

The TDA indicator analysis is based on these operating and financial statistics in the National Transit Database (NTD) reports submitted annually to the Federal Transit Administration (FTA). AC Transit and BART both submit EBPC data to the NTD. BART submits primarily operating cost data, which is limited to BART's 31 percent share of EBPC costs. This is not in addition to AC Transit's reporting, which reflects 100 percent of all EBPC data. AC Transit submits complete systemwide data for total costs, passengers, hours, and miles, as well as other statistics. The EBPC information reported by AC Transit covering the prior audit period is presented here.

Compliance with Requirements

To support this review, EBPC confirmed its data collection and reporting procedures as described in the prior performance audit. The definitions and procedures

used to derive the TDA statistics generally are consistent with those used for the NTD reporting system.

Based on the information provided, as shown in Exhibit 3.1, EBPC is in compliance with the data collection and reporting requirements for the TDA statistics.

Consistency of the Reported Statistics

The resulting TDA statistics for EBPC's transit services are shown in Exhibit 3.2. Included are statistics covering each fiscal year of the three-year audit, plus the preceding three fiscal years, resulting in a six-year trend. The available statistics collected over the period appear to be consistent with the TDA definitions. Further, they indicate general consistency in terms of the direction and magnitude of the year-to-year changes across the statistics. For example, increases or decreases in annual operating costs are relatively proportional to increases or decreases in annual vehicle service hours and miles.

Exhibit 3.1: Compliance with TDA Data Collection and Reporting Requirements

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
Operating Cost	"Operating cost" means all costs in the operating expense object classes exclusive of the costs in the depreciation and amortization expense object class of the uniform system of accounts and records adopted by the Controller pursuant to Section 99243, and exclusive of all subsidies for commuter rail services operated under the jurisdiction of the Interstate Commerce Commission and of all direct costs for providing charter services, and exclusive of all vehicle lease costs.	In Compliance	Costs are gathered monthly for all elements of the operation. These include the service providers' expenses net of imposed liquidated damages, fuel, Broker's office, Program Coordinator's Office, incentives/disincentives, and miscellaneous expenses. Costs are invoiced to EBPC with supporting documentation and paid in arrears after invoice review and approval. AC Transit and BART share in the full costs of the service, based on an allocation agreement.
Vehicle Service Hours	"Vehicle service hours" means the total number of hours that each transit vehicle is in revenue service, including layover time.	In Compliance	Hours are captured from information recorded on the driver's manifest and tabulated each month. Drivers report garage pull-out and pull-in times plus first pick-up and last drop-off times. These are entered from the manifest into the scheduling software system at the Broker's office, which calculates total and vehicle service hours. Vehicle service hours include the time between the first passenger pick up and the last drop off, less time for driver breaks or any other time when the vehicle is out of service

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	Miles are captured from information recorded on the driver's manifest and on-board mobile data computers and tabulated each month. Drivers report garage pull-out and pull-in mileage plus first pick-up and last drop-off mileage. These are entered from the manifest into the scheduling software system at the Broker's office, which calculates total and vehicle service miles. Vehicle service miles include the miles between the first passenger pick up and the last drop off.
Unlinked Passengers	"Unlinked passengers" means the number of boarding passengers, whether revenue producing or not, carried by the public transportation system.	In Compliance	The paratransit scheduling system at the Broker's office is programmed to automatically calculate unlinked passengers. One passenger is defined as a one-way trip taken by one individual from one origin to one destination. Total unlinked passengers include escorts and attendants.
Employee Full-Time Equivalents	2,000 person-hours of work in one year constitute one employee.	In Compliance	Hours worked at the Broker's office are tabulated each month and billed at the individual's hourly rate. Service providers are under contract to the Broker. The billing structure of provider services is a comprehensive hourly rate per total vehicle hour. This rate includes salaries, along with vehicles, training, uniforms, insurance, etc. Therefore, EBPC does not report total FTEs.

Exhibit 3.2: TDA Statistics

TDA Statistics	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	*Av. Ann. Chg.*
Operating Cost (Actual $)	$39,847,629	$26,584,038	$36,448,604	$44,057,390	$55,407,510	$62,744,413	- -
Annual Change	- -	*-33.3%*	*37.1%*	*20.9%*	*25.8%*	*13.2%*	*9.5%*
Operating Cost (Constant $)	$39,847,629	$25,489,979	$32,481,253	$38,374,449	$46,855,927	$52,056,771	- -
Annual Change	- -	*-36.0%*	*27.4%*	*18.1%*	*22.1%*	*11.1%*	*5.5%*
Vehicle Service Hours	342,100	174,372	244,506	322,042	368,102	363,333	- -
Annual Change	- -	*-49.0%*	*40.2%*	*31.7%*	*14.3%*	*-1.3%*	*1.2%*
Vehicle Service Miles	4,772,449	2,348,408	3,282,440	4,411,277	5,025,019	5,099,390	- -
Annual Change	- -	*-50.8%*	*39.8%*	*34.4%*	*13.9%*	*1.5%*	*1.3%*
Unlinked Passengers	556,431	199,825	316,792	419,288	480,098	519,603	- -
Annual Change	- -	*-64.1%*	*58.5%*	*32.4%*	*14.5%*	*8.2%*	*-1.4%*
Employee Full-Time Equivalents	*(a)*	*(a)*	*(a)*	*(a)*	*(a)*	*(a)*	- -
Annual Change	- -	- -	- -	- -	- -	- -	- -
Bay Area CPI - Annual Change	- -	4.3%	7.6%	2.3%	3.0%	1.9%	- -
Cumulative Change	- -	4.3%	12.2%	14.8%	18.3%	20.5%	*3.8%*

(a) Not applicable as EBPC service is provided by contractors
Note: FY2020 statistics include one quarter of COVID pandemic influenced statistics
Sources: FY2020 through FY2022 - Prior Performance Audit Report
FY2022 through FY2025 – NTD Reports (FY25 original submission)
CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

III. TDA PERFORMANCE INDICATORS AND TRENDS

The performance trends for EBPC's service are presented in this section. Performance is discussed for four 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

The performance results in these indicators were developed using information from AC Transit's NTD reports filed with the FTA, which included the EBPC service for the three years of the audit period.

Performance results for the fifth TDA-mandated indicator, vehicle service hours per full-time equivalent employee (FTE), were deemed not applicable since EBPC's services are provided by private contractors, and FTE data is not reported in NTD. The operating contractor is responsible for staffing and employee productivity; therefore, FTE data and results are not included as part of this audit report.

In addition to presenting performance for the three years of the audit period (FY2023 through FY2025), 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 EBPC'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 FY2023 to FY2025 trend lines

have been combined with those from the prior audit period (FY2020 through FY2022) 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 EBPC's performance trends in the four TDA performance indicators included. 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.

EBPC Service Performance Trends

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

- Operating Cost per Vehicle Service Hour (Exhibit A-4.1)
  - A key indicator of cost efficiency, the cost per hour of service increased an average of 8.2 percent annually during the six-year review period.

- The cost per service hour increased in every year of the review period. Cost per hour increased from $116.48 in FY2020 to $172.69 in FY2025.

- The largest increase, 30.9 percent, occurred in FY2021, as service hours declined with lower ridership during the COVID-19 pandemic, while operating costs decreased at a lower percentage.

- In FY2020 constant dollars, there was an average annual increase in this indicator of 4.2 percent.

- Passengers per Vehicle Service Hour (Exhibit A-4.2)

  - A key indicator of passenger productivity, passengers per hour decreased an average of 2.5 percent annually during the six-year period.

  - Passengers per hour decreased from 1.6 in FY2020 to 1.1 in FY2021, before rebounding to almost pre-COVID levels of 1.4 by FY2025.

  - The decrease reflects the significant decrease in both passengers and service hours in the prior three-year audit period due to COVID, followed by what appears to be a post-COVID recovery beginning in FY 2022.

- Passengers per Vehicle Service Mile (Exhibit A-4.2)

  - The six-year trend in this indicator decreased by 2.7 percent annually on average.

  - There were 0.12 passengers per mile in FY2020, compared with 0.10 in FY2025, with the lowest measure, 0.09, occurring in FY2021.

  - The pattern in this indicator was the same as passengers per hour, with annual decreases coinciding with the decline in ridership during COVID, followed by improving ridership and increasing service miles during the period between FY2022 and FY 2025.

- Operating Cost per Passenger (Exhibit A-4.3)

  - A key measure of cost effectiveness, cost per passenger was $71.61 FY2020, increasing to $133.04 per passenger in FY2021, before ending at $120.75 per passenger in FY2025.

  - These results, including an 85.8 percent increase in FY2021, are in large part attributed to the above-noted ridership losses seen as a result of the

response to the pandemic, followed by recovering ridership beginning in FY2022.

– Overall, the average annual increase in the cost per passenger during the period was 11 percent. With the impact of inflation removed, the result was an average annual increase of 6.9 percent.

* * * * *

The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2020 through FY2025:

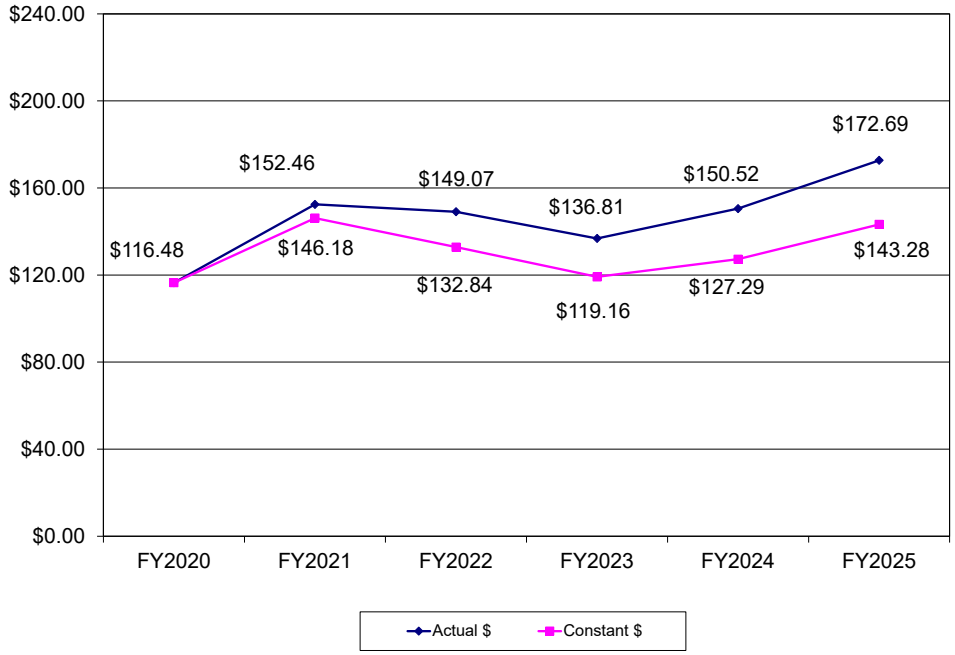
- There was an average annual increase in the operating cost per hour of 8.2 percent, when adjusted for inflation, amounts to an average annual increase of 4.2 percent in constant dollars.
- The cost per hour ranged from a low of $116.48 in FY2020 to a high of $172.69 in FY2025. There were increases in three of the six years, with the largest (30.9 percent) occurring in FY2021.
- Passenger productivity exhibited a modest downward trend, driven by small average annual increases in service hours and miles combined with almost unchanged ridership during the review period. Passengers per vehicle service hour and vehicle service mile declined by 2.5 percent and 2.7 percent per year on average during the period, respectively.
- The cost per passenger increased on average by 11 percent per year, which amounted to an average annual increase of 6.9 percent in constant FY2020 dollars. Operating costs increased 9.5 percent per year on average between FY2020 and FY2025, while ridership moved back toward pre-pandemic levels, finishing the six-year review period with a 1.4 percent annual average decrease.

Exhibit 4: TDA Indicator Performance

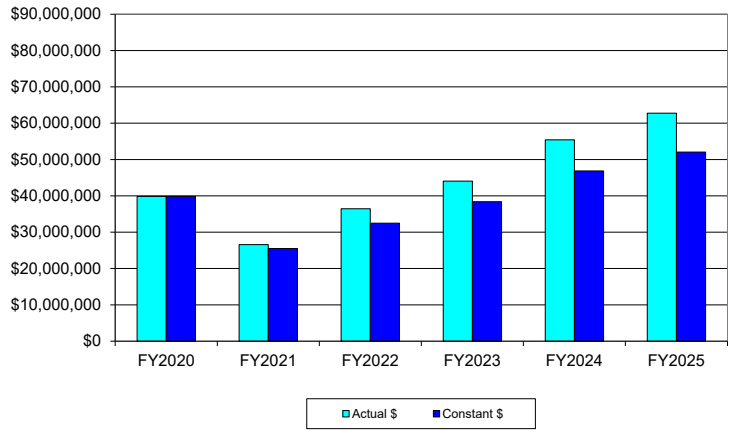
TDA Performance Indicator	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	*Av. Ann. Chg.*
Op. Cost per Vehicle Svc. Hour (Actual $)	$116.48	$152.46	$149.07	$136.81	$150.52	$172.69	- -
Annual Change	- -	*30.9%*	*-2.2%*	*-8.2%*	*10.0%*	*14.7%*	*8.2%*
Op. Cost per Vehicle Svc. Hour (Constant $)	$116.48	$146.18	$132.84	$119.16	$127.29	$143.28	- -
Annual Change	- -	*25.5%*	*-9.1%*	*-10.3%*	*6.8%*	*12.6%*	*4.2%*
Passengers per Vehicle Service Hour	1.6	1.1	1.3	1.3	1.3	1.4	- -
Annual Change	- -	*-29.5%*	*13.1%*	*0.5%*	*0.2%*	*9.6%*	*-2.5%*
Passengers per Vehicle Service Mile	0.12	0.09	0.10	0.10	0.10	0.10	- -
Annual Change	- -	*-27.0%*	*13.4%*	*-1.5%*	*0.5%*	*6.7%*	*-2.7%*
Op. Cost per Passenger (Actual $)	$71.61	$133.04	$115.06	$105.08	$115.41	$120.75	- -
Annual Change	- -	*85.8%*	*-13.5%*	*-8.7%*	*9.8%*	*4.6%*	*11.0%*
Op. Cost per Passenger (Constant $)	$71.61	$127.56	$102.53	$91.52	$97.60	$100.19	- -
Annual Change	- -	*78.1%*	*-19.6%*	*-10.7%*	*6.6%*	*2.7%*	*6.9%*
Vehicle Service Hours per FTE	*(a)*	*(a)*	*(a)*	*(a)*	*(a)*	*(a)*	- -
Annual Change	- -	- -	- -	- -	- -	- -	- -
Bay Area CPI - Annual Change	- -	4.3%	7.6%	2.3%	3.0%	1.9%	- -
Cumulative Change	- -	4.3%	12.2%	14.8%	18.3%	20.5%	*3.8%*

(a) Not applicable as EBPC service is provided by private contractors
Note: FY2020 statistics include one quarter of COVID pandemic influenced indicators

Exhibit 4.1: Operating Cost per Vehicle Service Hour

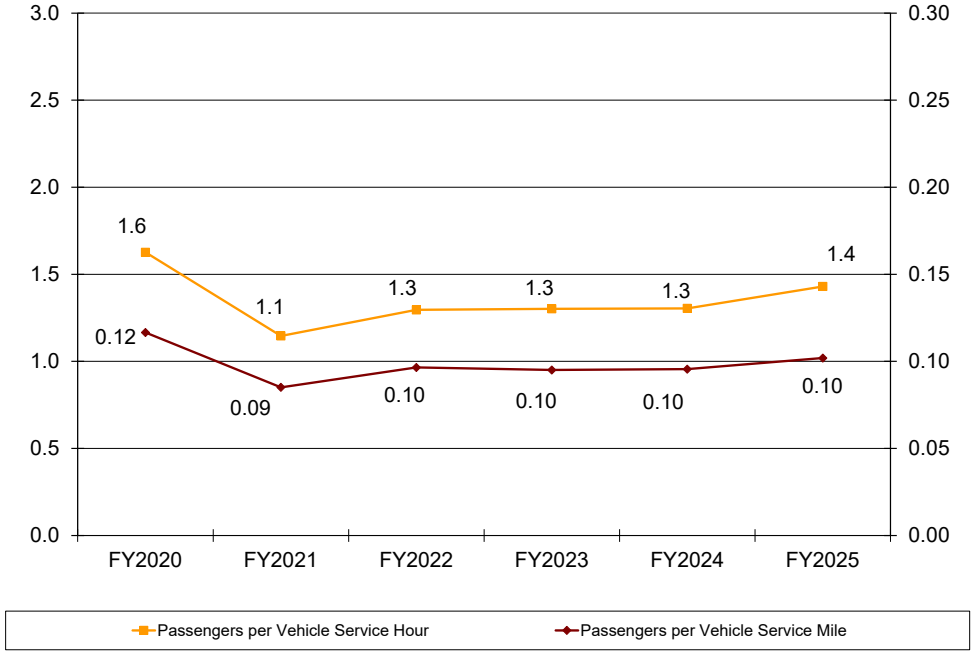


Operating Cost

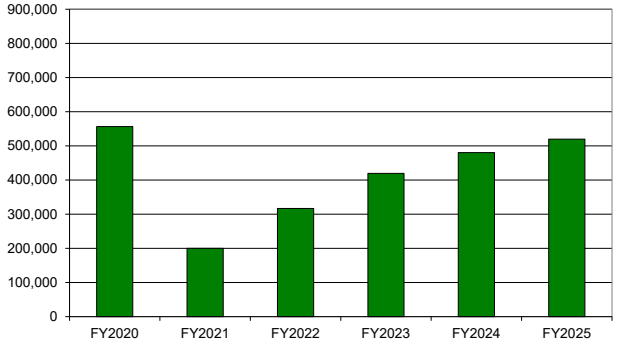


Vehicle Service Hours

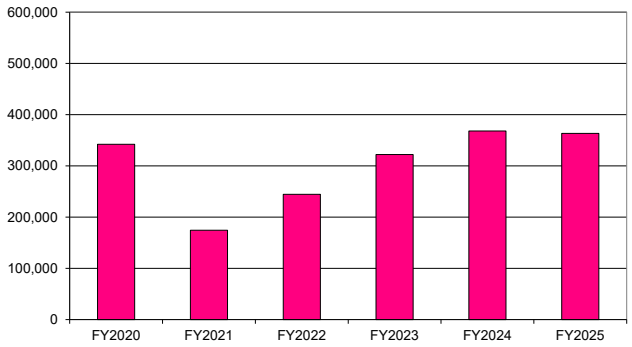
Exhibit 4.2: Passengers per Hour and per Mile



Unlinked Passengers



Vehicle Service Hours



Vehicle Service Miles

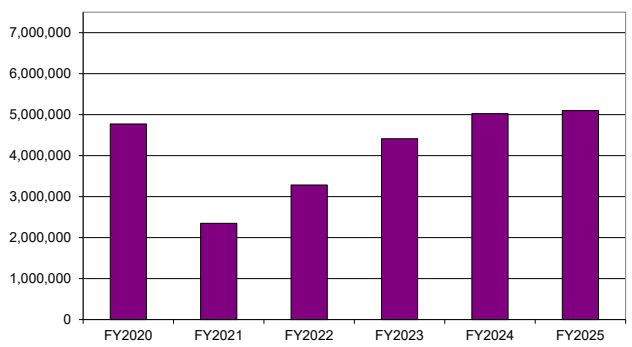
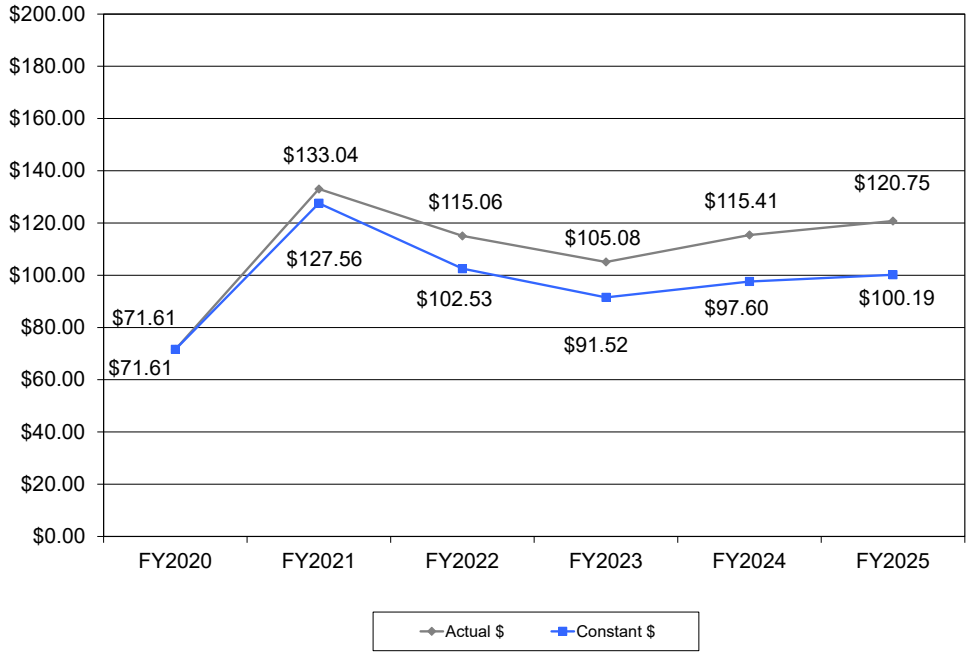
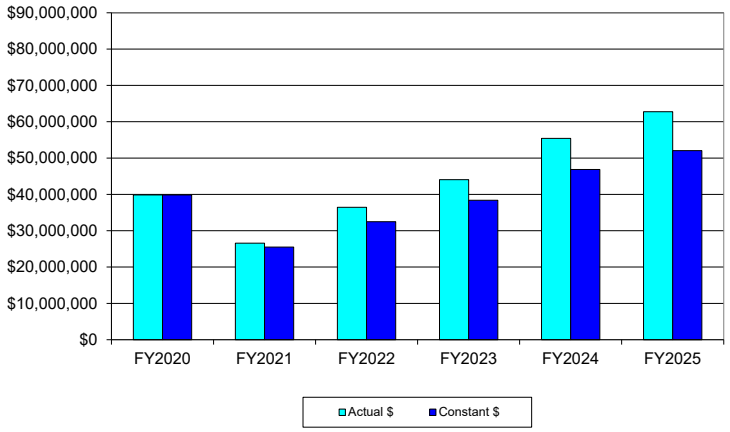


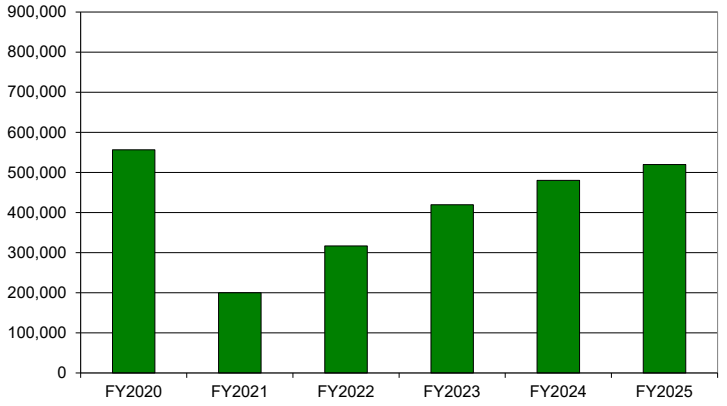
Exhibit 4.3: Operating Cost per Passenger



Operating Cost



Unlinked Passengers



EBPC Service Component Costs

Year-to-year changes in selected operating cost categories over the past six years are presented in Exhibit A-4.4. 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 A-4.4 also shows the concurrent changes in vehicle service hours, and Exhibit A-4.5 illustrates the portion of the cost per bus service hour that can be attributed to each included cost component.

- Between FY2020 and FY2025, the total average annual costs increased by 9.5 percent per year, driven by the average annual decrease in purchased transportation costs throughout the period.
- Purchased transportation increased on average by 9.7 percent annually and comprised about 98 percent of total cost per vehicle hour in all years. The effect of the COVID pandemic is seen in FY2021, as purchased transportation costs decreased by about 33 percent in FY2021, then increased in every following fiscal year as service levels began to recover.
- In-house (non-contracted) labor and fringe benefit costs increased by 5.8 and 5.7 percent per year respectively over the six year review period. In total, labor and fringe benefit costs comprised under two percent of the total costs each year.
- Services costs were sporadic, with charges only recorded for fiscal years 2020 and 2024.
- The remaining cost categories of materials/supplies, casualty/liability, and miscellaneous other expenses comprised less than two tenths of one percent of the total operating costs over the analysis period, although casualty/liability costs did show a 45 percent average annual increase over the review period. The increase in casualty/liability costs was attributed to increased claims by riders instigated by financial litigators, who entice injured persons to enter into file legal action at no cost to them until the case is settled in their favor. EBPC also added two new service contractors, increasing the number of personnel requiring insurance coverage.

* * * * *

The following is a brief summary of the component operating costs trend highlights between FY2020 and FY2025:

- Purchased transportation costs represented the largest portion of the total operating costs by far, comprising about 98 percent of total costs over the six-year period.
- Purchased transportation increased an average of 9.7 percent annually, almost identical to the 9.5 percent overall increase in operating costs over the analysis period.
- In total, in-house (non-contracted) labor and fringe benefit costs comprised less than two percent of the total costs in during the analysis period. Labor costs increased an annual average of 5.8 percent, while fringes increased an average of 5.7 percent per year.
- Materials/supplies decreased an average of 13.5 percent per year. Services costs were sporadic throughout the analysis period, only being recorded in 2020 and 2024.
- There was an average yearly 45 percent increase in the casualty/liability category, although these expenses comprised less than one tenth of one percent of the annual total operating costs. The casualty/liability cost increases were attributed to an increase in injury claims and the addition of two contract service providers, requiring an increase in insurance coverage.

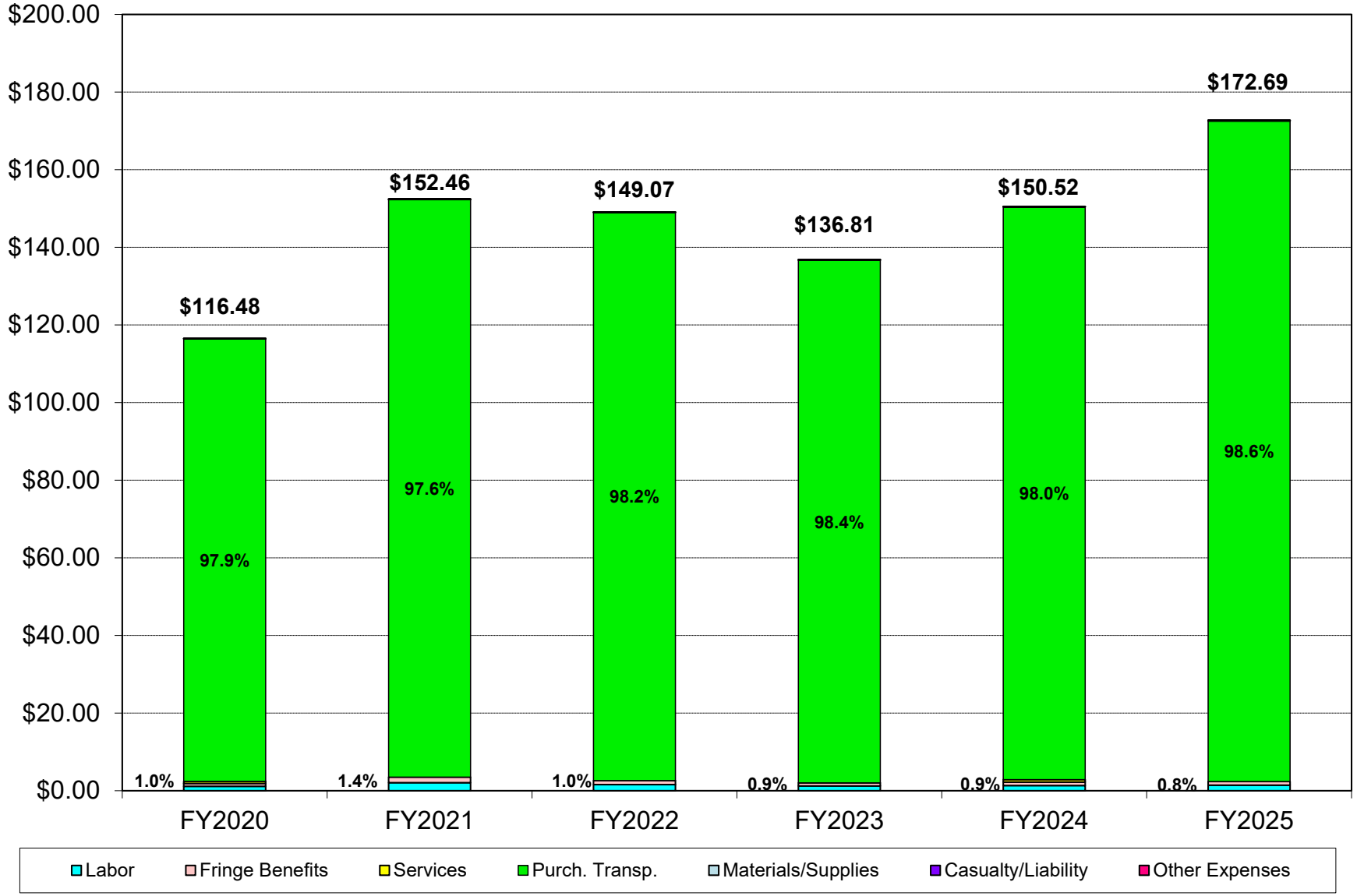
Exhibit 4.4: Component Cost Trends

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	*Av. Ann. Chg.*
COST CATEGORIES							
Labor (Salaries/Wages)	$386,161	$361,580	$381,212	$391,901	$483,105	$512,458	- -
Annual Change	- -	*-6.4%*	*5.4%*	*2.8%*	*23.3%*	*6.1%*	*5.8%*
Fringe Benefits *(a)*	$254,284	$244,615	$258,801	$251,965	$331,085	$335,115	- -
Annual Change	- -	*-3.8%*	*5.8%*	*-2.6%*	*31.4%*	*1.2%*	*5.7%*
Services	$176,496	$0	$0	$0	$225,000	$0	- -
Annual Change	- -	*-100.0%*	- -	- -	*100.0%*	*-100.0%*	*-100.0%*
Purchased Transportation	$39,004,457	$25,948,696	$35,776,496	$43,372,974	$54,308,037	$61,841,874	- -
Annual Change	- -	*-33.5%*	*37.9%*	*21.2%*	*25.2%*	*13.9%*	*9.7%*
Materials/Supplies *(b)*	$15,018	$13,024	$10,910	$12,077	$16,975	$7,282	- -
Annual Change	- -	*-13.3%*	*-16.2%*	*10.7%*	*40.6%*	*-57.1%*	*-13.5%*
Casualty/Liability	$6,296	$9,018	$16,780	$21,814	$35,993	$40,312	- -
Annual Change	- -	*43.2%*	*86.1%*	*30.0%*	*65.0%*	*12.0%*	*45.0%*
Other Expenses (c)	$4,917	$7,105	$4,405	$6,654	$7,312	$7,372	- -
Annual Change	- -	*44.5%*	*-38.0%*	*51.1%*	*9.9%*	*0.8%*	*8.4%*
Total	$39,847,629	$26,584,038	$36,448,604	$44,057,385	$55,407,507	$62,744,413	- -
Annual Change	- -	*-33.3%*	*37.1%*	*20.9%*	*25.8%*	*13.2%*	*9.5%*
OPERATING STATISTICS							
Vehicle Service Hours	342,100	174,372	244,506	322,042	368,102	363,333	- -
Annual Change	- -	*-49.0%*	*40.2%*	*31.7%*	*14.3%*	*-1.3%*	*1.2%*

(a) Includes paid absences
(b) Includes tires/tubes, fuels/lubricants, and other materials/supplies
(c) Includes utilities, taxes, and miscellaneous expenses
Note: New operations contract beginning Jan. 2025 changes payment structure with contractor from Cost Plus Fixed Fee to Lump Sum payment that includes a fixed fee, which may influence future purchased transportation cost trends.

Exhibit 4.5: Distribution of Component Costs

Operating Cost per Vehicle Service Hour



IV. STATUS OF PRIOR AUDIT RECOMMENDATIONS

EBPC's prior performance audit was completed in June 2024. 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 would address EBPC's responses to the recommendations made in the prior performance audit, and whether EBPC made reasonable progress toward their implementation. However, there were no recommendations made in EBPC's prior audit.

V. FUNCTIONAL PERFORMANCE INDICATOR TRENDS

To further assess EBPC'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:

- Service Planning
- Operations
- Maintenance
- Safety

The indicators selected for this analysis were primarily those that were tracked regularly by EBPC or for which input data were maintained by EBPC on an on-going basis, such as performance reports, contractor reports, annual financial reports and NTD reports. As such, there may be some overlap with the TDA indicators examined earlier in the audit process, but most indicators will be different. Some indicators were selected from the California Department of Transportation's Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities as being appropriate for this evaluation. The input statistics for the indicators, along with their sources, are contained in Appendix C 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. EBPC's functional area trends represent areas of cost efficiency, safety, productivity, and service reliability. Audit period performance is discussed below and presented in Exhibit B-5.

- <u>Service Planning</u>
  - Operating costs per passenger mile increased 9.3 percent overall from $11.23 in FY2023 to $12.28 in FY2025, reflecting increasing costs and slower

increases in service miles as EBPC service continues to recover from the effects of the COVID pandemic.

- About 82 percent of all vehicle miles traveled were in service in all three years, while vehicle service hours compared to total hours traveled averaged about 87 percent annually.

- The farebox recovery ratio decreased from 3.7 percent in the first year to 3.2 percent in the last year, about 15 percent overall.

- Operations

  - Vehicle operations costs increased slightly from 79.4 percent of total operating costs in FY2023, to 80.7 percent by FY2025.

  - Vehicle operations costs per service hour increased more than 28 percent from $108.65 in FY2023 to $139.40 in FY2025, again reflecting a slower recovery in service hours than in operating costs from the pandemic.

  - Schedule adherence decreased slightly overall by 2.2 percent, from about 97 percent to 95 percent.

  - The rate of complaints per 10,000 passenger trips increased by 15 percent overall between FY2023 to FY2025, an increase of about 500 complaints in actual numbers.

  - The incidence of missed trips per total trips scheduled doubled during the audit period but remained low, increasing from 0.15 percent to 0.3 percent overall.

  - The percentage of ADA trip denials was exceptionally low throughout the audit period at less than one-tenth of one percent of total trips scheduled.

  - The rate of total trip cancellations decreased from about 27 percent to 24 percent of total trips scheduled. The occurrence of late trip cancellations (less than one hour before scheduled pick-up time) and rider-fault no-shows also decreased from 3.8 percent to 1.7 percent of total trips over the three years.

- Maintenance

  - Total maintenance costs decreased almost 20 percent over the period, from two percent of total operating costs in FY2023 to 1.6 percent in FY2025.

- Vehicle maintenance costs per service mile fluctuated from year to year but remained unchanged overall at $0.19 in the first and last years of the period.

- The vehicle spare ratio increased from 15.9 percent in FY2023 to 19.2 percent in FY2025.

- The mean distance between major failures improved overall by more than 50 percent. The mean distance between all failures decreased by about 12 percent over the three years.

- Safety

  - The rate of preventable accidents decreased, from 3.1 to 2.6 per 100,000 miles travelled, a decrease of 16 percent.

* * * * *

The following is a brief summary of EBPC's functional trend highlights between FY2023 and FY2025:

- Service Planning results showed a 9.3 percent increase in operating cost per passenger mile, the percentage of vehicle miles and vehicle hours in service averaging around 82 percent and 87 percent, respectively, and the farebox recovery ratio decreasing from 3.7 percent to 3.2 percent overall.

- Operations results showed a slight uptick of 1.6 percent in vehicle operations cost per total costs but a 28 percent increase in operating cost per vehicle service hour. This reflects an almost 20 percent increase in operating costs outpacing the 6.2 percent increase in service hours during the current audit period. Schedule adherence declined slightly from 97 to 95 percent, and there was about a 15 percent overall increase in the rate of complaints. The missed trip rate doubled percentage wise but was still less than one percent of total trips throughout the audit period. Capacity trip denials decreased by more than 40 percent, while total trip cancellations decreased 9 percent and late trip cancellations/rider fault no-shows decreased over 50 percent overall.

- Maintenance results included total maintenance costs decreasing from two percent to 1.6 percent of total operating costs over the period, while vehicle

maintenance costs per service mile remained unchanged. The spare ratio increased from 16 to 19 percent during the audit period. Vehicle reliability was mixed as there was significant overall improvement (greater than 50 percent) for the major mechanical failure rate but distance between all mechanical failures decreased by 12 percent.

- Safety performance improved, with the incidence of preventable accidents reported decreasing about 16 percent with the actual rate dropping below three accidents per 100,000 vehicle miles in the last two years of the audit period.

Exhibit 5: Functional Performance Trends – EBPC

FUNCTION/Indicator	Actual Performance		
	FY2023	FY2024	FY2025
SERVICE PLANNING			
Total Operating Cost/Passenger Mile	$11.23	$11.97	$12.28
Annual Percent Change	- -	*6.6%*	*2.6%*
Three Year Percent Change	- -	- -	*9.3%*
Vehicle Service Miles/Total Miles	82.0%	82.2%	82.5%
Annual Percent Change	- -	*0.2%*	*0.4%*
Three Year Percent Change	- -	- -	*0.6%*
Vehicle Service Hours/Total Hours	86.6%	86.3%	86.2%
Annual Percent Change	- -	*-0.2%*	*-0.2%*
Three Year Percent Change	- -	- -	*-0.4%*
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	3.7%	3.4%	3.2%
Annual Percent Change	- -	*-8.1%*	*-7.0%*
Three Year Percent Change	- -	- -	*-14.5%*
OPERATIONS			
Vehicle Operations Cost/Total Operating Cost	79.4%	81.3%	80.7%
Annual Percent Change	- -	*2.3%*	*-0.7%*
Three Year Percent Change	- -	- -	*1.6%*
Vehicle Operations Cost/Vehicle Service Hour	$108.65	$122.35	$139.40
Annual Percent Change	- -	*12.6%*	*13.9%*
Three Year Percent Change	- -	- -	*28.3%*
On-Time Percentage	96.9%	96.4%	94.8%
Annual Percent Change	- -	*-0.5%*	*-1.7%*
Three Year Percent Change	- -	- -	*-2.2%*
Complaints/10,000 Unlinked Passenger Trips	25.45	29.14	29.31
Annual Percent Change	- -	*14.5%*	*0.6%*
Three Year Percent Change	- -	- -	*15.2%*
Missed Trips/Total Trips Scheduled	0.15%	0.16%	0.30%
Annual Percent Change	- -	*12.4%*	*82.8%*
Three Year Percent Change	- -	- -	*105.4%*

FUNCTION/Indicator	Actual Performance		
	FY2023	FY2024	FY2025
OPERATIONS, *continued*			
Trip Cancellations/Total Trips Scheduled	26.8%	25.6%	24.4%
Annual Percent Change	- -	*-4.6%*	*-4.7%*
Three Year Percent Change	- -	- -	*-9.1%*
Late Trip Cancels & No Shows/Total Trips Scheduled	3.8%	2.9%	1.7%
Annual Percent Change	- -	*-24.4%*	*-42.3%*
Three Year Percent Change	- -	- -	*-56.4%*
ADA Trip Denials/Total Trips Scheduled	0.02%	0.02%	0.01%
Annual Percent Change	- -	*-1.2%*	*-42.6%*
Three Year Percent Change	- -	- -	*-43.3%*
MAINTENANCE			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	2.0%	2.2%	1.6%
Annual Percent Change	- -	*11.3%*	*-27.6%*
Three Year Percent Change	- -	- -	*-19.4%*
Vehicle Maintenance Cost/Vehicle Service Mile	$0.19	$0.24	$0.19
Annual Percent Change	- -	*23.2%*	*-18.3%*
Three Year Percent Change	- -	- -	*0.7%*
Spare Vehicles/Total Vehicles	15.9%	16.7%	19.2%
Annual Percent Change	- -	*5.1%*	*15.2%*
Three Year Percent Change	- -	- -	*21.0%*
Mean Distance between Major Failures (Miles)	86,746	165,272	131,456
Annual Percent Change	- -	*90.5%*	*-20.5%*
Three Year Percent Change	- -	- -	*51.5%*
Mean Distance between All Failures (Miles)	40,438	35,144	35,508
Annual Percent Change	- -	*-13.1%*	*1.0%*
Three Year Percent Change	- -	- -	*-12.2%*
SAFETY			
Preventable Accidents/100,000 Vehicle Miles	3.1	2.7	2.6
Annual Percent Change	- -	*-13.6%*	*-2.8%*
Three Year Percent Change	- -	- -	*-16.1%*

VI. CONCLUSIONS AND RECOMMENDATIONS

This report has presented the findings of the compliance audit portion of the performance audit of EBPC during the three-year period of FY2023 through FY2025 (July 1, 2022 through June 30, 2025). It has focused on TDA compliance issues including trends in TDA-mandated performance indicators. It also provides the findings from an overview of EBPC's data collection activities to support the TDA indicators.

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

Data Collection – EBPC is in compliance with the data collection and reporting requirements for all five TDA statistics. Additionally, the statistics collected over the six-year review period appear to indicate general consistency in terms of the direction and magnitude of the year-to-year changes across the statistics.

TDA Performance Trends – EBPC'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.

- TDA Performance Indicators – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2020 through FY2025:
  - There was an average annual increase in the operating cost per hour of 8.2 percent, when adjusted for inflation, amounts to an average annual increase of 4.2 percent in constant dollars.
  - The cost per hour ranged from a low of $116.48 in FY2020 to a high of $172.69 in FY2025. There were increases in three of the six years, with the largest (30.9 percent) occurring in FY2021.

- Passenger productivity exhibited a modest downward trend, driven by small average annual increases in service hours and miles combined with almost unchanged ridership during the review period. Passengers per vehicle service hour and vehicle service mile declined by 2.5 percent and 2.7 percent per year on average during the period, respectively.

- The cost per passenger increased on average by 11 percent per year, which amounted to an average annual increase of 6.9 percent in constant FY2020 dollars. Operating costs increased 9.5 percent per year on average between FY2020 and FY2025, while ridership moved back toward pre-pandemic levels, finishing the six-year review period with a 1.4 percent annual average decrease.

- Component Costs – The following is a brief summary of the component operating cost trend highlights between FY2020 and FY2025:

  - Purchased transportation costs represented the largest portion of the total operating costs by far, comprising about 98 percent of total costs over the six-year period.

  - Purchased transportation increased an average of 9.7 percent annually, almost identical to the 9.5 percent overall increase in operating costs over the analysis period.

  - In total, in-house (non-contracted) labor and fringe benefit costs comprised less than two percent of the total costs in during the analysis period. Labor costs increased an annual average of 5.8 percent, while fringes increased an average of 5.7 percent per year.

  - Materials/supplies decreased an average of 13.5 percent per year. Services costs were sporadic throughout the analysis period, only being recorded in 2020 and 2024.

  - There was an average yearly 45 percent increase in the casualty/liability category, although these expenses comprised less than one tenth of one percent of the annual total operating costs. The casualty/liability cost increases were attributed to an increase in injury claims and the addition of two contract service providers, requiring an increase in insurance coverage.

Status of Prior Audit Recommendations – There were no recommendation made in EBPC's prior performance audit.

Functional Performance Indicator Trends - To further assess EBPC's performance over the past three years, a detailed set of functional area performance indicators was defined and reviewed. The following is a brief summary of the functional trend highlights between FY2023 and FY2025:

- Service Planning results showed a 9.3 percent increase in operating cost per passenger mile, the percentage of vehicle miles and vehicle hours in service averaging around 82 percent and 87 percent, respectively, and the farebox recovery ratio decreasing from 3.7 percent to 3.2 percent overall.

- Operations results showed a slight uptick of 1.6 percent in vehicle operations cost per total costs but a 28 percent increase in operating cost per vehicle service hour. This reflects an almost 20 percent increase in operating costs outpacing the 6.2 percent increase in service hours during the current audit period. Schedule adherence declined slightly from 97 to 95 percent, and there was about a 15 percent overall increase in the rate of complaints. The missed trip rate doubled percentage wise but was still less than one percent of total trips throughout the audit period. Capacity trip denials decreased by more than 40 percent, while total trip cancellations decreased 9 percent and late trip cancellations/rider fault no-shows decreased over 50 percent overall.

- Maintenance results included total maintenance costs decreasing from two percent to 1.6 percent of total operating costs over the period, while vehicle maintenance costs per service mile remained unchanged. The spare ratio increased from 16 to 19 percent during the audit period. Vehicle reliability was mixed as there was significant overall improvement (greater than 50 percent) for the major mechanical failure rate but distance between all mechanical failures decreased by 12 percent.

- Safety performance improved, with the incidence of preventable accidents reported decreasing about 16 percent with the actual rate dropping below three accidents per 100,000 vehicle miles in the last two years of the audit period.

Recommendations

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

APPENDIX C:
EBPC - INPUT STATISTICS FOR FUNCTIONAL PERFORMANCE MEASURES

Functional Performance Inputs – EBPC

Data Item	FY2023	FY2024	FY2025	Source
Vehicle Service Miles	4,411,277	5,025,019	5,099,390	NTD S-10 DR
Total Vehicle Miles	5,378,223	6,115,081	6,178,440	NTD S-10 DR
Vehicle Service Hours	322,042	368,102	363,333	NTD S-10 DR
Total Vehicle Hours	372,032	426,303	421,614	NTD S-10 DR
Unlinked Passenger Trips	419,288	480,098	519,603	NTD S-10 DR
Farebox Revenue	$1,628,832	$1,882,757	$1,982,315	NTD F-10 DR
Total Operating Costs	$44,057,390	$55,407,510	$62,744,413	NTD F-30 DR
Passenger Miles	3,921,587	4,627,850	5,109,361	NTD S-10 DR
Vehicle Operations Costs	$34,990,980	$45,036,842	$50,647,297	NTD F-30 DR
Trips On-Time	96.9%	96.4%	94.8%	EBPC Monthly Performance Indicator Report (June YTD)
Total Trips	419,288	480,098	519,603	EBPC Monthly Performance Indicator Report (June YTD)
Total Complaints	1,067	1,399	1,523	EBPC Monthly Performance Indicator Report (June YTD)
Missed Trips	610	785	1,553	EBPC Monthly Performance Indicator Report (June YTD)
ADA Trip Denials	84	95	59	Denial Summary Report
Trip Cancellations	112,443	122,770	126,598	EBPC Monthly Performance Indicator Report (June YTD)
Late Trip Cancellations & No Shows	16,065	13,912	8,690	EBPC Monthly Performance Indicator Report (June YTD)
Vehicle Maintenance Costs	$847,105	$1,189,292	$986,303	NTD F-30 DR
Non-Vehicle (Facility) Maintenance Costs	$42,392	$55,869	$34,473	NTD F-30 DR

Data Item	FY2023	FY2024	FY2025	Source
Spare Vehicles (Total less Maximum Service)	33	36	43	NTD S-10 DR
Total Vehicles	208	216	224	NTD S-10 DR
Revenue Vehicle Mechanical System Failures - Total	133	174	174	NTD R-20 DR
Revenue Vehicle Mechanical System Failures - Major	62	37	47	NTD R-20DR
Preventable Accidents	167	164	161	Field Monitor Report (YTD)
Casualty/Liability Costs	$21,814	$35,993	$40,312	NTD F-30 DR