



Triennial Performance Audit

of the

**Central Contra Costa Transit Authority
(CCCTA)**

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

FINAL AUDIT REPORT

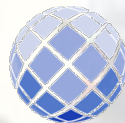


prepared for the



**METROPOLITAN
TRANSPORTATION
COMMISSION**

by



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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 Central Contra Costa Transit Authority (CCCTA). 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 CCCTA, bus and paratransit, are the 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 final audit report consists of these sections:

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

Comments received from CCCTA and MTC staff regarding the draft report have been 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 CCCTA 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.

Based on the information provided, CCCTA 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 despite a few noted exceptions indicate consistency in terms of the direction and magnitude of the year-to-year changes across the statistics, especially when taking into account the impacts of the recent Covid-19 pandemic on service provision and ridership. 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.

Performance Indicators and Trends – CCCTA’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:
 - There was an average annual increase in the operating cost per hour of 5.7 percent, which amounted to a 1.8 percent increase in inflation adjusted dollars.
 - Passenger productivity showed modestly positive trends, with passengers per vehicle service hour and mile both increasing by less than one percent per year overall. At the same time, these trends were specifically influenced

by a major drop off in ridership in FY2021, the first full year of the COVID pandemic.

- The cost per passenger increased on average by 5.2 percent per year, which amounted to an average annual increase of 1.3 percent in constant FY2020 dollars. The trend was also specifically influenced by the major drop off in ridership in FY2021.
- Employee productivity decreased, but by an average of only 0.7 percent per year, as annual FTEs decreased at a similar rate as vehicle service hours overall during the period (about one percent annually).
- 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:
 - The most significant change was an average annual increase of 12.6 percent in the casualty/liability area. However, these costs accounted for only about three percent of total costs.
 - Labor costs represented about 45 percent of total costs, while fringe benefits comprised another third. They both increased over the period, by nearly two and five percent on average annually.
 - Services, materials/supplies and utilities costs increased by three to six percent per year on average. Each consistently represented ten percent or less of total operating costs.
 - The “other expenses” category was the only one to post a net decrease over the period, down by 3.2 percent annually on average, with its share of total costs remaining at about two percent.
- Paratransit TDA Performance Indicators – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2020 through FY2025:
 - For cost efficiency, there was an average annual increase in the operating cost per hour of 3.2 percent. This amounted to an annual decrease of 0.6 percent in inflation adjusted dollars. The overall trend was reflective of major service adjustments to meet changing demand during the COVID pandemic.

- Passenger productivity showed general reductions, with passengers per hour decreasing by 2.9 percent annually and passengers per mile decreasing by 4.6 percent.
- In terms of cost effectiveness, the operating cost per passenger showed an increase of 6.3 percent per year on average, or 2.4 percent when normalized in FY2019 dollars. The period high of \$127.06 occurred in FY2021, when ridership dropped off precipitously during the first full year of the COVID pandemic.
- Paratransit Component Costs – The following is a brief summary of the component operating costs trend highlights for paratransit between FY2020 and FY2025:
 - Purchased transportation costs represented by far the largest portion of the total costs, ranging between 89 and 94 percent of total costs depending on the year. At the same time, they increased on average by 13.5 percent per year overall.
 - In-house labor costs increased by 18 percent on average per year overall, while fringe benefits increased by 25 percent. The former accounted for three to five percent of total operating costs, depending on the year, while the latter varied between one and three percent.
 - Despite some variation from year to year, only relatively minimal expenses were reported for the other component cost categories (services, materials/supplies, casualty/liability and “other expenses”). However, all categories posted average annual cost increases during the review period.

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

Status of Prior Audit Recommendations – CCCTA has implemented both recommendations from the prior performance audit. Regarding the first

recommendation, to address the noted increase in mechanical failure rates on the bus system in the prior audit period, an analysis of the prior audit period results was conducted, and it was found that in FY2022, the electric buses specifically experienced higher-than-average failures. In response, CCCTA has focused on enhanced re-training for electric bus systems and working with the manufacturer to improve diagnostic protocols. In addition, areas were identified in the preventive maintenance program that were being overlooked. Current audit period results in the area of mechanical failures show marked improvement compared with the prior audit period.

Regarding the second recommendation, it was found that the increase in fixed route bus complaints in FY2021 and FY2022 appeared to be primarily the result of an increase in missed runs resulting from a shortage of bus operators. CCCTA has taken several steps to increase recruitment of bus operators, with some recent promising results, and the rate of complaints during the current audit period were generally favorable compared to the prior audit period.

It was also found that the increase in paratransit complaints during the prior audit period largely reflected customer concerns about the timeliness of pickups and drop-offs. CCCTA has been expanding measures to ensure that trips are provided on time, including working with the contract operator to retrain the service schedulers and dispatchers, along with more efficient scheduling, proactive dispatching practices, and driver pull-out monitoring. Reflecting these measures, the incidence of complaints in the current audit period decreased noticeably from previously.

Functional Performance Indicator Trends - To further assess CCCTA'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 remained at about 25 percent of total operating costs through the audit period, but showed a net increase of 4.4 percent compared to vehicle service hours.
 - Marketing costs were relatively steady compared to total administrative costs and passenger trips.
 - The systemwide farebox recovery ratio remained at about five percent.
- Bus Service – The following is a brief summary of the bus service functional trend highlights between FY2023 and FY2025:
 - Service Planning results displayed stability in the operating cost per passenger mile, remaining near \$3.80 through the audit period. Meanwhile, the bus farebox recovery remained at nearly five percent, while the TDA recovery ratio, reflecting farebox revenue plus local support, began the period at 70 percent and ended it at 75 percent. There was some increase in vehicle miles traveled that were in service, up to 75 percent in the last two years, while about 85 percent of vehicle hours were in service all three years. Passengers carried per service mile decreased overall by ten percent, while passengers per service hour increased similarly.
 - Operations results showed vehicle operations costs decreasing slightly to 56.2 percent of total costs in FY2025, but increasing from \$102 to \$110 per service hour at the same time. Schedule adherence was reduced from 85 percent in FY2023 to less than 80 percent later in the audit period, though CCCTA reportedly has taken firm steps in addressing identified causes to the extent possible, and more recent on-time performance has increased approximately 1.5 percent. Meanwhile, the rate of complaints in FY2025 was similar to FY2023, and the incidence of missed trips remained very low through the period.
 - Maintenance results showed maintenance costs steady at 17 percent of total costs but vehicle maintenance costs per service mile went down by five percent overall. The vehicle spare ratio decreased from 39.2 percent to 37.6 percent in FY2025. The mean distance between major failures went up steadily, to about 30,000 miles, while the mean distance between all failures remained near 20,000 miles.

- Safety results showed a varying rate of preventable accidents from year to year, but remaining near one accident per 100,000 miles. There were also steady increases in the casualty/liability costs per vehicle service hour and mile, by 55 and 27 percent, respectively.
- Paratransit – The following is a brief summary of the paratransit functional trend highlights between FY2023 and FY2025:
 - Service Planning results showed the operating cost per passenger mile increasing by two percent overall during the period, the farebox recovery ratio increasing slightly in each year, to 6.5 percent in FY2025, and the TDA recovery ratio (reflecting local support and operating cost exclusions) increasing overall from 53.8 to 55.4 percent. The portions of vehicle miles and hours in service both decreased from FY2023 to FY2024, from about 90 percent to 80 percent or less. Passengers carried per service mile decreased by nearly eight percent overall, while passengers carried per service hour decreased by 11 percent.
 - Operations results showed vehicle operations costs steadily accounting for 75 percent of total operating costs, while decreasing by four percent to \$90.40 per service hour by FY2025. Schedule adherence improved significantly from 83 to 98 percent in the last two years. The rate of complaints received was down substantially as of FY2024, and the incidence of missed trips remained very low through the period. There were no ADA trip denials, but the reported trip cancellation rate increased in each year, to 16.8 percent of total ADA trips in FY2025. However, CCCTA staff pointed out that the latter trend reflects several overlapping factors related to reporting anomalies and trip scheduling system peculiarities, and they are working with the contractor toward resolution. Meanwhile, the incidence of no-shows and late trip cancellations went down overall from 12.9 percent to 7.5 percent of total ADA trips.
 - Maintenance results showed an overall ten percent reduction of maintenance costs as a percent of total costs, along with steady decreases in vehicle maintenance costs per service mile. Further, the vehicle spare ratio decreased noticeably and steadily, from 12.3 percent in FY2023 to just 1.6 percent in FY2025. Results for major mechanical failures reflected one such failure in FY2023, four in FY2024, and none in FY2025. For all failures, performance improved significantly, especially in FY2025.

- Safety results showed the preventable accident rate improving generally from 0.46 to 0.32 accidents per 100,000 vehicle miles.

Recommendations

1. CONTINUE TO FOCUS ON IMPROVING SCHEDULE ADHERENCE ON THE BUS SERVICE.

[Reference Section: VI. Functional Performance Indicator Trends]

On-time performance results reported for CCCTA’s bus service during the audit period showed a decline from 85 percent in FY2023 down to less than 80 percent in the last two years. CCCTA staff identified three primary reasons for this decline: increased traffic congestion following the COVID pandemic, a shortage of bus operators reflective of a nationwide trend, and increased use of sick leave by bus operators following the State’s adoption of SB 616. CCCTA reportedly has taken firm steps in addressing these items to the extent possible, and on-time performance for the last 12 months for which data is available (April 2025 – March 2026) have increased approximately 1.5 percent.

While these levels of performance are still relatively positive, in order to provide more reliable service, CCCTA should continue its efforts toward improving on-time performance across its bus services. These efforts should include a working plan for addressing the circumstances found that are still hindering on-time operations.

2. CONTINUE WORKING TOWARD MORE ACCURATE REPORTING OF ADA TRIP CANCELLATIONS ON THE PARATRANSIT SERVICE.

[Reference Section: VI. Functional Performance Indicator Trends]

The reported rate of paratransit trip cancellations increased in each audit year, and was up by 144 percent overall during the period, to 16.8 percent of total ADA trips in FY2025. However, CCCTA staff indicated that this trend as shown reflects several overlapping factors impacting its accuracy. First, there were some identified reporting errors in the contractor-provided monthly operations reports. Second, the portion of

subscription trips grew significantly over the audit period, which caused cancellations to increase noticeably faster than overall trips booked, as subscription trips were booked and then cancelled when not needed whereas the same trips would likely never have been booked as demand trips. Finally, LINK riders can re-book prior reservations through the My Transit Manager app, but a peculiarity of the app leads to customer-rejected pick-up time options being logged within the Trapeze scheduling database as cancellations.

CCCTA staff have been working with the contractor toward resolution of these reporting issues. In process are developing new reporting systems for paratransit, replacing the existing piecemeal approach. In addition, the contractor has been directed to review all subscription templates, with those not actively in use to be cancelled or suspended. Moving forward, the contractor will review every individual subscription at least semi-annually and adjust as appropriate. CCCTA and the contractor are also coordinating to evaluate options for changing how the My Transit Manager non-selected bookings are recorded in the scheduling database, as well as other data validation best practices, to avoid confusion moving forward. It is recommended that all of these activities be continued and prioritized, to achieve more accurate reporting of paratransit customer trip cancellations in the short-term.

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I. INTRODUCTION

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

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

This report has been prepared as part of the performance audit of the Central Contra Costa Transit Authority (CCCTA). The two modes operated by CCCTA, bus and paratransit, are the focus of this performance audit. The audit period is Fiscal Years 2023 through 2025 (from July 1, 2022 through June 30, 2025).

An overview of CCCTA is provided in Exhibit 1. This is followed by an audit period organization chart in Exhibit 2, which reflects the basic organizational structure during the audit period. The structure includes an Assistant General Manager-Administration, a Chief Operating Officer and a Chief Financial Officer, supported by a

layer of Directors followed by Managers. It is intended to provide the General Manager with a consolidated span of control in the organization.

Performance Audit and Report Organization

This performance audit of CCCTA 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 report presents the findings from both phases. Comments received from CCCTA and MTC staff regarding the draft report have been incorporated into the final report.

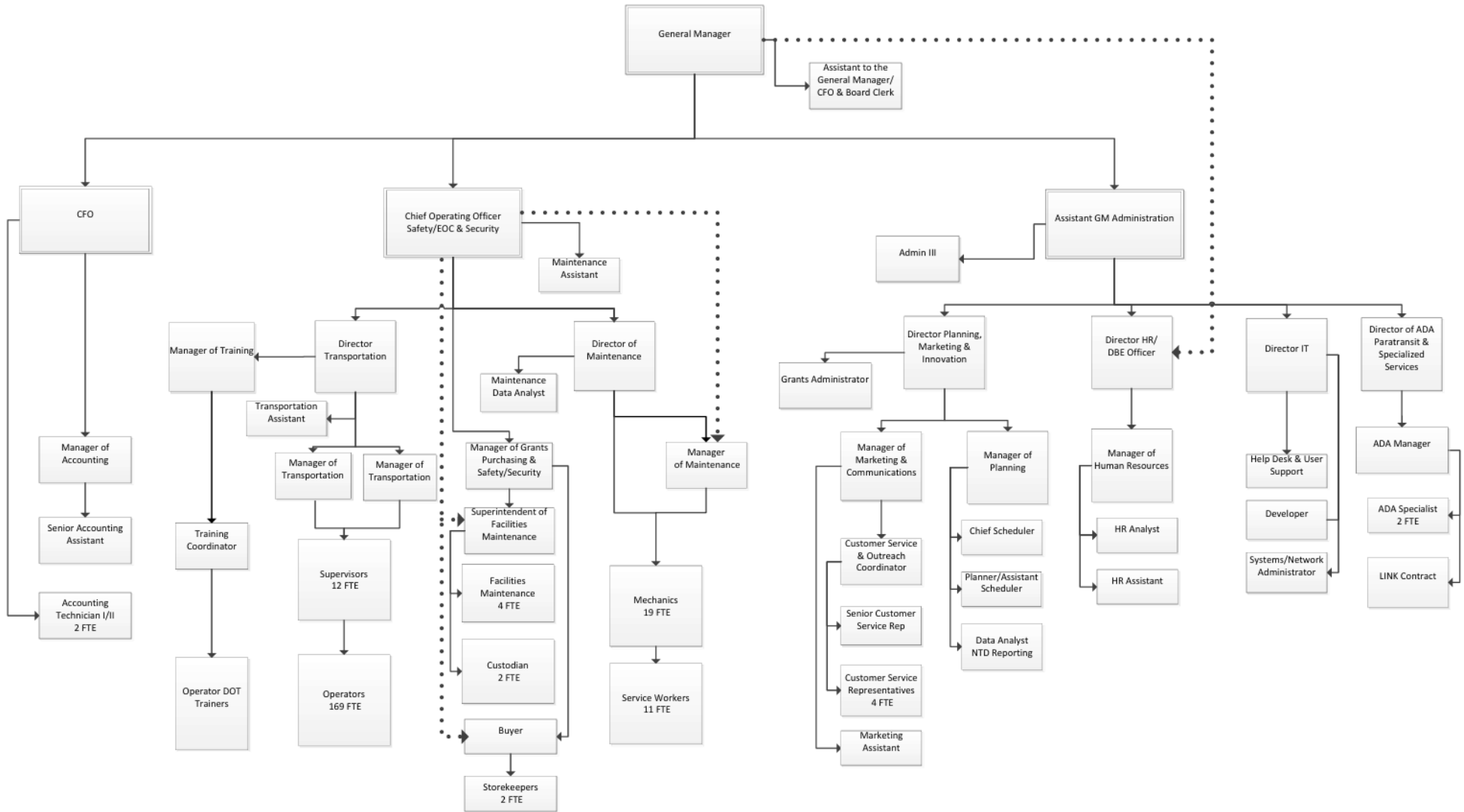
Exhibit 1: System Overview

Location	2477 Arnold Industrial Way, Concord CA 94520
Establishment	CCCTA was established in 1980 as a joint powers agency to coordinate, integrate and expand transit service within central Contra Costa County. There are eleven jurisdictions comprising the joint powers agency: the cities of Clayton, Concord, Lafayette, Martinez, Orinda, Pleasant Hill, San Ramon and Walnut Creek; the towns of Danville and Moraga; and the unincorporated areas of central Contra Costa County.
Board	CCCTA is governed by an eleven-member Board of Directors consisting of one member from each of the incorporated member cities and towns, and one member representing the unincorporated areas of the County. The Board is organized into three standing committees: Administration and Finance; Marketing, Planning and Legislation; and Operations and Scheduling. The General Manager reports to the Board of Directors and is responsible for the overall operation of the Authority, carrying out the policies of the Board and implementing the Disadvantaged Business Enterprise (DBE) program.
Facilities	CCCTA’s administration, operations and maintenance functions all are housed at the Concord facility located at 2477 Arnold Industrial Way.
Service Data	<p>CCCTA provides fixed-route bus service under the name “County Connection,” with an active bus fleet of 125 vehicles. County Connection service consists of weekday local routes, weekday express routes, weekend local routes, and a number of “select service” routes oriented to area schools. Most routes provide feeder service to BART and other rail stations in the County.</p> <p>Service is provided weekdays from approximately 5:30 a.m. until 11:00 p.m. On weekends, most service operates between 7:00 a.m. and 9:00 p.m. There is no service on major holidays. Headways on most routes range between 30 and 60 minutes during peak commute periods, and 60 to 90 minutes at other times.</p> <p>County Connection’s adult base fare is \$2.50 cash, or \$2.00 with the Clipper Card. Children under age six ride free but must be accompanied by an adult. Seniors (age 65 and older) and riders with disabilities pay \$1.25 cash, or \$1.00 with the Clipper Card. Free bus-to-bus transfers, discounted BART-to-bus transfers, day passes, and 31-day passes are available with the Clipper Card as well.</p> <p>There are seven weekday and four weekend routes that do not charge a fare. The fares on two weekday routes and one weekend route are paid by the City of Walnut Creek, one weekday route by the owners of a business park, and the rest by grants from the California Local Carbon Transit Operations Program). In addition, one route subsidized by the Altamont</p>

	<p>Corridor Express (ACE) train serves the station in Pleasanton. All of these services are open to the general public.</p> <p>CCCTA’s ADA paratransit service, known as County Connection LINK Paratransit, is an advance reservation dial-a-ride service. LINK Paratransit service is provided under contract by Transdev Services, Inc., with 63 paratransit vehicles. Hours of operation and the specific service areas reflect the hours during which the County Connection fixed route services operate. These hours vary depending upon the particular area. LINK service is provided within 1.5 miles of County Connection fixed route service, per Board-adopted policy under the Americans with Disabilities Act (ADA). In addition, LINK service operates within a ¾ mile radius from a BART station on behalf of BART, weekdays from 4:00 to 6:00 a.m. and 10:00 p.m. to midnight; Saturdays from 6:00 to 8:30 a.m. and 7:30 p.m. to midnight, and Sundays 6:30 a.m. to midnight. Phone reservations can be made up to one day in advance. Same day requests are accepted on a space-available basis, and standing reservations can be accommodated on a limited basis. The one-way fare is \$5.00.</p>
<p>Recent Changes</p>	<p>The COVID-19 pandemic hit in March 2020 and had a significant impact on County Connection’s services, operations, and ridership. Immediately, ridership dropped around 75 percent and service adjustments were being made continuously in response to changing ridership demand and availability of operators. As the economy slowly began to reopen and long-term financial uncertainties emerged, a systemwide service plan was adopted in March 2021 that included a 13 percent reduction in service compared to pre-COVID levels. Ridership is currently back to about 80 percent, with weekend and 600-series school route ridership exceeding pre-pandemic levels. While there is demand for additional service, particularly on weekends and along major corridors, the ongoing operator shortage is limiting County Connection’s ability to add service.</p> <p>In November 2020, County Connection, in partnership with Tri Delta Transit, WestCAT and LAVTA, launched the One Seat Regional Ride pilot program, which provides one-seat paratransit trips across the four agencies’ service areas, eliminating the need to transfer. In addition, starting in April 2021, County Connection began operating paratransit service on behalf of LAVTA. Both of these services are operated under County Connection’s paratransit contract with Transdev.</p> <p>County Connection recently adopted several new fare programs and policy changes, including participation in the regional Clipper START program, which provides fare discounts to low-income adults. This discount was also extended to youth ages 6-18 when using a Youth Clipper card. These two discount programs began in January 2021, initially as a 20 percent discount but increased to 50 percent starting in January 2024.</p>

	<p>In addition to increasing the fare discount for Clipper START and Youth Clipper riders starting January 1, 2024, express route surcharges on Clipper were eliminated, reducing fares on express routes to match local routes. County Connection also participates in MTC’s regional pilot program to provide free inter-agency transfers, implemented with the Next Generation Clipper system launched in the summer of 2024.</p>
Planned Changes	<p>Future capital program adjustments are anticipated to comply with California’s 2018 Innovative Clean Transit Rule (ICT), which calls for gradual transition to 100 percent zero emission bus fleets by 2040. In September 2022, a Zero-Emission Bus Rollout Plan was adopted by the Board of Directors.</p> <p>County Connection plans to soon conduct a comprehensive reassessment of its express-route service and certain underperforming local routes. Many uncertainties remain in terms of ridership demand and operating resources, including if and when commuters will return to their offices and how their travel patterns will change, as well as the labor market and ability to recruit and retain operators. These factors will have a significant influence on future service frequency, span, and coverage.</p>
Staff	<p>The FY2026 Budget document lists a total of 244 employees. The breakdown by functional area is as follows:</p> <ul style="list-style-type: none"> Transportation – 167 Maintenance – 40 General Administration – 33 Paratransit (Non-Contractor) – 4

Exhibit 2: Organization Chart December 2024



II. REVIEW OF TDA DATA COLLECTION AND REPORTING METHODS

This section focuses on the five performance indicators required by TDA law. These indicators have been defined by the state PUC to evaluate the transit operator's efficiency, effectiveness, and economy. The purpose of this review is to determine if CCCTA 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 CCCTA covering the audit period has been reviewed. However, consistent with FTA reporting requirements, CCCTA does not submit employee hour information for its purchased transportation service (paratransit) to the NTD. Responsibility for sufficient staffing and employee productivity is borne by the operations contractors and therefore, employee full-time equivalent (FTE) data is not used in this audit report.

Compliance with Requirements

To support this review, CCCTA provided information to confirm and/or update its data collection and reporting procedures as described in the prior performance audit.

There were minor changes, but the staff indicated that the definitions and procedures used to derive the TDA indicator statistics generally continue to be consistent with those used for the NTD reporting system.

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

Consistency of the Reported Statistics

The TDA statistics for CCCTA's bus and paratransit services are presented in Exhibits 3.2 and 3.3, respectively. Included are statistics covering each fiscal year of the three-year audit period, plus the immediately preceding three fiscal years, resulting in a six-year trend. The statistics collected over the period appear to be consistent with the TDA definitions, and indicate general consistency in terms of the direction and magnitude of the year-to-year changes. For example, most increases or decreases in annual operating costs were relatively proportional to increases or decreases in annual vehicle service hours and miles.

However, as can be seen in Exhibit 3.2, there were significant inconsistencies between reported fixed-route operating costs, hours and miles later in the review period. Most notably, in FY2023, fixed-route vehicle service miles decreased by 14.1 percent compared with the prior year, even as operating costs and vehicle service hours both increased (by 5.4 percent and 0.4 percent, respectively). Further, in FY2024, fixed-route vehicle service miles increased by 22.7 percent over FY2023, while operating costs increased by just 9.1 percent and vehicle service hours actually decreased (by 1.5 percent). These particular trends appear to reflect the impacts of the recent Covid-19 pandemic on service provision and ridership during the review period.

Exhibit 3.1: Compliance with TDA Data Collection and Reporting Requirements

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
Operating Cost	<p>“Operating cost” means all costs in the operating expense object classes exclusive of the costs in the depreciation and amortization expense object class of the uniform system of accounts and records adopted by the Controller pursuant to Section 99243, 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.</p>	<p>In Compliance</p>	<p><u>Fixed-route</u> - Service related costs, calculated according to several broad expense categories. Majority composed of wages and fringe benefits; remainder includes various “service expenses” (e.g., marketing and security) and materials/supplies. Reporting follows NTD categories and requirements.</p> <p><u>Paratransit</u> - Includes in-house paratransit-related costs and payments to the contractor for operating the service. By agreement, contractor’s invoices are based on a monthly fixed rate plus an hourly rate. Contractor pay includes deadhead hours.</p>
Vehicle Service Hours	<p>“Vehicle service hours” means the total number of hours that each transit vehicle is in revenue service, including layover time.</p>	<p>In Compliance</p>	<p><u>Fixed Route</u> - Ridecheck Plus software gathers data collected by on-board Clever Devices computers and produces reports. The entire fleet is equipped with this computer system. Vehicle service hours are generated by Ridecheck Plus and uploaded each night to the server for processing.</p> <p><u>Paratransit</u> - Includes hours from the time a vehicle does its first pickup until the last drop off, minus lunch and breaks (based on NTD definitions). Data is collected in the Trapeze PASS scheduling and dispatching database. All vehicles are equipped with tablets running the Trapeze DriverMate application, which drivers use while in</p>

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
			service to record their performance of assigned pickups and drop-offs.
Vehicle Service Miles	“Vehicle service miles” means the total number of miles that each transit vehicle is in revenue service.	In Compliance	<p><u>Fixed-route</u> - Ridecheck Plus software gathers data collected by on-board Clever Devices computers and produces reports. Vehicle service miles are generated by Ridecheck Plus and uploaded each night to the server for processing.</p> <p><u>Paratransit</u> - Includes miles accumulated by a vehicle for provision of service. Data is collected in the Trapeze PASS scheduling and dispatching database. All vehicles are equipped with tablets running the Trapeze DriverMate application, which drivers use while in service to record their performance of assigned pickups and drop-offs.</p>
Unlinked Passengers	“Unlinked passengers” means the number of boarding passengers, whether revenue producing or not, carried by the public transportation system.	In Compliance	<p>Fixed-route - Ridecheck Plus software gathers data collected by on-board Clever Devices computers, including Automatic Passenger Counting (APC) data and the passenger count by fare category entered by the driver. The entire fleet is equipped with APC sensors and this computer system. The passenger count data is uploaded each night to the server for processing and report generation.</p> <p><u>Paratransit</u> - Includes all boardings as logged by drivers using their DriverMate tablets. Manifests are adjusted automatically in real-time as cancellations, no-shows, and additional same-day trips are entered in the Trapeze PASS database.</p>

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
Employee Full-Time Equivalents	2,000 person-hours of work in one year constitute one employee.	In Compliance	<u>Fixed-route</u> - Consistent with TDA definition; counted based on employee pay records. <u>Paratransit</u> - Based on employee hours, as reported by the contractor.

Exhibit 3.2: TDA Statistics – Bus Service

TDA Statistics	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	<i>Avg. Annual Change</i>
Operating Cost (Actual \$)	\$30,638,957	\$29,310,095	\$31,622,645	\$33,330,430	\$36,373,622	\$37,418,165	- -
<i>Annual Change</i>	- -	-4.3%	7.9%	5.4%	9.1%	2.9%	4.1%
Operating Cost (Constant \$)	\$30,638,957	\$28,103,846	\$28,180,589	\$29,031,154	\$30,759,725	\$31,044,499	- -
<i>Annual Change</i>	- -	-8.3%	0.3%	3.0%	6.0%	0.9%	0.3%
Vehicle Service Hours	206,669	180,477	188,645	189,470	186,699	191,384	- -
<i>Annual Change</i>	- -	-12.7%	4.5%	0.4%	-1.5%	2.5%	-1.5%
Vehicle Service Miles	2,361,977	2,083,853	2,107,472	1,810,589	2,221,961	2,234,043	- -
<i>Annual Change</i>	- -	-11.8%	1.1%	-14.1%	22.7%	0.5%	-1.1%
Unlinked Passengers	2,858,417	1,135,253	1,834,535	2,424,577	2,572,370	2,711,180	- -
<i>Annual Change</i>	- -	-60.3%	61.6%	32.2%	6.1%	5.4%	-1.1%
Employee Full-Time Equivalents	215.9	194.8	200.2	210.4	217.5	206.6	- -
<i>Annual Change</i>	- -	-9.8%	2.8%	5.1%	3.4%	-5.0%	-0.9%
Bay Area CPI - Annual Change	- -	4.3%	7.6%	2.3%	3.0%	1.9%	- -
<i>Cumulative Change</i>	- -	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
CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

Exhibit 3.3: TDA Statistics – Paratransit

TDA Statistics	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Avg. Annual Change
Operating Cost (Actual \$)	\$5,892,980	\$4,503,677	\$6,956,235	\$7,676,093	\$10,002,630	\$11,404,873	- -
Annual Change	- -	-23.6%	54.5%	10.3%	30.3%	14.0%	14.1%
Operating Cost (Constant \$)	\$5,892,980	\$4,318,329	\$6,199,064	\$6,685,958	\$8,458,826	\$9,462,211	- -
Annual Change	- -	-26.7%	43.6%	7.9%	26.5%	11.9%	9.9%
Vehicle Service Hours	57,485	27,447	55,846	61,316	77,810	95,114	- -
Annual Change	- -	-52.3%	103.5%	9.8%	26.9%	22.2%	10.6%
Vehicle Service Miles	823,839	413,386	808,124	997,060	1,110,560	1,488,841	- -
Annual Change	- -	-49.8%	95.5%	23.4%	11.4%	34.1%	12.6%
Unlinked Passengers	109,871	35,444	87,108	113,535	131,408	156,557	- -
Annual Change	- -	-67.7%	145.8%	30.3%	15.7%	19.1%	7.3%
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 service is provided by an outside contractor.

Sources: FY2020 through FY2022 - Prior Performance Audit Report
 FY2023 through FY2025 - NTD Reports (FY2024 initial draft version)
 CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

III. TDA PERFORMANCE INDICATORS AND TRENDS

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

- 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. CCCTA's NTD reports were the source of all included operating and financial statistics. However, paratransit contractor employee FTE data is unavailable for this audit, and therefore CCCTA's paratransit performance results for vehicle service hours per FTE are not included in this review.

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 CCCTA'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 CCCTA’s performance trends in the TDA performance indicators included. The discussion is organized by service mode -- bus service is discussed first, followed by paratransit. The analysis is also expanded to include a breakdown of the various component costs that contributed to the total and hourly operating costs during the last six years.

Bus Service Performance Trends

This section provides an overview of the performance of CCCTA’s bus service over the past six years. The trends in the five TDA indicators are presented in Exhibit 4. The six-year trends are illustrated in Exhibits 4.1 through 4.4.

- Operating Cost per Vehicle Service Hour (Exhibit 4.1)
 - A key indicator of cost efficiency, the cost per hour of bus service increased an average of 5.7 percent annually during the six-year review period.
 - The cost per hour ranged from a low of \$148.25 in FY2020 to a high of \$195.51 in FY2025. There were increases in every year; the largest (10.8 percent) occurring in FY2024.

- In FY2020 constant dollars, there was an average annual increase in this indicator of 1.8 percent
- Passengers per Vehicle Service Hour (Exhibit 4.2)
 - A key indicator of passenger productivity, passengers per hour decreased substantially (54.5 percent) in FY2021, the first full year of the COVID pandemic.
 - This was followed with a similar percentage recovery in FY2022, and further increases in each year, for an average increase of 0.5 percent annually during the six-year period.
 - The trend reflects a 1.5 percent average annual decrease in service hours combined with a 1.1 percent average annual decrease in passengers.
 - Passengers per hour increased overall from 13.8 in FY2020 to 14.2 in FY2025.
- Passengers per Vehicle Service Mile (Exhibit 4.2)
 - Also representing passenger productivity, passengers per mile fluctuated significantly from year to year, though the six-year trend was similar to the above, increasing by only 0.1 percent annually on average.
 - The largest decrease by far (55 percent) occurred in FY2021, the first full year of the COVID pandemic, but there were increases of similar magnitude in the following two years.
 - There were 1.21 passengers per mile in the first year and again in the last year, despite notably varying results in the interim years. The highest result was 1.34 passengers, in FY2023.
- Operating Cost per Passenger (Exhibit 4.3)
 - A key measure of cost effectiveness, the cost per passenger was \$10.72 in the first year of the review period, followed by notable changes in each year through FY2023, and then some leveling off.
 - CCCTA's bus cost per passenger increased on average by 5.2 percent annually during the six-year period.

- The cost per passenger reached a period high of \$25.82 in FY2021, at which time ridership dropped off precipitously during the first full year of the COVID pandemic.
- In the last three years, the cost per passenger was about \$14.
- With the impact of inflation removed from the cost side (normalization), the six-year result was an average annual increase of 1.3 percent in the cost per passenger.
- Vehicle Service Hours per Employee (FTE) (Exhibit 4.4)
 - A measure of employee productivity, vehicle service hours per employee remained in a range of about 850 to 950 hours throughout the review period.
 - Even with intermediate variation, the average annual change over the period amounted to just a 0.7 percent reduction.
 - The largest annual change was an eight percent increase in FY2025.

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

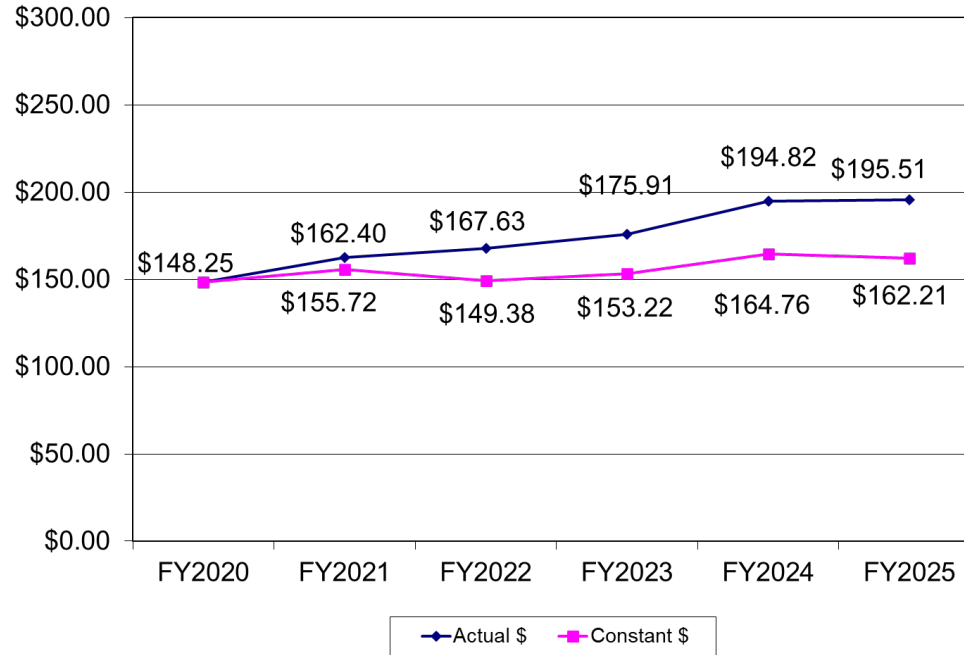
- There was an average annual increase in the operating cost per hour of 5.7 percent, which amounted to a 1.8 percent increase in inflation adjusted dollars.
- Passenger productivity showed modestly positive trends, with passengers per vehicle service hour and mile both increasing by less than one percent per year overall. At the same time, these trends were specifically influenced by a major drop off in ridership in FY2021, the first full year of the COVID pandemic.
- The cost per passenger increased on average by 5.2 percent per year, which amounted to an average annual increase of 1.3 percent in constant FY2020 dollars. The trend was also specifically influenced by the major drop off in ridership in FY2021.

- Employee productivity decreased, but by an average of only 0.7 percent per year, as annual FTEs decreased at a similar rate as vehicle service hours overall during the period (about one percent annually).

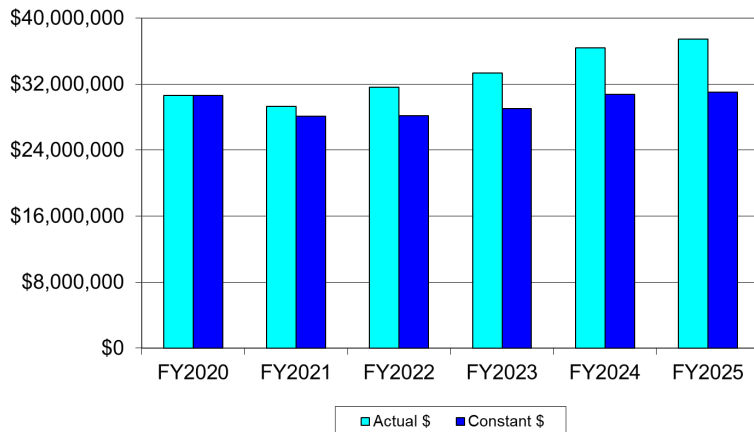
Exhibit 4: TDA Indicator Performance – Bus Service

TDA Performance Indicator	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Av. Ann. Chg.
Op. Cost per Vehicle Svc. Hour (Actual \$)	\$148.25	\$162.40	\$167.63	\$175.91	\$194.82	\$195.51	- -
<i>Annual Change</i>	- -	9.5%	3.2%	4.9%	10.8%	0.4%	5.7%
Op. Cost per Veh. Svc. Hour (Constant \$)	\$148.25	\$155.72	\$149.38	\$153.22	\$164.76	\$162.21	- -
<i>Annual Change</i>	- -	5.0%	-4.1%	2.6%	7.5%	-1.5%	1.8%
Passengers per Vehicle Service Hour	13.8	6.3	9.7	12.8	13.8	14.2	- -
<i>Annual Change</i>	- -	-54.5%	54.6%	31.6%	7.7%	2.8%	0.5%
Passengers per Vehicle Service Mile	1.21	0.54	0.87	1.34	1.16	1.21	- -
<i>Annual Change</i>	- -	-55.0%	59.8%	53.8%	-13.5%	4.8%	0.1%
Op. Cost per Passenger (Actual \$)	\$10.72	\$25.82	\$17.24	\$13.75	\$14.14	\$13.80	- -
<i>Annual Change</i>	- -	140.9%	-33.2%	-20.2%	2.9%	-2.4%	5.2%
Op. Cost per Passenger (Constant \$)	\$10.72	\$24.76	\$15.36	\$11.97	\$11.96	\$11.45	- -
<i>Annual Change</i>	- -	131.0%	-37.9%	-22.1%	-0.1%	-4.2%	1.3%
Vehicle Service Hours per FTE	957.4	926.6	942.4	900.7	858.4	926.5	- -
<i>Annual Change</i>	- -	-3.2%	1.7%	-4.4%	-4.7%	7.9%	-0.7%
Bay Area CPI - Annual Change	- -	4.3%	7.6%	2.3%	3.0%	1.9%	- -
<i>Cumulative Change</i>	- -	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

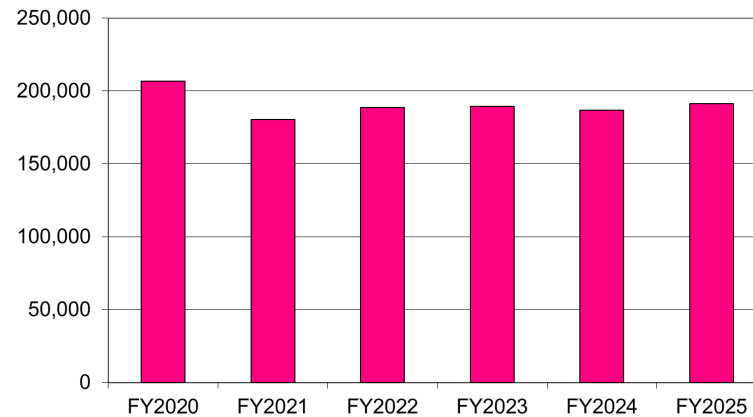
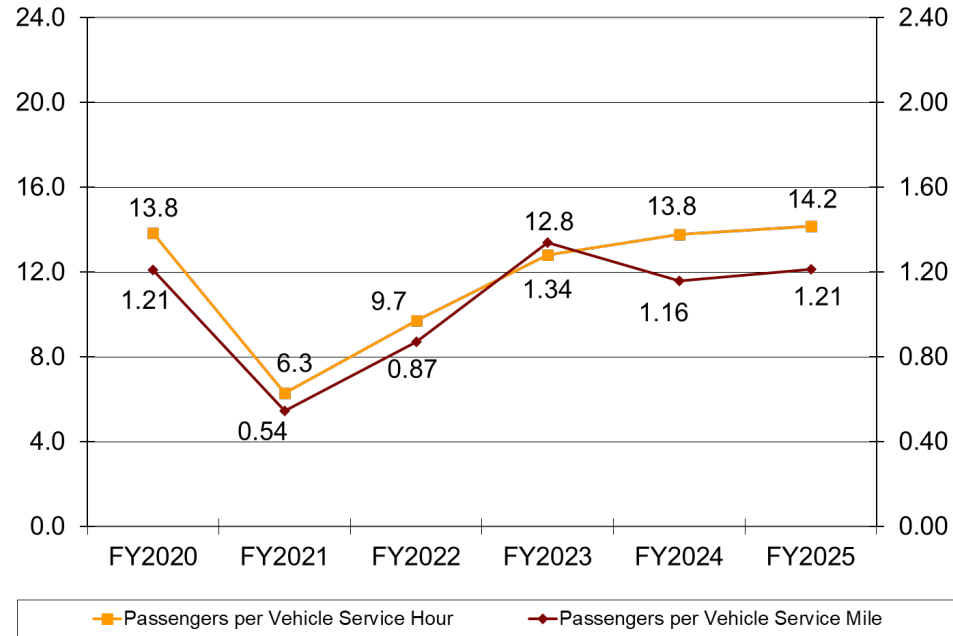
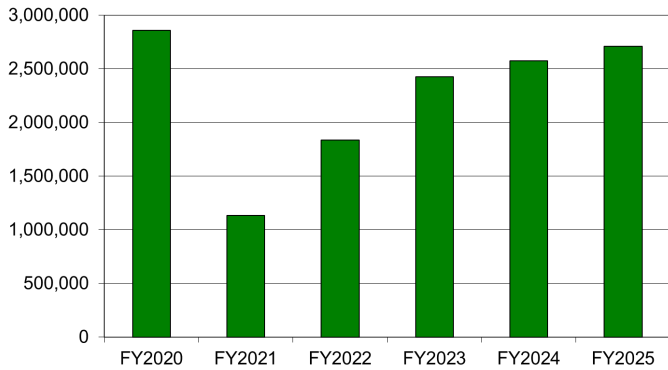


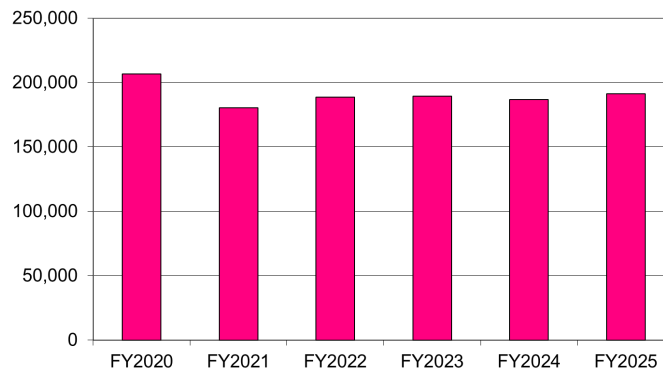
Exhibit 4.2: Passengers per Hour and per Mile – Bus Service



Unlinked Passengers



Vehicle Service Hours



Vehicle Service Miles

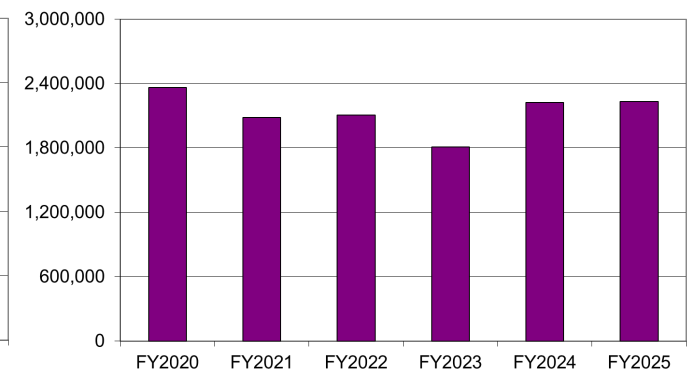
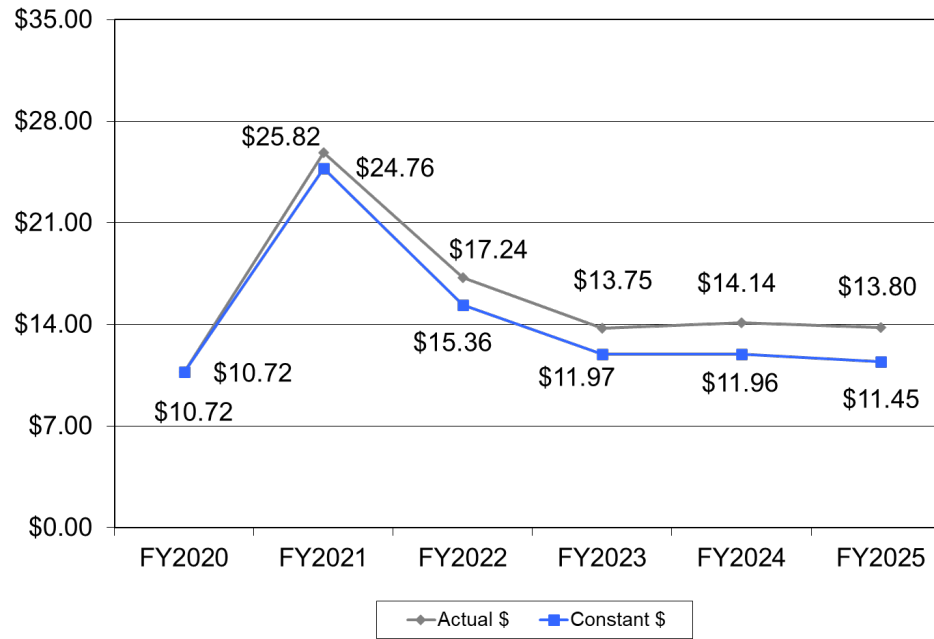
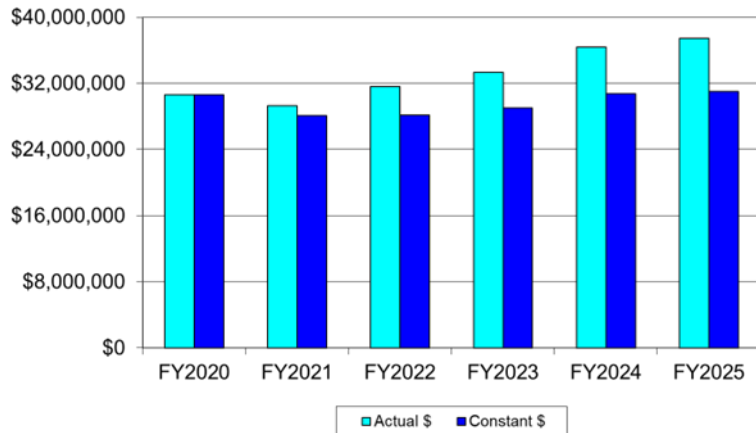


Exhibit 4.3: Operating Cost per Passenger – Bus Service



Operating Cost



Unlinked Passengers

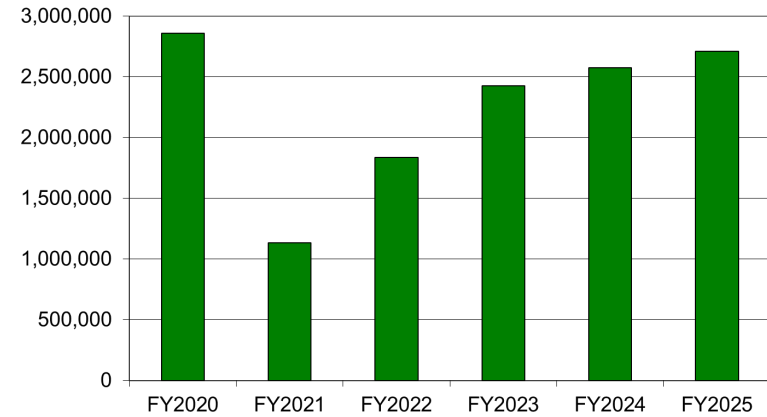
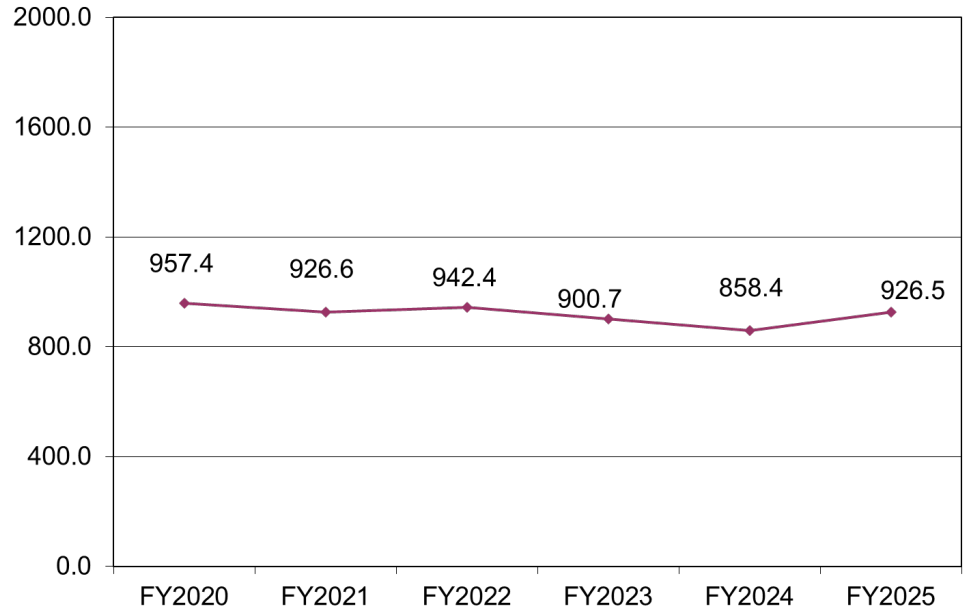
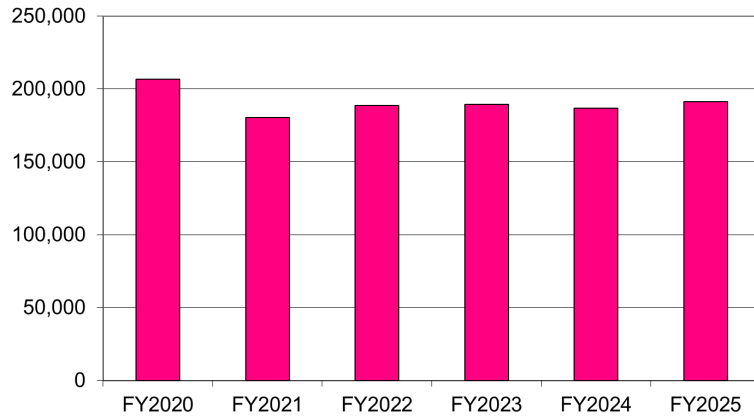


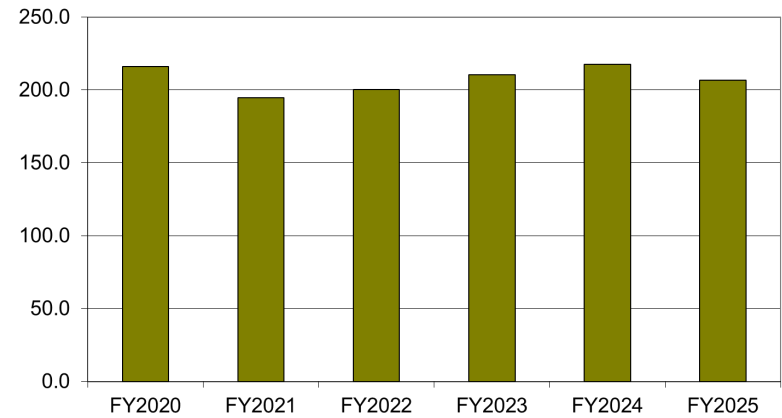
Exhibit 4.4: Vehicle Service Hours per FTE – Bus Service



Vehicle Service Hours



Full-time Equivalent



Bus Service Component Costs

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

- The most significant change in the six-year period was an average annual increase of 12.6 percent in the casualty/liability area. These costs increased in each year except FY2022, when there was a 16.5 percent decrease. However, casualty/liability costs accounted for just 2.5 to 3.8 percent of total costs, depending on the year.
- Labor costs increased by 2.8 percent annually, while continuing to represent the largest portion of the total costs at about 45 percent from year to year.
- Meanwhile, fringe benefits expenses went up by nearly five percent on average per year, but continued to represent about one-third of the total costs.
- Services costs also went up overall by about five percent annually, despite some fluctuation from year to year, while consistently amounting to six or seven percent of total costs.
- Materials/supplies costs fluctuated noticeably from year to year and were up by 6.2 percent on average annually. Increases in FY2022 (more than 50 percent) were previously explained as being mainly due to higher fuel prices and consumption. Materials/supplies costs accounted for ten percent or less of total costs throughout the period.
- The utilities category showed an increase of about three percent per year on average, but comprised only about one percent of total operating costs in each year.

- The “other expenses” category was the only one to show a net decrease during the period (3.2 percent annually on average). This category’s share of total costs consistently amounted to just about two percent.

* * * * *

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

- The most significant change was an average annual increase of 12.6 percent in the casualty/liability area. However, these costs accounted for only about three percent of total costs.
- Labor costs represented about 45 percent of total costs, while fringe benefits comprised another third. They both increased over the period, by nearly two and five percent on average annually.
- Services, materials/supplies and utilities costs increased by three to six percent per year on average. Each consistently represented ten percent or less of total operating costs.
- The “other expenses” category was the only one to post a net decrease over the period, down by 3.2 percent annually on average, with its share of total costs remaining at about two percent.

Exhibit 4.5: Component Cost Trends – Bus Service

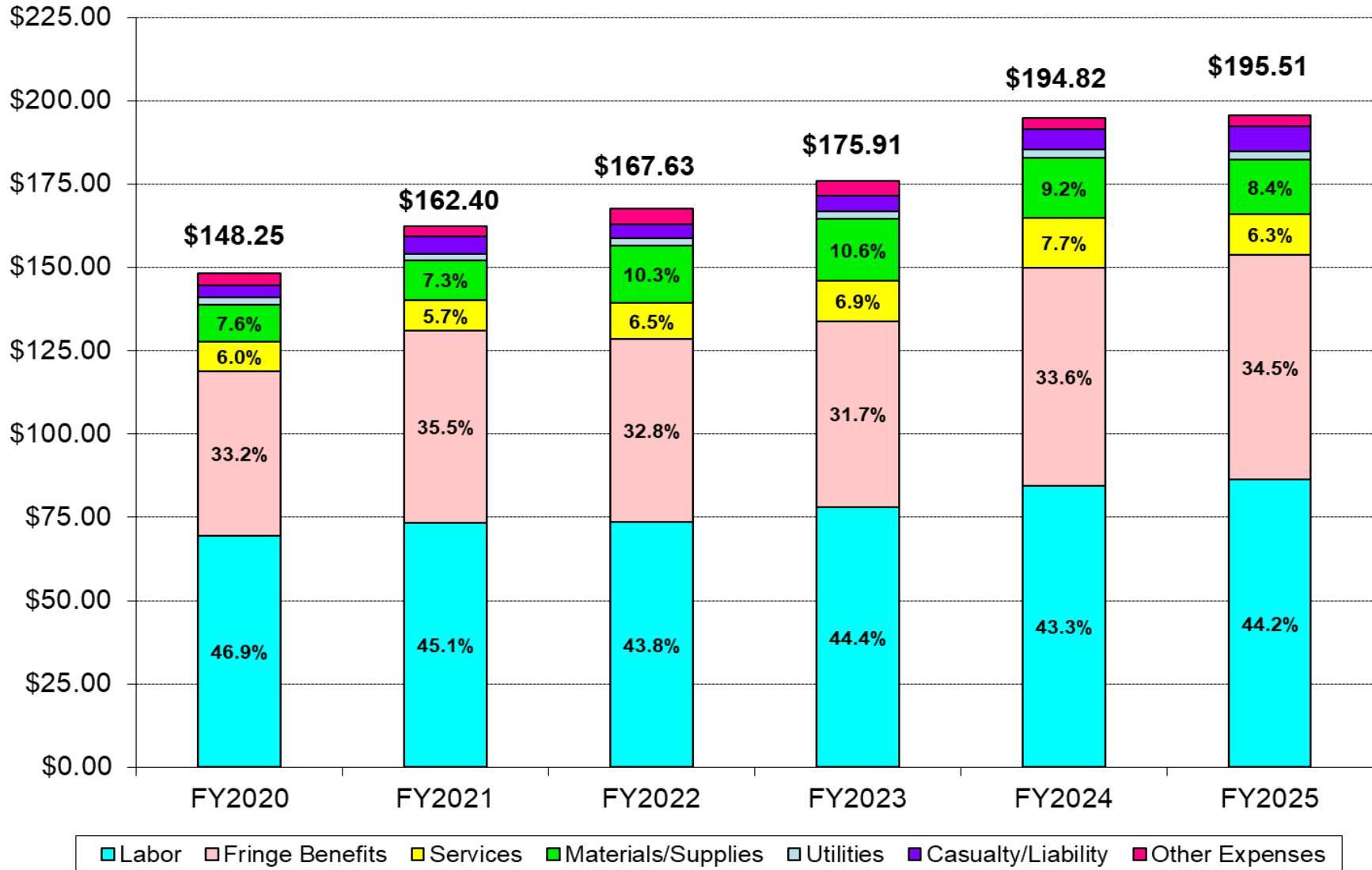
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Av. Ann. Chg.
COST CATEGORIES							
Labor (Salaries/Wages)	\$14,361,374	\$13,227,087	\$13,856,923	\$14,794,725	\$15,751,897	\$16,521,632	--
<i>Annual Change</i>	--	-7.9%	4.8%	6.8%	6.5%	4.9%	2.8%
Fringe Benefits (a)	\$10,169,681	\$10,397,408	\$10,372,930	\$10,559,793	\$12,230,525	\$12,891,298	--
<i>Annual Change</i>	--	2.2%	-0.2%	1.8%	15.8%	5.4%	4.9%
Services	\$1,841,135	\$1,680,034	\$2,041,196	\$2,290,080	\$2,803,146	\$2,342,382	--
<i>Annual Change</i>	--	-8.8%	21.5%	12.2%	22.4%	-16.4%	4.9%
Materials/Supplies (b)	\$2,332,418	\$2,153,318	\$3,268,635	\$3,519,964	\$3,332,321	\$3,143,548	--
<i>Annual Change</i>	--	-7.7%	51.8%	7.7%	-5.3%	-5.7%	6.2%
Utilities	\$424,910	\$355,888	\$424,375	\$426,101	\$491,459	\$489,250	--
<i>Annual Change</i>	--	-16.2%	19.2%	0.4%	15.3%	-0.4%	2.9%
Casualty/Liability	\$777,959	\$944,774	\$788,967	\$894,918	\$1,138,413	\$1,407,007	--
<i>Annual Change</i>	--	21.4%	-16.5%	13.4%	27.2%	23.6%	12.6%
Other Expenses (c)	\$731,480	\$551,586	\$869,619	\$844,849	\$625,861	\$623,048	--
<i>Annual Change</i>	--	-24.6%	57.7%	-2.8%	-25.9%	-0.4%	-3.2%
Total	\$30,638,957	\$29,310,095	\$31,622,645	\$33,330,430	\$36,373,622	\$37,418,165	--
<i>Annual Change</i>	--	-4.3%	7.9%	5.4%	9.1%	2.9%	4.1%
OPERATING STATISTICS							
Vehicle Service Hours	206,669	180,477	188,645	189,470	186,699	191,384	--
<i>Annual Change</i>	--	-12.7%	4.5%	0.4%	-1.5%	2.5%	-1.5%

(a) Also includes paid absences

(b) Includes fuel/lubricants, tires/tubes, and other materials/supplies

(c) Includes taxes and miscellaneous expenses

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



Paratransit Performance Trends

This section provides an overview of the performance of CCCTA's paratransit service over the six-year analysis period. The trends in the TDA indicators and input data are presented in Exhibit 5. The six-year trends are illustrated in Exhibits 5.1 through 5.3.

- Operating Cost per Vehicle Service Hour (Exhibit 5.1)
 - CCCTA's paratransit cost per hour increased by 60 percent from \$102.51 in FY2020 to \$164.09 in FY2021, and then remained in a range of \$120 to \$130 through the rest of the review period.
 - The overall trend was reflective of major service adjustments to meet changing conditions and demand during the COVID pandemic and the following recovery period.
 - Overall, the cost per hour increased an average of 3.2 percent per year over the six years.
 - With the effects of inflation removed, the cost per hour actually exhibited an average annual reduction (0.6 percent).
- Passengers per Vehicle Service Hour (Exhibit 5.2)
 - Passengers per vehicle service hour varied from a period high of 1.9 passengers in FY2020 and FY2023, down to 1.3 passengers in FY2021.
 - The overall trend amounted to an average annual decrease of 2.9 percent over the six years.
 - Passenger levels increased by 7.3 percent on average per year, but corresponding service hours increased by 10.6 percent.
- Passengers per Vehicle Service Mile (Exhibit 5.2)
 - Similar to the above, passengers per vehicle service mile varied from a period high of 0.13 passengers in FY2020, down to 0.09 passengers in FY2021.

- Passengers per mile posted an average annual decrease of 4.6 percent over the six years.
- Passenger levels increased by 7.3 percent on average per year, but corresponding service miles increased by 12.6 percent.
- Operating Cost per Passenger (Exhibit 5.3)
 - Cost effectiveness was reduced overall, with the cost per passenger increasing by 6.3 percent per year on average through the review period.
 - The cost per paratransit passenger was \$53.64 in the first year and subsequently increased to the period high of \$127.06 in FY2021, at which time ridership dropped off precipitously during the first full year of the COVID pandemic.
 - With the impact of inflation removed from the cost side, the six-year result was an average annual increase of 2.4 percent in the cost per passenger.

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

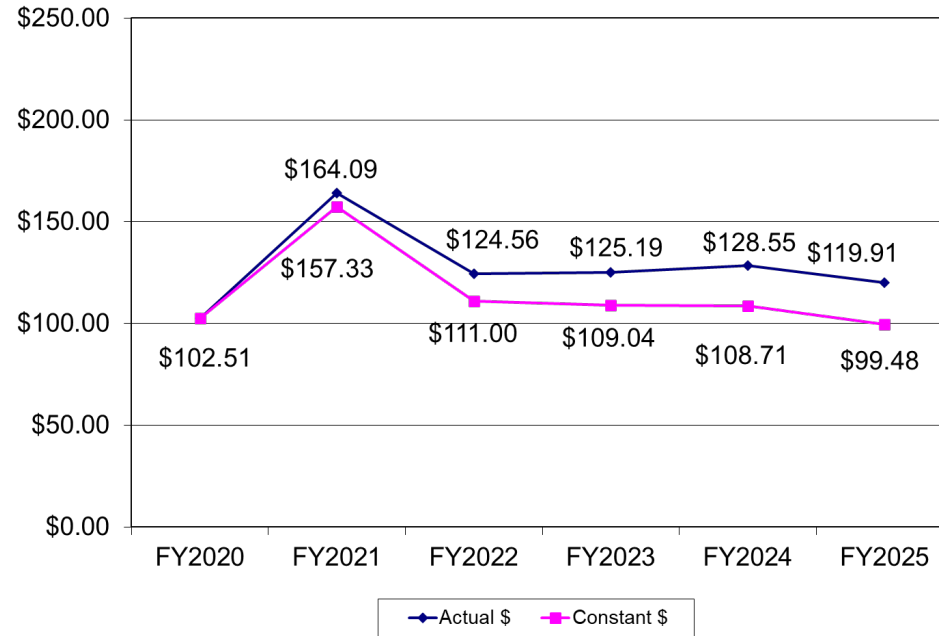
- For cost efficiency, there was an average annual increase in the operating cost per hour of 3.2 percent. This amounted to an annual decrease of 0.6 percent in inflation adjusted dollars. The overall trend was reflective of major service adjustments to meet changing demand during the COVID pandemic.
- Passenger productivity showed general reductions, with passengers per hour decreasing by 2.9 percent annually and passengers per mile decreasing by 4.6 percent.
- In terms of cost effectiveness, the operating cost per passenger showed an increase of 6.3 percent per year on average, or 2.4 percent when normalized in FY2019 dollars. The period high of \$127.06 occurred in FY2021, when ridership dropped off precipitously during the first full year of the COVID pandemic.

Exhibit 5: TDA Indicator Performance – Paratransit

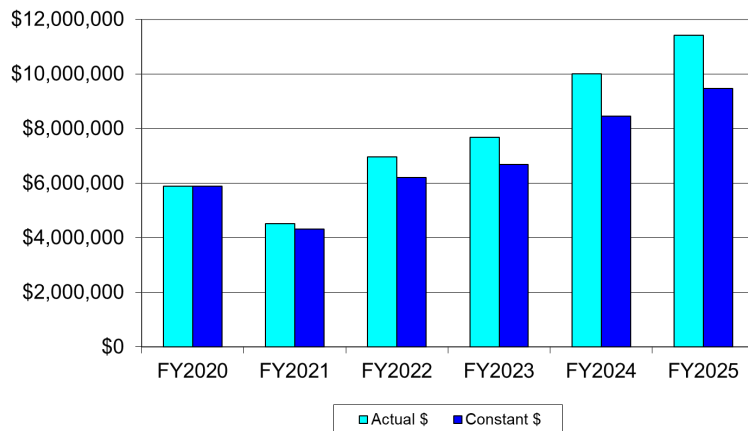
TDA Performance Indicator	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	<i>Av. Ann. Chg.</i>
Op. Cost per Vehicle Svc. Hour (Actual \$)	\$102.51	\$164.09	\$124.56	\$125.19	\$128.55	\$119.91	- -
<i>Annual Change</i>	- -	60.1%	-24.1%	0.5%	2.7%	-6.7%	3.2%
Op. Cost per Veh. Svc. Hour (Constant \$)	\$102.51	\$157.33	\$111.00	\$109.04	\$108.71	\$99.48	- -
<i>Annual Change</i>	- -	53.5%	-29.4%	-1.8%	-0.3%	-8.5%	-0.6%
Passengers per Vehicle Service Hour	1.9	1.3	1.6	1.9	1.7	1.6	- -
<i>Annual Change</i>	- -	-32.4%	20.8%	18.7%	-8.8%	-2.5%	-2.9%
Passengers per Vehicle Service Mile	0.13	0.09	0.11	0.11	0.12	0.11	- -
<i>Annual Change</i>	- -	-35.7%	25.7%	5.6%	3.9%	-11.1%	-4.6%
Op. Cost per Passenger (Actual \$)	\$53.64	\$127.06	\$79.86	\$67.61	\$76.12	\$72.85	- -
<i>Annual Change</i>	- -	136.9%	-37.2%	-15.3%	12.6%	-4.3%	6.3%
Op. Cost per Passenger (Constant \$)	\$53.64	\$121.84	\$71.17	\$58.89	\$64.37	\$60.44	- -
<i>Annual Change</i>	- -	127.2%	-41.6%	-17.3%	9.3%	-6.1%	2.4%
Vehicle Service Hours per FTE	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
Bay Area CPI - Annual Change	- -	4.3%	7.6%	2.3%	3.0%	1.9%	- -
<i>Cumulative Change</i>	- -	4.3%	12.2%	14.8%	18.3%	20.5%	3.8%

(a) Not applicable as service is provided by an outside contractor.

Exhibit 5.1: Operating Cost per Vehicle Service Hour – Paratransit



Operating Cost



Vehicle Service Hours

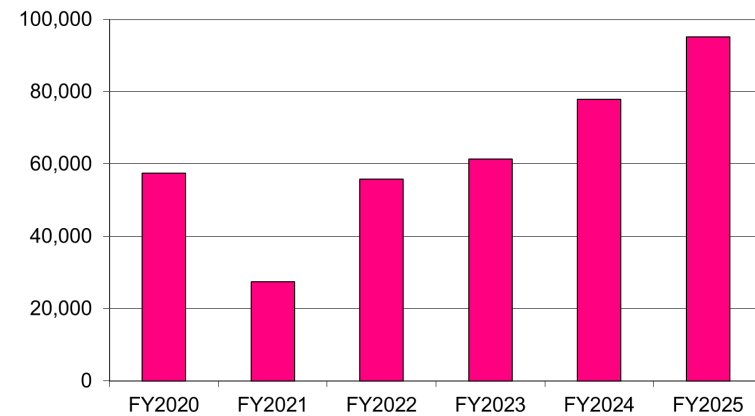
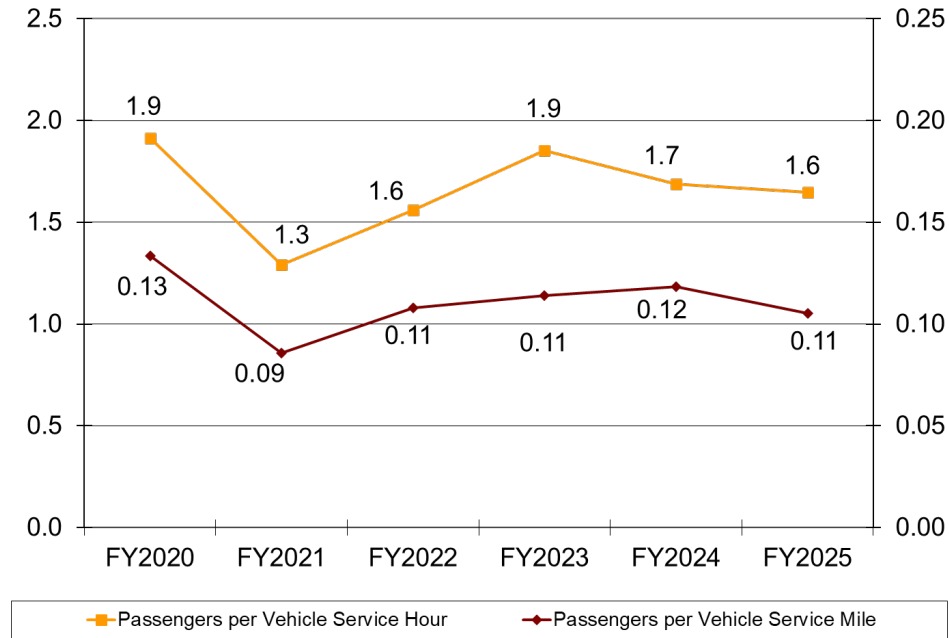
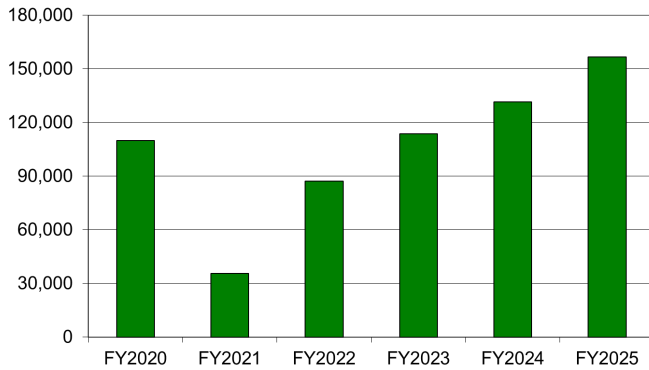


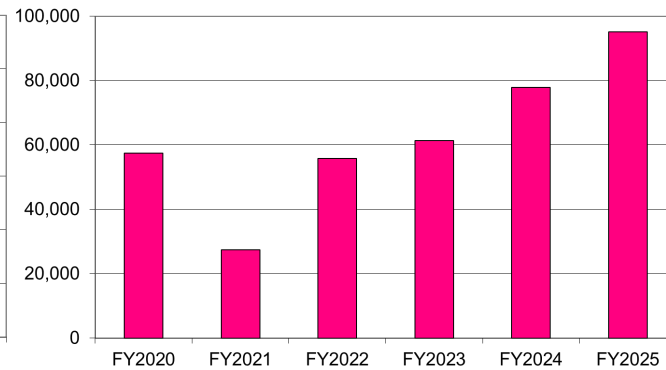
Exhibit 5.2: Passengers per Hour and per Mile – Paratransit



Unlinked Passengers



Vehicle Service Hours



Vehicle Service Miles

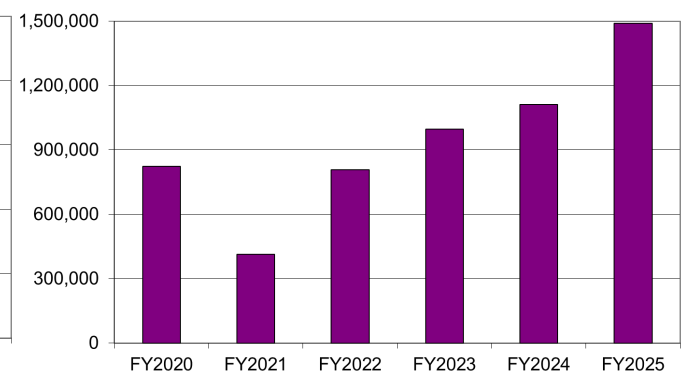
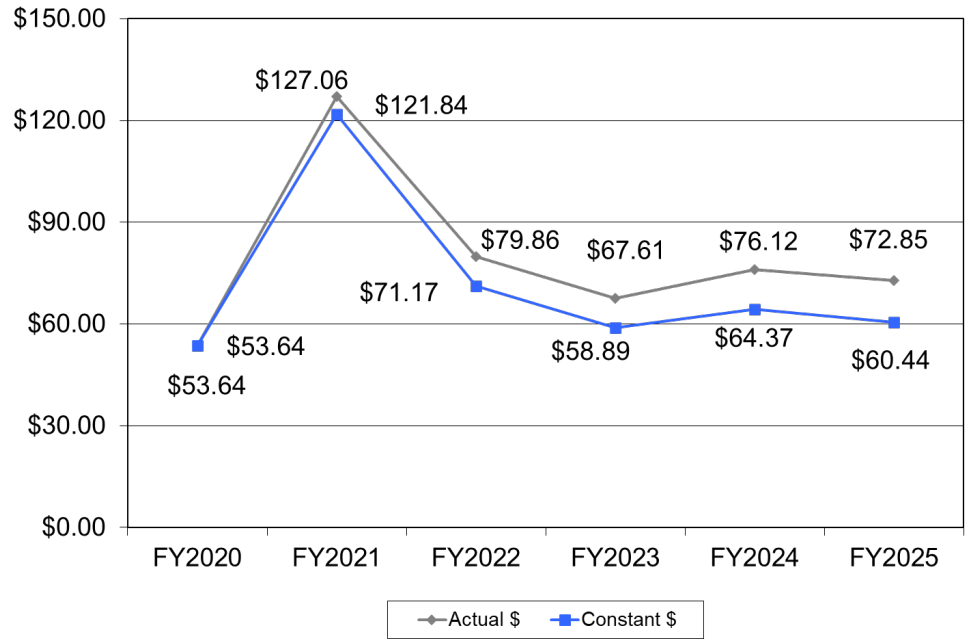
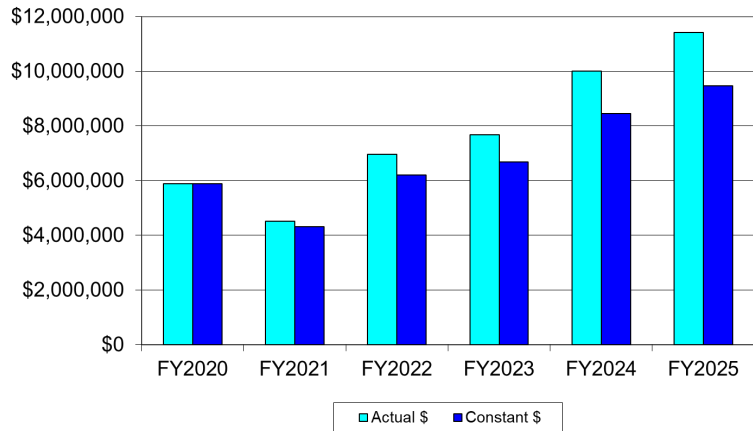


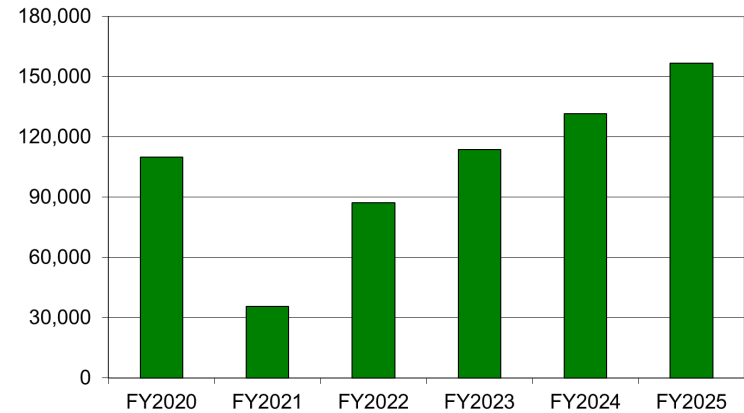
Exhibit 5.3: Operating Cost per Passenger – Paratransit



Operating Cost



Unlinked Passengers



Paratransit Component Costs

The year-to-year changes in selected operating cost categories are presented in Exhibit 5.4, along with the concurrent changes in vehicle service hours. The portions of the cost per vehicle service hour that can be attributed to each included cost component are shown in Exhibit 5.5.

- In-house labor costs increased noticeably overall, by 18 percent on average per year, and increased in every year except FY2025. These costs ranged between three and five percent of total operating costs, depending on the year.
- At the same time, fringe benefits costs increased by 25 percent per year, despite some decrease in FY2021 and FY2024, and varied from year to year between one and three percent of total operating costs.
- Services costs showed the largest annual change, with a 52 percent increase overall, but constituted only about one percent of total expenses throughout the period.
- Not surprisingly for a contracted service, the purchased transportation category accounted for the bulk of operating costs -- ranging between 89 and 94 percent of depending on the year.
- Purchased transportation costs increased on average by 13.5 percent per year overall. There were increases in every year except for FY2021, the first full year of the COVID pandemic.
- Despite some variation from year to year, materials/supplies and “other expenses” posted net increases -- three and 16 percent, respectively, on average per year. However, they both remained relatively low in terms of dollar amounts.
- Casualty/liability costs increased in every year, with a six percent average annual increase over the period, but continued to constitute less than one percent of total expenses.

* * * * *

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

- Purchased transportation costs represented by far the largest portion of the total costs, ranging between 89 and 94 percent of total costs depending on the year. At the same time, they increased on average by 13.5 percent per year overall.
- In-house labor costs increased by 18 percent on average per year overall, while fringe benefits increased by 25 percent. The former accounted for three to five percent of total operating costs, depending on the year, while the latter varied between one and three percent.
- Despite some variation from year to year, only relatively minimal expenses were reported for the other component cost categories (services, materials/supplies, casualty/liability and “other expenses”). However, all categories posted average annual cost increases during the review period.

Exhibit 5.4: Component Costs Trends – Paratransit

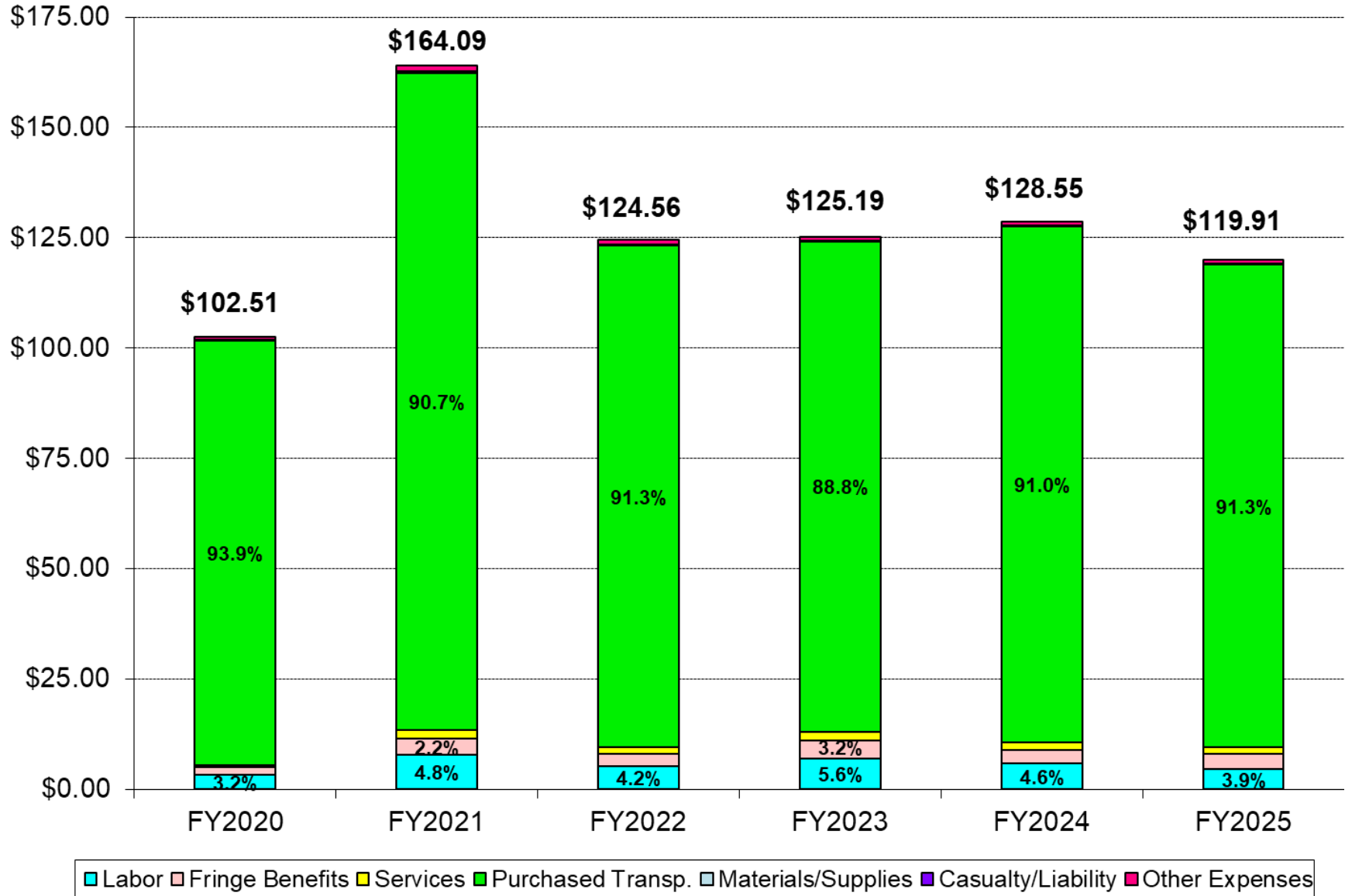
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Av. Ann. Chg.
COST CATEGORIES							
Labor (Salaries/Wages)	\$191,165	\$215,688	\$294,077	\$432,701	\$460,573	\$440,689	--
<i>Annual Change</i>	--	12.8%	36.3%	47.1%	6.4%	-4.3%	18.2%
Fringe Benefits (a)	\$102,903	\$99,701	\$154,571	\$243,412	\$236,502	\$316,665	--
<i>Annual Change</i>	--	-3.1%	55.0%	57.5%	-2.8%	33.9%	25.2%
Services	\$17,422	\$53,042	\$83,171	\$123,519	\$125,923	\$144,079	--
<i>Annual Change</i>	--	204.5%	56.8%	48.5%	1.9%	14.4%	52.6%
Purchased Transportation	\$5,533,726	\$4,085,075	\$6,352,983	\$6,814,575	\$9,104,930	\$10,415,961	--
<i>Annual Change</i>	--	-26.2%	55.5%	7.3%	33.6%	14.4%	13.5%
Materials/Supplies (b)	\$5,276	\$1,562	\$1,151	\$1,046	\$1,969	\$6,215	--
<i>Annual Change</i>	--	-70.4%	-26.3%	-9.1%	88.2%	215.6%	3.3%
Casualty/Liability	\$12,328	\$12,684	\$13,066	\$14,358	\$15,978	\$16,582	--
<i>Annual Change</i>	--	2.9%	3.0%	9.9%	11.3%	3.8%	6.1%
Other Expenses (c)	\$30,160	\$35,925	\$57,216	\$46,482	\$56,755	\$64,682	--
<i>Annual Change</i>	--	19.1%	59.3%	-18.8%	22.1%	14.0%	16.5%
Total	\$5,892,980	\$4,503,677	\$6,956,235	\$7,676,093	\$10,002,630	\$11,404,873	--
<i>Annual Change</i>	--	-23.6%	54.5%	10.3%	30.3%	14.0%	14.1%
OPERATING STATISTICS							
Vehicle Service Hours	57,485	27,447	55,846	61,316	77,810	95,114	--
<i>Annual Change</i>	--	-52.3%	103.5%	9.8%	26.9%	22.2%	10.6%

(a) Also includes paid absences

(b) Includes fuel/lubricants, tires/tubes, and other materials/supplies

(c) Includes utilities and miscellaneous expenses

Exhibit 5.5: Distribution of Component Costs – Paratransit
Operating Cost per Vehicle Service Hour



IV. COMPLIANCE WITH PUC REQUIREMENTS

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

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

Exhibit 6: Compliance with State PUC Requirements

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99251	<u>CHP Certification</u> - The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator’s compliance with Vehicle Code Section 1808 following a CHP inspection of the operator’s terminal	In Compliance	Satisfactory Inspections: FY2023: 11/23/2022 FY2024: 11/22/2023 FY2025: 03/19/2025
PUC99264	<u>Operator-to-Vehicle Staffing</u> - The operator does not routinely staff with two or more persons public transportation vehicles designed to be operated by one person	In Compliance	No provision for excess staffing in MOU with ATU Local 1605, effective 11/01/22. No provision for excess staffing in Paratransit Services Agreement with Transdev Services, Inc., effective 07/01/22.
PUC99314.5(e) (1)(2)	<u>Part-Time Drivers and Contracting</u> - 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	<u>Part Time Drivers</u> – Article 31 (Part-Time Employees) of MOU with ATU Local 1605, effective 11/01/22. <u>Contracting</u> - CCCTA contracts with Transdev Services, Inc., to provide its paratransit services.

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99155	<p><u>Reduced Fare Eligibility</u> - For any operator who received TDA Article 4 funds, if the operator offers reduced fares to senior citizens and disabled persons, applicant will honor the federal Medicare identification card, the California Department of Motor Vehicles disability ID card, the Regional Transit Connection Discount Card, or any other current identification card issued by another transit operator that is valid for the type of transportation service or discount requested; and if the operator offers reduced fares to senior citizens, it also offers the same reduced fare to disabled patrons</p>	In Compliance	Fare information in CCCTA website and other public information materials.
PUC99155.1(a) (1)(2)	<p><u>Welfare-to-Work</u> - 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.</p>	In Compliance	CCCTA participates in the regional Coordinated Human Service Transportation plan. The services provided by CCCTA are included in the plan's inventory. In addition, CCCTA works closely with the County Human Services Department, selling blocks of single ride tickets for dissemination to clients.

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99314.7, Govt Code 66516, MTC Res. Nos. 3837, 4073	<u>Joint Revenue Sharing Agreement</u> - The operator has current joint fare revenue sharing agreements in place with transit operators in the MTC region with which its service connects, and submitted copies of agreements to MTC	In Compliance	<p>Clipper Agreement (with AC Transit, BART, GGBHTD, SFMTA, SamTrans, Caltrain, FAST, Petaluma, ECCTA, LAVTA, MCTD, NVTA, SolTrans, SCT, SMART, Vacaville, VTA, WCCTA, WETA, Santa Rosa, Union City).</p> <p>RTC Agreement (amendment to the existing Clipper MOU) -- effective September 1, 2021, when MTC took over program administration.</p> <p>Clipper Bay Pass Pilot Program Participation Agreement – 11/01/23.</p> <p>No-cost and Reduced Cost Interagency Transfer Pilot Program (2024 Participation MOU).</p>

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99246(d)	<u>Process for Evaluation of Passenger Needs</u> - The operator has an established process in place for evaluating the needs and types of passengers being served	In Compliance	<p>Short Range Transit Plan (SRTP) 2023-2028 includes evaluations of existing service conditions, passenger demographics, service needs, operating and capital budgets and recommendations.</p> <p>County Connection Fixed-Route On-Board Survey Report, Fall 2023.</p> <p>County Connection Title VI Service Equity Analysis - 2021 Service Plan Report, March 2021.</p>

V. STATUS OF PRIOR AUDIT RECOMMENDATIONS

CCCTA'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 addresses CCCTA's responses to the recommendations made in the prior performance audit, and whether CCCTA made reasonable progress toward their implementation. There were two recommendations made in CCCTA's prior audit. A summary of the recommendations and the actions taken by CCCTA in response is presented in Exhibit 7. A determination of the status of the recommendations 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.

As indicated in Exhibit 7, CCCTA has implemented both recommendations from the prior performance audit. Regarding the first recommendation, to address the noted

increase in mechanical failure rates on the bus system in the prior audit period, an analysis of the prior audit period results was conducted, and it was found that in FY2022, the electric buses specifically experienced higher-than-average failures. In response, CCCTA has focused on enhanced re-training for electric bus systems and working with the manufacturer to improve diagnostic protocols. In addition, areas were identified in the preventive maintenance program that were being overlooked. Current audit period results in the area of mechanical failures show marked improvement compared with the prior audit period.

Regarding the second recommendation, it was found that the increase in fixed route bus complaints in FY2021 and FY2022 appeared to be primarily the result of an increase in missed runs resulting from a shortage of bus operators. CCCTA has taken several steps to increase recruitment of bus operators, with some recent promising results, and the rate of complaints during the current audit period were generally favorable compared to the prior audit period.

It was also found that the increase in paratransit complaints during the prior audit period largely reflected customer concerns about the timeliness of pickups and drop-offs. CCCTA has been expanding measures to ensure that trips are provided on time, including working with the contract operator to retrain the service schedulers and dispatchers, along with more efficient scheduling, proactive dispatching practices, and driver pull-out monitoring. Reflecting these measures, the incidence of complaints in the current audit period decreased noticeably from previously.

Exhibit 7: Status of Prior Audit Recommendations

Recommendation	Actions Taken	Evaluation
<p>1. Examine maintenance activities and develop strategies to address the increasing mechanical failure rates on the bus service.</p>	<p>CCCTA staff reported that an analysis of the prior audit period was conducted, and it identified that overall bus mechanical failure rates were within expected ranges, with the exception of FY2022, when electric buses experienced higher-than-average failures compared to other years. The increased failure rate for electric buses during that year appeared to be linked to early adoption challenges, including parts availability and technician training for new technology.</p> <p>To address the noted increase in mechanical failure rates, CCCTA has focused on enhanced re-training for electric bus systems and working with the manufacturer to improve diagnostic protocols. In addition, areas were identified in the preventive maintenance program that were being overlooked.</p> <p>During the current audit period, the mean distance between major failures on the bus system increased in each year, from 27,000 miles in FY2023 to about 30,000 miles in the last two years. At the same time the mean distance between all failures fluctuated moderately from year to year, but remained near 20,000 miles. All of these results show improvement compared with the prior audit period, when the mean distance between major failures had gone down from 34,000 to 22,000 miles, and the mean distance between all failures had dropped from 21,000 to 15,000 miles.</p>	<p>Implemented</p>

Recommendation	Actions Taken	Evaluation
<p>2. Examine causes for the increase in complaints for the bus and paratransit services and develop strategies to improve customer satisfaction.</p>	<p><u>Bus</u>: CCCTA staff reported that the increase in fixed route bus complaints in FY2021 and FY2022 appeared to be primarily the result of an increase in missed runs resulting from a shortage of bus operators. While this has been an industrywide problem over the last several years, CCCTA has taken several steps to increase recruitment of bus operators,. Examples include a revamped careers page on the agency’s website, advertisements on buses, participation in local job fairs, and a recruitment table added to community events.</p> <p>There have been some recent promising results, most notably that the number of bus operators has increased and missed runs generally decreased. At the same time, the rate of complaints during most of the current audit period was 17 per 100,000 passenger boardings, which compared favorably with the results of 23 and 26 such complaints toward the end of the prior audit period.</p> <p><u>Paratransit</u>: CCCTA staff reported that the increase in LINK Paratransit complaints during the prior audit period was predominantly caused by customer concerns about the timeliness of pickups and drop-offs. Most notably, 76 percent of “Late Drop-Off” complaints and 64 percent of “Late Pick-Up” complaints were received in the last year of the prior audit period (FY2022). Meanwhile, complaints went up from about four per 10,000 passengers in the first two prior audit years to ten in FY2022.</p>	<p>Implemented</p>

Recommendation	Actions Taken	Evaluation
	<p>CCCTA continues to take steps to ensure that trips are provided on time. In particular, the contract operator has been encouraged (mostly through meetings and monthly incentives/disincentives) to retrain the service schedulers and dispatchers to focus on timely drop-offs. Further, more efficient scheduling, proactive dispatching practices, and driver pull-out monitoring have been expanded to improve timely pick-ups. Reflecting these measures, the incidence of complaints per 10,000 passenger trips in the current audit period decreased from 28 in FY2023 to seven in the last year (FY2025).</p>	

VI. FUNCTIONAL PERFORMANCE INDICATOR TRENDS

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

The trends in performance are presented over the three-year audit period to give an indication of which direction performance is moving for these indicators. The remainder of this section presents the findings from this review. The discussion presents the highlights of performance by mode (Systemwide, Bus Service and Paratransit), each followed by an exhibit illustrating the indicators by function as applicable.

Systemwide (All Modes)

For the purposes of this review, CCCTA'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 remained at about 25 percent of total operating costs through the audit period.
- Administrative costs increased from \$39.94 per vehicle service hour in the first year to \$43.91 in the second year. Then there was a decrease to \$41.70 in the last year, for a net increase of 4.4 percent over the three years.
- The portion of administrative costs attributed to marketing activities remained at about one percent, and marketing costs remained in a range of three to seven cents per passenger trip.
- The systemwide farebox recovery ratio remained at about five percent through the audit period.

* * * * *

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

- Administrative costs remained at about 25 percent of total operating costs through the audit period, but showed a net increase of 4.4 percent compared to vehicle service hours.
- Marketing costs were relatively steady compared to total administrative costs and passenger trips.
- The systemwide farebox recovery ratio remained at about five percent.

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

FUNCTION/Indicator	Actual Performance		
	FY2023	FY2024	FY2025
MANAGEMENT, ADMINISTRATION & MARKETING			
Administrative Cost/Total Operating Cost	24.2%	25.0%	24.5%
<i>Annual Percent Change</i>	--	3.7%	-2.3%
<i>Three Year Percent Change</i>	--	--	1.3%
Administrative Cost/Vehicle Service Hour	\$39.94	\$43.91	\$41.70
<i>Annual Percent Change</i>	--	9.9%	-5.0%
<i>Three Year Percent Change</i>	--	--	4.4%
Marketing Cost/Total Administrative Cost	1.0%	1.6%	0.8%
<i>Annual Percent Change</i>	--	53.3%	-48.9%
<i>Three Year Percent Change</i>	--	--	-21.6%
Marketing Cost/Unlinked Passenger Trip	\$0.04	\$0.07	\$0.03
<i>Annual Percent Change</i>	--	68.6%	-50.4%
<i>Three Year Percent Change</i>	--	--	-16.4%
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	5.0%	5.2%	5.0%
<i>Annual Percent Change</i>	--	3.6%	-2.8%
<i>Three Year Percent Change</i>	--	--	0.7%

Bus Service

CCCTA'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 remained near \$3.80 throughout the audit period.
- Relatively similar to the systemwide results discussed previously, CCCTA's bus service farebox recovery ratio remained in a range just under five percent through the audit period.
- At the same time, the TDA recovery ratio, reflecting farebox revenue plus local support less operating cost exclusions, was about 70 percent in FY2023, reached 83 percent in the next year, and then dropped back to 75 percent in FY2025.
- Nearly 70 percent of vehicle miles traveled were in service in the first year, followed by about 75 percent in the next two years.
- About 85 percent of vehicle hours were in service in all three years.
- Passengers per vehicle service mile decreased overall by nearly ten percent, while passengers per vehicle service hour increased steadily, by more than ten percent overall.

- Operations

- Vehicle operations costs decreased slightly from 57.5 percent of total operating costs in FY2023 to 56.2 percent by FY2025.
- Vehicle operations costs per service hour increased from about \$102 in FY2023 to \$110 in both following years.
- On-time performance results for the audit period showed a decline from 85 percent in FY2023 down to less than 80 percent subsequently. CCCTA staff identified three primary reasons for this decline: increased traffic congestion following the COVID pandemic, a shortage of bus operators

reflective of a nationwide trend, and increased use of sick leave by bus operators following the State's adoption of SB 616. CCCTA reportedly has taken firm steps in addressing these items to the extent possible, and on-time performance for the last 12 months for which data is available (April 2025 – March 2026) have increased approximately 1.5 percent.

- The rate of complaints regarding the bus service was about 17 per 100,000 passenger boardings in the first and last years, while somewhat higher in the interim year.
- The incidence of missed trips remained very low through the period, at well under one percent of total trips.
- Maintenance
 - Total maintenance costs remained at about 17 percent of total operating costs through the audit period.
 - Vehicle maintenance costs per service mile decreased overall by five percent, from \$2.68 in FY2023 to \$2.54 in FY2025.
 - The vehicle spare ratio was 39.2 percent in the first two years, and subsequently reduced to 37.6 percent.
 - The mean distance between major failures increased in each year, from 27,000 miles in FY2023 to about 30,000 miles in the last two years. At the same time the mean distance between all failures fluctuated moderately from year to year, but remained near 20,000 miles.
- Safety
 - The rate of preventable accidents varied noticeably percentagewise from year to year, but remained near one accident per 100,000 vehicle miles through the period.
 - Casualty/Liability costs per vehicle service hour and mile both rose steadily through the period, by 55 and 27 percent, respectively.

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

- Service Planning results displayed stability in the operating cost per passenger mile, remaining near \$3.80 through the audit period. Meanwhile, the bus farebox recovery remained at nearly five percent, while the TDA recovery ratio, reflecting farebox revenue plus local support, began the period at 70 percent and ended it at 75 percent. There was some increase in vehicle miles traveled that were in service, up to 75 percent in the last two years, while about 85 percent of vehicle hours were in service all three years. Passengers carried per service mile decreased overall by ten percent, while passengers per service hour increased similarly.
- Operations results showed vehicle operations costs decreasing slightly to 56.2 percent of total costs in FY2025, but increasing from \$102 to \$110 per service hour at the same time. Schedule adherence was reduced from 85 percent in FY2023 to less than 80 percent later in the audit period, though CCCTA reportedly has taken firm steps in addressing identified causes to the extent possible, and more recent on-time performance has increased approximately 1.5 percent. Meanwhile, the rate of complaints in FY2025 was similar to FY2023, and the incidence of missed trips remained very low through the period.
- Maintenance results showed maintenance costs steady at 17 percent of total costs but vehicle maintenance costs per service mile went down by five percent overall. The vehicle spare ratio decreased from 39.2 percent to 37.6 percent in FY2025. The mean distance between major failures went up steadily, to about 30,000 miles, while the mean distance between all failures remained near 20,000 miles.
- Safety results showed a varying rate of preventable accidents from year to year, but remaining near one accident per 100,000 miles. There were also steady increases in the casualty/liability costs per vehicle service hour and mile, by 55 and 27 percent, respectively.

Exhibit 9: Functional Performance Trends – Bus Service

FUNCTION/Indicator	Actual Performance		
	FY2023	FY2024	FY2025
SERVICE PLANNING			
Total Operating Cost/Passenger Mile	\$3.86	\$3.91	\$3.76
<i>Annual Percent Change</i>	--	1.3%	-3.8%
<i>Three Year Percent Change</i>	--	--	-2.6%
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	4.7%	4.9%	4.6%
<i>Annual Percent Change</i>	--	3.6%	-6.2%
<i>Three Year Percent Change</i>	--	--	-2.8%
TDA Recovery Ratio (a)	70.9%	83.1%	75.5%
<i>Annual Percent Change</i>	--	17.2%	-9.1%
<i>Three Year Percent Change</i>	--	--	6.5%
Vehicle Service Miles/Total Miles	68.7%	75.9%	75.4%
<i>Annual Percent Change</i>	--	10.4%	-0.6%
<i>Three Year Percent Change</i>	--	--	9.7%
Vehicle Service Hours/Total Hours	85.8%	85.8%	86.2%
<i>Annual Percent Change</i>	--	0.0%	0.4%
<i>Three Year Percent Change</i>	--	--	0.4%
Passengers/Vehicle Service Mile	1.34	1.16	1.21
<i>Annual Percent Change</i>	--	-13.5%	4.8%
<i>Three Year Percent Change</i>	--	--	-9.4%
Passengers/Vehicle Service Hour	12.8	13.8	14.2
<i>Annual Percent Change</i>	--	7.7%	2.8%
<i>Three Year Percent Change</i>	--	--	10.7%
OPERATIONS			
Vehicle Operations Cost/Total Operating Cost	57.5%	56.8%	56.2%
<i>Annual Percent Change</i>	--	-1.3%	-1.1%
<i>Three Year Percent Change</i>	--	--	-2.3%
Vehicle Operations Cost/Vehicle Service Hour	\$101.17	\$110.64	\$109.84
<i>Annual Percent Change</i>	--	9.4%	-0.7%
<i>Three Year Percent Change</i>	--	--	8.6%
Trips On-Time/Total Trips	85.0%	78.8%	79.4%
<i>Annual Percent Change</i>	--	-7.3%	0.8%
<i>Three Year Percent Change</i>	--	--	-6.6%
Complaints/100,000 Unlinked Passenger Trips	17.4	19.8	17.6
<i>Annual Percent Change</i>	--	13.6%	-11.3%
<i>Three Year Percent Change</i>	--	--	0.8%
Missed Trips/Total Trips	0.64%	0.29%	0.72%
<i>Annual Percent Change</i>	--	-55.3%	151.7%
<i>Three Year Percent Change</i>	--	--	12.5%

FUNCTION/Indicator	Actual Performance		
	FY2023	FY2024	FY2025
MAINTENANCE			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	17.1%	16.7%	17.8%
<i>Annual Percent Change</i>	--	-2.5%	6.4%
<i>Three Year Percent Change</i>	--	--	3.7%
Vehicle Maintenance Cost/Vehicle Service Mile	\$2.68	\$2.31	\$2.54
<i>Annual Percent Change</i>	--	-13.8%	9.8%
<i>Three Year Percent Change</i>	--	--	-5.3%
Spare Vehicles/Total Vehicles	39.2%	39.2%	37.6%
<i>Annual Percent Change</i>	--	-0.1%	-4.1%
<i>Three Year Percent Change</i>	--	--	-4.2%
Mean Distance between Major Failures (Miles)	27,438	30,177	30,853
<i>Annual Percent Change</i>	--	10.0%	2.2%
<i>Three Year Percent Change</i>	--	--	12.4%
Mean Distance between All Failures (Miles)	20,262	21,844	19,746
<i>Annual Percent Change</i>	--	7.8%	-9.6%
<i>Three Year Percent Change</i>	--	--	-2.5%
SAFETY			
Preventable Accidents/100,000 Vehicle Miles	1.14	0.75	1.18
<i>Annual Percent Change</i>	--	-34.0%	57.2%
<i>Three Year Percent Change</i>	--	--	3.8%
Casualty & Liability Cost/Vehicle Service Hour	\$4.72	\$6.10	\$7.35
<i>Annual Percent Change</i>	--	29.1%	20.6%
<i>Three Year Percent Change</i>	--	--	55.6%
Casualty & Liability Cost/Vehicle Service Mile	\$0.49	\$0.51	\$0.63
<i>Annual Percent Change</i>	--	3.7%	22.9%
<i>Three Year Percent Change</i>	--	--	27.4%

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

Paratransit

CCCTA's paratransit functional area trends represent mostly similar areas to the bus service. Audit period performance is discussed below and presented in Exhibit 10.

- Service Planning
 - Operating costs per passenger mile increased overall by two percent, from \$6.42 in the first year to \$6.57 in FY2025.
 - The paratransit farebox recovery ratio increased slightly in each year, but remained in a range of 6.2 to 6.5 percent through the audit period.
 - The TDA recovery ratio (farebox revenue augmented with local support and operating costs reflecting allowable exclusions) also went up slightly overall, from 53.8 percent to 55.4 percent.
 - About 92 percent of all vehicle miles traveled were in service in the first year, followed by a decrease to 80 percent as of FY2024.
 - About 89 percent of all vehicle hours were in service in FY2023, followed by results of 76 and 78 percent in FY2024 and FY2025.
 - Passengers per vehicle service mile decreased by nearly eight percent overall, while passengers per vehicle service hour decreased in each year and by 11 percent in total.
- Operations
 - Vehicle operations costs accounted for 75 percent of total operating costs throughout the audit period.
 - Vehicle operations costs per service hour decreased by four percent over the three years, to \$90.40 in FY2025.
 - Schedule adherence improved significantly from 83 percent in FY2023 to 98 percent thereafter.
 - The incidence of complaints per 10,000 passenger trips decreased substantially, from 28 in the first year to just eight in the next year and seven in the last year.

- Missed trips as percentage of total trips remained very low through the period, with FY2024 and FY2025 results even better than earlier.
- There were no ADA trip denials reported.
- The reported rate of trip cancellations increased in each year, and was up by 144 percent overall during the period, to 16.8 percent of total ADA trips in FY2025. However, CCCTA staff indicated that this trend as shown reflects several overlapping factors impacting its accuracy. First, there were some identified reporting errors in the contractor-provided monthly operations reports. Second, the portion of subscription trips grew significantly over the audit period, which caused cancellations to increase noticeably faster than overall trips booked, as subscription trips were booked and then cancelled when not needed whereas the same trips would likely never have been booked as demand trips. Finally, LINK riders can re-book prior reservations through the My Transit Manager app, but a peculiarity of the app leads to customer-rejected pick-up time options being logged within the Trapeze scheduling database as cancellations.
- The incidence of no-shows and late trip cancellations went down from 12.9 percent of total ADA trips in FY2023 to 5.5 percent in FY2024, followed by an increase back to 7.5 percent in FY2025.
- Maintenance
 - Total maintenance costs compared to total operating costs decreased overall by ten percent from FY2023 to FY2025.
 - Vehicle maintenance costs per service mile went down in each year, from \$0.29 in FY2023 to \$0.26 in the last year (a net decrease of 9.5 percent).
 - The paratransit vehicle spare ratio was noticeably reduced from 12.3 percent in FY2023 to 4.8 percent in FY2024 and 1.6 percent in FY2025.
 - Results for the mean distance between major failures reflected a single reported such failure in FY2023, four in FY2024, and none in FY2025.
 - The mean distance between all failures improved slightly in FY2024, and by more than 100 percent in FY2025.

- Safety
 - Audit period results for the rate of preventable accidents indicated general improvement from 0.46 accidents per 100,000 vehicle miles in FY2023 to 0.32 in FY2025.

* * * * *

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

- Service Planning results showed the operating cost per passenger mile increasing by two percent overall during the period, the farebox recovery ratio increasing slightly in each year, to 6.5 percent in FY2025, and the TDA recovery ratio (reflecting local support and operating cost exclusions) increasing overall from 53.8 to 55.4 percent. The portions of vehicle miles and hours in service both decreased from FY2023 to FY2024, from about 90 percent to 80 percent or less. Passengers carried per service mile decreased by nearly eight percent overall, while passengers carried per service hour decreased by 11 percent.
- Operations results showed vehicle operations costs steadily accounting for 75 percent of total operating costs, while decreasing by four percent to \$90.40 per service hour by FY2025. Schedule adherence improved significantly from 83 to 98 percent in the last two years. The rate of complaints received was down substantially as of FY2024, and the incidence of missed trips remained very low through the period. There were no ADA trip denials, but the reported trip cancellation rate increased in each year, to 16.8 percent of total ADA trips in FY2025. However, CCCTA staff acknowledged that the latter trend reflects several reporting anomalies and trip scheduling system peculiarities, and they are working with the contractor toward resolution. Meanwhile, the incidence of no-shows and late trip cancellations went down overall from 12.9 percent to 7.5 percent of total ADA trips.
- Maintenance results showed an overall ten percent reduction of maintenance costs as a percent of total costs, along with steady decreases in vehicle maintenance costs per service mile. Further, the vehicle spare ratio decreased noticeably and steadily, from 12.3 percent in FY2023 to just 1.6 percent in FY2025. Results for major mechanical failures reflected one such failure in

FY2023, four in FY2024, and none in FY2025. For all failures, performance improved significantly, especially in FY2025.

- Safety results showed the preventable accident rate improving generally from 0.46 to 0.32 accidents per 100,000 vehicle miles.

Exhibit 10: Functional Performance Trends – Paratransit

FUNCTION/Indicator	Actual Performance		
	FY2023	FY2024	FY2025
SERVICE PLANNING			
Total Operating Cost/Passenger Mile	\$6.42	\$7.75	\$6.57
<i>Annual Percent Change</i>	--	20.6%	-15.2%
<i>Three Year Percent Change</i>	--	--	2.2%
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	6.2%	6.3%	6.5%
<i>Annual Percent Change</i>	--	0.2%	4.3%
<i>Three Year Percent Change</i>	--	--	4.5%
TDA Recovery Ratio (a)	53.8%	52.0%	55.4%
<i>Annual Percent Change</i>	--	-3.4%	6.5%
<i>Three Year Percent Change</i>	--	--	2.9%
Vehicle Service Miles/Total Miles	92.3%	79.6%	80.6%
<i>Annual Percent Change</i>	--	-13.7%	1.2%
<i>Three Year Percent Change</i>	--	--	-12.7%
Vehicle Service Hours/Total Hours	88.8%	76.1%	77.9%
<i>Annual Percent Change</i>	--	-14.3%	2.4%
<i>Three Year Percent Change</i>	--	--	-12.3%
Passengers/Vehicle Service Mile	0.11	0.12	0.11
<i>Annual Percent Change</i>	--	3.9%	-11.1%
<i>Three Year Percent Change</i>	--	--	-7.7%
Passengers/Vehicle Service Hour	1.85	1.69	1.65
<i>Annual Percent Change</i>	--	-8.8%	-2.5%
<i>Three Year Percent Change</i>	--	--	-11.1%
OPERATIONS			
Vehicle Operations Cost/Total Operating Cost	75.1%	75.1%	75.4%
<i>Annual Percent Change</i>	--	0.0%	0.4%
<i>Three Year Percent Change</i>	--	--	0.3%
Vehicle Operations Cost/Vehicle Service Hour	\$94.06	\$96.56	\$90.40
<i>Annual Percent Change</i>	--	2.7%	-6.4%
<i>Three Year Percent Change</i>	--	--	-3.9%
Percentage of Trips On-Time	83%	98%	98%
<i>Annual Percent Change</i>	--	17.3%	0.2%
<i>Three Year Percent Change</i>	--	--	17.5%
Complaints/10,000 Unlinked Passenger Trips	27.9	8.1	7.0
<i>Annual Percent Change</i>	--	-70.8%	-14.5%
<i>Three Year Percent Change</i>	--	--	-75.1%
Missed Trips/Total Trips	0.09%	0.01%	0.03%
<i>Annual Percent Change</i>	--	-84.4%	133.8%
<i>Three Year Percent Change</i>	--	--	-63.4%

FUNCTION/Indicator	Actual Performance		
	FY2023	FY2024	FY2025
OPERATIONS, continued			
ADA Trip Denials/Total ADA Trips	0.0%	0.0%	0.0%
<i>Annual Percent Change</i>	--	--	--
<i>Three Year Percent Change</i>	--	--	--
Trip Cancellations/Total ADA Trips	6.9%	14.5%	16.8%
<i>Annual Percent Change</i>	--	111.6%	15.3%
<i>Three Year Percent Change</i>	--	--	144.0%
No-Shows & Late Cancellations/Total ADA Trips	12.9%	5.5%	7.5%
<i>Annual Percent Change</i>	--	-57.6%	36.8%
<i>Three Year Percent Change</i>	--	--	-42.0%
MAINTENANCE			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	5.9%	5.2%	5.3%
<i>Annual Percent Change</i>	--	-12.4%	2.6%
<i>Three Year Percent Change</i>	--	--	-10.1%
Vehicle Maintenance Cost/Vehicle Service Mile	\$0.29	\$0.28	\$0.26
<i>Annual Percent Change</i>	--	-0.7%	-8.8%
<i>Three Year Percent Change</i>	--	--	-9.5%
Spare Vehicles/Total Vehicles	12.3%	4.8%	1.6%
<i>Annual Percent Change</i>	--	-61.2%	-66.1%
<i>Three Year Percent Change</i>	--	--	-86.9%
Mean Dist. between Major Failures (Miles)	1,080,328	348,642	(b)
<i>Annual Percent Change</i>	--	-67.7%	--
<i>Three Year Percent Change</i>	--	--	--
Mean Dist. between All Failures (Miles)	98,212	99,612	205,356
<i>Annual Percent Change</i>	--	1.4%	106.2%
<i>Three Year Percent Change</i>	--	--	109.1%
SAFETY			
Preventable Accidents/100,000 Vehicle Miles	0.46	0.50	0.32
<i>Annual Percent Change</i>	--	8.5%	-35.3%
<i>Three Year Percent Change</i>	--	--	-29.9%

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

(b) No major failures reported in this year

VII. CONCLUSIONS AND RECOMMENDATIONS

The preceding sections presented a review of CCCTA'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 CCCTA'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 – Based on the information provided, CCCTA 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 despite a few noted exceptions indicate consistency in terms of the direction and magnitude of the year-to-year changes across the statistics, especially when taking into account the impacts of the recent Covid-19 pandemic on service provision and ridership. 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.

TDA Performance Trends – CCCTA'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:
 - There was an average annual increase in the operating cost per hour of 5.7 percent, which amounted to a 1.8 percent increase in inflation adjusted dollars.
 - Passenger productivity showed modestly positive trends, with passengers per vehicle service hour and mile both increasing by less than one percent per year overall. At the same time, these trends were specifically influenced by a major drop off in ridership in FY2021, the first full year of the COVID pandemic.
 - The cost per passenger increased on average by 5.2 percent per year, which amounted to an average annual increase of 1.3 percent in constant FY2020 dollars. The trend was also specifically influenced by the major drop off in ridership in FY2021.
 - Employee productivity decreased, but by an average of only 0.7 percent per year, as annual FTEs decreased at a similar rate as vehicle service hours overall during the period (about one percent annually).
- 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:
 - The most significant change was an average annual increase of 12.6 percent in the casualty/liability area. However, these costs accounted for only about three percent of total costs.
 - Labor costs represented about 45 percent of total costs, while fringe benefits comprised another third. They both increased over the period, by nearly two and five percent on average annually.
 - Services, materials/supplies and utilities costs increased by three to six percent per year on average. Each consistently represented ten percent or less of total operating costs.
 - The “other expenses” category was the only one to post a net decrease over the period, down by 3.2 percent annually on average, with its share of total costs remaining at about two percent.

- Paratransit TDA Performance Indicators – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2020 through FY2025:
 - For cost efficiency, there was an average annual increase in the operating cost per hour of 3.2 percent. This amounted to an annual decrease of 0.6 percent in inflation adjusted dollars. The overall trend was reflective of major service adjustments to meet changing demand during the COVID pandemic.
 - Passenger productivity showed general reductions, with passengers per hour decreasing by 2.9 percent annually and passengers per mile decreasing by 4.6 percent.
 - In terms of cost effectiveness, the operating cost per passenger showed an increase of 6.3 percent per year on average, or 2.4 percent when normalized in FY2019 dollars. The period high of \$127.06 occurred in FY2021, when ridership dropped off precipitously during the first full year of the COVID pandemic.
- Paratransit Component Costs – The following is a brief summary of the component operating costs trend highlights for paratransit between FY2020 and FY2025:
 - Purchased transportation costs represented by far the largest portion of the total costs, ranging between 89 and 94 percent of total costs depending on the year. At the same time, they increased on average by 13.5 percent per year overall.
 - In-house labor costs increased by 18 percent on average per year overall, while fringe benefits increased by 25 percent. The former accounted for three to five percent of total operating costs, depending on the year, while the latter varied between one and three percent.
 - Despite some variation from year to year, only relatively minimal expenses were reported for the other component cost categories (services, materials/supplies, casualty/liability and “other expenses”). However, all categories posted average annual cost increases during the review period.

Compliance with Statutory Requirements – CCCTA 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 – CCCTA has implemented both recommendations from the prior performance audit. Regarding the first recommendation, to address the noted increase in mechanical failure rates on the bus system in the prior audit period, an analysis of the prior audit period results was conducted, and it was found that in FY2022, the electric buses specifically experienced higher-than-average failures. In response, CCCTA has focused on enhanced re-training for electric bus systems and working with the manufacturer to improve diagnostic protocols. In addition, areas were identified in the preventive maintenance program that were being overlooked. Current audit period results in the area of mechanical failures show marked improvement compared with the prior audit period.

Regarding the second recommendation, it was found that the increase in fixed route bus complaints in FY2021 and FY2022 appeared to be primarily the result of an increase in missed runs resulting from a shortage of bus operators. CCCTA has taken several steps to increase recruitment of bus operators, with some recent promising results, and the rate of complaints during the current audit period were generally favorable compared to the prior audit period.

It was also found that the increase in paratransit complaints during the prior audit period largely reflected customer concerns about the timeliness of pickups and drop-offs. CCCTA has been expanding measures to ensure that trips are provided on time, including working with the contract operator to retrain the service schedulers and dispatchers, along with more efficient scheduling, proactive dispatching practices, and

driver pull-out monitoring. Reflecting these measures, the incidence of complaints in the current audit period decreased noticeably from previously.

Functional Performance Indicator Trends – To further assess CCCTA’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 remained at about 25 percent of total operating costs through the audit period, but showed a net increase of 4.4 percent compared to vehicle service hours.
 - Marketing costs were relatively steady compared to total administrative costs and passenger trips.
 - The systemwide farebox recovery ratio remained at about five percent.
- Bus Service – The following is a brief summary of the bus service functional trend highlights between FY2023 and FY2025:
 - Service Planning results displayed stability in the operating cost per passenger mile, remaining near \$3.80 through the audit period. Meanwhile, the bus farebox recovery remained at nearly five percent, while the TDA recovery ratio, reflecting farebox revenue plus local support, began the period at 70 percent and ended it at 75 percent. There was some increase in vehicle miles traveled that were in service, up to 75 percent in the last two years, while about 85 percent of vehicle hours were in service all three years. Passengers carried per service mile decreased overall by ten percent, while passengers per service hour increased similarly.
 - Operations results showed vehicle operations costs decreasing slightly to 56.2 percent of total costs in FY2025, but increasing from \$102 to \$110 per service hour at the same time. Schedule adherence was reduced from 85 percent in FY2023 to less than 80 percent later in the audit period, though CCCTA reportedly has taken firm steps in addressing identified causes to the extent possible, and more recent on-time performance has increased approximately 1.5 percent. Meanwhile, the rate of complaints in FY2025

was similar to FY2023, and the incidence of missed trips remained very low through the period.

- Maintenance results showed maintenance costs steady at 17 percent of total costs but vehicle maintenance costs per service mile went down by five percent overall. The vehicle spare ratio decreased from 39.2 percent to 37.6 percent in FY2025. The mean distance between major failures went up steadily, to about 30,000 miles, while the mean distance between all failures remained near 20,000 miles.
- Safety results showed a varying rate of preventable accidents from year to year, but remaining near one accident per 100,000 miles. There were also steady increases in the casualty/liability costs per vehicle service hour and mile, by 55 and 27 percent, respectively.
- Paratransit – The following is a brief summary of the paratransit functional trend highlights between FY2023 and FY2025:
 - Service Planning results showed the operating cost per passenger mile increasing by two percent overall during the period, the farebox recovery ratio increasing slightly in each year, to 6.5 percent in FY2025, and the TDA recovery ratio (reflecting local support and operating cost exclusions) increasing overall from 53.8 to 55.4 percent. The portions of vehicle miles and hours in service both decreased from FY2023 to FY2024, from about 90 percent to 80 percent or less. Passengers carried per service mile decreased by nearly eight percent overall, while passengers carried per service hour decreased by 11 percent.
 - Operations results showed vehicle operations costs steadily accounting for 75 percent of total operating costs, while decreasing by four percent to \$90.40 per service hour by FY2025. Schedule adherence improved significantly from 83 to 98 percent in the last two years. The rate of complaints received was down substantially as of FY2024, and the incidence of missed trips remained very low through the period. There were no ADA trip denials, but the reported trip cancellation rate increased in each year, to 16.8 percent of total ADA trips in FY2025. However, CCCTA staff pointed out that the latter trend reflects several overlapping factors related to reporting anomalies and trip scheduling system peculiarities, and they are working with the contractor toward resolution. Meanwhile, the incidence of no-shows and late trip cancellations went down overall from 12.9 percent to 7.5 percent of total ADA trips.

- Maintenance results showed an overall ten percent reduction of maintenance costs as a percent of total costs, along with steady decreases in vehicle maintenance costs per service mile. Further, the vehicle spare ratio decreased noticeably and steadily, from 12.3 percent in FY2023 to just 1.6 percent in FY2025. Results for major mechanical failures reflected one such failure in FY2023, four in FY2024, and none in FY2025. For all failures, performance improved significantly, especially in FY2025.
- Safety results showed the preventable accident rate improving generally from 0.46 to 0.32 accidents per 100,000 vehicle miles.

Recommendations

1. CONTINUE TO FOCUS ON IMPROVING SCHEDULE ADHERENCE ON THE BUS SERVICE.

[Reference Section: VI. Functional Performance Indicator Trends]

On-time performance results reported for CCCTA’s bus service during the audit period showed a decline from 85 percent in FY2023 down to less than 80 percent in the last two years. CCCTA staff identified three primary reasons for this decline: increased traffic congestion following the COVID pandemic, a shortage of bus operators reflective of a nationwide trend, and increased use of sick leave by bus operators following the State’s adoption of SB 616. CCCTA reportedly has taken firm steps in addressing these items to the extent possible, and on-time performance for the last 12 months for which data is available (April 2025 – March 2026) have increased approximately 1.5 percent.

While these levels of performance are still relatively positive, in order to provide more reliable service, CCCTA should continue its efforts toward improving on-time performance across its bus services. These efforts should include a working plan for addressing the circumstances found that are still hindering on-time operations.

2. CONTINUE WORKING TOWARD MORE ACCURATE REPORTING OF ADA TRIP CANCELLATIONS ON THE PARATRANSIT SERVICE.

[Reference Section: VI. Functional Performance Indicator Trends]

The reported rate of paratransit trip cancellations increased in each audit year, and was up by 144 percent overall during the period, to 16.8 percent of total ADA trips in FY2025. However, CCCTA staff indicated that this trend as shown reflects several overlapping factors impacting its accuracy. First, there were some identified reporting errors in the contractor-provided monthly operations reports. Second, the portion of subscription trips grew significantly over the audit period, which caused cancellations to increase noticeably faster than overall trips booked, as subscription trips were booked and then cancelled when not needed whereas the same trips would likely never have been booked as demand trips. Finally, LINK riders can re-book prior reservations through the My Transit Manager app, but a peculiarity of the app leads to customer-rejected pick-up time options being logged within the Trapeze scheduling database as cancellations.

CCCTA staff have been working with the contractor toward resolution of these reporting issues. In process are developing new reporting systems for paratransit, replacing the existing piecemeal approach. In addition, the contractor has been directed to review all subscription templates, with those not actively in use to be cancelled or suspended. Moving forward, the contractor will review every individual subscription at least semi-annually and adjust as appropriate. CCCTA and the contractor are also coordinating to evaluate options for changing how the My Transit Manager non-selected bookings are recorded in the scheduling database, as well as other data validation best practices, to avoid confusion moving forward. It is recommended that all of these activities be continued and prioritized, to achieve more accurate reporting of paratransit customer trip cancellations in the short-term.

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

Functional Performance Inputs - Systemwide (All Modes)

Data Item	FY2023	FY2024	FY2025	Source
Total Operating Costs	\$41,006,523	\$46,376,252	\$48,823,038	NTD F-40
Administrative Costs	\$9,905,793	\$11,613,491	\$11,947,860	NTD F-40
Vehicle Service Hours	248,018	264,509	286,498	NTD S-10 MB + DR
Marketing Costs	\$102,080	\$183,433	\$96,513	General Ledger Report
Unlinked Passenger Trips	2,536,309	2,703,778	2,867,737	NTD S-10 MB + DR
Farebox Revenue (All Modes)	\$2,051,937	\$2,403,906	\$2,460,340	NTD F-10; CCCTA Staff

Functional Performance Inputs – Bus Service

Data Item	FY2023	FY2024	FY2025	Source
Vehicle Service Miles	1,810,589	2,221,961	2,234,043	NTD S-10 MB
Total Vehicle Miles	2,634,080	2,927,134	2,961,891	NTD S-10 MB
Vehicle Service Hours	189,470	186,699	191,384	NTD S-10 MB
Total Vehicle Hours	220,729	217,550	222,130	NTD S-10 MB
Unlinked Passenger Trips	2,424,577	2,572,370	2,711,180	NTD S-10 MB
Farebox Revenue	\$1,573,172	\$1,778,504	\$1,716,709	NTD F-10; CCCTA Staff
Total Operating Costs	\$33,330,430	\$36,373,622	\$37,418,165	NTD F-30 MB
Passenger Miles	8,640,818	9,310,426	9,958,706	NTD S-10 MB
Vehicle Operations Costs	\$19,168,842	\$20,657,177	\$21,022,011	NTD F-30 MB
Local Support (a)	\$22,043,424	\$28,436,885	\$26,523,352	MB share of NTD F-10 (4300)
TDA Oper. Cost Exclusions – PUC 99247 (b)	\$0	\$0	\$0	CCCTA Staff
TDA Oper. Cost Exclusions – PUC 99268.17 (c)	\$0	\$0	\$0	CCCTA Staff
Trips On-Time	85.0%	78.8%	79.4%	Fixed-Route Year- End Report
Total Trips (Scheduled)	259,496	259,606	260,536	Fixed-Route Year- End Report
Complaints	423	510	477	CCCTA Staff
Missed Trips	1,663	744	1,879	Fixed-Route Year- End Report
Vehicle Maintenance Costs	\$4,858,837	\$5,138,759	\$5,674,932	NTD F-30 MB
Non-Vehicle/Facility Maint. Costs	\$849,343	\$932,724	\$970,362	NTD F-30 MB
Spare Vehicles (Total less Maximum Service)	51	49	47	NTD S-10 MB; CCCTA Staff
Total Vehicles	130	125	125	NTD S-10 MB; CCCTA Staff
Revenue Vehicle Mechanical System Failures - Total	130	134	150	NTD R-20
Revenue Vehicle Mechanical System Failures - Major	96	97	96	NTD R-20
Preventable Accidents (Chargeable Collisions)	30	22	35	CCCTA Staff

Data Item	FY2023	FY2024	FY2025	Source
Casualty/Liability Costs	\$894,918	\$1,138,413	\$1,407,007	NTD F-30 MB

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

- *Auxiliary transportation revenue (406)*
- *Taxes directly levied (408)*
- *Local cash grants and reimbursements (409)*
- *Local special fare assistance (410)*
- *Subsidy from other sectors of operation (440)*
- *Data for FY2017 is estimated*

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

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

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

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

Functional Performance Inputs – Paratransit

Data Item	FY2023	FY2024	FY2025	Source
Vehicle Service Miles	997,060	1,110,560	1,488,841	NTD S-10 DR
Total Vehicle Miles	1,080,328	1,394,569	1,848,203	NTD S-10 DR
Vehicle Service Hours	61,316	77,810	95,114	NTD S-10 DR
Total Vehicle Hours	69,030	102,247	122,052	NTD S-10 DR
Unlinked Passenger Trips	113,535	131,408	156,557	NTD S-10 DR
Farebox Revenue	\$478,765	\$625,402	\$743,631	NTD F-10
Total Operating Costs	\$7,676,093	\$10,002,630	\$11,404,873	NTD F-30 DR
Passenger Miles	1,194,730	1,291,118	1,736,261	NTD S-10 DR
Vehicle Operations Costs	\$5,767,330	\$7,513,096	\$8,598,227	NTD F-30 DR
Local Support (a)	\$3,652,830	\$4,576,296	\$5,573,268	DR share of NTD F-10 (4300); Adjustments
TDA Oper. Cost Exclusions – PUC 99247 (b)	\$0	\$0	\$0	CCCTA Staff
TDA Oper. Cost Exclusions – PUC 99268.17 (c)	\$0	\$0	\$0	CCCTA Staff
Percentage of Trips On-Time	83.4%	97.8%	98.0%	LINK Year-End Report
Total Trips	100,308	112,759	129,641	LINK Contractor Invoice
Complaints	317	107	109	CS Report Database
Missed Trips	91	16	43	LINK Contractor Invoice
Total ADA Trips	79,321	22,919	99,675	LINK Contractor Invoice
ADA Trip Denials	0	0	0	LINK Contractor Invoice
Trip Cancellations	5,447	3,331	16,702	LINK Contractor Invoice
No-Shows & Late Cancellations	10,213	1,252	7,449	LINK Contractor Invoice
Vehicle Maintenance Costs	\$284,597	\$314,694	\$384,556	NTD F-30 DR
Non-Vehicle/Facility Maintenance Costs	\$171,781	\$206,311	\$225,090	NTD F-30 DR
Spare Vehicles (Total less Maximum Service)	7	3	1	NTD S-10 DR; Staff

Data Item	FY2023	FY2024	FY2025	Source
Total Vehicles	57	63	62	NTD S-10 DR
Rev Veh Mech System Failures - Total	11	14	9	NTD R-20
Rev Veh Mech System Failures - Major	1	4	0	NTD R-20
Preventable (Chargeable) Accidents	5	7	6	LINK Year-End Report

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

- Auxiliary transportation revenue (406)
- Taxes directly levied (408)
- Local cash grants and reimbursements (409)
- Local special fare assistance (410)
- Subsidy from other sectors of operation (440)
- Data for FY2017 is estimated

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

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

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

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