

# **Triennial Performance Audit**

*of the*

## **Western Contra Costa Transit Authority (WestCAT)**

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

### **FINAL AUDIT REPORT**

*prepared for the*



**METROPOLITAN  
TRANSPORTATION  
COMMISSION**

*by*



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

**June 2021**

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NOTE:

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

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## EXECUTIVE SUMMARY

This executive summary highlights the findings from the performance audit of Western Contra Costa Transit Authority (WestCAT). In California, a performance audit must be conducted every three years of any transit operator receiving Transportation Development Act (TDA) Article 4 funds, to determine whether the operator is in compliance with certain statutory and regulatory requirements, and to assess the efficiency and effectiveness of the operator's services. The two service modes operated by WestCAT, bus and paratransit, are the prime focus of this performance audit. The audit period is Fiscal Years 2018 through 2020 (from July 1, 2017 through June 30, 2020).

**NOTE: Due to the COVID-19 emergency it is recognized that performance in the latter part of FY2020 is anomalous with the earlier part of the audit period. As such, trend analyses in this report do not place much emphasis on performance beyond FY2019 for the purposes of drawing conclusions and formulating recommendations.**

### Performance Audit and Report Organization

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

- An assessment of data collection and reporting procedures;
- A review of performance trends in TDA-mandated indicators and component costs;
- A review of compliance with selected PUC requirements;
- An evaluation of WestCAT's actions to implement the recommendations from the last performance audit;
- An evaluation of functional performance indicator trends; and

- Findings, conclusions, and recommendations to further improve WestCAT's performance based on the results of the previous sections.

Comments received from WestCAT and MTC staff regarding the draft report have been incorporated into the final report. Highlights from the key activities are presented in this executive summary.

## **Results and Conclusions**

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

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

- Bus Service – The following is a summary of the TDA performance trend highlights over the six-year period of FY2015 through FY2020:
  - There was an average annual increase in the operating cost per hour of 4.6 percent, which amounted to a 1.8 percent increase in inflation adjusted dollars.

- The cost per passenger increased on average by 14.1 percent per year, resulting in an average annual increase of 11 percent in constant FY2015 dollars.
- Passenger productivity declined, with passengers per vehicle service hour decreasing by 8.3 percent per year overall, and passengers per vehicle service mile decreasing by 7.9 percent annually.
- An almost 20 percent drop in ridership in FY2020 had a significant influence on the cost per passenger and passenger productivity indicators described above.

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

- Purchased transportation costs increased an average of just over seven percent per year, remaining the largest component cost area at between 60 and 62 percent of total costs. Purchased transportation costs increased in every year of the review period.
  - In-house labor and fringe benefit costs increased modestly overall, with these categories combined comprising between ten and fifteen percent of total operating costs annually.
  - Services costs increased by 3.4 percent on average per year, comprising less than five percent of total operating costs.
  - Materials/supplies costs increased slightly over the review period, by 1.8 percent annually on average. The share of materials/supplies costs ranged between 14 percent and 18 percent of total operating costs over the review period.
  - There were double digit increases (13.8 and 18.2 percent respectively), in the casualty/liability and other expenses categories, which combined comprised less than ten percent of total costs.
- Paratransit – The following is a summary of the TDA performance trend highlights over the six-year period of FY2015 through FY2020:

- Cost efficiency showed a decrease, with an average annual increase in the operating cost per hour of 4.9 percent. This amounted to an average annual increase of two percent in inflation adjusted dollars.
- Cost effectiveness was similar, with the operating cost per passenger increasing an average of 11.1 percent per year, or 8.1 percent annually when expressed as normalized FY2015 dollars.
- The passenger productivity indicators both declined, with passengers per hour decreasing 5.6 percent per year on average, and passengers per mile decreasing 5.3 percent annually.

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

- Purchased transportation costs represented the largest portion of total paratransit operating costs, at about 63 - 65 percent throughout the review period. Purchased transportation costs increased by 2.9 percent per year on average.
- Small annual average increases were seen in the labor (2.5 percent), and fringe benefits (3.2 percent), categories, however, these two categories combined account for only about 12 percent of the total paratransit costs.
- Overall annual average cost decreases occurred in the services (-0.8 percent) and materials/supplies (-2.7 percent) categories during the review period. These categories comprise about 15 percent of total operating costs in the current audit period.
- Increases were shown in the casualty/liability and other expenses categories, with both areas comprising less than ten percent of total expenses.

Compliance with Statutory Requirements – WestCAT is in compliance with each of the seven sections of the state PUC that were reviewed as part of this performance audit. These sections included requirements concerning CHP terminal safety

inspections, labor contracts, reduced fares, Welfare-to-Work, revenue sharing, and evaluating passenger needs.

Status of Prior Audit Recommendations – There were two recommendations made in WestCAT’s prior performance audit. WestCAT has implemented corrective actions for both recommendations from the prior audit.

- In response to the first recommendation for WestCAT to continue its efforts to develop and implement strategies to track bus service on-time performance, WestCAT has completed implementation of a new CAD/AVL system across the entire fixed route and commuter bus fleet operations. The system provides real-time tracking and archiving of vehicle location and schedule adherence data, allowing WCCTA to generate detailed reports of on-time performance for all vehicles and routes. The results of WestCAT’s efforts included an on-time performance in excess of 90 percent overall for fixed-route service during the current audit period.
- The second recommendation was to develop and implement strategies to improve schedule adherence on the paratransit service. Paratransit on-time performance data was not available for the first year of the last audit period, and performance decreased significantly (18.4 percent) between the remaining two years, with no explanation available.

In this audit period, WestCAT has consistently tracked its on-time performance by using a Trapeze operations program. WCCTA’s operations contractor has provided technical resources to recalibrate the software parameters (point-to-point travel times, loading times, etc.) to improve the scheduling system accuracy. The contractor also installed a back-end analytical program that collects and displays on-time performance in real time in the dispatch control room, alerting dispatchers to any developing problems, and allowing dispatchers to take immediate corrective action. WestCAT was able to provide data for all three years of the current audit period, and paratransit on-time performance fluctuated between 84 and 92 percent during the current period.

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

- Systemwide (All Modes) – The following is a summary of the systemwide functional trend highlights between FY2018 and FY2020:
  - Administrative costs were fairly steady at less than 20 percent of total operating costs, while increasing by 6.6 percent the first two years and then by 27 percent to about \$24 per vehicle service hour in FY2020.
  - Marketing costs decreased overall compared to total administrative costs and passenger trips.
  - Systemwide farebox recovery ratio declined slightly in the first two years, but more significantly (23 percent) in FY2020.
  
- Bus Service – The following is a summary of the bus service functional trend highlights between FY2018 and FY2020:
  - Service Planning results showed operating costs per passenger increasing 41 percent overall, with the largest increase occurring in FY2020. Vehicle miles in service and vehicle hours in service stayed roughly the same at about 94 percent for both, and passengers per vehicle service mile and hour both declined about 20 percent, with the largest decrease again occurring in FY2020.
  - In Operations, overall vehicle operations costs decreased slightly as a percentage of total operating costs, but cost per service hour increased during the period. Farebox recovery decreased modestly between FY2018 and FY2019, and more significantly in FY2020 (23.5 percent). The TDA farebox recovery rate was similar, decreasing about eight percent between FY2018 and FY2019, and about 15 percent in FY2020. Schedule adherence declined slightly from 94 percent to 91 percent over the three years. The number of complaints remained relatively small in the first two years, but increased



significantly in FY2020 likely due to a new electronic submission process that made it easier to submit comments/complaints. There were almost no missed trips.

- Maintenance results were mixed, with maintenance costs decreasing moderately overall relative to total operating costs, but increasing on a service mile basis. The vehicle spare ratio declined, and vehicle reliability fluctuated, with the mean distance between both major mechanical failures and all mechanical failures decreasing between FY2018 and FY2019, before recovering in FY2020.
- Safety results demonstrated fluctuations in the rate of preventable accidents per 100,000 vehicle miles, but remaining low overall.
- Paratransit – The following is a summary of the paratransit functional trend highlights between FY2018 and FY2020:
  - Service Planning results were mixed, with the cost per passenger mile increasing, but much of the increase occurring in FY2020, when social distancing rules limited vehicle capacity during the COVID pandemic and decreased passenger miles. The percent of vehicle miles and vehicle hours in service remained high at more than 90 percent for both overall. Passengers per vehicle service mile and vehicle service hour both decreased modestly.
  - Operations results included a small decrease in vehicle operations costs as a portion of total operating costs, while vehicle operations cost per hour increased more than 16 percent, again the majority of the increase occurring in FY2020. Farebox recovery decreased during the audit period, and the TDA recovery ratio remained steady at about 26 to 27 percent overall. Schedule adherence fluctuated, but only decreased 3.3 percent overall, and complaints remained steady. There were almost no missed trips, and no ADA trip denials during the audit period. The rate of ADA trip cancellations increased significantly by more than 250 percent overall, but ADA late cancellations remained unchanged. The rate of ADA passenger no-shows doubled, from 0.9 percent to 1.8 percent between FY2018 and FY2019, ending at 2.2 percent in FY2020.

- Maintenance results showed vehicle maintenance costs decreasing as a percentage of total operating costs, while vehicle maintenance costs per service mile increased only in FY2020, due to decreased service miles. The spare ratio was unchanged, and the rate of mechanical failures for both major failures and total failures was quite small.
- Safety results found a small increase in the number of preventable accidents per 100,000 miles over the audit period.

## Recommendations

1. TAKE STEPS TO EXAMINE AND REDUCE THE SIGNIFICANT INCREASE IN ADA TRIP CANCELLATION RATES AND ADA NO-SHOW RATES ON THE PARATRANSIT SERVICE.

*[Reference Section: VI. Functional Performance Indicator Trends]*

Current audit period operation results for WestCAT's paratransit service showed a noticeable increase in paratransit trip cancellation and no-show rates. ADA trip cancellations increased 80 percent between FY2018 and FY2019, and over 250 percent overall during the three-year period. Trip cancellation numbers equaled about 13 percent of the total number of ADA trips completed in FY2018 (3,165 of 25,073), 24 percent of the number of ADA trips completed in FY2019 (5,318 of 22,379), and almost half of the number of ADA trips completed in FY2020 (8,271 of 17,880). The rate of ADA no-shows doubled from 0.9 percent to 1.8 percent between FY2018 and FY2019, then increased to 2.2 percent in FY2020. In actual numbers, no-shows went from 217 in FY2018 to 402 in 2019, before decreasing to 389 in FY2020.

ADA no-show trips can be problematic for the provision of scheduled paratransit services and costly for WestCAT in terms of mis-allocated resources. While likely

not as disruptive to the provision of paratransit services as late cancellations and no-shows, ADA trip cancellations still require WestCAT to allocate resources to the reservation cancellation process, resources that could be better used for fulfilling trip reservation requests or customer service.

WestCAT should initiate efforts to determine the cause of the increasing number of both ADA trip cancellations and ADA no-show trips to prevent those increases from becoming detrimental to WestCAT's paratransit service provision. WestCAT should develop policies and procedures to try to reduce the number of trips reserved by riders that result in cancellations and the number of trips that riders schedule but do not complete.

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## I. INTRODUCTION

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

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

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

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

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

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

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

This report presents the findings from both phases. Comments received from WestCAT and MTC staff regarding the draft report have been incorporated into this final report.



## Exhibit 1: System Overview

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

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

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

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

### **Recent Changes**

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

### **Response to COVID-19**

Following the issuance of Shelter in Place orders by the Contra Costa County Health Officer in April 2020, and subsequent closure of local public schools, WestCAT made a number of immediate service cuts to reduce workforce exposure to coronavirus risk, and to respond to significantly reduced passenger demand. Changes included elimination of school trippers

and suspension of local routes 17 and 18, and the JX express route to the BART system.

As Shelter in Place orders were extended, WestCAT implemented further schedule changes to reduce service frequency on most routes, and to respond to the COVID-shortened operating day of the BART system. In total, WestCAT reduced express and Transbay service levels by more than 40%, and local fixed route service levels by 20%. Paratransit service hours varied with demand, but fell by roughly 25%.

WestCAT also suspended fare collection in April and implemented enhanced cleaning procedures for vehicles and for the operations facility. In accordance with health department guidelines, WestCAT instituted social distancing policies and capacity limitations for all vehicles, which limited the carrying capacity of vehicles in the fleet by 75% to 80%, depending on interior dimensions of each vehicle type.

WestCAT is a member of the “Riding Together—Bay Area Healthy Transit Plan”, developed by a collaboration of Bay Area transit systems. As a result, WestCAT has implemented the following safety measures:

- Enhanced bus cleaning to include fogging and nightly wiping down high touch areas (handrails, ceilings, walls) and all exposed hard surfaces using commercial and hospital-grade cleaners and disinfectants.
- Installed hand sanitizer dispensers on all buses.
- Requiring all passengers to wear facemasks while waiting for and riding on WestCAT buses.
- Providing complimentary facemasks to customers who board without one whenever possible.
- Initiated rear door boarding on allowable buses until February 1, 2021 when fare collection will resume.
- Limited the number of people who may be on board buses to allow for recommended social distancing.
- Included a daily sanitizing and disinfecting routine at our facility.
- Encouraging staff members and drivers to take everyday preventive actions and to stay home if they present with fever and/or respiratory infection symptoms.
- Monitoring daily transmissions from the CDC and County Health Services.

**Planned Changes**

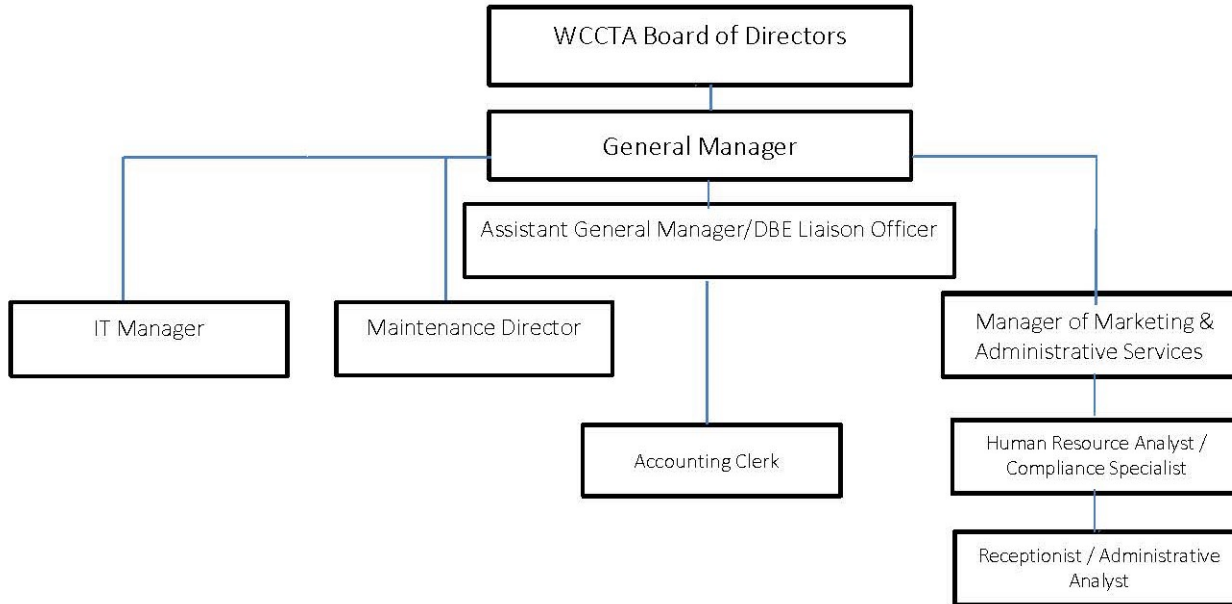
Because of the continuing uncertainty about COVID’s impact on both funding levels and demand for public transit services coming out of the pandemic, WestCAT has put prior plans on hold. Instead, WestCAT will monitor ridership trends across its service modes, and will revise its plans accordingly.

**Staff**

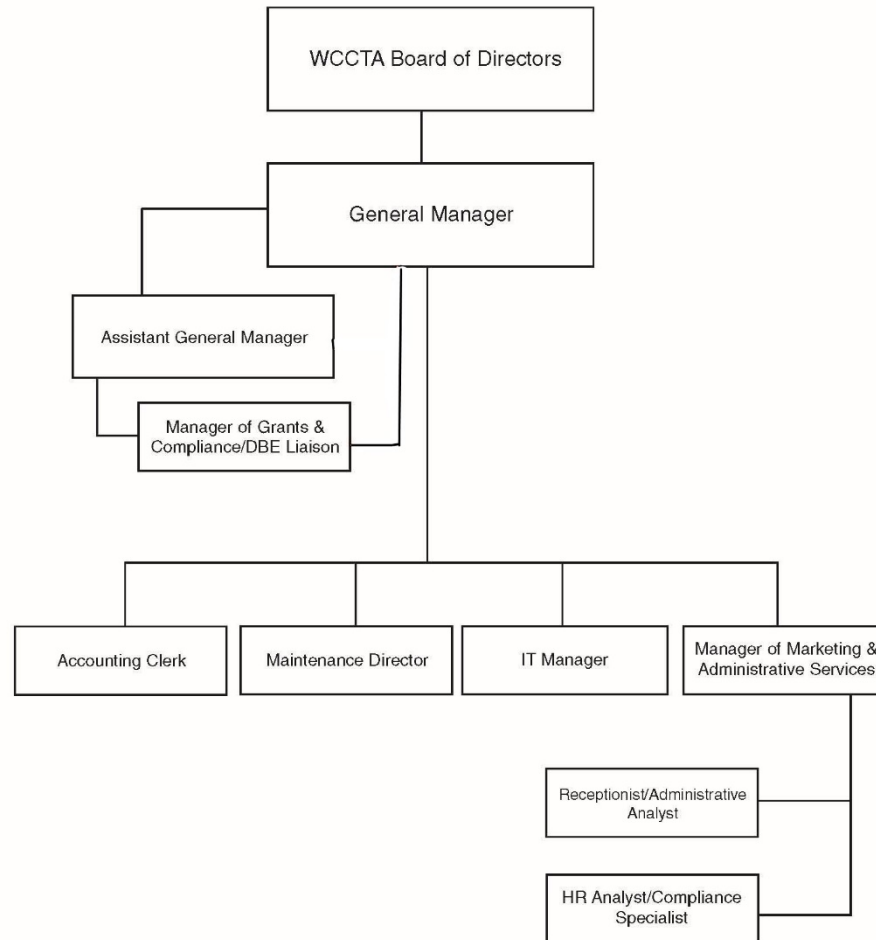
WestCAT contracts with MV Transportation to operate and maintain service. WestCAT currently has nine staff members. The breakdown of staff is:

General Manager  
Assistant General Manager  
Director of Maintenance  
Manager of Grants and Federal Compliance/DBE Liaison Officer  
Manager of Marketing and Administrative Services  
Information Technology Manager  
Accounting Clerk  
Human Resource Analyst/Compliance Specialist  
Front Desk Receptionist/Administrative Analyst

## Exhibit 2.1: Organization Chart FY2018



**Exhibit 2.2: Organization Chart FY2019 – FY2020**



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

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

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

The TDA indicator analysis is based on these operating and financial statistics in the National Transit Database (NTD) reports submitted annually to the Federal Transit Administration (FTA). The information reported by WestCAT covering the audit period has been reviewed. WestCAT's NTD reports include its bus and paratransit services. However, consistent with FTA reporting requirements, WestCAT does not submit employee hour information for purchased transportation service to the NTD.

### Compliance with Requirements

To support this review, WestCAT staff confirmed that the data collection and reporting procedures remain mostly unchanged from those described in the prior performance audit. Based on the information provided, as shown in Exhibit 3.1,

WestCAT is in compliance with the data collection and reporting requirements for all five TDA statistics.

### Consistency of the Reported Statistics

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



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

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
Operating Cost	<p>“Operating cost” means all costs in the operating expense object classes exclusive of the costs in the depreciation and amortization expense object class of the uniform system of accounts and records adopted by the Controller pursuant to Section 99243. Also excluded are all subsidies for commuter rail services operated on railroad lines under the jurisdiction of the Federal Railroad Administration, all direct costs for providing charter services, all vehicle lease costs, and principal and interest payments on capital projects funded with certificates of participation.</p>	In Compliance	<ul style="list-style-type: none"> <li>• Operating costs include expenses associated with administering day to day business. Operating costs include both fixed costs and variable costs and are classified by function or activity and the goods and services purchased.</li> <li>• Operating costs are calculated modally using the percentage of vehicle hours that each of the two modes operates to assign that mode’s total expenses.</li> </ul>
Vehicle Service Hours	<p>“Vehicle service hours” means the total number of hours that each transit vehicle is in revenue service, including layover time.</p>	In Compliance	<ul style="list-style-type: none"> <li>• Vehicle service hours include the hours that vehicles travel while in revenue service. They include revenue service, layover, and recovery time, but exclude deadhead, operator training and maintenance testing time.</li> <li>• Fixed route and commuter vehicle service hour data are collected from AVL data that is then imported into TransTrack Manager and reconciled with Trapeze reports, which is then manually adjusted in TransTrack for atypical service.</li> <li>• Paratransit vehicle service hour data are collected from driver manifests, and compared with Trapeze reports. Contractor’s dispatch staff tracks actual exceptions to these statistics.</li> </ul>

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
Vehicle Service Miles	“Vehicle service miles” means the total number of miles that each transit vehicle is in revenue service.	In Compliance	<ul style="list-style-type: none"> <li>• Vehicle service miles include the miles that vehicles travel while in revenue service. They exclude deadhead, operator training and maintenance testing miles.</li> <li>• Fixed route and commuter vehicle service mile data are collected from AVL data that is then imported into TransTrack Manager and reconciled with Trapeze reports, which is then manually adjusted in TransTrack for atypical service.</li> <li>• Paratransit vehicle service mile data are collected from driver manifests, and compared with AVL/Trapeze reports. Contractor's dispatch staff tracks actual exceptions to these statistics.</li> </ul>
Unlinked Passengers	“Unlinked passengers” means the number of boarding passengers, whether revenue producing or not, carried by the public transportation system.	In Compliance	<ul style="list-style-type: none"> <li>• Passengers are counted each time they board WestCAT vehicles no matter how many vehicles they use to travel from their origin to their destination.</li> <li>• Unlinked passenger data is collected by GFI automatic validating fareboxes installed on all WestCAT fixed route vehicles.</li> <li>• Unlinked passenger data is reconciled with Clipper ridership by route data from Solutions for Transit reports (uploaded from Clipper fare equipment installed on all WCCTA fixed route and commuter vehicles).</li> <li>• Paratransit unlinked passenger data is collected from driver manifests, and reconciled with Trapeze paratransit dispatching and scheduling program reports.</li> <li>• All paratransit unlinked passenger data is manually entered, into the <i>TransTrack Manager</i> program for tabulation and reporting.</li> </ul>

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

### Exhibit 3.2: TDA Statistics – Bus Service

TDA Statistic	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Operating Cost (Actual \$)	\$7,573,940	\$7,867,508	\$8,225,859	\$9,034,823	\$10,243,714	\$10,478,578
<i>Annual Change</i>	- -	3.9%	4.6%	9.8%	13.4%	2.3%
Vehicle Service Hours	79,572	81,884	84,533	88,555	94,798	87,843
<i>Annual Change</i>	- -	2.9%	3.2%	4.8%	7.0%	-7.3%
Vehicle Service Miles	1,501,271	1,552,507	1,620,417	1,647,388	1,782,778	1,621,948
<i>Annual Change</i>	- -	3.4%	4.4%	1.7%	8.2%	-9.0%
Unlinked Passengers	1,296,443	1,267,677	1,212,409	1,167,311	1,143,874	926,257
<i>Annual Change</i>	- -	-2.2%	-4.4%	-3.7%	-2.0%	-19.0%
Employee Full-Time Equivalents	(a)	(a)	(a)	(a)	(a)	(a)
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -

(a) - Contracted service, FTEs not applicable

Sources: FY2015 through FY2017 - Prior Performance Audit Report

FY2018 through FY2020 - NTD Reports

### Exhibit 3.3: TDA Statistics – Paratransit

TDA Statistic	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Operating Cost (Actual \$)	\$1,359,288	\$1,487,999	\$1,533,125	\$1,545,739	\$1,604,275	\$1,539,470
<i>Annual Change</i>	- -	9.5%	3.0%	0.8%	3.8%	-4.0%
Vehicle Service Hours	14,425	15,747	15,852	15,287	15,092	12,892
<i>Annual Change</i>	- -	9.2%	0.7%	-3.6%	-1.3%	-14.6%
Vehicle Service Miles	195,865	204,538	213,274	211,442	209,597	172,269
<i>Annual Change</i>	- -	4.4%	4.3%	-0.9%	-0.9%	-17.8%
Unlinked Passengers	41,561	43,971	42,406	40,181	35,671	27,815
<i>Annual Change</i>	- -	5.8%	-3.6%	-5.2%	-11.2%	-22.0%
Employee Full-Time Equivalents	(a)	(a)	(a)	(a)	(a)	(a)
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -

(a) - Contracted service, FTEs not applicable

Sources: FY2015 through FY2017 - Prior Performance Audit Report

FY2018 through FY2020 - NTD Reports

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### III. TDA PERFORMANCE INDICATORS AND TRENDS

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

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

The performance results in these indicators were primarily developed from the information in the NTD reports filed with the FTA for the three years of the audit period. WestCAT's NTD reports were the source of all operating and financial statistics (except for contractor FTEs, which are not included).

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

- Six-Year Time Period – While the performance audit focuses on the three fiscal years of the audit period, six-year trend lines have been constructed for WestCAT's service to provide a longer perspective on performance and to clearly present the direction and magnitude of the performance trends. In this analysis, the FY2018 to FY2020 trend lines have been combined with those from the prior audit period (FY2015 through FY2017) to define a six-year period of performance.
- Normalized Cost Indicators for Inflation – Two financial performance indicators (cost per hour and cost per passenger) are presented in both constant and current dollars to illustrate the impact of inflation in the Bay Area. The inflation adjustment relies on the All-Urban Consumer Price

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

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

### Bus Service Performance Trends

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

- Operating Cost Per Vehicle Service Hour (Exhibit 4.1)
  - A key indicator of cost efficiency, the cost per hour of bus service increased an average of 4.6 percent annually during the six-year review period. Through FY2019, the average annual increase was 3.2 percent, demonstrating the substantial effect the FY2020 pandemic had on the overall performance.
  - The cost per hour ranged from \$95.18 in FY2015 to \$108.06 in FY2019, before rising to \$119.29 in FY2020. There were increases in every year, with the largest (10.4 percent) occurring in the pandemic year of FY2020, which experienced a drop in service hours of more than seven percent.



- In FY2015 constant dollars, there was an average annual increase of 1.8 percent in this indicator, but zero average annual increase through FY2019.
- Passengers per Vehicle Service Hour (Exhibit 4.2)
  - A key indicator of passenger productivity, passengers per hour declined, decreasing an average of 8.3 percent annually during the six-year period.
  - The decrease reflects consistently decreasing ridership in each year, combined with a modest increase in service hours over the six-year period. An almost 20 percent decrease in unlinked passengers in FY2020 magnified the overall decrease in passenger productivity.
  - Passengers per hour decreased in every year of the review period from 16.3 in FY2015 to 12.1 in FY2019 and 10.5 in FY2020.
- Passengers per Vehicle Service Mile (Exhibit 4.2)
  - Similar to passengers per hour, passengers per mile also decreased overall, by a slightly lower 7.9 percent annually on average.
  - Performance in passengers per mile mirrored that of passengers per hour, with decreasing ridership outpacing a modest increase in service miles in each year of the six-year period.
  - Passengers per mile decreased overall from 0.86 passengers per mile in FY2015 to 0.64 in FY2019, then 0.57 passengers per mile in FY2020.
- Operating Cost per Passenger (Exhibit 4.3)
  - A key measure of cost effectiveness, the cost per passenger increased from \$5.84 in FY2015 to \$8.96 in FY2019, before rising to \$11.31 in FY2020.
  - Similar to cost per hour, the cost per passenger increased in every year of the review period, due to moderate increases in operating costs combined with decreasing ridership.

- Overall, cost per passenger increased an average of 14.1 percent annually, but only 11.3 percent through FY2019. With the impact of inflation removed from the cost side (normalization), cost per passenger exhibited an average annual increase of 11 percent per year (7.9 percent through FY2019).

\* \* \* \* \*

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

- There was an average annual increase in the operating cost per hour of 4.6 percent, which amounted to a 1.8 percent increase in inflation adjusted dollars.
- The cost per passenger increased on average by 14.1 percent per year, resulting in an average annual increase of 11 percent in constant FY2015 dollars.
- Passenger productivity declined, with passengers per vehicle service hour decreasing by 8.3 percent per year overall, and passengers per vehicle service mile decreasing by 7.9 percent annually.
- An almost 20 percent drop in ridership in FY2020 had a significant influence on the cost per passenger and passenger productivity indicators described above.

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

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Av. Ann. Chg.
<b>Performance Indicators</b>							
Op. Cost per Vehicle Svc. Hour (Actual \$)	\$95.18	\$96.08	\$97.31	\$102.02	\$108.06	\$119.29	- -
<i>Annual Change</i>	- -	0.9%	1.3%	4.8%	5.9%	10.4%	4.6%
Op. Cost per Vehicle Svc. Hour (Constant \$)	\$95.18	\$93.74	\$91.97	\$92.75	\$95.37	\$103.91	- -
<i>Annual Change</i>	- -	-1.5%	-1.9%	0.8%	2.8%	8.9%	1.8%
Passengers per Vehicle Service Hour	16.3	15.5	14.3	13.2	12.1	10.5	- -
<i>Annual Change</i>	- -	-5.0%	-7.4%	-8.1%	-8.5%	-12.6%	-8.3%
Passengers per Vehicle Service Mile	0.86	0.82	0.75	0.71	0.64	0.57	- -
<i>Annual Change</i>	- -	-5.4%	-8.4%	-5.3%	-9.4%	-11.0%	-7.9%
Op. Cost per Passenger (Actual \$)	\$5.84	\$6.21	\$6.78	\$7.74	\$8.96	\$11.31	- -
<i>Annual Change</i>	- -	6.2%	9.3%	14.1%	15.7%	26.3%	14.1%
Op. Cost per Passenger (Constant \$)	\$5.84	\$6.05	\$6.41	\$7.04	\$7.90	\$9.85	- -
<i>Annual Change</i>	- -	3.6%	5.9%	9.7%	12.3%	24.7%	11.0%
Vehicle Service Hours per FTE	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
<b>Input Data</b>							
Operating Cost (Actual \$)	\$7,573,940	\$7,867,508	\$8,225,859	\$9,034,823	\$10,243,714	\$10,478,578	- -
<i>Annual Change</i>	- -	3.9%	4.6%	9.8%	13.4%	2.3%	6.7%
Operating Cost (Constant \$)	\$7,573,940	\$7,675,618	\$7,774,914	\$8,213,475	\$9,041,230	\$9,127,681	- -
<i>Annual Change</i>	- -	1.3%	1.3%	5.6%	10.1%	1.0%	3.8%
Vehicle Service Hours	79,572	81,884	84,533	88,555	94,798	87,843	- -
<i>Annual Change</i>	- -	2.9%	3.2%	4.8%	7.0%	-7.3%	2.0%
Vehicle Service Miles	1,501,271	1,552,507	1,620,417	1,647,388	1,782,778	1,621,948	- -
<i>Annual Change</i>	- -	3.4%	4.4%	1.7%	8.2%	-9.0%	1.6%
Unlinked Passengers	1,296,443	1,267,677	1,212,409	1,167,311	1,143,874	926,257	- -
<i>Annual Change</i>	- -	-2.2%	-4.4%	-3.7%	-2.0%	-19.0%	-6.5%
Employee Full-Time Equivalents	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
Bay Area CPI - Annual Change	- -	2.5%	3.3%	4.0%	3.0%	1.3%	- -
- Cumulative Change	- -	2.5%	5.8%	10.0%	13.3%	14.8%	2.8%

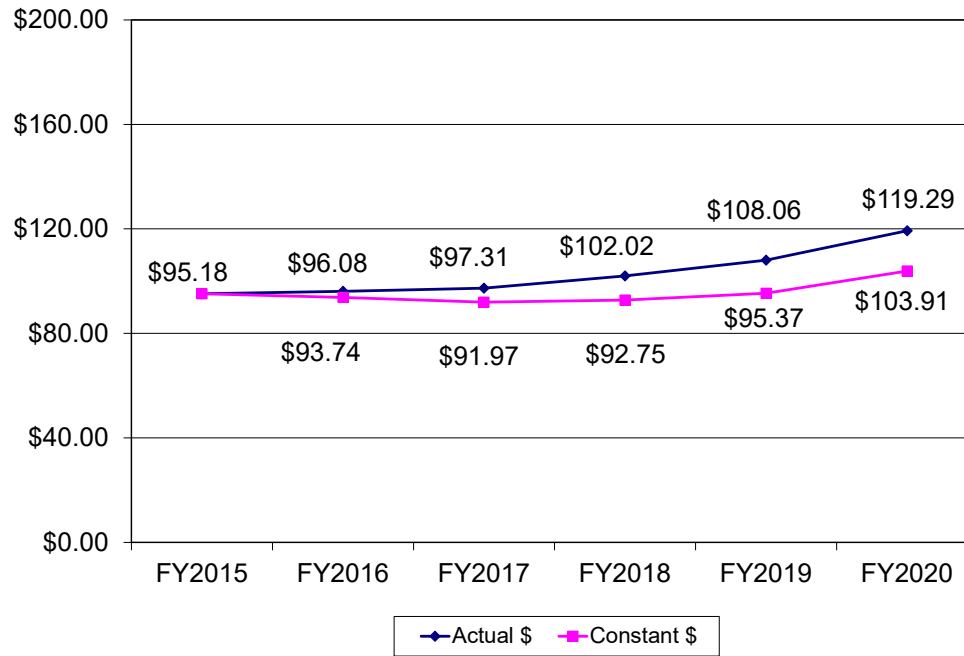
(a) - Contracted service, FTEs not applicable

Sources: FY2015 through FY2017 - Prior Performance Audit Report

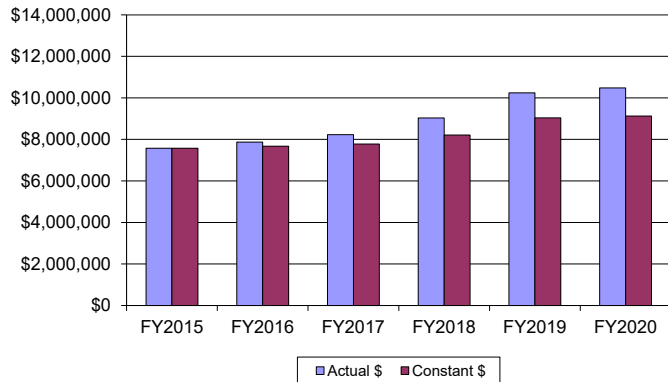
FY2018 through FY2020 - NTD Reports

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

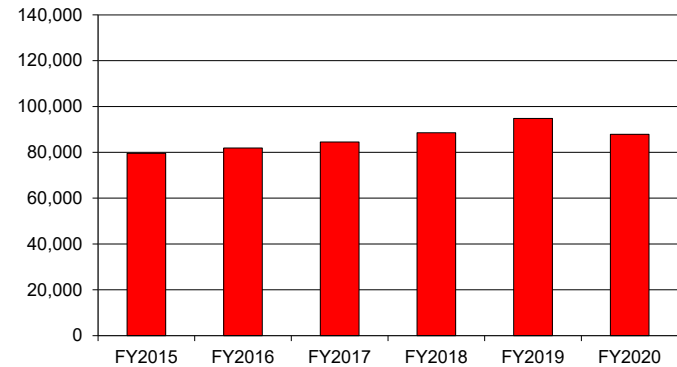
**Exhibit 4.1: Operating Cost per Vehicle Service Hour - Bus Service**



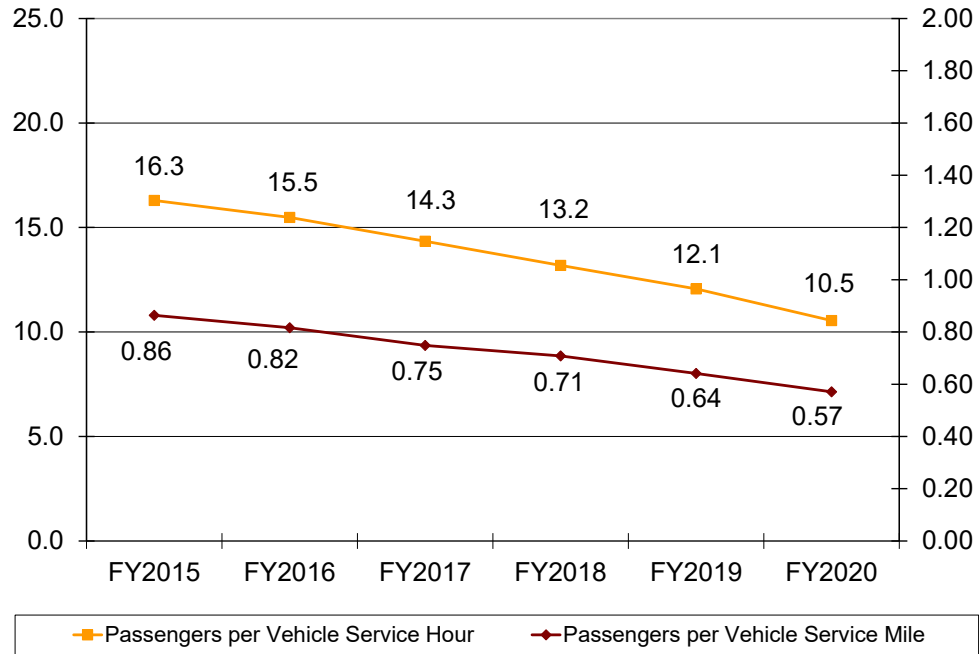
**Operating Cost**



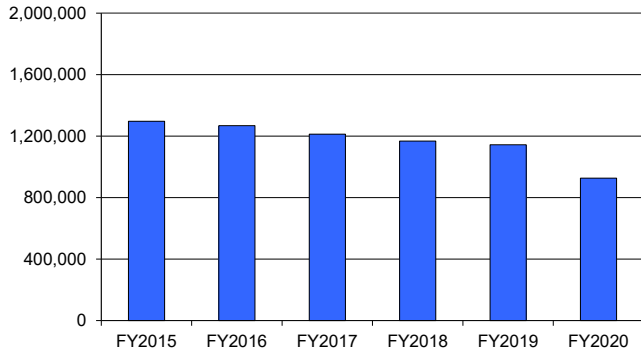
**Vehicle Service Hours**



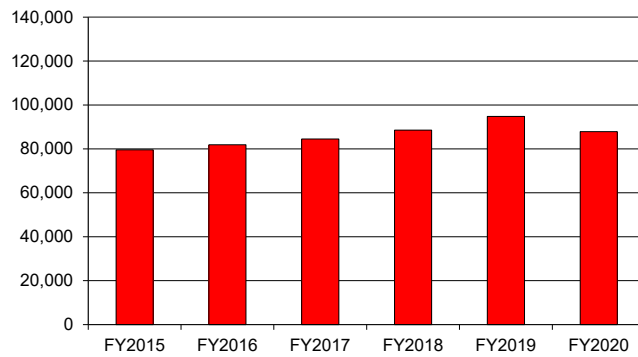
### Exhibit 4.2: Passengers per Hour and per Mile – Bus Service



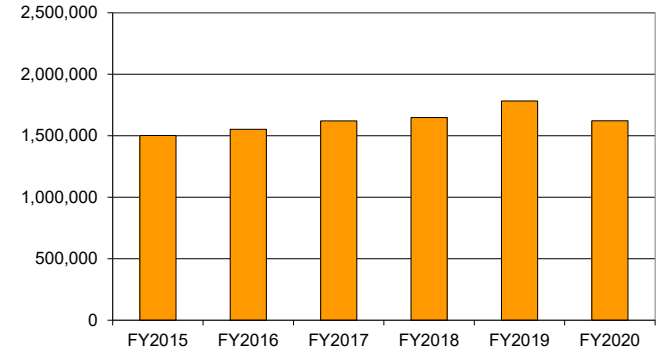
**Unlinked Passengers**



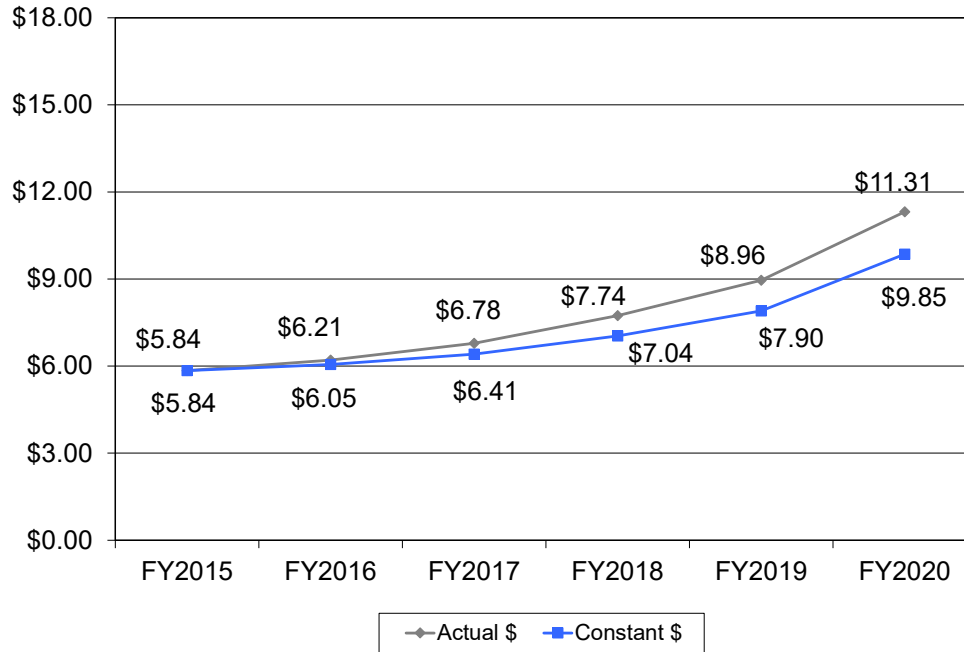
**Vehicle Service Hours**



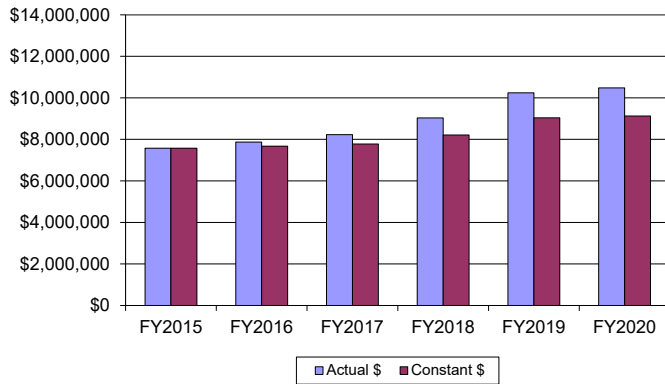
**Vehicle Service Miles**



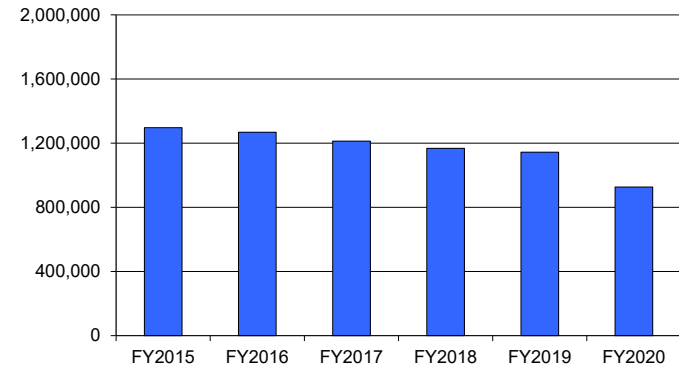
### Exhibit 4.3: Operating Cost per Passenger – Bus Service



#### Operating Cost



#### Unlinked Passengers



## Bus Service Component Costs

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

- In-house labor costs increased an annual average of 6.9 percent over the six-year period, while fringe benefits costs increased an annual average of 7.6 percent. A one-time California Public Employees' Retirement System (CalPERS) side-fund pension obligation charge in FY2016 caused a period of wide percentage swings in costs between FY2016 and FY2018, as WestCAT's fringe costs settled into more typical levels of spending.
- Services costs increased by about 3.4 percent on average per year. Services costs averaged less than five percent of total operating costs over the review period.
- Purchased transportation costs increased an annual average of 7.2 percent per year. Purchased transportation costs comprise the largest percentage of total operating costs, at about 60-62 percent each year.
- Materials/supplies costs, which includes fuel and lubricants, was almost unchanged, increasing about two percent annually. The materials/supplies share of total operating costs fluctuated between about 14 percent to about 18 percent over the review period.
- Casualty/liability costs increased 13.8 percent per year while the miscellaneous other expenses cost category increased an average of about 18 percent annually. Together, these two cost categories comprise less than ten percent of the total operating costs.

\* \* \* \* \*

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

- Purchased transportation costs increased an average of just over seven percent per year, remaining the largest component cost area at between 60 and 62 percent of total costs. Purchased transportation costs increased in every year of the review period.
- In-house labor and fringe benefit costs increased modestly overall, with these categories combined comprising between ten and fifteen percent of total operating costs annually.
- Services costs increased by 3.4 percent on average per year, comprising less than five percent of total operating costs.
- Materials/supplies costs increased slightly over the review period, by 1.8 percent annually on average. The share of materials/supplies costs ranged between 14 percent and 18 percent of total operating costs over the review period.
- There were double digit increases (13.8 and 18.2 percent respectively), in the casualty/liability and other expenses categories, which combined comprised less than ten percent of total costs.



### Exhibit 4.4: Component Cost Trends – Bus Service

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Av. Ann. Chg.
COST CATEGORIES							
Labor - (Salaries, Wages)	\$580,664	\$681,922	\$744,627	\$629,506	\$719,332	\$809,665	--
<i>Annual Change</i>	--	17.4%	9.2%	-15.5%	14.3%	12.6%	6.9%
Fringe Benefits (a)	\$289,703	\$566,858	\$207,681	\$333,983	\$368,650	\$416,961	--
<i>Annual Change</i>	--	95.7%	-63.4%	60.8%	10.4%	13.1%	7.6%
Services	\$300,125	\$223,244	\$245,659	\$221,981	\$329,878	\$353,906	--
<i>Annual Change</i>	--	-25.6%	10.0%	-9.6%	48.6%	7.3%	3.4%
Purchased Transportation	\$4,574,225	\$4,771,119	\$5,198,989	\$5,564,792	\$6,246,801	\$6,481,322	--
<i>Annual Change</i>	--	4.3%	9.0%	7.0%	12.3%	3.8%	7.2%
Materials/Supplies (b)	\$1,369,641	\$1,124,810	\$1,280,958	\$1,654,093	\$1,834,101	\$1,495,983	--
<i>Annual Change</i>	--	-17.9%	13.9%	29.1%	10.9%	-18.4%	1.8%
Casualty/Liability	\$347,385	\$371,843	\$416,649	\$465,279	\$572,403	\$662,294	--
<i>Annual Change</i>	--	7.0%	12.0%	11.7%	23.0%	15.7%	13.8%
Other Expenses (c)	\$112,197	\$127,712	\$131,296	\$165,189	\$172,549	\$258,447	--
<i>Annual Change</i>	--	13.8%	2.8%	25.8%	4.5%	49.8%	18.2%
<b>Total</b>	\$7,573,940	\$7,867,508	\$8,225,859	\$9,034,823	\$10,243,714	\$10,478,578	--
<i>Annual Change</i>	--	3.9%	4.6%	9.8%	13.4%	2.3%	6.7%
OPERATING STATISTICS							
Vehicle Service Hours	79,572	81,884	84,533	88,555	94,798	87,843	--
<i>Annual Change</i>	--	2.9%	3.2%	4.8%	7.0%	-7.3%	2.0%

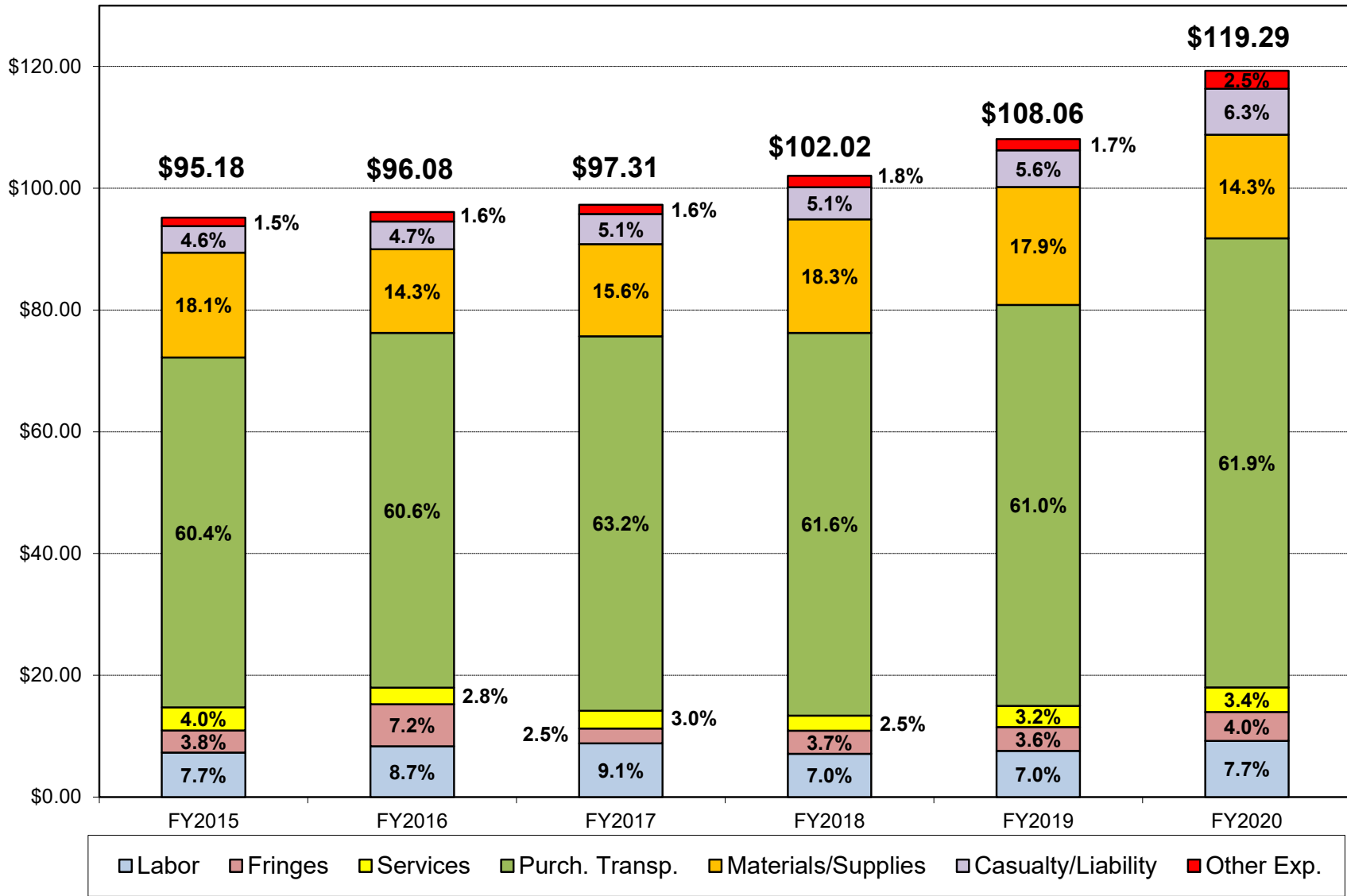
Sources: FY2015 through FY2020 – WestCAT NTD Reports

(a) Includes paid absences FY2018 - FY2020

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

(c) Includes utilities, taxes, and miscellaneous expenses

**Exhibit 4.5: Distribution of Component Costs – Bus Service**  
*Operating Cost per Vehicle Service Hour*



## Paratransit Performance Trends

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

- Operating Cost per Vehicle Service Hour (Exhibit 5.1)
  - WestCAT's paratransit cost per hour increased in every year, from \$94.23 in FY2015 to \$106.30 in FY2019, rising to \$119.41 in FY2020.
  - This performance was the result of declining vehicle service hours combined with modest increases in operating costs over the pre-pandemic review period. Hours decreased at three times the rate of operating costs in FY2020, resulting in a 12.3 percent increase in cost per hour that year. Overall, the cost per hour increased an average of 4.9 percent per year over the six years, but similar to the fixed-route service, the average annual increase was just 3.1 percent through F2019.
  - With the effects of inflation removed, cost per hour exhibited an average annual increase of two percent, and actually had an annual average decrease of 0.1 percent through FY2019.
- Passengers per Vehicle Service Hour (Exhibit 5.2)
  - Passengers per vehicle service hour decreased from 2.9 in passengers per hour in FY2015, to 2.4 in FY2019, and 2.2 in FY2020.
  - The trend reflects decreases in both service hours and ridership over the review period. While FY2020 saw significant declines in both data inputs (14.6 percent and 22 percent, respectively), ridership declined each year beginning in 2017, and service hours declined in each year of the current three-year audit period.

- The trend amounted to an average annual decrease of 5.6 percent, as overall annual passenger levels decreased at a higher rate than service hours.
- Passengers per Vehicle Service Mile (Exhibit 5.2)
  - Performance in passengers per vehicle service mile was similar to passengers per service hour, with an average increase of 5.3 percent over the six-year period.
  - WestCAT' paratransit service carried 0.21 passengers per mile in the first two years, declining to 0.16 passengers per mile in FY2020.
  - The trend reflects the same decreasing data parameters as found in the passengers per hour indicator, with service miles decreasing by 17.8 percent in FY2020.
- Operating Cost per Passenger (Exhibit 5.3)
  - The cost per passenger rose by 11.1 percent per year on average through the review period, from \$32.71 in FY2015 to \$44.97 in FY2019 and \$55.35 in FY2020. The average increase in cost per passenger was 8.3 percent through FY2019.
  - As with cost per hour, this performance was the result of modestly increasing operating costs and decreasing ridership over the review period, culminating in a 23.1 percent increase in cost per passenger in FY2020.
  - With the impact of inflation removed, there was an average annual increase in the cost per passenger of 8.1 percent (five percent through FY2019).

\* \* \* \* \*

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

- Cost efficiency showed a decrease, with an average annual increase in the operating cost per hour of 4.9 percent. This amounted to an average annual increase of two percent in inflation adjusted dollars.
- Cost effectiveness was similar, with the operating cost per passenger increasing an average of 11.1 percent per year, or 8.1 percent annually when expressed as normalized FY2015 dollars.
- The passenger productivity indicators both declined, with passengers per hour decreasing 5.6 percent per year on average, and passengers per mile decreasing 5.3 percent annually.

### Exhibit 5: TDA Indicator Performance – Paratransit

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Av. Ann. Chg.
<b>Performance Indicators</b>							
Op. Cost per Vehicle Svc. Hour (Actual \$)	\$94.23	\$94.49	\$96.71	\$101.11	\$106.30	\$119.41	- -
<i>Annual Change</i>	- -	0.3%	2.4%	4.5%	5.1%	12.3%	4.9%
Op. Cost per Vehicle Svc. Hour (Constant \$)	\$94.23	\$92.19	\$91.41	\$91.92	\$93.82	\$104.02	- -
<i>Annual Change</i>	- -	-2.2%	-0.8%	0.6%	2.1%	10.9%	2.0%
Passengers per Vehicle Service Hour	2.9	2.8	2.7	2.6	2.4	2.2	- -
<i>Annual Change</i>	- -	-3.1%	-4.2%	-1.7%	-10.1%	-8.7%	-5.6%
Passengers per Vehicle Service Mile	0.21	0.21	0.20	0.19	0.17	0.16	- -
<i>Annual Change</i>	- -	1.3%	-7.5%	-4.4%	-10.4%	-5.1%	-5.3%
Op. Cost per Passenger (Actual \$)	\$32.71	\$33.84	\$36.15	\$38.47	\$44.97	\$55.35	- -
<i>Annual Change</i>	- -	3.5%	6.8%	6.4%	16.9%	23.1%	11.1%
Op. Cost per Passenger (Constant \$)	\$32.71	\$33.02	\$34.17	\$34.97	\$39.69	\$48.21	- -
<i>Annual Change</i>	- -	0.9%	3.5%	2.3%	13.5%	21.5%	8.1%
Vehicle Service Hours per FTE	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
<b>Input Data</b>							
Operating Cost (Actual \$)	\$1,359,288	\$1,487,999	\$1,533,125	\$1,545,739	\$1,604,275	\$1,539,470	- -
<i>Annual Change</i>	- -	9.5%	3.0%	0.8%	3.8%	-4.0%	2.5%
Operating Cost (Constant \$)	\$1,359,288	\$1,451,706	\$1,449,078	\$1,405,217	\$1,415,953	\$1,341,002	- -
<i>Annual Change</i>	- -	6.8%	-0.2%	-3.0%	0.8%	-5.3%	-0.3%
Vehicle Service Hours	14,425	15,747	15,852	15,287	15,092	12,892	- -
<i>Annual Change</i>	- -	9.2%	0.7%	-3.6%	-1.3%	-14.6%	-2.2%
Vehicle Service Miles	195,867	204,538	213,274	211,442	209,597	172,269	- -
<i>Annual Change</i>	- -	4.4%	4.3%	-0.9%	-0.9%	-17.8%	-2.5%
Unlinked Passengers	41,561	43,971	42,406	40,181	35,671	27,815	- -
<i>Annual Change</i>	- -	5.8%	-3.6%	-5.2%	-11.2%	-22.0%	-7.7%
Employee Full-Time Equivalents	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
Bay Area CPI - Annual Change	- -	2.5%	3.3%	4.0%	3.0%	1.3%	- -
- Cumulative Change	- -	2.5%	5.8%	10.0%	13.3%	14.8%	2.8%

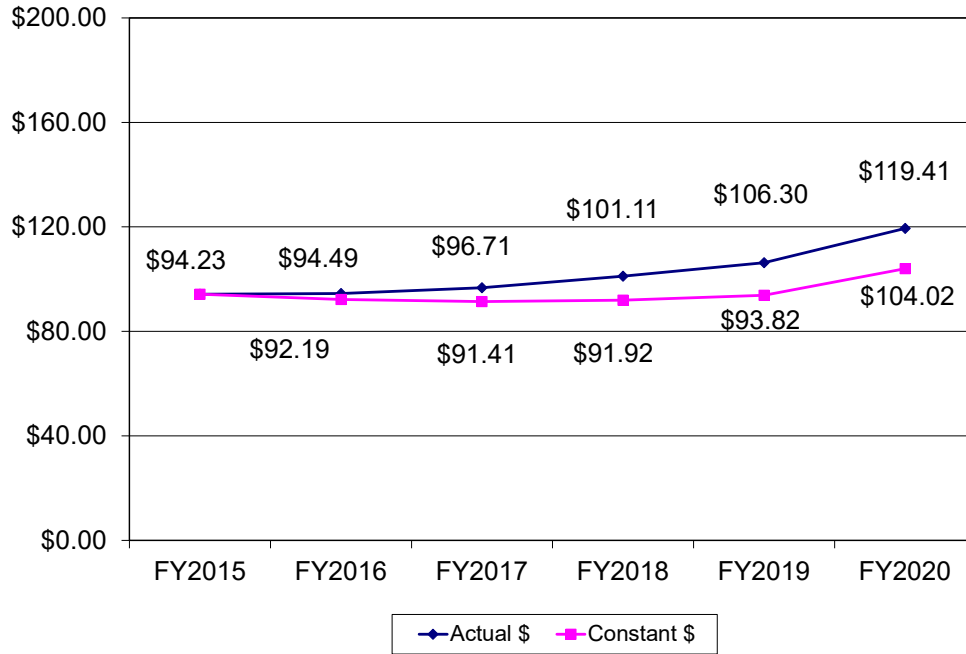
(a) - Contracted service, FTEs not applicable

Sources: FY2015 through FY2017 - Prior Performance Audit Report

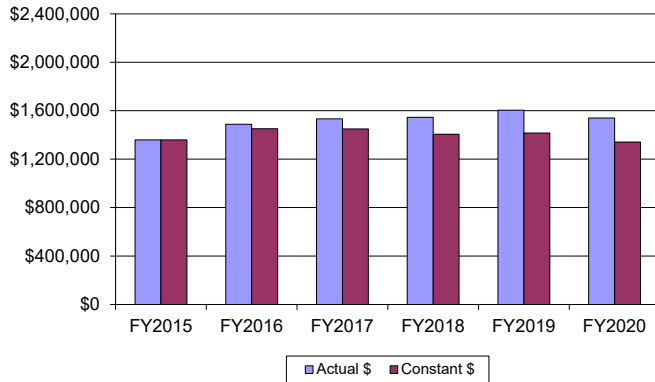
FY2018 through FY2020 - NTD Reports

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

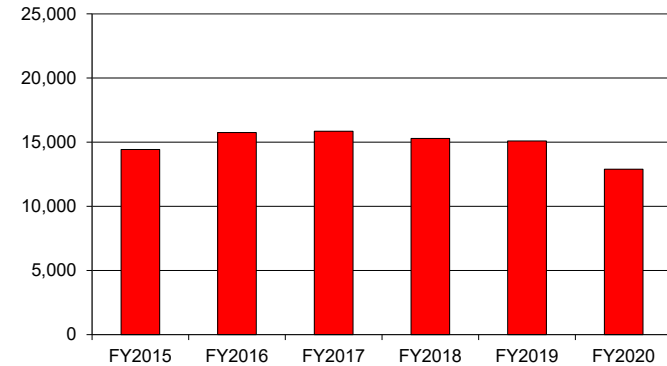
### Exhibit 5.1: Operating Cost per Vehicle Service Hour – Paratransit



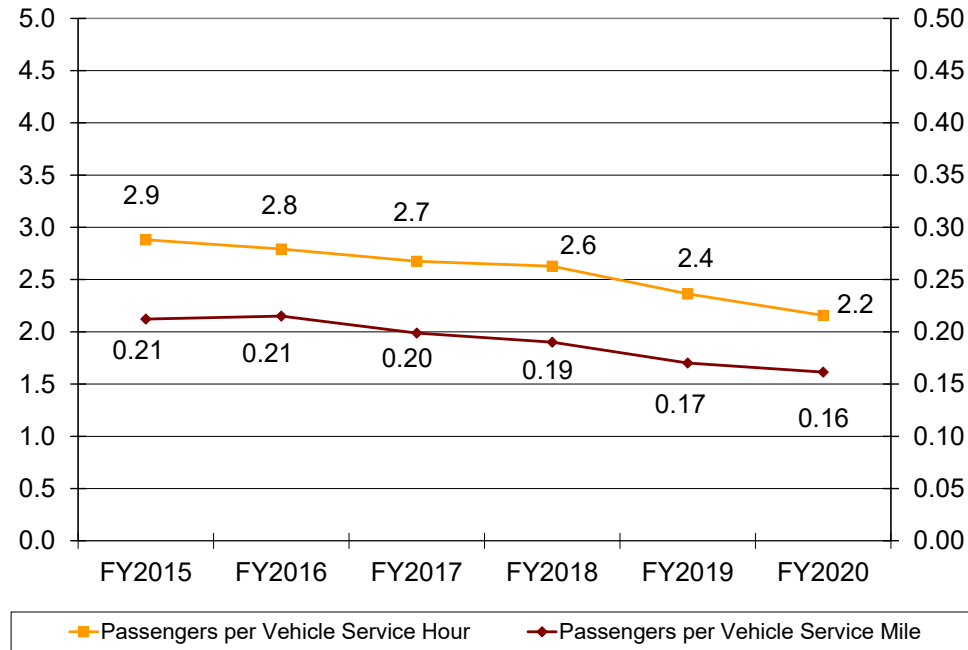
#### Operating Cost



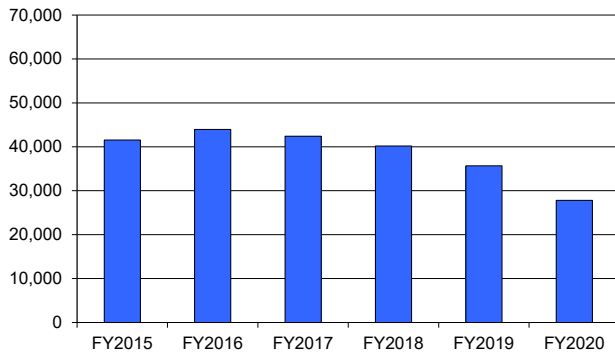
#### Vehicle Service Hours



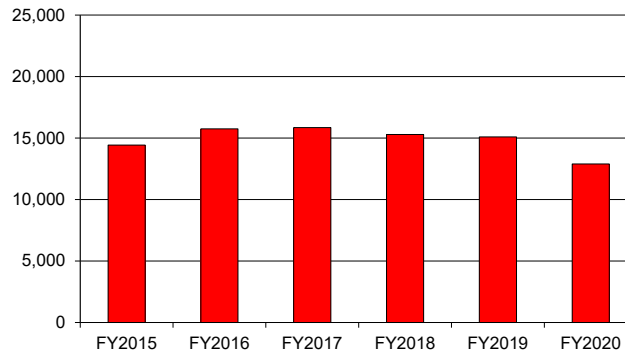
### Exhibit 5.2: Passengers per Hour and per Mile – Paratransit



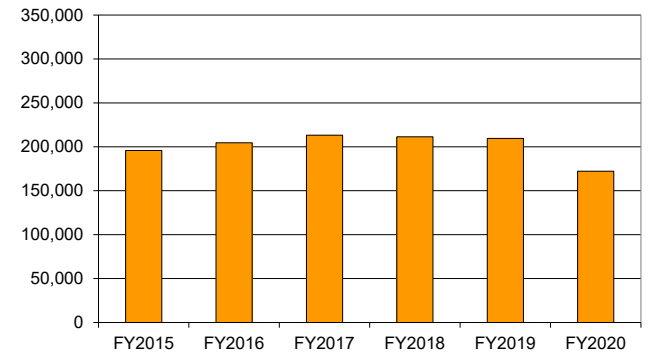
**Unlinked Passengers**



**Vehicle Service Hours**

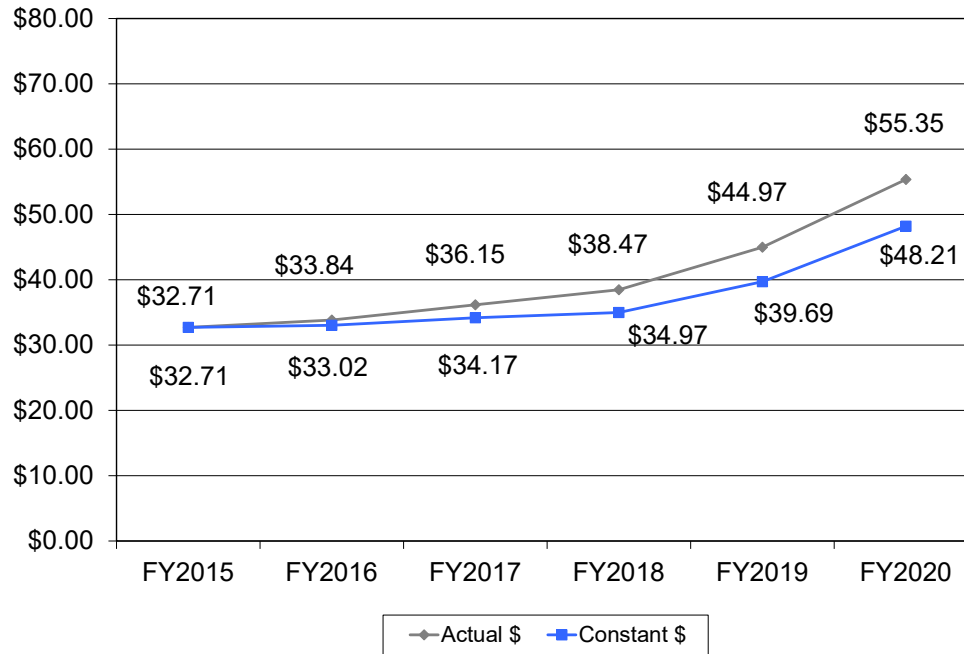


**Vehicle Service Miles**

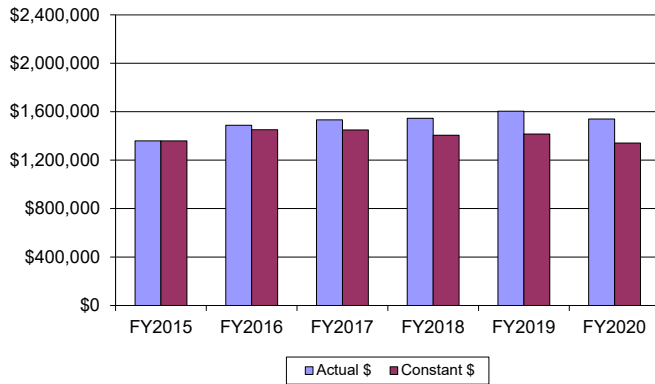




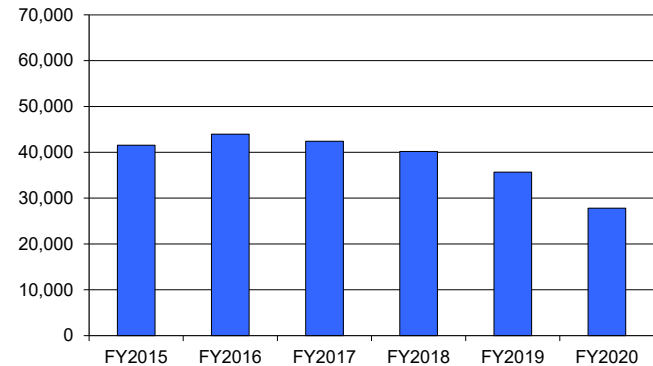
### Exhibit 5.3: Operating Cost per Passenger – Paratransit



#### Operating Cost



#### Unlinked Passengers



## Paratransit Component Costs

The year-to-year changes in selected operating cost categories are presented in Exhibit 5.5, along with the concurrent changes in vehicle service hours. The portions of the cost per vehicle service hour that can be attributed to each included cost component are shown in Exhibit 5.6.

- In-house labor costs increased an annual average of 2.5 percent over the six-year period, while fringe benefits costs increased an annual average of 3.2 percent. Paratransit fringe costs followed the same pattern as the bus side between FY2016 and FY2018 due to the one-time CalPERS pension charge in FY2016.
- Services costs remained almost unchanged, decreasing by an average 0.8 percent annually.
- Purchased transportation costs increased by 2.9 percent per year on average. Purchased transportation costs, which comprise about 65 percent of total operating costs, fluctuated over the review period, with small decreases in FY2018 and FY2020 interspersed with modest cost increases in the remaining years.
- Costs for materials/supplies decreased about three percent annually, with decreases in FY2016 and FY2020 offsetting cost increases in the intervening years.
- There were increases in the casualty/liability and other expenses categories, but those component cost categories comprise less than ten percent of total operating costs.

\* \* \* \* \*

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

- Purchased transportation costs represented the largest portion of total paratransit operating costs, at about 63 - 65 percent throughout the review period. Purchased transportation costs increased by 2.9 percent per year on average.
- Small annual average increases were seen in the labor (2.5 percent), and fringe benefits (3.2 percent), categories, however, these two categories combined account for only about 12 percent of the total paratransit costs.
- Overall annual average cost decreases occurred in the services (-0.8 percent) and materials/supplies (-2.7 percent) categories during the review period. These categories comprise about 15 percent of total operating costs in the current audit period.
- Increases were shown in the casualty/liability and other expenses categories, with both areas comprising less than ten percent of total expenses.

### Exhibit 5.4: Component Costs Trends – Paratransit

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Av. Ann. Chg.
COST CATEGORIES							
Labor - (Salaries, Wages)	\$108,552	\$133,482	\$144,056	\$129,291	\$117,392	\$123,060	--
<i>Annual Change</i>	--	23.0%	7.9%	-10.2%	-9.2%	4.8%	2.5%
Fringe Benefits (a)	\$54,158	\$110,960	\$40,178	\$62,651	\$60,161	\$63,372	--
<i>Annual Change</i>	--	104.9%	-63.8%	55.9%	-4.0%	5.3%	3.2%
Services	\$56,107	\$43,699	\$47,525	\$38,928	\$53,836	\$53,791	--
<i>Annual Change</i>	--	-22.1%	8.8%	-18.1%	38.3%	-0.1%	-0.8%
Purchased Transportation	\$855,123	\$933,914	\$1,005,795	\$975,866	\$1,018,959	\$985,090	--
<i>Annual Change</i>	--	9.2%	7.7%	-3.0%	4.4%	-3.3%	2.9%
Materials/Supplies (b)	\$199,295	\$168,160	\$189,566	\$228,442	\$232,353	\$174,215	--
<i>Annual Change</i>	--	-15.6%	12.7%	20.5%	1.7%	-25.0%	-2.7%
Casualty/Liability	\$64,942	\$72,785	\$80,604	\$81,593	\$93,414	\$100,661	--
<i>Annual Change</i>	--	12.1%	10.7%	1.2%	14.5%	7.8%	9.2%
Other Expenses (c)	\$21,111	\$24,999	\$25,401	\$28,968	\$28,160	\$39,281	--
<i>Annual Change</i>	--	18.4%	1.6%	14.0%	-2.8%	39.5%	13.2%
<b>Total</b>	\$1,359,288	\$1,487,999	\$1,533,125	\$1,545,739	\$1,604,275	\$1,539,470	--
<i>Annual Change</i>	--	9.5%	3.0%	0.8%	3.8%	-4.0%	2.5%
OPERATING STATISTICS							
Vehicle Service Hours	14,425	15,747	15,852	15,287	15,092	12,892	--
<i>Annual Change</i>	--	9.2%	0.7%	-3.6%	-1.3%	-14.6%	-2.2%

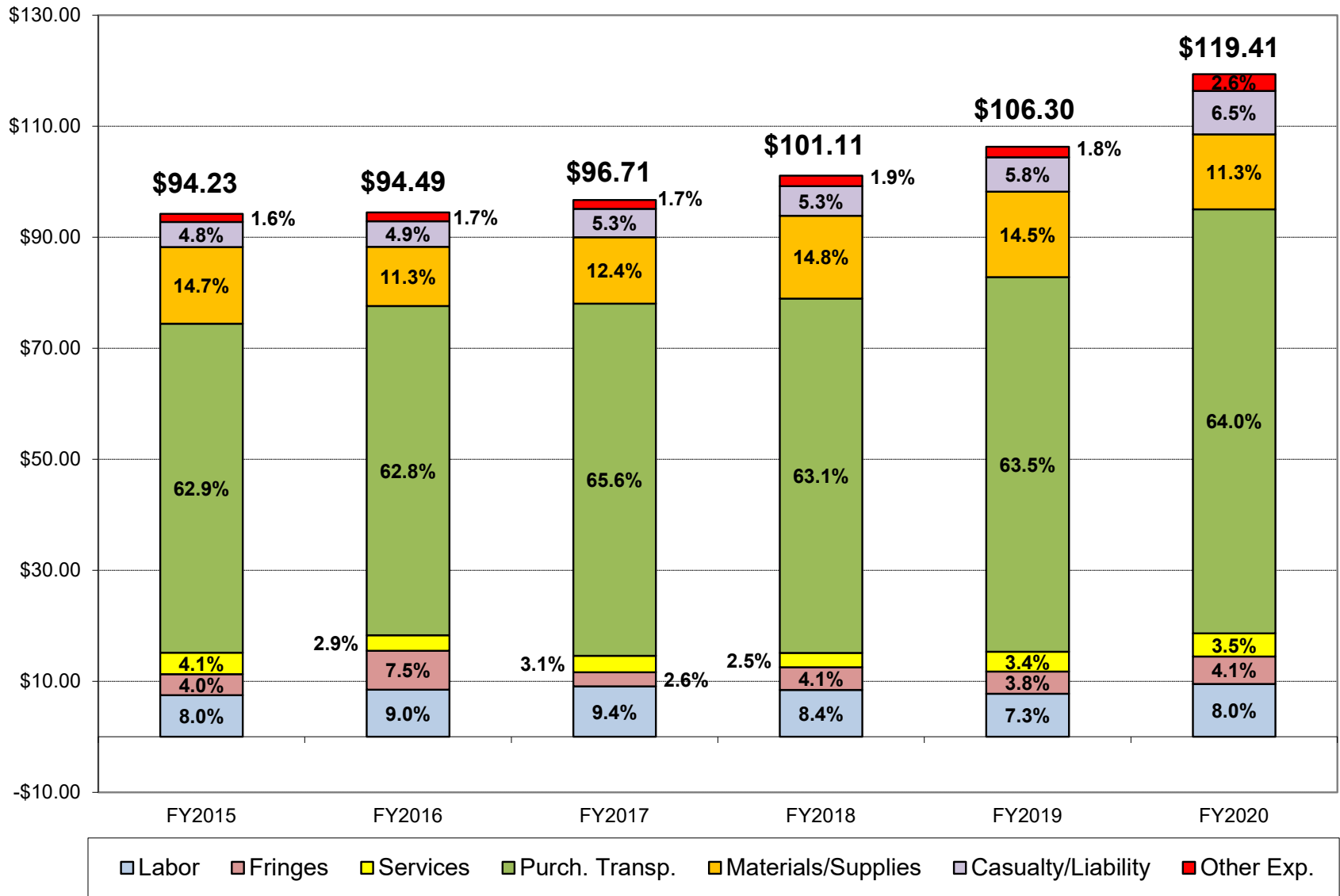
Sources: FY2015 through FY2020 – WestCAT NTD Reports

(a) Includes paid absences FY2018 - FY2020

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

(c) Includes utilities, taxes, and miscellaneous expenses

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



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## IV. COMPLIANCE WITH PUC REQUIREMENTS

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

The results from this review are detailed by individual requirement in Exhibit 6. WestCAT is in compliance with six 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, 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 conducted: <ul style="list-style-type: none"> <li>• 11/09/2018</li> <li>• 11/14/2019</li> <li>• 11/19/2020</li> </ul>
PUC99264	<u>Operator-to-Vehicle Staffing</u> - The operator does not routinely staff with two or more persons public transportation vehicles designed to be operated by one person	In Compliance	<ul style="list-style-type: none"> <li>• No provision for excess staffing in Labor Agreements between Teamsters Local 315 and MV Transportation, Inc., effective 07/01/13 and 09/01/19.</li> </ul>
PUC99314.5 (e)(1)(2)	<u>Part Time Drivers and Contracting</u> - Operators receiving STA funds are not precluded by contract from employing part-time drivers or from contracting with common carriers	In Compliance	<ul style="list-style-type: none"> <li>• <u>Part Time Drivers</u> – Article 4, Section 2 (Regular and Full-Time Employees) between Teamsters Local 315 and MV Transportation, Inc., effective 09/01/19.</li> <li>• <u>Contracting</u> - WCCTA contracts with MV Transportation, Inc. to provide both fixed-route and paratransit services.</li> </ul>
PUC99155	<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	In Compliance	Fare information in public information materials: <ul style="list-style-type: none"> <li>• WestCat Rider Guide</li> <li>• WestCAT car cards</li> <li>• WCCTA website - <a href="https://www.westcat.org/home/Fares">https://www.westcat.org/home/Fares</a> All</li> </ul>



Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99155.1 (a)(1)(2)	<u>Welfare to Work Coordination</u> - Operators must coordinate with county welfare departments in order to ensure that transportation monies available for purposes of assisting recipients of aid are expended efficiently for the benefit of that population; if a recipient of CalWORKs program funds by the county, the operator shall give priority to the enhancement of public transportation services for welfare-to-work purposes and to the enhancement of transportation alternatives, such as, but not limited to, subsidies or vouchers, van pools, and contract paratransit operations, in order to promote welfare-to-work purposes	In Compliance	WCCTA participates in the regional MTC Coordinated Human Service Transportation plan. Services provided by WCCTA are included in the plan's Transportation Resources section (2018). In addition, WCCTA works closely with the East Bay Works – Workforce Partner to provide discounted WestCAT 31-day passes, issued to Contra Costa College for CalWORKs/EOPS/CARE participants
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	<ul style="list-style-type: none"> <li>• Clipper MOU, Amendment 2, 10/01/20</li> <li>• Valid transfer/revenue sharing agreements with: BART, Capital Corridor JPA, CCCTA, ECCTA, Golden Gate Transit, LAVTA and SolTrans</li> </ul>

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

## V. STATUS OF PRIOR AUDIT RECOMMENDATIONS

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

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

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

WestCAT has implemented corrective actions for both recommendations from the prior audit.

- In response to the first recommendation for WestCAT to continue its efforts to develop and implement strategies to track bus service on-time performance, WestCAT has completed implementation of a new CAD/AVL system across the entire fixed route and commuter bus fleet operations. The system provides real-time tracking and archiving of vehicle location and schedule adherence data, allowing WCCTA to generate detailed reports of on-time performance for all vehicles and routes. The results of WestCAT's efforts included an on-time performance in excess of 90 percent overall for fixed-route service during the current audit period.
- The second recommendation was to develop and implement strategies to improve schedule adherence on the paratransit service. Paratransit on-time performance data was not available for the first year of the last audit period, and performance decreased significantly (18.4 percent) between the remaining two years, with no explanation available.

In this audit period, WestCAT has consistently tracked its on-time performance by using a Trapeze operations program. WCCTA's operations contractor has provided technical resources to recalibrate the software parameters (point-to-point travel times, loading times, etc.) to improve the scheduling system accuracy. The contractor also installed a back-end analytical program that collects and displays on-time performance in real time in the dispatch control room, alerting dispatchers to any developing problems, and allowing dispatchers to take immediate corrective action. WestCAT was able to provide data for all three years of the current audit period, and paratransit on-time performance fluctuated between 84 and 92 percent during the current period.

### Exhibit 7: Status of Prior Audit Recommendations

Recommendation	Actions Taken	Evaluation
<p>1. Continue efforts to develop and implement strategies to track bus service on-time performance.</p>	<p>WCCTA has procured a new CAD/AVL system and has now completed installation across the entire fixed route and commuter bus fleet. This system provides real-time tracking and archiving of vehicle location and schedule adherence data, allowing WCCTA to generate detailed reports of on-time performance for all vehicles and routes.</p>	<p>Implemented</p>
<p>2. Develop and implement strategies to improve schedule adherence on the paratransit service.</p>	<p>In the prior audit period, WCCTA had transitioned to a new paratransit scheduling and dispatching software program, which created data inconsistencies for monitoring on-time performance of the paratransit system. In the current audit period, on-time performance has been consistently tracked by the Trapeze program. WCCTA's operations contractor has provided technical resources to recalibrate the software parameters (point-to-point travel times, loading times, etc.) to improve the scheduling system accuracy. The contractor has also installed a back-end analytical program that collects and displays on-time performance in real time in the dispatch control room, alerting dispatchers to any developing problems, and allowing dispatchers to take immediate corrective action.</p>	<p>Implemented</p>

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## VI. FUNCTIONAL PERFORMANCE INDICATOR TRENDS

To further assess WestCAT's performance over the past three years, a detailed set of functional area performance indicators was defined. This assessment consists of a three-year trend analysis of the functions in each of the following areas:

- Management, Administration and Marketing
- Service Planning
- Operations
- Maintenance
- Safety

The indicators selected for this analysis were primarily those that were tracked regularly by WestCAT or for which input data were maintained by WestCAT on an on-going basis, such as performance reports, contractor reports, 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, WestCAT’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 steady at about 17 percent of total operating costs in the first two years, followed by an increase to almost 20 percent in FY2020. Administrative costs ranged between \$17 and \$19 per vehicle service hour, before increasing to almost \$24 per hour in FY2020, reflecting reduced service levels in that year.
- The portion of administrative costs attributed to marketing activities decreased overall, dropping from 2.8 percent in FY2018 to below two percent in both FY2019 and FY2020. WestCAT executed a schedule printing project in FY2018, causing the drop in marketing costs in the following years. In terms of passenger trips, marketing costs remained steady at between \$0.02 and \$0.04 in all three years.
- The systemwide farebox recovery ratio decreased from between 20 and 22 percent in the first two years to 15.5 percent in FY2020.

\* \* \* \* \*

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

- Administrative costs were fairly steady at less than 20 percent of total operating costs, while increasing by 6.6 percent the first two years and then by 27 percent to about \$24 per vehicle service hour in FY2020.



- Marketing costs decreased overall compared to total administrative costs and passenger trips.
- Systemwide farebox recovery ratio declined slightly in the first two years, but more significantly (23 percent) in FY2020.

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

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>MANAGEMENT, ADMINISTRATION &amp; MARKETING</b>			
Administrative Cost/Total Operating Cost	17.1%	17.2%	19.8%
<i>Annual Percent Change</i>	--	0.7%	15.0%
<i>Three Year Percent Change</i>	--	--	15.8%
Administrative Cost/Vehicle Service Hour	\$17.43	\$18.58	\$23.63
<i>Annual Percent Change</i>	--	6.6%	27.2%
<i>Three Year Percent Change</i>	--	--	35.6%
Marketing Cost/Total Administrative Cost	2.8%	1.4%	1.2%
<i>Annual Percent Change</i>	--	-48.8%	-17.7%
<i>Three Year Percent Change</i>	--	--	-57.9%
Marketing Cost/Unlinked Passenger Trip	\$0.04	\$0.02	\$0.03
<i>Annual Percent Change</i>	--	-40.9%	18.6%
<i>Three Year Percent Change</i>	--	--	-29.9%
Farebox Revenue/Operating Cost	21.7%	20.2%	15.5%
<i>Annual Percent Change</i>	--	-7.0%	-23.1%
<i>Three Year Percent Change</i>	--	--	-28.5%

## Bus Service

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

- Service Planning
  - Operating costs per passenger mile increased from \$0.63 in FY2018 to \$0.71 in FY2019 (12.5 percent), before increasing to \$0.88 in FY2020.
  - About 94 percent of both all vehicle miles and all vehicle hours traveled were in service in all three years of the audit period.
  - Passengers per vehicle service mile and vehicle service hour both declined overall during the audit period, by about 20 percent each, with the majority of the decline occurring in FY2020.
  
- Operations
  - Vehicle operations costs remained mostly unchanged, decreasing from 67.4 percent in FY2018 to 65.5 percent in FY2020.
  - Vehicle operations costs per service hour increased overall, from \$69 in FY2018 to about \$78 in FY2020.
  - The bus service farebox recovery ratio declined slightly from 24.7 percent in FY2018 to 22.8 percent in FY2019, then declined to 17.4 percent in FY2020.
  - The TDA recovery ratio, reflecting farebox revenue plus local support less operating cost exclusions, was similar to the overall farebox recovery ratio, declining from 38.7 percent in FY2018 to 35.4 percent in FY2019, before decreasing to 30.3 percent in FY2020.
  - Schedule adherence declined slightly from 94 percent in the first year to 91 percent in FY2020.

- The number of complaints per 100,000 vehicle service miles decreased from 3.3 to two between FY2018 and FY2019, before increasing to 11 in FY2020. The increase in complaints in FY2020 is attributed to WestCAT implementing a new electronic process for submitting comments and complaints directly to the agency.
- The percentage of missed trips increased over the audit period, but remained very low throughout the period, at less than one-half of one percent in each year.
- Maintenance
  - Total maintenance costs (vehicle plus non-vehicle) decreased from 15.7 percent of total operating costs in FY2018 to 14.8 percent by FY2020.
  - Vehicle maintenance costs per service mile remained around \$0.75 in the first two years of the audit period, before rising to \$0.84 in FY2020.
  - The vehicle spare ratio decreased from 29 percent in FY2018 to 26 percent in FY2020.
  - The mean distance between major failures declined by about 10 percent while mean distance between all failures declined about 22 percent between FY2018 and FY2019, but showed significant improvement in FY2020.
- Safety
  - The rate of preventable accidents fluctuated over the audit period, but remained at one or less accidents per 100,000 vehicles miles throughout the period.

\* \* \* \* \*

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

- Service Planning results showed operating costs per passenger increasing 41 percent overall, with the largest increase occurring in FY2020. Vehicle miles in service and vehicle hours in service stayed roughly the same at about 94 percent for both, and passengers per vehicle service mile and hour both declined about 20 percent, with the largest decrease again occurring in FY2020.
- In Operations, overall vehicle operations costs decreased slightly as a percentage of total operating costs, but cost per service hour increased during the period. Farebox recovery decreased modestly between FY2018 and FY2019, and more significantly in FY2020 (23.5 percent). The TDA farebox recovery rate was similar, decreasing about eight percent between FY2018 and FY2019, and about 15 percent in FY2020. Schedule adherence declined slightly from 94 percent to 91 percent over the three years. The number of complaints remained relatively small in the first two years, but increased significantly in FY2020 likely due to a new electronic submission process that made it easier to submit comments/complaints. There were almost no missed trips.
- Maintenance results were mixed, with maintenance costs decreasing moderately overall relative to total operating costs, but increasing on a service mile basis. The vehicle spare ratio declined, and vehicle reliability fluctuated, with the mean distance between both major mechanical failures and all mechanical failures decreasing between FY2018 and FY2019, before recovering in FY2020.
- Safety results demonstrated fluctuations in the rate of preventable accidents per 100,000 vehicle miles, but remaining low overall.

### Exhibit 9: Functional Performance Trends – Bus Service

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>SERVICE PLANNING</b>			
Total Operating Cost/Passenger Mile	\$0.63	\$0.71	\$0.88
<i>Annual Percent Change</i>	--	12.5%	25.4%
<i>Three Year Percent Change</i>	--	--	41.0%
Vehicle Service Miles/Total Miles	93.8%	94.3%	93.7%
<i>Annual Percent Change</i>	--	0.5%	-0.6%
<i>Three Year Percent Change</i>	--	--	-0.1%
Vehicle Service Hours/Total Hours	94.2%	94.3%	94.1%
<i>Annual Percent Change</i>	--	0.1%	-0.2%
<i>Three Year Percent Change</i>	--	--	-0.1%
Passengers/Vehicle Service Mile	0.71	0.64	0.57
<i>Annual Percent Change</i>	--	-9.4%	-11.0%
<i>Three Year Percent Change</i>	--	--	-19.4%
Passengers/Vehicle Service Hour	13.18	12.07	10.54
<i>Annual Percent Change</i>	--	-8.5%	-12.6%
<i>Three Year Percent Change</i>	--	--	-20.0%
<b>OPERATIONS</b>			
Vehicle Operations Cost/Total Operating Cost	67.4%	67.9%	65.5%
<i>Annual Percent Change</i>	--	0.8%	-3.7%
<i>Three Year Percent Change</i>	--	--	-2.9%
Vehicle Operations Cost/Vehicle Service Hour	\$68.79	\$73.41	\$78.08
<i>Annual Percent Change</i>	--	6.7%	6.4%
<i>Three Year Percent Change</i>	--	--	13.5%
Farebox Revenue/Operating Cost	24.7%	22.8%	17.4%
<i>Annual Percent Change</i>	--	-7.7%	-23.5%
<i>Three Year Percent Change</i>	--	--	-29.4%
TDA Recovery Ratio (a)	38.7%	35.4%	30.3%
<i>Annual Percent Change</i>	--	-8.4%	-14.5%
<i>Three Year Percent Change</i>	--	--	-21.7%
Percentage of Trips On-Time	94.0%	93.0%	91.0%
<i>Annual Percent Change</i>	--	-1.1%	-2.2%
<i>Three Year Percent Change</i>	--	--	-3.2%
Complaints/100,000 Vehicle Service Miles	3.3	2.0	11.0
<i>Annual Percent Change</i>	--	-41.2%	459.0%
<i>Three Year Percent Change</i>	--	--	228.7%
Missed Trips/Total Trips	0.20%	0.25%	0.34%
<i>Annual Percent Change</i>	--	25.0%	36.0%
<i>Three Year Percent Change</i>	--	--	70.0%

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>MAINTENANCE</b>			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	15.7%	14.9%	14.8%
<i>Annual Percent Change</i>	--	-5.2%	-0.7%
<i>Three Year Percent Change</i>	--	--	-5.8%
Vehicle Maintenance Cost/Vehicle Service Mile	\$0.76	\$0.75	\$0.84
<i>Annual Percent Change</i>	--	-1.3%	11.2%
<i>Three Year Percent Change</i>	--	--	9.7%
Spare Vehicles/Total Vehicles	29.3%	27.9%	25.8%
<i>Annual Percent Change</i>	--	-4.7%	-7.8%
<i>Three Year Percent Change</i>	--	--	-12.1%
Mean Distance between Major Failures (Miles)	175,655	157,585	346,250
<i>Annual Percent Change</i>	--	-10.3%	119.7%
<i>Three Year Percent Change</i>	--	--	97.1%
Mean Distance between All Failures (Miles)	47,474	37,079	61,830
<i>Annual Percent Change</i>	--	-21.9%	66.8%
<i>Three Year Percent Change</i>	--	--	30.2%
<b>SAFETY</b>			
Preventable Accidents/100,000 Vehicle Miles	0.6	1.1	0.8
<i>Annual Percent Change</i>	--	95.1%	-32.4%
<i>Three Year Percent Change</i>	--	--	31.9%

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

## Paratransit

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

- Service Planning
  - Operating costs per passenger mile increased each year from \$4.38 in the first year to \$4.94 (12.8 percent increase) in FY2019, and then \$6.61 in the last year (33.8 percent increase). The increase in FY2020 is attributed to social distancing rules on the paratransit vehicles, which limited capacity to one passenger per vehicle at the end of the year.
  - Between 90 and 92 percent of all vehicle miles and vehicle hours traveled were in service in all three years.
  - Passengers per vehicle service mile and vehicle service hour both decreased about 15 to 18 percent, respectively, over the three-year period.
  
- Operations
  - Vehicle operations costs varied between 64 and 66 percent of total operating costs in all three years.
  - Vehicle operations costs per service hour increased in each year, from about \$66 in the first year to \$77 in FY2020.
  - The paratransit farebox recovery ratio declined over the three years from 3.9 percent to 2.3 percent in FY2020.
  - The TDA recovery ratio, reflecting farebox revenue plus local support less operating cost exclusions, remained steady at about 26 to 27 percent for the period.
  - Schedule adherence dipped from 92 percent in FY2018 to 84 percent in FY2019, before recovering to 89 percent in FY2020.



- Complaints per 100,000 passenger trips were almost unchanged, increasing from 0.5 in FY2018 to 0.7 in FY2020.
- The incidence of missed trips was so small it was essentially unmeasurable during the audit period.
- There were no ADA trip denials, but the rate of trip cancellations increased significantly from 12.6 percent in FY2018 to 23.8 percent in FY2019, then rising to 46.3 percent in FY2020, a more than 250 percent increase overall.
- The rate of late cancellations increased between FY2018 and FY2019, but declined in FY2020 to begin and end the audit period at 2.0 percent overall.
- The rate of passenger no-shows doubled from 0.9 to 1.8 percent between FY2018 and FY2019, increasing to 2.2 percent in FY2020.
- Maintenance
  - Total maintenance costs (vehicle plus non-vehicle) decreased from 16.1 percent to 15.3 percent over the three years.
  - After remaining steady in the first two years, vehicle maintenance costs per service mile increased by 15 percent in FY2020, reflecting the decrease in service miles that year.
  - The vehicle spare ratio rose was unchanged at 25 percent in all three years.
  - Overall, the mean distance between major failures and all failures shows large percentage decreases in performance over the audit period, but the actual number of failures was two or less each year.
- Safety
  - The rate of preventable accidents was up slightly, from 0.9 to 1.1 per 100,000 miles over the period.

\* \* \* \* \*

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

- Service Planning results were mixed, with the cost per passenger mile increasing, but much of the increase occurring in FY2020, when social distancing rules limited vehicle capacity during the COVID pandemic and decreased passenger miles. The percent of vehicle miles and vehicle hours in service remained high at more than 90 percent for both overall. Passengers per vehicle service mile and vehicle service hour both decreased modestly.
- Operations results included a small decrease in vehicle operations costs as a portion of total operating costs, while vehicle operations cost per hour increased more than 16 percent, again the majority of the increase occurring in FY2020. Farebox recovery decreased during the audit period, and the TDA recovery ratio remained steady at about 26 to 27 percent overall. Schedule adherence fluctuated, but only decreased 3.3 percent overall, and complaints remained steady. There were almost no missed trips, and no ADA trip denials during the audit period. The rate of ADA trip cancellations increased significantly by more than 250 percent overall, but ADA late cancellations remained unchanged. The rate of ADA passenger no-shows doubled, from 0.9 percent to 1.8 percent between FY2018 and FY2019, ending at 2.2 percent in FY2020.
- Maintenance results showed vehicle maintenance costs decreasing as a percentage of total operating costs, while vehicle maintenance costs per service mile increased only in FY2020, due to decreased service miles. The spare ratio was unchanged, and the number of mechanical failures for both major failures and total failures was quite small.
- Safety results found a small increase in the number of preventable accidents per 100,000 miles over the audit period.

### Exhibit 10: Functional Performance Trends – Paratransit

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>SERVICE PLANNING</b>			
Total Operating Cost/Passenger Mile	\$4.38	\$4.94	\$6.61
<i>Annual Percent Change</i>	--	12.8%	33.8%
<i>Three Year Percent Change</i>	--	--	50.9%
Vehicle Service Miles/Total Miles	90.0%	90.9%	91.2%
<i>Annual Percent Change</i>	--	1.0%	0.3%
<i>Three Year Percent Change</i>	--	--	1.3%
Vehicle Service Hours/Total Hours	92.5%	92.0%	90.9%
<i>Annual Percent Change</i>	--	-0.6%	-1.2%
<i>Three Year Percent Change</i>	--	--	-1.8%
Passengers/Vehicle Service Mile	0.19	0.17	0.16
<i>Annual Percent Change</i>	--	-10.4%	-5.1%
<i>Three Year Percent Change</i>	--	--	-15.0%
Passengers/Vehicle Service Hour	2.63	2.36	2.16
<i>Annual Percent Change</i>	--	-10.1%	-8.7%
<i>Three Year Percent Change</i>	--	--	-17.9%
<b>OPERATIONS</b>			
Vehicle Operations Cost/Total Operating Cost	65.2%	66.6%	64.3%
<i>Annual Percent Change</i>	--	2.2%	-3.5%
<i>Three Year Percent Change</i>	--	--	-1.3%
Vehicle Operations Cost/Vehicle Service Hour	\$65.89	\$70.83	\$76.78
<i>Annual Percent Change</i>	--	7.5%	8.4%
<i>Three Year Percent Change</i>	--	--	16.5%
Farebox Revenue/Operating Cost	3.9%	3.3%	2.3%
<i>Annual Percent Change</i>	--	-15.0%	-30.4%
<i>Three Year Percent Change</i>	--	--	-40.9%
TDA Recovery Ratio (a)	25.7%	25.5%	27.6%
<i>Annual Percent Change</i>	--	-0.9%	8.3%
<i>Three Year Percent Change</i>	--	--	7.4%
Percentage of Trips On-Time	92.0%	84.0%	89.0%
<i>Annual Percent Change</i>	--	-8.7%	6.0%
<i>Three Year Percent Change</i>	--	--	-3.3%
Complaints/10,000 Passenger Trips	0.5	0.6	0.7
<i>Annual Percent Change</i>	--	12.6%	28.2%
<i>Three Year Percent Change</i>	--	--	44.5%
Missed Trips/Total Trips	0.0	0.0	0.0
<i>Annual Percent Change</i>	--	--	--
<i>Three Year Percent Change</i>	--	--	--

FUNCTION/Indicator	Actual Performance		
	FY2018	FY2019	FY2020
<b>OPERATIONS (Continued)</b>			
ADA Trip Denials/Total ADA Trips	0.0%	0.0%	0.0%
<i>Annual Percent Change</i>	--	--	--
<i>Three Year Percent Change</i>	--	--	--
ADA Trip Cancellations/Total ADA Trips	12.6%	23.8%	46.3%
<i>Annual Percent Change</i>	--	88.3%	94.7%
<i>Three Year Percent Change</i>	--	--	266.5%
ADA Late Cancellations/Total ADA Trips	2.0%	3.6%	2.0%
<i>Annual Percent Change</i>	--	77.6%	-43.8%
<i>Three Year Percent Change</i>	--	--	-0.1%
ADA No-Shows/Total ADA Trips	0.9%	1.8%	2.2%
<i>Annual Percent Change</i>	--	107.6%	21.1%
<i>Three Year Percent Change</i>	--	--	151.4%
<b>MAINTENANCE</b>			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	16.1%	15.5%	15.3%
<i>Annual Percent Change</i>	--	-3.6%	-1.4%
<i>Three Year Percent Change</i>	--	--	-4.9%
Vehicle Maintenance Cost/Vehicle Service Mile	\$1.04	\$1.04	\$1.20
<i>Annual Percent Change</i>	--	0.2%	14.7%
<i>Three Year Percent Change</i>	--	--	14.9%
Spare Vehicles/Total Vehicles	25.0%	25.0%	25.0%
<i>Annual Percent Change</i>	--	0.0%	0.0%
<i>Three Year Percent Change</i>	--	--	0.0%
Number of Major Failures	0	2	2
<i>Annual Percent Change</i>	--	--	0.0%
<i>Three Year Percent Change</i>	--	--	--
Number of Total Failures	0	1	2
<i>Annual Percent Change</i>	--	--	100.0%
<i>Three Year Percent Change</i>	--	--	--
<b>SAFETY</b>			
Preventable Accidents/100,000 Vehicle Miles	0.9	0.4	1.1
<i>Annual Percent Change</i>	--	-49.1%	144.1%
<i>Three Year Percent Change</i>	--	--	24.3%

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

## VII. CONCLUSIONS AND RECOMMENDATIONS

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

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

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

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

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

- There was an average annual increase in the operating cost per hour of 4.6 percent, which amounted to a 1.8 percent increase in inflation adjusted dollars.
- The cost per passenger increased on average by 14.1 percent per year, resulting in an average annual increase of 11 percent in constant FY2015 dollars.
- Passenger productivity declined, with passengers per vehicle service hour decreasing by 8.3 percent per year overall, and passengers per vehicle service mile decreasing by 7.9 percent annually.
- An almost 20 percent drop in ridership in FY2020 had a significant influence on the cost per passenger and passenger productivity indicators described above.

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

- Purchased transportation costs increased an average of just over seven percent per year, remaining the largest component cost area at between 60 and 62 percent of total costs. Purchased transportation costs increased in every year of the review period.
- In-house labor and fringe benefit costs increased modestly overall, with these categories combined comprising between ten and fifteen percent of total operating costs annually.
- Services costs increased by 3.4 percent on average per year, comprising less than five percent of total operating costs.
- Materials/supplies costs increased slightly over the review period, by 1.8 percent annually on average. The share of materials/supplies costs ranged between 14 percent and 18 percent of total operating costs over the review period.
- There were double digit increases (13.8 and 18.2 percent respectively), in the casualty/liability and other expenses categories, which combined comprised less than ten percent of total costs.

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

- Cost efficiency showed a decrease, with an average annual increase in the operating cost per hour of 4.9 percent. This amounted to an average annual increase of two percent in inflation adjusted dollars.
- Cost effectiveness was similar, with the operating cost per passenger increasing an average of 11.1 percent per year, or 8.1 percent annually when expressed as normalized FY2015 dollars.
- The passenger productivity indicators both declined, with passengers per hour decreasing 5.6 percent per year on average, and passengers per mile decreasing 5.3 percent annually.

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

- Purchased transportation costs represented the largest portion of total paratransit operating costs, at about 63 - 65 percent throughout the review period. Purchased transportation costs increased by 2.9 percent per year on average.
  - Small annual average increases were seen in the labor (2.5 percent), and fringe benefits (3.2 percent), categories, however, these two categories combined account for only about 12 percent of the total paratransit costs.
  - Overall annual average cost decreases occurred in the services (-0.8 percent) and materials/supplies (-2.7 percent) categories during the review period. These categories comprise about 15 percent of total operating costs in the current audit period.
  - Increases were shown in the casualty/liability and other expenses categories, with both areas comprising less than ten percent of total expenses.
- PUC Compliance – WestCAT is in compliance with each of the seven sections of the state PUC that were reviewed as part of this performance audit. These sections included requirements concerning CHP terminal

safety inspections, labor contracts, reduced fares, Welfare-to-Work, revenue sharing, and evaluating passenger needs.

- Status of Prior Audit Recommendations – There were two recommendations made in WestCAT’s prior performance audit. WestCAT has implemented corrective actions for both recommendations from the prior audit.
  - In response to the first recommendation for WestCAT to continue its efforts to develop and implement strategies to track bus service on-time performance, WestCAT has completed implementation of a new CAD/AVL system across the entire fixed route and commuter bus fleet operations. The system provides real-time tracking and archiving of vehicle location and schedule adherence data, allowing WCCTA to generate detailed reports of on-time performance for all vehicles and routes. The results of WestCAT’s efforts included an on-time performance in excess of 90 percent overall for fixed-route service during the current audit period.
  - The second recommendation was to develop and implement strategies to improve schedule adherence on the paratransit service. Paratransit on-time performance data was not available for the first year of the last audit period, and performance decreased significantly (18.4 percent) between the remaining two years, with no explanation available.

In this audit period, WestCAT has consistently tracked its on-time performance by using a Trapeze operations program. WCCTA’s operations contractor has provided technical resources to recalibrate the software parameters (point-to-point travel times, loading times, etc.) to improve the scheduling system accuracy. The contractor also installed a back-end analytical program that collects and displays on-time performance in real time in the dispatch control room, alerting dispatchers to any developing problems, and allowing dispatchers to take immediate corrective action. WestCAT was able to provide data for all three years of the current audit period, and paratransit on-time performance fluctuated between 84 and 92 percent during the current period.

- Functional Performance Indicator Trends



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

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

- Administrative costs were fairly steady at less than 20 percent of total operating costs, while increasing by 6.6 percent the first two years and then by 27 percent to about \$24 per vehicle service hour in FY2020.
- Marketing costs decreased overall compared to total administrative costs and passenger trips.
- Systemwide farebox recovery ratio declined slightly in the first two years, but more significantly (23 percent) in FY2020.

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

- Service Planning results showed operating costs per passenger increasing 41 percent overall, with the largest increase occurring in FY2020. Vehicle miles in service and vehicle hours in service stayed roughly the same at about 94 percent for both, and passengers per vehicle service mile and hour both declined about 20 percent, with the largest decrease again occurring in FY2020.
- In Operations, overall vehicle operations costs decreased slightly as a percentage of total operating costs, but cost per service hour increased during the period. Farebox recovery decreased modestly between FY2018 and FY2019, and more significantly in FY2020 (23.5 percent). The TDA farebox recovery rate was similar, decreasing about eight percent between FY2018 and FY2019, and about 15 percent in FY2020. Schedule adherence declined slightly from 94 percent to 91 percent over the three years. The number of complaints remained relatively small in the first two years, but increased significantly in FY2020 likely due to a new electronic submission process that made it easier to submit comments/complaints. There were almost no missed trips.

- Maintenance results were mixed, with maintenance costs decreasing moderately overall relative to total operating costs, but increasing on a service mile basis. The vehicle spare ratio declined, and vehicle reliability fluctuated, with the mean distance between both major mechanical failures and all mechanical failures decreasing between FY2018 and FY2019, before recovering in FY2020.
- Safety results demonstrated fluctuations in the rate of preventable accidents per 100,000 vehicle miles, but remaining low overall.

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

- Service Planning results were mixed, with the cost per passenger mile increasing, but much of the increase occurring in FY2020, when social distancing rules limited vehicle capacity during the COVID pandemic and decreased passenger miles. The percent of vehicle miles and vehicle hours in service remained high at more than 90 percent for both overall. Passengers per vehicle service mile and vehicle service hour both decreased modestly.
- Operations results included a small decrease in vehicle operations costs as a portion of total operating costs, while vehicle operations cost per hour increased more than 16 percent, again the majority of the increase occurring in FY2020. Farebox recovery decreased during the audit period, and the TDA recovery ratio remained steady at about 26 to 27 percent overall. Schedule adherence fluctuated, but only decreased 3.3 percent overall, and complaints remained steady. There were almost no missed trips, and no ADA trip denials during the audit period. The rate of ADA trip cancellations increased significantly by more than 250 percent overall, but ADA late cancellations remained unchanged. The rate of ADA passenger no-shows doubled, from 0.9 percent to 1.8 percent between FY2018 and FY2019, ending at 2.2 percent in FY2020.
- Maintenance results showed vehicle maintenance costs decreasing as a percentage of total operating costs, while vehicle maintenance costs per service mile increased only in FY2020, due to decreased service miles. The spare ratio was unchanged, and the number of

mechanical failures for both major failures and total failures was quite small.

- Safety results found a small increase in the number of preventable accidents per 100,000 miles over the audit period.

## Recommendations

1. TAKE STEPS TO EXAMINE AND REDUCE THE SIGNIFICANT INCREASE IN ADA TRIP CANCELLATION AND ADA NO-SHOW RATES ON THE PARATRANSIT SERVICE.

*[Reference Section: VI. Functional Performance Indicator Trends]*

Current audit period operation results for WestCAT's paratransit service showed a noticeable increase in paratransit trip cancellation and no-show rates. ADA trip cancellations increased 80 percent between FY2018 and FY2019, and over 250 percent overall during the three-year period. Trip cancellation numbers equaled about 13 percent of the total number of ADA trips completed in FY2018 (3,165 of 25,073), 24 percent of the number of ADA trips completed in FY2019 (5,318 of 22,379), and almost half of the number of ADA trips completed in FY2020 (8,271 of 17,880). The rate of ADA no-shows doubled from 0.9 percent to 1.8 percent between FY2018 and FY2019, then increased to 2.2 percent in FY2020. In actual numbers, no-shows went from 217 in FY2018 to 402 in 2019, before decreasing to 389 in FY2020.

ADA no-show trips can be problematic for the provision of scheduled paratransit services and costly for WestCAT in terms of mis-allocated resources. While likely not as disruptive to the provision of paratransit services as late cancellations and no-shows, ADA trip cancellations still require WestCAT to allocate resources to the reservation cancellation process, resources that could be better used for fulfilling trip reservation requests or customer service.

WestCAT should initiate efforts to determine the cause of the increasing number of both ADA trip cancellations and ADA no-show trips to prevent those increases from becoming detrimental to WestCAT's paratransit service provision. WestCAT should develop policies and procedures to try to reduce the number of trips reserved by riders that result in cancellations and the number of trips that riders schedule but do not complete.

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

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

Data Item	FY2018	FY2019	FY2020	Source
Total Operating Costs	\$10,580,562	\$11,847,989	\$12,018,048	NTD F-40
Administrative Costs	\$1,809,910	\$2,041,475	\$2,380,419	NTD F-40
Vehicle Service Hours	103,842	109,890	100,735	NTD S-10 MB+DR
Marketing Costs	\$50,512	\$29,171	\$27,979	WCCTA-WestCAT General Ledger
Unlinked Passenger Trips	1,207,492	1,179,545	954,072	NTD S-10 MB+DR
Farebox Revenue (All Modes)	\$2,291,732	\$2,387,420	\$1,861,721	NTD F-10

## Functional Performance Inputs – Bus Service

Data Item	FY2018	FY2019	FY2020	Source
Vehicle Service Miles	1,647,388	1,782,778	1,621,948	NTD S-10 MB
Total Vehicle Miles	1,756,545	1,891,019	1,731,252	NTD S-10 MB
Vehicle Service Hours	88,555	94,798	87,843	NTD S-10 MB
Total Vehicle Hours	94,005	100,551	93,317	NTD S-10 MB
Unlinked Passenger Trips	1,167,311	1,143,874	926,257	NTD S-10 MB
Farebox Revenue	\$2,230,812	\$2,333,708	\$1,825,859	NTD F-10
Total Operating Costs	\$9,034,823	\$10,243,714	\$10,478,578	NTD F-30 MB
Passenger Miles	14,401,442	14,520,358	11,844,224	NTD S-10 MB
Vehicle Operations Costs	\$6,092,049	\$6,959,104	\$6,858,595	NTD F-30 MB
Local Support (a)	\$1,264,020	\$1,294,638	\$1,346,706	WCCTA Income Statement
TDA Oper. Cost Exclusions - PUC 99247 (b)	\$0	\$0	\$0	WCCTA Income Statement
TDA Oper. Cost Exclusions - PUC 99268.17 (c)	\$0	\$0	\$0	WCCTA Income Statement
Trips On-Time (within +/- 5 minutes)	94.0%	93.0%	91.0%	WCCTA Performance Measures
Total Trips	(d)	(d)	(d)	WCCTA electronic & paper comment files and reports.
Complaints	55	35	178	
Missed Trips	0.20%	0.25%	0.34%	WCCTA Performance Measures
Vehicle Maintenance Costs	\$1,257,710	\$1,342,945	\$1,358,482	NTD F-30 MB
Non-Vehicle/Facility Maintenance Costs	\$164,745	\$186,609	\$195,145	NTD F-30 MB
Spare Vehicles (Total less Maximum Service)	17	19	17	NTD S-10 MB
Total Vehicles	58	68	66	NTD S-10 MB
Revenue Vehicle Mechanical System Failures - Total	37	51	28	NTD R-20
Revenue Vehicle Mechanical System Failures - Major	10	12	5	NTD R-20
Preventable Accidents (NTD Guidelines)	10	21	13	WCCTA MMR Report

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

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

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

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

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

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

(d) Not available

## Functional Performance Inputs – Paratransit

Data Item	FY2018	FY2019	FY2020	Source
Vehicle Service Miles	211,442	209,597	172,269	NTD S-10 DR
Total Vehicle Miles	234,829	230,578	188,906	NTD S-10 DR
Vehicle Service Hours	15,287	15,092	12,892	NTD S-10 DR
Total Vehicle Hours	16,522	16,406	14,184	NTD S-10 DR
Unlinked Passenger Trips	40,181	35,671	27,815	NTD S-10 DR
Farebox Revenue	\$60,920	\$53,712	\$35,862	NTD F-10
Total Operating Costs	\$1,545,739	\$1,604,275	\$1,539,470	NTD F-30 DR
Passenger Miles	352,855	324,657	232,909	NTD S-10 DR
Vehicle Operations Costs	\$1,007,309	\$1,068,929	\$989,826	NTD F-30 DR
Local Support (a)	\$336,027	\$354,719	\$388,721	WCCTA Income Statement
TDA Oper. Cost Exclusions - PUC 99247 (b)	\$0	\$0	\$0	WCCTA Income Statement
TDA Oper. Cost Exclusions - PUC 99268.17 (c)	\$0	\$0	\$0	WCCTA Income Statement
Trips On-Time	92.0%	84.0%	89.0%	WCCTA Performance Measures
Total Trips (Booked)	53,924	51,030	45,204	WCCTA Staff WCCTA electronic & paper comment files and reports.
Complaints	2	2	2	WCCTA Staff
Missed Trips	0	2	1	WCCTA Staff
Total ADA Trips (Completed)	25,073	22,379	17,880	WCCTA Staff
ADA Trip Denials	0	0	0	WCCTA Staff
ADA Trip Cancellations	3,165	5,318	8,271	Trapeze System Reports
ADA Late Trip Cancellations	511	810	364	Trapeze System Reports
ADA No Shows	217	402	389	Trapeze System Reports
Vehicle Maintenance Costs	\$219,949	\$218,473	\$205,921	NTD F-30 DR
Non-Vehicle/Facility Maintenance Costs	\$28,890	\$30,454	\$29,660	NTD F-30 DR
Spare Vehicles (Total less Maximum Service)	3	3	3	NTD S-10 DR
Total Vehicles	12	12	12	NTD S-10 DR
Revenue Vehicle Mechanical System Failures - Total	0	2	2	NTD R-20
Revenue Vehicle Mechanical System Failures - Major	0	1	2	NTD R-20
Preventable Accidents	2	1	2	WCCTA MMR Report

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

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

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

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

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

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