

# **Triennial Performance Audit**

*of the*

## **Marin County Transit District (MCTD/Marin Transit)**

**Fiscal Years 2019/20, 2020/21 and 2021/22**

**FINAL AUDIT REPORT**

*prepared for the*



*by*



**June 2024**

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NOTE:

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

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## EXECUTIVE SUMMARY

This executive summary highlights the findings from the performance audit of the Marin County Transit District (MCTD/Marin Transit). In California, a performance audit must be conducted every three years of any transit operator receiving Transportation Development Act (TDA) Article 4 funds, to determine whether the operator is in compliance with certain statutory and regulatory requirements, and to assess the efficiency and effectiveness of the operator's services. The two service modes operated by MCTD, bus and paratransit, are the focus of this performance audit. The audit period is Fiscal Years 2020 through 2022 (from July 1, 2019 through June 30, 2022).

### Performance Audit and Report Organization

The performance audit has been 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 MCTD'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 MCTD's performance based on the results of the previous sections.

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

### Results and Conclusions

Review of TDA Data Collection and Reporting Methods - The purpose of this review is to assess MCTD's 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 MCTD is in compliance with the data collection and reporting requirements for all five TDA statistics. In addition, the statistics collected over the six-year review period appear to be consistent with the TDA definitions. In terms of consistency, it was observed that in FY2021 bus service miles increased more substantially than hours (i.e., 22.9 percent versus 7.2 percent). And in FY2022 miles increased by 1.9 percent while hours decreased by 2.7 percent). Paratransit statistics were consistent throughout the six-year analysis period.

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

- Bus Service – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2017 through FY2022.
  - In terms of cost efficiency, the trend in cost per vehicle service hour showed steady performance with an average annual change of 4.3 percent in constant dollars, and less than one percent in inflation-adjusted dollars.
  - Although passenger productivity declined over the six-year period on average, substantial improvements were observed in FY2022 with increases over the prior year of 62.1 percent in passengers per hour and 54.9 percent in passengers per mile.

- Cost per passenger exhibited average annual increases in both actual dollars and inflation-adjusted (i.e., constant) dollars. The performance was greatly influenced by ridership losses during the pandemic, but recent gains in ridership have resulted in improved performance in FY2022.

The following is a brief summary of the component operating costs trend highlights for the bus service between FY2017 and FY2022:

- Purchased transportation, the largest category of costs, remained steady throughout the six-year period with an average increase of 3.7 percent per year.
  - In-house labor costs increased an average of 5.7 percent per year, and comprise approximately five percent of total operating costs.
  - Fringe benefits increased over the six-year period, increasing its share of total operating costs from around three percent to nearly four percent.
  - Materials/supplies costs increases were largely the result of increases in fuel and parts costs, particularly in the latter years of the analysis period. As such, the share of total operating costs of materials/supplies rose to 7.2 percent of total operating costs in FY2022.
  - The casualty/liability increased 484 percent in FY2021, however, these costs represent less than one percent of the total operating costs.
- Paratransit – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2017 through FY2022:
    - Cost efficiency as measured by cost per vehicle service hour worsened over the six-year period due to the impacts of the pandemic. Cost per hour rose an average of 17.6 percent in actual dollars, and 13.1 percent in constant dollars.

- Passenger productivity demonstrated minimal losses, with passengers per vehicle service hour decreasing by only 2.0 percent per year on average and passengers per vehicle service mile decreasing an average of 4.6 percent per year.
- In terms of cost effectiveness, the cost per passenger increased an average of 20.0 percent per year in actual dollars, and 15.4 percent per year in constant dollars.

The following is a brief summary of the component operating costs trend highlights for paratransit between FY2017 and FY2022:

- Purchased transportation costs, which represent about 75 percent of total costs, increased an average of 6.0 percent per year between FY2017 and FY2022.
- In-house labor costs increased an average of 4.3 percent per year, which is in-line with the same rate of change in inflation (see Exhibit 5). At the same time, fringe benefits costs rose an average of 11.9 percent per year.
- There was a 10.4 percent average annual increase in materials/supplies costs over the period. This increase is likely due to the increase in diesel fuel over the same period.
- Other expenses, which include taxes, utilities, and miscellaneous expenses remained steady throughout the six-year timeframe.

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

Status of Prior Audit Recommendations – MCTD has implemented corrective actions for both recommendations from the prior audit. MCTD implemented steps to improve safety performance of the bus system, which resulted in a reduction in

preventable accidents per 100,000 miles. In addition, MCTD improved its on-time performance during this audit period through enhanced monitoring and reporting, as well as, addressing compatibility issues with the onboard tracking systems in use by its contractors.

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

- Systemwide – The following is a brief summary of the systemwide functional trend highlights between FY2020 and FY2022:
  - Administrative costs increased 8.3 percent over the audit period, and represented approximately 24 percent of total operating costs in FY2022.
  - Marketing expenditures decreased to less than one percent of total administrative costs representing \$0.02 per passenger trip.
  - The systemwide farebox recovery ratio decreased between the first two years of the audit period, but increased in FY2022, ending the period at 8.4 percent.
- Bus Service – The following is a brief summary of the bus service functional trend highlights between FY2020 and FY2022:
  - Service Planning results showed the operating cost per passenger mile increasing by 19.2 percent, with more than 85 percent of all vehicle miles in service, and more than 90 percent of all vehicle hours in service.
  - Operations results showed vehicle operations costs increasing slightly compared to total costs but more pronounced in relation to service hours. Farebox recovery decreased from 11.4 to 9.0 percent by FY2022, and the TDA recovery ratio (reflecting local support and

operating cost exclusions) dropped from 57.9 to 51.6 percent. Schedule adherence results improved over the audit period by 1.6 percent. Complaints per 100,000 vehicle service miles decreased to 20.9 in FY2022. Missed trips as a percentage of total trips exhibited a substantial increase (by a factor of 10) over the audit period.

- Maintenance results showed total maintenance costs decreasing to 13.7 percent of total costs, while vehicle maintenance costs per mile decreased by 22 percent. The vehicle spare ratio decreased from 28 percent to 23 percent. In addition, the mean distance between major failures and total failures improved by 15 percent and 38 percent, respectively.
- In the safety area, there were no preventable accidents in the first year of the audit period, and only three in FY2021 and two in FY2022.
- Paratransit – The following is a brief summary of the paratransit functional trend highlights between FY2020 and FY2022:
  - Service Planning results showed a 63.5 percent increase in the operating cost per passenger mile, with around 80 percent of all vehicle miles in service, and 79 percent of all vehicle hours in service. Passengers per vehicle service mile, and passengers per vehicle service hour went down by 17 percent and three percent, respectively.
  - The vehicle operations cost declined to about 60 percent of total costs, while vehicle operations cost per service hour increased by 43.6 percent. The paratransit farebox recovery remained between four and five percent during the audit period, while the TDA recovery ratio increased from about 76 percent in FY2020 to 79 percent in FY2022. Schedule adherence ranged between 89 and 93 percent. At the same time there were virtually no ADA trip denials, and no notable increase in missed trips. The trip cancellation rate, late trip cancellation rate and passenger no-shows have been trending upward, but appear to be at reasonable levels.
  - In the Maintenance area, total maintenance costs remained around 11 percent of total costs while vehicle maintenance costs increased



from \$0.77 to \$1.06 per mile over the audit period. The mean distance between both major failures and all failures improved by 14 percent to over 268,000 vehicle miles.

- There were no reported preventable accidents during the entirety of the audit period.

### Recommendations

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

It is noted here that many cost efficiency, cost effectiveness and functional indicators fluctuated by wide margins compared to their past trends. Further, it is recognized here that during this audit period policy, planning and operational decisions were made under unusual conditions of local, regional and national health pandemic. MCTD, like other transit agencies in the Bay Area, faced issues related to employee availability and retention; deployment of vehicles based on declining demand due to remote working; forced reduction in acceptable vehicle occupancy due to social distancing guidelines. For these reasons, no recommendations are made to reexamine the past performance

# Table of Contents

	<u>Page No.</u>
Executive Summary .....	i
Performance Audit and Report Organization .....	i
Results and Conclusions .....	ii
Recommendations.....	vii
I. Introduction .....	1
Performance Audit and Report Organization .....	2
II. Review of TDA Data Collection and Reporting Methods .....	7
Compliance with Requirements .....	7
Consistency of the Reported Statistics.....	8
III. TDA Performance Indicators and Trends .....	15
Bus Service Performance Trends.....	16
Bus Service Component Costs.....	23
Paratransit Performance Trends .....	27
Paratransit Component Costs .....	33
IV. Compliance with PUC Requirements .....	37
V. Status of Prior Audit Recommendations.....	41
VI. Functional Performance Indicator Trends .....	45
Systemwide.....	46
Bus Service .....	48
Paratransit .....	53
VII. Conclusions and Recommendations.....	58
Conclusions.....	58
Recommendations.....	63
Appendix A: Input Statistics for Functional Performance Measures .....	A-1
Functional Performance Inputs – MCTD Systemwide.....	A-2
Functional Performance Inputs – MCTD Bus Service .....	A-3
Functional Performance Inputs – MCTD Paratransit .....	A-4

## List of Exhibits

Page No.

Exhibit 1: System Overview .....	3
Exhibit 2: Organization Chart – FY2020 to FY2022.....	6
Exhibit 3.1: Compliance with TDA Data Collection and Reporting Requirements.....	9
Exhibit 3.2: TDA Statistics – Bus Service.....	13
Exhibit 3.3: TDA Statistics – Paratransit.....	14
Exhibit 4: TDA Indicator Performance – Bus Service .....	19
Exhibit 4.1: Operating Cost per Vehicle Service Hour – Bus Service .....	20
Exhibit 4.2: Passengers per Hour and per Mile – Bus Service .....	21
Exhibit 4.3: Operating Cost per Passenger – Bus Service.....	22
Exhibit 4.4: TDA Component Costs Trends – Bus Service.....	25
Exhibit 4.5: Distribution of Component Costs – Bus Service .....	26
Exhibit 5: TDA Indicator Performance – Paratransit .....	29
Exhibit 5.1: Operating Cost per Vehicle Service Hour – Paratransit .....	30
Exhibit 5.2: Passengers per Hour and per Mile – Paratransit .....	31
Exhibit 5.3: Operating Cost per Passenger – Paratransit .....	32
Exhibit 5.4: TDA Component Cost Trends – Paratransit .....	35
Exhibit 5.5: Distribution of Component Costs – Paratransit .....	36
Exhibit 6: Compliance with State PUC Requirements .....	38
Exhibit 7: Status of Prior Audit Recommendations.....	43
Exhibit 8: Function Performance Trends – Systemwide .....	47
Exhibit 9: Functional Performance Trends – Bus Service.....	51
Exhibit 10: Functional Performance Trends – Paratransit Service.....	56

## 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 Marin County Transit District (MCTD/Marin Transit). The two modes operated by MCTD, bus and paratransit, are the focus of this performance audit. The audit period is Fiscal Years 2020 through 2022 (from July 1, 2019 through June 30, 2022).

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

## Performance Audit and Report Organization

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

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

## Exhibit 1: System Overview

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<b>Location</b>	Headquarters/Administrative Office: 711 Grand Avenue, Suite 110, San Rafael CA 94901
<b>Establishment</b>	Marin County Transit District (MCTD) was formed by a vote of the people of Marin County in 1964 and was given the responsibility for providing local transit service within the County. The District historically was primarily a “pass through” agency providing funds for local services managed by Golden Gate Transit, along with administering the contract for local and regional paratransit services. However, in 2003 MCTD began to take responsibility for planning, outreach, oversight, and management of local fixed route transit services throughout the county. Although Marin Transit has responsibility for local transit services, the District owns limited facilities and does not employ its own drivers. Instead, Marin Transit contracts with other providers, including Golden Gate Bridge Highway and Transportation District (Golden Gate Transit), Marin Airporter, Bauer’s Intelligent Transportation, and Transdev Services, Inc, for local bus and paratransit services.
<b>Board</b>	MCTD is directed by a seven-member Board. The Board includes elected representatives from the County Board of Supervisors (all five Supervisors), two city representatives, and an alternate city representative. City representatives are appointed by the Marin County Council of Mayors and Councilmembers (MCCMC) to two year terms. MCTD Board Members do not receive compensation for service on the Board. Each of the Board members and the City Alternate are elected officials of Marin County (Supervisors) or a City Council.
<b>Facilities</b>	MCTD’s Administrative facility in San Rafael is a 6,465 square foot leased office space solely used for the administrative staff. It has 26 offices or workstations and three conference rooms. MCTD owns three small facilities: a 2.5-acre lot in Novato used to park vehicles under the Marin Airporter contract, a 0.71-acre facility in San Rafael for paratransit maintenance, and an adjacent 0.95-acre parcel for future paratransit parking, both used by Transdev. All other vehicle storage, maintenance, and fueling is done under contract by the District’s various service providers at their own facilities. MCTD does not own or maintain any park-and-ride lots, but many routes serve the 15 park-and-ride facilities in the County that other transit operators or Caltrans own and maintain.
<b>Service Data</b>	MCTD serves all major cities, towns, and communities within Marin County. MCTD operates 19 fixed route transit services organized based the “typology” of the service, which defines the function of each route and its intended market. There are six typologies: Local Trunkline, Local Basic, Local Connector, Supplemental School, Rural, and Recreational. Days of operation, service spans and frequencies vary significantly depending on the typology of the route.

MCTD has not increased local fares for almost 20 years. The fixed-route adult base fare is \$2.00. The discounted fare for youth, seniors and disabled riders is \$1.00. Up to two children under age 5 may ride free with a fare-paying adult. Transfers are free with a paid fare, and are good on all MCTD and Golden Gate buses in any direction within the county for two hours. MCTD also sells 1-day and 31-day passes, and annual youth passes. In addition, Clipper cards are accepted and give a ten percent discount off the adult cash fare for travel within Marin County.

MCTD also provides the following demand-response services for older adults and people with disabilities under the brand Marin Access: ADA complementary paratransit, dial-a-ride shuttles, a volunteer driver reimbursement program, and the Catch A Ride taxi/TNC subsidy program. Marin Access ADA paratransit fares for local trips within the mandated service area (¾ mile of a fixed-route) are \$4.00; riders can also travel beyond the mandated service area on stand-by status for \$4.00. Fares on the other demand-response services vary by service. MCTD also manages regional paratransit service on behalf of Golden Gate Transit.

In addition, MCTD provides varying levels of support to certain Marin County school districts, with transportation programs based on their needs. This includes contracting with a private operator to provide yellow school bus services. These activities are only addressed peripherally in this audit.

MCTD owns 97 revenue vehicles to support service; 61 dedicated to the fixed route program and 36 for demand response reservices. Service and maintenance for these vehicles is provided by the contractors. The fleet includes:

**Fixed Route Vehicles (61)**

- 39 Hybrid Diesel-Electric Buses
- 6 Battery Electric Buses
- 16 Cutaways

**Demand Response Vehicles (36)**

- 32 Paratransit Cutaways
- 4 Transit Vans

**Recent Changes**

The most recent service changes in 2023 were aimed at improving service efficiency and reliability while minimizing any reduction in service. This was a comprehensive adjustment to service to support drivers' needs and reduce the impacts to service from traffic congestion; it affected 12 of the routes. Staff completed a Title VI analysis that showed that, cumulatively, the proposed service changes did not create a Disparate Impact on minority riders, nor a Disproportionate Burden on low-income riders.

**Planned Changes**

MCTD adopted a new phased fare policy in 2020. The first phase was implemented in 2020 which included changes to local bus pass programs, demand-response fares, the reimbursement rate for volunteer driver programs, the Low-Income Fare Assistance program, and eligibility standards for Marin Access programs. There were net fare increases for

most demand-response programs, but a reduction in the price of 31-day bus passes (along with elimination of 7-day passes). The second phase further increased Paratransit and Catch-A-Ride base fares; it took effect in July of 2023.

Marin Transit is transitioning to a 100 percent zero emission fleet in compliance with California's 2018 Innovative Clean Transit Rule (ICT), which calls for gradual transition to 100 percent zero emission bus fleets by 2040. This fleet transition plan includes development of new facilities, increased vehicle costs and milestones where the District will need to re-assess the plan to review current vehicle ranges and route plans.

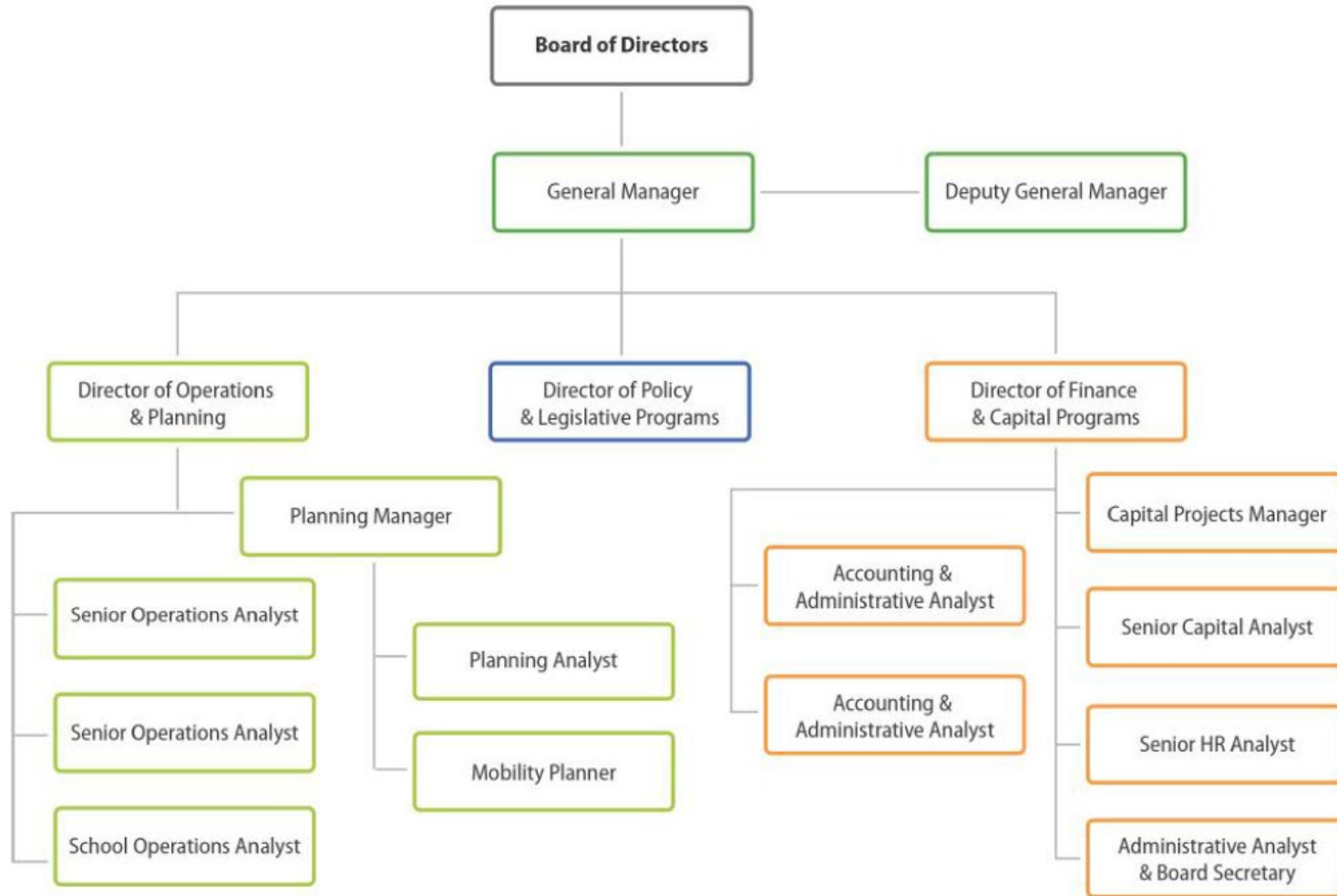
MCTD completed its last full Short Range Transit Plan (SRTP) in 2020, completed an abbreviated 5-year planning exercise at the direction of MTC in 2022, and will do its next full SRTP update in 2024.

## **Staff**

In 2023, MCTD had 18 full-time employees, compared with 15 full-time employees in 2019, 14 full-time employees in 2017, and 11 full-time employees in 2015. Currently, four Director level positions report directly to the General Manager. The Director of Operations and Service Development oversees an Operations Manager who, in turn, oversees two Operations Analysts. The Director of Finance and Capital Programs oversees a Capital Projects Manager who in turn oversees two Capital Analysts; an Accounting Manager who in turn oversees an Accounting Analyst; and a Senior Accounting Analyst. The Director of Planning oversees two Senior Planning Analysts, one of whom oversees the Community Outreach Coordinator. The Director of Administrative Services oversees an Administrative Assistant and a Senior Procurement and Contracts Analyst.



## Exhibit 2: Organization Chart – FY2020 to FY2022



*Source: Marin Transit | 2020–2029 Short Range Transit Plan*

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

### Compliance with Requirements

To support this review, MCTD staff provided a detailed summary of its data collection and reporting procedures relating to the five TDA statistics. Based on the information provided, as shown in Exhibit 3.1, MCTD is in compliance with the requirements in this area.

## Consistency of the Reported Statistics

The resulting TDA statistics for MCTD's bus and paratransit services are shown in Exhibits 3.2 and 3.3. Included in the exhibits 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.

It should be noted that in FY2016 MCTD entered into a paratransit contract with GGBHTD wherein the latter assumed responsibility from MCTD for approximately 25 percent of the intra-county paratransit trips. With this contract the two agencies also agreed that GGBHTD should report its own paratransit statistics to the NTD even though the services are passed through MCTD. Consequently, MCTD's NTD Report excludes all hours, miles, and passengers associated with GGBHTD's paratransit service, while the costs associated with this service have been reported by MCTD under "Filing Separate Report". For consistency and accuracy, those costs are not included with MCTD's reported statistics in this review.

The statistics indicate general consistency in terms of the direction and magnitude of the year-to-year changes across the statistics for most of the analysis period. For example, increases or decreases in annual operating costs are relatively proportional to increases or decreases in annual vehicle service hours and miles. However, in FY2021 bus service miles increased more substantially than hours (i.e., 22.9 percent versus 7.2 percent). And in FY2022 miles increased by 1.9 percent while hours decreased by 2.7 percent). Paratransit statistics were consistent throughout the six-year analysis period.

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

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
Operating Cost	<p>“Operating cost” means all costs in the operating expense object classes exclusive of the costs in the depreciation and amortization expense object class of the uniform system of accounts and records adopted by the Controller pursuant to Section 99243, and exclusive of all subsidies for commuter rail services operated under the jurisdiction of the Interstate Commerce Commission and of all direct costs for providing charter services, and exclusive of all vehicle lease costs.</p>	In Compliance	<p>MCTD reports operating costs based on NTD definitions.</p> <p>MCTD uses Abila accounting software, which allows precise coding of financial transactions so that data can be summarized and reported on many different indicators. This is used for reporting to the myriad funding agencies and for project and grant accounting. All financial transactions are coded with the applicable fund, function, program and project.</p>
Vehicle Service Hours	<p>“Vehicle service hours” means the total number of hours that each transit vehicle is in revenue service, including layover time.</p>	In Compliance	<p>MCTD reports hours based on NTD definitions for Vehicle Revenue Hours (VRH). In 2015, the District hired an outside consultant to review and audit its methodologies to calculate VRH; current practices are consistent with the recommendations from this effort.</p> <p>MCTD uses a schedule software (Optibus) to generate “scheduled” operations data for fixed route services. This system then exports performance statistics including vehicle service hours for a given runcut. This information is then entered into the TransTrack systems program, a cloud-based, data management platform. Additionally, the program integrates with other transit software to download and integrate data without the need for duplicate data entry. This helps to manage data generated by multiple service contractors operating out of an assortment of locations throughout the county.</p> <ul style="list-style-type: none"> <li>• <b>Fixed-Route:</b> At each signup (every three to six months), scheduled service hours are manually entered into TransTrack. All incidents, missed or adjusted services are entered and recorded in TransTrack as they</li> </ul>

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
			<p>occur. Hours reported are calculated based on the actual service operated for each period.</p> <ul style="list-style-type: none"> <li>• <u>Paratransit</u> – For most services, hours data are collected through the Trapeze PASS system and automatically transmitted from Trapeze PASS into TransTrack system. Statistics for Marin Transit Connect, an on-demand service offered from May 2018 to June 2023, were collected from Tableau (software dedicated to that program) from May 2018 to June 2021, and were collected from Uber (software contract to run the program technology) from July 2021 to June 2023, and manually entered into TransTrack.</li> </ul>
Vehicle Service Miles	“Vehicle service miles” means the total number of miles that each transit vehicle is in revenue service.	In Compliance	<p>MCTD reports miles based on NTD definitions for Vehicle Revenue Hours (VRM). In 2015, the District hired an outside consultant to review and audit its methodologies to calculate VRM; current practices are consistent with the recommendations from this effort.</p> <p>As noted above, MCTD uses a scheduling software to generate “scheduled” operations data and then imports this information into the TransTrack systems program, which helps to manage data generated by multiple service contractors operating out of an assortment of locations throughout the county.</p> <ul style="list-style-type: none"> <li>• <u>Fixed-Route</u>: At each signup (every three to six months), scheduled service miles are manually entered into TransTrack. All incidents, missed or adjusted services are entered and recorded in TransTrack as they occur. Miles reported are calculated based on the actual service operated for each period.</li> <li>• <u>Paratransit</u> – For most services, miles data are collected through the Trapeze PASS system and automatically transmitted from Trapeze PASS into TransTrack system. Statistics for Marin Transit Connect, an on-demand</li> </ul>

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
			<p>service offered from May 2018 to June 2023, were collected from Tableau (software dedicated to that program) from May 2018 to June 2021, and were collected from Uber (software contract to run the program technology) from July 2021 to June 2023, and manually entered into TransTrack.</p>
Unlinked Passengers	<p>“Unlinked passengers” means the number of boarding passengers, whether revenue producing or not, carried by the public transportation system.</p>	<p>In Compliance</p>	<p>MCTD reports passengers based on NTD definitions for Unlinked Passenger Trips (UPT). In 2015, the District hired an outside consultant to review and audit its methodologies to calculate UPT; current practices are consistent with the recommendations from this effort.</p> <p>As noted above, MCTD compiles all operations data in the TransTrack systems program, which helps to manage data generated by multiple service contractors operating out of an assortment of locations throughout the county.</p> <ul style="list-style-type: none"> <li>• <u>Fixed-Route</u>: Unlinked passenger trips are calculated using a combination of data from GFI validating fareboxes and Clipper for non-Golden Gate Transit operated routes (GFI is automatically transmitted into TransTrack system, Clipper is pulled from Crystal Reports and manually entered into TransTrack); Clipper and Golden Gate Transit Transat for GGT operated routes, both automatically transmitted into TransTrack database; and GFI validating fareboxes and NPS online ticketing system for Muir Woods Shuttle, through manual entry into TransTrack (GFI validating fareboxes were phased out on the Muir Woods Shuttle in May 2023).</li> <li>• <u>Paratransit</u> – For most services, passenger data are collected through the Trapeze PASS system and automatically transmitted from Trapeze PASS into TransTrack system. Statistics for Marin Transit Connect, an on-demand service offered from May 2018 to June 2023, were collected from Tableau (software dedicated to that program) from May 2018 to June 2021, and were collected from Uber (software contract to run</li> </ul>

TDA Statistic	TDA Definition	Compliance Finding	Verification Information
			the program technology) from July 2021 to June 2023, and manually entered into TransTrack.
Employee Full-Time Equivalents	2,000 person-hours of work in one year constitute one employee.	In Compliance	MCTD reports FTEs from the State Controllers report, which uses the assumption that 2,000 person hours of work in one year constitutes one employee.

### Exhibit 3.2: TDA Statistics – Bus Service

TDA Statistic	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Operating Cost (Actual \$)	\$19,971,498	\$21,216,949	\$22,452,872	\$22,890,698	\$24,153,461	\$25,398,055
<i>Annual Change</i>	- -	6.2%	5.8%	1.9%	5.5%	5.2%
Vehicle Service Hours	178,049	180,238	180,039	175,850	188,568	183,510
<i>Annual Change</i>	- -	1.2%	-0.1%	-2.3%	7.2%	-2.7%
Vehicle Service Miles	2,307,555	2,300,458	2,316,247	2,272,524	2,792,082	2,844,726
<i>Annual Change</i>	- -	-0.3%	0.7%	-1.9%	22.9%	1.9%
Unlinked Passengers	2,925,522	3,001,619	2,978,991	2,423,027	1,429,586	2,255,862
<i>Annual Change</i>	- -	2.6%	-0.8%	-18.7%	-41.0%	57.8%
Employee Full-Time Equivalent	(a)	(a)	(a)	(a)	(a)	(a)
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -

Sources: FY2017 through FY2019 - Prior Performance Audit  
FY2020 through FY2022 - NTD Reports

(a) Contracted service - FTEs not applicable



### Exhibit 3.3: TDA Statistics – Paratransit

TDA Statistic	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Operating Cost (Actual \$)	\$3,324,035	\$3,703,200	\$4,406,752	\$4,385,485	\$3,504,439	\$4,543,001
<i>Annual Change</i>	- -	11.4%	19.0%	-0.5%	-20.1%	29.6%
Vehicle Service Hours	42,806	47,569	55,084	42,439	16,279	25,972
<i>Annual Change</i>	- -	11.1%	15.8%	-23.0%	-61.6%	59.5%
Vehicle Service Miles	617,199	704,224	753,794	599,879	298,590	428,922
<i>Annual Change</i>	- -	14.1%	7.0%	-20.4%	-50.2%	43.6%
Unlinked Passengers	93,410	98,068	108,076	86,048	31,166	51,300
<i>Annual Change</i>	- -	5.0%	10.2%	-20.4%	-63.8%	64.6%
Employee Full-Time Equivalent	(a)	(a)	(a)	(a)	(a)	(a)
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -

Sources: FY2017 through FY2019 - Prior Performance Audit  
FY2020 through FY2022 - NTD Reports

(a) Contracted service - FTEs not applicable

### III. TDA PERFORMANCE INDICATORS AND TRENDS

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

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

The performance results in these indicators were developed from the information in the NTD reports filed with the FTA for the three years of the audit period. MCTD'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 (FY2020 through FY2022), 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 MCTD'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 FY2020 to FY2022 trend lines have been combined with those from the prior three-year period (FY2017 through FY2019) 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 MCTD's performance trends in each of the five TDA indicators. The discussion is organized by service mode -- MCTD's bus service is discussed first, followed by paratransit. The analysis is 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 MCTD's bus service over the past six years. The analysis focuses on four of the five TDA performance indicators. Hours per FTE are not included in this analysis; FTE information was not available for the contracted service providers. 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)
  - Cost per hour for bus service, a key indicator of cost efficiency, increased an average of 4.3 percent annually during the six-year review period, rising from \$112.17 per hour in FY2017 to \$138.40 per hour in FY2022.
  - In FY2017 constant dollars, the change in bus service cost per hour was less than one percent per year on average, which is well within the overall rate of inflation during the same period.

- Passengers per Vehicle Service Hour (Exhibit 4.2)
  - Passengers per hour declined an average of 5.6 percent annually during the six-year period, with the largest single year decreases occurring in FY2020 and FY2021 during the pandemic.
  - Despite the loss in passenger productivity during the pandemic, passengers per hour exhibited a significant increase of 62.1 percent in FY2023 as ridership returned to the system.
  - The year-to-year changes in productivity were largely the result of ridership changes since MCTD maintained fairly steady service levels throughout the six year period with an average change in vehicle service hours of 0.6 percent per year.
- Passengers per Vehicle Service Mile (Exhibit 4.2)
  - Passengers per mile exhibited a similar trend to passengers per hour with an average decline in productivity of 9.0 percent per year, with the largest declines during the pandemic years (i.e., FY2020 and FY2022).
  - Substantial gains in productivity were realized in FY2022 when passengers per hour increased 54.9 percent.
  - The average annual change in passengers per mile was more than three percentage points lower than in passengers per hour, which appears to be the result of vehicle service miles increasing at a greater rate than vehicle service hours.
- Operating Cost per Passenger (Exhibit 4.3)
  - Cost effectiveness as measured by cost per passenger exhibited a worsening trend at the end of the six-year period as a result of ridership losses during the pandemic.
  - Cost per passenger increased from \$6.83 in FY2017 to \$11.26 in FY2022, an average increase of 10.5 percent per year.
  - In inflation-adjusted (i.e., FY2017 constant dollars), the cost per passenger exhibited an average increase of 6.3 percent per year.

\* \* \* \* \*

The following is a brief summary of the bus service TDA performance trend highlights over the six-year period of FY2017 through FY2022.

- In terms of cost efficiency, the trend in cost per vehicle service hour showed steady performance with an average annual change of 4.3 percent in constant dollars, and less than one percent in inflation-adjusted dollars.
- Although passenger productivity declined over the six-year period on average, substantial improvements were observed in FY2022 with increases over the prior year of 62.1 percent in passengers per hour and 54.9 percent in passengers per mile.
- Cost per passenger exhibited average annual increases in both actual dollars and inflation-adjusted (i.e., constant) dollars. The performance was greatly influenced by ridership losses during the pandemic, but recent gains in ridership have resulted in improved performance in FY2023.

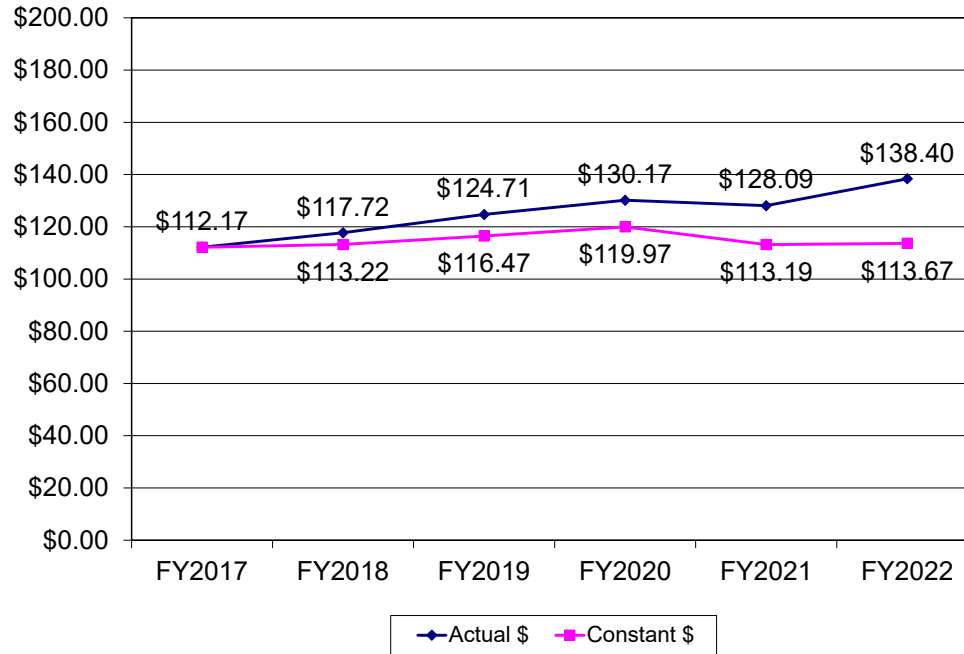
### Exhibit 4: TDA Indicator Performance – Bus Service

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Av. Ann. Chg.
<b>Performance Indicators</b>							
Op. Cost per Vehicle Svc. Hour (Actual \$)	\$112.17	\$117.72	\$124.71	\$130.17	\$128.09	\$138.40	- -
<i>Annual Change</i>	- -	4.9%	5.9%	4.4%	-1.6%	8.1%	4.3%
Op. Cost per Vehicle Svc. Hour (Constant \$)	\$112.17	\$113.22	\$116.47	\$119.97	\$113.19	\$113.67	- -
<i>Annual Change</i>	- -	0.9%	2.9%	3.0%	-5.6%	0.4%	0.3%
Passengers per Vehicle Service Hour	16.4	16.7	16.5	13.8	7.6	12.3	- -
<i>Annual Change</i>	- -	1.4%	-0.6%	-16.7%	-45.0%	62.1%	-5.6%
Passengers per Vehicle Service Mile	1.27	1.30	1.29	1.07	0.51	0.79	- -
<i>Annual Change</i>	- -	2.9%	-1.4%	-17.1%	-52.0%	54.9%	-9.0%
Op. Cost per Passenger (Actual \$)	\$6.83	\$7.07	\$7.54	\$9.45	\$16.90	\$11.26	- -
<i>Annual Change</i>	- -	3.5%	6.6%	25.3%	78.8%	-33.4%	10.5%
Op. Cost per Passenger (Constant \$)	\$6.83	\$6.80	\$7.04	\$8.71	\$14.93	\$9.25	- -
<i>Annual Change</i>	- -	-0.4%	3.5%	23.7%	71.5%	-38.1%	6.3%
Vehicle Service Hours per FTE	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
<b>Input Data</b>							
Operating Cost (Actual \$)	\$19,971,498	\$21,216,949	\$22,452,872	\$22,890,698	\$24,153,461	\$25,398,055	- -
<i>Annual Change</i>	- -	6.2%	5.8%	1.9%	5.5%	5.2%	4.9%
Operating Cost (Constant \$)	\$19,971,498	\$20,405,959	\$20,968,909	\$21,097,142	\$21,344,820	\$20,860,126	- -
<i>Annual Change</i>	- -	2.2%	2.8%	0.6%	1.2%	-2.3%	0.9%
Vehicle Service Hours	178,049	180,238	180,039	175,850	188,568	183,510	- -
<i>Annual Change</i>	- -	1.2%	-0.1%	-2.3%	7.2%	-2.7%	0.6%
Vehicle Service Miles	2,307,555	2,300,458	2,316,247	2,272,524	2,792,082	2,844,726	- -
<i>Annual Change</i>	- -	-0.3%	0.7%	-1.9%	22.9%	1.9%	4.3%
Unlinked Passengers	2,925,522	3,001,619	2,978,991	2,423,027	1,429,586	2,255,862	- -
<i>Annual Change</i>	- -	2.6%	-0.8%	-18.7%	-41.0%	57.8%	-5.1%
Employee Full-Time Equivalents	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
Bay Area CPI - Annual Change	- -	4.0%	3.0%	1.3%	4.3%	7.6%	- -
- Cumulative Change	- -	4.0%	7.1%	8.5%	13.2%	21.8%	4.0%

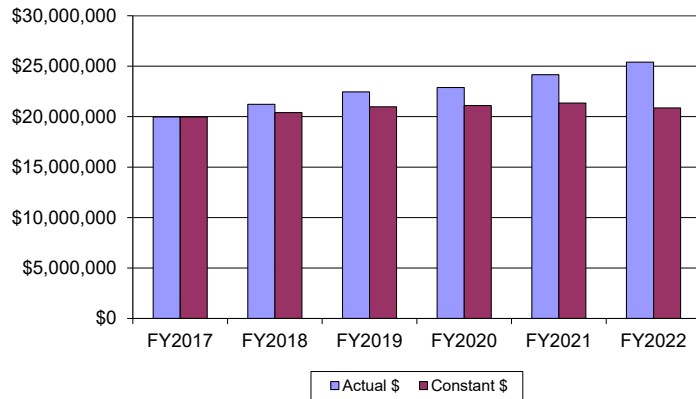
Sources: FY2017 through FY2019 - Prior Performance Audit  
FY2020 through FY2022 - NTD Reports  
CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

(a) Contracted service - FTEs not applicable

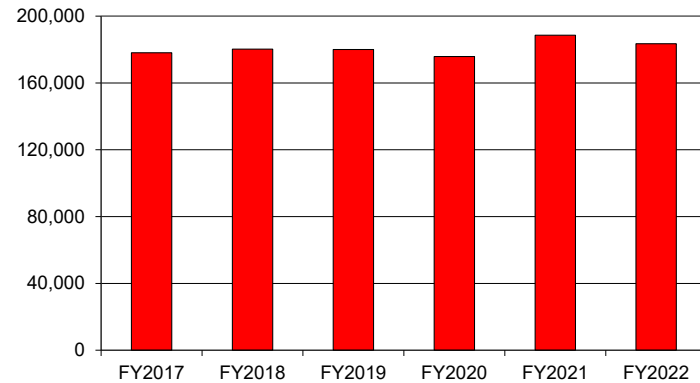
### Exhibit 4.1: Operating Cost per Vehicle Service Hour – Bus Service



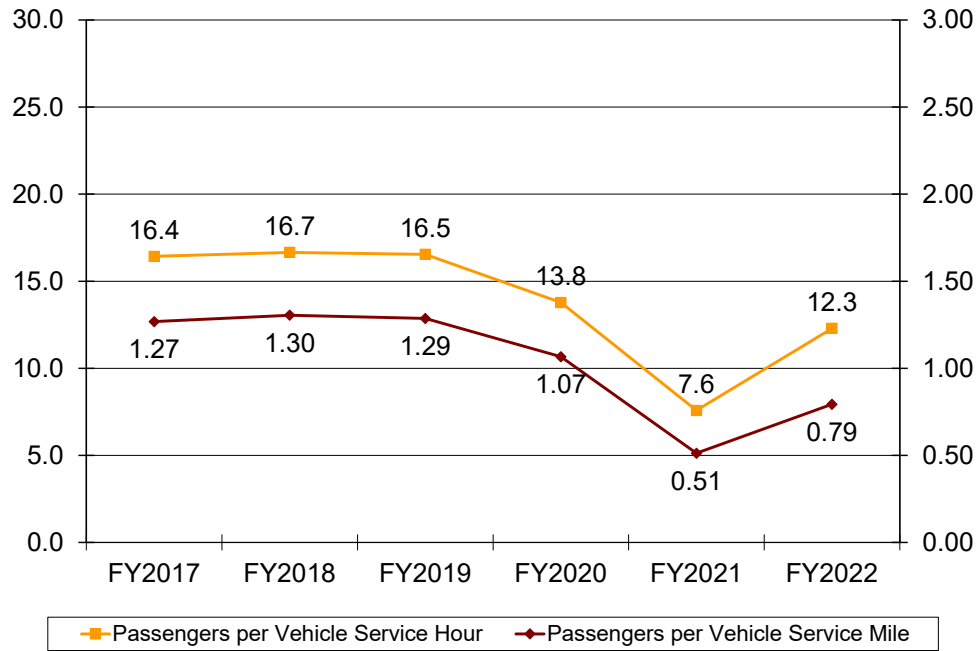
#### Operating Cost



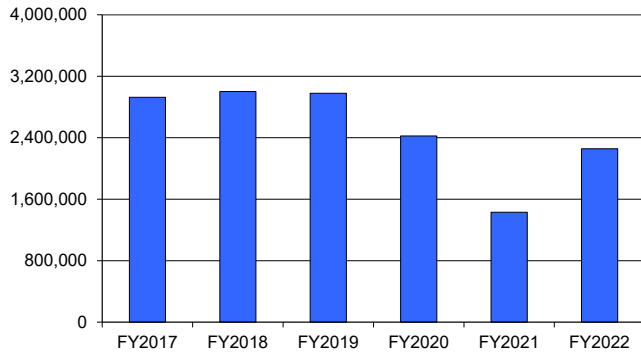
#### Vehicle Service Hours



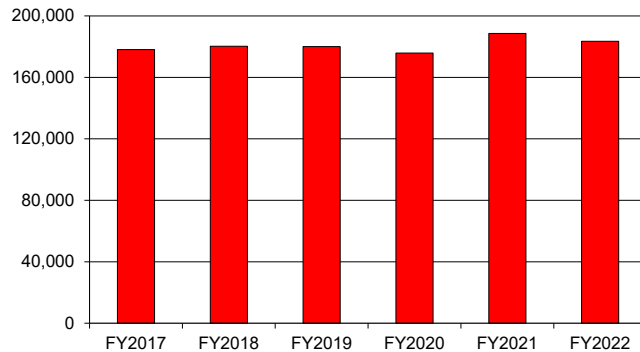
### Exhibit 4.2: Passengers per Hour and per Mile – Bus Service



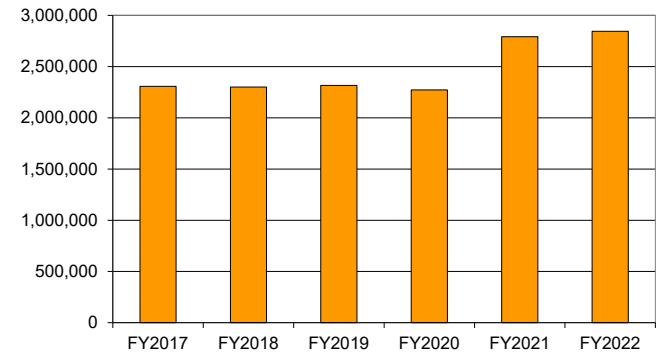
#### Unlinked Passengers



#### Vehicle Service Hours

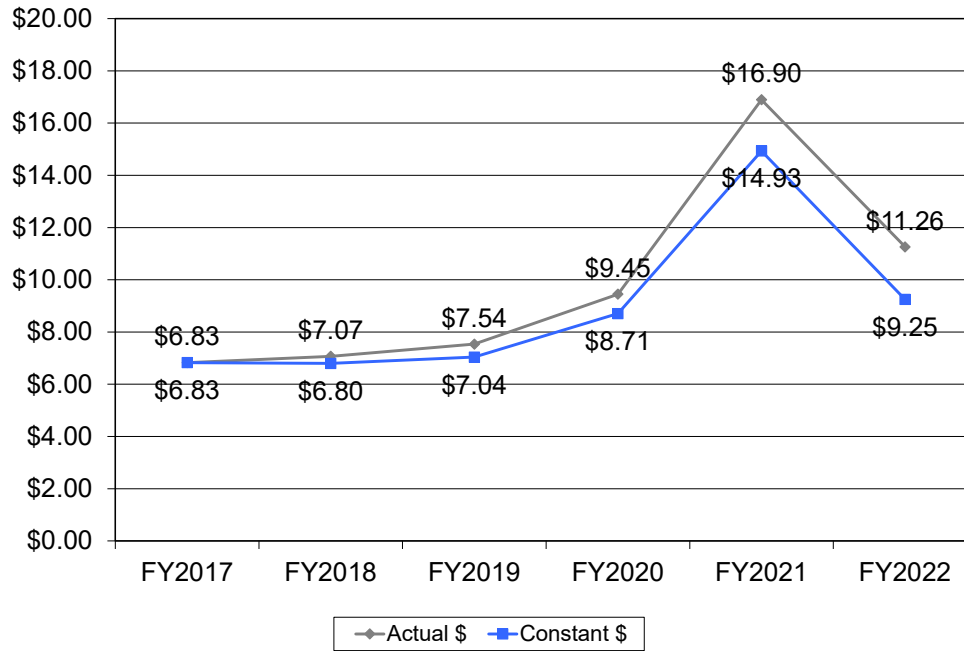


#### Vehicle Service Miles

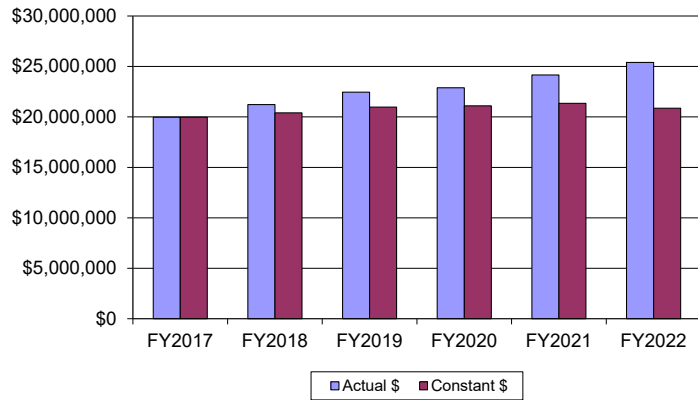




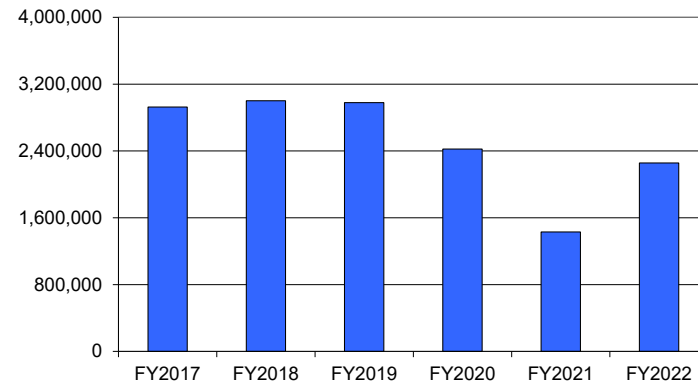
**Exhibit 4.3: Operating Cost per Passenger – Bus Service**



**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 4.4. Examining components of operating costs (e.g., labor, fringes, fuel, and casualty/liability) may determine what particular components had the most significant impacts on the operating costs. Exhibit 4.4 also shows the concurrent changes in vehicle service hours and Exhibit 4.5 illustrates the portion of the cost per bus service hour that can be attributed to each included cost component.

- Purchased transportation costs by far are the largest category of costs representing more than 80 percent of total operating costs in each year.
- Purchased transportation remained steady throughout the six-year period with an average increase of 3.7 percent per year, which is within the overall inflation rate for the same period (see Exhibit 4).
- In-house labor costs increased an average of 5.7 percent per year with the largest increase observed in FY2020. Labor costs comprise approximately five percent of total operating costs.
- Fringe benefits increased 11.5 percent per year on average over the six-year period. The largest single year increase occurred in the prior audit period in FY2019. Steady increases continued during the current audit period (FY2020 through FY2022). As a result, the share of fringe benefits costs rose from around three percent of total operating costs in FY2019 to nearly four percent of total operating costs in FY2022.
- Services costs varied from year to year resulting in an average increase of 13.3 percent per year over the analysis period. Decreases in FY2019 and FY2020 were followed by increases in FY2021 and FY2021. Services represent only about two percent of total operating costs.
- Materials/supplies costs increase in every year except FY2020, when these costs went down by 3.3 percent. Overall, the average annual increase in materials was 15.9 percent. Fuel and parts costs in the latter years of the analysis period appear to be responsible for the majority of the increase in this category. The share of total operating costs of materials/supplies rose

from 4.3 percent of total operating costs in FY2017 to 7.2 percent of total operating costs in FY2022.

- The casualty/liability and other expenses comprised just about one percent of total operating costs in each year of the analysis period. There was a substantial increase in casualty/liability costs in FY2021 of 484 percent.

\* \* \* \* \*

The following is a brief summary of the component operating costs trend highlights for bus service between FY2017 and FY2022:

- Purchased transportation, the largest category of costs, remained steady throughout the six-year period with an average increase of 3.7 percent per year.
- In-house labor costs increased an average of 5.7 percent per year, and comprise approximately five percent of total operating costs.
- Fringe benefits increased over the six-year period, increasing its share of total operating costs from around three percent to nearly four percent.
- Materials/supplies costs increases were largely the result of increases in fuel and parts costs, particularly in the latter years of the analysis period. As such, the share of total operating costs of materials/supplies rose to 7.2 percent of total operating costs in FY2022.
- The casualty/liability increased 484 percent in FY2021, however, these costs represent less than one percent of the total operating costs.

### Exhibit 4.4: TDA Component Costs Trends – Bus Service

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Av. Ann. Chg.
<b>COST CATEGORIES</b>							
Labor (Salaries/Wages)	\$894,540	\$922,989	\$1,028,801	\$1,261,788	\$1,263,722	\$1,182,158	--
<i>Annual Change</i>	--	3.2%	11.5%	22.6%	0.2%	-6.5%	5.7%
Fringe Benefits (a)	\$525,525	\$340,103	\$606,472	\$716,293	\$805,567	\$904,746	--
<i>Annual Change</i>	--	-35.3%	78.3%	18.1%	12.5%	12.3%	11.5%
Services	\$281,836	\$554,104	\$369,694	\$292,344	\$384,842	\$527,233	--
<i>Annual Change</i>	--	96.6%	-33.3%	-20.9%	31.6%	37.0%	13.3%
Materials/Supplies (b)	\$867,931	\$1,052,138	\$1,211,102	\$1,171,220	\$1,479,664	\$1,818,937	--
<i>Annual Change</i>	--	21.2%	15.1%	-3.3%	26.3%	22.9%	15.9%
Casualty/Liability	\$14,239	\$23,908	\$27,988	\$29,572	\$172,784	\$69,167	--
<i>Annual Change</i>	--	67.9%	17.1%	5.7%	484.3%	-60.0%	37.2%
Purchased Transportation	\$17,180,832	\$18,102,302	\$19,067,356	\$19,217,062	\$19,893,099	\$20,627,795	--
<i>Annual Change</i>	--	5.4%	5.3%	0.8%	3.5%	3.7%	3.7%
Other Expenses (c)	\$206,595	\$221,405	\$141,459	\$202,419	\$153,783	\$268,019	--
<i>Annual Change</i>	--	7.2%	-36.1%	43.1%	-24.0%	74.3%	5.3%
<b>Total</b>	\$19,971,498	\$21,216,949	\$22,452,872	\$22,890,698	\$24,153,461	\$25,398,055	--
<i>Annual Change</i>	--	6.2%	5.8%	1.9%	5.5%	5.2%	4.9%
<b>OPERATING STATISTICS</b>							
Vehicle Service Hours	178,049	180,238	180,039	175,850	188,568	183,510	--
<i>Annual Change</i>	--	1.2%	-0.1%	-2.3%	7.2%	-2.7%	0.6%

Sources: FY2017 through FY2019 –Prior Performance Audit; FY2020 through FY2022 - NTD Reports

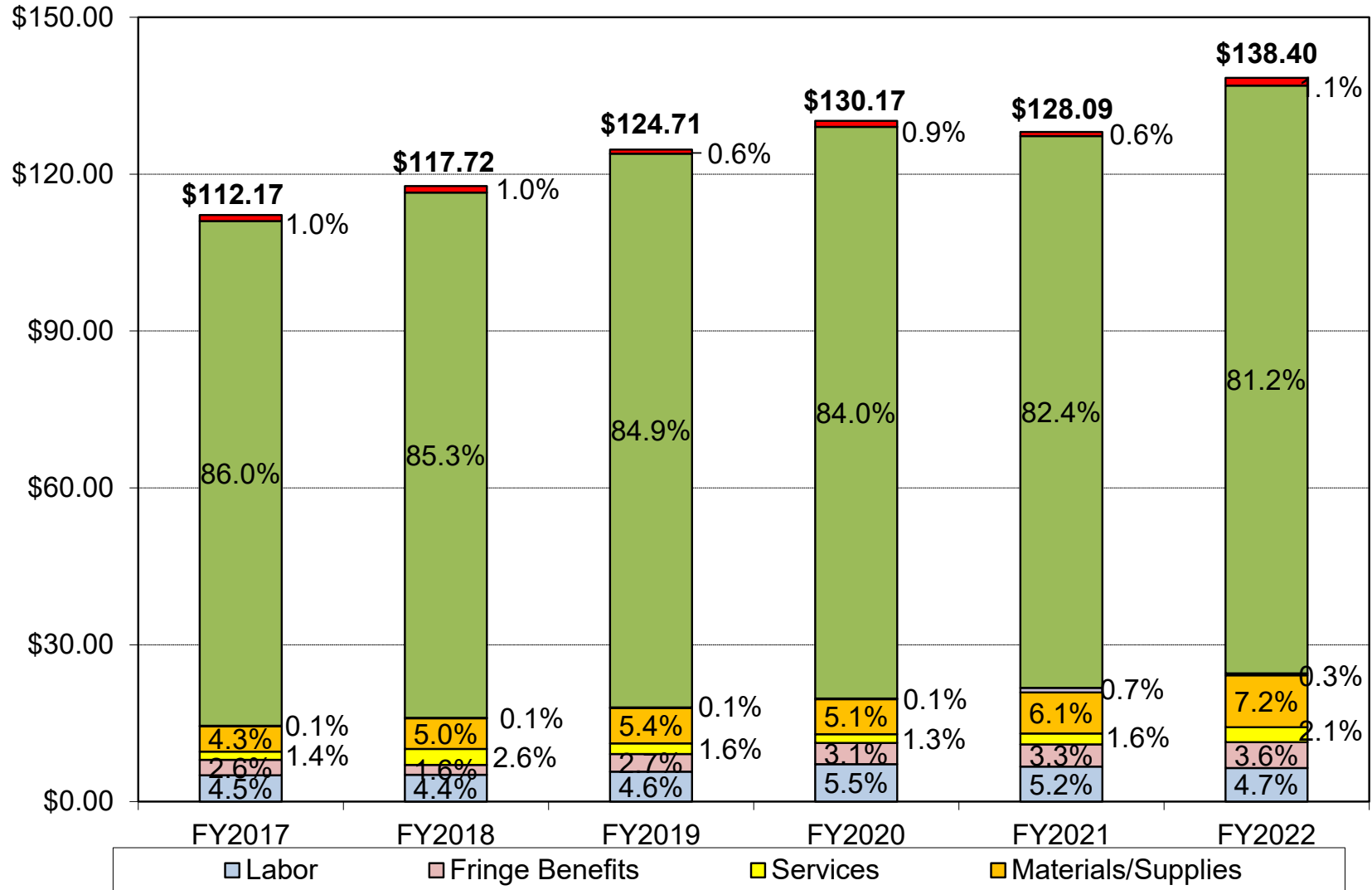
(a) Also includes Paid Absences (as reported separately in FY2019 NTD Report)

(b) Includes Fuel and Lubricants, Tires and Tubes, and Other Materials and Supplies

(c) Includes Taxes, Utilities 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 MCTD's paratransit service over the six year analysis period. Similar to MCTD's fixed-route service, this analysis focuses on four of the five TDA performance indicators. Hours per FTE are not included as FTE information was not available for the contracted service providers. In addition, as noted previously, this review does not include the paratransit service managed by MCTD on behalf of GGBHTD, on a "pass through" basis under contract since FY2016. 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)
  - Costs per hour increased an average of 17.6 percent per year during the analysis period, rising as high as \$215.27 per hour in FY2021 at the height of the pandemic.
  - In FY2017 constant dollars, there was an average annual increase in this indicator of 13.1 percent over the period.
- Passengers per Vehicle Service Hour (Exhibit 5.2)
  - Passengers per hour remained fairly steady at approximately two passengers per hour. The average annual change in this indicator was 2.0 percent per year over the six-year period.
  - The relative stability of this performance indicator is due to the nature of the service provided. That is, ridership and service levels rise and fall in synchronization with each other.
- Passengers per Vehicle Service Mile (Exhibit 5.2)
  - Passengers per vehicle service mile demonstrated a slightly different trend than passengers per hour. Passengers per hour exhibited an average decline of 4.6 percent per year.

- In FY2021, passengers per mile declined 27.2 percent as compared to the previous year. This decline was much greater than the decline in passengers per hour for the same timeframe. This would indicate that longer trips were being provided as a result of the social distancing requirements instituted during the pandemic.
- Operating Cost per Passenger (Exhibit 5.3)
  - Due to the pandemic response, operating cost per passenger increased from \$35.59 in FY2017 to \$112.44 in FY2021, its highest level during the analysis period.
  - Cost per passenger improved in FY2022 with a 21.2 percent decrease, however, cost per passenger remains more than twice as high as it was prior to the pandemic.
  - The average annual change in this indicator was 20 percent per year in actual dollars, and 15 percent per year in inflation-adjusted (i.e., constant) dollars.

\* \* \* \* \*

The following is a brief summary of the paratransit TDA performance trend highlights over the six-year period of FY2017 through FY2022.

- Cost efficiency as measured by cost per vehicle service hour worsened over the six-year period due to the impacts of the pandemic. Cost per hour rose an average of 17.6 percent in actual dollars, and 13.1 percent in constant dollars.
- Passenger productivity demonstrated minimal losses, with passengers per vehicle service hour decreasing by only 2.0 percent per year on average and passengers per vehicle service mile decreasing an average of 4.6 percent per year.
- In terms of cost effectiveness, the cost per passenger increased an average of 20.0 percent per year in actual dollars, and 15.4 percent per year in constant dollars.

### Exhibit 5: TDA Indicator Performance – Paratransit

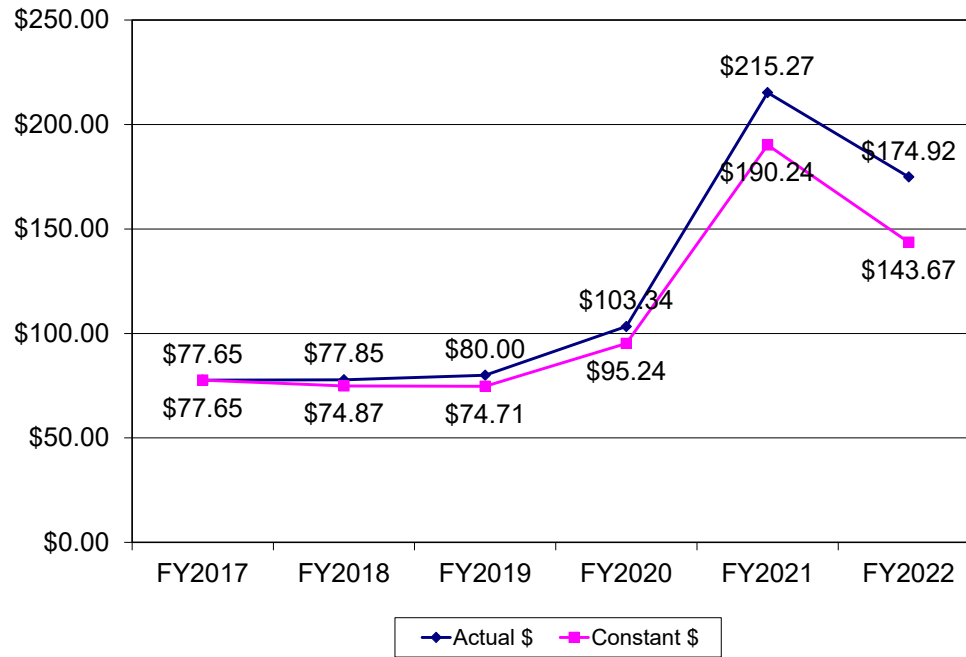
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Av. Ann. Chg.
<b>Performance Indicators</b>							
Op. Cost per Vehicle Svc. Hour (Actual \$)	\$77.65	\$77.85	\$80.00	\$103.34	\$215.27	\$174.92	- -
<i>Annual Change</i>	- -	0.3%	2.8%	29.2%	108.3%	-18.7%	17.6%
Op. Cost per Vehicle Svc. Hour (Constant \$)	\$77.65	\$74.87	\$74.71	\$95.24	\$190.24	\$143.67	- -
<i>Annual Change</i>	- -	-3.6%	-0.2%	27.5%	99.8%	-24.5%	13.1%
Passengers per Vehicle Service Hour	2.2	2.1	2.0	2.0	1.9	2.0	- -
<i>Annual Change</i>	- -	-5.5%	-4.8%	3.3%	-5.6%	3.2%	-2.0%
Passengers per Vehicle Service Mile	0.15	0.14	0.14	0.14	0.10	0.12	- -
<i>Annual Change</i>	- -	-8.0%	3.0%	0.0%	-27.2%	14.6%	-4.6%
Op. Cost per Passenger (Actual \$)	\$35.59	\$37.76	\$40.77	\$50.97	\$112.44	\$88.56	- -
<i>Annual Change</i>	- -	6.1%	8.0%	25.0%	120.6%	-21.2%	20.0%
Op. Cost per Passenger (Constant \$)	\$35.59	\$36.32	\$38.08	\$46.97	\$99.37	\$72.73	- -
<i>Annual Change</i>	- -	2.1%	4.9%	23.4%	111.5%	-26.8%	15.4%
Vehicle Service Hours per FTE	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
<b>Input Data</b>							
Operating Cost (Actual \$)	\$3,324,035	\$3,703,200	\$4,406,752	\$4,385,485	\$3,504,439	\$4,543,001	- -
<i>Annual Change</i>	- -	11.4%	19.0%	-0.5%	-20.1%	29.6%	6.4%
Operating Cost (Constant \$)	\$3,324,035	\$3,561,650	\$4,115,499	\$4,041,869	\$3,096,932	\$3,731,292	- -
<i>Annual Change</i>	- -	7.1%	15.6%	-1.8%	-23.4%	20.5%	2.3%
Vehicle Service Hours	42,806	47,569	55,084	42,439	16,279	25,972	- -
<i>Annual Change</i>	- -	11.1%	15.8%	-23.0%	-61.6%	59.5%	-9.5%
Vehicle Service Miles	617,199	704,224	753,794	599,879	298,590	428,922	- -
<i>Annual Change</i>	- -	14.1%	7.0%	-20.4%	-50.2%	43.6%	-7.0%
Unlinked Passengers	93,410	98,068	108,076	86,048	31,166	51,300	- -
<i>Annual Change</i>	- -	5.0%	10.2%	-20.4%	-63.8%	64.6%	-11.3%
Employee Full-Time Equivalents	(a)	(a)	(a)	(a)	(a)	(a)	- -
<i>Annual Change</i>	- -	- -	- -	- -	- -	- -	- -
Bay Area CPI - Annual Change	- -	4.0%	3.0%	1.3%	4.3%	7.6%	- -
- Cumulative Change	- -	4.0%	7.1%	8.5%	13.2%	21.8%	4.0%

Sources: FY2017 through FY2019 - Prior Performance Audit  
FY2020 through FY2022 - NTD Reports  
CPI Data - U.S. Department of Labor, Bureau of Labor Statistics

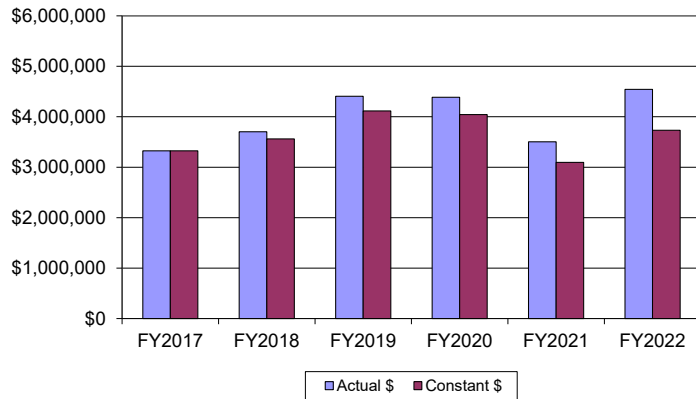
(a) Contracted service - FTEs not applicable



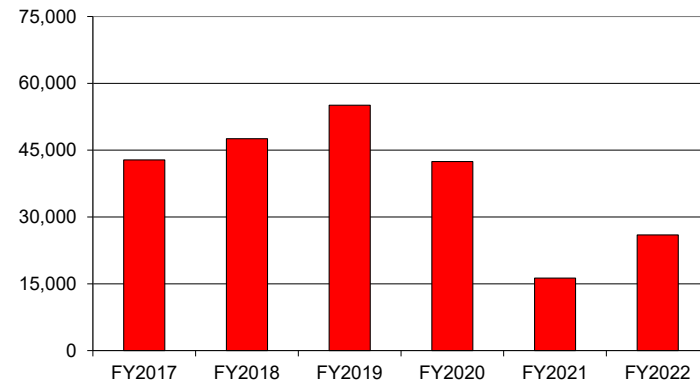
### Exhibit 5.1: Operating Cost per Vehicle Service Hour – Paratransit



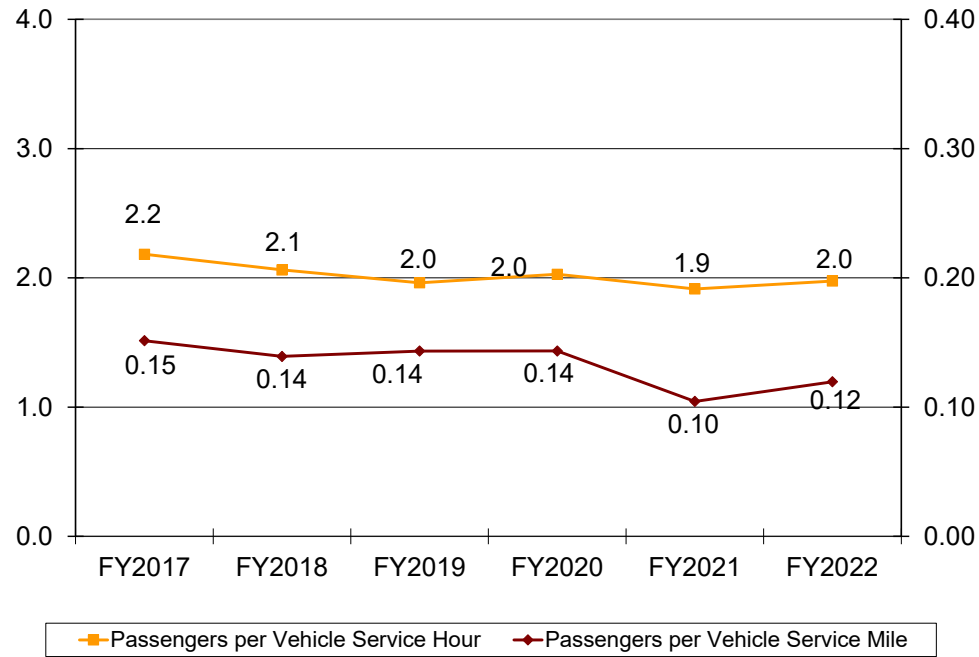
#### Operating Cost



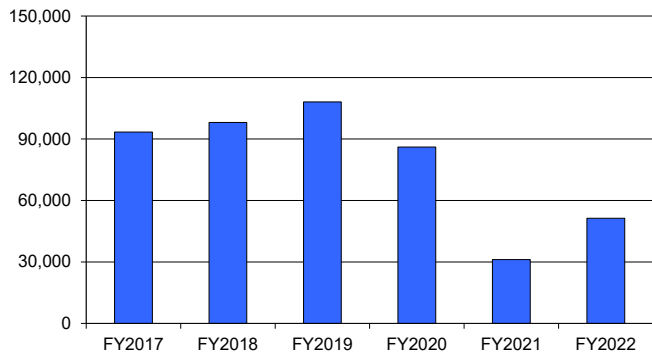
#### Vehicle Service Hours



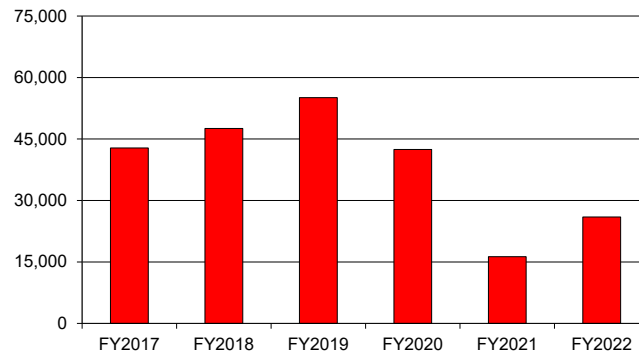
### Exhibit 5.2: Passengers per Hour and per Mile – Paratransit



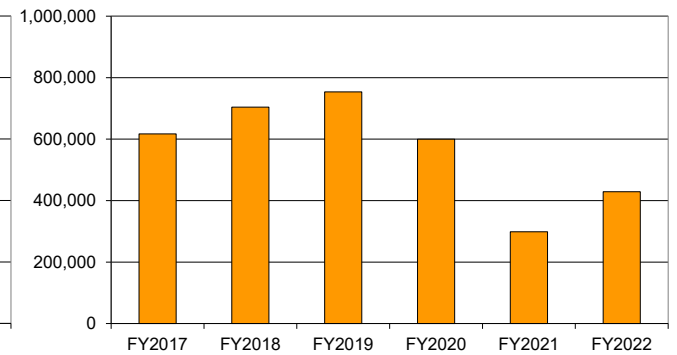
**Unlinked Passengers**



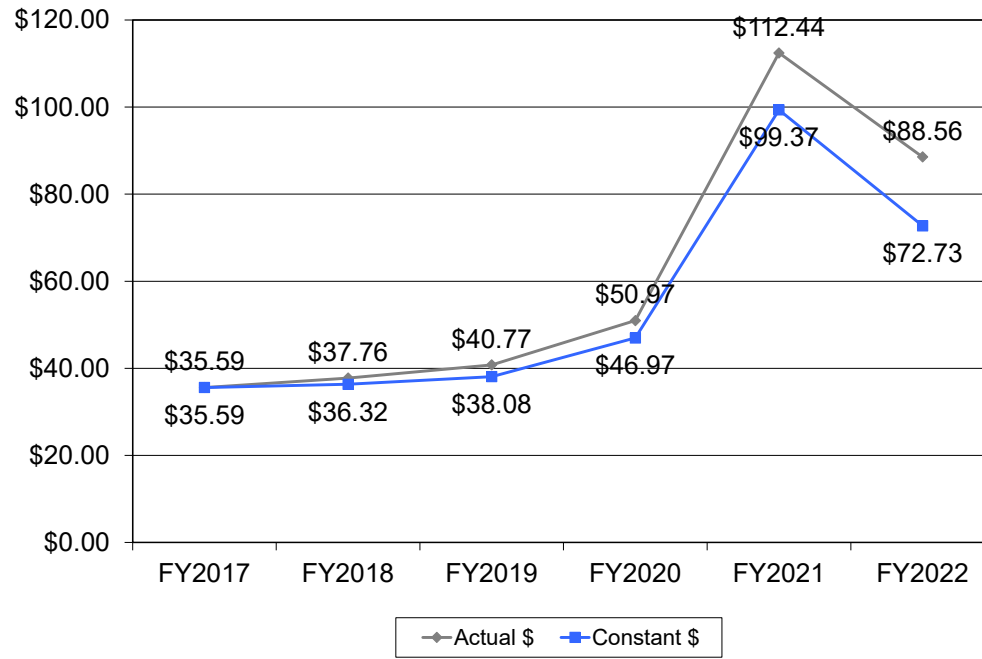
**Vehicle Service Hours**



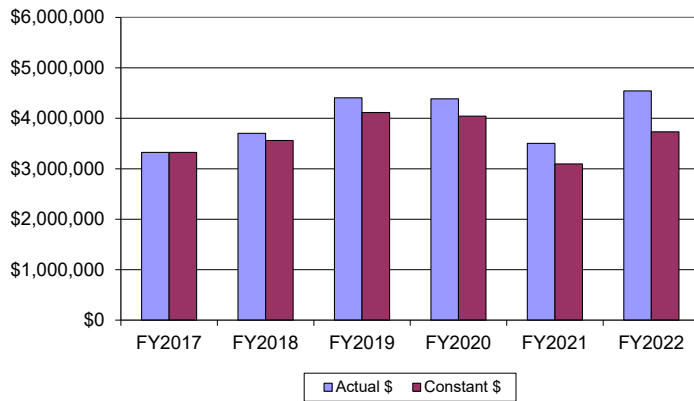
**Vehicle Service Miles**



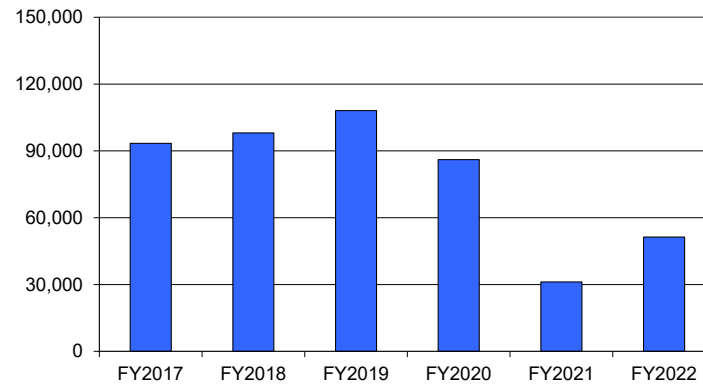
### Exhibit 5.3: Operating Cost per Passenger – Paratransit



### Operating Cost



### Unlinked Passengers



## Paratransit Component Costs

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

- Purchased transportation costs for the paratransit service are by far the largest category of costs, averaging about 75 percent of total costs over the six-year period.
- Purchased transportation costs increased an average of 6.0 percent per year between FY2017 and FY2022. Although purchased transportation costs decreased in FY2020 and FY2021 due to the pandemic response, increases in FY2023 resulted in returning these costs to their pre-pandemic levels.
- In-house labor costs, which represent between four and five percent of total operating costs, increased an average of 4.3 percent per year, which is in-line with the same rate of change in inflation (see Exhibit 5).
- Fringe benefits costs rose an average of 11.9 percent per year, which was largely due to significant increases experienced in FY2019 and FY2021 of 111.0 percent and 30.0 percent, respectively. As of FY2022, fringe benefits comprise a little more than three percent of total operating costs.
- Services costs varied from year-to-year, the result of which was an average increase of 6.0 percent per year. Services comprise around six percent of total operating costs.
- There was a 10.4 percent average annual increase in materials/supplies costs over the period. This increase is likely due to the increase in diesel fuel over the same period.
- Casualty/liability costs increased an average of 22.5 percent per year over the six-year period. However, these costs represent less than one percent of the total operating costs.
- Other expenses, which include taxes, utilities, and miscellaneous expenses represent an average of 1.5 percent of the total operating costs over the

analysis period. These costs remained steady throughout the six-year timeframe.

\* \* \* \* \*

The following is a brief summary of the component operating costs trend highlights for paratransit between FY2017 and FY2022:

- Purchased transportation costs, which represent about 75 percent of total costs, increased an average of 6.0 percent per year between FY2017 and FY2022.
- In-house labor costs increased an average of 4.3 percent per year, which is in-line with the same rate of change in inflation (see Exhibit 5). At the same time, fringe benefits costs rose an average of 11.9 percent per year.
- There was a 10.4 percent average annual increase in materials/supplies costs over the period. This increase is likely due to the increase in diesel fuel over the same period.
- Other expenses, which include taxes, utilities, and miscellaneous expenses remained steady throughout the six-year timeframe.

### Exhibit 5.4: TDA Component Cost Trends – Paratransit

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Av. Ann. Chg.
COST CATEGORIES							
Labor (Salaries/Wages)	\$158,984	\$152,844	\$185,626	\$196,452	\$190,639	\$196,600	--
<i>Annual Change</i>	--	--	21.4%	5.8%	-3.0%	3.1%	4.3%
Fringe Benefits (a)	\$89,094	\$52,035	\$109,779	\$113,945	\$148,169	\$156,498	--
<i>Annual Change</i>	--	--	111.0%	3.8%	30.0%	5.6%	11.9%
Services	\$206,649	\$230,259	\$267,059	\$261,208	\$222,679	\$276,899	--
<i>Annual Change</i>	--	11.4%	16.0%	-2.2%	-14.8%	24.3%	6.0%
Materials/Supplies (b)	\$302,144	\$361,820	\$452,909	\$489,244	\$363,163	\$494,562	--
<i>Annual Change</i>	--	19.8%	25.2%	8.0%	-25.8%	36.2%	10.4%
Casualty/Liability	\$3,844	\$2,306	\$3,810	\$10,687	\$12,409	\$10,597	--
<i>Annual Change</i>	--	--	65.2%	180.5%	16.1%	-14.6%	22.5%
Purchased Transportation	\$2,506,510	\$2,855,404	\$3,321,359	\$3,231,283	\$2,506,376	\$3,350,794	--
<i>Annual Change</i>	--	13.9%	16.3%	-2.7%	-22.4%	33.7%	6.0%
Other Expenses (c)	\$56,810	\$48,532	\$66,210	\$82,666	\$61,004	\$57,051	--
<i>Annual Change</i>	--	-14.6%	36.4%	24.9%	-26.2%	-6.5%	0.1%
<b>Total</b>	\$3,324,035	\$3,703,200	\$4,406,752	\$4,385,485	\$3,504,439	\$4,543,001	--
<i>Annual Change</i>	--	11.4%	19.0%	-0.5%	-20.1%	29.6%	6.4%
OPERATING STATISTICS							
Vehicle Service Hours	42,806	47,569	55,084	42,439	16,279	25,972	--
<i>Annual Change</i>	--	11.1%	15.8%	-23.0%	-61.6%	59.5%	-9.5%

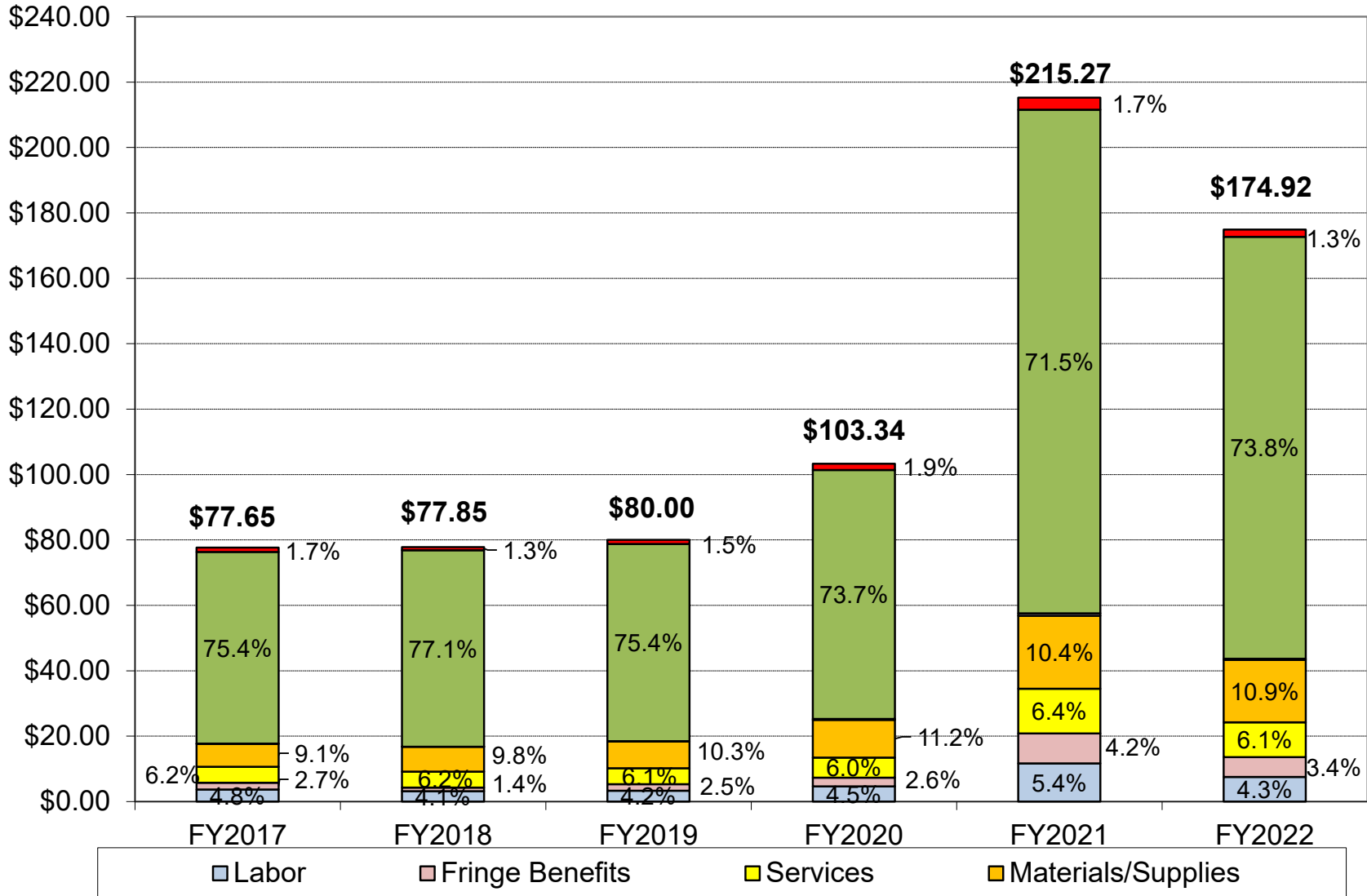
Sources: FY2017 through FY2019 – Prior Audit Report; FY2020 through FY2022 - NTD Reports

(a) Also includes Paid Absences (as reported separately in the NTD Reports)

(b) Includes Fuel and Lubricants, Tires and Tubes, and Other Materials and Supplies

(c) Includes Taxes, Utilities and Miscellaneous Expenses

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



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

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

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



## Exhibit 6: Compliance with State PUC Requirements

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information																								
PUC99251	<u>CHP Certification</u> - The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808 following a CHP inspection of the operator's terminal	In Compliance	<p>Satisfactory Facility Inspection Certificates (Four Contractors Total):</p> <table style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>2020</u></th> <th style="text-align: center;"><u>2021</u></th> <th style="text-align: center;"><u>2022</u></th> </tr> </thead> <tbody> <tr> <td>• GGT</td> <td style="text-align: center;">12/10</td> <td style="text-align: center;">12/15</td> <td style="text-align: center;">10/28</td> </tr> <tr> <td>• Marin Airp.</td> <td style="text-align: center;">8/8</td> <td style="text-align: center;">11/17</td> <td style="text-align: center;">11/16</td> </tr> <tr> <td>• Whistlestop</td> <td style="text-align: center;">7/16</td> <td style="text-align: center;">07/06</td> <td style="text-align: center;">04/20</td> </tr> <tr> <td>• MV Transp.</td> <td style="text-align: center;">02/26</td> <td style="text-align: center;">02/23</td> <td style="text-align: center;">N/A</td> </tr> <tr> <td>• Transdev</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">04/20</td> </tr> </tbody> </table>		<u>2020</u>	<u>2021</u>	<u>2022</u>	• GGT	12/10	12/15	10/28	• Marin Airp.	8/8	11/17	11/16	• Whistlestop	7/16	07/06	04/20	• MV Transp.	02/26	02/23	N/A	• Transdev	N/A	N/A	04/20
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• MV Transp.	02/26	02/23	N/A																								
• Transdev	N/A	N/A	04/20																								
	<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	<p>No provision for excess staffing in audit period to current Operations and Maintenance Contracts/Amendments with:</p> <ul style="list-style-type: none"> <li>• GGBHTD</li> <li>• Marin Airporter</li> <li>• Marin Senior Coordinating Council (Whistlestop Transportation)</li> <li>• MV Public Transportation</li> <li>• Transdev</li> </ul>																								
PUC99314.5 (e)(1)(2)	<u>Part Time Drivers</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> – No prohibition of part-time employees in audit period to current Operations and Maintenance Contracts/Amendments.</li> <li>• <u>Contracting</u> – MCTD contracts with several common carriers to operate its fixed-route and paratransit services.</li> </ul>																								

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99155	<p><u>Reduced Fare Eligibility</u> - For any operator who received TDA Article 4 funds, if the operator offers reduced fares to senior citizens and disabled persons, applicant will honor the federal Medicare identification card, the California Department of Motor Vehicles disability ID card, the Regional Transit Connection Discount Card, or any other current identification card issued by another transit operator that is valid for the type of transportation service or discount requested; and if the operator offers reduced fares to senior citizens, it also offers the same reduced fare to disabled patrons</p>	In Compliance	<p>Reduced fare information in public information materials:</p> <ul style="list-style-type: none"> <li>• Marin Transit Rider’s Guide <ul style="list-style-type: none"> <li>– Summer 2020</li> <li>– Summer 2021</li> <li>– Summer 2022</li> </ul> </li> <li>• Marin Transit website – Fares section <a href="https://marintransit.org/fares">https://marintransit.org/fares</a></li> </ul>
PUC99155.1 (a)(1)(2)	<p><u>Welfare to Work Coordination</u> - Operators must coordinate with county welfare departments in order to ensure that transportation moneys available for purposes of assisting recipients of aid are expended efficiently for the benefit of that population; if a recipient of CalWORKs program funds by the county, the operator shall give priority to the enhancement of public transportation services for welfare-to-work purposes and to the enhancement of transportation alternatives, such as, but not limited to, subsidies or vouchers, van pools, and contract paratransit operations, in order to promote welfare-to-work purposes</p>	In Compliance	<p>MCTD is a stakeholder in the MTC Coordinated Public Transit-Human Services Transportation Plan, directed by MTC as the RTAP and MPO for the Bay Area.</p>
PUC99314.7, Govt Code 66516, MTC Res. Nos. 3837, 4073	<p><u>Joint Revenue Sharing Agreement</u> - The operator has current joint fare revenue sharing agreements in place with transit operators in the MTC region with which its service connects, and submitted copies of agreements to MTC</p>	In Compliance	<ul style="list-style-type: none"> <li>• Clipper Agreement (with AC Transit, BART, CCCTA, GGBHTD, SFMTA, SamTrans, Caltrain, FAST, ECCTA, LAVTA, NVTA, Petaluma, Santa Rosa, SolTrans, SCT, SMART, Vacaville, VTA, WCCTA, WETA, Union City).</li> <li>• Agreement for Revenue Sharing Related to Use of Local Bus Fare Media on GGT Regional Bus Routes, dated May 22, 2009.</li> </ul>

Code Reference	Operator Compliance Requirements	Compliance Finding	Verification Information
PUC99246(d)	<p><u>Process for Evaluation of Passenger Needs</u> - The operator has an established process in place for evaluating the needs and types of passengers being served</p>	<p>In Compliance</p>	<ul style="list-style-type: none"> <li>• Ridership, service levels, and productivity by route are evaluated on a monthly, quarterly, and annual basis.</li> <li>• Marin Transit also completes an on-board survey of fixed route passengers approximately every three years through MTC.</li> <li>• The scheduled survey in the Spring of 2020 was suspended for COVID; the next on-board survey is scheduled for the Spring of 2026.</li> <li>• During its 2023 Title VI update, Marin Transit looked at ridership patterns and demographics</li> <li>• Marin Access ADA and older adult riders are surveyed on an annual basis for similar information.</li> <li>• Marin Transit customer comment reporting system and periodic focus groups with riders to solicit input on needs and service. As part of ongoing service planning efforts this database is queried regularly, and service suggestions are used in short- and long-range planning.</li> </ul>

## V. STATUS OF PRIOR AUDIT RECOMMENDATIONS

Generally, MTC has used the recommendations from TDA performance audits as the basis for developing the Productivity Improvement Program (PIP) projects the transit 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 recommendations advanced in the prior audit. The assessment provides continuity between the current and prior audits, which allows MTC to fulfill its obligations where the recommendations were advanced as PIP projects.

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

It has been determined that MCTD has implemented corrective actions for both recommendations from the prior audit. MCTD implemented steps to improve safety performance of the bus system, which resulted in a reduction in preventable accidents per 100,000 miles. In addition, MCTD improved its on-time performance during this audit period through enhanced monitoring and reporting, as well as, addressing compatibility issues with the onboard tracking systems in use by its contractors.

## Exhibit 7: Status of Prior Audit Recommendations

Recommendation	Actions Taken	Evaluation
<p>1. Take steps to address preventable accidents on MCTD's bus service.</p> <p><i>MCTD reported no preventable accidents on its bus system in the first two years of the audit period, but two such accidents in FY2019, the equivalent of 0.1 per 100,000 vehicle miles. Although the number of accidents in FY2019 was not inordinately high, the recent increase points to a potentially burgeoning safety issue which MCTD should address in coordination with its operating contractors. Efforts should include additional strategies to improve operator training and enhance monitoring activities to ensure that safety issues are identified and corrected before they have a chance to escalate further.</i></p>	<p>MCTD has taken the following actions towards implementing this recommendation:</p> <ul style="list-style-type: none"> <li>• Staff continues to dedicate time each week to check in internally to be sure that any safety or security issues that have come to our attention are shared with the appropriate parties.</li> <li>• Staff maintains scheduled monthly and quarterly check ins with contract operators to ensure that safety goals are being met and to ensure appropriate response to all safety incidents.</li> <li>• Staff remains dedicated to responsible monitoring and oversight of all contract operations, and staff takes an active role in said monitoring by doing random ride monitoring, station observation, and schedule adherence checks.</li> <li>• Staff have developed a new District-wide Safety Plan that outlines goals regarding operator training, accident and incident reporting, and details the key safety staff within the District as well as each contractor.</li> </ul> <p>During this audit period preventable accidents saw reduction of 35.4 percent in FY2022.</p>	<p>Implemented</p>

Recommendation	Actions Taken	Evaluation
<p>2. Monitor and report schedule adherence consistently and on a regular basis across the bus system.</p> <p><i>During the conduct of the audit, MCTD staff indicated that schedule adherence on the bus service is monitored internally monthly by Planning and Operations staff and adjustments made to schedules to address poor performing routes. In conjunction with NTD ride checks, comprehensive schedule adherence is also completed every three years through an onboard passenger survey. The most recent survey was done for FY2017 and showed 81 percent of trips operating on-time. Due to compatibility issues in reporting methodologies between the onboard tracking system on the vehicles operated by GGBHTD and MCTD's vehicle tracking system used by the other contractors, on-time performance data is not compiled and included as part of MCTD's regular reporting. Therefore, no schedule adherence results were available for FY2018 and FY2019.</i></p> <p><i>In order to provide more reliable service to the public, and provide valuable and relevant performance information to the Board, MCTD and all of its contractors should be tracking bus system schedule adherence more formally and consistently. MCTD is encouraged to expand its efforts to collect and report comprehensive on-time performance results in all years, not just every third year.</i></p>	<p>MCTD has taken the following actions towards implementing this recommendation:</p> <ul style="list-style-type: none"> <li>• Staff continue to monitor and discuss schedule adherence internally on a monthly basis by the Planning and Operations staff</li> <li>• Adjustments to schedules are made to address poor performing routes.</li> <li>• Schedule adherence is also discussed with contractors during regularly occurring contractor check ins.</li> <li>• The compatibility issues with the onboard tracking system between contractors have been resolved, so up-to-date comprehensive data is available monthly, not only for rider survey years.</li> <li>• Schedule adherence by year is reported in the District's triennial Title VI updates, the most recent of which was in June 2023.</li> </ul> <p>During this audit period on-time performance exhibited improvements over the prior audit period, and remained fairly steady between 73 and 75 percent.</p>	<p>Implemented</p>

## VI. FUNCTIONAL PERFORMANCE INDICATOR TRENDS

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

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



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

### Systemwide

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

- Administrative costs increased from 22 percent of total operating costs in FY2020 to approximately 24 percent in FY2022.
- Administrative costs per vehicle service hour increased by 23.9 percent over the audit period, from \$27.49 in FY2020 to \$34.05 in FY2022.
- Marketing costs decreased from 2.1 percent to 0.8 percent of total administrative costs.
- Marketing cost per passenger trip also decreased from \$0.05 or \$0.02 per passenger trip over the audit period.
- The systemwide farebox recovery ratio decreased 10.2 percent in FY2020 to 6.0 percent in FY2021, but improved in FY2022 ending the audit period at 8.4 percent.

\* \* \* \* \*

The following is a brief summary of the systemwide functional trend highlights between FY2020 and FY2022:

- Administrative costs increased 8.3 percent over the audit period, and represented approximately 24 percent of total operating costs in FY2022.
- Marketing expenditures decreased to less than one percent of total administrative costs representing \$0.02 per passenger trip.
- The systemwide farebox recovery ratio decreased between the first two years of the audit period, but increased in FY2022, ending the period at 8.4 percent.

### Exhibit 8: Function Performance Trends – Systemwide

FUNCTION/Indicator	Actual Performance		
	FY2020	FY2021	FY2022
<b>MANAGEMENT, ADMINISTRATION &amp; MARKETING</b>			
Administrative Cost/Total Operating Cost	22.0%	24.1%	23.8%
<i>Annual Percent Change</i>	--	9.7%	-1.3%
<i>Three Year Percent Change</i>	--	--	8.3%
Administrative Cost/Vehicle Service Hour	\$27.49	\$32.58	\$34.05
<i>Annual Percent Change</i>	--	18.5%	4.5%
<i>Three Year Percent Change</i>	--	--	23.9%
Marketing Cost/Total Administrative Cost	2.1%	1.4%	0.8%
<i>Annual Percent Change</i>	--	-31.4%	-45.6%
<i>Three Year Percent Change</i>	--	--	-62.7%
Marketing Cost/Unlinked Passenger Trip	\$0.05	\$0.07	\$0.02
<i>Annual Percent Change</i>	--	31.0%	-63.2%
<i>Three Year Percent Change</i>	--	--	-51.8%
Farebox Revenue/Operating Cost	10.2%	6.0%	8.4%
<i>Annual Percent Change</i>	--	-41.3%	39.7%
<i>Three Year Percent Change</i>	--	--	-18.0%

## Bus Service

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

- Service Planning
  - The operating cost per passenger mile increased by ten percent from \$1.68 in FY2020 to \$2.00 in FY2022.
  - Vehicle service miles traveled ranged between 85 and 87 percent of total miles during the audit period. Vehicle service hours ranged between 91 and 93 percent of total hours.
  - The trends in both passenger productivity measures declined during the audit period. In FY2022, MCTD carried 0.79 passengers per service mile and 12.29 passengers per service hour.
  
- Operations
  - Vehicle operations costs as a percentage of total operating costs averaged around 64 percent of total operating costs over the three year period.
  - Vehicle operations costs per service hour increased overall, from \$82.66 in FY2020 to \$88.88 in FY2022, an increase of 7.5 percent.
  - The bus service farebox recovery declined from 11.4 percent in FY2020 to 9.0 percent by FY2022.
  - The TDA recovery ratio, calculated as farebox revenue plus local support divided by operating costs less allowable exclusions, declined from 57.9 percent in FY2020 to 51.6 percent in FY2022.
  - Bus on-time performance improved during the audit period recording a high of 76.6 percent in FY2021. Despite a drop in FY2022, on-time

performance was still 1.6 percent higher than at the start of the audit period.

- The rate of complaints decreased in overall, falling by more than 17 percent over the three years of the audit period.
- The incidence of missed trips increased by a factor of 10 over the audit period. The percentage of missed trips to total trips rose from 0.05 percent in FY2020 to 0.53 percent in FY2022. In terms of numbers, this represents the difference between 102 missed trips in FY2020 and 1,180 missed trips in FY2022.

- Maintenance

- Total maintenance costs as a percentage of total operating costs decreased from 15.3 percent in FY2020 to 13.7.4 percent by FY2022.
- Vehicle maintenance costs decreased over the audit period from \$1.41 to \$1.10 per vehicle service mile, a decrease of 22 percent.
- The vehicle spare ratio during the audit period decreased from 28.0 percent in FY2020 to 23.4 percent in FY2022.
- The mean distance between major failures improved over the audit period by 14.6 percent in terms of major failures and 37.8 percent in terms of total failures. MCTD reports that the increase was due to the reintroduction of supplemental school and Muir Woods services combined with driver shortage issues beginning in that year.

- Safety

- There were no preventable accidents in the first year of the audit period, but three such accidents occurred in FY2021, and two such accidents occurred in FY2022.

\* \* \* \* \*

The following is a brief summary of the bus service functional trend highlights between FY2020 and FY2022:

- Service Planning results showed the operating cost per passenger mile increasing by 19.2 percent, with more than 85 percent of all vehicle miles in service, and more than 90 percent of all vehicle hours in service.
- Operations results showed vehicle operations costs increasing slightly compared to total costs but more pronounced in relation to service hours. Farebox recovery decreased from 11.4 to 9.0 percent by FY2022, and the TDA recovery ratio (reflecting local support and operating cost exclusions) dropped from 57.9 to 51.6 percent. Schedule adherence results improved over the audit period by 1.6 percent. Complaints per 100,000 vehicle service miles decreased to 20.9 in FY2022. Missed trips as a percentage of total trips exhibited a substantial increase (by a factor of 10) over the audit period.
- Maintenance results showed total maintenance costs decreasing to 13.7 percent of total costs, while vehicle maintenance costs per mile decreased by 22 percent. The vehicle spare ratio decreased from 28 percent to 23 percent. In addition, the mean distance between major failures and total failures improved by 15 percent and 38 percent, respectively.
- In the safety area, there were no preventable accidents in the first year of the audit period, and only three in FY2021 and two in FY2022.

## Exhibit 9: Functional Performance Trends – Bus Service

FUNCTION/Indicator	Actual Performance		
	FY2020	FY2021	FY2022
<b>SERVICE PLANNING</b>			
Total Operating Cost/Passenger Mile	\$1.68	\$3.00	\$2.00
<i>Annual Percent Change</i>	--	78.8%	-33.4%
<i>Three Year Percent Change</i>	--	--	19.2%
Vehicle Service Miles/Total Miles	87.0%	86.1%	85.1%
<i>Annual Percent Change</i>	--	-1.1%	-1.2%
<i>Three Year Percent Change</i>	--	--	-2.3%
Vehicle Service Hours/Total Hours	91.1%	92.6%	92.0%
<i>Annual Percent Change</i>	--	1.6%	-0.6%
<i>Three Year Percent Change</i>	--	--	1.0%
Passengers/Vehicle Service Mile	1.07	0.51	0.79
<i>Annual Percent Change</i>	--	-52.0%	54.9%
<i>Three Year Percent Change</i>	--	--	-25.6%
Passengers/Vehicle Service Hour	13.78	7.58	12.29
<i>Annual Percent Change</i>	--	-45.0%	62.1%
<i>Three Year Percent Change</i>	--	--	-10.8%
<b>OPERATIONS</b>			
Vehicle Operations Cost/Total Operating Cost	63.5%	61.8%	64.2%
<i>Annual Percent Change</i>	--	-2.7%	3.9%
<i>Three Year Percent Change</i>	--	--	1.1%
Vehicle Operations Cost/Vehicle Service Hour	\$82.66	\$79.17	\$88.88
<i>Annual Percent Change</i>	--	-4.2%	12.3%
<i>Three Year Percent Change</i>	--	--	7.5%
Farebox Revenue/Operating Cost	11.4%	6.3%	9.0%
<i>Annual Percent Change</i>	--	-45.1%	42.8%
<i>Three Year Percent Change</i>	--	--	-21.6%
TDA Recovery Ratio (a)	57.9%	63.9%	51.6%
<i>Annual Percent Change</i>	--	10.4%	-19.3%
<i>Three Year Percent Change</i>	--	--	-11.0%
Percentage of Trips On-Time	73.4%	76.6%	74.6%
<i>Annual Percent Change</i>	--	4.4%	-2.6%
<i>Three Year Percent Change</i>	--	--	1.6%
Complaints/100,000 Vehicle Service Miles	28.7	13.6	20.9
<i>Annual Percent Change</i>	--	-52.8%	53.8%
<i>Three Year Percent Change</i>	--	--	-27.3%
Missed Trips/Total Trips	0.05%	0.13%	0.54%
<i>Annual Percent Change</i>	--	164.7%	315.0%
<i>Three Year Percent Change</i>	--	--	998.4%

FUNCTION/Indicator	Actual Performance		
	FY2020	FY2021	FY2022
<b>MAINTENANCE</b>			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	15.3%	14.3%	13.7%
<i>Annual Percent Change</i>	--	-6.6%	-4.1%
<i>Three Year Percent Change</i>	--	--	-10.5%
Vehicle Maintenance Cost/Vehicle Service Mile	\$1.41	\$1.11	\$1.10
<i>Annual Percent Change</i>	--	-20.9%	-1.4%
<i>Three Year Percent Change</i>	--	--	-22.0%
Spare Vehicles/Total Vehicles	28.0%	25.3%	23.4%
<i>Annual Percent Change</i>	--	-9.5%	-7.7%
<i>Three Year Percent Change</i>	--	--	-16.5%
Mean Distance between Major Failures (Miles)	28,073	31,788	32,161
<i>Annual Percent Change</i>	--	13.2%	1.2%
<i>Three Year Percent Change</i>	--	--	14.6%
Mean Distance between All Failures (Miles)	13,120	21,908	18,080
<i>Annual Percent Change</i>	--	67.0%	-17.5%
<i>Three Year Percent Change</i>	--	--	37.8%
<b>SAFETY</b>			
Preventable Accidents/100,000 Vehicle Miles	0.0	0.1	0.1
<i>Annual Percent Change</i>	--	--	-35.4%
<i>Three Year Percent Change</i>	--	--	--

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

## Paratransit

MCTD'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
  - The operating cost per passenger mile increased by 63.5 percent overall from \$7.40 in FY2020 to \$12.10 in FY2022.
  - Vehicle miles traveled in service was reduced from 84.8 to 79.6 percent, while vehicle hours in service declined from 89.1 to 78.8 percent during the same time period.
  - Passenger productivity declined somewhat, with passengers per service mile down by 16.6 percent overall, and passengers per service hour down by 2.6 percent.
  
- Operations
  - Vehicle operations costs per total operating cost decreased by six percent from 70.8 in FY2020 to 60.1 in FY2022.
  - Vehicle operations costs per service hour increased over the audit period from \$73.18 in FY2020 to \$105.12 in FY2022.
  - The paratransit farebox recovery remained fairly steady during the audit period at approximately five percent.
  - The TDA recovery ratio improved over the audit period by around four percent, finishing at 79.16 percent in FY2022.
  - On-time trip performance ranged between 89 and 93 percent during the audit period.
  - The rate of complaints increased slightly over the three years rising from 7.4 per 10,000 passenger trips to 8.6 per 10,000 passenger trips between FY2020 and FY2022.



- The incidence of missed trips was so small throughout the audit period, that the percentage of missed to total trips was effectively zero.
  - There was only one ADA trip denial recorded through the three years of the audit period.
  - While both trip cancellations and late trip cancellations increased during the audit period, neither represented more than approximately three to four percent of the total scheduled trips.
  - The passenger no-show rate increased overall, but remained between one and two percent of total ADA trips.
- Maintenance
    - Maintenance costs remained at around ten percent of total operating costs, while vehicle maintenance costs increased from \$0.77 to \$1.06 per mile over the audit period.
    - The vehicle spare ratio increased from 20.5 percent in FY2020 to 40.0 percent in FY2022, an increase of 95 percent overall.
    - The mean distance between both major failures and all failure improved by 14.1 percent through the period, to more than 268,000 vehicle miles in FY2022.
- Safety
    - There were no reported preventable accidents during the entirety of the audit period.

\* \* \* \* \*

The following is a brief summary of the paratransit functional trend highlights between FY2020 and FY2022:

- Service Planning results showed a 63.5 percent increase in the operating cost per passenger mile, with around 80 percent of all vehicle miles in service, and 79 percent of all vehicle hours in service. Passengers per vehicle service mile, and passengers per vehicle service hour went down by 17 percent and three percent, respectively.
- The vehicle operations cost declined to about 60 percent of total costs, while vehicle operations cost per service hour increased by 43.6 percent. The paratransit farebox recovery remained between four and five percent during the audit period, while the TDA recovery ratio increased from about 76 percent in FY2020 to 79 percent in FY2022. Schedule adherence ranged between 89 and 93 percent. At the same time there were virtually no ADA trip denials, and no notable increase in missed trips. The trip cancellation rate, late trip cancellation rate and passenger no-shows have been trending upward, but appear to be at reasonable levels.
- In the Maintenance area, total maintenance costs remained around 11 percent of total costs while vehicle maintenance costs increased from \$0.77 to \$1.06 per mile over the audit period. The mean distance between both major failures and all failures improved by 14 percent to over 268,000 vehicle miles.
- There were no reported preventable accidents during the entirety of the audit period.

## Exhibit 10: Functional Performance Trends – Paratransit Service

FUNCTION/Indicator	Actual Performance		
	FY2020	FY2021	FY2022
<b>SERVICE PLANNING</b>			
Total Operating Cost/Passenger Mile	\$7.40	\$16.62	\$12.10
<i>Annual Percent Change</i>	--	124.5%	-27.2%
<i>Three Year Percent Change</i>	--	--	63.5%
Vehicle Service Miles/Total Miles	84.8%	89.7%	79.8%
<i>Annual Percent Change</i>	--	5.7%	-11.1%
<i>Three Year Percent Change</i>	--	--	-6.0%
Vehicle Service Hours/Total Hours	89.1%	91.0%	78.8%
<i>Annual Percent Change</i>	--	2.2%	-13.4%
<i>Three Year Percent Change</i>	--	--	-11.6%
Passengers/Vehicle Service Mile	0.14	0.10	0.12
<i>Annual Percent Change</i>	--	-27.2%	14.6%
<i>Three Year Percent Change</i>	--	--	-16.6%
Passengers/Vehicle Service Hour	2.0	1.9	2.0
<i>Annual Percent Change</i>	--	-5.6%	3.2%
<i>Three Year Percent Change</i>	--	--	-2.6%
<b>OPERATIONS</b>			
Vehicle Operations Cost/Total Operating Cost	70.8%	68.7%	60.1%
<i>Annual Percent Change</i>	--	-3.0%	-12.6%
<i>Three Year Percent Change</i>	--	--	-15.1%
Vehicle Operations Cost/Vehicle Service Hour	\$73.18	\$147.96	\$105.12
<i>Annual Percent Change</i>	--	102.2%	-28.9%
<i>Three Year Percent Change</i>	--	--	43.6%
Farebox Recovery Ratio (Farebox Rev./Oper. Cost)	5.31%	3.97%	4.99%
<i>Annual Percent Change</i>	--	-25.3%	25.9%
<i>Three Year Percent Change</i>	--	--	-6.0%
TDA Recovery Ratio (a)	76.13%	72.58%	79.16%
<i>Annual Percent Change</i>	--	-4.7%	9.1%
<i>Three Year Percent Change</i>	--	--	4.0%
Trips On-Time/Total Trips	89.0%	93.0%	93.0%
<i>Annual Percent Change</i>	--	4.5%	0.0%
<i>Three Year Percent Change</i>	--	--	4.5%
Complaints/10,000 Unlinked Passenger Trips	7.4	5.5	9.6
<i>Annual Percent Change</i>	--	-26.7%	75.1%
<i>Three Year Percent Change</i>	--	--	28.4%
Missed Trips/Total Trips	0.0%	0.0%	0.0%
<i>Annual Percent Change</i>	--	--	--
<i>Three Year Percent Change</i>	--	--	--
ADA Trip Denials/Total ADA Trips	0.0%	0.0%	0.0%
<i>Annual Percent Change</i>	--	--	--
<i>Three Year Percent Change</i>	--	--	--
Trip Cancellations/Total ADA Trips	1.4%	1.9%	3.7%
<i>Annual Percent Change</i>	--	37.4%	88.4%
<i>Three Year Percent Change</i>	--	--	158.9%
Late Trip Cancellations/Total ADA Trips	1%	2%	3%
<i>Annual Percent Change</i>	--	78.1%	87.0%
<i>Three Year Percent Change</i>	--	--	233.1%
No-Shows/Total ADA Trips	1.2%	0.9%	2.2%
<i>Annual Percent Change</i>	--	-21.5%	142.1%
<i>Three Year Percent Change</i>	--	--	90.1%

FUNCTION/Indicator	Actual Performance		
	FY2020	FY2021	FY2022
<b>MAINTENANCE</b>			
Vehicle + Non-Veh. Maint. Cost/Total Operating Cost	10.9%	9.4%	11.8%
<i>Annual Percent Change</i>	--	-14.1%	26.1%
<i>Three Year Percent Change</i>	--	--	8.3%
Vehicle Maintenance Cost/Vehicle Service Mile	\$0.77	\$1.09	\$1.06
<i>Annual Percent Change</i>	--	40.3%	-2.3%
<i>Three Year Percent Change</i>	--	--	37.1%
Spare Vehicles/Total Vehicles	20.5%	51.4%	40.0%
<i>Annual Percent Change</i>	--	150.3%	-22.1%
<i>Three Year Percent Change</i>	--	--	95.0%
Mean Dist. betw. Major Failures (Miles)	235,693	166,445	268,917
<i>Annual Percent Change</i>	--	-29.4%	61.6%
<i>Three Year Percent Change</i>	--	--	14.1%
Mean Dist. betw. All Failures (Miles)	235,693	166,445	268,917
<i>Annual Percent Change</i>	--	-29.4%	61.6%
<i>Three Year Percent Change</i>	--	--	14.1%
<b>SAFETY</b>			
Preventable Accidents/100,000 Vehicle Miles	0.00	0.00	0.00
<i>Annual Percent Change</i>	--	--	--
<i>Three Year Percent Change</i>	--	--	--

## VII. CONCLUSIONS AND RECOMMENDATIONS

The preceding sections presented a review of MCTD's transit service performance during the three-year period of FY2020 through FY2022 (July 1, 2019 through June 30, 2022). They focused on TDA compliance issues including trends in TDA-mandated performance indicators and compliance with selected sections of the state Public Utilities Code (PUC). They also provided the findings from an overview of MCTD's data collection activities to support the TDA indicators, actions taken to implement recommendations from the prior performance audit, and a review of selected key functional performance results.

### Conclusions

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

- Data Collection – MCTD is in compliance with the data collection and reporting requirements for all five TDA statistics. In addition, the statistics collected over the six-year review period appear to be consistent with the TDA definitions. In terms of consistency, it was observed that in FY2021 bus service miles increased more substantially than hours (i.e., 22.9 percent versus 7.2 percent). And in FY2022 miles increased by 1.9 percent while hours decreased by 2.7 percent). Paratransit statistics were consistent throughout the six-year analysis period.

- TDA Performance Trends

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

Bus Service – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2017 through FY2022.

- In terms of cost efficiency, the trend in cost per vehicle service hour showed steady performance with an average annual change of 4.3 percent in constant dollars, and less than one percent in inflation-adjusted dollars.
- Although passenger productivity declined over the six-year period on average, substantial improvements were observed in FY2022 with increases over the prior year of 62.1 percent in passengers per hour and 54.9 percent in passengers per mile.
- Cost per passenger exhibited average annual increases in both actual dollars and inflation-adjusted (i.e., constant) dollars. The performance was greatly influenced by ridership losses during the pandemic, but recent gains in ridership have resulted in improved performance in FY2022.

The following is a brief summary of the component operating costs trend highlights for the bus service between FY2017 and FY2022:

- Purchased transportation, the largest category of costs, remained steady throughout the six-year period with an average increase of 3.7 percent per year.
- In-house labor costs increased an average of 5.7 percent per year, and comprise approximately five percent of total operating costs.
- Fringe benefits increased over the six-year period, increasing its share of total operating costs from around three percent to nearly four percent.
- Materials/supplies costs increases were largely the result of increases in fuel and parts costs, particularly in the latter years of the analysis period. As such, the share of total operating costs of materials/supplies rose to 7.2 percent of total operating costs in FY2022.

- The casualty/liability increased 484 percent in FY2021, however, these costs represent less than one percent of the total operating costs.

Paratransit – The following is a brief summary of the TDA performance trend highlights over the six-year period of FY2017 through FY2022:

- Cost efficiency as measured by cost per vehicle service hour worsened over the six-year period due to the impacts of the pandemic. Cost per hour rose an average of 17.6 percent in actual dollars, and 13.1 percent in constant dollars.
- Passenger productivity demonstrated minimal losses, with passengers per vehicle service hour decreasing by only 2.0 percent per year on average and passengers per vehicle service mile decreasing an average of 4.6 percent per year.
- In terms of cost effectiveness, the cost per passenger increased an average of 20.0 percent per year in actual dollars, and 15.4 percent per year in constant dollars.

The following is a brief summary of the component operating costs trend highlights for paratransit between FY2017 and FY2022:

- Purchased transportation costs, which represent about 75 percent of total costs, increased an average of 6.0 percent per year between FY2017 and FY2022.
- In-house labor costs increased an average of 4.3 percent per year, which is in-line with the same rate of change in inflation (see Exhibit 5). At the same time, fringe benefits costs rose an average of 11.9 percent per year.
- There was a 10.4 percent average annual increase in materials/supplies costs over the period. This increase is likely due to the increase in diesel fuel over the same period.
- Other expenses, which include taxes, utilities, and miscellaneous expenses remained steady throughout the six-year timeframe.

- PUC Compliance – MCTD is in compliance with all seven sections of the state PUC that were reviewed as part of this performance audit. These six sections included requirements concerning CHP terminal inspections, labor contracts, reduced fares, Welfare-to-Work, revenue sharing, and evaluating passenger needs.
- Status of Prior Audit Recommendations – MCTD has implemented corrective actions for both recommendations from the prior audit. MCTD implemented steps to improve safety performance of the bus system, which resulted in a reduction in preventable accidents per 100,000 miles. In addition, MCTD improved its on-time performance during this audit period through enhanced monitoring and reporting, as well as, addressing compatibility issues with the onboard tracking systems in use by its contractors.
- Functional Performance Indicator Trends

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

Systemwide – The following is a brief summary of the systemwide functional trend highlights between FY2020 and FY2022:

- Administrative costs increased 8.3 percent over the audit period, and represented approximately 24 percent of total operating costs in FY2022.
- Marketing expenditures decreased to less than one percent of total administrative costs representing \$0.02 per passenger trip.
- The systemwide farebox recovery ratio decreased between the first two years of the audit period, but increased in FY2022, ending the period at 8.4 percent.

Bus Service – The following is a brief summary of the bus service functional trend highlights between FY2020 and FY2022:

- Service Planning results showed the operating cost per passenger mile increasing by 19.2 percent, with more than 85 percent of all



vehicle miles in service, and more than 90 percent of all vehicle hours in service.

- Operations results showed vehicle operations costs increasing slightly compared to total costs but more pronounced in relation to service hours. Farebox recovery decreased from 11.4 to 9.0 percent by FY2022, and the TDA recovery ratio (reflecting local support and operating cost exclusions) dropped from 57.9 to 51.6 percent. Schedule adherence results improved over the audit period by 1.6 percent. Complaints per 100,000 vehicle service miles decreased to 20.9 in FY2022. Missed trips as a percentage of total trips exhibited a substantial increase (by a factor of 10) over the audit period.
- Maintenance results showed total maintenance costs decreasing to 13.7 percent of total costs, while vehicle maintenance costs per mile decreased by 22 percent. The vehicle spare ratio decreased from 28 percent to 23 percent. In addition, the mean distance between major failures and total failures improved by 15 percent and 38 percent, respectively.
- In the safety area, there were no preventable accidents in the first year of the audit period, and only three in FY2021 and two in FY2022.

Paratransit – The following is a brief summary of the paratransit functional trend highlights between FY2020 and FY2022:

- Service Planning results showed a 63.5 percent increase in the operating cost per passenger mile, with around 80 percent of all vehicle miles in service, and 79 percent of all vehicle hours in service. Passengers per vehicle service mile, and passengers per vehicle service hour went down by 17 percent and three percent, respectively.
- The vehicle operations cost declined to about 60 percent of total costs, while vehicle operations cost per service hour increased by 43.6 percent. The paratransit farebox recovery remained between four and five percent during the audit period, while the TDA recovery ratio increased from about 76 percent in FY2020 to 79 percent in FY2022. Schedule adherence ranged between 89 and 93 percent. At the same time there were virtually no ADA trip denials,

and no notable increase in missed trips. The trip cancellation rate, late trip cancellation rate and passenger no-shows have been trending upward, but appear to be at reasonable levels.

- In the Maintenance area, total maintenance costs remained around 11 percent of total costs while vehicle maintenance costs increased from \$0.77 to \$1.06 per mile over the audit period. The mean distance between both major failures and all failures improved by 14 percent to over 268,000 vehicle miles.
- There were no reported preventable accidents during the entirety of the audit period.

### Recommendations

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

It is noted here that many cost efficiency, cost effectiveness and functional indicators fluctuated by wide margins compared to their past trends. Further, it is recognized here that during this audit period policy, planning and operational decisions were made under unusual conditions of local, regional and national health pandemic. Vacaville, like other transit agencies in the Bay Area, faced issues related to employee availability and retention; deployment of vehicles based on declining demand due to remote working; forced reduction in acceptable vehicle occupancy due to social distancing guidelines. For these reasons no recommendations are made to reexamine the past performance.

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

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## Functional Performance Inputs – MCTD Systemwide

Data Item	FY2020	FY2021	FY2022	Source
Total Operating Costs	\$27,276,183	\$27,657,900	\$29,941,056	NTD F-40
Administrative Costs	\$6,001,564	\$6,674,527	\$7,133,209	NTD F-40
Vehicle Service Hours	218,289	204,847	209,482	NTD S-10 MB+DR
Marketing Costs	\$126,142	\$96,232	\$55,915	NTD F-30
Unlinked Passenger Trips	2,509,075	1,460,752	2,307,162	NTD S-10 MB+DR
Farebox Revenue (All Modes)	\$2,781,093	\$1,654,777	\$2,502,778	NTD F-10

## Functional Performance Inputs – MCTD Bus Service

Data Item	FY2020	FY2021	FY2022	Source
Vehicle Service Miles	2,272,524	2,792,082	2,844,726	NTD S-10 MB
Total Vehicle Miles	2,610,821	3,242,346	3,344,767	NTD S-10 MB
Vehicle Service Hours	175,850	188,568	183,510	NTD S-10 MB
Total Vehicle Hours	193,075	203,747	199,433	NTD S-10 MB
Unlinked Passenger Trips	2,423,027	1,429,586	2,255,862	NTD S-10 MB
Farebox Revenue	\$2,614,827	\$1,515,780	\$2,275,959	NTD F-10
Total Operating Costs	\$22,890,698	\$24,153,461	\$25,398,055	NTD F-30 MB
Passenger Miles	13,641,642	8,048,569	12,700,503	NTD S-10 MB
Vehicle Operations Costs	\$14,536,505	\$14,929,769	\$16,310,291	NTD F-30 MB
Local Support (a)	\$10,644,395	\$13,929,610	\$10,824,278	NTD F-10
TDA Oper. Cost Exclusions - PUC 99247 (b)	\$0	\$0	\$0	
TDA Oper. Cost Exclusions - PUC 99268.17 (c)	\$0	\$0	\$0	
Trips On-Time (within +/- 5 minutes)	73.4%	76.6%	74.6%	Syncromatics Insights Schedule Adherence Report
Total Trips	212,693	256,543	220,827	TT>Plan>YTD Data>Agency Summarized Database
Complaints	653	379	594	TT>Feedback>Feedback Entry>Daily Customer Feedback Monitoring & Changes>Monthly Service Change Summary (CT)
Missed Trips	104	332	1186	
Vehicle Maintenance Costs	\$3,197,821	\$3,106,559	\$3,120,839	NTD F-30 MB
Non-Vehicle/Facility Maintenance Costs	\$307,691	\$346,551	\$360,181	NTD F-30 MB
Spare Vehicles (Total less Maximum Service)	21	19	18	NTD S-10 MB
Total Vehicles	75	75	77	NTD S-10 MB
Revenue Vehicle Mechanical System Failures - Total	199	148	185	NTD R-20
Revenue Vehicle Mechanical System Failures - Major	93	102	104	NTD R-20
Preventable Accidents (NTD Guidelines)	0	3	2	TT/Safety/Daily Safety and Security Events (filter Agency)

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

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

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

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

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

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

## Functional Performance Inputs – MCTD Paratransit

Data Item	FY2020	FY2021	FY2022	Source
Vehicle Service Miles	599,879	298,590	428,922	NTD S-10 DR
Total Vehicle Miles	707,079	332,889	537,833	NTD S-10 DR
Vehicle Service Hours	42,439	16,279	25,972	NTD S-10 DR
Total Vehicle Hours	47,650	17,887	32,972	NTD S-10 DR
Unlinked Passenger Trips	86,048	31,166	51,300	NTD S-10 DR
Farebox Revenue	\$232,870	\$138,997	\$226,819	NTD F-10
Total Operating Costs	\$4,385,485	\$3,504,439	\$4,543,001	NTD F-30 DR
Passenger Miles	592,626	210,912	375,530	NTD S-10 DR
Vehicle Operations Costs	\$3,105,787	\$2,408,560	\$2,730,262	NTD F-30 DR
Local Support (a)	\$3,105,948	\$2,404,533	\$3,369,516	NTD F-10 Agency Detail
TDA Oper. Cost Exclusions - PUC 99247 (b)	\$0	\$0	\$0	
TDA Oper. Cost Exclusions - PUC 99268.17 (c)	\$0	\$0	\$0	
Trips On-Time (within 30 minute window)	89%	93%	93%	Marin Access Reporting V2 Google Doc
Total Trips	86,048	31,166	51,300	NTD S-10 DR
Complaints	64	17	49	TT>Feedback>Feedback Entry>Daily Customer Feedback
Missed Trips	33	0	2	Marin Access Reporting V2 Google Doc
Total ADA Trips	85,409	25,880	42,268	NTD S-10 DR
ADA Trip Denials	1	0	0	Marin Access Reporting V2 Google Doc
Trip Cancellations	1,206	502	1,545	Marin Access Reporting V2 Google Doc
Late Trip Cancellations	745	402	1228	Marin Access Reporting V2 Google Doc
No Shows	1,000	238	941	Marin Access Reporting V2 Google Doc
Vehicle Maintenance Costs	\$463,950	\$324,042	\$454,729	NTD F-30 DR
Non-Vehicle/Facility Maintenance Costs	\$13,878	\$3,904	\$81,159	NTD F-30 DR
Spare Vehicles (Total less Maximum Service)	8	19	14	NTD S-10 DR
Total Vehicles	39	37	35	NTD S-10 DR
Revenue Vehicle Mechanical System Failures - Total	3	2	2	NTD R-20
Revenue Vehicle Mechanical System Failures - Major	3	2	2	NTD R-20
Preventable (Chargeable) Accidents	0	0	0	Events (filter Agency Status/Disposition by Preventable,
<i>(a) Local Support includes the following (USOA revenue class in parentheses):</i>				
				• 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)
<i>(b) Operating expense object classes exclusive of the following pursuant to PUC Section 99247:</i>				
				• 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
<i>(c) Operating expense object class exclusions pursuant to PUC Section 99268.17:</i>				
				• 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)