



**Metropolitan Transportation Commission  
Programming & Allocations Committee  
October 4, 2006**

**FY2006 TDA Triennial Performance Audits**

**GGBHTD (Golden Gate)**

**SamTrans**

**City of Vallejo**

**WestCAT**

**Tri Delta Transit**

**NCTPA (Napa County)**

**City of Vacaville**

**City of Dixon**

**Mundt & Associates, Inc.**

# **MTC FY2006 TDA Triennial Performance Audits Audit Approach**

## **Audit Period**

**FYs 2002-03, 2003-04 and 2004-05**

## **Two Phases**

### **Compliance Audit**

- Review of data collection, management and reporting methods.
- Five TDA performance indicators (six year trend analysis).
- Compliance with statutory and regulatory requirements.

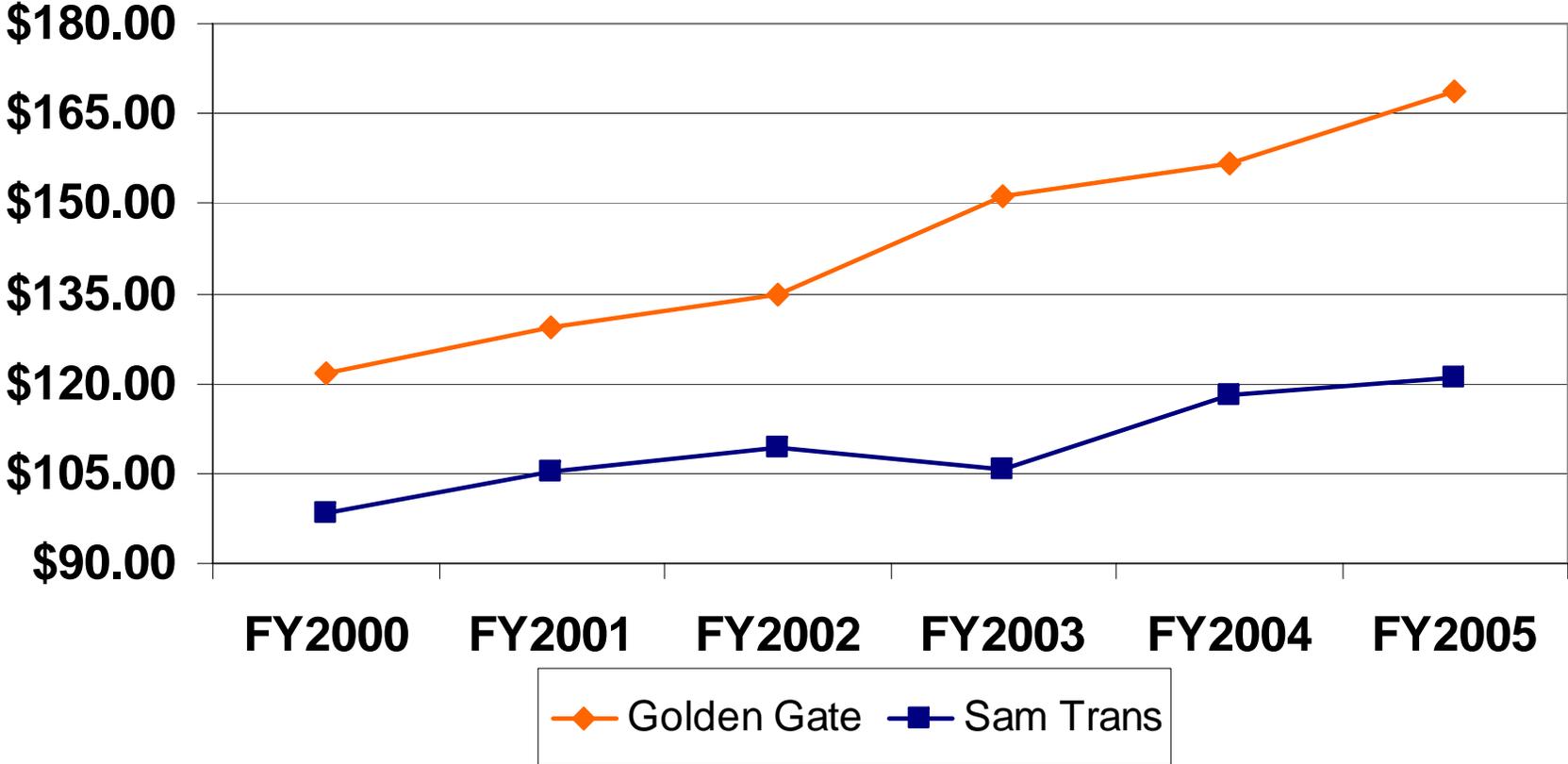
### **Audit Survey**

- Review of actions taken to implement prior audit recommendations.
- Review of goals, objectives and performance standards.
- Assessment of functional area performance indicator trends, and performance compared to standards.
- Conclusions, commentary and recommendations.

## List of Transit Operators and Modes Operated

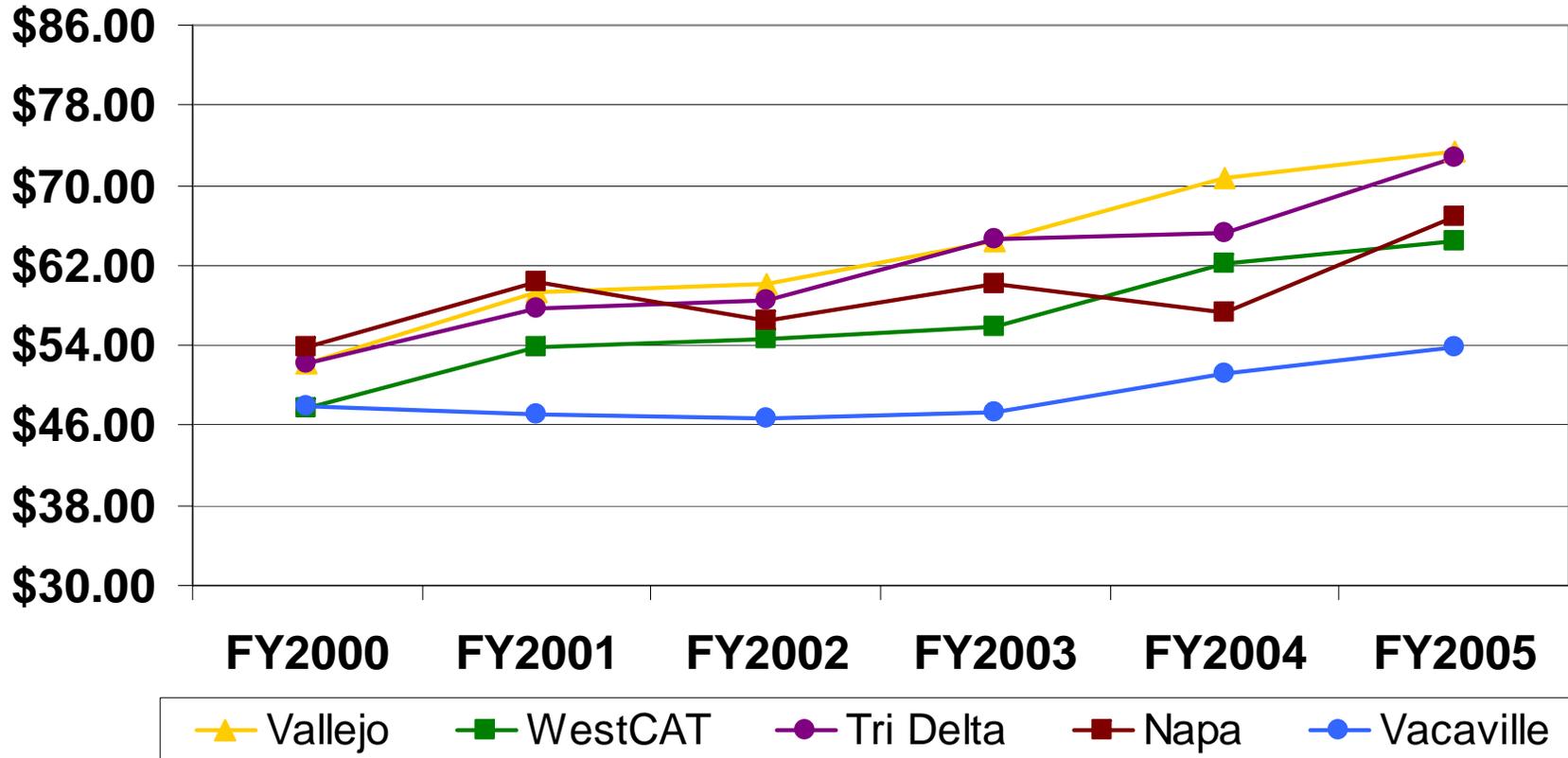
Agency	Fixed-Route Bus	Ferry Service	ADA Paratransit	General Public Paratransit
GGBHTD	X	X	X	
Sam Trans	X		X	
Vallejo	X	X	X	
WestCAT	X		X	
Tri Delta	X		X	
NCTPA	X		X	
Vacaville	X		X	
Dixon				X

# Fixed-Route Bus – Large Operators Cost per Vehicle Service Hour



<b>Average Annual Change (CPI = 2.8%)</b>	
SamTrans 4.2%	Golden Gate 6.7%

## Fixed-Route Bus – Small Operators Cost per Vehicle Service Hour



<u>Average Annual Change</u> (CPI = 2.8%)		
Vallejo 7.0%	WestCAT 6.2%	Tri Delta 6.9%
Napa 4.4%	Vacaville 2.4%	

# Reasons for Annual Cost Per Hour Increases

## All Except Vacaville Increased More Than CPI

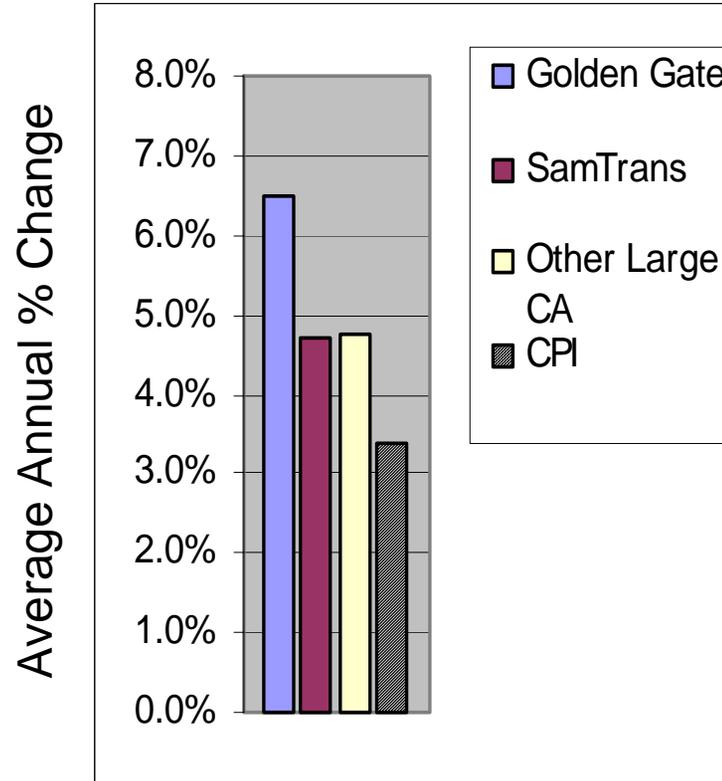
### Similar Reasons Identified by Most Operators

- Sharp increases in fuel costs
- Increased health care and insurance costs
- Increased purchased transportation costs based on market rates (contracted)
- City-wide administrative salary and benefit increases (city operators)

### Other Reasons for Specific Operators

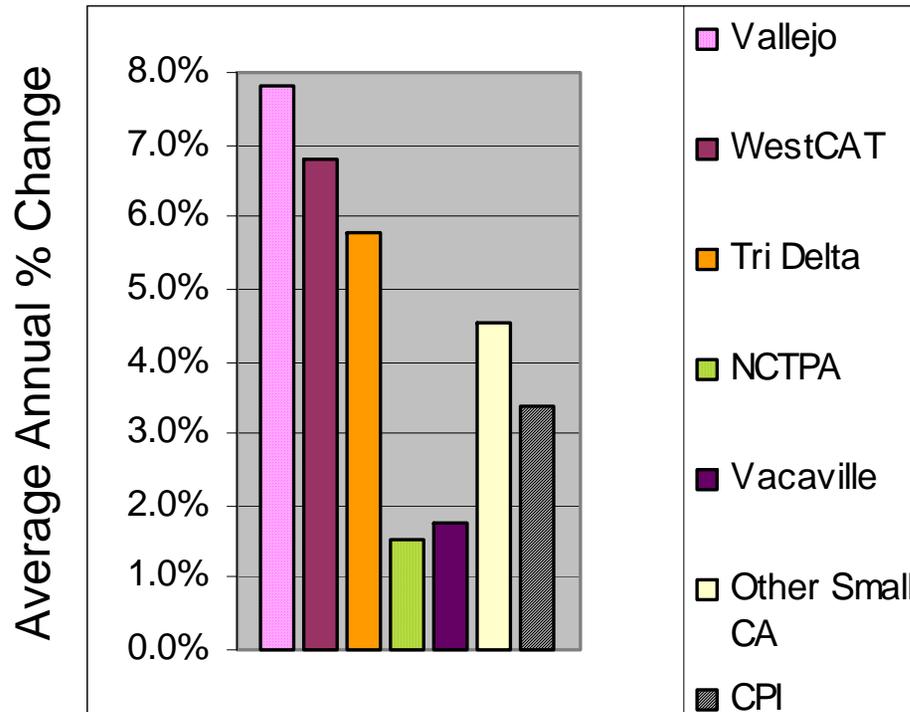
- Service level reductions were part of a strategic plan to achieve long-term financial stability; however, cost savings lagged the service reductions (GGBHTD)
- Resumption of contributions to drivers' pension expense (GGBHTD)
- Service restructuring associated with the BART SFO Extension resulted in decreased service levels in FY 2004; however, costs continue to rise (SamTrans)
- Increased maintenance costs for CNG buses (Vacaville)
- Adding local community shuttles to the reported costs (NCTPA)

## Comparison of Average Annual Change in Cost per Vehicle Service Hour for Large Operators (FY 2000-FY 2004)



- State peer group's cost per hour growth is greater than CPI
- Golden Gate exceeds state peer group's cost per hour growth

## Comparison of Average Annual Change in Cost per Vehicle Service Hour for Small Operators (FY 2000-FY 2004)



- State peer group's cost per hour growth is greater than CPI
- Vallejo, WestCAT, and Tri-Delta exceeded peer group's cost per hour growth
- Napa and Vacaville's cost growth is below CPI

## Passengers per Vehicle Service Hour Trends

Agency	Productivity	Ridership
WestCat	↔	↑
Tri-Delta	↓	↑
Vacaville	↓	↑
Golden Gate*	↔	↓
SamTrans	↓	↓
Vallejo*	↓	↓
Napa	↓	↓

\* Fixed Route Bus Only

# Summary Trends

## Cost Efficiency

- Larger operators have higher cost per hour than small operators due to different cost pressures (e.g., labor, facilities and fringe benefits)
- All operators have been impacted by factors beyond their daily control (e.g., cost increases for fuel, insurance and health care)

## Service Effectiveness

- Large operators have higher productivity due to more densely populated service areas
- Small operators face challenges of lower densities and the need for non-commute (low productivity) services

# Summary of Performance Recommendations

## Overall

- Recommendations generally focus on improving agencies' goals, objectives, measures and standards as well as their performance monitoring
- Attempt to focus on areas under management's direct control (e.g., on-time performance, employee absenteeism and service reliability)
- ADA service denial rates and service quality are issues for a few of the operators (Vallejo, NCTPA, Vacaville)

# Summary of Performance Recommendations *continued*

## Highlights – Large Operators

- Golden Gate: investigate on-time performance, the increase in bus and ferry complaints, and driver and bus mechanic absences
- SamTrans: link the performance monitoring program to the District's goals, objectives and standards

## Highlights – Small Operators

- City of Vallejo: develop cost allocation procedure; increase staff resources; update SRTP; add service standards to paratransit and ferry operating contracts;
- City of Vacaville: monitor road call trends; complete preventive maintenance inspections on time

# **Audit Recommendations Handout**

# Audit Recommendations – Large Operators

## **GGBHTD (Golden Gate)**

1. Establish a set of quantifiable performance standards for GGBHTD's goals and objectives.
2. Complete efforts to develop a comprehensive performance monitoring system.
3. Investigate decrease in bus on-time performance and develop an improvement plan.
4. Investigate the increase in complaints in bus and ferry divisions and develop a plan to reduce them.
5. Investigate increase in bus operator absences and develop a plan to reduce them.
6. Establish procedures to track bus mechanic absences on a regular basis.

## **SamTrans**

1. Complete efforts to establish a comprehensive and consistent set of District goals, objectives, performance measures and standards.
2. Link the performance monitoring program to the District's goals, objectives, performance measures and standards.

# Audit Recommendations – Small Operators

## City of Vallejo

1. Ensure that pooled administrative costs and employee time are allocated to transit functions accurately.
2. Annually evaluate Transportation Enterprise Fund's financial needs and service levels to ensure consistency with available resources.
3. Continue efforts to increase the staff resources assigned to the City's transit program.
4. Update the current SRTP in accordance with MTC guidelines and revised current goals, objectives, performance measures and standards.
5. Expand routine performance monitoring to include assessment of performance against standards.
6. Include service standards in the next paratransit and ferry operating contracts.
7. Continue to take steps to control passenger cancellations on the paratransit service.

# **Audit Recommendations – Small Operators**

## *continued*

### **WestCAT**

1. Expand routine performance monitoring to include the assessment of performance against standards.

### **Tri Delta Transit**

1. Continue the process for redefining performance standards to meet goals and objectives.
2. Continue efforts to compare performance with adopted standards on an annual basis.
3. Continue efforts to improve on-time performance in the paratransit system.

### **NCTPA (Napa County)**

1. Address NCTPA's continuing failure to meet its standard for spending two percent of the budget on promotional activities.
2. Monitor performance for service denials and other measures of service quality for ADA trips.
3. Continue evaluating NCTPA's goals and objectives, and develop procedures for regular performance monitoring to support their achievement.

# **Audit Recommendations – Small Operators**

## *continued*

### **City of Vacaville**

1. Continue to expand routine performance monitoring and the assessment of performance against standards.
2. Utilize existing road call data to monitor performance.
3. Continue efforts to improve pick-up schedule adherence on Special Services.
4. Take steps to complete preventive maintenance inspections in a more timely manner.

### **City of Dixon**

1. Continue to monitor and take steps to control operating cost increases.
2. Evaluate and revise standards as warranted to reflect actual trends in performance.
3. Implement a system of regular performance monitoring to better track performance trends.