

# FY 2016-2018 TRIENNIAL PERFORMANCE AUDIT OF YUBA-SUTTER TRANSIT AUTHORITY

SUBMITTED TO



SACRAMENTO AREA COUNCIL  
OF GOVERNMENTS



SUBMITTED BY



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## **Executive Summary**

The Sacramento Area Council of Governments (SACOG) engaged the Michael Baker International audit team (Michael Baker) to conduct the Transportation Development Act (TDA) triennial performance audit of the nine public transit operators under its jurisdiction. The performance audit serves to ensure accountability in the use of public transportation revenue. This performance audit is conducted for the Yuba-Sutter Transit Authority (Yuba-Sutter Transit or Authority), covering the most recent triennial period, fiscal years 2015-16 through 2017-18.

The audit includes a review of the following areas:

- Compliance with TDA Requirements
- Status of Prior Audit Recommendations
- Transit System Performance Trends
- Functional Review
- Peer Review

From the review, recommendations were developed to improve the operational efficiency and effectiveness of Yuba-Sutter Transit.

### **Compliance with TDA Requirements**

Of the compliance requirements pertaining to Yuba-Sutter Transit, the operator fully complied with all nine requirements. New state legislation passed (AB 1113, Bloom) on July 21, 2017, changed the timeline to submit the annual Transit Operators Financial Transaction Reports to the State Controller, effective reporting year FY 2017. Two additional compliance requirements did not apply to the Authority (i.e., exclusive rural and farebox recovery ratios).

### **Status of Prior Audit Recommendations**

Yuba-Sutter Transit is in the process of implementing three prior audit recommendations. The recommendations pertained to modernizing the dispatching and scheduling functions, revising maintenance policies and procedures that would include a maintenance audit, and adjusting operations contract administration and procurement policies to include quantitative and qualitative standards. A fourth recommendation to update the marketing plan including enhancement of the website was partially implemented with the update to the website. The operating budget is not large enough for a marketing plan update which could be undertaken as part of a larger study, such as the next SRTP update.

## **Transit System Performance Trends**

1. Operating costs system-wide increased by 13.5 percent using audited data from FY 2015 base year to FY 2018. Fixed and commuter route operating costs increased by a comparable 13.0 percent while Dial-A-Ride costs increased 17.9 percent using unaudited modal data. On an average annual basis, system-wide costs increased 4.4 percent, with the highest increase of 8.1 percent occurring in FY 2018 preceded by a 4.9 percent increase in FY 2017.
2. Ridership decreased 21.1 percent system-wide from 1,296,622 trips during the FY 2015 base year to 1,022,636 trips during FY 2018. The 22.2 percent decrease in fixed route/commuter passenger trips mirrored the system-wide trend, whereas Dial-A-Ride ridership decreased 4.1 percent. The decrease in ridership is attributed to the overall industry trends as well as the geographic disbursement of trip generators in the Sacramento region, which has impacted commuter ridership.
3. The provision of vehicle service hours and miles increased modestly system-wide from the FY 2015 base year to FY 2018. Vehicle service hours increased 1.9 percent and vehicle service miles increased 1.7 percent. At the modal level, fixed route/commuter service hours and miles both increased 0.9 percent. Dial-A-Ride service hours increased by 4.1 percent while service miles increased by 3.8 percent.
4. Operating cost per passenger, an indicator of cost effectiveness, increased 44 percent system-wide from \$4.93 during the FY 2015 base year to \$7.10 during FY 2018. Cost per passenger increased 45.2 percent on fixed route/commuter and increased by 23 percent on Dial-A-Ride. The trend reflects the modest increase in costs relative to the decrease in passenger trips.
5. Operating cost per hour, an indicator of cost efficiency, increased 11.5 percent system-wide from \$77.99 during the FY 2015 base year to \$86.94 during FY 2018. The indicator increased 11.9 percent on fixed route/commuter and increased 13.3 percent on Dial-A-Ride. The trend is reflective of the higher increase in operating costs versus the slight increase in vehicle service hours.
6. Yuba-Sutter Transit's farebox recovery ratio remained above the required 14.6 percent standard despite a slightly downward trend. For the three-year audit period, the farebox recovery ratio was 20.83 percent in FY 2016; 19.03 percent in FY 2017; and 16.08 percent in FY 2018. The average system-wide farebox recovery ratio was 18.65 percent during the triennial review period. Farebox ratios are audited figures from the TDA fiscal audits.

## **Functional Review**

1. On July 1, 2015, Yuba-Sutter Transit marked two significant milestones: 40 years of providing public transportation service to the residents of Sutter and Yuba Counties and 25 years of express commuter service to downtown Sacramento.

2. After a steady increase in ridership over 25 years, Yuba-Sutter Transit began to see ridership decline since its peak in FY 2015. Contributing factors to the ridership decline have included the restructuring of Routes 1 and 4 and the elimination of the paper transfer (“transfer-for-a-transfer”) policy, which were implemented in September 2015. Ridership has since increased on the Sacramento commuter route since the beginning of 2018.
3. Connect Card implementation in July 2018 saw the phaseout of paper transfers and fare media such as the monthly passes. Monthly passes are now purchased with the Connect Card. Approximately 60 percent of boardings on Yuba-Sutter Transit are now executed by Connect Card. This has also sped up the boarding process, thus reducing dwell times.
4. Maintenance personnel is composed of a maintenance manager, seven mechanics, one maintenance clerk, and seven utility workers. Transdev encourages its mechanics to be Automotive Service Excellence certified and offers a bonus incentive of up to \$2,000 annually. Mechanic retention and staffing issues are being monitored and their impact on vehicle maintenance.
5. Yuba-Sutter Transit’s website was updated in FY 2017 and meets accessibility and transparency requirements. The website contains quick links to the monthly newsletter, trip planner, route overview, Dial-A-Ride, fares, Connect Card, customer services, Authority meetings, and public notices.
6. Passenger amenities implemented during the audit period have included free on-board Wi-Fi service on all local fixed-route buses. The Wi-Fi feature was initially rolled out on 13 commuter buses and was so well-received by passengers that it was added to 22 local fixed-route buses as well.
7. The Authority is administered by a staff of five employees composed of a transit manager, finance program manager, planning program manager, program analyst, and administrative assistant. Staffing increased from four to five employees during the audit period. The transit manager has been with the Authority since 1987.

**Recommendations**

<b>Performance Audit Recommendation</b>	<b>Background</b>	<b>Timeline</b>
1. Continue pursuit of marketing plans and strategies.	This recommendation is being carried forward in this audit for full implementation. The prior audit suggested that Yuba-Sutter Transit management could improve its overall marketing effectiveness by updating the marketing plan and tying the programs and campaigns to specific strategies and tactics to ensure a consistent marketing program. The update would include budgets and timelines for each program or campaign as well as	High Priority



Performance Audit Recommendation	Background	Timeline
	<p>an overall marketing budget. The Authority generally sets aside 1 to 2 percent of the operating budget for marketing activities, which limits current marketing planning and implementation.</p> <p>While no formal comprehensive marketing plan has been developed, the long-time legacy website was replaced in FY 2017 with a new modern website that greatly improved both functionality and layout. In addition, DoubleMap is currently being beta tested, which allows for real-time arrival information for all services from any internet-connected device. However, with ridership leveling off and decreasing on certain service modes, it would be prudent for Yuba-Sutter Transit to pursue a strategic marketing plan that would help it target new markets and employ new engagement tools to retain and grow its ridership. The annual operating budget is not large enough for a marketing plan update that could tap into the data analytics that will be generated from new technology like DoubleMap and Connect Card. The marketing plan update could be undertaken as part of a larger grant funded study, such as the next SRTP update.</p>	
<p>2. Employ enhanced maintenance oversight as part of the new operations contract.</p>	<p>The number of road calls reported by Yuba-Sutter Transit has shown an upward trend during the audit period even as administrative oversight has increased. Road call and maintenance staffing issues were cited in the prior audit. Yuba-Sutter Transit released a Request for Proposals in May 2019 for a new contract service provider to operate and maintain Yuba-Sutter Transit's services for a base term of four years with two Authority options for two additional years each, for a maximum possible term of eight years. Yuba-Sutter Transit will provide the successful contractor with a fleet of 51 revenue vehicles ranging in seating capacity from 16 to 57 passengers.</p> <p>The Yuba-Sutter Transit Board of Directors conditionally accepted the recommendation of the ad hoc proposal review committee and authorized the execution of a</p>	<p>High Priority</p>

Performance Audit Recommendation	Background	Timeline
	<p>service contract with the successful bidder. A maintenance audit was budgeted for FY 2019 but has been deferred pending the rebid and award of the operations and maintenance contract. With the selection of the new service provider, it is recommended that the Authority work to implement enhanced oversight maintenance with periodic audits and focused inspections.</p>	
<p>3. Perform data analysis using results from newly invested technology systems.</p>	<p>Yuba-Sutter Transit and its regional transit partners have invested in transit technology aimed at easing customer interface with the transit system such as loading and using fare media through Connect Card, as well as the Authority's implementation of software platforms like DoubleMap that provide real-time tracking of buses and business analytics data for on-going service evaluation. As technology is further tested, improved, and further integrated into the Authority's network, a higher level of data analysis using more real time information is possible and enabling more dynamic adjustments to the bus system.</p> <p>Yuba-Sutter Transit staff should develop protocol or desktop procedures on methods to harvest the data from these technologies and identify the type of analysis conducted using the data. Among its capabilities, DoubleMap, for example, can auto-collect actual on-time performance for use by staff for performance reporting, planning, and customer updates. The data, in turn, could free up resources and time for operations supervisors to attend to other needs rather than collect this data. Administrative staff could also benefit from streamlined processes that reduce manual input and other reporting activity. The capability of the data analytics should be identified so that the Authority will be able to maximize and act upon information being collected while minimizing previous manual administrative tasks to obtain data and improving operational efficiency.</p>	<p>Medium Priority</p>

## Section I

### Introduction

California's Transportation Development Act (TDA) requires that a triennial performance audit be conducted of public transit entities that receive TDA revenues. The performance audit serves to ensure accountability in the use of public transportation revenue.

The Sacramento Area Council of Governments (SACOG) engaged the Michael Baker International audit team (Michael Baker) to conduct the Transportation Development Act (TDA) triennial performance audit of the nine public transit operators under its jurisdiction. This performance audit is conducted for the Yuba-Sutter Transit Authority (Yuba-Sutter Transit or Authority), covering the most recent triennial period, fiscal years 2015-16 through 2017-18.

The purpose of the performance audit is to evaluate the Authority's effectiveness and efficiency in its use of TDA funds to provide public transportation in its service area. This evaluation is required as a condition for continued receipt of these funds for public transportation purposes. In addition, the audit evaluates the Authority's compliance with the conditions specified in the California Public Utilities Code (PUC). This task involves ascertaining whether the Authority is meeting the PUC's reporting requirements. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of the transit administrative functions. From the analysis that has been undertaken, a set of recommendations has been made which is intended to improve the performance of transit operations.

In summary, this TDA audit affords the opportunity for an independent, constructive, and objective evaluation of the organization and its operations that otherwise might not be available. The methodology for the audit included in-person interviews with management and the contract operator, collection and review of agency documents, data analysis, and on-site observations. The *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, published by the California Department of Transportation (Caltrans), was used to guide in the development and conduct of the audit.

### Overview of the Transit System

The Yuba-Sutter Transit Authority, operating as Yuba-Sutter Transit, provides public transit service in Yuba and Sutter Counties (as well as commuter service to downtown Sacramento) under a joint powers agreement (JPA) between Sutter and Yuba Counties and the Cities of Marysville and Yuba City. The JPA was created in July 1975 between the counties and cities and operated under the name Hub Area Transit Authority. Yuba-Sutter Transit is directed by an eight-member Board of Directors composed of two elected representatives appointed by each of the four member entities. All Yuba-Sutter Transit's maintenance and operations are provided through Transdev Services, Inc. under contract with the Yuba-Sutter Transit Authority.

Yuba and Sutter Counties are in the central Sacramento Valley, approximately 40 miles north of Sacramento. Both are agrarian counties of similar size (just over 600 square miles). Yuba County includes the incorporated cities of Marysville (the County seat) and Wheatland, as well as the unincorporated urban communities of Linda and Olivehurst. Beale Air Force Base is also located in Yuba County. Sutter County includes the incorporated cities of Yuba City (the County seat) and Live Oak, and numerous small, rural communities.

A demographic snapshot of key cities and Census-designated places (CDPs) in the Yuba-Sutter Transit service area is presented below in Table I-1.

**Table I-1  
Yuba-Sutter Transit Service Area Demographics**

City	2010 US Census Population	Change from 2000 US Census	Population 65 Years & Older % (2010 US Census)	2019 Department of Finance Estimates	Land Area (in square miles)
<b>Sutter County</b>					
Live Oak	8,392	+34.7%	10.7%	8,840	3.12
Yuba City	64,925	+76.6%	11.7%	67,536	15.00
Unincorporated	21,420	-40.4%	16.3%	21,114	587.88
<b>Total Sutter County</b>	<b>94,737</b>	<b>+20.0%</b>	<b>12.7%</b>	<b>97,490</b>	<b>606.00</b>
<b>Yuba County</b>					
Marysville	12,072	-1.6%	12.0%	12,627	3.58
Wheatland	3,456	+51.9%	10.4%	3,703	8.13
Unincorporated	56,627	+24.0%	9.6%	61,586	632.29
<b>Total Yuba County</b>	<b>72,155</b>	<b>+19.8%</b>	<b>10.1%</b>	<b>77,916</b>	<b>644.00</b>

Source: 2010 US Census; California Department of Finance, 2019 Population Estimates

Yuba City is the county seat and largest city in Sutter County, based on the 2010 Census. The county’s senior citizen population, composed of residents aged 65 and over, was 12.7 percent. The 2019 population for Sutter County is estimated to be 97,490 as reported by the California Department of Finance, a slight increase from the 2010 Census figures.

Marysville is the county seat and the largest city in Yuba County. The county’s senior citizen population, composed of residents aged 65 and over, was 10.1 percent. The 2019 population for Yuba County is estimated to be 77,916 as reported by the California Department of Finance. Both counties experienced an increase in population between the 2000 and 2010 US Censuses of approximately 20 percent, with continued growth today.

## System Characteristics

Yuba-Sutter Transit provides fixed route and Dial-A-Ride services in the urban areas (Yuba City, Marysville, Linda, and Olivehurst) and rural route deviation service to Live Oak, Wheatland, and the Yuba County foothills. It also provides commuter and midday service to downtown Sacramento. Yuba-Sutter Transit operates Monday through Saturday. There is no service on Sundays or holidays. An overview of each service is presented as follows:

**Local:** Yuba-Sutter Transit operates a network of six fixed routes in its local urban service weekdays between 6:30 a.m. to 6:30 p.m. and Saturdays from 8:30 a.m. to 5:30 p.m. The six routes provide service between Yuba City, Marysville, Linda, and Olivehurst. Buses operate every 30 to 60 minutes. Convenient timed transfers are available at Yuba College; the North Beale Road Transit Center; and the Walton Terminal (Sam's Club/Sunsweet).

**Sacramento Commuter Express:** Yuba-Sutter Transit offers frequent commute-hour service between Marysville/Yuba City and key stops in downtown Sacramento. Riders can catch the Commuter Express in Yuba City, Marysville, Olivehurst, or Plumas Lake. The buses travel along Highways 99 and 70 into downtown.

**Sacramento Midday Express:** Yuba-Sutter Transit offers a late morning, noon, and an early afternoon service each weekday between Yuba City/Marysville and downtown Sacramento. Riders can catch the Midday Express in Yuba City, Marysville, Olivehurst, or Plumas Lake.

**Rural Routes:** A combination of advance reservation and scheduled services are offered from selected rural cities and communities to the Marysville/Yuba City urban area where transfers can be made to other services.

- The Foothill Route offers two round trips every Tuesday, Wednesday, and Thursday from Brownsville, Oregon House, Willow Glen, and Loma Rica to Marysville and most points in between. Scheduled service is provided from four Foothill stops while service between stops is provided only by advance reservation.
- The Live Oak Route offers two round trips Monday through Friday from Live Oak to Yuba City and Marysville. Within Live Oak, six scheduled stops are available or eligible passengers will be picked up or dropped off at any address by advance reservation. Service is also available to the Yuba College, Sutter County Center by request.
- The Wheatland Route offers one round trip every weekday from Wheatland to Linda and Marysville. Within Wheatland, five scheduled bus stops are available, or passengers can be picked up or dropped off at any address by advance reservation.

**Dial-A-Ride:** Yuba-Sutter Transit provides complementary Americans with Disabilities Act (ADA) compliant paratransit service during the same days and hours as the fixed-route services. On

weekdays, Yuba-Sutter also provides public Dial-A-Ride service from 6:00 p.m. to 9:30 p.m. as a means to extend the hours of service after fixed route service ends.

**Transfer Points:** Convenient timed transfers are available at key locations including Yuba College in Linda; the Yuba County Government Center; and the Walton Terminal (Sam’s Club/Sunsweet) in Yuba City.

Fares

Yuba-Sutter Transit’s fares are structured accordingly to passenger category and fare media type. Up to two children aged four and under per adult ride free. All passengers requesting a discount fare by virtue of their age or a disability must present valid identification and/or proof of eligibility, along with the proper fare upon boarding.

On local route services, the Basic Fare Daily Cap is available with Connect Card. Riders can also purchase monthly passes on Connect Card. Yuba-Sutter Transit’s local route fare structure is shown in Table I-2.

**Table I-2  
Local Fare Structure**

Local	Cash	Daily Cap	Monthly Pass
Full Fare	\$1.00	\$3.00	\$30.00
Youth (ages 5-18), Seniors (ages 65+), Eligible Disabled & Medicare Cardholders	\$0.50	\$1.50	\$15.00
Ticket Sheets (Twenty \$0.50 tickets)	\$10.00		

Source: Yuba-Sutter Transit

The Sacramento Commuter and Midday Express fares are \$4.00 per one-way. Only on the Midday Express, youth (ages 5-18), seniors (ages 65+), eligible disabled, and Medicare cardholders pay \$2.00 per one-way. Monthly Sacramento passes, which are also valid on the local fixed route system, are \$128.

Yuba-Sutter Transit’s rural route fare structure is shown in Table I-3. The discount monthly pass was \$5.00 through March 2019.

**Table I-3  
Rural Fare Structure**

Local	Cash	Monthly Pass
Full Fare	\$2.00	n/a
Youth (ages 5-18), Seniors (ages 65+),	\$1.00	\$15.00

Local	Cash	Monthly Pass
Eligible Disabled & Medicare Cardholders		
Ticket Sheets (Twenty \$0.50 tickets)	\$10.00	

Source: Yuba-Sutter Transit

The Dial-A-Ride fare structure is based on the time of day. Fares are one-way and cover the eligible rider and companion as summarized in Table I-4.

**Table I-4  
Dial-A-Ride Fare Structure**

Passenger Category	ADA Paratransit (before 6:00 p.m. on weekdays)	General Public (after 6:00 p.m. on weekdays)
General Public	n/a	\$3.00
Senior (age 65+), Disabled & ADA Eligible Fare (w/ photo I.D. Card)	\$2.00	\$1.50
Companion Fare (with eligible adult)	\$2.00	\$1.50
Youth (ages 5-18)	n/a	\$1.50
Children (age 4 and under)	Free	Free

Source: Yuba-Sutter Transit

Fleet

There were 51 revenue vehicles in the fleet during the audit period. There is also one non-revenue vehicle and five supervisory vehicles operated by the contract operator. Yuba-Sutter Transit operates an all diesel-powered fleet. All revenue vehicles are equipped with wheelchair lifts in conformance with the ADA. Table I-5 shows the vehicle fleet and service type.

**Table I-5  
Yuba-Sutter Transit Fleet**

Year	Make & Model	Quantity	Fuel Type	Seating Capacity
2006	Blue Bird Xcel 102	6	Diesel	41 (2 W/C)
2007	Blue Bird Xcel 102	1	Diesel	41 (2 W/C)
2008	NABI Opus 29SD	6	Diesel	27 (2 W/C)
2008	NABI Opus 34DD	5	Diesel	31 (2 W/C)
2010	Chevy Starcraft All-Star 4500	10	Diesel	16 (2 W/C)
2010	MCI D4500	3	Diesel	57 (2 W/C)

Year	Make & Model	Quantity	Fuel Type	Seating Capacity
2012	MCI D4500	3	Diesel	57 (2 W/C)
2013	Gillig 35DD	6	Diesel	32 (2 W/C)
2014	Gillig 35DD	5	Diesel	32 (2 W/C)
2014	Chevy/Glaval Titan II 4500	6	Diesel	16 (2 W/C)
<b>Total</b>		<b>51</b>		

Source: Yuba-Sutter Transit

Yuba-Sutter Transit operates a fleet of 22 buses for fixed-route service, 13 buses for commuter service, and 16 Dial-A-Ride and rural route buses.

#### Fleet Facilities

Yuba-Sutter Transit operates from a single maintenance, operations, and administration facility in Marysville. In December 2011, a \$3.3 million renovation and expansion of the facility was completed using local funds.



## Section II

### Operator Compliance Requirements

This section of the audit report contains the analysis of Yuba-Sutter Transit’s ability to comply with state requirements for continued receipt of TDA funds. The evaluation uses Caltrans’s *Performance Audit Guidebook* to assess transit operators. The guidebook contains a checklist of 11 measures taken from relevant sections of the PUC and the California Code of Regulations. Each requirement is discussed in the table below, including a description of the system’s efforts to comply with the requirements. In addition, the findings from the compliance review are described in the text following the table.

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due 90 days after end of fiscal year (Sept. 28/29), or 110 days (Oct. 19/20) if filed electronically (Internet).	Public Utilities Code, Section 99243	<p>Completion/submittal dates:</p> <p>FY 2016: October 7, 2016                      FY 2017: January 19, 2018*                      FY 2018: January 31, 2019*</p> <p>*Note: New state legislation passed (AB 1113, Bloom) on July 21, 2017, changed the timeline to submit the annual Transit Operators Financial Transaction Reports to the State Controller, effective reporting year FY 2017. The submittal date has been extended from within 110 days after fiscal year end to 7 months after fiscal year end, or end of January. This is an extension of about 100 days from the original deadline. With the change in dates, these reports are required to contain underlying data from audited financial statements.</p> <p><b>Conclusion: Complied.</b></p>
The operator has submitted annual fiscal and compliance	Public Utilities Code, Section 99245	Completion/submittal dates:

<b>Table II-1 Operator Compliance Requirements Matrix</b>		
<b>Operator Compliance Requirements</b>	<b>Reference</b>	<b>Compliance Efforts</b>
audits to the RTPA and to the State Controller within 180 days following the end of the fiscal year (Dec. 27), or has received the appropriate 90-day extension by the RTPA allowed by law.		<p>FY 2016: December 14, 2016                      FY 2017: December 26, 2017                      FY 2018: December 31, 2018</p> <p><b>Conclusion: Complied.</b></p>
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 1808.1 following a CHP inspection of the operator’s terminal.	Public Utilities Code, Section 99251 B	<p>Through its contract operator, Transdev, Yuba-Sutter Transit participates in the CHP Transit Operator Compliance Program, in which the CHP conducted inspections within the 13 months prior to each TDA claim. Inspections took place at Yuba-Sutter Transit’s operations facility located at 2100 B Street in Marysville.</p> <p>Inspection dates applicable to the audit period were March 5 &amp; 13, 2014; March 4 &amp; 5, 2015; March 16 &amp; 17, 2016; and March 15 &amp; 16, 2017.</p> <p>Inspections were found to be satisfactory.</p> <p><b>Conclusion: Complied.</b></p>
The operator’s claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	Public Utilities Code, Section 99261	<p>As a condition of approval, the Authority’s annual claims for Local Transportation Funds and State Transit Assistance are submitted in compliance with the rules and regulations adopted by SACOG.</p> <p><b>Conclusion: Complied.</b></p>
If an operator serves	Public Utilities Code,	Yuba-Sutter Transit is subject to a

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	Section 99270.1	<p>blended 14.6 percent farebox ratio pursuant to SACOG’s regional farebox policy.</p> <p>The audited system-wide farebox ratios are as follows:</p> <p>FY 2016: 20.83% FY 2017: 19.03% FY 2018: 16.08%</p> <p><i>Source: FY 2016–2018 Yuba-Sutter Transit Authority - Audited Financial Statements and Compliance Reports</i></p> <p><b>Conclusion: Complied</b></p>
The operator’s operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	Public Utilities Code, Section 99266	<p>Percentage change in Yuba-Sutter Transit’s operating budget:</p> <p>FY 2016: + 0.9% FY 2017: + 3.3% FY 2018: + 4.7%</p> <p><i>Source: Yuba-Sutter Transit Authority Operating Budgets for FY 2015-2018</i></p> <p><b>Conclusion: Complied.</b></p>
The operator’s definitions of performance measures are consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile,	Public Utilities Code, Section 99247	<p>A review of annual performance reports, driver trip/vault sheets and State Controller Reports indicate overall compliance.</p> <p><b>Conclusion: Complied.</b></p>

<b>Table II-1 Operator Compliance Requirements Matrix</b>		
<b>Operator Compliance Requirements</b>	<b>Reference</b>	<b>Compliance Efforts</b>
(f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.		
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12, 99270.1	This requirement is not applicable, as Yuba-Sutter Transit serves both urban and rural areas subject to SACOG’s regional farebox policy.  <b>Conclusion: Not Applicable</b>
If the operator serves a rural area, or provides exclusive services to elderly and disabled persons, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).	Public Utilities Code, Sections 99268.2, 99268.4, 99268.5	This requirement is not applicable, as Yuba-Sutter Transit serves both urban and rural areas subject to SACOG’s regional farebox policy.  <b>Conclusion: Not Applicable</b>
The current cost of the operator’s retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA which will fully fund the retirement system within 40 years.	Public Utilities Code, Section 99271	Yuba-Sutter Transit contributes to its employees’ retirement through the California Public Employees’ Retirement System (CalPERS), while the contract operator provides its own retirement plan. To be eligible for TDA funds, the annual TDA claims form requires a sign-off from the transit claimant to comply with standard assurances, one of which is

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		<p>that the agency’s retirement system is funded.</p> <p><b>Conclusion: Complied</b></p>
<p>If the operator receives state transit assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.</p>	<p>California Code of Regulations, Section 6754(a)(3)</p>	<p>Yuba-Sutter Transit utilizes federal funds that are available to the agency, as reported in the National Transit Database as follows:</p> <p>FY 2016: \$2,328,256 (operations)                      FY 2017: \$2,267,330 (operations)                      FY 2018: \$2,359,913 (operations)                      \$859,120 (capital)</p> <p><i>Source: Form F-10, National Transit Database</i></p> <p><b>Conclusion: Complied.</b></p>

## **Findings and Observations from Operator Compliance Requirements Matrix**

1. Of the compliance requirements pertaining to Yuba-Sutter Transit, the operator fully complied with all nine requirements. New state legislation passed (AB 1113, Bloom) on July 21, 2017, changed the timeline to submit the annual Transit Operators Financial Transaction Reports to the State Controller, effective reporting year FY 2017. Two additional compliance requirements did not apply to the Authority (i.e., exclusive rural and farebox recovery ratios).
2. Yuba-Sutter Transit's farebox recovery ratio remained above the required 14.6 percent standard despite a slightly downward trend. For the three-year audit period, the farebox recovery ratio was 20.83 percent in FY 2016; 19.03 percent in FY 2017; and 16.08 percent in FY 2018. The average system-wide farebox recovery ratio was 18.65 percent during the triennial review period. Farebox ratios are audited figures from the TDA fiscal audits.
3. Through its contract operator, Yuba-Sutter Transit participates in the CHP Transit Operator Compliance Program and received vehicle inspections within the 13 months prior to each TDA claim. Satisfactory ratings were made for all inspections conducted during the audit period.
4. The operating budget exhibited modest increases during the audit period. There was an increase of 0.9 percent in FY 2016 followed by a 3.3 percent increase in FY 2017. For FY 2018, the budget increased 4.7 percent.

## Section III

### Prior Triennial Performance Recommendations

Yuba-Sutter Transit's efforts to implement the recommendations made in the prior triennial audit are examined in this section of the report. For this purpose, each prior recommendation for the agency is described, followed by a discussion of Yuba-Sutter Transit's efforts to implement the recommendation. Conclusions concerning the extent to which the recommendations have been adopted by the agency are then presented.

#### Prior Recommendation 1

Modernize dispatching function, including scheduling methodology and telephone system, to improve the dispatcher efficiency and improve the effectiveness of Dial-A-Ride operations. (Medium priority)

*Background:* The prior audit stressed that improved monitoring and reporting would assist Yuba-Sutter Transit in pinpointing inefficiencies and service quality issues. In addition, it was pointed out that the current dispatch operation appeared to inefficiently use resources and did not have the capabilities required to properly monitor and improve the Dial-A-Ride and dispatch operations.

The prior recommendation noted that Yuba-Sutter Transit submitted grant applications in the FY 2014-15 and FY 2015-16 cycles to the California Transit Security Grant Program for a total of \$178,604 to fund a computer-aided dispatch/automatic vehicle location system (CAD/AVL). It was suggested that until the grant for the CAD/AVL system was funded, purchased, and implemented, the current manual system with Excel should be streamlined to improve efficiency and data capture. It was also recommended that Yuba-Sutter Transit consider upgrading its dispatching telephone system to provide key metrics such as the call abandonment rate by day and hour; time to answer in one-minute increments and average by day and hour; average calls per hour; and time per call.

#### Actions taken by Yuba-Sutter Transit

The current scheduling system has continued to be a manual-based procedure. Manually generated trip sheets are compiled for every service and data are inputted into an Excel spreadsheet. Yuba-Sutter Transit awarded a contract to DoubleMap in October 2018 to develop and install a CAD/AVL system which will also include real-time arrival information for all services from any internet-connected device. DoubleMap is currently being beta tested. This system is expected to be fully implemented by the end of FY 2019.

## Conclusion

This recommendation is in the process of being implemented with implementation of DoubleMap technology.

## Prior Recommendation 2

Update marketing plan with budget and timelines, including enhancing the website to improve functionality and layout. (Medium priority)

*Background:* The 2008 Short-Range Transit Plan (SRTP) included a list of marketing program recommendations, which provided a foundation for a strong marketing program. However, a marketing plan was not included in the 2015 SRTP. Yuba-Sutter Transit’s primary marketing has been through monthly newsletters and press releases. The newsletters and press releases appear to target current riders and primarily relate to service changes and alerts.

It was suggested that Yuba-Sutter Transit management could improve its overall marketing effectiveness by updating the marketing plan and tying the programs and campaigns to specific strategies and tactics to ensure a consistent marketing program. The update would include budgets and timelines for each program or campaign as well as an overall marketing budget.

The Yuba-Sutter Transit website has served as the primary information source for most potential riders. Yuba-Sutter Transit’s website was created and maintained by SACOG. The site provides comprehensive information regarding routes, schedules, and other Yuba-Sutter Transit services with straightforward navigation tools. The prior audit suggested several enhancements to the website that users could benefit from.

## Actions taken by Yuba-Sutter Transit

The Authority generally sets aside 1 to 2 percent of the operating budget for marketing activities under the budget line item: Miscellaneous Expense: Media Advertising and Promotion. FY 2017 experienced overall lower marketing expenses due in part to the delayed implementation of the Connect Card. While no formal comprehensive marketing plan has been developed, the long-time legacy website was replaced in FY 2017 with a new modern website that greatly improved both functionality and layout. A trip planning tool is available that links to real time bus schedule using Google transit.

## Conclusion

This recommendation has been partially implemented with the main activity being the update to the website. The operating budget is not large enough for a marketing plan update which could be undertaken as part of a larger study, such as the next SRTP update.



### Prior Recommendation 3

Examine and revise maintenance policies and procedures to enhance quality control, enhance training for maintenance personnel, and complete a full maintenance audit. (High priority)

*Background:* Bus maintenance needs to meet quality standards. A review of preventive maintenance inspections (PMIs) during the audit period indicated inspections beyond the prescribed mileage intervals; however, the majority are within 5 percent of the required mileage with very few outliers (more than 10 percent). The PMI schedules changed twice during the audit period, increasing the interval to 4,000 miles for an “A” service and 8,000 miles for a “B” service at one point, before returning to the current schedule.

The proposed recommendation has three elements: maintenance quality control; maintenance training; and maintenance audit.

The Authority’s transit maintenance program needs to constantly evolve to ensure vehicle reliability and ensure OEM guidelines are followed during and after the warranty period. This includes the quality assurance function. Yuba-Sutter Transit’s contractor management team should work with its corporate office to ensure all maintenance employees are able to take advantage of corporate training opportunities. In addition, a full outside maintenance audit of Yuba-Sutter Transit’s vehicles will help management confirm that the vehicles are being maintained according to industry standards of care and will help pinpoint areas where enhanced training may be beneficial.

### Actions taken by Yuba-Sutter Transit

The current five-year operating contract will expire on September 30, 2019, and Yuba-Sutter Transit has secured the services of a consultant who specializes in such procurements to assist in the development and implementation of an all new contract management procurement documents and process. The contract documents will address related maintenance issues, but the specific need for a full maintenance audit will be assessed as part of this process. In the meantime, Yuba-Sutter Transit’s administration has increased oversight of the maintenance function. A maintenance audit was included in the FY 2018-19 operating budget but was placed on hold due to the pending re-bid of the operations and maintenance contract.

### Conclusion

Although the Authority has increased oversight of maintenance, this recommendation is being forwarded for full implementation with the award of the new operating contract effective October 1, 2019.

Prior Recommendation 4

Adjust operations contract administration and procurement policies to include quantitative and qualitative standards. (High priority)

*Background:* Yuba-Sutter Transit's evaluation process was comprehensive and competitive and met the necessary Federal Transit Administration (FTA) guidelines outlined in Circular C 4220.1F. The ongoing evaluation of the contractor performance is a critical factor in contract administration. Transdev has the LISTEN system, which was implemented at Yuba-Sutter Transit. This provides management with monitoring of complaints and suggestions. Yuba-Sutter Transit management should consider defining what complaints will be recorded. Management should then provide the key indicators compared to standards to manage its operations contract effectively. It would also be beneficial to include the comparisons between actual and standards and goals in its monthly report to the board.

Actions taken by Yuba-Sutter Transit

The current five-year operating contract will expire on September 30, 2019, and Yuba-Sutter Transit has secured the services of a consultant who specializes in such procurements to assist in the development and implementation of an all new contract management procurement documents and process. The possible use of specific performance standards will be evaluated as part of this process.

Conclusion

This recommendation is in the process of being implemented pending the inclusion of performance standards in the next operations contract.

## Section IV

### TDA Performance Indicators

This section reviews Yuba-Sutter Transit's performance in providing transit service to the community in an efficient and effective manner. The TDA requires that at least five specific performance indicators be reported, which are contained in the following tables. Farebox recovery ratio is not one of the five specific indicators but is a requirement for continued TDA funding. Therefore, farebox calculation is also included. Two additional performance indicators, operating cost per mile and average fare per passenger, are included as well. Findings from the analysis are contained in the section following the tables.

Tables IV-1 through IV-3 provide the performance indicators for Yuba-Sutter Transit system-wide, fixed route/commuter, and Dial-A-Ride. Graphs are also provided to depict the trends in the indicators.

**Table IV-1  
Yuba-Sutter Transit TDA Performance Indicators  
System-wide**

Performance Data and Indicators	FY 2015	Audit Period			% Change FY 2015- 2018 <sup>2</sup>
		FY 2016	FY 2017	FY 2018	
Operating Cost <sup>1</sup>	\$6,398,657	\$6,407,831	\$6,719,268	\$7,265,304	<b>13.5%</b>
Total Passengers	1,296,622	1,192,265	1,063,611	1,022,636	<b>-21.1%</b>
Vehicle Service Hours	82,047	83,389	81,578	83,565	<b>1.9%</b>
Vehicle Service Miles	1,205,361	1,235,260	1,208,091	1,225,513	<b>1.7%</b>
Employee FTEs	80	77	79	82	<b>2.5%</b>
Passenger Fares	\$1,446,679	\$1,334,808	\$1,278,648	\$1,168,425	<b>-19.2%</b>
Operating Cost per Passenger	\$4.93	\$5.37	\$6.32	\$7.10	<b>44.0%</b>
Operating Cost per Vehicle Service Hour	\$77.99	\$76.84	\$82.37	\$86.94	<b>11.5%</b>
Operating Cost per Vehicle Service Mile	\$5.31	\$5.19	\$5.56	\$5.93	<b>11.7%</b>
Passengers per Vehicle Service Hour	15.8	14.3	13.0	12.2	<b>-22.6%</b>
Passengers per Vehicle Service Mile	1.08	0.97	0.88	0.83	<b>-22.4%</b>
Vehicle Service Hours per Employee	1,025.6	1,083.0	1,032.6	1,019.1	<b>-0.6%</b>
Average Fare per Passenger	\$1.12	\$1.12	\$1.20	\$1.14	<b>2.4%</b>
Fare Recovery Ratio	22.61%	20.83%	19.03%	16.08%	<b>-28.9%</b>
Consumer Price Index - (CPI-All)	2.2%	1.3%	2.1%	2.6%	<b>18.2%</b>

Source: Annual Fiscal & Compliance Audits, National Transit Database, Transit Operator Financial Transactions Report

<sup>1</sup> System-wide audited operating costs exclude depreciation.

<sup>2</sup> Percentages are based on the data inputs in the table and do not reflect the rounding of the performance indicators.

**Table IV-2  
Yuba-Sutter Transit TDA Performance Indicators  
Fixed Route & Commuter**

Performance Data and Indicators	FY 2015	Audit Period			% Change FY 2015-2018 <sup>1</sup>
		FY 2016	FY 2017	FY 2018	
Operating Cost	\$4,524,002	\$4,549,320	\$4,749,036	\$5,110,871	13.0%
Total Passengers	1,221,476	1,115,933	989,011	950,563	-22.2%
Vehicle Service Hours	57,765	58,657	57,154	58,298	0.9%
Vehicle Service Miles	893,793	910,445	886,828	902,135	0.9%
Employee FTEs	54	52	53	55	1.9%
Passenger Fares	\$1,307,940	\$1,200,770	\$1,141,775	\$1,069,858	-18.2%
Operating Cost per Passenger	\$3.70	\$4.08	\$4.80	\$5.38	45.2%
Operating Cost per Vehicle Service Hour	\$78.32	\$77.56	\$83.09	\$87.67	11.9%
Operating Cost per Vehicle Service Mile	\$5.06	\$5.00	\$5.36	\$5.67	11.9%
Passengers per Vehicle Service Hour	21.1	19.0	17.3	16.3	-22.9%
Passengers per Vehicle Service Mile	1.37	1.23	1.12	1.05	-22.9%
Vehicle Service Hours per Employee	1,069.7	1,128.0	1,078.4	1,060.0	-0.9%
Average Fare per Passenger	\$1.07	\$1.08	\$1.15	\$1.13	5.1%
Fare Recovery Ratio	28.91%	26.39%	24.04%	20.93%	-27.6%
Consumer Price Index - (CPI-All)	2.2%	1.3%	2.1%	2.6%	18.2%

Source: National Transit Database, Transit Operator Financial Transactions Report

<sup>1</sup> Percentages are based on the data inputs in the table and do not reflect the rounding of the performance indicators.

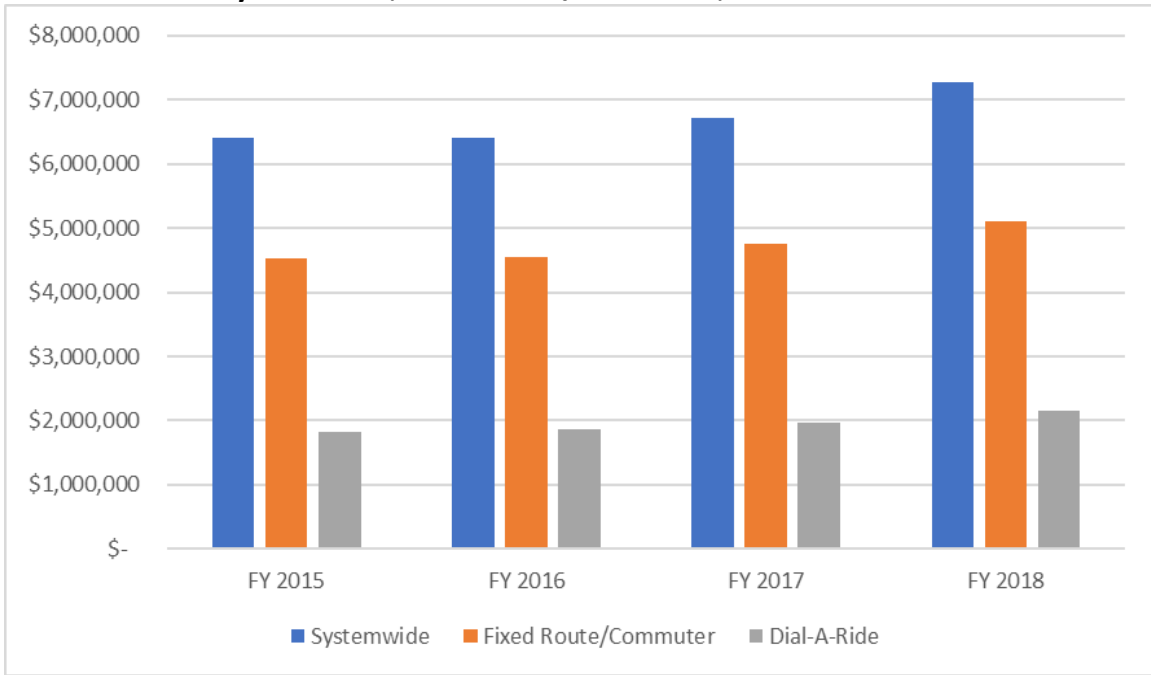
**Table IV-3**  
**Yuba-Sutter Transit TDA Performance Indicators**  
**Dial-A-Ride**

Performance Data and Indicators	FY 2015	Audit Period			% Change FY 2015- 2018 <sup>1</sup>
		FY 2016	FY 2017	FY 2018	
Operating Cost	\$1,826,672	\$1,858,510	\$1,970,232	\$2,154,433	17.9%
Total Passengers	75,146	76,332	74,600	72,073	-4.1%
Vehicle Service Hours	24,282	24,732	24,424	25,267	4.1%
Vehicle Service Miles	311,568	324,815	321,263	323,378	3.8%
Employee FTEs	26	25	26	27	3.8%
Passenger Fares	\$138,739	\$134,038	\$136,873	\$131,685	-5.1%
Operating Cost per Passenger	\$24.31	\$24.35	\$26.41	\$29.89	23.0%
Operating Cost per Vehicle Service Hour	\$75.23	\$75.15	\$80.67	\$85.27	13.3%
Operating Cost per Vehicle Service Mile	\$5.86	\$5.72	\$6.13	\$6.66	13.6%
Passengers per Vehicle Service Hour	3.1	3.1	3.1	2.9	-7.8%
Passengers per Vehicle Service Mile	0.24	0.24	0.23	0.22	-7.6%
Vehicle Service Hours per Employee	933.9	989.3	939.4	935.8	0.2%
Average Fare per Passenger	\$1.85	\$1.76	\$1.83	\$1.83	-1.0%
Fare Recovery Ratio	7.60%	7.21%	6.95%	6.11%	-19.5%
Consumer Price Index - (CPI-All)	2.2%	1.3%	2.1%	2.6%	18.2%

Source: National Transit Database, Transit Operator Financial Transactions Report

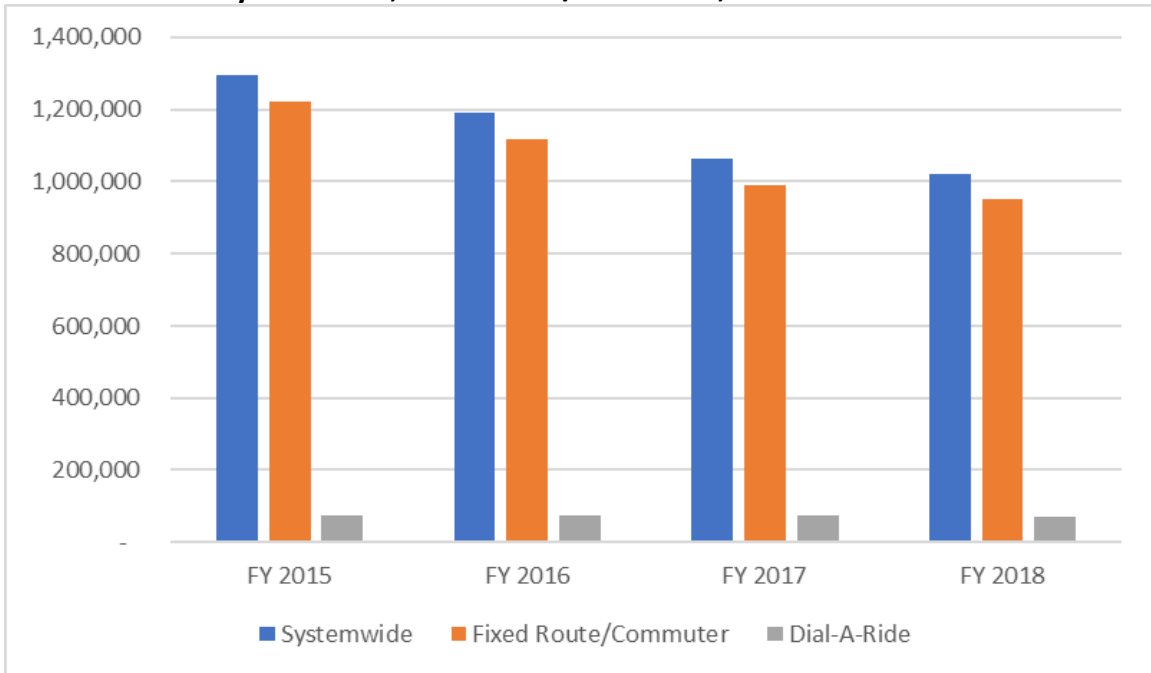
<sup>1</sup> Percentages are based on the data inputs in the table and do not reflect the rounding of the performance indicators.

**Graph IV-1  
Operating Costs  
System-wide, Fixed Route/Commuter, and Dial-A-Ride**

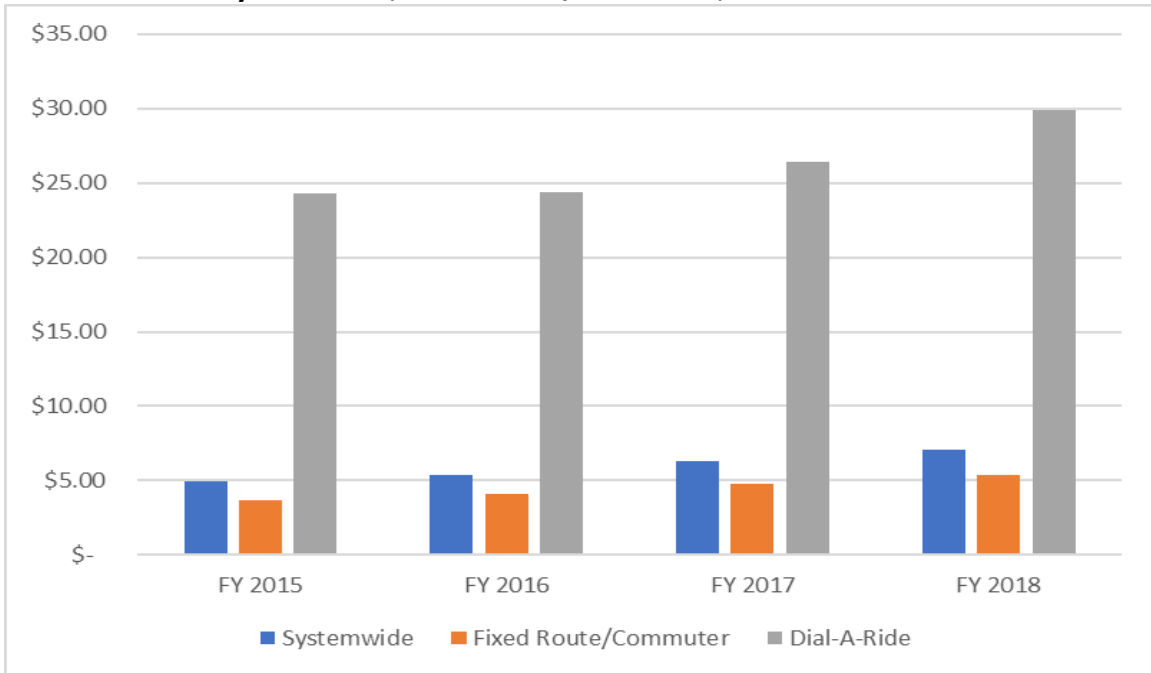


Note: System-wide cost is audited data; modal cost is unaudited.

**Graph IV-2  
Ridership  
System-wide, Fixed Route/Commuter, and Dial-A-Ride**

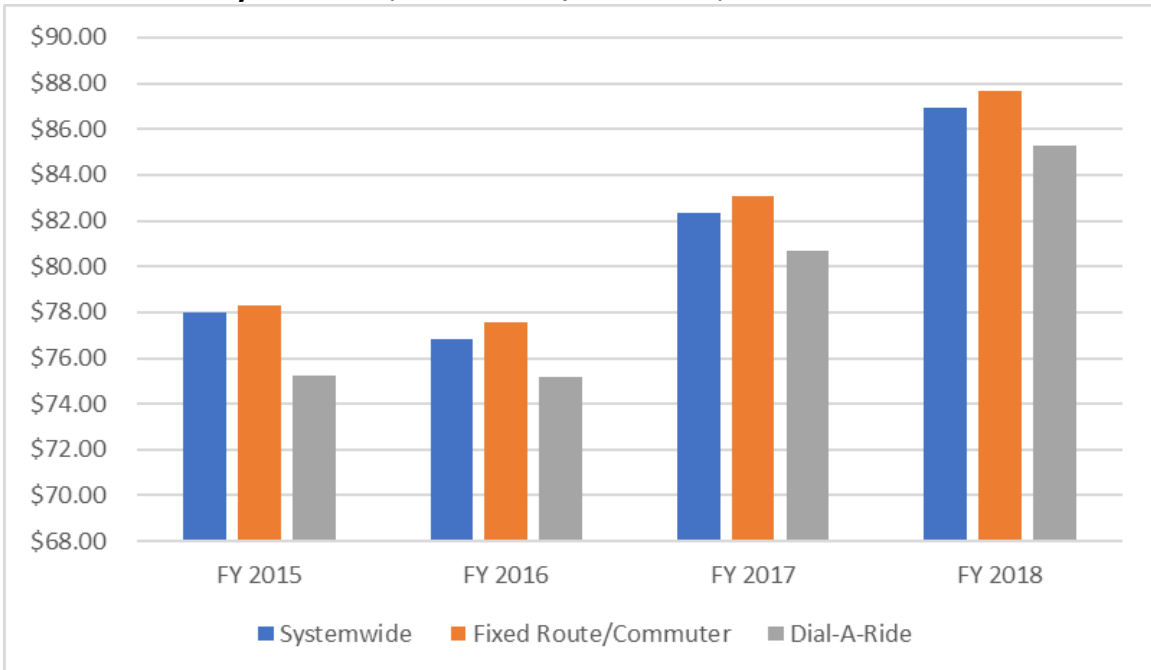


**Graph IV-3**  
**Operating Cost per Passenger**  
**System-wide, Fixed Route/Commuter, and Dial-A-Ride**



Note: System-wide cost is audited data; modal cost is unaudited.

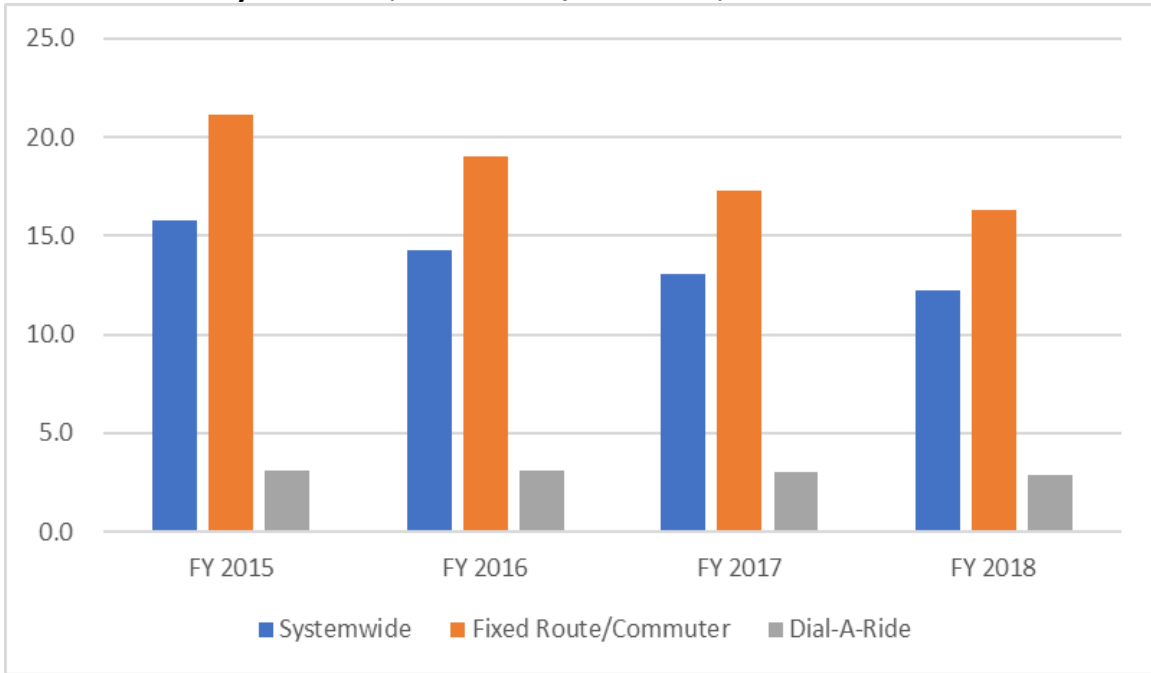
**Graph IV-4**  
**Operating Cost per Vehicle Service Hour**  
**System-wide, Fixed Route/Commuter, and Dial-A-Ride**



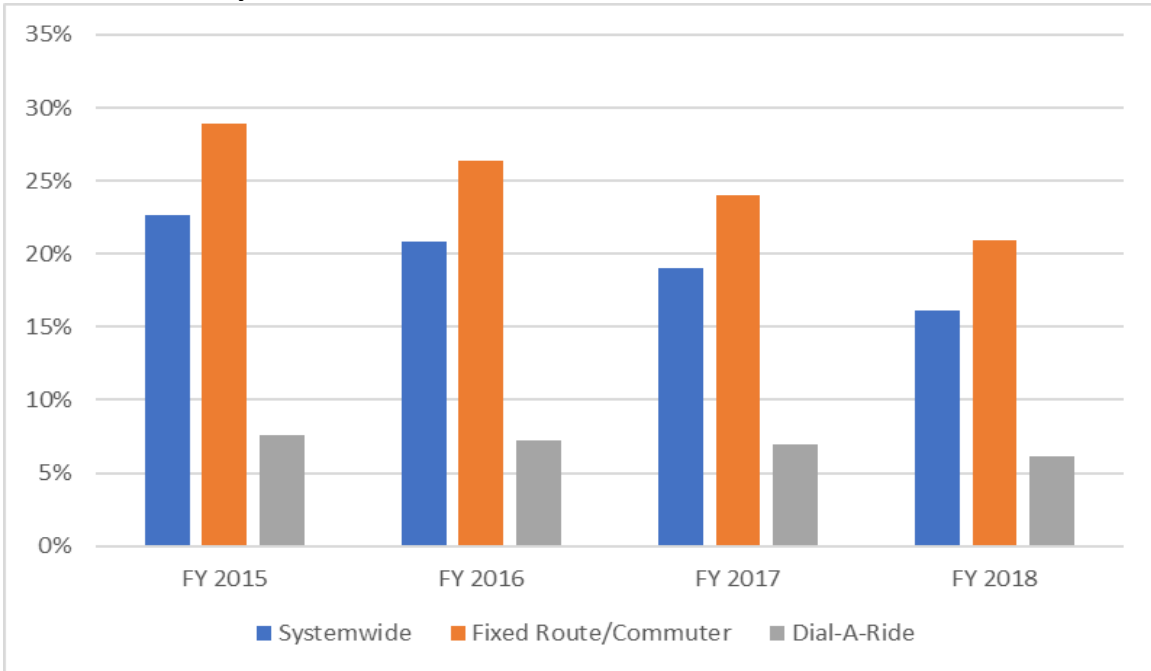
Note: System-wide cost is audited data; modal cost is unaudited.



**Graph IV-5**  
**Passengers per Vehicle Service Hour**  
**System-wide, Fixed Route/Commuter, and Dial-A-Ride**



**Graph IV-6**  
**Fare Recovery Ratio**  
**System-wide, Fixed Route/Commuter, and Dial-A-Ride**



*Note: System-wide cost and fare revenue are audited data; modal cost and fares are unaudited.*

## Findings from Verification of TDA Performance Indicators

1. Operating costs system-wide increased by 13.5 percent using audited data from FY 2015 base year to FY 2018. Fixed and commuter route operating costs increased by a comparable 13 percent while Dial-A-Ride costs increased 17.9 percent using unaudited modal data. On an average annual basis, system-wide costs increased 4.4 percent, with the highest increase of 8.1 percent occurring in FY 2018 preceded by a 4.9 percent increase in FY 2017.
2. Ridership decreased 21.1 percent system-wide from 1,296,622 trips during the FY 2015 base year to 1,022,636 trips during FY 2018. The 22.2 percent decrease in fixed route/commuter passenger trips mirrored the system-wide trend, whereas Dial-A-Ride ridership decreased 4.1 percent. The decrease in ridership is attributed to the overall industry trends as well as the geographic disbursement of trip generators in the Sacramento region, which has impacted commuter ridership.
3. The provision of vehicle service hours and miles increased modestly system-wide from the FY 2015 base year to FY 2018. Vehicle service hours increased 1.9 percent and vehicle service miles increased 1.7 percent. At the modal level, fixed route/commuter service hours and miles both increased 0.9 percent. Dial-A-Ride service hours increased by 4.1 percent while service miles increased by 3.8 percent.
4. Operating cost per passenger, an indicator of cost effectiveness, increased 44 percent system-wide from \$4.93 during the FY 2015 base year to \$7.10 during FY 2018. Cost per passenger increased 45.2 percent on fixed route/commuter and increased by 23 percent on Dial-A-Ride. The trend reflects the modest increase in costs relative to the decrease in passenger trips.
5. Operating cost per hour, an indicator of cost efficiency, increased 11.5 percent system-wide from \$77.99 during the FY 2015 base year to \$86.94 during FY 2018. The indicator increased 11.9 percent on fixed route/commuter and increased 13.3 percent on Dial-A-Ride. The trend is reflective of the higher increase in operating costs versus the slight increase in vehicle service hours.
6. Passengers per hour, which measures the effectiveness of the service delivered, decreased by 22.6 percent system-wide from 15.8 passengers to 12.2 passengers per hour. The indicator for the fixed route/commuter mode decreased by a comparable 22.9 percent whereas for Dial-A-Ride there was a 7.8 percent decrease. The trend in this indicator reflects the increase in service hours in contrast to the decline in passenger trips.
7. Vehicle hours per full-time equivalent (FTE) employee, which measures labor productivity, decreased by 0.6 percent system-wide from the FY 2015 base year to FY

2018. This performance indicator decreased by a comparable 0.9 percent for fixed route/commuter but increased 0.2 percent for Dial-A-Ride. This measure is based on the number of employee FTEs using employee pay hours from the State Controller Report and dividing by 2,000 hours per employee. The agency-wide employee count increased 2.5 percent from 80 FTEs in FY 2015 to 82 FTEs in FY 2018.

8. Pursuant to the TDA, SACOG has established a 14.6 percent system-wide farebox ratio for Yuba-Sutter Transit. There was a 28.9 percentage decrease in the system-wide farebox recovery ratio from 22.61 percent during the FY 2015 base year to 16.08 percent in FY 2018 based on audited data. Farebox recovery for fixed route exhibited a 27.6 percentage decrease, from 28.91 percent in FY 2015 to 20.93 percent in FY 2018 based on unaudited data. The farebox recovery for Dial-A-Ride exhibited a 19.5 percentage decrease, from 7.60 percent in FY 2015 to 6.11 percent in FY 2018.

## Section V

### Review of Operator Functions

This section provides an in-depth review of various functions within Yuba-Sutter Transit. The review highlights accomplishments, issues, and/or challenges that were determined during the audit period. The following functions were reviewed at the Yuba-Sutter Transit Authority's administrative offices in Marysville:

- Operations
- Maintenance
- Planning
- Marketing
- General Administration and Management

#### Operations

Yuba-Sutter Transit's operational philosophy is summarized in its Mission Statement:

*To provide safe and cost-effective public transportation services that increase mobility and improve the quality of life for Yuba and Sutter County residents.*

In addition, the Authority's Guiding Principles involve striving *to meet or exceed community expectations by:*

1. *Operating a safe, reliable and comfortable quality of service;*
2. *Providing an effective and efficient level of service in response to demonstrated community needs; and*
3. *Enhancing quality of life through improved mobility.*

To these ends, Yuba-Sutter Transit operates several modes that include local fixed route, commuter, lifeline and demand response across a unique service area with two county seats (Marysville and Yuba City) abutting each other. The local fixed route service is geared for those who truly are transit dependent, as verified by findings from staff that close to 90 percent of local riders have no transportation alternative. Three of the local fixed routes (1, 3 and 6) are tied to the bell times at Yuba College in Linda where these routes end at the college. The other fixed routes are timed for transfers with these routes. Three routes (2, 4 and 5) serve Yuba City, Marysville and River Valley high schools, respectively, on their schedule. On July 1, 2015, Yuba-

Sutter Transit marked two significant milestones: 40 years of providing public transportation service to the residents of Sutter and Yuba Counties and 25 years of express commuter service to downtown Sacramento.

After a steady increase in ridership over 25 years, Yuba-Sutter Transit began to see ridership decline since its peak in FY 2015. Contributing factors to the ridership decline have included the restructuring of Routes 1 and 4 as well as the elimination of the paper transfer (“transfer-for-a-transfer”) policy, which was implemented in September 2015 enabling riders to transfer buses for free with a paper pass handed out by the driver. This policy may have contributed to an artificial increase in the count of passengers which by some estimates were 250 daily transfer passengers.

Route 1 was realigned so that it no longer runs through the Yuba City Mall parking lot which impacted on-time performance. Ridership to the mall dropped due to this realignment as well as due to the elimination of transfers. Route 4, which primarily serves Marysville, was reconfigured into two alignments: Route 4A clockwise loop and Route 4B counter-clockwise loop. In all, there were six routes that were reliant on transfers. Most of the ridership on the local fixed routes are transit dependent whereas the commuter route market is composed of choice riders.

Other potential factors of the ridership decline include continuing on-time performance challenges; chronic reliability problems of the older local fixed route and commuter buses; continued low fuel prices; and the general lack of population and employment growth in the Yuba-Sutter region. In addition, the decentralization of state government offices outside of downtown Sacramento has impacted commuter ridership given the commuter routes focus on downtown.

Ridership has shown some increase on the Sacramento commuter route since the beginning of 2018. In addition, with the new commuter buses and Wi-Fi service, the Authority planned a major marketing campaign to reintroduce these services using a \$10,000 mini-grant awarded by SACOG.

Service to Live Oak and Wheatland are contracted services, since these communities are not members of the JPA that comprises the Authority. The Live Oak service operates as a combined fixed-route and demand-response service composed of two round trips each weekday. The Wheatland service also operates as a combined fixed-route and demand-response service composed of weekday one round trip.

Funding was continued in 2018 from the Feather River Air Quality Management District for the Live Oak service expansion and the deeply discounted monthly youth, senior, and disabled discount pass program at a level similar to what is being provided for 2017. State Transit Assistance (STA) funding has also been allocated. A grant through Mercy Housing helps to subsidize the Wheatland service. Yuba-Sutter Transit charges fully allocated costs for these services.

The Foothill Route operates two round trips every Tuesday, Wednesday, and Thursday between the community of Brownsville and Marysville with designated stops in between.

Yuba-Sutter Transit was involved in the response to the Oroville Dam spillway event evacuation orders at the direction of the local Offices of Emergency Services in February 2017. Compared to the 1997 flood event, staff indicated that evacuating people, especially those with special needs, went more smoothly. During the week of February 13, 2017, service was suspended Monday and Tuesday and a Saturday level of service was operated on Wednesday. All scheduled service was up and running on Thursday.

Beginning in 2011, Yuba-Sutter Transit joined eight other transit operators in the six-county Sacramento region and SACOG by becoming a party to, and participating actively in, an Memorandum of Understanding for the design and development of the Connect Card System. An estimated \$48,000 for Yuba-Sutter Transit's share of operating expenses for the regional Connect Card electronic fare card system was covered with state funds from the Low Carbon Transit Operations Program.

Full implementation of the Connect Card took effect on July 1, 2018, and staff has been promoting its usage. Connect Card implementation saw the phaseout of paper transfers and fare media such as the monthly passes. Monthly passes are now purchased with the Connect Card. Approximately 60 percent of boardings on Yuba-Sutter Transit are now executed by Connect Card. This has also sped up the boarding process, thus reducing dwell times. The fare structure has been stable during the audit period. There have been no changes to the local fixed-route fare structure since the 1990s and no changes to the commuter route fare structure since 2010. The commuter route generates 50 percent of Yuba-Sutter Transit's fare revenues while only consuming 15 percent of the revenue hours. SACOG has established a 14.6 percent farebox recovery mandate whereas the Yuba-Sutter Transit Board of Directors has an established policy goal of 20 percent.

Farebox revenue collection and management appears appropriate for an operation the size and scope of Yuba-Sutter Transit. Cash is deposited in locked vaults on the vehicle. The road supervisor obtains the keys to each vault from the money room and pulls the vaults in the mornings. The vaults are stored in a locked cabinet in the money room. The money room is kept locked and limited keys are available to it.

At least two people are present in the locked money room when the money is counted (three times per week and at the end of the month). Paper money is sorted from coins. A deposit slip is prepared, and the money is put into a bank deposit bag. The bank reconciles and advises Yuba-Sutter Transit of any exceptions. Transdev does reconcile collected fares to driver sheets on a periodic basis.

Manually generated trip sheets are compiled for every service mode and data are inputted into an Excel spreadsheet. Yuba-Sutter Transit awarded a contract to DoubleMap in October 2018 to develop and install a CAD/AVL system which will also include real-time arrival information for all services from any internet-connected device. This system is expected to be fully implemented by the end of 2019.

Dispatch protocol involves the driver checking in with dispatch at the start of the run. If running late, the driver will call in every 5 to 10 minutes. Revenue hours are recorded on an exceptions basis in which scheduled bus hours are adjusted for delays and other incidents. Drivers are assigned Motorola digital radios equipped with GPS transponders. This feature allows dispatch to track the vehicle’s location and records historical data. Road supervisors will sample trips to gauge on-time performance. Passenger feedback is another tool that the Authority uses to monitor punctuality, although anecdotally. Local road construction projects have exacerbated traffic congestion, which impacts schedule adherence.

LISTEN is Transdev’s proprietary customer feedback management program. The program was implemented at Yuba-Sutter Transit during the first half of FY 2016. Complaints are received and processed through dispatch and Yuba-Sutter Transit administration. Table V-1 shows this indicator for the transit system.

**Table V-1  
Incidents and Complaints**

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Complaints</b>	152	224	228

Source: Transdev, Yuba-Sutter Transit

The data shows that the number of incident and complaints has trended upwards during the audit period from 152 in FY 2016, to 224 in FY 2017, and to 228 in FY 2018. With relatively stable revenue vehicle hours for the three year period, the rate of complaints per revenue hour has increased. The increase may be attributed to better tracking of complaints with the implementation of the LISTEN system. Further investigation of complaints is conducted by pulling on-board camera footage, GPS, and timestamp signatures.

Regarding vehicle safety, Yuba-Sutter Transit tracks the number of accidents categorized as “preventable” and “non-preventable.” According to the Federal Motor Carrier Safety Administration, a preventable accident is one which occurs because the driver fails to act in a reasonably expected manner to prevent it. A non-preventable accident means any occurrence involving an accident/incident in which everything that could have been reasonably done to prevent it was done and the accident/incident still occurred. The number of accidents is summarized in Table V-2:

**Table V-2  
Accidents**

	FY 2015	FY 2016	FY 2017	FY 2018
<b>Preventable</b>	1	5	2	3
<b>Non-Preventable</b>	9	5	9	9
<b>Total</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>12</b>

Source: Transdev, Yuba-Sutter Transit

The overall number of accidents reported has ranged between 10 and 12 annually. The majority of accidents reported were “non-preventable.” “Preventable” accidents reported during the period were between 2 and 5 per year.. When compared to the number of annual revenue miles driven, the trend is less than one preventable accident per every 100,000 revenue miles. Drivers are subject to a retaining protocol after an accident, which involves receipt of a letter detailing the incident with corrective actions. Overall, Yuba-Sutter Transit has an excellent safety record and has been recognized by its industry peers.

Dial-A-Ride Operations

Riders can reserve trips up to two weeks in advance as well as set up rides on a subscription basis. Same-day trip requests can also be made on a space available basis. Dial-A-Ride service is designed to meet the needs of seniors (age 65+) and persons with qualifying disabilities, especially those who are unable to use the Yuba-Sutter Transit fixed-route system. Drivers are given a daily manifest and will call in no-shows and cancellations. The TAPRide system which is just now being implemented will offer automatic cancellations and confirmations as well as a microtransit feature.

There are approximately 60 ADA-certified passengers in the Dial-A-Ride database. Except after 6:00 p.m. each weekday when Dial-A-Ride is available to the general public without eligibility restrictions, Dial-A-Ride is now exclusively for ADA-certified seniors and persons with disabilities. No-show occurrences are summarized in Table V-3 below:

**Table V-3  
Dial-A-Ride No-shows**

	FY 2015*	FY 2016	FY 2017	FY 2018
<b>No-shows</b>	2,036	3,354	2,915	2,785

Source: Yuba-Sutter Transit Operations Data

\*FY 2015 No-show data is from November through June

The summary of no-shows during the audit period reflects a downward trend. After a peak of 3,354 no-shows in FY 2016, the number of no-shows decreased 17 percent to 2,785 in FY 2018. No-shows have averaged 5 percent of total Dial-A-Ride trips which is within the range of industry norm.



## Personnel

The Authority contracts with Transdev for its operations and maintenance personnel. Transdev employees are non-union where employment is on an at-will basis. A majority of the 63 drivers are classified as full-time. Other personnel include seven dispatchers, two road supervisors, one operations manager, one human resources/office manager, and one dispatch/safety manager. The average years of experience for drivers is seven years with more drivers weighted on the higher years of experience. Turnover averages two to three drivers annually which is relatively low for the transit industry and which contributes to the increasing average level of driver experience. Transdev strives to promote an environment of open communication.

Drivers are recruited through Transdev's corporate website through the iCIMS employee recruitment and screening tool. The Yuba-Sutter Transit website also has a link to the Transdev employment site. Transdev will assist candidates in obtaining their commercial Class B license with a passenger and air brake endorsements through the DMV. Transdev no longer provides in-house license testing. Drivers are cross-trained on all service modes. Dial-A-Ride operators are required to be General Public Paratransit Vehicle (GPPV)-certified. There is a minimum 8-week training period composed of 40 hours of classroom training and 40 hours of behind-the-wheel training.

Monthly safety meetings are held over a period of three days with a two-week notice. Drivers are subject to annual on-board evaluations as well as trail checks involving road supervisors following behind drivers remotely while on the route. After an accident, drivers undergo retraining that consists of a letter detailing those skills that need improvement. Transdev recognizes and awards drivers for excellent safety records.

Routes and shifts are bidded out every 3.5 to 4 months based on seniority. A driver can change the type of service (i.e. switch to another bus route, or from bus to Dial-A-Ride) during their shift if the bid allows so. A 5-step progressive discipline process is used. The pay scale is based on a step-system, and total compensation includes benefits like Blue Cross/Blue Shield and Kaiser Permanente medical coverage, Delta Dental, VSP vision coverage, and a 401(k) retirement plan with an employer match.

## Maintenance

Maintenance personnel is composed of a maintenance manager, seven mechanics, one maintenance clerk, and seven utility workers. Transdev encourages its mechanics to be Automotive Service Excellence certified and offers a bonus incentive of up to \$2,000 annually. Mechanics have been trained on the new MCI coaches and Gillig buses at the manufacturer facilities in the Bay Area. The longest-tenured mechanic on staff has been with the Authority for 10 years with the next having seven years with the Authority. Recruitment and retention of mechanics has been challenging, as noted one of the mechanics position was vacant. Universal Technical Institute has been tapped as a pool of candidates for the maintenance staffing. Yuba-

Sutter Transit is reviewing the staffing issue and will consider compensation adjustments in the next contract as one potential strategy for recruitment and retention.

There are three operating service bays with lifts out of a total of five bays. Six-post lifts are utilized for the MCI over-the-road coaches. Hours of operation are from 4:30 a.m. to 11:30 p.m. Monday through Saturday. The facility is closed on Sunday.

There are various levels of PMIs, including “A,” “B,” “C” and “D” inspections, which are based on standard industry protocols. “A” inspections are completed every 30 days or 3,000 miles, whichever comes first, and include a safety check and base inspection. Brakes are inspected during every “A” inspection. “B” inspections include oil changes and are done every 3,000 to 6,000 miles depending on the make of the vehicle. Oil and transmission service are performed according to factory specifications. “C” inspections are for larger items such as spark plug replacement or transmission service. The “C” inspections occur every 12,000 miles. “D” service inspections occur every 24,000 miles for 2000 and 3000 series and 30,000 miles for commuter buses, which involve changing the differential oil and renewing dryer cartridge and replacing purge valve on commuter buses.

Yuba-Sutter Transit utilizes Ron Turley and Associates’ fleet maintenance software program to track PMIs and the parts inventory. The Authority owns its tires. Alignments, tire mounting, and transmission work are outsourced. Mechanics have access to parts, which are ordered and monitored by the maintenance clerk. Parts are barcoded. The parts inventory is subject to spot checks and monthly cycle counts. The annual inventory count is conducted in November with an estimated value of \$150,000.

The Authority provides fuel and major vehicle components. Transdev supplies the parts inventory and staffing. Fueling of vehicles is conducted by the utility workers. There are three diesel fueling pumps on-site.

Drivers conduct daily pre-trip inspections. If there is an issue, the driver will notify dispatch and maintenance. A measure of maintenance performance is the number of recorded incidents that are related to equipment breakdown. The daily road call sheet displays the date, route number, vehicle number, driver, and problem. The number of road calls derived from the daily road call sheet are shown in Table V-4:

**Table V-4**  
**Yuba-Sutter Transit Road Calls**

	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Small Vehicles</b>	37	35	37	56
<b>Large Vehicles</b>	42	56	76	81
<b>Total</b>	<b>79</b>	<b>91</b>	<b>113</b>	<b>137</b>

Source: Transdev, Yuba-Sutter Transit

The number of road calls reported by Yuba-Sutter Transit has shown an upward trend. Road call and staffing issues were cited in the prior audit. Coupled with stable annual revenue miles, the trend in the ratio of revenue miles between road calls is higher. Older Optima buses have had issues with air leaks whereas the older cutaways (2009 year) have had engine issues. The Starcrafts, NABI and Blue Bird models have accounted for most of the road calls. Transdev has increased training resources toward reducing the number of road calls. The recent replacement of seven Blue Bird commuter buses and the upcoming replacement of the eleven NABI local fixed route buses is expected to lower the incidence of road calls.

Yuba-Sutter Transit administration has increased its oversight of maintenance. A maintenance audit was budgeted for FY 2019 but has been deferred pending the rebid and award of the operations and maintenance contract.

### **Planning**

The last major planning study covering the audit period was the 2015 Yuba Sutter Transit Authority SRTP, adopted in April 2015. The SRTP's five-year planning horizon covers years 2015-2020. The 2015 SRTP is composed of 10 chapters: introduction, existing community conditions, review of existing transit services, outreach efforts and survey summaries, transit demand, service alternatives, capital alternatives, institutional/management alternatives, financial alternatives, and the implementation plans.

The SRTP was conducted to assess transit and related transportation issues in Yuba and Sutter Counties and to provide a "road map" for improvements to the public transit program, which included a series of recommendations centered on service improvements and marketing strategies. A synopsis of those recommendations includes the following:

1. Revise Route 2 to improve on-time performance by eliminating the Washington/Clark/Ainsley loop.
2. Revise Route 4A to serve Linda rather than Yuba City.
3. Extend the service day one additional hour on weekdays and Saturday.
4. Implement Yuba College Sutter County Center Shuttle Service.
5. Expand Routes 1 and 3 to 20-minute service frequency and modify Routes 3 and 6.
6. Implement earlier State Route 99 PM commuter run.
7. Implement efficiencies to the Dial-A-Ride service: (1) increase vehicle service hours over time by 16 percent; (2) reduce Dial-A-Ride service area; (3) gradually increase the age of eligibility from 62 to 65; and (4) eliminate the general public Dial-A-Ride eligibility.

8. Implement transit fleet improvements involving the replacement of 18 larger buses and 16 smaller buses between 2015 and 2023.
9. Implement advanced technologies such as real-time traveler information systems, Wi-Fi service on the commuter buses, and CAD/AVL software.
10. Adopt updated goals and performance measures.
11. Expand management staff by one position.

Due to reduced ridership since FY 2015, the Authority decided to delay implementation of the major service enhancement recommendations from the 2015 SRTP. The other SRTP recommendations for specific technology improvements, bus stop enhancements, planning studies, and fleet replacements have been programmed into the annual budgets.

### **Marketing**

Yuba-Sutter Transit utilizes various media and strategies to market its services despite a constrained marketing and promotion budget. The Authority has continued to rely on printed collateral such as the glossy multi-fold ride guides for route and service mode information. The ride guides include a map, schedules, fares, and general ridership information. The Dial-A-Ride brochure was translated into Punjabi. Yuba-Sutter also publishes a monthly newsletter containing service updates and customer service highlights. The Authority also maintains an email list for the Sacramento Commuter Express service. The email database is composed of 450 passengers.

Yuba-Sutter Transit's website (<https://www.yubasuttertransit.com/>) was updated in FY 2017 and meets accessibility and transparency requirements. The website contains quick links to the monthly newsletter, trip planner, route overview, Dial-A-Ride, fares, Connect Card, customer services, Authority meetings, and public notices. A Google Translate widget is in the upper left-hand corner of the website for non-English speaking users. Other links include press releases, advertising, and Transit in Motion videos.

Passenger amenities implemented during the audit period have included free on-board Wi-Fi service on all local fixed-route and commuter buses. The Wi-Fi feature was initially rolled out on 13 commuter buses and was so well-received by passengers that it was added to 22 local fixed-route buses as well. Passengers can check email and surf the internet during their trip. Other technology enhancements include the beta testing of DoubleMap tracking app, which allows users to receive real-time service alerts, bus location data, and time of arrival projections from any internet-connected device.

The Authority continued to receive Feather River Air Quality Management District funding for the deeply discounted monthly youth, senior, and disabled pass program. The program was scheduled to expire on March 31, 2019, but it was extended through March 2020. Without this

additional funding, higher rider pass prices would likely have a significant impact on both ridership and fare revenue.

The Authority administers an advertising program through its bus shelters. Yuba-Sutter Transit's 15-year agreement with Stott Outdoor Advertising for the provision of advertising-related services on bus stop shelters, benches, and bus exteriors expired on February 28, 2017, and continued on a month-to-month basis.

In May 2017, Yuba-Sutter Transit released a Request for Proposals for the transit advertising program and received one response. That response was from the incumbent provider Stott Outdoor Advertising. A total of 30 advertising bus stop shelters and 69 advertising bus stop benches are located throughout the service area and exterior ads will now be available on all 51 buses. Due to the expanded ad space on the bus exteriors, the new 10-year contract was expected to generate about \$80,000 a year in revenue, assuming 60 percent occupancy.

Pursuant to the federal Civil Rights Act of 1964, the Authority has an adopted Title VI Program. Title VI of the Civil Rights Act of 1964 requires that no person in the United States, on the grounds of race, color, or national origin, be excluded from, be denied the benefits of, or be subjected to discrimination, under any program or activity receiving federal financial assistance. During the audit period, the Title VI program was updated in August 2017. The Yuba-Sutter Transit Title VI Program compliance includes Title VI notice posted on the website, in all transit vehicles, and at the Authority's office. The Authority has provided this notice in English and Spanish. Complaint forms are available on the website.

### **General Administration and Management**

Under its JPA, the Yuba-Sutter Transit Authority is governed by a Board of Directors that is composed of two elected representatives from each of the four member jurisdictions: Sutter County, Yuba County, the City of Marysville, and the City of Yuba City. Regular monthly board meetings are held at 4:00 p.m. on the third Thursday of each month in the Board of Supervisors Chambers of the Yuba County Government Center at 815 Eighth Street in Marysville.

The Authority is administered by a staff of five: a transit manager, finance program manager, planning program manager, program analyst, and administrative assistant. Staffing increased from four to five employees during the audit period. The former planning program manager left the Authority in March 2017. The transit manager has been with the Authority since 1987, and received the 2018 Leadership/Distinguished Service Award at the 2018 CalACT Conference in Newport Beach.

The budget cycle begins with the review of the prior year's fiscal audit in January. The current year's budget actuals are reviewed along with proposed service changes. Draft budget findings are previewed with the board in February. The JPA stipulates that a proposed budget be submitted to the board by the end of March prior to the start of each fiscal year and that a final budget be adopted by the end of May. This adoption schedule is designed to provide early

notice to the member jurisdictions of the annual apportionment of Local Transportation Fund (LTF) contributions for inclusion in their own budget process.

The Authority contracts with Transdev for operations and maintenance services and personnel. The initial three-year contract term that began in October 2014 expired in September 2017 but contained two indexed one-year extension options at the sole discretion of Yuba-Sutter Transit. The Authority exercised the first one-year extension option, which ran through September 2018. Each option is based on a CPI adjustment with a minimum increase of 2 percent and a maximum increase of 4 percent.

Yuba-Sutter Transit released a Request for Proposals in May 2019 for a new contract service provider to operate and maintain Yuba-Sutter Transit's services for a base term of four years with two Authority options for two additional years each, for a maximum possible term of eight years. The existing contract is scheduled to expire on September 30, 2019. Transdev and its predecessor companies have held this contract since 1998.

Proposals were received from four service providers, including the incumbent. At its July 18, 2019, meeting, the Yuba-Sutter Transit Board conditionally accepted the recommendation of the ad hoc proposal review committee and authorized the execution of a service contract with Storer Transit Systems effective October 1, 2019.

Pursuant to the TDA, Yuba-Sutter Transit receives LTF proceeds and STA funds. The Authority has been a direct claimant of TDA funding since the 1990s. TDA funding is used primarily for operating expenditures and certain capital projects. Based on annual financial audit data, LTF revenues received during the audit period were \$2,336,100 in FY 2016; \$2,491,500 in FY 2017; and \$2,500,000 in FY 2018. The allocation of LTF revenues is based on the amount required to balance the budget after all other revenues are calculated.

STA revenue is Yuba-Sutter Transit's single source of ongoing state transit funding and has historically been the primary source of local matching funds for federal capital grants. STA revenues received were \$832,162 in FY 2016; \$496,694 in FY 2017; and \$755,00 in FY 2018. The Transit Operators Financial Transactions Reports sent to the State Controller are generally prepared by the finance program manager and signed by the general manager.

The Authority's most recent FTA triennial review was conducted in 2018 and included site visits on June 26 and 27, 2018. The review examined compliance in 20 areas. Deficiencies were found with FTA requirements in two areas: Title VI and ADA. The Title VI deficiency pertained to Language Assistance Plan implementation and the ADA deficiency concerned documentation on filing an ADA complaint. All deficiencies were addressed, and corrections were made by September 5, 2018.

## Grants Administration

The Authority's approach to grant administration is delegated according to the type. Once a grant is awarded, it is administered by the finance program manager. During the audit period, Yuba-Sutter Transit utilized a variety of federal and state grants to support its operations and capital procurement efforts. Being outside the Sacramento urbanized area for purposes of federal transit funding, Yuba-Sutter Transit receives a separate share of federal funds from those disbursed in Sacramento County that has multiple transit systems. This separate funding grants the Authority more local control of its capital projects and excludes the agency from being part of the SACOG transit capital prioritization process for the limited urbanized funds.

Yuba-Sutter Transit receives federal formula for operations and capital. FTA Section 5307 urbanized formula funds have historically been used for capital projects, but a greater percentage of these flexible federal funds has been used for operations due to the 10-year Proposition 1B State Bond Program. The Authority generally receives between \$2.2 million to \$2.5 million in FTA Section 5307 funds annually.

Funding received through FTA Section 5311 has been used to support rural services such as serving Foothill, Live Oak, Wheatland, and Plumas Lake on the Sacramento Commuter and Midday Express services. These funds can be used for both operating and capital assistance subject to a 55.33 percent federal funding limitation (88.53 percent for capital expenditures). The Authority received discretionary federal funding under the FTA Section 5316 (Job Access Reverse Commute) program to fund weekday evening general public Dial-A-Ride service through FY 2016; FTA Section 5317 (New Freedom) to fund bus stop enhancements; and Congestion Mitigation and Air Quality funding. Yuba-Sutter prepares and submits quarterly milestone reports through FTA's Transit Award Management System.

State grant funds received have been derived from several programs. The Authority has accrued \$3,389,487 in Proposition 1B Public Transportation Modernization, Improvement & Service Enhancement Account funds for the purchase of seven commuter buses. Proposition 1B included authorization for the annual California Transit Security Grant Program (CTSGP) for eligible transit safety and security projects. This fund is administered by the California Office of Emergency Services. During FY 2016, the board approved the submission of applications, referred to as Investment Justifications, for Automatic Vehicle Location (AVL) and Facility Security Upgrade projects totaling \$134,302 in FY 2014-15 cycle CTSGP funds, the second phase of a CAD/AVL project totaling \$134,302 in FY 2015-16 CTSGP funds, and in FY 2017 for an emergency generator project for \$107,428 in FY 2016-17 CTSGP funds. Following expenditures in FY 2018, an unspent balance of \$373,982, including interest, remains on these and a prior mobile video retrofit project funded with CTSGP funds.

In addition, the Authority received \$180,417 during FY 2016 in Low Carbon Transit Operations Programs (LCTOP) funding for transit stop enhancements and \$82,455 in LCTOP funding for regional Connect Card program during FY 2018. Following expenditures in FY 2018, a balance of \$179,315 in unspent LCTOP funds (and related interest) remained for transit stop enhancements

and the Connect Card program after inclusion of the beginning year's balance of this fund. Senate Bill 1 State of Good Repair funds have been used for vehicle replacement.

The board authorized staff in September 2015 to work with the City of Fairfield on a joint procurement for the replacement of commuter buses. Since that time, this effort has expanded to include El Dorado County Transit, which involved a three-party Memorandum of Understanding. All the necessary funding for this purchase was secured by Yuba-Sutter Transit during the audit period.



## Section VI

### Findings

The following summarizes the findings obtained from this triennial audit covering fiscal years 2016 through 2018. A set of recommendations is then provided.

### Triennial Audit Findings

1. Of the compliance requirements pertaining to Yuba-Sutter Transit, the operator fully complied with all nine requirements. New state legislation passed (AB 1113, Bloom) on July 21, 2017, changed the timeline to submit the annual Transit Operators Financial Transaction Reports to the State Controller, effective reporting year FY 2017. Two additional compliance requirements did not apply to the Authority (i.e., exclusive rural and farebox recovery ratios).
2. Yuba-Sutter Transit's farebox recovery ratio remained above the required 14.6 percent standard despite a slightly downward trend. For the three-year audit period, the farebox recovery ratio was 20.83 percent in FY 2016; 19.03 percent in FY 2017; and 16.08 percent in FY 2018. The average system-wide farebox recovery ratio was 18.65 percent during the triennial review period. Farebox ratios are audited figures from the TDA fiscal audits.
3. Through its contract operator, Yuba-Sutter Transit participates in the CHP Transit Operator Compliance Program and received vehicle inspections within the 13 months prior to each TDA claim. Satisfactory ratings were made for all inspections conducted during the audit period.
4. The operating budget exhibited modest increases during the audit period. There was an increase of 0.9 percent in FY 2016 followed by a 3.3 percent increase in FY 2017. For FY 2018, the budget increased 4.7 percent.
5. Yuba-Sutter Transit is in the process of implementing three prior audit recommendations. The recommendations pertained to modernizing the dispatching and scheduling functions, revising maintenance policies and procedures that would include a maintenance audit, and adjusting operations contract administration and procurement policies to include quantitative and qualitative standards. A fourth recommendation to update the marketing plan including enhancement of the website was partially implemented with the update to the website. The operating budget is not large enough for a marketing plan update which could be undertaken as part of a larger study, such as the next SRTP update.
6. Operating costs system-wide increased by 13.5 percent using audited data from FY 2015 base year to FY 2018. Fixed and commuter route operating costs increased by a comparable

13 percent while Dial-A-Ride costs increased 17.9 percent using unaudited modal data. On an average annual basis, system-wide costs increased 4.4 percent, with the highest increase of 8.1 percent occurring in FY 2018 preceded by a 4.9 percent increase in FY 2017.

7. Ridership decreased 21.1 percent system-wide from 1,296,622 trips during the FY 2015 base year to 1,022,636 trips during FY 2018. The 22.2 percent decrease in fixed route/commuter passenger trips mirrored the system-wide trend, whereas Dial-A-Ride ridership decreased 4.1 percent. The decrease in ridership is attributed to the overall industry trends as well as the geographic disbursement of trip generators in the Sacramento region, which has impacted commuter ridership.
8. The provision of vehicle service hours and miles increased modestly system-wide from the FY 2015 base year to FY 2018. Vehicle service hours increased 1.9 percent and vehicle service miles increased 1.7 percent. At the modal level, fixed route/commuter service hours and miles both increased 0.9 percent. Dial-A-Ride service hours increased by 4.1 percent while service miles increased by 3.8 percent.
9. Operating cost per passenger, an indicator of cost effectiveness, increased 44 percent system-wide from \$4.93 during the FY 2015 base year to \$7.10 during FY 2018. Cost per passenger increased 45.2 percent on fixed route/commuter and increased by 23 percent on Dial-A-Ride. The trend reflects the modest increase in costs relative to the decrease in passenger trips.
10. Operating cost per hour, an indicator of cost efficiency, increased 11.5 percent system-wide from \$77.99 during the FY 2015 base year to \$86.94 during FY 2018. The indicator increased 11.9 percent on fixed route/commuter and increased 13.3 percent on Dial-A-Ride. The trend is reflective of the higher increase in operating costs versus the slight increase in vehicle service hours.
11. On July 1, 2015, Yuba-Sutter Transit marked two significant milestones: 40 years of providing public transportation service to the residents of Sutter and Yuba Counties and 25 years of express commuter service to downtown Sacramento.
12. After a steady increase in ridership over 25 years, Yuba-Sutter Transit began to see ridership decline since its peak in FY 2015. Contributing factors to the ridership decline, in addition to industry-wide conditions, have included the restructuring of Routes 1 and 4 and the elimination of the paper transfer (“transfer-for-a-transfer”) policy, which were implemented in September 2015. This transfer policy might have artificially increased the actual number of individual riders. Ridership has since increased on the Sacramento commuter route since the beginning of 2018.
13. Connect Card implementation in July 2018 saw the phaseout of paper transfers and fare media such as the monthly passes. Monthly passes are now purchased with the Connect Card. Approximately 60 percent of boardings on Yuba-Sutter Transit are now executed by

Connect Card. This has also sped up the boarding process, thus reducing dwell times.

14. Maintenance personnel is composed of a maintenance manager, seven mechanics, one maintenance clerk, and seven utility workers. Transdev encourages its mechanics to be Automotive Service Excellence certified and offers a bonus incentive of up to \$2,000 annually. Mechanic retention and staffing issues are being monitored and their impact on vehicle maintenance.
15. Yuba-Sutter Transit's website was updated in FY 2017 and meets accessibility and transparency requirements. The website contains quick links to the monthly newsletter, trip planner, route overview, Dial-A-Ride, fares, Connect Card, customer services, Authority meetings, and public notices.
16. Passenger amenities implemented during the audit period have included free on-board Wi-Fi service on all local fixed-route buses. The Wi-Fi feature was initially rolled out on 13 commuter buses and was so well-received by passengers that it was added to 22 local fixed-route buses as well.
17. The Authority is administered by a staff of five: a transit manager, finance program manager, planning program manager, program analyst, and administrative assistant. Staffing increased from four to five employees during the audit period. The transit manager has been with the Authority since 1987.

## Recommendations

### **1. Continue pursuit of marketing plans and strategies. (High Priority)**

This recommendation is being carried forward in this audit for full implementation. The prior audit suggested that Yuba-Sutter Transit management could improve its overall marketing effectiveness by updating the marketing plan and tying the programs and campaigns to specific strategies and tactics to ensure a consistent marketing program. The update would include budgets and timelines for each program or campaign as well as an overall marketing budget. The Authority generally sets aside 1 to 2 percent of the operating budget for marketing activities, which limits current marketing planning and implementation.

While no formal comprehensive marketing plan has been developed, the long-time legacy website was replaced in FY 2017 with a new modern website that greatly improved both functionality and layout. In addition, DoubleMap is currently being beta tested, which allows for real-time arrival information for all services from any internet-connected device. However, with ridership leveling off and decreasing on certain service modes, it would be prudent for Yuba-Sutter Transit to pursue a strategic marketing plan that would help it target new markets and employ new engagement tools to retain and grow its ridership. The annual operating budget is not large enough for a marketing plan update that could tap into the data analytics that will be generated from new technology like DoubleMap and Connect Card. The marketing plan update could be undertaken as part of a larger grant funded study, such as the next SRTP update.

### **2. Employ enhanced maintenance oversight including spot audits as part of the new operations contract. (High Priority)**

The number of road calls reported by Yuba-Sutter Transit has shown an upward trend during the audit period even as administrative oversight has increased. Road call and maintenance staffing issues were cited in the prior audit. Yuba-Sutter Transit released a Request for Proposals in May 2019 for a new contract service provider to operate and maintain Yuba-Sutter Transit's services for a base term of four years with two Authority options for two additional years each, for a maximum possible term of eight years. Yuba-Sutter Transit will provide the successful contractor with a fleet of 51 revenue vehicles ranging in seating capacity from 16 to 57 passengers.

The Yuba-Sutter Transit Board of Directors conditionally accepted the recommendation of the ad hoc proposal review committee and authorized the execution of a service contract with the successful bidder. A maintenance audit was budgeted for FY 2019 but has been deferred pending the rebid and award of the operations and maintenance contract. With the

selection of the new service provider, it is recommended that the Authority work to implement enhanced oversight maintenance with periodic audits and focused inspections.

**3. Perform data analysis using results from newly invested technology systems.  
(Medium Priority)**

Yuba-Sutter Transit and its regional transit partners have invested in transit technology aimed at easing customer interface with the transit system such as loading and using fare media through Connect Card, as well as the Authority's implementation of software platforms like DoubleMap that provide real-time tracking of buses and business analytics data for on-going service evaluation. As technology is further tested, improved, and further integrated into the Authority's network, a higher level of data analysis using more real time information is possible and enabling more dynamic adjustments to the bus system.

Yuba-Sutter Transit staff should develop protocol or desktop procedures on methods to harvest the data from these technologies and the type of analysis conducted using the data. Among its capabilities, DoubleMap, for example, can auto-collect actual on-time performance for use by staff for performance reporting, planning, and customer updates. The data, in turn, could free up resources and time for operations supervisors to attend to other needs rather than collect this data. Administrative staff could also benefit from streamlined processes that reduce manual input and other reporting activity. The capability of the data analytics should be identified so that the Authority will be able to maximize and act upon information being collected while minimizing previous manual administrative tasks to obtain data and improving operational efficiency.

**Appendix A**

**Yuba-Sutter Transit Peer Review**

## Yuba-Sutter Transit Peer Review

Yuba-Sutter Transit requested an additional section for a peer review of the agency against five other similar regional transit agencies. A peer review is a useful tool for gauging how an agency compares to other agencies of similar scope and function. The findings derived from this comparison will enable the Yuba-Sutter Transit Authority and SACOG to anticipate trends and better serve the needs of the public. The transit agencies analyzed in this section are comparable to the Yuba-Sutter Transit Authority regarding their operational structure and characteristics with some also operating commuter bus service. The peers were also nominated in consultation with Yuba-Sutter staff.

### Peer Operators

The following peers operate similar fixed-route bus and demand-response services within their respective service areas as determined from various service characteristics summarized below. Two of the peers also operate commuter bus services: WestCat and SolTrans. Further description of the peer transit agencies is provided following the table.

**Table A-1  
Peer Operators**

Agency Name	City	Service Area Square Miles	Service Area Population	Vehicles Operating in Max Service	Services Provided
Yuba-Sutter Transit Authority (Yuba-Sutter Transit)	Marysville, CA	813	141,986	34	MB, CB, DR
Yolo County Transportation District (Yolobus)	Woodland, CA	109	528,880	48	MB, DR
Western Contra Costa Transit Authority (WestCat)	Pinole, CA	20	64,925	50	MB, CB, DR
Solano County Transit (SolTrans)	Vallejo, CA	65	149,473	41	MB, CB, DR
Butte County Association of Governments (B-Line)	Chico, CA	202	185,545	47	MB, DR
Fresno County Rural Transit Agency	Fresno, CA	n/a	n/a	86	MB, DR

Note: MB-Motor Bus; CB-Commuter Bus; DR-Demand Response

Source: National Transit Database, FY 2017

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

Western Contra Costa Transit Authority operates WestCat. Service is contracted with MV Transportation. The WestCat service area comprises just over 20 square miles of western Contra Costa County, including the cities of Pinole and Hercules and the unincorporated areas of Montalvin Manor, Bayview, Tara Hills, Rodeo, Crockett, and Port Costa. The service area is

bounded to the north by the Carquinez Strait, the city limits of Pinole and Hercules to the east, the Richmond city border to the south, and by San Pablo Bay to the west.

WestCat operates eight local fixed-route bus service between 4:34 a.m. and 12:32 a.m. on weekdays, between 6:00 a.m. and 10:58 p.m. on Saturdays, and between 7:20 a.m. and 9:18 p.m. on Sundays.

WestCat operates six commuter bus routes, including a regional express bus service between Martinez (the Contra Costa County seat) and El Cerrito del Norte BART station, a number of express routes between Hercules and Del Norte BART station, and an express Transbay service between Hercules and the Transbay Terminal in San Francisco. Commuter bus service operates between 5:00 a.m. and 9:48 p.m. on weekdays.

WestCat also provides Dial-A-Ride service. The general public in Port Costa, Crockett, and Rodeo may also use Dial-A-Ride service because of the steep terrain in these communities. Dial-A-Ride will transport general public passengers as far as the Hercules Transit Center to transfer to fixed-route buses to complete their trip. Demand-response service is provided between 6:00 a.m. and 8:00 p.m. on weekdays and 9:00 a.m. and 7:00 p.m. on Saturdays. WestCAT coordinates with East Bay Paratransit to provide early morning, late night, and Sunday ADA Paratransit Service.

The local and express fare is \$1.75. The Lynx Transbay fare is \$5.00. The Dial-A-Ride fare is \$4.00. WestCat offers discounted fares, including on Dial-A-Ride service, for seniors (age 65+), persons with disabilities, and Medicare cardholders.

### **Solano County Transit (SolTrans)**

SolTrans is the public transportation provider for the communities of Benicia and Vallejo. SolTrans operates nine local and three regional fixed routes, ADA paratransit, general public Dial-a-Ride, and subsidized local and intercity taxi programs. Local and limited service routes provide coverage in the cities of Benicia and Vallejo. Regional routes provide connections to BART stations at El Cerrito del Norte, Pleasant Hill and Walnut Creek, and to the Solano Town Center, Fairfield Transportation Center, Solano Community College, Diablo Valley College, and the San Francisco Bay Ferry. Service is contracted with National Express Transit.

SolTrans operates local and demand-response service between 5:25 a.m. and 8:25 p.m. on weekdays, between 6:21 a.m. and 7:47 p.m. on Saturdays, and between 8:21 a.m. and 7:52 p.m. on Sundays. Commuter bus service is provided between 4:12 a.m. and 11:53 p.m. on weekdays, between 5:52 a.m. and 11:41 p.m. on Saturdays, and between 7:06 a.m. and 10:19 p.m. on Sundays.

SolTrans offers a variety of fare payment options for its customers. Local bus base fare is \$1.75. Express bus base fare is \$2.75 within Solano County and \$5.00 outside of the county. Discounts are available for seniors (age 65+), persons with disabilities, Medicare cardholders, and youth (ages 6–18).



The fare for riding general public Dial-A-Ride in Benicia is \$2.00 during weekday peak hours, and \$1.00 during off-peak hours. A one-way trip on the SolTrans paratransit service is \$3.00 for ADA service in Vallejo, or between Vallejo and Benicia, and \$5.50 for ADA-Plus trips to service areas of other transit agencies.

### **Butte County Association of Governments (B-Line)**

B-Line operates local and intercity fixed-route buses and complementary ADA paratransit service in Butte County, including Chico, Gridley, Oroville, and Paradise. Service is contracted with Transdev.

B-Line operates primarily two types of services: local service in Chico and Oroville and intercity service between major cities and population centers of Butte County. B-Line currently operates 21 fixed routes: 11 local Chico routes, 4 local Oroville routes, and 6 intercity routes. B-Line also operates a Chico Airport Express. Fixed-route service is provided between 5:50 a.m. and 10:00 p.m. on weekdays, between 7:00 a.m. and 10:00 p.m. on Saturdays, and between 7:50 a.m. and 6:00 p.m. on Sundays. The fare on local services is \$1.50. The fare on regional service is \$2.00. Discounts are available for seniors (age 65+), persons with disabilities, Medicare cardholders, and youth (ages 6–18).

The service area of B-Line Paratransit includes the Chico urban area, the entire Town of Paradise and portions of Paradise Pines, Wilderness Way off Pentz Road, and the greater Oroville area, including the City of Oroville and portions of unincorporated Butte County. Services on B-Line Paratransit are operated during the same time as the fixed-route services. The fare for a one-way trip in the ADA paratransit service area is \$3.00 (\$4.50 for same day service).

B-Line also offers supplemental ADA paratransit service to areas up to 3 miles outside the ADA boundaries at an additional cost. Three 1-mile zones that extend progressively farther from the ADA core boundary have been identified for Chico, Oroville, and Paradise. Rides are more for travel outside of the service area: \$7.50 (up to 1 mile outside ADA service area), \$9.50 (1-2 miles outside ADA service area), and \$11.50 (2-3 miles outside ADA service area).

### **Fresno County Rural Transit Agency**

The Fresno County Rural Transit Agency provides local and regional transit service to rural cities in Fresno County. The agency has 18 transit subsystems available in the cities of Coalinga, Firebaugh, Fowler, Huron, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, Sanger, San Joaquin, and Selma. Many unincorporated rural communities are also being served. The type of service varies by subsystem. Most intracity service is demand response. Intercity service is mostly fixed route with route deviation; some intercity services require service reservations. Most service is available on weekdays only. Some subsystems have service on Saturdays.

The fare within a community is \$0.75 with discounts available for seniors (age 65+), persons with disabilities, and Medicare cardholders. Fares for intercity service range up to \$6.50 per one-way trip, depending on distance traveled.

### Peer Comparison

The following data were gathered by mode for each operator:

- Operating Costs
- Revenue Hours
- Revenue Miles
- Unlinked Passenger Trips

Data were obtained from National Transit Database filings for FY 2015 through FY 2017 for each of the operators. Data were analyzed on a system-wide as well as by individual mode basis (e.g., fixed-route bus and light rail) employing the following performance metrics:

- Operating Cost per Revenue Hour
- Operating Cost per Revenue Mile
- Operating Cost per Unlinked Passenger Trip
- Unlinked Passenger Trips per Revenue Hour
- Unlinked Passenger Trips per Revenue Mile

As part of the peer review, the performance of each service type was compared with Yuba-Sutter Transit. The three service types reported include motorbus, commuter bus, and demand response. For all of the peers, except B-Line, demand response includes general public demand-response service in addition to complementary ADA paratransit service. B-Line does not provide general public demand-response service. B-Line, however, does provide service outside of its service area at additional cost.

### **Motorbus Service**

Yuba-Sutter Transit and the peer operators are all experiencing a ridership decline. Yolobus and SolTrans experienced significant increases in total operating costs, greater than inflation. SolTrans and Fresno County Rural Transit increased service levels. SolTrans substantially increased both revenue hours and miles. Fresno County Rural Transit substantially increased its revenue miles with more modest increases in total revenue hours.

After normalizing for service provided and consumed, Yuba-Sutter Transit is experiencing similar challenges with increasing operating costs and declining ridership as its peers. All the operators experienced a reduction in cost effectiveness with an increase in operating cost per unlinked passenger trip and a reduction in productivity with a decrease in unlinked passenger trips per

revenue hour and per revenue mile. This is largely due to the loss in ridership experienced by all the operators. Only Fresno County Rural Transit experienced an increase in cost efficiency (i.e., reduction in operating cost per revenue hour and per revenue mile); all other operators experienced a decrease in cost efficiency.

**Table A-2  
Motorbus Performance Measures**

<b>Performance Measures</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change FY15-FY17</b>
<b>Operating Costs</b>				
Yuba-Sutter Transit Authority	\$3,579,172	\$3,592,574	\$3,759,949	5.1%
<i>Year-to-Year % Change</i>		0.4%	4.7%	
Yolo County Transportation District (Yolobus)	\$9,985,878	\$10,912,106	\$11,114,853	11.3%
<i>Year-to-Year % Change</i>		9.3%	1.9%	
Western Contra Costa Transit Authority (WestCat)	\$6,113,166	\$6,154,947	\$6,427,591	5.1%
<i>Year-to-Year % Change</i>		0.7%	4.4%	
Solano County Transit (SolTrans)	\$5,247,020	\$5,438,010	\$6,110,416	16.5%
<i>Year-to-Year % Change</i>		3.6%	12.4%	
Butte County Association of Governments (B-Line)	\$5,917,699	\$5,622,835	\$6,207,269	4.9%
<i>Year-to-Year % Change</i>		-5.0%	10.4%	
Fresno County Rural Transit Agency	\$1,381,626	\$1,330,958	\$1,374,244	-0.5%
<i>Year-to-Year % Change</i>		-3.7%	3.3%	
<b>Revenue Hours</b>				
Yuba-Sutter Transit Authority	49,259	50,092	48,724	-1.1%
<i>Year-to-Year % Change</i>		1.7%	-2.7%	
Yolo County Transportation District (Yolobus)	101,403	102,362	103,010	1.6%
<i>Year-to-Year % Change</i>		0.9%	0.6%	
Western Contra Costa Transit Authority (WestCat)	67,261	67,759	67,549	0.4%
<i>Year-to-Year % Change</i>		0.7%	-0.3%	
Solano County Transit (SolTrans)	48,215	56,029	54,038	12.1%
<i>Year-to-Year % Change</i>		16.2%	-3.6%	
Butte County Association of Governments (B-Line)	71,292	69,867	70,679	-0.9%
<i>Year-to-Year % Change</i>		-2.0%	1.2%	
Fresno County Rural Transit Agency	19,153	19,872	20,101	4.9%
<i>Year-to-Year % Change</i>		3.8%	1.2%	
<b>Revenue Miles</b>				
Yuba-Sutter Transit Authority	574,589	589,183	572,972	-0.3%
<i>Year-to-Year % Change</i>		2.5%	-2.8%	
Yolo County Transportation District (Yolobus)	2,008,592	2,017,410	1,996,722	-0.6%
<i>Year-to-Year % Change</i>		0.4%	-1.0%	
Western Contra Costa Transit Authority (WestCat)	1,139,330	1,143,526	1,140,147	0.1%
<i>Year-to-Year % Change</i>		0.4%	-0.3%	
Solano County Transit (SolTrans)	615,810	729,960	659,136	7.0%
<i>Year-to-Year % Change</i>		18.5%	-9.7%	
Butte County Association of Governments (B-Line)	1,103,504	1,019,388	1,031,411	-6.5%

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
<i>Year-to-Year % Change</i>		-7.6%	1.2%	
Fresno County Rural Transit Agency	394,455	431,926	440,062	11.6%
<i>Year-to-Year % Change</i>		9.5%	1.9%	
<b>Unlinked Passenger Trips</b>				
Yuba-Sutter Transit Authority	1,066,580	971,606	858,384	-19.5%
<i>Year-to-Year % Change</i>		-8.9%	-11.7%	
Yolo County Transportation District (Yolobus)	1,617,736	1,524,597	1,351,352	-16.5%
<i>Year-to-Year % Change</i>		-5.8%	-11.4%	
Western Contra Costa Transit Authority (WestCat)	1,064,562	1,024,492	941,258	-11.6%
<i>Year-to-Year % Change</i>		-3.8%	-8.1%	
Solano County Transit (SolTrans)	763,252	811,637	732,705	-4.0%
<i>Year-to-Year % Change</i>		6.3%	-9.7%	
Butte County Association of Governments (B-Line)	1,352,544	1,251,147	1,142,563	-15.5%
<i>Year-to-Year % Change</i>		-7.5%	-8.7%	
Fresno County Rural Transit Agency	109,354	91,588	93,575	-14.4%
<i>Year-to-Year % Change</i>		-16.2%	2.2%	

Source: National Transit Database, FY 2015 – FY 2017

**Table A-3  
Motorbus Performance Indicators**

Performance Indicators	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
<b>Operating Cost per Revenue Hour</b>				
Yuba-Sutter Transit Authority	\$72.66	\$71.72	\$77.17	6.2%
<i>Year-to-Year % Change</i>		-1.3%	7.6%	
Yolo County Transportation District (Yolobus)	\$98.48	\$106.60	\$107.90	9.6%
<i>Year-to-Year % Change</i>		8.3%	1.2%	
Western Contra Costa Transit Authority (WestCat)	\$90.89	\$90.84	\$95.15	4.7%
<i>Year-to-Year % Change</i>		-0.1%	4.8%	
Solano County Transit (SolTrans)	\$108.83	\$97.06	\$113.08	3.9%
<i>Year-to-Year % Change</i>		-10.8%	16.5%	
Butte County Association of Governments (B-Line)	\$83.01	\$80.48	\$87.82	5.8%
<i>Year-to-Year % Change</i>		-3.0%	9.1%	
Fresno County Rural Transit Agency	\$72.14	\$66.98	\$68.37	-5.2%
<i>Year-to-Year % Change</i>		-7.2%	2.1%	
<b>Operating Cost per Revenue Mile</b>				
Yuba-Sutter Transit Authority	\$6.23	\$6.10	\$6.56	5.3%
<i>Year-to-Year % Change</i>		-2.1%	7.6%	
Yolo County Transportation District (Yolobus)	\$4.97	\$5.41	\$5.57	12.0%
<i>Year-to-Year % Change</i>		8.8%	2.9%	
Western Contra Costa Transit Authority (WestCat)	\$5.37	\$5.38	\$5.64	5.1%
<i>Year-to-Year % Change</i>		0.3%	4.7%	
Solano County Transit (SolTrans)	\$8.52	\$7.45	\$9.27	8.8%

Triennial Performance Audit of Yuba-Sutter Transit Authority – FYs 2016-2018

<b>Performance Indicators</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>% Change FY15-FY17</b>
<i>Year-to-Year % Change</i>		-12.6%	24.4%	
Butte County Association of Governments (B-Line)	\$5.36	\$5.52	\$6.02	12.2%
<i>Year-to-Year % Change</i>		2.9%	9.1%	
Fresno County Rural Transit Agency	\$3.50	\$3.08	\$3.12	-10.8%
<i>Year-to-Year % Change</i>		-12.0%	1.3%	
<b>Operating Cost per Unlinked Passenger Trip</b>				
Yuba-Sutter Transit Authority	\$3.36	\$3.70	\$4.38	30.5%
<i>Year-to-Year % Change</i>		10.2%	18.5%	
Yolo County Transportation District (Yolobus)	\$6.17	\$7.16	\$8.22	33.2%
<i>Year-to-Year % Change</i>		16.0%	14.9%	
Western Contra Costa Transit Authority (WestCat)	\$5.74	\$6.01	\$6.83	18.9%
<i>Year-to-Year % Change</i>		4.6%	13.7%	
Solano County Transit (SolTrans)	\$6.87	\$6.70	\$8.34	21.3%
<i>Year-to-Year % Change</i>		-2.5%	24.5%	
Butte County Association of Governments (B-Line)	\$4.38	\$4.49	\$5.43	24.2%
<i>Year-to-Year % Change</i>		2.7%	20.9%	
Fresno County Rural Transit Agency	\$12.63	\$14.53	\$14.69	16.2%
<i>Year-to-Year % Change</i>		15.0%	1.1%	
<b>Unlinked Passenger Trips per Revenue Hour</b>				
Yuba-Sutter Transit Authority	21.65	19.40	17.62	-18.6%
<i>Year-to-Year % Change</i>		-10.4%	-9.2%	
Yolo County Transportation District (Yolobus)	15.95	14.89	13.12	-17.8%
<i>Year-to-Year % Change</i>		-6.6%	-11.9%	
Western Contra Costa Transit Authority (WestCat)	15.83	15.12	13.93	-12.0%
<i>Year-to-Year % Change</i>		-4.5%	-7.8%	
Solano County Transit (SolTrans)	15.83	14.49	13.56	-14.3%
<i>Year-to-Year % Change</i>		-8.5%	-6.4%	
Butte County Association of Governments (B-Line)	18.97	17.91	16.17	-14.8%
<i>Year-to-Year % Change</i>		-5.6%	-9.7%	
Fresno County Rural Transit Agency	5.71	4.61	4.66	-18.5%
<i>Year-to-Year % Change</i>		-19.3%	1.0%	
<b>Unlinked Passenger Trips per Revenue Mile</b>				
Yuba-Sutter Transit Authority	1.86	1.65	1.50	-19.3%
<i>Year-to-Year % Change</i>		-11.2%	-9.2%	
Yolo County Transportation District (Yolobus)	0.81	0.76	0.68	-16.0%
<i>Year-to-Year % Change</i>		-6.2%	-10.4%	
Western Contra Costa Transit Authority (WestCat)	0.93	0.90	0.83	-11.6%
<i>Year-to-Year % Change</i>		-4.1%	-7.9%	
Solano County Transit (SolTrans)	1.24	1.11	1.11	-10.3%
<i>Year-to-Year % Change</i>		-10.3%	0.0%	
Butte County Association of Governments (B-Line)	1.23	1.23	1.11	-9.6%
<i>Year-to-Year % Change</i>		0.1%	-9.7%	
Fresno County Rural Transit Agency	0.28	0.21	0.21	-23.3%

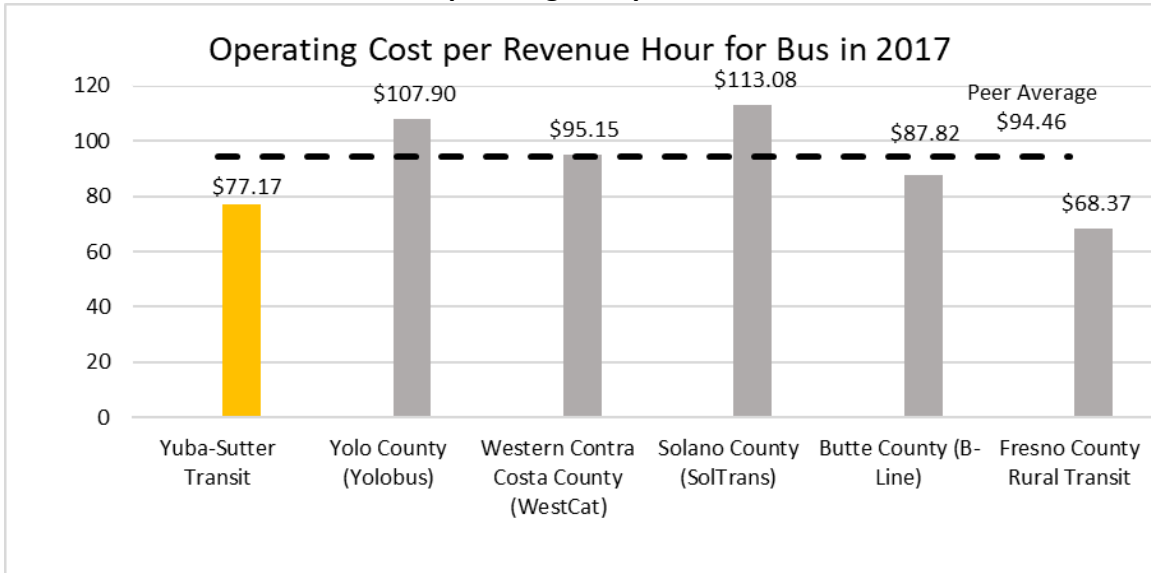
Performance Indicators	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Year-to-Year % Change		-23.5%	0.3%	

Percent changes are based on the performance measure data and not the rounded performance indicators; hence, some of the percent changes do not match with the rounded indicators.

Source: National Transit Database, FY 2015–FY 2017

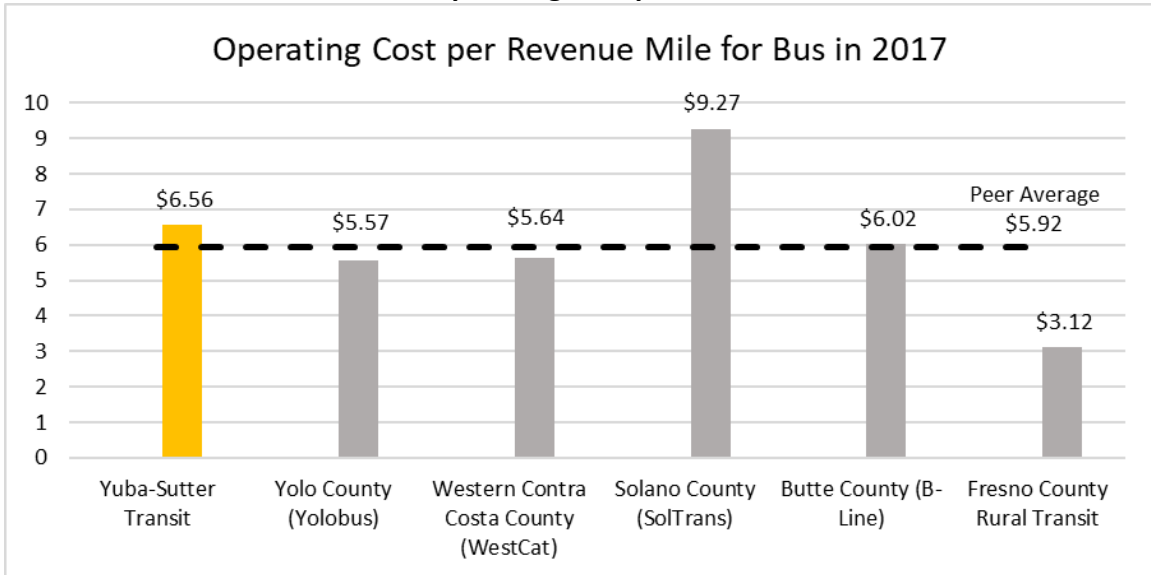
In FY 2017, in general, Yuba-Sutter Transit was more cost efficient compared with its peers. Yuba-Sutter had a lower operating cost per revenue hour than the peer average with a slightly higher operating cost per revenue mile than the peer average. It should be noted that Fresno County Rural Transit is a significant outlier from Yuba-Sutter Transit and the other peers due to the agency contracting its services with a regional non-profit economic opportunities commission rather than private vendors.

**Graph A-1**  
**Motorbus Operating Cost per Revenue Hour**



Source: National Transit Database, FY 2017

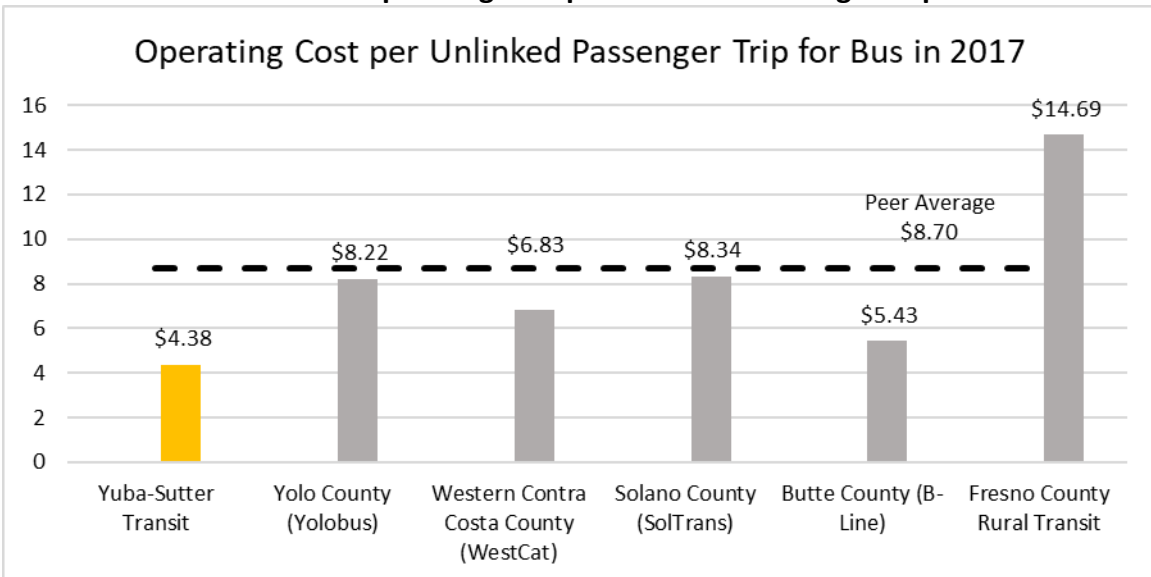
**Graph A-2**  
**Motorbus Operating Cost per Revenue Mile**



Source: National Transit Database, FY 2017

Yuba-Sutter Transit was more cost effective than its peers. Yuba-Sutter Transit’s operating cost per unlinked passenger trip was the lowest of its peers and approximately half of the peer average.

**Graph A-3**  
**Motorbus Operating Cost per Unlinked Passenger Trip**

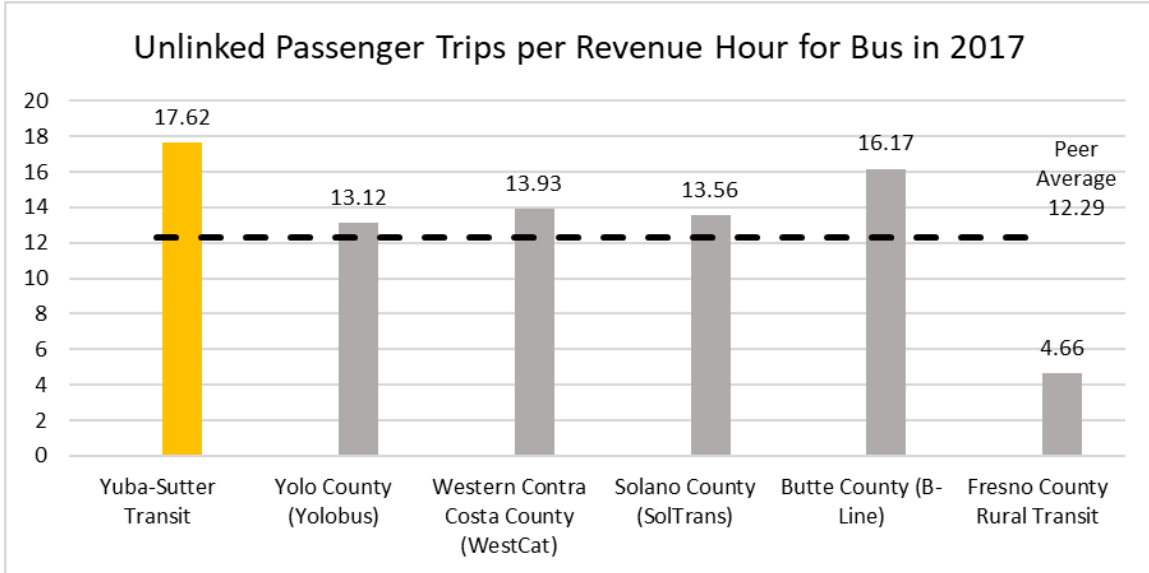


Source: National Transit Database, FY 2017

Yuba-Sutter Transit’s service is more productive than its peers. Yuba-Sutter Transit had the highest unlinked passenger trips per revenue hour and per revenue mile of all its peers. Fresno

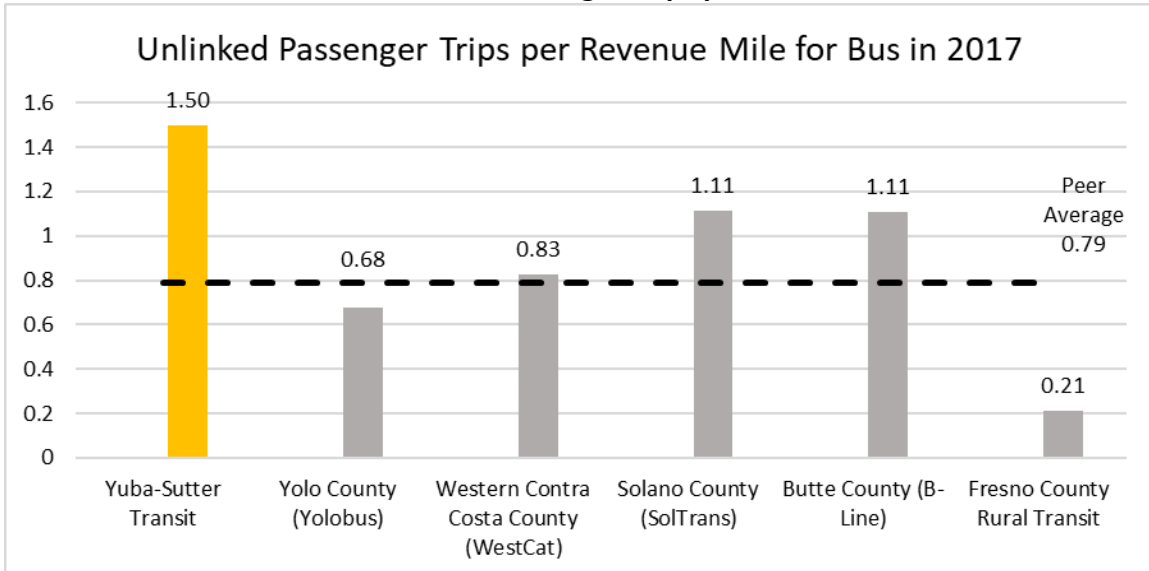
County Rural Transit was significantly less productive than other peers, skewing the peer average.

**Graph A-4**  
**Motorbus Unlinked Passenger Trips per Revenue Hour**



Source: National Transit Database, FY 2017

**Graph A-5**  
**Motorbus Unlinked Passenger Trips per Revenue Mile**



Source: National Transit Database, FY 2017



**Commuter Bus Service**

Yuba-Sutter Transit, WestCat, and SolTrans are the only operators that report its commuter bus service separately for NTD. Yuba-Sutter Transit is the only operator experiencing a significant decline in ridership for commuter bus. However, it is the only operator that did not increase revenue hours and/or miles. WestCat experienced a significant increase in ridership. The growth is in part due to increasing revenue hours and miles by over 30 percent between FY 2015 and FY 2017, and being in the heart of the Bay Area travel market.

After normalizing for service provided and consumed, while Yuba-Sutter Transit experienced modest growth in operating cost per revenue hour and per revenue mile (cost efficiency), it experienced significant declines in service effectiveness (operating cost per unlinked passenger trip) and in productivity (unlinked passenger trips per revenue hour and per revenue mile).

**Table A-4  
Commuter Bus Performance Measures**

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
<b>Operating Costs</b>				
Yuba-Sutter Transit Authority	\$944,830	\$956,746	\$989,087	4.7%
<i>Year-to-Year % Change</i>		1.3%	3.4%	
Western Contra Costa Transit Authority (WestCat)	\$1,460,774	\$1,712,561	\$1,798,268	23.1%
<i>Year-to-Year % Change</i>		17.2%	5.0%	
Solano County Transit (SolTrans)	\$4,881,732	\$5,156,637	\$5,716,067	17.1%
<i>Year-to-Year % Change</i>		5.6%	10.8%	
<b>Revenue Hours</b>				
Yuba-Sutter Transit Authority	8,506	8,565	8,430	-0.9%
<i>Year-to-Year % Change</i>		0.7%	-1.6%	
Western Contra Costa Transit Authority (WestCat)	12,311	14,125	16,984	38.0%
<i>Year-to-Year % Change</i>		14.7%	20.2%	
Solano County Transit (SolTrans)	38,680	41,705	43,129	11.5%
<i>Year-to-Year % Change</i>		7.8%	3.4%	
<b>Revenue Miles</b>				
Yuba-Sutter Transit Authority	319,204	321,262	313,856	-1.7%
<i>Year-to-Year % Change</i>		0.6%	-2.3%	
Western Contra Costa Transit Authority (WestCat)	361,941	408,981	480,270	32.7%
<i>Year-to-Year % Change</i>		13.0%	17.4%	
Solano County Transit (SolTrans)	1,018,463	1,172,284	1,040,899	2.2%
<i>Year-to-Year % Change</i>		15.1%	-11.2%	
<b>Unlinked Passenger Trips</b>				
Yuba-Sutter Transit Authority	154,896	144,327	130,627	-15.7%
<i>Year-to-Year % Change</i>		-6.8%	-9.5%	
Western Contra Costa Transit Authority (WestCat)	231,881	243,185	271,151	16.9%
<i>Year-to-Year % Change</i>		4.9%	11.5%	
Solano County Transit (SolTrans)	688,098	705,198	677,670	-1.5%

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Year-to-Year % Change		2.5%	-3.9%	

Percent changes are based on the performance measure data and not the rounded performance indicators; hence, some of the percent changes do not match with the rounded indicators.

Source: National Transit Database, FY 2015 – FY 2017

**Table A-5  
Commuter Bus Performance Indicators**

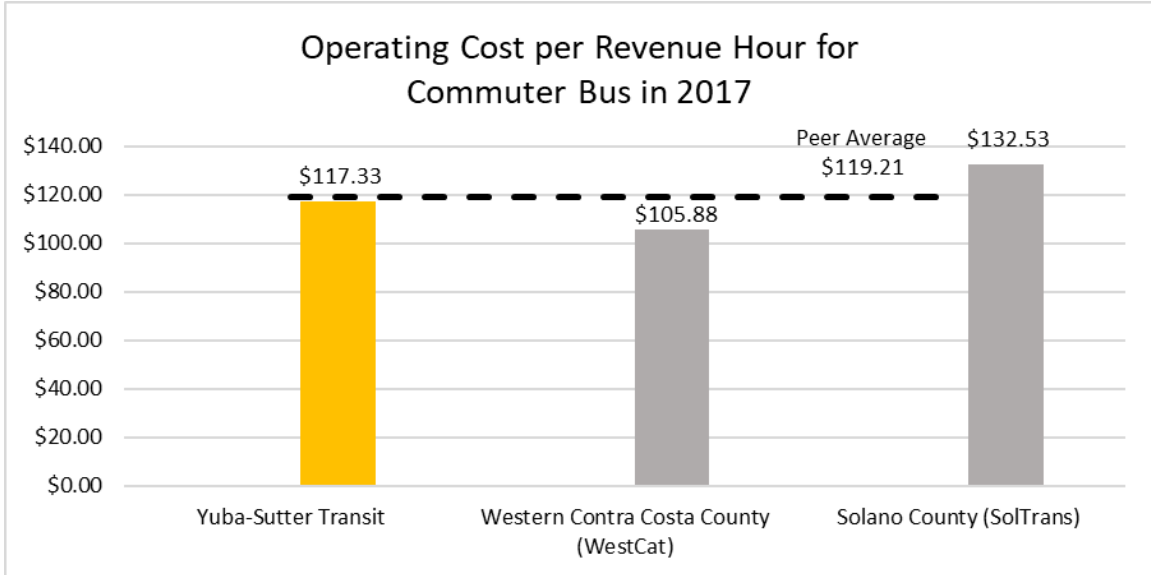
Performance Indicators	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
<b>Operating Cost per Revenue Hour</b>				
Yuba-Sutter Transit Authority	\$111.08	\$111.70	\$117.33	5.6%
Year-to-Year % Change		0.6%	5.0%	
Western Contra Costa Transit Authority (WestCat)	\$118.66	\$121.24	\$105.88	-10.8%
Year-to-Year % Change		2.2%	-12.7%	
Solano County Transit (SolTrans)	\$126.21	\$123.65	\$132.53	5.0%
Year-to-Year % Change		-2.0%	7.2%	
<b>Operating Cost per Revenue Mile</b>				
Yuba-Sutter Transit Authority	\$2.96	\$2.98	\$3.15	6.5%
Year-to-Year % Change		0.6%	5.8%	
Western Contra Costa Transit Authority (WestCat)	\$4.04	\$4.19	\$3.74	-7.2%
Year-to-Year % Change		3.8%	-10.6%	
Solano County Transit (SolTrans)	\$4.79	\$4.40	\$5.49	14.6%
Year-to-Year % Change		-8.2%	24.8%	
<b>Operating Cost per Unlinked Passenger Trip</b>				
Yuba-Sutter Transit Authority	\$6.10	\$6.63	\$7.57	24.1%
Year-to-Year % Change		8.7%	14.2%	
Western Contra Costa Transit Authority (WestCat)	\$6.30	\$7.04	\$6.63	5.3%
Year-to-Year % Change		11.8%	-5.8%	
Solano County Transit (SolTrans)	\$7.09	\$7.31	\$8.43	18.9%
Year-to-Year % Change		3.1%	15.4%	
<b>Unlinked Passenger Trips per Revenue Hour</b>				
Yuba-Sutter Transit Authority	18.21	16.85	15.50	-14.9%
Year-to-Year % Change		-7.5%	-8.0%	
Western Contra Costa Transit Authority (WestCat)	18.84	17.22	15.97	-15.2%
Year-to-Year % Change		-8.6%	-7.3%	
Solano County Transit (SolTrans)	17.79	16.91	15.71	-11.7%
Year-to-Year % Change		-4.9%	-7.1%	
<b>Unlinked Passenger Trips per Revenue Mile</b>				
Yuba-Sutter Transit Authority	0.49	0.45	0.42	-14.2%
Year-to-Year % Change		-7.4%	-7.4%	
Western Contra Costa Transit Authority (WestCat)	0.64	0.59	0.56	-11.9%
Year-to-Year % Change		-7.2%	-5.1%	
Solano County Transit (SolTrans)	0.68	0.60	0.65	-3.6%
Year-to-Year % Change		-11.0%	8.2%	

Percent changes are based on the performance measure data and not the rounded performance indicators; hence, some of the percent changes do not match with the rounded indicators.

Source: National Transit Database, FY 2015–FY 2017

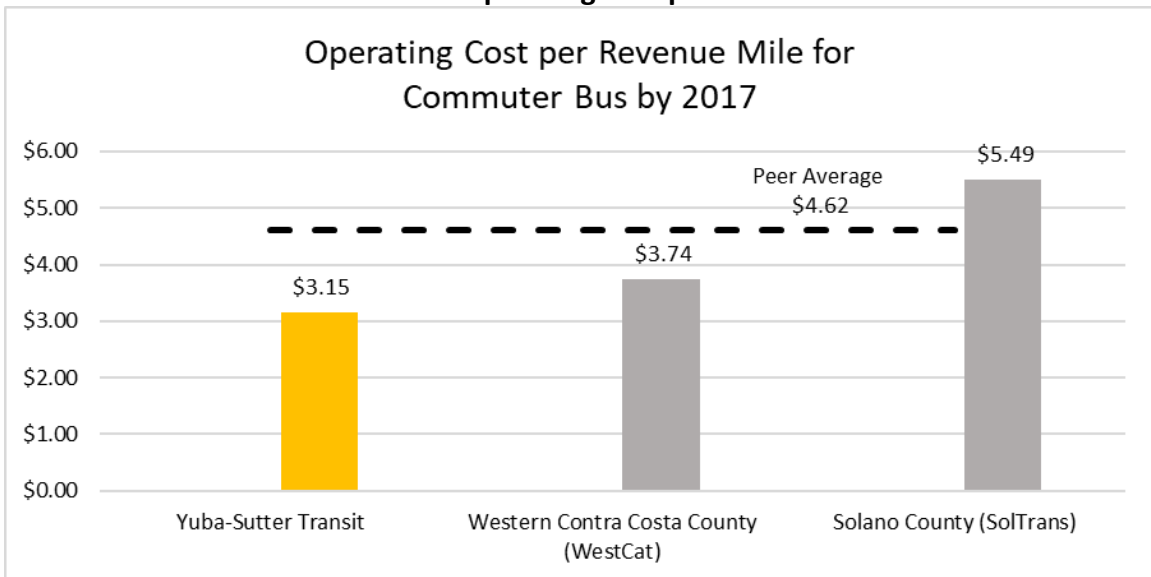
In FY 2017, in general, Yuba-Sutter Transit was as cost efficient as its peers. Yuba-Sutter had a similar operating cost per revenue hour and a slightly lower operating cost per revenue mile than the peers.

**Graph A-6  
Commuter Bus Operating Cost per Revenue Hour**



Source: National Transit Database, FY 2017

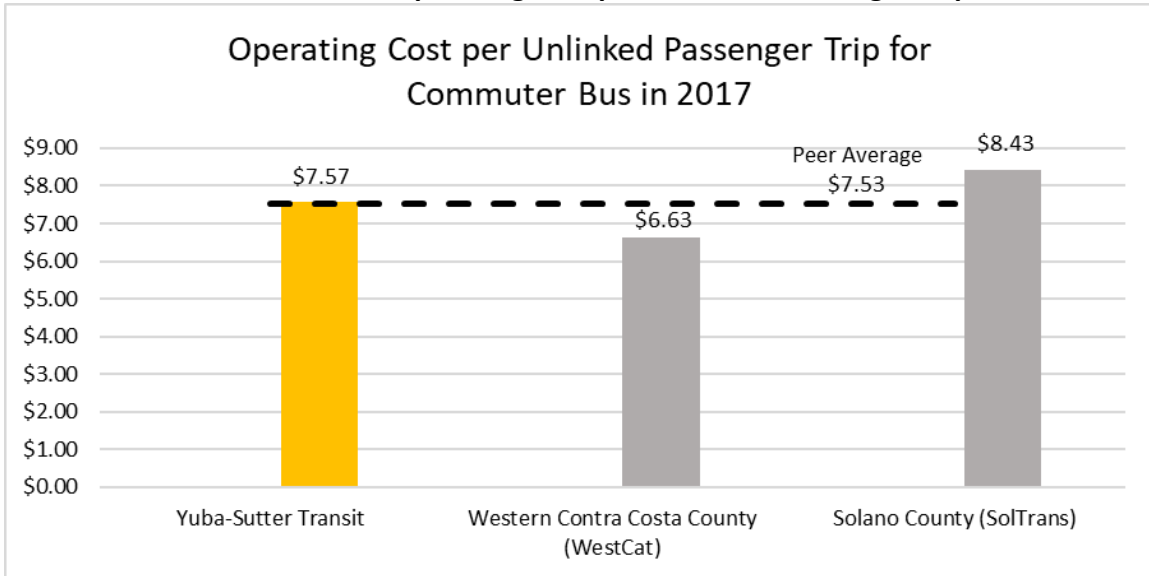
**Graph A-7  
Commuter Bus Operating Cost per Revenue Mile**



Source: National Transit Database, FY 2017

Yuba-Sutter Transit was as cost effective as its peers. Yuba-Sutter Transit’s operating cost per unlinked passenger trip aligned with the peer average.

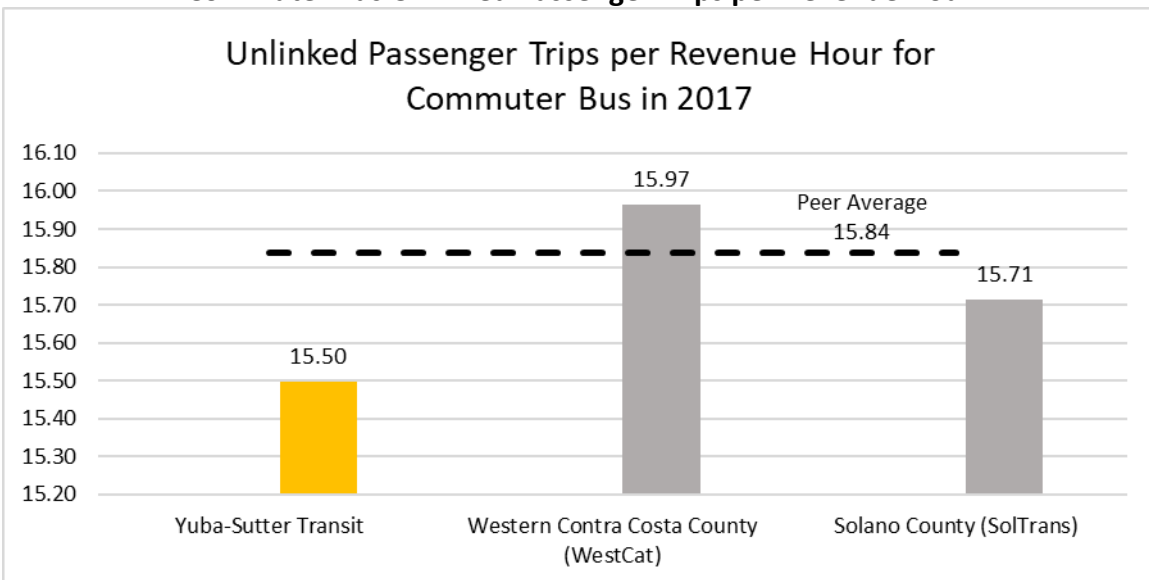
**Graph A-8**  
**Commuter Bus Operating Cost per Unlinked Passenger Trip**



Source: National Transit Database, FY 2017

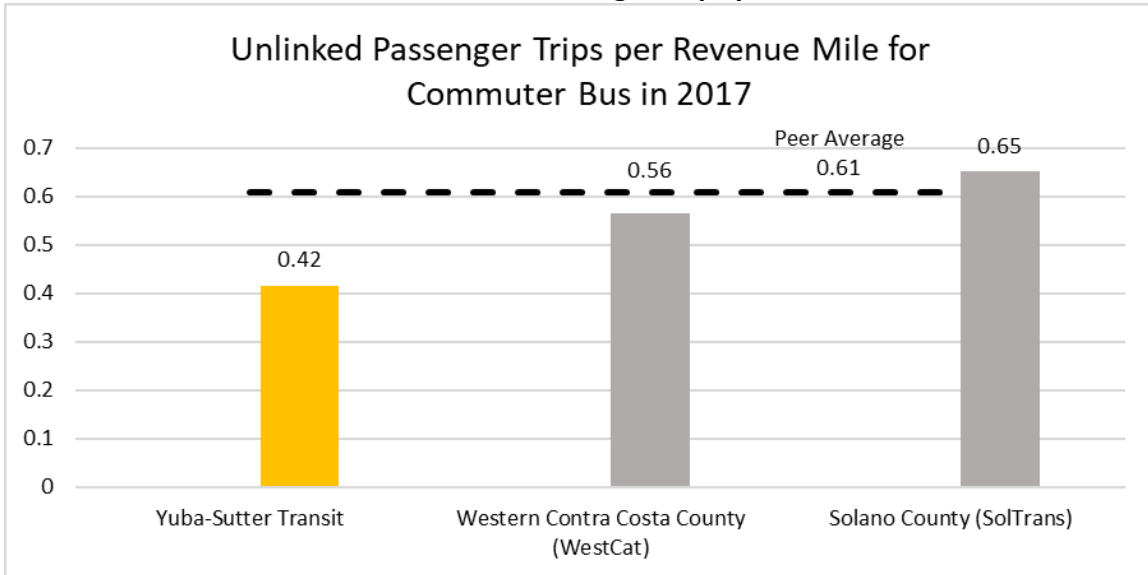
Yuba-Sutter Transit’s commuter service is marginally less productive than its peers. Yuba-Sutter Transit had a slightly lower unlinked passenger trips per revenue hour and a larger difference for trips per revenue mile than its peers. It should be noted that WestCat and SolTrans provide commuter service to San Francisco and connections to other operators that provide service to other employment centers in the Bay Area. This is likely influenced in part to the higher number of jobs and higher time and cost competitiveness of transit with driving.

**Graph A-9**  
**Commuter Bus Unlinked Passenger Trips per Revenue Hour**



Source: National Transit Database, FY 2017

**Graph A-10  
Commuter Bus Unlinked Passenger Trips per Revenue Mile**



Source: National Transit Database, FY 2017

**Demand-Response Service**

Yuba-Sutter Transit, YoloBus, and WestCat are experiencing an increase in operating costs greater than inflation. SolTrans experienced a significant reduction in operating costs but also a significant reduction in service provided and consumed. For some of the operators, the length of the trips is increasing as the total revenue hours and miles is increasing while the number of unlinked passenger trips are declining or holding steady.

After normalizing for service provided and consumed, Yuba-Sutter Transit’s cost effectiveness, cost efficiency, and productivity for demand response are decreasing. The decline in cost effectiveness is greater than that of Yuba-Sutter Transit’s peers. Meanwhile, the decline in productivity is not as significant as its peers. While SolTrans’s cost effectiveness and cost efficiency have declined with the increase in service provided and consumed, the productivity of the service in term of total revenue hours and miles has also decreased dramatically.

**Table A-6  
Demand Response Performance Measures**

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
<b>Operating Costs</b>				
Yuba-Sutter Transit Authority	\$1,826,672	\$1,858,510	\$1,970,232	7.9%
<i>Year-to-Year % Change</i>		1.7%	6.0%	
Yolo County Transportation District (YoloBus)	\$1,582,147	\$1,689,973	\$1,701,611	7.6%
<i>Year-to-Year % Change</i>		6.8%	0.7%	
Western Contra Costa Transit Authority (WestCat)	\$1,359,288	\$1,487,999	\$1,533,125	12.8%
<i>Year-to-Year % Change</i>		9.5%	3.0%	

Triennial Performance Audit of Yuba-Sutter Transit Authority – FYs 2016-2018

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Solano County Transit (SolTrans)	\$1,667,253	\$1,599,198	\$1,697,513	1.8%
<i>Year-to-Year % Change</i>		-4.1%	6.1%	
Butte County Association of Governments (B-Line)	\$3,304,951	\$3,392,119	\$3,426,371	3.7%
<i>Year-to-Year % Change</i>		2.6%	1.0%	
Fresno County Rural Transit Agency	\$3,606,192	\$3,479,155	\$3,526,770	-2.2%
<i>Year-to-Year % Change</i>		-3.5%	1.4%	
<b>Revenue Hours</b>				
Yuba-Sutter Transit Authority	24,282	24,732	24,424	0.6%
<i>Year-to-Year % Change</i>		1.9%	-1.2%	
Yolo County Transportation District (Yolobus)	14,373	15,811	15,041	4.6%
<i>Year-to-Year % Change</i>		10.0%	-4.9%	
Western Contra Costa Transit Authority (WestCat)	14,425	15,747	15,852	9.9%
<i>Year-to-Year % Change</i>		9.2%	0.7%	
Solano County Transit (SolTrans)	15,229	13,945	13,562	-10.9%
<i>Year-to-Year % Change</i>		-8.4%	-2.7%	
Butte County Association of Governments (B-Line)	50,422	48,211	49,187	-2.4%
<i>Year-to-Year % Change</i>		-4.4%	2.0%	
Fresno County Rural Transit Agency	50,002	51,949	51,596	3.2%
<i>Year-to-Year % Change</i>		3.9%	-0.7%	
<b>Revenue Miles</b>				
Yuba-Sutter Transit Authority	311,568	324,815	321,263	3.1%
<i>Year-to-Year % Change</i>		4.3%	-1.1%	
Yolo County Transportation District (Yolobus)	291,629	324,546	313,156	7.4%
<i>Year-to-Year % Change</i>		11.3%	-3.5%	
Western Contra Costa Transit Authority (WestCat)	195,867	204,538	213,274	8.9%
<i>Year-to-Year % Change</i>		4.4%	4.3%	
Solano County Transit (SolTrans)	208,602	166,387	145,727	-30.1%
<i>Year-to-Year % Change</i>		-20.2%	-12.4%	
Butte County Association of Governments (B-Line)	417,493	370,153	495,522	18.7%
<i>Year-to-Year % Change</i>		-11.3%	33.9%	
Fresno County Rural Transit Agency	548,014	579,148	548,233	0.0%
<i>Year-to-Year % Change</i>		5.7%	-5.3%	
<b>Unlinked Passenger Trips</b>				
Yuba-Sutter Transit Authority	75,146	76,332	74,600	-0.7%
<i>Year-to-Year % Change</i>		1.6%	-2.3%	
Yolo County Transportation District (Yolobus)	28,322	30,079	27,067	-4.4%
<i>Year-to-Year % Change</i>		6.2%	-10.0%	
Western Contra Costa Transit Authority (WestCat)	41,561	43,971	42,406	2.0%
<i>Year-to-Year % Change</i>		5.8%	-3.6%	
Solano County Transit (SolTrans)	32,476	29,110	26,817	-17.4%
<i>Year-to-Year % Change</i>		-10.4%	-7.9%	
Butte County Association of Governments (B-Line)	156,201	169,260	166,290	6.5%
<i>Year-to-Year % Change</i>		8.4%	-1.8%	

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Fresno County Rural Transit Agency	310,942	320,645	297,560	-4.3%
<i>Year-to-Year % Change</i>		3.1%	-7.2%	

Percent changes are based on the performance measure data and not the rounded performance indicators; hence, some of the percent changes do not match with the rounded indicators.

Source: National Transit Database, FY 2015 – FY 2017

**Table A-7  
Demand Response Performance Indicators**

Performance Indicators	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
<b>Operating Cost per Revenue Hour</b>				
Yuba-Sutter Transit Authority	\$75.23	\$75.15	\$80.67	7.2%
<i>Year-to-Year % Change</i>		-0.1%	7.3%	
Yolo County Transportation District (Yolobus)	\$110.08	\$106.89	\$113.13	2.8%
<i>Year-to-Year % Change</i>		-2.9%	5.8%	
Western Contra Costa Transit Authority (WestCat)	\$94.23	\$94.49	\$96.71	2.6%
<i>Year-to-Year % Change</i>		0.3%	2.4%	
Solano County Transit (SolTrans)	\$109.48	\$114.68	\$125.17	14.3%
<i>Year-to-Year % Change</i>		4.7%	9.1%	
Butte County Association of Governments (B-Line)	\$65.55	\$70.36	\$69.66	6.3%
<i>Year-to-Year % Change</i>		7.3%	-1.0%	
Fresno County Rural Transit Agency	\$72.12	\$66.97	\$68.35	-5.2%
<i>Year-to-Year % Change</i>		-7.1%	2.1%	
<b>Operating Cost per Revenue Mile</b>				
Yuba-Sutter Transit Authority	\$5.86	\$5.72	\$6.13	4.6%
<i>Year-to-Year % Change</i>		-2.4%	7.2%	
Yolo County Transportation District (Yolobus)	\$5.43	\$5.21	\$5.43	0.2%
<i>Year-to-Year % Change</i>		-4.0%	4.4%	
Western Contra Costa Transit Authority (WestCat)	\$6.94	\$7.27	\$7.19	3.6%
<i>Year-to-Year % Change</i>		4.8%	-1.2%	
Solano County Transit (SolTrans)	\$7.99	\$9.61	\$11.65	45.7%
<i>Year-to-Year % Change</i>		20.3%	21.2%	
Butte County Association of Governments (B-Line)	\$7.92	\$9.16	\$6.91	-12.7%
<i>Year-to-Year % Change</i>		15.8%	-24.5%	
Fresno County Rural Transit Agency	\$6.58	\$6.01	\$6.43	-2.2%
<i>Year-to-Year % Change</i>		-8.7%	7.1%	
<b>Operating Cost per Unlinked Passenger Trip</b>				
Yuba-Sutter Transit Authority	\$24.31	\$24.35	\$26.41	8.6%
<i>Year-to-Year % Change</i>		0.2%	8.5%	
Yolo County Transportation District (Yolobus)	\$55.86	\$56.18	\$62.87	12.5%
<i>Year-to-Year % Change</i>		0.6%	11.9%	
Western Contra Costa Transit Authority (WestCat)	\$32.71	\$33.84	\$36.15	10.5%
<i>Year-to-Year % Change</i>		3.5%	6.8%	
Solano County Transit (SolTrans)	\$51.34	\$54.94	\$63.30	23.3%

Performance Indicators	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
<i>Year-to-Year % Change</i>		7.0%	15.2%	
Butte County Association of Governments (B-Line)	\$21.16	\$20.04	\$20.60	-2.6%
<i>Year-to-Year % Change</i>		-5.3%	2.8%	
Fresno County Rural Transit Agency	\$11.60	\$10.85	\$11.85	2.2%
<i>Year-to-Year % Change</i>		-6.4%	9.2%	
<b>Unlinked Passenger Trips per Revenue Hour</b>				
Yuba-Sutter Transit Authority	3.09	3.09	3.05	-1.3%
<i>Year-to-Year % Change</i>		-0.3%	-1.0%	
Yolo County Transportation District (Yolobus)	1.97	1.90	1.80	-8.7%
<i>Year-to-Year % Change</i>		-3.5%	-5.4%	
Western Contra Costa Transit Authority (WestCat)	2.88	2.79	2.68	-7.2%
<i>Year-to-Year % Change</i>		-3.1%	-4.2%	
Solano County Transit (SolTrans)	2.13	2.09	1.98	-7.3%
<i>Year-to-Year % Change</i>		-2.1%	-5.3%	
Butte County Association of Governments (B-Line)	3.10	3.51	3.38	9.1%
<i>Year-to-Year % Change</i>		13.3%	-3.7%	
Fresno County Rural Transit Agency	6.22	6.17	5.77	-7.3%
<i>Year-to-Year % Change</i>		-0.7%	-6.6%	
<b>Unlinked Passenger Trips per Revenue Mile</b>				
Yuba-Sutter Transit Authority	0.24	0.24	0.23	-3.7%
<i>Year-to-Year % Change</i>		-2.6%	-1.2%	
Yolo County Transportation District (Yolobus)	0.10	0.09	0.09	-11.0%
<i>Year-to-Year % Change</i>		-4.6%	-6.7%	
Western Contra Costa Transit Authority (WestCat)	0.21	0.21	0.20	-6.3%
<i>Year-to-Year % Change</i>		1.3%	-7.5%	
Solano County Transit (SolTrans)	0.16	0.17	0.18	18.2%
<i>Year-to-Year % Change</i>		12.4%	5.2%	
Butte County Association of Governments (B-Line)	0.37	0.46	0.34	-10.3%
<i>Year-to-Year % Change</i>		22.2%	-26.6%	
Fresno County Rural Transit Agency	0.57	0.55	0.54	-4.3%
<i>Year-to-Year % Change</i>		-2.4%	-2.0%	

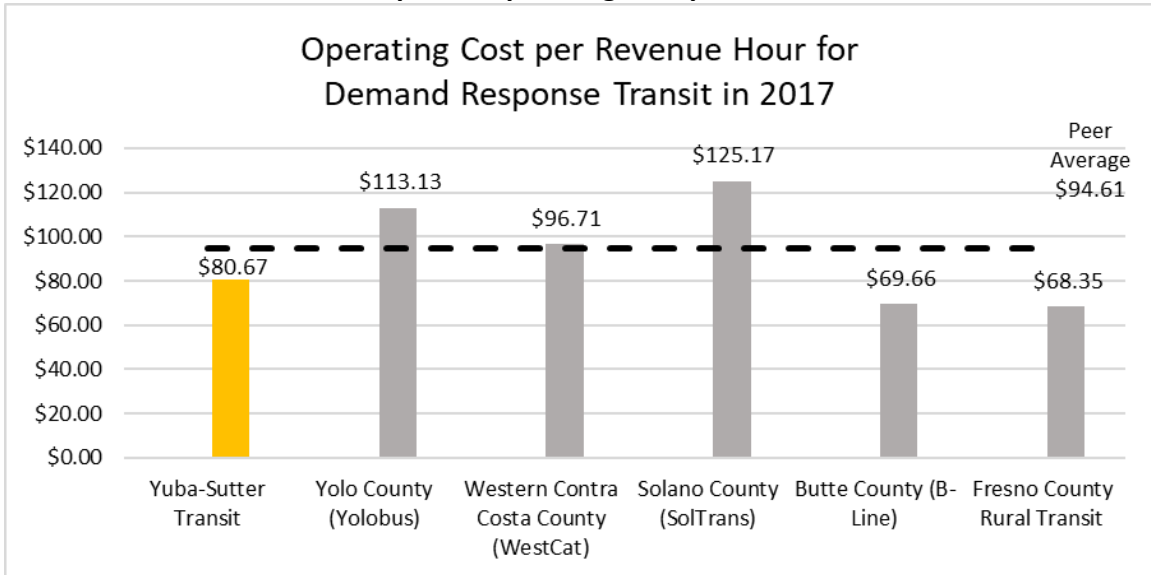
Percent changes are based on the performance measure data and not the rounded performance indicators; hence, some of the percent changes do not match with the rounded indicators.

Source: National Transit Database, FY 2015 – FY 2017

In FY 2017, Yuba-Sutter Transit was more cost efficient compared with its peers with a lower operating cost per revenue hour and per revenue mile than the peer average.

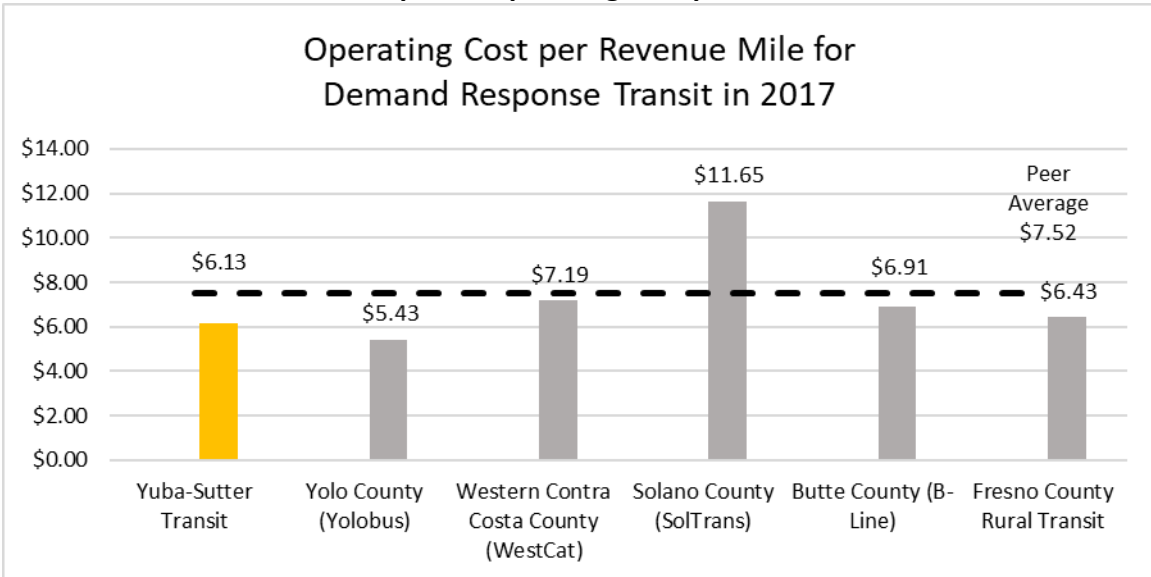


**Graph A-11**  
**Demand Response Operating Cost per Revenue Hour**



Source: National Transit Database, FY 2017

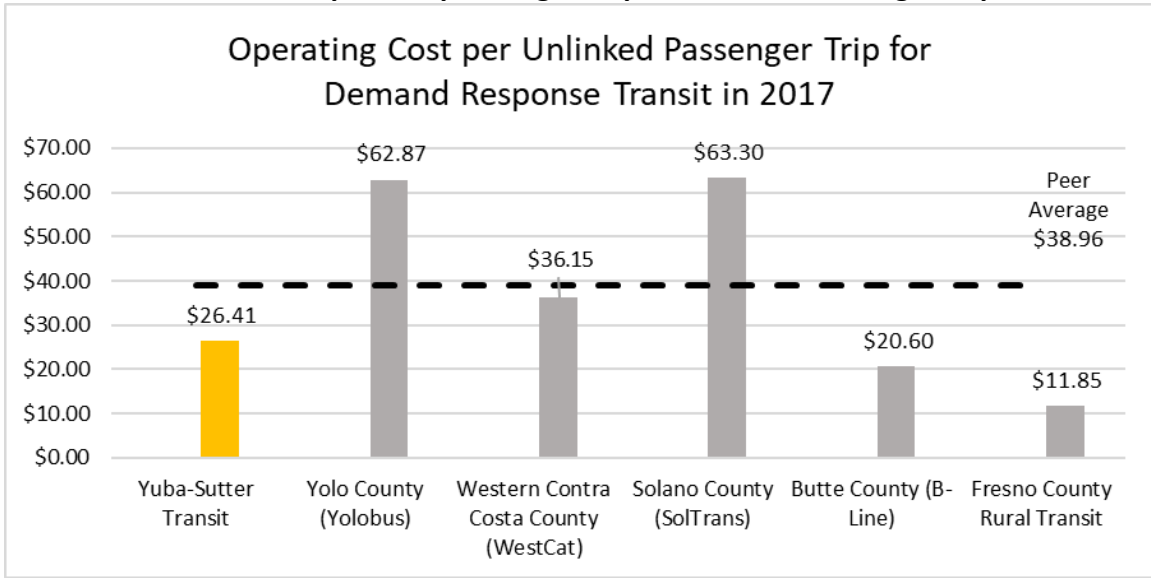
**Graph A-12**  
**Demand Response Operating Cost per Revenue Mile**



Source: National Transit Database, FY 2017

Yuba-Sutter Transit was more cost effective than the peer average. Two operators were more cost effective than Yuba-Sutter Transit.

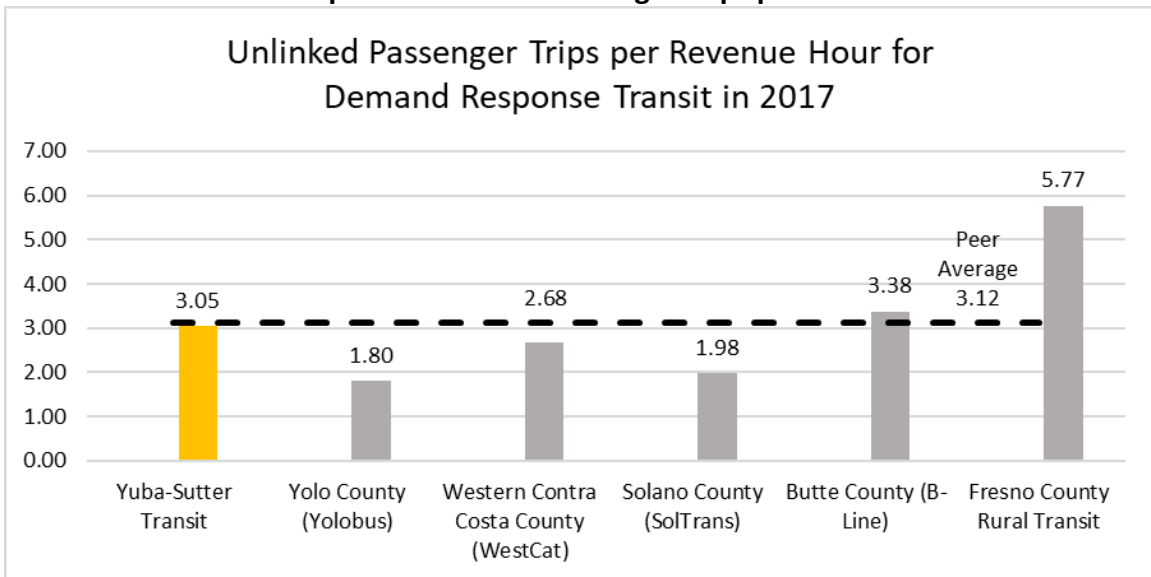
**Graph A-13**  
**Demand Response Operating Cost per Unlinked Passenger Trip**



Source: National Transit Database, FY 2017

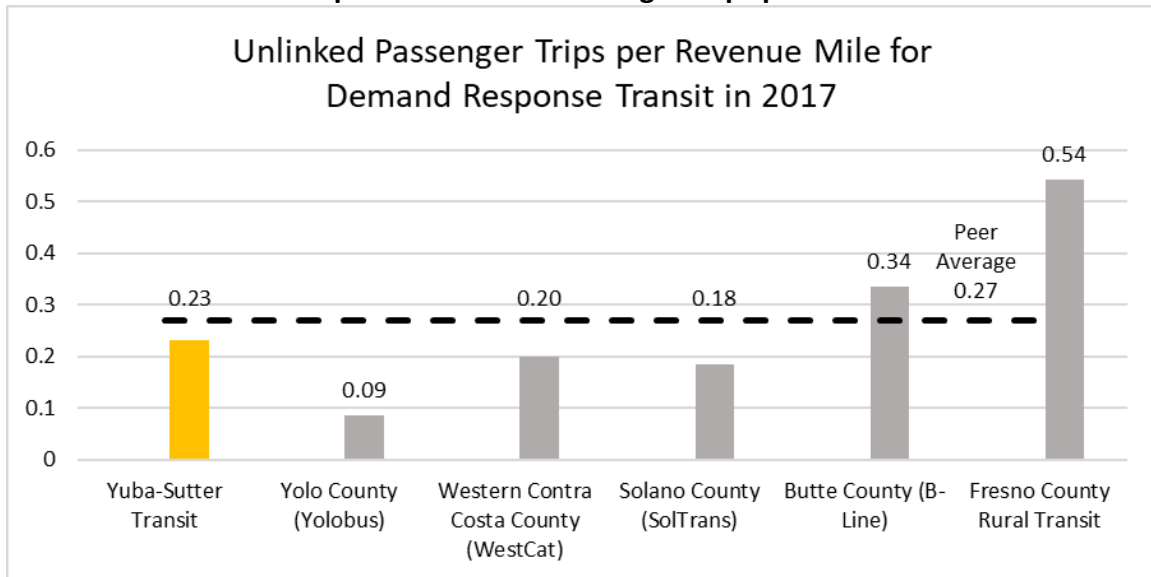
The productivity of Yuba-Sutter Transit’s service aligns with the peer average. Only two operators were more productive than Yuba-Sutter Transit.

**Graph A-14**  
**Demand Response Unlinked Passenger Trips per Revenue Hour**



Source: National Transit Database, FY 2017

**Graph A-15**  
**Demand Response Unlinked Passenger Trips per Revenue Mile**



Source: National Transit Database, FY 2017