

The background image shows a transit station. In the foreground, a blue and white bus is visible, with the word "BREEZE" on its side and the number "2630" on the front. The bus also has "GoNCTD.com" written on its side. In the background, a train is visible on an elevated track, with the word "COASTER" and the number "3001" on its side. The entire image is overlaid with a semi-transparent blue filter.

North County Transit District

# Transit Operations Performance Report

FY 2019

# North County Transit District

North County Transit District provides public transportation for North San Diego County. NCTD's services are a vital part of San Diego's regional transportation network. NCTD moves approximately 10.3 million passengers annually across its five modes.

## Mission

Our mission is to deliver safe, convenient, reliable, and user-friendly public transportation services.

## Vision

Our vision is to build an integrated transit system that enables our customers to travel easily and efficiently throughout our growing region.

## Service Principles

In order to achieve our mission and vision, NCTD embraces the following service principles:

- Place service to our customers first
- Ensure the safety and security of our employees and customers
- Deliver high-quality transit services
- Develop and maintain facilities that sustain and promote current and future transportation services
- Secure adequate revenue, protect our assets, and get the maximum return on the public investment
- Work in partnership with our communities and other stakeholders
- Encourage innovation, creativity, and leadership

## Our transit services:



**BREEZE**  
Bus System



**COASTER**  
Commuter Rail



**SPRINTER**  
Hybrid Rail



**FLEX**  
On-Demand



**LIFT**  
Paratransit

# PERFORMANCE DASHBOARD

The annual Transit Operations Performance Report (TOPR) provides information to the Board of Directors and stakeholders on ridership, operating costs, fare revenue, and performance indicators for NCTD services. The TOPR includes the following modes: BREEZE bus, SPRINTER hybrid rail, COASTER commuter rail, LIFT paratransit, and FLEX demand response. Detailed performance information can be found in the Comprehensive Annual Financial Report.



## STANDARD/GOAL

Indicates the goal and/or minimum performance standard derived from historical trends, contractual requirements for operators, and the budget development process for Fiscal Year (FY) 2019.



## STANDARD/GOAL MET

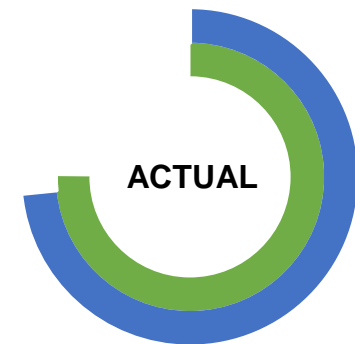
Indicates the goal and/or minimum performance standard was met.



## STANDARD/GOAL NOT MET

Indicates the goal and/or minimum performance standard was not met.

## EXAMPLE



• Standard/Goal

# SERVICE PRINCIPLES

## Path to Improved Service

The TOPR communicates the transit system’s performance to the Board of Directors on a monthly and annual basis. This performance report is intended to answer the primary questions of how NCTD performed in fiscal year (FY) 2019, why performance changed from prior years, and what actions are being taken to improve performance. NCTD holds itself accountable to stakeholders via this focused set of key performance indicators (KPIs). Monitoring and tracking KPIs enables NCTD to evaluate how well it is achieving its mission and vision. Measuring key areas of performance allows NCTD to identify areas for improvement and link transit performance to investment decisions in the District’s capital and operating budgets.

## Service Quality Priorities

NCTD tracks the following indicators in order to monitor progress towards NCTD’s defined goals. Definitions of these indicators are included in the Glossary section of this report.

Goals	Performance Indicators
Place service to our customers first	<ul style="list-style-type: none"><li>• On-time performance</li><li>• Passenger concerns</li><li>• Farebox recovery</li><li>• Passenger boardings</li><li>• Percent of scheduled service operated</li><li>• Accidents and incidents</li><li>• Mechanical failures</li><li>• Subsidy per passenger</li></ul>
Ensure the safety and security of our employees and customers	
Deliver high-quality transit services	
Develop and maintain facilities that sustain and promote current and future transportation services	
Secure adequate revenue, protect our assets, and get the maximum return on the public investment	
Work in partnership with our communities and other stakeholders	
Encourage innovation, creativity, and leadership	

# SYSTEM SUMMARY

FY 2019

Performance Indicator	BREEZE	SPRINTER	COASTER	LIFT	FLEX	SYSTEM	% CHANGE FROM FY18
Total Boardings	6,372,715	2,408,961	1,408,677	168,818	32,443	10,391,614	-2.5%
Percent of Total Boardings	61.5%	23.2%	13.6%	1.6%	0.3%	---	---
Boardings per Revenue Hour	15	102	166	1.8	2	18.3	5%
Vehicle Revenue Miles	5,076,177	516,745	270,395	1,593,103	305,832	7,762,252	-3.8%
Farebox Recovery	15.2%	13.3%	29.5%	6.8%	10.2%	16.7%	+1.2%
On-Time Performance	88.4%	98.1%	90.6%	85.1%	99.4%	92.3%	-1.6%
Passenger Concerns	1,171	133	262	596	17	2,750	+8%
Mechanical Failures <sup>1</sup>	569	228	39	69	9	914	+1.8%
Accidents/Incidents <sup>2</sup>	66	1	0	18	0	85	-8%

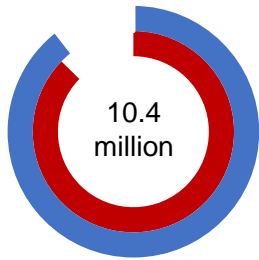
<sup>1</sup> Mechanical failures include both “major” and “other” mechanical failures. A “major mechanical failure” is a failure of some mechanical element of the revenue vehicle that prevents the vehicle from completing a scheduled revenue trip or from starting the next scheduled revenue trip. “Other mechanical failures” refer to a failure of some other mechanical element of the revenue vehicle that, because of NCTD policy, prevents the revenue vehicle from completing a scheduled revenue trip or from starting the next scheduled revenue trip even though the vehicle is physically able to continue in revenue service. (i.e. farebox malfunctioning or a radio that is inoperable).

<sup>2</sup> This number refers to “preventable accidents” (also referred to as chargeable accidents) in which the bus or train operator could have done something to prevent or avoid the accident regardless of fault, even if the investigation places fault on the other driver. A non-preventable accident is one that could not have been avoided no matter what actions were taken.

# SYSTEM SUMMARY

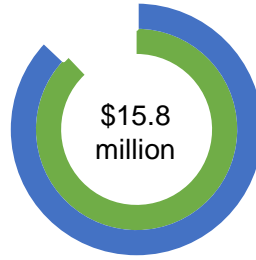
FY 2019

TOTAL BOARDINGS



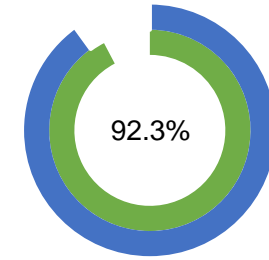
- Goal  $\geq$  10,654,759

CUSTOMER REVENUE



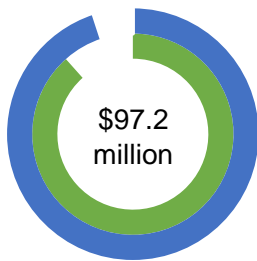
- Goal  $\geq$  \$15,672,316

ON-TIME PERFORMANCE



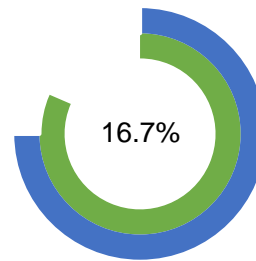
- Goal  $\geq$  90%

OPERATING COST



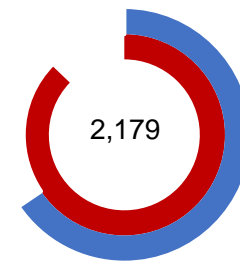
- Goal  $\leq$  \$104,468,000

SYSTEM FAREBOX RECOVERY



- Goal  $\geq$  15%

MODAL PASSENGER CONCERNS



- Goal  $\leq$  1,638

# SYSTEM SUMMARY

## FY 2019 PERFORMANCE HIGHLIGHTS

### Ridership



**NCTD's systemwide ridership declined by 2.5% from the previous fiscal year.** There are several factors that influence transit service usage performance. Internal factors are those that NCTD can control, including the quality and quantity of service provided and fare rates. External factors are influences beyond NCTD's control, and include spatial characteristics (land use, density, urban design), socioeconomic factors (population, employment, auto ownership), pricing factors (price of gasoline, parking costs), and environmental factors (weather). On the national level, transit ridership has also declined.

### Productivity



**NCTD's productivity (measured in passengers per revenue hour) improved by 6% from the previous fiscal year.** NCTD has taken steps to find efficiencies and reduce operating hours in order to increase productivity on its modes. For example, NCTD implemented a Productivity Improvement Program for LIFT that supported the reduction of 20,000 annual operating hours (15% reduction compared to FY18). Further efforts to improve productivity are included in the respective modal sections.

### On-Time Performance



**NCTD's systemwide on-time performance declined by 1.6% from the previous fiscal year.** Several factors that may influence this metric include: aging equipment that requires replacement, mechanical failures, operator errors, scheduling inefficiencies, and more. NCTD's quarterly safety and security Reports cite over 33 hours of delay associated with trespasser strikes along the San Diego and Escondido Subdivisions (including COASTER, SPRINTER, Amtrak, and Metrolink services). The most significant change in on-time performance amongst the five modes was LIFT, from 92.3% in FY 2018 to 85.1% in FY 2019. This decrease is primarily related to contractor performance and the implementation of the Productivity Improvement Plan which had a learning curve for employees. All other modes had minimal changes ranging from -0.3% to +0.5%. Other factors that contribute to on-time performance are included in the respective modal sections, such as fleet maintenance performance and operator training.

### Farebox Recovery



**NCTD's systemwide farebox recovery increased from 16.5% in FY 2018 to 16.7% in FY 2019.** Farebox recovery declined on all modes except BREEZE. NCTD met its budgeted goals for operating expenses for each mode in FY2019. However, NCTD's fare structure has not kept pace with rising operating costs over the last ten years as fares have not been changed since NCTD reduced fares in 2011. Throughout FY 2019, NCTD worked with its regional partners, San Diego Metropolitan Transit System (MTS) and the San Diego Association of Governments (SANDAG), to approve a change to the regional fare ordinance. NCTD and MTS's fare changes went into effect on September 1, 2019 (Q1 of FY 2020) and is not reflected in this TOPR.

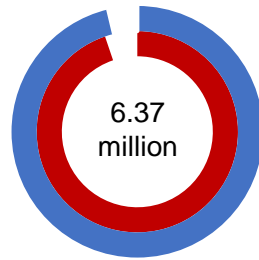
### Passenger Concerns



**NCTD's total passenger concerns increased by 8.4% from the previous fiscal year.** Passenger concerns increased on COASTER (16%), LIFT (37%), and non-mode (10%), and decreased on SPRINTER (-29%) and BREEZE (-1%). In FY 2019, NCTD received 712 complaints regarding operator performance and 470 complaints related to late service.

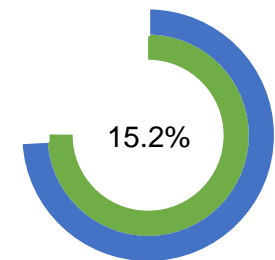
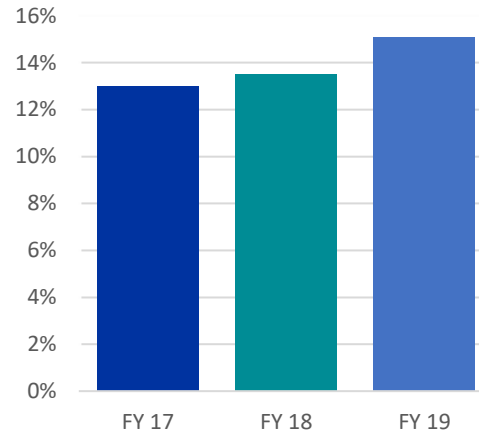
# BREEZE PERFORMANCE

### Total Boardings



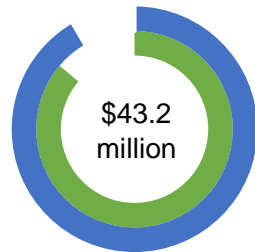
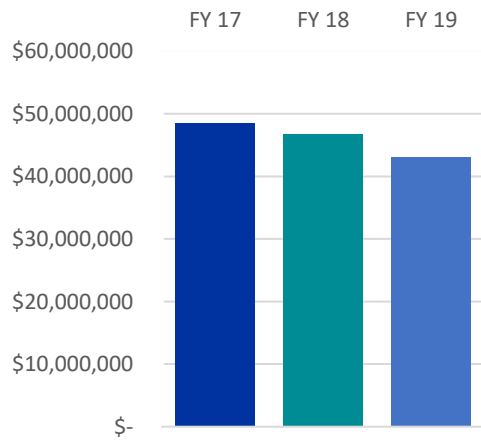
● Goal  $\geq$  6,472,600

### Farebox Recovery



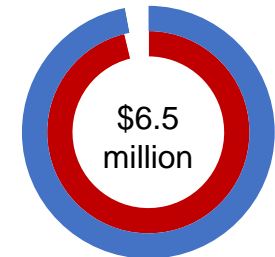
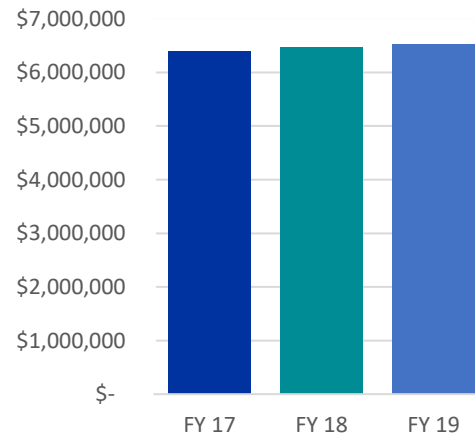
● Budget  $\geq$  14.9%

### Operating Cost



● Budget  $\leq$  \$45.8 million

### Fare Revenue

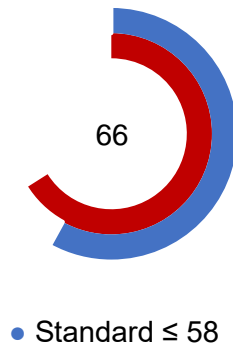
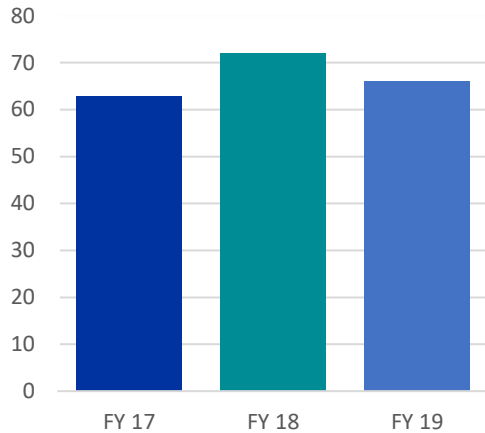


● Budget  $\geq$  \$6,557,874

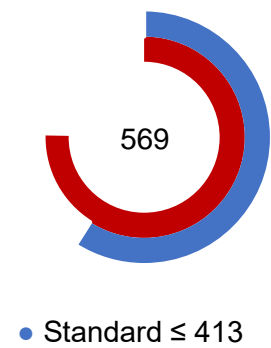
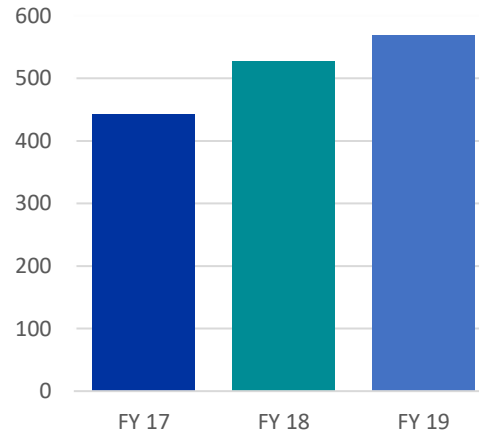


# BREEZE PERFORMANCE

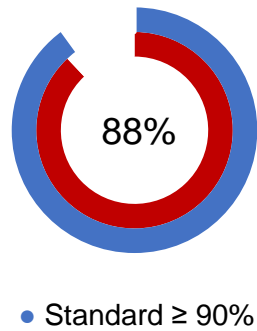
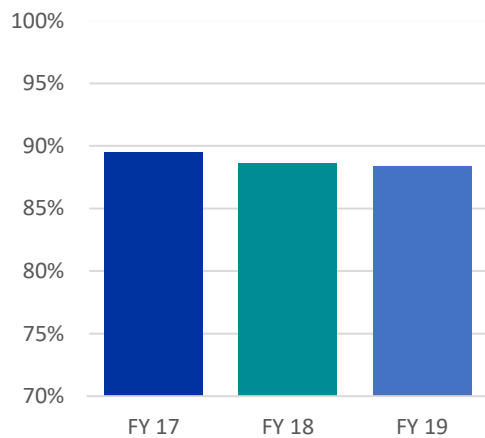
### Accidents/Incidents



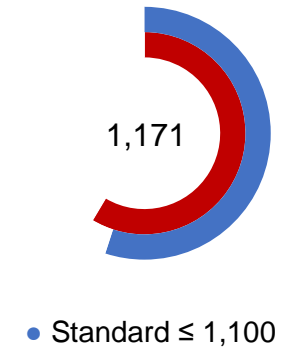
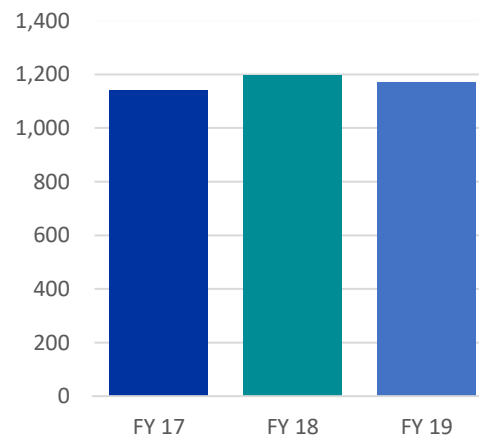
### Total Mechanical Failures



### On-Time Performance



### Passenger Concerns



# BREEZE PERFORMANCE

## BREEZE On-Time Performance

BREEZE on-time performance (OTP) in FY 2019 was 88%, which fell below the minimum standard. BREEZE OTP was hindered by mechanical failures and subsequent delays, as well as traffic and drivers traveling off their scheduled route. The chart to the right provides a breakdown on the causes of delay.

## BREEZE Mechanical Performance

In FY 2018, BREEZE buses experienced a total of 527 mechanical failures. In FY 2019, BREEZE buses experienced 569 total mechanical failures. Approximately 74 BREEZE buses have reached the end of their useful life by the end of FY 2019.

## BREEZE Contractor Performance

NCTD has identified the MV needs to improve performance related to the maintenance of equipment and employee training. NCTD and MV have taken steps to address operator training needs, including customer service training and instances of operators off route that has improved performance.

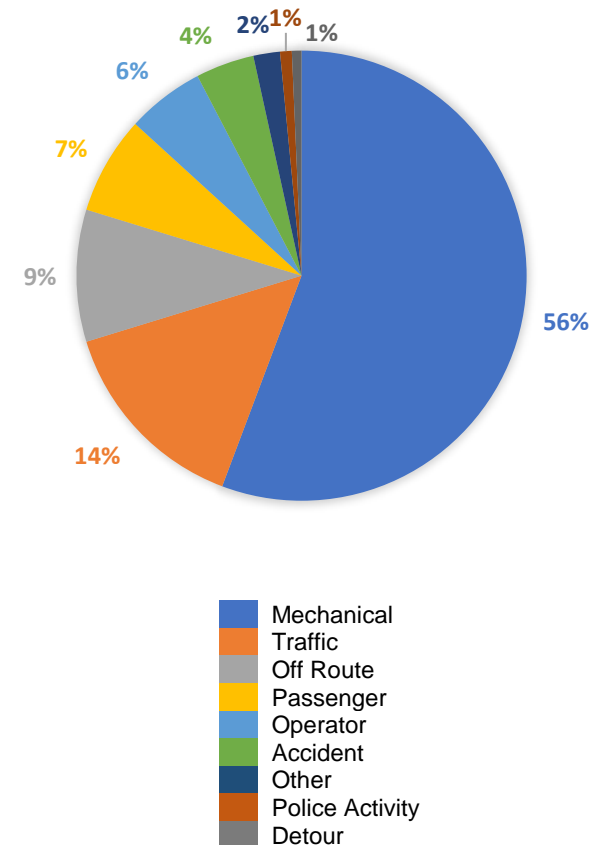
## BREEZE Passenger Concerns

BREEZE operations received 1,171 complaints, a decrease of 25 compared to FY 2018. Operator Related (i.e., perceived rude operator or operator driving performance) and Service Related (i.e., late service or vehicle passing by customers) reports comprise most complaints, 91% of the total for BREEZE. BREEZE also received 32 compliments and 19 comments. Instances of customer complaints did decrease from 654 in the first two quarters of the year to 516 during the last two quarters. This may be attributed to the customer service training provided by NCTD staff to operators in Quarter 3.

## BREEZE Accidents

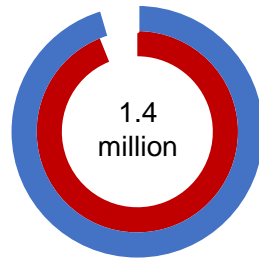
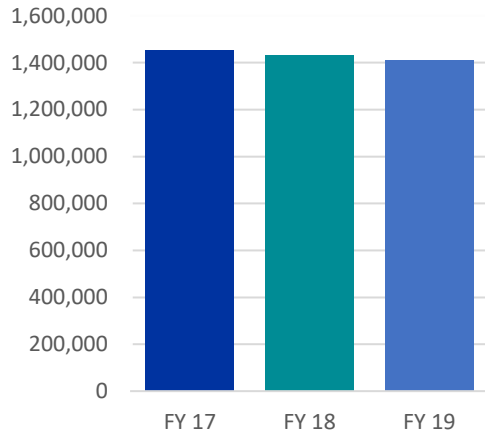
BREEZE operations had 66 preventable accidents, and 118 non-preventable accidents in FY 2019. BREEZE accidents are generally categorized into four groups: bus vs. bus; bus vs. object; bus vs. vehicle; and vehicle vs. bus. The category that has the largest number of all accidents is vehicle vs. bus (60.5%) and includes such events as damage to bus side mirrors and side swipes from other vehicles.

BREEZE CAUSE OF DELAY

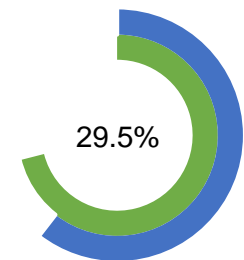
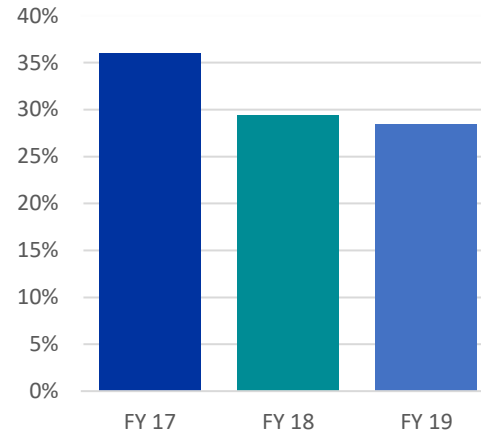


# COASTER PERFORMANCE

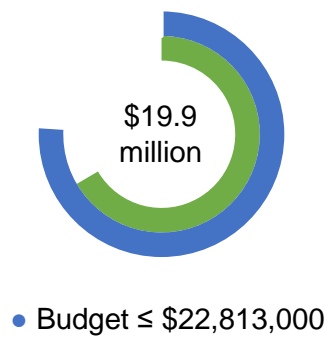
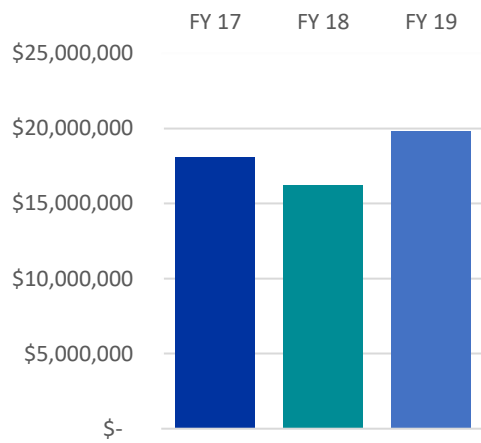
### Total Boardings



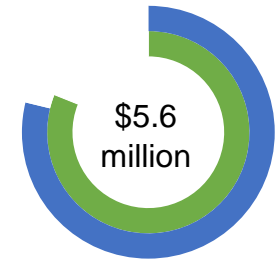
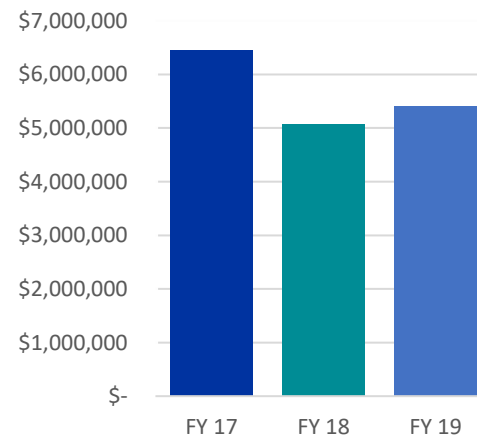
### Farebox Recovery



### Operating Costs

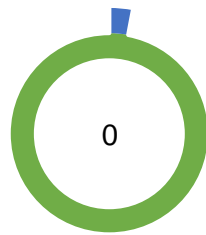
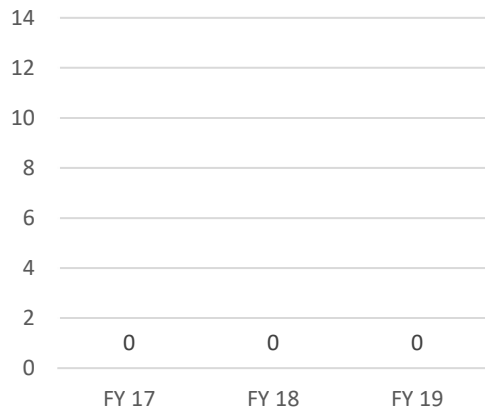


### Fare Revenue



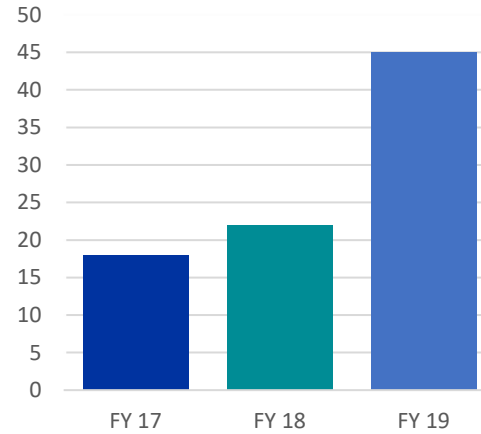
# COASTER PERFORMANCE

### Accidents/Incidents



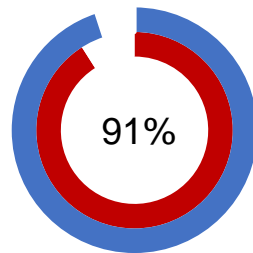
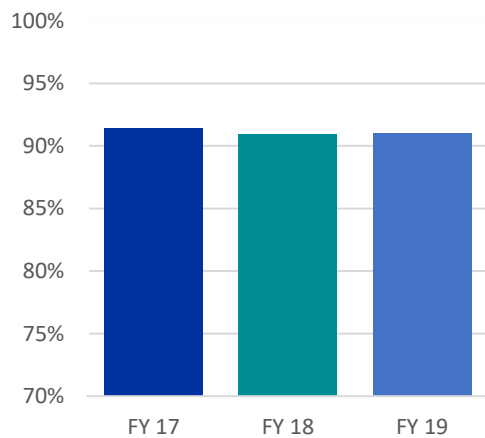
• Standard  $\leq 3$

### Total Mechanical Failures



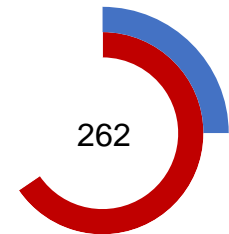
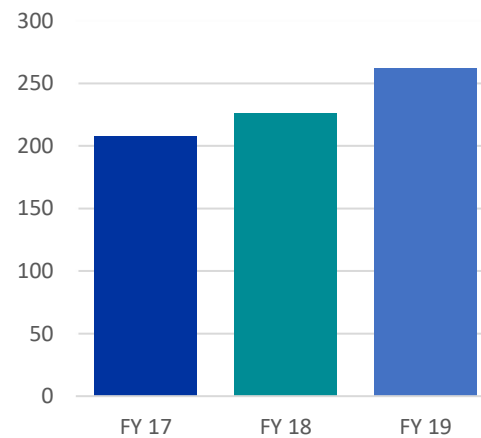
• Standard  $\leq 8$

### On-Time Performance



• Standard  $\geq 95\%$

### Passenger Concerns



• Standard  $\leq 100$

# COASTER PERFORMANCE

## COASTER On-Time Performance

COASTER on-time performance (OTP) in FY 2019 was 91%, which fell below the minimum standard. COASTER OTP was hindered by mechanical failures and subsequent delays. The chart on the right provides a breakdown on the causes of delay.

## COASTER Mechanical Performance

COASTER mechanical delays were the number one cause of delays. Recognizing the mechanical issues, NCTD took steps to alleviate train terminations and annulments caused by mechanical failures by increasing preventive maintenance inspections and proactively replacing parts and components that were trending toward failure.

## COASTER Contractor Performance

In order to proactively mitigate loss of service during a locomotive failure, Bombardier provided training to all engineers and conductors to couple and uncouple locomotives from the train car in order to reduce the time of delay during a locomotive failure. Conductors and engineers also participated in customer service and Title VI training.

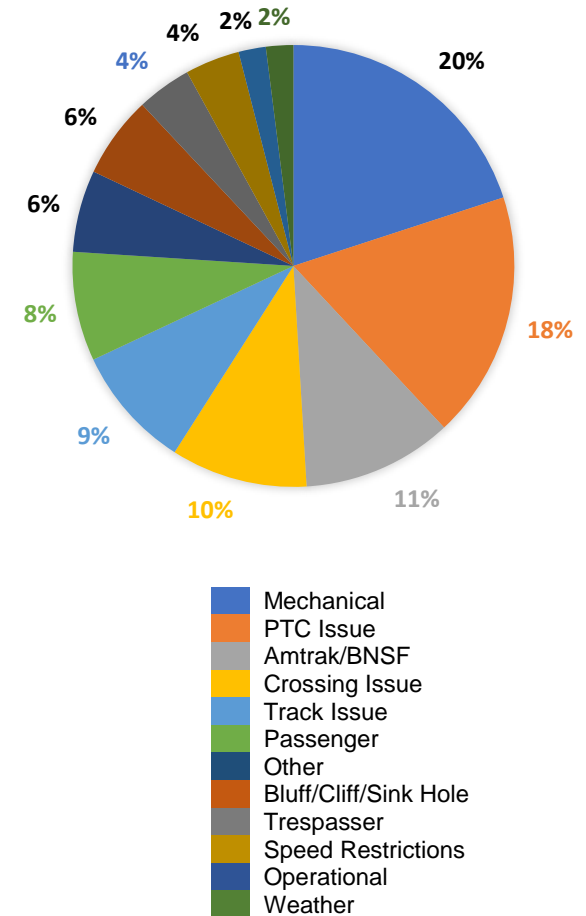
## COASTER Passenger Concerns

COASTER received 262 complaints, an increase of 36 from FY 2018. The most complaints were related to equipment and service-related issues. COASTER received 12 compliments and 43 comments.

## COASTER Accidents

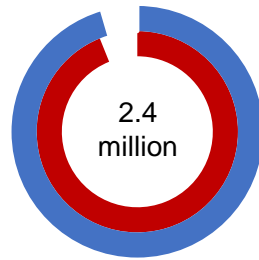
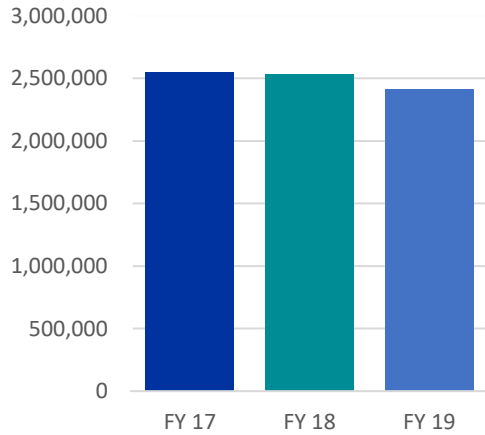
In FY 2019, NCTD had zero (0) preventable accidents on COASTER. There were four non-preventable accidents associated with COASTER operations, all of which involved trespasser strikes along the San Diego Subdivision.

## COASTER CAUSE OF DELAY



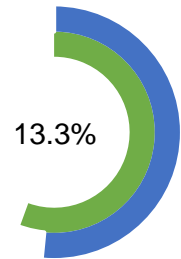
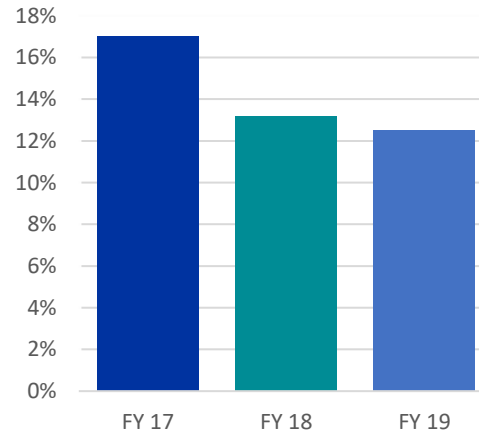
# SPRINTER PERFORMANCE

### Total Boardings



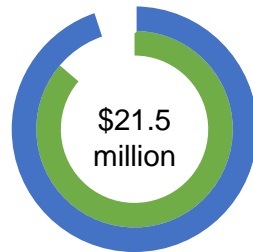
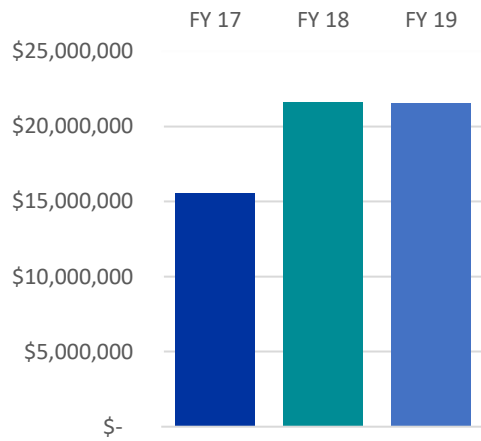
• Goal ≥ 2,531,990

### Farebox Recovery



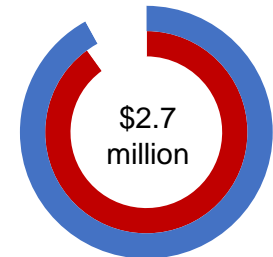
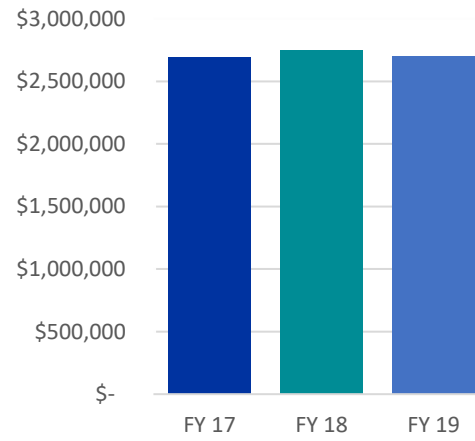
• Budget ≥ 11.6%

### Operating Expense



• Budget ≤ \$23,744,000

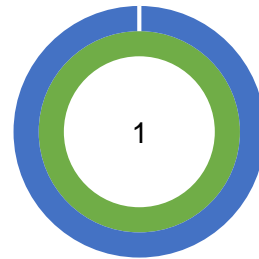
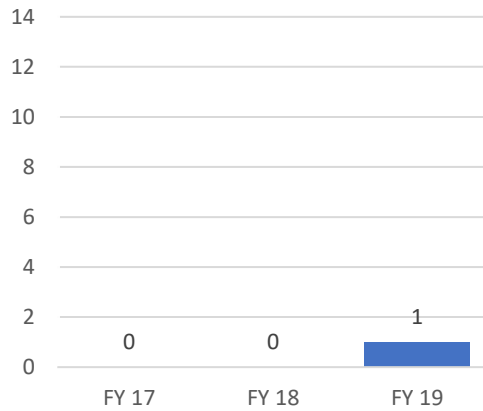
### Fare Revenue



• Budget ≥ \$2,760,000

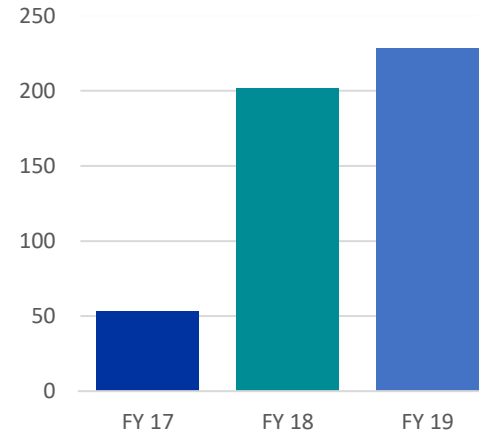
# SPRINTER PERFORMANCE

### Accidents/Incidents



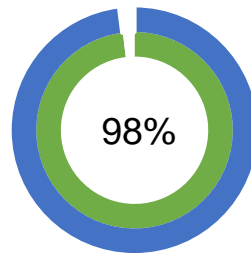
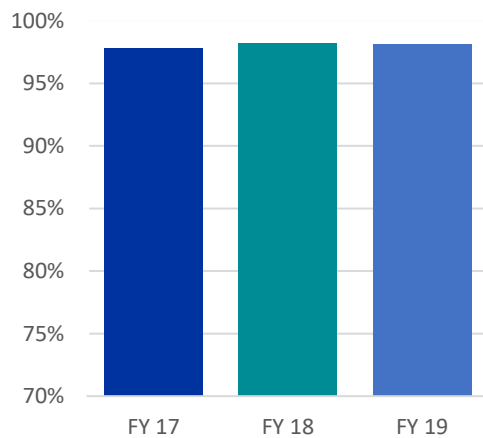
● Standard ≤ 1

### Total Mechanical Failures



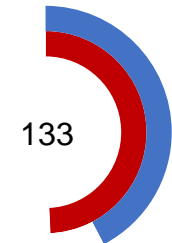
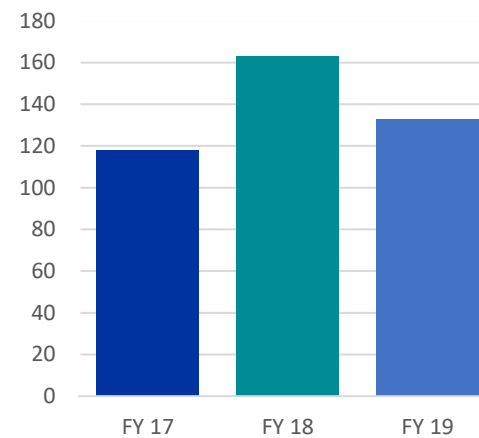
● Standard ≤ 13

### On-Time Performance



● Standard ≥ 98%

### Passenger Concerns



● Standard ≤ 127

# SPRINTER PERFORMANCE

## SPRINTER On-Time Performance

SPRINTER on-time performance (OTP) in FY 2019 was 98%, which met the minimum standard. SPRINTER had 435 total delays in FY 2019, including delays caused by mechanical problems, trespassers, and passenger issues. The chart on the right provides a breakdown on the causes of delay.

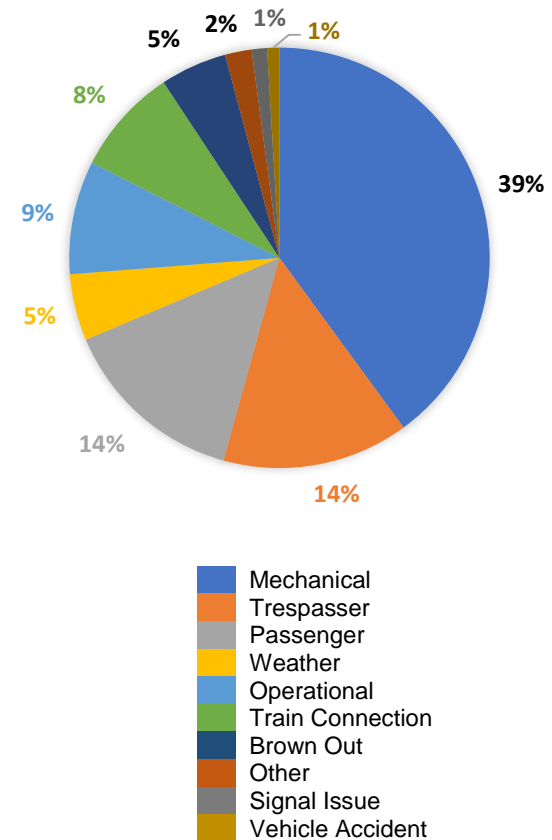
## SPRINTER Mechanical Performance

NCTD is completing major vehicle component overhauls for the entire fleet of 12 diesel-multiple units. The overhaul program includes upgrades of parts and components that generated service failures. The overhaul project is anticipated to be complete in 2022.

## SPRINTER Contractor Performance

NCTD and Bombardier are currently working through capital improvement projects that, over time, will stabilize the mechanical issues and increase performance levels. NCTD has identified that training and technical assistance resources need to be enhanced and is exploring an agreement with Siemens, the manufacturer of SPRINTER vehicles.

### SPRINTER CAUSE OF DELAY



## SPRINTER Passenger Concerns

SPRINTER received 133 complaints, a decrease of 30 from FY 2018. SPRINTER complaints were mostly related to late service caused by mechanical issues as well as perceived negative interactions with Train Attendants which were introduced onboard SPRINTER in July 2017. Following thorough investigations of the Train Attendant-related reports, it has been determined that Train Attendants are performing to the expectations of both NCTD and Bombardier and that customers continue to adapt to this operating environment. SPRINTER received 11 compliments and 30 comments.

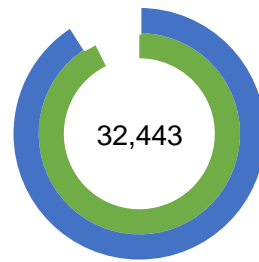
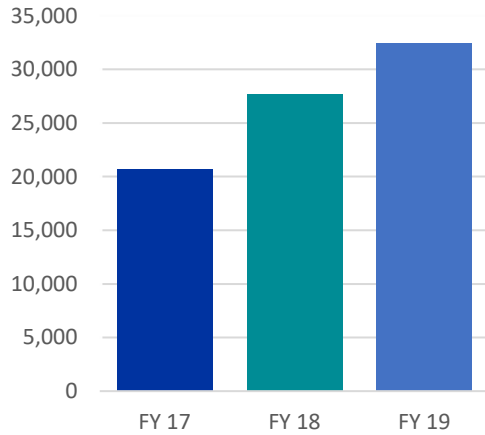
## SPRINTER Accidents

In FY 2019, SPRINTER had one (1) preventable accident, which included a non-fatal vehicle accident at the SPRINTER Operating Facility. In FY 2019, there were two (2) non-preventable accidents which included non-fatal bike and non-fatal vehicle strikes.



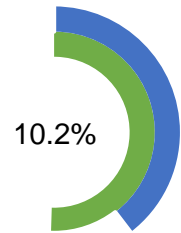
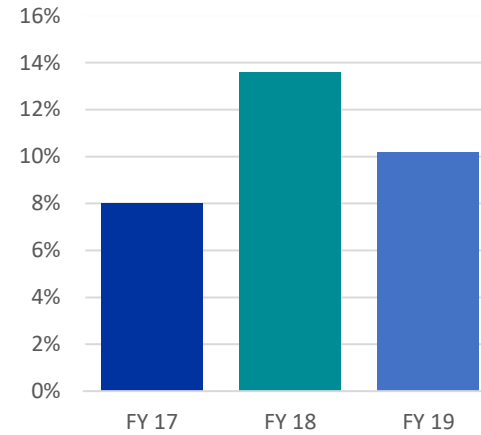
# FLEX PERFORMANCE

### Total Boardings



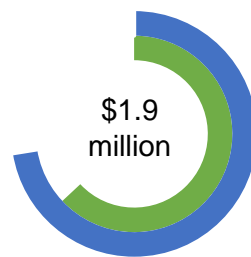
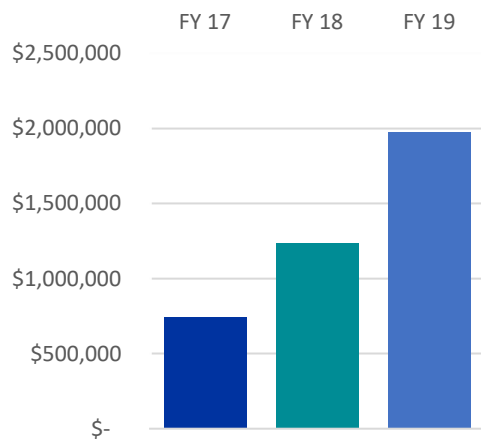
● Goal ≥ 31,832

### Farebox Recovery



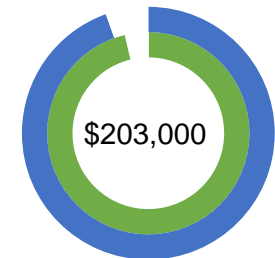
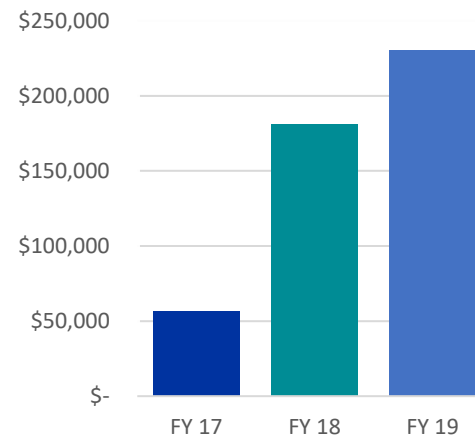
● Budget ≥ 8.4%

### Operating Expense



● Budget ≥ \$2,244,000

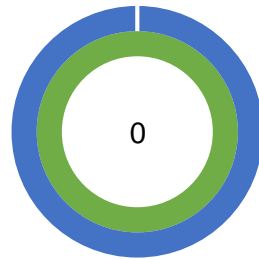
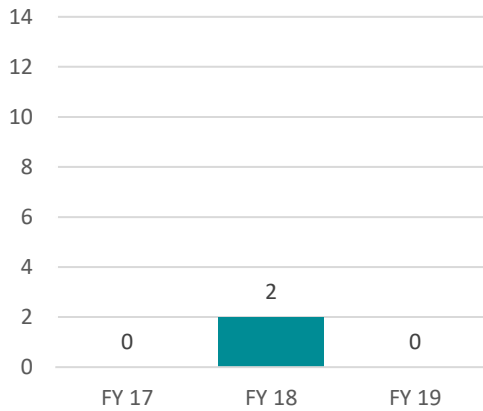
### Fare Revenue



● Budget ≥ \$189,000

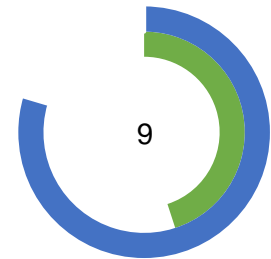
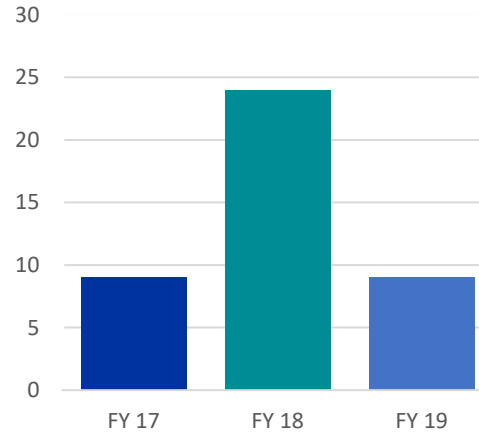
# FLEX PERFORMANCE

### Accidents/Incidents



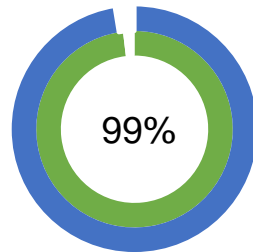
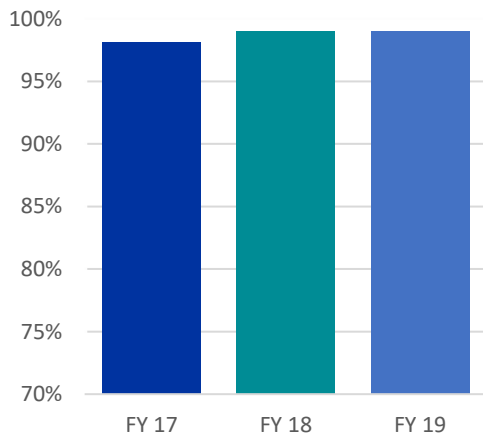
● Standard ≤ 3

### Total Mechanical Failures



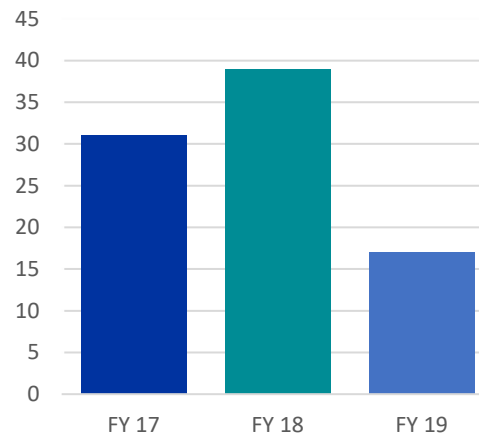
● Standard ≤ 39

### On-Time Performance



● Standard ≥ 95%

### Passenger Concerns



● Standard ≤ 32

# FLEX PERFORMANCE

## FLEX On-Time Performance

FLEX on-time performance (OTP) was 99%, which met the minimum performance standard. FLEX had 83 delays in FY 2019 with primary causes being detours, operations issues, and mechanical failures. The breakdown is shown on the chart to the right.

## FLEX Mechanical Performance

MV Transportation completed three FLEX transmission rebuilds in FY 2019. Eight (8) FLEX cutaways have met or exceeded their useful life by the end of FY 2019.

## FLEX Contractor Performance

In order to reduce operator errors, MV Transportation has improved daily operational procedures for FLEX operators to ensure instructions are properly communicated as to which vehicle, driver, location, and scheduled relief time they are to meet in the field.

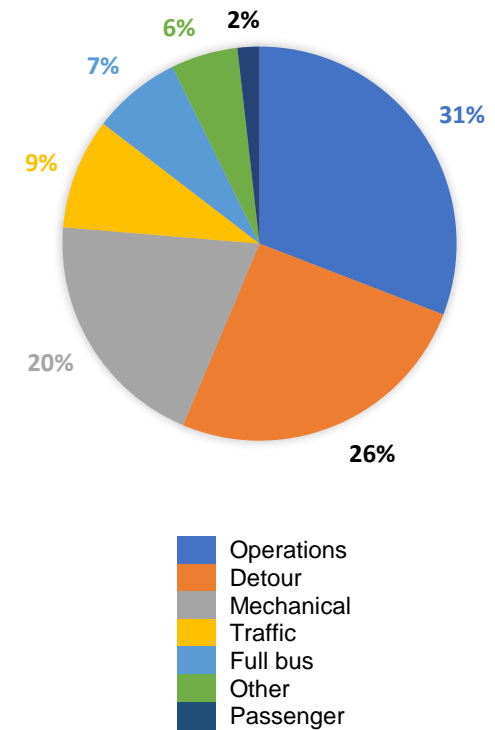
## FLEX Passenger Concerns

FLEX received seventeen (17) complaints, a decrease of twelve (12) from FY2018. Most complaints were service-related items (late service, pass by). FLEX received two compliments and no comments in FY 2019.

## FLEX Accidents

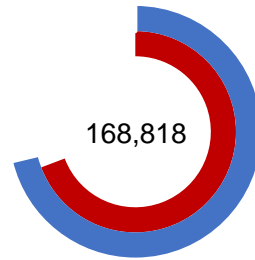
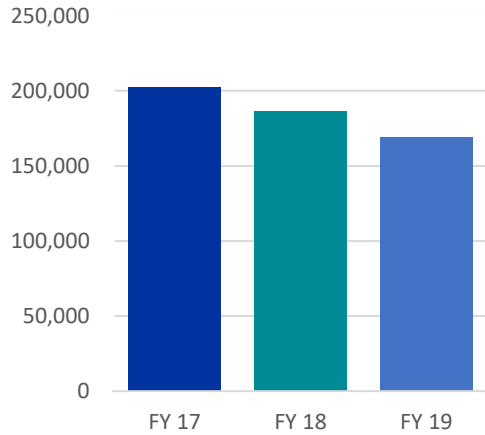
FLEX operations had zero (0) preventable accidents in FY 2019. NCTD's Safety and Security Report provides details on non-preventable accidents for NCTD's demand-response services (LIFT and FLEX). Further information on non-preventable accidents are included in the LIFT performance section of this document.

FLEX CAUSE OF DELAY



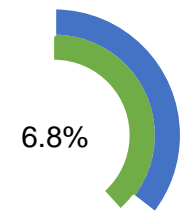
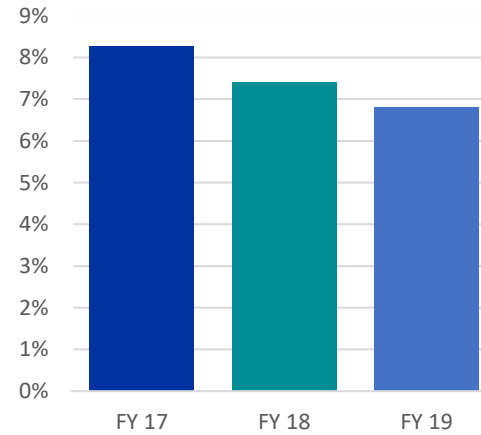
# LIFT PERFORMANCE

### Total Boardings



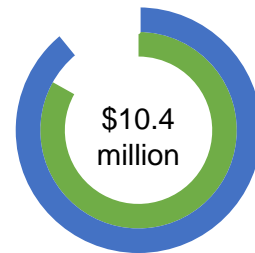
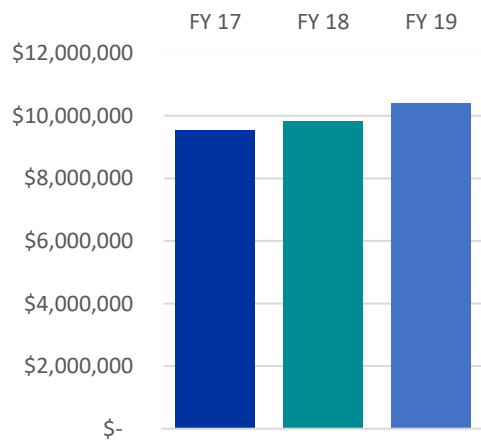
● Goal ≥ 186,024

### Farebox Recovery



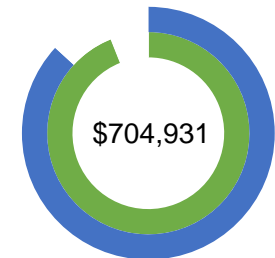
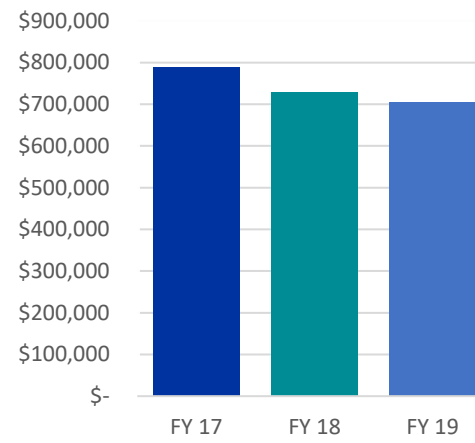
● Budget ≥ 5.5%

### Operating Cost



● Budget ≥ \$11,792,000

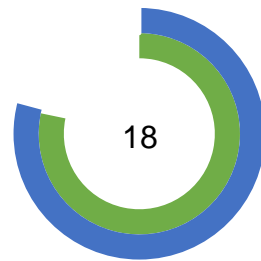
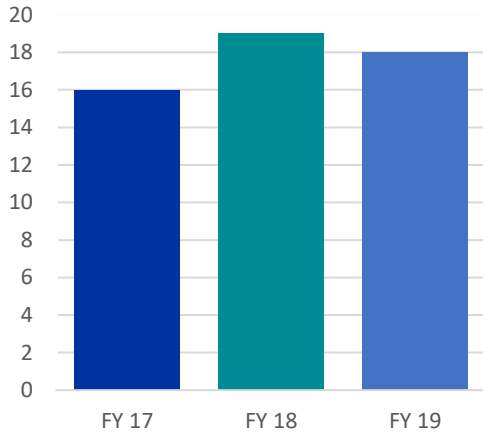
### Fare Revenue



● Budget ≥ \$651,084

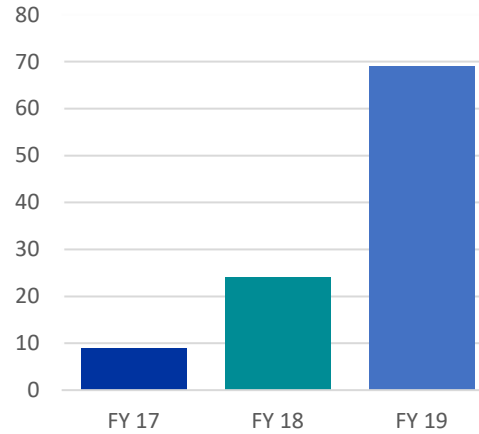
# LIFT PERFORMANCE

### Accidents/Incidents



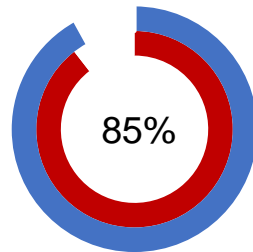
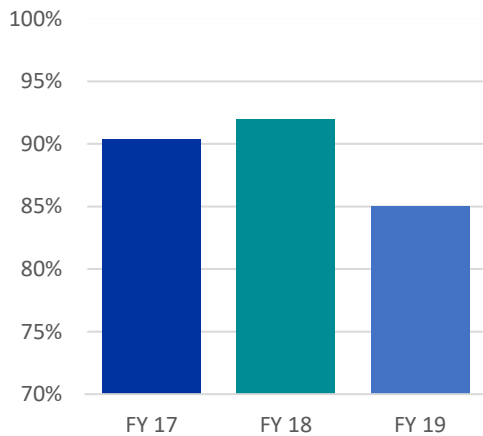
• Standard ≤ 19

### Total Mechanical Failures



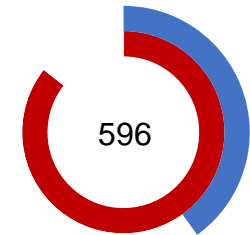
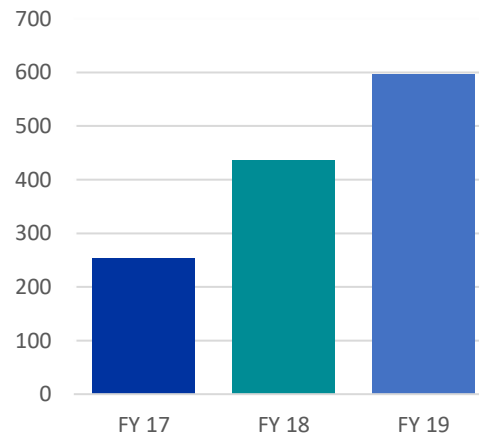
• Standard ≤ 39

### On-Time Performance



• Standard ≥ 92%

### Passenger Concerns



• Standard ≤ 279

# LIFT PERFORMANCE

## LIFT On-Time Performance

LIFT on-time performance (OTP) was 85%, which fell below the minimum performance standard. There were 113 total LIFT incidents in FY 2019; the breakdown is shown on the chart to the right. Accidents and mechanical issues resulted in the largest percentage of incidents, followed by passenger slip and falls. Note that delays resulting from scheduling are not captured as incidents.

## LIFT Mechanical Performance

During the year, MV Transportation completed four engine rebuilds and 12 transmission rebuilds. Twenty-one (21) vehicles in the LIFT fleet have met or exceeded their useful life by the end of FY 2019. NCTD has received a grant to replace 14 LIFT vehicles and has commissioned a study to explore lease versus purchase options to include maintenance services.

## LIFT Contractor Performance

NCTD and MV Transportation have increased productivity by reducing approximately 20,000 annual operating hours (15%) by utilizing more shared-ride trips. Like BREEZE, MV continues to implement their customer service program for LIFT employees in order to maintain a positive service environment for customers and ensure daily routes and schedules are efficient.

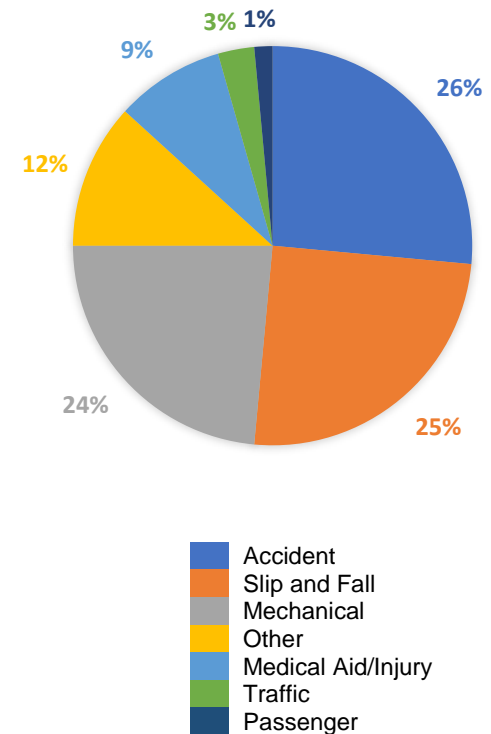
## LIFT Passenger Concerns

LIFT received 596 complaints, an increase of 160 over FY 2018. Most complaints were service related as NCTD and MV implemented more shared-ride trips throughout FY2019 and finalized adjustments to the scheduling software and other operational transitions in Quarter 4. Toward the end of Quarter 4, services stabilized, and complaints started to trend lower. LIFT received 67 compliments and 63 comments.

## LIFT Accidents

In FY 2019, LIFT had 18 preventable accidents; LIFT/FLEX had 24 non-preventable accidents. LIFT/FLEX accidents are generally categorized into four groups: bus vs. bus; bus vs. object; bus vs. vehicle; and vehicle vs. bus. The category with the greatest number of accidents is vehicle vs. bus (49%).

LIFT CAUSE OF DELAY



# GLOSSARY

Metric	Definition	Goals/Minimum Performance Standards
<b>Total Boardings</b>	The total individuals boarding a revenue transit vehicle, excluding operators, transit employees and contractors.	Established annually with the budget and based on historical trends.
<b>Average Weekday Boardings</b>	The weekday boardings per the total number of weekdays of the period.	Established annually with the budget and derived from historical weekday boardings.
<b>Boardings Per Revenue Hour</b>	The total boardings divided by the total revenue hours.	Established annually with the budget based on forecasted service levels and historical boardings, except for LIFT which has a contractual goal of 1.8 boardings per revenue hour.
<b>Percent of Service Operated</b>	The percent of scheduled service that was operated.	Established in contractual requirements for operators.
<b>On-time Performance</b>	The percentage of actual arrival or departure times that are between an established range at stations and timepoints.	Established in contractual requirements for operators.
<b>Major Mechanical Failures</b>	A failure of some mechanical element of the revenue vehicle that prevents the vehicle from completing a scheduled revenue trip or from starting the next scheduled revenue trip. *	Established in contractual requirements for operators.
<b>Other Mechanical Failures</b>	A failure of some other mechanical element of the revenue vehicle that, because of NCTD policy, prevents the revenue vehicle from completing a scheduled revenue trip or from starting the next scheduled revenue trip even though the vehicle is physically able to continue in revenue service. * (For example farebox malfunctioning or a radio that is inoperable).	Established in contractual requirements for operators.
<b>Chargeable Accidents per 100,000 Miles</b>	The number of preventable accidents per 100,000 miles operated where the operator was at fault.	Established in contractual requirements for operators.
<b>Passenger Concerns per 100,000 Boardings</b>	The number of passenger concerns per 100,000 boardings.	Established in contractual requirements for operators.
<b>Call Response Time</b>	The average length of time that a customer is on hold when calling the LIFT call center.	Established in contractual requirements for the LIFT operator.
<b>Average Length of the Call</b>	The average length that a customer is on the phone when calling LIFT call center.	The goal of 2 minutes has been developed as a metric to satisfactorily address the customer's need.

\*NTD Definition