

North County Transit District

Annual Transit Operations Performance Report

FY 2021

**NORTH COUNTY
TRANSIT DISTRICT**



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 millions of passengers annually across its five modes.

Mission

To deliver safe, convenient, reliable, and user-friendly public transportation services.

Vision

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



BREEZE
Bus System



COASTER
Commuter Rail



SPRINTER
Hybrid Rail



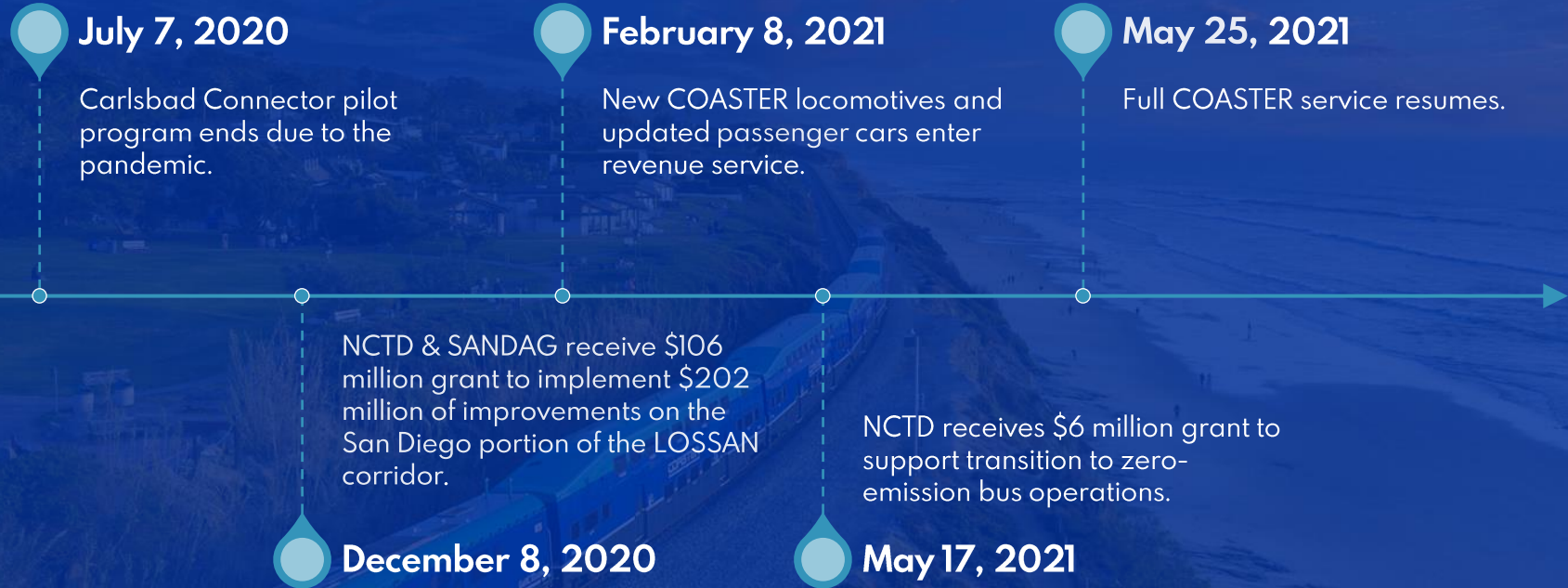
FLEX
On-Demand



LIFT
Paratransit



Year in Review



Service Principles

Overview

The Transit Operations Performance Report (TOPR) communicates the transit system's performance to the Board of Directors on a monthly and annual basis. This annual performance report summarizes NCTD's fiscal year (FY) 2021 performance. NCTD tracks numerous key performance indicators (KPIs) to monitor progress towards the agency's defined goals. KPI definitions are available in the Glossary.

Service Reliability Priorities

The *Zero Delay* Program is a core principle of NCTD's operations, maintenance, safety, and training. *Zero Delay* means engagement and empowerment of staff at NCTD and contractors, collaborating to make every possible effort to execute the mission of delivering safe, convenient, reliable, and user-friendly public transportation services. Proactive actions to achieve *Zero Delay* include: capital replacement programs, overhauls, training, predictive maintenance planning, and audit programs. The TOPR includes modal highlights relevant to key reliability performance metrics including service delays and loss of service.

Goals

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

Key Performance Indicators

- On-time performance
- Passenger concerns
- Farebox recovery
- Total boardings
- Accidents and incidents
- Mechanical failures

Performance Dashboard



STANDARD/GOAL

Blue indicates the goal and/or minimum standard derived from historical trends, contractual requirements for operators, and the budget development process for FY 2021.



STANDARD/GOAL MET

Green indicates the goal and/or minimum performance standard was met.



STANDARD/GOAL NOT MET

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

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

Example



System Summary

FY 2021 Performance Highlights

Boardings	NCTD's systemwide boardings declined by 46% from the previous fiscal year. COASTER service was reduced 45% on weekdays and suspended on weekends beginning in March 2020 until May 24, 2021. Compared to the previous fiscal year, COASTER boardings declined by 83%, LIFT boardings declined by 51%, BREEZE boardings declined by 42%, SPRINTER boardings declined by 41%, and FLEX boardings declined by 30%. The decline is attributed to the ongoing effects of the COVID-19 pandemic, which began in March 2020 (FY20) and continued throughout FY21.
On-Time Performance	NCTD's systemwide on-time performance increased by 2.2% compared to the previous fiscal year. LIFT had the largest increase in OTP from 91% in FY20 to 95% in FY21. COASTER OTP increased from 93% to 96% while BREEZE OTP increased from 88% to 90%. SPRINTER and FLEX maintained the same level of OTP at 98% and 96%, respectively.
Mechanical Performance	NCTD's systemwide total mechanical failures decreased by 35% from the previous year. In the second half of FY21, NCTD launched five new Siemens Charger locomotives into COASTER revenue service alongside overhauled coaches. Additionally, thirty (30) new BREEZE buses were placed into revenue service in FY21.
Accidents	NCTD systemwide accidents increased by 8.4% from the previous year. Accidents increased by 13 incidents on BREEZE service. NCTD and MV are continuously working to improve operator and dispatcher training to reduce the number of incidents and promote safety.
Passenger Concerns	NCTD's total passenger concerns decreased by 20% from the previous fiscal year. NCTD continues its commitment to improve the customer experience through enhanced customer service training for operators and attendants.
Financial Performance	NCTD's systemwide farebox recovery decreased from 13% in FY20 to 5.8% in FY21. The decline in boardings during the COVID-19 pandemic contributed to the decline in fare revenue.



System Summary

Performance Indicators	BREEZE	COASTER	SPRINTER	FLEX*	LIFT*	System Total	% Change From FY20
Total Boardings	2,990,643	162,707	1,225,435	21,547	57,427	4,457,759	(46.2%)
Percent of Total Boardings	67.1%	3.6%	27.5%	0.5%	1.3%	100%	--
Boardings per Revenue Hour¹	7.1	42.9	52.2	1.2	1.3	8.9	(42.9%)
Vehicle Revenue Miles	5,056,999	145,927	516,818	314,171	684,642	6,718,557	(7.1%)
Farebox Recovery	5.7%	4.8%	7.4%	1.0%	6.6%	5.8%	(57.3%)
On-Time Performance	90.3%	95.9%	98.2%	96.6%	95.2%	95.2%	2.2%
Total Passenger Concerns²	1,137	25	43	13	250	1,468	(20.4%)
Mechanical Failures³	497	5	29	13	31	575	(34.9%)
Accidents/Incidents⁴	86	0	0	0	4	90	8.4%

¹COASTER revenue hours are based on running time; does not include layover. May differ from National Transit Database reports.

²The system total includes non-modal complaints.

³Mechanical 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).

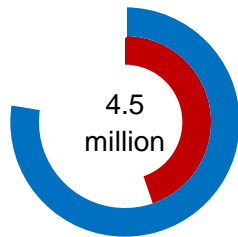
⁴This number refers to "preventable accidents" (also referred to as chargeable accidents) in which the bus or train operator could have done something to prevent or avoid the accident regardless of fault, even if the investigation places fault on the other driver. A non-preventable accident is one that could not have been avoided by the operator if the proper actions were taken.



System Summary

Total Boardings

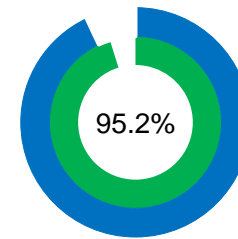
Boardings were 4.5 million, below the budgeted goal of 8.6 million.



- Goal \geq 8.6 million

On-Time Performance

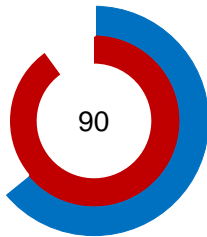
On-time performance was 95%, above the average contractual standards for each mode of 93%.



- Standard \geq 93%

Safety

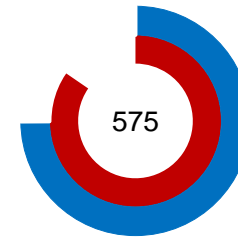
Preventable accidents were 90, above the total contractual maximums for each mode of 68.



- Standard \leq 68

Total Mechanical Failures

Total mechanical failures were 575, above the total contractual maximums for each mode of 448.



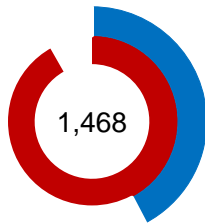
- Standard \leq 448



System Summary

Passenger Concerns

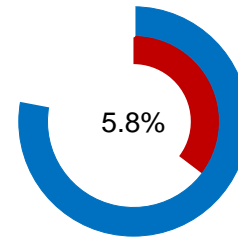
Customer concerns totaled 1,468, above the total contractual maximums for each mode of 677.



- Standard ≤ 677

Farebox Recovery

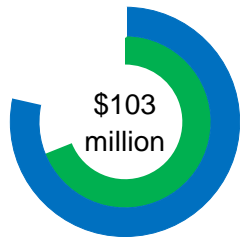
Farebox recovery was 5.8%, below the budgeted goal of 11.7%.



- Standard ≥ 11.7%

Operating Expense

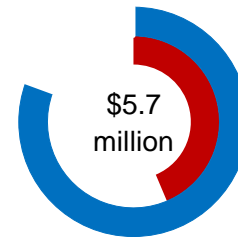
Operating expense was \$103 million, below the budgeted goal of \$115 million.



- Standard ≤ \$115 million

Fare Revenue

Fare revenue was \$5.7 million, below the budgeted goal of \$13.7 million.



- Standard ≥ \$13.7 million



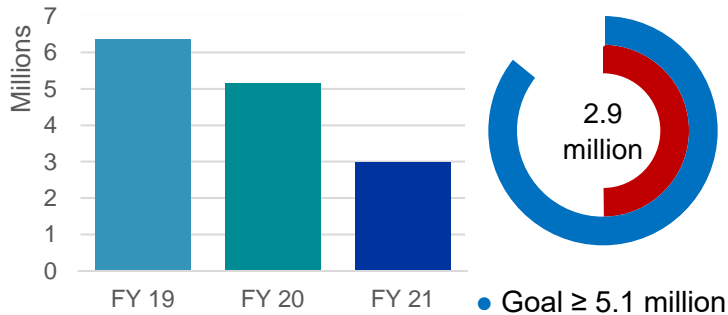


BREEZE

BREEZE Performance

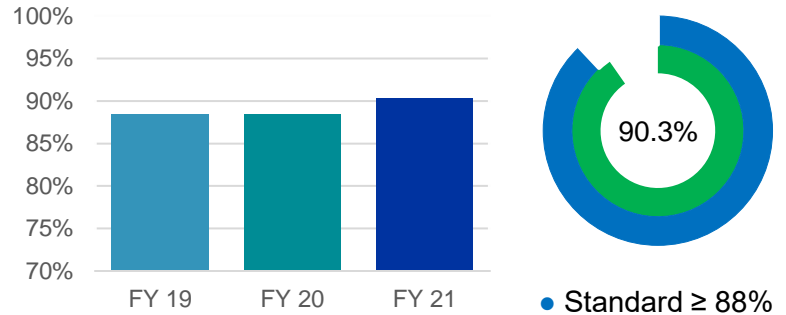
Total Boardings

Boardings were 2.9 million, below the budgeted goal of 5.1 million.



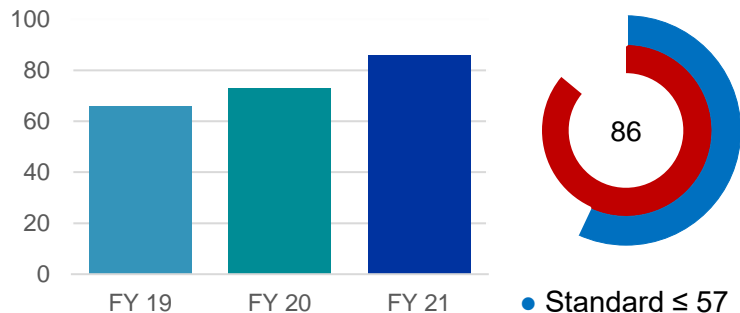
On-Time Performance

On-time performance was 90.3%, above the contractual standard of 88%.



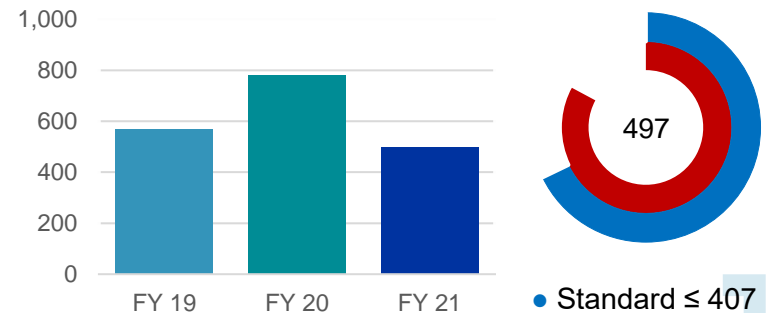
Safety

Preventable accidents were 86, above the contractual standard of 57.



Total Mechanical Failures

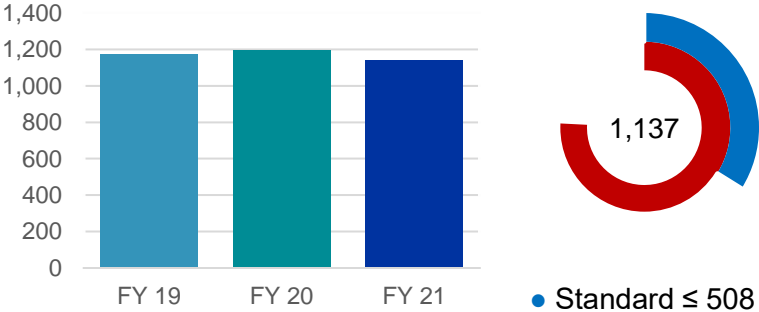
Total mechanical failures were 497, above the contractual standard of 407.



BREEZE Performance

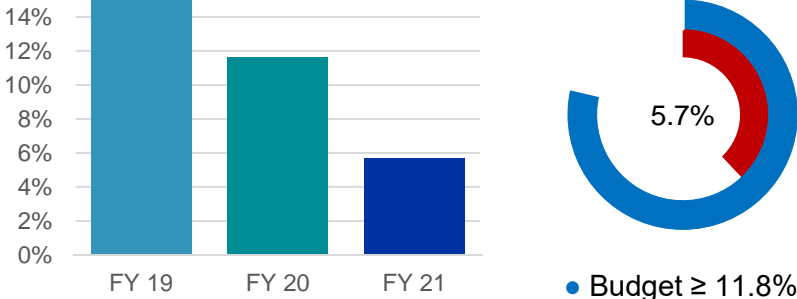
Passenger Concerns

Passenger concerns were 1,137, above the contractual standard of 508.



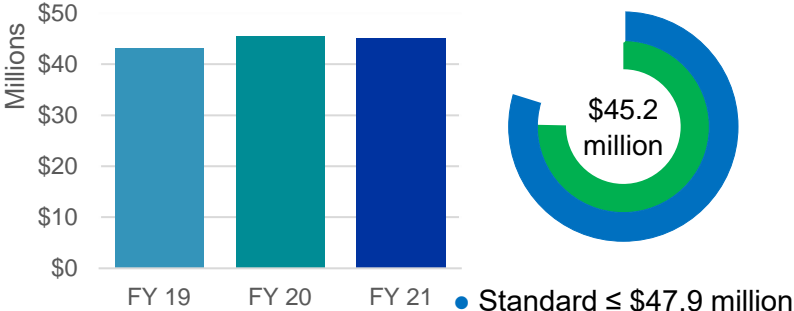
Farebox Recovery

Farebox recovery was 5.7%, below the budgeted goal of 11.8%.



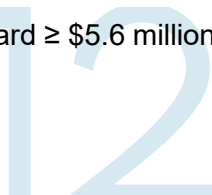
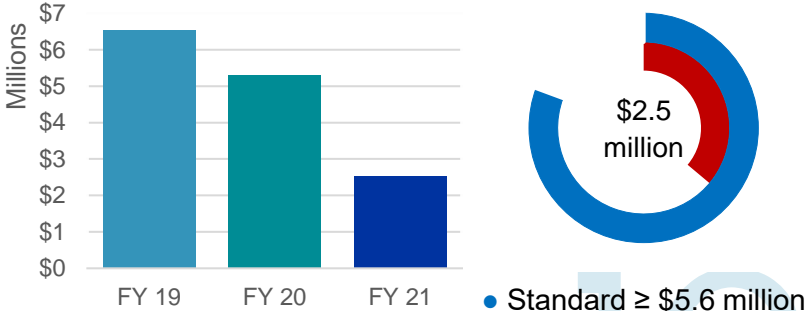
Operating Expense

Operating expense was \$45.2 million, below the budgeted goal of \$47.9 million.



Fare Revenue

Fare revenue was \$2.5 million, below the budgeted goal of \$5.6 million.



BREEZE Performance

Service Reliability Priorities

BREEZE On-Time Performance

BREEZE on-time performance (OTP) in FY21 was 90.3%, above the minimum contractual standard of 88%.

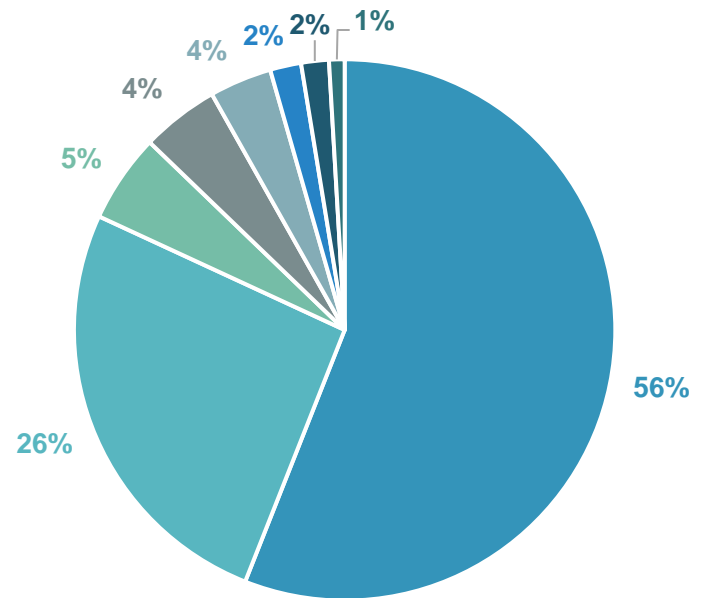
BREEZE Mechanical Performance

Mechanical failures accounted for 26% of loss of service minutes in FY21. In FY21, thirty (30) replacement BREEZE vehicles were placed into revenue service, improving the average age of the BREEZE fleet from approximately 9.5 years old to 6.1 years old.

BREEZE Loss of Service

Loss of service in FY21 was due largely to manpower issues, accounting for 56% of loss of service minutes. Existing mitigation measures implemented in FY21 include the optimization of scheduled work that more closely aligns with personnel availability and increased starting wages and hiring bonuses for operators.

BREEZE MINUTES OF LOSS OF SERVICE



- Manpower
- Mechanical
- Operator
- Passenger
- Accident
- Delay of Svc
- Off Route
- Other

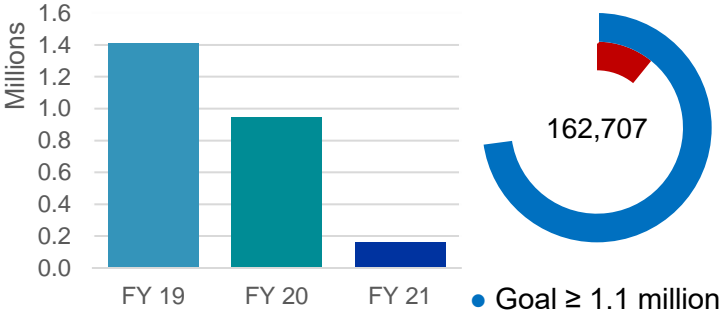


COASTER

COASTER Performance

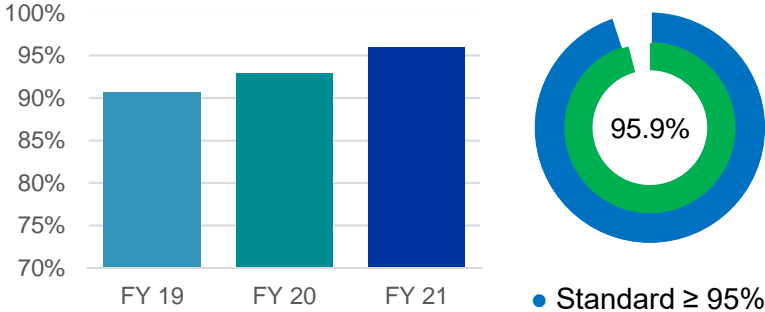
Total Boardings

Boardings were 162,707, below the budgeted goal of 1.1 million.



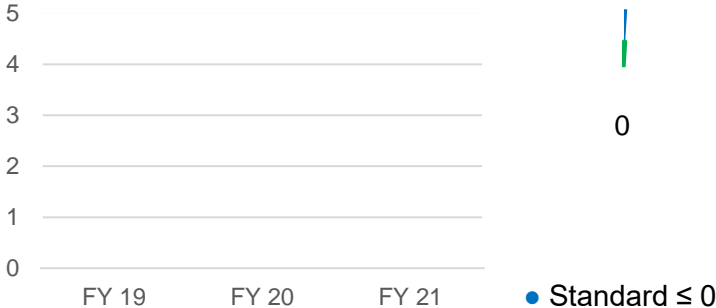
On-Time Performance

On-time performance was 95.9%, above the contractual standard of 95%.



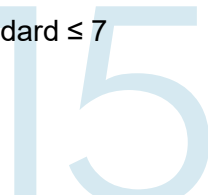
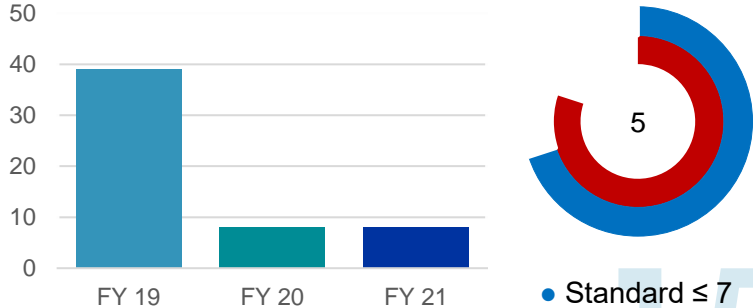
Safety

Accidents/incidents were 0, meeting the contractual standard of 0.



Total Mechanical Failures

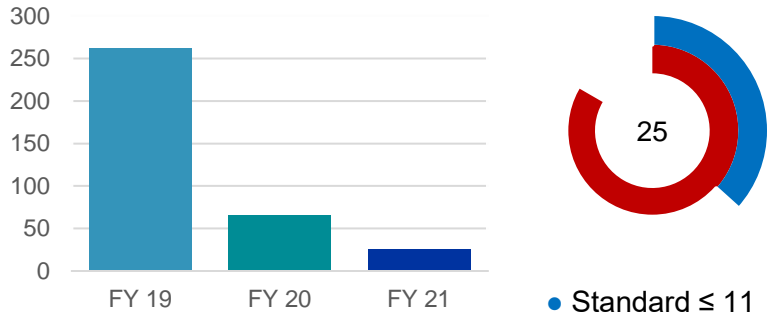
Total mechanical failures were 5, below the contractual standard of 7.



COASTER Performance

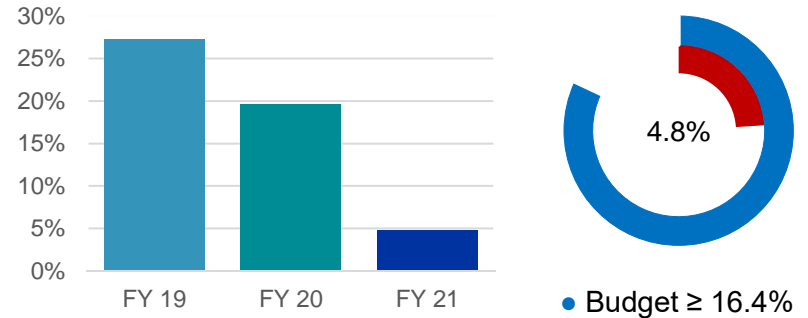
Passenger Concerns

Passenger concerns were 25, above the contractual standard of 11.



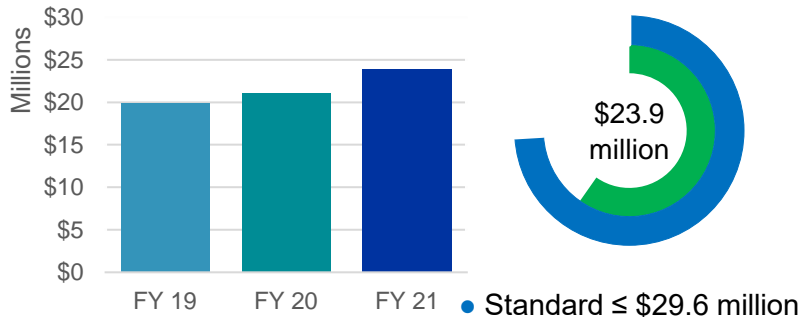
Farebox Recovery

Farebox recovery was 4.8%, below the budgeted goal of 16.4%.



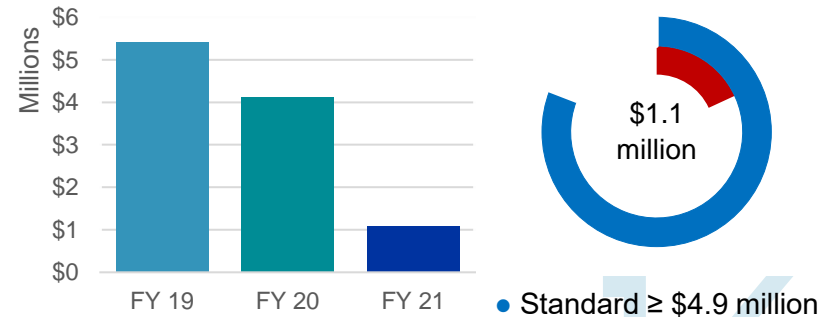
Operating Expense

Operating expense was \$23.9 million, below the budgeted goal of \$29.6 million.



Fare Revenue

Fare revenue was \$1.1 million, below the budgeted goal of \$4.9 million.



COASTER Performance

Service Reliability Priorities

COASTER On-Time Performance

COASTER on-time performance (OTP) was 95.9%, above the minimum contractual standard of 95%.

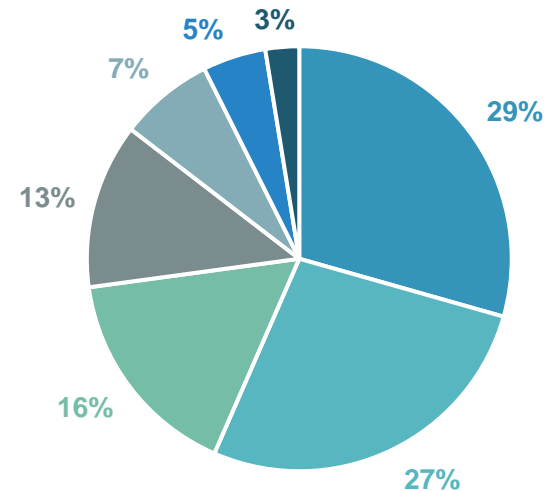
COASTER Mechanical Performance

Delay of service in FY21 was due largely to mechanical issues, accounting for 29% of total minutes of delay. NCTD is increasing preventive maintenance inspections and proactively replacing parts and components that were trending toward failure. Additionally, five (5) new Siemens Charger locomotives were placed into revenue service during FY 2021.

COASTER Delay of Service

Other than mechanical delays, police activity and trespassing incidents accounted for 27% of total minutes of delay in FY 2021. Operations and PTC-related incidents also caused significant delays on the COASTER

COASTER MINUTES OF DELAY/LOSS OF SERVICE



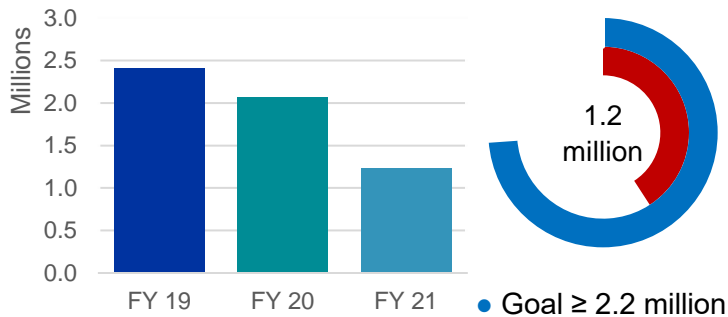
- Mechanical
- Police Activity/Trespassing
- Operations
- PTC
- Track Obstructions
- Speed Restrictions
- Crossing/Signal/Communications

SPRINTER

SPRINTER Performance

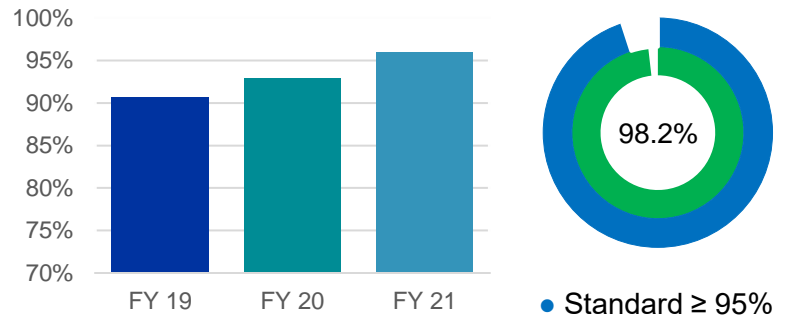
Total Boardings

Boardings were 1.2 million, below the budgeted goal of 2.2 million.



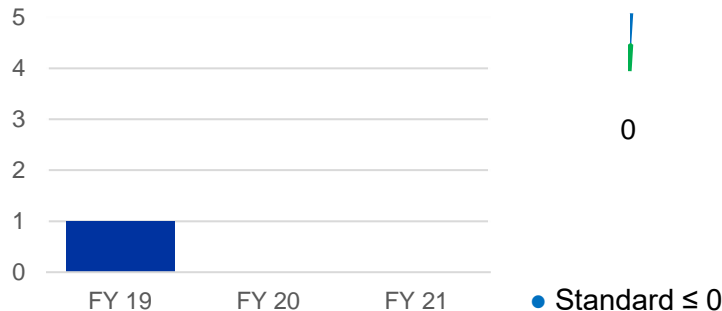
On-Time Performance

On-time performance was 98.2%, above the contractual standard of 95%.



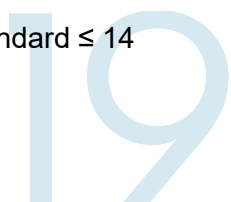
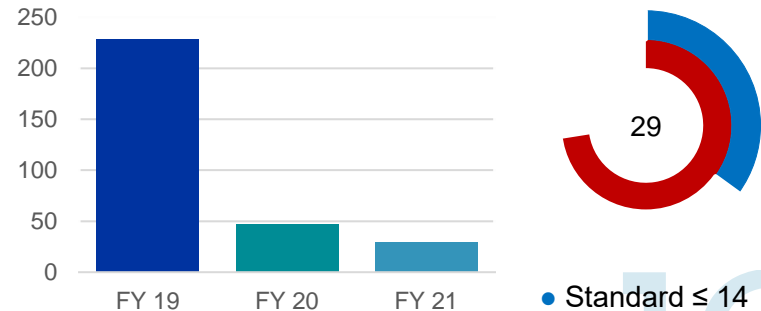
Safety

Preventable accidents were 0, meeting the contractual standard of 0.



Total Mechanical Failures

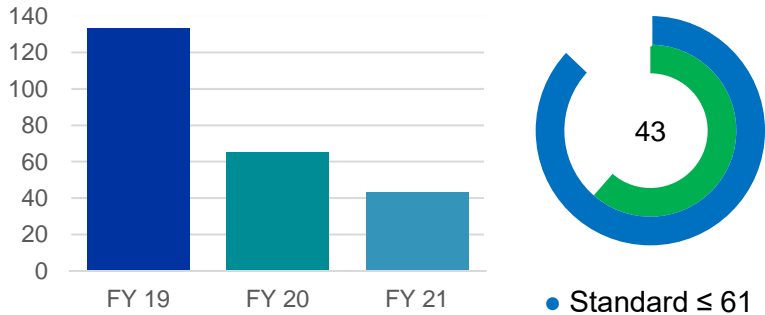
Total mechanical failures were 29, above the contractual standard of 14.



SPRINTER Performance

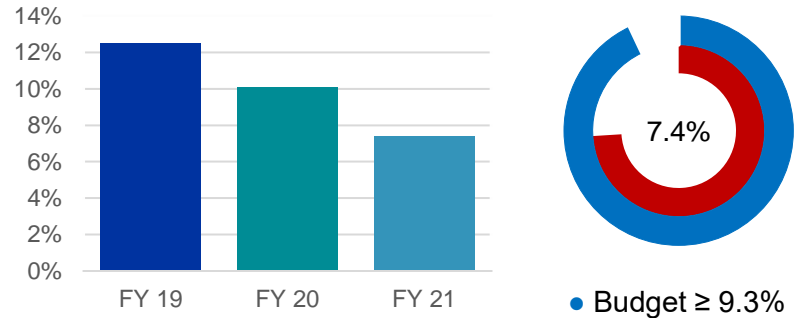
Passenger Concerns

Passenger concerns were 43, below the contractual standard of 61.



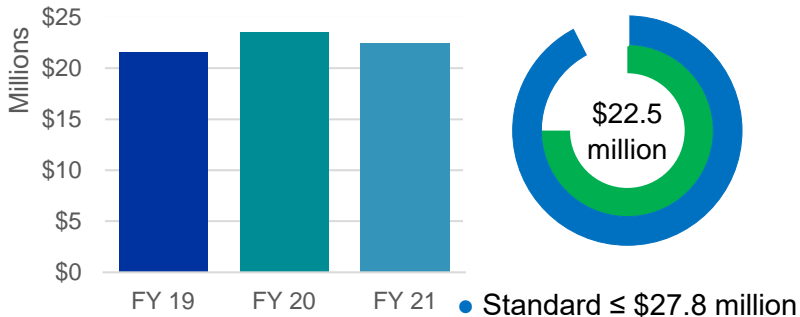
Farebox Recovery

Farebox recovery was 7.4%, below the budgeted goal of 9.3%.



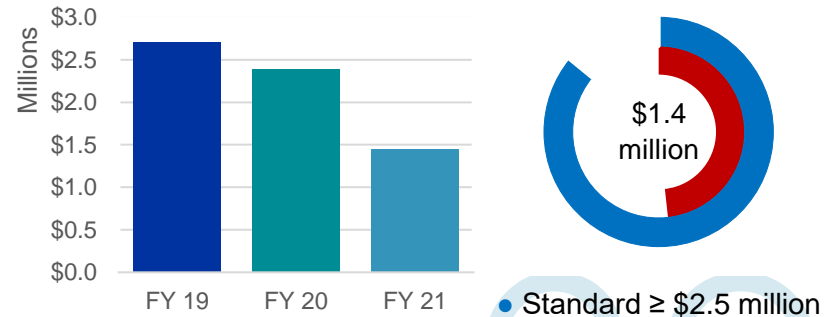
Operating Expense

Operating expense was \$22.5 million, below the budgeted goal of \$27.8 million.



Fare Revenue

Fare revenue was \$1.4 million, below the budgeted goal of \$2.5 million.



SPRINTER Performance

Service Reliability Priorities

SPRINTER On-Time Performance

SPRINTER on-time performance (OTP) in FY21 was 98.2%, above the minimum contractual standard of 95%.

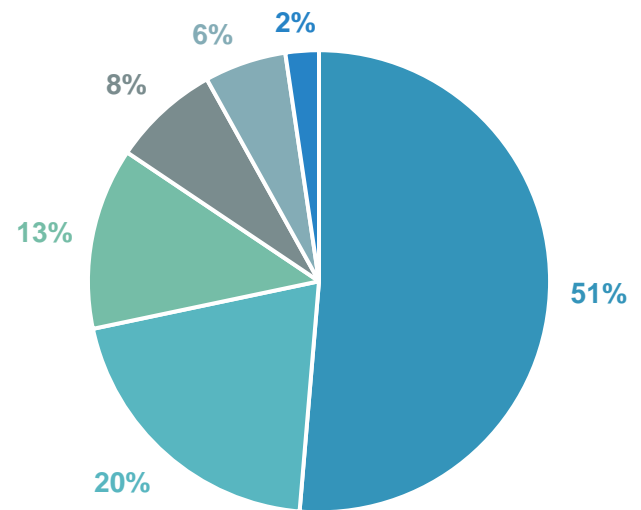
SPRINTER Mechanical Performance

As shown in the graph, SPRINTER mechanical issues accounted for the most minutes of delay and loss of service. To address this, NCTD is undergoing major vehicle component overhauls for the entire fleet of 12 diesel-multiple units, which includes upgrades of parts and components that generated service failures.

SPRINTER Percent of Scheduled Service Operated

SPRINTER operated 99.7% of its scheduled service in FY21 with mechanical problems and crossing and signal issues being the major causes of loss of service.

SPRINTER MINUTES OF DELAY/LOSS OF SERVICE



- Mechanical
- Police Activity/Trespassing
- Track Obstructions
- Crossing/Signal/Communications
- Operations
- Speed Restrictions

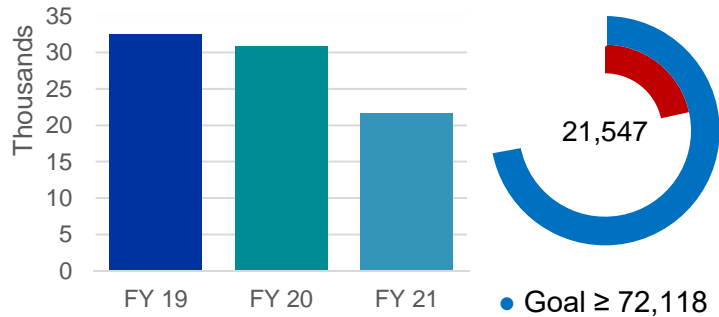


FLEX

FLEX Performance

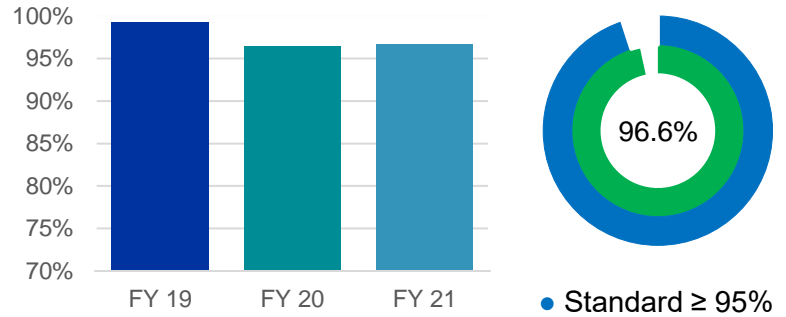
Total Boardings

Boardings were 21,547, below the budgeted goal of 72,118.



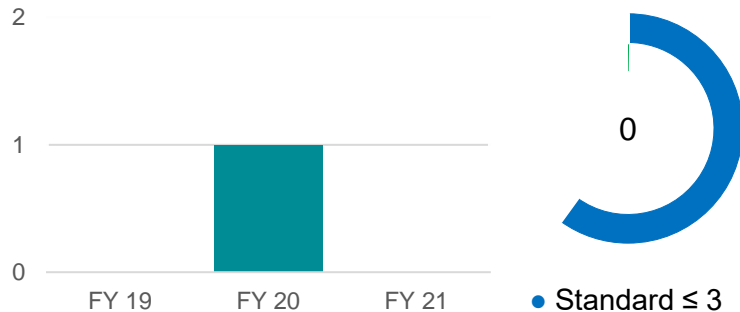
On-Time Performance

On-time performance was 96.6%, above the contractual standard of 95%.



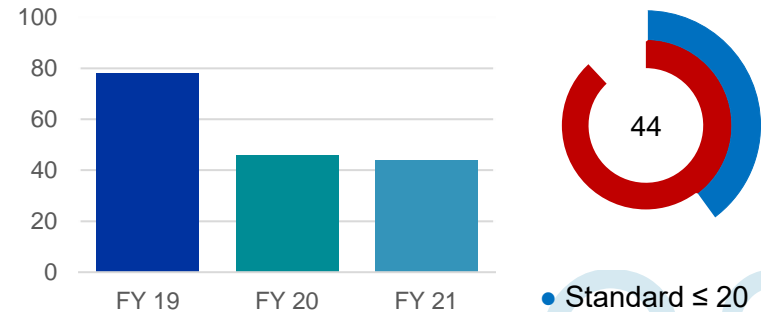
Safety

Preventable accidents were 0, below the contractual standard of 3.



Total Mechanical Failures*

Total mechanical failures were 44, above the contractual standard of 20.



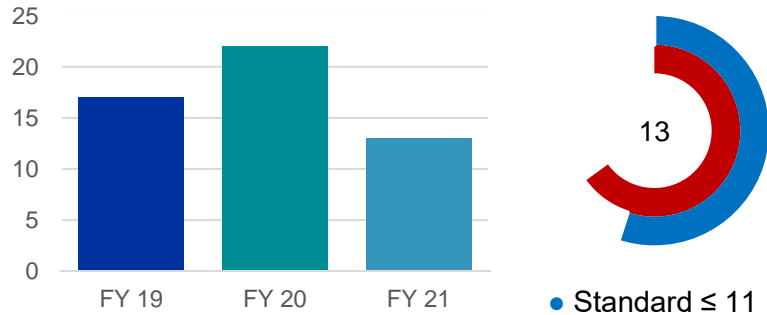
* Per Agreement 17033 with MV Transportation, Combined Fixed Route, Paratransit Service and Specialized Transportation, the Standard for Mechanical Failures combines LIFT and FLEX modes. Page 23 of 30



FLEX Performance

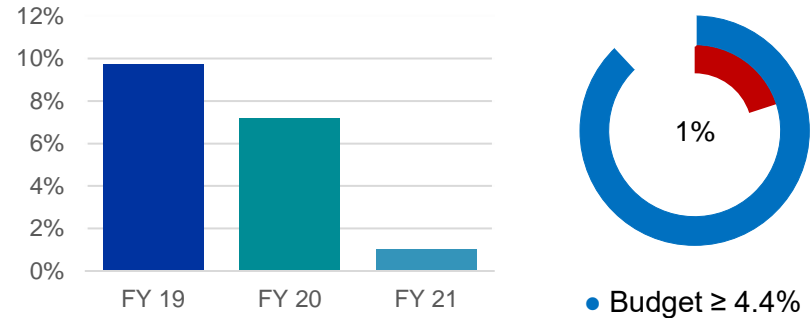
Passenger Concerns

Passenger concerns were 13, above the contractual standard of 11.



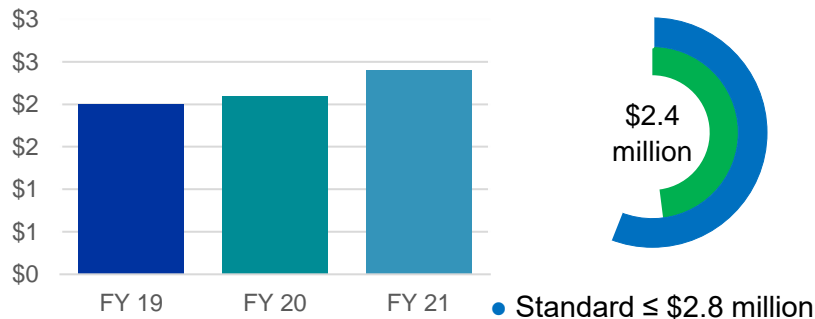
Farebox Recovery

Farebox recovery was 1%, below the budgeted goal of 4.4%.



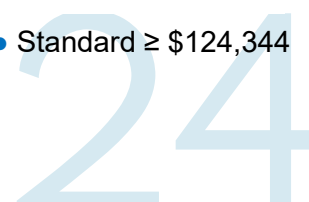
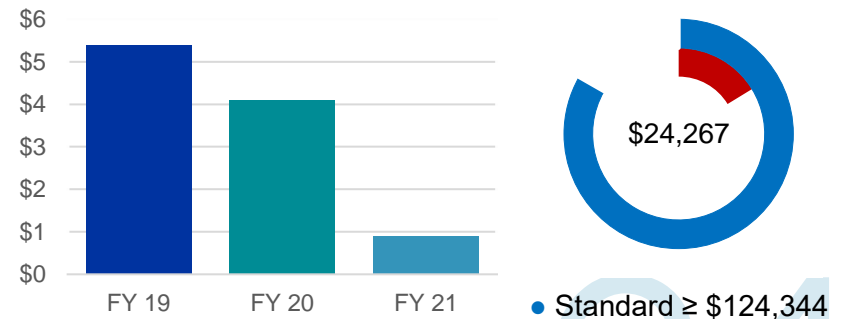
Operating Expense

Operating expense was \$2.4 million, below the budgeted goal of \$2.8 million.



Fare Revenue

Fare revenue was \$24,267, below the budgeted goal of \$124,344.



FLEX Performance

Service Reliability Priorities

FLEX MINUTES OF LOSS OF SERVICE

FLEX On-Time Performance

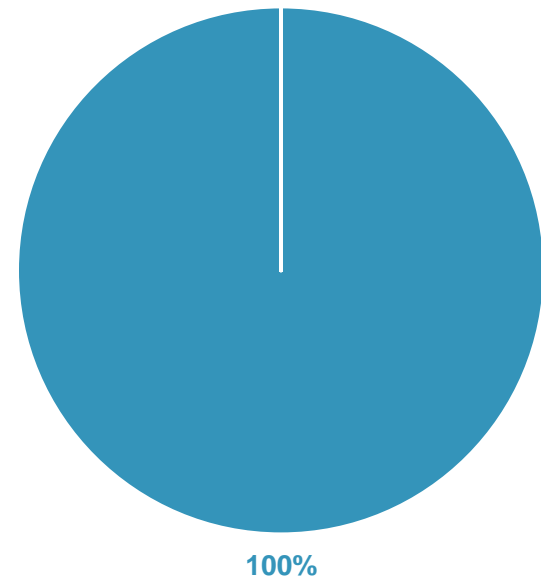
FLEX on-time performance (OTP) in FY21 was 96.6%, above the minimum contractual standard of 95%.

FLEX Mechanical Performance

FLEX and LIFT mechanical failures have decreased significantly since FY19, improving from 78 total mechanical failures to 44 mechanical failures in FY21.

FLEX Loss of Service

FLEX loss of service totaled 50 minutes in FY21 – all of which were due to mechanical issues.



■ Mechanical

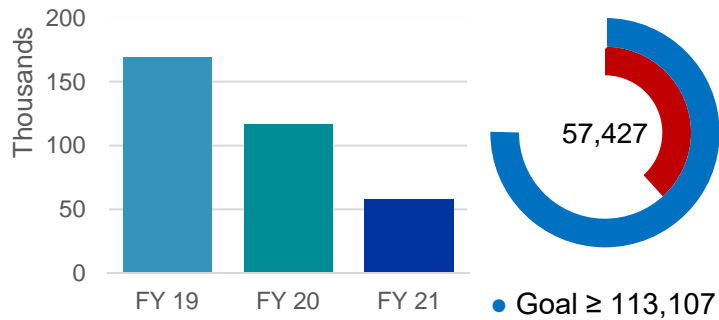


LIFT

LIFT Performance

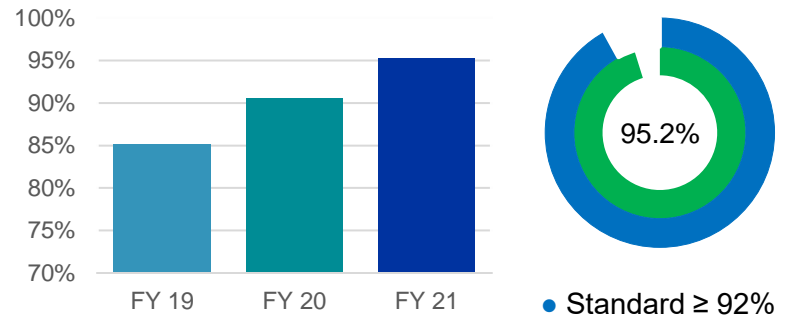
Total Boardings

Boardings were 57,427, below the budgeted goal of 113,107.



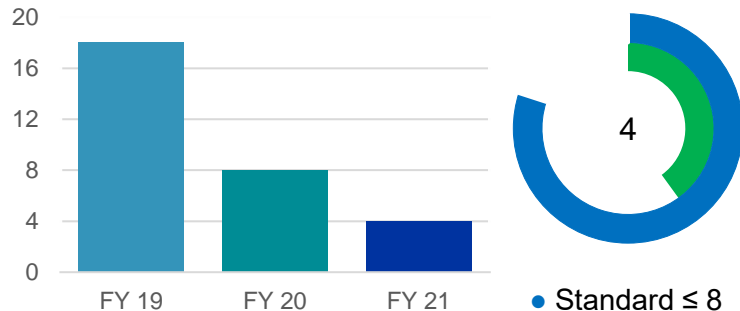
On-Time Performance

On-time performance was 95.2%, above the contractual standard of 92%.



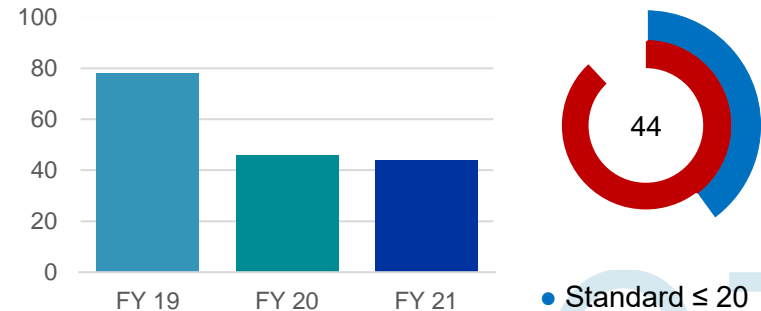
Safety

Preventable accidents were 4, below the contractual standard of 8.



Total Mechanical Failures*

Total mechanical failures were 44, above the contractual standard of 20.

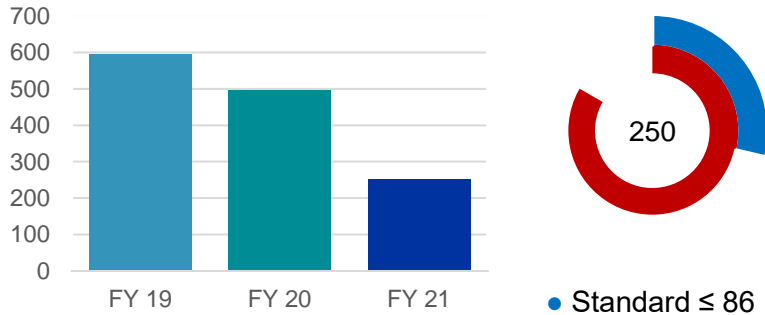


* Per Agreement 17033 with MV Transportation, Combined Fixed Route, Paratransit Service and Specialized Transportation, the Standard for Mechanical Failures combines LIFT and FLEX modes. Page 27 of 30

LIFT Performance

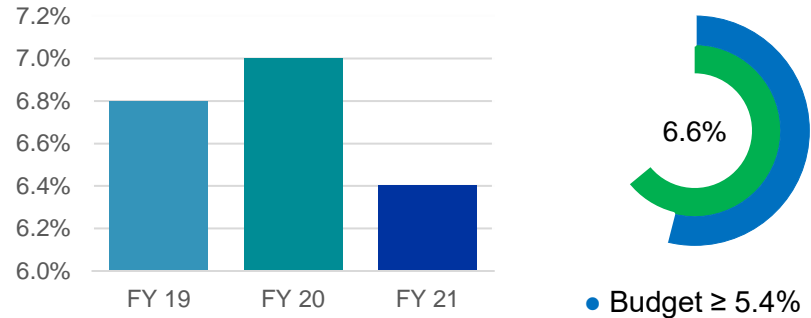
Passenger Concerns

Passenger concerns were 250, above the contractual standard of 86.



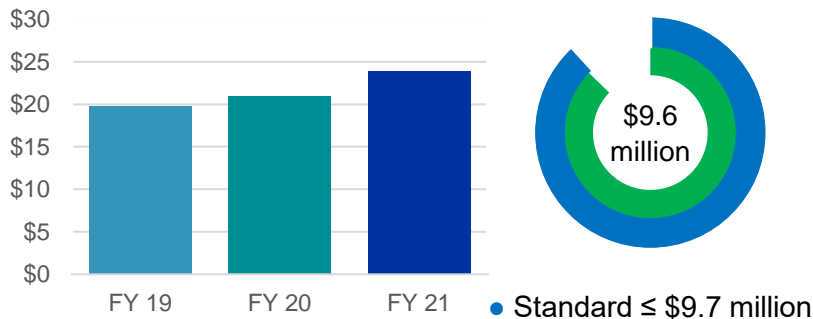
Farebox Recovery

Farebox recovery was 6.6%, above the budgeted goal of 5.4%.



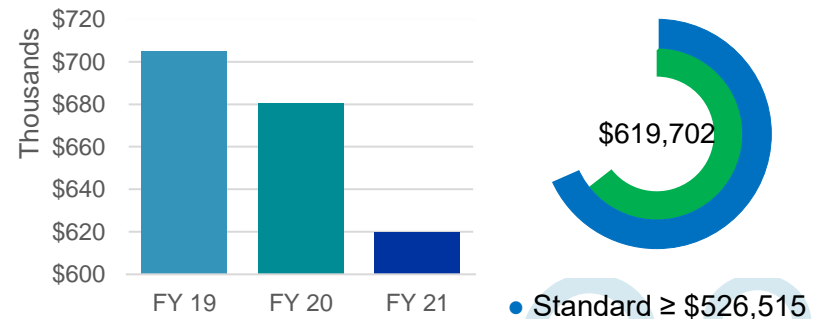
Operating Expense

Operating expense was \$9.6 million, below the budgeted goal of \$9.7 million.



Fare Revenue

Fare revenue was \$619,702, below the budgeted goal of \$526,515.



LIFT Performance

Service Reliability Priorities

LIFT On-Time Performance

LIFT on-time performance (OTP) in FY21 was 95.2%, above the minimum contractual standard of 92%.

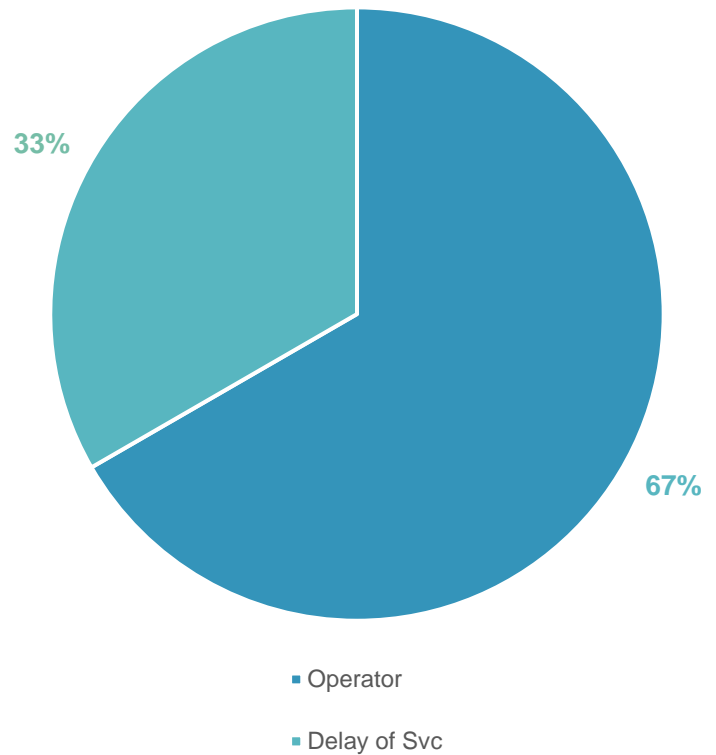
LIFT Mechanical Performance

NCTD purchased and received 40 replacement LIFT vehicles in FY21, which are continuing to be phased into service.

LIFT Loss of Service

LIFT loss of service totaled 60 minutes in FY21 – two-thirds of which were due to operator issues.

LIFT MINUTES OF LOSS OF SERVICE



Glossary

Metric	Definition	Goals/Minimum Performance Standards
Total Boardings	The total individuals boarding a revenue transit vehicle, excluding operators, transit employees and contractors.	Established annually with the budget and based on historical trends.
On-Time Performance	The percentage of actual arrival or departure times that are between an established range at stations and timepoints.	Established in contractual requirements for operators.
Major Mechanical Failures	A failure of some mechanical element of the revenue vehicle that prevents the vehicle from completely a scheduled revenue trip or from starting the next scheduled revenue trip.	Established in contractual requirements for operators.
Other Mechanical Failures	A failure of some other mechanical element of the revenue vehicle that, due to NCTD policy, prevents the revenue vehicle from completing a scheduled revenue trip or from starting the next scheduled revenue trip even though the vehicle could continue in revenue service (e.g., a malfunctioning farebox or inoperable radio).	Established in contractual requirements for operators.
Preventable Accidents per 100,000 Miles	The number of preventable accidents per 100,000 miles operated where the operator was at fault.	Established in contractual requirements for operators.
Passenger Concerns per 100,000 boardings	The number of passenger concerns per 100,000 boardings.	Established in contractual requirements for operators.
Percent of Scheduled Service Operated	The percent of scheduled service that was actually operated.	Established in contractual requirements for operators.
Farebox Recovery Ratio	Measurement of fares received divided by operating cost	Established annually with the budget and based on historical trends.