

UNITRANS GENERAL MANAGER'S REPORT



FISCAL YEAR 2019-20

Table of Contents

Fiscal Year 2019-20 Unitrans Service Executive Summary.....	3
Full Narrative & Analysis of Fiscal Year 2019-20 Unitrans Service.....	7
FY2019-20 Highlights and Accomplishments.....	18
Objectives for FY2020-21 and Beyond.....	19
APPENDIX A: Unitrans Operating Characteristics by Line, FY2019-20.....	20
APPENDIX B: Unitrans Performance Indicators by Line, FY2019-20.....	21
APPENDIX C: Unitrans SRTP Performance Measures.....	22

Fiscal Year 2019-20 Unitrans Service Summary

Executive Summary

Fiscal Year 2019-20 kicked off with Unitrans on a strong financial footing, with ridership increasing, and with service expansions planned for East Davis and West Village. Focus quickly shifted however in March 2020 due to the Coronavirus pandemic with all Unitrans staff and resources focusing on maintaining stable service and protecting the health and safety of our customers and staff.

Health and Safety

With the start of the pandemic in mid-March 2020, Unitrans shifted quickly to mitigate health concerns for staff and customers in order to continue to provide public transit service to our community. These measures included:

- Limiting bus capacity to 15 customers per vehicle
- Directing customers to board/alight through the rear doors in order to minimize contact with the driver
- Suspending customer fares to reduce contact with the driver
- Requiring face coverings for all staff and customers while on the bus
- Opening all windows on the vehicles and using the vehicle ventilation system to maximize air flow
- Providing personal protective equipment (PPE) to our staff including face coverings (disposable and washable), hand sanitizer, and sanitizing wipes
- Directing all employees to sanitize their work area before starting work
- Sanitizing hard surfaces on the buses twice per day and thoroughly cleaning vehicles at the end of the day
- Replacing cloth seating on buses with easy to clean, more sanitary plastic or vinyl seating
- Publishing a “Tips for Healthy Riding Guide” for customers and notices across the vehicles and terminals

Healthy Riding

Unitrans takes your health and safety seriously. We implemented increased cleanliness standards on all vehicles. As a customer, we ask that you:



Wear a face covering while riding the bus. A face covering is required and you may not be served without a face covering.



Minimize talking with other customers and the drivers to necessary and short conversations only. This includes talking on your cell phone. Keep unnecessary conversations to a minimum.



Distance yourself from other customers. Unitrans will try to keep total customers to 15 or less per vehicle but as a customer, we ask that you space yourself out on the bus.



Wash your hands after riding. Unitrans recommends you wash your hands thoroughly after riding or use hand sanitizer.



Please leave windows open to maximize air flow. Unitrans will run the ventilation system AND have all operable windows open while operating.

In regards to general safety, Unitrans had zero major collisions and safety incidents during the fiscal year, the best performance in at least six years. Having zero major incidents is a major accomplishment and Operations, which oversees not only operations but safety and training, deserves a job well done for this year’s performance.

Student Involvement

Unitrans is primarily operated by undergraduate students at UC Davis. Over 90% of all Unitrans employees, including all drivers, are UC Davis undergraduates. Despite the pandemic and cancellation of in-person classes at the end of winter quarter and for spring and summer quarters, Unitrans student employees continued to come to work and serve our community. Maintaining our student-operated model is one of our core values and we are grateful for their dedication to our mission to provide public transit. We pride ourselves on mentoring our student employees and provide them with learning and leadership opportunities that build upon their education.

Unitrans student employees and UC Davis undergraduates shined this fiscal year and our campus and city communities felt their support. The following are just a few examples of our student impact.

- Despite the pandemic, student staff continued to come to work uninterrupted and Unitrans has not missed one day of service since the start of the pandemic.
- In December 2019, Unitrans held its third annual food drive at the Davis Co-op to benefit the ASUCD Pantry. We received over \$3,000 in food donations.
- Student staff enthusiastically supported the ASUCD Basic Needs Fee Referendum which overwhelmingly passed in February 2020.



Finance

The fiscal year marked the beginning of new revenues related to the Winter 2019 Unitrans Fee Referendum. The new fee referendum stabilized and improved our financial standing although Unitrans still budgeted a planned \$272,000 deficit for the fiscal year. Revenues came in strong for the first half of the fiscal year but the second half was marked by challenges related to the pandemic. As a result of the pandemic, fare collection was suspended in March 2020 and passenger fares and pass revenue came in 30% below budget. Revenues for student fees and other sources came in slightly higher than expected. In total, preliminary year end financial results show that Unitrans received \$6.54 million in annual revenues compared to a budgeted \$6.43 million, a two percent increase over the budget.

With service reductions imposed in March 2020 due to the pandemic impacts such as low ridership and staffing availability issues, annual preliminary expenses came in at \$6.33 million compared to a \$6.7 million budget. Despite lower service, Unitrans paid front line employees "premium" pay which is approximately 10% more than their typical base wage. This increased the cost of service. Unitrans also increased labor and supplies expenditures on cleaning. The year-end preliminary financial results show that Unitrans had a \$216,000 budget surplus compared to a budgeted \$272,000 deficit.

The coming fiscal year is marked by financial uncertainty surrounding federal and state tax revenues, student fee revenues, and fare revenues.

Service and Ridership

Ridership was up a very strong 13% from July 2019 through February 2020 prior to the pandemic related shelter in place order. Through February 2020, Unitrans transported over 2.6 million customers compared to 2.3 million the previous year.

With the shelter in place order, reduced service, and reduced demand, ridership fell 98% in April 2020 compared to April 2019, 97% in May, and 92% in June. For spring quarter, we carried approximately 38,000 customers compared to 1.1 million in spring quarter 2019. For the year, Unitrans transported 2.86 million customers compared to 3.74 million the previous year. Overall annual ridership was down 24% compared to the previous year.

Revenue hours and miles fell significantly as soon as the shelter in place order started and the service reduction went into effect. Prior to the shelter in place, revenue miles and hours were up 6.5% each compared to the previous fiscal year because midday 15-minute service was re-added on the D, G, J, W, and V lines, later evening 15-minute service was added on those same lines, and additional trippers were added to mitigate crowding and Friday freeway traffic delays. With the shelter in place, by the end of the fiscal year, revenue hours and miles were both down 16% compared to the previous year.

Capital Projects

Despite pandemic impacts, Unitrans continued to push for a greener, more sustainable future.

In February 2020, Unitrans received five new compressed natural gas buses which feature near zero emission engines, easy to clean plastic seating, fewer seats to maximize standing capacity, and wider rear doors to improve passenger circulation. These buses replaced five 15-year old buses. These are our last five planned fossil fuel powered buses.



In addition to five new buses, Unitrans awarded a contract to Cummins West to rehabilitate 13 2009 buses and replace their engines with the same near zero emission engine technology purchased with the five new buses. Rehabilitation started on two buses in the fourth quarter of FY2019-20. All 13 buses should be completed by late 2021.

Throughout the fiscal year, University and Unitrans staff worked on, finalized, and put out to bid the construction project to prepare the Unitrans Operations and Maintenance Facility for future battery electric buses. Once completed at the end of 2020, the project will support up to 14 battery-electric buses, lay the underground infrastructure to electrify the entire Unitrans fleet, reduce environmental impacts related to storm water runoff, and prepare for the eventual removal of the underground diesel storage tank. For the buses themselves, thanks to the University and City partnership and CARES Act funding, Unitrans secured funding for an initial six battery electric buses. These buses are planned for Fall 2021/Winter 2022.

Staffing

Fiscal Year 2019-20 continued Unitrans' strong focus on improving driver staffing numbers. Unitrans projected to exceed driver staffing targets by the end of the fiscal year for the first time in at least five years. The pandemic however resulted in some student driving staff leaving Davis and many trainees quitting the training program. Unitrans has struggled to attract new bus driver trainees. With lower service levels, the lower driver numbers do not currently impact Unitrans' ability to provide service however our ability to ramp up to "regular" service is not possible under current staffing. For FY2020-21, staff will be working with campus and other partners to determine how we can either attract sufficient student driving staff or provide service through an alternative method once the pandemic is over.

For career staff, our long time Maintenance Manager, Andy Wyly, departed in May 2020 to accept a new position with the San Luis Obispo Regional Transit Authority and our IT Manager, Wade Lewis, departed for another opportunity in summer. Both positions are currently vacant pending campus review and recruitments.

Coming Year

In the coming year, Unitrans plans on increasing service to "summer" service which is approximately 60% of "regular", continue our focus on health and safety, and prepare for post-pandemic service. Unitrans will also be completing the first phase of the electric bus infrastructure project and preparing to purchase our first battery electric buses.

Our biggest challenge in the coming year and the major staff focus will be preparing for post-pandemic service and driver staffing as well as ensuring revenues can cover expenses.

Full FY2019-20 Unitrans Service Narrative and Analysis

Introduction

Fiscal Year 2019-20 was kicked off with financial stability, service restorations, and increasing ridership. The start of the Coronavirus pandemic however dramatically impacted ridership and service and introduced new challenges for Unitrans to tackle and overcome. The following report summarizes key performance trends and progress during FY2019-20.

Unitrans is a public transportation service serving the City of Davis and the University of California, Davis. The service was founded in 1968 by the Associated Students of UC Davis (ASUCD) and continues to be student-driven with over 90% of employees being undergraduate students. Unitrans is operated by ASUCD as part of UC Davis and is a funding partnership between the City of Davis and UC Davis.

Service

In spring 2019, Unitrans received approval from the Unitrans Advisory Committee (UAC) and Davis City Council to restore FY2018-19 service reductions and make minor improvements to service. The following summarizes the implemented changes for FY2019-20:

- Annual pass price increased from \$198 to \$216. There were no other fare or pass price changes.
- Midday weekday academic year service from 11:00 AM to 3:00 PM was restored to 15 minutes from 30 minutes on Unitrans' most popular bus lines – the D, G, J, V, and W lines.
- Additional service was added between 6:00pm to 7:00pm to reduce crowding on the D, G, J, V, and W lines.
- The O line weekend only service route was updated to serve 8th Street shopping opportunities in both travel directions and provide better service to Rancho Yolo.
- The S line pilot bus route serving North Davis, West Davis, Davis High School, and Holmes Junior High School was discontinued due to very low ridership.
- The X line weekend only service connecting the Tercero Dorms to the Memorial Union Terminal was discontinued due to low ridership.

In addition, Unitrans introduced additional buses to assist with on-time performance and service reliability on Friday afternoons in order to mitigate service delays caused by long freeway traffic queues on Mace Boulevard. These delays primarily impacted the P and Q lines.

The changes resulted in a 5% increase in service hours and an estimated annual cost of approximately \$300,000.

With the reintroduction of midday service on popular bus lines and other minor improvements, Unitrans ridership surged 13% between July 2019 through February 2020 compared to the same period during the previous year. Service hours increased 6.5% over the previous year during that same time period. The strong ridership led staff

to prepare plans for additional frequency on the V line serving West Village, on Fifth Street, and expanding night service to reduce evening crowding and improve customer convenience.

In March 2020 however the Coronavirus pandemic and UC Davis switching to remote learning led to a significant drop in ridership and also a contraction of our workforce as many drivers opted to leave Davis. As shown in the chart below, ridership in March 2020 compared to March 2019 was down 39%. April and May ridership were down 97-98% compared to the same period in the previous year. In June, ridership began to increase slightly as the shelter in place was lifted.

Table 1: Monthly Ridership

	FY2019-20	FY2018-19	Percent Change
July	159,428	157,705	1.1%
August	149,617	150,870	-0.8%
September	207,576	171,429	21.1%
October	556,211	487,895	14.0%
November	415,522	287,197	44.7%
December	223,347	202,674	10.2%
January	472,086	429,252	10.0%
February	440,758	428,631	2.8%
March	194,215	320,648	-39.4%
April	9,631	464,146	-97.9%
May	11,672	428,287	-97.3%
June	17,064	213,048	-92.0%
Total	2,857,127	3,741,782	-23.6%

Service levels were adjusted several times based on staffing availability, ridership, and the need to provide basic mobility to our community. Below is a summary of service operated beginning on March 19 after service was reduced from regular academic year service to weekend service.

- Pre-March 19, 2020: Regular scheduled transit service
- March 19, 2020: Weekend service introduced with morning service starting at 7:00 AM. Service operates on weekdays until 7:00 PM.
 - Hourly service on the G, K, M, P, Q, O, and V-MU lines
- April 13, 2020: Weekend service span expanded to end at 9:00 PM on weekdays and L line service resumed.
 - Hourly service on the G, K, L-MU, M, P, Q, O, and V-MU lines
- June 5, 2020: 30 minute service restored on the P and Q lines due to increasing demand.
 - Hourly service on the G, K, L-MU, M, O, and V-MU lines
 - 30 minute service on the P and Q lines

- June 22, 2020: Break service started due to increasing customer demand with 30 minute service on the K and M lines and later evening service on the Z line.
 - Hourly service on the B, E, F, L-MU, and Z lines
 - 30 minute service on the G, K, M, P, Q, and V-MU

As a result of the service reductions and pandemic impacts, annual ridership fell to 2.86 million customers in FY2019-20 compared to 3.74 million the previous year, a 24% decline. Service hours and miles fell 16-17% each compared to the previous year due to the service reductions.

Daily Average Ridership

Similar to total ridership, average daily ridership increased across all categories pre-pandemic with average regular service daily ridership increasing to 24,000 from 21,000 the previous year. With the start of the pandemic, average weekday ridership fell to 350 riders per day in April, 434 riders per day in May, and 642 riders per day in June.

Table 2: Average Daily Ridership by Service Type (Pre-Pandemic)

	FY2020 (Pre-Pandemic)	FY2019	FY2018	FY2017	FY2016	FY2015	FY2014
Regular Service Mon-Thur	24,078	21,006	22,490	22,137	22,448	22,077	22,239
Regular Service Friday	19,297	17,052	18,356	17,974	18,375	17,828	17,895
Summer/Break Mon-Thur	6,898	6,586	6,758	7,010	7,516	7,189	7,044
Weekend (academic year)	1,717	1,630	1,989	1,886	2,078	1,832	1,521

Ridership by Line

All lines operated at or above the 15 passenger per hour minimum threshold standard in FY2019-20 despite the pandemic. Carrying fewer than 15 passengers per hour is one criteria Unitrans uses to determine if a route should be considered for elimination or other service interventions. Systemwide, Unitrans averaged 45 passengers per service hour, down from 50 the previous year but still amongst the highest in the nation.

The J Line serving the Silo Terminal, Anderson Road, Alvarado Avenue, and Sycamore Lane had the highest annual ridership carrying over 331,000 people. The lowest ridership route was the Davis Joint Unified School District student focused T Line which only operates 1-2 times per weekday corresponding to the school bell schedules.

Table 3: FY2019-20 Annual Ridership by Line

Line/Description	Annual Ridership	Ridership Rank
A-Line: Downtown / Fifth St. / Alhambra (Silo Terminal)	151,248	8

Line/Description	Annual Ridership	Ridership Rank
B-Line: Sycamore/ Drake (MU Terminal)	92,573	13
C-Line: Sycamore / Wake Forest (Silo Terminal)	74,308	16
D-Line: Lake Blvd. / Arlington (Silo Terminal)	215,089	5
E-Line: Downtown / F Street / J Street (MU Terminal)	98,822	12
F-Line: Oak / E. Alvarado / Anderson (MU Terminal)	76,629	15
G-Line: Anderson / Alvarado / N. Sycamore (MU Terminal)	323,033	2
J-Line: Anderson / Alvarado / N. Sycamore (Silo Terminal)	331,591	1
K-Line: Lake Blvd. / Arlington (MU Terminal)	129,000	9
L-Line: E. 8th St. / Pole Line / Moore / Loyola (Silo Terminal)	110,198	11
M-Line: B St / Cowell / Drew (MU Terminal)	112,963	10
P-Line: Davis Perimeter Via South Davis (MU Terminal)	200,035	7
Q-Line: Davis Perimeter Via West Davis (MU Terminal)	201,228	6
T-Line: Davis High via South & East Davis	6,761	18
V-Line: West Village (Silo Terminal)	275,564	4
W-Line: Cowell/Lillard/Drummond (Silo Terminal)	302,350	3
Z-Line: 5th St. / Amtrak / (Memorial Union)	91,424	14
Weekend O-Line: Downtown / 2nd / 5th / Target	29,790	17

Crowding

Unitrans high ridership and productivity pre-pandemic also translated to high levels of crowding at peak times, which typically correspond to class start and end times at UC Davis. In FY2019-20, the percentage of bus trips with over 60 passengers on board (or doubledecker buses with over 100 passengers on board) was 3.6%, approximately the same as the previous year and similar to the last four years. However the 3.6% of trips that are overcrowded carry approximately 10% of all customers. Crowded trips were concentrated on the A, D, G, J, V, and W lines where each had 10-15% of total trips exceeding 60 passengers per trip. As previously mentioned, five of the six lines (D, G, J, V, and W) have 15-minute service on them and capacity trippers at peak times. The A line was planned to have morning and afternoon capacity service added for FY2020-21 pre-pandemic.

Crowding is something that has been a part of Unitrans for decades. However, it degrades the customer experience when a very large number of bus trips are at crush load, and that, in turn, discourages some people from riding the bus at all. Adding capacity services during the most crowded times is costly and requires more drivers and buses.

Safety & Security

Unitrans had zero major collisions for the year, a huge accomplishment for the service and a testament to our operations, safety, and training staff. While lower service levels and lower traffic conditions in mid-March through June likely helped reduce total collisions, it should be noted that historically most collisions have occurred in winter. Service reductions and ridership declines were not implemented until mid-March so despite the reductions, Unitrans was likely to see one of our lowest collision years ever.

While we had a banner year for collisions, Unitrans experienced our first driver assault in August 2019. A customer on the A line attacked a driver trainee near the Davis Police Station. The driver trainee thankfully was not seriously injured. In response to the incident, Unitrans implemented improved driver communications protocols to report customer issues and implemented a staff ridealong program where we will pay staff on evening trips to be an extra set of eyes and ears on the vehicle to support the drivers. The program is very popular with staff and over 500 ridealongs were completed for the year costing approximately \$10,000.

Table 4: Summary of Major Collisions/Incidents

	Annual Total					
	FY19-20	FY18-19	FY17-18	FY16-17	FY15-16	FY14-15
Total	0	3	2	9	1	2

In support of reducing collisions at high collision locations, Unitrans staff continues to work with City staff on capital improvements to the H Street and Third Street intersection. Our largest number of collisions have occurred at this location however in FY2019-20, we experienced no collisions at this location.

Safety and incident reports are reviewed daily for trends and commonalities. All incidents are followed up with our Safety Manager or an Operations staff person.

On-Time Performance

In FY2019-20, pre-pandemic, Unitrans staff focused on stabilizing and improving on-time performance and customer reliability. In particular, Unitrans implemented Friday afternoon schedule changes and extra standby buses to mitigate traffic delays related to Mace Boulevard and Interstate 80 traffic. The interventions and adjustments paid off and on-time performance stabilized and/or trended up on most lines. Overall systemwide on-time performance improved slightly from 88% in FY2018-19 to 89% in FY2019-20. FY2018-19 had our worst systemwide performance on record.

By line, the Q line improved the most and benefited from traffic-specific interventions and extra resources. Q line on-time performance jumped from 68% to 76%, not great but a big improvement. Overall, eight lines experienced improvements in on-time performance, five lines had flat performance, and four lines declined year over year. The previous year, 10 lines saw a decline in performance.

Because so few trips operated in March-June compared to July-March, on-time performance impacts of the pandemic period weighed little on the overall systemwide annual performance.

Table 5: On-Time Performance by Line

Line	FY	FY	FY	FY	FY
	2020	2019	2018	2017	2016
A	84%	85%	91%	90%	92%
B	92%	92%	95%	97%	98%
C	96%	96%	94%	97%	98%
D	92%	92%	93%	96%	98%
E	78%	70%	82%	87%	88%
F	90%	87%	91%	96%	97%
G	96%	96%	98%	96%	97%
J	86%	89%	89%	89%	91%
K	94%	88%	94%	94%	95%
L	97%	97%	99%	99%	99%
M	86%	83%	90%	88%	83%
O	99%	91%	--	--	--
P	84%	80%	87%	87%	91%
Q	76%	68%	81%	80%	81%
V	97%	96%	93%	97%	98%
W	86%	90%	83%	89%	86%
Z	87%	90%	91%	97%	98%
All Lines	89%	88%	89%	92%	93%

Customer Service

Overall annual customer complaints continued to decline which was likely helped by lower service levels and lower ridership in March-June 2020. Overall annual complaints were 144 total, a 15% decrease compared to FY2018-19.

Customer commendations tied for a five year high of 10 total commendations. Complaints declined year over year in all categories except in ADA, Schedule Suggestions, and Stop Suggestions. ADA complaints are closely reviewed and these were found to be not valid.

By category, safe driving complaints accounted for 35% of total complaints followed by pass-up complaints at 24%. Safe driving complaints are taken very seriously and Operations staff follows up with drivers on each of these including reviewing video footage as necessary.

Table 6: Summary of Customer Service Forms

	FY2020	FY2019	FY2018	FY2017	FY2016
ADA	3	0	6	5	3
Driving	50	64	73	83	60
Early	1	5	8	8	6
Late	10	19	14	29	34
No Show	5	7	11	10	8
Pass Up	35	44	31	45	46
Other	31	23	28	23	37
Route Suggestion	0	0	3	4	1
Schedule Suggestion	2	1	5	5	1
Stop Suggestion	5	2	2	1	0
Other Suggestion	2	4	4	6	7
Total by type	144	169	185	219	203
Commendations	10	4	10	7	4
Total complaints/suggestion forms	154	173	195	226	207

Maintenance

Unitrans has a fleet of 47 active buses including three vintage London double decker buses, four modern double decker buses, and 40 single deck buses. Most of the Unitrans bus fleet is over 10 years old and is either past its retirement age or approaching its retirement age. The average age of the fleet (less the vintage buses) is over nine years old. The Federal Transit Administration defines the useful life of a bus as 12 years.

With an aging fleet, increased maintenance and roadcalls (also known as loss of service breakdowns) is common. To improve fleet performance, maintenance personnel are focusing in on component failures to identify trends and replace parts fleetwide before they fail on multiple vehicles. Miles between roadcalls improved in FY2019-20 from 7,833 miles between roadcalls to 8,759.

In addition, Unitrans kicked off our bus rehabilitation program this year for 13 buses which will certainly help improve reliability and the customer experience.

Unitrans performs safety and performance preventative maintenance checks every 3,000 miles per vehicle and Unitrans exceeds its performance standard that 95% of all PMs occur within 10% of the 3,000 mile window. Of the preventative maintenance checks required in FY2020, 100% occurred inside of Unitrans' maintenance standard.

Financial Results

Unitrans' fiscal performance in FY2019-20 improved due to service reductions imposed at the beginning of the pandemic. The budgeted deficit of \$270,000 turned into a surplus of \$216,000 largely through reduced labor expenditures in Maintenance and Administration and lower materials/supplies expenses in Maintenance. In total, revenues were budgeted at \$6.43 million and came in at \$6.54 million, two percent higher than budgeted. Preliminary non-audited figures show that we spent \$6.33 million compared to an expense budget of \$6.7 million, six percent lower than budgeted.

For revenues, student fee income came in three percent higher than expected due to higher than projected enrollment. We received \$3.71 million in student fee income compared to a budget of \$3.59 million. Because fare collection was suspended in March 2020 when the shelter in place was issued, passenger fare and pass sales revenue was down 30% compared to budget. All other revenue sources were at or above budget.

Operations labor expenses were slightly above budget at \$3.2 million compared to a \$3.18 million budget due primarily to paying premium wages to front line operations staff during the pandemic period. Maintenance labor expenditures were 91% of budget because of salary savings related to the maintenance manager vacancy and a mechanic vacancy. Administrative salary expenses were 87% of budget because large portions of administrative staff were not able to work once the shelter in place began.

Materials and other expense savings were driven by fuel savings which were 40% below budget due to fewer buses operating and higher than expected fuel credit offsets. Vehicle parts and material expenses were 86% of budget due to lower service miles and as a result, parts consumption.

Table 7: FY2020 Financial Summary

	Budget	Actual	% Difference
UCD Undergraduate Fee	\$3,586,000	\$3,710,000	3.4%
Cash Fares and Pass Sales	\$245,000	\$169,000	-31.0%
Advertising Revenue	\$45,000	\$44,000	-2.2%
Miscellaneous Revenue	\$45,000	\$67,000	4.9%
City of Davis TDA	\$785,000	\$805,000	2.5%
Yolo County TDA	\$25,000	\$48,000	92.0%
FTA Operating Assistance	\$1,700,000	\$1,700,000	0.0%
Total Revenues	\$6,431,000	\$6,543,000	1.7%
Operations Labor	\$3,179,000	\$3,217,000	-11.9%
Operations Expenses	\$199,000	\$158,000	-20.6%
Maintenance Labor	\$1,452,000	\$1,326,000	-8.7%
Maintenance Expenses	\$814,000	\$661,000	-18.8%
Administration Labor	\$655,000	\$573,000	-12.5%
Administration Expenses	\$220,000	\$217,000	-1.4%
Yolobus Access	\$184,000	\$175,000	-4.9%
Total Expenditures	\$6,703,000	\$6,327,000	-5.6%
Net Revenues - From Reserves	-\$272,000	\$216,000	

CARES Act Funding

Through the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act emergency relief funding, the City of Davis received \$10.3 million in emergency transit funding. The funding is designed to mitigate COVID-19 related expenses and revenue losses. The City, University, and YCTD agreed to split the funding with \$6.6 million remaining with the City and \$3.7 million going to YCTD. For FY 2020-2021, Unitrans will rely on approximately \$2.1 million of the City funding for operations and to help fund six new battery-electric buses.

Fiscal Year 2021 Outlook

In February 2019, the Unitrans Winter 2019 Fee Referendum passed with over 36% of undergraduates participating in the election and a 92% yes vote. Starting in fall 2019, Unitrans operations financial support increased by \$10 per undergraduate per quarter for academic year 2019-2020 and by an additional \$6 per quarter in 2020-2021. The \$6 per quarter increase will occur again in academic years 2021-2022 and 2022-2023. In 2023-2024, the student fee will index to inflation. The fee increase pays for the \$1 incremental increase in the State’s minimum wage, for career trainers, additional maintenance support, and improvements to operations.

Table 8: Quarterly Student Fee

Category	2020	2021	2022	2023	2024+
Operations	\$39.00	\$45.00	\$51.00	\$57.00	+CPI

Category	2020	2021	2022	2023	2024+
Capital	\$4.00	\$4.00	\$4.00	\$4.00	+CPI
Return to Student Aid	\$4.83	\$6.83	\$8.83	\$10.83	+CPI
Total Quarterly Fee	\$47.83	\$55.83	\$63.83	\$71.83	+CPI

While the student fee increase is intended to stabilize Unitrans finances in the coming years, the COVID-19 pandemic has led to increased financial uncertainty. Unitrans will be coordinating closely with our City partners to collaboratively distribute the remaining CARES Act funding to mitigate city tax revenue impacts related to the downturn in the economy. Additionally, Unitrans will be working closely with the University in student fee usage and whether student fees will be partially refunded.

Capital Funding Outlook

Capital reserve funds remain adequate for approximately 2-3 years, but securing adequate funds for fleet replacement needs will be an ongoing challenge, especially in FY2022 when 14 buses are beyond their retirement age. Unitrans has secured almost \$6 million to install electric charging infrastructure to transition the fleet from fossil fuel based vehicles to battery electric vehicles. Of the 14 buses needing replacement, funding is secured to six of 14.

Unitrans will need significant capital funding for fleet replacement and electric infrastructure in the coming years. The full capital plan is laid out in the financial chapter of the City of Davis Short Range Transit Plan (SRTP), which was adopted by the City Council in September 2014. See <http://unitrans.ucdavis.edu/wp-content/uploads/2014/09/City-of-Davis-Final-Draft-SRTP.pdf>.

Unitrans staff works aggressively with our city partners to secure fleet and facilities funding to ensure a success, safe, and reliable transit program in Davis.

University Sponsored Review and Joint City/University Financial Task Force

In October 2018, the University led task force to review Unitrans' finances and provide recommendations on a path forward to resolve the deficit convened and held four meetings between October 2018 and February 2019. The task force was comprised of University, ASUCD, and City staff and issued 12 recommendations in March 2019. To date, except for the new student fee referendum, none of the revenue focused recommendations have been implemented. These revenue focused recommendations provide a guide for funding options for ensuring stable service, preparing for service expansions, and funding the unfunded capital liability.

Capital Programs

Bus Replacement Program

Unitrans replaced five 2005 buses with five new CNG near-zero emission buses through a joint procurement with Omnitrans in San Bernardino, California. The five

buses arrived between December 2019 and February 2020. The new buses feature fewer seats, durable, easy to clean plastic seats, and a wider rear door. These are planned to be our last fossil fuel powered single deck buses.

Bus Rehabilitation

Unitrans was awarded \$1.2 million in Federal State of Good Repair funding to rehabilitate our aging 2009 New Flyer single deck bus fleet. This funding will be used to rehabilitate up to 13 buses and help extend the useful life of these vehicles. The engines will be replaced with near zero emission engine technology. The project kicked off in spring 2020 with two buses which are expected to be completed in fall 2020. Once the initial two buses are completed, one bus will be completed every month for one year.

In addition, Unitrans is in the process of replacing all cloth passenger seats on the buses with easy to clean, sanitary plastic seats and removing seats from seven buses to reduce crowding and increase standing room. Both projects will be completed in fall 2020.

Electric Bus Program & Other Facility Improvements

The combined project to support up to 14 electric buses and rehabilitate our Operations and Maintenance Facility pavement and parking area is expected to cost up to \$6 million and Unitrans secured full funding in FY2019-20. With funding in hand, staff worked with Design Construction and Management (DCM) on completing engineering work for Phase 1 of the full electrification project which will directly support up to 14 battery electric buses, lay underground electric work for future full bus fleet electrification, and repave half of the facility. Unitrans bid out the contract in June 2020 and work is expected to begin in late summer 2020.

In addition to repaving and electrical infrastructure, the project will also prepare for the removal of an underground diesel storage tank and improve storm water runoff features to lessen facility environmental impacts.

Compressed Natural Gas Facility

The compressor replacement project started in July 2018 and was substantially completed in March 2019 however minor issues persist and the contract was just being closed out in summer 2020. The project replaced two 1995 natural gas compressors with two new compressors. The compressors were not built to handle the high temperatures in Davis during the summer and as a result, cannot reliably fuel on days with 100+ degree temperatures. Unitrans staff is now working with the University's Design and Construction Management staff on improving ventilation conditions in the facility.

Bus Stop Rehabilitation

The first phase of the bus shelter replacement project that replaced 20 shelters was completed in late fall 2019. With 17 old, plexiglass shelters still in place, Unitrans staff issued a purchase order for 17 replacement shelters in June 2020 to complete the

capital program. We expect installation to be in Fall 2020 and completion in winter 2021.

In addition to shelters funded directly by Unitrans, developers installed three new shelters on Fifth Street at Windmere Apartments Eastbound, Fifth Street at Spafford Street Eastbound, and Fifth Street at Spafford Street Westbound. Two additional shelters will be installed near Fifth Street at the new Sterling Apartments this summer.

2019-20 Highlights and Accomplishments

Health & Safety: Unitrans quickly implemented measures to mitigate health concerns for staff and customers in order to continue to provide public transit service to our community. In addition, Unitrans had zero major safety incidents, the first time in at least six years.

Reduced but Still Uninterrupted Service: Despite our casual driver workforce model and the pandemic, Unitrans missed zero service days in FY2019-20 and remained one of the most visible city and campus services operational seven days a week. Since mid-March, Unitrans has gradually increased service from weekend levels on weekdays to “summer” service on weekdays.

Financial Stability for Now: Thanks to our city partnership, Unitrans was able to secure \$2.6 million in CARES Act funding to stabilize the budgets for FY2019-20 and FY2020-21 in light of large fiscal uncertainty surrounding federal and state transit supportive taxes. By using the CARES Act funding, the City can help mitigate reductions to Unitrans, Davis Community Transit, YoloBus, and bicycle and roads projects. The new UC Davis undergraduate student fee increase approved in winter 2019 also helped stabilize Unitrans finances. There is still wide uncertainty around tax revenues and student fee revenues as the pandemic continues which could further complicate Unitrans’ financial stability.

FY2019-20 Budget Deficit Lower than Expected: The FY2019-20 year-end budget deficit was projected to be approximately \$272,000 but came in at an approximately \$216,000 surplus due to lower service levels because of the pandemic.

Fleet Replacement: Unitrans received five new 2020 compressed natural gas fueled New Flyers. These buses take advantage of the latest near zero emission engine technology and are also planned to be Unitrans’ final five fossil fuel powered buses. The buses replaced five buses from 2005.

Electric Buses: In FY2019-20, Unitrans completed engineering work to prepare for future electric buses and in June 2020, Unitrans went out to bid to hire a contractor to implement the Phase 1 Electrification Facility Improvements including installing infrastructure to support 14 initial battery electric buses and underground work for the entire fleet, repaving of half the facility, preparations to remove the underground diesel tank, and improve environmental conditions regarding storm water run-off. The project

is set to be completed in FY2020-21. Unitrans also secured funding thanks to our city partners for an initial six battery-electric buses.

Regulatory Successes & Coordination: Unitrans completed another flawless California Highway Patrol compliance audit and worked with city staff to prepare for the federal triennial audit.

Objectives for FY2021 and Beyond

- Continue health and safety focus on protecting staff and customer health in light of the COVID-19 pandemic. Implement new measures as necessary based on most up-to-date guidance and science.
- Hiring & Staff Strategy: Determine if a student operated model is feasible if FY2021-22 is “business as usual”. If not, pursue alternative service strategies in preparation for fall 2021.
- Electric Bus Program: Complete Phase 1 Electrification Project and enter into contract to purchase up to six battery electric buses. Pursue funding for remaining eight bus replacements and prepare engineering for Phase 2 Electrification.
- Student Staff Engagement: Implement a Unitrans led Diversity, Equity, and Inclusion training program for all career and student staff. Participate in ASUCD’s new Internship and Career Center (ICC) program to provide ASUCD employees with additional career preparation tools.
- Safety Improvements: Continue specific, targeted improvements and initiatives to improve safety. Complete Environmental Health & Safety follow up actions for the Maintenance Department.
- Career Vacancies: Hire two new mechanics with a focus on electric bus experience to prepare Unitrans for the future. Hire a payroll/hiring focused career staff to improve our practices as well as respond to State Transportation Development Act (TDA) audit findings. In order to reduce administrative costs, pursue cost sharing with ASUCD for the IT Manager.
- Service and Schedule Changes: Review passenger loads, on-time performance, budget, and workforce projections to provide a stable, efficient, and effective service plan for FY2021-22. If “business as usual”, implement proposed service expansions approved in FY2018-19 and consider additional interventions in West Village which may require the postponement of some bus disposals.

Appendix A: Unitrans Operating Characteristics FY2019-20

Line/Description	Annual One-Way Passenger Trips	Annual Operating Cost (Note 1)	Annual Ridership Revenue (Note 2)	Revenue Vehicle Hours	Revenue Vehicle Miles
A-Line: Downtown / Fifth St. / Alhambra (Silo Terminal)	151,248	\$381,899	\$205,344	3,918	39,173
B-Line: Sycamore/ Drake (MU Terminal)	92,573	\$156,387	\$125,683	1,605	15,441
C-Line: Sycamore / Wake Forest (Silo Terminal)	74,308	\$151,060	\$100,885	1,550	11,630
D-Line: Lake Blvd. / Arlington (Silo Terminal)	215,089	\$315,191	\$292,018	3,234	42,518
E-Line: Downtown / F Street / J Street (MU Terminal)	98,822	\$200,776	\$134,167	2,060	18,091
F-Line: Oak / E. Alvarado / Anderson (MU Terminal)	76,629	\$169,211	\$104,036	1,736	21,939
G-Line: Anderson / Alvarado / N. Sycamore (MU Terminal)	323,033	\$483,205	\$438,570	4,958	48,371
J-Line: Anderson / Alvarado / N. Sycamore (Silo Terminal)	331,591	\$445,837	\$450,189	4,574	45,444
K-Line: Lake Blvd. / Arlington (MU Terminal)	129,000	\$304,616	\$175,138	3,125	32,970
L-Line: E. 8th St. / Pole Line / Moore / Loyola (Silo Terminal)	110,198	\$435,708	\$149,612	4,471	37,924
M-Line: B St / Cowell / Drew (MU Terminal)	112,963	\$279,167	\$153,366	2,864	29,242
P-Line: Davis Perimeter Via South Davis (MU Terminal)	200,035	\$713,143	\$271,580	7,317	99,436
Q-Line: Davis Perimeter Via West Davis (MU Terminal)	201,228	\$696,836	\$273,200	7,150	97,633
T-Line: Davis High via South & East Davis	6,761	\$25,532	\$9,179	262	2,988
V-Line: West Village (Silo Terminal)	275,564	\$391,692	\$374,123	4,019	35,839
W-Line: Cowell/Lillard/Drummond (Silo Terminal)	302,350	\$441,991	\$410,489	4,535	41,406
Z-Line: 5th St. / Amtrak / (Memorial Union)	91,424	\$297,397	\$124,123	3,051	27,251
Weekend O-Line: Downtown / 2nd / 5th / Target	29,790	\$195,139	\$40,445	2,002	20,188
Undesignated Trippers	34,521	\$68,357	\$46,868	701	6,966
Overall Total	2,857,127	\$6,153,144	\$3,879,015	63,133	674,451

Note 1: Operating costs allocated by each route's proportion of annual vehicle service hours (total excludes pass through funds to YCTD).

Note 2: Ridership revenue includes fares plus ASUCD fee allocated by each route's proportion of total ridership.

Appendix B: Unitrans Performance Indicators, FY2019-20

Line/Description	Subsidy Per One-Way Passenger-Trip	Ridership Recovery Ratio	Passenger Trips Per Revenue Vehicle Hour	Passenger Trips Per Revenue Vehicle Mile
A-Line: Downtown / Fifth St. / Alhambra (Silo Terminal)	\$1.17	54%	39	3.9
B-Line: Sycamore/ Drake (MU Terminal)	\$0.33	80%	58	6.0
C-Line: Sycamore / Wake Forest (Silo Terminal)	\$0.68	67%	48	6.4
D-Line: Lake Blvd. / Arlington (Silo Terminal)	\$0.11	93%	67	5.1
E-Line: Downtown / F Street / J Street (MU Terminal)	\$0.67	67%	48	5.5
F-Line: Oak / E. Alvarado / Anderson (MU Terminal)	\$0.85	61%	44	3.5
G-Line: Anderson / Alvarado / N. Sycamore (MU Terminal)	\$0.14	91%	65	6.7
J-Line: Anderson / Alvarado / N. Sycamore (Silo Terminal)	(\$0.01)	101%	72	7.3
K-Line: Lake Blvd. / Arlington (MU Terminal)	\$1.00	57%	41	3.9
L-Line: E. 8th St. / Pole Line / Moore / Loyola (Silo Terminal)	\$2.60	34%	25	2.9
M-Line: B St / Cowell / Drew (MU Terminal)	\$1.11	55%	39	3.9
P-Line: Davis Perimeter Via South Davis (MU Terminal)	\$2.21	38%	27	2.0
Q-Line: Davis Perimeter Via West Davis (MU Terminal)	\$2.11	39%	28	2.1
T-Line: Davis High	\$2.42	36%	26	2.3
V-Line: West Village (Silo Terminal)	\$0.06	96%	69	7.7
W-Line: Cowell/Lillard/Drummond (Silo Terminal)	\$0.10	93%	67	7.3
Z-Line: 5th St. / Amtrak / (Memorial Union)	\$1.90	42%	30	3.4
Weekend O-Line: Downtown / 2nd / 5th / Target	\$5.19	21%	15	1.5
Overall Total	\$0.80	63%	45	4.2
<i>Standard from City of Davis Short Range Transit Plan</i>	<i>N/A</i>	<i>60% systemwide; consider changes if <20%</i>	<i>50 systemwide; consider changes if <20</i>	<i>N/A</i>

Appendix C: Unitrans Goals, Objectives, Performance Measures, and Standards Based on the City of Davis Short-Range Transit Plan

Goal	Objective	Performance Measure	Standard	FY2018-19 Performance	Met?
Effectiveness	Convenience	% of student dwelling units within 1/4 mile of transit stop	90%	Over 95% of all Davis residents are within 1/4 mile	Yes
		% of major activity centers within 1/8 of transit stop	90%	94%	Yes
		Peak-hour service frequencies for routes >=60 pass/hour	15-minute service	D, J, V, W are >60; all have 15" frequency	Yes
	Reliability	% within 5" of scheduled time	90%	89%	No
		Number of missed trips	<1/day	N/A	N/A
		Vehicle miles between road calls	20,000	FY19: 7,833 FY20: 8,759	No
	Safety	Miles between preventable major accidents	100,000	674,000 (none in FY2019-20)	Yes
		Injuries per 100,000 boardings	<=1	< 1	Yes
		Safety meetings	Quarterly	Yes, quarterly meetings	Yes
	Attractiveness	Annual ridership growth	>= population growth	FY20: Ridership -24.0% Student population +5.3% City of Davis population <1%	No
		Provide accurate and timely information	Schedules stocked on vehicles and thru community	Yes	Yes
Efficiency	Cost Efficiency	Change in Op cost / rev hour	<= CPI	FY19 – FY20: \$77.90 - \$100.23 = +28.7% CPI +3.0% (most recent from Dept of Ind Relations)	See notes at end of table
		Productivity	Passengers per rev veh hr	40	45
		Individual route productivity	Consider changes if less than 15	No lines below threshold	Yes
	Maintenance	% of PMs completed w/in 300 miles of scheduled	95%	100%	Yes
		Wash exterior and sweep interior	Ext. wash 2/week Interior: Daily	Yes, Exterior – 1/week; Interiors - Daily	Yes
	Cost Recovery	% of annual cost from fares	60%	62%	Yes
Integration/ Coordination	Shared Facilities	Study feasibility of timed transfer terminal	Upgrade Silo and MU Terminals	Completed	Yes
	Coordinate service and fares	Waiting times between buses at transfer locations	Local <=10" Regional <= 20"	Yes. Waiting times within standard; fares fully integrated	Yes

Goal	Objective	Performance Measure	Standard	FY2018-19 Performance	Met?
	Paratransit coordination	Coordinate Unitrans service with ADA services	Ongoing coordination	Regular meetings with DCT and YCTD for coordination	Yes
	Inclusion of transit w/general plans	Transit service considered in plans and development review	Ongoing coordination	Close coordination with City of Davis, UCD ORMP, and SACOG	Yes
Accessibility	Wheelchair lifts	% vehicles with lifts or ramps	100% of single-deck buses	100% of single-deck buses; 98% of trips; 99% of miles	Yes
	Special needs	% known concentrations of senior and disabled residents with transit service	100%	Yes	Yes
	Capacity	Peak loading conditions not to exceed 150% of seats	95% of bus trips. 90% of bus riders on trips <60	96.4% of bus trips 90.4% of bus riders	Yes
	Identify gaps	Meet w/ interest groups and respond to comments	Respond to requests; resolve w/in 6 months	Yes, requests also gathered at Unitrans Adv Comm and Unmet needs hearings	Yes

Cost Efficiency has been severely impacted by COVID-19 service related impacts which led to a large decrease in the service level and hours operated without a large decrease in fixed expenses. As a result, this metric jumped significantly. The metric should stabilize to near inflation once COVID-19 related service impacts are over.