



**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (METRO)
FINANCE, BUDGET AND AUDIT STANDING COMMITTEE AGENDA
REGULAR MEETING**

FEBRUARY 10, 2023 – 8:00 AM

**DUE TO COVID-19, THIS MEETING WILL BE CONDUCTED VIA
TELECONFERENCE ONLY (NO PHYSICAL LOCATION) PURSUANT TO
ASSEMBLY BILL 361(GOVERNMENT CODE SECTION 54953)**

MEMBERS OF THE PUBLIC MAY NOT ATTEND THIS MEETING IN PERSON

Directors, staff and the public may participate remotely via the Zoom website [at this link](#) or by calling 1-669-900-9128 - Meeting ID: 821 2290 0535 - Passcode: 014391

Public comment may be submitted via email to boardinquiries@scmttd.com. Please indicate in your email the agenda item to which your comment applies. Comments submitted before the meeting will be provided to the Directors before or during the meeting. Comments submitted after the meeting is called to order will be included in the Board's correspondence that is posted online at the board meeting packet link. Oral public comments will also be accepted during the meeting through Zoom. Should Zoom not be operational, please check online at: www.scmttd.com for any updates or further instruction.

The Finance, Budget and Audit Standing Committee Meeting Agenda Packet can be found online at www.SCMTD.com.

The Committee may take action on each item on the agenda. The action may consist of the recommended action, a related action or no action. Staff recommendations are subject to action and/or change by the Board of Directors.

COMMITTEE ROSTER

Director Shebreh Kalantari-Johnson
Director Manu Koenig
Director Donna Lind
Director Mike Rotkin

City of Santa Cruz
County of Santa Cruz
City of Scotts Valley
County of Santa Cruz

Michael Tree
Julie Sherman

METRO CEO/General Manager
METRO District Counsel

MEETING TIME: 8:00 AM

NOTE: THE COMMITTEE CHAIR MAY TAKE ITEMS OUT OF ORDER

1 CALL TO ORDER

2 ROLL CALL

3 ORAL AND WRITTEN COMMUNICATIONS TO THE FINANCE, BUDGET & AUDIT STANDING COMMITTEE

This time is set aside for Directors and members of the public to address any item not on the Agenda, but which is within the matter jurisdiction of the Committee. If you wish to address the Committee, please follow the directions at the top of the agenda. If you have anything that you wish distributed to the Committee and included for the official record, please include it in your email. Comments that require a response may be deferred for staff reply.

4 ADDITIONS OR DELETIONS FROM AGENDA/ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS

5 MONTHLY FINANCIAL UPDATE

Chuck Farmer, CFO

6 KEY PERFORMANCE INDICATORS (KPI) REPORT FOR 2nd QUARTER THROUGH DECEMBER 31, 2022

Kristina Mihaylova, Finance Deputy Director

7 ADJOURNMENT

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Public Comment

If you wish to address the Board, please follow the directions at the top of the agenda. If you have anything that you wish distributed to the Board and included in the official report, please include it in your email. Comments that require a response may be deferred for staff reply.



Year to Date Monthly Financial Report as of January 31, 2023

Finance, Budget & Audit Standing Committee

February 10, 2023

Chuck Farmer, Chief Financial Officer

January 2023 Evacuation/Rescue Assist

215 students and staff @ YMCA Camp Campbell in Boulder Creek were transported to Scotts Valley Community Center and over Highway 17 to the St. Clare School in Santa Clara

Total of 324 people were evacuated during the storms – primarily from Boulder Creek, Ben Lomond, Felton, and Watsonville



39 residents and staff from the Willowbrook Residential Care facility to the Santa Cruz Bible Church, and then back to Willowbrook once the evacuation order was lifted



~ 20 unhoused residents were transported from the Salvation Army in Watsonville to the County's emergency shelter at the Santa Cruz County Fairgrounds

January 2023 Key Financial Highlights

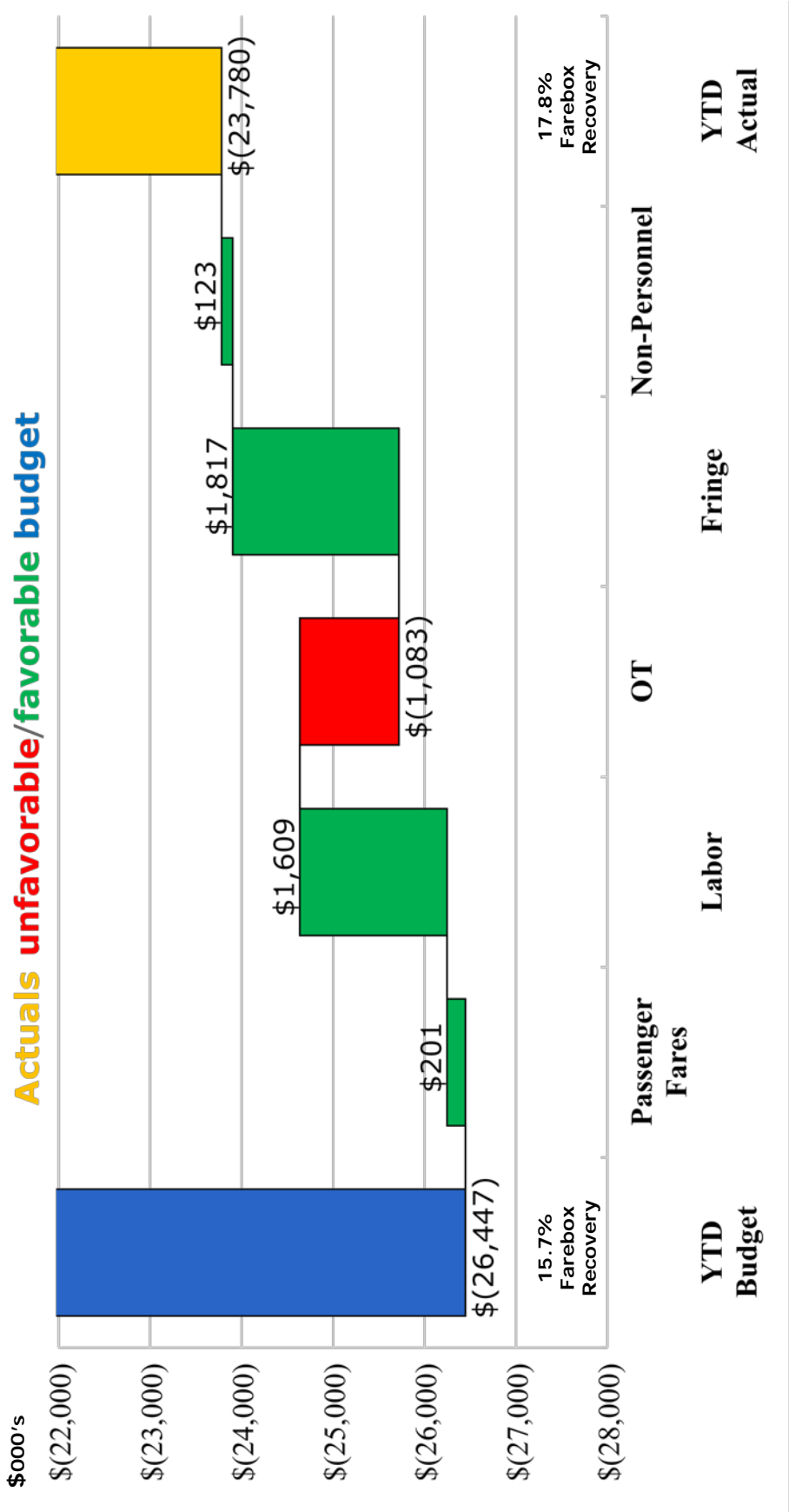
<p>Service</p>	<ul style="list-style-type: none"> Fixed Route (including Hwy 17) Cost per Revenue Service Hour is \$XXX vs Budget of \$395 <ul style="list-style-type: none"> XX canceled trips – ParaCruz Cost per Trip is \$xx vs Budget of \$86 Non-Student/Hwy 17 Passengers is XXXX vs Budget of 101,761
<p>Financials</p>	<ul style="list-style-type: none"> Total Operating Surplus/(Deficit) is favorable \$0.4M driven by lower wages of \$0.4M, fringe of \$0.4M; partially offset by higher OT of \$0.2M Non-Operating Revenues/Expense of \$2.35M are virtually flat to budget of \$2.31M
<p>Capital</p>	<ul style="list-style-type: none"> Capital spending of \$322K is under budget of \$550K primarily due delayed billing on Demo/Parking lot rehab
<p>Personnel</p>	<ul style="list-style-type: none"> xxx Active Personnel vs 329* Funded Personnel xx Vacancies at end of December, xx related to Paratransit and Bus Operators

January 2023, YTD Pre-Close Financials

January YTD FY23 Operating Surplus/(Deficit)

Actual* vs. Budget

Overall \$2.7M favorable



5.5

* Pre-close financials, subject to adjustments post close; may not foot due to rounding

January 31, 2023

YTD Operating Revenue and Expenses

\$ 000's	Actual*	Budget	Fav / (Unfav)
Operating Revenue			
Passenger Fares	\$ 1,669	\$ 1,420	\$ 248
Special Transit Fares	3,471	3,518	(47)
Total Operating Revenue	\$ 5,140	\$ 4,939	\$ 201
Operating Expense			
Labor - Regular	\$ 9,765	\$ 11,374	\$ 1,609
Labor - OT	1,963	879	(1,083)
Fringe	10,599	12,417	1,817
Non-Personnel <i>(excludes COVID costs)</i>	6,592	6,716	123
Total OpEx	\$ 28,919	\$ 31,385	\$ 2,467
Operating Surplus/(Deficit)	(\$ 23,779)	(\$ 26,447)	\$ 2,668
	<i>17.8%</i>	<i>15.7%</i>	<i>2.0%</i>
	<i>Farebox Recovery</i>		
Non-Operating Revenue/(Expense)			
Sales Tax/including Measure D	\$ 19,273	\$ 18,041	\$ 1,232
Federal/State Grants	8,401	6,847	1,554
COVID Relief Grants	5,292	7,738	(2,446)
COVID Related Costs	(73)	(191)	118
Pension UAL/Bond Interest Payment	(1,524)	(1,524)	0
All Other	753	391	362
Total Non-Operating Revenue/(Expense)	\$ 32,123	\$ 31,302	\$ 821
Operating Surplus/(Deficit) before Transfers	\$ 8,344	\$ 4,856	\$ 3,488
Transfers and Other			
Transfers to Bus Replacement Fund	(\$ 1,630)	(\$ 1,380)	(\$ 250)
Operating Surplus/(Deficit) after Transfers	\$ 6,714	\$ 3,476	\$ 3,238

- \$2.7M Operating Surplus driven by lower labor & fringe due to shortage of bus drivers; partially offset by increased OT
- Revenues favorable due to higher Sales Tax revenues, TDA/STA Grants, and Interest Income; partially offset by lower ARPA COVID drawdowns as a result of lower reimbursable costs

Capital Spending

January 31, 2023 Capital Budget Spend

Project Category:	Month to Date		Year to Date		Full Year	
	Actuals*	Budget	Actuals*	Budget	Budget**	% Spend
Construction Related Projects	\$ -	\$ -	\$ 11	\$ 9	\$ 1,050	1.0%
IT Projects	72	72	675	646	1,650	40.9%
Facilities Repair & Improvements	117	143	167	460	992	16.8%
Revenue Vehicle Replacement	129	273	612	804	2,666	23.0%
Revenue Vehicle Electrification Projects	-	-	41	6	1,251	3.3%
Non-Revenue Vehicle Replacement	-	5	63	68	468	13.5%
Fleet & Maintenance Equipment	-	-	-	-	75	0.0%
Misc.	4	57	76	156	692	11.0%
	Total \$	322 \$	550 \$	2,149 \$	8,844 \$	18.6%

- Overall YTD spending is at 76.5%, or \$1.6M, of budget of \$2.1M; primarily lower due to delayed billing from work done on demo of two structures, repair sinkhole project
- Active Projects include:
 - ERP Financial System
 - AVL/ITS, Automatic Passenger Counter
 - ZEB Chargers/Infrastructure

* Pre-close financials, subject to adjustments post close

** Revised budget approved in December, 2022

Questions?

Appendix

5.10

January 31, 2023

Monthly Operating Revenue and Expenses

\$ 000's	Actual*	Budget	Fav / (Unfav)
Operating Revenue			
Passenger Fares	\$ 178	\$ 183	(\$ 5)
Special Transit Fares	448	642	(194)
Total Operating Revenue	\$ 626	\$ 825	(\$ 199)
Operating Expense			
Labor - Regular	\$ 1,379	\$ 1,728	\$ 350
Labor - OT	278	105	(173)
Fringe	1,482	1,907	425
Non-Personnel (<i>excludes COVID costs</i>)	964	949	(15)
Total OpEx	\$ 4,102	\$ 4,689	\$ 587
Operating Surplus/(Deficit)	(\$ 3,476)	(\$ 3,864)	\$ 388
	<i>15.3%</i>	<i>17.6%</i>	<i>(2.3%)</i>
	<i>Farebox Recovery</i>		
Non-Operating Revenue/(Expense)			
Sales Tax/including Measure D	\$ 2,471	\$ 2,508	(\$ 37)
COVID Related Costs	(10)	(27)	17
Pension UAL/Bond Interest Payment	(217)	(217)	-
All Other	108	51	57
Total Non-Operating Revenue/(Expense)	\$ 2,352	\$ 2,315	\$ 36
Operating Surplus/(Deficit) before Transfers	(\$ 1,125)	(\$ 1,549)	\$ 424
Transfers and Other			
Transfers to Bus Replacement Fund	(\$ 181)	(\$ 192)	\$ 11
Operating Surplus/(Deficit) after Transfers	(\$ 1,306)	(\$ 1,741)	\$ 435

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KEY PERFORMANCE INDICATORS (KPI) REPORT

FOR 2nd Quarter through December 31, 2022

Finance, Budget & Audit Standing Committee

February 10, 2023

Chuck Farmer, Chief Financial Officer

Overview of Today's Presentation:

KPI Category Criteria / Metric

- ✓ Financial Performance
 - ✓ System Farebox Recovery Ratio
 - ✓ Fixed Route & Commuter Cost / RSH
 - ✓ ParaCruz Cost / Trip

- ✓ Productivity
 - ✓ Total Ridership and Total Ridership / Hour
 - ✓ UCSC, Cabrillo, Highway 17, & Local Ridership
 - ✓ Passengers / RSH by Route

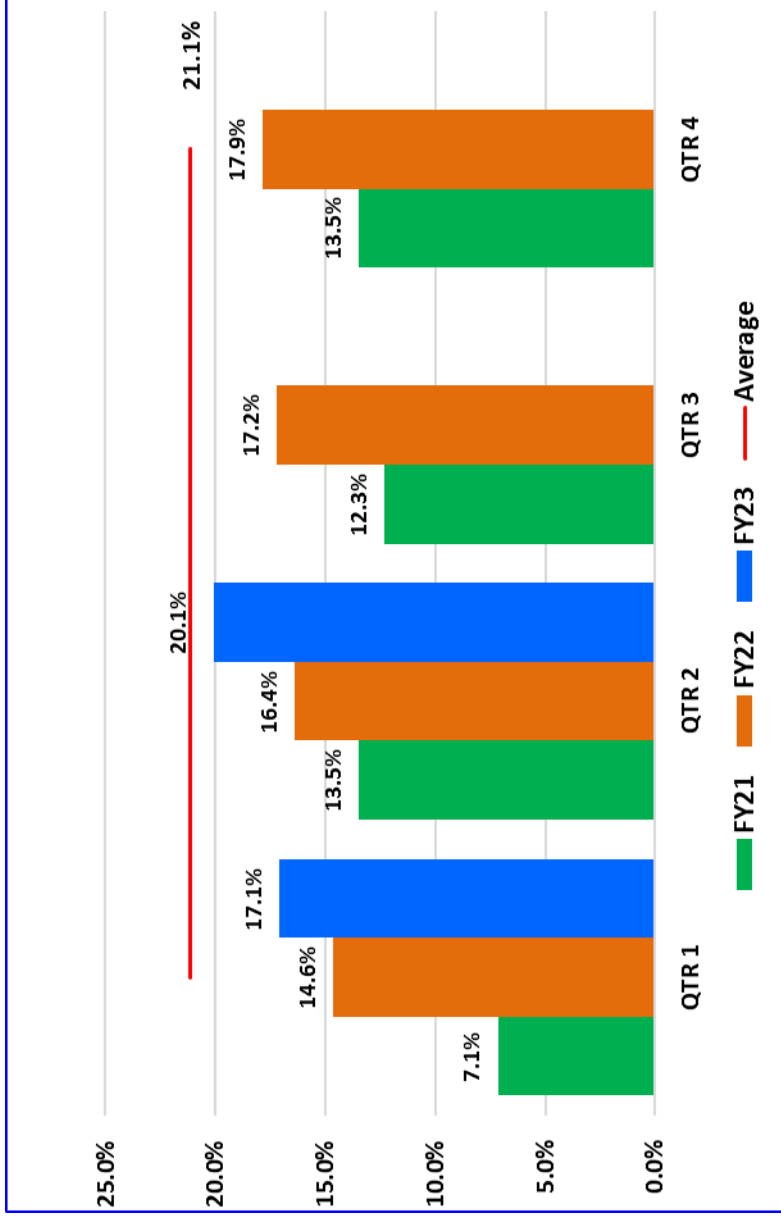
- ✓ Risk Management & Safety
 - ✓ Traffic Accidents
 - ✓ Passenger Incidents

- ✓ Reliability
 - ✓ Miles between Chargeable Road Calls for Fixed Route, Highway 17, & ParaCruz

- ✓ Dependability
 - ✓ Cancelled Trips by Cause & Region
 - ✓ Pass-Ups for Fixed Route, UCSC, & Routes

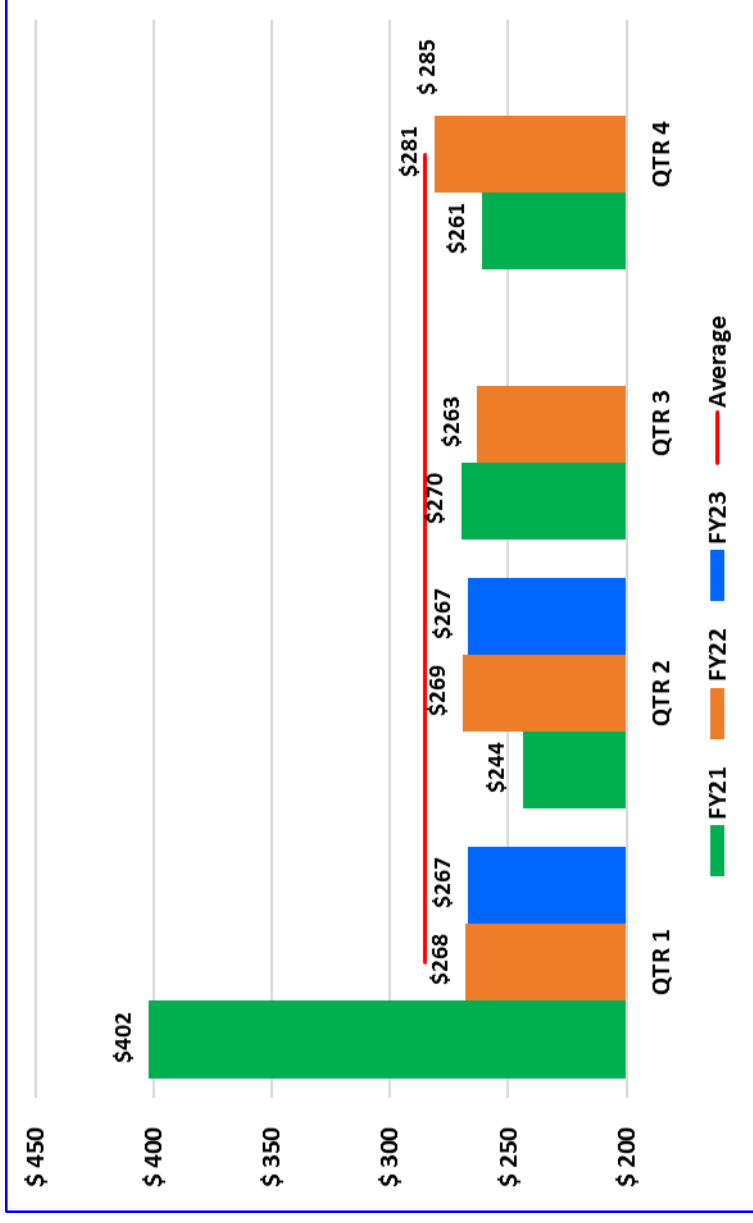
Financial Performance KPI's

System Farebox Recovery:



- Q2 FY23 Farebox Recovery is 20.1%, a year-over-year improvement of 3.7%, and 1.0% lower than target
- Revenues increased by 18.2% as ridership is up for both Fixed Route (\$89,580 or 12.8%) and Hwy 17 (\$5,634 or 19.9%) passengers. Costs decreased by 3.5%, primarily due to lower Labor costs for Fixed Route (\$801,208 or 9.0%) and Hwy 17 (\$57,200 or 8.1%), partially offset by increases in Non-Personnel for Fixed Route (\$427,027 or 17.1%) and Hwy 17 (\$36,080 or 18.3%), primarily due to the Temporary Help needed to cover vacant positions.
- The Farebox Recovery Target of 21.1% is based on the average actuals from FY18, FY19, FY22 (excludes FY20/FY21 due to COVID impact)

Fixed Route/Commuter Cost per RSH*

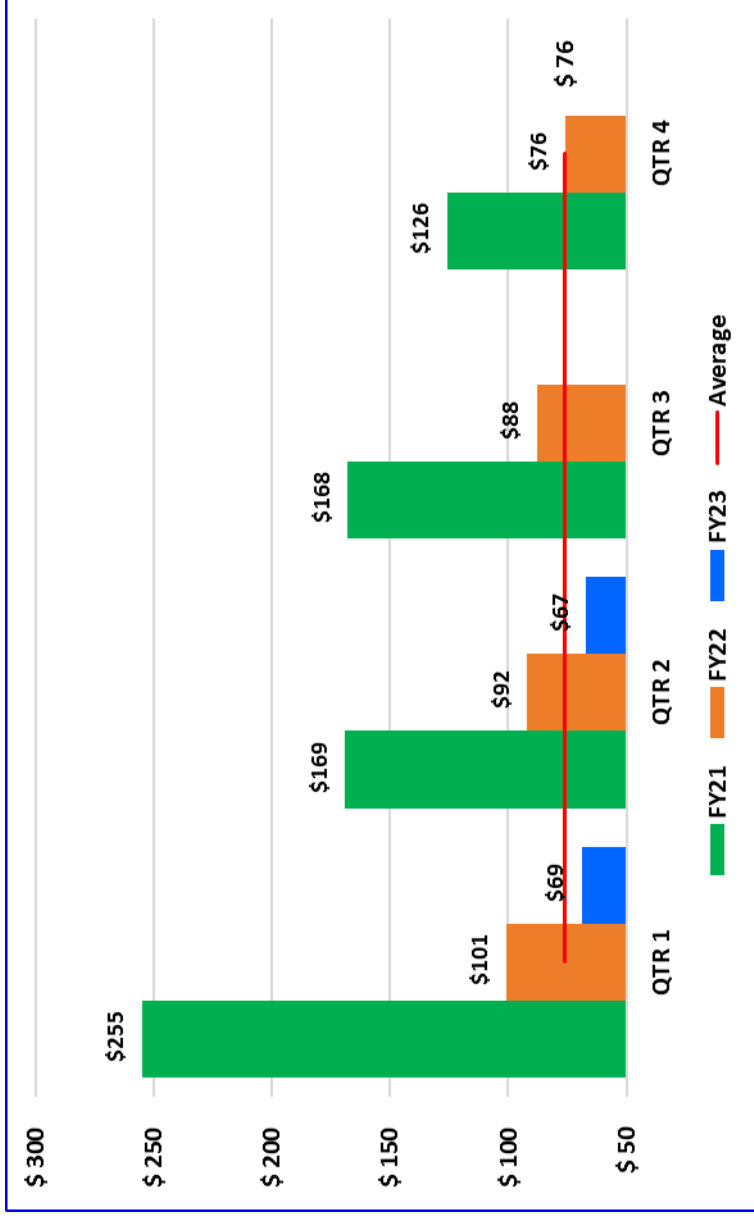


- Q2 FY23 Cost per RSH is \$267, slight improvement (\$2) over last year's Q2 costs, and \$18 lower than target

Revenue Service Hours increased 3.3% and costs had an increase of 2.9%

The Fixed Route/Commuter cost per RSH average of \$285 is based on the average actuals from FY18, FY19, FY22 (excludes FY20/FY21 due to COVID impact)

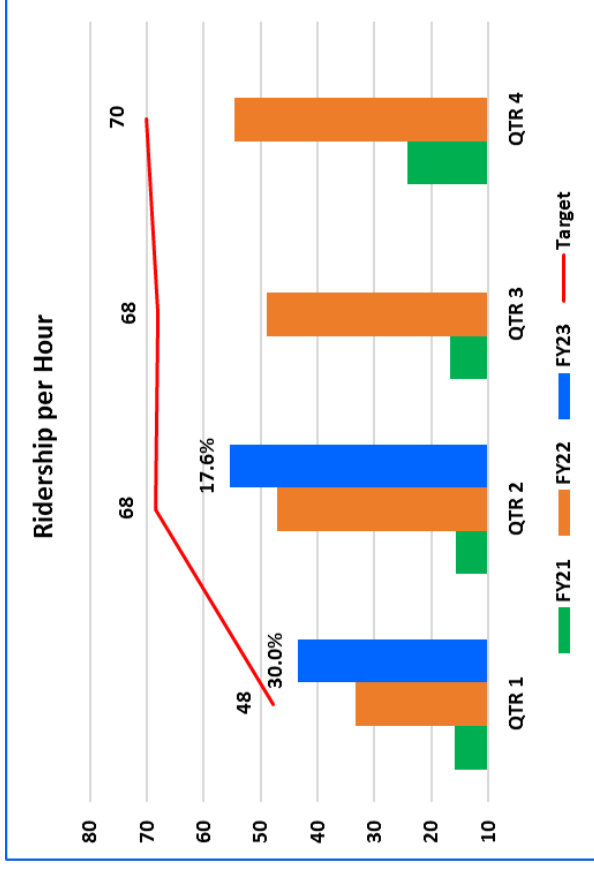
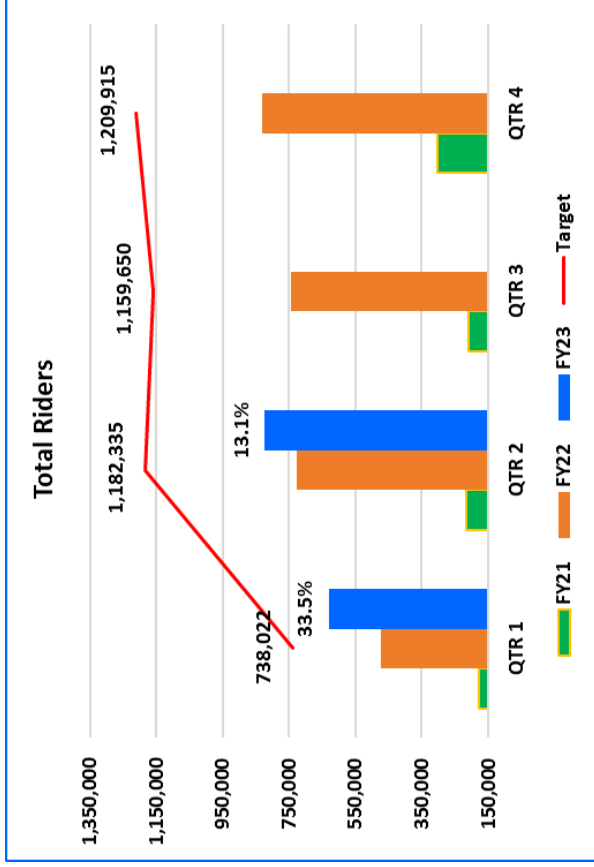
ParaCruz Cost per Trip



- Q2 FY23 Cost per Trip is \$67, a year-over-year improvement of \$25, and \$9 lower than target
- Trips delivered increased 24.3% while costs decreased 9.1%
- The ParaCruz Cost per Trip average of \$76 is based on the average actuals from FY18, FY19, FY22 (excludes FY20/FY21 due to COVID impact)

Productivity KPI's

Total Ridership / Ridership per Hour (RPH)



- A 12.8% increase in ridership in local, non-student ridership service
- A 9.1% increase in Student ridership
- A 19.9% increase in Highway 17 ridership
- The Quarterly Ridership Target is based on the average quarterly actuals from FY18, FY19, FY22 (excludes FY20/FY21 due to COVID impact)

- UCSC ridership increased only 5% over Q2 of FY22, in part due to decreased ridership during the UAW strike.
- Cabrillo ridership increased 111.2%
- The Quarterly RPH Target is based on the average quarterly actuals from FY18, FY19, FY22 (excludes FY20/FY21 due to COVID impact)

UCSC Ridership



- Q2 Ridership increased 5.0% due to heavy demand from students in October. However, UCSC ridership substantially decreased in November and December as a result of UCSC buses not serving the campus when picketers were present during the UAW strike.

The Quarterly Ridership Target is based on the average quarterly actuals from FY18, FY19, FY22 (excludes FY20/FY21 due to COVID impact); Q1 is typically low due to lower student count for summer sessions.

Cabrillo College Ridership

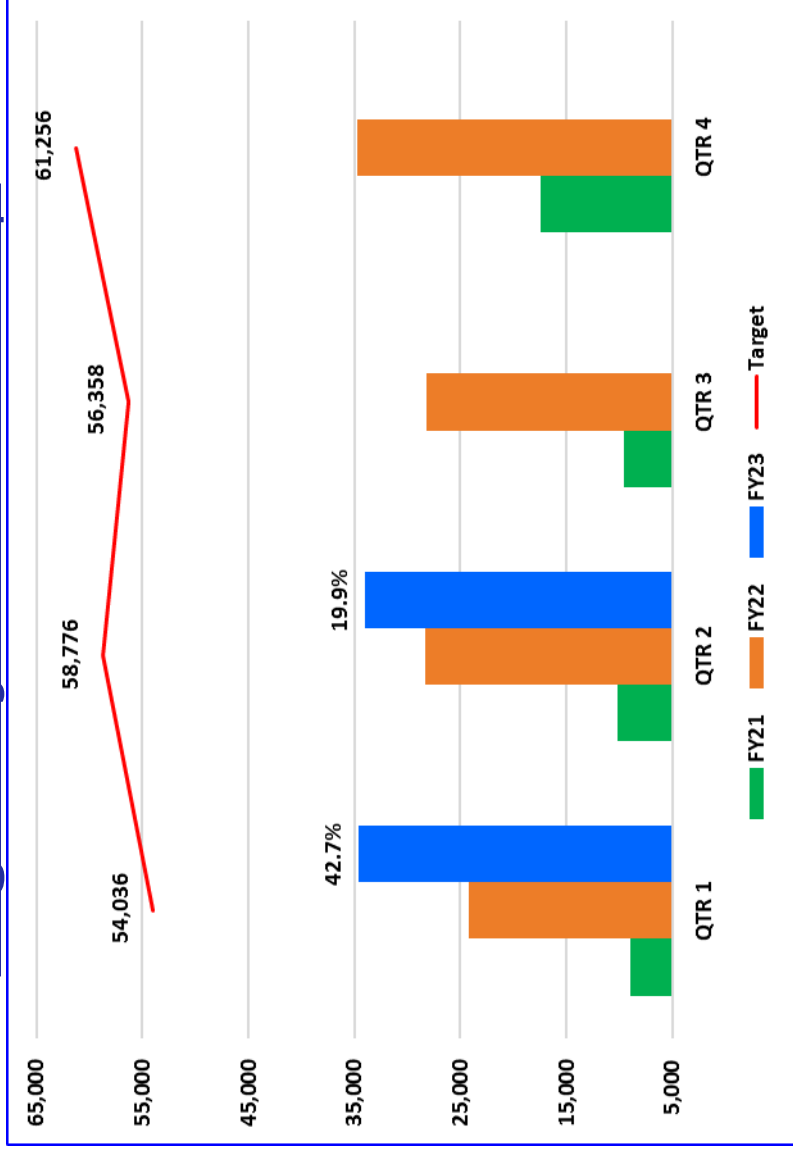


- Q2 Ridership increased 111.2% due to high demand for service, which remained steady throughout the fall semester of 2022, as students continued to attend classes in person.

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The Quarterly Ridership Target is based on the average quarterly actuals from FY18, FY19, FY22 (excludes FY20/FY21 due to COVID impact); Q1 is typically low due to lower student count for summer sessions.

Highway 17 Ridership

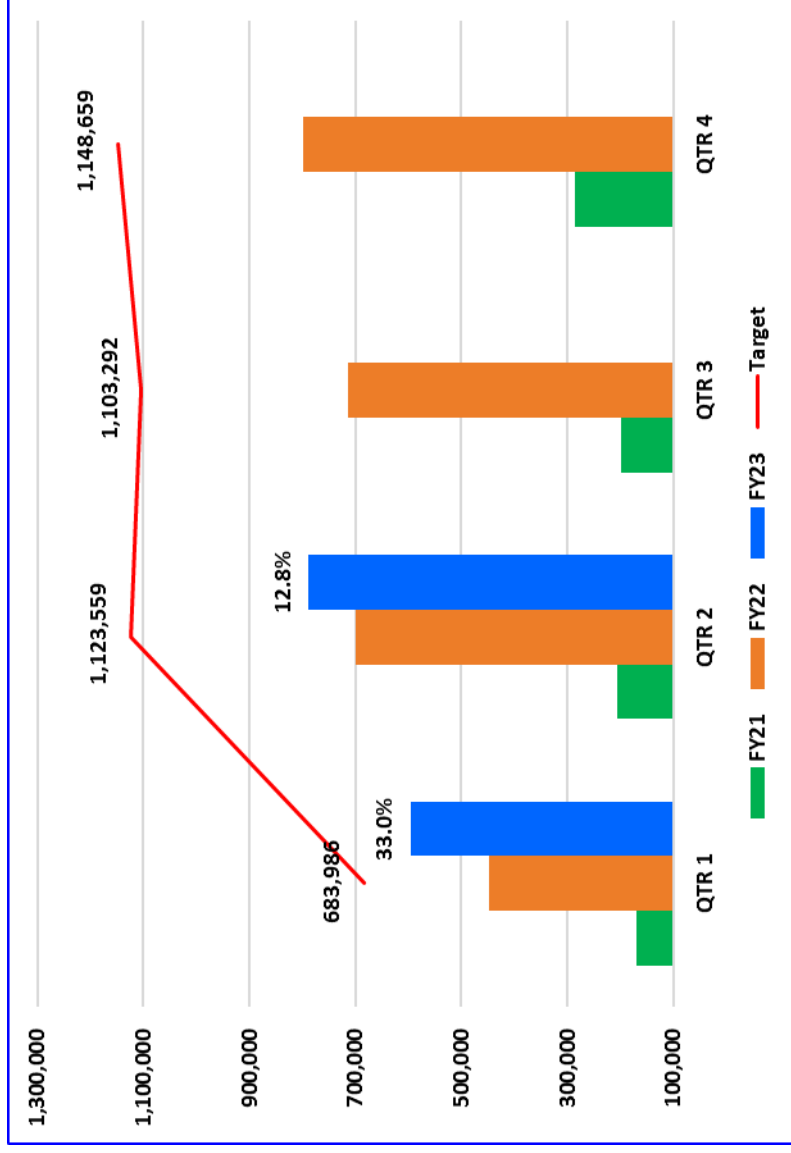


- Q2 Ridership increased 19.9% due to high demand for Hwy 17 service, particularly in October and November. SJSU continued to hold in-person classes throughout the fall semester and more employees headed into the office for work, at least part-time. However, boardings dipped below December FY22 ridership numbers. The decrease in demand for service may possibly be due to winter holiday vacations and inclement weather.

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- The Quarterly Ridership Target is based on the average quarterly actuals from FY18, FY19, FY22 (excludes FY20/FY21 due to COVID impact)

Local Ridership

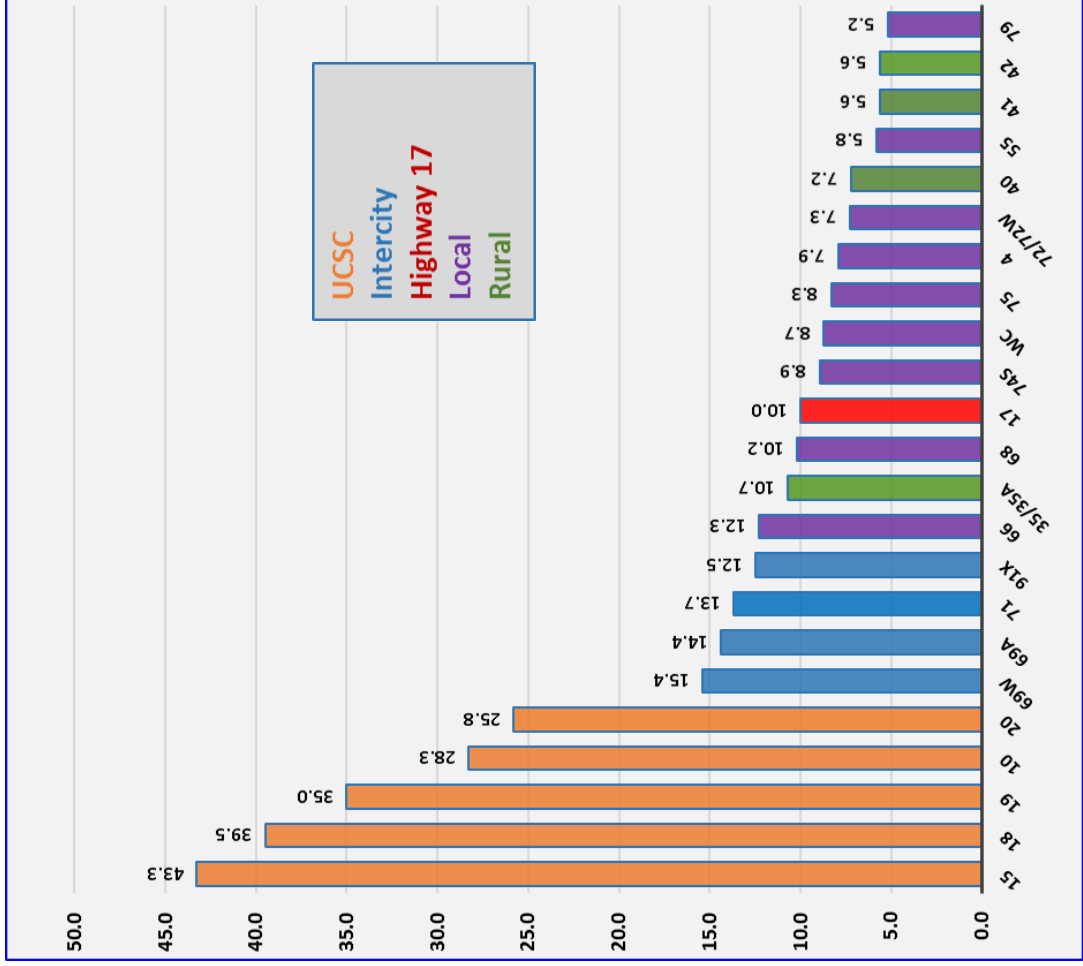


- Q2 Ridership increased 12.8% due to increased Student and Non-student ridership. Non-student and Cabrillo ridership was greater in every month of Q2 FY23. UCSC ridership increased substantially in October of FY23, but remained depressed for the rest of the fall semester due to the negative impacts of the UAW strike.

The Quarterly Ridership Target is based on the average quarterly actuals from FY18, FY19, FY22 (excludes FY20/FY21 due to COVID impact)

YTD FY23 Passengers/Service Hours by Route

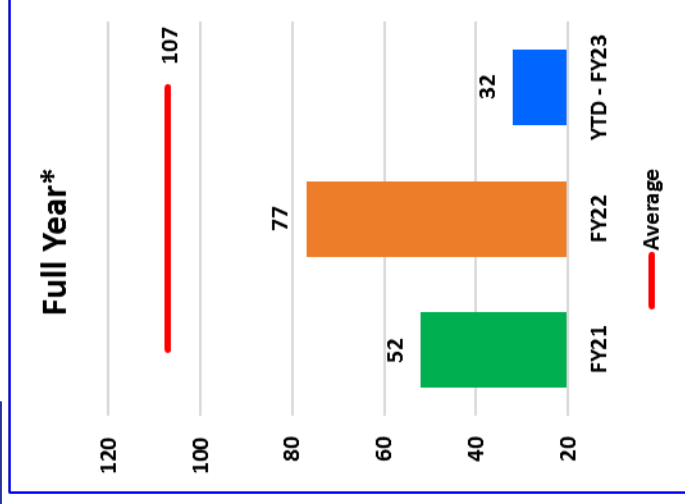
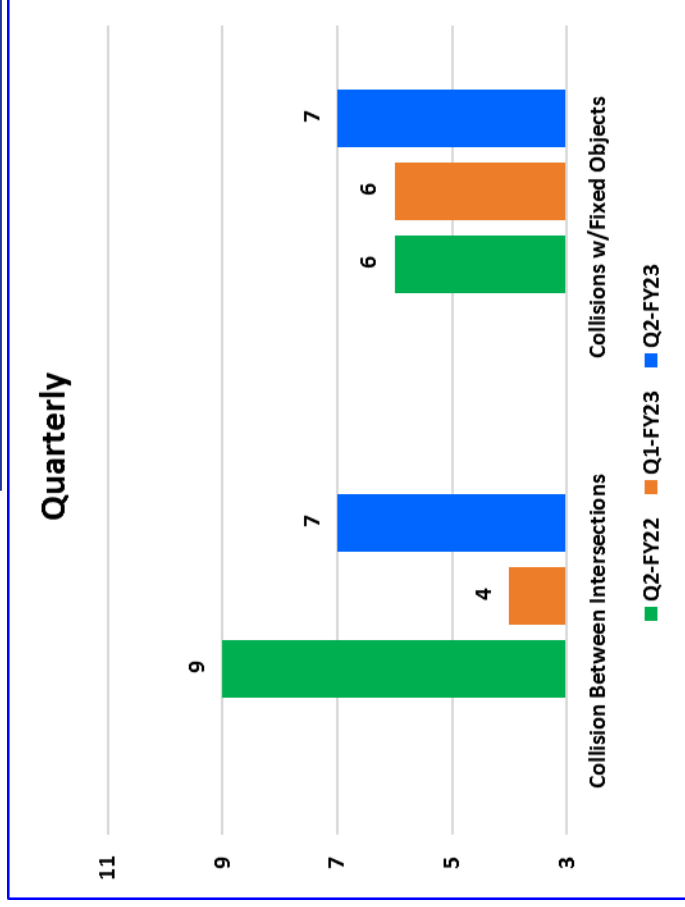
- Total Passengers/Service Hours increased 22.7% in FY23 Q2 YTD, when compared to FY22 Q2 YTD.
- Combined UCSC Passengers/Service Hours was 35.3
- Combined Intercity Passengers/Service Hours was 14.2
- Combined Local Passengers/Service Hours was 8.9
- Combined Rural Passengers/Service Hours was 10.1
- Combined Highway 17 Passengers/Service Hours was 10.0



Risk Management & Safety KPI's

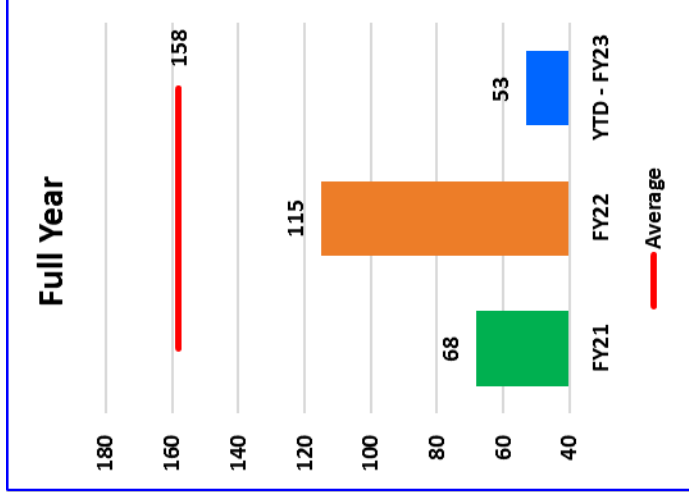
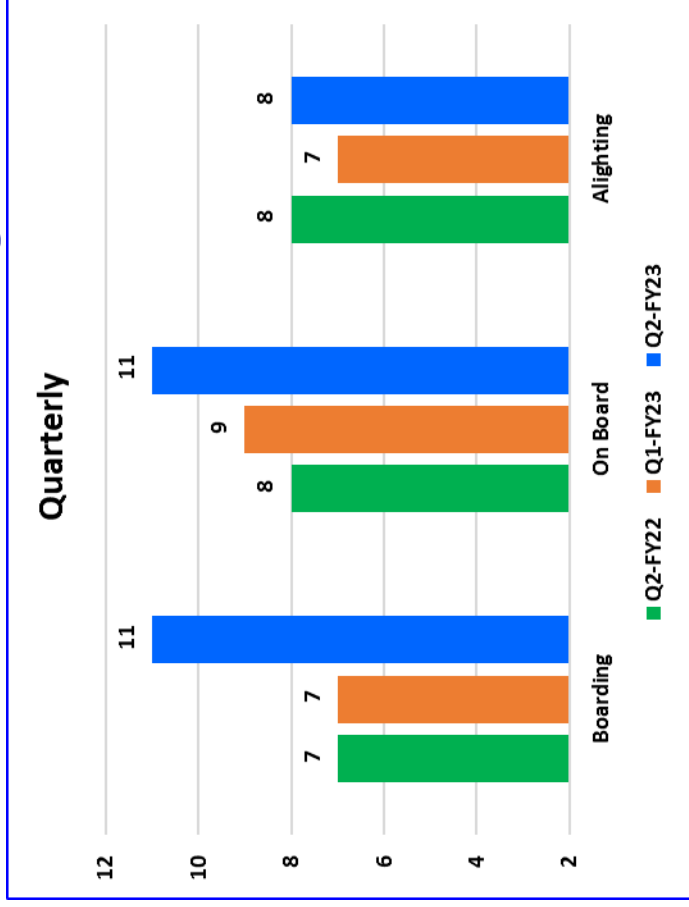
6.14

Traffic Accidents



- Total Traffic Accidents in Q2 FY23 increased by 4 (40%) over Q1 FY23, decreased by 1 (7%) from a year ago, Q2 FY22
- Collisions with Fixed Objects Q2 FY23 increased by 3 (75%) over Q1 FY23, decreased by 2 (22%) from a year ago, Q2 FY22
- Metro average of 107 is based on pre-pandemic 3 year average (FY18, FY19, FY20)
- Quarterly categories are only reported if any reporting/presented quarter has 3 or more incidents.
- The YTD total is **all** incidents (Collisions between/at intersections, fixed object and rear end collisions, along with collisions between District vehicles)

Passenger Incidents

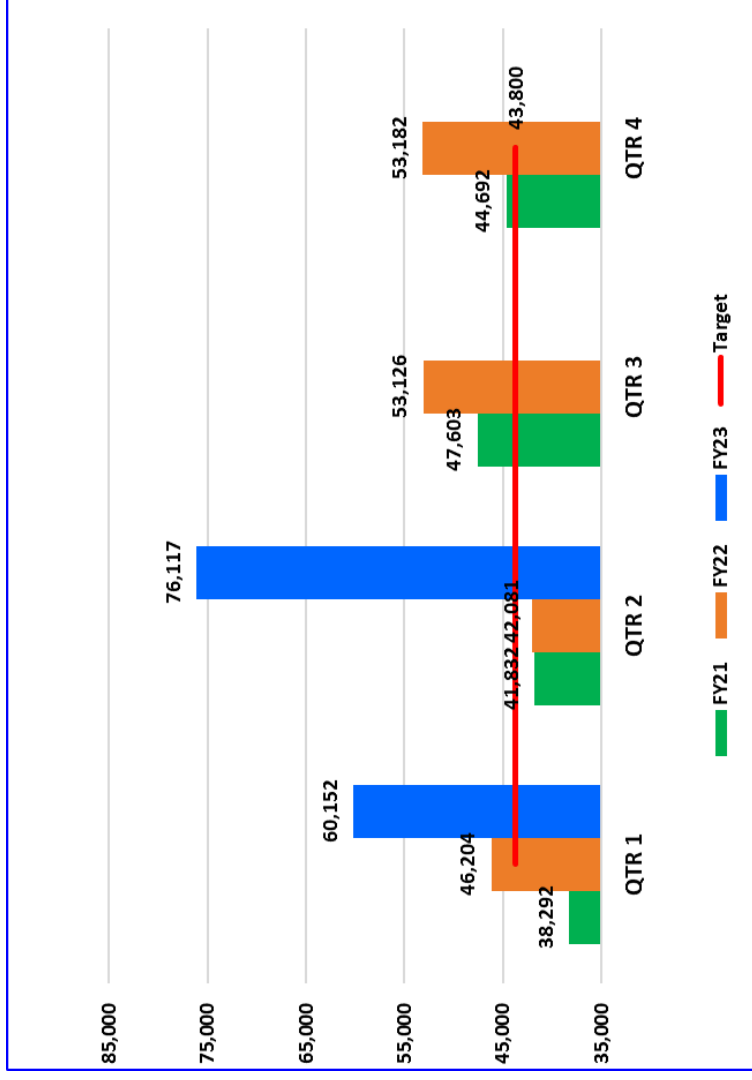


- Safety, Fleet Maintenance, and Information Technology departments are collaborating to identify further methods to reduce the number of incidents.
- Most boarding incidents occur when the passengers are using cell phones, not paying attention, or sleeping.
- Metro Average of 158 is based on pre-pandemic 3 year average (FY18, FY19, FY20)

Reliability KPI's

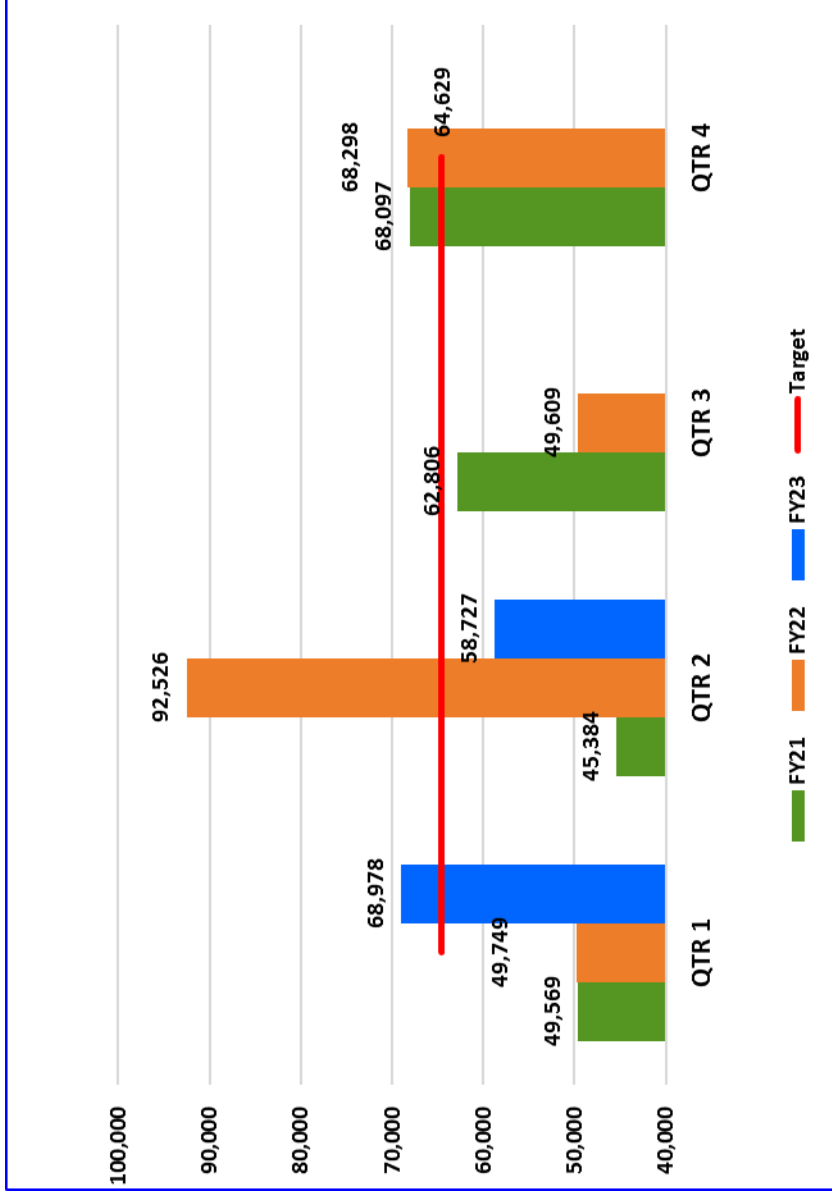
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Mean Miles Between Chargeable Road Calls - Fixed Route (Local)



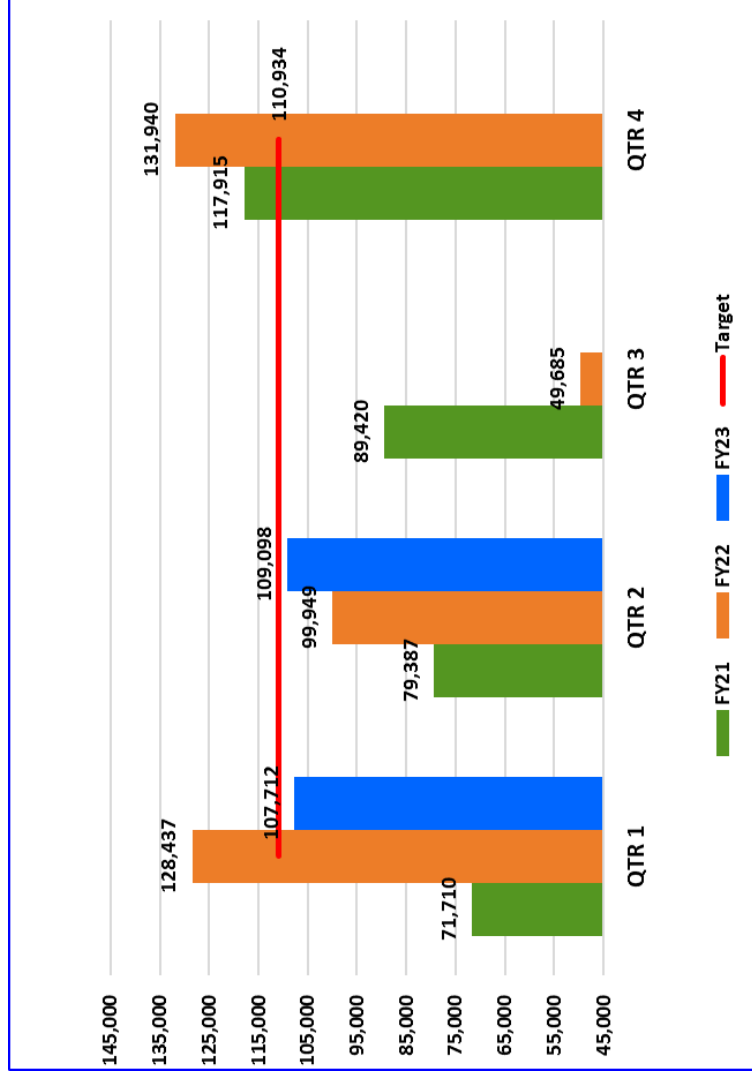
- Q2 FY23 mileage increased by 35,036 and road calls decreased by 15 compared to the same time period in FY22 as a result of new buses being put into service
- Chargeable road calls in Q2 FY23 are 13, 4, and 14 in October, November, and December, respectively
- The current target of 43,800 and is based off a 3 year monthly average from FY20-FY22, times three to get to a quarterly number.

Mean Miles Between Chargeable Road Calls - Highway 17



- The Highway 17 fleet is newer so it has less wear and tear and tends to perform better
- Chargeable road calls in Q2 FY23 are 2, 1, and 3 in October, November, and December, respectively
- The current target is 64,629 and is based off a 3 year monthly average from FY20-FY22, times three to get to a quarterly number.

Mean Miles Between Chargeable Road Calls - ParaCruz



- In Q2 FY23 chargeable road calls were 1 in October and none in November and December

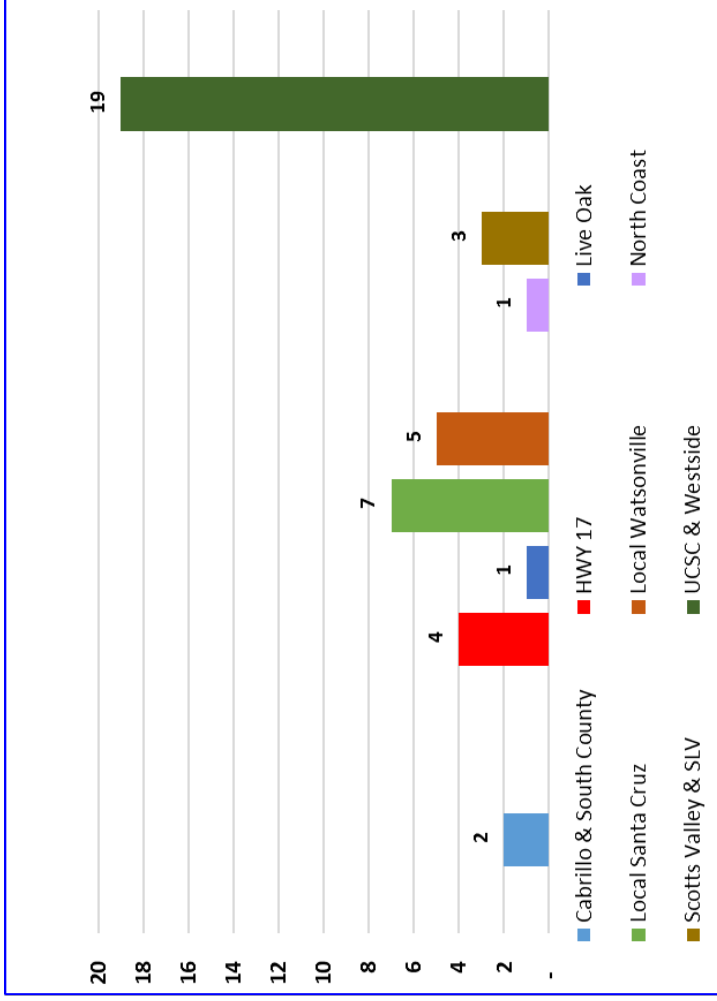
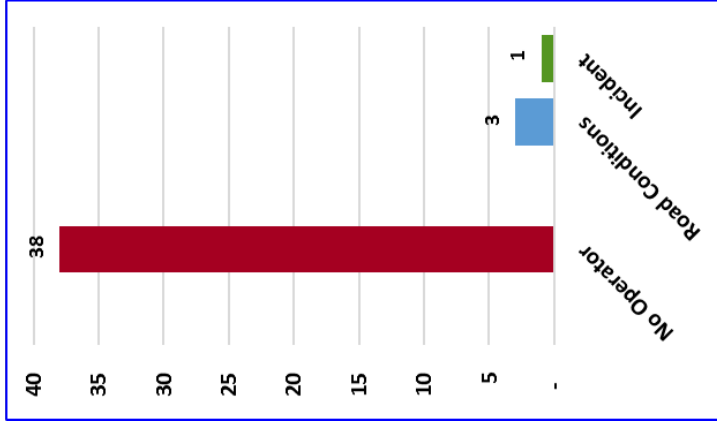
- ParaCruz Q2 FY23 mileage increased by 9,149 and road calls decreased by 3 compared to the same time period in FY22

- The current target is 110,934 and is based off a 3 year monthly average from FY20-FY22, times three to get to a quarterly number.

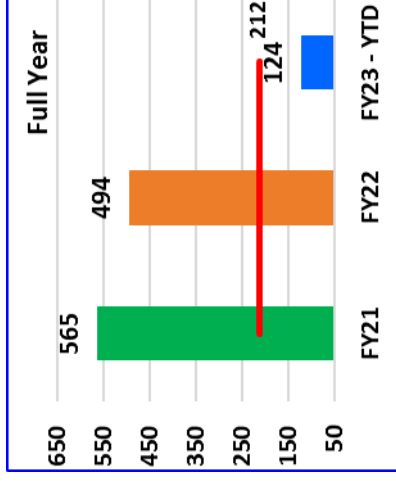
Dependability KPI's

6.21

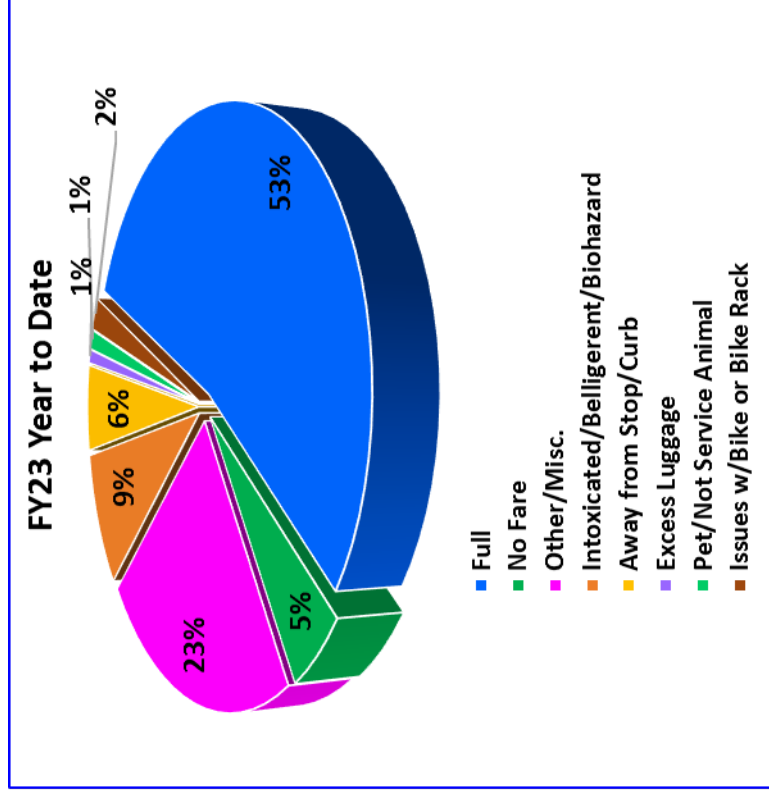
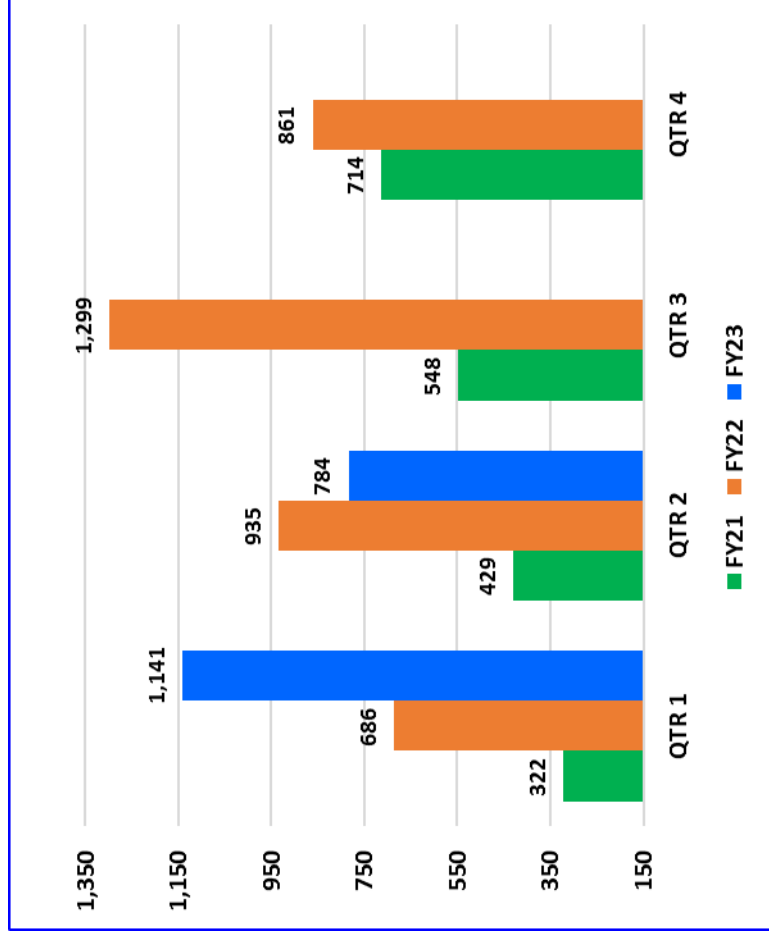
Cancelled Trips by Cause & Region



- In Q2 FY23 there were 22 cancelled trips in October, 17 in November, and 3 in December
- Cancellations were primarily the UCSC/Westside route (45.2%), with Cabrillo & South County, Hwy 17, Local Santa Cruz/Watsonville, North Coast, Scotts Valley & SLV the remaining 54.8%
- 90% of these cancellations were due to “No Operator”
- Full year average of 212 is based on the average of FY18, FY19, and FY22 (excludes FY20/FY21 due to COVID impact)

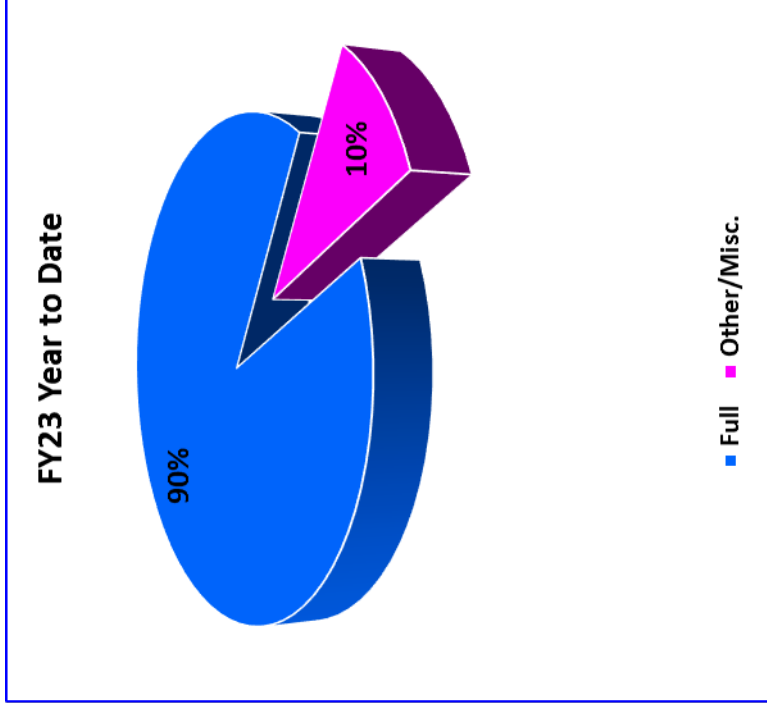
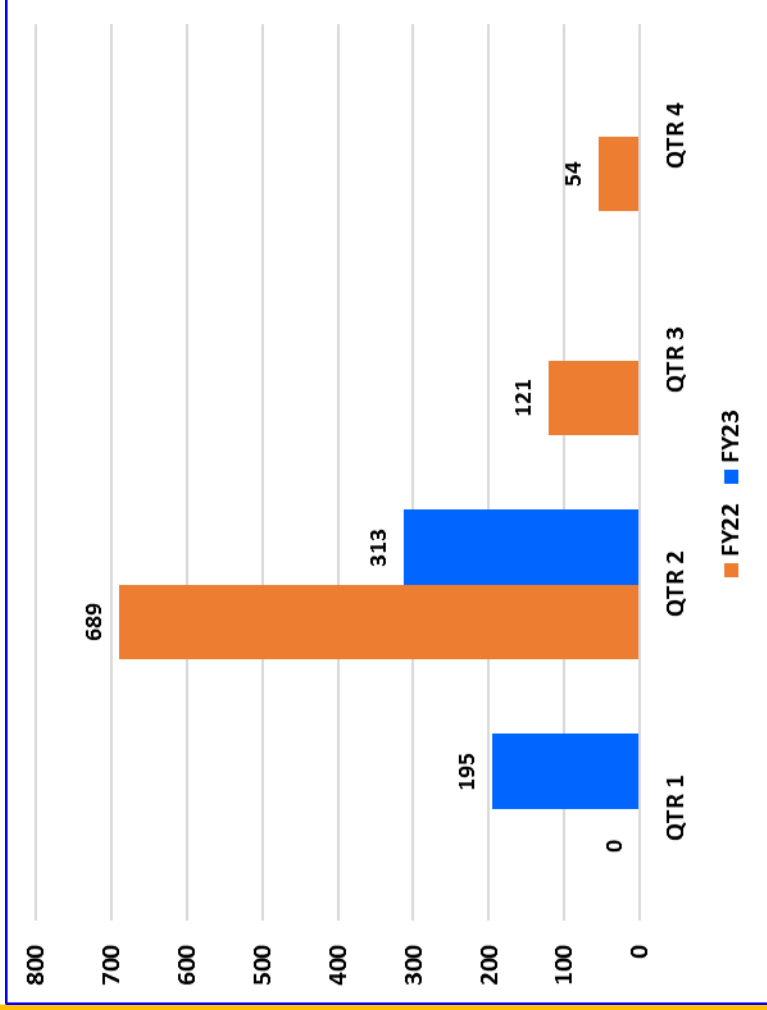


Pass-Ups by Quarter/Reason - Fixed Route



- In Q2 FY23, total pass-ups were 151 (16.1%) lower when compared to Q2 FY22
- October had an increase of 46 pass-ups, or ~9% year-over-year for the same time period
- November and December had 87 and 110 pass-ups, respectively, and were down ~38% and 63% year-over-year for the same time period
- 53% of Year to Date total pass-ups are caused by full bus capacity, followed by 23% of Other, which covers a wide range of issues (such as Surfboards, No Shoes, Smoking/Vaping, and Hygiene to name a few)

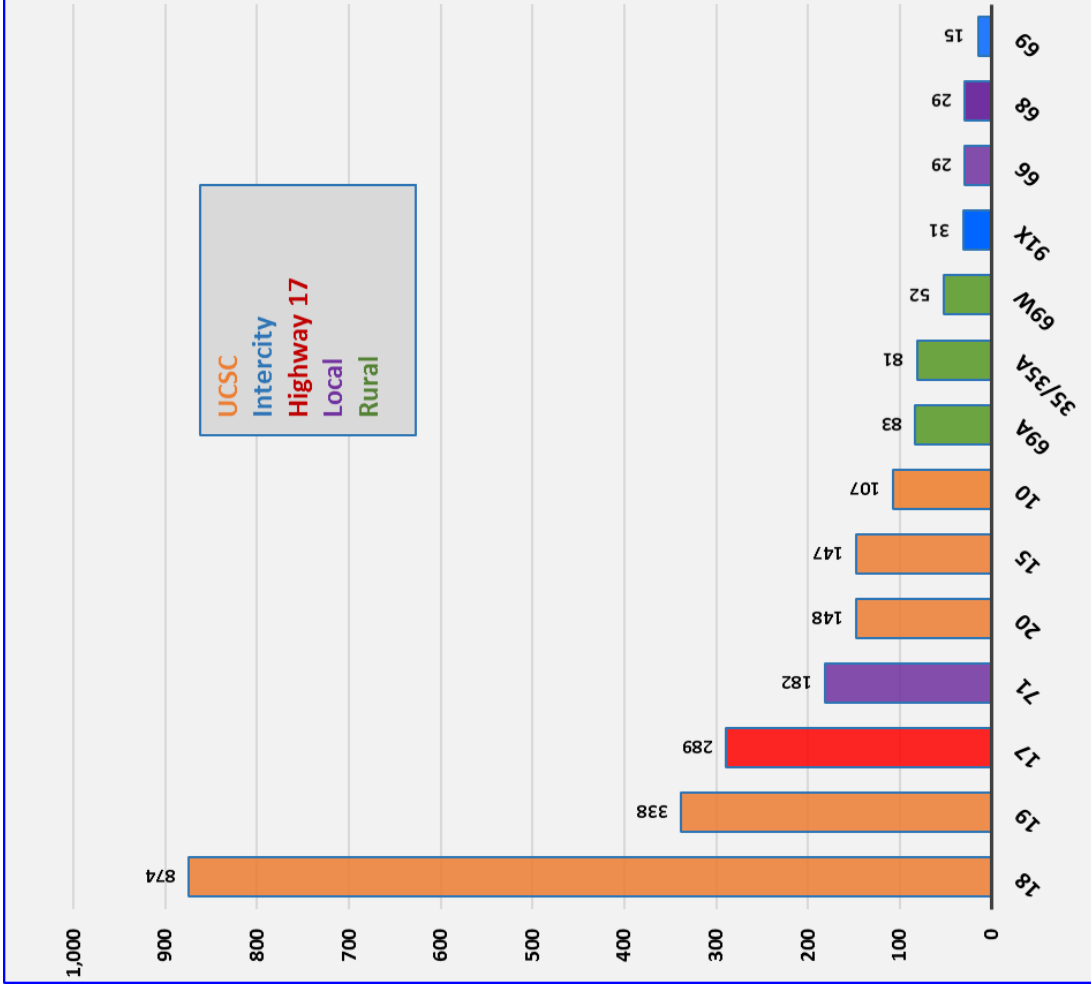
Pass-Ups by Quarter/Reason - UCSC



- UCSC data has not been collected/reported in the past
- October and November had 247 and 66 pass-ups, respectively, and were down ~63% and up 313% year-over-year for the same time period
- December had zero pass-ups in either year
- 90% of Year to Date total pass-ups are caused by full bus capacity

YTD FY23 Pass-Ups by Route

- Only routes with greater than 10 pass-ups are presented
- YTD Pass-ups total 2,433
- UCSC Routes comprised 1,614 (66.3%), of which 80.7% were due to full bus capacity
- Highway 17 Routes comprised 289 (11.9%), of which 57.1% were due to full bus capacity
- Local Routes comprised 221 (9.1%), 34.4% were due to Intoxicated/Belligerent/Bio-hazard
- Intercity Routes comprised 219 (9.0%), of which 50.7% were due to various misc. issues
- Rural Routes comprised 90 (3.7%), of which 34.4% were due to various misc. issues



Questions

6.26

KPI Metric Descriptions & Importance

Metric	Description & Importance
Financial Performance	<p>The Farebox Recovery Ratio represents the passenger fares (Fixed Route and Commuter) coverage of Metro's agency costs; this provides insight to the amount of non-passenger revenue (subsidy) needed to cover costs. Additionally, it allows the agency to compare cost-effectiveness within its own service.</p> <p>Fixed Route and Commuter Cost per Revenue Service Hour (RSH) along with the ParaCruz Cost per Trip depict the cost per hour of service/trip. By effectively tracking and minimizing costs, this measurement ensures efficient delivery of transit services.</p> <p>Data presented is by Quarter, for the current and past two fiscal years.</p>
Productivity	<p>Total Ridership and Ridership per hour are measures of productivity. The metrics depict seasonal fluctuations in ridership related to holidays, school terms, and other changes.</p> <p>Student ridership, historically a large portion of METRO's total ridership, shows changes in student enrollment and seasonal trends can be seen year over year.</p> <p>Highway 17 demonstrates METRO's commuter ridership, connecting Santa Cruz to San Jose.</p> <p>Local Ridership excludes student and commuter routes and reflects all other routes within the county.</p> <p>Passengers per Revenue Service Hour (RSH) depicts the productivity of each route. This ratio brings the true productivity of each route to scale and can stimulate discussions about frequency of service in urban and semi-urban areas of the of the county versus geographic coverage.</p> <p>Data presented is by Quarter, for the current and past two fiscal years.</p>

KPI Metric Descriptions & Importance, con't

Metric	Description & Importance
Risk Management & Safety	<p>Traffic Accidents are broken down into different categories: Collisions between intersections, at the intersection, with fixed objects, with other district vehicles</p> <p>Passenger Incidents happen with METRO passengers either while boarding a bus, on board a bus, or alighting (descending) a bus.</p> <p>Data presented is by Quarter, for the current quarter, previous quarter, and the current quarter for the last fiscal year.</p> <p>Quarterly categories are only reported if any reporting/presented quarter has 3 or more incidents.</p> <p>The YTD total is all incidents (Collisions between/at intersections, fixed object and rear end collisions, along with collisions between District vehicles)</p>
Reliability	<p>Any mechanical failure that impedes the vehicle from starting or completing a scheduled revenue trip because actual movement is limited, or there are safety concerns, are used to calculate the Mean Miles Between Chargeable Road Call.</p> <p>The metric is calculated using the number of miles for the month divided by the number of chargeable road calls for each service type (Fixed Route, Commuter, and ParaCruz).</p> <p>Data presented is by Quarter, for the current and past two fiscal years.</p>

KPI Metric Descriptions & Importance, con't

Metric	Description & Importance
Dependability	<p>Cancelled Trips are presented by Region and Cause for the current quarter only and YTD for the current year, and full year for the previous two fiscal years.</p> <p>Pass-Ups occur when a bus operator must leave behind a passenger for a variety of reasons: No Fare, Exceeds Capacity Load (Full Bus), Intoxicated/Belligerent/Biohazard, and All Other.</p> <p>Pass-Ups data are presented by Quarter, for the current and past two fiscal years for both Fixed Route and UCSC along with a YTD presentation of Routes with 10 or more Pass-Ups</p>

Historical Metrics

Metric	FY18	FY19	FY20	FY21	FY22	YTD FY23
Farebox Recovery	24.1%	22.7%	24.1%	11.2%	16.6%	18.6%
Fixed Route/Commuter Cost/RSH	218	211	270	298	271	247
ParaCruz Cost/Trip	69	72	129	181	91	69
Monthly Mean Miles Between Chargeable Road Calls - Fixed Route	13,524	13,610	13,216	14,368	16,216	30,501
Monthly Mean Miles Between Chargeable Road Calls - Highway 17	16,582	23,043	24,126	18,821	21,682	21,284
Monthly Mean Miles Between Chargeable Road Calls - ParaCruz	39,213	44,221	44,329	29,869	34,168	40,511
Average Age of Fleet - Fixed Route		13.8	12.6	12.9	12.8	
Average Age of Fleet - Highway 17		13.8	12.6	12.9	9.5	
Average Age of Fleet - ParaCruz		5.1	6.1	6.2	7.3	
Annual Road Miles - Fixed Route	2,385,515	2,443,157	2,139,917	1,999,474	2,325,531	1,150,409
Annual Road Miles - Highway 17	604,762	627,207	540,859	324,281	373,984	191,507
Annual Road Miles - ParaCruz	551,831	601,229	531,951	373,748	503,650	261,515