



asucd CITY OF DAVIS  
**UNITRANS**

# GENERAL MANAGER'S REPORT FY 2021-22



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## **Fiscal Year 2021-22 Unitrans Service Executive Summary**

Fiscal Year 2021-22 was focused on protecting the health and safety of our customers and staff, providing stable, reliable service of our customers with the return to in-person learning at UC Davis, and introducing our first zero emission buses!

### *Health and Safety*

Unitrans continued a strong focus on customer and staff health and adjusted to changing health guidance throughout the year.

- In FY2019-20 and FY2020-21, Unitrans limited bus capacity to 15 customers per vehicle. This was lifted in September 2021 when UC Davis in-person learning resumed.
- All windows remained open on the vehicles (weather permitting) and the vehicle ventilation systems were always on to maximize air flow throughout the year. This policy was lifted in FY2022-23.
- Face coverings for all staff and customers were required until April 2022 while on the bus per local and state regulations.
- Unitrans provided and continues to provide personal protective equipment (PPE) to our staff including face coverings (disposable and washable), hand sanitizer, and sanitizing wipes.
- Unitrans continued to direct all employees to sanitize their work area before starting work.
- Sanitization efforts continued throughout the year including cleaning the buses with two different COVID-19 killing disinfectants each night.

When the pandemic started, Unitrans stopped collecting fares and directed all customers to board and alight through the rear doors. When UC Davis' 2021-22 academic year started on September 30, 2021, Unitrans began collecting fares again but continued to allow customers with pre-paid passes to board through the rear door if they chose through a pilot program called "all door boarding". This was implemented to speed up boarding times, improve on-time performance, and improve service reliability.

In regard to general safety, Unitrans had zero major collisions and safety incidents during the fiscal year, matching FY2020-21 and FY2019-20 performance. 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. Unitrans does not expect this trend to continue as ridership and traffic levels increase.

### *Service and Ridership*

With the return to in-person learning at UC Davis in September 2021, Unitrans expected ridership to surge and expected a large staffing shortage. The City, UC Davis (Unitrans), and the Yolo County Transportation District (YCTD), operator of Yolobus, worked together to expand service locally in Davis to accommodate predicted increased customer demand. American Rescue Plan (ARP) Act funding allocated to the City of Davis was used to fund local Yolobus service in Davis. Yolobus operated 30-minute A line service for the entire academic year and 60-minute L line service for fall 2021 and

winter 2022 academic quarters as a direct substitute to Unitrans service. Even with YCTD assistance, staffing shortages at both Unitrans and Yolobus resulted in service levels approximately 20% below pre-pandemic levels. Before the pandemic, Unitrans operated 15-to-30-minute headways on all routes but was only able to operate 30-to-60-minute headways on all routes in FY2021-22.

Staffing levels were improving but dropped again in winter 2021 with the COVID-19 Omicron variant wave and return to UC Davis remote instruction in January 2022. With staffing setbacks, Unitrans was not able to significantly expand service during the academic year but was able to resume Unitrans 60-minute L line operations in spring 2022 and expanded West Village service in winter 2022 which was chronically overcrowded. West Village V line service was split into two lines – the V Limited and V Express – with both services operating every 30 minutes. Below is a summary of the service frequencies throughout the fiscal year.

#### Academic Year 2021-2022 Service Starting September 22, 2021:

- Hourly service on the B, C, E, F, L, and Z
  - L line operated by Yolobus
- 30-minute service on the A, D, G, J, K, M, P, Q, V, and W
  - A line operated by Yolobus

#### Academic Year 2021-2022 Service Starting January 31, 2022:

- Hourly service on the B, C, E, F, L, and Z
  - L line operated by Yolobus
- 30-minute service on the A, D, G, J, K, M, P, Q, V-Express, V-Limited, and W
  - A line operated by Yolobus

#### Academic Year 2021-2022 Service April 4, 2022:

- Hourly service on the B, C, E, F, L, and Z
  - L line operated by Unitrans
- 30-minute service on the A, D, G, J, K, M, P, Q, V-Express, V-Limited, and W
  - A line operated by Yolobus

#### Service Starting June 10, 2022 (All services operated by Unitrans):

- Hourly service on the A, B, C, E, F, L, and Z
- 30-minute service on the G, J, K, M, P, Q, and V
- D and W lines suspended

Ridership rebounded strongly compared to FY2020-2021 with Unitrans carrying 1.98 million customers compared to just 350,000 the previous year. Ridership was still down approximately 50% though compared to pre-pandemic levels. Ridership averaged approximately 10,500 customers per weekday during the academic year.

Revenue hours and miles were up 5% and 3% respectively compared to FY2020-21 showing that staffing levels did not accommodate a large service restoration and also that buses were carrying significantly more people than last year (ridership up 466%).

Hours and miles were down 25% compared to pre-pandemic levels. Note that these totals do not include service hours and miles operated by YCTD for the A and L lines.

### *Service Changes*

On August 2, 2021, Unitrans implemented service changes approved by the Unitrans Advisory Committee at their April 22, 2021 meeting. Changes effective August 2:

- E line service adjusted to operate on Fifth Street between campus and F Street to improve route reliability and reduce the need for additional afternoon resources to maintain reliable service.
- Z line morning schedule adjusted five minutes later to better match customer travel demand.
- Minor schedule adjustments made on the F, L, M, P, Q, and W lines to improve reliability.

Since the changes, E line reliability has greatly improved with over 90% of trips now able to complete the scheduled trip in the allotted 25-minute schedule. Prior to the change, the E line was one of the least reliable Unitrans services.

### *Staffing*

Driver staffing shortages persisted into the year and prevented Unitrans from restoring pre-pandemic level service. Driver hiring was improving until January when remote instruction resumed at UC Davis. Many trainees quit when that change was announced. Unitrans had approximately 105 drivers on staff during FY2021-22 compared to 175 needed for full pre-pandemic service. Unitrans hiring and training staff will continue to focus on increasing driver numbers until we reach 175 active drivers.

All career vacancies were filled for part of the year however a career trainer vacancy and IT Manager vacancy were open by the end of summer 2022.

### *Student Involvement*

Unitrans is primarily operated by undergraduate students at UC Davis, even when UC Davis campus is closed. Over 90% of all Unitrans employees, including all drivers, are UC Davis undergraduates. Despite the pandemic, 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.

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 2021, Unitrans held its fifth annual food drive at the Davis Co-op to benefit the ASUCD Pantry. We received over \$3,500 in food donations.
- Student staff led recruitment and retention efforts to attract as many students to Unitrans jobs and retain as many staff as possible.

### *Finance*

In January 2022, Unitrans revised the annual budget down due to lower service levels than originally planned. The Unitrans FY2021-22 budget was revised from \$7.7 million in revenues and expenditures to a \$7.3 million balanced budget. Revisions included higher wages for front line student staff to improve retention, continued, prolonged career staff vacancies, much higher than expected fuel costs, and lower overall service levels. Preliminary, unaudited year-end financial projections show that Unitrans spent \$7.36 million for the fiscal year and received just over \$7.1 million in revenue. The small projected deficit relied on carry forward financial revenues from the previous year to balance the budget.

Through the original Coronavirus Aid, Relief, and Economic Security (CARES) Act authorized in March 2020, the City of Davis was allocated \$10,308,599 in funding. The total was higher than similar sized communities because Unitrans ridership is so high and efficient which results in additional funding for “transit intensive communities”. Yolo County Transportation District and Unitrans staff provided a joint recommendation to City staff to provide 36% of the funding to YCTD and 64% of the funding to City of Davis (DCT and Unitrans). Funding allocated to the City of Davis is planned to be used to offset California State transit tax revenues (Transportation Development Act – Local Transportation Funding) that Unitrans would use to support local transit operations through FY2023-24. The City also received over \$830,000 in American Rescue Plan Act funding in FY2020-21 which was negotiated in June 2021 to be used to support local Yolobus service in Davis due to the Unitrans driver shortage.

### *Capital Projects*

In April 2022, Unitrans took possession of our first six battery electric buses! The buses will be road tested during summer and all drivers will be trained on the new buses. The buses will enter service in fall 2022. Eight more battery electric buses are scheduled to arrive over the next two years – four in spring 2023 and four in spring 2024. The 14 buses will cost approximately \$14 million. To serve the electric buses, 14 new charging stations were installed at the Unitrans Operations and Maintenance Facility. Underground infrastructure and electrical upgrades were completed in FY2020-21 and all 14 chargers were installed in winter 2022. The chargers and infrastructure cost an estimated \$5 million.

The project is fully funded thanks to the University and City partnership, the CARES Act, discretionary FTA Bus and Bus Facilities funding, Sacramento Metropolitan Air Quality Management District funding, and SACOG regional program funding.

In addition to the new buses, the rehabilitation program to replace the engines in 13 2009 buses with near zero emission engine technology continued. Nine of 13 buses are now completed, and all 13 buses should be completed by the end of 2023.

### *Other Highlights*

Unitrans launched a free youth bus pass program in August 2021. The funding was provided through the California State Low Carbon Transit Operations Program (LCTOP)

for a two-year pilot program. Unitrans worked with the Davis Joint Unified School District to implement and promote the program.

Unitrans and YCTD entered into an updated transfer agreement in September 2021 which provides fare reciprocity between Yolobus local bus and all Unitrans bus service. Previously, Unitrans accepted all Yolobus fare media, but Yolobus accepted only the UC Davis undergraduate registration card. Now, Yolobus will accept all Unitrans fare media on local Davis service. This is a huge convenience and cost benefit to our community.

#### *Fiscal Year 2022-23 Outlook*

In the coming year, Unitrans plans to continue to restore service levels as close to pre-pandemic levels as much as possible. Unitrans will focus on recruiting and training student employees to fully restore local fixed-route service in our community.

Electric buses are planned for service in fall 2022 on routes across Davis. The first six buses will be rotated across all lines and will not be dedicated to any specific service. Four more buses will arrive in spring 2023.

Unitrans will be launching the ZipPass mobile bus pass and fare payment app in the coming year. The app will allow customers to buy a bus pass or fare for Unitrans, Yolobus, and Sacramento Regional Transit all in one place for the first time!

## **Full FY2021-22 Unitrans Service Narrative and Analysis**

### **Introduction**

Fiscal year 2021-22 focused on restoring service and preparing for a return to in person classes at UC Davis and Davis schools as well as introducing our first zero emission buses. Unitrans struggled to hire and train enough bus drivers to restore full pre-pandemic service but thanks to our partnership with the City and Yolo County Transportation District, service levels were increased compared to pandemic service levels to prepare for the predicted increase in passenger demand.

Protecting the health, safety, and transportation access of our customers and staff remained our primary goals as well as meeting customer demands and transit needs. The following report summarizes key performance trends and progress during FY2021-22.

### **Who We Are**

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**

With the return to in-person learning at UC Davis in September 2021, Unitrans expected ridership to surge and expected a large staffing shortage. The City, UC Davis (Unitrans), and the Yolo County Transportation District (YCTD), operator of Yolobus, worked together to expand service locally in Davis to accommodate increased customer demand. American Rescue Plan (ARP) Act funding allocated to the City of Davis was used to fund local Yolobus service in Davis. Yolobus operated 30-minute A line service for the entire academic year and 60-minute L line service for fall 2021 and winter 2022 academic quarters. Even with YCTD assistance, staffing shortages at both Unitrans and Yolobus resulted in combined service levels approximately 20% below pre-pandemic levels. Before the pandemic, Unitrans operated 15-to-30-minute headways on all routes but was only able to operate 30-to-60-minute headways on all routes in FY2021-22.

Staffing levels were improving but dropped again in winter 2021 with the COVID-19 Omicron variant wave impacts and return to UC Davis remote instruction in January 2022. With staffing setbacks, Unitrans was not able to significantly expand service during the academic year but was able to resume Unitrans L line operations in spring 2022 and expanded West Village service in winter 2022 which was overcrowded and unreliable. West Village V line service was split into two lines – the V Limited and V Express – with both services operating every 30 minutes. Below is a summary of the service frequencies throughout the fiscal year.

Academic Year 2021-2022 Service Starting September 22, 2021:

- Hourly service on the B, C, E, F, L, and Z
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- Hourly service on the A, B, C, E, F, L, and Z
- 30-minute service on the G, J, K, M, P, Q, and V
- D and W lines suspended due to staffing shortages

#### Service Changes Effective FY2020-21

On August 2, 2021, Unitrans implemented service changes approved by the Unitrans Advisory Committee at their April 22, 2021 meeting. Changes effective August 2:

- All Door Boarding Pilot – Allow customers with a valid bus pass to board through either the front or rear door to reduce bus stop dwell times and improve route reliability. **Implemented in September 2021.**
- Thursday and Friday Afternoon P & Q Line Operational Improvements – Increase scheduled travel time to 90 minutes on the P & Q lines due to very heavy traffic congestion in East Davis near the Mace Boulevard on/off ramps. **Implemented in September 2021 on Fridays only.**
- E Line Re-Route – E line route updated from operating on Third Street to operating on Fifth Street between B and F Streets due to reliability issues and low ridership on Third Street. **Implemented in August 2021. E line performance surged to 96% in FY2021-22 from below 80% pre-pandemic.**
- Z Line Schedule Change – Morning schedule adjusted five minutes later to better match customer travel patterns. **Implemented in August 2021.**

#### Service Changes Beginning in August 2022

Unitrans endeavors to gradually restore services to “regular” pre-pandemic levels as the FY2022-23 academic year progresses with a focus on restoring 30-minute service systemwide on all lines and targeting extra tripper buses on overcrowded lines.

In addition, starting August 1, 2022, the following changes approved by the Unitrans Advisory Committee on April 28, 2022 will take effect.

- New U Line Replaces V-MU: The new U line will operate on summer nights, weekends, and during breaks and connect West Village residents to shopping opportunities on Russell Boulevard and the Cuarto Dorms. The line will replace the V-MU which served West Village, La Rue Road, the ARC, and the Segundo Dorms. The route change is in response to customer demand for grocery access.
- Bus stop discontinuation on Sycamore Lane at Chapparral Apartments Outbound. Bus stop discontinued due to low use and safety concerns. Customers can use the stop at Temescal Apartments Outbound, the North Sycamore Loop, or use the Chapparral Apartments Inbound stop (approximately a two-minute ride from the outbound stop).
- Minor timepoint changes to the K, L, M, Q, and W lines.

### Ridership & Service Hours

Ridership increased over 450% in FY2021-22 compared to the previous full pandemic year. In FY2021-22, 1.98 million riders used Unitrans compared to 350,000 the previous year. Despite the large surge, ridership was still down approximately 50% from FY2018-19.

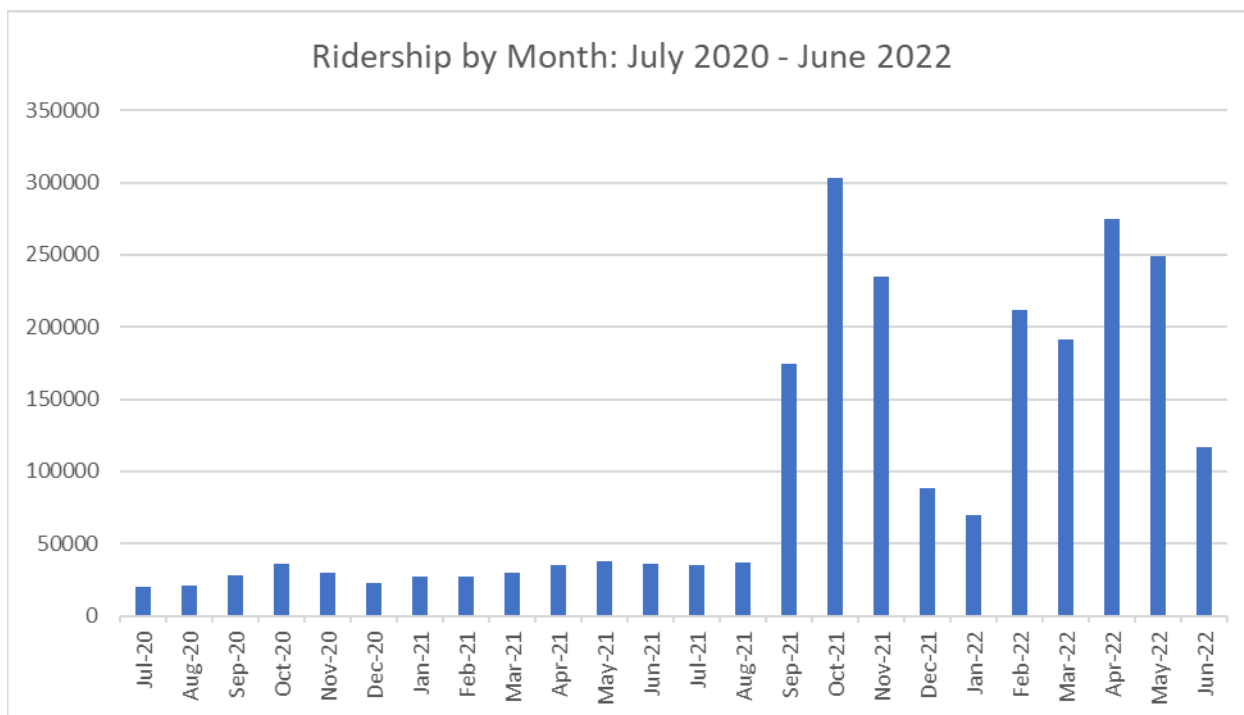
Ridership peaked in October 2021 which is typically our highest ridership month. In January 2022, campus returned to remote instruction due to the COVID-19 Omicron variant surge which greatly impacted January ridership and depressed winter ridership overall.

Table 1: Monthly Ridership

	<b>FY2021-22</b>	<b>FY2020-21</b>	<b>FY2019-20</b>	<b>FY2018-19</b>	<b>Percent Change FY2020-21 to FY2021-22</b>
July	34,938	19,679	159,428	157,705	77.5%
August	36,950	21,080	149,617	150,870	75.3%
September	174,471	27,578	207,576	171,429	532.6%
October	303,453	36,384	556,211	487,895	734.0%
November	234,470	29,610	415,522	287,197	692%
December	88,033	22,290	223,347	202,674	295%
January	69,471	27,003	472,086	429,252	157.3%
February	211,757	27,386	440,758	428,631	673.2%
March	190,988	29,757	194,215	320,648	542%
April	274,999	35,471	9,631	464,146	675%
May	248,678	38,167	11,672	428,287	551.6%
June	116,899	36,016	17,064	213,048	225%
<b>Total</b>	<b>1,985,107</b>	<b>350,421</b>	<b>2,857,127</b>	<b>3,741,782</b>	<b>466%</b>

Revenue hours and miles were up only 5% and 3% respectively compared to FY2020-21 (does not include Yobus hours and miles operated on the A and L lines). Unitrans was unable to substantially restore service levels due to the driver shortage. With ridership up over 450% and service levels up only 5%, the number of people carried on each bus was much higher than during the previous year. Compared to the last full year

of service unimpacted by the pandemic (FY2018-19), hours were down 24% and miles down 23%.



**Daily Average Ridership**

Average ridership increased significantly but as noted previously was still well below pre-pandemic levels. Average overall ridership was heavily impacted by the January 2022 remote instruction period. Weekend ridership though has rebounded near pre-pandemic levels.

Table 2: Average Daily Ridership by Service Type

	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Regular Service Mon-Thur	10,559	1,292	24,078	21,006	22,490	22,137	22,448	22,077
Regular Service Friday	8,902	1,378	19,297	17,052	18,356	17,974	18,375	17,828
Summer/Break Mon-Thur	3,581	1,308	6,898	6,586	6,758	7,010	7,516	7,189
Weekend (academic year)	1,509	537	1,717	1,630	1,989	1,886	2,078	1,832

**Ridership by Line & Crowding**

With the return to in person learning, ridership surged on all lines. In addition, the West Village population doubled due to The Green housing complex opening. With this large increase in population density, the V line (and its variants) carried nearly 25% of all Unitrans bus riders. Followed by the G and J lines, both serving high density housing on Alvarado Avenue and Sycamore Lanes, which carried a combined 19% of all riders. P and Q line ridership stayed higher than pre-pandemic levels while ridership in South Davis (M and W lines) and West Davis (D and K lines) did not recover as well as other

lines. The top five bus lines – V, G, J, P, and Q lines – carried over 60% of all Unitrans riders.

Crowding was not as bad as in pre-pandemic years due to lower overall ridership. Systemwide, we met our crowding goal which says that 95% of bus trips should have peak passenger volumes below 150% of seated capacity. For a single deck bus this means that any bus carrying more than 60 people is considered overcrowded. Only 1% of trips were overcrowded by this metric with only 3.5% of customers experiencing overcrowded service systemwide. By line though, overcrowding was concentrated on the V line. Implementation of the V-Express and V-Limited in winter 2022 greatly reduced overcrowding in that neighborhood.

Table 3: FY2021-22 Annual Ridership by Line

<b>Line/Description</b>	<b>Annual Ridership</b>	<b>Ridership Rank</b>
A-Line: Downtown / Fifth St. / Alhambra (Silo Terminal) <i>Partial year, Unitrans ONLY</i>	10,507	17
B-Line: Sycamore/ Drake (MU Terminal)	68,839	11
C-Line: Sycamore / Wake Forest (Silo Terminal)	79,623	9
D-Line: Lake Blvd. / Arlington (Silo Terminal)	76,803	10
E-Line: Downtown / F Street / J Street (MU Terminal)	39,175	13
F-Line: Oak / E. Alvarado / Anderson (MU Terminal)	36,451	14
G-Line: Anderson / Alvarado / N. Sycamore (MU Terminal)	199,985	2
J-Line: Anderson / Alvarado / N. Sycamore (Silo Terminal)	184,435	3
K-Line: Lake Blvd. / Arlington (MU Terminal)	121,290	7
L-Line: E. 8th St. / Pole Line / Moore / Loyola (Silo Terminal) <i>Partial year, Unitrans ONLY</i>	16,009	16
M-Line: B St / Cowell / Drew (MU Terminal)	93,783	8
P-Line: Davis Perimeter Via South Davis (MU Terminal)	173,032	5
Q-Line: Davis Perimeter Via West Davis (MU Terminal)	174,333	4
T-Line: Davis High via South & East Davis	5,205	18
V-Line: West Village (Silo Terminal) includes V-Express and V-Limited	473,198	1
W-Line: Cowell/Lillard/Drummond (Silo Terminal)	124,272	6
Z-Line: 5th St. / Amtrak / (Memorial Union)	68,558	12
Weekend O-Line: Downtown / 2nd / 5th / Target	33,059	15

### Safety & Security

Unitrans had zero major collisions for the year, a testament to our operations, safety, and training staff and to continued lower traffic and ridership volumes.

Unitrans also had no major security incidents in FY2021-22. Our training program focused this year on pedestrian and bicycle safety in preparations for a return to in-person learning on campus. 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.

Table 4: Summary of Major Collisions/Incidents

	Annual Total						
	FY21-22	FY20-21	FY19-20	FY18-19	FY17-18	FY16-17	FY15-16
Total	0	0	0	3	2	9	1

### *Health*

Unitrans continued a strong focus on customer and staff health and adjusted to changing ridership levels and health guidance throughout the year.

- In FY2019-20 and FY2020-21, Unitrans limited bus capacity to 15 customers per vehicle. This was lifted in September 2021 when UC Davis in-person learning resumed.
- All windows remained open on the vehicles (weather permitting) and the vehicle ventilation systems were always on to maximize air flow throughout the year.
- Face coverings for all staff and customers were required until April 2022 while on the bus per local and state regulations.
- Unitrans provided and continues to provide personal protective equipment (PPE) to our staff including face coverings (disposable and washable), hand sanitizer, and sanitizing wipes.
- Unitrans continued to direct all employees to sanitize their work area before starting work.
- Sanitization efforts continued throughout the year including cleaning the buses with two different COVID-19 killing disinfectants each night.

When the pandemic started, Unitrans stopped collecting fares and directed all customers to board and alight through the rear doors. When UC Davis' 2021-22 academic year started on September 30, 2021, Unitrans began collecting fares again but continued to allow customers with pre-paid passes to board through the rear door if they chose through a pilot program called "all door boarding". This was implemented to speed up boarding times, improve on-time performance, and improve service reliability.

### On-Time Performance

With a return to in person learning, surging ridership, and higher traffic, on-time performance fell from historically high levels during the peak of the pandemic closer to typical pre-pandemic levels. Overall systemwide on-time performance was 90.4% in FY2021-22 which just meets the 90% goal and was at its highest level since FY2016-17.

Of the 16 lines that Unitrans operated for the whole year or part of the year, 6 of 16 lines fell below the goal that at least 90% of trips arrive within five minutes after the

scheduled arrival time. With the route changes implemented in FY2021-22, E line performance surged to 96% from 78% pre-pandemic.

Table 5: On-Time Performance by Line

Line	FY	FY	FY	FY	FY	FY	FY
	2022	2021	2020	2019	2018	2017	2016
A*	---	96%	84%	85%	91%	90%	92%
B	96%	100%	92%	92%	95%	97%	98%
C	92%	100%	96%	96%	94%	97%	98%
D	79%	100%	92%	92%	93%	96%	98%
E	96%	97%	78%	70%	82%	87%	88%
F	94%	100%	90%	87%	91%	96%	97%
G	96%	100%	96%	96%	98%	96%	97%
J	89%	100%	86%	89%	89%	89%	91%
K	94%	100%	94%	88%	94%	94%	95%
L*	98%	100%	97%	97%	99%	99%	99%
M	86%	100%	86%	83%	90%	88%	83%
O	96%	99%	99%	91%	--	--	--
P	82%	98%	84%	80%	87%	87%	91%
Q	79%	96%	76%	68%	81%	80%	81%
V	92%	100%	97%	96%	93%	97%	98%
W	91%	96%	86%	90%	83%	89%	86%
Z	87%	98%	87%	90%	91%	97%	98%
All Lines	<b>90.4%</b>	<b>99%</b>	<b>89%</b>	<b>88%</b>	<b>89%</b>	<b>92%</b>	<b>93%</b>

\*The A line was operated by Yolobus during the fiscal year. L line data is from spring 2022 only.

### Customer Service

For the fiscal year, 124 complaints were filed compared to 82 last year and 144 in 2019-2020. Complaints were much higher than last year with ridership surging but lower than pre-pandemic which may be partially due to continued lower ridership than pre-pandemic levels.

The mix of complaints was different than the pre-pandemic mix. The highest proportion of complaints was in the “Other” category, 23% compared to 10% in previous years. “Other” complaints ran the gamut from issues with bus predictions, to complaints about crowding, and customer complaints about other customers not wearing masks. The top complaint categories after “other” are unsafe driving (26 or 21%), bypass complaints (24 or 19%), and driver courtesy complaints (11 or 9%).

Safety complaints focused on perceived speeding and buses “weaving” in the roadway. These complaints are followed up on and investigated. Speeding complaints can be investigated via on-board systems. Most speeding complaints are perceived and are not actually speeding buses. For weaving vehicles, these complaints are focused on areas

with low hanging trees where drivers must slow down and enter the center median or opposing lane of traffic to avoid damaging the vehicle.

Of the complaints, 33% were determined to be valid, 19% were invalid, and 48% could not be determined based on the information and investigation or did not warrant a valid/invalid categorization based on the comment type. With Nextbus GPS tracking unavailable from February through April 2022, the ability to identify and research complaints decreased for part of winter and spring quarters.

Unitrans received eight customer commendations.

Table 6: Summary of Customer Service Forms

	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017
ADA	5	2	3	0	6	5
Courtesy (added in FY2020-21)	11	5	--	--	--	--
Driving	26	22	50	64	73	83
Early	3	1	1	5	8	8
Late	4	2	10	19	14	29
No Show	10	5	5	7	11	10
Pass Up	24	29	35	44	31	45
Other	29	10	31	23	28	23
Route Suggestion	0	0	0	0	3	4
Schedule Suggestion	2	1	2	1	5	5
Stop Suggestion	2	2	5	2	2	1
Title VI	3	3	--	--	--	--
Other Suggestion	5	0	2	4	4	6
<b>Total by type</b>	<b>124</b>	<b>82</b>	<b>144</b>	<b>169</b>	<b>185</b>	<b>219</b>
Commendations	8	3	10	4	10	7
<b>Total complaints/suggestion forms</b>	<b>132</b>	<b>85</b>	<b>154</b>	<b>173</b>	<b>195</b>	<b>226</b>

### Maintenance

Unitrans had a fleet of 52 active revenue vehicles including three vintage London double decker buses, four modern double decker buses, two cutaway mini-buses, and 43 single deck buses. In FY2021-22, Unitrans retired all remaining 2005 Orion buses and two 2009 New Flyers are slated for retirement in 2022-23. One vintage London double decker bus returned to service last year after a full body rehabilitation.

With electric bus replacement underway and engine rehabilitation underway on 13 buses, the average fleet age (less the vintage buses) declined from over nine years in FY2020-21 to eight years in FY2021-22. The Federal Transit Administration defines the useful life of a bus as 12 years and our goal is for the average fleet age to be six years.

An aging fleet results in increased maintenance and roadcalls (also known as loss of service breakdowns). To improve fleet performance on aging vehicles, maintenance

personnel focused on component failures to identify trends and replaced parts fleetwide before they fail on multiple vehicles as well as continuing fleet replacement and rehabilitation programs. Despite efforts, miles between roadcalls declined in FY2021-22 to 8,645 miles between roadcalls from 9,788. Performance was like FY2019-20.

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 FY2021-22, 100% occurred inside of Unitrans' maintenance standard.

**Financial Results – PRELIMINARY, UNAUDITED FIGURES – ILLUSTRATIVE ONLY**

*Note that the following section is compiled from unaudited, preliminary financial figures from the University's financial system in July 2022. The following narrative provides a high-level overview of annual financial performance and should not be used for official reports or decision making. The audited financial report is prepared and finalized by December each year.*

Unitrans' fiscal performance in FY2021-22 resulted in a near balanced budget. Unitrans received an estimated \$7.1 million in revenues and spent an estimated \$7.3 million, resulting in a small estimated \$229,000 deficit which will be funded by the remaining carry forward funds from the previous year. Note that carry forward funds may be refunded if directed by the University. If this occurs, Unitrans will rely on our small budgetary reserve to fund the deficit.

Overall revenues came in slightly lower than expected and expenditures came in slightly higher than expected from the January 2022 revised budget. As noted earlier, the budgeted expenditures and revenues were revised down in January 2022 due to lower service levels, higher fuel costs, and other known budgetary variances.

Table 7: FY2021-22 Preliminary, **Unaudited** Financial Summary

	<b>Budget</b>	<b>Estimated Actual</b>	<b>% Difference</b>
UCD Undergraduate Fee	\$5,057,228	\$4,990,000	-1.3%
Cash Fares and Pass Sales	\$80,000	\$97,000	17.5%
Advertising Revenue	\$35,000	\$59,500	41.2%
Miscellaneous Revenue	\$50,500	\$68,500	26.3%
City of Davis TDA	\$0	\$0	--
Yolo County TDA	\$24,000	\$24,000	0.0%
FTA Operating Assistance	\$2,060,688	\$1,890,000	-9.0%
<b>Total Revenues</b>	<b>\$7,307,416</b>	<b>\$7,129,000</b>	<b>-2.5%</b>
Operations Labor	\$3,586,163	\$3,646,000	1.6%
Operations Expenses	\$295,500	\$329,000	10.2%
Maintenance Labor	\$1,581,746	\$1,474,000	-7.3%
Maintenance Expenses	\$964,600	\$988,000	2.4%
Administration Labor	\$520,000	\$544,000	4.4%



	<b>Budget</b>	<b>Estimated Actual</b>	<b>% Difference</b>
Administration Expenses	\$184,406	\$202,000	8.7%
Yolobus Access	\$175,000	\$175,000	0.0%
<b>Total Expenditures</b>	<b>\$7,307,416</b>	<b>\$7,358,000</b>	<b>0.7%</b>
<b>Net Revenues - From Reserves</b>	<b>\$0</b>	<b>-\$229,900</b>	

*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 used approximately \$1.15 million in CARES funding for operations support. The remaining CARES Act funding will be used to support operations through FY2023-24 and offset City of Davis Transportation Development Act funds (TDA).

*American Rescue Plan (ARP) Funding*

With the March 2020 federal funding package known as the American Rescue Plan (ARP), the City of Davis was allocated \$830,150 in additional transit funding by the Federal Transit Administration. In September 2021, all ARP funding allocated to the City of Davis was provided to YCTD for the provision of local Davis bus service via Yolobus for the 2021-22 UC Davis academic year.

*Fiscal Year 2022-23 Outlook*

In February 2019, UC Davis undergraduate students overwhelmingly approved a student fee increase to support Unitrans service. The funding is set to increase \$8 per quarter per undergraduate student each year between FY2019-20 and FY2022-23 and then index to the Consumer Price Index (CPI) in subsequent years. In FY2021-22, the fee was \$63.83 per quarter per undergraduate student.

With the fee and continued city grant support, Unitrans expects to have a stable budget for current service levels. No expansion funding is provided under current funding conditions and future inflation may also impact purchasing power.

Table 8: Quarterly Student Fee

<b>Category</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024+</b>
Operations	\$39.00	\$45.00	\$51.00	\$57.00	+CPI
Capital	\$4.00	\$4.00	\$4.00	\$4.00	+CPI
Return to Student Aid	\$4.83	\$6.83	\$8.83	\$10.83	+CPI
<b>Total Quarterly Fee</b>	<b>\$47.83</b>	<b>\$55.83</b>	<b>\$63.83</b>	<b>\$71.83</b>	<b>+CPI</b>

### *Capital Funding Outlook*

Capital reserve funds and current awards remain adequate for approximately 2-3 years but securing adequate funds for fleet replacement and facility needs will be an ongoing challenge, especially in FY2023-24 after the first 14 electric buses arrive and the next phase of electrification is scheduled to start.

Unitrans is also exploring rebuilding and expanding offices at our Operations and Maintenance Facility so all Unitrans staff can be housed in one location as opposed to two locations – one in the campus core and one outside of the core. The project may cost up to \$10 million and funding may be difficult to secure. Fleet replacement and electrification will continue to be the primary staff focus.

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. Unitrans will need significant capital funding for fleet replacement and electric infrastructure in the coming years.

### **Capital Programs**

#### *2009 New Flyer Rehabilitation Project*

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 and nine buses are completed. The project will not be completed until the end of 2023 due to contractor staffing and supply chain issues.

The project cost estimate is \$2 million.

#### *Battery Electric Bus Purchase*

Unitrans secured funding for 14 battery electric buses which will replace 14 old compressed natural gas buses. To purchase the buses, Unitrans has battery-electric bus options in an active joint procurement with the California Department of General Services. Unitrans completed negotiations for all 14 buses in June 2021 and has a purchase agreement in place for six buses in 2022, four buses in spring 2023, and four buses in spring 2024. The first six arrived in April 2022.

The project is funded through Federal Transit Administration urban area formula funds, a \$3.76 million discretionary FTA Bus and Bus Facilities grant awarded in August 2020, and a SACOG regional program grant for \$2.52 million.

The project cost estimate is \$14 million.

*Operations and Maintenance Facility Electrification, Rehabilitation, and Improvements*  
The \$5 million project supports up to 14 electric buses and rehabilitate our Operations and Maintenance Facility pavement, parking, lighting, and storm water drainage.

Facility construction and infrastructure upgrades started in August 2020 and were substantially completed in early 2021. Installation of the electrical transformers took place in April and May 2021, completing the majority of the project. In May 2021, the University released a public bid for electric charger procurement and installation. The project was awarded and kicked off in July 2021. The chargers were installed and commissioned in winter 2022.

*Operations and Maintenance Facility Electrification, Rehabilitation, and Improvements – Phase 2*

Unitrans worked with the University's Design & Construction Management (DCM) department to continue to review and revise conceptual engineering options for the second phase of the electric bus infrastructure project. The second phase may expand bus parking to the east of the current facility footprint and support up to 14 additional battery electric buses. Selection of a final option is planned in FY2022-23. The second phase is planned for 2024-26.

*Diesel Tank Removal*

The replacement project for the 1980s era 10,000-gallon underground diesel tank was bid in January 2021 and was awarded in March 2021. The project installed a smaller, more environmentally friendly above ground tank and treated/sealed the underground tank in place as approved by Yolo County.

Work started in May 2021 and was completed in August 2021. The old tank was abandoned in place after testing and cleaning per County recommendation and was County approval.

The project cost \$500,000.

*Bus Wash Facility Replacement*

Continuing the theme of facility renewal and rehabilitation, construction started on replacing the 1980s era bus wash in summer 2022 with a new, more efficient bus wash facility. The project is estimated to be completed in late summer 2022.

The project estimate is approximately \$1 million.

*Bus Stop Improvement Project*

The three-year two-phase effort to replace all the old, plexiglass shelters throughout the City and campus was completed in FY2020-21. The project replaced 37 shelters with new shelters. In FY2021-22, Unitrans implemented and completed ADA seating upgrades to all Unitrans maintained bus stops in Davis and on campus.

## **2021-22 Highlights and Accomplishments**

Health & Safety: Unitrans continued to closely monitor the COVID-19 health and safety situation facing our community and adjusted COVID-19 protocols in response to changing conditions. Major health safety protocols in effect in FY2021-22 included: requiring face coverings for all customers and staff, requiring COVID-19 testing for all staff, keeping windows open and ventilation systems on, providing PPE to all staff, installing barriers between drivers and customers, and encouraging customers to keep conversations to a minimum. Unitrans also had zero major safety incidents. Pandemic restrictions on masking were lifted in April 2022.

Reduced but Still Uninterrupted Service: Despite our driver shortage and the pandemic, Unitrans missed zero service days and remained one of the most visible city and campus services, operating seven days a week. With our City and Yolo County Transportation District partners, services were implemented during fall to accommodate high demand and improvements were made in West Village to mitigate high crowding and bypassing.

Electric Buses: In FY2021-22, Unitrans completed installation of 14 bus charging stations and received our first six electric buses! Testing and training started in summer 2022 with service planned for fall 2022.

Transfer Agreement with YCTD: Unitrans and YCTD updated our long-standing transfer agreement to allow Davis transit riders to transfer seamlessly between Unitrans and Yolobus in Davis without paying additional fare. Transfers and passes from one service will be honored on the other service. The changes went into effect in September 2021 and provide a huge benefit to transit riders in our community.

Fare free youth: Unitrans was awarded Low Carbon Transit Operations Program funding for a two-year pilot program to provide free rides to youth 18 and under in Davis. The program was implemented in August 2021 with close coordination with the Davis Joint Unified School District.

## **Objectives for FY2023 and Beyond**

- **Hiring & Staff Strategy**: Aggressively recruit drivers and restore services gradually to pre-pandemic levels. Review retention measures and recruitment programs if needed.
- **Electric Bus Program**: Complete Phase 1 Electrification Project, receive the next eight electric buses, and place the buses into revenue service. Retire old fossil fuel powered buses.
- **Safety Improvements**: Continue specific, targeted improvements and initiatives to improve safety and implement driver behavior monitoring systems on all vehicles.

- Career Vacancies: Transition to a dedicated IT Manager for Unitrans due to the critical business needs.
- Service and Schedule Changes: Review ridership data, productivity, delays, and trip needs and provide a service plan that will best meet projected service demands considering current ridership conditions and driver staffing challenges.
- Future Fleet, Service, and Facilities Needs: Review double decker bus operations and consider alternate types of high-capacity fleet options such as double deckers with two stairways/three doors and articulated buses in future fleet plans. Review recent federal infrastructure funding to identify opportunities for fleet replacement, expansion, facility needs, and service needs.

## Appendix A: Unitrans Operating Characteristics FY2021-22

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)	10,507	\$124,401	\$26,912	994	10,520
B-Line: Sycamore/ Drake (MU Terminal)	68,839	\$282,052	\$176,319	2,255	21,367
C-Line: Sycamore / Wake Forest (Silo Terminal)	79,623	\$275,272	\$203,941	2,200	16,239
D-Line: Lake Blvd. / Arlington (Silo Terminal)	76,803	\$260,659	\$196,718	2,084	26,567
E-Line: Downtown / F Street / J Street (MU Terminal)	39,175	\$248,155	\$100,340	1,984	16,339
F-Line: Oak / E. Alvarado / Anderson (MU Terminal)	36,451	\$200,841	\$93,363	1,605	21,346
G-Line: Anderson / Alvarado / N. Sycamore (MU Terminal)	199,985	\$561,415	\$512,228	4,488	42,359
J-Line: Anderson / Alvarado / N. Sycamore (Silo Terminal)	184,435	\$481,984	\$472,399	3,853	37,939
K-Line: Lake Blvd. / Arlington (MU Terminal)	121,290	\$459,567	\$310,664	3,674	41,446
L-Line: E. 8th St. / Pole Line / Moore / Loyola (Silo Terminal)	16,009	\$206,481	\$41,004	1,651	13,996
M-Line: B St / Cowell / Drew (MU Terminal)	93,783	\$474,500	\$240,209	3,793	35,990
P-Line: Davis Perimeter Via South Davis (MU Terminal)	173,032	\$1,006,763	\$443,192	8,048	108,955
Q-Line: Davis Perimeter Via West Davis (MU Terminal)	174,333	\$996,634	\$446,525	7,967	108,132
T-Line: Davis High via South & East Davis	5,205	\$40,671	\$13,332	325	4,402
V-Line: West Village (Silo Terminal)	473,198	\$661,770	\$1,212,017	5,290	41,678
W-Line: Cowell/Lillard/Drummond (Silo Terminal)	124,272	\$345,918	\$318,302	2,765	24,965
Z-Line: 5th St. / Amtrak / (Memorial Union)	68,558	\$372,568	\$175,600	2,978	26,741
Weekend O-Line: Downtown / 2nd / 5th / Target	33,059	\$161,627	\$84,675	1,292	13,062
Undesignated Trippers	6,550	\$21,836	\$16,777	175	1,769
<b>Overall Total</b>	1,985,107	\$7,183,114	\$5,084,516	57,420	613,812

Note 1: Preliminary Unaudited 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, FY2021-22

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)	\$9.28	22%	11	1.0
B-Line: Sycamore/ Drake (MU Terminal)	\$1.54	63%	31	3.2
C-Line: Sycamore / Wake Forest (Silo Terminal)	\$0.90	74%	36	4.9
D-Line: Lake Blvd. / Arlington (Silo Terminal)	\$0.83	75%	37	2.9
E-Line: Downtown / F Street / J Street (MU Terminal)	\$3.77	40%	20	2.4
F-Line: Oak / E. Alvarado / Anderson (MU Terminal)	\$2.95	46%	23	1.7
G-Line: Anderson / Alvarado / N. Sycamore (MU Terminal)	\$0.25	91%	45	4.7
J-Line: Anderson / Alvarado / N. Sycamore (Silo Terminal)	\$0.05	98%	48	4.9
K-Line: Lake Blvd. / Arlington (MU Terminal)	\$1.23	68%	33	2.9
L-Line: E. 8th St. / Pole Line / Moore / Loyola (Silo Terminal)	\$10.34	20%	10	1.1
M-Line: B St / Cowell / Drew (MU Terminal)	\$2.50	51%	25	2.6
P-Line: Davis Perimeter Via South Davis (MU Terminal)	\$3.26	44%	22	1.6
Q-Line: Davis Perimeter Via West Davis (MU Terminal)	\$3.16	45%	22	1.6
T-Line: Davis High	\$5.25	33%	16	1.2
V-Line: West Village (Silo Terminal)	(\$1.16)	183%	89	11.4
W-Line: Cowell/Lillard/Drummond (Silo Terminal)	\$0.22	92%	45	5.0
Z-Line: 5th St. / Amtrak / (Memorial Union)	\$2.87	47%	23	2.6
Weekend O-Line: Downtown / 2nd / 5th / Target	\$2.33	52%	26	2.5
<b>Overall Total</b>	\$1.06	71%	35	3.2
<i>Standard from City of Davis Short Range Transit Plan</i>	<i>N/A</i>	<i>60% systemwide; consider changes if &lt;20%</i>	<i>50 systemwide; consider changes if &lt;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	FY2021-22 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	One line (V) 4 trips/hour added in winter 2022	Yes
	Reliability	% within 5" of scheduled time	90%	90.4%	Yes
		Number of missed trips	<1/day	N/A	N/A
		Vehicle miles between road calls	20,000	FY18-19: 7,833 FY19-20: 8,759 FY20-21: 9,788 FY21-22: 8,645	No
	Safety	Miles between preventable major accidents	100,000	613,801 (none in FY2021-22)	Yes
		Injuries per 100,000 boardings	<=1	0	Yes
		Safety meetings	Quarterly	Yes, quarterly meetings	Yes
	Attractiveness	Annual ridership growth	>= population growth	FY22: Ridership 466% Student population +1.6% City of Davis population <0%	Yes
		Provide accurate and timely information	Schedules stocked on vehicles and thru community	Yes	Yes
Efficiency	Cost Efficiency	Change in Op cost / rev hour	<= CPI	FY21 – FY22: \$118.12 - \$125.10 = +5.9% CPI +7.7% (most recent from Dept of Ind Relations)	Yes
	Productivity	Passengers per rev veh hr	40	35 (and increasing)	No
		Individual route productivity	Consider changes if less than 15	All lines but one above threshold (A line only operated for part of year by Unitrans)	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	No
	Cost Recovery	% of annual cost from fares	60%	71%	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"	Average wait time was 15-30 minutes (service reduction in effect)	No



Goal	Objective	Performance Measure	Standard	FY2021-22 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; 100% of FY21-22 trips and buses were ramp equipped	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	99% of bus trips 96.5% 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 as service levels and ridership return to near pre-pandemic levels.*