

**To:** Marketing Planning and Legislative Committee  
**From:** Laramie Bowron, Manager of Planning

**Date:** April 7, 2011

**SUBJECT: Mini Short Range Transit Plan – FY 2010-11 to FY 2019-20**

**SUMMARY OF ISSUES:**

CCCTA has been required to prepare a short range transit plan every year to comply with the funding requirements of MTC. However, recently MTC has curbed their SRTP requirement and the funding for it. CCCTA staff still sees value in this document for service planning and funding needs and has prepared this document without the assistance of MTC. This year we prepared a “mini” SRTP which is intended to be a snapshot of the financial position of the agency. A full SRTP is scheduled for next year.

Due to the unpredictable financial situation, this SRTP illustrates the severity of the financial circumstances and explains what action is needed to provide financially sustainable service. However, if no new source of funding is identified, no more service cuts are made, CCCTA will face a \$1.7 million dollar deficit in FY 2014-15 and a \$23.3 million dollar deficit in FY 2019-20.

A detailed capital program is included that identifies our current revenue and non revenue fleet replacements as well as other capital projects. The fleet replacement schedule is a key component of the plan and serves to qualify us for participation in the regional Transportation Capital Improvement Program. Federal funding is still on tap for this part of the plan; however obtaining the 20% local match may be a challenge.

**RECOMMENDATIONS:**

Staff recommends that the Committee review the mini SRTP and forward it to the Board for approval.

**FINANCIAL IMPLICATIONS:**

This document is required in order to continue receiving Federal funds for its capital projects.

**OPTIONS:**

1. Recommend adoption of the Mini SRTP
2. Recommend edits and deferral of approval till later date
3. Other action as determined by the Committee

**ATTACHMENTS:**

CCCTA’s Mini SRTP FY 2010 to 2011

**Central Contra Costa Transit Authority's  
Mini Short Range Transit Plan  
FY 2010-11 through FY 2019-20**



Date Approved by the Board of Directors:

Federal transportation statutes require that the Metropolitan Transportation Commission (MTC), in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, MTC requires that each transit operator in its region which receives federal funding through the TIP, prepare, adopt, and submit to MTC a Short Range Transit Plan (SRTP).

**Central Contra Costa Transit Authority**

**BOARD OF DIRECTORS**

January 2011

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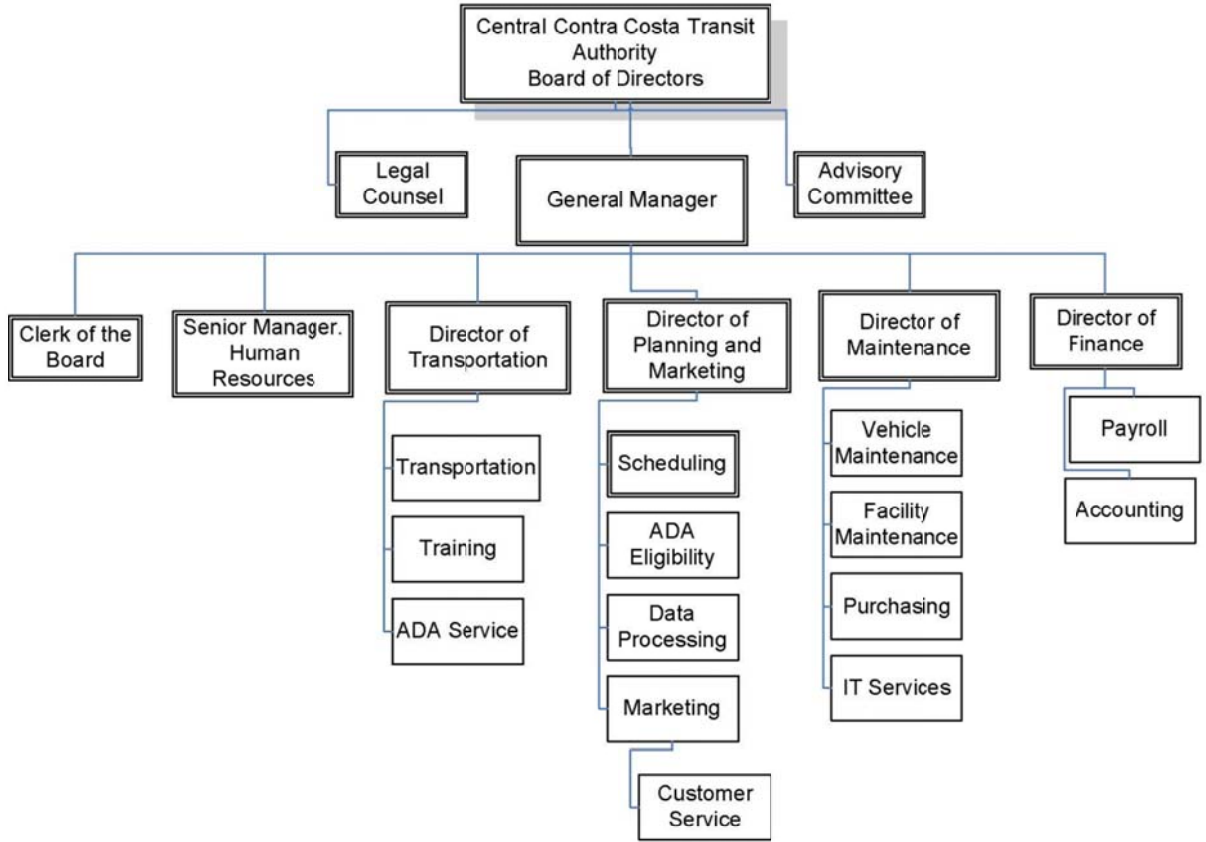
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# FY 2010-11 Organizational Chart



## Fixed Route Operating Statistics and Performance

Fixed-Route performance was evaluated and compared to CCCTA's adopted performance standards. Notable changes throughout the three-year retrospective analysis of fixed-route performance include:

Operating Cost – The fixed-route operating cost continued its two-year downward trend and declined 10% from FY09. This was due primarily to the service cuts that took place in FY09.

Ridership – This indicator declined due to a combination of the FY09 service cuts as well as the fare increase.

Cost Per Passenger – This standard was changed in FY10 from less than \$5.17 per passenger to less than \$7.00/Pass. This indicator is still not being met and reflects a trend that will need to be slowed for County Connection to remain efficient.

Percent Missed Trips – This indicator, as well as others pertaining to the quality of fixed-route service provided, illustrates a significant strides towards raising the standard of service the County Connection offers.

<b>Fixed Route Service - Statistics</b>				
	FY 07-08	FY 08-09	FY 09-10	Change from Prior Year
Operating Cost	\$27,961,775	\$26,883,861	\$24,249,544	-10%
Farebox Revenue	\$4,716,930	\$4,562,158	\$4,175,831	-8%
Net Subsidy	\$23,244,845	\$22,321,703	\$20,073,713	-10%
Total Passengers*	4,410,438	4,071,296	3,235,722	-21%
Revenue Hours	280,923	267,282	215,615	-19%
Non Revenue Hours	41,648	40,002	30,432	-24%
Total Hours	322,571	307,284	246,047	-20%
Total Revenue Miles	3,323,982	3,109,876	2,304,500	-26%
Non Revenue Miles	1,062,922	999,122	813,827	-19%
Total Miles	4,386,904	4,108,998	3,118,328	-24%
Road Calls for Mechanical Failure	171	155	125	-19%
Pay Hours	501,078	468,710	391,088	-17%

Performance Standards - Fixed Route							
GOAL	Objective	Measurement	FY 07-08	FY 08-09	FY 09-10	Standard	Met?
<b>EFFICIENCY</b>							
	Cost Control	Cost/Revenue Hour	\$99.54	\$100.58	\$112.47	Increase < inflation	Yes (1.12%)
		Cost/Passenger	\$6.34	\$6.60	\$7.49	< \$7.00/Pass	No
		Farebox Recovery Ratio	16.9%	17.0%	17.2%	18.0%	No
		Net Subsidy/Passenger	\$5.27	\$5.48	\$6.20	< \$6.00/Pass	No
	Safety	Accidents/100,000 Miles	0.72	0.8	0.86	1/100K miles	Yes
	Market Resource Management	Maintenance Employee/ 1000,000 Miles	0.62	0.65	0.84	0.82/100K miles	Yes
		Operator OT/ Total Operator Hours	8.76%	8.62%		8.0%	No
		Pay to Platform (Total) Hours	1.55	1.53	1.59	1.60	No
<b>EFFECTIVENESS</b>							
	Market Penetration	Passengers per RVHr	15.7	15.3	15.0	17.0	No
		Passengers per RVMi	1.33	1.31	1.40	1.31	Yes
		AM Peak Load Factor	0.50			0.44	Yes
	Service Quality	Percent Missed Trips	0.12%	0.14%	0.09%	0.25%	Yes
		Miles between Roadcalls	25,654	26,504	25,754	18,000	Yes
		Percent of Trips On-time	91.0%	92.0%	93.0%	95%	No
		Complaints/100,000 miles	11.14	10.8	11.2	30/ 100K miles	Yes
		On-Board Passenger Surveys				Every 3 years	Yes
		Customer Service Phone Response	92%	91.0%	93.4%	92%	Yes
	Equipment Management	Bus Shelters				Weekly maintenance	Yes
<b>EQUITY</b>							
	Improve Transit Access	Lift Availability	99.5%		100%	100%	Yes
	Public Participation	Compliance with Public Hearing Policy					Yes
	Distribution of Service and Equipment	Compliance with Title VI					Yes
		Transit-Dependent Served					Yes
	System Integration	BART/ Inter-operator Coordination					Yes

## Paratransit Operating Statistics and Performance

Paratransit performance was evaluated and compared to CCCTA's adopted performance standards. Notable changes throughout the three-year retrospective analysis of paratransit performance include:

Fare Revenue – The 8% increase in fare revenue is primarily due to a fare increase that took place in FY09 that raised the fare from \$3.00 to \$4.00.

Trip Denials – County Connection has continued to perform well in this category by have no trip denials in the past three years.

<b>Paratransit Statistics</b>				
	FY 07-08	FY 08-09	FY 09-10	Change from Prior Year
Operating Cost	\$ 4,619,466	\$ 4,930,982	\$ 5,149,277	4.4%
Farebox Revenue	\$ 497,538	\$ 536,966	\$ 579,981	8.0%
Net Subsidy	\$ 4,121,928	\$ 4,394,016	\$ 4,569,296	4.0%
Total Passengers*	166,887	177,518	172,317	-3%
Revenue Hours	83,450	86,614	84,151	-3%
Non Revenue Hours	19,453	18,822	19,959	6%
Total Hours	102,903	105,436	104,110	-1%
Total Revenue Miles	1,361,878	1,394,696	1,359,674	-3%
Non Revenue Miles	286,854	304,190	286,764	-6%
Total Miles	1,648,732	1,698,886	1,646,438	-3%
Road Calls	27	27	36	33%
Complaints	12	14	7	-50%
Accidents	8	5	11	120%

<b>Performance Standards - Paratransit</b>							
<b>GOAL</b>	<b>Objective</b>	<b>Measurement</b>	<b>FY 06-07</b>	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>Standard</b>	<b>Met?</b>
<b>EFFICIENCY</b>							
	Cost Control	Cost/Revenue Hour	\$53.46	\$55.36	\$56.93	Increase < inflation	Yes 2.8% growth is consistent with inflation
		Cost/Passenger	\$27.60	\$27.68	\$27.78	Increase < inflation	Yes 0.4% growth was consistent with inflation
		Farebox Recovery Ratio	10.7%	10.8%	10.9%	10.7%	Yes
	Safety	Accidents/100,000 Miles	0.62	0.49	0.29	0.3 / 100,000 miles	Yes
<b>EFFECTIVENESS</b>							
	Market Penetration	Passengers per RVHr	1.9	2.0	2.0	1.9 Pass/RHr	Yes
	Service Quality	Denials	0	0	0	None	Yes
		Miles between Roadcalls	2.2	1.6	1.6	3.0 / 100,000 miles	Yes
		Percent of Trips On-time	98.0%	96.0%	95.0%	98% on time	No
		Complaints/100,000 miles	1.0	0.7	0.8	2.0 / 100,000 miles	Yes
		Employee Turnover	38.7%	13.9%	12.0%	5.0%	No
<b>EQUITY</b>							
	Improve Transit Access	Lift Availability	100.0%	100.0%	100.0%	100.0%	Yes



## **Operations Plan – Fixed Route**

### **Overview**

Service levels stabilized in FY 2009-10 since the major service restructuring in FY 2008-09. Since then fares have not been increased and only minor service changes have occurred as planning staff continues to analyze the effectiveness of the service changes. Long term financial sustainability has been the focus of budget projections, capital planning, and service alternatives. Though TDA revenues continue to be low, STA funds have been restored and both are projected to increase slowly but steadily. Due to the uncertainty exposed by the FY 2008-09 recession, several operating scenarios have been developed based on likely funding outcomes allowing County Connection to continue providing effective service within our financial means.

### **Service Description**

The fixed route service is divided into four categories: weekday local (1-36), Express (91X–98X), weekend (300 series), and select service routes (600 series). The Express routes are designed around commuters and many of them are funded with special sources of revenue that can only be used to support this type of service. After the FY 2008-09 restructuring, service has stabilized and only minor changes were made in FY 2009-10. Notable changes include Adding two new select school routes, removing two underperforming routes, and adding a route-segment to Route 35 to increase ridership.

### **Analysis of Fixed Route Service**

The most productive service continues to be in the Clayton Road and Monument Road corridors of Concord where routes #10, #20, and #14 operate respectively. These areas have a high transit dependant population. The 600 series of routes, when combined, also ranks very high in terms of passengers per revenue hour and total passengers. Many of these trips carry dense loads and only operate a few trips a day. The Walnut Creek downtown shuttle continues to be a very successful route due to the short travel time between popular destinations and the lack of a fare. Express Route 92X, 95X, and 96X have experienced growth in productivity during this fiscal year primarily due to the influx of service workers commuting from Antioch and a Bank of the West opening its doors in the area. The November 2010 route productivity ranking is shown below. There are blanks for weekday average riders when the route only operates on weekends.

One of the least productive routes continues to be Route 25, which connects Walnut Creek BART station to Lafayette BART station by way of Mt. Diablo Blvd. and Olympic Blvd. In addition, routes #2, 5, 7, and the 6L perform at the bottom of the productivity ranking. These routes serve less transit dependant neighborhoods and may be candidates for alternative service models in the future.

### November 2010 Fixed Route Productivity

<b>Route</b>	<b>Destination Information</b>	<b>Total</b>	<b>Wkday Average</b>	<b>Pass. / Rev Hr</b>
600's	Select Service	<b>20,105</b>	957	30.6
4	Walnut Creek Downtown Shuttle	<b>23,903</b>	956	26.9
20	DVC / Concord	<b>24,979</b>	1,189	26.4
10	Concord / Clayton Rd	<b>20,375</b>	970	25.0
92X	Ace Shuttle Express	<b>3,596</b>	171	20.6
314	Clayton Rd / Monument Blvd / PH	<b>6,592</b>	0	20.2
15	Treat Boulevard	<b>10,428</b>	497	17.4
14	Monument Blvd	<b>13,671</b>	651	16.5
11	Treat Blvd / Oak Grove	<b>6,149</b>	293	16.5
17	Olivera/Solano / Salvio / North Concord	<b>6,212</b>	296	15.7
18	Amtrak / Merello / Pleasant Hill	<b>9,618</b>	458	15.4
95X	San Ramon / Danville Express	<b>3,203</b>	153	15.1
1	Rossmoor / Shadelands	<b>7,826</b>	373	14.5
9	DVC / Walnut Creek	<b>12,361</b>	589	14.2
93X	Kirker Pass Express	<b>3,683</b>	175	14.2
316	Alhambra / Merello / Pleasant Hill	<b>1,970</b>	0	14.2
96X	Bishop Ranch Express	<b>8,924</b>	425	13.8
21	Walnut Creek / San Ramon Transit Center	<b>12,928</b>	616	13.6
6	Lafayette / Moraga / Orinda	<b>9,222</b>	398	13.3
16	Alhambra Ave / Monument Blvd	<b>14,717</b>	701	13.2
311	Concord / Oak Grove / Treat Blvd / WC	<b>1,513</b>	0	12.6
321	San Ramon / Walnut Creek	<b>1,669</b>	0	11.9
98X	Martinez Express	<b>7,994</b>	381	11.9
91X	Concord Commuter Express	<b>844</b>	40	11.2
35	Dougherty Valley	<b>7,412</b>	353	10.9
28	North Concord / Martinez	<b>6,632</b>	316	10.5
320	DVC / Concord	<b>986</b>	0	10.0
36	San Ramon / Dublin	<b>5,466</b>	260	9.8
301	Rossmoor / John Muir Medical Center	<b>642</b>	0	9.7
19	Amtrak / Pacheco Blvd / Concord	<b>2,703</b>	129	9.3
97X	Bishop Ranch Express	<b>1,766</b>	84	8.5
5	Creekside / Walnut Creek	<b>1,650</b>	79	8.5
315	Concord / Willow Pass / Landana	<b>408</b>	0	7.4
7	Shadelands / Pleasant Hill / Walnut Creek	<b>4,556</b>	217	6.8
2	Rudgear / Walnut Creek	<b>1,109</b>	53	6.0
4H **	Walnut Creek Extended Holiday Service	<b>153</b>	35	6.0
25	Lafayette / Walnut Creek	<b>983</b>	47	4.1
6L	Orinda / Orinda Village	<b>53</b>	3	2.7
250 *	Gael Rail Service	<b>214</b>	5	2.4

The following table and route maps show where the heaviest ridership is located and where the most costly routes (as measured in terms of CCCTA cost per passenger) are being operated.

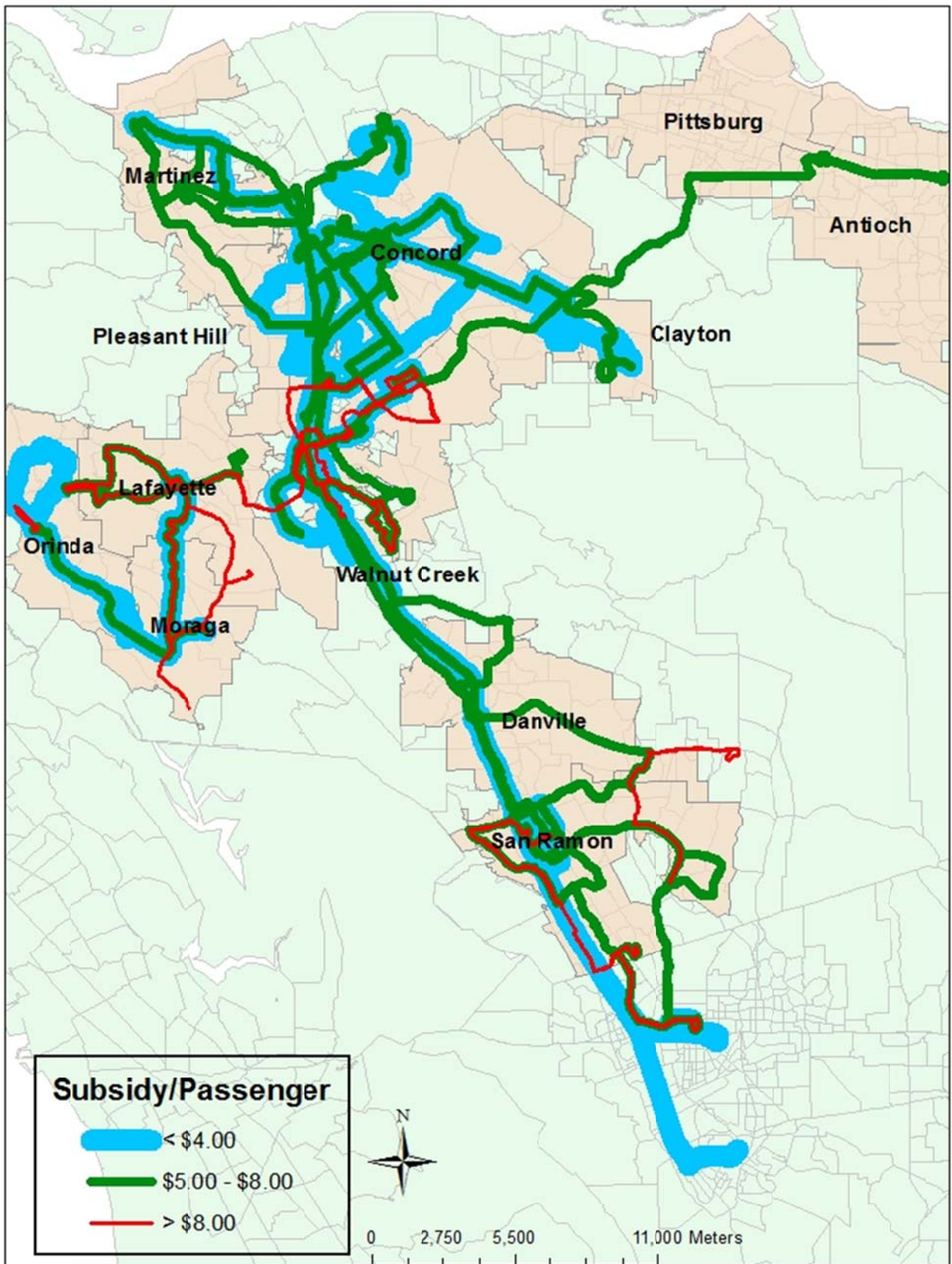
CCCTA Cost per Passenger

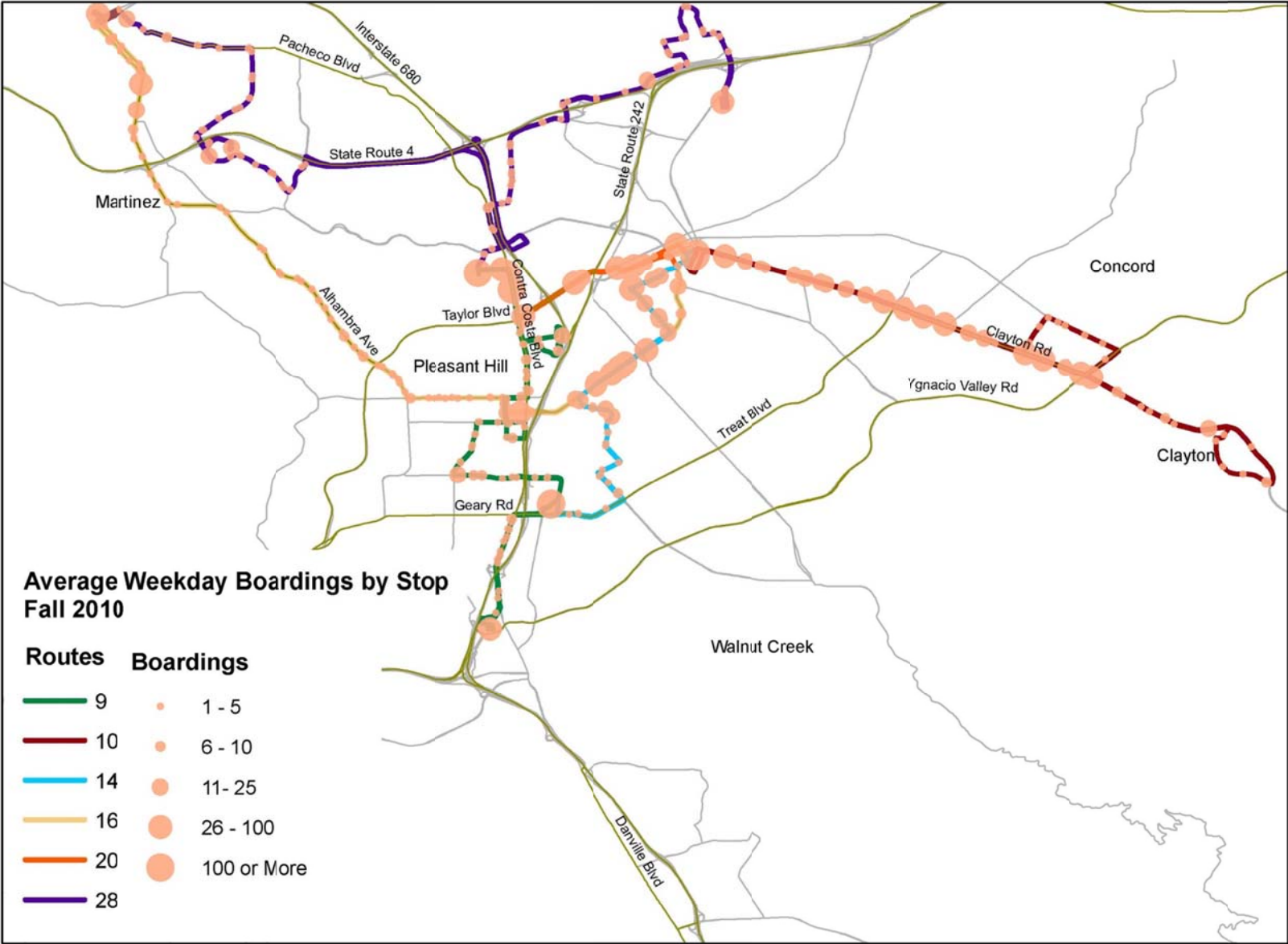
The CCCTA cost per passenger (labeled as TDA Cost/Pass in the following table) is determined by reducing the cost by special route funding and fare revenues. The remainder of the cost is funded from TDA and other general purpose operating revenues. Special funding includes Bishop Ranch and City of Walnut Creek subsidies that can only be applied to their routes. RM2 and Measure J Express bus funds are also considered “special” since they only fund specific routes. Routes that are heavily funded with TDA and Measure J “Bus Services” funding, and routes that have low productivity have the highest CCCTA cost per passenger. Ridership was determined by using the actual annual passengers in FY 2009-10. The cost was determined using the FY 2009-10 actuals for operator wages and fringes, supervisor labor and fringe, maintenance labor, parts fuel and insurance.

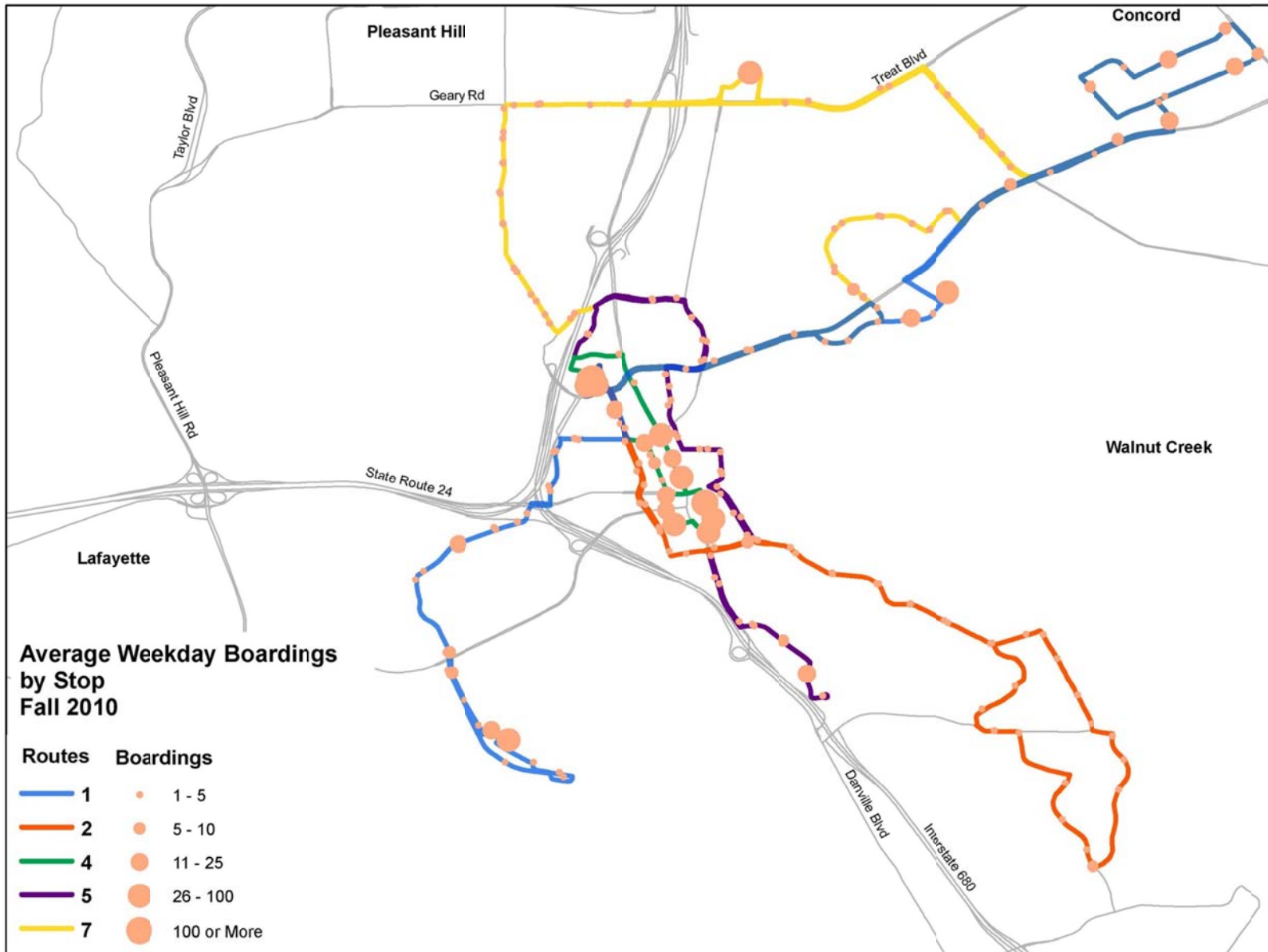
## Ranking of Routes by Cost per Passenger – Weekday Service

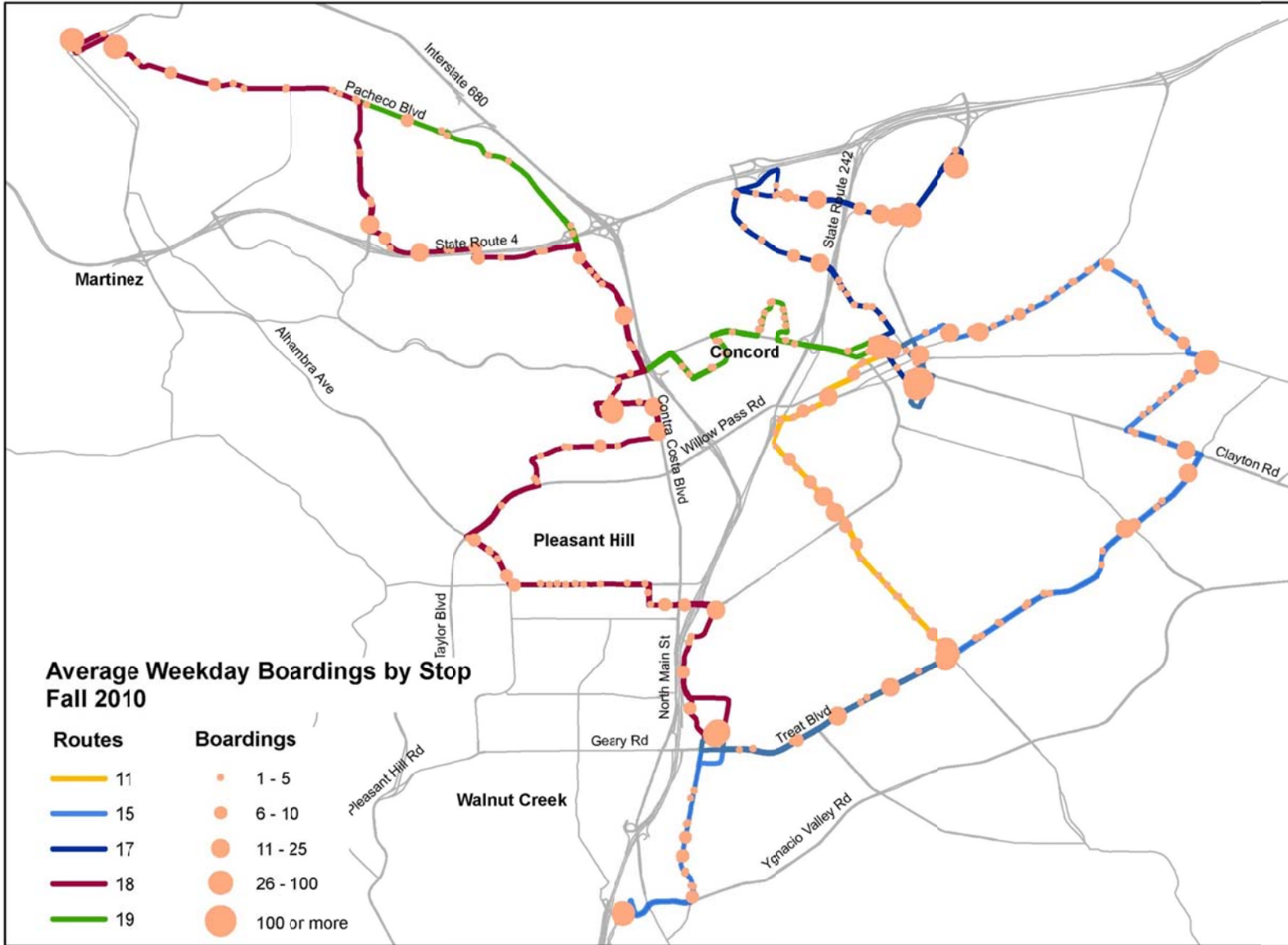
Route	Annual Passengers	Total Hours	Total Miles	Cost (\$48.81/Total Hr + \$1.84/Total Mi)	Fares (\$1.17/Pass)	Contract, Meas J , RM2 Revenue	TDA, FTA #5307	TDA Cost/Pass
649	78	62	625	\$4,183	\$91	\$11,825	\$0	\$0.00
91X	11,478	1,103	12,481	\$76,825	\$13,429	\$60,955	\$2,441	\$0.21
14	174,222	10,368	75,699	\$645,350	\$203,839	\$271,454	\$170,057	\$0.98
611	10,504	310	4,111	\$22,693	\$12,290		\$10,403	\$0.99
92X	36,518	3,845	91,915	\$356,814	\$42,726	\$276,333	\$37,755	\$1.03
20	270,630	11,652	72,522	\$702,182	\$316,638		\$385,544	\$1.42
4	243,116	9,684	47,316	\$559,726	\$0	\$210,336	\$349,390	\$1.44
18	106,581	7,993	87,387	\$550,917	\$124,700	\$271,454	\$154,762	\$1.45
613	4,748	175	2,502	\$13,166	\$5,555		\$7,610	\$1.60
615	6,256	309	1,410	\$17,701	\$7,319		\$10,381	\$1.66
9	149,543	11,359	110,200	\$757,203	\$174,965	\$325,745	\$256,493	\$1.72
10	243,936	9,984	118,838	\$705,991	\$285,405		\$420,586	\$1.72
619	3,619	144	1,982	\$10,683	\$4,234		\$6,449	\$1.78
601	22,385	997	13,926	\$74,304	\$26,190		\$48,114	\$2.15
612	8,043	359	5,363	\$27,375	\$9,411		\$17,964	\$2.23
97X	21,633	4,098	105,135	\$393,457	\$25,310	\$317,614	\$50,533	\$2.34
620	580	35	184	\$2,038	\$679		\$1,360	\$2.34
314	86,347	4,477	48,900	\$308,482	\$101,026		\$207,456	\$2.40
627	8,813	420	5,985	\$31,534	\$10,311		\$21,223	\$2.41
4 (Weekend)	45,692	2,026	11,382	\$119,819	\$0		\$119,819	\$2.62
15	140,076	7,829	88,011	\$544,084	\$163,889		\$380,195	\$2.71
605	10,812	569	8,662	\$43,725	\$12,649		\$31,076	\$2.87
96X	96,842	9,291	222,726	\$863,332	\$113,305	\$467,594	\$282,433	\$2.92
614	6,159	353	5,115	\$26,634	\$7,206		\$19,429	\$3.15
11	73,780	4,819	48,031	\$323,599	\$86,323		\$237,275	\$3.22
1	100,570	6,921	60,541	\$449,210	\$117,667		\$331,543	\$3.30
606	65,016	3,810	62,499	\$300,978	\$76,068		\$224,910	\$3.46
17	71,784	5,196	43,673	\$333,976	\$83,987		\$249,989	\$3.48
35	90,945	10,119	164,604	\$796,801	\$106,406	\$367,163	\$323,232	\$3.55
602	18,792	1,400	14,880	\$95,731	\$21,986		\$73,745	\$3.92
95X	27,878	3,715	85,550	\$338,747	\$32,618	\$193,297	\$112,832	\$4.05
316	25,830	1,901	23,391	\$135,803	\$30,221		\$105,582	\$4.09
623	4,711	316	5,256	\$25,076	\$5,512		\$19,564	\$4.15
21	163,745	12,663	156,595	\$906,232	\$191,582		\$714,651	\$4.36
608	3,991	299	4,670	\$23,192	\$4,669		\$18,523	\$4.64
93X	44,890	5,157	125,848	\$483,274	\$52,521	\$212,552	\$218,201	\$4.86
320	13,723	1,335	10,353	\$84,200	\$16,056		\$68,144	\$4.97
6	102,604	8,684	116,593	\$638,401	\$120,047		\$518,354	\$5.05
16	152,144	14,109	143,278	\$952,303	\$178,008		\$774,294	\$5.09
98X	88,809	8,870	155,026	\$718,176	\$103,907	\$151,823	\$462,446	\$5.21
311	17,266	1,678	19,474	\$117,715	\$20,201		\$97,514	\$5.65
321	22,754	1,979	32,171	\$155,811	\$26,622		\$129,189	\$5.68
622	3,463	292	5,589	\$24,529	\$4,051		\$20,477	\$5.91
19	34,326	3,661	37,599	\$247,876	\$40,162		\$207,714	\$6.05
28	78,475	7,767	108,929	\$579,542	\$91,816		\$487,726	\$6.22
629	207	23	250	\$1,570	\$242		\$1,328	\$6.41
315	6,599	708	8,912	\$50,951	\$7,721		\$43,231	\$6.55
301	8,188	1,015	8,281	\$64,792	\$9,580		\$55,211	\$6.74
6 (Weekend)	10,080	1,004	17,333	\$80,881	\$11,794		\$69,087	\$6.85
636	16,079	1,623	29,063	\$132,716	\$18,813		\$113,903	\$7.08
616	3,096	355	4,887	\$26,303	\$3,622		\$22,681	\$7.33
610	3,769	422	6,655	\$32,834	\$4,410		\$28,424	\$7.54
625	7,137	801	12,945	\$62,923	\$8,350		\$54,573	\$7.65
609	4,099	483	8,062	\$38,425	\$4,796		\$33,628	\$8.20
603	5,084	531	12,436	\$48,779	\$5,948		\$42,831	\$8.43
5	19,549	2,758	30,047	\$189,908	\$22,872		\$167,037	\$8.54
36	57,660	7,804	123,228	\$607,668	\$67,463		\$540,205	\$9.37
7	57,362	9,266	96,129	\$629,147	\$67,113		\$562,034	\$9.80
635	2,468	295	7,152	\$27,556	\$2,887		\$24,669	\$10.00
628	357	63	745	\$4,449	\$418		\$4,031	\$11.29
2	13,439	2,365	30,549	\$171,627	\$15,723		\$155,904	\$11.60
626	7,466	1,217	23,568	\$102,758	\$8,735		\$94,023	\$12.59
607	1,802	476	7,987	\$37,942	\$2,108		\$35,834	\$19.89
25	9,212	3,106	27,645	\$202,489	\$10,778		\$191,711	\$20.81
6L	814	326	5,014	\$25,145	\$952		\$24,193	\$29.73
639	43	32	258	\$2,047	\$50		\$1,997	\$46.84

Note: Red highlighting denotes service that is no longer provided.

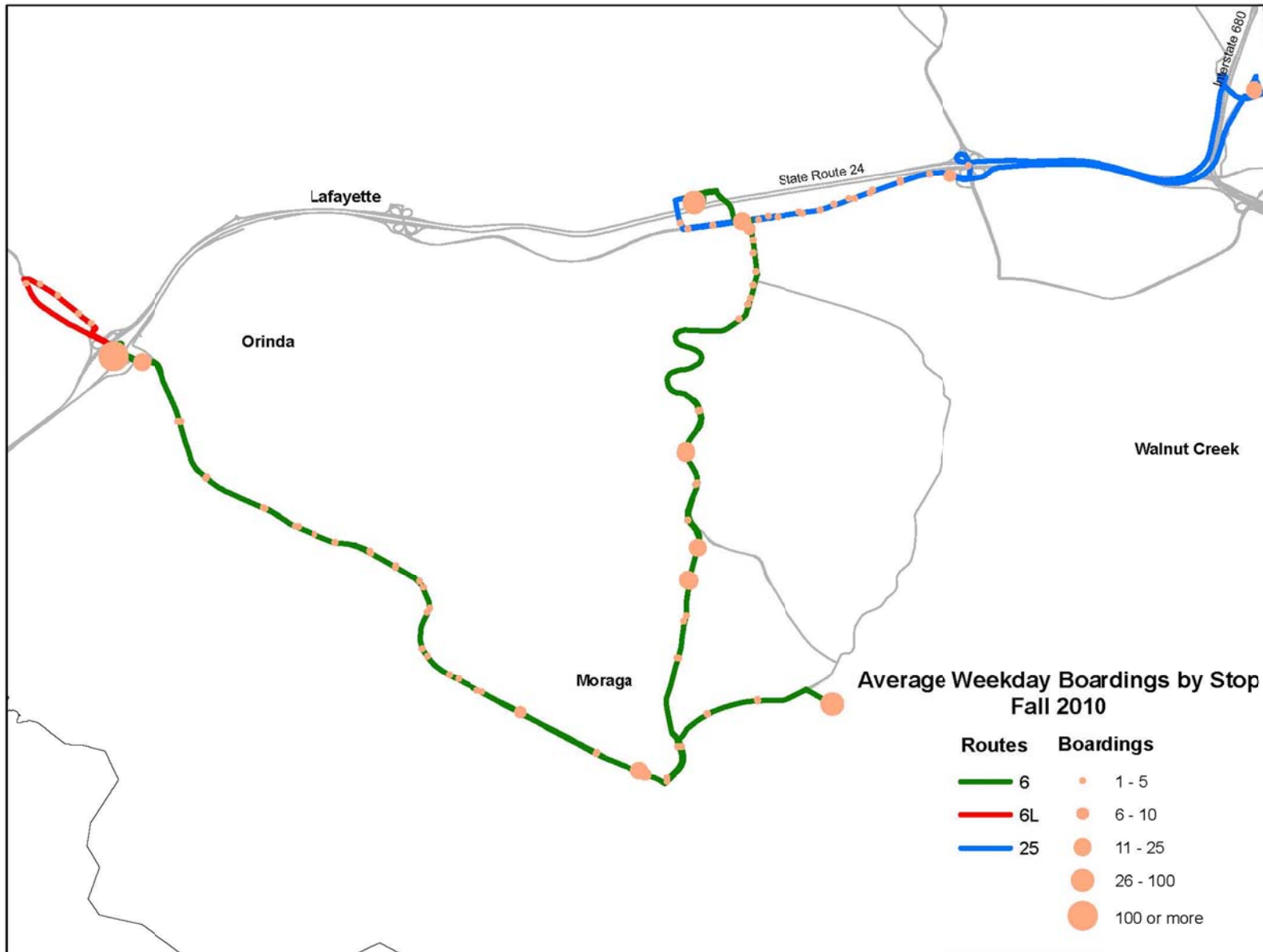


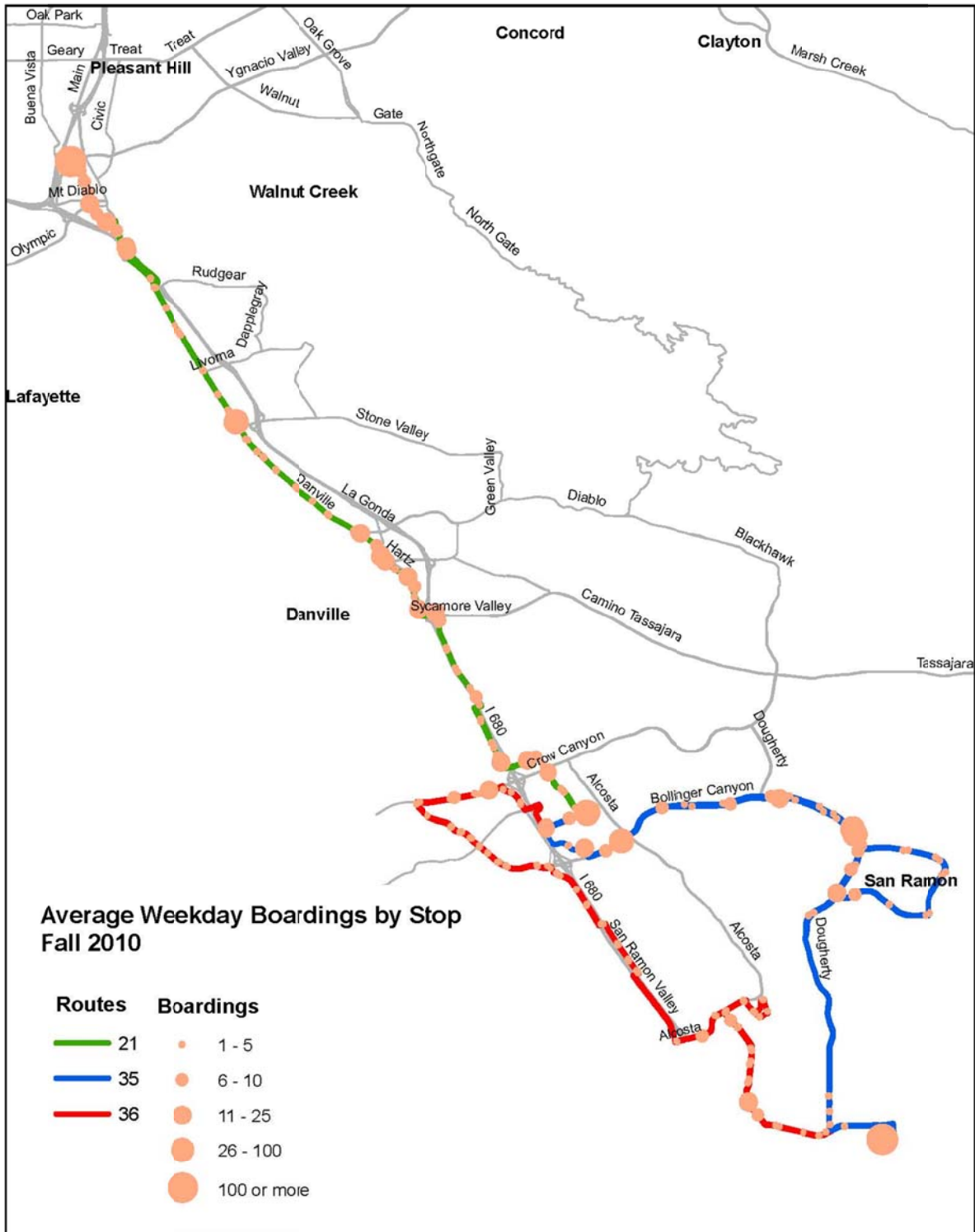












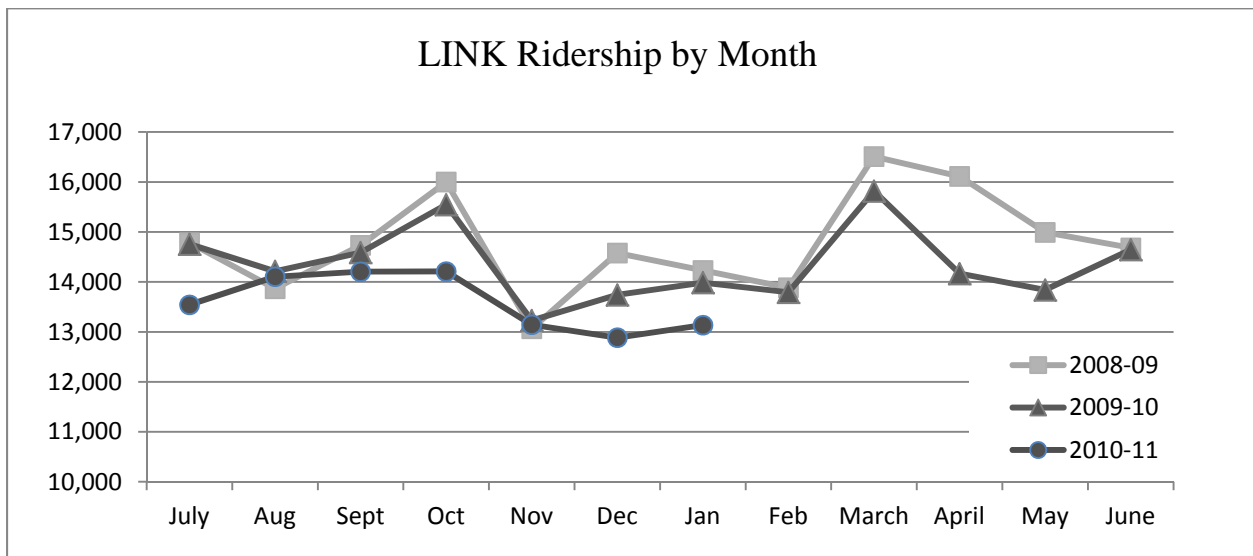
## Operations Plan – Paratransit

### Overview

The LINK paratransit service operates door to door service for those unable to use the fixed route bus due to their disability. LINK ridership has declined slightly in FY 2010-11 and is reflective of a fragile economy in which discretionary trips are avoided.

This segment of the service is operated by a private contractor and in 2009 the contract was put out to bid and the contract was awarded to First Transit.

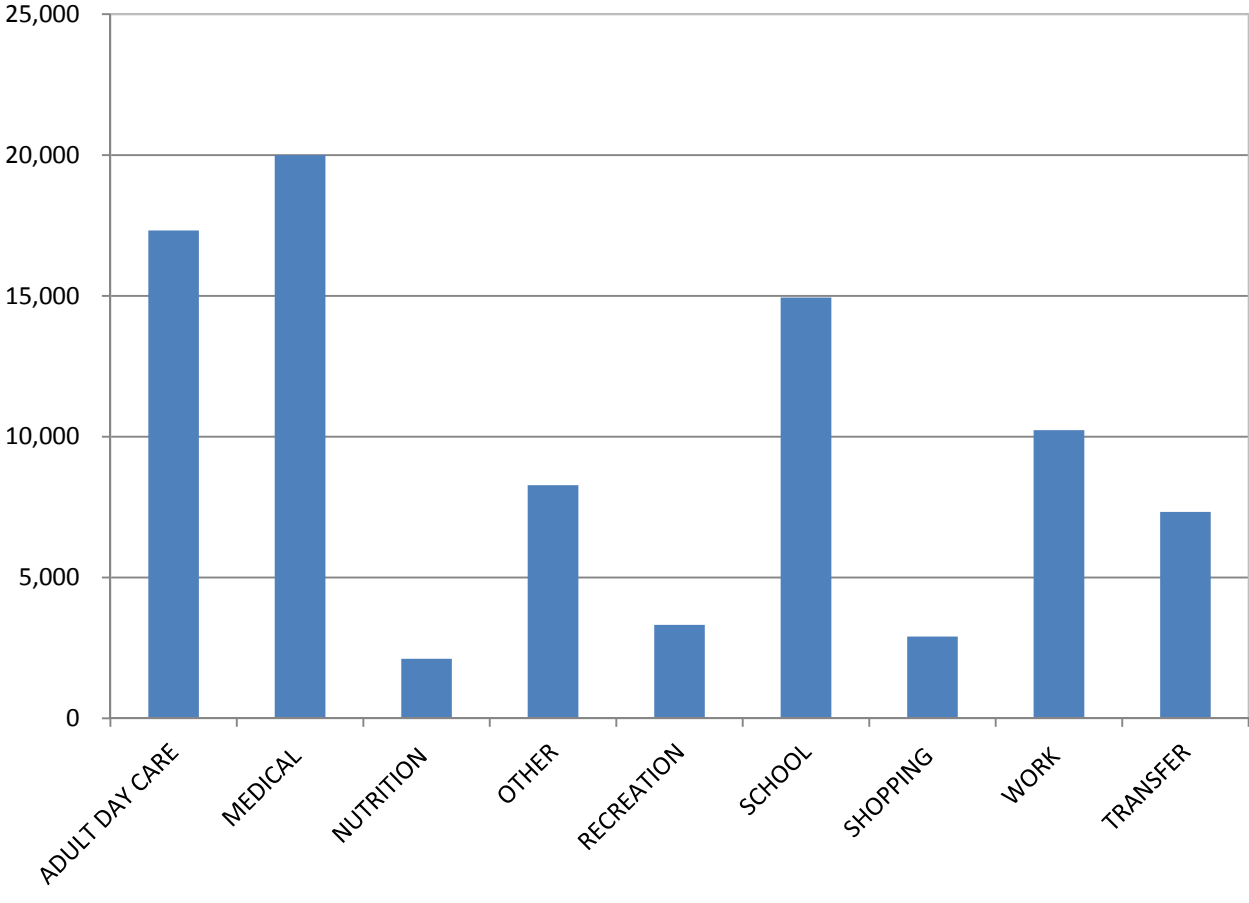
LINK rider eligibility is determined in accordance with the requirements of ADA paratransit service. The majority of trips are made for medical or adult day health care purposes.

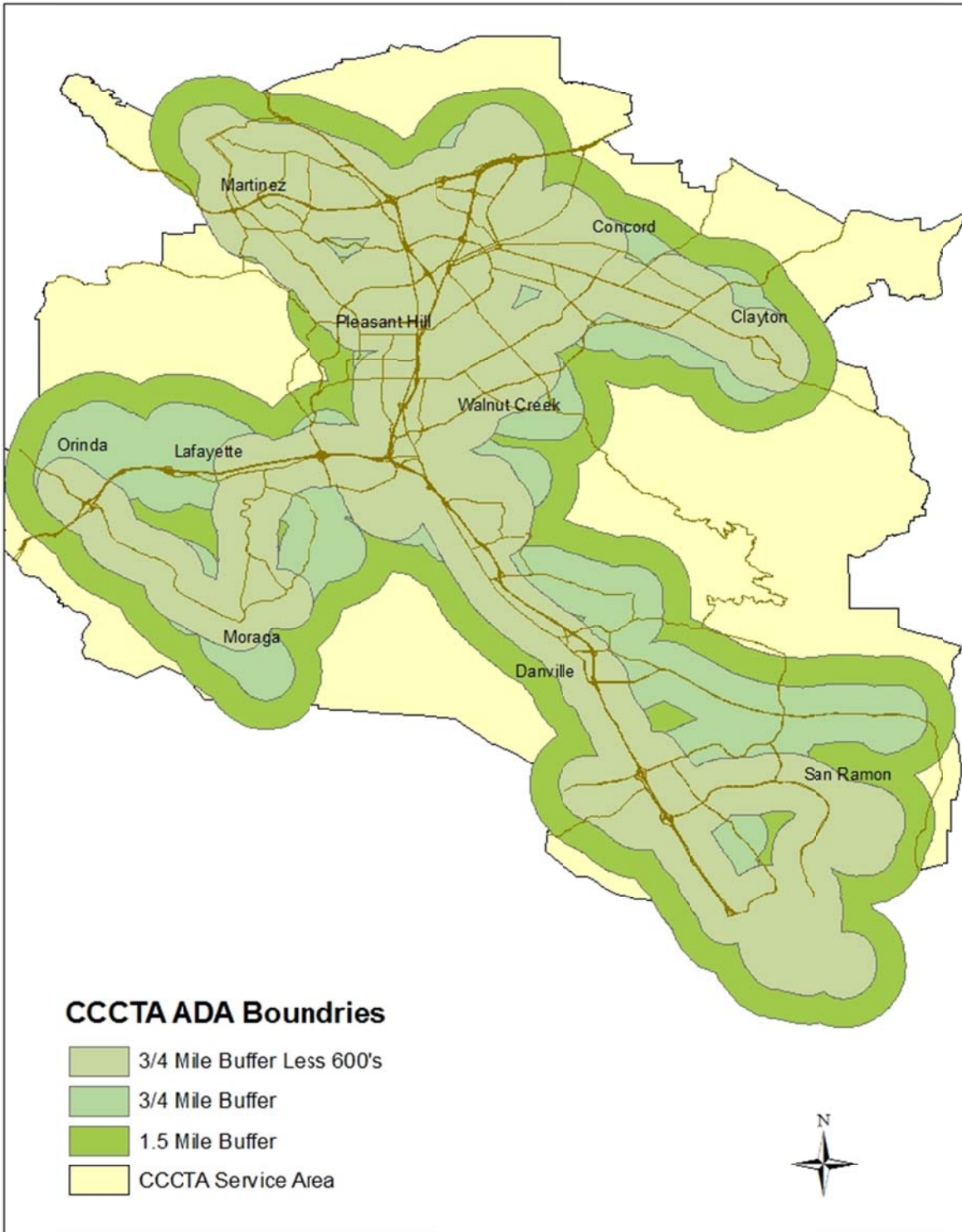


The service area is slightly larger than would be strictly required by the Americans with Disability Act (ADA). The LINK service area boundary is a footprint that was created prior to the Spring service cuts. It was designed to be a 1.5 mile buffer around weekday routes and  $\frac{3}{4}$  mile buffer around the weekend routes, as the routes were in existence at that time. The service area was not reduced at the time the fixed route service area was changed.

The following chart shows the distribution of ADA paratransit trip purposes between July 2010 and January 2011. This continues the trend seen last year when medical related trips were the highest and shopping trips were among the lowest. This shows that County Connection's paratransit service continues to be a vital source of transit for Contra Costa County's ADA-eligible riders' most important trips.

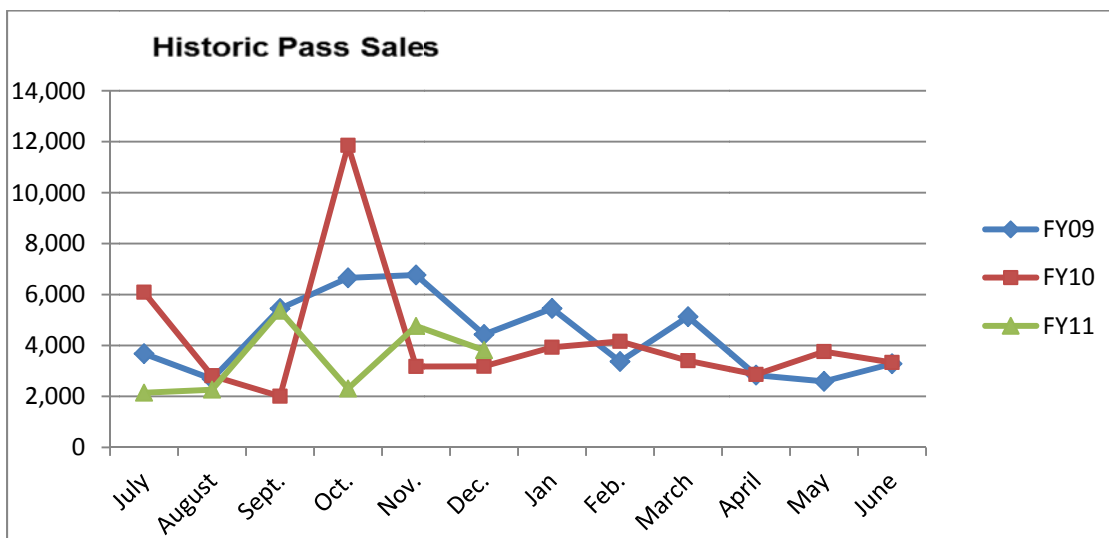
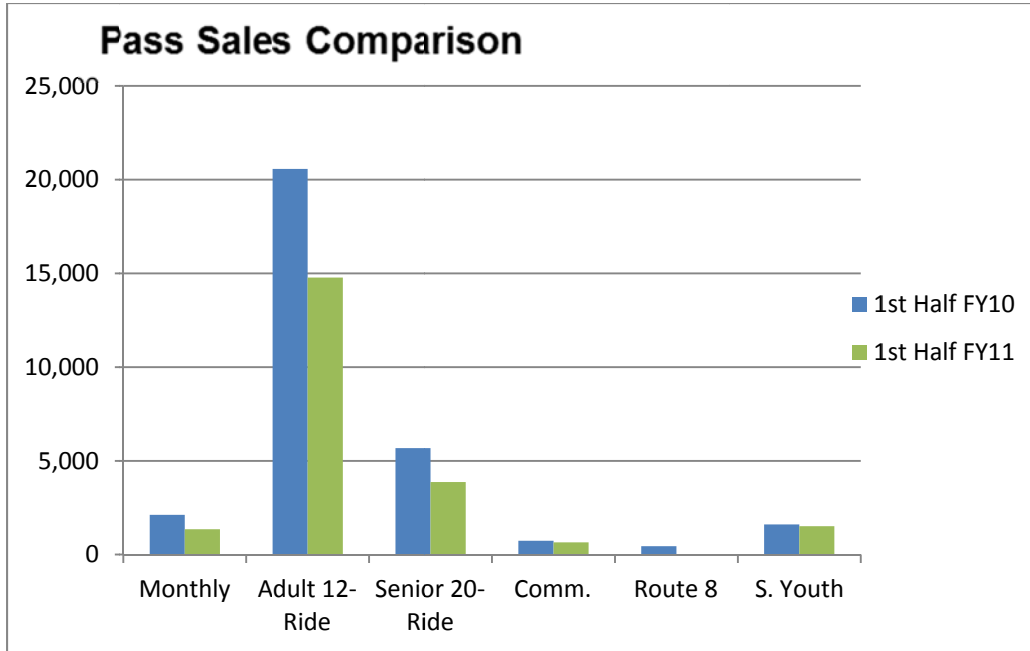
### Trip Purpose FY 2010-11





## Fixed Route Fares

Despite the stabilization of service levels, one minor fare change was made in FY 2010-11 to require passengers on express bus service to pay an additional \$0.25 when using a typical County Connection multi-ride pass. Prior to this clarification, only the single-ride express bus fares had been increased by \$0.25 while leaving the monthly and punch pass unchanged. This has increased the average fare/passenger indicator from \$1.21 to \$1.28, resulting in \$23,762 in anticipated additional revenue.



**Comparison of Ridership by Demographic Category - January Comparison**

Route	Adult Cash	12 Ride Punch	Commuter Cash	Youth Cash	Youth 12 Ride Punch	Senior Cash	Bus Transfer	Free	Bart Transfer	Monthly Pass	Commuter Card	Youth Monthly Pass	Senior 20 Ride Punch	Bart Plus	Senior Bart Transfer	Ace Train 92X	Bishop Ranch Pass	Chevron 91X	Galaxy 91X	Airport 91X	St Mary's Pass	JFKU Pass	TOTAL
2010	52,496	15,138	4,401	13,701	14,765	14,289	40,512	27,760	25,050	9,768	1,754	1,532	9,918	3,305	1,244	2,083	9,745	270	131	6	2,627	238	250,735
2011	53,960	14,898	4,700	15,761	17,029	16,337	44,046	27,940	25,194	10,340	3,182	1,759	9,993	2,737	1,174	2,149	15,450	201	101	16	2,416	240	269,623
	2.8%	-1.6%	6.8%	15.0%	15.3%	14.3%	8.7%	0.7%	0.6%	5.9%	81.4%	14.8%	0.7%	-17.2%	-5.7%	3.1%	58.5%	-25.6%	-22.5%	155.8%	-8.1%	1.2%	7.5%

## Operations Budget

CCCTA staff developed the following three distinct operating budget scenarios:

### Scenario 1: Status Quo

- Annual Cost Growth: 4% after FY12
- Annual Revenue Growth: STA and Measure J increase at 4% annually, all other revenue remains at FY13 levels
- Fare Increases: 4.7% in FY13, 11% in FY16, and 16% in FY20
- Service Reductions: None
- FY14 TDA Balance: \$481,517
- FY19 TDA Balance: -\$12,855,476

### Scenario 2: TDA Balance Growth

- Cost Growth: 4% after FY12
- Revenue Growth: STA and Measure J increase at 4% annually, all other revenue remains at FY13 levels
- Fare Increases: 4.7% in FY13, 11% in FY16, and 16% in FY20
- Service Reductions: 10.6% in FY13 and 9% in FY20
- FY14 TDA Balance: \$5,447,876
- FY19 TDA Balance: \$7,233,994

### Scenario 3: 50% STA Revenue Cut

- Cost Growth: 4% after FY12
- Revenue Growth: Only Measure J increases at 4% annually, STA decline by 50% in FY12 and increases by 4% thereafter. All other revenue remains at FY13 levels
- Fare Increases: 4.7% in FY13, 37% in FY16, and 37% in FY20
- Service Reductions: 10.6% in FY13 and 9% in FY19
- FY14 TDA Balance: \$1,301,258
- FY19 TDA Balance: 2,850,230



### Status Quo Scenario

The first scenario is a status quo illustration of CCCTA's current growth projections. It shows a declining TDA balance. Based on this projection, CCCTA, despite service reductions, a fare increase in March of 2009, and a fleet reduction, will have a negative TDA balance by FY 2014-15. TDA revenues are still being generated at lower levels than expected and reflect the fact that the economy has not yet recovered to a point where we can count on growth. For this reason, the status quo scenario assumes a 4% annual growth rate after FY 2011-12. CCCTA needs the economy to turn around, TDA and STA revenues to grow and/or another type of infusion of funds to continue operating the current level of service beyond FY 2014-15. The operations budget presented below assumes future fare increases of approximately 10% in FY 2012-13, FY 2015-2016, and FY 2019-20. The TDA deficit then grows an average of 70% per year over the course of the SRTP period. The fixed-route service is forced to shoulder the growing costs for both itself and for the paratransit service as cutting paratransit is difficult. As such, the next two operating scenarios only account for fixed-route service. This scenario serves to demonstrate that even with a fare increase and no passenger decline, a deficit in FY 2014-15 looms.

### Transportation Development Act Balance Growth Scenario

The second operating budget scenario is one that moves towards providing a more financially stable service by steadily increasing the agency's TDA balance. This is done through strategic cuts in fixed-route service and implementing a fare increase in FY 2018-19. These actions together would result in a TDA balance of \$5,447,876 by FY 2013-14 as opposed to \$481,517 from the status quo scenario. The first service cut would occur in FY 2012-13 and would eliminate 10.5% of service. This would be accompanied by a fare increase of 10% in FY 2012-13. The second cut of 10.5% in FY 2019-20 would provide the agency with a TDA balance that grows on average 10% annually and would provide financial stability and allow the agency to overcome additional revenue shortfalls should they occur.

### 50% Cut in State Transit Assistance Scenario

The final operating scenario is one that assumes a 50% cut in STA revenues. STA has been a volatile revenue source in the past and its future remains very much in question. In order to absorb this significant cut in essential revenue, CCCTA would need to implement a 10.5% service cut in FY 2012-13 along with the scheduled fare increase. Additionally, the 11% fare increase scheduled for FY 2015-16 would be increased to a 37% fare hike. Also, a fixed-route service cut would be implemented in FY 2017-18 and a second 37% fare increase is scheduled in FY 2019-20. These measures are similar to those taken in the previous scenario but do not have the same effect in increasing the agency's TDA balance because of the cut in STA funds. The TDA balance by FY 2013-14 would be \$1,301,258. These measures do not provide for service flexibility and make additional revenue shortfalls far more costly.

*Note: All service cuts and fare increases are highlighted in orange*

**Operations Budget - Scenario 1 - Status Quo  
FY 2010-11 to 2019-20**

	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04
	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
	actual	Projected									
<b>Fixed Route</b>											
Revenue Hours	215,615	215,615	215,615	215,615	215,615	215,615	215,615	215,615	215,615	215,615	215,615
Total Hours	246,047	246,047	246,047	246,047	246,047	246,047	246,047	246,047	246,047	246,047	246,047
Cost/Total Hour	\$98.56	\$102.50	\$106.60	\$110.86	\$115.30	\$119.91	\$124.71	\$129.69	\$134.88	\$140.28	\$145.89
Total Cost	\$24,249,544	\$25,219,526	\$26,228,307	\$27,277,439	\$28,368,537	\$29,503,278	\$30,683,409	\$31,910,746	\$33,187,175	\$34,514,662	\$35,895,249
Passengers/RHr	15	15	15	15	15	15	15	15	15	15	15
Passengers	3,235,772	3,234,225	3,234,225	3,234,225	3,234,225	3,234,225	3,234,225	3,234,225	3,234,225	3,234,225	3,234,225
Fare Revenue (incl Special)	\$4,175,831	\$4,061,525	\$4,157,892	\$4,366,204	\$4,366,204	\$4,366,204	\$4,851,338	\$4,851,338	\$4,851,338	\$4,851,338	\$5,659,894
Average Fare/Passenger	\$1.29	\$1.29	\$1.29	\$1.35	\$1.35	\$1.35	\$1.50	\$1.50	\$1.50	\$1.50	\$1.75
Net Operating Cost	\$20,073,713	\$21,158,001	\$22,070,415	\$22,911,235	\$24,002,333	\$25,137,074	\$25,832,072	\$27,059,408	\$28,335,838	\$29,663,325	\$30,235,355
Advertising	\$512,096	\$482,500	\$530,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Investment Income	\$198,369	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500
FTA Planning	\$60,000		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5307 Flex Set-Aside			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5307 Preventative Maint		\$1,935,317	\$4,632,202	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
MTC Preventive Maintenance		\$827,797	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ARRA	\$3,862,285	\$807,311									
TDA 4.0	\$9,966,455	\$9,089,658	\$9,354,501	\$12,640,859	\$13,372,880	\$13,913,889	\$14,293,063	\$15,191,942	\$16,126,777	\$17,099,005	\$17,301,566
STA (All)	\$0	\$2,988,708	\$2,656,726	\$2,762,995	\$2,873,515	\$2,988,455	\$3,107,994	\$3,232,313	\$3,361,606	\$3,496,070	\$3,635,913
Measure C											
Measure J	\$3,277,336	\$3,245,322	\$3,384,871	\$3,520,266	\$3,661,076	\$3,807,520	\$3,959,820	\$4,118,213	\$4,282,942	\$4,454,259	\$4,632,430
BART Express Bus	\$514,243	\$616,358	\$556,311	\$556,311	\$664,058	\$690,620	\$718,245	\$746,975	\$776,854	\$807,928	\$840,245
Dougherty Valley	\$228,589	\$183,000	\$225,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Other Local Grants	\$879,773	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
SWAT (92X & 35)	\$15,138		\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000
RM2/Express Bus	\$559,429	\$559,429	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090
Lifeline (JARC)		\$254,101	\$103,214	\$103,214	\$103,214	\$409,000	\$425,360	\$442,374	\$460,069	\$478,472	\$497,611
Sub Total Revenue	\$20,073,713	\$21,158,001	\$22,070,415	\$22,911,235	\$24,002,333	\$25,137,074	\$25,832,072	\$27,059,408	\$28,335,838	\$29,663,325	\$30,235,355
Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**TDA Balance**

	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Beginning Balance	\$3,564,000	\$1,874,145	\$3,124,694	\$4,338,206	\$2,569,271	\$481,517	-\$1,724,630	-\$3,826,402	-\$6,370,158	-\$9,373,683	-\$12,855,476
TDA 4.0 Allocation	\$10,124,143	\$12,044,701	\$12,826,590	\$13,339,654	\$13,873,240	\$14,428,169	\$15,005,296	\$15,605,508	\$16,229,728	\$16,878,917	\$17,554,074
<b>TDA 4.0 Needed</b>											
Fixed Route Operations	\$9,966,455	\$9,089,658	\$9,354,501	\$12,640,859	\$13,372,880	\$13,913,889	\$14,293,063	\$15,191,942	\$16,126,777	\$17,099,005	\$17,301,566
Paratransit Operations	\$1,847,543	\$1,704,495	\$2,258,577	\$2,467,730	\$2,588,114	\$2,720,427	\$2,814,005	\$2,957,322	\$3,106,476	\$3,261,706	\$10,752,282
Ending Balance	\$1,874,145	\$3,124,694	\$4,338,206	\$2,569,271	\$481,517	-\$1,724,630	-\$3,826,402	-\$6,370,158	-\$9,373,683	-\$12,855,476	-\$23,355,251

Paratransit Budget:

	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
	actual										
Increase in cost per Total Hr	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	2.04
<b>Paratransit</b>											
Revenue Hours	84,151	84,151	84,151	84,151	84,151	84,151	84,151	84,151	84,151	84,151	84,151
Total Hours	104,110	104,110	104,110	104,110	104,110	104,110	104,110	104,110	104,110	104,110	104,110
Cost/Total Hour	\$49.46	\$51.44	\$53.50	\$55.64	\$57.86	\$60.18	\$62.58	\$65.09	\$67.69	\$70.40	\$143.61
Total Cost	\$5,149,277	\$5,355,248	\$5,569,458	\$5,792,236	\$6,023,926	\$6,264,883	\$6,515,478	\$6,776,097	\$7,047,141	\$7,329,026	\$14,951,214
Passengers/RHr	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05
Passengers	172,317	172,510	172,510	172,510	172,510	172,510	172,510	172,510	172,510	172,510	172,510
Fare Revenue	\$579,981	\$570,802	\$590,802	\$603,783	\$603,783	\$603,783	\$646,911	\$646,911	\$646,911	\$646,911	\$646,911
Average Fare/Passenger	\$3.37	\$3.25	\$3.25	\$3.50	\$3.50	\$3.50	\$3.75	\$3.75	\$3.75	\$3.75	\$3.75
Net Operating Cost	\$4,569,296	\$4,784,446	\$4,978,656	\$5,188,453	\$5,420,142	\$5,661,099	\$5,868,567	\$6,129,186	\$6,400,230	\$6,682,116	\$14,304,303
Advertising + Interest	\$3,515	\$1,300	\$300	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
5307 ADA Set-Aside	\$997,258	\$732,526	\$761,827	\$792,300	\$823,992	\$856,952	\$891,230	\$926,879	\$963,954	\$1,002,512	\$1,042,613
TDA 4.5	\$615,595	\$464,173	\$655,865	\$682,100	\$709,384	\$737,759	\$767,269	\$797,960	\$829,878	\$863,074	\$897,597
TDA 4.0	\$1,847,543	\$1,704,495	\$2,258,577	\$2,467,730	\$2,588,114	\$2,720,427	\$2,814,005	\$2,957,322	\$3,106,476	\$3,261,706	\$10,752,282
STA (All)		\$881,728	\$247,554	\$135,000	\$146,000	\$150,380	\$154,891	\$159,538	\$164,324	\$169,254	\$174,332
Prop 42 Revenue											
Measure C & J											
Measure J	\$904,450	\$830,224	\$863,433	\$897,970	\$933,889	\$971,245	\$1,010,094	\$1,050,498	\$1,092,518	\$1,136,219	\$1,181,668
New Freedom			\$16,000	\$17,000	\$17,000	\$17,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,001
BART ADA (3% growth)	\$200,934	\$170,000	\$175,100	\$180,353	\$185,764	\$191,336	\$197,077	\$202,989	\$209,079	\$215,351	\$221,811
Sub Total Non Operating Revenues	\$4,569,296	\$4,784,446	\$4,978,656	\$5,188,453	\$5,420,142	\$5,661,099	\$5,868,567	\$6,129,186	\$6,400,230	\$6,682,116	\$14,304,303
Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operations Budget - Version 2 - TDA Balance Growth											
FY 2010-11 to 2019-20											
		1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04
	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>
	actual	Projected									
<b>Fixed Route</b>											
Revenue Hours	215,615	215,615	215,615	192,790	192,790	192,790	192,790	192,790	192,790	192,790	175,263
Total Hours	246,047	246,047	246,047	220,000	220,000	220,000	220,000	220,000	220,000	220,000	200,000
Cost/Total Hour	\$98.56	\$102.50	\$106.60	\$110.86	\$115.30	\$119.91	\$124.71	\$129.69	\$134.88	\$140.28	\$145.89
Total Cost	\$24,249,544	\$25,219,526	\$26,228,307	\$24,389,798	\$25,365,390	\$26,380,005	\$27,435,206	\$28,532,614	\$29,673,918	\$30,860,875	\$29,177,555
Passengers/RHr	15	15	15	15	15	15	15	15	15	15	15
Passengers	3,235,772	3,234,225	3,234,225	2,891,844	2,891,844	2,891,844	2,891,844	2,891,844	2,891,844	2,891,844	2,628,949
Fare Revenue (incl Special)	\$4,175,831	\$4,061,525	\$4,157,892	\$3,903,989	\$3,903,989	\$3,903,989	\$4,337,766	\$4,337,766	\$4,337,766	\$5,060,727	\$4,600,661
Average Fare/Passenger	\$1.29	\$1.29	\$1.29	\$1.35	\$1.35	\$1.35	\$1.50	\$1.50	\$1.50	\$1.75	\$1.75
Net Operating Cost	\$20,073,713	\$21,158,001	\$22,070,415	\$20,485,809	\$21,461,401	\$22,476,016	\$23,097,440	\$24,194,848	\$25,336,153	\$25,800,148	\$24,576,894
Advertising	\$512,096	\$482,500	\$530,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Investment Income	\$198,369	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500
FTA Planning	\$60,000		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5307 Flex Set-Aside			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5307 Preventative Maint		\$1,935,317	\$4,632,202	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
MTC Preventive Maintenance		\$827,797	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Operating Revenue											
ARRA	\$3,862,285	\$807,311									
TDA 4.0	\$9,966,455	\$9,089,658	\$9,354,501	\$10,215,433	\$10,831,947	\$11,252,831	\$11,558,431	\$12,327,382	\$13,127,092	\$13,235,829	\$11,643,105
STA (All)	\$0	\$2,988,708	\$2,656,726	\$2,762,995	\$2,873,515	\$2,988,455	\$3,107,994	\$3,232,313	\$3,361,606	\$3,496,070	\$3,635,913
Measure C											
Measure J	\$3,277,336	\$3,245,322	\$3,384,871	\$3,520,266	\$3,661,076	\$3,807,520	\$3,959,820	\$4,118,213	\$4,282,942	\$4,454,259	\$4,632,430
BART Express Bus	\$514,243	\$616,358	\$556,311	\$556,311	\$664,058	\$690,620	\$718,245	\$746,975	\$776,854	\$807,928	\$840,245
Dougherty Valley	\$228,589	\$183,000	\$225,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Other Local Grants	\$879,773	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
SWAT (92X & 35)	\$15,138		\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000
RM2/Express Bus	\$559,429	\$559,429	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090
Lifeline (JARC)		\$254,101	\$103,214	\$103,214	\$103,214	\$409,000	\$425,360	\$442,374	\$460,069	\$478,472	\$497,611
Sub Total Revenue	\$20,073,713	\$21,158,001	\$22,070,415	\$20,485,809	\$21,461,401	\$22,476,016	\$23,097,440	\$24,194,848	\$25,336,153	\$25,800,148	\$24,576,894
Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

TDA Balance											
	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Beginning Balance	\$3,564,000	\$1,874,145	\$3,124,694	\$4,338,206	\$4,994,697	\$5,447,876	\$5,902,787	\$6,535,647	\$6,856,451	\$6,852,612	\$7,233,994
TDA 4.0 Allocation	\$10,124,143	\$12,044,701	\$12,826,590	\$13,339,654	\$13,873,240	\$14,428,169	\$15,005,296	\$15,605,508	\$16,229,728	\$16,878,917	\$17,554,074
<b>TDA 4.0 Needed</b>											
Fixed Route Operations	\$9,966,455	\$9,089,658	\$9,354,501	\$10,215,433	\$10,831,947	\$11,252,831	\$11,558,431	\$12,327,382	\$13,127,092	\$13,235,829	\$11,643,105
Paratransit Operations	\$1,847,543	\$1,704,495	\$2,258,577	\$2,467,730	\$2,588,114	\$2,720,427	\$2,814,005	\$2,957,322	\$3,106,476	\$3,261,706	\$10,752,282
Ending Balance	\$1,874,145	\$3,124,694	\$4,338,206	\$4,994,697	\$5,447,876	\$5,902,787	\$6,535,647	\$6,856,451	\$6,852,612	\$7,233,994	\$2,392,681

<b>Operations Budget - Version 3 - 50% cut in STA</b>											
<b>FY 2010-11 to 2019-20</b>											
		1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04
	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>
	actual	Projected									
<b>Fixed Route</b>											
Revenue Hours	215,615	215,615	215,615	192,790	192,790	192,790	192,790	192,790	175,263	175,263	161,242
Total Hours	246,047	246,047	246,047	220,000	220,000	220,000	220,000	220,000	200,000	200,000	184,000
Cost/Total Hour	\$98.56	\$102.50	\$106.60	\$110.86	\$115.30	\$119.91	\$124.71	\$129.69	\$134.88	\$140.28	\$145.89
Total Cost	\$24,249,544	\$25,219,526	\$26,228,307	\$24,389,798	\$25,365,390	\$26,380,005	\$27,435,206	\$28,532,614	\$26,976,289	\$28,055,341	\$26,843,350
Passengers/RHr	15	15	15	15	15	15	15	15	15	15	15
Passengers	3,235,772	3,234,225	3,234,225	2,891,844	2,891,844	2,891,844	2,891,844	2,891,844	2,628,949	2,628,949	2,418,633
Fare Revenue (incl Special)	\$4,175,831	\$4,061,525	\$4,157,892	\$3,903,989	\$3,903,989	\$3,903,989	\$5,349,911	\$5,349,911	\$4,863,556	\$4,863,556	\$6,167,514
Average Fare/Passenger	\$1.29	\$1.29	\$1.29	\$1.35	\$1.35	\$1.35	\$1.85	\$1.85	\$1.85	\$1.85	\$2.55
Net Operating Cost	\$20,073,713	\$21,158,001	\$22,070,415	\$20,485,809	\$21,461,401	\$22,476,016	\$22,085,294	\$23,182,703	\$22,112,734	\$23,191,785	\$20,675,836
Advertising	\$512,096	\$482,500	\$530,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Investment Income	\$198,369	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500	\$148,500
FTA Planning	\$60,000		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5307 Flex Set-Aside			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5307 Preventative Maint		\$1,935,317	\$4,632,202	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
MTC Preventive Maintenance		\$827,797	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Operating Revenue											
ARRA	\$3,862,285	\$807,311									
TDA 4.0	\$9,966,455	\$9,089,658	\$10,682,864	\$11,596,930	\$12,268,705	\$12,747,059	\$12,100,282	\$12,931,394	\$11,584,476	\$12,375,501	\$9,560,004
STA (All)	\$0	\$2,988,708	\$1,328,363	\$1,381,498	\$1,436,757	\$1,494,228	\$1,553,997	\$1,616,157	\$1,680,803	\$1,748,035	\$1,817,956
Measure C											
Measure J	\$3,277,336	\$3,245,322	\$3,384,871	\$3,520,266	\$3,661,076	\$3,807,520	\$3,959,820	\$4,118,213	\$4,282,942	\$4,454,259	\$4,632,430
BART Express Bus	\$514,243	\$616,358	\$556,311	\$556,311	\$664,058	\$690,620	\$718,245	\$746,975	\$776,854	\$807,928	\$840,245
Dougherty Valley	\$228,589	\$183,000	\$225,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Other Local Grants	\$879,773	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
SWAT (92X & 35)	\$15,138		\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000
RM2/Express Bus	\$559,429	\$559,429	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090	\$414,090
Lifeline (JARC)		\$254,101	\$103,214	\$103,214	\$103,214	\$409,000	\$425,360	\$442,374	\$460,069	\$478,472	\$497,611
Sub Total Revenue	\$20,073,713	\$21,158,001	\$22,070,415	\$20,485,809	\$21,461,401	\$22,476,016	\$22,085,294	\$23,182,703	\$22,112,734	\$23,191,785	\$20,675,836
Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

<b>TDA Balance</b>											
	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>
Beginning Balance	\$3,564,000	\$1,874,145	\$3,124,694	\$3,009,843	\$2,284,837	\$1,301,258	\$261,942	\$352,950	\$69,743	\$1,608,519	\$2,850,230
TDA 4.0 Allocation	\$10,124,143	\$12,044,701	\$12,826,590	\$13,339,654	\$13,873,240	\$14,428,169	\$15,005,296	\$15,605,508	\$16,229,728	\$16,878,917	\$17,554,074
<b>TDA 4.0 Needed</b>											
Fixed Route Operations	\$9,966,455	\$9,089,658	\$10,682,864	\$11,596,930	\$12,268,705	\$12,747,059	\$12,100,282	\$12,931,394	\$11,584,476	\$12,375,501	\$9,560,004
Paratransit Operations	\$1,847,543	\$1,704,495	\$2,258,577	\$2,467,730	\$2,588,114	\$2,720,427	\$2,814,005	\$2,957,322	\$3,106,476	\$3,261,706	\$10,752,282
Ending Balance	\$1,874,145	\$3,124,694	\$3,009,843	\$2,284,837	\$1,301,258	\$261,942	\$352,950	\$69,743	\$1,608,519	\$2,850,230	\$92,018

## Capital Program

CCCTA's Capital Program outlines County Connection's major capital expenditures over a 10-year horizon. Staff has elected to use leftover funds from the Diablo Valley College project and the 40 bus procurement for a proposed Intelligent Transportation Systems (ITS) project designed to update hardware and software bringing vital communication equipment into a state of good repair.

CCCTA staff has also found capital savings by downsizing the fixed-route fleet by 10 buses, re-directing the \$5.5 million in FTA 5307 funding to preventive maintenance.

County Connection also received an increase in Proposition 1B funding over the FY 2010-11 amount. CCCTA has been allocated \$4.8 million in FY compared to \$1 million allocated in FY 2009-10. These funds are contingent upon the sale of State Bonds and staff is planning on them as local match for the FY 2011-12 fixed-route and paratransit bus purchases as well as necessary investments in facility rehabilitation.

<b>Capital Program</b>						
<b>Revenue Fleet - Fixed Route</b>						
<b>#</b>	<b>Description</b>	<b>Series</b>	<b>Year in Service</b>	<b>MTC's Useful Life</b>	<b>Replacement Year</b>	<b>Next Replacement</b>
10	Heavy Duty bus - 40'	2000-2009	2000	12	2012	2024
7	Heavy Duty bus - 30'	100-106	2001	12	2013	2025
14	Heavy Duty bus - 40'	200-213	2002	12	2014	2026
18	Heavy Duty bus - 30'	300-317	2002	12	2014	2026
13	Heavy Duty bus - 35'	400-412	2002	12	2014	2026
19	Heavy Duty bus - 40'	500-518	2002	12	2014	2026
40	Heavy Duty bus - 40'	900-940	2010	12	2022	2034
121						
<b>Revenue Fleet - Paratransit</b>						
38	Ford Cutaways - 22'	2L01-38	2002	5	2011	2016
4	Ford Cutaways - 24'	2L39-42	2002	5	2011	2016
4	Ford Cutaways - 22'	4L01-4	2004	7	2012	2019
4	Ford Minivan	4L05-8	2004	6	2012	2018
6	Ford Cutaways - 22'	5L01-6	2005	7	2013	2020
3	Chevy Microvan	7L01-03	2007	6	2013	2019
1	Ford Minivan	7L04	2007	6	2013	2019
3	Ford Cutaways - 22'		2008	7	2015	2022
63						

<b>Fixed Route Fleet</b>											
#	Description	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
40	Heavy Duty bus - 40'										
10	Heavy Duty bus - 40'		10								
7	Heavy Duty bus - 30'			7							
14	Heavy Duty bus - 40'				14						
18	Heavy Duty bus - 30'				18						
13	Heavy Duty bus - 35'				13						
19	Heavy Duty bus - 40'				19						
	Sub Total 40' Foot		10		33						
	Sub Total 35'				13						
	Sub Total 30'			7	18						
	Grand Total		10	7	64						
<b>Paratransit Fleet</b>											
38	Ford Cutaways - 22'	38					38				
4	Ford Cutaways - 24'	4					4				
4	Ford Cutaways - 22'		4							4	
4	Ford Minivan		4						4		
6	Ford Cutaways - 22'			6							6
3	Chevy Microvan			3						3	
1	Ford Minivan			1						1	
3	Ford Cutaways - 22'					3					
	Total under 26'	42	4	6		3	42			4	6
	Total under 22'		4	4					4	4	

		FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<b>MTC's Price 10-11</b>		1.03									
Transit Bus 40' Hybrid		\$678,000	\$698,000	\$718,940	\$740,508	\$762,723	\$785,605	\$809,173	\$833,449	\$858,452	\$884,206
	Federal	\$546,617	\$562,742	\$579,609	\$596,998	\$614,908	\$633,355	\$652,356	\$671,926	\$692,084	\$712,846
	Local	\$131,383	\$135,258	\$139,331	\$143,510	\$147,816	\$152,250	\$156,818	\$161,522	\$166,368	\$171,359
Transit Bus 35' Hybrid		\$658,000	\$687,000	\$707,610	\$728,838	\$750,703	\$773,225	\$796,421	\$820,314	\$844,923	\$870,271
	Federal	\$530,595	\$553,997	\$570,617	\$587,735	\$605,367	\$623,528	\$642,234	\$661,501	\$681,346	\$701,787
	Local	\$127,405	\$133,003	\$136,993	\$141,103	\$145,336	\$149,696	\$154,187	\$158,813	\$163,577	\$168,484
Transit Bus 30' Hybrid		\$640,000	\$659,000	\$678,770	\$699,133	\$720,107	\$741,710	\$763,962	\$786,880	\$810,487	\$834,801
	Federal	\$216,195	\$531,520	\$547,496	\$563,921	\$580,838	\$598,264	\$616,211	\$634,698	\$653,739	\$673,351
	Local	\$123,805	\$127,480	\$131,274	\$135,212	\$139,269	\$143,447	\$147,750	\$152,183	\$156,748	\$161,451
Cut-Away/Van Under 26', 5-Year, Gas		\$78,000	\$80,000	\$82,400	\$84,872	\$87,418	\$90,041	\$92,742	\$95,524	\$98,390	\$101,342
	Federal	\$63,667	\$65,299	\$66,464	\$68,458	\$70,511	\$72,627	\$74,806	\$77,050	\$79,361	\$81,742
	Local	\$14,333	\$14,701	\$15,936	\$16,414	\$16,907	\$17,414	\$17,936	\$18,474	\$19,029	\$19,599
Cut-Away under 26', 7 year, Gas		\$109,000	\$112,000	\$115,360	\$118,821	\$122,385	\$126,057	\$129,839	\$133,734	\$137,746	\$141,878
	Federal	\$90,470	\$92,960	\$95,749	\$98,621	\$101,580	\$104,627	\$107,766	\$110,999	\$114,329	\$117,759
	Local	\$18,530	\$19,040	\$19,611	\$20,200	\$20,806	\$21,430	\$22,073	\$22,735	\$23,417	\$24,119
Minivan Under 22'		\$50,000	\$52,000	\$53,560	\$55,167	\$56,822	\$58,526	\$60,282	\$62,091	\$63,953	\$65,872
	Federal	\$41,720	\$43,389	\$44,690	\$46,031	\$47,412	\$48,834	\$50,300	\$51,808	\$53,363	\$54,964
	Local	\$8,280	\$8,611	\$8,870	\$9,136	\$9,410	\$9,692	\$9,983	\$10,282	\$10,591	\$10,908
<b>Revenue Fleet</b>											
Fixed Route			\$6,980,000	\$4,751,390	\$46,496,064						
	Federal		\$5,627,420	\$3,832,471	\$37,503,725						
	Local		\$1,352,580	\$918,919	\$8,992,339						
Paratransit		\$3,746,000	\$656,000	\$906,400		\$367,156	\$3,781,710		\$248,362.88	\$806,797	\$851,269.49
	Federal	\$2,996,800	\$545,396	\$752,312		\$304,740	\$3,138,819		\$206,141	\$669,642	\$706,554
	Local	\$749,200	\$110,604	\$154,088		\$62,417	\$642,891		\$42,222	\$137,156	\$144,716
Total Replacement Capital (MTC price)		\$3,746,000	\$7,636,000	\$5,657,790	\$46,496,064	\$367,156	\$3,781,710		\$248,363	\$806,797	\$851,269
	Federal	\$2,996,800	\$6,172,816	\$4,584,783	\$37,503,725	\$304,740	\$3,138,819		\$206,141	\$669,642	\$706,554
	Local (for MTC price)	\$749,200	\$1,463,184	\$1,073,007	\$8,992,339	\$62,417	\$642,891		\$42,222	\$137,156	\$144,716



Non Revenue Fleet													
			Year in Service	Useful Life	Replacement Year								
<b>Cars and Supervisor Vans</b>													
3	Ford Escape Hybrid		2010	7	2017	2024							
1	Ford Taurus		2000	7	2009	2016							
2	Ford 1 Ton Diesel van		2003	7	2010	2017							
1	Ford 1/2 ton gas Van		2003	7	2010	2017							
2	Crown Vic		2004	7	2011	2018							
1	Pontiac Sedan		2006	7	2013	2020							
2	Chevy uplander van		2006	7	2014	2021							
<b>Shop Trucks</b>													
1	Ford Flat Bed diesel		1996	7	2009	2016							
2	Ford F-250		2006	7	2013	2020							
1	Ford cargo van gas		2006	7	2013	2020							
16													
		<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>Total</b>
	Cars	1	2		1			1		2		1	
	Vans	3			1	2			3				
	Trucks	1			2			1				3	
Price	Car	\$27,810	\$28,644	\$29,504	\$30,389	\$31,300	\$32,239	\$33,207	\$34,203	\$35,229	\$36,286	\$37,374	
	Van	\$49,440	\$50,923	\$52,451	\$54,024	\$55,645	\$57,315	\$59,034	\$60,805	\$62,629	\$64,508	\$66,443	
	Truck	\$52,500	\$55,125	\$57,881	\$60,775	\$63,814	\$67,005	\$70,355	\$73,873	\$77,566	\$81,445	\$85,517	
Total Cost	Cars	\$27,810	\$57,289		\$30,389			\$33,207		\$70,458		\$37,374	
	Vans	\$148,320			\$54,024	\$111,290			\$182,415				
	Trucks	\$52,500			\$121,551			\$70,355				\$256,551	
	<b>Total</b>	<b>\$228,630</b>	<b>\$57,289</b>		<b>\$205,964</b>	<b>\$111,290</b>		<b>\$103,562</b>	<b>\$182,415</b>	<b>\$70,458</b>		<b>\$293,925</b>	<b>\$959,607</b>

<b>Non Vehicle Capital Projects</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>Total</b>
Facility Equipment (furniture, office equip., IT projects)	\$220,000	\$215,000	\$115,000	\$230,000	\$120,000	\$325,000	\$130,000	\$325,000	\$135,000	\$155,000	\$1,970,000
Maintenance Tools and Equipment	\$233,000	\$170,000	\$192,000	\$235,000	\$155,000	\$85,000	\$65,000	\$100,000	\$150,000	\$100,000	\$1,485,000
Facility Maintenance	\$154,500	\$159,135	\$163,909	\$168,826	\$573,891	\$578,956	\$608,841	\$627,106	\$645,920	\$125,000	\$3,806,084
Facility Rehab		\$3,391,468									\$3,391,468
Facility Security Project	\$116,919	\$116,919	\$116,919	\$116,919	\$116,919	\$116,919	\$116,919	\$116,919	\$116,919	\$116,919	\$1,169,190
ITS	\$900,000										\$900,000
Signage and Street Amenities					\$500,000				\$500,000		\$1,000,000
Pacheco Hub			\$3,500,000								\$3,500,000
<b>Non Vehicle Project Total</b>	<b>\$1,624,419</b>	<b>\$4,052,522</b>	<b>\$4,087,828</b>	<b>\$750,745</b>	<b>\$1,465,810</b>	<b>\$1,105,875</b>	<b>\$920,760</b>	<b>\$1,169,025</b>	<b>\$1,547,839</b>	<b>\$496,919</b>	<b>\$16,724,823</b>
<b>Non Revenue Fleet</b>	\$57,289		\$205,964	\$111,290		\$103,562	\$182,415	\$70,458		\$293,925	\$730,977
<b>Revenue Fleet</b>	\$4,216,000	\$7,692,000	\$5,727,790	\$46,496,064	\$388,156	\$4,075,710		\$276,363	\$862,797	\$893,269	\$69,734,880
<b>Grand Total Capital</b>	<b>\$5,897,708</b>	<b>\$11,744,522</b>	<b>\$10,021,582</b>	<b>\$47,358,100</b>	<b>\$1,853,966</b>	<b>\$5,285,146</b>	<b>\$1,103,175</b>	<b>\$1,515,846</b>	<b>\$2,410,636</b>	<b>\$1,684,114</b>	<b>\$87,190,681</b>

	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>Total</b>
<b>Total Capital Program Cost</b>	<b>\$5,897,708</b>	<b>\$11,744,522</b>	<b>\$10,021,582</b>	<b>\$47,358,100</b>	<b>\$1,853,966</b>	<b>\$5,285,146</b>	<b>\$1,103,175</b>	<b>\$1,515,846</b>	<b>\$2,410,636</b>	<b>\$1,684,114</b>	<b>\$88,874,794</b>
<b>Capital Funding</b>											
Federal 5307 - Replacement Vehicle	\$2,996,800	\$6,172,816	\$4,584,783	\$37,503,725	\$304,740	\$3,138,819		\$206,141	\$669,642	\$706,554	\$56,284,020
Prior Year Federal 5307	\$600,000										\$600,000
Prop 1B - PTMISEA	\$1,098,757	\$4,854,652	\$1,098,757	\$1,098,757	\$393,347						\$8,544,270
Prop 1B - TSGP - Security	\$116,919	\$116,919	\$116,919	\$116,919	\$116,919	\$116,919	\$116,919	\$116,919	\$116,919	\$116,919	\$1,169,190
Prior Year Prop 1B DVC	\$840,000										\$840,000
Bridge Toll Estimate	\$300,000	\$300,000	\$300,000	\$1,500,000	\$300,000						\$2,700,000
Prior Year Bridge Toll	\$310,700										\$310,700
Prior Year Pacheco Funding			\$3,500,000								\$3,500,000
Prior Year TDA - Capital	\$600,000		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,200,000
<b>Capital Funding Estimate</b>	<b>\$6,863,176</b>	<b>\$11,444,387</b>	<b>\$9,800,459</b>	<b>\$40,419,401</b>	<b>\$1,315,006</b>	<b>\$3,455,738</b>	<b>\$316,919</b>	<b>\$523,060</b>	<b>\$986,561</b>	<b>\$1,023,473</b>	<b>\$75,124,707</b>
Prior Year Carryover		\$12,409,856	\$10,465,793	\$40,863,612	-\$5,179,482	-\$3,577,710	-\$8,545,937	-\$9,126,052	-\$9,655,337	-\$11,042,500	
<b>Capital Surplus</b>	<b>\$965,468</b>	<b>\$665,334</b>	<b>\$444,211</b>	<b>-\$6,494,487</b>	<b>-\$7,033,448</b>	<b>-\$8,862,856</b>	<b>-\$9,649,112</b>	<b>-\$10,641,898</b>	<b>-\$12,065,973</b>	<b>-\$12,726,614</b>	<b>-\$52,672,762</b>

Capital Vision List:

As part of the FY 2010-11 SRTP Capital Plan, staff has included the following unfunded “vision projects” as a commitment to ensure that County Connection remains in a state of good repair while maneuvering itself to meet the growing needs of a diversifying population. These projects remain largely unfunded but with the current economic uncertainty staff believes it is important to have bold yet necessary projects on hand should funding become available.

<b>Project Title</b>	<b>Project Description</b>	<b>Project Status</b>
Solar Project	Install solar panels at CCCTA headquarters to offset energy usage and reduce greenhouse gas emissions	Initial Study Complete; future remains unfunded
Bus Stop Inventory	Conduct an inventory of existing bus stops that would be data based to ease the process of assessing bus stop needs as well as ensure that they stay in a state of good repair	Unfunded
Bus Shelter Upgrades	Upgrade existing and install new bus stop shelters that display real-time bus arrival times	Unfunded
HOV Hwy Ramps	Study, design, and construct HOV freeway ramps at the Bishop Ranch exit on I-680 to increase service efficiency	Unfunded
Electric Trolley	Replace existing diesel trolley fleet that runs a very productive free route to walnut creek with electric trolleys and necessary infrastructure. This would reduce long term fuel cost and reduce local emissions in a dense business district	Unfunded

<b>Route #</b>	<b>Description</b>
<b>1</b>	Rossmoor Shopping Center, Tice Valley Blvd, Boulevard Wy, Oakland Blvd, Trinity Ave , BART Walnut Creek, Ygnacio Valley, Montego, John Muir Medical Center, N Wiget Ln, Shadelands Office Park
<b>2</b>	Rudgear Rd, Stewart Ave, Trotter Wy, Dapplegray Rd, Palmer Rd, Mountain View Blvd, San Miguel Dr, N & S California Blvd, BART Walnut Creek
<b>4</b>	BART Walnut Creek, N California Blvd, Locust St, Mt Diablo Blvd, Broadway Plaza, S Main St, Pringle Ave
<b>4H</b>	Walnut Creek Extended Holiday Service (November 27 thru December 31)
<b>5</b>	BART Walnut Creek, Riviera Ave, Parkside Dr, N Civic Dr, N Broadway, Lincoln Ave, Mt Pisgah St, S Main St, Creekside Dr
<b>6</b>	BART Orinda, Moraga Wy, Moraga Rd, St Marys Rd, St Mary's College, Mt Diablo Blvd, BART Lafayette
<b>6L</b>	BART Orinda, Orinda Wy
<b>7</b>	BART Pleasant Hill, Treat Blvd, Bancroft Rd, Ygnacio Valley Rd, Shadelands Office Park, Marchbanks, BART Walnut Creek, Riviera Ave, Buena Vista, Geary Rd
<b>9</b>	DVC, Contra Costa Blvd, Ellinwood Wy, JFK University, Gregory Ln, Cleaveland Rd, Boyd Rd, W Hookston Rd, Patterson Blvd, Oak Park Blvd, Coggins Dr, BART Pleasant Hill, N Main St, N California Blvd, BART Walnut Creek
<b>10</b>	BART Concord, Clayton Rd, Center St, Marsh Creek Rd
<b>11</b>	BART Concord, Port Chicago Highway, Salvio St, Mira Vista Terrace, Fry Wy, Clayton Rd, Market St, Meadow Ln, Oak Grove Rd, Treat Blvd, BART Pleasant Hill
<b>14</b>	BART Concord, Oak St, Laguna St, Detroit Ave, Monument Blvd, Mohr Ln, David Ave, Bancroft Rd, Treat Blvd, BART Pleasant Hill
<b>15</b>	BART Concord, Port Chicago Highway, Salvio St, Parkside Dr, Willow Pass Rd, Landana Dr, West St, Clayton Rd, Treat Blvd, BART Pleasant Hill, Oak Rd, N Civic Dr, Ygnacio Valley Rd, BART Walnut Creek
<b>16</b>	BART Concord, Oak St, Galindo St, Monument Blvd, Crescent Plaza, Cleaveland Rd, Gregory Ln, Pleasant Hill Rd, Alhambra Ave, Berrellesa St, Escobar St, Court St, Martinez Amtrak
<b>17</b>	BART Concord, Grant St, East St, Solano Wy, Olivera Rd, Port Chicago Highway, BART North Concord
<b>18</b>	BART Pleasant Hill, Oak Rd, Buskirk Ave, Crescent Plaza, Gregory Ln, Pleasant Hill Rd, Taylor Blvd, Morello Ave, Viking Dr, Contra Costa Blvd, DVC, Old Quarry Rd, Pacheco Blvd, Muir Rd, Arnold Dr, Morello, Pacheco Blvd, Martinez Amtrak
<b>19</b>	BART Concord, Galindo St, Concord Ave, Bisso Ln, Stanwell Dr, John Glenn Dr, Galaxy Wy, Diamond Blvd, Contra Costa Blvd, Pacheco Blvd, Martinez Amtrak
<b>20</b>	BART Concord, Grant St, Concord Blvd, Clayton Rd, Gateway Blvd, Willow Pass Rd, Sun Valley Blvd, Golf Club Rd, DVC
<b>21</b>	BART Walnut Creek, N & S California Blvd, Newell Ave, S Main St, Danville Blvd, Railroad Ave, San Ramon Valley Blvd, Danville Park & Ride, Camino Ramon, Fostoria Wy, San Ramon Transit Center
<b>25</b>	BART Lafayette, Mt Diablo Blvd, Highway 24, Highway 680, BART Walnut Creek

<b>28</b>	BART North Concord, Port Chicago Highway, Bates Ave, Commercial Cir, Pike Ln, Arnold Industrial Wy, Marsh Dr, Contra Costa Blvd, Chilpancingo Pkwy, Old Quarry Rd, DVC, Highway 680, Highway 4, Center Ave, VA Clinic, Howe Rd, Pacheco Blvd, Martinez Amtrak
<b>35</b>	BART Dublin, Dublin Blvd, Dougherty Rd, Bollinger Canyon Rd, E Branch Pkwy, Windemere Pkwy, Sunset Dr, Bishop Dr, Executive Pkwy, San Ramon Transit Center
<b>36</b>	BART Dublin, Dublin Blvd, Village Pkwy, Alcosta Blvd, Fircrest Ln, San Ramon Valley Blvd, Tareyton Ave, Bollinger Canyon Rd, Crow Canyon Rd, Executive Pkwy, San Ramon Transit Center
<b>91X</b>	BART Concord, Galindo St, Concord Ave, John Glenn Dr, Galaxy Wy, Chevron, Diamond Blvd, Willow Pass Rd, Gateway Blvd, Clayton Rd, Oak St
<b>92X</b>	Shadelands Office Park, Ygnacio Valley Rd, Highway 680, Danville Park & Ride, Crow Canyon Rd, Bishop Ranch 15, San Ramon Transit Center, Camino Ramon, ATT, Sunset Dr, Chevron, Ace Train Station Pleasanton
<b>93X</b>	BART Walnut Creek, Ygnacio Valley Rd, Shadelands Office Park, Oak Grove Rd, Kirker Pass Rode, Railroad Ave, Buchanan Rd, Somersville Rd, Fairview Dr, Delta Fair Blvd, Highway 4, Hillcrest Park & Ride
<b>95X</b>	BART Walnut Creek, Highway 680, Crow Canyon Pl, Fostoria Wy, Camino Ramon, San Ramon Transit Center
<b>96X</b>	BART Walnut Creek, Highway 680, Chevron, Bishop Ranch 1, Bishop Ranch 3, Bishop Ranch 6, San Ramon Transit Center, Bishop Ranch 15, Annabel Ln, Bishop Ranch 8, Bishop Dr, Sunset Dr
<b>97X</b>	BART Dublin, Highway 680, Highway 580, Chevron, Bishop Ranch 1, Bishop Ranch 3, Bishop Ranch 6, San Ramon Transit Center, Bishop Ranch 15, Annabel Ln, Bishop Ranch 8, Bishop Dr, Sunset Dr
<b>98X</b>	BART Walnut Creek, N Main St, Highway 680, Sun Valley Blvd, Contra Costa Blvd, Concord Ave, Diamond Blvd., Highway 680, Highway 4, Alhambra Ave, Berrellesa St, Escobar St, Court St, Martinez Amtrak
<b>250</b>	St Mary's College, St Marys Rd, Moraga Rd, Mt Diablo Blvd, BART Lafayette
<b>301</b>	Rossmoor Shopping Center, Tice Valley Blvd, Boulevard Wy, Oakland Blvd, Trinity Ave, BART Walnut Creek, Ygnacio Valley, Montego, John Muir Medical Center
<b>311</b>	BART Concord, Port Chicago Highway, Salvio St, Mira Vista Terrace, Fry Wy, Clayton Rd, Market St, Meadow Ln, Oak Grove Rd, Treat Blvd, BART Pleasant Hill
<b>314</b>	Ayers Rd, Concord Blvd, Kirker Pass Rd, Clayton Rd, BART Concord, Oak St, Laguna St, Detroit Ave, Monument Blvd, Mohr Ln, David Ave, Crescent Plaza, Cleaveland Rd, Gregory Ln, Contra Costa Blvd, DVC
<b>315</b>	BART Concord, Port Chicago Highway, Salvio St, Parkside Dr, Willow Pass Rd, Landana Dr, West St, Clayton Rd
<b>316</b>	BART Pleasant Hill, Oak Rd, Buskirk Ave, Crescent Plaza, Gregory Ln, Contra Costa Blvd, Golf Club Rd, DVC, Old Quarry Rd, Pacheco Blvd, Muir Rd, Arnold Dr, Pacheco Blvd, Morrelo Ave, Martinez Amtrak, Berrellesa St, Alhambra Ave
<b>320</b>	BART Concord, Grant St, Concord Blvd, Clayton Rd, Gateway Blvd, Willow Pass Rd, Diamond Blvd, Concord Ave, Chilpancingo Pkwy, Old Quarry Rd, DVC
<b>321</b>	BART Walnut Creek, N & S California Blvd, Newell Ave, S Main St, Danville Blvd, Railroad Ave, San Ramon Valley Blvd, Camino Ramon, Fostoria Wy, San Ramon Transit Center- Shops at BR.
<b>601</b>	N Civic Dr, Parkside Dr, Riveria Ave, BART Walnut Creek, Trinity Ave, Oakland Blvd, Boulevard Wy, Tice Valley Blvd, Meadow Rd, Castle Hill Rd, Danville Blvd, Hillgrade Ave., Crest Ave, Rossmoor Shopping Center
<b>602</b>	Walnut Blvd, Oro Valley Cir, Mountain View Blvd, Rudgear Rd, Stewart Ave, Trotter Wy, Dapplegray Rd, Palmer Rd, Mountain View Blvd, San Miguel Dr, N & S California Blvd, BART Walnut Creek

<b>603</b>	Camino Pablo, Moraga Rd, St Marys Rd, St Mary's College, Mt Diablo Blvd, BART Lafayette
<b>605</b>	N Civic Dr, N Broadway, Lincoln Ave, Mt Pisgah St, Newell Ave, Lilac Dr, S Main St, Creekside Dr
<b>606</b>	BART Orinda, Orinda Wy, Miner Rd, Honey Hill Rd, Via Las Cruces, Saint Stephens Dr, Orinda Woods Dr, Moraga Wy, Ivy Dr, Moraga Rd, St Marys Rd, St Mary's College, Mt Diablo Blvd, BART Lafayette
<b>607</b>	BART Pleasant Hill, Treat Blvd, Bancroft Rd, Ygnacio Valley Rd, Oak Grove Rd, Walnut Ave
<b>608</b>	VA Clinic, Center Ave, Pacheco Blvd, Contra Costa Blvd, Chilpancinco Pkwy, Old Quarry Rd, DVC
<b>609</b>	BART Walnut Creek, Ygnacio Valley Rd, Marchbanks Dr, Walnut Ave
<b>610</b>	BART Concord, Clayton Rd, Ayers Rd, Concord Blvd, Kirkwood Dr, Oakhurst Dr, Center St, Marsh Creek Rd, Mountaire Pkwy, Mountaire Cir
<b>611</b>	BART Concord, Port Chicago Highway, Salvio St, Mira Vista Terrace, Fry Wy, Clayton Rd, Market St, Meadow Ln, Oak Grove Rd, Treat Blvd, Bancroft Rd, Minert Rd
<b>612</b>	BART Concord, Clayton Rd, Ayers Rd, Concord Blvd, Kirker Pass Rd, Washington Blvd, Pennsylvania Blvd, Pine Hollow Rd, El Camino Dr, Michigan Blvd
<b>613</b>	Minert Rd, Oak Grove Rd, Monument Blvd, Detroit Ave, Laguna St, Oak St, BART Concord
<b>614</b>	BART Concord, Clayton Rd, Michigan Blvd, Pennsylvania Blvd, Pine Hollow Rd, El Camino Dr
<b>615</b>	Concord Blvd, Landana Dr., Willow Pass Rd., Parkside Dr., Salvio St., East St., clayton Rd., Oakland Ave., Mount Diablo St., BART Concord
<b>616</b>	Treat Blvd, Bancroft Rd, Minert Rd, Oak Grove Rd, Monument Blvd, San Miguel Rd, Galindo St, Oak St, BART Concord
<b>619</b>	Minert Rd, Oak Grove Rd, Monument Blvd, Mohr Ln, David Ave, Bancroft Rd, Treat Blvd, BART Pleasant Hill
<b>622</b>	Pine Valley Rd, Broadmoor Dr, Montevideo Dr, Alcosta Blvd, Crow Canyon Rd, Tassajara Ranch Rd, Camino Tassajara
<b>623</b>	Danville Blvd, Stone Valley Rd, Green Valley Rd, Diablo Rd, Hartz Ave, San Ramon Valley Blvd, Sycamore Valley Rd, Camino Tassajara, Tassajara Ranch Rd, Crow Canyon Rd, Anabel Ln
<b>625</b>	Rossmoor Shopping Center, Tice Valley Blvd, Olympic Blvd, Pleasant Hill Rd, Acalanes Ave, Stanley Blvd, Mt Diablo Blvd, BART Lafayette, Happy Valley Rd, Upper Happy Valley Rd, El Nido Ranch Rd, Hidden Valley Rd, Acalanes Rd
<b>626</b>	St Mary's College, St Marys Rd, Rohrer Dr, Moraga Rd, Mt Diablo Blvd, BART Lafayette, Happy Valley Rd, Upper Happy Valley Rd, El Nido Ranch Rd, Hidden Valley Rd, Acalanes Rd
<b>627</b>	BART North Concord, Port Chicago Highway, Bates Ave, Mason Cir
<b>635</b>	Bollinger Canyon Rd, Dougherty Rd, Crow Canyon Rd, Tassajara Ranch Rd, Camino Tassajara, Lusitano St, Charbray St
<b>636</b>	San Ramon Transit Center, Executive Pkwy, Crow Canyon Rd, Bollinger Canyon Rd, San Ramon Valley Blvd, Broadmoor Dr, Alcosta Blvd, Fircrest Ln, Village Pkwy, Dublin Blvd, BART Dublin