

**To:** Administration & Finance Committee

**Date:** 12/29/2025

**From:** Kristina Martinez, Director of Human Resources

**Reviewed by:** *Ref*

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**SUBJECT: Employee Referral Pilot Program Update**

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**Background:**

In November 2024, the Board of Directors approved a two-year extension to the Employee Referral Pilot Program from January 1, 2025, through December 31, 2026. The original pilot ran from January 1, 2024, through December 31, 2024, and was implemented to address staffing shortages primarily in the Transportation and Maintenance departments, including the Transit Operator, Mechanic, Service Worker, and Storekeeper positions.

**Pilot Program Update:**

Staff continues to evaluate new methods to fill open positions as normal attrition rates occur. Over the course of the pilot, County Connection has recruited fifty-three (53) new Transit Operators, two (2) Mechanics, and four (4) Service Workers. Of this, 14% of new hires were referred by County Connection employees.

While both the Transportation and Maintenance departments have made considerable progress, the Transit Operator position continues to be the most challenging to fill in response to the constant state of attrition. For perspective, the Authority has had forty-nine (49) separations since January 2024. Tables 1 and 2 below outline the budgeted vs. filled positions in 2024 and 2025, respectively.

**Table 1: Budgeted vs. Filled Positions as of December 2024**

Title	Budgeted	Filled	Shortage
Operators	155	139	16
Mechanics	18	16	2
Storekeepers	2	2	-
Service Workers	11	10	1

**Table 2: Budgeted vs. Filled Positions as of December 2025**

<b>Title</b>	<b>Budgeted</b>	<b>Filled</b>	<b>Shortage</b>
Operators	150	145	5
Mechanics	18	15	3
Storekeepers	2	2	-
Service Workers	11	10	1

The Human Resources department continues to assess staffing levels with the recognition that the Transit Operator position will be ongoing to maintain current service levels. Internally, staff are working closely with the Transportation and Maintenance departments as well as the Marketing team to engage with our communities as well as interested candidates for employment. Additionally, County Connection continues works with external agencies such as the California Employment Development Department (EDD), Workforce Development Board of Contra Costa County, and local schools and community groups in recruitment outreach.

**Financial Implications:**

To date, the Authority has expended \$6,500 for employee referrals which have been covered under the existing Recruitment budgets.

**Recommendation:**

None. For information only.

**Action Requested:**

None. For information only.