County Connection
2477 Arnold Industrial Way Concord, CA 94520-5326 (925) 676-7500 countyconnection.com

BOARD OF DIRECTORS
MEETING AGENDA
Thursday, January 15, 2026
9:00 a.m.

The Board Meeting will be held in-person and via teleconference location**
County Connection Board Room
2477 Arnold Industrial Way, Concord, California

Staff and members of the public may attend in-person or participate remotely via Zoom at:

https://us02web.zoom.us/j/85399133311

Or One tap mobile :
US: +16699006833,,85399133311# or +14086380968,,85399133311#
Or Telephone:
Dial(for higher quality, dial a number based on your current location): +1 408 638 0968
Webinar ID: 853 9913 3311

Public comment may be submitted via email to: hill@cccta.org. Please indicate in your email the agenda item to which your comment applies. Comments submitted before the meeting will be provided to the Board of Directors before the meeting. Comments submitted after the meeting is called to order will be included in the correspondence that will be provided to the full Board.

Oral public comments will also be accepted during the meeting in person and through Zoom* or the teleconference number listed above.

Should Zoom not be operational, please check online at: www.countyconnection.com for any updates or further instruction.

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

1. Call to Order/Pledge of Allegiance
2. Roll Call/Confirm Quorum
3. Public Communication
4. Consent Calendar
   a) Approval of Minutes of Regular Meeting of December 18, 2025*
   b) Update on Lump Sum Payment for Retiree Health Savings Plan*
   c) Investment Report as of September 30, 2025*
5. Report of Chair
6. Report of the General Manager

   Under this item, the General Manager will report on matters of relevance to CCCTA including, but not necessarily limited to, the following:

   a) Approve Allowing Advisory Committee to Meet Remotely Pursuant to SB 707* Resolution No. 2026-19*
   b) Appointment of CCTA Bus Transit Board Ex-Officio Member*
   c) MTC Regional Network Management Citizens Advisory Group (RNM CAG) Nomination (The Small Operator General Managers have nominated John Crowe, Vice Chair of County Connection's Citizens Advisory Committee to sit on the RNM CAG.)
   d) Electric Bus Update
   e) Clipper 2.0 Update
7. Administration & Finance Committee
   a) Fiscal Year 2025 Financial Report and Audited Financial Statements*
   b) Complementary Paratransit Options*
      (Staff and the A&F Committee recommend that the Board of Directors direct staff to submit an analysis to the FTA addressing the provision of fare-free paratransit service along all of County Connection's fare-free fixed routes, and to fund that action by reducing the number of fare-free fixed routes.)
8. Marketing, Planning & Legislative Committee
   a) Transit Corridor Study*
      (The MP&L Committee and staff request that the Board review the attached plan and provide comments to staff.)
   b) Transit Transformation Task Force Final Report*
      (Staff will provide an update on the Transit Transformation Task Force Final Report and the California Transit Association's response.)
9. Operations & Scheduling Committee
   a) BusAID Project Update
      (Staff will provide an update on the project and request review of 80% plans)

b) Non-Emergency Medical Transportation (NEMT) Update – Information Only * (Staff will provide an update on the NEMT Service.)

10. Board Communication – (Directors are limited to providing information, asking clarifying questions about matters not on the agenda, responding to public comment, referring matters to committee or staff for information, or requesting a report to be made at another meeting.)
11. Next Meeting Date: February 19, 2026
12. Adjournment

*Enclosure

****Teleconference location: Hotel Quinta Don Jose, Calle Reforma 139, Tlaquepaque, 45500, Mexico

General Information

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

Consent Items: All matters listed under the Consent Calendar are considered by the Board to be routine and will be enacted by one motion. There will be no separate discussion of these items unless requested by a Board Member ora member of the public prior to when the Board votes on the motion to adopt.

Availability of Public Records: All public records relating to an open session item on this agenda, which are not exemptfrom disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body,will be available for public inspection at 2477 Arnold Industrial Way, Concord, California, at the same time that the public records are distributed or made available to the legislative body. The agenda and enclosures for this meeting are posted also on our website at www.countyconnection.com.

Accessible Public Meetings: Upon request, County Connection will provide written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings and provide comments at/related to public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, auxiliary aid, service or alternative format requested at least two days before the meeting. Requests should be sent to the Assistant to the General Manager, Lathina Hill, at 2477 Arnold Industrial Way,Concord, CA 94520 or hill@cccta.org. Requests made by mail must be received at least two days before the meeting. Requests will be granted whenever possible and resolved in favor of accessibility.

Currently Scheduled Board and Committee Meetings

Board of Directors:	Thursday, February 19 at 9 a.m., County Connection Board Room
Administration & Finance:	Wednesday, February 4 at 9 a.m.., County Connection Offices, 2477 Arnold Industrial Way, Concord, CA
Advisory Committee:	TBD
Marketing, Planning & Legislative:	Thursday, February 5 at 8:30 a.m., Supervisor Andersen's Office, 3338 Mt. Diablo Blvd. Lafayette, CA.
Operations & Scheduling:	Friday, February 6 at 8 a.m., City of Pleasant Hill Offices, 100 Gregory Lane, Pleasant Hill, CA

The above meeting schedules are subject to change. Please check the County Connection Website (www.countyconnection.com) or contact County Connection staff at 925/676-1976 to verify date, time and location prior to attending a meeting. This agenda is posted onCounty Connection's Website (www.countyconnection.com) and at the County Connection Administrative Offices, 2477 Arnold Industrial Way, Concord, California

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CCCTA BOARD OF DIRECTORS

MINUTES OF THE REGULAR MEETING

December 18, 2025

CALL TO ORDER/ROLL CALL/CONFIRM QUORUM

Chair Robert Storer called the regular meeting of the Board of Directors to order at 9:00 a.m. Board Members present were Directors Diaz, Farley, Hillis, Hoffmeister, Noack, Tatzin (remote), Wilk and Worth. Director Andersen was absent. Director Rubio arrived after the meeting convened.

Staff: Churchill, Sherman, Glenn, Boehm, Dixit, Glenn, Hill, Horta, Jones, Johnson, Mitchell, Sanderson and Smith

PUBLIC COMMUNICATION: None

CONSENT CALENDAR

MOTION: Director Hoffmeister moved approval of the Consent Calendar, consisting of the following item: (a) Approval of Minutes of Regular Meeting of November 20, 2025. Director Noack seconded the motion, and it received the following roll call vote of approval:

Aye:	Directors Diaz, Farley, Hillis, Hoffmeister, Noack, Storer, Tatzin, Wilk and Worth
No:	None
Abstain:	None
Absent:	Directors Andersen and Rubio

REPORT OF CHAIR: None

REPORT OF GENERAL MANAGER:

SB707 Brown Act Rules beginning January 1, 2026

Julie Sherman, Legal Counsel, explained all changes to the Ralph M. Brown Act pursuant to SB 707. After some discussion, handouts were passed out and Ms. Sherman informed that the Board any further legislative updates will be provided.
Director Rubio arrived at 9:10 a.m.

Discussion on which month to be in recess

Bill Churchill, General Manager, brought up the subject of which month shall meetings go into recess for 2026. After some discussion, it was concluded that CCCTA will be in recess in July 2026. If anything should come up such that we determine we need to meet in July, we will, but otherwise we will be in recess.

Electric Bus Update

General Manager Churchill informed the Board that we are still having issues with our electric buses. Scott Mitchell, COO, explained that the good news is that the batteries that we currently have will be good to use for another 2 to 3 years. After that we are not 100% sure where we will be with the battery status. Although he is retiring, he is confident that his staff is up to par and will continue to work with our suppliers.

Upcoming Board Workshop Reminder scheduled for January 15, 2026

General Manager Churchill reminded the Board that the Board workshop will be on January 15, 2026, immediately following the regular Board meeting.

Invite to Employee Celebration Luncheon on December 18, 2025

General Manager Churchill invited the Board members to today's Employee Celebration Luncheon, that will be here onsite, immediately following this meeting. We are celebrating the signing of all of the unions on their new contracts.

REPORT OF STANDING COMMITTEES

Marketing, Planning & Legislative Committee

Regional Measure Polling Results-Information Only

Ruby Horta, Assistant General Manager, explained that the MTC engaged EMC Research, Inc. (EMC) to survey 2,800 voters across Alameda, Contra Costa, San Francisco, San Mateo, and Santa Clara counties to assess support for and attitudes toward a potential transit revenue measure. EMC conducted 500 interviews with likely voters in each of the four counties outside San Francisco, and an additional 800 interviews within San Francisco. The San Francisco sample was split evenly into two groups of 400 interviews each to evaluate whether a potential San Francisco transportation parcel tax would affect support for a regional transit sales tax measure.

The main takeaway from the MTC poll is that more than half of the voters across the five counties support the measure even after hearing a negative argument against the measure. The level of support ranges between 54 and 59 percent, above a majority regionwide, but still under a two-thirds threshold. However, as this is anticipated to be a citizens' initiative, it will only require a majority vote to pass. The poll data suggests the public's perception of Bay Area public transit has improved over the past two years and there is awareness regarding the importance of transit.

Operations & Scheduling Committee

Approval of Revised Public Transportation Agency Safety Plan (PTASP)

Scott Mitchell, COO, stated that the purpose of the PTASP is to make working on and managing the bus transit system inseparable from delivering safe and "accident-free" service. This covers all the operations on property, onboard our buses, at our bus stops, and everywhere the County Connection operates. To fulfill this purpose, the plan establishes safety programs and practices that prevent accidents, injuries, and illnesses; provides guidance on how to prepare for an accident or emergency and provides guidance on how to respond to hazards and incidents.

On September 25, 2024 the Federal Transit Administration (FTA) issued a General Directive to address the significant and continuing national-level safety risk related to assaults on transit workers. The General Directive requires each transit agency subject to FTA's Public Transportation Agency Safety Plans (PTASP) Final Rule to

conduct a safety risk assessment, identify safety risk mitigations or strategies, and provide information to FTA on how it is assessing, mitigating, and monitoring the safety risk associated with assaults on transit workers. Each transit agency serving a large, urbanized area must involve the joint labor-management Safety Committee when identifying safety risk mitigations.

Over the course of the current year, the Safety Committee has met and updated one section of the PTASP that addresses the General Directive's goals. The Network portion was updated to reflect current vendors and security measures in place that protect against events such as a cyber-attack.

MOTION: Director Diaz moved adoption of Resolution No. 2026-16 authorizing the General Manager to approve the revised Public Transportation Agency Safety Plan (PTASP). Director Farley seconded the motion, and it received the following vote of approval:

Aye: Directors Diaz, Farley, Hillis, Hoffmeister, Noack, Rubio, Storer, Tatzin, Wilk and Worth
No: None
Abstain: None
Absent: Director Andersen

Bus Procurement Contract and Resolution No. 2026-18

Scott Mitchell, COO gave a brief background stating that County Connection's capital plan requires replacement of 85 buses over the next 5 years. County Connection's staff developed and released a multi-year, multi-configuration Request for Proposal (RFP) for replacement transit buses.

On September 15, 2025, County Connection, acting as the Lead Agency for a Joint Procurement for ten (10) transit agencies, released an RFP for the manufacture and delivery of heavy-duty transit coaches. The intent of this RFP was to solicit competitive proposals for 30-35-40 foot transit buses under a five-year contract. We received one responds to the RFP from the Gillig Corporation. The Gillig proposal is fully compliant with all the components of the RFP. Our staff performed a price analysis utilizing the Public Transportation Database. We determined that the Gillig proposal is fair and reasonable.

MOTION: Director Diaz moved adoption of Resolution No. 2026-18 authorizing the General Manager to enter into a contract with Gillig to purchase a minimum of 10 and a maximum of 85 buses over a period not to exceed 5 years as a component of the previously mentioned joint procurement. Director Farley seconded the motion, and it received the following vote of approval:

Aye: Directors Diaz, Farley, Hillis, Hoffmeister, Noack, Rubio, Storer, Tatzin, Wilk and Worth
No: None
Abstain: None
Absent: Director Andersen

Authorization to Purchase Ten 40-foot Low-Floor Diesel Buses from the Gillig Corporation and Resolution No. 2026-17

Scott Mitchell, COO, explained that County Connection needs to replace ten 2013 Low-Floor transit buses, as they will have reached their federally required 12 years in service. We have a Federal Grant to replace these buses.

MOTION: Director Diaz moved adoption of Resolution No. 2026-17 authorizing the General Manager to release a purchase order and Letter to Proceed to the Gillig Corporation to build 10 (ten) 40ft Low-Floor buses using pricing from RFP# 2025-MA-02. Total cost of the vehicles, tax, and delivery not to exceed $7,714,006. Director Hillis seconded the motion, and it received the following vote of approval:

Aye: Directors Diaz, Farley, Hillis, Hoffmeister, Noack, Rubio, Storer, Tatzin, Wilk and Worth
No: None
Abstain: None
Absent: Director Andersen

REPORT FROM ADVISORY COMMITTEE

Appointment of Chris Roberts to the Advisory Committee as the alternate member Representing the City of Pleasant Hill

MOTION: Director Noack moved Appointment of Chris Roberts to the Advisory Committee as the alternate member Representing the City of Pleasant Hill. Director Hillis seconded the motion, and it received the following vote of approval:

Aye: Directors Diaz, Farley, Hillis, Hoffmeister, Noack, Rubio, Storer, Tatzin, Wilk and Worth
No: None
Abstain: None
Absent: Director Andersen
Director Noack left at 10:19 a.m.

Re-Appointment of Ian McLauglin as the primary member to the Advisory Committee Representing City of Walnut Creek

MOTION: Director Wilk moved Re-Appointment of Ian McLauglin as the primary member to the Advisory Committee Representing City of Walnut Creek. Director Worth seconded the motion, and it received the following vote of approval:

Aye: Directors Diaz, Farley, Hillis, Hoffmeister, Rubio, Storer, Tatzin, Wilk and Worth
No: None
Abstain: None
Absent: Directors Andersen and Noack

CLOSED SESSION:

The Board of Directors went into closed session at 10:29 a.m. to discuss the following:

a) Conference with Chief Negotiator and Labor Counsel Concerning ATU local 1605 & Teamsters 856 collective bargaining agreements and negotiations (pursuant to Government Code Section 54957.6)

OPEN SESSION: Closed Session Report

The Board of Directors entered back into open session at 10:44 a.m.
Report of Action(s) taken during the Closed Session:

Consideration of Action to Ratify Memorandum of Understanding with ATU local 1605 & Teamsters 856
MOTION: Director Rubio moved approval of the ratification of a new contracts with the ATU local 1605 & Teamsters 856. Director Hillis seconded the motion, and it received the following vote of approval:
Aye: Directors Diaz, Farley, Hillis, Hoffmeister, Rubio, Storer, Tatzin, Wilk and Worth
No: None
Abstain: None
Absent: Directors Andersen and Noack

BOARD COMMUNICATION: None

ADJOURNMENT: Chair Storer adjourned the regular Board meeting at 10:48 a.m.
Minutes prepared by:
Lathina Hill Date: January 5, 2026
Asst to the General Manager/Clerk to the Board of Directors

County Connection

To: Board of Directors **Date:** January 9, 2026

From: Amber Johnson, Chief Financial Officer **Reviewed by:** WC.

SUBJECT: Update on Lump Sum Payment for Retiree Health Savings Plan

Background:
In June and July 2025, staff presented reports to the Board of Directors regarding changes to the Authority's post-employment medical plan. At that time, the estimated cost of the one-time lump sum payment for current retirees was estimated at $182,270, based on actuarial calculations of the present value of reductions in retiree medical contributions under the new structure.

Since those reports were presented, additional employees have retired, increasing the total lump sum payment required to fully implement the plan.

Lump Sum Payment:
The final cost of the one-time lump sum payment for current retirees is now $280,870, reflecting the inclusion of retirees who became eligible after the initial estimate.

Financial Implications:
The updated amount represents an increase of $98,600 over the previously reported estimate of $182,270. This change to the one-time lump sum amount will is accommodated within the FY 2026 budget and does not alter the actuarial assumptions or methodology previously reviewed by the Board under Government Code Section 7507.

Recommendation:
Information only.

Action Requested:
Information only.

Attachments:
None

Agenda Item # 4.c.

County Connection

INTER OFFICE MEMO

To: Board of Directors **Date:** January 9, 2026

From: Bill Churchill, General Manager WC.

SUBJECT: Investment Report as of September 30, 2025

Background:

This report is provided as required by the Authority's investment policy. Current investments are consistent with the investment policy and are allowable under current California law. Investments are selected to meet the priority principles of the policy: safety, liquidity, and yield.

Investment Report:

The total cash and investments held by the Authority as of September 30, 2025, is $33,681,125 as follows:

Type of Investment	Issuer	Date of Maturity	Par Amount	Market Value
Cash – Cash on hand	N/A	October 1, 2025	$496,394	$496,394
Cash – Held in LAIF	N/A	October 1, 2025	$33,184,731	$33,184,731
Total			**$33,681,125**	**$33,681,125**

A detailed report of all cash and investments held in each individual bank account as of this date is included as Attachment 1.

It is noted that the funds held in the Authority's 115 Trust for Pensions and OPEB are outside of this policy and thereby not included in this report. Greater flexibility of the investment of 115 funds is permitted by California law under the condition that these funds are irrevocably committed to provide pension or OPEB benefits.

It is hereby affirmed that the Authority has the ability to meet its pool's expenditure requirements (cash flow) for the next six months.

Financial Implications:

No direct financial implication results from this report. However, adherence to the Authority's investment policy helps to ensure the Authority remains in strong financial health.

Recommendation:

None, information only.

Action Requested:

None, information only.

Attachments:

Attachment 1: CCCTA Bank Cash and Investment Accounts as of September 30, 2025

CCCTA

BANK CASH AND INVESTMENT ACCOUNTS
AS OF SEPTEMBER 30, 2025
(ROUNDED OFF TO NEAREST $)

FINANCIAL INST	ACCT #	TYPE	PURPOSE	PER BANK MAR 2025	PER BANK JUN 2025	PER BANK SEP 2025	PER GL* SEP 2025
FIXED ROUTE							
BMO HARRIS	2087682	***CHECKING***	A/P GENERAL (including ParaTransit & Capital)	$ 836,000	$ 1,313,642	$ 376,277	$ 166,199
BMO HARRIS	2088565	***CHECKING***	PAYROLL	$ 34,642	$ 59,750	$ 61,301	$ 58,358
BMO HARRIS	2088706	***CHECKING***	WORKERS' COMP - Innovative Claims Solution	$ 63,721	$ 61,857	$ 58,791	$ 48,246
PAYPAL	27SAXUUFL9732	***ON-LINE***	PAYPAL-PASS SALES	$ 25	$ 25	$ 25	$ 25
			TOTAL	**$ 934,388**	**$ 1,435,274**	**$ 496,394**	**$ 272,828**
LAIF FUND							
Effective Yield:				***4.48%***	***4.40%***	***4.34%***	
LAIF ACCOUNT	4007001	***INT-INVEST***	OPERATING FUNDS	$ 34,088,510	$ 18,750,885	$ 30,593,743	$ 30,593,743
LAIF ACCOUNT		***INT-INVEST***	LCTOP - Martinez Amtrak VII	$ 214,843	$ 72,345	$ -	$ -
LAIF ACCOUNT		***INT-INVEST***	LCTOP - FREE Monument VI (Routes 11/14/16)	$ 509,574	$ 224,854	$ -	$ -
LAIF ACCOUNT		***INT-INVEST***	Pass-Through CA	$ 847,589	$ 866,310	$ 845,652	$ 845,652
LAIF ACCOUNT		***INT-INVEST***	Safe Harbor Lease Reserve	$ 1,707,619	$ 1,745,337	$ 1,745,336	$ 1,745,336
LAIF ACCOUNT		***FMV ADJ.***	Fair Market Value Adjustment for Year-End		$ 25,955		
			TOTAL	**$ 37,368,135**	**$ 21,685,686**	**$ 33,184,731**	**$ 33,184,731**
12/29/2025			**GRAND TOTAL**	**$ 38,302,523**	**$ 23,120,960**	**$ 33,681,125**	**$ 33,457,559**

KLM/AJ

**** GL balances reduced by oustanding checks and increased by deposits in transit, if any.***

County Connection

To: Board of Directors **Date:** January 15, 2026

From: Bill Churchill, General Manager

SUBJECT: Approve Allowing Advisory Committee to Meet Remotely Pursuant to Senate Bill 707

Background:

The Brown Act, codified at California Government Code section 54950 et seq., requires meetings of local legislative bodies to be open and accessible to the public. Rules cover everything from the contents, publication and posting of meeting notices and agendas; to the timing and structure of public comment; to the use of teleconferencing by local legislators.

The law has been modified via a string of executive orders and bills (including but not limited to Assembly Bill (AB) 361, SB 2449 and SB 707) over the past six years, initially to address pandemic-related needs for remote meetings.

On October 3, 2025, Governor Newsom signed SB 707 into law, which among other changes, amended the Brown Act to allow certain advisory committees defined as “eligible subsidiary bodies” to participate fully remotely.

Based on definitions set forth in SB 707, Legal Counsel advises that the Advisory Committee (AC) qualifies as an "eligible subsidiary body." As required by SB 707, before the AC could begin meeting remotely, the Board would need to adopt a resolution making findings that (1) the Board has considered the circumstances of the AC; (2) the public has been made aware of the type of remote participation being contemplated and has been provided with an opportunity to comment at this in-person meeting of the Board; and (3) fully remote, teleconference meetings of the AC will improve the attraction, retention, and diversity of AC members. The findings expressed in the attached resolution, which would need to be adopted again every six months, reflect that:

1. Staff has reviewed the operational needs of the AC, which consist of volunteers who represent a broad geographic area. Requiring (a) in-person attendance, (b) limiting the frequency and reasons for remote participation, or (c) public disclosure of and access to private residences as required under the Brown Act’s traditional teleconference rules, are likely to (i) be a continuing barrier to service and (ii) hinder the AC's ability to attract a quorum for every scheduled meeting.
2. Through the publication of this report and this public meeting, (a) the public has been notified that remote participation for this body will be provided through two-way audio-video Zoom

teleconferencing, and (b) the public is being provided the opportunity to comment on the use of remote meeting technology.

3. Allowing remote participation will directly enhance CCCTA's ability to recruit and retain a diverse membership for the AC. Use of remote meetings would remove barriers for individuals with disabilities, those with caregiving responsibilities, and those with jobs and other schedule limitations or lack of predictability.

If the Board adopts these findings, the AC may then vote to authorize remote meetings. Thereafter, AC members may participate from remote locations for any or no stated reason, and without posting their addresses or opening their locations to the public. They would, however, need to appear on camera during the entire open portion of each meeting and only shut off their cameras if they are having connectivity problems (or if needed as a reasonable accommodation for a disability). CCCTA still would be required to provide a staffed, publicly accessible physical location for each meeting.

Financial Implications:
None.

Action Requested:
Staff requests and recommends that the Board of Directors consider adopting a resolution authorizing the Advisory Committee to meet remotely under new procedures created by SB 707 for six months, with the understanding that similar resolutions would be required every six months hereafter to facilitate continuation of remote meetings.

Attachments:
Resolution No. 2026-19

RESOLUTION NO. 2026-19

BOARD OF DIRECTORS, CENTRAL CONTRA COSTA TRANSIT AUTHORITY
STATE OF CALIFORNIA

*** * ***

APPROVE ALLOWING THE ADVISORY COMMITTEE TO MEET REMOTELY PURSUANT TO SENATE BILL 707

WHEREAS, the County of Contra Costa and the Cities of Clayton, Concord, the Town of Danville, Lafayette, Martinez, the Town of Moraga, Orinda, Pleasant Hill, San Ramon and Walnut Creek (Member Jurisdictions) have formed the Central Contra Costa Transit Authority (CCCTA), a joint exercise of powers agency created under California Government Code Section 6500 et seq., for the joint exercise of certain powers to provide coordinated and integrated public transportation services within the area of its Member Jurisdictions and certain unincorporated portions of Contra Costa County;

WHEREAS, on October 3, 2025, Governor Newsom signed Senate Bill 707 (SB 707), which amends the Ralph M. Brown Act (California Government Code 54950 et seq.);

WHEREAS, effective January 1, 2026, SB 707 permits certain advisory committees, designated as "eligible subsidiary bodies," to hold remote meetings once (1) a board of directors has considered the circumstances of the committee; (2) the board of directors finds that teleconference meetings of the eligible subsidiary body will improve the attraction, retention, and diversity of committee members; (3) the public has been made aware of the type of remote participation available and has been provided with an opportunity to comment at an in-person meeting of the board of directors concerning the transition to remote meetings; and (4) the eligible subsidiary body take subsequent action to approve their use of remote meetings;

WHEREAS, "eligible subsidiary bodies" are defined as committees that serve exclusively in an advisory capacity and are not authorized to take final action on legislation, regulations, contracts, licenses, permits, or any other entitlements, grants, or allocations of funds, nor have subject matter jurisdiction, as defined by charter, ordinance, resolution, or any formal action of the legislative body that created the subsidiary body, over elections, budgets, police oversight, privacy, removal or restriction of materials in public libraries, or taxes or related spending proposals;

WHEREAS, the Board of Directors (Board) of CCCTA established the Advisory Committee (AC) to review, analyze, and advise the Board on issues and policies relating to fixed-route and paratransit service;

WHEREAS, the AC meets this definition of "eligible subsidiary bodies;"

WHEREAS, the Board has considered the circumstances of the AC and finds that allowing the AC to hold remote meetings via Zoom teleconferencing under SB 707 would promote the attraction, retention, and diversity of AC members;

WHEREAS, the public has been made aware of the types of remote participation being contemplated and has been provided with an opportunity to comment at an in-person meeting of the Board regarding the use of remote meetings;

WHEREAS, the Board desires to authorize the AC to hold remote meetings, with the understanding that at least one staffed physical location will be made available to AC members and the members of the public who wish to attend in person, though there will be no need for a quorum of the committees to attend in person, publish their respective remote locations, or open such locations to the public;

WHEREAS, the Board further recognizes that any recommendations made by the AC during a remote meeting must be presented to the Board through an oral report at one meeting before the Board may take action on such recommendation at a subsequent meeting; and

WHEREAS, the Board understands that SB 707 limits the authority granted hereunder to be in effect for up to six months.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of Central Contra Costa Transit Authority (Board) hereby authorizes the Advisory Committee to meet remotely as an eligible subsidiary body under Senate Bill 707; and

BE IT FURTHER RESOLVED that this Resolution will be in effect for six months, and the Board directs staff to agendize reconsideration of the authority granted hereunder at the Board's June 2026 meeting.

Regularly passed and adopted this 15th day of January, 2026 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

_____
Robert Storer, Chair, Board of Directors

ATTEST:

_____
Lathina Hill, Clerk to the Board

County Connection

INTER OFFICE MEMO

To: Board of Directors

Date: January 5, 2026

From: Bill Churchill
General Manager

Subject: Bus Transit Ex-Officio to the Contra Costa Transit Authority

BACKGROUND

The four Contra Costa County bus operators (AC Transit, County Connection, Tri-Delta Transit, and WestCAT), share a non-voting seat on the Contra Costa Transportation Authority (CCTA) Board of Directors. The seat rotates among the four operators in alphabetical order. The term is for one year. Prior to an agency holding the seat for a given year, that same agency holds the alternate seat for the previous year.

County Connection is set to hold the Ex-Officio Primary seat from February 1, 2026 through January 31, 2027. CCTA bylaws require that all board members; including Ex-Officio members, otherwise be elected officials.

The Ex-Officio member does not vote but attends the meetings of the full CCTA Board. The Ex-Officio does not sit on any of the CCTA board standing committees.

The Ex-Officio is to represent all four bus agencies on the CCTA Board.

ACTION

The Board needs to appoint an existing board member to fill the bus transit Ex-Officio Primary seat effective February 1, 2026.

CONTRA COSTA TRANSPORTATION AUTHORITY

December 15, 2025

William "Bill" Churchill, General Manager
County Connection
2477 Arnold Industrial Way
Concord, CA 94520

Subject: Expiration of Bus Transit Operators' Ex-Officio Primary Representative's Term on the Authority Board and Appointment of a Primary Representative for the Term of February 1, 2026 through January 31, 2027

Dear Mr. Churchill,

As you may be aware, the Contra Costa Transportation Authority (Authority) Board is comprised of eleven appointed commissioners and their alternates, and three Ex-Officio Representative positions consisting of one representative each from the Metropolitan Transportation Commission, Bay Area Rapid Transit, and the Bus Transit Districts. The current Ex-Officio "Primary" Representative is Director Amy Worth with an expiring term of January 31, 2026. The Bus Transit Districts rotate appointments among the operators every two years, and it is County Connection's turn in the rotation to appoint an Ex-Officio "Primary" Representative for the second of two one-year terms.

The Authority kindly requests that the County Connection Board of Directors appoint a Bus Transit Operators' Ex-Officio "Primary" Representative to the Authority Board for the second one-year term of February 1, 2026 through January 31, 2027. Tri Delta Transit will be asked to appoint an "Alternate" Bus Transit Operators' Ex-Officio Representative for the same term. We anticipate seating the new members formally at the Authority Board meeting on February 18, 2026. Please notify the Authority in writing of County Connection's appointment of a Bus Transit Ex-Officio "Primary" Representative and provide contact information for any new appointees. If any changes occur, we ask that you please advise the Authority in writing.

Please feel free to contact me at (925) 256-4722 or via email at tgrover@ccta.net should you have any questions.

Sincerely,

Tarienne Grover

Tarienne Grover, MMC, EMPA
Director, Administrative Services

2999 Oak Road
Suite 100
Walnut Creek
CA 94597
PHONE: 925.256.4700
FAX: 925.256.4701
www.ccta.net

Cc: Director Amy Worth, County Connection, Authority Ex-Officio Representative
Director Louie Rocha, Tri Delta Transit, Authority Ex-Officio Representative Alt.
Timothy Haile, Authority Executive Director
Rashidi Barnes, Chief Executive Officer, Tri Delta Transit

County Connection

To: Board of Directors **Date:** January 9, 2026

From: Amber Johnson, Chief Financial Officer **Reviewed by:** WC.

SUBJECT: Year-End Report and Audited Financial Statements for the Year Ended June 30, 2025

Background:
The Central Contra Costa Transit Authority (Authority) financial audit for the year ended June 30, 2025 (FY 2025), has been completed and the Basic Financial Statements (BFS) and accompanying reports are enclosed for review by the Board of Directors (Attachments 1 – 3). The Administration and Finance Committee has reviewed the statements and is recommending them for approval by the full Board of Directors. The auditor's review of the federal funding allocation data (form FFA-10) for the Federal Transit Administration is still underway and will be presented at a future meeting.

Basic Financial Statements:
An independent audit was performed by Brown Armstrong Accountancy Corporation. The goal of a financial statement audit is to provide users with a reasonable assurance from an independent source that the information presented in the statements is reliable. The findings are summarized as follows:

- The type of auditor's report is unmodified (BFS Page 60).
- No material weaknesses, deficiencies, or instances of noncompliance were identified.

The Basic Financial Statements include the Management's Discussion and Analysis (beginning on Page 4 of BFS) which provides an introduction and summary of the activities over the course of the year. The total net position is $36,204,396 (Page 6 and 11 of BFS), which is a decrease of $6,068,105 over the prior year. The following is a summary of the changes in Net Position between June 30, 2025, and June 30, 2024:

- Operating and Capital Reserve – In April 2025, the Board of Directors amended the Authority's Reserve Policy. Prior to this revision, the Authority's reserve funds were composed of Transportation Development Act (TDA) funds that were allocated to the Authority but not claimed in the same year of allocation. These funds are reserved and held by the Metropolitan Transportation Commission (MTC) as required under TDA statutes. With the revised policy, the Authority now calculates amounts earned from discretionary revenue sources (i.e., advertising revenue, unallocated interest income). The discretionary funds are calculated at fiscal year end and are held by the Authority. Together, these two types of funds comprise the Operating and Capital Reserve. Since the discretionary revenue is held by the Authority, the funds are reflected in the financial statements as a portion of the unrestricted

net position. The discretionary portion of the Operating and Capital Reserve as of June 30, 2025, totaled $2,916,530 (Page 32 of BFS).

- Fares and Operating Assistance – Passenger revenue and special transit fares increased by $198 thousand, or 3%, from FY 2024 to FY 2025. Federal operating revenues decreased by about $3.8 million, as federal stimulus funds were fully expended in the prior year. These variances were offset by increased use of TDA revenue.
- Capital Assets – The Authority's investment in capital assets amounted to $44,082,115 as of June 30, 2025, which is a decrease of $5,366,217 or 11% compared to the prior year due to depreciation. This investment in capital assets includes vehicles, facilities, communication and data equipment, fare revenue collection equipment, furniture, and fixtures, less accumulated depreciation. No major assets were acquired during the fiscal year.
- Deferred Outflow of Resources – Deferred outflow of resources for pension and Other Post Employment Benefits (OPEB) decreased from $11.1 million to $6.7 million. Deferred outflow primarily represents pension and OPEB contributions subsequent to the measurement date, and changes to actuarial assumptions that impact future periods.
- Deferred Inflow of Resources – Deferred inflow of resources for pension and OPEB increased from $1.4 million to $1.9 million which represents changes in estimates based on actual investment performance, and changes in assumptions that provide additional assets to the pension and retiree medical plans. In particular, the CalPERS pension plan reported a 9.3% return on investment during the reporting period, exceeding meeting the benchmark of 6.8%.
- Due to Other Government, TDA payable – The amount decreased from $14.4 million to $11.0 million (Note 13). The Authority's reliance on TDA revenue was greater in FY 2025 as compared to FY 2024. This caused the unused portion of TDA (the amount payable) to decrease.
- Net pension and OPEB liability – The net OPEB and pension liabilities as of June 30, 2024 (the measurement date) are $2.1 million (down from $2.9 million) and $14.5 million (down from 16.9 million), respectively.

Audit Findings:
There are no audit findings or deficiencies to report this year.

Other Auditor Information:
Page 54-55 of the BFS – Independent Auditor's Report on State Compliance regarding testing for compliance with TDA laws and internal control based on standards contained in Government Auditing Standards issued by the Comptroller General of the United States. The results of the tests disclosed no instances of noncompliance or material weaknesses.

Page 59 of the BFS – This is the seventh year for the Schedule of Revenues, Expenses and Changes in Net Changes which provides 10 years of revenues, expenses, and net position. Staff will be considering additional schedules in the future to provide the readers with useful information.

Page 60 of the BFS – Schedule of Findings and Questioned Costs from the auditor regarding the compliance with the requirements of the Office of Management and Budget (OMB) Circular A-133. There are no audit findings that are required to be reported to the OMB.

Other Auditor Letters:

- Letter to the Administration and Finance Committee regarding the responsibilities of the auditor and the scope and timing of the audit (SAS 114 Letter - Attachment 2).
- Letter to the Administration and Finance Committee reviewing TDA and STA revenue, diesel fuel and PERS benefits (Attachment 3). The review noted that:
  - TDA and STA revenue allocations were not reduced as compared to funds received the prior year; and
  - The average price per gallon of diesel fuel did not increase by more than 40% as compared to the prior year; and
  - The dollar amount the Authority paid to PERS for non-healthcare benefits did not increase by more than $1,000,000 as compared to the prior year.

Quarterly Income Statement

The income statement for the period-ending June 30, 2025 was reviewed by the Administration & Finance Committee in November 2025. No changes have been made to this report as a result of the audit. The income statement is included here at Attachment 4.

Financial Implications:

No fiscal impact occurs because of the Board's acceptance of these reports. The FY 2025 Basic Financial Statements and related reports are presented as the actual results of the Authority's financial activities for the year.

Recommendation:

Staff and the A&F Committee recommend that the Board of Directors review the reports for approval.

Action Requested:

Staff and the A&F Committee request that the Board receive and file the audited financial statements, accompanying auditor reports, and final quarterly income statements for the year ended June 30, 2025.

Attachments:

Attachment 1: Central Contra Costa Transit Authority Basic Financial Statements for the year-ended June 30, 2025

Attachment 2: Letter to the Administration and Finance Committee regarding the responsibilities of the auditor and the scope and timing of the audit (SAS 114 Letter)

Attachment 3: Letter to the Administration and Finance Committee reviewing TDA and STA revenue, diesel fuel and PERS benefits.

Attachment 4: CCCTA Budget to Actual Income Statements for FY2025 Q4 (Schedules 1 through 5)

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
CONCORD, CALIFORNIA

BASIC FINANCIAL STATEMENTS
WITH
INDEPENDENT AUDITOR'S REPORT

FOR THE FISCAL YEAR ENDED
JUNE 30, 2025

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
JUNE 30, 2025

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BROWN ARMSTRONG
CERTIFIED PUBLIC ACCOUNTANTS

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661-324-4971

INDEPENDENT AUDITOR'S REPORT

To the Administration and Finance Committee and Board of Directors
Central Contra Costa Transit Authority
Concord, California

Report on the Audit of the Financial Statements

Opinions

We have audited the accompanying financial statements of Central Contra Costa Transit Authority (the Authority), as of and for the fiscal year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the Authority, as of June 30, 2025, and the respective changes in financial position, and cash flows thereof for the fiscal year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Authority and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Authority's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

BAKERSFIELD
4200 Truxtun Avenue, Suite 300
Bakersfield, CA 93309
661-324-4971

FRESNO
10 River Park Place East, Suite 208
Fresno, CA 93720
559-476-3592

STOCKTON
2423 West March Lane, Suite 202
Stockton, CA 95207
209-451-4833

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Authority's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and required supplementary information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the management's discussion and analysis and required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Authority's basic financial statements. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with GAAS. In our opinion, the schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Other Information

Management is responsible for the other information included in the annual report. The other information comprises the statistical section but does not include the basic financial statements and our auditor's report thereon. Our opinions on the basic financial statements do not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

Report on Summarized Comparative Information

We have previously audited the Authority's June 30, 2024, basic financial statements, and our report dated October 25, 2024, expressed an unmodified opinion on those audited financial statements. In our opinion, the summarized comparative information presented herein as of and for the fiscal year ended June 30, 2024, is consistent in all material respects, with the audited basic financial statements from which it has been derived.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 29, 2025, on our consideration of the Authority's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Authority's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Authority's internal control over financial reporting and compliance.

BROWN ARMSTRONG
ACCOUNTANCY CORPORATION

Brown Armstrong
Accountancy Corporation

Stockton, California
December 29, 2025

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
MANAGEMENT'S DISCUSSION AND ANALYSIS
JUNE 30, 2025

Introduction

As management of Central Contra Costa Transit Authority (County Connection or the Authority), we offer readers of the Authority's financial statements this narrative overview and analysis of the financial activities of the Authority for the fiscal year ended June 30, 2025. We encourage readers to consider the information presented here in conjunction with the basic financial statements and the notes thereto, which follow this section.

The Authority was established on March 27, 1980, under a joint exercise of power agreement to provide, either directly or through contract, public transportation services within certain areas of the County of Contra Costa (the County). A Board of Directors (the Board) composed of representatives of the member jurisdictions governs the Authority. Member jurisdictions include the Cities of Clayton, Concord, Lafayette, Martinez, Orinda, Pleasant Hill, San Ramon, and Walnut Creek; Town of Moraga and Town of Danville; and County of Contra Costa. Each member jurisdiction appoints one regular representative to the Board and one alternative representative to act in the regular representative's absence.

The Authority is considered a primary government since it has a separate governing body, is legally separate, and is fiscally independent of other state and local governments. The Authority is not subject to income tax.

The Authority currently operates a fleet of 125 fully accessible transit buses and 63 paratransit vehicles. The Authority has approximately 230 employees that consist of bus operators, bus supervisors, mechanics, maintenance, planning, executive, and administrative support. An independent contractor operates the paratransit service under a purchased transportation agreement. The Authority receives funds primarily from federal, state, and local taxes and grants, in addition to fares collected from passengers. The disbursement of funds received by the Authority is set by Board policy, subject to applicable statutory requirements and by provisions of various grant contracts.

The Basic Financial Statements

The Authority's basic financial statements include:

(1) the Statement of Net Position;
(2) the Statement of Revenues, Expenses, and Changes in Net Position;
(3) the Statement of Cash Flows; and
(4) the Notes to the Basic Financial Statements.

The Statement of Net Position presents information on the Authority's assets, deferred outflows of resources, liabilities, and deferred inflows of resources, with the difference between assets plus deferred outflows of resources and liabilities plus deferred inflows of resources reported as net position. Over time, increases or decreases in net position can be an indication of whether the financial condition of the Authority is improving or deteriorating.

The Statement of Revenues, Expenses, and Changes in Net Position presents information showing how the Authority's net position changed during the fiscal year. All changes in net position are recognized on an accrual basis of accounting, meaning they are recognized on the date the underlying event that gives rise to the change occurs, regardless of the timing of the related cash flows. The basic financial statements are prepared in accordance with accounting principles generally accepted in the United States of America (GAAP).

The Statement of Cash Flows is presented using the direct method and includes a reconciliation of operating cash flows to operating income. The Statement of Cash Flows provides detailed information about the cash received in the current and previous fiscal year and the uses of the cash received. This is the only cash-basis financial statement presented and it reconciles cash receipts and cash expenses to the beginning and ending cash on hand.

Most of the cash received by the Authority during the fiscal year was from state and local operating grants; most of the cash expenses were for operating activities.

Financial Highlights

Operating revenues were $6,981,676 while operating expenses were $58,615,077 (see p. 7). The Authority funds most of its operating expenses with tax revenue and grants from federal, state, and local agencies.

While the Authority relies heavily on the Transportation Development Act (TDA) to fund its operational needs, TDA revenue is the Authority's revenue of "last resort," and the funds are claimed after all other non-discretionary revenue sources have been utilized. Any unused TDA revenue allocation is held by the Metropolitan Transportation Commission (MTC) and made available in future years. Additionally, the Board policy on operating and capital reserves allows for the transfer of discretionary revenues to a reserve account that is held by the Authority, separate from the TDA reserves held by MTC. While the reserves held by MTC are not reflected in the basic financial statements, the Authority's own capital and operating reserve discretionary funds are reflected as a portion of the unrestricted net position.

Statements of Net Position

A comparison of the Authority's Statements of Net Position as of June 30, 2025 and 2024, is as follows:

	2025	2024	2025 to 2024 Increase/Decrease Amount	%
Current assets	$ 27,222,570	$ 26,950,919	$ 271,651	1%
Noncurrent assets	44,082,115	49,448,332	(5,366,217)	-11%
Total assets	71,304,685	76,399,251	(5,094,566)	-7%
Deferred outflows of resources	6,698,506	11,135,393	(4,436,887)	-40%
Total assets and deferred outflows of resources	$ 78,003,191	$ 87,534,644	$ (9,531,453)	-11%
Current liabilities	$ 19,768,219	$ 21,232,186	$ (1,463,967)	-7%
Noncurrent liabilities	20,119,539	22,620,099	(2,500,560)	-11%
Total liabilities	39,887,758	43,852,285	(3,964,527)	-9%
Deferred inflows of resources	1,911,037	1,409,858	501,179	36%
Net position				
Net investment in capital assets	43,498,764	49,448,332	(5,949,568)	-12%
Unrestricted net position	(7,294,368)	(7,175,831)	(118,537)	-2%
Total net position	36,204,396	42,272,501	(6,068,105)	-14%
Total liabilities, deferred inflows of resources, and net position	$ 78,003,191	$ 87,534,644	$ (9,531,453)	-11%

The Authority's net position decreased $6,068,105 for a balance of $36,204,396 as of June 30, 2025. A substantial portion of the Authority's total net position reflects its investment in capital assets. These assets are used to provide bus services to County residents and visitors. Consequently, these assets are not available for future spending. An additional portion of the Authority's net position represents changes in net pension and other postemployment benefit (OPEB) liabilities. The remainder of the Authority's net position is unrestricted and comprises the Authority's reserve account.

Statements of Revenues, Expenses, and Changes in Net Position

A high-level summary of the Authority's Statements of Revenues, Expenses, and Changes in Net Position for fiscal years 2025 and 2024 is shown in the following table:

	2025	2024 As Restated	2025 to 2024 Increase/Decrease Amount	%
Operating revenues	$ 6,981,676	$ 6,783,560	$ 198,116	3%
Operating expenses	58,615,077	54,999,916	3,615,161	7%
Operating loss	(51,633,401)	(48,216,356)	(3,417,045)	-7%
Nonoperating revenues (expenses)	44,568,574	41,862,569	2,706,005	6%
Capital contributions	996,722	8,390,216	(7,393,494)	-88%
Increase (Decrease) in net position	(6,068,105)	2,036,429	(8,104,534)	-398%
Total net position, beginning of year	42,272,501	40,236,072	2,036,429	5%
Total net position, end of year	$ 36,204,396	$ 42,272,501	$ (6,068,105)	-14%

Due to the nature of public transit operations and how transactions are classified in accordance with GAAP, operating expenditures typically far exceed operating revenues. However, these operating revenues are supplemented by nonoperating revenues to complete the financial position.

Operating expenses include all expenditures incurred by the Authority, including depreciation/amortization expense and gains/losses on the pension and OPEB plans. The only expenditures not classified as "operating expenses" are expenditures made for capital asset acquisitions. In the year ended June 30, 2025, total operating expenses increased by $3,615,161 or 7% as compared to the prior year. While increases in salaries and benefits, fuel, and purchased transportation costs contributed to this increase, those categories made up about 4% of the total. The remaining 3% of the increase in operating expenses as compared to the prior year is attributable to depreciation and the effect of the recognition of liability changes in the Authority's pension and OPEB plans.

Operating revenues are limited to those revenues which are directly generated from operating the transit service, such as passenger fares, or revenue received from contracts for services by other organizations. In the year ended June 30, 2025, operating revenues increased by $198,116 or 3% over the prior year. Of this amount, fare revenue increased $148,805. This is due to continued improvements in ridership in both fixed-route and paratransit services post-pandemic. Special transit fees made up the remainder of the increase to operating revenues with a nominal increase of $49,311.

Nonoperating revenues consist of revenues not qualifying as operating revenues, such as taxes, grants (that are not equivalent to contracts for services), advertising, and interest revenue. In the fiscal year ended June 30, 2025, nonoperating revenues increased by $2,091,263 or 5% over the prior fiscal year. Changes to nonoperating revenues from the prior fiscal year are as follows:

Nonoperating Revenues (Expenses)	2025	2024 As Restated	2025 to 2024 Increase / (Decrease) Amount	%
Federal operating assistance	$ 1,756,980	$ 5,582,329	$ (3,825,349)	-69%
State and local operating assistance	40,973,618	34,553,703	6,419,915	19%
Advertising revenue	279,312	343,750	(64,438)	-19%
Interest income	1,447,091	1,101,117	345,974	31%
Interest (expense)	(21,142)	-	(21,142)	-100%
Other revenue	157,443	81,870	75,573	92%
Gain/(Loss) on disposal of capital assets	(24,728)	199,800	(224,528)	-112%
Total Nonoperating Revenues	$ 44,568,574	$ 41,862,569	$ 2,706,005	6%

The largest nonoperating revenue category is state and local operating assistance in the amount of $40,973,618 in the year ended June 30, 2025. Most of this revenue is provided through the TDA, which returns to the County ¼ cent of the sales tax collected in the County. In fiscal year (FY) 2025, the Authority recognized $21,762,793 in TDA revenue. The second largest source of state and local revenue is from Contra Costa Transportation Authority (CCTA) Measure J, a countywide ½ cent sales tax, from which the Authority received $8,972,266. The third largest state revenue source is State Transit Assistance (STA), which is a sales tax on diesel fuel and provided $6,690,946.

In addition to state and local assistance, the Authority received $1,756,980 in federal operating assistance in the year ended June 30, 2025, which is a decrease of $3,825,349 when compared to the prior year as the Authority claimed all remaining COVID relief funds during fiscal year (FY) 2024. This decrease was offset by increased use of TDA revenue and is reflected in the increase to state and local operating assistance.

Capital Assets

Details of the capital assets, including assets acquired under capital lease, net of accumulated depreciation/amortization as of June 30, 2025 and 2024, are as follows:

	2025	2024	2025 to 2024 Increase/(Decrease) Amount	%
Land and land improvements	$ 5,163,065	$ 5,151,727	$ 11,338	0%
Construction in process	305,808	21,793	284,015	1303%
Shop, office, other equipment, and service vehicles	5,802,608	5,475,277	327,331	6%
Buildings and structures	20,782,855	22,001,767	(1,218,912)	-6%
Revenue vehicles	80,370,082	80,438,335	(68,253)	0%
Right-to-use subscription assets	801,091	-	801,091	-
Total	113,225,509	113,088,899	136,610	0%
Less accumulated depreciation	(68,947,009)	(63,640,567)	(5,306,442)	-8%
Less right-to-use accumulated amortization	(196,385)	-	(196,385)	-
Net total	$ 44,082,115	$ 49,448,332	$ (5,366,217)	-11%

The Authority's investment in capital assets amounted to $44,082,115 as of June 30, 2025, which is a decrease of $5,366,217 or 11% over the prior year, primarily due to depreciation and amortization. This investment in capital assets includes vehicles, facilities, communication and data equipment, fare revenue collection equipment, furniture, and fixtures, less accumulated depreciation/amortization.

No major capital assets were acquired during the fiscal year. Routine additions and deletions to assets resulted in a net increase in total assets of $136,610.

Noncurrent Liabilities

At June 30, 2025, the Authority's noncurrent liabilities balance was $20,119,539 compared to $22,620,099 at June 30, 2024, primarily due to CalPERS investment return of 9.5% in the reporting period, which is more than the discount rate of 6.9% during the same period. When combined with increased service costs and assumption changes, this resulted in a net pension liability decrease of $2,443,220. Net OPEB liabilities and self-insurance liabilities decreased by $842,533 and increased $366,640, respectively. See Notes 7, 8, 11, and 12 in the basic financial statements for further details on each of these noncurrent liabilities.

Overall Financial Condition

The Central Contra Costa Transit Authority operates within Contra Costa County, one of the nine counties in the San Francisco Bay Area. The regional economy in FY 2025 remained resilient despite slowing population growth and persistent uncertainty in national economic policy. The Authority continues to benefit from strong financial reserves and prudent fiscal management, even as inflationary pressures challenge local governments. Sales tax revenues in the county have remained stable overall, supported by a combined rate averaging 8.75% to 10.75% depending on jurisdiction, though growth has been modest compared to pre-pandemic trends.

Bay Area transit systems experienced notable ridership gains during FY 2025, marking continued recovery from pandemic lows. Regional operators reported double-digit increases in the first half of the year, with Caltrain ridership up 50% following electrification and SMART rail up 38%. Ferry services and smaller bus operators also saw strong growth. Larger systems such as BART and Muni posted more modest gains—approximately 6.5% and 4%, respectively—but remain far below pre-pandemic levels, reflecting ongoing shifts in travel patterns and high remote work rates. Despite these improvements, major agencies face structural deficits as emergency federal and state funds near depletion. BART projects a fiscal cliff by 2026, with fare revenue covering only 25% of operating costs, while SFMTA anticipates a $320 million annual shortfall by FY 2027 without new funding sources. These challenges have prompted regional discussions on long-term funding solutions, including a proposed 2026 ballot measure and a temporary $750 million state loan program to avert severe service cuts.

During FY 2025 the Authority continued its post-pandemic recovery with steady ridership growth across both fixed-route and paratransit services. Total fixed-route boardings reached approximately 2.7 million, an increase of about 7% compared to the prior year, driven largely by transit-dependent riders, weekend demand, and fare initiatives such as Youth Ride Free. Ridership patterns continued to shift away from traditional commute trips toward local and weekend routes, reflecting broader regional travel trends. Paratransit demand also grew, with passenger trips up roughly 5% and passenger miles traveled increasing by 16%, indicating longer trip lengths. While service reliability was challenged by operator shortages and traffic congestion—resulting in a slight uptick in missed trips—overall productivity improved, supported by technology investments and pilot programs such as Transit Signal Priority. Fare mix continued to evolve, with promotional and institutional programs accounting for a larger share of trips and Clipper adoption remaining strong among fare-paying riders. These trends underscore the Authority's progress in rebuilding ridership while adapting to changing travel behaviors and operational constraints.

Current projections indicate sufficient TDA reserves to sustain operations through FY 2028 under existing assumptions. However, a structural deficit persists as operating costs—driven by inflation—continue to outpace revenue growth. This imbalance, coupled with regional fiscal instability, poses a significant risk to long-term service levels. Without new, ongoing funding sources, the Authority will be forced to align service with available resources, potentially reducing mobility options for Contra Costa County residents.

Contacting the Authority's Financial Management

The Authority's financial report is designed to provide the Authority's Board of Directors, management, creditors, legislative and oversight agencies, citizens, and customers with an overview of the Authority's finances and to demonstrate its accountability for funds received. For additional information about this report, please contact Amber Johnson, Chief Financial Officer, at 2477 Arnold Industrial Way, Concord, California 94520.

Respectfully submitted,

Amber Johnson
Chief Financial Officer

BASIC FINANCIAL STATEMENTS

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
STATEMENT OF NET POSITION
AS OF JUNE 30, 2025 (WITH COMPARATIVE TOTALS)

	2025	2024 As Restated
ASSETS		
Current Assets		
Cash and cash equivalents (Note 2)	$ 23,030,258	$ 20,698,704
Capital and operating grants receivable	1,620,805	3,841,003
Materials and supplies	1,175,276	1,108,288
Other receivables	1,090,253	1,174,722
Prepaid expenses	305,978	128,202
Total Current Assets	27,222,570	26,950,919
Noncurrent Assets		
Capital assets (Note 5)	43,477,409	49,448,332
Right-to-use subscription assets (Note 5)	604,706	-
Total Noncurrent Assets	44,082,115	49,448,332
Total Assets	71,304,685	76,399,251
DEFERRED OUTFLOWS OF RESOURCES (Note 7 and Note 11)		
Other postemployment benefits (OPEB)	1,039,958	1,314,193
Defined benefit pension	5,658,548	9,821,200
Total Deferred Outflows of Resources	6,698,506	11,135,393
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	$ 78,003,191	$ 87,534,644
LIABILITIES		
Current Liabilities		
Accounts payable	$ 3,271,110	$ 2,168,290
Other current liabilities	28,978	23,487
Due to other government, TDA payable (Note 13)	11,005,532	14,438,365
Advances from County of Alameda - STA (Note 6)	100,000	194,195
Advances from customers (Note 6)	54,208	50,273
Advances from LCTOP (Note 6)	297,199	209,924
Advances from MTC (Note 6)	845,652	849,821
Compensated absences (Note 12)	1,639,519	1,461,651
Other accrued liabilities	1,156,571	1,049,486
SBITA liabilities (Note 15)	227,640	-
Self-insurance liabilities (Notes 8 and 12)	1,141,810	786,694
Total Current Liabilities	19,768,219	21,232,186
Noncurrent Liabilities		
Compensated absences (Note 12)	1,131,684	1,068,842
SBITA liabilities (Note 15)	355,711	-
Self-insurance liabilities (Notes 8 and 12)	2,032,851	1,666,211
Net OPEB liability (Note 11)	2,147,900	2,990,433
Net pension liability (Note 7)	14,451,393	16,894,613
Total Noncurrent Liabilities	20,119,539	22,620,099
Total Liabilities	39,887,758	43,852,285
DEFERRED INFLOWS OF RESOURCES (Note 7 and Note 11)		
OPEB	1,319,112	1,139,142
Defined benefit pension	591,925	270,716
Total Deferred Inflows of Resources	1,911,037	1,409,858
NET POSITION		
Net investment in capital assets	43,498,764	49,448,332
Unrestricted	(7,294,368)	(7,175,831)
Total Net Position	36,204,396	42,272,501
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION	$ 78,003,191	$ 87,534,644

The accompanying notes are an integral part of these basic financial statements.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
FOR THE FISCAL YEAR ENDED JUNE 30, 2025 (WITH COMPARATIVE TOTALS)

	2025	2024 As Restated
Operating Revenues		
Passenger fares	$ 3,638,252	$ 3,489,447
Special transit fees	3,343,424	3,294,113
Total Operating Revenues	6,981,676	6,783,560
Operating Expenses		
Salaries and benefits	29,878,791	28,690,441
Materials and supplies	3,149,763	3,414,796
Services	2,502,507	2,936,310
Purchased transportation	11,340,869	9,910,865
Insurance	1,423,589	1,154,391
Other	261,335	236,763
Utilities	550,716	466,091
Taxes	364,931	379,051
Leases and rentals	59,467	72,266
Defined benefit pension adjustment	2,040,641	1,758,323
OPEB adjustment	(96,834)	(534,729)
Depreciation and amortization	7,139,302	6,515,348
Total Operating Expenses	58,615,077	54,999,916
Operating Loss	(51,633,401)	(48,216,356)
Nonoperating Revenues (Expenses)		
Federal operating assistance	1,756,980	5,582,329
State and local operating assistance	40,973,618	34,553,703
Advertising revenue	279,312	343,750
Interest income	1,447,091	1,101,117
Interest (expense)	(21,142)	-
Other revenue	157,443	81,870
Gain (Loss) on disposal of capital assets	(24,728)	199,800
Total Nonoperating Revenues (Expenses)	44,568,574	41,862,569
Net Loss Before Capital Contributions	(7,064,827)	(6,353,787)
Capital Contributions		
Grants restricted for capital expenses (Note 3)	996,722	8,390,216
Increase (Decrease) in Net Position	(6,068,105)	2,036,429
Total Net Position, Beginning of Year, as Restated	42,272,501	40,236,072
Total Net Position, End of Year	$ 36,204,396	$ 42,272,501

The accompanying notes are an integral part of these basic financial statements.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
STATEMENT OF CASH FLOWS
FOR THE FISCAL YEAR ENDED JUNE 30, 2025 (WITH COMPARATIVE TOTALS)

	2025	2024 As Restated
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	$ 6,975,885	$ 7,356,148
Payments to employees (salaries and benefits)	(29,100,734)	(26,812,803)
Payments to suppliers	(18,789,630)	(20,126,482)
Net Cash Used in Operating Activities	(40,914,479)	(39,583,137)
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
Federal operating grants	1,672,252	7,370,914
State and local operating grants	39,813,622	26,802,198
Other noncapital revenue	436,755	425,620
Net Cash Provided by Noncapital Financing Activities	41,922,629	34,598,732
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Proceeds from sale of capital assets	-	199,800
Loss from disposal of capital assets	-	-
Principal payments on IT subscription	(217,740)	-
Interest payments on IT subscription	(21,142)	-
Capital grants received	1,111,917	25,380,780
Capital asset purchases	(996,722)	(21,161,000)
Net Cash Flows Provided by (Used in) Capital and Related Financing Activities	(123,687)	4,419,580
CASH FLOWS FROM INVESTING ACTIVITIES		
Interest on investments	1,447,091	1,101,117
Net Increase in Cash and Cash Equivalents	2,331,554	536,292
Cash and Cash Equivalents, Beginning of Year	20,698,704	20,162,412
Cash and Cash Equivalents, End of Year	$ 23,030,258	$ 20,698,704

The accompanying notes are an integral part of these basic financial statements.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
STATEMENT OF CASH FLOWS (Continued)
FOR THE FISCAL YEAR ENDED JUNE 30, 2025 (WITH COMPARATIVE TOTALS)

	2025	2024 As Restated
Operating Loss	$ (51,633,401)	$ (48,216,356)
Adjustments to Reconcile Operating Loss to Net Cash Used in Operating Activities:		
Depreciation/amortization	7,139,302	6,515,348
Changes in assets, deferred outflows of resources, liabilities, and deferred inflows of resources:		
Decrease in receivables	84,469	378,393
(Increase) in materials and supplies	(66,988)	(128,821)
(Increase) in prepaid expenses	(177,776)	(36,928)
Increase (Decrease) in accounts payable	1,079,333	(1,390,200)
Increase in net pension liability and related items	2,040,641	1,758,323
(Decrease) in net OPEB liability and related items	(388,328)	(534,729)
Increase (Decrease) in advances from customers	(90,260)	194,195
Increase in other liabilities and compensated absences	1,098,529	1,877,638
Net Cash Used in Operating Activities	$ (40,914,479)	$ (39,583,137)

The accompanying notes are an integral part of these basic financial statements.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
NOTES TO BASIC FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Central Contra Costa Transit Authority (the Authority) was created in 1980 under a joint exercise of power agreement to provide, either directly or through contract, public transportation services within certain areas of the County of Contra Costa (the County). The Authority is governed by a Board of Directors (the Board) composed of representatives of the member jurisdictions, which include the Cities of Clayton, Concord, Lafayette, Martinez, Orinda, Pleasant Hill, San Ramon, and Walnut Creek; the Town of Moraga and the Town of Danville; and the County of Contra Costa. Each member jurisdiction appoints one regular representative to the Board and one alternate representative to act in the regular representative's absence.

The Authority is considered a primary government since it has a separate governing body, is legally separate, and is fiscally independent of other state or local governments.

A. Basis of Accounting and Presentation

The basic financial statements of the Authority have been prepared in conformity with accounting principles generally accepted in the United States of America (GAAP) as applied to governmental units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The Authority's basic financial statements are accounted for as a Business-Type Activity, as defined by GASB, and are presented on the accrual basis of accounting. Under this method, revenues are recognized when they are earned, and expenses are recognized when they are incurred.

Contributed Capital/Reserved Retained Earnings

The Authority receives grants from the Federal Transit Administration (FTA) and other agencies of the U.S. Department of Transportation and state and local transportation funds for the acquisition of transit-related equipment and improvements. Prior to July 1, 2001, capital grants were recognized as donated capital to the extent that project costs under the grant had been incurred. Capital grant funds earned, less amortization equal to accumulated depreciation of the related assets, were included in contributed capital. As required by current GASB standards, the Authority includes capital grants in the determination of net income resulting in an increase in net revenue of $996,722 for the fiscal year ended June 30, 2025.

Contributed capital and reserved retained earnings are presented in the net position section as net investment in capital assets and unrestricted net position.

Net Position

Net position represents the residual interest in the Authority's assets and deferred outflows of resources after liabilities and deferred inflows of resources are deducted. Net position is presented in three broad components: net investment in capital assets, restricted, and unrestricted. Net investment in capital assets includes capital assets net of accumulated depreciation/amortization and reduced by outstanding debt that is attributable to the acquisition, construction, or improvement of those assets. Net position is restricted when constraints are imposed by third parties or by law through constitutional provisions or enabling legislation. All other net position is unrestricted.

When both restricted and unrestricted resources are available for use, it is the Authority's policy to use restricted resources first, followed by unrestricted resources as they are needed.

The basic financial statements consist of (1) the Statement of Net Position; (2) the Statement of Revenues, Expenses, and Changes in Net Position; (3) the Statement of Cash Flows; and (4) the Notes to Basic Financial Statements.

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

A. Basis of Accounting and Presentation (Continued)

Classification of Revenues and Expenses

Enterprise funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services in connection with the Authority's principal ongoing operational activities. Charges to customers represent the Authority's principal operating revenues and include passenger fees and special transit fees. Operating expenses include the cost of operating maintenance and support of transit services and related capital assets, administrative expenses, and depreciation/amortization on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating or other revenues and expenses.

B. Use of Estimates

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the basic financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

C. Cash and Cash Equivalents

Certain cash and cash equivalents are classified as restricted because their use is limited by applicable contracts or stipulations of the granting agency. Some of these restricted funds are required to be maintained in separate bank accounts. For the purpose of the Statement of Cash Flows, the Authority considers all highly liquid investments purchased with an original maturity of three months or less to be cash equivalents, including cash and cash equivalents restricted for capital projects. At June 30, 2025, the Authority considered all of its cash and investments to be cash and cash equivalents.

D. Materials and Supplies

Materials and supplies are stated at cost using the first-in, first-out (FIFO) method.

E. Capital Assets

Capital assets are stated at cost and depreciated/amortized using the straight-line method over the following estimated useful lives:

Buildings and structures	30 years
Revenue transit vehicles	9-13 years
Shop, office, other equipment, and service vehicles	3-10 years

Depreciation/amortization expense on assets acquired with capital grant funds is transferred to net position, net investment in capital assets, after being charged to operations.

Major improvements and betterments to existing property, buildings, and equipment are capitalized. Costs for maintenance and repairs which do not extend the useful lives of the applicable assets are charged to expense as incurred. Upon disposition, costs and accumulated depreciation/amortization are removed from the accounts and resulting gains or losses are included in operations.

F. Deferred Outflows of Resources and Inflows of Resources

A deferred outflow of resources is defined as a consumption of net position by the Authority that is applicable to a future reporting period. A deferred inflow of resources is defined as an acquisition of net position that is applicable to a future reporting period. The Authority has deferred outflows of

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

F. Deferred Outflows of Resources and Inflows of Resources (Continued)

resources and deferred inflows of resources related to the California Public Employees' Retirement System (CalPERS) defined benefit plan for pensions and for its postemployment healthcare OPEB plan. Refer to Notes 7 and 11 for more information.

G. Self-Insurance Liabilities

The Authority is self-insured for public liability and property damage for the first $250,000 of each occurrence. Claims between $250,000 and $1,000,000 are insured through a risk-sharing pool with the California Transit Systems Joint Powers Insurance Authority (CalTIP) and claims in excess of $1,000,000 are insured with excess insurance purchased through CalTIP up to $25 million per occurrence. Additionally, the Authority is self-insured for workers' compensation claims for the first $250,000 of each occurrence. Claims between $250,000 and $5,000,000 are insured through a risk-sharing pool with the Local Agency Workers' Compensation Excess (LAWCX), and claims in excess of $5,000,000 are insured with excess coverage purchased through LAWCX. Refer to Note 8 for further descriptions. The Authority has recorded a liability for estimated claims to be paid.

H. Capital and Operating Grants

Federal, state, and local governments have made various grants available to the Authority for operating assistance and acquisition of capital assets. Grants for operating assistance, the acquisition of equipment, or other capital outlay are not formally recognized in the accounts until the grant becomes a valid receivable as a result of the Authority's compliance with appropriate grant requirements.

Operating assistance grants are included in nonoperating revenues in the fiscal year in which the grant is applicable and the related reimbursable expense is incurred. Under the accrual basis of accounting, revenue may be recognized only when earned. Therefore, enterprise funds defer revenue recognition in connection with resources that have been received as of fiscal year end, but not yet earned. Grants received in excess of allowable expenses are recorded as due to other government and advances (refer to Notes 6 and 13).

I. Defined Benefit Pension

For purposes of measuring the net pension liability, deferred outflows/inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Authority's CalPERS plan (Plan) and additions to/deductions from the Plan's fiduciary net position have been determined on the same basis as they are reported by CalPERS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms.

Other pension costs are recognized when pension contributions are made, which are determined by the annual actuarial valuations.

J. Defined Benefit Other Postemployment Benefits (OPEB)

The Authority's Healthcare Insurance Benefits Program is a defined benefit postemployment healthcare plan. For purposes of measuring the OPEB liability, deferred outflow/inflow of resources related to OPEB, and OPEB expense, information about the fiduciary net position of the Authority's OPEB plan and additions to/deductions from the OPEB plan's fiduciary net position have been determined on the same basis as they are reported by MacLeod Watts and Public Agency Retirement Services (PARS). For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Benefits are provided through CalPERS Health Benefits Program for all administrative employees, transit operators, and transit supervisors, and continue to the surviving spouses if this election is made by the employee at enrollment.

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

K. Compensated Absences

The Authority reports compensated absences in accordance with GASB Statement No. 101, *Compensated Absences*. Employees earn vacation, sick leave, and other leave benefits based on services already rendered, and these benefits accumulate for future use or payment. A liability is recognized for leave that has been earned but not yet taken when (1) the leave is attributable to services already provided, (2) the leave accumulates, (3) the leave can be used for time off or otherwise paid or settled, and (4) the leave is more likely than not to be used or paid. The liability is measured using the pay rates in effect as of the reporting date and includes salary-related benefits. Compensated absences expected to be paid within one year are reported as a current liability; the remainder is reported as a noncurrent liability.

L. Funding Sources/Programs

Transportation Development Act (TDA)

The Local Transportation Fund was created under the TDA to collect ¼ cent of the State's 7.25 percent retail sales tax collected statewide. The ¼ cent is returned by the State Board of Equalization to each county based on the amount of tax collected in that county. TDA funds are apportioned, allocated, and paid in accordance with allocation instructions from the Metropolitan Transportation Commission (MTC) to the Authority for specific transportation purposes.

State Transit Assistance (STA)

STA funds are generated by the state's sales tax on diesel fuel. This program provides a second source of funding for transportation planning and mass transportation purposes as specified by California legislation.

Federal Transit Administration (FTA)

This program represents funding from within the U.S. Department of Transportation to assist local transportation needs. All federal funding sources are distributed by FTA after approval by the MTC.

Measure J Funds

This represents a local sales and use tax allocation administered by the Contra Costa Transportation Authority to claimants for transportation purposes within the County.

M. Subscription-Based Information Technology Arrangements (SBITAs)

The Authority has recorded right-to-use subscription assets as a result of implementing GASB Statement No. 96. The right-to-use subscription assets are initially measured at an amount equal to the initial measurement of the related SBITAs liability plus any SBITAs payments made prior to the SBITA term, less SBITA incentives, and plus ancillary charges necessary to place the SBITAs into service. The right-to-use subscription assets are intangible capital assets and are amortized on a straight-line basis over the life of the related SBITA.

N. New Accounting Pronouncements

During the fiscal year ended June 30, 2025, the Authority implemented the following GASB Statements:

GASB Statement No. 96 – *Subscription-Based Information Technology Arrangements (SBITAs)*. The requirements of this statement are effective for reporting period beginning after June 15, 2022. The Authority implemented GASB Statement No. 96 during the fiscal year ended June 30, 2025. Adoption of this standard required recognition of right-to-use subscription assets and the related SBITAs liability. See Note 5 for the related disclosure of right-to-use subscription assets and Note 15 for SBITAs liability.

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

N. New Accounting Pronouncements (Continued)

GASB Statement No 101 – *Compensated Absences*. The requirements of this statement are effective for reporting periods beginning after December 15, 2023. The Authority implemented GASB Statement No. 101 during the fiscal year ended June 30, 2025. Adoption of this standard required recognition of a liability for compensated absences, including sick leave, when earned rather than when taken or paid. See Note 12 for related disclosure of compensated absences and Note 16 for information regarding the prior fiscal year restatement resulting from adoption of this standard.

GASB Statement No. 102 – *Certain Risk Disclosures*. The requirements of this statement are effective for reporting periods beginning after June 15, 2024. The Authority's net position was not impacted as a result of the adoption of this standard.

Released GASB Statements to be implemented in future financial statements are as follows:

GASB Statement No. 103 – *Financial Reporting Model Improvements.* The requirements of this statement are effective for reporting periods beginning after June 15, 2025. The Authority has not fully judged the impact of this standard on the financial statements.

GASB Statement No. 104 – *Disclosure of Certain Capital Assets*. The requirements of this statement are effective for the reporting periods beginning after June 15, 2025. The Authority has not fully judged the impact of implementation of this standard on the financial statements.

O. Subsequent Events

Subsequent events were evaluated through December 29, 2025, which is the date the basic financial statements were available to be issued.

Subsequent to June 30, 2025, the Board of Directors authorized the purchase of ten buses for use in transportation operations. No purchase contract had been executed as of the fiscal year-end. The estimated cost of the buses is approximately $7.71 million. This event did not result in any adjustment to the financial statements.

NOTE 2 – CASH AND CASH EQUIVALENTS

Cash and cash equivalents consisted of the following at June 30:

Cash on hand	$ 450
Cash in banks	1,321,051
Investments	21,397,060
Clearing accounts	311,697
	$ 23,030,258

NOTE 2 – CASH AND CASH EQUIVALENTS (Continued)

Cash on Hand and Cash in Banks

Investments Authorized by the California Government Code and the Authority's Investment Policy

The table below identifies the investment types that are authorized for the Authority by the California Government Code (or the Authority's investment policy, where more restrictive). The table also identifies certain provisions of the California Government Code (or the Authority's investment policy, where more restrictive) that address interest rate risk, credit risk, and concentration of credit risk.

Authorized Investment Type	Maximum Maturity	Maximum Percentage of Portfolio	Maximum Investment in One Issuer
Local Agency Bonds	5 years	100%	50%
U.S. Treasury Obligations	5 years	100%	50%
U.S. Agency Securities	5 years	100%	50%
Negotiable Certificates of Deposit*	5 years	30%	30%
County Pooled Investment Funds	N/A	100%	50%
Local Agency Investment Fund (LAIF)	N/A	100%	100%

* Limited to nationally or state-chartered bank of a state or federal association (as defined by California Financial Code Section 5102) or by a state-licensed branch of a foreign bank. The maximum investment in a certificate of deposit shall not exceed the shareholder's equity in any depository bank; the total net worth of any depository savings association; or the total or unimpaired capital and surplus of any credit union or industrial loan company.

The Authority shall not invest any funds in inverse floaters, range notes, or interest-only strips that are derived from a pool of mortgages. The Authority shall not invest any funds in any security that could result in zero interest accrual if held to maturity. The limitation does not apply to investments in shares of beneficial interest issued by diversified management companies as set forth in California Government Code Section 53601.6. In addition, the portfolio should consist of a mix of authorized types of investments. With the exception of investments in the California State LAIF, no more than fifty percent (50%) of the Authority's portfolio shall be deposited or invested in a single security type or with a single financial institution.

Investment in State Investment Pool

The Authority is a voluntary participant in the LAIF that is regulated by California Government Code Section 16429 under the oversight of the Treasurer of the State of California. The fair value of the Authority's investment in this pool is reported in the accompanying basic financial statements at amounts based upon the Authority's pro-rata share of the fair value provided by LAIF for the entire LAIF portfolio (in relation to the amortized cost of that portfolio). The balance available for withdrawal is based on the accounting records maintained by LAIF, which are recorded on an amortized cost basis. LAIF is part of the California Pooled Money Investment Account (PMIA), which at June 30, 2025, had a balance of $178 billion. Of that amount, 3.00% was invested in medium-term and short-term structured notes and asset-backed securities. The average maturity of PMIA investments was 248 days as of June 30, 2025.

NOTE 2 – CASH AND CASH EQUIVALENTS (Continued)

Cash on Hand and Cash in Banks (Continued)

Investment in State Investment Pool (Continued)

LAIF has the following restrictions on withdrawals:

a) For same day transactions, the requesting agency must contact LAIF by 10 a.m. PST.
b) Transaction calls received after 10 a.m. are processed the following business day.
c) A requesting agency can only conduct a maximum of 15 transactions (combination of deposits and withdrawals) per month.
d) 24-hour notice is needed for withdrawals of $10 million or more.
e) The minimum transaction amount is $5,000, with amounts above the minimum transacted in increments of $1,000.
f) Prior to the funds transfer, an authorized person must initiate a transaction with LAIF (either by telephone or secure web transaction).

The State Treasurer's Office reports its investments at fair value. The fair value of securities in the State Treasurer's pooled investment program, including LAIF, generally is based on quoted market prices. The State Treasurer's Office performs a quarterly fair valuation of the pooled investment program portfolio. In addition, the State Treasurer's Office performs a monthly fair valuation of all securities held against carrying cost. These valuations and financial statements are posted to the State Treasurer's Office website at www.treasurer.ca.gov.

Fair Value Measurements

GASB Statement No. 72 improved the measuring of fair value for financial reporting purposes and enhanced disclosures about the fair value hierarchy as established by GAAP. The Authority's investments are held with LAIF, which is recorded on an amortized cost basis. As such, GASB Statement No. 72 does not apply.

Disclosures Relating to Interest Rate Risk

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates.

Information about the sensitivity of the fair values of the Authority's investments to market interest rate fluctuations is provided by the following table that shows the distribution of the Authority's investments by maturity:

		Remaining Maturity			
Investment Type	Amount	12 Months or Less	13 to 24 Months	25 to 60 Months	More Than 60 Months
LAIF	$ 21,397,060	$ 21,397,060	$ -	$ -	$ -

Disclosure Relating to Credit Risk

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization. Presented below is the minimum rating required by (where applicable) the California Government Code or the Authority's investment policy, and the actual rating as of fiscal year end for each investment type. The column marked "exempt from disclosure" identifies those investment types for which GASB Statement No. 40, *Deposit and Investment Risk Disclosures—an Amendment of GASB Statement No. 3,* does not require disclosure as to credit risk:

NOTE 2 – CASH AND CASH EQUIVALENTS (Continued)

Cash on Hand and Cash in Banks (Continued)

Disclosure Relating to Credit Risk (Continued)

Investment Type	Amount	Minimum Legal Rating	Exempt From Disclosure	Rating as of Year-End AAA	Aa	Not Rated
LAIF	$ 21,397,060	N/A	$ -	$ -	$ -	$ 21,397,060

Custodial Credit Risk

Custodial credit risk for *deposits* is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of an outside party. The custodial credit risk for *investments* is the risk that, in the event of the failure of the counterparty (e.g., broker-dealer) to a transaction, a government will not be able to recover the value of its investment or collateral securities that are in the possession of another party. The California Government Code and the Authority's investment policy do not contain legal or policy requirements that would limit the exposure to custodial credit risk for deposits or investments, other than the following provision for deposits: The California Government Code requires that a financial institution secure deposits made by state or local governmental units by pledging securities in an undivided collateral pool held by a depository regulated under state law (unless so waived by the governmental unit). The market value of the pledged securities in the collateral pool must equal at least 110% of the total amount deposited by the public agencies.

GASB Statement No. 40 requires that the following disclosure be made with respect to custodial credit risks relating to deposits and investments: $1,185,249 of the Authority's deposits with financial institutions were in excess of federal depository insurance limits and were held in collateralized accounts as of June 30, 2025.

Concentration of Credit Risk

The investment policy of the Authority contains no limitations on the amount that can be invested in any one issuer beyond that stipulated by the California Government Code. The Authority did not have any investments in any one issuer (other than external investment pools) that represent 5% or more of total Authority's investments at June 30, 2025.

NOTE 3 – CAPITAL GRANTS

The Authority receives grants from the FTA, which provide financing primarily for the acquisition of rolling stock. The Authority also receives grants under the State TDA and State Toll Bridge revenue programs primarily for the acquisition of rolling stock and support equipment, and the purchase of furniture and fixtures.

A summary of federal, state, and local grant activity for the fiscal year ended June 30 is as follows:

Federal grants	$ 20,658
State grants	-
TDA (local transportation grants)	976,064
Total Capital Assistance	$ 996,722

NOTE 4 – OPERATING GRANTS

The Authority receives local transportation fund allocations pursuant to the 1971 State TDA. These funds are generated within the County and are allocated based on annual claims filed by the Authority and approved by the MTC. Generally, the maximum annual TDA assistance the Authority can receive is limited to its actual operating costs less fare revenues received, federal operating assistance received, and other local operating assistance (toll bridge revenue allocations, local sales tax allocations, and related interest income). In computing the maximum TDA assistance eligibility, the Authority excludes safe harbor lease income and discretionary income, which for the fiscal year ended June 30, 2025, was $76,856 and $1,531,375, respectively. For the fiscal year ended June 30, 2025, the Authority's maximum TDA assistance eligibility was $22,842,082.

During the fiscal year ended June 30, 2025, the Authority earned $8,972,266 of Measure J funds from the Contra Costa Transportation Authority, which is included in state and local operating assistance. These funds, derived from sales and use taxes, are to be used for bus services to alleviate congestion and improve mobility; transportation for seniors and people with disabilities; express bus service; and bus transit improvements.

During the fiscal year ended June 30, 2025, the Authority earned $149,693 of State of Good Repair (SGR) funds from STA funds out of Senate Bill 1 (SB1). Eligible projects for SGR funding include security equipment and systems, as well as preventative maintenance. The Authority used SGR funds to support the ongoing maintenance of its onboard technology. The Authority also earned other state and local operating assistance of $9,009,577, which mostly consisted of STA revenues.

Federal operating assistance funds have also been received pursuant to Sections 9 of the Urban Mass Transportation Act of 1974 (now FTA) of $1,756,980. These Section 5307 funds are apportioned to the local urbanized area and allocated to individual transit operators by the MTC after FTA approval. Expenses of federal operating assistance funds are subject to final audit and approval by the MTC and the FTA.

NOTE 5 – CAPITAL ASSETS AND DEPRECIATION/AMORTIZATION

Capital assets activity, including assets acquired under capital lease, at June 30 is shown below:

	Balance June 30, 2024 As Restated	Reclassifications and Additions	Reclassifications and Deletions	Balance June 30, 2025
Capital Assets Not Being Depreciated:				
Construction in process	$ 21,793	$ 284,014	$ -	$ 305,807
Land	2,704,785	-	-	2,704,785
Total Capital Assets Not Being Depreciated	2,726,578	284,014	-	3,010,592
Capital Assets Being Depreciated:				
Administrative buildings	6,602,962	56,872	(44,535)	6,615,299
Maintenance buildings	10,735,189	87,369	(629,561)	10,192,997
Passenger stations	6,440,576	-	(689,058)	5,751,518
Revenue vehicles	80,438,335	90,637	(158,891)	80,370,081
Service vehicles	614,677	268,078	(32,854)	849,901
Fare collection equipment	497,552	-	(49,952)	447,600
Communication/information systems	2,586,089	198,414	(56,354)	2,728,149
Land Improvements	2,446,941	11,338	-	2,458,279
Total Capital Assets Being Depreciated	110,362,321	712,708	(1,661,205)	109,413,824
Less Accumulated Depreciation for:				
Administrative buildings	6,113,053	130,177	(44,535)	6,198,695
Maintenance buildings	8,572,382	365,515	(606,243)	8,331,654
Passenger stations	3,779,345	283,942	(687,920)	3,375,367
Revenue vehicles	39,450,107	5,903,359	(158,893)	45,194,573
Service vehicles	525,829	74,625	(32,854)	567,600
Fare collection equipment	497,552	-	(49,952)	447,600
Communication/information systems	2,354,760	158,582	(56,080)	2,457,262
Land Improvements	2,347,539	26,717	-	2,374,256
Total Accumulated Depreciation	63,640,567	6,942,917	(1,636,477)	68,947,007
Total Capital Assets Being Depreciated, Net	46,721,754	(6,230,209)	(24,728)	40,466,817
Total Capital Assets, Net	$ 49,448,332	$ (5,946,195)	$ (24,728)	$ 43,477,409
Right-To-Use Subscription Assets Being Amortized:				
Communication/information systems	$ -	$ 801,091	$ -	$ 801,091
Total Right-To-Use Subscription Assets Being Amortized	-	801,091	-	801,091
Less Accumulated Amortization for:				
Communication/information systems	-	196,385	-	196,385
Total Accumulated Amortization	-	196,385	-	196,385
Total Right-To-Use Subscription Assets Being Amortized, Net	$ -	$ 604,706	$ -	$ 604,706

Depreciation expense for the fiscal year ended June 30, 2025, was $6,942,917. Amortization expense for the fiscal year ended June 30, 2025, was $196,385.

NOTE 6 – ADVANCES

The Authority receives allocations from other governmental agencies to fund transit operations and capital purchases. Allocations are considered earned when they are properly spent for operations or capital acquisitions. Allocations received but not earned are recorded as unearned revenues.

NOTE 6 – ADVANCES (Continued)

The Authority had received the following allocations which are considered to be unearned revenue as of June 30, 2025:

Advances from LCTOP	$	297,199
Advances from the MTC		845,652
Advances from Customers		54,208
Advances from County of Alameda - STA		100,000
Total Advances	$	1,297,059

NOTE 7 – EMPLOYEES' RETIREMENT PENSION PLAN

A. General Information about the Defined Benefit Pension Plan (the Plan)

Plan Description – All qualified permanent and probationary employees are eligible to participate in the Authority's Plan. The Plan is an agent multiple-employer defined benefit pension plan administered by CalPERS, which acts as a common investment and administrative agent for its participating member employers. Benefit provisions under the Plan are established by State statute and Authority resolution. CalPERS issues publicly available reports that include a full description of the pension plan regarding benefit provisions, assumptions, and membership information that can be found on the CalPERS website. The Authority's Plan is referred to by CalPERS as the Miscellaneous Plan.

Benefits Provided – CalPERS provides service retirement and disability benefits, annual cost-of-living adjustments (COLA), and death benefits to plan members, who must be public employees and beneficiaries. Benefits are based on years of credited service, equal to one year of full-time employment. Classic members with five years of total service are eligible to retire at age 50 with statutorily reduced benefits. California Public Employees' Pension Reform Act (PEPRA) Members with five years of service are eligible to retire at age 52 with statutorily reduced benefits. All members are eligible for non-duty disability benefits after 5 years of service. The death benefit is one of the following: the Basic Death Benefit, the 1957 Survivor Benefit, or the Optional Settlement 2W Death Benefit. The COLAs for the Plan are applied as specified by the California Public Employees' Retirement Law.

The Plan's provisions and benefits in effect at June 30, 2025, are summarized as follows:

	Miscellaneous	
Hire Date	Prior to January 1, 2013	On or after January 1, 2013
Benefit Formula	2%@60	2%@62
Benefit Vesting Schedule	5 years service	5 years service
Benefit Payments	monthly for life	monthly for life
Retirement Age	50	52
Monthly Benefits, as a Percentage of Eligible Compensation	1.092%-2.418%	1.000%-2.500%
Required Employee Contribution Rates	7.000%	8.250%
Required Employer Contribution Rates	9.770%	9.770%

NOTE 7 – EMPLOYEES' RETIREMENT PENSION PLAN (Continued)

A. General Information about the Defined Benefit Pension Plan (the Plan) (Continued)

Employees Covered – As of the June 30, 2023 actuarial valuation, the following employees were covered by the benefit terms of the Plan:

	Miscellaneous
Inactive Employees or Beneficiaries Currently Receiving Benefits	238
Inactive Employees Entitled to but not yet Receiving Benefits	187
Active Employees	222
Total	647

Contributions – Section 20814(c) of the California Public Employees' Retirement Law (PERL) requires that the employer contribution rates for all public employers be determined on an annual basis by the actuary and shall be effective on the July 1 following notice of a change in the rate. The total plan contributions are determined through CalPERS' annual actuarial valuation process. The actuarially determined rate is the estimated amount necessary to finance the costs of benefits earned by employees during the fiscal year, with an additional amount to finance any unfunded accrued liability. The Authority is required to contribute the difference between the actuarially determined rate and the contribution rate of employees. For the measurement period ended June 30, 2022 (the measurement date), the classic (prior to January 1, 2013) active employee contribution rate is 7.000% of annual pay, the PEPRA (on or after January 1, 2013) active employee contribution rate is 8.250% of annual pay, and the employer's contribution rate is 9.770% of annual payroll. Employer contribution rates may change if plan contracts are amended. It is the responsibility of the employer to make necessary accounting adjustments to reflect the impact due to any Employer Paid Member Contributions or situations where members are paying a portion of the employer contribution.

B. Net Pension Liability

The Authority's net pension liability for the Plan is measured as the total pension liability, less the Plan's fiduciary net position. The net pension liability of the Plan is measured as of June 30, 2024, using an annual actuarial valuation as of June 30, 2023, rolled forward to June 30, 2024, using standard update procedures. A summary of principal assumptions and methods used to determine the net pension liability is shown below.

NOTE 7 – EMPLOYEES' RETIREMENT PENSION PLAN (Continued)

B. Net Pension Liability (Continued)

Actuarial Assumptions – The total pension liability in the June 30, 2023, actuarial valuation was determined using the following actuarial assumptions:

	Miscellaneous
Valuation Date	June 30, 2023
Measurement Date	June 30, 2024
Actuarial Cost Method	Entry Age Normal
Actuarial Assumptions:	
Discount Rate	6.90%
Inflation	2.30%
Projected Salary Increase	Varies by Entry Age and Service
Investment Rate of Return	6.90%
Mortality	Derived using CalPERS' Membership Data for all funds. (1)
Post-Retirement Benefit Increase	The lesser of contract COLA or 2.30% until Purchasing Power Protection Allowance Floor on Purchasing Power applies, 2.30% thereafter.

(1) The mortality table used was developed based on CalPERS-specific data. The probabilities of mortality are based on the 2021 CalPERS Experience Study for the period from 2001 to 2019. Pre-retirement and Post-retirement mortality rates include 15 years of projected mortality improvement using 80% of Scale MP-2020 published by the Society of Actuaries. For more details on this table, please refer to the CalPERS Experience Study and Review of Actuarial Assumptions report from November 2021.

All other actuarial assumptions used in the June 30, 2023, valuation were based on the recommendations in the November 2021 CalPERS Experience Study and Review of Actuarial Assumptions. This study reviewed the retirement rates, termination rates, mortality rates, rates of salary increases and inflation assumption for Public Agencies. The Experience Study and Review of Actuarial Assumptions report may be accessed on the CalPERS website at www.calpers.ca.gov under Forms and Publications.

Discount Rate – The discount rate used to measure the total pension liability was 6.90%. The projection of cash flows used to determine the discount rate assumed that contributions from plan members will be made at the current member contribution rates and that contributions from employers will be made at statutorily required rates, actuarially determined. Based on those assumptions, the Plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

According to Paragraph 30 of GASB Statement No. 68, the long-term discount rate should be determined without reduction for pension plan administrative expense. For the reporting period ended June 30, 2025, the 6.90% discount rate was not reduced for administrative expense.

Long-Term Expected Rate of Return – The long-term expected rate of return on pension plan investments was determined using a building-block method in which expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class.

NOTE 7 – EMPLOYEES' RETIREMENT PENSION PLAN (Continued)

B. Net Pension Liability (Continued)

In determining the long-term expected rate of return, CalPERS took into account both short-term and long-term market return expectations. Using historical returns of all the funds' asset classes, expected compound (geometric) returns were calculated over the next 20 years using a building-block approach. The expected rate of return was then adjusted to account for assumed administrative expenses of 10 Basis points. The expected real rate of return by asset class are as followed:

Asset Class [a]	Assumed Asset Allocation	Real Return Years [a][b]
Global Equity - Cap-Weighted	30.00%	4.54%
Global Equity - Non-Cap-Weighted	12.00%	3.84%
Private Equity	13.00%	7.28%
Treasury	5.00%	0.27%
Mortgage-Backed Securities	5.00%	0.50%
Investment Grade Corporates	10.00%	1.56%
High Yield	5.00%	2.27%
Emerging Market Debt	5.00%	2.48%
Private Debt	5.00%	3.57%
Real Assets	15.00%	3.21%
Leverage	-5.00%	-0.59%
Total	100.00%	

[a] An expected inflation of 2.30% used for this period.

[b] Figures are based on the 2021 Asset Liability Management study.

Annual Money-Weighted Return – For the fiscal year ended June 30, 2025, the annual money-weighted rate of return on investments, net of investment expenses, was 9.5%. The money-weighted rate of return expresses investment performance, net of investment expense, adjusted for the changing amounts actually invested.

NOTE 7 – EMPLOYEES' RETIREMENT PENSION PLAN (Continued)

C. Changes in the Net Pension Liability

The changes in the net pension liability are as follows:

	Increase (Decrease)		
	Total Pension Liability	Plan Fiduciary Net Position	Net Pension Liability/(Asset)
Balance at June 30, 2023 (Measurement Date)	$ 125,539,216	$ 108,644,603	$ 16,894,613
Changes in the year:			
Service Cost	2,820,947	-	2,820,947
Interest on the Total Pension Liability	8,491,268	-	8,491,268
Differences between Expected and Actual Experience	(758,836)	-	(758,836)
Changes of Assumptions	-	-	-
Changes of Benefit Terms	-	-	-
Net Plan to Plan Resource Movement	-	-	-
Contribution - Employer	-	1,634,372	(1,634,372)
Contribution - Employee (Paid by Employer)	-	398,715	(398,715)
Contribution - Employee	-	864,949	(864,949)
Net Investment Income	-	10,186,967	(10,186,967)
Administrative Expenses	-	(88,404)	88,404
Other Miscellaneous Income/(Expense)	-	-	-
Benefit Payments, Including Refunds of Employee Contributions	(6,258,013)	(6,258,013)	-
Net Changes	4,295,366	6,738,586	(2,443,220)
Balance at June 30, 2024 (Measurement Date)	$ 129,834,582	$ 115,383,189	$ 14,451,393

Sensitivity of the Net Pension Liability to Changes in the Discount Rate – The following presents the net pension liability of the Plan as of the measurement date, calculated using the discount rate of 6.90%, as well as what the Authority's net pension liability would be if it were calculated using a discount rate that is one percentage point lower (5.90%) or one percentage point higher (7.90%) than the current rate:

	Discount Rate - 1% (5.90%)	Current Discount Rate (6.90%)	Discount Rate + 1% (7.90%)
Plan's Net Pension Liability	$ 30,738,839	$ 14,451,393	$ 837,272

Pension Plan Fiduciary Net Position – Detailed information about the Plan's fiduciary net position is available in the separately issued CalPERS financial reports.

NOTE 7 – EMPLOYEES' RETIREMENT PENSION PLAN (Continued)

D. Pension Expense and Deferred Outflows/Inflows of Resources Related to Pensions

For the fiscal year ended June 30, 2025, the Authority recognized a defined benefit pension adjustment of $2,040,641. At June 30, 2025, the Authority reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Pension Contributions Subsequent to Measurement Date	$ 3,063,421	$ -
Changes of Assumptions	269,492	-
Differences between Expected and Actual Experience	487,542	591,925
Net Differences between Projected and Actual Earnings on Plan Investments	1,838,093	-
Total	$ 5,658,548	$ 591,925

$3,063,421 reported as a deferred outflow of resources related to contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the fiscal year ended June 30, 2026. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized as pension expense as follows:

Fiscal Year Ended June 30,	Deferred Outflows/(Inflows) of Resources
2025	$ 313,040
2026	2,710,292
2027	(457,122)
2028	(563,008)
2029	-
Thereafter	-
Total	$ 2,003,202

E. Payable to the Pension Plan

No amounts were payable to the pension plan at June 30, 2025.

NOTE 8 – RISK MANAGEMENT

The Authority is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The Authority is self-insured for public liability and property damage up to $250,000 per occurrence. Claims between $250,000 and $1,000,000 are insured through CalTIP, a joint powers agency (risk sharing pool) established in 1987 to provide an independently managed self-insurance program for member transit operators. Claims in excess of the pool limit are covered by excess insurance purchased by CalTIP up to $25 million per occurrence. Specifically, the Authority has the following forms of coverage through CalTIP:

- bodily injury liability,
- property damage liability,
- public officials errors and omissions liability, and
- personal injury liability.

NOTE 8 – RISK MANAGEMENT (Continued)

The purpose of CalTIP is to spread the adverse effect of losses among the member agencies and to purchase excess insurance as a group, thereby reducing its expense.

The Authority makes payments to CalTIP based on actuarial estimates of the amounts needed to pay prior year and current year claims. The claims liability of $706,013 at June 30, 2025, is based on the requirements of GASB Statement No. 10, *Accounting and Financial Reporting for Risk Financing and Related Insurance Issues, for Public Entity Risk Pools, and for Entities Other Than Pools,* which requires that a liability for claims be reported if information prior to the issuance of the basic financial statements indicates that it is probable that a liability has been incurred at the date of the basic financial statements and the amount of the loss can be reasonably estimated. This liability relates to the Authority's self-insured retention for its insurance program.

As of July 1, 2001, the Authority obtained insurance coverage relating to workers' compensation claims through the LAWCX, a joint powers agency (risk sharing pool) established in 1992 as a state-wide joint powers authority. Currently, there are 32 members consisting of 22 municipalities, 9 joint powers authorities, and 1 special district. The Authority is self-insured up to $250,000 per occurrence. Claims between $250,000 and $5,000,000 are covered by LAWCX. The Authority pays an annual premium to the pool. LAWCX participates in the Public Risk Innovation, Solutions, and Management (PRISM) risk pool for excess workers' compensation coverage in excess of $5 million up to statutory limits. PRISM is a member-directed risk sharing pool of counties and public entities committed to providing risk coverage programs and risk management services.

The Authority makes payments to LAWCX on the actuarial estimates of the amounts needed to pay prior year and current year claims. The claims liability of $2,468,648 at June 30, 2025, is based on the requirements of GASB Statement No. 10, which requires that a liability for claims be reported if information prior to the issuance of the basic financial statements indicates that it is probable that a liability has been incurred at the date of the basic financial statements and the amount of the loss can be reasonably estimated. This liability relates to the Authority's self-insured retention for its insurance program.

NOTE 9 – COMMITMENTS AND CONTINGENCIES

The Authority has received state and federal funds for specific purposes that are subject to review and audit by grantor agencies. Although such audits could generate expenditure disallowances under terms of the grants, the Authority believes that any required reimbursements will not be material.

Additionally, the Authority is involved in various lawsuits, claims, and disputes, which for the most part are normal to the Authority's operations. In the opinion of Authority management, the costs that might be incurred, if any, would not materially affect the Authority's financial position or results of operations.

NOTE 10 – CASH RESERVE FUNDS

The Authority has designated three cash reserve funds as follows:

Safe Harbor Lease Reserve

The Authority maintains a reserve fund consisting of proceeds from the sale of federal income tax benefits under the safe harbor lease provisions of the Tax Equity and Fiscal Responsibility Act of 1982. The funds held are designated by the Authority's Board as a reserve against future unanticipated operating and capital funding shortfalls. As of June 30, 2025, this fund, including accrued interest, totaled $1,745,336.

NOTE 10 – CASH RESERVE FUNDS (Continued)

Self-Insurance Reserve

The Authority is self-insured for public liability and property damage up to $250,000 for each occurrence. For workers' compensation claims, it is also self-insured up to $250,000 per occurrence. Claims in excess of this amount are insured. Refer to Note 8 for further description. The Authority has designated a cash reserve fund to cover anticipated liability and damage claims not covered by insurance. The Authority reserves for reported actual and estimated incurred claims. The reserve for public liability and property damage as of June 30, 2025, totaled $706,013, and for the workers' compensation totaled $2,468,648.

Operating and Capital Reserve

In April 2024, the Board of Directors amended the Authority's Reserve Policy. Prior to this revision, the Authority's reserve funds were composed of TDA funds that were allocated to the Authority but not claimed in the same fiscal year of allocation. These funds are reserved and held by the MTC as required under TDA statutes. With the revised policy, the Authority now calculate amounts earned from discretionary revenue sources (i.e., advertising revenue, unallocated interest income). The discretionary funds are calculated at fiscal year end and are held by the Authority. Together, these two types of funds comprise the Operating and Capital Reserve. Since the discretionary revenue is held by the Authority, the funds are reflected in the financial statements as a portion of the unrestricted net position. The discretionary portion of the Operating and Capital Reserve as of June 30, 2025, totaled $2,916,530.

NOTE 11 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSION BENEFITS (OPEB)

A. General Information about the OPEB Plan

Plan Description

The Authority's Healthcare Insurance Benefits Program is a single-employer defined benefit postemployment healthcare plan in which retirees are eligible to participate. Benefits are provided through CalPERS Health Benefits Program for all administrative employees and transit operators. Benefits continue to the surviving spouses.

Benefits Provided

Eligibility for retiree health benefits requires service or disability retirement from the Authority on or after age 50 (age 52 if a PEPRA member) with at least five years of CalPERS service.

The Authority pays a portion of the cost of health insurance for retirees under any group plan offered by CalPERS, subject to certain restrictions as determined by the Authority.

Employees Covered by Benefit Terms

As of the June 30, 2023 actuarial valuation, the following employees were covered by the benefit terms of the OPEB Plan:

Retirees and survivors currently receiving benefits	67
Active employees	200
Total	267

NOTE 11 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSION BENEFITS (OPEB) (Continued)

A. General Information about the OPEB Plan (Continued)

Contributions

The Actuarially Determined Contribution (ADC) consists of two basic components, which have been adjusted with interest to the Authority's fiscal year end:

- The amounts attributed to service performed in the current fiscal year (the normal cost) and
- Amortization of the unfunded actuarial accrued liability (UAAL).

The development of the ADC reflects the assumption that the Authority will contribute at least 100% of this amount each fiscal year, with contributions comprised of direct payments to insurers toward retiree premiums, each current fiscal year's implicit subsidy, and contributions to the OPEB trust.

B. Net OPEB Liability

The Authority's net OPEB liability was measured as of June 30, 2024, and the total OPEB liability used to calculate the net OPEB liability was determined by an actuarial valuation as of June 30, 2023.

Actuarial Assumptions

The total OPEB liability in the June 30, 2023, actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified:

Measurement Date	June 30, 2024
Valuation Date	June 30, 2023
Funding Method	Entry Age Normal Cost, level percent of pay
Asset Valuation Method	Market value of assets
Long-Term Return on Assets	5.50%
Discount Rate	5.50%
Participants Valued	Only current active employees, retired participants, and covered dependents are valued. No future entrants are considered in this valuation.
Salary Increase	3.00% per year, used only to allocate the cost of benefits between service years and to develop the UAAL amortization of the Actuarially Determined Contributions.
Assumed Increase for Amortization Payments	3.0% per year where determined on a percent of pay basis
General Inflation Rate	2.50% per year

Demographic actuarial assumptions used in this valuation are based on the 2021 Experience Study of the California Public Employees Retirement System using data from 1997 to 2019, except for a different basis used to project future mortality improvements. Mortality rates used were the CalPERS published rates.

Mortality	MacLeod Watts Scale 2022 applied generationally from 2017.
Healthcare Trend	Medical plan premiums and claims costs by age are assumed to increase once each year. The increases over the prior year's level are assumed to be effective on the dates shown below. The required PEMHCA minimum employer contribution (MEC) is assumed to increase by 4.5% annually.

NOTE 11 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSION BENEFITS (OPEB) (Continued)

B. Net OPEB Liability (Continued)

Actuarial Assumptions (Continued)

Effective January 1	Premium Increase	Effective January 1	Premium Increase
2025	6.5%	2044-2049	4.7%
2026	6.0%	2050-2059	4.6%
2027	5.5%	2060-2065	4.5%
2028	5.4%	2066-2067	4.4%
2029	5.3%	2068-2069	4.3%
2030	5.2%	2070	4.2%
2031	5.1%	2071-2072	4.1%
2032-2037	5.0%	2073-2074	4.0%
2038-2039	4.9%	2075 & later	3.9%

The long-term expected rate of return on OPEB plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of OPEB plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of the arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class	Moderately Conservative Allocation	Expected Returns Years 1-5	Expected Returns Years 1-30
US Large Cap Equity	17.10%	7.00%	7.20%
US Small Cap Equity	0.90%	7.90%	7.90%
Int'l. Developed Equity	6.80%	6.90%	6.90%
Emerging Markets Equity	2.20%	7.40%	7.40%
REITs	1.50%	7.20%	7.00%
Listed Infrastructure	1.50%	6.80%	7.40%
Core Bonds	63.0%	4.50%	5.00%
High Yield	5.00%	6.00%	6.10%
Cash	2.00%	3.30%	2.90%
Total	100%		

Annual Money-Weighted Return

For the fiscal year ended June 30, 2025, the annual money-weighted rate of return on investments, net of investment expenses, was 9.60%. The money-weighted rate of return expresses investment performance, net of investment expense, adjusted for the changing amounts actually invested.

Discount Rate

The discount rate used to measure the total OPEB liability was 5.50%. The projection of cash flows used to determine the discount rate assumed that the Authority contribution will be made at rates equal to the ADC rates. Based on those assumptions, the OPEB plan's fiduciary net position was projected to cover all future OPEB payments. Therefore, the discount rate was set equal to the long-term expected rate of return.

NOTE 11 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSION BENEFITS (OPEB) (Continued)

B. Net OPEB Liability (Continued)

Changes in the Net OPEB Liability

	Increase (Decrease)		
	Total OPEB Liability	Plan Fiduciary Net Position	Net OPEB Liability
Balance at June 30, 2023 (Measurement Date)	$ 8,092,844	$ 5,102,411	$ 2,990,433
Changes in the Year:			
Service Cost	348,618	-	348,618
Interest	387,989	-	387,989
Expected Investment Income	-	244,873	(244,873)
CCCTA Contributions	-	588,070	(588,070)
Benefit Payments	(372,774)	(372,774)	-
Assumption Changes	(655,123)	-	(655,123)
Plan Experience	-	-	-
Investment Experience	-	91,074	(91,074)
Net Changes	(291,290)	551,243	(842,533)
Balance at June 30, 2024 (Measurement Date)	$ 7,801,554	$ 5,653,654	$ 2,147,900

Sensitivity of the Net OPEB Liability to Changes in the Discount Rate

The net OPEB liability of the Authority, as well as what the Authority's net OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (4.50%) or one percentage point higher (6.50%), follows:

	1% Decrease 4.50%	Discount Rate 5.50%	1% Increase 6.50%
Net OPEB Liability	$ 2,980,974	$ 2,147,900	$ 1,441,881

Sensitivity of the Net OPEB Liability to Changes in the Healthcare Cost Trend Rates

The net OPEB liability of the Authority, as well as what the Authority's net OPEB liability would be if it were calculated using Healthcare Cost Trend Rates that are one percentage point lower (5.50%) or one percentage point higher (7.50%) than current healthcare cost trend rates, follows:

	1% Decrease 5.50% Decreasing to 2.90%	Discount Rate 6.50% Decreasing to 3.90%	1% Increase 7.50% Decreasing to 4.90%
Net OPEB Liability	$ 1,628,896	$ 2,147,900	$ 2,870,213

NOTE 11 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSION BENEFITS (OPEB) (Continued)

B. Net OPEB Liability (Continued)

OPEB Expense and Deferred Inflows and Outflows of Resources Related to OPEB

For the fiscal year ended June 30, 2025, the Authority recognized an OPEB adjustment of $96,834. At June 30, 2025, the Authority reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Changes of Assumptions	$ 189,440	$ 1,043,843
Differences Between Expected and Actual Experience	-	275,269
Net Difference Between Projected and Actual Earnings on Investments	245,826	-
Contributions Made Subsequent to the Measurement Date	604,692	-
Total	$ 1,039,958	$ 1,319,112

The $604,692 reported as a deferred outflow of resources related to contributions subsequent to the June 30, 2024 measurement date will be recognized as a reduction to the net OPEB liability during the fiscal year ended June 30, 2026.

Other amounts reported as deferred outflows of resources and deferred inflows of resources related OPEB expenses will be recognized as follows:

For the Fiscal Year Ending June 30,	Recognized Net Deferred Outflows (Inflows) of Resources
2026	$ (208,128)
2027	4,810
2028	(176,176)
2029	(209,161)
2030	(190,947)
Thereafter	(104,244)
Total	$ (883,846)

NOTE 12 – CHANGES IN LONG-TERM LIABILITIES

A summary of changes in long-term liabilities at June 30, 2025, follows:

	Balance June 30, 2024 As Restated	Additions	Deductions	Balance June 30, 2025	Due Within One Year
Self-Insurance Liabilities	$ 2,452,905	$ 2,119,709	$ 1,397,953	$ 3,174,661	$ 1,141,810
Compensated Absences [1]	2,530,493	1,975,817	1,735,107	2,771,203	1,639,519
SBITA Liability	-	801,091	217,740	583,351	227,640
Totals	$ 4,983,398	$ 4,896,617	$ 3,350,800	$ 6,529,215	$ 3,008,969

[1] Prior fiscal year balances were restated for the implementation of GASB Statement No. 101, *Compensated Absences*. This restatement is reported as a change in accounting principle in accordance with GASB Statement No. 100, *Accounting Changes and Error Corrections*. See also Note 16 for additional information regarding the restatement of prior fiscal year net position.

NOTE 13 – TRANSPORTATION DEVELOPMENT ACT COMPLIANCE REQUIREMENTS

The Authority received TDA funds under Articles 4 and 4.5 (two subsections: 99260(a) and 99275) of the California Public Utilities Code for the fiscal year ended June 30, 2025. TDA funds received pursuant to these Sections of the California Public Utilities Code may be used for public transportation services and community transit services, respectively. According to the underlying TDA allocation instructions issued by the MTC, eligible costs must be incurred on or before June 30 of the fiscal year for which funds are allocated. Unused portions must revert back to the County's Local Transportation Fund (LTF).

A summary of LTF allocations, corresponding expenses, and portion to be returned to the County's LTF as of the fiscal year ended June 30 follows:

	2025
LTF Allocations for Public Transportation Services:	
99260(a)	$ 27,613,208
Less: applicable expenses	(21,762,793)
Unused portion to revert back to (balance due to) the County's LTF (Current Year)	5,850,415
Prior year unused portion not returned	6,302,223
Prior period adjustment	(1,147,106)
Total Unused Portion to Revert Back to the County's LTF	11,005,532
LTF Allocations for Community Transit Services:	
99275 and 99260(a)	1,079,293
Less: applicable expenses	(1,079,293)
Unused portion to revert back to the County's LTF	-
Total Due Back to the County's LTF	$ 11,005,532

NOTE 14 – EMPLOYEE BENEFITS – DEFERRED COMPENSATION PLAN

Employees of the Authority may participate in a deferred compensation plan adopted under the provisions of Internal Revenue Code (IRC) Section 457 (Deferred Compensation Plans with Respect to Service for State and Local Governments).

The deferred compensation plan is available to all employees of the Authority. Under the plan, employees may elect to defer a portion of their salaries and avoid paying taxes on the deferred portion until the withdrawal date. The deferred compensation amount is not available for withdrawal by employees until termination, retirement, death, or unforeseeable emergency. Employees are allowed loans under the IRC Section 457 rules.

The deferred compensation plan is administered by an unrelated financial institution. Under the terms of IRC Section 457 Deferred Compensation Plans, all deferred compensation and income attributable to the investment of the deferred compensation amounts held by the financial institution, until paid or made available to the employees or beneficiaries, are the property of the employee.

NOTE 15 – SUBSCRIPTIONS

The Authority has adopted GASB Statement No. 96 which introduced changes in the recognition, measurement, and reporting of Subscription-Based Information Technology Arrangements (SBITAs). The Authority identified one SBITA for a Transit Data Tracking application with a term of three years. The value of the SBITA asset as of the end of the current fiscal year was $801,091 and had accumulated amortization of $196,385. As of June 30, 2025, the value of the SBITA liability was $583,351.

The future principal and interest payments for SBITA as of June 30, 2025, were as follows:

For the Year Ending June 30,	Principal	Interest
2026	$ 227,640	$ 11,697
2027	248,369	4,242
2028	107,342	501
Total	$ 583,351	$ 16,440

NOTE 16 – RESTATEMENT OF PRIOR PERIOD NET POSITION

During fiscal year 2025, the Authority implemented GASB Statement No. 101, *Compensated Absences*, which requires governments to recognize a liability for certain types of compensated absences when the benefits are earned rather than when leave is taken or paid.

As a result of this implementation, certain liability balances were reclassified, these adjustments had no impact on beginning net position, and no prior-period revenues or expenses were affected. The June 30, 2024, ending net position had net zero effect. The compensated absences were increased by $1,147,106 and due to other governments, TDA payable were reduced by $1,147,106. Accordingly, the 2024 comparative amounts presented in these financial statements have been restated to allow for year-over-year comparison. This restatement is reported as a change in accounting principle in accordance with GASB Statement No. 100, *Accounting Changes and Error Corrections*.

NOTE 16 – RESTATEMENT OF PRIOR PERIOD NET POSITION (Continued)

The effect of the restatement is summarized below:

Net position, June 30, 2024 (as previously reported)	$ 42,272,501
Restatement for implementation of GASB Statement No. 101	-
Net position, June 30, 2024 (as restated)	$ 42,272,501

REQUIRED SUPPLEMENTARY INFORMATION

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
AN AGENT MULTIPLE-EMPLOYER DEFINED BENEFIT PENSION PLAN
SCHEDULE OF CHANGES IN THE NET PENSION LIABILITY (ASSET)
AND RELATED RATIOS
AS OF JUNE 30, 2025
LAST 10 FISCAL YEARS

Measurement Period	June 30, 2024	June 30, 2023	June 30, 2022	June 30, 2021	June 30, 2020
Total Pension Liability					
Service Cost	$ 2,820,947	$ 2,570,696	$ 2,497,734	$ 2,318,458	$ 2,334,896
Interest on Total Pension Liability	8,491,268	8,203,042	7,777,960	7,595,094	7,294,049
Changes of Benefit Terms	-	162,920	-	-	-
Changes of Assumptions	-	-	2,290,688	-	-
Differences between Expected and Actual Experience	(758,836)	1,300,110	(596,908)	(772,818)	(68,868)
Benefit Payments, Including Refunds of Employee Contributions	(6,258,013)	(5,667,688)	(5,561,530)	(4,834,432)	(4,440,542)
Net Change in Total Pension Liability	4,295,366	6,569,080	6,407,944	4,306,302	5,119,535
Total Pension Liability - Beginning	125,539,216	118,970,136	112,562,192	108,255,890	103,136,355
Total Pension Liability - Ending (a)	$ 129,834,582	$ 125,539,216	$ 118,970,136	$ 112,562,192	$ 108,255,890
Plan Fiduciary Net Position					
Contributions - Employer	$ 1,634,372	$ 2,274,647	$ 2,030,958	$ 1,799,854	$ 1,590,639
Contributions - Employee (Paid by Employer)	398,715	372,230	369,411	408,586	408,586
Contributions - Employee	864,949	787,102	677,462	617,163	690,196
Net Investment Income (Loss)	10,186,967	6,363,617	(8,496,317)	21,410,686	4,664,610
Benefit Payments, Including Refunds of Employee Contributions	(6,258,013)	(5,667,688)	(5,561,530)	(4,834,432)	(4,440,542)
Administrative Expenses	(88,404)	(76,912)	(72,039)	(96,236)	(131,892)
Other Miscellaneous Income/(Expense)*	-	-	-	-	-
Net Change in Plan Fiduciary Net Position	6,738,586	4,052,996	(11,052,055)	19,305,621	2,781,597
Plan Fiduciary Net Position - Beginning**	108,644,603	104,591,607	115,643,662	96,338,041	93,556,444
Plan Fiduciary Net Position - Ending (b)	$ 115,383,189	$ 108,644,603	$ 104,591,607	$ 115,643,662	$ 96,338,041
Net Pension Liability (Asset) [(a) - (b)]	$ 14,451,393	$ 16,894,613	$ 14,378,529	$ (3,081,470)	$ 11,917,849
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	88.87%	86.54%	87.91%	102.74%	88.99%
Covered Payroll***	$ 16,410,397	$ 15,166,349	$ 14,727,203	$ 14,890,548	$ 15,073,568
Net Pension Liability (Asset) as a Percentage of Covered Payroll	88.06%	111.40%	97.63%	-20.69%	79.06%

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
AN AGENT MULTIPLE-EMPLOYER DEFINED BENEFIT PENSION PLAN
SCHEDULE OF CHANGES IN THE NET PENSION LIABILITY (ASSET)
AND RELATED RATIOS (Continued)
AS OF JUNE 30, 2025
LAST 10 FISCAL YEARS

Measurement Period	June 30, 2019	June 30, 2018	June 30, 2017	June 30, 2016	June 30, 2015
Total Pension Liability					
Service Cost	$ 2,340,898	$ 2,257,838	$ 2,337,306	$ 1,945,766	$ 1,918,011
Interest on Total Pension Liability	6,932,405	6,570,234	6,322,423	6,022,970	5,722,716
Changes of Benefit Terms	-	-	-	-	-
Changes of Assumptions	-	(660,476)	5,271,395	-	(1,429,806)
Differences between Expected and Actual Experience	25,006	(932,669)	(516,597)	(800,944)	(576,058)
Benefit Payments, Including Refunds of Employee Contributions	(3,846,430)	(3,812,132)	(3,309,790)	(3,141,095)	(2,716,414)
Net Change in Total Pension Liability	5,451,879	3,422,795	10,104,737	4,026,697	2,918,449
Total Pension Liability - Beginning	97,684,476	94,261,681	84,156,944	80,130,247	77,211,798
Total Pension Liability - Ending (a)	$ 103,136,355	$ 97,684,476	$ 94,261,681	$ 84,156,944	$ 80,130,247
Plan Fiduciary Net Position					
Contributions - Employer	$ 1,424,384	$ 1,158,215	$ 1,070,201	$ 1,272,683	$ 947,246
Contributions - Employee (Paid by Employer)	449,362	586,800	527,557	491,555	432,811
Contributions - Employee	596,997	470,086	469,913	506,311	515,306
Net Investment Income (Loss)	5,804,423	6,979,197	8,507,531	460,130	1,698,644
Benefit Payments, Including Refunds of Employee Contributions	(3,846,430)	(3,812,132)	(3,309,790)	(3,141,095)	(2,716,414)
Administrative Expenses	(63,649)	(131,190)	(113,741)	(47,229)	(87,217)
Other Miscellaneous Income/(Expense)*	207	(249,340)	-	-	-
Net Change in Plan Fiduciary Net Position	4,365,294	5,001,636	7,151,671	(457,645)	790,376
Plan Fiduciary Net Position - Beginning**	89,191,150	84,189,514	77,037,843	77,495,488	76,705,112
Plan Fiduciary Net Position - Ending (b)	$ 93,556,444	$ 89,191,150	$ 84,189,514	$ 77,037,843	$ 77,495,488
Net Pension Liability (Asset) [(a) - (b)]	$ 9,579,911	$ 8,493,326	$ 10,072,167	$ 7,119,101	$ 2,634,759
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	90.71%	91.31%	89.31%	91.54%	96.71%
Covered Payroll***	$ 15,239,229	$ 14,673,672	$ 14,786,527	$ 13,915,228	$ 13,613,535
Net Pension Liability (Asset) as a Percentage of Covered Payroll	62.86%	57.88%	68.12%	51.16%	19.35%

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
AN AGENT MULTIPLE-EMPLOYER DEFINED BENEFIT PENSION PLAN
SCHEDULE OF CHANGES IN THE NET PENSION LIABILITY (ASSET)
AND RELATED RATIOS (Continued)
AS OF JUNE 30, 2025
LAST 10 FISCAL YEARS

Notes to Schedule:

* During fiscal year 2017-18, as a result of Governmental Accounting Standards Board (GASB) Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefit Plans Other than Pensions* (GASB 75), California Public Employees Retirement System (CalPERS) reported its proportionate share of activity related to postemployment benefits for participation in the State of California's agent OPEB plan. Accordingly, CalPERS recorded a one-time expense as a result of the adoption of GASB Statement No. 75.

Additionally, CalPERS employees participate in various State of California agent pension plans and, during fiscal year 2017-18, CalPERS recorded a correction to previously reported financial statements to properly reflect its proportionate share of activity related to pensions in accordance with GASB Statement No. 68, *Accounting and Financial Reporting for Pensions* (GASB 68).

** Includes any beginning of year adjustment.

*** Covered Payroll represented above is based on pensionable earnings provided by the employer. Payroll was assumed to increase using 2.80% payroll growth assumption for fiscal years ended June 30, 2022, 2023, and 2024; 2.75% payroll growth assumption for fiscal years ended June 30, 2018, 2019, 2020, and 2021; 3.00% payroll growth assumption for fiscal years ended June 30, 2015, 2016, and 2017.

Benefit changes: There were no benefit changes in 2024. Effective with the June 30, 2022 valuation date (2023 measurement date), the figures generally include any liability impact that may have resulted from voluntary benefit changes that occurred on or before the Measurement Date. However, offers of Two Years Additional Service Credit (a.k.a. Golden Handshakes) that occurred after the Valuation Date are not included in the figures, unless the liability impact is deemed to be material by the plan actuary.

In 2022, Senate Bill (SB) 1168 increased the standard retiree lump sum death benefit from $500 to $2,000 for any death occurring on or after July 1, 2023. The impact, if any, is included in the changes of benefit terms.

Changes of assumptions: There were no assumption changes in 2024 or 2023. Effective with the June 30, 2021 valuation date (2022 measurement date), the accounting discount rate was reduced from 7.15% to 6.90%. In determining the long-term expected rate of return, CalPERS took into account long-term market return expectations as well as the expected pension fund cash flows. Projected returns for all asset classes are estimated, combined with risk estimates, and are used to project compound (geometric) returns over the long term. The discount rate used to discount liabilities was informed by the long-term projected portfolio return. In addition, demographic assumptions and the inflation rate assumption were changed in accordance with the 2021 CalPERS Experience Study and Review of Actuarial Assumptions. The accounting discount rate was 6.90% for measurement dates 2022 through 2024, 7.15% for measurement dates 2017 through 2021, 7.65% for measurement dates 2015 through 2016, and 7.50% for measurement date 2014.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
AN AGENT MULTIPLE-EMPLOYER DEFINED BENEFIT PENSION PLAN
SCHEDULE OF INVESTMENT RETURNS – PENSION
AS OF JUNE 30, 2025
LAST 10 FISCAL YEARS

	June 30, 2025	June 30, 2024	June 30, 2023	June 30, 2022	June 30, 2021
Annual Money-Weighted Rate of Return, Net of Investment Expense	9.5%	6.1%	-7.5%	22.4%	5.0%

	June 30, 2020	June 30, 2019	June 30, 2018	June 30, 2017	June 30, 2016
Annual Money-Weighted Rate of Return, Net of Investment Expense	6.5%	11.2%	11.2%	0.5%	2.2%

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
AN AGENT MULTIPLE-EMPLOYER DEFINED BENEFIT PENSION PLAN
SCHEDULE OF CONTRIBUTIONS – PENSION
AS OF JUNE 30, 2025
LAST 10 FISCAL YEARS

Fiscal Year Ended June 30	2024	2023	2022	2021	2020
Actuarially Determined Contributions	$ 1,634,372	$ 2,274,647	$ 2,030,958	$ 1,799,854	$ 1,590,639
Contributions in Relation to the Actuarially Determined Contributions	(1,634,372)	(2,274,647)	(2,030,958)	(1,799,854)	(1,590,639)
Contribution Deficiency (Excess)	$ -	$ -	$ -	$ -	$ -
Covered Payroll*	$ 16,410,397	$ 15,166,349	$ 14,727,203	$ 14,890,548	$ 15,073,568
Contributions as a Percentage of Covered Payroll	9.96%	15.00%	13.79%	12.09%	10.55%

Fiscal Year Ended June 30	2019	2018	2017	2016	2015
Actuarially Determined Contributions	$ 1,424,384	$ 1,158,215	$ 1,070,201	$ 1,272,683	$ 947,246
Contributions in Relation to the Actuarially Determined Contributions	(1,424,384)	(1,158,215)	(1,070,201)	(1,272,683)	(947,246)
Contribution Deficiency (Excess)	$ -	$ -	$ -	$ -	$ -
Covered Payroll*	$ 15,239,229	$ 14,673,672	$ 14,786,527	$ 13,915,228	$ 13,613,535
Contributions as a Percentage of Covered Payroll	9.35%	7.89%	7.24%	9.15%	6.96%

Notes to Schedule:

* Covered Payroll represented above is based on pensionable earnings provided by the employer. Payroll was assumed to increase using 2.80% payroll growth assumption for fiscal years ended June 30, 2022, 2023, and 2024; 2.75% payroll growth assumption for fiscal years ended June 30, 2018, 2019, 2020, and 2021; 3.00% payroll growth assumption for fiscal years ended June 30, 2015, 2016, and 2017.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
AN AGENT MULTIPLE-EMPLOYER DEFINED BENEFIT PENSION PLAN
SCHEDULE OF CONTRIBUTIONS – PENSION (Continued)
AS OF JUNE 30, 2025
LAST 10 FISCAL YEARS

The actuarial methods and assumptions used to set the actuarially determined contributions for the Authority's fiscal year ending June 30, 2024, were derived from the June 30, 2021 funding valuation report.

Methods and assumptions used to determine contribution rates:

Actuarial cost method	Entry Age Normal
Amortization method	Level percent of payroll
Asset valuation method	Fair Value of Assets. CalPERS employs a policy that amortizes all gains and losses over a fixed 30-year period. The increase or decrease in the rate is then spread directly over a 5-year period. This method is referred to as "direct rate smoothing."
Inflation	2.30%
Projected salary increases	Varies by entry age and service.
Payroll growth	2.80%
Investment rate of return	6.80% (Net of Pension Plan Investment and Administrative Expenses; includes Inflation)
Retirement age	The probabilities of retirement are based on the 2021 CalPERS Experience Study and Review of Actuarial Assumptions.
Mortality	The probabilities of mortality are based on the 2021 CalPERS Experience Study and Review of Actuarial Assumptions. Mortality rates incorporate full generational mortality improvement using 80% of Scale MP-2020 published by the Society of Actuaries.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
SINGLE-EMPLOYER DEFINED BENEFIT PLAN
SCHEDULE OF CHANGES IN THE NET OTHER POSTEMPLOYMENT BENEFITS (OPEB) LIABILITY AND RELATED RATIOS
JUNE 30, 2025
LAST 10 FISCAL YEARS*

Measurement Period	June 30, 2024	June 30, 2023	June 30, 2022	June 30, 2021
Total OPEB Liability				
Service Cost	$ 348,618	$ 323,596	$ 314,171	$ 328,799
Interest on the Total OPEB Liability	387,989	406,796	390,857	390,119
Changes of Benefit Terms	-	-	-	-
Differences Between Expected and Actual Experience	-	(21,120)	-	(184,833)
Changes in Assumptions	(655,123)	(671,836)	-	417,022
Benefit Payments	(372,774)	(370,232)	(387,567)	(327,048)
Net Change in Total OPEB Liability	(291,290)	(332,796)	317,461	624,059
Total OPEB Liability - Beginning	8,092,844	8,425,640	8,108,179	7,484,120
Total OPEB Liability - Ending (a)	$ 7,801,554	$ 8,092,844	$ 8,425,640	$ 8,108,179
OPEB Plan Fiduciary Net Position				
Net Investment Income (Loss)	$ 335,947	$ 532,189	$ (567,544)	$ 496,621
Contributions - Employer	588,070	157,059	563,588	546,415
Benefit Payments	(372,774)	(370,232)	(387,567)	(327,048)
Administrative Expenses	-	-	-	-
Net Change in OPEB Plan Fiduciary Net Position	551,243	319,016	(391,523)	715,988
OPEB Plan Fiduciary Net Position - Beginning	5,102,411	4,783,395	5,174,918	4,458,930
OPEB Plan Fiduciary Net Position - Ending (b)	$ 5,653,654	$ 5,102,411	$ 4,783,395	$ 5,174,918
Net OPEB Liability [(a) - (b)]	$ 2,147,900	$ 2,990,433	$ 3,642,245	$ 2,933,261
OPEB Plan Fiduciary Net Position as a Percentage of the Total OPEB Liability	72.47%	63.05%	56.77%	63.82%
Covered Payroll	$ 16,804,066	$ 15,867,493	$ 15,287,627	$ 14,326,765
Net OPEB Liability as a Percentage of Covered Payroll	12.78%	18.85%	23.82%	20.47%

Notes to Schedule:

* When information is available, the required 10 years will be shown.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
SINGLE-EMPLOYER DEFINED BENEFIT PLAN
SCHEDULE OF CHANGES IN THE NET OTHER POSTEMPLOYMENT BENEFITS (OPEB) LIABILITY AND RELATED RATIOS (Continued)
JUNE 30, 2025
LAST 10 FISCAL YEARS*

Measurement Period	June 30, 2020	June 30, 2019	June 30, 2018	June 30, 2017
Total OPEB Liability				
Service Cost	$ 318,449	$ 331,211	$ 320,785	$ 350,850
Interest on the Total OPEB Liability	369,885	406,509	385,114	482,126
Changes of Benefit Terms	-	-	-	-
Differences Between Expected and Actual Experience	-	(1,357,116)	-	(1,408,629)
Changes in Assumptions	-	205,894	-	(994,873)
Benefit Payments	(276,823)	(306,893)	(286,733)	(316,489)
Net Change in Total OPEB Liability	411,511	(720,395)	419,166	(1,887,015)
Total OPEB Liability - Beginning	7,072,609	7,793,004	7,373,838	9,260,853
Total OPEB Liability - Ending (a)	$ 7,484,120	$ 7,072,609	$ 7,793,004	$ 7,373,838
OPEB Plan Fiduciary Net Position				
Net Investment Income (Loss)	$ 215,873	$ 224,930	$ 80,538	$ 111,685
Contributions - Employer	529,577	606,839	588,345	748,139
Benefit Payments	(276,823)	(306,893)	(286,733)	(316,489)
Administrative Expenses	-	-	(1,550)	-
Net Change in OPEB Plan Fiduciary Net Position	468,627	524,876	380,600	543,335
OPEB Plan Fiduciary Net Position - Beginning	3,990,303	3,465,427	3,084,827	2,541,492
OPEB Plan Fiduciary Net Position - Ending (b)	$ 4,458,930	$ 3,990,303	$ 3,465,427	$ 3,084,827
Net OPEB Liability [(a) - (b)]	$ 3,025,190	$ 3,082,306	$ 4,327,577	$ 4,289,011
OPEB Plan Fiduciary Net Position as a Percentage of the Total OPEB Liability	59.58%	56.42%	44.47%	41.83%
Covered Payroll	$ 15,543,046	$ 15,503,972	$ 14,836,604	$ 12,531,658
Net OPEB Liability as a Percentage of Covered Payroll	19.46%	19.88%	29.17%	34.23%

Notes to Schedule:

* When information is available, the required 10 years will be shown.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
SINGLE-EMPLOYER DEFINED BENEFIT PLAN
SCHEDULE OF INVESTMENT RETURNS – OPEB
JUNE 30, 2025
LAST 10 YEARS*

	June 30, 2025	June 30, 2024	June 30, 2023	June 30, 2022
Annual Money-Weighted Rate of Return, Net of Investment Expense	9.60%	7.13%	4.05%	-10.42%

	June 30, 2021	June 30, 2020	June 30, 2019	June 30, 2018
Annual Money-Weighted Rate of Return, Net of Investment Expense	11.76%	6.23%	7.16%	9.38%

Notes to Schedule:

* When information is available, the required 10 years will be shown.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
SINGLE-EMPLOYER DEFINED BENEFIT PLAN
SCHEDULE OF CONTRIBUTIONS – OPEB
JUNE 30, 2025
LAST 10 FISCAL YEARS*

Fiscal Year Ended June 30	2025	2024	2023	2022
Actuarially Determined Contributions	$ 603,192	$ 585,624	$ 530,899	$ 561,678
Contributions in Relation to the Actuarially Determined Contributions	(604,692)	(588,070)	(532,189)	(617,452)
Contribution Deficiency (Excess)	$ (1,500)	$ (2,446)	$ (1,290)	$ (55,774)
Covered Payroll	$ 17,414,122	$ 16,804,066	$ 15,867,493	$ 15,287,627
Contributions as a Percentage of Covered Payroll	3.47%	3.50%	3.35%	4.04%

Fiscal Year Ended June 30	2021	2020	2019	2018
Actuarially Determined Contributions	$ 545,410	$ 529,577	$ 606,839	$ 588,345
Contributions in Relation to the Actuarially Determined Contributions	(546,415)	(529,577)	(606,839)	(588,345)
Contribution Deficiency (Excess)	$ (1,005)	$ -	$ -	$ -
Covered Payroll	$ 14,326,765	$ 15,543,046	$ 15,503,972	$ 14,836,604
Contributions as a Percentage of Covered Payroll	3.81%	3.41%	3.91%	3.97%

Notes to Schedule:

* When information is available, the required 10 years will be shown.

The actuarial methods and assumptions used to set the actuarially determined contributions for the Authority's fiscal year ending June 30, 2025, were derived from the June 30, 2023 actuarial valuation report.

Methods and assumptions used to determine contribution rates:

Funding Method	Entry Age Normal Cost, level percent of pay
Asset Valuation Method	Market value of assets
Long-Term Return on Assets	5.50%
Discount Rate	5.50%
Participants Valued	Only current active employees, retired participants, and covered dependents are valued. No future entrants are considered in this valuation.
Salary Increase	3.00% per year, used only to allocate the cost of benefits between service years
Assumed Increase for Amortization Payments	3.0% per year
General Inflation Rate	2.50% per year

Demographic actuarial assumptions used in this valuation are based on the 2021 Experience Study of the CalPERS using data from 2001 to 2019, except for a different basis used to project future mortality improvements. Rates for selected age and service are shown in the July 1, 2023 funding valuation. The representative mortality rates were the published CalPERS rates.

Mortality	MacLeod Watts Scale 2022 applied generationally from 2015.

SUPPLEMENTARY INFORMATION AND OTHER REPORTS

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE FISCAL YEAR ENDED JUNE 30, 2025

Federal Grantor/Project Number/Program Title	Assistance Listing Number	Identification Number	Passed-Through To Subrecipients	Grant Expenditures
U.S. Department of Transportation / Federal Transit Administration (FTA)				
Federal Transit Cluster				
Direct:				
Formula Grants:	20.507			
FY23 5307 TPI Transit Corridors Study		CA-2024-144-00	$ -	$ 166,604
FY24 5307 Formula Grant for Paratransit Operations		CA-2024-152-00	-	1,590,376
Subtotal Federal Transit Cluster			-	1,756,980
Indirect:				
Passed Through Metropolitan Transportation Commission				
FTA FY15 Section 5339 Bus and Bus Facilities	20.507	CA-34-0032	-	20,658
Total U.S. Department of Transportation / FTA			-	1,777,638
Total Expenditures of Federal Awards			$ -	$ 1,777,638

See accompanying notes to schedule of expenditures of federal awards.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE FISCAL YEAR ENDED JUNE 30, 2025

NOTE 1 – GENERAL

The accompanying Schedule of Expenditures of Federal Awards (SEFA) presents the activity of all federal financial assistance programs of Central Contra Costa Transit Authority (the Authority). Federal financial assistance is received directly from the Federal Transit Administration (FTA) and is included on the SEFA.

NOTE 2 – BASIS OF ACCOUNTING

The accompanying SEFA has been prepared on the accrual basis of accounting. Federal capital grant funds are used to purchase property, plant, and equipment. Federal grants receivable are included in capital and operating grants receivable, which also includes receivables from state and local grant sources. The information in the SEFA is presented in accordance with the requirements of the Title 2 U.S. Code of Federal Regulations (CFR) Part 200 *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

NOTE 3 – INDIRECT COST RATE

The Authority did not elect to use the 10 percent de minimis indirect cost rate as covered in 2 CFR §200.414.

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INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF BASIC FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To the Administration and Finance Committee and Board of Directors
Central Contra Costa Transit Authority
Concord, California

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the basic financial statements of Central Contra Costa Transit Authority (the Authority) as of and for the fiscal year ended June 30, 2025, and related notes to the basic financial statements, which collectively comprise the Authority's basic financial statements, and have issued our report thereon dated December 29, 2025.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Authority's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

BAKERSFIELD
4200 Truxtun Avenue, Suite 300
Bakersfield, CA 93309
661-324-4971

FRESNO
10 River Park Place East, Suite 208
Fresno, CA 93720
559-476-3592

STOCKTON
2423 West March Lane, Suite 202
Stockton, CA 95207
209-451-4833

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Authority's basic financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Authority's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Authority's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

BROWN ARMSTRONG
ACCOUNTANCY CORPORATION

Brown Armstrong
Accountancy Corporation

Stockton, California
December 29, 2025

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INDEPENDENT AUDITOR'S REPORT ON STATE COMPLIANCE

To the Administration and Finance Committee and Board of Directors
Central Contra Costa Transit Authority
Concord, California

Report on Compliance with Transportation Development Act Requirements

We have audited Central Contra Costa Transit Authority's (the Authority) compliance with Transportation Development Act (TDA) requirements that funds allocated to and received by the Authority were expended in conformance with applicable statutes, rules, and regulations of the TDA and the allocation instructions and resolutions of the Metropolitan Transportation Commission as required by Section 6667 of Title 21, Division 3, Chapter 2, Article 5.5 of the California Code of Regulations during the fiscal year ended June 30, 2025.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to the applicable statutes, rules, and regulations of the TDA.

Auditor's Responsibility

Our responsibility is to express an opinion on each of the Authority's compliance requirements referred to in Section 6667, which requires that, for a transit claimant, the independent auditor will perform at least the following tasks:

(a) Determine whether the claimant was an entity eligible to receive the funds allocated to it;
(b) Determine whether the claimant is maintaining its accounts and records on an enterprise fund basis and is otherwise in compliance with the uniform system of accounts and records adopted by the State Controller, pursuant to Public Utilities Code Section 99234;
(c) Determine whether the funds received by the claimant pursuant to the TDA were expended in conformance with those sections of the TDA specifying the qualifying purposes, including Public Utilities Code Sections 99262 and 99263 for operators receiving funds under Article 4; Sections 99275, 99275.5, and 99277 for Article 4.5 claimants; Section 99400(c), (d), and (e) for Article 8 claimants for service provided under contract; and Section 99405(d) for transportation services provided by cities and counties with populations of less than 5,000;
(d) Determine whether the funds received by the claimant pursuant to the TDA were expended in conformance with the applicable rules, regulations, and procedures of the transportation planning agency and in compliance with the allocation instructions and resolutions;
(e) Determine whether interest earned on funds received by the claimant, pursuant to the TDA, were expended only for those purposes for which the funds were allocated in accordance with Public Utilities Code Sections 99234.1, 99301, 99301.5, and 99301.6;
(f) Verify the amount of the claimant's operating cost for the fiscal year, the amount of fare revenues required to meet the ratios specified in Sections 6633.2 and 6633.5, and the amount of the sum of fare revenues and local support required to meet the ratios specified in the Section 6633.2;

BAKERSFIELD
4200 Truxtun Avenue, Suite 300
Bakersfield, CA 93309
661-324-4971

FRESNO
10 River Park Place East, Suite 208
Fresno, CA 93720
559-476-3592

STOCKTON
2423 West March Lane, Suite 202
Stockton, CA 95207
209-451-4833

(g) Verify the amount of the claimant's actual fare revenues for the fiscal year;
(h) Verify the amount of the claimant's actual local support for the fiscal year;
(i) Verify the amount the claimant was eligible to receive under the TDA during the fiscal year in accordance with Sections 6634 and 6649;
(j) Verify, if applicable, the amount of the operator's expenditure limitation in accordance with Section 6633.1;
(k) In the case of an operator, determine whether the operator's employee retirement system or private pension plan is in conformance with the provisions of Public Utilities Code Sections 99271, 99272, and 99273;
(l) In the case of an operator, determine whether the operator has had a certification by the Department of the California Highway Patrol verifying that the operator is in compliance with Section 1808.1 of the Vehicle Code, as required in Public Utilities Code Section 99251;
(m) In the case of an operator, verify, if applicable, its State Transit Assistance eligibility pursuant to Public Utilities Code Section 99314.6 or 99314.7; and
(n) In the case of a claimant for community transit services, determine whether it is in compliance with Public Utilities Code Sections 99155 and 99155.5.

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on the requirements referred to above. An audit includes examining, on a test basis, evidence about the Authority's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance requirements referred to above. However, our audit does not provide a legal determination of the Authority's compliance.

Opinion on Compliance

In our opinion, the Authority, complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on the compliance requirements referred above for the fiscal year ended June 30, 2025.

BROWN ARMSTRONG
ACCOUNTANCY CORPORATION

Brown Armstrong
Accountancy Corporation

Stockton, California
December 29, 2025

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661-324-4971

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE

To the Administration and Finance Committee and Board of Directors
Central Contra Costa Transit Authority
Concord, California

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Central Contra Costa Transit Authority's (the Authority) compliance with the types of compliance requirements identified as subject to audit in the U.S. Office of Management and Budget (OMB) *Compliance Supplement* that could have a direct and material effect on each of Authority's major federal programs for the fiscal year ended June 30, 2025. The Authority's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, the Authority complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the fiscal year ended June 30, 2025.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Authority and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of Authority's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to Authority's federal programs.

BAKERSFIELD
4200 Truxtun Avenue, Suite 300
Bakersfield, CA 93309
661-324-4971

FRESNO
10 River Park Place East, Suite 208
Fresno, CA 93720
559-476-3592

STOCKTON
2423 West March Lane, Suite 202
Stockton, CA 95207
209-451-4833

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Authority's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Authority's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Authority's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Authority's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Authority's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control over Compliance

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

BROWN ARMSTRONG
ACCOUNTANCY CORPORATION

Brown Armstrong
Accountancy Corporation

Stockton, California
December 29, 2025

STATISTICAL SECTION

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
SCHEDULE OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
JUNE 30, 2025
LAST 10 FISCAL YEARS

	2025	2024 As Restated	2023	2022	2021	2020	2019	2018 As Restated	2017	2016
Operating Revenues										
Passenger fares	$ 3,638,252	$ 3,489,447	$ 3,179,075	$ 2,217,862	$ 1,348,037	$ 3,043,712	$ 3,383,189	$ 3,221,580	$ 3,275,964	$ 3,549,944
Special transit fees	3,343,424	3,294,113	2,377,427	1,620,037	350,308	1,652,117	1,833,494	1,635,867	1,480,747	1,440,678
Total Operating Revenues	6,981,676	6,783,560	5,556,502	3,837,899	1,698,345	4,695,829	5,216,683	4,857,447	4,756,711	4,990,622
Operating Expenses										
Salaries and benefits	29,878,791	28,690,441	26,144,670	24,816,193	24,128,547	25,322,594	25,441,759	24,101,090	23,779,117	22,863,358
Materials and supplies	3,149,763	3,414,796	3,580,623	3,342,724	2,289,007	2,468,857	2,777,883	2,529,044	2,118,404	2,273,864
Services	2,502,507	2,936,310	2,436,795	2,130,814	1,746,263	1,869,379	1,933,459	1,744,973	1,751,238	1,697,825
Purchased transportation	11,340,869	9,910,865	7,912,505	7,181,927	6,072,093	6,544,224	6,211,639	5,561,256	5,309,756	5,458,921
Insurance	1,423,589	1,154,391	909,275	802,032	957,458	790,287	763,534	722,556	676,984	685,551
Other	261,335	236,763	735,759	180,176	73,552	147,590	189,045	202,460	210,422	305,691
Utilities	550,716	466,091	406,341	389,068	348,434	365,131	366,642	356,151	320,063	284,645
Taxes	364,931	379,051	340,748	415,987	228,805	237,192	217,950	226,116	184,435	193,913
Leases and rentals	59,467	72,266	52,866	57,332	60,409	60,444	53,508	42,499	48,466	44,983
Defined benefit pension adjustment	2,040,641	1,758,323	(717)	(3,486,207)	1,445,493	2,120,710	642,776	1,807,421	(17,761)	(1,169,716)
Other postemployment benefits (OPEB) adjustment	(96,834)	(534,729)	(422,902)	(581,142)	(554,446)	(461,471)	(376,320)	(224,832)	-	-
Depreciation and amortization	7,139,302	6,515,348	6,730,962	7,123,208	7,197,115	7,499,707	7,511,790	6,186,320	5,363,010	5,294,062
Total Operating Expenses	58,615,077	54,999,916	48,826,925	42,372,112	43,992,730	46,964,644	45,733,665	43,255,054	39,744,134	37,933,097
Operating Loss	(51,633,401)	(48,216,356)	(43,270,423)	(38,534,213)	(42,294,385)	(42,268,815)	(40,516,982)	(38,397,607)	(34,987,423)	(32,942,475)
Nonoperating Revenues (Expenses)										
Federal operating assistance [b]	1,756,980	5,582,329	8,342,650	9,247,548	2,371,121	8,339,542	1,703,403	1,655,674	1,002,950	2,237,709
State and local operating assistance	40,973,618	34,553,703	27,818,081	26,014,999	31,591,217	23,943,345	30,136,010	27,996,289	27,891,975	25,713,041
Advertising revenue	279,312	343,750	307,166	292,311	95,263	479,408	618,416	615,631	608,420	599,100
Interest income	1,447,091	1,101,117	393,095	(140,571)	36,814	268,607	253,675	118,161	38,789	40,642
Other revenue	157,443	81,870	102,093	77,488	84,977	78,968	102,245	108,077	83,538	82,784
Interest expense	(21,142)	-	-	-	-	-	-	-	-	-
Gain (Loss) on sale of capital assets	-	199,800	102	-	26,883	-	(6,944)	211,840	14,479	135,603
Loss on disposal of capital assets	(24,728)	-	-	(13,421)	-	-	-	-	-	-
Total Nonoperating Revenues (Expenses)	44,568,574	41,862,569	36,963,187	35,478,354	34,206,275	33,109,870	32,806,805	30,705,672	29,640,151	28,808,879
Net Loss Before Capital Contributions	(7,064,827)	(6,353,787)	(6,307,236)	(3,055,859)	(8,088,110)	(9,158,945)	(7,710,177)	(7,691,935)	(5,347,272)	(4,133,596)
Capital Contributions										
Grants restricted for capital expenses (Note 3)	996,722	8,390,216	19,988,969	441,602	420,944	968,706	7,088,596	2,850,624	19,010,487	17,447,423
Prior Period Adjustment [a]	-	-	-	-	-	-	-	(5,971,222)	-	-
Increase (Decrease) in Net Position	(6,068,105)	2,036,429	13,681,733	(2,614,257)	(7,667,166)	(8,190,239)	(621,581)	(10,812,533)	13,663,215	13,313,827
Beginning Net Position, as Restated	42,272,501	40,236,072	26,554,339	29,168,596	36,835,762	45,026,001	45,647,582	56,460,115	42,796,900	29,483,073
Ending Net Position	$ 36,204,396	$ 42,272,501	$ 40,236,072	$ 26,554,339	$ 29,168,596	$ 36,835,762	$ 45,026,001	$ 45,647,582	$ 56,460,115	$ 42,796,900

[a] Prior period adjustments:
FY 2024 was implementation of GASB Statement No. 101.
FY 2018 was implementation of GASB Statement No. 75 for Other Postemployment Benefits.
FY 2015 was implementation of GASB Statement No. 68 for Pension Benefits.

[b] Federal operating assistance includes $3,538,209, $1,358,665, and $6,911,064 in FTA CARES Act funds in FY 2022, FY 2021, and FY 2020, respectively, and $6,410,890 and $3,930,747 in FTA ARPA Act funds in FY 2023 and FY 2022, respectively.

FINDINGS AND QUESTIONED COSTS SECTION

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
JUNE 30, 2025

Section I – Summary of Auditor's Results

A. Financial Statements

Type of auditor's report issued:	Unmodified
Internal control over financial reporting:	
Material weaknesses identified?	No
Deficiencies or significant deficiencies identified not considered to be material weaknesses?	No
Noncompliance material to financial statements noted?	No

B. Federal Awards

Internal control over major programs:	
Material weaknesses identified?	No
Deficiencies or significant deficiencies identified not considered to be material weaknesses?	No
Type of auditor's report issued on compliance for major programs:	Unmodified
Any audit findings disclosed that are required to be reported in accordance with the Uniform Guidance, under 2 CFR §200.516(a)?	No

C. Identification of Major Programs

Assistance Listing Numbers	Name of Federal Program or Cluster
Assistance Listing Number 20.507	Federal Transit Formula Grants
Dollar threshold used to distinguish between Type A and Type B programs:	$750,000
Auditee qualified as low-risk auditee?	No

Section II – Financial Statement Audit Findings and Questioned Costs

None.

Section III – Federal Awards Findings and Questioned Costs

None.

Section IV – Summary of Prior Audit (June 30, 2024) Findings and Current Year Status

None.

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REQUIRED COMMUNICATION TO THE ADMINISTRATION AND FINANCE COMMITTEE AND BOARD OF DIRECTORS IN ACCORDANCE WITH PROFESSIONAL STANDARDS (SAS 114)

To the Administration and Finance Committee
and Board of Directors
Central Contra Costa Transit Authority
Concord, California

We have audited the basic financial statements of Central Contra Costa Transit Authority (the Authority) for the fiscal year ended June 30, 2025. Professional standards require that we provide you with information about our responsibilities under auditing standards generally accepted in the United States of America, *Government Auditing Standards,* and the Uniform Guidance, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated May 21, 2025. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices
Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Authority are described in Note 1 to the basic financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the fiscal year ended June 30, 2025. We noted no transactions entered into by the Authority during the fiscal year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the basic financial statements in the proper period.

Accounting estimates are an integral part of the basic financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the basic financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the Authority's basic financial statements were:

- Estimated Useful Lives of Capital Assets and Right-To-Use Subscription Assets – Management estimates the lives of capital assets and intangible assets for purposes of calculating annual depreciation/amortization expense to be reported in the Authority's Statement of Revenues, Expenses, and Changes in Net Position. Estimated useful lives range from 9 to 13 years for revenue transit vehicles; 3 to 10 years for shop, office, other equipment, and service vehicles; and 30 years for building and structures. The right-to-use subscription assets are intangible capital assets and are amortized on a straight-line basis over the life of the related SBITA.

- Self-Insurance Liability – This represents management's estimate of the liability for public liability claims and workers' compensation claims to be paid for which the Authority is self-insured, and includes management's estimate of the ultimate costs for both reported claims and claims incurred but not reported.

BAKERSFIELD
4200 Truxtun Avenue, Suite 300
Bakersfield, CA 93309
661-324-4971

FRESNO
10 River Park Place East, Suite 208
Fresno, CA 93720
559-476-3592

STOCKTON
2423 West March Lane, Suite 202
Stockton, CA 95207
209-451-4833

- Net Pension Liability (Asset) and Postemployment Benefits Other than Pension Benefits (OPEB) Liability – These are based on actuarial evaluations, which involve estimates of the value of reported amounts and probabilities about the occurrence of future events far into the future.

- Compensated Absences – These are based on employee leave balances and historical usage rates in accordance with GASB Statement No. 101.

- Subscription-Based Information Technology Arrangements (SBITA) Liabilities – These are based on present value of estimated future payments.

We evaluated the key factors and assumptions used to develop the accounting estimates used in determining that they are reasonable in relation to the basic financial statements taken as a whole.

Certain basic financial statement disclosures are particularly sensitive because of their significance to basic financial statement users. The most sensitive disclosures affecting the basic financial statements were the disclosures of capital assets and depreciation/amortization, employees' retirement pension plan and the net pension liability (asset), risk management self-insurance liability, the OPEB plan and net OPEB liability, the changes in long-term liabilities, and the subscriptions in Notes 5, 7, 8, 11, 12, and 15, respectively, of the basic financial statements.

The basic financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit
We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements
Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. There were no such misstatements noted as a result of our audit procedures.

Disagreements with Management
For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the basic financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations
We have requested certain representations from management that are included in the management representation letter dated December 29, 2025.

Management Consultations with Other Independent Accountants
In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Authority's basic financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues
We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each fiscal year prior to retention as the Authority's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We applied certain limited procedures to the Management's Discussion and Analysis (MD&A), Schedule of Changes in the Net Pension Liability (Asset) and Related Ratios, Schedule of Investment Returns – Pension, Schedule of Contributions – Pension, Schedule of Changes in the Net OPEB Liability and Related Ratios, Schedule of Investment Returns – OPEB, and Schedule of Contributions – OPEB, which are required supplementary information (RSI) that supplement the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on schedule of expenditures of federal awards, which accompanies the basic financial statements but is not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the basic financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the basic financial statements or to the basic financial statements themselves.

We were not engaged to report on the statistical section, which accompanies the basic financial statements but is not RSI. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Restriction on Use

This information is intended solely for the use of the Administration and Finance Committee, Board of Directors, and management of the Authority and is not intended to be, and should not be, used by anyone other than these specified parties.

BROWN ARMSTRONG
ACCOUNTANCY CORPORATION

Brown Armstrong
Accountancy Corporation

Stockton, California
December 29, 2025

BROWN ARMSTRONG
CERTIFIED PUBLIC ACCOUNTANTS

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661-324-4971

INDEPENDENT ACCOUNTANT'S REPORT
ON APPLYING AGREED-UPON PROCEDURES

To the Administration and Finance Committee
Central Contra Costa Transit Authority
Concord, California

We have performed the procedures enumerated below on the accounting records solely to assist management of Central Contra Costa Transit Authority (the Authority) in determining appropriate wage increases for the fiscal year ends of June 30, 2026. The Authority is responsible for the Authority's accounting records.

The Authority has agreed to and acknowledged that the procedures performed are appropriate to meet the intended purpose of reviewing the State Transit Assistance (STA) and Transportation Development Act (TDA) funds allocated by the Metropolitan Transportation Commission (MTC), to review the cost of diesel fuel purchased by the Authority, and to review the California Public Employees' Retirement System (CalPERS) benefits paid by the Authority for the fiscal year ended June 30, 2025, and compare to the prior fiscal year ended June 30, 2024. This report may not be suitable for any other purpose. The procedures performed may not address all the items of interest to a user of this report and may not meet the needs of all users of this report and, as such, users are responsible for determining whether the procedures performed are appropriate for their purposes.

The procedures and associated findings are as follows:

1) Obtain the allocated amount of TDA and STA funds according to MTC for the fiscal year ending June 30, 2025 and the final amounts of TDA and STA funds received according to the Authority for the fiscal year ending June 30, 2024. Determine if the MTC allocation for the fiscal year ending June 30, 2025, is reduced compared to funds received by the Authority in the fiscal year ending June 30, 2024.

   Finding: The STA or TDA funds allocation from MTC was not reduced for the fiscal year ending June 30, 2025 compared to funds received by the Authority in the fiscal year ending June 30, 2024. Refer to attached schedule.

2) Obtain the average per gallon price of diesel fuel purchased by the Authority during the 12 months of the fiscal year ending June 30, 2025 and 2024. Determine if the average per gallon price of diesel fuel purchased during the 12 months of the fiscal year ending June 30, 2025, increased by 40% when compared to the average per gallon price of diesel fuel purchased during the 12 months of the fiscal year ending June 30, 2025.

   Finding: The average per gallon price of diesel fuel purchased by the Authority during the 12 months of fiscal year ending June 30, 2025, decreased by 23.68% when compared to average per gallon price of diesel fuel purchased by the Authority during the 12 months of the fiscal year ending June 30, 2024. Refer to attached schedule.

3) Obtain a schedule of dollar amount the Authority paid to PERS for non-healthcare retirement benefits in the fiscal year ending June 30, 2025 and 2024. Determine if dollar amount paid in the fiscal year ending June 30, 2025, increased by $1,000,000 when compared to dollar amount paid in the fiscal year ending June 30, 2024.

   Finding: The dollar amount the Authority paid to PERS for non-healthcare retirement benefits in the fiscal year ending June 30, 2025, increased by $74,941 when compared to the dollar amount paid in the fiscal year ending June 30, 2024. Refer to attached schedule.

We were engaged by the Authority to perform this agreed-upon procedures engagement and conducted our engagement in accordance with attestation standards established by the American Institute of Certified Public Accountants. We were not engaged to, and did not, conduct an examination or review engagement, the objective of which would be the expression of an opinion or conclusion, respectively, on the accounting records. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

We are required to be independent of the Authority and to meet our ethical responsibilities, in accordance with the relevant ethical requirements related to our agreed-upon procedures engagement.

This report is intended solely for the information and use of the Authority's Administration and Finance Committee and management and is not intended to be, and should not be, used by anyone other than those specified parties.

BROWN ARMSTRONG
ACCOUNTANCY CORPORATION

Brown Armstrong
Accountancy Corporation

Stockton, California
December 29, 2025

Attachment 3: Letter to A&F reviewing TDA and STA revenue, diesel fuel and PERS benefits.

Criteria	Description of Criteria	Revenue	2025	2024	$ Change
(a)	Allocated amount of STA or TDA funds from MTC increased compared to funds received by the Authority in prior year.				
	TDA Funds		$ 28,692,501	$ 15,568,190	$ 13,124,311
	STA Funds		7,652,826	7,699,464	(46,638)
	Total STA and TDA Funds		$ 36,345,327	$ 23,267,654	$ 13,077,673
(b)	Average per gallon price of diesel fuel purchased by the Authority did not increase by 40% compared to average per gallon priced purchased in prior year.		$ 2.74	$ 3.59	-23.68%
(c)	Dollar amount paid to PERS for non-healthcare retirement benefits by the Authority did not increase by over $1,000,000 compared to dollar amount paid in prior year.		$ 3,063,420	$ 2,997,125	$ 66,295

County Connection

COMBINED Income Statement - Actual vs Budget

For Year to Date Through 6/30/2025

	Y-T-D Actual	Annual Budget	Variance	% Budget
REVENUES				
Passenger Fares	3,572,848	2,974,500	598,348	120.12%
Special Service Revenue	1,019,703	966,978	52,725	105.45%
Total Fare Revenue	4,592,551	3,941,478	651,073	116.52%
Federal Operating	1,756,980	2,040,376	(283,396)	86.11%
State Transit Assistance	7,727,826	7,727,826	0	100.00%
BART Feeder Funds	820,003	820,003	0	100.00%
Other State Grants	371,460	300,000	71,460	123.82%
TDA Article 4.0	21,762,790	27,613,209	(5,850,419)	78.81%
TDA Article 4.5	1,079,292	1,079,293	(1)	100.00%
Measure J Sales Tax	8,972,266	8,500,000	472,266	105.56%
Other Local Grants and Charges	239,981	245,503	(5,522)	97.75%
Total Federal-State-Local Revenue	42,730,598	48,326,210	(5,595,612)	88.42%
Advertising Income	279,312	200,000	79,312	139.66%
Investment and Misc Income	1,604,534	271,000	1,333,534	592.08%
Total Other Revenue	1,883,846	471,000	1,412,846	399.97%
Fare Revenue - LAVTA	29,348	34,175	(4,827)	85.88%
LAVTA Fees	1,743,964	1,970,940	(226,976)	88.48%
Fare Revenue - One Seat Partners	36,056	0	36,056	0.00%
One Seat Ride Fees	574,025	375,785	198,240	152.75%
Go San Ramon Fees	5,732	5,000	732	114.64%
Total Paratransit Partners	2,389,125	2,385,900	3,225	100.14%
TOTAL REVENUE	51,596,120	55,124,588	(3,528,468)	93.60%
EXPENSES				
Wages	16,962,321	18,628,353	(1,666,032)	-91.06%
Fringe Benefits	13,207,963	13,982,486	(774,523)	-94.46%
Total Wages & Benefits	30,170,284	32,610,839	(2,440,555)	-92.52%
Services	2,703,019	4,033,150	(1,330,131)	-67.02%
Materials and Supplies	3,197,140	3,667,700	(470,560)	-87.17%
Utilities	503,339	455,000	48,339	-110.62%
Insurance	1,423,589	1,358,173	65,416	-104.82%
Taxes	364,931	434,400	(69,469)	-84.01%
Leases and Rentals	84,195	70,000	14,195	-120.28%
Miscellaneous	261,333	376,250	(114,917)	-69.46%
Purchased Transportation	8,967,790	9,283,176	(315,386)	-96.60%
Total Other Operating (non-wages)	17,505,336	19,677,849	(2,172,513)	-88.96%
Purchased Transp - Partners	2,389,125	2,385,900	3,225	-100.14%
TOTAL EXPENSES	50,064,745	54,674,588	(4,609,843)	-91.57%
Excess Revenue Over (Under) Expenditures	1,531,375	450,000	1,081,375	340.31%

County Connection

Fixed Route Income Statement - Actual vs Budget

For Year to Date Through 6/30/2025

	Y-T-D Actual	Annual Budget	Variance	% Budget
REVENUES				
Passenger Fares	2,991,881	2,529,200	462,681	118.29%
Special Service Revenue	798,401	744,072	54,329	107.30%
Total Fare Revenue	3,790,282	3,273,272	517,010	115.79%
Federal Operating	166,604	450,000	(283,396)	37.02%
State Transit Assistance	6,690,946	6,690,946	0	100.00%
BART Feeder Funds	820,003	820,003	0	100.00%
Other State Grants	371,460	300,000	71,460	123.82%
TDA Article 4.0	19,614,755	24,453,982	(4,839,227)	80.21%
Measure J Sales Tax	6,353,000	6,500,000	(147,000)	97.74%
Other Local Grants and Charges	0	10,000	(10,000)	0.00%
Total Federal-State-Local Revenue	34,016,768	39,224,931	(5,208,163)	86.72%
Advertising Income	279,312	200,000	79,312	139.66%
Investment and Misc Income	1,604,534	271,000	1,333,534	592.08%
Total Other Revenue	1,883,846	471,000	1,412,846	399.97%
TOTAL REVENUE	39,690,896	42,969,203	(3,278,307)	92.37%
EXPENSES				
Wages	16,646,563	18,288,470	(1,641,907)	-91.02%
Fringe Benefits	12,987,371	13,743,233	(755,862)	-94.50%
Total Wages & Benefits	29,633,934	32,031,703	(2,397,769)	-92.51%
Services	2,558,940	3,808,150	(1,249,210)	-67.20%
Materials and Supplies	3,190,925	3,663,700	(472,775)	-87.10%
Utilities	441,873	395,000	46,873	-111.87%
Insurance	1,407,007	1,340,000	67,007	-105.00%
Taxes	364,931	434,400	(69,469)	-84.01%
Leases and Rentals	84,195	70,000	14,195	-120.28%
Miscellaneous	258,117	366,250	(108,133)	-70.48%
Purchased Transportation	219,599	410,000	(190,401)	-53.56%
Total Other Operating (non-wages)	8,525,587	10,487,500	(1,961,913)	-81.29%
TOTAL EXPENSES	38,159,521	42,519,203	(4,359,682)	-89.75%
Excess Revenue Over (Under) Expenditures	1,531,375	450,000	1,081,375	340.31%

County Connection

Paratransit Income Statement - Actual vs Budget

For Year to Date Through 6/30/2025

	Y-T-D Actual	Annual Budget	Variance	% Budget
REVENUES				
Passenger Fares	580,967	445,300	135,667	130.47%
Special Service Revenue	221,302	222,906	(1,604)	99.28%
Total Fare Revenue	802,269	668,206	134,063	120.06%
Federal Operating	1,590,376	1,590,376	0	100.00%
State Transit Assistance	1,036,880	1,036,880	0	100.00%
TDA Article 4.0	2,148,035	3,159,227	(1,011,192)	67.99%
TDA Article 4.5	1,079,292	1,079,293	(1)	100.00%
Measure J Sales Tax	2,619,266	2,000,000	619,266	130.96%
Other Local Grants and Charges	239,981	235,503	4,478	101.90%
Total Federal-State-Local Revenue	8,713,830	9,101,279	(387,449)	95.74%
Fare Revenue - LAVTA	29,348	34,175	(4,827)	85.88%
LAVTA Fees	1,743,964	1,970,940	(226,976)	88.48%
Fare Revenue - One Seat Partners	36,056	0	36,056	0.00%
One Seat Ride Fees	574,025	375,785	198,240	152.75%
Go San Ramon Fees	5,732	5,000	732	114.64%
Total Paratransit Partners	2,389,125	2,385,900	3,225	100.14%
TOTAL REVENUE	11,905,224	12,155,385	(250,161)	97.94%
EXPENSES				
Wages	315,758	339,883	(24,125)	-92.90%
Fringe Benefits	220,592	239,253	(18,661)	-92.20%
Total Wages & Benefits	536,350	579,136	(42,786)	-92.61%
Services	144,079	225,000	(80,921)	-64.04%
Materials and Supplies	6,215	4,000	2,215	-155.38%
Utilities	61,466	60,000	1,466	-102.44%
Insurance	16,582	18,173	(1,591)	-91.25%
Miscellaneous	3,216	10,000	(6,784)	-32.16%
Purchased Transportation				
Purchased Transportation	8,748,191	8,873,176	(124,985)	-98.59%
Total Other Operating (non-wages)	8,979,749	9,190,349	(210,600)	-97.71%
Purchased Transp - Partners				
Purchased Transp - Partners	2,389,125	2,385,900	3,225	-100.14%
TOTAL EXPENSES	11,905,224	12,155,385	(250,161)	-97.94%
Excess Revenue Over (Under) Expenditures	0	0	0	0.00%

County Connection
Statistical Comparisons
For Year to Date Through 06/30/2025

	Actual FY 2025 through Q4	Actual FY 2024 through Q4	*Variance FY 2025 to FY 2024*	Actual FY 2023 through Q4	*Variance FY 2025 to FY 2023*
Fixed Route					
Fares & Fare Replacements	$ 3,790,282	$ 3,497,596	*8.4%*	$ 3,324,049	*14.0%*
Operating Exp (Less leases)	$ 38,159,521	$ 36,725,505	*3.9%*	$ 33,589,180	*13.6%*
Farebox recovery ratio	***9.9%***	***9.5%***		***9.9%***	
Revenue Hours	191,385	186,787	2.5%	189,474	1.0%
Cost per Rev Hour	***$ 199.39***	***$ 196.62***		***$ 177.28***	
Passengers	2,727,607	2,633,223	3.6%	2,424,578	12.5%
Cost per Passenger	***$ 13.99***	***$ 13.95***		***$ 13.85***	
Passengers per Rev Hr	***14.25***	***14.10***		***12.80***	
Paratransit					
Fares	$ 802,269	$ 490,658	*63.5%*	$ 359,247	*123.3%*
Operating Exp (Less Partners)	$ 11,905,224	$ 8,282,839	*43.7%*	$ 6,571,936	*81.2%*
Farebox recovery ratio	***6.7%***	***5.9%***		***5.5%***	
Revenue Hours	64,709	69,689	-7.1%	47,690	35.7%
Cost per Rev Hour	***$ 183.98***	***$ 118.85***		***$ 137.81***	
Passengers	99,675	95,341	4.5%	93,702	6.4%
Cost per Passenger	***$ 119.44***	***$ 86.88***		***$ 70.14***	
Passengers per Rev Hr	***1.54***	***1.37***		***1.96***	

County Connection

Agenda Item #7.b.

To: Board of Directors **Date:** December 31, 2025

From: Andrew M. Smith, Director of Planning & Marketing **Reviewed by:** RH

SUBJECT: Complementary Fare-Free Paratransit Service

Background:
County Connection currently operates seven fare-free fixed routes on weekdays and four fare-free fixed routes on weekends. Revenue to offset the loss of fares on these routes comes from a variety of sources, with the revenues for two routes paid by the City of Walnut Creek, one route paid by the Shadelands Business Park, and seven routes paid with cap-and-trade funds through the Low Carbon Transit Operations Program (LCTOP).

County Connection's Link paratransit is a shared-ride service for people who are unable to use regular buses and trains independently due to a disability. Federal regulations require the provision of paratransit service within three-quarter miles of all fixed-route bus service; however, County Connection provides paratransit service within a one-and-one-half mile area of fixed-route service as a matter of Board policy. Federal regulations permit transit agencies to charge paratransit fares of up to twice the regular adult cash fixed-route fares, however there are currently no fare-free paratransit zones to match the fare-free fixed routes.

As part of County Connection's Fiscal Years (FY) 2023-2025 Triennial Review, the Federal Transit Administration (FTA) issued a finding requiring County Connection to provide by February 25, 2026, an analysis establishing "a fare comparability zone for paratransit, where trips that are comparable to those taken on the fixed-route system in the Monument Corridor are not charged a fare". While the Triennial Review specifically called out the LCTOP-funded routes on Monument Boulevard, the FTA's interpretation of the applicable federal regulations arguably would apply to all of County Connection's "fare-free" sponsored or grant-funded routes.

Anticipated Paratransit Costs:
Unlike fixed-route service which can accommodate a considerable increase in ridership without the need to increase the number of buses on the road, paratransit is a high-contact door-to-door service that does not normally have the capacity to accommodate additional ridership without a correlating increase in vehicle revenue hours and related expenses. The cost of providing free paratransit service can exceed the loss of fare revenue if ridership increases in response to the free fares (induced demand), as operating expenses significantly exceed fares.

Very little published research exists regarding the induced demand resulting from free paratransit fares. Further, there is virtually no published research regarding the impact on demand by offering free

paratransit fares as a complement to free fixed-route bus fares within a specific corridor. Based on recently obtained anecdotal evidence from other Bay Area operators' paratransit fare subsidy programs for very low-income riders, staff estimates between a 10% and 30% increase in demand for paratransit service within the free fixed-route corridors.

Table A shows the projected annual cost for providing free paratransit service for trips beginning and ending within three quarters of a mile of a fare-free fixed route, based on an assumed 10% to 30% increase in paratransit ridership above an FY25 baseline.

Table A: Projected annual costs for providing free paratransit service (keeping all existing free routes)

Paratransit service area and funding source	Projected annual cost of free paratransit fares	Projected increase in annual operating expenses	TOTAL ADDITIONAL COSTS
Routes 4 and 5 (City of Walnut Creek)	$4,000 - $4,500	$5,000 - $14,500	$9,000 - $19,000
Route 7 (Shadelands Business Park)	$9,000 - $10,000	$11,000 - $34,000	$20,000 - $44,000
SUBTOTAL:	**$13,000 - $14,500**	**$16,000 - $48,500**	**$29,000 - $63,000**
Routes 11, 14, 16 (LCTOP)	$89,000 - $105,000	$117,000 - $350,000	$206,000 - $455,000
Routes 311, 314, and 316 (LCTOP)	$5,000 - $6,000	$6,000 - $19,000	$11,000 - $25,000
Route 99X (LCTOP)	$10,000 - $12,000	$13,000 - $39,000	$23,000 - $51,000
SUBTOTAL:	**$104,000 - $123,000**	**$136,000 - $408,000**	**$240,000 - $531,000**
TOTAL:	**$117,000 - $137,500**	**$152,000 – $456,500**	**$269,000 - $594,000**

Paratransit Funding Options (Routes 4, 5, and 7):
The projected increase in costs related to lost fare revenue for free paratransit trips originating along Routes 4, 5, and 7 is relatively small and falls close to the maximum annual reimbursements allowed by the current fare subsidy agreements. However, the additional operating expenses anticipated as a result of induced demand are significantly higher than the cost of lost fare revenue on its own. As it is the Board's policy that all fare programs be revenue neutral, staff recommends negotiating revised fare subsidy agreements with the City of Walnut Creek (for Routes 4 and 5) and the Shadelands Business Park (for Route 7) to cover paratransit operating costs over and above an FY25 baseline. If either the City or the business park are unable to cover these costs, staff recommends discontinuing the associated fixed-route fare-free programs.

Paratransit Funding Options (Routes 11, 14, 16, 99X, 311, 314, and 316):
As noted in Table A above, the projected increase in operating expenses resulting from additional ridership is significantly higher than the projected loss of fare revenue, with a total projected cost of approximately $240,000 to $531,000 per year to provide free paratransit service along these seven routes. Consequently, measures will be necessary to address this projected deficit.

Staff evaluated multiple potential funding options, including Contra Costa County's Measure X, CCTA's Measure J Program 20a, the federal Community Development Block Grant (CDBG) program, and Concord/Pleasant Hill Healthcare District (CPHHCD) funding, however, based on feedback received by the relevant agencies, there is a low likelihood of receiving funding through any of these sources. Due to the full cost implications (lost fare revenue + increased operating expenses), staff believes there are no feasible alternatives to enacting cost-cutting measures specific to the LCTOP-funded free routes. Therefore, should the FTA direct County Connection to establish fare-free paratransit zones along our fare-free fixed routes, staff recommends charging fares on the weekday-only Route 99X and the weekend-only Routes 311, 314, and 316 as shown in Table B (below). While undesirable, this would preserve free fares on the weekday Routes 11, 14, and 16, all of which serve the Monument Corridor.

Table B: Projected annual costs of preserving free fares on Routes 11, 14, and 16

Paratransit and fixed-route service area and fares	Change in fixed-route fare revenue*	Additional costs for free paratransit (fares + operations)**	NET REVENUE or EXPENSE
Routes 11, 14, 16 (Fare-free)	n/a	($268,000) – ($593,000)	($268,000) – ($593,000)
Routes 311, 314, and 316 (charge fares)	$181,000 - $204,000	n/a	$181,000 - $204,000
Route 99X (charge fares)	$41,000 - $46,000	n/a	$41,000 - $46,000
TOTAL	**$222,000 – $250,000**	**($268,000) – ($593,000)**	**($46,000) – ($343,000)**

* The fixed-route fare revenue projections assume a 10% - 20% loss in ridership on routes that are no longer free.

** The free paratransit cost projections for Routes 11, 14, and 16 are lower than those shown in Table A because there will be fewer free paratransit destinations when Routes 99X, 311, 314, and 316 are no longer free.

Though not enough to fully cover these anticipated costs, it is reasonable to assume that an increase in paratransit trips resulting from induced demand will appear gradually, rather than immediately upon the start of free paratransit service. Therefore, staff does not recommend taking any further cost-cutting measures until the resulting paratransit ridership can be evaluated over the course of the first year of operation.

Financial Implications:
The fiscal impacts vary, as described above.

Recommendation:
Should the FTA direct County Connection to establish fare-free paratransit zones along all of County Connection's fare-free fixed routes, the Administration and Finance Committee and staff recommend that this be funded by (a) ending the "fare-free" program on the weekday-only Route 99X and the weekend-only Routes 311, 314, and 316; (b) negotiating new agreements with the City of Walnut Creek and the Shadelands Business Park to pay the fares and operating expenses for paratransit trips originating within three-quarter miles of Routes 4, 5 and 7, or ending those "fare-free" programs; and (c) seeking grant funding to further offset these costs.

Staff further recommends reviewing fare-free paratransit ridership levels and expenses after one year of operation to determine if additional measures should be taken at that time.

Action Requested:
The Administration and Finance Committee and staff requests that the Board direct staff to submit an analysis to the FTA which addresses the following:

1. Providing fare-free paratransit service along all of County Connection's fare-free fixed routes, and
2. Funding this action by (a) ending the "fare-free" program on the weekday-only Route 99X and the weekend-only Routes 311, 314, and 316; (b) negotiating new agreements with the City of Walnut Creek and the Shadelands Business Park to pay the fares and operating expenses for paratransit trips originating within three-quarter miles of Routes 4, 5 and 7, or ending those "fare-free" programs; and (c) seeking grant funding to further offset these costs.

Attachments:
None.

County Connection

Agenda Item #8.a.

To: Board of Directors **Date:** January 9, 2026

From: Pranjal Dixit, Manager of Planning **Reviewed by:** AMS

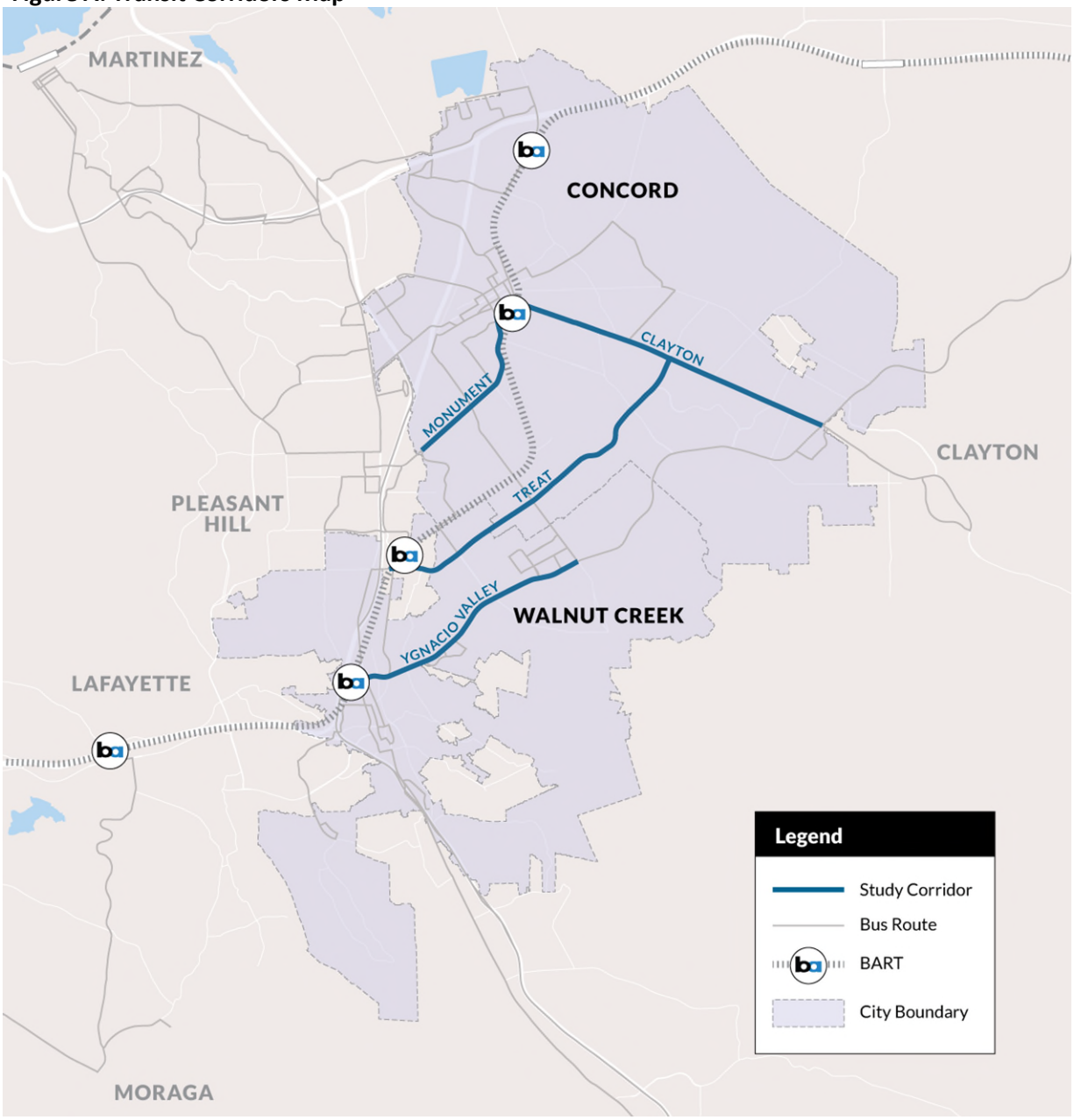
SUBJECT: Transit Corridor Study Update

Background:
In October 2022, the Metropolitan Transportation Commission (MTC) announced the FY 2022-23 Transit Performance Initiative (TPI) grant program, which funds low-cost capital investments to improve transit operations and customer experience on major corridors and systems. The program prioritizes improvements that increase bus speed and reliability, particularly on high-ridership, high-frequency routes experiencing traffic delays. County Connection submitted a successful application for a study analyzing four major corridors within its service area to identify such improvements. MTC approved the full funding request of $400,000 on March 22, 2023, and the Board approved the use of these funds in April 2023. In October 2024, staff and County Connection's on-call planning consultants, Transportation Management & Design, Inc. (TMD), launched the Transit Corridor Study, a comprehensive analysis of four key corridors:

- **Clayton Road (Routes 10, 310):** Served by the second-highest ridership route.
- **Monument Boulevard (Routes 14, 16, 314):** High transit propensity, serving an Equity Priority Community and an SB 535 Disadvantaged Community.
- **Treat Boulevard (Routes 7, 11, 14, 15, 311):** Serves multiple schools and retail destinations.
- **Ygnacio Valley Road (Routes 1, 92X, 93X, 301):** A congested corridor with healthcare, employment, retail, and some high-density housing, offering strong potential for transit development.

All four corridors are anchored by a BART station: Concord (Clayton Road and Monument Boulevard), Pleasant Hill/Contra Costa Centre (Treat Boulevard), and Walnut Creek (Ygnacio Valley Road), as shown on map contained in Figure A on the following page.

Figure A: Transit Corridors Map



Corridor Study:

The study evaluated existing conditions to identify strategies for improving transit speed and reliability, and developing a prioritized list of projects supported by extensive stakeholder and community engagement. The abovementioned corridors were identified as offering the greatest potential benefits from transit priority improvements aiming to:

- Increase bus speeds and reduce delays, thereby shortening passenger travel times.
- Improve schedule reliability by reducing travel time variability, thereby enhancing the passenger experience.
- Enhance bus stop siting, security, and amenities to reduce dwell time and increase passenger appeal.

- Improve ADA accessibility at bus stops while seamlessly integrating into the surrounding pedestrian infrastructure.
- Improve customer satisfaction and increase ridership.
- Improve cost-effectiveness through faster, more reliable service.

The study was supported by a Technical Advisory Committee (TAC) featuring staff representatives from County Connection, the Cities of Concord and Walnut Creek, Contra Costa County, and the Contra Costa Transportation Authority (CCTA). The TAC met four times throughout the study to review interim findings and provide critical feedback on project direction, evaluation criteria, and proposed outcomes.

Report:
The study launched in October 2024 with an existing conditions analysis that evaluated traffic congestion patterns, bus operating speeds, and cumulative passenger and vehicle delays. This baseline identified key points of transit friction, specifically highlighting high-delay segments near major intersections, nearside stops that exacerbate signal delays, and congestion along the four corridors. These findings were presented to the Board in July 2025.

Parallel to the technical analysis, the project team conducted a structured community engagement strategy that featured a bilingual online survey that garnered 330 responses, alongside coordinated messaging with partner cities, agencies, and community-based organizations. To further contextualize these transit challenges, staff conducted in-person outreach with County Connection operators to gather firsthand feedback on operational hurdles and potential improvements across the four study corridors.
The resulting report identifies a suite of priority projects supported by quantified delay analysis, community input, and feasibility assessments. Proposed improvements include:

- Stop Enhancements like Bus stop rebalancing (consolidation and removal) and the strategic addition of new stops.
- Infrastructure Adjustments like Re-striping, signage, and dedicated right-turn or bus lanes.
- Signal & Lane Optimization through Corridor signal coordination, transit signal priority (TSP), and transit queue jumps.

Ultimately, these projects are designed to improve travel time and reliability while enhancing safety, reducing operational costs, and strengthening multimodal connectivity. Through this study, County Connection aims to advance both near- and long-term improvements to ensure that transit is faster, more reliable, and more accessible across these four vital corridors.

Next Steps:
Staff will incorporate the feedback into the final report and present it to the Board for formal adoption at a future meeting. Following the adoption, staff will collaborate with the consulting firm Advanced Mobility Group (AMG) to develop a comprehensive implementation plan. Funded through MTC's Innovative Deployments to Enhance Arterials (IDEA) Program, this phase will focus on detailed engineering designs for Transit Signal Priority (TSP) infrastructure, bus stop enhancements, and potential queue jump lanes identified in the final Transit Corridor Study. Additionally, the team will establish a robust funding strategy to secure the long-term resources necessary for full project realization.

Financial Implications:
None. The study is grant funded by MTC's Transit Performance Initiative grant program.

Recommendation:
The MP&L Committee and staff recommend that the Board review the attached plan and provide comments to staff.

Action Requested:
The MP&L Committee and staff request that the Board review the attached plan and provide comments to staff.

Attachments:
Attachment 1: Draft Transit Corridor Study Report

County Connection

Transit Corridor Study | Final Report

DECEMBER 2025

TMD
VISION. PLAN. IMPLEMENT.

MOTT MACDONALD

innovate mobility

circlepoint

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Glossary of Terms

This glossary provides clear definitions for technical terms used in the report. The purpose is to ensure that all stakeholders, including board members and decision-makers, have a shared understanding of key concepts related to traffic analysis, transit performance, and data methodologies.

A

AM Peak (6:00 AM – 8:59 AM): The morning rush hour, when travel demand is possibly at its highest.

B

Bottlenecks: Locations along study corridors that hinder the efficiency of traffic and transit operations, often causing delays, increased emissions, and reduced transit reliability.

Bus Stop Balancing: The process of evaluating and adjusting the spacing and location of bus stops along a route to optimize the trade-off between accessibility and travel time. This may involve consolidating closely spaced stops to reduce dwell time and improve service speed.

C

Corridor Signal Coordination: The synchronization of multiple traffic signals along a roadway or corridor to create progressive movement, allowing vehicles to travel through successive intersections without stopping.

Cross-Traffic: Vehicles moving perpendicularly to the main corridor, often affecting traffic flow at intersections.

Cumulative Passenger Load: The total passenger load calculated at the stop-to-stop segment level, representing the number of passengers along a given segment during a specific period. Since cumulative passenger load accounts for multiple routes, it should not be directly compared to the capacity of an individual bus.

D

Dedicated Bus Lanes: Traffic lanes reserved exclusively for bus use, either full-time or during peak hours.

F

Farside: The location of a bus stop that is after an intersection.

Free-flow Bus Speed: Defined as the 85th percentile of observed bus speeds along a corridor in each direction, this metric represents the speed at which buses can travel with minimal delays. It reflects conditions where buses operate without significant disruptions from congestion, turning vehicles, or other roadway factors that typically slow down service.

N

Nearside: The location of a bus stop that is before an intersection.

P

Passenger Delay (measured in passenger minutes): Calculated as the product of Per-trip Vehicle Delay and the cumulative Passenger Load for a given period, this metric quantifies the total delay experienced by passengers on a corridor or a segment over time.

Per-trip Vehicle Delay (measured in minutes): Calculated using Observed Speed and Free-flow Bus Speed, this metric quantifies delays at the stop-to-stop segment level for a given period. Per-trip vehicle delay is directly proportional to corridor length—longer segments tend to accumulate greater delays within the same timeframe, reflecting the compounded impact of congestion and other disruptions.

PM Peak (3:00 PM – 6:59 PM): The evening rush hour, when travel demand is possibly at its highest.

Q

Queue-Jump: Short sections of roadway that allow buses to move ahead of queued traffic at intersections, typically paired with signal priority.

Queue Length: The average number of vehicles lined up at an intersection during peak congestion times, indicating traffic delays.

R

Re-Striping: The process of repainting or reconfiguring lane markings on a roadway to change lane configuration, width, or usage. This can include adding, removing, or repositioning lane lines to improve traffic flow or accommodate different uses.

S

Signage-Dedicated Right-Turn Lane: A traffic lane designated exclusively for right-turning vehicles through the use of regulatory signs and pavement markings. This separation keeps turning traffic out of through lanes to reduce conflicts and improve overall intersection efficiency.

Signal Optimization: The process of adjusting traffic signal timing parameters (such as cycle length, green time, and phase sequence) at individual intersections to maximize efficiency and minimize delays for vehicles, pedestrians, and transit based on traffic demand patterns.

T

Transit Signal Priority (TSP): A system that modifies traffic signals to give buses and other transit vehicles priority, reducing their wait times at intersections and improving service reliability.

V

Vehicle Delay (measured in vehicle minutes): Calculated as the product of per-trip vehicle Delay and the number of trips within a given period, this metric quantifies the total delay experienced by buses on a corridor or a segment over time.

Introduction

County Connection is undertaking a comprehensive Transit Corridor Study to identify, evaluate, and prioritize transit speed, reliability, and customer experience improvements along four key corridors in Central Contra Costa County: Clayton Road, Monument Boulevard, Treat Boulevard, and Ygnacio Valley Road. These corridors serve as essential east–west mobility links connecting major residential neighborhoods, schools, commercial destinations, and three regional BART stations. As traffic congestion, variability in bus travel times, and pedestrian access challenges have grown in recent years, the need for targeted and data-driven transit priority strategies has become increasingly critical.

The purpose of this report is to present a clear, actionable set of recommendations to improve transit performance across the four study corridors. These recommendations are the culmination of a multi-stage technical effort defined in the project's Scope of Work, including an assessment of existing traffic and transit conditions, Origin-Destination patterns, equity considerations, bus stop accessibility, and multimodal challenges. While this report summarizes the key findings from those intermediate tasks, the emphasis is on identifying priority projects and the strategies most likely to deliver meaningful benefits for County Connection riders, corridor users, and neighboring communities.

The study began with a detailed Existing Conditions Analysis, which examined traffic congestion patterns, bus operating speeds, cumulative passenger and vehicle delay, stop-level amenities and deficiencies, and the distribution of Equity Priority Communities along the corridors. This baseline understanding established where transit experiences the greatest friction—such as high-delay segments near major intersections, nearside stops that contribute to repeated signal delays, and corridors like Monument Boulevard and Ygnacio Valley Road where congestion is most acute.

In parallel with the technical analysis, County Connection conducted a structured communications and community engagement effort that included a bilingual online survey and coordinated messaging across cities, partner agencies, and community-based organizations. Outreach activities were implemented later in the study to share key findings, gather feedback, and communicate the purpose and potential benefits of the proposed operational and infrastructure improvements. The engagement process helped contextualize mobility challenges and highlight corridor-specific community priorities as the study progressed.

Together, these technical and outreach components form the backbone of the Final Recommendations presented in this report. The priority projects ranging from Signal Optimization, Corridor Signal Coordination, Re-Striping/ Signage Dedicated Right Turn Lane, Transit Signal Priority, Transit Queue-Jump, Dedicated Bus Lane, Bus Stop Rebalancing (removal & consolidation), and addition of New Bus Stops are supported by quantified delay analysis, community feedback, and feasibility considerations. These projects seek not only to improve travel time and reliability for transit riders but also to enhance safety, reduce operational costs, and strengthen multimodal connectivity in some of the county's most heavily used transportation corridors.

This Final Report synthesizes the study's major findings and provides:

- A concise summary of key existing conditions that shape corridor performance
- A toolbox of potential speed and reliability strategies
- A prioritization framework for evaluating and ranking improvement concepts
- A set of final, corridor-specific recommendations supported by data and stakeholder input

Through this study, County Connection aims to advance near-term and long-term improvements that will make transit faster, more reliable, and more accessible for the communities served along these four vital corridors.

Existing Conditions

The four study corridors, Clayton Road, Monument Boulevard, Treat Boulevard, and Ygnacio Valley Road (Figure 1), exhibit distinct operational challenges informed by traffic congestion patterns, transit delay data, stop-level conditions, and demographic factors. These existing conditions serve as the analytical foundation for developing transit speed and reliability improvements across the corridor network.

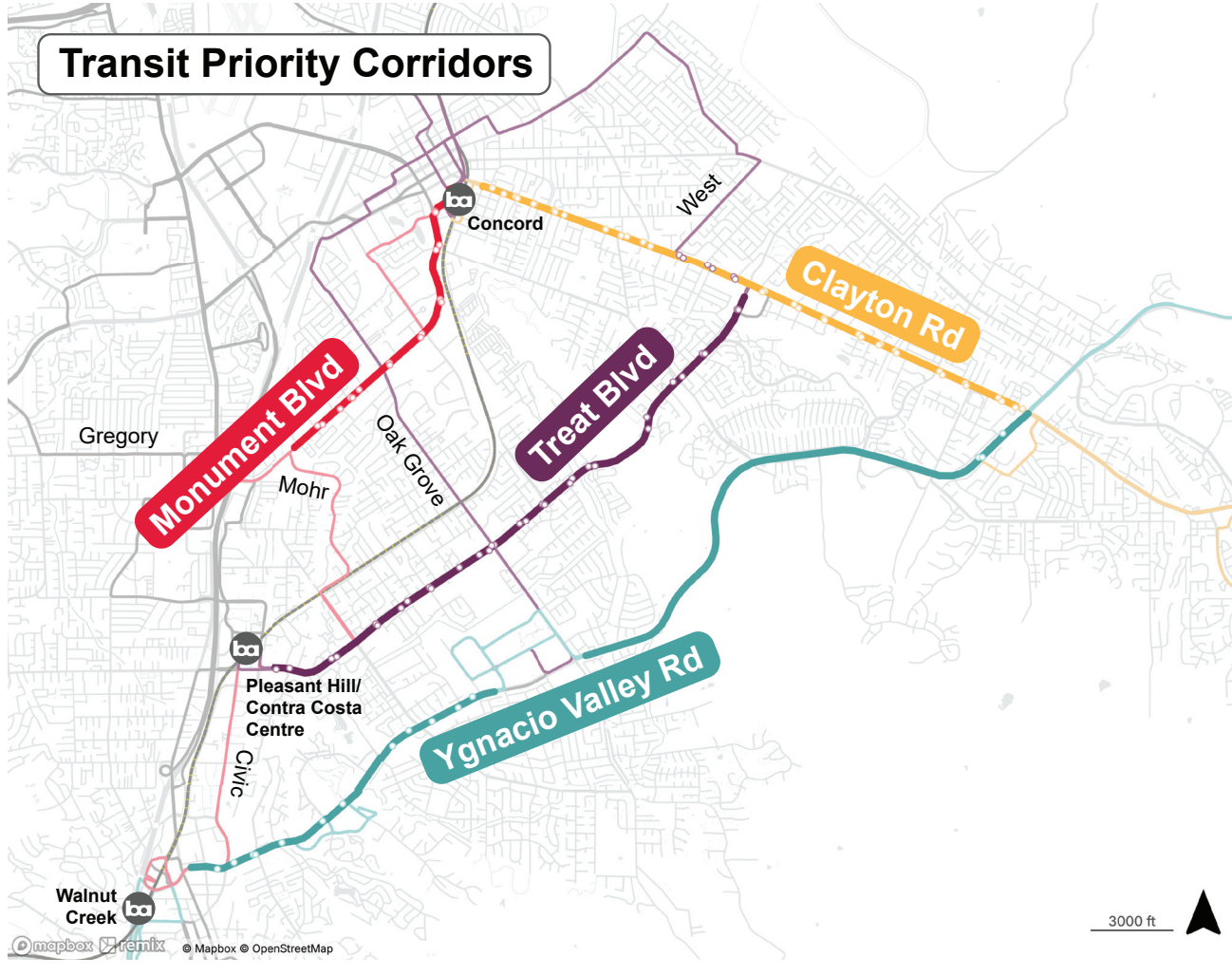


Figure 1: Study Corridors

CORRIDOR TRAFFIC AND CONGESTION CONDITIONS

The traffic analysis incorporated 2019 traffic counts and 2024 cellular-based travel data to evaluate queue lengths, congestion patterns, and intersection bottlenecks. The four corridors exhibit varying levels of congestion.

Clayton Road experiences moderate congestion overall.

- Average queue lengths at key intersections are reported at around 150 feet, making it the least congested of the four corridors.
- The most significant congestion occurs at Clayton Road & Ygnacio Valley Road, where peak-period commuter volumes lead to queues extending onto feeder streets.
- Additional delays occur at Thornwood Drive and Denkinger Road/Treat Boulevard due to turning movements and high vehicle demand.

Monument Boulevard shows consistent congestion throughout the day.

- Average queue lengths reach approx. 200 feet near Oak Grove Road.
- Congestion is also notable at Mohr Lane and Carey Drive/Nursery Lane, where dense residential land uses and cross-traffic contribute to delays.

Treat Boulevard experiences congestion at several intersections:

- The most pronounced delays occur at Bancroft Road, driven primarily by afternoon commuter traffic, with queues impacting Treat Boulevard directly.
- Additional congestion occurs at Cowell Road and San Miguel Road, where turning conflicts contribute to moderate queue lengths.

Ygnacio Valley Road is consistently the most congested corridor.

- Average queues exceed 250 feet at major intersections, including Walnut Boulevard and Oak Grove Road.
- Westbound queues at Walnut Boulevard often extend from Civic Drive in the morning peak, while afternoon eastbound queues can reach Homestead Avenue and beyond.

TRANSIT DELAY FINDINGS

Transit delay was evaluated using per-trip vehicle delay, cumulative vehicle delay, and cumulative passenger delay; each per weekday.

Per-Trip Vehicle Delay (Both Directions)

- Ygnacio Valley Road has the highest per-trip vehicle delay at 34 minutes.
- Treat Boulevard follows with 21 minutes.

Total Vehicle Delay (Daily Cumulative)

- Clayton Road has the highest total vehicle delay at 764 minutes, reflecting both traffic conditions and a higher number of daily bus trips exposed to these delays.
- Treat Boulevard follows with 607 minutes.

Total Passenger Delay (Daily Cumulative)

- Treat Boulevard has the highest cumulative passenger delay at 4,265 minutes, followed by:
  - Monument Boulevard – 3,800 minutes
  - Clayton Road – 3,503 minutes
- Ygnacio Valley Road has significantly lower passenger delay (1,066 minutes) due to lower onboard loads, despite having the highest per-trip vehicle delay.

High-Delay Stop-to-Stop Segments (Daily Cumulative)

The Existing Conditions report highlights several critical delay segments. A representative example includes:

- Clayton Road & The Alameda → Concord BART
  - Passenger delay: 678 minutes
  - Vehicle delay: 108 minutes
- Monument Boulevard (Victory Lane → Mohr Lane)
  - Passenger delay: 876.9 minutes
  - Vehicle delay: 45.3 minutes

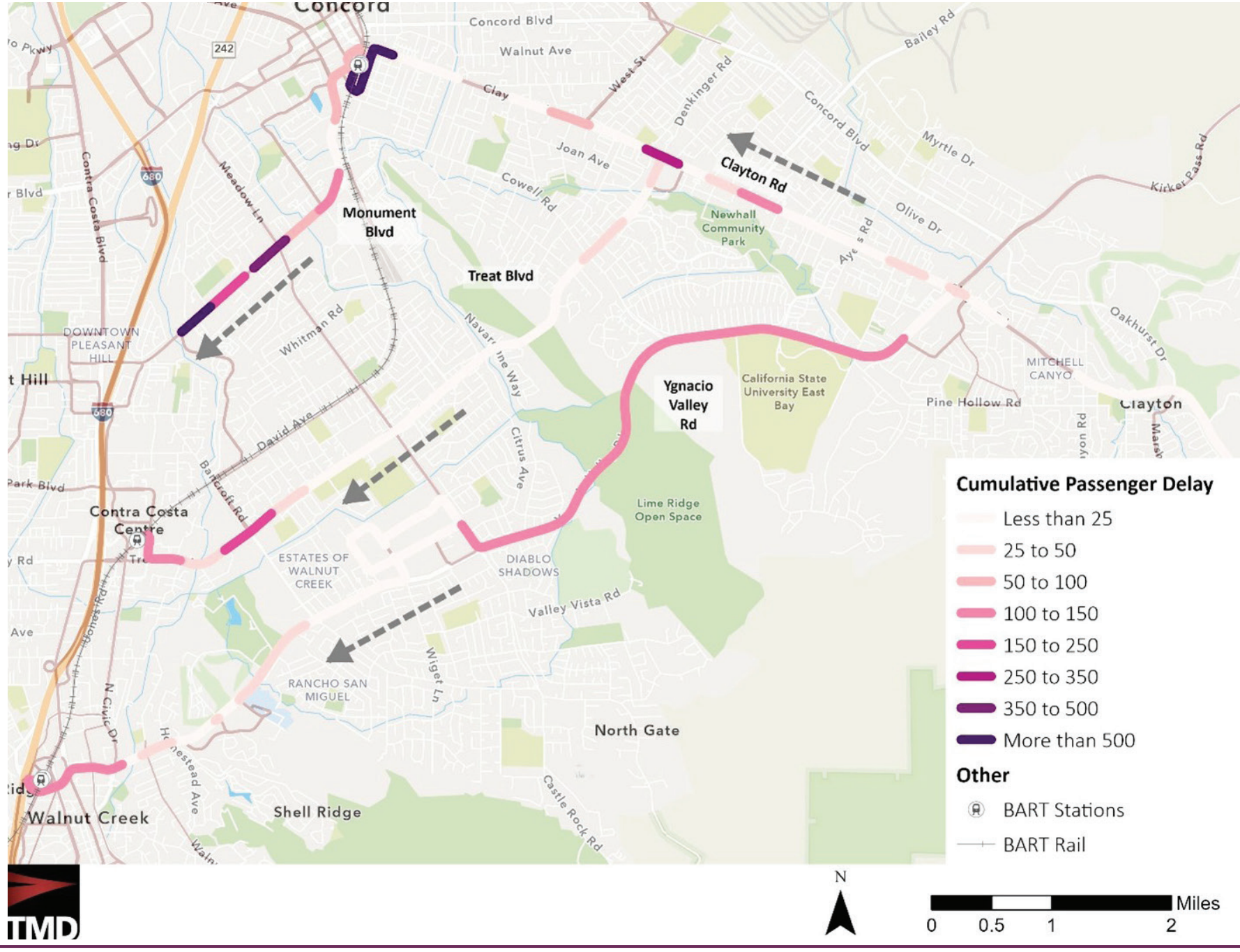


Figure 2: Daily Cumulative Passenger Delay (West)

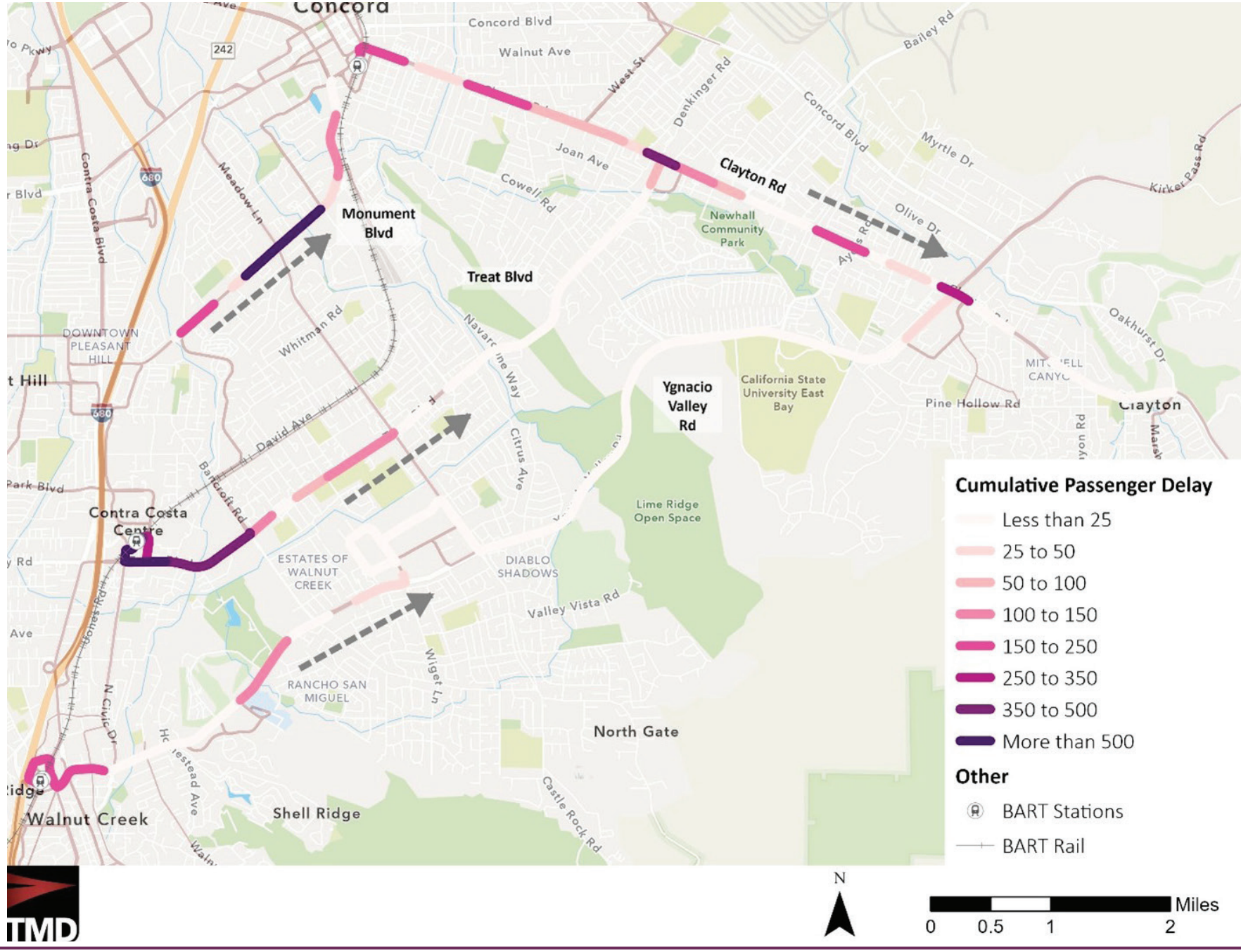


Figure 3: Daily Cumulative Passenger Delay (East)

- Clayton Road has ~150 ft queues; Monument Boulevard ~200 ft; Ygnacio Valley Road >250 ft.
- **Highest per-trip delay:** Ygnacio Valley Road (34 min)
- **Highest vehicle delay:** Clayton Road (764 min)
- **Highest passenger delay (daily cumulative):** Treat Boulevard (4,265 min).
- Several high-delay segments identified in the Existing Conditions Report exceed 600+ minutes of passenger delay (Daily Cumulative) (Figures 2 to 4).
- Monument Boulevard is a major Equity Priority Community corridor.
- Engagement materials must reflect corridor-specific demographics and language needs.

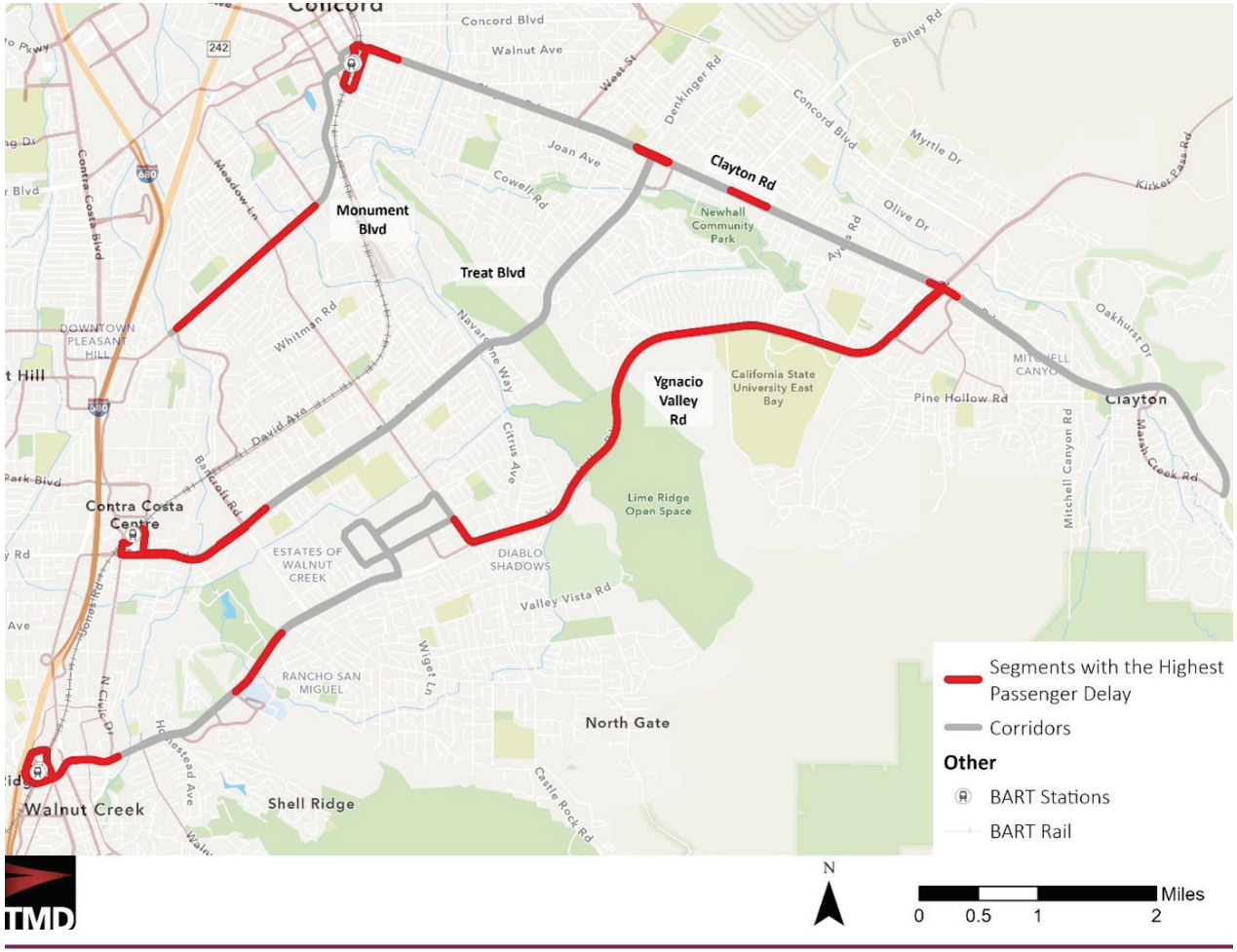


Figure 4: Segments with Highest Passenger Delay (Potential Segments for Improvements)

These segments represent primary candidates for targeted operational or infrastructure solutions, which is the focus of this study.

TAC Meetings

PROCESS

The project team delivered four presentations to the Technical Advisory Committee (TAC) throughout the study. These virtual meetings, held via Microsoft Teams, provided structured opportunities to review interim findings and gather feedback on project direction, evaluation criteria, and proposed outcomes. At each stage, committee members offered input that informed subsequent analyses and refinements, ensuring that TAC feedback was incorporated into the development of the final recommendations.

Meeting 1 - Introduction
December 2024

- Establish a shared understanding of the project.
- Presentation of the project overview and study goals
- Reviewed scope of work and timeline

Meeting 2 - Existing Conditions Analysis
May 2025

- Presentation of key findings
  - Traffic and transit analysis
- Discussion of engagement strategies

Meeting 3 - Prioritization Toolbox
August 2025

- Presentation of the toolbox
  - Speed and reliability improvement strategies

Meeting 4 - Project Packages
October 2025

- Presentation of the prioritized list of projects
- Discussion of the packaging approach

MEETING 1 – INTRODUCTION

The purpose of the first Technical Advisory Committee meeting was to introduce the Transit Corridor Study and establish a shared understanding of the project. Committee members were introduced, followed by a presentation of the project overview and study goals. The meeting concluded with a review of each project task, confirming the scope of work and alignment on the timing and sequence of upcoming discussions.

MEETING 2 – EXISTING CONDITIONS ANALYSIS

The second Technical Advisory Committee meeting focused on presenting key findings from the project team's Existing Conditions analysis and gathering committee feedback. The meeting included a review of results from the traffic and transit analyses, followed by a discussion of proposed engagement strategies, including the online survey, communications toolkit, and public education materials.

MEETING 3 – PRIORITIZATION TOOLBOX

The purpose of the third Technical Advisory Committee meeting was to present the toolbox of speed and reliability improvement strategies and gather feedback on proposed evaluation metrics. The discussion focused on priority locations and key corridor bottlenecks identified in the Existing Conditions analysis, followed by a review of toolbox strategies with targeted examples. The meeting concluded with a discussion of the evaluation and scoring criteria, as well as preliminary results from the initial assessment.

MEETING 4 – PROJECT PACKAGES

The purpose of the fourth and final Technical Advisory Committee meeting was to present the prioritized list of projects, informed by the evaluation metrics and feedback received through the engagement process. The meeting included a discussion of the project packaging approach, with packages developed for each corridor, an overview of the metrics used to measure anticipated benefits, and a review of proposed next steps for advancing the recommended improvements.

PARTICIPANTS

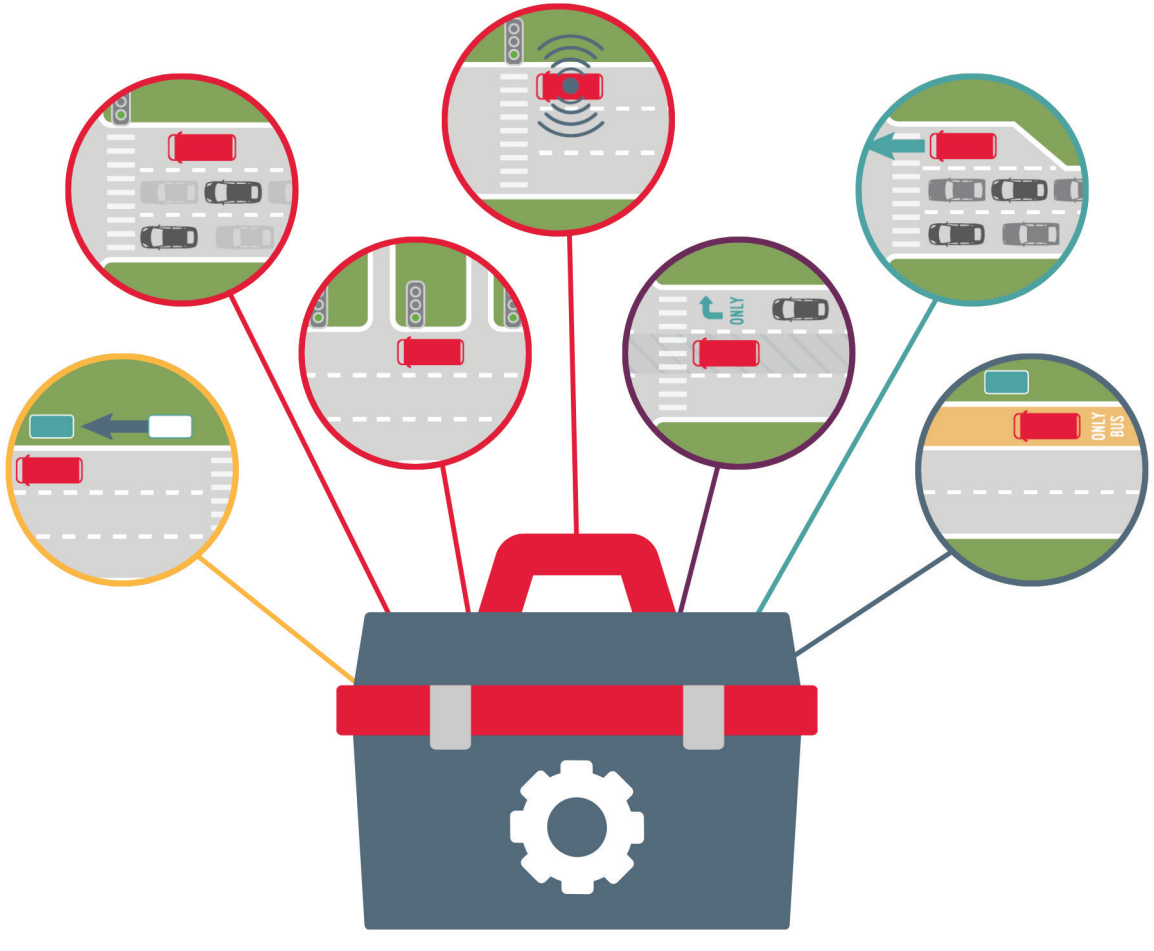
The Technical Advisory Committee is composed of representatives from the Cities of Concord and Walnut Creek, Contra Costa County, the Contra Costa Transportation Authority, along with staff from County Connection and the consultants that formed the project team.

The Meetings held incrementally throughout the project were used to enable the TAC group to shape the final recommendations given in the project as it progressed. Regular communication between the project stakeholders allowed for effective prioritization of projects based on the committee members' feedback, ensuring a range of perspectives were included in the results.

Prioritization Toolbox

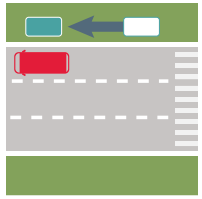
To support the development of final recommendations, the project team established a prioritization toolbox that identifies and evaluates potential transit speed and reliability improvement strategies. The toolbox was developed to reflect both corridor-specific constraints and broader systemwide goals, and it was refined through multiple Technical Advisory Committee (TAC) meetings.

The toolbox includes a range of treatments, from spot improvements at key congestion points to corridor-wide operational enhancements, all intended to improve bus operations, reduce delay, and enhance the passenger experience. These tools were applied to candidate locations across the four study corridors to inform the selection and prioritization of recommended projects.



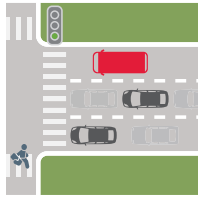
TOOLBOX ELEMENTS

BUS STOP BALANCING



Bus stop balancing involves strategically removing, relocating, or consolidating bus stops to improve spacing and reduce excessive dwell time. This strategy seeks to balance access and speed by maintaining reasonable walking distances while improving travel time and reliability.

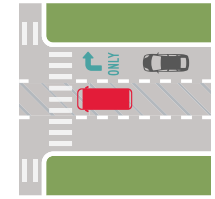
SIGNAL OPTIMIZATION, CORRIDOR SIGNAL COORDINATION & TRANSIT SIGNAL PRIORITY (TSP)



Signal-based strategies are designed to improve bus travel time and reliability by reducing delay at signalized intersections and along coordinated corridors. Signal optimization focuses on adjusting signal timing parameters—such as cycle lengths, splits, and offsets—to better reflect current traffic and transit conditions, improving overall intersection performance. Corridor signal coordination aligns signal timing across multiple intersections to create smoother progression along a corridor, reducing stop-and-go conditions that contribute to bus delay and travel time variability.

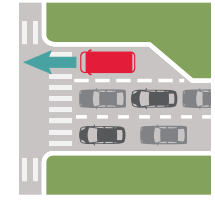
Transit Signal Priority (TSP) builds on these strategies by enabling buses to communicate directly with traffic signals using optical, GPS, or radio-based technology. When a bus approaches a signalized intersection, the system can request temporary adjustments, such as extending a green phase or shortening a red phase, to reduce stopping time. When implemented alongside signal optimization and corridor coordination, TSP can significantly improve bus reliability and on-time performance by minimizing signal-related delay while maintaining overall traffic operations.

RE-STRIPING/SIGNAGE-DEDICATED RIGHT-TURN LANE



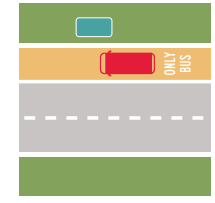
Re-striping and signage improvements involve modifying existing roadway markings and signage to better allocate space and clarify turning movements, including the designation of dedicated right-turn lanes. These treatments can reduce conflicts between buses and turning vehicles, improve intersection operations, and minimize delay caused by blocked travel lanes. By clearly separating right-turn movements from through bus movements, re-striping and signage can improve bus reliability and safety while supporting more efficient traffic flow, often with minimal construction and lower implementation costs compared to more capital-intensive improvements.

QUEUE-JUMPS/BYPASS LANES



Queue-Jumps and bypass lanes are roadway geometric treatments that provide transit-only approaches at signalized intersections, typically paired with transit signal priority. These treatments allow buses to bypass queued traffic and receive an advanced or extended green signal. Intersections with significant queuing and existing right-turn-only lanes are particularly well-suited for this intervention.

DEDICATED BUS LANES



Dedicated bus lanes involve reallocating an existing general-purpose travel lane for transit-only use. Bus lanes may operate full-time or during specific periods, such as peak hours. By providing buses with an exclusive travel path, this treatment enables buses to bypass congestion and improves corridor efficiency by prioritizing higher-capacity transit vehicles.

EVALUATION CRITERIA AND SCORING FRAMEWORK

Once the toolbox strategies were identified, an evaluation framework was developed to prioritize candidate projects. The scoring criteria were developed by Mott MacDonald and presented to the TAC for review, feedback, and refinement.

Each proposed stop- or corridor-level intervention was evaluated against a set of defined criteria. For each evaluation factor, a score of 1, 2, or 3 was assigned to reflect how well the intervention met that criterion. Evaluation factors were then weighted based on their relative importance, with each factor contributing a defined percentage to the total score.

Evaluation Factors	Indicator	Importance	Contribution to Total Score
Effectiveness	Expected level of impact to address traffic congestion/transit performance (1, 2, 3)	10	25%
Equity	Proximity to an EPC (1, 3)	9	21%
Safety	Reduces likelihood of collisions and/or improves safety for vulnerable road users (1, 3)	8	17%
Constructability and Implementation	Challenges associated with implementing the tool (e.g. timing of construction, traffic interruptions) (1, 2, 3)	7	13%
Cost	Cost of introducing the tool (1, 2, 3) - (**Note**: Cost assumes total project cost escalated to 2028 Dollars)	6	8%
Funding	Funding feasibility/availability for introducing the tool (1, 2, 3)	6	8%
Compounding Project Benefits	Alignment with other projects (1, 3)	5	4%
Community/Stakeholder Support	Level of community/stakeholder/political support (1, 2, 3)	5	4%

Table 1: Evaluation and Weights

FINAL PRIORITIZATION OF PROJECTS

Using the evaluation framework and incorporating feedback from the TAC, each proposed bus stop or corridor improvement was scored and ranked based on its weighted total score. The resulting prioritization reflects both technical performance and policy considerations, including equity, safety, and feasibility.

HOW TO READ THE PRIORITIZATION SCORES

The prioritization scores presented in this report represent a relative comparison of proposed transit improvements across the four study corridors. Each score reflects how well a specific project or improvement performs when evaluated against multiple criteria related to effectiveness, equity, safety, feasibility, and community considerations.

SCORING METHODOLOGY OVERVIEW

Each proposed improvement was evaluated using a standardized scoring framework developed by the project team and refined through feedback from the Technical Advisory Committee (TAC). For each evaluation factor, a score of 1, 2, or 3 was assigned to indicate how strongly the improvement met that criterion. Higher values indicate a stronger alignment with the evaluation factor.

Each evaluation factor was also assigned a weight to reflect its relative importance. The weighted scores across all factors were then combined to produce a single weighted score for each improvement.

Prioritization scores reflect a relative comparison of projects across all four corridors. Higher scores indicate greater expected benefits relative to cost, feasibility, and equity; but small score differences can still represent meaningful distinctions in effectiveness or implementability.

INTERPRETING THE SCORES

- Higher weighted scores indicate higher overall priority.
  - Projects with higher scores are expected to deliver greater benefits relative to their cost, feasibility, and equity considerations.
- Scores are comparative, not absolute.
  - The scores are intended to compare projects against one another within the study and should not be interpreted as stand-alone performance ratings.
- Small score differences still matter.
  - Because multiple weighted factors contribute to the total score, relatively small numerical differences can reflect meaningful differences in effectiveness, equity benefit, or implementability.
- Projects may have similar scores for different reasons.
  - Two projects with similar overall scores may perform differently across individual criteria. For example, one project may score higher on equity, while another may score higher on constructability or cost.

USING THE SCORES IN DECISION-MAKING

The prioritization scores are designed to support informed decision-making by:

- Identifying high-value improvements that balance operational benefit, equity outcomes, and feasibility.
- Highlighting projects that align most closely with County Connection's goals for speed, reliability, and accessibility.
- Supporting phased implementation by distinguishing near-term opportunities from longer-term investments.

Final project selection should consider the prioritization scores alongside funding availability, coordination opportunities, jurisdictional constraints, and policy direction.

PRIORITIZATION SCORES BY CORRIDOR SEGMENTS

CLAYTON ROAD

Corridor Segments/ Intersections	Elements	Improvement Solution	Weighted Score
Treat Blvd and Clayton Rd	Intersection	Signal Optimization & Re-Striping/ Signage	2.09
Treat Blvd and Clayton Rd	Intersection	Transit Q-Jump/ TSP & Re-Striping/ Signage	1.96
Treat Blvd and Clayton Rd	Intersection	Transit Q-Jump/ TSP & Signal Optimization & Re-Striping/Signage	1.96
Treat Blvd and Clayton Rd	Intersection	Transit Q-Jump/ TSP & Signal Optimization	1.96
Treat Blvd and Clayton Rd	Intersection	Signal Optimization	1.83
YVR and Clayton Rd	Intersection	Signal Optimization	1.83
Treat Blvd to YVR	Segment	Corridor Signal Coordination	1.83
Treat Blvd and Clayton Rd	Intersection	Transit Q-Jump/TSP	1.61
Treat Blvd and Clayton Rd	Intersection	Re-striping/Signage	1.57
Concord BART to Marsh Creek Rd	Segment	Bus Stop Balancing	1.35

Table 2: Clayton Road - Prioritization Scores

MONUMENT BOULEVARD

Corridor Segments/ Intersections	Elements	Improvement Solution	Weighted Score
Oak Grove Rd and Monument Blvd	Intersection	Signal Optimization & Re-Striping/ Signage	2.48
Oak Grove Rd and Monument Blvd	Intersection	Transit Q-Jump/ TSP & Signal Optimization	2.48
Oak Grove Rd and Monument Blvd	Intersection	Transit Q-Jump/ TSP & Re-Striping/ Signage	2.48
Oak Grove Rd and Monument Blvd	Intersection	Transit Q-Jump/ TSP & Signal Optimization & Re-Striping/ Signage	2.48
Oak Grove Rd and Monument Blvd	Intersection	Signal Optimization	2.30
Oak Grove Rd and Monument Blvd	Intersection	Transit Q-Jump/TSP	2.13
Detroit Ave to Mohr Ln	Segment	Bus Stop Balancing & TSP	2.09
Carey Dr to Detroit Ave	Segment	Designated Bus Lane	2.04
Detroit Ave to Mohr Ln	Segment	Corridor Signal Coordination	1.96
Detroit Ave to Mohr Ln	Segment	TSP	1.96
Detroit Ave and Monument Blvd	Intersection	Transit Q-Jump/TSP	1.87
Oak Grove Rd and Monument Blvd	Intersection	Re-striping/ Signage	1.78
Detroit Ave to Mohr Ln	Segment	Bus Stop Balancing	1.57

Table 3: Monument Boulevard - Prioritization Scores

TREAT BOULEVARD

Corridor Segments/ Intersections	Elements	Improvement Solution	Weighted Score
Oak Rd to Oak Grove Rd	Segment	Corridor Signal Coordination	2.09
Oak Rd and Treat Blvd	Intersection	Signal Optimization	2.09
Bancroft Rd and Treat Blvd	Intersection	Signal Optimization	2.09
Oak Rd and Treat Blvd	Intersection	Signal Optimization & Re-Striping/ Signage	2.09
Oak Grove Rd to Bancroft Rd	Segment	Designated Bus Lane & Corridor Signal Coordination	2.00
Navaronne Way to Bancroft Rd	Segment	Designated Bus Lane	1.83
Oak Rd and Treat Blvd	Intersection	Re-striping/Signage	1.57

Table 4: Treat Boulevard - Prioritization Scores

YGNACIO VALLEY ROAD

Corridor Segments/ Intersections	Elements	Improvement Solution	Weighted Score
Walnut Blvd and YVR	Intersection	Signal Optimization & Re-Striping/ Signage	2.09
N California Blvd and YVR	Intersection	Signal Optimization	2.09
Walnut Blvd and YVR	Intersection	Transit Q-Jump/ TSP & Re-Striping/ Signage	1.96
Walnut Blvd and YVR	Intersection	Transit Q-Jump/ TSP & Signal Optimization & Re-Striping/Signage	1.96
North Broadway and YVR	Intersection	Signal Optimization	1.83
Walnut Blvd and YVR	Intersection	Signal Optimization	1.83
Oakland Blvd to Oak Grove Rd	Segment	Corridor Signal Coordination	1.83
Oak Grove Rd and YVR	Intersection	Signal Optimization	1.83
Oak Grove Rd and YVR	Intersection	Signal Optimization & Re-Striping/ Signage	1.83
North Broadway and YVR	Intersection	Transit Q-Jump/ TSP & Signal Optimization	1.70
Walnut Blvd and YVR	Intersection	Transit Q-Jump/ TSP & Signal Optimization	1.70
Cowell Rd and YVR	Intersection	Transit Q-Jump/TSP	1.61
Walnut Blvd and YVR	Intersection	Re-striping/Signage	1.57
Oak Grove Rd and YVR	Intersection	Re-striping/Signage	1.57
North Broadway and YVR	Intersection	Transit Q-Jump/TSP	1.35
Walnut Blvd and YVR	Intersection	Transit Q-Jump/TSP	1.35

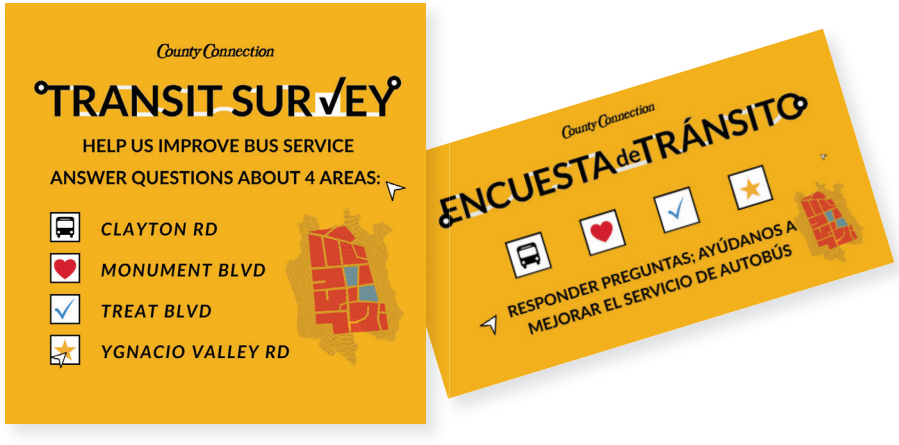
Table 5: Ygnacio Valley Road - Prioritization Scores

Stakeholder Engagement

Circlepoint led stakeholder and community engagement for the Transit Corridor Study. This phase of the project was guided by the **Community Engagement Memo**, which outlined goals, objectives, and strategies to keep stakeholders, riders, and the general public informed throughout the study. The memo documented the overall engagement approach, including public outreach plans, communication materials, and messaging strategies designed to educate the public about the study process and the potential benefits of transit improvements.

Rather than soliciting detailed input on highly technical elements, engagement efforts focused on understanding rider and community experiences along the study corridors and communicating how proposed improvements could affect transit service and the overall customer experience. The engagement strategy was implemented during the later phases of the study, and activities include an online survey and coordinated public education efforts.

To broaden participation, the project team leveraged existing public engagement tools and communication channels across multiple jurisdictions. Engagement efforts targeted a diverse range of stakeholder groups, including public agencies, non-governmental organizations, employers, and existing transit users, to support collaboration and ensure that input reflected a wide range of perspectives across the County Connection service area.



COMMUNICATIONS TOOLKIT OVERVIEW

The Communications Toolkit was developed to support consistent and efficient public education at key milestones throughout the study. The toolkit provided approved, ready-to-use content that County Connection, the Cities of Walnut Creek and Concord, and other partner agencies could easily distribute through their existing communication channels.

Designed to reach diverse audiences across multiple platforms and touchpoints, the toolkit included a comprehensive suite of materials in both English and Spanish tailored to different outreach methods, including:

- **Website content** for posting to County Connection's and City websites.
- **Social media content** for distribution by County Connection and the Cities, including accompanying graphics.
- **E-blast content** for distribution by County Connection and the Cities to send through their existing contact lists.
- **Take-one flyers** for placement on corridor-specific bus routes, featuring a QR code that directed riders to the online survey.
- **Poster content** for display at heavily used bus stops along the four key corridors, featuring QR codes that linked to both the survey and project webpage.

ONLINE SURVEY OVERVIEW

As a key engagement tool, an online survey was conducted to identify and confirm the challenges faced by existing riders and community members along the four study corridors. It enabled the project team to understand rider priorities and align them with the development of recommendations. The survey was open from October 10, 2025, to November 12, 2025, and received 330 responses. The charts supporting this analysis are provided in Appendix A.

The survey was distributed through multiple channels to maximize reach, including social media posts on County Connection's platforms, targeted e-blasts to rider and stakeholder contact lists, and promotional materials placed on buses and at transit facilities. It was also hosted on County Connection's website and promoted across multiple channels. In addition, the Cities of Walnut Creek and Concord actively shared the survey through their own communication platforms, including city websites, social media accounts, and community newsletters. This helped to extend participation beyond County Connection's existing audience.

KEY FINDINGS BY CORRIDOR

- **Clayton Road:** Consists mostly of frequent riders prioritized "integrating bus stops into the surrounding community" and "increasing bus service speeds and reducing delays."
- **Monument Boulevard:** Consists mostly of frequent riders prioritized "making bus stops more convenient, safer, and more efficient" and "integrating bus stops into the surrounding community."
- **Treat Boulevard:** Consists mostly of semi-frequent riders that prioritize "integrating bus stops into the surrounding community for better accessibility" and "increasing bus service speeds and reducing bus delays."
- **Ygnacio Valley Road:** Consists mostly of infrequent riders that prioritize "making bus schedules more reliable" and "integrating bus stops into the surrounding community for better accessibility."

RESPONDENT PROFILE

Of the 330 respondents, 204 (62.6%) identified themselves as current County Connection riders. Among current riders, 177 respondents (88.5%) are considered corridor users as they indicated that they either take the bus along or live near at least one of the four study corridors. These results indicate that the survey successfully captured input from individuals with direct experience using transit service on the study corridors.

CORRIDORS SELECTED FOR FEEDBACK

Respondents were invited to provide input on any of the four study corridors. Monument Boulevard received the highest level of feedback, with 52.9% of riders (92 responses) selecting it. Clayton Road followed closely, with 51.2% (89 responses). Treat Boulevard and Ygnacio Valley Road each received input from 79 riders (45.4%). This distribution reflects broad engagement across all corridors, with particularly strong interest in Monument Boulevard and Clayton Road.

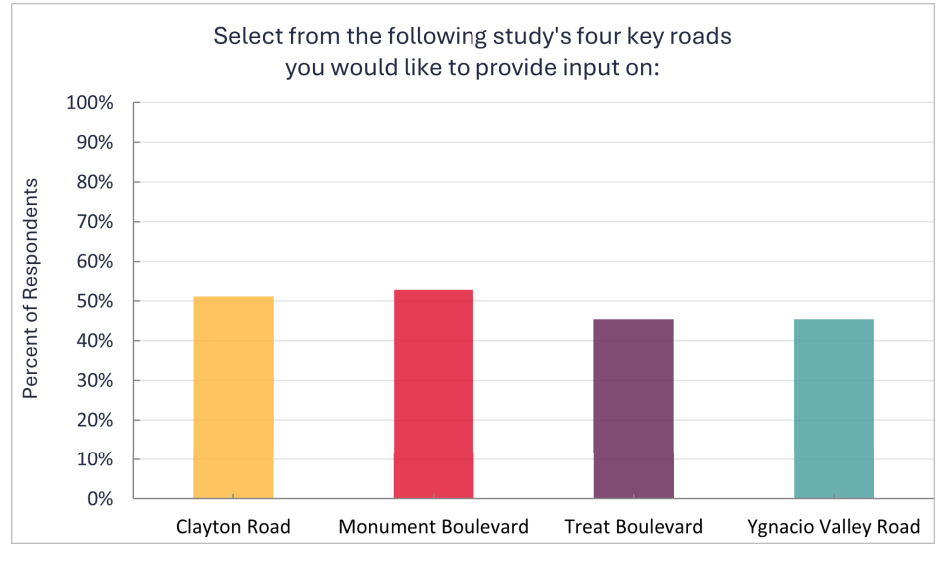


Figure 5: Which of the study's four key roads you would like to provide input on?

PRIORITY IMPROVEMENTS

Respondents were asked to rank potential improvement areas. Rankings were collected separately for users of the study corridors and non-corridor users, those that do not use the corridor or ride at all, with respondents assigning a rank of 1 (most important or appealing) to 4 (least important or appealing). For analysis, these rankings were converted into average scores, where lower scores indicate higher overall importance or appeal.

Overall, all four improvement categories were ranked similarly, with average scores ranging from 2.34 to 2.71, indicating that respondents generally view all improvement types as important. Among non-corridor users, the highest-ranked improvement was making bus stops more convenient, safer, and more efficient. For corridor-specific responses, the most highly ranked improvement for Clayton Road, Treat Boulevard, and Ygnacio Valley Road was integrating bus stops into the surrounding community for better accessibility, while Monument Boulevard exhibited slightly different ranking patterns.

Across most corridors, increasing bus service speeds and reducing bus delays ranked lower relative to other improvements. The exception was Ygnacio Valley Road, where this improvement ranked as the second-most important. Overall, the results suggest that improvements related to stop access, reliability, and the quality of the stop environment are particularly important to respondents, alongside speed and delay considerations.

SERVICE USAGE PATTERN

Survey responses indicate that respondents were more likely to be frequent riders on Clayton Road and Monument Boulevard, with larger shares reporting use of bus service five to seven days per week or three to four days per week. In comparison, respondents associated with Treat Boulevard and Ygnacio Valley Road were more likely to report less frequent use. Treat Boulevard had the highest share of respondents riding three to four days per week (28.4%), while Ygnacio Valley Road had the highest share of respondents riding one to three days per month (30.5%).

BART CONNECTIVITY

A large share of respondents use BART stations near the study corridors to connect to County Connection services. Approximately 45–46% of respondents for each corridor indicated that they use the nearby BART station for transfers. An additional 32–38% reported transferring to other BART lines, with Clayton Road respondents reporting the highest rate (38.8%). These findings reinforce the importance of reliable bus, BART connections along all four corridors.

Attributes were ranked on a scale of 1 (most important or appealing) to 4 (least important or appealing).

	Non-Corridor User	Clayton Road	Monument Boulevard	Treat Boulevard	Ygnacio Valley Road
Total # of Respondents	93	75	76	64	58
ATTRIBUTE SCORES BREAKDOWN					
Increase bus service speeds and reduce bus delays, thereby reducing travel time for passengers	2.71	2.61	2.59	2.61	2.4
Make bus schedules more reliable	2.42	2.49	2.54	2.56	2.67
Make bus stops more convenient, safer and more efficient	2.39	2.48	2.42	2.48	2.57
Integrate bus stops into the surrounding community for better accessibility	2.48	2.41	2.45	2.34	2.36

Table 6: Attribute Scores Breakdown

DEMOGRAPHICS

Survey respondents represent a diverse cross-section of the County Connection service area. The most frequently reported home zip code was 94521 (41 responses), covering much of the Clayton Road corridor and portions of Treat Boulevard and Ygnacio Valley Road. Over half of respondents (52.6%) identified as female. The majority were 35 years or older, with 56.4% between the ages of 35 and 64 and 20.5% aged 65 or older.

Additionally, 18.0% of respondents reported having a disability, with 58.8% of those individuals identifying a mobility-related disability. In terms of race and ethnicity, 47.9% identified as White, 26.1% as Hispanic or Latino, 19.7% as Asian or Pacific Islander, and 3.7% as Black or African American.

OPEN-ENDED FEEDBACK

At the conclusion of the survey, 178 respondents provided written comments describing what would encourage them to use transit on the key study corridors. The most common theme was improved service frequency and service span, cited by approximately 55 respondents, with many emphasizing the need for later evening service to better align with BART schedules and work hours. The second most frequent theme was improved schedule reliability, noted by 14 respondents, followed by recurring requests for better transfer coordination (particularly with BART), bus stop improvements, access to community destinations (such as parks, hospitals, and libraries), and enhanced cleanliness and safety. Each of these secondary themes was mentioned by approximately 10 respondents.

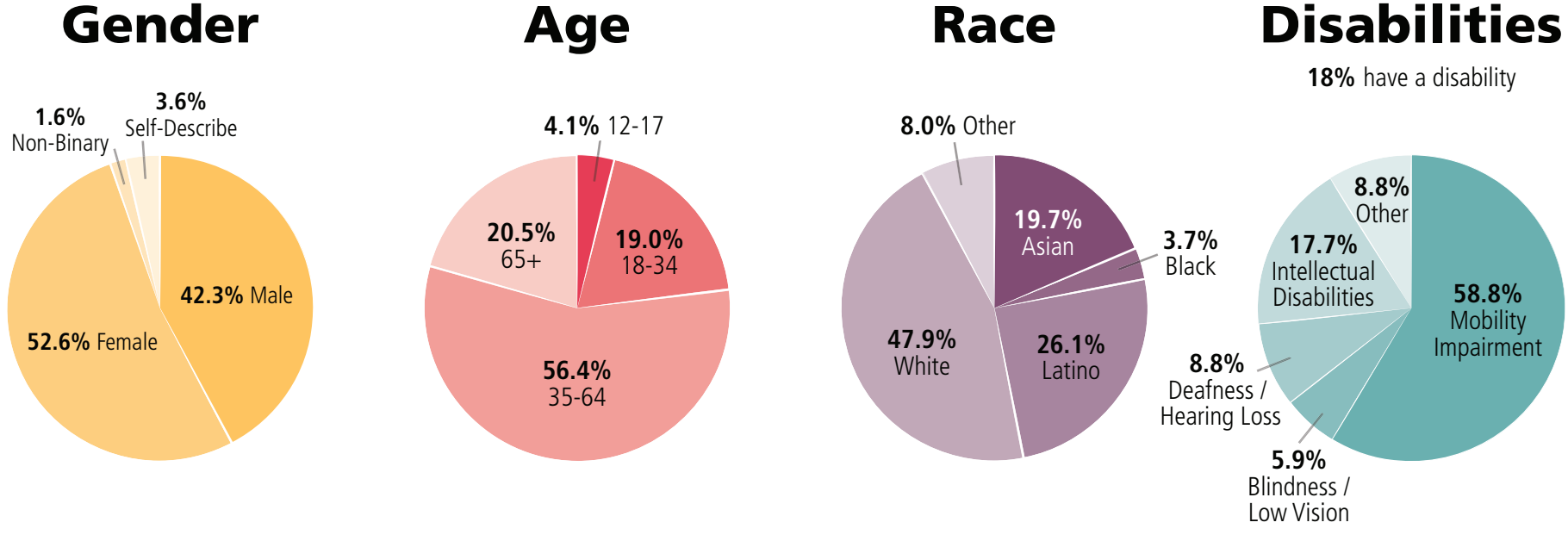
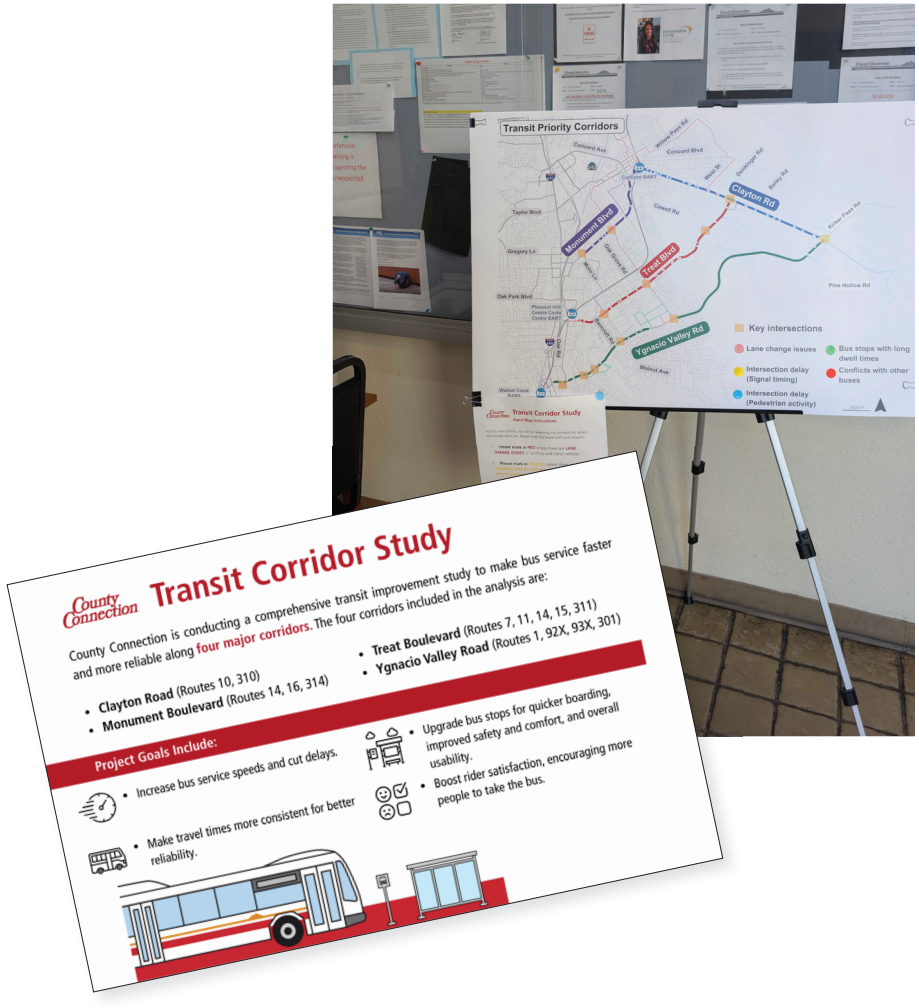


Figure 6: Respondent Demographics

OPERATOR OUTREACH

In addition to public-facing materials, operator outreach materials were distributed in November 2025 to ensure that County Connection bus operators were informed about the study and its outcomes. These materials provided a concise project summary with key bullet points outlining the study's goals, findings, and potential impacts. As frontline representatives of the transit system, operators play an important role in the rider experience, and this outreach helped equip them with consistent information to support rider awareness and understanding.



PUBLIC EDUCATION MATERIALS

As the study nears completion, the project team will develop a suite of public education materials to communicate key findings and final recommendations to the community. These materials will be designed for distribution by County Connection and the Cities of Walnut Creek and Concord and structured to present the study's outcomes in clear, accessible, and user-friendly formats. The goal of these materials is to ensure that diverse audiences can easily understand the study results and the potential benefits of the recommended improvements.

Following the release of the Final Report, the public education materials will be distributed as the concluding phase of the stakeholder and community engagement process. This final outreach effort is intended to ensure that community members remain informed about the study's outcomes and understand how the recommended improvements may enhance their daily transit experience.

MATERIALS PACKAGE

- **Fact sheet** describing key potential operational improvements and explaining how these changes would ultimately improve the rider experience, providing concrete examples of benefits to the community.
- **Bus cards** for placement inside buses, featuring a link and QR code directing passengers to a PDF of the fact sheet hosted on County Connection, City, and CCTA websites, allowing riders to access detailed information during their commute.
- **Press release** for distribution by County Connection and the Cities to local media outlets, announcing the study's completion and highlighting major recommendations to generate broader community awareness.
- **Bus stop posters** strategically placed at high-traffic locations along the four corridors, featuring a link and QR code to the fact sheet to reach potential riders and community members at key transit access points.

Summary of Quantitative Assessment

To quantify the expected benefits of the recommended transit improvements, the project team evaluated a series of improvement packages for each corridor, ranging from targeted stop management strategies to comprehensive, multi-tool investments. The analysis estimates potential travel time savings per trip, per day, and for total passengers by combining expected benefits from individual tools, including signal optimization, corridor signal coordination, transit signal priority (TSP), re-striping and signage, transit queue-jumps, dedicated bus lanes, and bus stop rebalancing.

The anticipated benefits analysis followed a structured, literature-based approach. Existing conditions, including free-flow speeds, delay, segment lengths, passenger volumes, and the number of bus trips, were first analyzed. Recommended tools for each corridor and package were then compiled, and expected time savings per tool were established using ranges derived from peer studies and industry guidance. Time savings were calculated cumulatively for each package and corridor, then applied to existing travel times to estimate adjusted trip times for the AM peak, midday, PM peak, and full day. A "realism rule" was applied to ensure that improved travel times did not exceed free-flow conditions on segments without existing delay.

Feasible Tool Performance Assumptions	Low End (seconds)	High End (seconds)	Unit
Signal Optimization	5	10	Per intersection
Corridor Signal Coordination	5	10	Per intersection
Re-Striping / Signage - Dedicated Right Turn Lane	4	7	Per lane
Re-Striping / Signage - Dedicated Left Turn Lane	5	10	Per lane
Re-Striping / Signage - Extend Turn Pocket	5	10	Per lane
Corridor Signal Coordination with TSP	10	20	Per intersection
Transit Queue-Jump	7	10	Per intersection
Dedicated Bus Lane	15	30	Per mile
Bus Stop Rebalancing - Removal/ Relocation	5	15	Per stop
Bus Stop Rebalancing - Consolidation	10	15	Per stop
New Bus Stop	-5	-15	Per stop

Table 7: Time Savings by Tool

EXPECTED TIME SAVINGS BY TOOL

Expected time savings vary by tool and implementation context. For example, signal optimization and corridor signal coordination were assumed to provide 5 to 10 seconds of savings per intersection, while transit signal priority was assumed to add an additional 5 to 10 seconds per intersection when combined with coordination. Transit queue-jumps were estimated to save 7 to 10 seconds per intersection, and part-time dedicated bus lanes were assumed to save 15 to 30 seconds per mile. Bus stop rebalancing strategies were estimated to save between 5 and 15 seconds per stop, depending on whether stops were removed, relocated, or consolidated.

PER TRIP TIME SAVINGS ASSUMPTIONS & EMPIRICAL EVIDENCE

The analysis of transit improvement tools presented in this section draws upon a comprehensive review of technical literature, case studies, and empirical research from transportation agencies and academic sources. Complete citations for all sources are provided in Appendix B, offering transparency in the analytical framework and enabling verification of the assumptions that inform the recommended transit improvements along the corridor.

TOOL 1: BUS STOP REBALANCING

- For relocation/removal:
  - High end: 15 seconds per stop; Low end: 5 seconds per stop
- For adding a stop:
  - High end: adding15 seconds per stop; Low end: adding 5 seconds per stop
- For consolidation:
  - High end: 15 seconds per stop; Low end: 10 seconds per stop

TOOL 2: SIGNAL OPTIMIZATION

- The performance of optimization heavily depends on the current signal plans. If the plan has not been updated for a few years, optimizing could have better results
- It also depends on the cycle length (e.g., if the cycle length is 120 seconds, the delay time saving could be more compared to a 60-second cycle length)
- For this project, we assume the cycle length of the intersections is 100 seconds, and optimizing them will have 5% - 10% increase in efficiency; thus, we assume the following values:
  - High value: 10 seconds per intersection
  - Low value: 5 seconds per intersection

TOOL 3: CORRIDOR SIGNAL COORDINATION

- A coordinated traffic signal system can greatly improve stability and reduce delays for the buses on the major corridor. It is often used at the same time as TSP
- Projects and research showed a delay reduction of 30% to 60%, but performance highly depends on the existing road geometry and traffic controller settings
- In our project, we will use the following values, assuming that the intersections are not coordinated under existing conditions:
  - High value: 10 seconds per intersection
  - Low value: 5 seconds per intersection

TOOL 4: TRANSIT SIGNAL PRIORITY

- Typical travel time savings: 5% to 12% corridor-wide; some cases report up to 18%
- Per intersection: 5–19 seconds reduction in delay, depending on green extension and red truncation settings
- In our project, we will use the following values, adding to signal coordination benefits, assuming the intersections does not use TSP under existing condition:
  - High value: 10 seconds per intersection
  - Low value: 5 seconds per intersection

TOOL 5: RE-STRIPING/SIGNAGE

- According to HCM, adding a dedicated right-turn lane can reduce the delay of 5-25 seconds on the right turn movement, depending on the factors of volume, control type, delay condition, geometry, and pedestrian.
- We assume the following improvements for adding a dedicated right-turn lane:
- High end: 7 seconds per vehicle for the approach movement
- Low end: 4 seconds per vehicle for the approach movement
- Regarding extending the left-turn pocket lane, if the left-turn vehicle queue is longer than the existing pocket lane length, and the extension solves the problem, it will be greatly beneficial through movement.
- The following improvement value will be used for both extending or installing a dedicated left-turn lane:
  - High end: 10 seconds per intersection
  - Low end: 5 seconds per intersection

TOOL 6: TRANSIT QUEUE-JUMP

- Average savings: ~9 seconds per intersection under favorable conditions (low pedestrian conflicts, adequate geometry).
- Benefits diminish with high right-turn volumes or limited space.
- In our project, we will use the following values for intersections with a dedicated right-turning lane and will use that lane as Queue-Jump lanes:
  - High value: 10 seconds per intersection
  - Low value: 7 seconds per intersection

TOOL 7: DEDICATED BUS LANE

- There are lots of factors that affect the delay savings of the part-time/full-time dedicated bus lane, such as corridor speed, congestion level, stop spacing, boarding policies, cooperating TSP and Queue-Jump existence, etc. For this project, expected time savings for this tool only include dedicated bus lane without any other compounding tools.
- In our project, we will follow the example and use the value as below:
  - High end: 15 seconds per ½ mile – 30 seconds per mile
  - Low end: 7.5 seconds per ½ mile – 15 seconds per mile

PROJECT PACKAGING FRAMEWORK

To support informed decision-making and phased implementation, recommended transit improvements were organized into four project packages based on the type of improvement, relative cost, implementation complexity, and degree of physical or technological change required. This packaging approach allows County Connection and partner agencies to evaluate near-term, lower-cost strategies alongside more comprehensive, longer-term investments, while clearly understanding the tradeoffs between effort and benefit.

The packaging structure is directly informed by the anticipated benefits analysis, which demonstrates that improvements can deliver meaningful travel time savings at multiple investment levels, with benefits increasing as packages incorporate a broader set of tools and corridor-wide treatments.

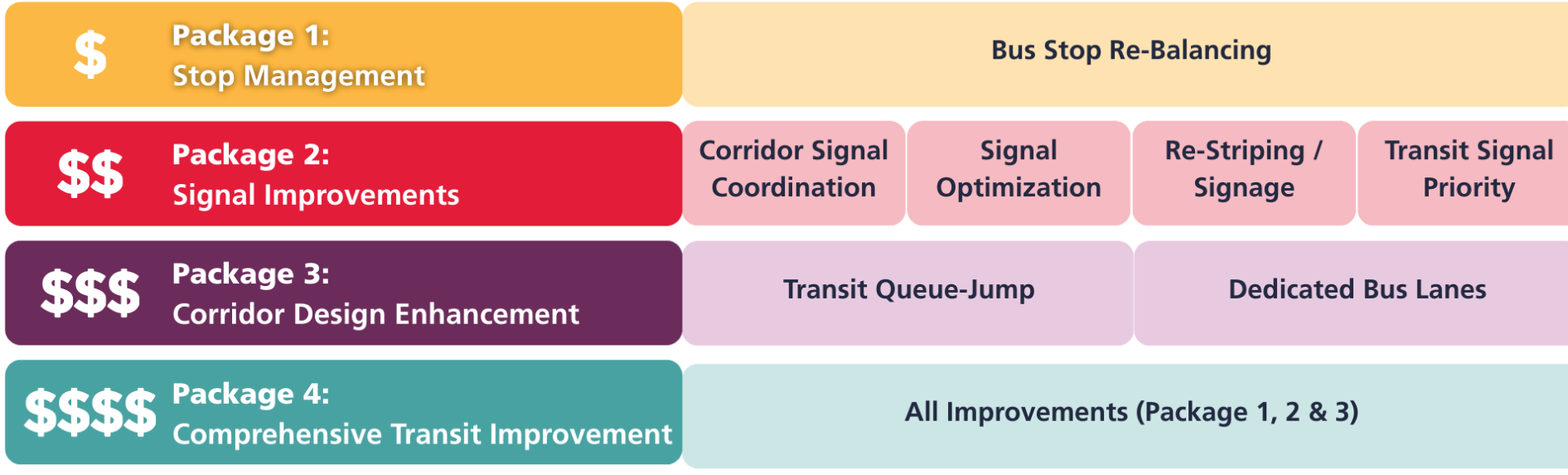


Figure 7: Project Prioritization – Project Packages

Package 1: Stop Management ($)

- Improvement Type:
  - Bus Stop Re-Balancing

Package 1 focuses on bus stop management strategies, including stop consolidation, relocation, and spacing adjustments. These improvements are operational in nature and typically require minimal capital investment, making them well-suited for near-term implementation.

The anticipated benefits analysis shows that bus stop re-balancing alone can generate measurable travel time savings by reducing dwell time and unnecessary stopping, particularly on corridors with closely spaced stops and high boarding activity. While Package 1 produces smaller per-trip savings relative to more complex packages, the results demonstrate that stop management provides a cost-effective foundation for improving bus reliability and travel time, especially when applied at high-delay locations.

Additionally, the bus stop rebalancing recommendations are informed by analyses of existing bus stop locations and corridor-specific challenges conducted as part of this study, as well as findings from related studies completed in recent years.

Package 2: Signal Improvements ($$)

- Improvement Types:
  - Corridor Signal Coordination
  - Signal Optimization
  - Re-Striping / Signage
  - Transit Signal Priority (TSP)

Package 2 introduces signal-based and low-cost geometric improvements that target intersection delay—one of the primary contributors to bus travel time variability identified in the Existing Conditions analysis. These strategies generally require moderate investment and coordination with local jurisdictions but can often be implemented without major roadway reconstruction.

Evidence from the anticipated benefits analysis shows that signal optimization and corridor coordination, particularly when paired with Transit Signal Priority, consistently deliver noticeable per-trip and daily travel time savings across all corridors. These benefits are achieved by reducing stopping frequency, improving progression, and minimizing signal delay at congested intersections. Package 2 performs strongly relative to its cost and complexity, making it a critical intermediate step between stop-level improvements and more capital-intensive corridor treatments.

Package 3: Corridor Design Enhancement ($$$)

- Improvement Types:
  - Transit Queue-Jumps
  - Dedicated Bus Lanes

Package 3 includes targeted roadway design changes that provide buses with physical priority in high-congestion areas. These treatments involve higher costs and more complex implementation due to potential impacts on general traffic operations, curb use, and roadway cross-sections.

The anticipated benefits analysis indicates that queue-jumps, and dedicated bus lanes produce larger per-trip travel time savings than signal-only strategies, particularly on corridors with severe congestion and recurring queues. These improvements are especially effective where buses experience sustained delay that cannot be fully addressed through signal timing alone. Package 3 represents a higher-investment option that delivers substantial performance gains at select priority locations.

Package 4: Comprehensive Transit Improvement ($$$$)

- Improvement Type:
  - All Improvements (Packages 1, 2, and 3)

Package 4 combines all strategies from Packages 1 through 3 into a comprehensive corridor improvement approach. This package reflects the highest level of investment and coordination but also produces the largest and most consistent benefits across all performance measures evaluated.

The anticipated benefits analysis shows that Package 4 yields the greatest reductions in per-trip travel time, the highest total daily transit time savings, and the largest passenger time savings on every corridor. These results demonstrate that layered improvements—combining stop management, signal strategies, and physical priority treatments—produce compounding benefits that exceed those of individual tools implemented in isolation.

USING THE PACKAGES

This packaging framework allows County Connection and partner agencies to:

- Align improvements with available funding and implementation capacity
- Phase investments over time, starting with lower-cost, high-return strategies
- Clearly communicate tradeoffs between cost, complexity, and benefit
- Support both near-term operational improvements and long-term corridor transformation

By grounding the packages in quantified anticipated benefits, the framework provides a transparent, evidence-based pathway from incremental improvements to comprehensive transit priority corridors.

CORRIDOR LEVEL RECOMMENDATIONS

CLAYTON ROAD

Package 1: Stop Management

- **Bus Stop Rebalancing** between Concord BART to Marsh Creek Rd
  - Removing eastbound Bus Stop ID 522 (Clayton Rd and Fifth Ave), Bus Stop ID 524 (Clayton Rd and Davis Ave)
  - Removing westbound Bus Stop ID 548 (Clayton Rd and Claycord Ave), Bus Stop ID 558 (Clayton Rd and Barbis Way), and Bus Stop ID 561 (Clayton Rd and Fifth St)
  - Consolidating eastbound Bus Stop ID 541 (Clayton Rd and Ygnacio Valley Rd) and Bus Stop ID 542 (Clayton Rd and Washington Blvd) to a new stop at Clayton Rd and Ygnacio Valley Rd
  - Adding westbound bus stops at Clayton Rd and N Atchinson Stage Rd, and Clayton Rd and N Lydia Ln

Package 2: Signal Improvements

- **Signal Optimization** at Treat Blvd & Clayton Road and Ygnacio Valley Rd & Clayton Road
- **Corridor Signal Coordination** between Treat & Ygnacio
- **Transit Signal Priority** between Treat & Ygnacio

Package 4: Comprehensive Transit Improvements

- **Bus Stop Rebalancing** between Concord BART & Marsh Creek Rd
- **Signal Optimization** at Treat Blvd & Clayton Road and Ygnacio Valley Rd & Clayton Road
- **Signal Coordination** between Treat & Ygnacio
- **Transit Signal Priority** between Treat & Ygnacio

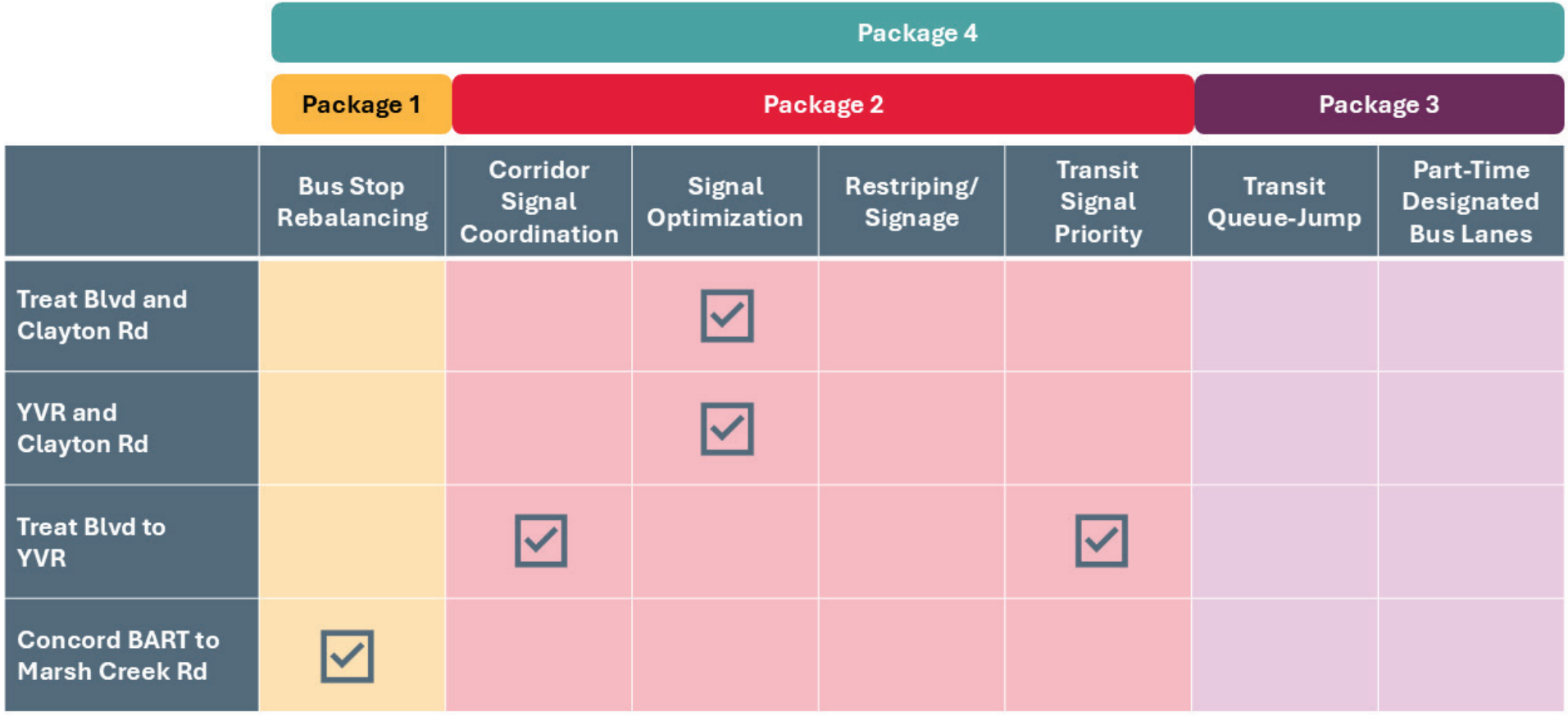


Figure 8: Clayton Road – Project Packages

MONUMENT BOULEVARD

Package 1: Stop Management

- **Bus Stop Rebalancing** between Mohr Ln & Detroit Ave
  - Removing southbound Bus Stop ID 712: Monument Blvd and Lacey Ln

Package 2: Signal Improvements

- **Signal Optimization** at Oak Grove Rd & Monument Blvd
- **Signal Coordination** between Detroit Ave & Mohr Ln
- **Transit Signal Priority** between Detroit Ave & Mohr Ln
- **Re-Striping and Signage** at Oak Grove Rd & Monument Blvd
  - Add a dedicated right-turn lane to prevent through-traffic backup

Package 3: Corridor Design Enhancements

- **Transit Q-Jump** at Oak Grove Rd & Monument Blvd* (only in one direction)
- **Part-time dedicated bus lane** between Detroit Ave & Carey Dr

Package 4: Comprehensive Transit Improvements

- **Bus Stop Rebalancing** between Detroit Ave & Carey Dr
- **Signal Optimization** at Oak Grove Rd & Monument Blvd
- **Signal Coordination** between Detroit Ave & Mohr Ln
- **Transit Signal Priority** between Detroit Ave & Mohr Ln
- **Re-Striping and Signage** at Oak Grove Rd & Monument Blvd
- **Transit Q-Jump** at Oak Grove Rd & Monument Blvd** (in both directions because of the re-striping project)
- **Part-time dedicated bus lane** between Detroit Ave & Carey Dr

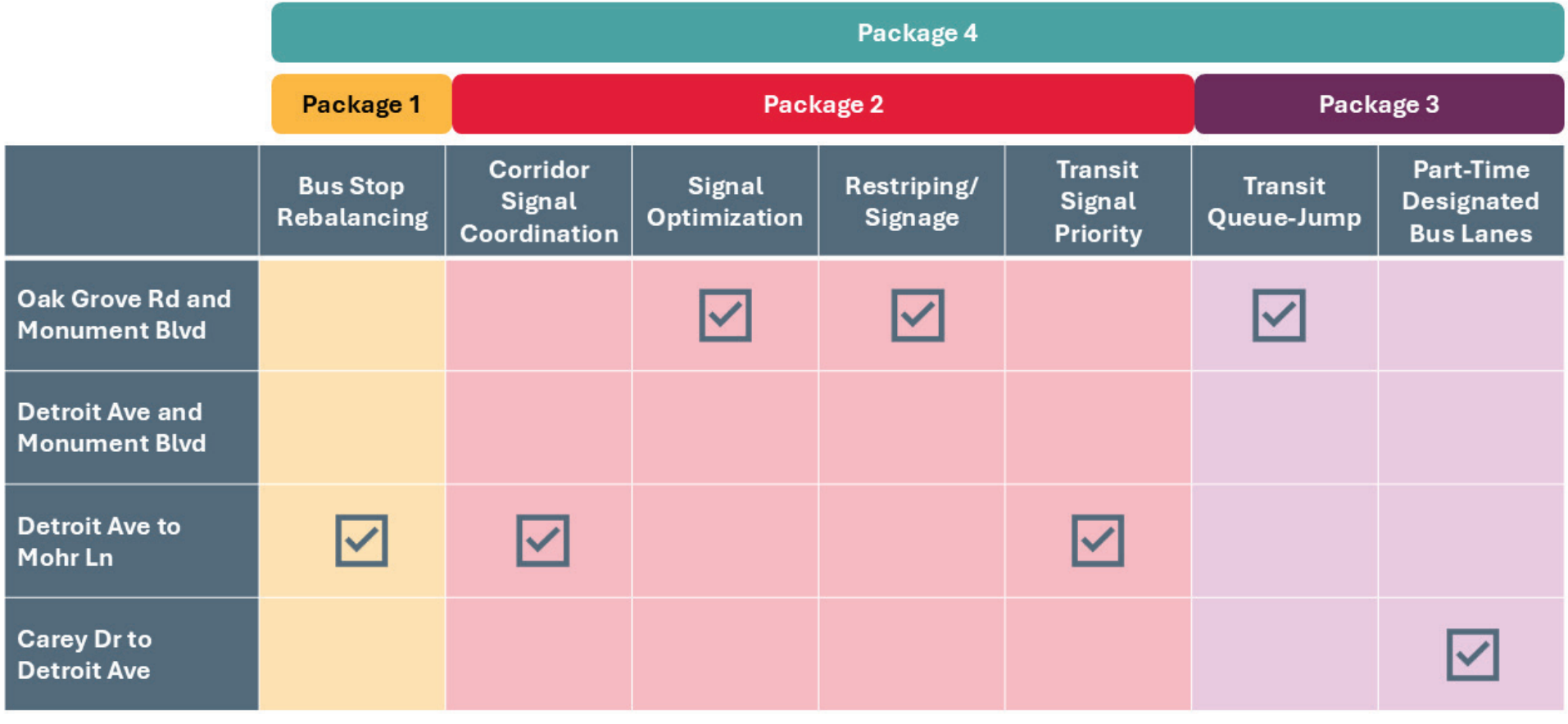


Figure 9: Monument Boulevard – Project Packages

TREAT BOULEVARD

Package 2: Signal Improvements

- **Signal Optimization** at Oak Rd & Bancroft Rd
- **Signal Coordination** between Oak Rd & Oak Grove Rd
- **Transit Signal Priority** between Oak Rd & Oak Grove Rd

Package 3: Corridor Design Enhancements

- **Part-time dedicated bus lane** between Navaronne Way & Bancroft Rd

Package 4: Comprehensive Transit Improvements

- **Signal Optimization** at Oak Rd & Bancroft Rd
- **Signal Coordination** between Oak Rd & Oak Grove Rd
- **Transit Signal Priority** between Oak Rd & Oak Grove Rd
- **Part-time dedicated bus lane** between Navaronne Way & Bancroft Rd

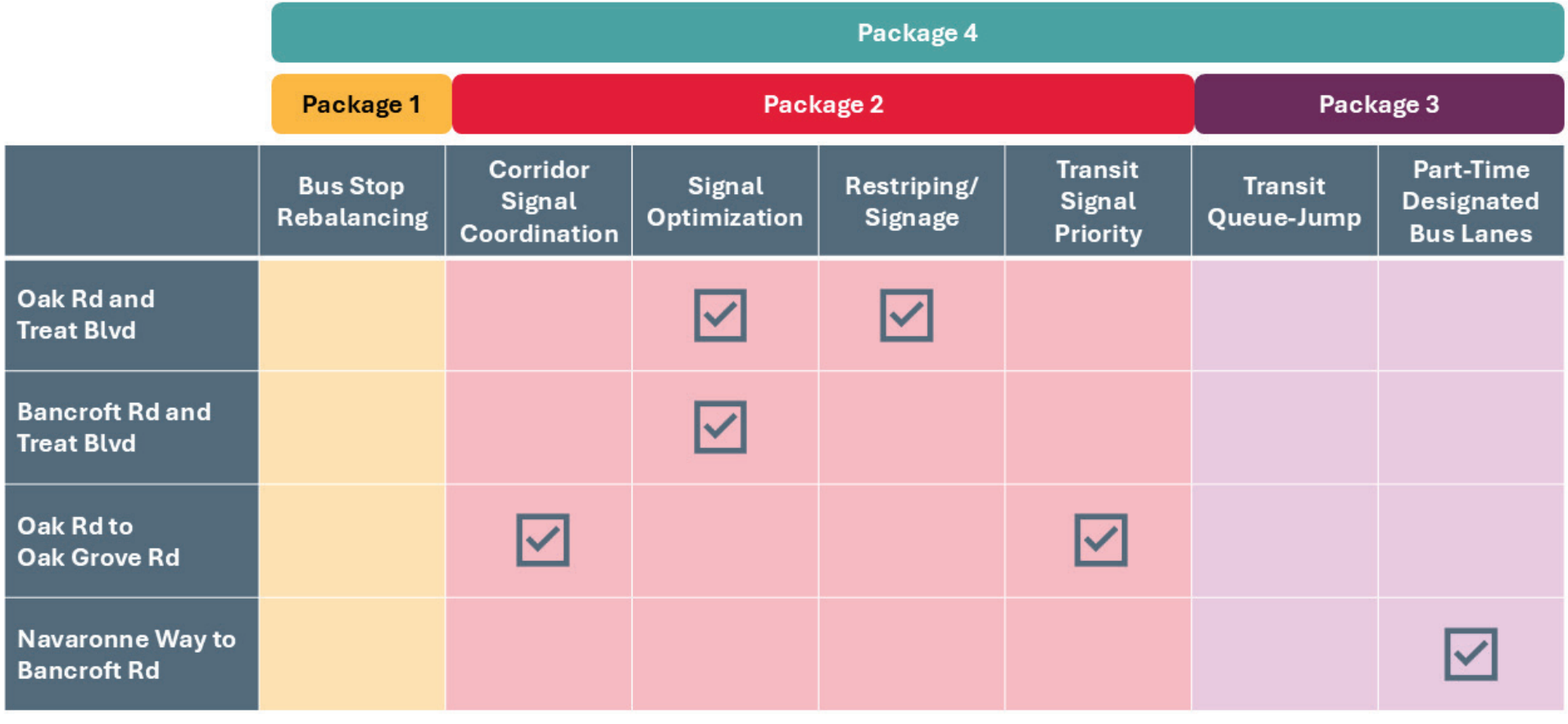


Figure 10: Treat Boulevard – Project Packages

YGNACIO VALLEY ROAD

Package 1: Stop Management

- **Bus Stop Rebalancing** between N Broadway & N San Carlos Dr
  - Relocating westbound Bus Stop ID 1939 from Ygnacio Valley Road and N Civic Dr to Ygnacio Valley Rd and N Broadway
  - Adding a westbound bus stop to Ygnacio Valley Rd and N San Carlos Dr

Package 2: Signal Improvements

- **Signal Optimization** at Ygnacio Valley Rd & Oak Grove Rd, N Civic, N Broadway, N California
- **Signal Coordination** between Oakland Blvd & Oak Grove Rd
- **Transit Signal Priority** between Oakland Blvd & Oak Grove Rd
- **Re-striping and signage** at Walnut Blvd & Ygnacio
  - Extend the left-turn pocket

Package 3: Corridor Design Enhancements

- **Transit Q-Jump** at Cowell & Ygnacio Valley Rd

Package 4: Comprehensive Transit Improvements

- **Signal Optimization** at Ygnacio Valley Rd & Oak Grove Rd, N Civic, N Broadway, N California
- **Corridor Signal Coordination** between Oakland Blvd & Oak Grove Rd
- **Transit Signal Priority** between Oakland Blvd & Oak Grove Rd
- **Re-striping and signage** at Walnut Blvd & Ygnacio Valley Rd
- **Transit Q-Jump** at Cowell & Ygnacio Valley Rd

	Package 4						
	Package 1	Package 2				Package 3	
	Bus Stop Rebalancing	Corridor Signal Coordination	Signal Optimization	Restriping/ Signage	Transit Signal Priority	Transit Queue-Jump	Part-Time Designated Bus Lanes
Walnut Blvd and YVR			☑	☑			
N California Blvd and YVR			☑				
North Broadway and YVR			☑				
Cowell Rd and YVR						☑	
Oak Grove Rd and YVR			☑	☑			
Oakland Blvd to Oak Grove Rd		☑			☑		

Figure 11: Ygnacio Valley Road – Project Packages


11 CONCORD

RECOMMENDATIONS BY PROJECT PACKAGES & ANTICIPATED BENEFITS

This section summarizes the recommended project packages and their anticipated benefits by corridor. It begins by presenting corridor-specific recommendations by project package, using maps and tables to illustrate expected performance changes under different scenarios. Key information highlighted includes potential delay reductions per trip, changes in average travel time, and cumulative passenger delay as measures of customer experience. The section concludes with key observations derived from these results, which inform and support the final conclusions of the report. More tables that supplement this analysis are in **Appendix C**.

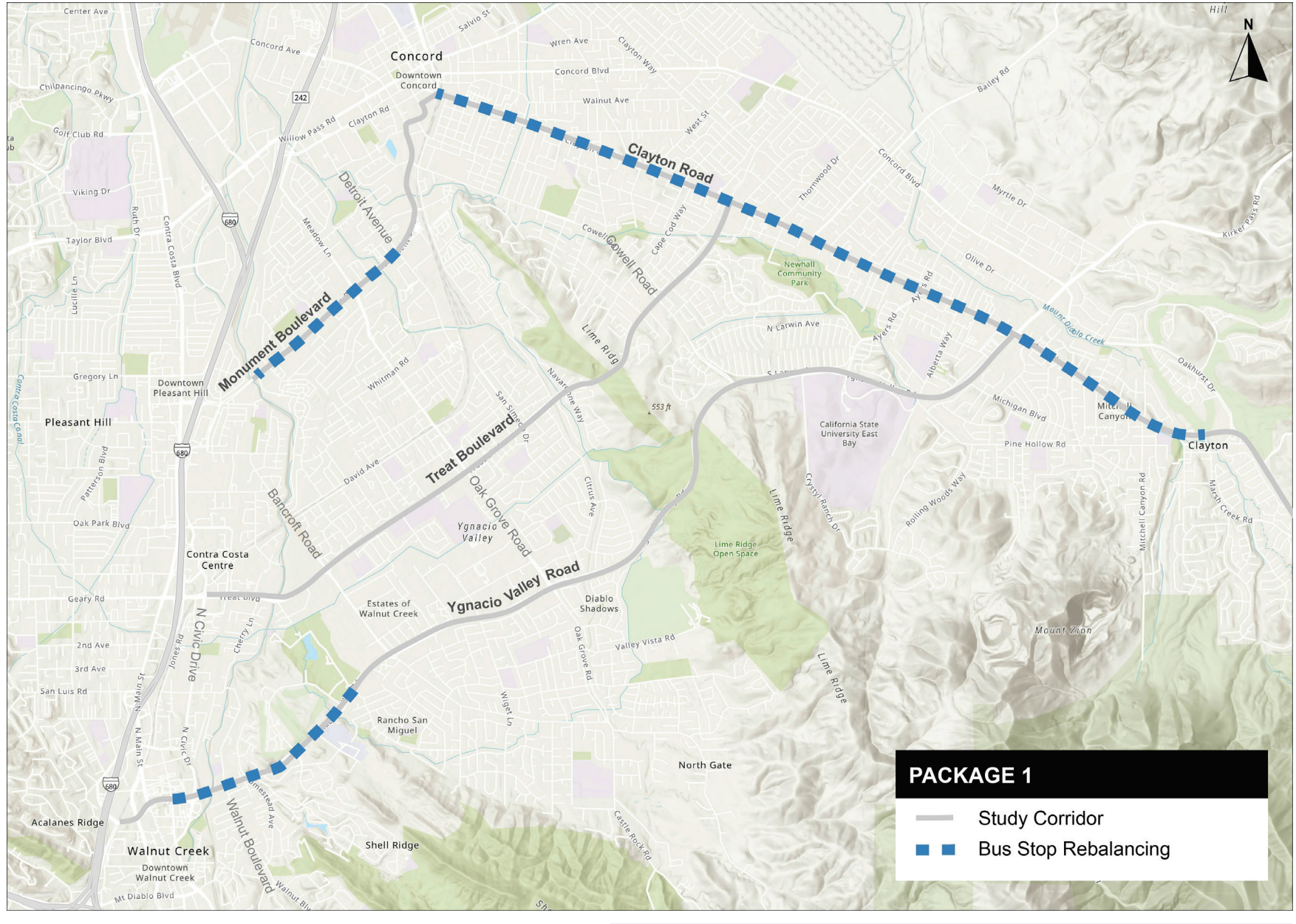


Figure 12: Package 1 Recommendations Map

Package 1 Recommendations by Corridor			Recommendations			Delay Reduction	
Corridor	Approach	# of Stops	Bus Stop Rebalancing/ Removal Relocation	Bus Stop Rebalancing Consolidation	New Bus Stop	Anticipated Benefits per Trip (seconds)	
						Low	High
Clayton Rd	Towards Clayton (EB)	26	3	1	0	25	60
	Towards Concord (WB)	26	3	0	2	5	15
Monument Blvd	Towards Concord (EB)	8	0	0	0	0	0
	Towards Pleasant Hill (WB)	9	1	0	0	5	15
Treat Blvd	Towards Clayton Rd (EB)	21	0	0	0	0	0
	Towards Contra Costa Center (WB)	18	0	0	0	0	0
Ygnacio Valley Rd	Towards Clayton Rd (EB)	12	0	0	0	0	0
	Towards Walnut Creek (WB)	17	1	0	1	0	0

Table 8: Package 1 - Recommendations by Corridors & Anticipated Benefits - Delay Reduction

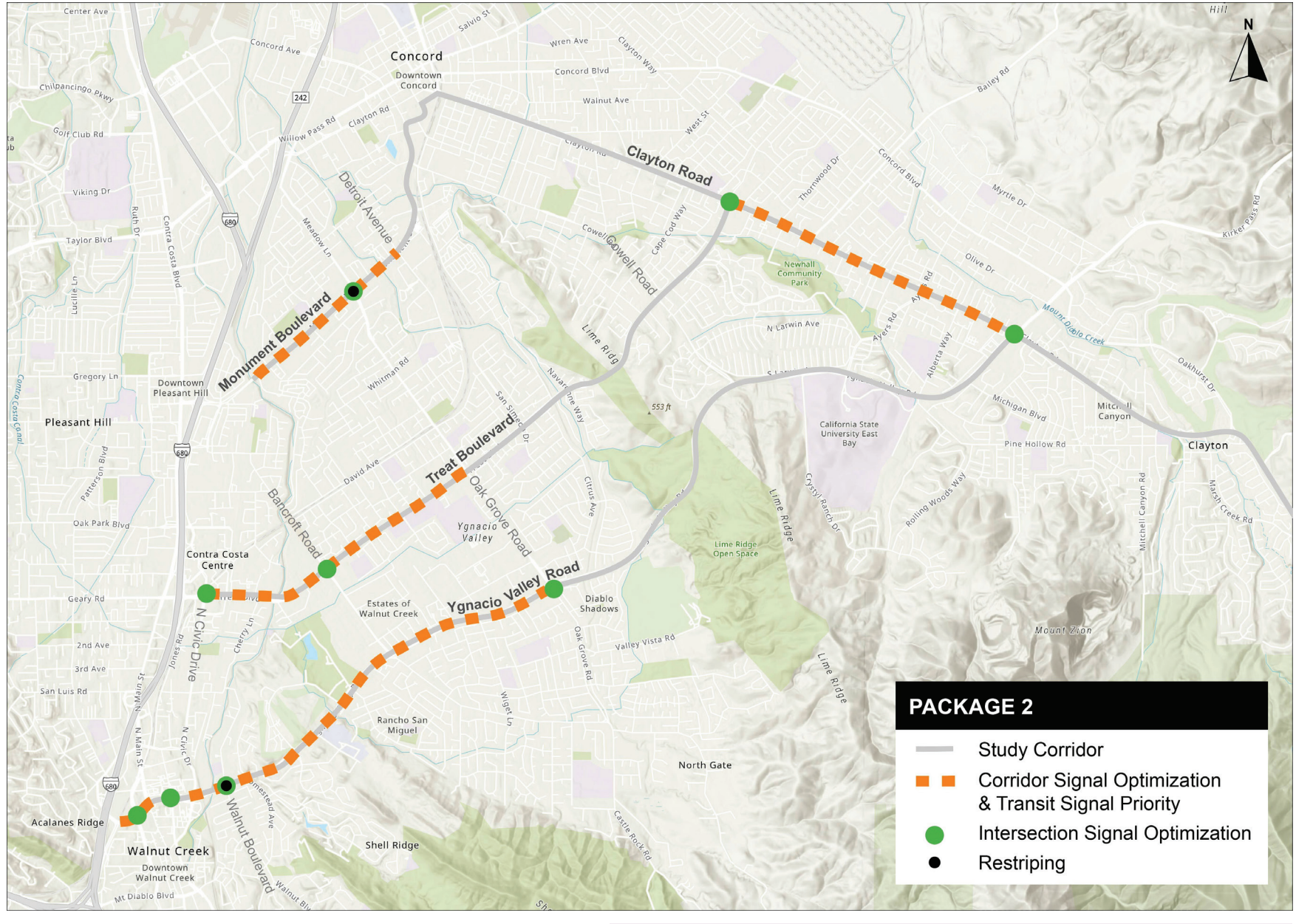


Figure 13: Package 2 Recommendations Map

Package 2 Recommendations by Corridor			Recommendations						Delay Reduction	
Corridor	Approach	# of Stops	Signal Optimization	Corridor Signal Coordination	TSP	Re-Striping / Signage			Anticipated Benefits per Trip (seconds)	
						Dedicated Left Turn Lane	Dedicated Right Turn Lane	Extend Turn Pocket	Low	High
Clayton Rd	Towards Clayton (EB)	26	2	7	7	0	0	0	80	160
	Towards Concord (WB)	26	2	7	7	0	0	0	80	160
Monument Blvd	Towards Concord (EB)	8	1	8	8	0	0	0	85	170
	Towards Pleasant Hill (WB)	9	1	7	7	0	1	0	79	157
Treat Blvd	Towards Clayton Rd (EB)	21	2	7	7	0	0	0	80	160
	Towards Contra Costa Center (WB)	18	2	7	7	0	0	0	80	160
Ygnacio Valley Rd	Towards Clayton Rd (EB)	12	4	12	13	0	0	1	150	300
	Towards Walnut Creek (WB)	17	4	15	15	0	0	1	175	350

Table 9: Package 2 - Recommendations by Corridors & Anticipated Benefits – Delay Reduction

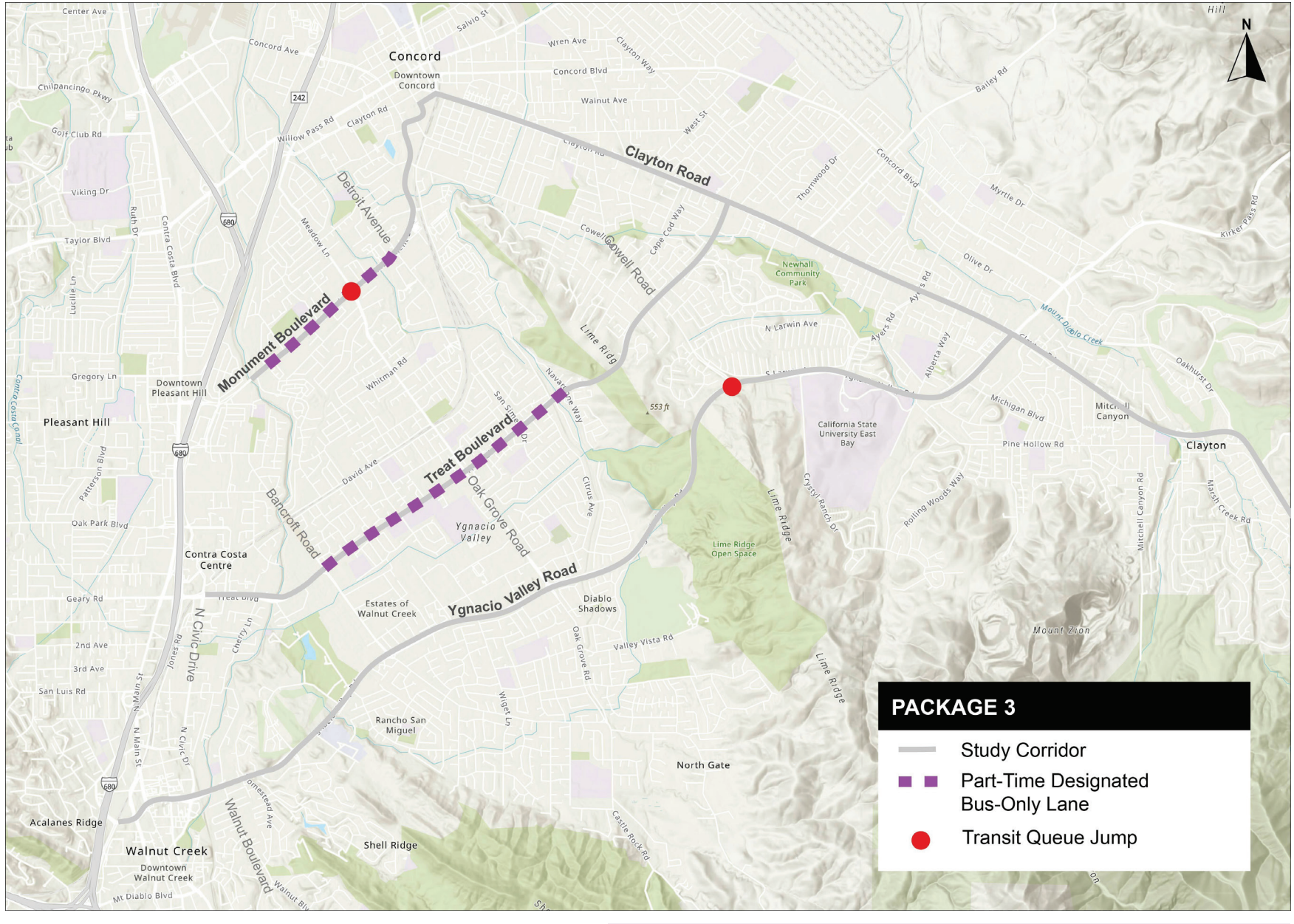


Figure 14: Package 3 Recommendations Map

Package 3 Recommendations by Corridor			Recommendations		Delay Reduction	
Corridor	Approach	# of Stops	Transit Queue-Jump	Dedicated Bus Lane (mile)	Anticipated Benefits per Trip (seconds)	
					Low	High
Clayton Rd	Towards Clayton (EB)	26	0	0.00	0	0
	Towards Concord (WB)	26	0	0.00	0	0
Monument Blvd	Towards Concord (EB)	8	1	1.14	24	44
	Towards Pleasant Hill (WB)	9	0	1.17	18	35
Treat Blvd	Towards Clayton Rd (EB)	21	0	2.16	32	65
	Towards Contra Costa Center (WB)	18	0	1.88	28	56
Ygnacio Valley Rd	Towards Clayton Rd (EB)	12	1	0.00	7	10
	Towards Walnut Creek (WB)	17	1	0.00	7	10

Table 10: Package 3 - Recommendations by Corridors & Anticipated Benefits – Delay Reduction

Average Transit Travel Time Change by Package (Low End)		Existing Scenario	Package 1		Package 2		Package 3		Package 4	
Corridor	Approach	Average Transit Travel Time in minutes	Average Travel Time For Each Corridor Section							
			Average (minutes)	% Change	Average (minutes)	% Change	Average (minutes)	% Change	Average (minutes)	% Change
Clayton Rd	Towards Clayton (EB)	18.5	18.1	-2.2%	17.2	-7.2%	18.5	0.0%	16.8	-9.4%
	Towards Concord (WB)	20.1	20.0	-0.4%	18.8	-6.6%	20.1	0.0%	18.7	-7.1%
Monument Blvd	Towards Concord (EB)	9	8.9	0.0%	7.5	-15.9%	8.5	-4.5%	7.1	-20.5%
	Towards Pleasant Hill (WB)	13.2	13.1	-0.6%	11.9	-10.0%	12.9	-2.2%	11.5	-12.8%
Treat Blvd	Towards Clayton Rd (EB)	22.5	22.5	0.0%	21.2	-5.9%	22.0	-2.4%	20.7	-8.3%
	Towards Contra Costa Center (WB)	18.0	18.0	0.0%	16.6	-7.4%	17.5	-2.6%	16.2	-10.0%
Ygnacio Valley Rd	Towards Clayton Rd (EB)	29.8	29.8	0.0%	27.3	-8.4%	29.7	-0.4%	27.2	-8.8%
	Towards Walnut Creek (WB)	29.8	29.8	0.0%	26.8	-9.8%	29.6	-0.4%	26.7	-10.2%

Table 11: Average Travel Time Change by Recommendation Package (Low End)

Average Transit Travel Time Change by Package (High End)		Existing Scenario	Package 1		Package 2		Package 3		Package 4	
Corridor	Approach	Average Transit Travel Time in minutes	Average Travel Time For Each Corridor Section							
			Average (minutes)	% Change	Average (minutes)	% Change	Average (minutes)	% Change	Average (minutes)	% Change
Clayton Rd	Towards Clayton (EB)	18.5	17.5	-5.4%	15.9	-14.4%	18.5	0.0%	14.9	-19.8%
	Towards Concord (WB)	20.1	19.8	-1.2%	17.4	-13.3%	20.1	0.0%	17.2	-14.5%
Monument Blvd	Towards Concord (EB)	9	8.9	0.0%	6.1	-31.9%	8.2	-8.3%	5.3	-40.2%
	Towards Pleasant Hill (WB)	13.2	13.0	-1.9%	10.6	-19.8%	12.6	-4.4%	9.8	-26.1%
Treat Blvd	Towards Clayton Rd (EB)	22.5	22.5	0.0%	19.9	-11.8%	21.5	-4.8%	18.8	-16.6%
	Towards Contra Costa Center (WB)	18.0	18.0	0.0%	15.3	-14.8%	17.0	-5.2%	14.4	-20.1%
Ygnacio Valley Rd	Towards Clayton Rd (EB)	29.8	29.8	0.0%	24.8	-16.8%	29.6	-0.6%	24.6	-17.3%
	Towards Walnut Creek (WB)	29.8	29.8	0.0%	23.9	-19.6%	29.6	-0.6%	23.8	-20.2%

Table 12: Average Travel Time Change by Recommendation Package (High End)

KEY TAKEAWAYS

Total Transit Time Savings per Trip

Across all corridors, Package 4 (Comprehensive Transit Improvements) yields the greatest per-trip travel time savings. For example:

- On Treat Boulevard, Package 4 is estimated to reduce travel time by approximately 1 minute 48 seconds to 3 minutes 44 seconds per trip, depending on direction and assumed performance range.
- On Monument Boulevard, Package 4 is estimated to save approximately 1 minute 48 seconds to 3 minutes 37 seconds per trip.
- On Clayton Road, Package 4 produces estimated per-trip savings ranging from approximately 1 minute 25 seconds to 3 minutes 40 seconds.
- On Ygnacio Valley Road, Package 4 results in the largest per-trip savings, with estimated reductions ranging from approximately 2 minutes 37 seconds to 6 minutes 00 seconds, reflecting higher baseline congestion and longer corridor lengths.

Adjusted Average Trip Times

Applying the estimated savings to existing conditions shows measurable improvements in average trip times across all corridors and time periods. For example, under Package 4:

- Average full-day trip times on Monument Boulevard are reduced to approximately 5 to 11 minutes, depending on direction and assumed performance.
- On Clayton Road, average full-day trip times decrease to approximately 15 to 18 minutes.
- On Treat Boulevard, average full-day trip times decrease to approximately 14 to 20 minutes.
- On Ygnacio Valley Road, average full-day trip times decrease to approximately 24 to 27 minutes, reflecting the corridor's longer length and higher baseline travel times

PASSENGER DELAY CHANGES BY PACKAGE

The results show a clear progression of benefits as improvement packages become more comprehensive, with important refinements in magnitude and corridor-level performance reflected in the analysis (Table 13 & Table 14).

Passenger Delay Change by Package (Low End)		Existing Scenario	Package 1		Package 2		Package 3		Package 4	
Corridor	Approach	Passenger Delay in Passenger-Minutes	Daily Cumulative Passenger Delay in Passenger-Minutes							
			Passenger Delay	% Change	Passenger Delay	% Change	Passenger Delay	% Change	Passenger Delay	% Change
Clayton Rd	Towards Clayton (EB)	2028	1866	-8.0%	1515	-25.3%	2028	0.0%	1354	-33.2%
	Towards Concord (WB)	1475	1377	-6.6%	1123	-23.9%	1475	0.0%	1025	-30.5%
Monument Blvd	Towards Concord (EB)	1925	1925	0.0%	918	-52.3%	1638	-14.9%	631	-67.2%
	Towards Pleasant Hill (WB)	1875	1814	-3.3%	882	-53.0%	1664	-11.3%	610	-67.5%
Treat Blvd	Towards Clayton Rd (EB)	3431	3431	0.0%	3049	-11.1%	3341	-2.6%	2959	-13.8%
	Towards Contra Costa Center (WB)	833	833	0.0%	288	-65.4%	762	-8.6%	217	-74.0%
Ygnacio Valley Rd	Towards Clayton Rd (EB)	565	565	0.0%	443	-21.6%	562	-0.6%	440	-22.2%
	Towards Walnut Creek (WB)	501	495	-1.2%	317	-36.8%	497	-0.8%	306	-38.8%

Table 13: Change in Passenger Delay by Recommendation Package (Low End)

Passenger Delay Change by Package (High End)		Existing Scenario	Package 1		Package 2		Package 3		Package 4	
Corridor	Approach	Passenger Delay in Passenger-Minutes	Daily Cumulative Passenger Delay in Passenger-Minutes							
			Passenger Delay	% Change	Passenger Delay	% Change	Passenger Delay	% Change	Passenger Delay	% Change
Clayton Rd	Towards Clayton (EB)	2028	1866	-8.0%	1003	-50.6%	2028	0.0%	841	-58.5%
	Towards Concord (WB)	1475	1182	-19.8%	771	-47.7%	1475	0.0%	478	-67.6%
Monument Blvd	Towards Concord (EB)	1925	1925	0.0%	-89	-104.6%	1396	-27.5%	-618	-132.1%
	Towards Pleasant Hill (WB)	1875	1692	-9.8%	-99	-105.3%	1664	-11.3%	-493	-126.3%
Treat Blvd	Towards Clayton Rd (EB)	3431	3431	0.0%	2667	-22.3%	3251	-5.3%	2487	-27.5%
	Towards Contra Costa Center (WB)	833	833	0.0%	-257	-130.9%	691	-17.1%	-400	-148.0%
Ygnacio Valley Rd	Towards Clayton Rd (EB)	565	565	0.0%	321	-43.2%	560	-0.9%	316	-44.0%
	Towards Walnut Creek (WB)	501	483	-3.5%	132	-73.7%	495	-1.2%	108	-78.4%
Note: Values below -100% indicate potential benefits that not only offset delays but also present opportunities for faster services where applicable.										

Table 14: Change in Passenger Delay by Recommendation Package (High End)

Package 1: Stop Management

Package 1 produces limited passenger delay reductions across most corridors and directions. In several cases, passenger delay remains unchanged relative to existing conditions, particularly on Treat Boulevard and Ygnacio Valley Road in the eastbound direction. Where reductions do occur, they are modest, generally ranging from 0% to approximately 8% under the low-end scenario and up to 20% under the high-end scenario in select westbound movements on Clayton Road. These results confirm that stop management alone provides incremental delay reduction benefits.

Package 2: Signal Improvements

Package 2 continues to deliver the most consistent and substantial reductions in passenger delay across all corridors under both scenarios.

- Under the low-end scenario, passenger delay reductions typically range from approximately 11% to 65%, with the largest reductions observed on Treat Boulevard westbound and Monument Boulevard in both directions.
- Under the high-end scenario, reductions are significantly larger, frequently exceeding 50%, and in several cases surpassing 100%, indicating that estimated time savings exceed baseline passenger delay levels.
- These results reinforce the effectiveness of signal optimization, corridor signal coordination, re-striping/signage, and Transit Signal Priority in addressing passenger delay.

Package 3: Corridor Design Enhancements

Package 3 shows relatively modest passenger delay reductions compared to Package 2.

- Under the low-end scenario, reductions are generally limited, often less than 15%, and in several cases passenger delay remains close to existing levels.
- Under the high-end scenario, reductions increase somewhat, reaching up to approximately 28% in select Monument Boulevard movements, but still remain lower than those achieved under signal-focused strategies.
- This pattern indicates that corridor design enhancements alone are less effective at reducing passenger delay without complementary signal improvements.

Package 4: Comprehensive Transit Improvements

Package 4 consistently provides the largest passenger delay reductions across all corridors and directions under the revised data.

- Under the low-end scenario, reductions range from approximately 14% to 74%, with the greatest benefits observed on Treat Boulevard westbound and Monument Boulevard in both directions.
- Under the high-end scenario, reductions are more pronounced, commonly exceeding 40%, and reaching as high as 148% on Treat Boulevard westbound and over 130% on Monument Boulevard, reflecting compounded benefits from layered improvements.

Corridor-Level Observations

- Monument Boulevard exhibits the strongest response to improvement packages, with substantial passenger delay reductions under Packages 2 and 4 in both directions.
- Treat Boulevard shows large westbound benefits, particularly under signal-focused and comprehensive packages.
- Clayton Road experiences moderate reductions, with Package 2 and Package 4 providing the most consistent benefits.
- Ygnacio Valley Road has lower baseline passenger delay values, but it still demonstrates meaningful percentage reductions under Packages 2 and 4, especially under high-end assumptions.

VEHICLE DELAY CHANGES BY PACKAGE (PER TRIP DELAY WEIGHTED BY SEGMENT TRIPS)

The vehicle delay analysis evaluates changes in cumulative vehicle delay, measured in vehicle-minutes, across corridors, directions, and two benefit assumptions (low-end and high-end). Overall, the results show a consistent pattern in which vehicle delay reductions increase as improvement packages become more comprehensive, with the most substantial reductions occurring under Packages 2 and 4 (Table 15 & Table 16).

Vehicle Delay Change by Package (Low End)		Existing Scenario	Package 1		Package 2		Package 3		Package 4	
Corridor	Approach	Vehicle Delay in minutes	Vehicle Delay in Minutes							
			Vehicle Delay	% Change	Vehicle Delay	% Change	Vehicle Delay	% Change	Vehicle Delay	% Change
Clayton Rd	Towards Clayton (EB)	418	396	-5.4%	331	-20.9%	418	0.0%	308	-26.3%
	Towards Concord (WB)	346	335	-3.0%	258	-25.3%	346	0.0%	248	-28.4%
Monument Blvd	Towards Concord (EB)	188	188	0.0%	81	-56.8%	156	-16.9%	49	-73.7%
	Towards Pleasant Hill (WB)	219	212	-3.0%	121	-44.7%	196	-10.3%	92	-57.9%
Treat Blvd	Towards Clayton Rd (EB)	452	452	0.0%	363	-19.7%	431	-4.6%	342	-24.3%
	Towards Contra Costa Center (WB)	155	155	0.0%	50	-67.8%	139	-10.5%	34	-78.3%
Ygnacio Valley Rd	Towards Clayton Rd (EB)	268	268	0.0%	208	-22.3%	267	-0.3%	207	-22.6%
	Towards Walnut Creek (WB)	171	169	-0.7%	108	-36.9%	170	-0.4%	106	-38.0%

Table 15: Change in Vehicle Delay by Recommendation Package (Low End)

Vehicle Delay Change by Package (High End)		Existing Scenario	Package 1		Package 2		Package 3		Package 4	
Corridor	Approach	Vehicle Delay in minutes	Vehicle Delay in Minutes							
			Vehicle Delay	% Change	Vehicle Delay	% Change	Vehicle Delay	% Change	Vehicle Delay	% Change
Clayton Rd	Towards Clayton (EB)	418	361	-13.8%	244	-41.8%	418	0.0%	186	-55.6%
	Towards Concord (WB)	346	314	-9.1%	171	-50.6%	346	0.0%	139	-59.7%
Monument Blvd	Towards Concord (EB)	188	188	0.0%	-25	-113.5%	130	-31.1%	-84	-144.6%
	Towards Pleasant Hill (WB)	219	199	-8.9%	24	-88.8%	174	-20.5%	-40	-118.3%
Treat Blvd	Towards Clayton Rd (EB)	452	452	0.0%	274	-39.4%	410	-9.2%	232	-48.6%
	Towards Contra Costa Center (WB)	155	155	0.0%	-55	-135.5%	122	-21.1%	-88	-156.6%
Ygnacio Valley Rd	Towards Clayton Rd (EB)	268	268	0.0%	148	-44.6%	267	-0.4%	147	-45.0%
	Towards Walnut Creek (WB)	167	167	-2.1%	45	-73.9%	170	-0.6%	40	-76.5%
Note: Values below -100% indicate potential benefits that not only offset delays but also present opportunities for faster services where applicable.										

Table 16: Change in Vehicle Delay by Recommendation Package (High End)

Package 1: Stop Management

Under both the low-end and high-end scenarios, Package 1 results in limited reductions in vehicle delay. In most corridor–direction combinations, vehicle delay remains unchanged or is reduced by only a small margin. Under the low-end scenario, reductions are generally between 0% and 6%, while under the high-end scenario, reductions increase modestly, reaching up to approximately 14% in select Clayton Road movements. These results indicate that stop management alone has a relatively minor effect on overall vehicle delay.

Package 2: Signal Improvements

Package 2 produces the most consistent and significant reductions in vehicle delay across all corridors.

- Under the low-end scenario, vehicle delay reductions generally range from approximately 20% to nearly 70%, with especially large reductions observed on Treat Boulevard westbound and Monument Boulevard in both directions.
- Under the high-end scenario, reductions are substantially larger, frequently exceeding 40%, and in several cases exceeding 100%, indicating that estimated time savings exceed baseline vehicle delay levels.

These results demonstrate that signal optimization, corridor signal coordination, re-striping/signage, and Transit Signal Priority are highly effective at reducing vehicle delay.

Package 3: Corridor Design Enhancements

Under the revised data, Package 3 provides modest vehicle delay reductions compared to signal-focused strategies.

- Under the low-end scenario, reductions are generally below 17%, and in several cases vehicle delay remains close to existing levels.
- Under the high-end scenario, reductions increase but typically remain below 32%, indicating that corridor design enhancements alone do not consistently address the primary sources of vehicle delay.

This pattern suggests that physical priority treatments are most effective when implemented in combination with signal-based strategies.

Package 4: Comprehensive Transit Improvements

Package 4 consistently yields the largest vehicle delay reductions across all corridors and directions.

- Under the low-end scenario, vehicle delay reductions generally range from approximately 22% to 78%, with the greatest benefits observed on Treat Boulevard westbound and Monument Boulevard.
- Under the high-end scenario, reductions are more pronounced, commonly exceeding 45%, and reaching over 150% in several corridor–direction combinations.

These results reflect the compounding benefits of combining stop management, signal improvements, and corridor design enhancements into a single comprehensive package.

Corridor-Level Observations

- Monument Boulevard and Treat Boulevard experience the strongest vehicle delay reductions under Packages 2 and 4, consistent with their higher baseline congestion levels.
- Clayton Road shows moderate but consistent reductions, particularly under signal-focused and comprehensive packages.
- Ygnacio Valley Road has lower baseline vehicle delay values, but still demonstrates meaningful percentage reductions under Packages 2 and 4, especially under the high-end scenario.

Conclusion

This Transit Corridor Study provides a comprehensive, evidence-based assessment of transit performance, community priorities, and improvement opportunities along Clayton Road, Monument Boulevard, Treat Boulevard, and Ygnacio Valley Road. By integrating technical analyses, stakeholder input, and community engagement, the study establishes a clear and prioritized framework for transit investments.

Transit Delay Is Corridor-Specific and Directional

Existing conditions analysis confirms that both passenger delay and vehicle delay vary by corridor and direction, underscoring the need for targeted, corridor-specific solutions. Monument Boulevard and Treat Boulevard experience the highest cumulative passenger delay, while Ygnacio Valley Road exhibits the highest per-trip vehicle delay. Clayton Road shows moderate but consistent delay across both metrics. These differences highlight that transit challenges are not uniform and must be addressed with location-specific strategies.

Signal-Based Strategies Drive the Largest Reductions in Delay

Across both passenger and vehicle delay analyses, signal-focused improvement packages consistently produce the greatest and most reliable benefits. Packages that include signal optimization, corridor signal coordination, restriping, and Transit Signal Priority (TSP) result in the largest reductions in both cumulative passenger delay and vehicle delay under both low-end and high-end assumptions. In many corridor–direction combinations, these strategies reduce delay by 20 to 70 percent under conservative assumptions, with substantially larger reductions under higher-end benefit scenarios.

Stop Management and Corridor Design Provide Incremental Benefits

Bus stop rebalancing and corridor design enhancements contribute to measurable reductions in delay, but the updated analyses show that these strategies alone yield relatively modest improvements compared to signal-based approaches. Stop management generally produces small reductions in both passenger and vehicle delay, while corridor design enhancements provide moderate benefits that vary by location. These findings indicate that such strategies are most effective when implemented in combination with signal improvements, rather than as standalone solutions.

Comprehensive Packages Deliver Compounding Benefits

The anticipated benefits analysis demonstrates that Package 4 (Comprehensive Transit Improvements)—which combines stop management, signal improvements, and corridor design enhancements—produces the largest and most consistent reductions in both passenger and vehicle delay across all corridors. The results show clear compounding effects, with comprehensive packages outperforming individual strategies under both benefit assumptions. This reinforces the value of integrated, multi-tool approaches for achieving meaningful improvements in transit speed and reliability.

Equity and Community Priorities Align with Technical Findings

Community engagement and survey results reinforce the technical analysis. Respondents identified reliability, safety, and integration with surrounding communities as key priorities. Corridors serving Equity Priority Communities, particularly Monument Boulevard, also experience higher passenger delay and show strong responsiveness to improvement packages. This alignment supports prioritizing investments where both technical need and community benefit are greatest.

A Transparent Framework Supports Informed Decision-Making

The project's prioritization framework—developed and refined through Technical Advisory Committee input—integrates effectiveness, equity, safety, constructability, cost, funding feasibility, and community support. The resulting rankings and project packages provide a transparent, defensible basis for advancing improvements while allowing flexibility to respond to funding availability and implementation constraints.

Next Steps

Based on the study findings, County Connection and partner agencies may consider the following next steps:

- **Advance near-term, signal-focused improvements**, including signal optimization, corridor coordination, and Transit Signal Priority, which consistently demonstrate the strongest reductions in both passenger and vehicle delay.
- **Pursue phased implementation**, beginning with lower-cost, high-impact strategies while planning for more comprehensive corridor investments over time.
- **Coordinate with local jurisdictions** to refine designs, confirm feasibility, and align proposed improvements with planned roadway and signal projects.
- **Use the prioritization framework to guide funding applications**, leveraging quantified benefits related to delay reduction, equity outcomes, and customer experience.
- **Continue stakeholder coordination and public communication** as projects move toward implementation, ensuring transparency and alignment with community expectations.

Together, these steps provide a clear path from analysis to action, supporting data-driven investments that improve transit speed, reliability, and customer experience across the study corridors.

Appendix A: Online Survey Overview

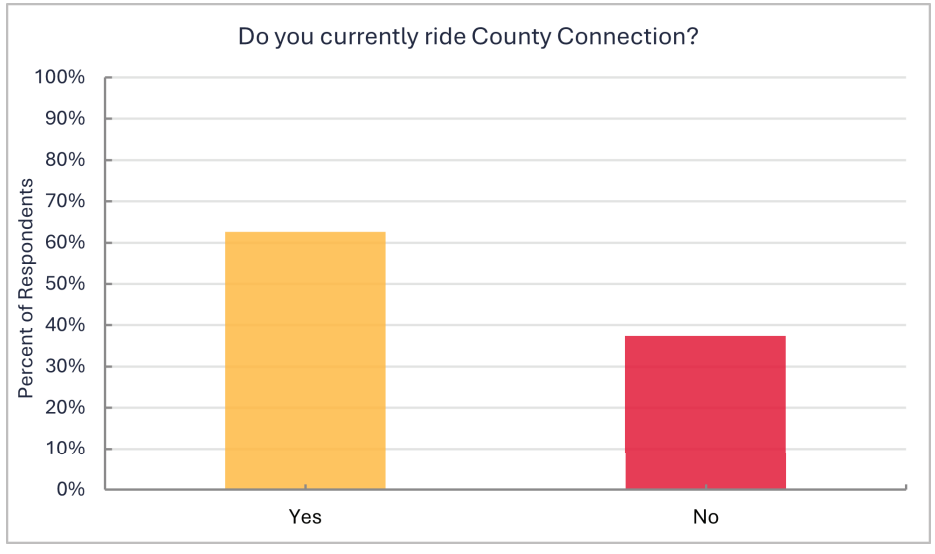


Figure 15: Do you currently ride County Connection?

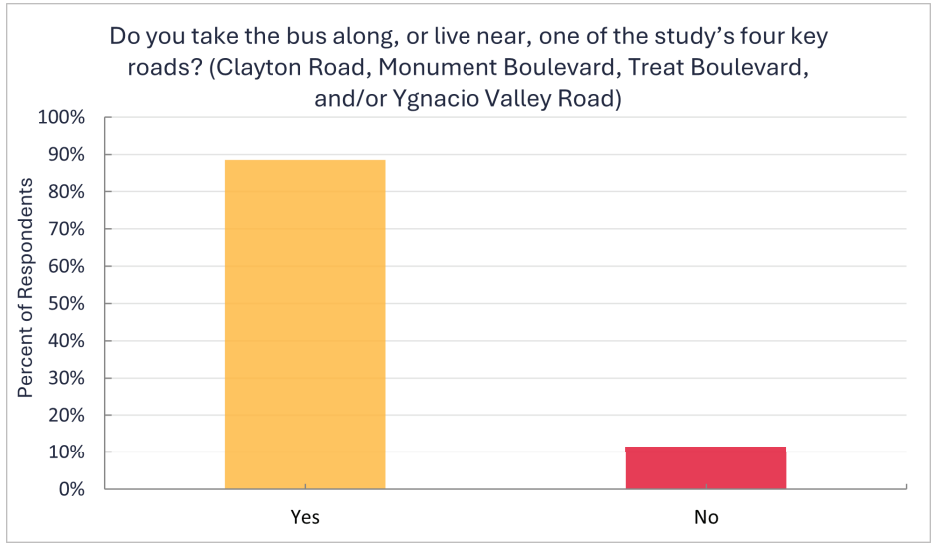


Figure 16: Do you take the bus along, or live near, one of the study's four key roads?

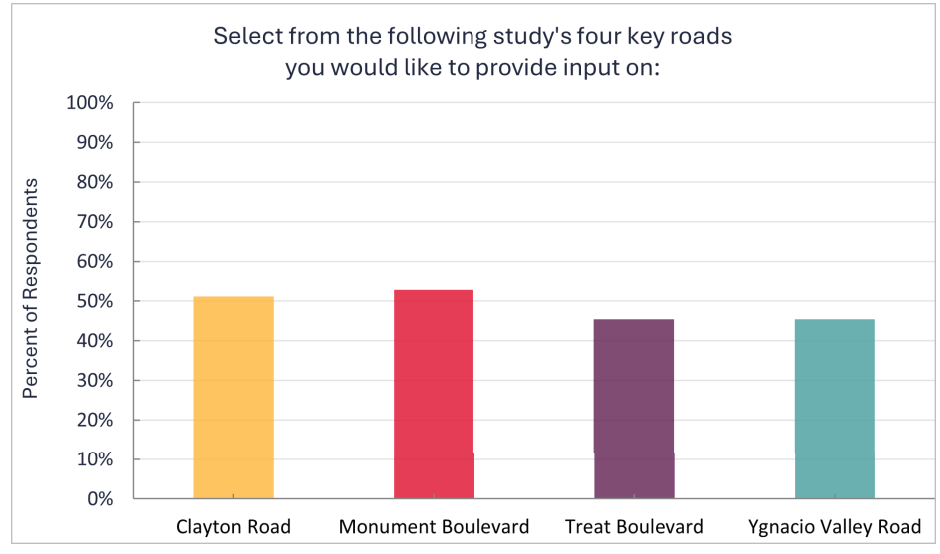


Figure 17: Which of the study's four key roads you would like to provide input on?

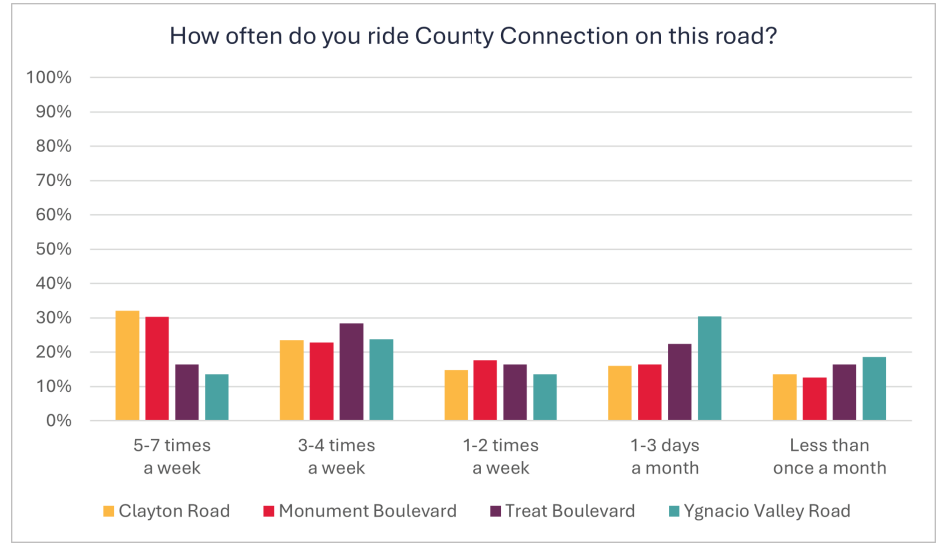


Figure 18: How often do you ride County Connection on this road?

	Non-Corridor User	Clayton Road	Monument Boulevard	Treat Boulevard	Ygnacio Valley Road
Total # of Respondents	93	75	76	64	58
ATTRIBUTE SCORES BREAKDOWN					
Increase bus service speeds and reduce bus delays, thereby reducing travel time for passengers	2.71	2.61	2.59	2.61	2.4
Make bus schedules more reliable	2.42	2.49	2.54	2.56	2.67
Make bus stops more convenient, safer and more efficient	2.39	2.48	2.42	2.48	2.57
Integrate bus stops into the surrounding community for better accessibility	2.48	2.41	2.45	2.34	2.36

Table 17: Attribute Scores Breakdown

ZIP Code	Count	Corridors
94521	41	Clayton Road, Treat Boulevard, Ygnacio Valley Road
94520	25	Clayton Road, Monument Boulevard
94518	22	Monument Boulevard, Treat Boulevard, Ygnacio Valley Road
94519	13	Clayton Road
94598	11	Treat Boulevard, Ygnacio Valley Road

Table 18: What is your home zip code?

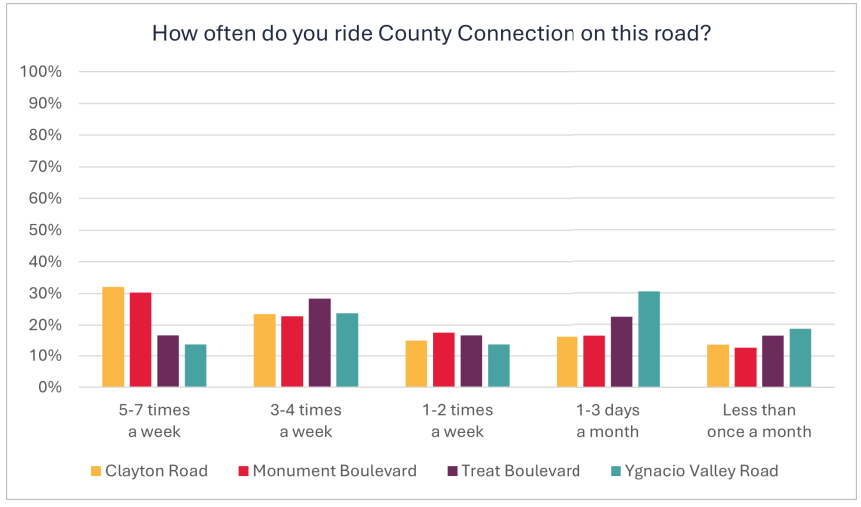


Figure 19: How often do you ride County Connection on this road?

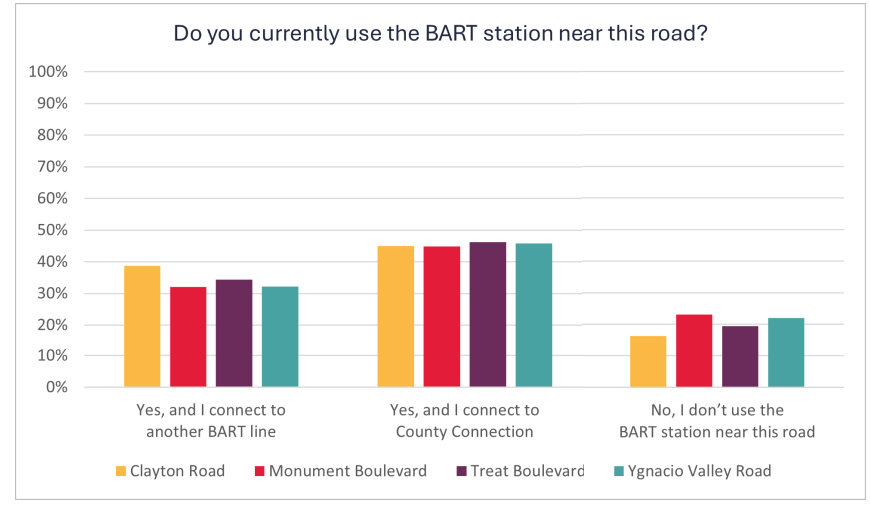


Figure 20: Do you currently use the BART station near this road?

Appendix B:
Per Trip Time Savings Assumptions & Empirical Evidence

Tool 1: Bus Stop Rebalancing

1. North Hollywood to Pasadena BRT Corridor P&E Study (https://www.metro.net/documents/2025/01/appendix-u_growth-inducing-impacts-technical-reportpdf/)
2. Los Angeles County Bus Rapid Transit and Street Design Improvement Study (https://libraryarchives.metro.net/dpgtl/studies/2013-los-angeles-county-bus-rapid-transit-and-street-design-improvement-study-final.pdf)

Tool 2: Signal Optimization

3. North Hollywood to Pasadena BRT Corridor P&E Study (https://www.metro.net/documents/2025/01/appendix-u_growth-inducing-impacts-technical-reportpdf/)
4. Los Angeles County Bus Rapid Transit and Street Design Improvement Study (https://libraryarchives.metro.net/dpgtl/studies/2013-los-angeles-county-bus-rapid-transit-and-street-design-improvement-study-final.pdf)

Tool 3: Corridor Signal Coordination

5. Park, Byungkyu Brian, and Yin Chen. Quantifying the benefits of coordinated actuated traffic signal systems: A case study. No. VTRC 11-CR2. 2010.
6. Al-Hyasat, Esra'A., and Taqwa I. Alhadidi. "Evaluating the performance of implementing regionally coordinating bus priority signals under different control schemes." Computational Urban Science 4.1 (2024): 22.
7. Slavin, Courtney Natasha, Miguel A. Figliozzi, and Wei Feng. "An Evaluation of the Impacts of an Adaptive Coordinated Traffic Signal System on Transit Performance: a case study on Powell Boulevard (Portland, Oregon)." (2012).
8. Alkaissi, Zainab Ahmed. "Effect of signal coordination on the traffic operation of urban corridor." Tikrit Journal of Engineering Sciences 30.1 (2023): 12-24.
9. North Hollywood to Pasadena BRT Corridor P&E Study (https://www.metro.net/documents/2025/01/appendix-u_growth-inducing-impacts-technical-reportpdf/)
10. Los Angeles County Bus Rapid Transit and Street Design Improvement Study (https://libraryarchives.metro.net/dpgtl/studies/2013-los-angeles-county-bus-rapid-transit-and-street-design-improvement-study-final.pdf)

Tool 4: Transit Signal Priority

11. King County Metro TSP Policies and Strategies (tsp-policies-and-strategies-7-22-2021.pdf)
12. ITS Development Evaluation (Transit signal priority reduced average bus travel times by 7.5 and 15 percent along major bus corridors in Los Angeles and Chicago, respectively. | ITS Deployment Evaluation)
13. Queue-Jump Lane, Transit Signal Priority, and Stop Location: Evaluation of Transit Preferential Treatments using Microsimulation (2-5_Cesme-et-al_Queue-Jump-TSP-and-Stop-Location_2014.pdf)

Tool 5: Re-Striping/Signage

14. North Hollywood to Pasadena BRT Corridor P&E Study (https://www.metro.net/documents/2025/01/appendix-u_growth-inducing-impacts-technical-reportpdf/)

15. Los Angeles County Bus Rapid Transit and Street Design Improvement Study (https://libraryarchives.metro.net/dpgtl/studies/2013-los-angeles-county-bus-rapid-transit-and-street-design-improvement-study-final.pdf)

16. Highway Capacity Manual

Tool 6: Transit Queue-Jump

17. King County Metro TSP Policies and Strategies (tsp-policies-and-strategies-7-22-2021.pdf)

18. ITS Development Evaluation (Transit signal priority reduced average bus travel times by 7.5 and 15 percent along major bus corridors in Los Angeles and Chicago, respectively. | ITS Deployment Evaluation)

19. Queue-Jump Lane, Transit Signal Priority, and Stop Location: Evaluation of Transit Preferential Treatments using Microsimulation (2-5_Cesme-et-al_Queue-Jump-TSP-and-Stop-Location_2014.pdf)

Tool 7: Dedicated Bus Lane

20. North Hollywood to Pasadena BRT Corridor P&E Study (https://www.metro.net/documents/2025/01/appendix-u_growth-inducing-impacts-technical-reportpdf/)

21. Los Angeles County Bus Rapid Transit and Street Design Improvement Study (https://libraryarchives.metro.net/dpgtl/studies/2013-los-angeles-county-bus-rapid-transit-and-street-design-improvement-study-final.pdf)

Appendix C:
Recommendations by Project Packages & Anticipated Benefits

Corridor	Direction	Boundary	Package 1 (hr:min:sec)	Package 2 (hr:min:sec)	Package 3 (hr:min:sec)	Package 4 (hr:min:sec)
Clayton Rd	EB	Low	0:00:25	0:01:20	0:00:00	0:01:45
	EB	High	0:01:00	0:02:40	0:00:00	0:03:40
	WB	Low	0:00:05	0:01:20	0:00:00	0:01:25
	WB	High	0:00:15	0:02:40	0:00:00	0:02:55
Monument Blvd	EB	Low	0:00:00	0:01:25	0:00:24	0:01:49
	EB	High	0:00:00	0:02:50	0:00:44	0:03:34
	WB	Low	0:00:05	0:01:19	0:00:17	0:01:48
	WB	High	0:00:15	0:02:37	0:00:35	0:03:37
Treat Blvd	EB	Low	0:00:00	0:01:20	0:00:32	0:01:52
	EB	High	0:00:00	0:02:40	0:01:04	0:03:44
	WB	Low	0:00:00	0:01:20	0:00:28	0:01:48
	WB	High	0:00:00	0:02:40	0:00:56	0:03:36
Ygnacio Valley Rd	EB	Low	0:00:00	0:02:30	0:00:07	0:02:37
	EB	High	0:00:00	0:05:00	0:00:10	0:05:10
	WB	Low	0:00:00	0:02:55	0:00:07	0:03:02
	WB	High	0:00:00	0:05:50	0:00:10	0:06:00

Table 19: Total Transit Time Saving Per Trip for the corridor segments

Corridor	Direction	Boundary	Existing Trip Time (hr:min:sec)	Package 1 (hr:min:sec)	Package 2 (hr:min:sec)	Package 3 (hr:min:sec)	Package 4 (hr:min:sec)
Clayton Rd	EB	Low	0:18:31	0:18:06	0:17:11	0:18:31	0:16:46
	EB	High	0:18:31	0:17:31	0:15:51	0:18:31	0:14:51
	WB	Low	0:20:05	0:20:00	0:18:45	0:20:05	0:18:40
	WB	High	0:20:05	0:19:50	0:17:25	0:20:05	0:17:10
Monument Blvd	EB	Low	0:08:53	0:08:53	0:07:28	0:08:29	0:07:04
	EB	High	0:08:53	0:08:53	0:06:03	0:08:09	0:05:34
	WB	Low	0:13:13	0:13:08	0:11:54	0:12:56	0:11:25
	WB	High	0:13:13	0:12:58	0:10:36	0:12:38	0:09:36
Treat Blvd	EB	Low	0:22:32	0:22:32	0:21:12	0:22:00	0:20:40
	EB	High	0:22:32	0:22:32	0:19:52	0:21:27	0:18:47
	WB	Low	0:17:58	0:17:58	0:16:38	0:17:30	0:16:10
	WB	High	0:17:58	0:17:58	0:15:18	0:17:02	0:14:22
Ygnacio Valley Rd	EB	Low	0:29:47	0:29:47	0:27:17	0:29:40	0:27:10
	EB	High	0:29:47	0:29:47	0:24:47	0:29:37	0:24:37
	WB	Low	0:29:45	0:29:45	0:26:50	0:29:38	0:26:43
	WB	High	0:29:45	0:29:45	0:23:55	0:29:35	0:23:45

Table 20: Average Transit Trip Time for the corridor segments

Corridor	Direction	Boundary	Existing Trip Time (hr:min:sec)	Package 1 (hr:min:sec)	Package 2 (hr:min:sec)	Package 3 (hr:min:sec)	Package 4 (hr:min:sec)
Clayton Rd	EB	Low	0:18:48	0:18:23	0:17:28	0:18:48	0:17:03
	EB	High	0:18:48	0:17:48	0:16:08	0:18:48	0:15:08
	WB	Low	0:21:24	0:21:19	0:20:04	0:21:24	0:19:59
	WB	High	0:21:24	0:21:09	0:18:44	0:21:24	0:18:29
Monument Blvd	EB	Low	0:08:14	0:08:14	0:06:49	0:07:50	0:06:25
	EB	High	0:08:14	0:08:14	0:05:34	0:07:30	0:05:34
	WB	Low	0:13:41	0:13:36	0:12:22	0:13:24	0:11:53
	WB	High	0:13:41	0:13:26	0:11:04	0:13:06	0:10:04
Treat Blvd	EB	Low	0:21:34	0:21:34	0:20:14	0:21:02	0:19:42
	EB	High	0:21:34	0:21:34	0:18:54	0:20:29	0:17:49
	WB	Low	0:20:21	0:20:21	0:19:01	0:19:53	0:18:33
	WB	High	0:20:21	0:20:21	0:17:41	0:19:25	0:16:45
Ygnacio Valley Rd	EB*	Low	0:14:35	0:14:35	0:12:10	0:14:35	0:12:10
	EB*	High	0:14:35	0:14:35	0:09:45	0:14:35	0:09:45
	WB	Low	0:36:04	0:36:04	0:33:09	0:35:57	0:33:02
	WB	High	0:36:04	0:36:04	0:30:14	0:35:54	0:30:04

*Some parts on Ygnacio Valley Rd during AM Peak hour do not have sufficient data. However, segment data is available- Walnut Creek BART to Oak Grove Rd.

Table 21: Average Transit Trip Time for the corridor segments – AM Peak

Corridor	Direction	Boundary	Existing Trip Time (hr:min:sec)	Package 1 (hr:min:sec)	Package 2 (hr:min:sec)	Package 3 (hr:min:sec)	Package 4 (hr:min:sec)
Clayton Rd	EB	Low	0:18:48	0:18:23	0:17:28	0:18:48	0:17:03
	EB	High	0:18:48	0:17:48	0:16:08	0:18:48	0:15:08
	WB	Low	0:20:14	0:20:09	0:18:54	0:20:14	0:18:49
	WB	High	0:20:14	0:19:59	0:17:34	0:20:14	0:17:19
Monument Blvd	EB	Low	0:09:15	0:09:15	0:07:50	0:08:51	0:07:26
	EB	High	0:09:15	0:09:15	0:06:25	0:08:31	0:05:41
	WB	Low	0:13:37	0:13:32	0:12:18	0:13:20	0:11:49
	WB	High	0:13:37	0:13:22	0:11:00	0:13:02	0:10:00
Treat Blvd	EB	Low	0:22:07	0:22:07	0:20:47	0:21:35	0:20:15
	EB	High	0:22:07	0:22:07	0:19:27	0:21:02	0:18:22
	WB	Low	0:17:27	0:17:27	0:16:07	0:16:59	0:15:39
	WB	High	0:17:27	0:17:27	0:14:47	0:16:31	0:13:51
Ygnacio Valley Rd	EB	Low	0:32:35	0:32:35	0:30:05	0:32:28	0:29:58
	EB	High	0:32:35	0:32:35	0:27:35	0:32:25	0:27:25
	WB*	Low	0:17:38	0:17:33	0:14:58	0:17:38	0:14:53
	WB*	High	0:17:38	0:17:23	0:12:18	0:17:38	0:12:03

*Some parts on Ygnacio Valley Rd during Midday hour do not have sufficient data. However, segment data is available- Oak Grove Rd to Walnut Creek BART.

Table 22: Average Transit Trip Time for the corridor segments – Midday

Corridor	Direction	Boundary	Existing Trip Time (hr:min:sec)	Package 1 (hr:min:sec)	Package 2 (hr:min:sec)	Package 3 (hr:min:sec)	Package 4 (hr:min:sec)
Clayton Rd	EB	Low	0:18:58	0:18:33	0:17:38	0:18:58	0:17:13
	EB	High	0:18:58	0:17:58	0:16:18	0:18:58	0:15:18
	WB	Low	0:19:47	0:19:42	0:18:27	0:19:47	0:18:22
	WB	High	0:19:47	0:19:32	0:17:07	0:19:47	0:16:52
Monument Blvd	EB	Low	0:09:24	0:09:24	0:07:59	0:09:00	0:07:35
	EB	High	0:09:24	0:09:24	0:06:34	0:08:40	0:05:50
	WB	Low	0:12:56	0:12:51	0:11:37	0:12:39	0:11:08
	WB	High	0:12:56	0:12:41	0:10:19	0:12:21	0:09:19
Treat Blvd	EB	Low	0:23:57	0:23:57	0:22:37	0:23:24	0:22:04
	EB	High	0:23:57	0:23:57	0:21:17	0:22:52	0:20:12
	WB	Low	0:16:35	0:16:35	0:15:15	0:16:07	0:14:47
	WB	High	0:16:35	0:16:35	0:13:55	0:15:38	0:12:58
Ygnacio Valley Rd	EB	Low	0:29:46	0:29:46	0:27:16	0:29:39	0:27:09
	EB	High	0:29:46	0:29:46	0:24:46	0:29:36	0:24:36
	WB*	Low	0:17:42	0:17:37	0:15:02	0:17:42	0:14:57
	WB*	High	0:17:42	0:17:27	0:12:22	0:17:42	0:12:07

*Some parts on Ygnacio Valley Rd during PM Peak hour do not have sufficient data. However, segment data is available- Oak Grove Rd to Walnut Creek BART.

Table 23: Average Transit Trip Time for the corridor segments – PM Peak

Agenda Item # 8.b.

County Connection

To: Board of Directors **Date:** January 9, 2025

From: Kyle Boehm, Grants Administrator **Reviewed by:** AMS

SUBJECT: Transit Transformation Task Force Final Report

Background:
On December 2, 2025, the California State Transportation Agency (CalSTA) submitted its final report for the Transit Transformation Task Force to the state legislature, as required by Senate Bill 125. This report is the result of two years of work by a 25-member task force established by CalSTA to solicit and develop recommendations to increase transit ridership and improve the transit experience for all riders in California. As required by law, the task force report included an analysis of services provided by California's transit operators, transit ridership demographics, existing transit funding sources and their eligible uses, the cost to maintain and operate the public transit network, the cost of federal and state mandates, workforce recruitment and retention, state and local policies that impact service efficiency, transit performance measures and oversight, and recommendations on 12 topics that represented hours of discussion between task force members.

Analysis:
Following submission of the report to the legislature, the California Transit Association (CTA) published a letter detailing its response. While CTA views the report as being consistent with the requirements of SB 125, they found the recommendations on the topics of transit funding and Transportation Development Act (TDA) reform to be "insufficiently detailed" and falling short of providing the legislature with a roadmap for legislative action. Specifically, CTA believes that the proposed reprogramming of existing transportation revenue sources, supporting the additional flexibility to achieve self-help goals, supporting value capture, and encouraging efficiencies will only result in minor progress toward transit operators' short-term funding needs, and that the legislature must establish new transit funding sources for transit operators. Additionally, CTA believes that TDA reform paired with new state funding is essential to the long-term stability of public transit, and that the legislature should work with CTA to develop alternative performance measures to the farebox recovery ratio and operating cost per hour requirements currently contained within the TDA.

The other recommendations of the report pertaining to transit safety, security, transit prioritization, first-mile/last-mile connections, land use, transit fleet and asset management, and reducing capital constructions costs were well received by CTA. However, while CTA found that the recommendations on the subjects of transit-oriented development and accessible transportation landed in a "middle-ground" that reflect the interests and input of the Task Force, they fell short of the most impactful recommendations approved by the Task Force related to Medi-Cal reimbursements for nonmedical and non-emergency medical transportation, and reforms to the Surplus Lands Act.

Financial Implications:
None.

Recommendation:
None, for information only.

Action Requested:
None, for information only.

Attachments:
Attachment 1: SB 125 Transit Transformation Task Force Final Report
Attachment 2: California Transit Association Letter RE: California State Transportation Agency's Transit Transformation Task Force Report

SB125 Transit Transformation Task Force Final Report

CalSTA
CALIFORNIA
STATE TRANSPORTATION
AGENCY

Message from the Secretary

It is a true privilege for the California State Transportation Agency (CalSTA) to help shape our State's transit to the benefit of all people. This SB125 Transit Transformation Task Force Report reflects a bold vision for the future of transit in California. More than a document, this final report is a testament to the past two years over which the Task Force has brought together leaders, experts and community voices to develop transformative ideas for transit. This collective effort, time and expertise have proven invaluable toward our goals to improve lives for all Californians. Through robust collaboration and dialogue, members forged a set of guiding principles and recommendations to transform transit in alignment with CalSTA's Core Four priorities of safety, climate action, equity and economic prosperity. California must continue to invest in transit options that are sustainable, convenient, seamless and affordable while also connecting our communities throughout the State. With sustained investment and commitment, this report charts a path toward a more resilient, equitable and sustainable transit system—one that will strengthen communities, drive economic prosperity and inspire future generations to see transit as the backbone of California's shared future. Building on this incredible momentum, we continue pushing forward and are eager to embrace the exciting opportunities that lie ahead for California transit.

Toks Omishakin

Secretary, California State Transportation Agency

Acknowledgements

The California State Transportation Agency (CalSTA) extends our sincere appreciation to the dedicated Transit Transformation Task Force members for their participation in the Task Force process and their work on this report.

Kome Ajise
Southern California Association of Governments

Rashidi Barnes
Eastern Contra Costa Transit Authority

Alix Bockelman
Metropolitan Transportation Commission

Sharon Cooney
San Diego Metropolitan Transit System (MTS)

Chad Edison
CalSTA

Marlon Flournoy
Caltrans
(Meetings 11 to 13)

Ian Griffiths
Stakeholder with Subject Matter Expertise in Transportation

Amy Hance
City of Clovis

James Lindsay
Amalgamated Transit Union

Eli Lipmen
Move LA

Juan Matute
UCLA Institute of Transportation Studies

Kate Miller
Napa Valley Transportation Authority/Vine Transit

Lorelle Moe-Luna
Riverside County Transportation Commission

Seamus Murphy
San Francisco Bay Water Emergency Transportation Authority

Laurel Paget-Seekins
Public Advocates

Michael Pimentel
California Transit Association

Robert Powers
San Francisco Bay Area Rapid Transit District (BART)

Carl Sedoryk
Monterey-Salinas Transit District

David Sforza
Assembly Transportation Committee

Tony Tavares
Caltrans
(Meetings 1 to 10)

Laura Tolkoff
SPUR

Mark Tollefson
CalSTA
(Meetings 1 to 9)

Michael Turner
Los Angeles County Metropolitan Transportation Authority

Kari Watkins
UC Davis

Mark Watts
Transportation California

Melissa White
Senate Transportation Committee

Jim Wunderman
Bay Area Council

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Executive Summary

Transit is more than just a way to get from place to place—it is a vital component of California's vision for a more equitable, prosperous, and environmentally sustainable future. Forward-thinking legislation laid a powerful foundation by recognizing transit as a cornerstone of California's ambitious climate goals. For example, over the past two decades, California passed laws to encourage transit-oriented development and funding for transit improvements to reduce car dependency, and positioned transit as a key solution to reduce greenhouse gas emissions.[1] These laws elevate public transit not only as a solution to meeting California's climate goals, but also as a catalyst for reimagining how Californians live, move, and connect. From integrated, regional planning and transit-oriented development to clean energy innovation, California is charting a path where transit drives progress across every corner statewide.

California's recent housing legislation underscores a growing commitment to building vibrant, transit-connected communities where people can thrive without needing to rely on a car. Recent legislation enabled affordable and mixed-income housing to be built along transit-friendly commercial corridors, and expedited approval processes for urban infill projects, including many near transit.[2] These laws are paving the way for walkable neighborhoods that are affordable, accessible, and sustainable—and they accelerate the creation of homes in the very places where transit can offer the greatest benefit. However, for these laws to work, we need robust, reliable public transportation to serve Californians.

Across California, transit agencies are already proving what is possible when we invest in people, safety, and community. For example, Bay Area Rapid Transit's (BART) Ambassador Program has redefined the rider experience by fostering a sense of presence and care on the system, helping restore trust and safety for thousands of daily riders. In Los Angeles, a groundbreaking, collaborative approach to Measure M united communities and secured transformative, long-term funding to reshape regional mobility. And when

[1] These include the California Green Tariff Shared Renewables Program (S.B. 43, 2014) the California Sustainable Communities and Climate Protection Act (S.B. 375, 2008) and the California Global Warming (A.B. 32, 2006).
[2] These include the California Affordable Housing and High Road Jobs Act (A.B. 2011, 2022); the California Middle Class Housing Act (S.B. 6, 2022); and the California Streamlined Multifamily Housing Approval Act (S.B. 423, 2023).

disaster strikes, transit acts as a lifeline, playing a critical role in mass evacuations and emergency response, such as during California's recent wildfires. These successes show that transit can be an engine for resilience, equity, and shared prosperity.

Transit in California is at a pivotal moment—facing real challenges yet holding immense promise. Declining ridership and revenues and rising costs test the resilience of our systems, even as operators navigate the effects of complex social issues such as the effect of homelessness, the opioid crisis, and more. Still, transit remains essential to achieving a livable climate, equitable access to opportunity, vibrant communities, and a thriving economy.

Transit reduces traffic congestion and greenhouse gas emissions by moving people with fewer vehicles and it supports economic activity by enabling access to jobs, education, healthcare, and commerce—greatly improving quality of life, particularly for those who cannot drive to due to age, ability, or income. California's population is aging, and transit connects elderly or disabled riders to vital accessible services. Additionally, transit fosters more livable, inclusive communities by reducing the need for extensive parking and encouraging walkable neighborhoods. For individual users, public transit can offer an affordable, convenient alternative to car ownership, and transit increases mobility and independence for society at large.

California's transit agencies face challenges driven by falling ridership, declining revenues, and rising costs from inflation, infrastructure needs, land-use patterns, and the transition to zero-emission fleets. Together, these factors threaten transit service reliability and financial stability. Task Force members noted that addressing these challenges requires more than reallocating existing dollars—it could be addressed through increased, flexible, and dedicated revenues and funding, efficiencies in capital and operating spending, and diversified revenue streams such as real estate development, toll revenues, and innovative financing tools. Task Force members also noted that legislative changes that reduce costs and expand agencies' authority to capture value from their assets will advance these goals.

With leadership and smart policy, we can transform public transit into a fast, reliable, and dignified alternative to driving—one that connects millions

more people to what matters most. Going forward, California can lead the nation in creating a transportation system that is truly built for the future.

This report is intended as a starting point for future conversations, and not as a menu of ready-made policy or fiscal proposals. Implementation of the recommendations found within this report will require additional development to determine the necessary resources, statutory changes, or other programmatic changes that would be needed before they can be implemented. This additional detail is beyond the scope of this report.

The Task Force's vision is that public transit is the backbone of a prosperous, affordable, climate-resilient, and equitable California—empowering Californians to move freely, reliably, and sustainably.

1.0 Background: SB125 and the Transit Transformation Task Force

The Transit Transformation Task Force (TTTF or Task Force) was established through SB125 (Chapter 54, Statutes of 2023), which required CalSTA to convene representative transit leadership and subject matter experts from State government, local agencies, academic institutions, nongovernmental organizations, labor and other transit stakeholders. The Task Force's mandate was to develop recommendations to grow transit ridership and improve the transit experience for all users. Based on the Task Force's efforts, CalSTA was directed to prepare and submit a report of findings and recommendations to the Legislature.

The Task Force met 13 times around California between December 2023 and September 2025 to discuss and develop recommendations on the topics stipulated in SB125 for CalSTA's consideration.

To support the development of the report, the Task Force organized its work into three levels: principles, strategies, and recommendations.

- Principles are high-level value statements that articulate what is needed to achieve the Task Force's goals. They serve as a foundation for organizing strategies and recommendations.
- Strategies define the key issue areas, derived from SB 125 enabling legislation. They help group related recommendations under common themes.
- Recommendations are specific actions or initiatives that stakeholders—such as policymakers, state, local agencies, or transit authorities—can consider for implementation.

CalSTA, as chair and convener of the Task Force, engaged in a robust public outreach process. CalSTA compiled recommendations for inclusion in this report , using the input of Task Force members, the Technical Working Group (TWG), Subject Matter Experts (SMEs), and the public. Recommendations were first presented to the Task Force as a staff report, and then were either approved, rejected, or modified during the meetings. Some approved recommendations have not been selected by CalSTA for inclusion in the

report, but are included in Appendix B to document the process. Given the extensive and public nature of this consultation, numerous comments, suggestions, and ideas can be found on the SB125 CalSTA webpage.

In addition to the Task Force meetings, CalSTA formed a TWG as an advisory body to support the Task Force. TWG members included representatives from CalSTA, Caltrans, and technical partners who were identified as subject matter experts with deep expertise and experience in public transit. The TWG members attended monthly meetings to provide expertise and insight on key transit topics for the Task Force to consider.

Lastly, CalSTA conducted over 70 individual interviews with SMEs, including TTTF, TWG members, and other individuals identified by the Task Force and TWG as experts in their field. The information obtained during SME interviews was used to inform TWG and Task Force meetings.

2.0 Recent California Transit Trends and Challenges

Public transit in the U.S. and California is at an inflection point. Overall transit ridership and transit reliability has declined, while increasing traffic congestion has reduced transit operating speeds. At the same time, California has also experienced a noted decline in the perception of transit security. These challenges are not just a California issue, but affect systems throughout the U.S.

Task Force members discussed how urban transit operators face different challenges than suburban and rural operators. However, they also indicated that across the board, the cost to operate transit has risen faster than inflation, causing some California transit agencies to face immediate funding challenges in a post-COVID revenue environment. California also has ambitious climate goals, requiring a reduction of vehicle miles traveled (VMT) by 30% below 2019 levels by 2045.[3] These goals will require a robust, complete, and connected transit network, per the California Air Resources Board (CARB) scoping plan. A transformed transit system is needed to meet California's safety, equity, climate, and economic goals.

Public transit created the original cities and streetcar suburbs of California. In the 21st century, as transit faces increasing competition from new technologies including autonomous vehicles and app-based ride hailing services, public transit can once again be the mode of choice. Research has shown that fast, frequent, and reliable transit service increases transit ridership and mode share at a rate exceeding the rate of investment, while infrequent, slow networks have declining or stagnant ridership.

Task Force members noted that some of the recent California transit trends and challenges include:

- **Local and State governments hinder progress on delivering effective transit.** These include outdated regulations, the absence of transit-first policies, and the fact that transit operators have limited to no control of

[3] California Air Resources Board, "2022 Scoping Plan Appendix E Sustainable and Equitable Communities," *Policy Framework to Advance Sustainable Communities,* November 2022, 4, https://ww2.arb.ca.gov/sites/default/files/2022-11/2022-sp-appendix-e-sustainable-and-equitable-communities.pdf.

the underlying roadways and right-of-way on which they operate. The mandated transition to zero-emission vehicles poses additional operational and financial challenges for agencies. Within the context of the Transportation Development Act (TDA), Task Force members indicated that agencies have struggled to meet farebox recovery and State Transit Assistance (STA) efficiency requirements under current State law. Since full usage of transit funding for both operating and capital is tied to meeting these requirements, agencies may be disincentivized to provide service at times or in areas that are more costly, which ultimately reduces accessibility for transit-dependent riders. Transit agencies lack (in almost all circumstances) control over infrastructure and are instead reliant on processes that may or may not be aligned with serving riders and California's goals. Thankfully, in recent years, significant headway has been made on these issues, but Task Force members indicated that more action is desired. Additionally, Task Force members indicated that budget and funding challenges have presented significant challenges in the context of variable federal, state, and local investments into transit over the years.

- **Administrative, regulatory and policy barriers increase project costs and construction timelines**, hindering transit projects and service delivery. This has made capital projects costlier with negative outcomes on the transit services they enable. In the past, a number of State and local statutes, administrative requirements, and policy decisions (e.g., CEQA, permitting processes, project betterments and mitigations, and land use or housing policies) have impeded transit project and service delivery by inflating project budgets, prolonging delivery schedules, and reducing overall effectiveness. However, in recent years transit agencies, advocates, and California pursued and secured legislation to break through these barriers, demonstrating a shared commitment to reform. Recent legislation has helped speed up project delivery by exempting sustainable transportation projects from CEQA review, increased transit speed and reliability by empowering transit operators to use bus-mounted cameras to keep bus lanes and stops clear, and required Caltrans to set measurable goals for adding complete streets and transit priority facilities on State highways.[4] Together, these bills remove procedural barriers, enforce transit priority,

[4] These include the CEQA Exemption for Sustainable Transit Projects (S.B. 288, 2020 and S.B. 922, 2022), the Video Imaging of Parking Violations Bill (A.B. 917, 2021), and the Complete Streets Bill (S.B. 960, 2024).

and embed walking, biking, and transit into State infrastructure, making California's transit system faster, safer, and more attractive for riders. However, more action is needed, and this report lays out a roadmap for additional reform.

- **Transit ridership has been declining over time,** and this decline accelerated during the COVID-19 pandemic. Transit ridership in California had already started to decline in the 2010s when ridership fell by approximately 11% from 2010 to 2019.[5] There are many drivers of transit ridership decline. Recent research from UC ITS[6] demonstrates that the drivers include sprawl due to housing costs, the availability of drivers' licenses for undocumented people, and the emergence of TNCs. Other key drivers include transit speed, as bus speeds declined 7% from 2002 to 2019 in California, [7] as well as a subprime auto loan market that made it easier for Californians to afford cars. California transit ridership reached its low in April 2020 during the pandemic, with bus boardings down by 73% and rail boardings down by 84% compared with the previous year.[8] This required transit agencies to rethink routes and frequencies and shift policies to meet demand in a post-COVID environment, often determining how to most efficiently allocate service. While ridership has improved following the pandemic, the number of unlinked passenger trips in 2024 was still approximately ~23% lower than 2019 (or pre-COVID) levels, and ~35% below the 2008 peak levels. However, this recovery is uneven, with high performing transit, such as the Van Ness Bus Rapid Transit (BRT), increasing ridership to 130% of pre-pandemic levels on the route.[9] In short, stronger services result in stronger ridership outcomes.
- **COVID-19 changed the way in which riders use transit.** Before the pandemic, transit services typically followed a traditional commuting

[5] During this same time period, passenger miles traveled on transit were still increasing in many regions and Statewide, as longer trips were made by the smaller number of riders.
[6] Brian Taylor, et.al., "Transit Blues in the Golden State: Analyzing Recent California Ridership Trends," *UCLA: Institute of Transportation Studies* (June 2020), xv-xvi, https://escholarship.org/uc/item/32j5j0hb.
[7] U.S. Department of Transportation, "TS2.1 - Service Data and Operating Expenses Time Series by Mode," *National Transit Database*, Accessed June 1, 2024, https://www.transit.dot.gov/ntd/data-product/ts21-service-data-and-operating-expenses-time-series-mode-2.
[8] Brian Taylor, et.al., "Transit Blues in the Golden State: Analyzing Recent California Ridership Trends," *UCLA: Institute of Transportation Studies* (June 2020), ix, https://escholarship.org/uc/item/32j5j0hb.
[9] California State Transportation Agency, "Transit Transformation Task Force Meeting #4 (San Francisco): June 17, 2024 Meeting Presentation," Accessed October 16, 2025, https://calsta.ca.gov/-/media/calsta-media/documents/calsta_tttf4_final_06-17-2024-a11y.pdf. Original data provided by San Francisco Municipal Transportation Authority.

pattern—services were designed for riders coming into a central business district in the morning and leaving in the evening during the workweek. However, after the pandemic travel patterns became less predictable, with more riders traveling during the day to different locations for a variety of reasons. This increase in "anywhere-to-anywhere, all-day travel" represented a departure from the traditional commuter pattern. However, serving these trips is key to making transit work for all, as the historical Central Business District (CBD) oriented systems failed to meet the needs of many Californians.

- **Transit fleet reliability has declined.** Despite transit agencies spending more on operating expenses, transit vehicle reliability generally deteriorated, falling by about 18% across all modes from 2013-2023.[10] While some transit agencies have improved reliability by adopting newer fleets and preventative maintenance practices, others have faced unexpected operational challenges that have led to less reliable service.[11] Additionally, early rollout of zero-emission vehicle (ZEV) buses caused operational and reliability challenges for those agencies, as new battery-electric and hydrogen vehicles have been significantly less reliable than diesel or compressed natural gas (CNG) fleets. For instance, the replacement schedule to transition to ZEV fleets has been delayed due to the inability of manufacturers to keep pace with demand. As a result, some transit agencies must operate older buses that are not as reliable as new buses, while others have ZEV fleets that have been out of service for months at a time.

[10] Analysis is based on the National Transit Database's annual Breakdowns data reports on vehicle mechanical failures (e.g., "2023 Breakdowns," "2022 Breakdowns," etc.) Data was manually aggregated from these Breakdown data reports for the years 2023-2015. For the years 2013 and 2014, annual NTD Breakdown data reports were not available, so the failure rate and total mileage was calculated by merging 2013 Table 16: Revenue Vehicle Maintenance Performance Directly Operated Service (https://www.transit.dot.gov/ntd/data-product/2013-table-16-revenue-vehicle-maintenance-performance-directly-operated-service) with 2014 Table 16: Revenue Vehicle Maintenance Performance Directly Operated Service (https://www.transit.dot.gov/ntd/data-product/2014-table-16-revenue-vehicle-maintenance-performance-directly-operated-service), and merging 2013 Table 19: Transit Operating Statistics Service Supplied and Consumed (https://www.transit.dot.gov/ntd/data-product/2013-table-19-transit-operating-statistics-service-supplied-and-consumed) with 2014 Table 19: Transit Operating Statistics: Service Supplied and Consumed (https://www.transit.dot.gov/ntd/data-product/2014-table-19-transit-operating-statistics-service-supplied-and-consumed).

[11] Jeremy Epstein et.al., "Changing Transit Ridership and Service During the COVID-19 Pandemic," *University of California Institute of Transportation Studies* (October 2022):1-4, https://doi.org/10.17610/T6FC7J.

- **Safety is a growing concern.** The number of assaults on California public transit doubled between 2013 and 2023.[12] To address this, agencies such as BART and LA Metro increased police and community support officers on their systems, which has begun to reverse the trend. Agencies reported challenges in managing homelessness on their system, and operators have begun to dedicate resources to outreach teams, support services, and more to directly address homelessness on system. While the optics around safety present challenges in attracting riders, transit remains the safest way to travel on a per mile basis.
- **Costs have increased, contributing to near-term funding challenges along with variability in funding streams.** Transit agencies in California are facing increasing financial pressures as costs rise faster than inflation. Over the past decade, operating expenses grew approximately 13-18% above inflation, and capital costs increased about 2-6% above inflation.[13] A significant portion of transit agencies' budgets is devoted to insurance and fuel, costs that are largely outside the control of the agencies. In comparison, transit agencies' revenues grew by about 18% for this same time period.[14]
- **Some transit agencies are facing a near-term funding shortfall.**[15] Agencies that relied heavily on passenger fares pre-COVID, such as BART, Metrolink, and Caltrain, face fiscal shortfalls due to decreased ridership and increased operating costs. Additionally, agencies like the San Francisco Municipal Transportation Agency (SFMTA) lost revenue from other sources such as parking fees, which dropped about 30% during the pandemic

[12] Jeremy Epstein et.al., "Changing Transit Ridership and Service During the COVID-19 Pandemic," *University of California Institute of Transportation Studies* (October 2022):1-4, https://doi.org/10.17610/T6FC7J.
[13] National Transit Database data on operating expenditures and capital costs. The range reflects two different methods for the inflation adjustment to go from nominal to real prices. The first method uses the GDP Implicit Price Deflator from the Federal Reserve Bank in St. Louis (FRED) database that is a broad-based measure of inflation across the economy (https://fred.stlouisfed.org/series/GDPDEF). The second method uses the Employment Cost Index from the Bureau of Labor Statistics given the largest cost base at transit agencies is salaries (https://www.bls.gov/eci/). Operating expenses have been normalized by inflation but have not been normalized by changes in VRH/VRM, as the intent of the analysis is to demonstrate growth of total costs (not efficiency measures). Capital expenses have been normalized for inflation and includes all capital expenses (existing and growth) as catalogued in the NTD.
[14] Growth in funding from 2013 to 2023 based on raw data from: U.S. Department of Transportation, "TS1.1 Total Funding Time Series," *National Transit Database*, Accessed January 27, 2025, https://www.transit.dot.gov/ntd/data-product/ts11-total-funding-time-series-2
[15] California Transit Association, "Transit Funding Crisis," March 24, 2023, https://caltransit.org/News/News-Announcements/Newsroom/transit-funding-crisis

and are still below pre-pandemic levels.[16] Temporary federal relief funds, such as those from the Coronavirus Aid, Relief, and Economic Security (CARES) Act and the Coronavirus Response and Relief Supplemental Appropriations (CCRSA) Act, helped mitigate these shortfalls but are now either depleted or nearing exhaustion.[17] Additionally, California made a $5.1 billion dollar investment in transit through SB125 (Chapter 52, Statutes of 2023) that could be used for either operating or capital costs, as well as an additional $3.63 billion of general fund monies (AB 180, Chapters 21, 69 and 240 of the Statutes of 2021) for high-priority rail and transit capital projects statewide.

- **Looking ahead, broader transit funding may face further risks due to shifting economic trends.** The rise in zero-emission vehicle sales and greater fuel efficiency is expected to reduce fuel tax revenues, which support the State Transit Assistance (STA) program. According to the Legislative Analyst's Office, STA funding could decline by approximately $300 million—about one-third of total funding—by 2035.[18] Other funding sources, such as sales tax revenues and diesel sales and use tax, are subject to economic fluctuations, making future revenue streams uncertain. This uncertainty makes it hard for transit agencies to plan for growth and build a robust, reliable system.
- **When transit agencies experience revenue losses, they may resort to service cuts to maintain financial stability.** This can trigger an operational spiral in which reduced service discourages ridership, further eroding revenue, and necessitating additional cuts. Moreover, capital projects such as fleet upgrades, maintenance, and infrastructure improvements will be delayed or downsized, further discouraging ridership. Task Force

[16] San Francisco Public Works, "South of Market Citizen's Advisory Committee," *San Francisco Planning Department*, September 14, 2021, https://sfplanning.org/sites/default/files/documents/cac/SOMACAC_Presentation01-091421.pdf; and San Francisco Municipal Transportation Agency, "Parking Optimization" Presentation, March 18, 2025, https://www.sfmta.com/media/41904/download?inline=

[17] Michael Pimentel, "California transit agencies need more state support," *Capital Weekly*, February 2, 2023, https://capitolweekly.net/california-transit-agencies-need-more-state-support/

[18] Gabriel Petek, "Assessing California's Climate Policies – Implications for State Transit Funding and Programs," *Legislative Analyst's Office*, December 2023, 16., https://lao.ca.gov/reports/2023/4821/ZEV-Impacts-on-Transportation-121323.pdf.

members noted that this can create a downward spiral for ridership and revenues.

- **The mandated transition to zero-emission buses (ZEBs) may result in higher costs for transit agencies.** Under CARB's Innovative Clean Transit (ICT) regulation, all California public transit agencies must shift their bus fleets to ZEBs in phases, with a requirement to achieve 100% fully ZEB transit fleets by 2040. California has made significant investments and programs available to the agencies to support the ZEV transition, including CARB's Clean Truck and Bus Vouchers (HVIP) program, technical assistance, and more. The costs associated with the ZEB transition have strained transit agencies' ability to maintain reliable service while meeting the regulatory requirements. Agencies face higher costs not only for vehicle procurement, but also for charging and fueling infrastructure, maintenance facility expansion and modernization, and workforce retraining. ZEB procurement and maintenance have proven especially challenging for transit agencies. Due to the still-developing nature of the ZEB market, manufacturer-level challenges, and supply-chain constraints, initial purchase costs increased. Challenges with obtaining timely repairs and maintenance often leave vehicles inoperable for lengths of time. Without coordinated investment and comprehensive planning, agencies risk falling behind on zero-emission goals while shouldering significant financial and operational pressures.

2.1 Transformational services and outcomes

This report lays out a pathway that would lead to an increase in transit ridership, ideally in line with California's climate goals. This shift would not only reduce VMT and emissions, but also redefine the way people move, live, and experience their communities statewide.

To achieve this, public transit must become a viable and competitive alternative to driving, especially in urban areas. This means reducing travel times so that a transit trip is fast, frequent, and reliable while providing competitive travel to alternatives. Just as critically, the user experience must be elevated, making transit comfortable, safe, clean, reliable, and seamless for riders. In less urban areas, preserving access to the network and broader destinations are a critical lifeline for communities and should be preserved and strengthened.

Developing housing and mixed-use spaces near high-quality transit must be accelerated to meet California's goal of 1.4 to 2.4 million transit-supportive homes across statewide.[19] By aligning land use policies with transit, California could make a decisive impact on its housing crisis—creating vibrant, walkable communities where people can live affordably and access opportunities without depending on a car. Additionally, without supportive transit, additional density leads to additional congestion, risking the viability of cities across California.

Financially, a thriving transit system must be operationally sustainable. This requires increased, predictable, and flexible funding streams, greater cost efficiency in capital and operational spending, and diversified revenue sources—including fares, real estate assets, toll revenues, and innovative funding mechanisms.

2.2 Accelerating progress on CalSTA's Core Four Priorities

Public transit will be the backbone of future mobility options in California. By addressing its transit challenges, increasing transit ridership, and improving the overall transit experience, California will also be supporting CalSTA's "Core Four" priorities.

- **Safety**: On average, 12 people are killed every day on California roads, and traffic deaths are at a 16-year high.[20] Transit offers a safe alternative to driving, boasting lower crash rates than vehicle travel and lower crime rates than vehicle crimes.[21] A robust public transit network will support California's effort to provide safe mobility options and reduce traffic fatalities and serious injuries to zero.
- **Equity:** CalSTA aims to create an equitable and accessible transportation network for all Californians. Today, over half of California's public transit riders are low-income and non-white. According to 2021 U.S. Census data, almost 60% of California residents who commute via public transit have a

[19] Joe Distefano et.al., "Can commercial corridors solve California's housing crisis?", *Urban Footprint*, August 3, 2022, https://urbanfootprint.com/blog/policy/ab2011-analysis/.
[20] California State Transportation Agency, "CalSTA 2024-2026 Strategic Plan," April 2024, 8. https://calsta.ca.gov/-/media/calsta-media/documents/2024-2026_calsta_strategic_plan-v10-a11y.pdf.
[21] Todd Litman, "Safer than You Think!: Revisiting the Transit Safety Narrative," *Victoria Transport Policy Institute*, September 18, 2025, 26., https://www.vtpi.org/safer.pdf.

household income below $35,000.[22] In San Francisco, 57% of Muni riders are people of color and 70% of riders earn less than $50,000 a year.[23] Additionally, many Californians cannot drive due to their age, abilities, or other factors. According to 2023 statistics, approximately 30% of Californians (including children) do not have a driver's license.[24] A robust public transit network supports California's commitment to transportation equity.

- **Climate Action:** Nearly 50% of all greenhouse gas (GHG) emissions in California come from the transportation sector, and this demands action for a cleaner California. As part of California's plan to reach its carbon neutrality by 2045, CARB targets a reduction in VMT of approximately 30% by 2045.[25] California remains committed to climate action, despite challenges posed by the federal government's recent revocation of CARB waivers for advanced clean trucks (ACT) and advance clean fleets (ACF).
- **Economic Prosperity**: Transportation policy done right creates well-paying jobs, provides affordable options, and powers California's economy. According to the American Public Transportation Association (APTA), transit investments have a 5:1 economic return. These benefits arise through a few different channels including direct time and cost savings from users, concentration of economic and recreational hubs around transit, and stimulus from capital investment.[26]

In addition to supporting these Core Four priorities, transforming transit is also aligned with California's housing and land use goals. California has a goal of building 2.5 million new homes by 2030, with no less than one million units for

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[22] Laura Tolkoff, et. al., "How California Can Help Transit Survive — and Thrive," *SPUR*, March 17, 2023, https://www.spur.org/news/2023-03-17/how-california-can-help-transit-survive-and-thrive#:~:text=According%20to%202021%20U.S.%20Census,do%20not%20own%20a%20car.

[23] Jeffrey Tumlin, "Press Statement – Muni's Impending Fiscal Cliff," *San Francisco Municipal Transit Authority*, May 26, 2023, https://www.sfmta.com/press-releases/press-statement-munis-impending-fiscal-cliff.

[24] U.S. Department of Transportation Federal Highway Administration, "Office of Highway Policy Information - Statistics Series 2023," Accessed June 2023, https://www.fhwa.dot.gov/policyinformation/statistics/2023/dl201.cfm. This is percentage may in fact be higher, because not all people who have licenses can afford to drive or have access to a vehicle at a given time.

[25] California Air Resource Board, "2022 Scoping Plan for Achieving Carbon Neutrality," December 2022, 175 https://ww2.arb.ca.gov/sites/default/files/2023-04/2022-sp.pdf.

[26] American Public Transportation Associate, "Economic Impact of Public Transportation Investment: 2020 Update," April 2020, 1-7, https://www.apta.com/wp-content/uploads/APTA-Economic-Impact-Public-Transit-2020.pdf.

lower-income households.[27] Access to high-quality transit is needed to support higher density land-use both around where people live and their destinations. In turn, higher-density land-use also supports future growth in ridership, which becomes the virtuous cycle we need to transform transit.

[27] California Department of Housing and Community Development, "A Home for Every Californian: 2022 Statewide Housing Plan," March 2022, https://storymaps.arcgis.com/stories/94729ab1648d43b1811c1698a748c136.

3.0 Guiding Principles to Transform Transit in California

TTTF members' guiding principles identify how an increase in ridership and user experience could be achieved.

- **Principle: Transit should be operationally and financially sustainable**

Achieving a more efficient and fiscally sustainable transit system is essential to delivering reliable, high-quality service now and into the future. To support long-term sustainability, California and its transit agencies can take a multi-faceted approach that increases short-term funding flexibility, improves cost efficiency, and maximizes revenue opportunities by strategically leveraging existing assets while pursuing additional funding sources and revenues. Operational improvements such as strengthening workforce opportunities, optimizing fleet and asset management, and modifying the implementation of Innovative Clean Transit (ICT) requirements will be critical to maintaining service levels and meeting evolving demands. By prioritizing financial resilience, transit systems can continue to serve communities effectively and equitably for years to come.

- **Principle: Safety is fundamental**

Safety and cleanliness are essential for a well-functioning public transit network, directly impacting both riders and operators. In California, some transit systems face significant challenges, including assaults on workers and passengers, other crimes, inadequate security presence, poor lighting, and issues related to mental health and homelessness. If riders do not feel safe, other aspects of transit service become irrelevant, making security and cleanliness top priorities. A safe and clean transit environment fosters trust, encourages ridership, and promotes equitable access. Key strategies to enhance safety include strengthening physical security, increasing coordination between transit agencies and social services, standardizing safety policies statewide, and securing dedicated funding for long-term improvements. By addressing these challenges holistically, transit systems can create a more secure and welcoming experience for all.

- **Principle: Provide fast, reliable, connected, and convenient transit services.**

Providing fast, reliable, connected, and convenient public transit services is essential to making transit a competitive, preferred alternative to car travel. Making public transit faster, more frequent, and more reliable would

persuade more Californians to choose transit over car travel while also delivering direct benefits to existing riders and indirect benefits to drivers by reducing congestion.

Improving transit speed, frequency, and reliability requires a multi-pronged approach. Implementing transit prioritization strategies, such as dedicated bus lanes and traffic signal priority, can significantly reduce delays, increase ridership, and improve operational efficiency. In addition, improving transit scheduling, mapping, and wayfinding can help reduce transfer times and improve inter-regional travel. Lastly, improving first- and last-mile access to transit (by reducing the time it takes for riders to get to and from stations) can also reduce total travel times.

- **Principle: Provide transit that is accessible and easy to use for all**

An equitable transit system must be designed to serve everyone—regardless of age, ability, language, or familiarity with transit. Yet for too many Californians, transit remains physically inaccessible, operationally inflexible, or simply too confusing to use. Paratransit and dial-a-ride services, while mandated as critical complements to fixed-route transit, are often costly, difficult to navigate, and limited in availability, creating barriers for seniors and people with disabilities. At the same time, the broader transit network can be unintuitive for riders, with complex wayfinding, inconsistent signage, and confusing booking systems. Improving accessibility and ease of use requires both targeted and network-wide changes. Enhancing coordination across paratransit providers, modernizing booking and dispatch systems, and integrating accessible planning into broader transit investments will expand access while controlling costs. Improving transit accessibility also requires enhancing the passenger boarding and alighting process, such as designating no-parking zones to facilitate bus maneuvering and upgrading bicycle and pedestrian facilities to ensure safe connections to transit. At the system level, ensuring intuitive wayfinding, multilingual information, and simplified fare and service structures will create a more seamless and welcoming rider experience. Ultimately, designing for accessibility and ease of use supports not only those who need it most, but improves transit for everyone—making it a more viable, dependable, and inclusive option across California.

- **Principle: Develop high quality public transit systems to support complete communities**

Transit and land use in California are deeply linked, with higher-density areas generating greater ridership, fueling economic growth, and supporting more destinations near transit. This reciprocal relationship goes both ways: building high-quality transit supports complete communities, and building complete communities supports high-quality transit. Increasing the density of housing, jobs, and services near high-quality transit would make public transportation more accessible, convenient, and successful. In California, population and job density around major transit hubs remains below levels that correspond to higher ridership systems elsewhere, limiting transit's effectiveness and increasing costs.

Significant progress has been made in recent years—and further strengthened through newly-enacted legislation, most notably SB 79 (Wiener, Chapter 512, Statutes of 2025)—which expands opportunities for multifamily, transit-oriented development near major transit stations across California. The law streamlines housing development within designated areas surrounding qualifying transit stations, generally allowing building heights from four to nine stories. Overall density is determined by both proximity to the station—with higher densities permitted closer to the stop—and the type of transit service, with Tier 1 heavy rail stations allowing greater density than Tier 2 light rail stations. Together with local transit-oriented development (TOD) policies already in place, these measures can foster vibrant, connected communities with built-in ridership bases that strengthen the effectiveness and fiscal sustainability of transit systems. By encouraging housing and mixed-use development near stations, the law helps maximize the value of existing transit investments, improve access, reduce travel costs, and enhance quality of life for Californians. Additionally, strengthening partnerships with developers and improving planning processes can help create walkable, transit-oriented communities that reduce car dependence and deliver significant economic and environmental benefits. Beyond enhancing accessibility and livability, TOD offers meaningful financial opportunities. Both international and domestic examples—such as the Mass Transit Railway Corporation in Hong Kong, the Paris Transport Authority (RATP) in Paris, and the Hudson Yards redevelopment in New York City—demonstrate how strategic real estate and joint development can generate substantial long-term revenue to support transit operations. Expanding similar

models in California could improve the fiscal sustainability of transit systems while advancing broader economic, environmental, and equity goals.

4.0 Principles, Strategies, and Recommendations

Throughout this report, the principles, strategies, and recommendations are presented as initial or guiding concepts rather than specific statutory or budgetary proposals. These recommendations would need substantial refinement, and it is the intent of CalSTA that this report serves as a starting point for long-term considerations of transit transformation.

Principle: Transit should be operationally and financially sustainable

Overview: Funding Transit Transformation

As discussed in Sections 1.0 and 2.0 of this report, California's transit agencies face mounting fiscal pressures. Decreases in ridership and corresponding fare revenues, coupled with expensive capital projects (with costs rising faster than inflation), resulted in fiscal difficulty for some systems. Agencies risk cutting service to balance operating and capital budgets, a move that would undermine ridership, reliability, and public confidence, and lead to further budget, service, and ridership reductions. Costs are rising due to several factors outside of typical transit agency control, including broader inflation, lack of control of underlying infrastructure, and land-use patterns. Looking ahead, broader transit funding also faces challenges tied to shifting economic conditions and the transition to zero-emission vehicles, underscoring the urgency of finding solutions that stabilize operations, both now and in the future. Achieving financial sustainability is essential not only to maintain service but also to ensure that transit remains a cornerstone of California's mobility, equity, climate, and economic goals.

However, finding a sustainable path forward will require a multifaceted approach. Transit agencies seek increased, flexible, and dedicated operating funds; greater efficiency in both capital and operational spending; and new, diversified revenue streams—from fares and real estate development to toll revenues and innovative funding mechanisms—to ensure transit transformation. Task Force members emphasized that shifting existing dollars alone will not solve the crisis, and that new, dedicated funding for operations is particularly critical. Task Force members noted that long-term sustainability will depend on empowering agencies to reduce costs and capture and create value from their existing assets, or from those developed in partnership with others—changes

that may require future statutory changes to achieve. While some agencies face a near-term fiscal cliff, longer-term reforms and broader systemic changes are required to ensure transit can not only survive but thrive to help California meet its long-term policy goals. (For a more detailed analysis of transit funding, see Appendix A of this report.)

Over the course of its meetings, the Task Force discussed the need to identify new revenue sources for transit. Three main methods to increase agency revenue emerged:

- **Reprogram Existing Revenue:** There are numerous existing revenue sources (at the local/regional, State, and federal level) that could potentially be reprogrammed or flexed to transit. Additionally, current revenues programmed for or dedicated to capital expenses could be swapped to operating expenses in some cases (however, not without tradeoffs and/or statutory changes).
- **Generate New Value:** While some transit agencies currently pursue joint development and other revenue-generating activities, additional authority could be granted to further the ability to capture the value created by transit service—such as through the strategic use of air rights, tax-increment financing, and long-term development partnerships. Additionally, savings derived from more efficient operations (for example, through bus-only lanes that increase speed or signal priority) can support higher ridership and more cost-effective service. Aligning such policies to ensure that such efficiencies translate into reinvestment in transit operations would further enhance long-term financial sustainability.
- **Raise New Revenue:** New public revenue approaches could be considered—such as optimizing existing public revenue sources or, if warranted, considering new mechanisms within the broader context of current revenue structures and overall fiscal conditions.

The remainder of this Overview discusses these three options in greater detail.

- Reprogram Existing Revenues

  One option to increase transit funding is to reprogram existing revenues at the local, regional, or State level. During TTTF Meeting #4, Task Force members discussed potentially reprogramming funds from capital expenses to operations. Some Task Force members supported this idea, with others noting that reprogramming funds from capital expenses to operating

expenses could jeopardize long-term service sustainability. However, reprogramming could provide a short-term approach for increasing transit agency funding available to support service.

Additionally, there are several Federal and State infrastructure funds that today are largely used for roads that could also be eligible for transit. The largest of these funds include the Federal Surface Transportation Block Grants (STBG) and the Federal Congestion Mitigation and Air Quality Improvement Program (CMAQ). However, for every dollar flexed to transit, a corresponding dollar must be removed from funding other transportation programs, creating difficult tradeoffs that must be assessed and weighed before these concepts are further developed. To help deal with the near-term transit fiscal cliff, the Metropolitan Transportation Commission (MTC) chose to flex $101 million of locally allocated STBG/CMAQ funds to FTA for programming to Bay Area transit operators for preventative maintenance in federal fiscal years (FY) 2024-25 and 2025-26.

Exhibit 1 depicts information on California's largest transit government funding sources, including the entity (federal, regional, or State) empowered to make decisions regarding the funding.

Exhibit 1: Largest California Transit Government Funding Sources in 2023

Local funding Federal funding State funding

Type	Funding source	Amount of funding, $B	Primary source of funds	Funding decision-making entity	Enabling mechanism
Federal	5309 - FTA Capital Program Funds	1.6	Federal Highway Trust Fund	Federal	Infrastructure Investment and Jobs Act (IIJA)
Local	Local tax measures in addition to the Local Transportation Fund	1.5	Sales tax	Regions	Various
State	Local Transportation Fund (LTF)	1.2	Sales tax	Regions	TDA
Federal	5307+5340 - Urbanized Area Formula Program	1.2	Federal Highway Trust Fund	Regions	IIJA
State	State Transit Assistance + State of Good Repair	1.1	Diesel tax and transportation improvement fee	Regions	TDA (STA), SB1 (SOGR)
Local	Taxes raised directly by transit agencies	0.8	Sales taxes, highway tolls, vehicle licensirg fees	Regions	Agency-specific legislation
State	Transit and Intercity Rail Capital Program (TIRCP)	0.7	Vehicle Registration Fees, Cap-and-invest proceeds	California State	GGRF, Senate Bill 1
Federal	5337 - State of Good Repair Grants (SOGR)	0.6	Federal Highway Trust Fund	Regions	IIJA
Local	Local funds from bridges, tunnels, tolls	0.3	Bridge and tunnel tolls	Regions	Region-specific legislation
State	Affordable Housing and Sustainable Communities Program (e.g., Transit-Oriented Development)	0.2	Cap-and-invest proceeds	California State	GGRF

During Task Force meetings, some members advocated for transit agencies' "ability to compete for State homelessness and public safety funding"—

sources that transit has not traditionally been allowed to access. Some recommendations address this topic. Other members suggested exploring "formal agreements between health plans and transit agencies to redirect Medi-Cal managed care funds," which are currently used for private transportation services, to instead support public transit.

- Generate New Value

Expanding the ability of California's transit agencies to capture the value created by transit-oriented development and economic activity is an important strategy for long-term financial sustainability. While many agencies already engage in limited joint development or related efforts, these tools remain modest compared with international models (e.g., Paris, Hong Kong) and domestic examples such as New York City's Hudson Yards, where transit investments are directly linked to development-driven revenue that supports ongoing service and system growth.

The Task Force identified opportunities to build on existing practices by enabling agencies to more fully leverage their assets and station areas. Strategies such as development on agency-owned land, expanded tax-increment financing tools, station-area commercial and retail uses, air-rights development, and aligning revenue from managed lanes or congestion pricing with transit can generate recurring revenue, diversify funding, and reduce reliance on traditional public sources. These approaches also stimulate housing, commercial, and mixed-use development, attract private investment, create jobs, and position transit as a long-term economic catalyst.

Better coordination between transit agencies and infrastructure owners—particularly to implement transit-priority projects—can further increase efficiency, ridership, and system value. While revenues may grow gradually, expanding and modernizing value-generation tools over time can significantly strengthen the fiscal resilience of California's transit systems while supporting housing, climate, economic, and equity goals.

Transit agencies operating in larger metropolitan areas, with significant station footprints and development potential, may be especially well-positioned to expand revenue generated directly from their assets and surrounding land uses. While these revenue streams typically start modestly, scaling value-capture strategies and development authority over time could contribute to a more stable foundation for long-term financial health.

- Raise New Revenue

Another method to generate additional revenue for transit agencies is to adjust existing public revenue sources or consider establishing new ones. During Task Force Meetings #8 and #10, the Task Force discussed taxes that are current sources of transit funding, including sales tax, fuel tax, and cap-and-invest, and the longer-term implications for the revenue generated by those sources. There are significant challenges with raising new revenues, as evidenced by Task Force discussions and challenges in finding alignment during Task Force meetings. Other new revenue sources mentioned by Task Force members include road user charges and congestion pricing. During Task Force meetings, members suggested and supported several potential funding concepts for consideration, such as:

- Implement new State funding mechanisms to stabilize transit agencies in the near-term, increase and enhance transit service in the mid-term, and deliver transit service that aligns with the goals of the report over the long-term.
- Implement new State funding mechanisms for transit capital projects that increase, enhance, and maintain transit service and deliver transit service that aligns with the goals of this report and other State mandates.
- Consider funding alternatives to replace fuel taxes, including allowing transit operations and capital as eligible expenses (among other expenses) for funds raised from both passenger and commercial vehicles.
- Evaluate means to allow maximum flexibility to transit agencies when expending State transportation funds (e.g., Article 19).

While there are a wide range of potential revenue sources, they all come with potential limitations and trade-offs. Considerations of revenue approaches should be grounded in long-term fiscal sustainability and affordability, sequenced in a way that first prioritizes operational efficiencies and maximizes revenue from existing assets before evaluating additional public revenue options. Such considerations would also need to reflect existing operational needs and current public revenue sources that sustain transit systems, as well as the broader economic conditions of individual systems and the communities and regions that support them.

Topic Area: New Options for Revenue Sources (1.f.6)

In the long term, transit funding can be increased and diversified by reshaping existing resources and creating new revenue opportunities.

Key strategies and recommendations related to new options for revenue sources are listed below. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

Strategy 1: Reprogram and re-focus existing revenues.

Recommendations

- 1.A. Identify opportunities to support regions that reprogram Federal Highway Administration formula funds for transit uses as allowable by law.

Strategy 2: Support local communities in raising revenues.

Recommendations

- 2.A. Consider additional flexibility for transit agencies, regions, or voters to place measures on the ballot by allowing transit agencies and regions to have authority to place measures on the ballot for portions of their service areas or entire service area, similar to how cities can place taxes on the ballot without enabling legislation.

Strategy 3: Generate new revenue through value-capture.

Recommendations

- 3.A. Give transit and other government agencies the ability to sell air rights or other development incentives to create development opportunities above and near transit stations and facilities to generate additional revenue via sale and/or investment. This has been partially achieved by recent legislation, including SB 79, but could be formalized and expanded.
- 3.B. Explore opportunities to allocate revenue from managed lanes and other forms of pricing in California's most congested regions to fund transit service, giving travelers reliable alternatives to driving alone.
- 3.C. Update increment financing tools to make it easier for transit agencies to capture value and establish districts, with a specific focus on removing the number of bodies and approvals needed to create a tax increment financing (TIF) district.

Topic Area: Reforming the Transportation Development Act (1.f.4)

The Transportation Development Act was established in the 1970s during the transition from private to publicly operated transit systems to ensure a stable and continuous funding source to develop, maintain, and operate public transit. The TDA consists of two primary funds: the Local Transportation Fund (LTF) and State Transit Assistance (STA), each with specific qualifying requirements.

The TDA uses outdated performance metrics such as the farebox recovery ratio (FRR) and operating cost per hour requirements for both LTF and STA funding. Task Force members indicated that these metrics discourage service expansion and innovation, and that alternative performance measures would more accurately assess transit service effectiveness. For example, a UCLA Institute of Transportation Studies report cited several alternative performance goals, including maximizing cost efficiency, increasing service, increasing accessibility, increasing access to destinations, improving reliability, and maximizing ridership.[28] The Task Force identified the development of alternative performance metrics as an area in need of more thorough investigation and legislation.

Lastly, Task Force members identified several strategies and recommendations to reform the TDA, including simplifying reporting requirements, alleviating the burden caused by existing penalty structures, improving funding predictability, and aligning incentives across funding programs. Task Force members expressed support for eliminating the unmet transit needs process altogether to require money to be spent on transit, and if there is no transit system in an area, the money could be flexibly redirected to other transit needs. While discussed, these concepts are not included in the recommendations related to TDA reform.

Key strategies and recommendations related to TDA reform are listed below. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

[28] John Gahbauer et. al., "An Assessment of Performance Measures in the Transportation Development Act," *UCLA Institute of Transportation Studies (*August 28, 2019):1-109, https://escholarship.org/uc/item/0dk5g542.

Strategy 4: Improve predictability of long-term funding.

Recommendations

- 4.A. Remove farebox recovery penalty, require agencies to establish plans and use future TDA funding to address deficiencies identified in audit process if not meeting targets. Establish a working group with statutory deadlines for developing draft and final metrics and performance measures—bringing together regions, transit agencies, and state entities. Update performance measures on a recurring basis and replace the existing farebox recovery and cost-inflation penalties.

Strategy 5: Align incentives.

Recommendations

- 5.A. Use TDA working group to develop accountability mechanisms for when infrastructure owners are driving challenges for transit agencies by leveraging other sources of funds. Leverage the triennial audit process to do so.
- 5.B. Update other formulaic funding programs (i.e., LCTOP, SGR) to align with revisions to TDA reporting requirements and incentives.
- 5.C. Update TDA to better align with criteria in State discretionary investment programs.
- 5.D. Establish clear, peer-based performance metrics for agencies to follow. Account for sectorial issues (i.e., recessions, loss of sales tax revenue) inside the performance measures and inside TDA accountability process.

Strategy 6: Simplify reporting requirements for funding and increase transparency to the public.

Recommendations

- 6.A. Identify opportunities to provide additional technical assistance to agencies to meet reporting requirements and aim to shift reporting to use existing NTD and GTFS data.

Topic Area: Oversight and Reporting (1.f.5)

California's transit sector relies on multiple funding sources, with at least 35 different funding programs contributing to transit operations. Transit agencies in California receive 90% of government funding through formula programs, and approximately 90% of funds are primarily allocated by Regional Transportation Planning Agencies (RTPAs) and Metropolitan

Planning Organizations (MPOs) together with transit agencies.[29] This includes most of the formula funding (e.g. Federal 5307 Urban Area Program Funds, State Transit Assistance, Local Transportation Funds, Low Carbon Transit Operations Program) as well as revenues raised directly by transit agencies through fares, sales taxes, or property taxes. Federal funds for transportation in California are allocated by a mix of the State and regions. While this approach effectively funds regional priorities, it also creates complexities in oversight and reporting.

The numerous funding agencies results in overlapping reporting requirements for both federal and State programs. This redundancy increases administrative burdens on transit agencies, requiring significant staff time and resources while also raising the risk of reporting inconsistencies. Discretionary grant programs tend to have even more demanding administrative requirements, further complicating compliance efforts.

The TDA compounds these challenges with additional administrative requirements. As noted in the previous section, TDA funding has many of the most onerous reporting obligations, making it ripe to streamline administrative processes. Finally, Task Force members recommended "encouraging the consolidation of grant programs across State agencies to reduce duplication." While exploring this idea is worthwhile, it is not included in this report as a formal recommendation from CalSTA, as it would require extensive discussions with other stakeholders.

Key strategies and recommendations related to transit oversight and reporting are listed below. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

Strategy 7: Reduce administrative burden.

Recommendations

- 7.A. Streamline grant and TDA reporting processes to a single report, determine a single California State agency to manage reporting across all

[29] Revenue sources compiled from raw data including: California State Controller's Office, "Revenues broken down by Transit Operator, "*Transit Operators Financial Data,* Accessed January 27, 2025, https://transit.bythenumbers.sco.ca.gov/#!/year/2024/revenue/0/entity_name and U.S. Department of Transportation, "Funding Sources," *National Transit Database,* Accessed January 27, 2025, *https://www.transit.dot.gov/ntd/data-product/2023-funding-sources*. Programs classified based on individual program funding guidelines on allocation and governance.

programs, grants, on a unified application. Align this report to information already collected in the NTD reporting process.

- 7.B. Create a statewide, publicly accessible dashboard allowing members of the public and agencies to view the data collected and performance information for each agency.
- 7.C. Reduce the timeline for distribution of funds and allow flexibility and guarantees where possible inside each grant program.
- 7.D. Build capacity at the statewide level to manage and distribute funds effectively and within clearly defined KPIs and time limits.

Strategy 8: Simplify grants.

Recommendations

- 8.A. Consolidate, standardize, digitize, and streamline State grant applications to reduce administrative requirements and decision and distribution timeline. Allow one State grant application to be used for multiple grant programs or funding types.
- 8.B. Create and maintain a master agreement between each applicant agency and the granting agency so that repetitive terms and boilerplate for all grants are in a single document rather than executed ad hoc with each grant.
- 8.C. Organize the grant administration system around the recipient and not around the project so that grantors and recipients can see their historical grants and track their progress.
- 8.D. Create an opt-in capacity for rural and small agencies to receive assistance with grant applications, compliance, and reporting requirements, recognizing that they may lack sufficient staff to understand their eligibility, compete effectively or ensure full compliance.
- 8.E. Offer rural and small agencies technical assistance in initiating their projects so that preliminary engineering and project costs are known in advance of applying for funding.

Topic Area: Capital Construction Costs and Timelines

Transit capital construction costs in California are among the highest in the world, with U.S. rail expansion projects averaging nearly twice the global cost of $456 million per mile.[30] Between 2018 and 2023, California transit agencies spent approximately $30 billion on capital expenditures, with the

[30] Marron Institute, "What the data is telling us," *Transit Costs Project*, Updated May 8, 2025, https://transitcosts.com/new-data/

majority directed toward rail projects.[31] While these high costs pose significant challenges, some agencies have successfully reduced expenses. For example, BART's *Fleet of the Future* project replaced 775 train cars over six years and came in 15% under budget, saving $394 million through strategies such as in-house engineering and faster delivery timelines.

The Task Force identified reducing capital construction costs and timelines as a key strategy to deliver more efficient and higher ridership transit services faster. Strategies to support this goal include strengthening public-sector capacity for project delivery through technical guidance, training, and new procurement tools, while also addressing regulatory delays by streamlining permitting processes, expediting environmental reviews, and granting broader master permitting authority. Together, these measures can improve cost efficiency, accelerate project delivery, and enable agencies to better meet California's growing transit infrastructure needs. The Task Force highlighted that several of these recommendations would drive certainty on scope, cost, and schedule earlier in a project, but may not result in absolute declines in project costs (notably, the contracting method recommendation 9.E. below).

Key strategies and recommendations related to reducing capital construction costs and timelines are included below. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

Strategy 9: Reduce timelines to deliver capital projects.

Recommendations

- 9.A. Use NEPA oversight delegation authority at Caltrans or CHSRA to complete NEPA in an expedited manner.
- 9.B. Consider, in order to limit delays and change orders, requiring that stakeholders waive rights and limit design changes beyond certain phases for high priority and complex transit and rail projects, to ensure that scope does not change.
- 9.C. Consider legislation to limit timelines for permitting agencies to engage or risk waive rights to future legal objections to project if they do not engage in the earlier phases.

[31] U.S. Department of Transportation, "TS3.1 Capital Expenditures Time Series, 2018–2023," *National Transit Database,* Accessed January 27, 2025, https://data.transportation.gov/Public-Transit/NTD-Annual-Data-View-Capital-Expenses-by-Mode-/2667-vitc

- 9.D. Formalize service-led planning to reduce construction costs and develop clear roles and responsibilities between State, regional agencies, transit agencies, or local jurisdictions.
- 9.E. Explore ways to allow alternative procurement methods, such as Construction Manager/ General Contractor (CMGC) or Construction Manager at Risk (CMAR), statewide, rather than just at certain agencies, per current law.
- 9.F. Consider allowing infrastructure owners (including transit agencies) to have master permitting authority for priority rail projects to reduce delays and costs. Alternatively, allow for by-right permitting of certain types of transit projects to prevent extractive permitting processes by infrastructure owners. Additionally, give transit agencies franchise rights with utilities, similar to cities, to reduce the cost of utility relocations.
- 9.G. Consider streamlining certain types of permits, while making other permits by right for high priority transit projects.
- 9.H. Establish opt-in statewide design guidelines for transit and rail projects interaction with the public right of way. Ensure that public agencies that do not use them are not penalized on the funding of their projects.

Strategy 10: Grow public-sector capacity.

Recommendations

- 10.A. Develop guidance for development of business cases and enhance benefit cost analysis, including project scope, cost, schedule, risks, and technical assistance, for various funding programs and grant applications with a goal of more robust decision making to support federal investment.
- 10.B. Procure project delivery software that can be used by transit agencies, local jurisdictions, and regional agencies.
- 10.C. Develop an inventory of standard materials costs, and lower cost of materials with volume buying.
- 10.D. Consider authorizing regional collaboratives to develop institutional expertise, available for project consultation along with a statewide center of excellence to aid with hiring. Consider possible new models for project delivery that rely on larger organizations to deliver megaprojects, such as a shared single project delivery organization per region.

Topic Area: Transit Fleet and Asset Management (1.f.1.F)

California's transit systems face mounting financial and operational challenges tied to fleet and asset management. Rising costs, driven by fixed

expenses, declining fare revenue as a percentage of costs, and higher insurance premiums, have left agencies vulnerable to further service degradation and financial instability. Additionally, there is CARB's Innovative Clean Transit regulation, which requires all fleets to be zero emissions (ZE) by 2040. While critical to meeting climate goals, the transition is financially and operationally complex, requiring agencies to absorb higher upfront vehicle costs for a greater number of vehicles (in general, more than one ZE vehicle is needed for each non-ZE vehicle replaced), expand electrical capacity, build charging and fueling infrastructure, and adapt maintenance protocols and routing strategies, all while securing the technical expertise and workforce needed to implement these changes. While this has raised costs for transit agencies, as mentioned above, California has provided significant financial and technical support to transit agencies to help execute on the transition to zero emission vehicles.

Despite these challenges, improvements in fleet and asset management offer a path to greater resilience. Modernizing transit systems can strengthen service reliability, reduce long-term operating costs, and provide cleaner, more efficient transportation. A well-planned transition to ZE fleets will significantly cut greenhouse gas emissions, improve air quality, and advance California's climate commitments. Ensuring agencies have the financial resources and operational support to manage this transition will be essential to maintaining high-quality, accessible service for communities across California.

Finally, Task Force members recommend that we should "encourage transit agencies to consider shared training programs, and for California to invest in apprenticeship programs (e.g., on vehicle maintenance)." While this is a potentially valuable topic for further exploration, further development of this concept would require additional discussion with stakeholders.

Key strategies and recommendations that support improved fleet and asset management are listed below. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

Strategy 11: Encourage review and discussion of ICT requirements and solutions.

- 11.A. Perform a comprehensive review of ICT requirements, potential solutions, and associated impacts focused on identifying strategies that

help transit agencies meet zero-emission fleet mandates in a financially sustainable and operationally feasible way while maintaining reliable, high-quality service. This could be carried out by a separate dedicated task force with recommendations to the administration and Legislature.

Strategy 12: Coordinate with and incentivize manufacturers to collaborate on zero-emission bus and paratransit vehicle fleet.

Recommendations

- 12.A. Collaborate on creating and purchasing standardized specifications of zero-emission buses and paratransit vehicles to allow suppliers to scale production.

Strategy 13: Streamline procurement requirements and timelines.

Recommendations

- 13.A. Allow agencies to opt-in to regional or statewide joint procurement contracts to aggregate demand, and reduce costs for buses, parts, components, energy (e.g., with utilities, hydrogen providers), and other technologies expanding upon the Department of General Services (DGS) existing fleet procurement infrastructure.
- 13.B. Authorize grantee agencies to use job order contracting authority (JOC) to streamline maintenance and reduce project costs, avoiding the need for continuous procurement for routine work.
- 13.C. Expand Master Service Agreements (MSAs) for rolling stock and transit technology purposes to be administered through DGS or California Association of Coordinated Transportation (CalACT).

Strategy 14: Encourage shared maintenance and infrastructure support.

Recommendations

- 14.A. Consider building out or facilitating the creation of shared facilities at known sites, allow legislatively for easier interagency agreements, procurements, and ownership.
- 14.B. Amend California's rules and procedures to allow for co-location of charging and fueling as an opportunity to partner with schools and Caltrans, and to charge private freight to use charging facilities.

Strategy 15: Advise State to provide opt-in technical assistance for asset management capabilities.

Recommendations

- 15.A. Develop opt-in Statewide capacities to assist transit agencies with project delivery and asset management.
- 15.B. Provide technical assistance for agencies that request it in identifying and prioritizing routes for fleet transitions that are most suitable for either electric or hydrogen buses.

Strategy 16: Procure or create software and digital tools for asset management.

Recommendations

- 16.A. Procure centralized software for asset management tools and predictive maintenance (or adding to California's Software Licensing Program) and make it available to all agencies, with their oversight and input.
- 16.B. Create life-cycle cost assessment tools under a similar, shared services model.

Topic Area: Workforce Recruitment, Retention, and Development (1.f.3)

While California's bus and rail transit systems employ approximately 33,000 people, they face persistent workforce challenges that threaten service reliability and long-term sustainability. Recruitment remains a critical issue, with national vacancy rates for bus operators and mechanics reaching 17% and 10% respectively in 2022. Retention has also worsened, as turnover in California's transit sector has risen by 40% since 2010, reaching 9% in 2022. Compounding these issues, 38% of employees in California's urban transit systems are aged 55 or older—far higher than the 24% average across other sectors—underscoring the urgency of developing the next generation of transit workers. Barriers such as complex certification processes, unaffordable housing near jobs, and fragmented workforce development efforts further strain recruitment and retention, highlighting the need for coordinated strategies and stronger partnerships.

Task Force members emphasized that meeting these challenges will require innovative solutions, increased funding, and collaboration with labor and educational institutions. Promising models already exist in California and across the country: Golden Gate Transit provides pre-application support

English classes to ease entry barriers;[32] the Central Ohio Transit Authority offers higher pay for less desirable shifts to improve retention;[33] and LA Metro has partnered with community colleges to create a Career Pathways Program that builds structured opportunities for workforce development.[34] Expanding these kinds of initiatives, supported by State and federal investment, will be essential to cultivating a stable and skilled workforce capable of sustaining California's transit systems into the future.

Key strategies and recommendations that support improved workforce recruitment, retention, and development are listed below. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

Strategy 17: Expand candidate pool and reduce barriers to entry for transit roles.

Recommendations

- 17.A. Expand partnerships with K-12 education, community colleges, trade schools, and re-entry programs and other programs to increase size of candidate pool and train potential candidates.
- 17.B. Create a centralized job board for transit agencies that are in the same transit region to advertise vacancies, share a talent pool, and better match candidates to positions.
- 17.C. Create a Statewide campaign to increase interest in careers in public transportation.
- 17.D. Re-evaluate age requirements for bus operators.
- 17.E. Align Federal and State regulations around drug tests, particularly as it relates to cannabis.
- 17.F. Create an on-the-spot in-person interview and hiring process, and provide on-site examination for operators rather than requiring applicants to go test at the DMV.

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[32] *Transit Workforce Center*, "Case Study: Golden Gate Transit and Amalgamated Transit Union Local 1575," Accessed October 14, 2025, https://www.transitworkforce.org/case-study-win-partnership-ca/.
[33] American Public Transportation Association, "Transit Workforce Shortage Synthesis Report," March 2023, 25, https://www.apta.com/wp-content/uploads/APTA-Workforce-Shortage-Synthesis-Report-03.2023.pdf.
[34] Los Angeles County Metropolitan Transportation Authority, "Metro Career Pathways," September 2017, https://libraryarchives.metro.net/BOD/191218-Career-Pathways-Brochure.pdf.

- 17.G. Allow in-house examiners to fulfil the certification requirements through tests administered to multiple transit agencies within a region (i.e., instead of current 10-test requirement).
- 17.H. Establish a shared pool of vehicle simulators distributed across agencies within a region to expedite the certification process, especially for smaller transit agencies.

Strategy 18: Expand training and mentorship programs for agencies to ensure employees have required skills and visibility into career pathways.

Recommendations

- 18.A. Create centralized training programs that can be used by agencies in the same transit area in coordination through labor partners (e.g., through trade schools and fund placements).
- 18.B. Standardize credentials, curriculums, and onboarding materials that can be recognized across transit agencies.
- 18.C. Connect transit agencies to academic institutions (e.g., community colleges) or other entities to train employees for emerging skill requirements (e.g., maintenance of electric vehicles and autonomous vehicles).
- 18.D. Encourage transit agencies to establish formal mentorship, apprenticeship, or shadow programs to provide new employees with visibility into roles a few levels above.

Principle: Safety is fundamental

Topic Area: Safe and Clean Environment for Passengers and Operators (1.f.1.C)

Safety and security challenges within transit systems impact both transit workers and riders. Research has shown that the rates of fatal crashes and crime are both lower on public transportation than on roadways, that safety risks on public transit are relatively low, and transit travel is significantly safer than vehicle travel.[35] Yet many public transit systems in California face safety and cleanliness challenges, including assaults on transit workers and riders,

[35] Todd Litman, "Safer than You Think!: Revisiting the Transit Safety Narrative," *Victoria Transport Policy Institute*, September 18, 2025, 26., https://www.vtpi.org/safer.pdf.

crime, inadequate security presence, poor lighting, and issues related to mental health and homelessness. Safety is a fundamental requirement for effective transit service—and if riders do not feel safe, other aspects of the system become irrelevant, making safety and cleanliness top priorities. Ensuring a secure and clean environment fosters trust, encourages higher ridership, and promotes equitable access to transit. Additionally, safety concerns are closely tied to ridership levels, as greater passenger presence can contribute to a perception of increased security, while cleanliness enhances the overall sense of safety. Task Force members expressed support for allowing transit agencies to be eligible for homelessness funding programs. While discussed, these concepts are not included here as CalSTA-specific recommendations, as this concept would require additional discussion and coordination with stakeholders in the housing and homelessness space.

Key strategies and recommendations that support providing a safe and clean riding experience for riders and operators include the following. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

Strategy 19: Allocate dedicated safety and security funding.

Recommendations

- 19.A. Allocate dedicated funding for improving safety infrastructure (e.g., protective barriers, lighting) at transit stations and bus stops, and employing safety-related personnel.
- 19.B. Allocate dedicated funding for de-escalation and violence mitigation training specific to transit employees.

Strategy 20: Ensure coordination at the Statewide level between agencies.

Recommendations

- 20.A. Develop Statewide safety and security standards (e.g., guidance on directing individuals to wraparound services, addressing mental health and substance abuse challenges).
- 20.B. Examine opportunities to regionalize prohibition orders within the existing legal framework.
- 20.C. Encourage commercial development (e.g., platform kiosks, station stalls, exterior shops) at stations to improve perceived safety.

- 20.D. Implement surveys for priority populations (e.g., seniors, women) to monitor safety of transit systems.

Strategy 21: Improve coordination with Health & Human Services Agencies to ensure comprehensive health-related safety and security responses.

Recommendations

- 21.A. Increase presence of safety professionals on transit systems through safety ambassadors, crisis intervention specialists, and/or uniformed officers, leveraging coordination with local police departments.
- 21.B. Coordinate with health and human services agencies to implement services for unhoused people on and around transit systems.

Strategy 22: Implement physical security measures for frontline transit workers and riders.

Recommendations

- 22.A. Install protective doors for bus operators consistent with safety operations and per union agreement.
- 22.B. Improve surveillance and response capabilities by constructing emergency communications equipment and systems, increasing security cameras, and quality of cameras, and implementing technology to identify prohibited individuals.
- 22.C. Update signage in and around stations for better navigation and safety, including reducing speed limits around transit stops.
- 22.D. Increase lighting and other safety features in the areas surrounding transit stations to ensure safety on a first/last mile trip.

Principle: Provide fast, reliable, connected, and convenient transit services

Topic Area: Transit Prioritization (1.f.1.D)

Transit prioritization refers to the strategies and infrastructure improvements that enhance the speed, frequency, reliability, and efficiency of bus and light rail transit by reducing delays caused by general traffic congestion. Transit prioritization is needed when buses and light rail vehicles operate in mixed right-of-way scenarios with vehicle traffic. As congestion increases in areas where transit does not have traffic priority measures, transit service becomes slower and more expensive to provide, as depicted in **Exhibit 2**.

Exhibit 2: Cost to Provide 10-Minute Bus Frequency for SFMTA, 6 AM – 12 AM, daily[36]

Travel time and cost increase together

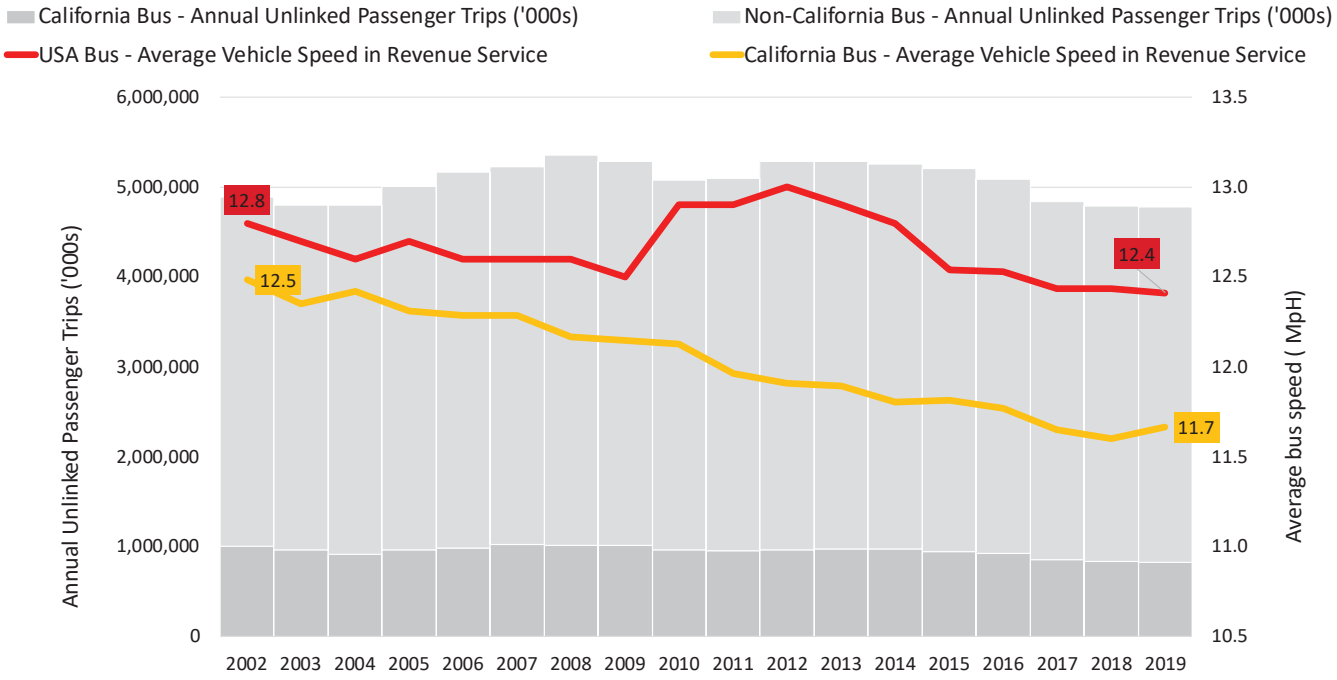
Travel Time	Buses Required	Annual Cost
30 minutes		$4 million
45		$6 million
60		$8 million
75		$10 million

Assumes operating cost of $200/hour per vehicle for example purposes only. Actual costs vary by mode.

Over the past 25 years, average bus speeds have declined markedly in both the U.S. and California among agencies, as depicted in **Exhibit 3.** This decline leads to increased costs and decreased ridership.

[36] California State Transportation Agency, "Transit Transformation Task Force Meeting #4 (San Francisco): June 17, 2024 Meeting Presentation," Accessed October 16, 2025, https://calsta.ca.gov/-/media/calsta-media/documents/calsta_tttf4_final_06-17-2024-a11y.pdf. Original data provided by San Francisco Municipal Transportation Authority.

Exhibit 3: Average U.S. and California Bus Speeds[37]



Transit prioritization strategies and infrastructure include dedicated bus lanes, Transit Signal Priority (TSP) for buses, and transit stops that are strategically placed and designed to minimize delays and allow passengers to board and alight efficiently. Enhancing the reliability and speed of bus services through transit prioritization can improve ridership, revenue, and operational efficiency by delivering better service with fewer resources.

However, scaling these initiatives is challenged by the high costs and lengthy timelines associated with road modifications, including planning, design, environmental reviews, community input, permitting, and construction. For instance, the Van Ness BRT project in San Francisco

[37] https://calsta.ca.gov/-/media/calsta-media/documents/calsta_tttf4_final_06-17-2024-a11y.pdf U.S. Department of Transportation, "TS2.1 - Service Data and Operating Expenses Time Series by Mode," *National Transit Database*, Accessed June 1, 2024, https://www.transit.dot.gov/ntd/data-product/ts21-service-data-and-operating-expenses-time-series-mode-2.

increased bus speeds between 25% - 36%, and ridership reached 130% of pre-pandemic levels. Despite these benefits, the project took nearly 20 years to complete.

Finally, TTTF members noted that to achieve successful BRT and transit priority implementation at scale, it would help to "fund planning and engineering resources at the State level for easier implementation of transit priority infrastructure at the local level."

Key strategies and recommendations to accelerate and reduce the cost of delivering transit priority infrastructure at scale include the below. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

Strategy 23: Standardize, support, and scale transit priority infrastructure.

Recommendations

- 23.A. Establish Statewide procurements for technology, equipment, and materials that are needed for Transit Signal Priority (TSP), preemption, and other infrastructure that can be leveraged to lower costs and encourage standardization.
- 23.B. Update the California Manual on Uniform Traffic Control Devices (CA MUTCD) to include TSP and preemption for transit routes where applicable. Create TSP guidelines & standards that can be leveraged in any jurisdiction. Work to encourage collaboration between cities and agencies to enable TSP at scale.
- 23.C Encourage implementation of transit priority and bus rapid transit features on the State right of way, such as bus-only lanes or queue jumps and ensure that the State Highway Network can be used by Transit riders.
- 23.D. Make permanent the authorization for transit agencies to use readily available camera technology to discourage illegal parking in transit-only lanes and at transit stops where parking is already prohibited under existing law, as well as other violations.

Strategy 24: Expedite delivery of transit-supportive infrastructure and strategies.

Recommendations

- 24.A. Allow for exemption or preemption of local permitting requirements on identified priority transit routes.

- 24.B. Establish a by-right permitting mechanism for transit infrastructure – bus shelters, transit priority, TSP, etc. inside each city and on the State right of way.
- 24.C. Establish a Statewide TIGER team to assist with the implementation of BRT and Bus Only lanes Statewide to assist with planning, engineering and implementation in all jurisdictions.
- 24.D. Establish a streamlined process for adding stops and stations, and a process that involves members of the transit riding community before a stop or station can be removed.

Strategy 25: Coordinate and collaborate to deliver infrastructure across jurisdictions.

Recommendations

- 25.A. Develop a framework on roles and responsibilities for TSP and BRT implementation for use Statewide.
- 25.B. Convene a Statewide working group for local jurisdictions, regional agencies, and transit agencies to discuss and solve common issues in implementing TSP.

Strategy 26: Establish flexibility with State funding sources.

Recommendations

- 26.A. Update State funding programs and guidelines to encourage the delivery of transit priority infrastructure.

Topic Area: Service and Fare Coordination or Integration (1.f.1.A) and Coordinated Scheduling, Mapping, and Wayfinding (1.f.1.B)

When transit riders take trips that cross agency boundaries, many face higher costs and added hassle; riders may have to pay multiple fares, navigate different payment systems, or go through multiple eligibility checks for youth or senior discounts. Service and fare coordination can ease these challenges through standardized regional fare systems, common discount verification, and Statewide or regional support for integration. For transit agencies, fare and service integration raises challenges including potential revenue losses associated with transfers as well as technology hurdles. Overcoming these challenges requires a collaborative approach, leveraging policy, funding, and technological solutions to create a more seamless transit experience.

Equally important is coordination of scheduling, mapping, and wayfinding across transit agencies. Currently, California transit riders often need to transfer between transit operators due to service area boundaries and journey distances. Coordination between transit agencies occurs inconsistently, varying by region and agency, with no standardized approach. Regional transit agencies have an opportunity to enable regions to improve coordinated scheduling, mapping, and wayfinding—and to empower and resource regional agencies to designate key transit hubs and stations, in consultation with cities, counties and transit agencies, where clear standards and wayfinding will apply. Throughout the Task Force process, CalSTA staff brought several sets of draft recommendations on scheduling, mapping, and wayfinding to the Task Force. The Task Force discussed the draft recommendations at three separate meetings and the discussion was extremely robust. However, ultimately few recommendations on scheduling, mapping, and wayfinding were approved by the Task Force for inclusion in this report.

Key strategies and recommendations on this topic area include the following. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

Strategy 27: State Coordination.

- 27.A. Provide technical assistance to transit agencies that request it through a Statewide identity verification program that transit agencies can use to verify discounted fares.
- 27.B. Develop tools and technical assistance and funding to help incentivize inter-operability between payments systems Statewide.
- 27.C. Recommend opt-in common data collection, analysis, and publication standards across agencies to improve interoperability (e.g., General Transit Feed Specification, Operational Data Standard, TIDES) to local and regional agencies.
- 27.D. Develop tools and provide opt-in support for regions and agencies for service planning to support other recommendations and help facilitate interregional planning.

Topic Area: First- and Last-Mile Access to Transit (1.f.1.E)

First- and last-mile access in transit refers to the connections that enable passengers to travel from their starting location to a transit station (first mile) and from a transit station to their final destination (last mile). These connections may include walking, biking, and micro-mobility options (such as e-scooters, bike-share, and ride-share programs). Ensuring that riders have first- and last- mile access is essential, as transit use declines by 90% when riders must walk more than a half mile. For California transit riders, a significant portion of overall travel time is spent getting to and from transit services, which can contribute to longer total trip times.

The most effective way to improve first- and last-mile access to transit is to increase the density of housing, jobs, recreational facilities, and healthcare services around high-quality transit infrastructure. By ensuring that essential destinations are located closer to transit, communities can improve accessibility, enhance transit efficiency, and encourage greater ridership.

Key strategies and recommendations to improve first- and last-mile access to transit are listed below. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

Strategy 28: Ensure consistent and flexible funding for active transportation and first- and last- mile access to transit.

Recommendations

- 28.A. Increase funding for active transportation projects with reduced variability from year-to-year, to increase first and last mile access to transit.
- 28.B. Reduce administrative burden to improve the use of funding for active transportation projects.

Strategy 29: Reform planning process to improve access to transit.

Recommendations

- 29.A. Empower and resource regional agencies to designate key transit hubs and stations, in consultation with cities, counties and transit agencies, where clear standards, wayfinding, and rules will apply.

- 29.B Streamline permitting processes and timelines for delivering active transportation projects near transit hubs and stations.
- 29.C. Assess conditions and collect data on sidewalks, mobility lanes, and transit hubs and create GIS maps highlighting existing accessibility infrastructure, including sidewalk quality and continuity, street furniture such as benches and lighting, and transit hub features such as signage and shelter to identify and address locations.
- 29.D Create a Statewide registry of bus stops, each with a unique ID, and include stop amenity information.

Strategy 30: Coordinate and collaborate to provide first- and last- mile access to transit across jurisdictions.

Recommendations

- 30.A. Encourage interagency coordination on first- and last- mile planning, implementation, and maintenance between Caltrans, regional agencies, local jurisdictions, CBOs, and transit agencies.
- 30.B. Create opt-in State Purchasing Schedule agreements for bikeshare infrastructure, service providers, and participants in California e-bike incentives and bike lending programs.

Principle: Provide transit that is accessible and easy to use for all

Topic: Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities

Accessible transportation services, including paratransit and dial-a-ride, face growing challenges for both operators and riders. While federal law mandates paratransit as a complement to fixed-route transit, these services are operationally complex, costly to operate, and require significant subsidies. Since 2010, paratransit costs have risen sharply, outpacing the growth of the populations that depend on them, straining financial and operational resources. Although the costs to deliver paratransit services are high, the quality of the services varies, and barriers to paratransit use (such as requiring 24-hour reservations) limit the mobility and access of people with disabilities.

Addressing these challenges requires a multi-pronged approach to improving service coordination, quality, efficiency, and accessibility. For paratransit and dial-a-ride services, enhanced coordination between providers could streamline operations, reduce redundancies, and improve ride availability. Improving booking and dispatch systems, potentially through technology-driven solutions, can enhance efficiency and minimize delays for users. Cross-cutting strategies such as better integration of planning and funding could support long-term sustainability, ensuring that accessible transportation services keep pace with rising demand while remaining financially viable. A proactive approach will be essential in meeting the mobility needs of seniors and people with disabilities while maintaining operational feasibility for transit agencies. Finally, the Task Force members recommended the following:

- Change Medi-Cal managed care reimbursements to a per capita payment model per trip (rather than per medical recipient). Use ongoing revenue streams to subsidize and reimburse transit agencies that provide micro transit and paratransit services.
- Conduct a needs assessment for accessible transportation in CA, covering the following topics: funding for paratransit due to increased demand of paratransit and service improvements, including in areas not

currently covered by paratransit. Align needs assessment with the goals listed in the Master Plan for Aging Initiatives and address concerns, with robust public engagement with people with lived experience.

- Encourage cost sharing agreements between transportation providers and healthcare providers, including improving Medi-Cal cost recovery programs for operators.
- Conduct inventories of transit stop accessibility (e.g., ramps, wayfinding/signage, audio announcements) in line with the Master Plan for Aging initiatives, and explore Statewide standards and guidelines for access to transit information.

While these concepts are worth exploring in more detail, further development would require significant input from and coordination with the California Health and Human Services Agency (CalHHS) departments and other stakeholders. As a result, these concepts are not included as CalSTA-specific recommendations.

Key strategies and recommendations that support accessible transit and meeting the needs of older adults and individuals with disabilities include the following. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

Strategy 31: Coordinate paratransit services efficiently between transit agencies and non-profit, private, and healthcare providers.

Recommendations

- 31.A. Empower transit agencies to provide more 'one-seat ride' services, or services to limit the number of transfers when services originate and/or end within an agreed upon expanded service area by creating frameworks for revenue sharing and paratransit service coordination.
- 31.B. Encourage healthcare providers and social service providers to engage in strategic planning with transit operators to better plan and coordinate public and private transport to healthcare in jurisdictions, to identify optimal times for healthcare appointments, allowing for shared rides.

Strategy 32: Develop customer-facing and backend tools to improve the process of booking and dispatch of rides.

Recommendations

- 32.A. Encourage transit operators to improve information describing paratransit services and required eligibility documentation to use paratransit services and the ride request process.
- 32.B. Create an ADA accessible Statewide eligibility verification service for transit agencies that provides information on service eligibility and Medi-Cal/Medicaid enrollment.
- 32.C. Provide opt-in software services to transit operators to optimize digital booking, dispatch and/or routing to increase operational efficiency and reduce wait and trip times.

Strategy 33: Reform planning process for paratransit.

Recommendations

- 33.A. Use ADA transition plans to guide spending, including identifying accessibility barriers, outlining methods for modifications, scheduling of improvements, and assigning responsibilities for implementation.
- 33.B. Prioritize expanding subsidized housing near transit for seniors and people with disabilities to increase their access to transportation.
- 33.C. Explore options to better serve ADA needs including discounted or free travel on fixed route or discounted taxis rides.
- 33.D. Identify partners to enhance information on public and private paratransit service offerings to make it easier for users to book rides and compare trip options, cost, and accessibility features.
- 33.E. Provide technical assistance to transit operators that either do not provide paratransit services, or use their own certification process, in conjunction with Statewide guidelines.

Strategy 34: Explore options to improve funding mechanisms for paratransit.

Recommendations

- 34.A. Review and reconsider ICT requirements for paratransit vehicles.
- 34.B. Provide greater flexibility to regional agencies to determine priorities for Section 5310 funds.

Principle: Develop high quality public transit systems to support complete communities

Topic Area: Changes to Land Use, Housing, and Pricing Policies (1.f.2)

As discussed earlier in this report, California's housing shortage and transportation crises are linked. California has a goal of building 2.5 million new homes by 2030, with no less than one million homes for lower-income households. Today, many areas around major transit stops do not have sufficient density to support strong ridership or fully realize the value of California's transit investments. Strengthening land use and housing policies around transit can change that, as concentrating homes, jobs, and essential services near reliable transit can boost ridership, improve the return on transit investments, and advance California's housing, climate, equity, and mobility goals.

This work builds on recent State actions—such as reducing minimum parking requirements near transit and enabling higher-density housing—to further support transit-oriented development and create complete, walkable neighborhoods. But policy change alone is not enough. Success also depends on targeted infrastructure improvements, including upgraded utilities, safe walking and biking networks, and inviting station-area public spaces, implemented in partnership with local and regional partners.

Together, these efforts can create vibrant communities where daily needs are within walking or transit distance, expanding access to opportunity, lowering household transportation costs, and delivering healthier, more sustainable neighborhoods that are well-connected to high-quality transit.

Lastly, the Task Force identified several strategies and recommendations to strengthen land use and transit planning. Task Force members expressed support to encourage the California Department of Housing and Community Development (HCD) to include additional transit-supportive land use policies in the qualifications for pro-housing designation, as well as ensuring State agencies coordinate land use and transportation planning, permitting regulation, and guidance to reduce contradicting policies and complete projects with sufficient housing and transportation. Another possible recommendation the Task Force discussed was the need to "provide incentives or funding to support transit agencies, MPOs, and/or

cities that meet TOD objectives and other mandates (e.g. decarbonization)." Additionally, the Task Force discussed the need to "identify all land around transit stations open to joint development, including land owned by transit agencies and Caltrans that is eligible for TOD." While discussed, these concepts are not included in the recommendations related to land use, housing, and pricing policies, as further development would require significant discussion and coordination with housing and land use agencies and stakeholders.

Key strategies and recommendations regarding land use, housing, and pricing policy include the list below. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

Strategy 35: Encourage transit-supportive land uses.

Recommendations

- 35.A. Examine opportunities to price on-street parking and unbundle new off-street parking from residential and commercial developments within 0.5 mile of transit.
- 35.B. Create the ability to allow transit agencies to sell air rights to create development opportunities above transit stations and facilities.
- 35.C. Create bench of pre-vetted TOD property developers for use by transit agencies Statewide to pursue joint development opportunities

Strategy 36: Strengthen transit and land use planning.

Recommendations

- 36.A. Support the Statewide strategy for transit-supportive land use to address both transit and housing objectives, including setting out Transit Oriented Development (TOD)-specific objectives and guidelines that consider potential social equity impacts and interests of private developers to increase housing near transit.
- 36B. Give transit agencies the ability to review and comment on City Transportation Demand Management (TDM) plans.
- 36.C. Encourage transit agencies to include analysis and evaluation of land use and value capture opportunities into their transit enhancement and expansion plans.
- 36.D. Leverage, where possible, Caltrans-owned and other State-owned land to reduce upfront land costs to jumpstart TOD projects.

Strategy 37: Expand education, incentives, and funding to advance TOD.

Recommendations

- 37.A. Explore State agency support provide loans with lower interest rates to developers for qualifying TOD projects.
- 37.B. Engage pension funds to explore investment opportunities to support qualifying TOD projects (e.g., for direct land acquisition by transit agencies and/or local jurisdictions).
- 37.C. Where possible, create pre-permitted project opportunities to encourage public-private partnerships.
- 37.D. Set up State team to provide support on TOD to local jurisdictions and transit agencies.

Topic Area: Transit-Oriented Development and Value Capture of Property (1.f.7)

Fostering denser development around transit hubs through TOD provides multiple benefits, including opportunities for transit agencies to unlock both direct and indirect revenue streams. Higher housing and job density around stations increases transit use, which can boost ridership and fare revenue. Beyond these direct benefits, developing land or property near transit can increase its value and create additional revenue opportunities through value capture.

While real estate revenues alone will not replace existing federal, State, and local transit funding, TOD can serve as a long-term strategy to supplement public funding and strengthen financial sustainability. Policy changes that make it easier for transit agencies to pursue TOD and capture the full value of station-area assets can help unlock new, more self-sustaining revenue sources.

Additionally, the Task Force discussed clarifying Surplus Lands Act (SLA) to prioritize affordable housing and commercial development on land owned by public agencies near major transit hubs, as well as streamlining the SLA to increase its effectiveness in delivering homes and communities near transit. The Task Force also suggested creating a new dedicated entity to reform redevelopment to meet current needs for transit and housing, while also avoiding pitfalls that have formerly affected redevelopment. While discussed, further developing these concepts would require significant

discussion and coordination with housing and land use stakeholders, and are not included in the CalSTA-specific recommendations below.

Key strategies and recommendations to support TOD and value capture of property around transit include the following. As noted earlier, these recommendations are intended as a starting point for future consideration, and not as a menu of fiscal or policy options for immediate implementation.

Strategy 38: Create Statewide conditions for greater value capture from transit.

Recommendations

- 38.A. Assess the multiplier effect of public transit investments and create mechanisms that could allow transit agencies to become an equity partner and/or capture this value (e.g., through taxes, transit passes).
- 38.B. Create a tax increment financing tool specifically for transit-oriented development or modify an existing one (e.g. NIFTIs) to enable transit agencies with more effective value capture options.
- 38.C. Establish supplemental funding sources through value capture strategies.

Strategy 39: Provide State incentives and technical assistance to support transit agencies on value capture.

Recommendations

- 39.A. Provide funding and/or technical assistance to agencies to support value capture opportunities (e.g., grants to hire specialists for in-sourced opportunities such as advertising, joint development, and install EV chargers and hydrogen re-fueling facilities on agency-owned parking areas).
- 39.B. Create State Purchasing Schedules to make expertise in revenue generation opportunities available to transit agencies to lower costs (e.g., California tourism passes, professional sports teams.)
- 39.C. Invest in transportation projects that have a value capture strategy, when practical.

Appendix A: Detailed analysis requested under SB125 1.E

[See Attachment]

Appendix B: Table of all strategies and recommendations under SB125 (1)(f) as approved by the Task Force

[See Attachment]

California Transit Association

Connecting us.

December 12, 2025

The Honorable Dave Cortese, Chair
Senate Transportation Committee
State Capitol, Room 405
Sacramento, CA 95814

The Honorable Scott Wiener, Chair
Senate Budget & Fiscal Review Committee
1020 N Street, Room 502
Sacramento, CA 95814

The Honorable Lori Wilson, Chair
Assembly Transportation Committee
1020 N Street, Suite 112
Sacramento, CA 95814

The Honorable Jesse Gabriel, Chair
Assembly Budget Committee
1021 O Street, Suite 8230
Sacramento, CA 95814

RE: California State Transportation Agency's Transit Transformation Task Force Report

Chairs Cortese, Wiener, Wilson, and Gabriel:

On behalf of the California Transit Association, I write to you today to respond to the Transit Transformation Task Force (Task Force) report, submitted by the California State Transportation Agency (CalSTA) to the Legislature on December 2, 2025.

The report is the culmination of nearly two years of work by the 25-member Task Force, established by CalSTA pursuant to Senate Bill 125 (Committee on Budget and Fiscal Review) [Chapter 54, Statutes of 2023], to solicit and develop recommendations to grow transit ridership and improve the transit experience for all riders. As required by law, the Task Force report includes a detailed analysis of the services provided by California transit operators, transit ridership demographics, existing transit funding sources and their eligible uses, the cost to maintain and operate the public transit network, the cost of federal and state mandates, workforce recruitment and retention, state and local policies that impact service efficiency, transit performance measures and oversight, as well as recommendations on 12 topics that represent hours of discussion, and ultimately, compromise between Task Force members.

As detailed further in this letter, the Association views the report's analysis, as presented in the Executive Summary, Chapters 1-3, and Appendix A, as generally comprehensive and consistent with the requirements of SB 125. By contrast, the Association views the report's recommendations, as presented in Chapter 4 and Appendix B, including on the topics of transit funding and Transportation Development Act (TDA) reform, as topically consistent with the requirements of SB 125, but insufficiently detailed, failing short of providing the Legislature with its requested roadmap for legislative action.

Association's Engagement Approach: As the organization that led the effort in 2023 to secure $5.1 billion in emergency relief from the State of California for transit operators statewide and develop, in partnership with the Legislature, accountability requirements for this funding, the Association participated productively in the Task Force to inform its analysis and recommendations.

Of the Task Force members, 12 members are affiliated with the Association, including:

- **Kome Ajise**, Executive Director, Southern California Association of Governments
- **Rashidi Barnes**, CEO, Eastern Contra Costa Transit Authority
- **Alix Bockelman**, Chief Deputy Executive Director, Metropolitan Transportation Commission
- **Sharon Cooney**, Chief Executive Officer, San Diego MTS / Chair, Executive Committee, California Transit Association
- **Amy Hance**, Deputy Director General Services, City of Clovis
- **Kate Miller**, Executive Director, Napa Valley Transportation Authority (Retired)
- **Lorelle Moe-Luna**, Multimodal Services Director, Riverside County Transportation Commission
- **Seamus Murphy**, Executive Director, San Francisco Bay Water Emergency Transportation Authority
- **Michael Pimentel**, Executive Director, California Transit Association
- **Robert Powers**, General Manager, San Francisco Bay Area Rapid Transit District
- **Michael Turner,** Executive Officer – Government Relations, Los Angeles County Metropolitan Transportation Authority
- **Carl Sedoryk**, CEO, Monterey-Salinas Transit District

To inform the Association's participation on the Task Force, we established a 14-member internal Transit Transformation Advisory Committee (TTAC) in March 2024, comprised of the 8 transit operator representatives on the Task Force and 6 additional Association members sourced from our Executive and State Legislative Committees. Upon convening this body, we coordinated with our sister association, the California Association for Coordinated Transportation (CALACT), on a survey delivered to our joint membership in May 2024, which asked transit operators statewide to identify policy barriers and recommendations for the topics scheduled to be reviewed by the Task Force. In the months that followed, we directed this body to reviewing and vetting the survey results, the findings of academic literature and case studies, our past legislative programs, as well as Task Force meeting materials to develop the consensus recommendations we would bring, as an industry, to the Task Force at each meeting. The TTAC met a total of 17 times from March 2024 to September 2025.

We treated our engagement on the Task Force with the seriousness we believe you expected from our industry, recognizing that, in securing enactment of SB 125, we entered a compact with the state to use the short-term funding support provided by the bill as a runway to advancing policy and funding recommendations to further improve and transform public transit in our state. In our internal deliberations, we often spoke of the Task Force as providing a *"break the glass"* opportunity to elevate to the state the myriad challenges our industry faces, including the ways

in which the state's policy and regulatory landscape, the built environment, local control, and inadequate funding undermine the delivery of common sense and cost-effective solutions that could help transit operators deliver more effective and efficient service.

Association's Response to Background and Analysis: The Task Force report before you today benefits from the Association's input, and establishes a comprehensive landscape analysis of the challenges transit operators face, including the regulatory, administrative, and policy barriers that impede more effective transit project and service delivery; the external factors, like housing costs, land use decision-making, and remote work, impacting transit ridership; the external drivers of operational cost increases, like wages, insurance, and fuel; and the significant financial impacts of transit operators' efforts to comply with the California Air Resources Board's Innovative Clean Transit regulation, which mandates that operators transition their bus fleets to dramatically more expensive zero-emission technologies without dedicated new funding support.

The Task Force report also appropriately outlines the near-term funding crisis faced by transit operators due to the continued prevalence of remote work, persistent inflation, and the state's mandated transition to zero-emission technology; the risk to once-stable transit funding sources, like the State Transit Assistance program, which relies on the sales tax on diesel fuel; and the potential cascading impacts of revenue losses on transit operators' financial stability.

Notwithstanding our general support for the report's background and analysis, we observe that final edits made to the report before its transmittal to the Legislature regrettably dilute or omit certain of the Task Force's key findings. In particular, the report's analysis dilutes the Task Force's finding that new state funding, not just repurposing existing funding and creating opportunities for ancillary revenue generation, is essential for transit operators to achieve financial stability and reach transformation – to the benefit of our riders, our communities, and our environment. Additionally, the report's analysis omits the Task Force's finding on the mandated transition to zero-emission technology, which presented the following uncomfortable truth: in our current resource-constrained environment, the transition to zero-emission technology, which requires more expensive vehicles, new charging and refueling infrastructure, and the retraining and upskilling of our workforce, has begun to force, and will continue to force, operators to reallocate limited funds away from operations and exacerbate their already precarious fiscal positions.

Association's Response to Recommendations: With this context, and as further contextualized below, the Task Force report provides recommendations that we believe are mixed in their benefit and impact to transit operators and the experience of our riders.

The report's recommendations on transit safety and security, transit prioritization, first-mile / last-mile connections to transit, and land use reflect well our interests and input throughout the process, building on efforts we have led or supported at the state-level in previous years. These past efforts have largely sought to provide transit operators with new statutory and funding tools to address the safety and security issues experienced by our riders and workers, require coordination between the state and transit operators on transit prioritization projects, remove

state and local barriers to transit project delivery, and incentivize greater coordination between localities and transit operators on housing and land-use decisions.

The report's recommendations on transit fleet and asset management as well as reducing capital construction costs include a series of recommendations we support, including expanding master service agreements for rolling stock and transit technology, re-evaluating the impact of CARB's ICT regulation on transit operators, expanding opt-in technical assistance, expanding the list of alternative procurement methods available to transit operators, and streamlining permitting of transit projects, but otherwise advance solutions that we believe would have limited impact and benefit to our industry.

The report's recommendations on transit-oriented development and accessible transportation land in a middle ground, as they include series of recommendations that reflect well our interests and input throughout the process but minimize the most substantive recommendations approved by the Task Force related to Medi-Cal reimbursements for nonmedical and non-emergency medical transportation and reforms to the Surplus Lands Act. The language that surrounds these recommendations, which the report carefully notes are "not included as CalSTA-specific recommendations," point to the need for "further development."

On the critical topics of transit funding and TDA reform, the Task Force report includes recommendations that are topically consistent with SB 125's requirements, but that we argue are insufficiently detailed to provide the Legislature with a roadmap for action in the years ahead. We believe that the lightness of these recommendations is the result of structural challenges associated with the Task Force process, including, the Task Force's scope of work; the Task Force's schedule for addressing these topics; and the Task Force's required adherence to Bagley-Keene, which deprived Task Force members of the opportunity to hold informal discussions and more regular meetings to debate policy frameworks and develop recommendations for consideration by the full Task Force. Disappointingly, the modest progress the Task Force made in preparing for the Legislature more substantive recommendations on transit funding, were minimized in the Task Force report as mere suggestions.

We look forward to working with the Legislature in the years ahead to advance the many Task Force report's recommendations we support, further develop the Task Force recommendations we posit require additional direction and specificity, contextualize and support the Task Force recommendations we believe were minimized, highlight the challenges associated with the Task Force recommendations with which we have concerns, and contextualize the comparative benefits of these recommendations overall (an analysis that is currently lacking in the Task Force's report). In this work, we will continue to emphasize the significant differences between transit operators – in funding and staffing resources, governance structure, and operating environment – and stress the importance of nuanced and flexible state policies.

Funding: SB 125 requires the Task Force to identify *"new options for revenue sources to fund transit operations and capital projects to meet necessary future growth of transit systems for the next 10 years"* and *"strategies to achieve fleet and asset management goals and needs, including funding approaches."*

As noted above, the Task Force report's background and analysis outlines the existence of near-term funding challenges for California transit operators and references the Task Force's contention that new state transit funding is necessary for transit operators to achieve near-term financial stability and mid-to-long-term transformation. Unfortunately, the Task Force report does not identify transit operators' funding need through a primary analysis or reference to an existing and vetted needs assessment. Instead, the Task Force report identifies potential increases in operational and capital expenditures using for operational expenditures, assumptions for growth in vehicle revenue hours and cost efficiency; and for capital expenditures, assumptions for capital expenditure growth and the cost of new mandates. The Task Force report notes uncertainty in the future growth of transit funding streams and notes only *"the current level of funding may be adequate…or instead need to grow, at either historical, or above historical rates, to meet potential total costs."*

We understand that CalSTA did not receive budget support to conduct such a needs assessment, but we continue to maintain that such analysis is foundational to scoping and delivering policy recommendations to address transit operators' funding needs. In the absence of this analysis and due to the limited opportunities afforded to Task Force members to develop and debate funding recommendations, the Task Report provides only limited funding recommendations to the Legislature for its consideration.

In short, these recommendations call on the Legislature to:

1. Identify opportunities to support regions that reprogram Federal Highway Administration formula funds for transit uses as allowable by law.
2. Consider additional flexibility for transit agencies, regions, or voters to place measures on the ballot.
3. Establish new opportunities for transit operators to generate revenue through value-capture, including by selling air rights and through expanded increment financing tools.

Unfortunately, the most substantive Task Force recommendations on transit funding, which all relate to new state funding, were relegated to the topic's overview and minimized, as noted above, as suggestions. We reproduce them in full below.

1. Implement new State funding mechanisms to stabilize transit agencies in the near-term, increase and enhance transit service in the mid-term, and deliver transit service that aligns with the goals of the report over the long-term.

2. Implement new State funding mechanisms for transit capital projects that increase, enhance, and maintain transit service and deliver transit service that aligns with the goals of this report and other State mandates.

3. Consider funding alternatives to replace fuel taxes, including allowing transit operations and capital as eligible expenses (among other expenses) for funds raised from both passenger and commercial vehicles.

4. Evaluate means to allow maximum flexibility to transit agencies when expending State transportation funds (e.g., Article 19)

The Association believes strongly, like other Task Force members, that reprogramming existing transportation revenue sources, supporting additional flexibility to achieve self-help, supporting value capture, and encouraging efficiencies will make only minor progress toward transit operators' short-to-long-term funding needs. We believe that the Legislature must continue to work with the Association to establish new state transit funding for transit operators.

TDA Reform: SB 125 requires the Task Force to identify recommendations for *"reforming the Transportation Development Act, including, but not limited to, replacing the farebox recovery rations and efficiency criteria with performance metrics that better measure transit operations."*

The Task Force report's background and analysis highlights that the TDA consists of two primary funds, the Local Transportation Fund (LTF) and State Transit Assistance (STA), which rely on the farebox recovery ratio (FRR) and an operating cost per hour requirement as their primary performance metrics. These sections acknowledge that, in recent years, transit operators have struggled to meet the FRR and operating cost per hour requirement, which discourages service expansion and innovation. These sections further note that, when these measures are not met, transit operators are penalized under existing law and barred from having full usage of this funding for both operational and capital purposes. Finally, these sections note the importance, consistent with SB 125, of establishing alternative performance measures through TDA reform.

With a defined problem statement, the Task Force report's recommendations are generally specific. In short, these recommendations call on the Legislature to:

1. Remove farebox recovery penalty and instead require agencies establish plans to address any deficiencies through existing audit processes.
2. Eliminate the unmet needs process to require LTF funding to be spent on transit.
3. Establish a new working group with statutory deadlines to draft and finalize metrics and performance measure in lieu of farebox recovery and cost inflation penalties.

That said, we understand that these recommendations stipulate to still further process to draft and finalize metrics and performance measures to replace the existing performance measures under TDA. The Task Force's inability to advance a more substantive recommendation on alternative performance measures is, we believe, the direct result of the limited opportunities afforded to Task Force members to develop and debate such recommendations and the structure of the Task Force, which prevented necessary discussions between Task Force members and subject matter experts.

The Association believes strongly, like other Task Force members, that TDA reform, coupled with new state funding, is essential to the long-term stability of public transit. We believe that the Legislature must continue to work with the Association to develop alternative performance measures to the FRR and operating cost per hour requirements in TDA.

In closing, while the Task Force report and process have delivered mixed results, please know that we remain deeply committed to continuing our engagement with the Legislature to improve and transform transit in California. Given the Task Force report's limitations, we look forward to working with the Legislature in 2026 to fill the gaps left by the report and to advance the recommendations on which we mutually agree. Together, we can deliver on the promise of a more equitable, sustainable, and efficient transit system that meets the needs of all Californians.

If you have any questions about this letter, please contact me at michael@caltransit.org or 916-446-4656 x1034.

Sincerely,

Michael Pimentel
Executive Director

cc: Members and Consultants, Senate Transportation Committee
Members and Consultants, Senate Budget & Fiscal Review Committee
Members and Consultants, Assembly Transportation Committee
Members and Consultants, Assembly Budget Committee
Toks Omishakin, Secretary, California State Transportation Agency
James Hacker, Undersecretary, California State Transportation Agency
Members, Executive Committee, California Transit Association
Members, State Legislative Committee, California Transit Association
Members, Transit Transformation Advisory Committee, California Transit Association

County Connection

Agenda Item #9.a.

To: Board of Directors **Date:** January 9, 2026

From: Pranjal Dixit, Manager of Planning **Reviewed by:** AMS

SUBJECT: BusAID – Monument Corridor Transit Speed Improvements (80% plans)

Background:
The Bus Accelerated Infrastructure Delivery (BusAID) Complete Streets – Monument Corridor Transit Speed Improvements Project will adjust bus stops on Monument Boulevard between Mohr Lane and Detroit Avenue. County Connection was awarded $385,885 in OBAG 3 (STP/CMAQ) federal funds for the design and construction of the project, with County Connection providing a local match of $49,880 pursuant to a Master Funding Agreement approved by the Board in July 2024. The project focuses on the following:

- Optimizing bus stops: Consolidating stops and improving spacing for better efficiency (Phase 1).
- Improving accessibility: Upgrading bus stops to meet the Americans with Disabilities Act (ADA) standards (Phase 1).
- Enhancing signal timing: Implementing Transit Signal Priority (TSP) along Monument Boulevard between Detroit Avenue and Mohr Lane (Phase 2).

Through a data driven evaluation considering ridership, service levels, passenger loads, and equity, staff identified 14 bus stops along Monument Boulevard for transit priority improvements to be included in the project (see map, Attachment 1). Design started in Fall 2025, is currently at 80 percent completion (80% plans), and will be ready for bidding in early 2026. Construction is anticipated to begin in late Spring 2026 and be completed by late Summer 2026, weather permitting.

An overview of the project was presented to the City of Concord's Bicycle Pedestrian Advisory Committee (BPAC) on September 11, 2024, and the 80% plans were presented to the BPAC on December 10, 2025. Overall, the BPAC was supportive of the project and plans, but requested staff further review the proposed closure of an existing bus stop located on southbound Meadow Lane just north of Monument Boulevard (Routes 11, 311, and 611), due to its proximity to the FoodMaxx shopping center.

Discussion:
The project is split into two parts, with the most significant construction limited to the following three bus stops, all of which are being relocated to the far side of the intersection and require accessibility improvements to comply with the Americans with Disabilities Act (see 80% plans, Attachment 2):

- Westbound Monument Blvd at Mohr Ln (Routes 16 and 314)
- Eastbound Monument Blvd at Mohr Ln (Routes 16 and 314)

- Northbound Meadow Ln at Monument Blvd (Routes 11, 311, and 611)

The remaining bus stop modifications (minor consolidations and relocations) will make use of existing ADA-compliant sidewalks and will not require any construction beyond the bus stop pole and flag.

All the relocated bus stops (including the three listed above) are being moved from the near side to the far side of signalized intersections. This generally accepted practice reduces transit delays by avoiding situations where the bus must stop twice: once at a near-side bus stop, and then a second time for a red light. In addition to reducing the number of stops, Transit Signal Priority (TSP) systems, which shorten red lights and extend green lights for approaching buses, function far more efficiently with far-side bus stops.

The Monument Corridor also has a higher than preferred density of bus stops, resulting in increased delays. The stops proposed for closure are being consolidated with other nearby stops, with the goal of reaching an optimal spacing of one-quarter mile (approximately a five-minute walk) between stops. The bus stop on Meadow Lane adjacent to the FoodMaxx shopping center that is proposed for closure and consolidation is located very close to the next nearest bus stops in either direction (to the north at Robin Lane, and to the south next to the Walgreens drug store on the other side of Monument Boulevard). Either of these stops will be a short (two- to three-minute) walk from the shopping center, and they are located one-quarter mile apart from each other.

Next Steps

Following design completion, staff will return to the Board for bid authorization, with a recommendation for a contract award expected to go before the Board in Spring 2026. Construction is anticipated to begin shortly thereafter. Simultaneously, County Connection will launch Phase 2, which focuses on the deployment of Transit Signal Priority (TSP) across eight signalized intersections on Monument Boulevard between Detroit Avenue and Mohr Lane. Staff will collaborate closely with the City of Concord to choose a TSP vendor and to ensure all hardware and software are fully compatible with existing signal infrastructure. Both phases of the project are scheduled for completion by June 2027.

Financial Implications:

None. The project is grant funded, with County Connection's local match included in the existing budget.

Recommendation:

O&S Committee and staff recommend the Board review the attached map and plans and provide comments to staff.

Action Requested:

O&S Committee and staff request the Board review the attached map and plans and provide comments to staff.

Attachments:

Attachment 1: Project Map showing affected bus stops
Attachment 2: 80% plans

MONUMENT BLVD STOP TREATMENTS

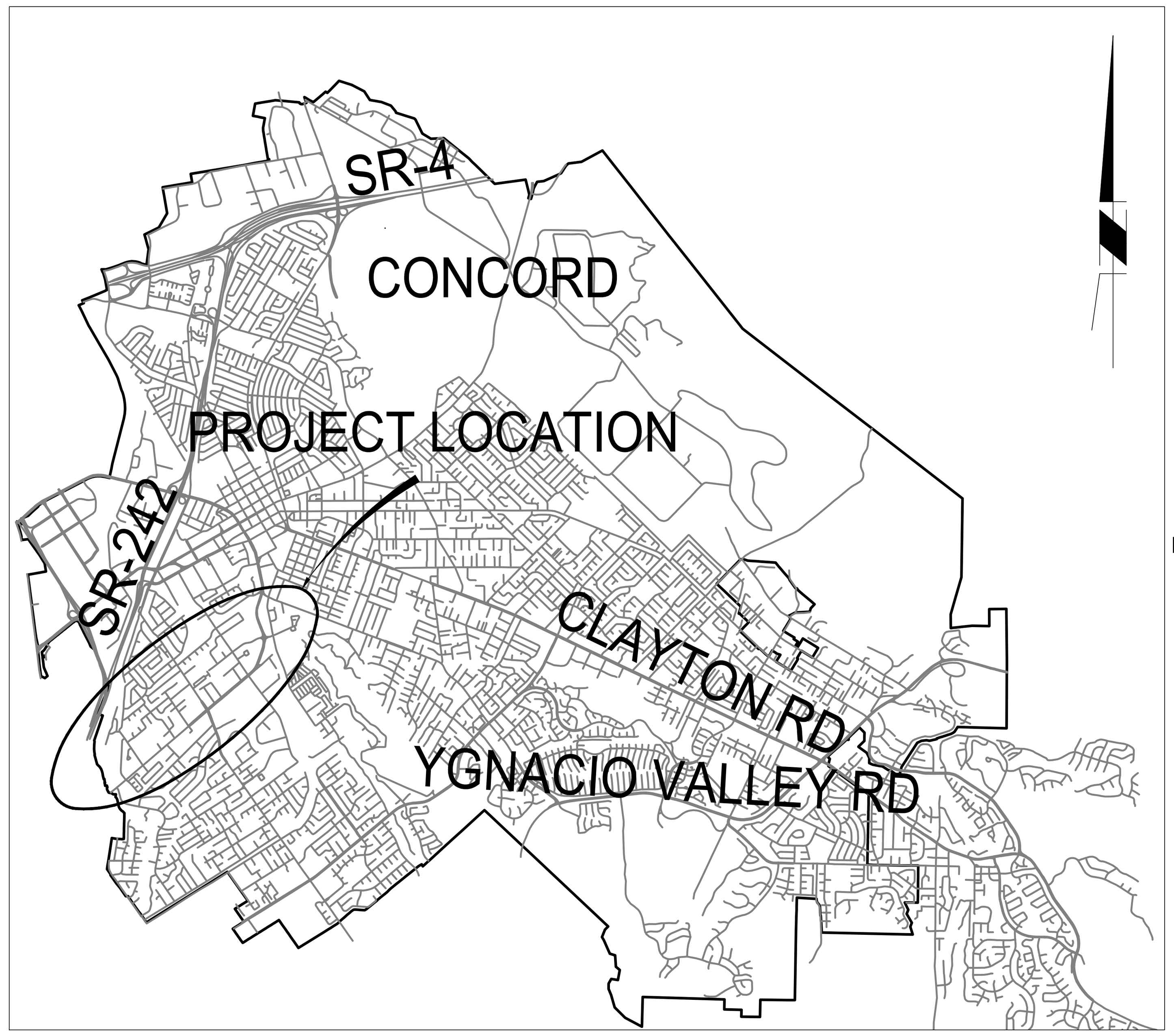
- Keep
- Eliminate
- Add
- Add + ADA Improvement

MONUMENT BLVD STOP TREATMENTS

- Keep
- Eliminate
- Add
- Add + ADA Improvement

COUNTY CONNECTION MONUMENT BLVD BUS STOP TREATMENTS
PJ XXXX

CONCORD
CONTRA COSTA COUNTY, CALIFORNIA
MTC Bus SAFE Funding Program



LOCATION MAP
NO SCALE

LEGEND

- EXISTING RIGHT OF WAY
- EXISTING DIMENSION
- PROPOSED DIMENSION
- POWER POLE
- EXISTING STORM WATER INLET
- EXISTING FIRE HYDRANT
- PROPOSED GRADE BREAK
- SAW CUT LINE
- CURB & GUTTER
- HMA (TYPE A) 12" THICK
- THERMOPLASTIC CROSSWALK MARKING (EXISTING / PROPOSED)
- EXISTING OVERHEAD POLE, GUY WIRE
- EXISTING WATER VALVE
- EXISTING SEWER STORM MANHOLE
- EXISTING ELECTRIC MANHOLE, BOX
- EXISTING STREET LIGHT, SIGN
- EXISTING TREE
- NEW CONCRETE SIDEWALK
- DECOMPOSED GRANITE
- 2" COLDMILL & AC OVERLAY
- EXISTING STOP TO ELIMINATE (WORK DONE BY CCCTA STAFF)
- NEW STOP TO ADD (WORK DONE BY CCCTA STAFF)
- NEW STOP WITH ADA IMPROVEMENTS TO ADD (CONTRACT WORK)

GENERAL NOTES

1. THE CONTRACTOR SHALL COMPLY WITH ALL STATE, COUNTY, AND CITY LAWS AND ORDINANCES RELATING TO SAFETY AND CHARACTER OF WORK, EQUIPMENT AND LABOR PERSONNEL. TO BE SUPPLEMENTED BY THE CALTRANS STANDARD PLANS DATED 2024, THE CITY OF CONCORD STANDARD PLANS AND CA MUTCD (2014, REVISION 9)
2. PRIOR TO ANY UNDERGROUND WORK, THE CONTRACTOR SHALL VERIFY THE EXACT LOCATION OF EXISTING UTILITIES AND SHALL NOTIFY UNDERGROUND SERVICE ALERT (USA) AT (800)227-2600 TWO WORKING DAYS PRIOR TO COMMENCEMENT OF EXCAVATION.
3. UTILITIES ARE NOT SHOWN ON THE PLANS, CONTRACTOR SHALL BE RESPONSIBLE FOR LOCATING ALL UTILITIES. ANY UTILITIES EXPOSED OR DAMAGED BY THE CONTRACTOR SHALL BE REPAIRED AT THE CONTRACTOR'S EXPENSE.
4. NO MATERIAL OR EQUIPMENT SHALL BE STORED OVERNIGHT IN PUBLIC RIGHT OF WAY
5. THE CONTRACTOR SHALL MAINTAIN ACCESS TO ALL PROPERTY ADJACENT TO THE WORK THROUGHOUT THE PERIOD OF CONSTRUCTION.
6. THE CONTRACTOR IS RESPONSIBLE FOR ARRANGING FOR ALL REQUIRED INSPECTIONS. THE PRESENCE OR ABSENCE OF A CITY OR OTHER INSPECTOR WILL NOT RELIEVE THE CONTRACTOR OF FULL RESPONSIBILITY FOR THE PROPER PERFORMANCE OF THE WORK.
7. ANY CONFLICTS WITH THE DESIGN OR ANY CHANGES TO THE PLANS SHALL BE SUBMITTED TO THE DESIGN ENGINEER AND AUTHORIZED BY THE CITY BEFORE CONTINUING WITH THE WORK IN THAT AREA. MAJOR CHANGES SHALL REQUIRE A PLAN REVISION AND MINOR CHANGES SHALL REQUIRE A PLAN CHANGE AUTHORIZATION BY THE CITY.
8. THE CONTRACTOR SHALL REMOVE AND DISPOSE OF OR RECYCLE ALL SURPLUS EXCAVATION, MATERIALS AND DEBRIS FROM THE SITE AND SHALL MAINTAIN THE SITE IN A NEAT AND ORDERLY CONDITION.
9. ANY PUBLIC OR PRIVATE PROPERTY DAMAGED BY THE CONTRACTOR OR ANY SUBCONTRACTOR SHALL BE RESTORED TO ITS ORIGINAL CONDITION AT THE CONTRACTOR'S EXPENSE. ALL PUBLIC IMPROVEMENTS FOR THE PROJECT THAT ARE DAMAGED OR DISPLACED SHALL BE REPAIRED OR REPLACED BY THE CONTRACTOR AT HIS OR HER EXPENSE PRIOR TO ACCEPTANCE BY THE CITY.
10. THE CONTRACTOR SHALL PROVIDE ALL LIGHTS, SIGNS, BARRICADES, FLAGGERS AND OTHER DEVICES TO PROVIDE VEHICULAR, BICYCLE, AND PEDESTRIAN SAFETY.
11. CONTRACTOR SHALL PROTECT ALL UTILITY STRUCTURES AND SURVEY MONUMENTS WITHIN THE WORK AREAS. THE CONTRACTOR SHALL REVIEW THE WORK SITES PRIOR TO SUBMISSION OF BIDS.
12. CONTRACTOR SHALL RESTORE ALL FACILITIES OUTSIDE LIMITS OF WORK DAMAGED BY CONSTRUCTION OPERATIONS TO THEIR ORIGINAL CONDITION AT NO ADDITIONAL COST TO THE CITY. ANY DAMAGE TO THE EXISTING FACILITIES INCLUDING, BUT NOT LIMITED TO: TREES, LANDSCAPING, IRRIGATION, STORM, SEWER, UTILITY SERVICES, FENCES, WALLS, SIDEWALK, AND PAVEMENT SURFACE SHALL BE RESTORED AT CONTRACTOR'S EXPENSE.
13. TRAFFIC CONTROL DURING CONSTRUCTION SHALL BE THE CONTRACTOR'S RESPONSIBILITY AND IN ACCORDANCE WITH THE CONTRACT DOCUMENTS. THE CONTRACTOR SHALL SUBMIT A WRITTEN TRAFFIC CONTROL & SIGNING PLAN TO THE ENGINEER BY TEN (10) WORKING DAYS PRIOR TO THE PRE-CONSTRUCTION MEETING. LANE CLOSURE APPLICATIONS SHALL BE SUBMITTED BY 10:00 AM ON THE THURSDAY PRIOR TO THE WEEK OF THE CLOSURE. NO COMPLETE ROAD CLOSURES WILL BE ALLOWED.
14. REMOVE OIL TRACKS FROM STRIPING, SIDEWALK, AND PAVEMENT DELINEATORS ON ADJOINING STREETS WITHIN 48 HOURS.
15. IF ARCHAEOLOGICAL MATERIALS ARE UNCOVERED DURING GRADING, TRENCHING, OR OTHER ON SITE EXCAVATION EARTHWORK OCCURRING WITHIN 10 FEET OF THESE MATERIALS SHALL BE STOPPED UNTIL A PROFESSIONAL ARCHAEOLOGIST CERTIFIED BY THE SOCIETY OF CALIFORNIA ARCHAEOLOGY (SCA) AND/OR THE SOCIETY OF PROFESSIONAL ARCHAEOLOGY (SOPA) HAS HAD AN OPPORTUNITY TO EVALUATE THE SIGNIFICANCE OF THE FIND AND SUGGEST APPROPRIATE MITIGATION MEASURES IF DEEMED NECESSARY.
16. STAKING: ALL STAKING WILL BE COMPLETED BY THE SURVEYOR HIRED BY THE CONTRACTOR.
17. CITY WILL RESERVE THE RIGHT TO TAKE PHOTOGRAPHS AND VIDEOS DURING THE COURSE OF CONSTRUCTION.
18. REMOVE ALL MARKERS AND STRIPING WITHIN THE PAVING LIMITS AND PLACE TEMPORARY MARKERS PER SPECIFICATIONS.
19. CONTRACTOR IS RESPONSIBLE FOR REMOVING ALL USA, SURVEY, AND UTILITY LOCATION MARKINGS WHEN CONSTRUCTION IS FINISHED.
20. FOR ROOTS OVER 2" IN DIAMETER, REQUEST FOR CITY ARBORIST BEFORE PROCEEDING.
21. CONCRETE CURBS AND SIDEWALKS SHALL CONFORM TO THE CITY OF CONCORD STANDARD DETAIL S-3, "CURB, GUTTER AND SIDEWALK".SIDEWALK WIDTH SHOWN IS FROM BACK OF CURB TO FACE OF CURB. MODIFY TO 8" CURB HEIGHT WHERE NOTED ON THE PLAN.
22. VALLEY GUTTER SHALL CONFORM TO THE CITY OF CONCORD STANDARD DETAIL S-9, "CONCRETE VALLEY GUTTER".
23. RETAINING CURBS SHALL CONFORM TO THE CALTRANS STANDARD PLAN A87A.
24. CONTRACTOR SHALL MAINTAIN SAFE WORKING DISTANCES FROM OVERHEAD POWER LINES AND COORDINATE WITH PG&E WHEN EXCAVATING CLOSE TO UTILITY POLES.
25. DOWEL NEW CURB, GUTTER AND SIDEWALK TO EXISTING CURB, GUTTER AND SIDEWALK AT CONFORMS.
26. SIDEWALK UNDERDRAIN SHALL BE CONSTRUCTED PER CITY OF CONCORD STANDARD PLAN S-6.

SHEET INDEX

SHEET NUMBER	DRAWING NUMBER	SHEET TITLE
1	T	TITLE SHEET
2	KM-01	KEY MAP
3	KM-02	KEY MAP
4	DT-01	CONSTRUCTION DETAILS
5	DT-02	CONSTRUCTION DETAILS
6	QT	QUANTITY TABLE

ABBREVIATIONS

AB	AGGREGATE BASE
AC	ASPHALT CONCRETE
BOC	BACK OF CURB
BSW	BACK OF SIDEWALK
C&G	CURB AND GUTTER
EX	EXISTING
FC	FACE OF CURB
FH	FIRE HYDRANT
GP	GUTTER PAN
GV	GAS VALVE
HMA	HOT MIX ASPHALT
LT	LEFT
MAX	MAXIMUM
MH	MANHOLE
MIN	MINIMUM
MOD	MODIFIED
NTS	NOT TO SCALE
PB	PULL BOX
PCC	PORTLAND CEMENT CONCRETE
PED	PEDESTRIAN
PIP	PROTECT IN PLACE
PL	PROPERTY LINE
ROW	RIGHT-OF-WAY
RT	RIGHT
S/C	SAWCUT
SF	SQUARE FEET
STD	STANDARD
TC	TOP OF CURB
TYP	TYPICAL
VAR.	VARIES
WW	WATER VALVE

REVIEWED BY: ____ TRANSPORTATION DIVISION ____ DATE

REVIEWED BY: ____ PUBLIC WORKS DEPARTMENT ____ DATE

REVIEWED BY: ____ DATE

REVIEWED BY: ____ CITY ENGINEER CITY OF CONCORD ____ DATE

DIABLO ENGINEERING GROUP
1981 N BROADWAY, SUITE 225
WALNUT CREEK, CA 94596
(925) 348-4509

CITY OF CONCORD
ENGINEERING SERVICES
1435 GASOLINE ALLEY
(925) 671-3361

DATE: 10/1	SCALE: NA	PROJECT NO.: XXXX
DESIGN: MC	DRAWN: MC	CHECKED: JH

APPROVED BY CITY ENGINEER:
CARLTON A. THOMPSON JR.
RCE: C59697

COUNTY CONNECTION
MONUMENT BOULEVARD
BUS STOP TREATMENTS
PROJECT NO. XXXX

REV	DESCRIPTION	DATE

PREPARED UNDER THE DIRECTION OF

REGISTERED PROFESSIONAL ENGINEER
JENNIFER A. HARMON
C 63909
EXP. 9/30/26
CIVIL
STATE OF CALIFORNIA

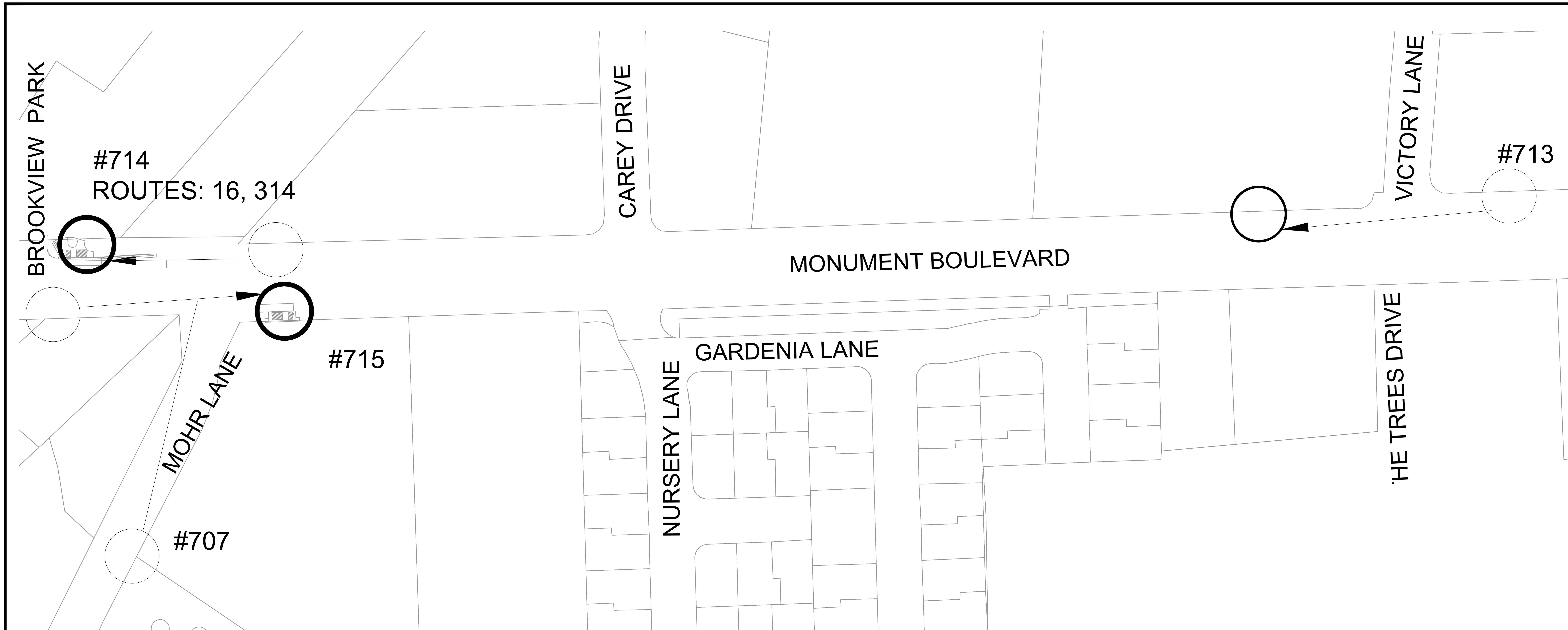
CONTRACT NO.
2024-MA-02

PJ#
XXXX

SHEET NUMBER
T

1 OF: 6

80% SUBMITTAL, NOT FOR CONSTRUCTION



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CITY OF CONCORD
Concord
ENGINEERING SERVICES
1435 GASOLINE ALLEY
(925) 671-3361

DATE: 10/1	SCALE: 1" = 100'	PROJECT NO.: XXXX
DESIGN: MC	DRAWN: MC	CHECKED: JH

APPROVED BY CITY ENGINEER:
CARLTON A. THOMPSON JR.
RCE: C59697

COUNTY CONNECTION MONUMENT BOULEVARD BUS STOP TREATMENTS

KEY MAP

REV	DESCRIPTION	DATE

PREPARED UNDER THE DIRECTION OF

REGISTERED PROFESSIONAL ENGINEER
JENNIFER A. HARMON
C 63909
EXP. 9/30/26
CIVIL
STATE OF CALIFORNIA

CONTRACT NO.
2024-MA-02

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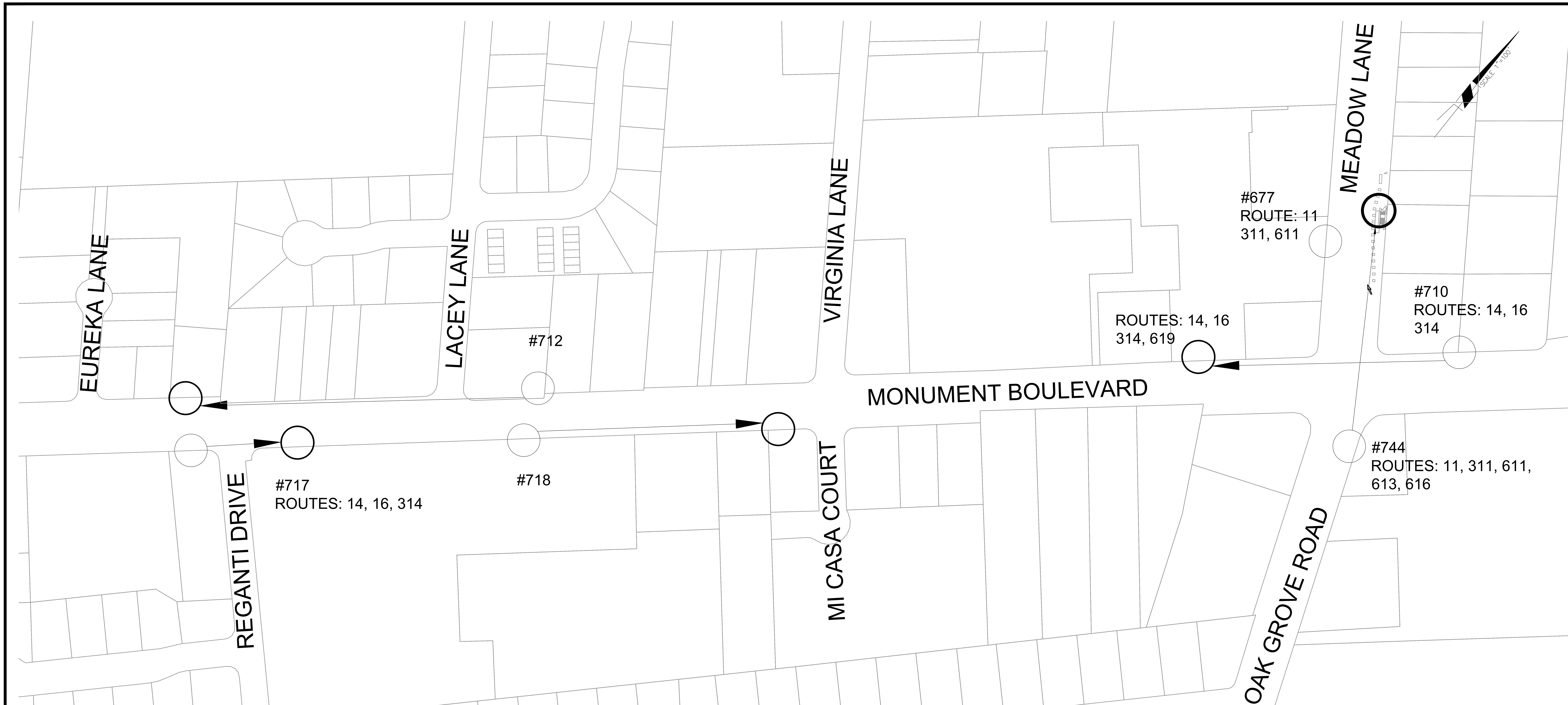
SHEET NUMBER
KM-01

2 OF: 6

80% SUBMITTAL, NOT FOR CONSTRUCTION



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1981 N BROADWAY, SUITE 225
WALNUT CREEK, CA 94596
(925) 348-4509

CITY OF CONCORD

Concord

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1435 GASOLINE ALLEY
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DATE:	SCALE:	PROJECT NO.:
10/1	1" = 100'	XXXX
DESIGN: MC	DRAWN: MC	CHECKED: JH

APPROVED BY CITY ENGINEER:
CARLTON A. THOMPSON JR.
RCE: C59697

COUNTY CONNECTION
MONUMENT BOULEVARD
BUS STOP TREATMENTS

KEY MAP

REV	DESCRIPTION	DATE

PREPARED UNDER THE DIRECTION OF

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JENNIFER A. HARMON
C 63909
EXP. 9/30/26
CIVIL
STATE OF CALIFORNIA

CONTRACT NO.
2024-MA-02

PJ#
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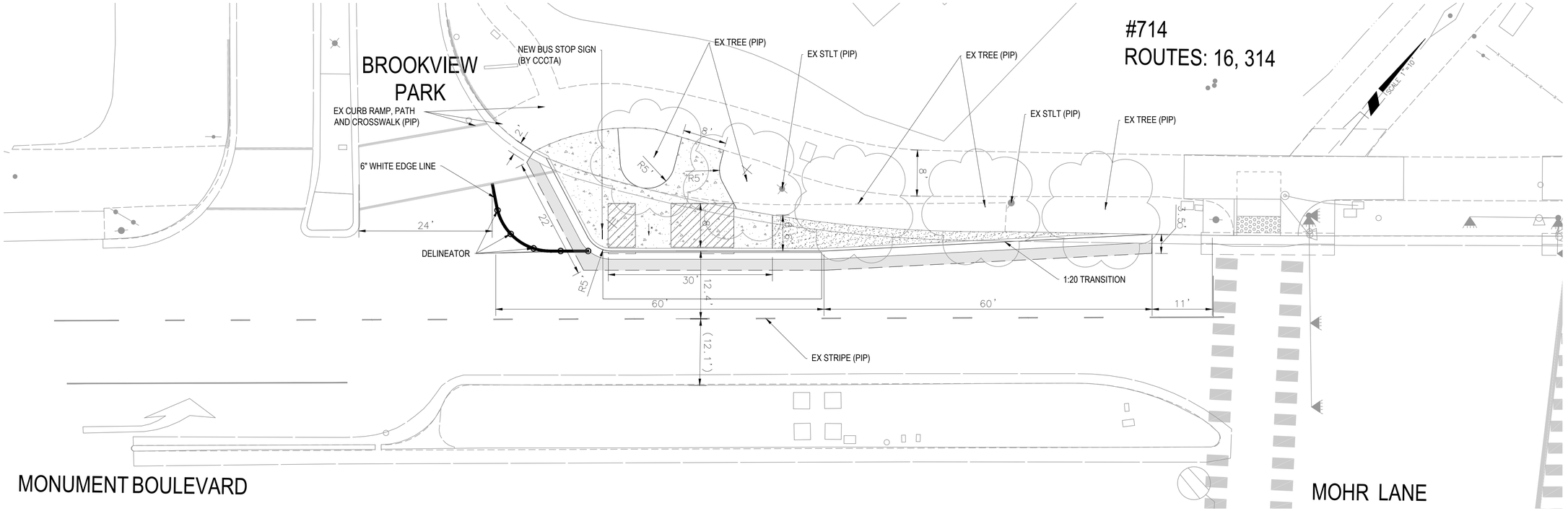
SHEET NUMBER
KM-02

3 OF: 6

80% SUBMITTAL, NOT FOR CONSTRUCTION



NOTE:

1. CONSTRUCT TRAFFIC DELINEATORS AT 5' SPACING PER CALTRANS STANDARDS A73C.
2. AREA BEHIND NEW CURB AND GUTTER NOT IN THE LOADING ZONE TO BE DECOMPOSED GRANITE.

LEGEND:

▭	HMA TYPE A (12" THICK)
⁘	PCC SIDEWALK
⁘	DECOMPOSED GRANITE
*	- MAX 1.5%
**	- MAX 5.0%
▨ ▨	BUS LOADING ZONE FOR 40' BUS

DIABLO
ENGINEERING GROUP
1981 N BROADWAY, SUITE 225
WALNUT CREEK, CA 94596
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CITY OF CONCORD
Concord
ENGINEERING SERVICES
1435 GASOLINE ALLEY
(925) 671-3361

DATE:	SCALE:	PROJECT NO.:
10/1	1" = 10'	WO
DESIGN:	DRAWN:	CHECKED:
MC	MC	JH

APPROVED BY CITY ENGINEER:
CARLTON A. THOMPSON JR.
RCE: C59697

80% SUBMITTAL, NOT FOR CONSTRUCTION

COUNTY CONNECTION MONUMENT BOULEVARD BUS STOP TREATMENTS

MONUMENT BLVD & MOHR LN

REV	DESCRIPTION	DATE

PREPARED UNDER
THE DIRECTION OF

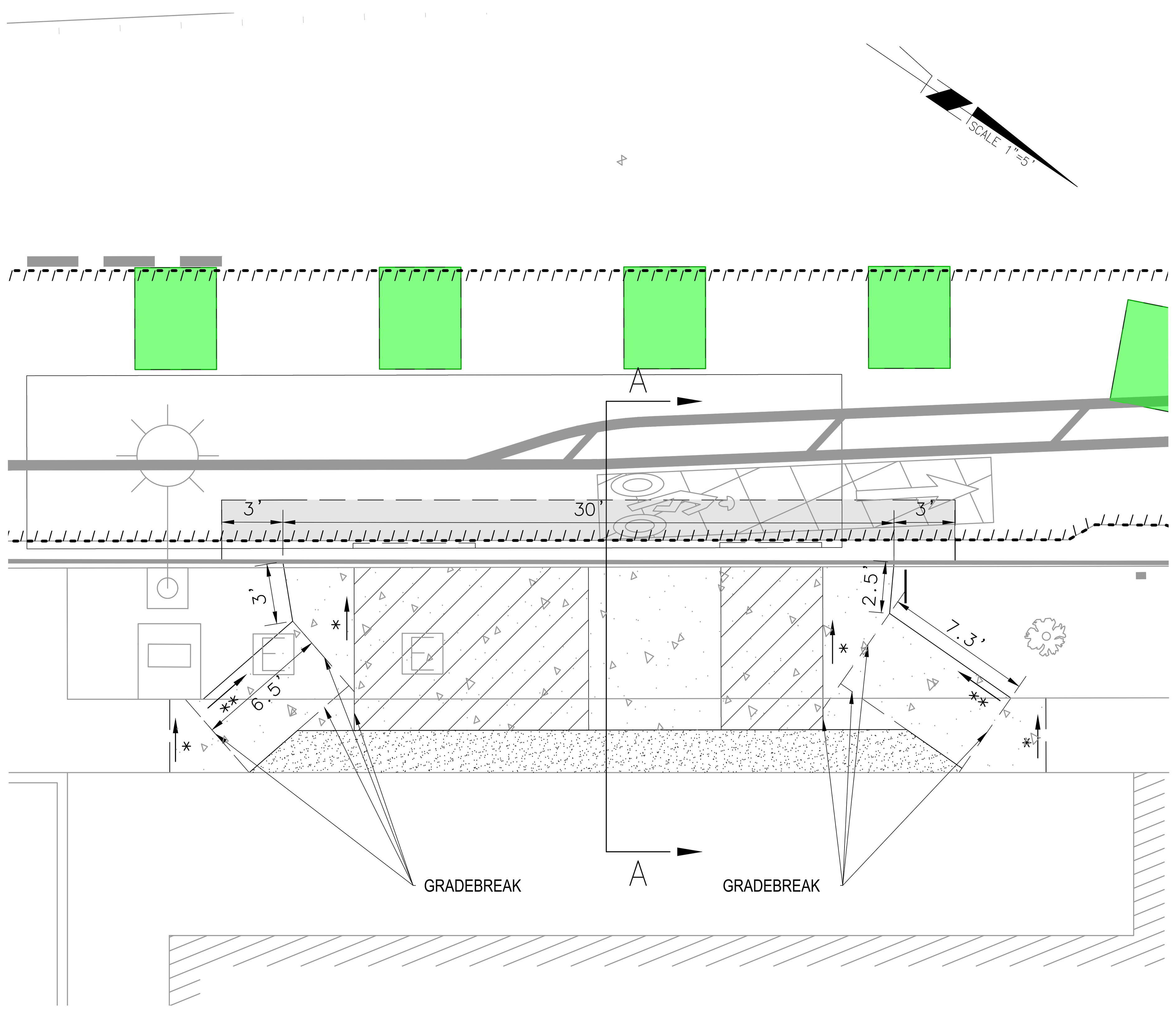
JENNIFER A. HARMON
C 63909
EXP. 9/30/26
CIVIL

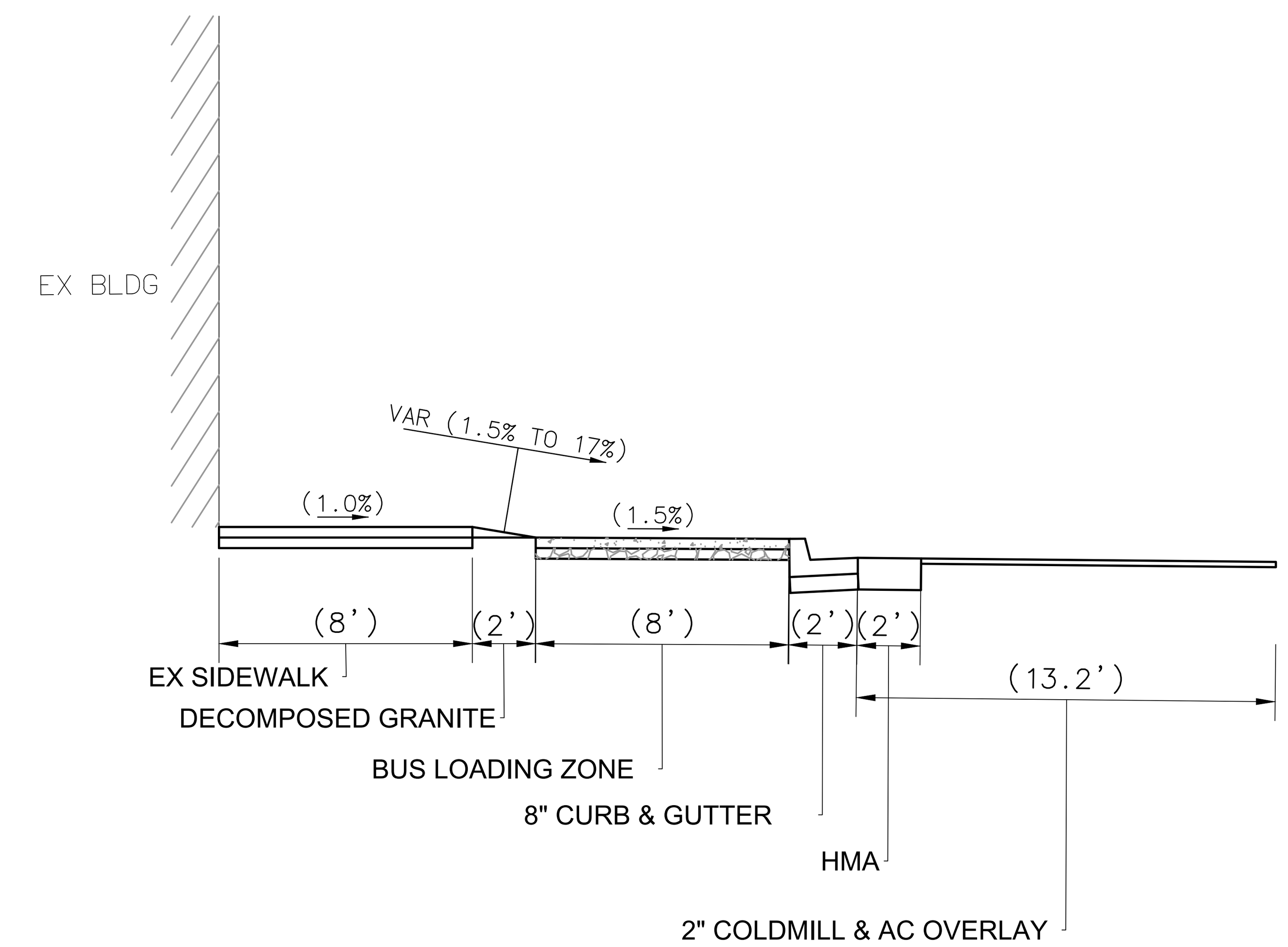
CONTRACT NO.
2024-MA-02

PJ#
XXXX

SHEET NUMBER
DT-01

4 OF: 6





SECTION A-A

NOTE:

1. DECOMPOSED GRANITE STRIP SEPARATING PATH OF TRAVEL AND BOCK OF LOADING ZONE.
2. PATH BEHIND EXISTING SIDEWALK TO BE USED AS PATH OF TRAVEL TO MEET STANDARDS.

LEGEND:

HMA TYPE A (12" THICK)

PCC SIDEWALK

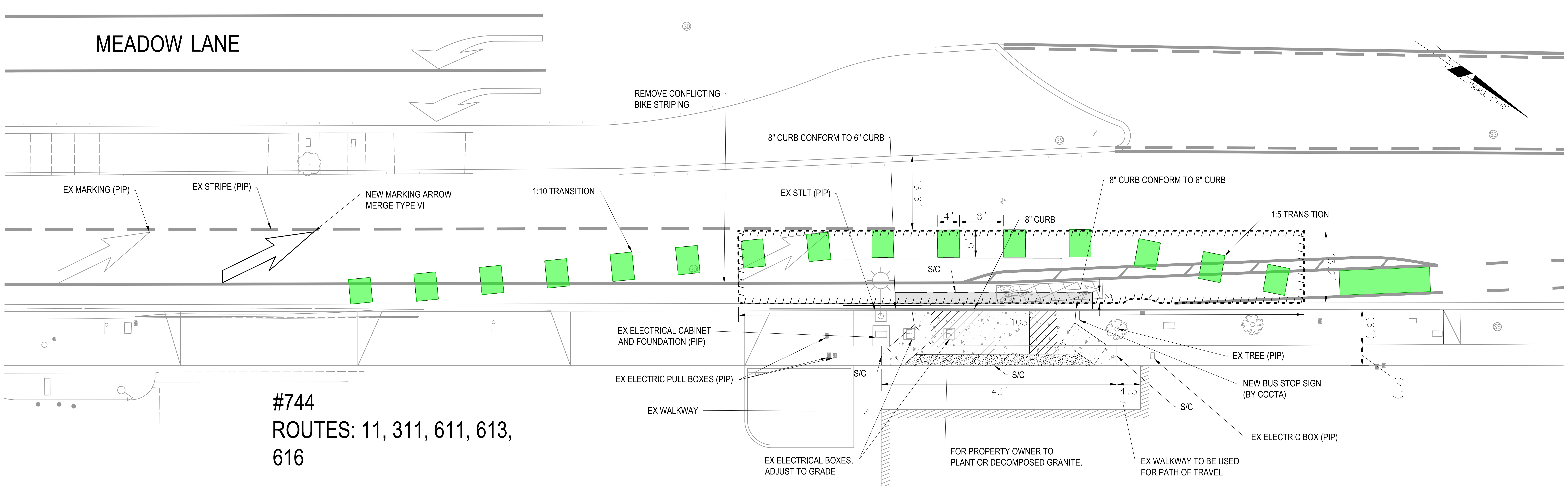
DECOMPOSED GRANITE

2" AC COLDMILL & OVERLAY

* - MAX 1.5%

** - MAX 5.0%

BUS LOADING ZONE FOR 40' BUS



#744

ROUTES: 11, 311, 611, 613, 616

DIABLO ENGINEERING GROUP

1981 N BROADWAY, SUITE 225
WALNUT CREEK, CA 94596
(925) 348-4509

CITY OF CONCORD

ENGINEERING SERVICES
1435 GASOLINE ALLEY
(925) 671-3361

DATE:	SCALE:	PROJECT NO.:
10/1	1" = 10'	XXXX
DESIGN:	DRAWN:	CHECKED:
MC	MC	JH

APPROVED BY CITY ENGINEER:
CARLTON A. THOMPSON JR.
RCE: C59697

COUNTY CONNECTION MONUMENT BOULEVARD BUS STOP TREATMENTS

MONUMENT BLVD & MEADOW LN

REV	DESCRIPTION	DATE

PREPARED UNDER THE DIRECTION OF

REGISTERED PROFESSIONAL ENGINEER JENNIFER A. HARMON C 63909 EXP. 9/30/26 CIVIL STATE OF CALIFORNIA

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5 OF: 6

80% SUBMITTAL, NOT FOR CONSTRUCTION

SUMMARY OF QUANTITIES

BUS STOP NO.	STREET	CROSS STREET	DETAIL SHEET	REMOVE SIDEWALK (SF)	RECONSTRUCT CURB (LF)	RECONSTRUCT CURB 8" (LF)	SIDEWALK (SF)	ADJUST UTILITTY COVER TO GRADE (EA)	DECOMPOSED GRANITE (SF)	DELINEATOR (EA)	THERMOPLASTIC MARKING (SF)	COMMENTS
714	MONUMENT BOULEVARD	BROOKVIEW PARK	DT-01	-	123	-	552	-	153	5	25	1:20 TRANSITION, CONSTRUCT DELINEATORS
715	MONUMENT BOULEVARD	MOHR LANE	DT-01	151	-	-	356	-	-	-	-	START BUS STOP LOADING ZONE CONCRETE 1 FOOT FROM CONCRETE BOX, 5% MAX RAMP SLOPE
744	MEADOW LANE	MONUMENT BOULEVARD	DT-02	156	-	36	299	2	68	-	414	1:10 TRANSITION, 1:5 TRANSITION, BIKE LANE MARKINGS, ADJUST UTILITY COVER TO GRADE, DECOMPOSED GRANITE STRIP BEHIND LOADING ZONE AND INFRONT OF SIDEWALK
			BASE BID TOTAL	**307**	**123**	**36**	**1207**	**2**	**221**	**5**	**439**	

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CITY OF CONCORD
Concord
ENGINEERING SERVICES
1435 GASOLINE ALLEY
(925) 671-3361

DATE:	SCALE:	PROJECT NO.:
10/1	NA	XXXX
DESIGN: MC	DRAWN: MC	CHECKED: JH

APPROVED BY CITY ENGINEER:
CARLTON A. THOMPSON JR.
RCE: C59697

COUNTY CONNECTION
MONUMENT BOULEVARD
BUS STOP TREATMENTS

QUANTITY TABLE

REV	DESCRIPTION	DATE

PREPARED UNDER
THE DIRECTION OF

REGISTERED PROFESSIONAL ENGINEER
JENNIFER A. HARMON
C 63909
EXP. 9/30/26
CIVIL
STATE OF CALIFORNIA

CONTRACT NO.
2024-MA-02

PJ#
XXXX

SHEET NUMBER
QT

1 OF: 6

County Connection

To: Board of Directors **Date:** January 9, 2026

From: John Sanderson, Director of ADA & Specialized Services **Reviewed by:**

SUBJECT: Non-Emergency Medical Transportation (NEMT) Update

Background:
Non-Emergency Medical Transportation (NEMT) is a Medi-Cal/Medicaid-funded transportation service mode that provides rides for Medi-Cal eligible individuals traveling to and from medical appointments and other health care related locations. NEMT service is provided under contract by a wide variety of operators, including public transit authorities and one-vehicle sole-proprietor enterprises. Medi-Cal pays the operator a fixed per-trip rate, plus mileage. NEMT riders are not charged a fare.

County Connection has been pursuing designation by the California Department of Health Care Services (DHCS) as a Non-Emergency Medical Transportation (NEMT) provider. It is expected that enrollment as an NEMT provider will allow County Connection to recoup the cost of certain LINK paratransit trips, by transitioning those trips to the NEMT service mode.

NEMT Application & Review:
County Connection applied for enrollment as an NEMT provider with the DHCS Provider Enrollment Division (PED) on February 28, 2025. During the following months County Connection addressed some minor deficiencies to our application, submitted additional information and went through a "comprehensive review". During the summer and early fall, DHCS conducted an on-site review and requested additional documentation. By mid-November, our application's status was updated from "Received by Medi-Cal" to "Under Review" and, on December 12, 2025, we were notified that our application was approved.

Next Steps:
Approval as a Medi-Cal transportation provider is the most significant prerequisite for County Connection to establish a NEMT operation. Additional next steps include: identifying Medi-Cal eligible LINK riders, medical facilities and other health-related LINK destinations, flagging both in the paratransit booking and scheduling database, coordinating with the Managed Care Providers for Contra Costa County on a procedure for obtaining pre-approval for NEMT trips as efficiently as possible, establishing internal protocols to assign eligible trips to the NEMT mode and track the trips for billing and reimbursement. Staff anticipates that the NEMT program will begin full operations in 2026.

Financial Implications:
NEMT revenues could eventually grow to offset a significant proportion of overall LINK paratransit costs. Estimates are still being developed, however the NEMT program is expected to become revenue-positive virtually as soon as operations begin.

Recommendation:
None. Information only.

Action Requested:
None. Information only.

Attachments:
None