

# County Connection

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

**BOARD OF DIRECTORS  
MEETING AGENDA  
Thursday, May 21, 2026  
9:00 a.m.**

**The Board Meeting will be held in-person at 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](mailto: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](http://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 April 16, 2026\*
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) Recognition of Departing Employee
  - b) Proposed CARB Amendments
7. Administration & Finance Committee
  - a) Clipper BayPass Amendment No. 2\*  
Resolution No. 2026-26\*  
(The A&F Committee and staff recommend that the Board adopt Resolution No. 2026-26 authorizing the General Manager to execute the second amendment to the Clipper BayPass Program agreement with MTC.)
  - b) Review of Updates to FY27 Budget\*  
(The A&F Committee and staff recommend that the Board review and discuss the proposed updates to the FY 2027 Draft Budget and Forecast.)
8. Marketing, Planning & Legislative Committee
  - a) Paratransit Riders Survey\*  
(Staff will provide an update on surveying our paratransit riders.)
  - b) Youth Ride Free Rollout Plan\*  
(Staff will share plans to roll out Youth Ride Free for 2026.)
9. 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.)
10. Next Meeting Date: June 18, 2026
11. Adjournment

\*Enclosure

\*\*Teleconference location: 4284 Baywood Ct., Concord Ca 94521

7000 Bollinger Canyon Rd, San Ramon CA 94583

## 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 or a 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 exempt from 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](http://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](mailto: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.

**Shuttle Service:** With advance notice, a County Connection LINK shuttle can be available at the North Concord BART station for individuals who want to attend the meeting. To arrange for the shuttle service, please call (925) 938-7433 between 8:00 am and 5:00 pm at least one day before the meeting.

### Currently Scheduled Board and Committee Meetings

Board of Directors:	Thursday, June 18 at 9 a.m., County Connection Board Room
Administration & Finance:	Wednesday, June 3 at 9 a.m., County Connection Offices, 2477 Arnold Industrial Way, Concord, CA
Advisory Committee:	TBD
Marketing, Planning & Legislative:	Thursday, June 4 at 8:30 a.m., Supervisor Andersen's Office, 3338 Mt. Diablo Blvd. Lafayette, CA.
Operations & Scheduling:	Friday, June 5 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](http://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 on County Connection's Website ([www.countyconnection.com](http://www.countyconnection.com)) and at the County Connection Administrative Offices, 2477 Arnold Industrial Way, Concord, California

# County Connection

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## CCCTA BOARD OF DIRECTORS

### MINUTES OF THE REGULAR MEETING

April 16, 2026

#### 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 Andersen, Diaz, Farley, Hillis, Noack, Wilk and Worth. Director Tatzin was absent. Director Rubio arrived at 9:03 a.m. Director Hoffmeister arrived at 9:18 a.m.

Staff: Churchill, Sherman, Boehm, Glenn, Hill, Horta, Jones, Johnson, Longmire, Martinez and Smith

**PUBLIC COMMUNICATION:** None

#### CONSENT CALENDAR

**MOTION:** Director Noack moved approval of the Consent Calendar, consisting of the following items: (a) Approval of Minutes of Regular Meeting of March 19, 2026; (b) Independent Auditor’s Statements for NTD; (c) Income Statements as of December 31, 2025. Director Worth seconded the motion, and it received the following roll call vote of approval:

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

#### REPORT OF CHAIR:

#### REPORT OF GENERAL MANAGER:

##### Update on APTA Legislative Conference

General Manager Bill Churchill, Director Farley and Director Storer all spoke on the APTA Legislative Conference. They were able to meet with the following offices:

- Garamendi – Sophia Legislative Assistant
- Padilla- Harper Rubin Legislative Aide
- Schiff- Gabriel Gonzalez Correspondence Manager/Legislative Correspondent
- DeSaulnier: Redi Degefa Policy Advisor

Bill Churchill stated that the current Surface Transportation ACT (Infrastructure Investment and Jobs Act or the IJA) will expire on September 30, 2026. The House has been working very hard on a bi-partisan effort for a re-authorization of a Transportation ACT. As the Chairman of the House Transportation and Infrastructure Committee is set to retire at the end of this year, there was considerable hope that this was possible. Initially

language was expected to be published on April 15, 2026, but it currently has no timeline for language and a subsequent markup. We are hearing it most likely will not happen until next year.

The federal gas tax has not been increased since 1993 and the fund is projected to go broke in 2027/28. Last week Congressman Rick Larsen of Washington proposed a federal vehicle registration fee indexed on vehicle weight as a potential solution. APTA members have been asked for opinions on this concept, and the association is working on a number of potential scenarios as feedback to the House Transportation & Infrastructure Committee.

President Trump's budget proposal that was released last week calls for a 23% reduction in funding to public transit programs. While his budget is just an initial proposal it does set the stage for areas he would like to see cut in a final federal budget.

President's budget:

Public Transit request = 16.3 Billion represents a 23% reduction

Passenger Rail programs = 2.8 Billion represents and 82% reduction in revenue

The proposal also discontinues advance appropriations in the existing IJJA, which results in substantial reductions to key public transit and passenger rail investments:

Capital Investments Grants: -1.6 Billion

Low or No Emission Competitive Grants -1.05 Billion

State of Good Repair Grants -1 Billion

Finally, his proposed budget does not include any US Department of Transportation (DOT) Surface Transportation Authorization (STA) funding or policy proposals, which interestingly is a major priority in Congress at the moment and in the House it currently has bipartisan support.

### SB1408 Update

Bill Churchill, General Manager stated that the local Measure J sales tax is set to expire in 2034. SB 1408 would extend Measure J revenue This tax is profoundly important to Contra Costa County and funds so many different things from highway projects to bike projects as well public transit operations. Senator Arreguin is carrying the Bill for Contra Costa Transportation Authority (CCTA). The Bill was heard at the Senate Transportation Committee on Tuesday of last week and passed on a 9 to 2 vote. County Connection offered a position of support for the Bill to the Committee. Next the Bill will be heard in the Senate Rev and Tax Committee on Wednesday April 22 next week.

### Electric Bus Update

Marcel Longmire, Director of Maintenance, informed the Board that the electric buses are working, and we have had no significant issues as of late.

## **REPORT OF STANDING COMMITTEES**

We moved up item 8.b. due to CCTA Staff being in attendance to provide a presentation.

### **Marketing, Planning & Legislative Committee**

#### Summer Outreach Calendar and Youth Ride Free

Ruby Horta, Assistant General Manager Administration introduced the item and introduced CCTA staff in attendance, Tim Haile, Danielle Elkins and Lindy Johnson. CCTA staff gave a presentation on a Youth Ride Free

program that will roll out in the summer. After a lengthy discussion regarding naming of the program, branding of the program and community outreach, Board direction was given to staff.

## **Administration & Finance Committee**

### **Adoption of the Proposed Fiscal Year 2027 Draft Operating and Capital Budget\*** **Resolution No. 2026-23**

Amber Johnson, Chief Financial Officer (CFO) stated that County Connection's draft budget for July 1, 2026 to June 30, 2027 (FY 2027) proposes \$59.3 million in operating expenses for fixed route and paratransit services with revenues to offset these costs. An additional \$3.2 million is proposed in capital expenditures and associated revenue during the budget year.

The operating expense budget of \$59.3 million is a 4.7 percent increase over the FY 2026 budget and allows for fixed route service to continue at existing levels, with a conservative but optimistic assumption that vacant operator positions will be filled during the fiscal year. The capital budget of \$3.2 million includes non-revenue vehicle replacements, multi-year facility upgrade plans, and updates to critical bus equipment. These projects are funded by local capital funds.

The proposed budget also incorporates the transfer of an estimated \$700,000 of discretionary revenues to a reserve account in FY 2027. Revenue sources that are considered discretionary include advertising revenue and interest income. This fund transfer is considered in combination with the TDA reserve held by MTC when calculating County Connection's total reserve balance.

The budget assumes that ridership will continue to improve and that recruitment efforts to fill vacant operator positions will be successful, resulting in a conservative increase in operating expenses as compared to the current year.

The FY 2027 capital budget includes several facility and vehicle maintenance and modernization projects. Major project additions include in ground hydraulic lift replacements, bus wash overhaul, replacement of building roofs, an automated fuel system upgrade, and on-board technology improvements. These projects are expected to take place over the next few years and will be funded with TDA capital funds.

Adoption of the draft FY 2027 budget will establish expenditure authority of \$59.3 million in operating expenses and \$3.2 million in capital expenditures for the budget year. The draft budget will serve as the basis for the Authority's claim of TDA revenues for the year-ended June 30, 2027.

**MOTION:** Director Noack moved adoption of Resolution No. 2026-23, authorizing filing applications and supporting documents for allocations of funds by the MTC. Director Hoffmeister seconded the motion, and it received the following roll call vote of approval:

Aye: Directors Andersen, Diaz, Farley, Hillis, Hoffmeister, Noack, Rubio, Storer, Wilk and Worth

No: None

Abstain: None

Absent: Director Tatzin

## **Marketing, Planning & Legislative Committee**

### **Update on Issuance of Non-Domiciled Commercial Drivers' Licenses (CDL)\* Information Only**

Director Noack left at 11:25 a.m.

Yvette Glenn, Director of Transportation explained that staff have been closely monitoring the changes surrounding the issuance of non-domiciled CDL's. Initially, individuals with non-domiciled CDL's, which were current, or not due for renewal, were not required to take any action at the time. In November 2025, the DMV issued a notice to some non-domiciled commercial drivers that their license would be canceled in sixty (60) days, or on January 5, 2026, unless they met the new federal guidelines. In late January 2026, the DMV issued a secondary notice, informing these drivers that the cancellation was postponed for an additional 60 days, or on March 6, 2026.

As of March 6, 2026, six of County Connection's workforce has been affected by the new federal rule issued by the DOT. This has included employees with existing CLPs, those that were due for a CDL renewal, or whose CDL was canceled following notification from the DMV. Upon cancellation or expiration, drivers have had the ability to immediately reapply for a commercial license and have been issued a temporary, non-commercial driver's license for a period of ninety (90) days.

Staff recognizes that this rule presents challenges both internally and externally and is working to support employees to the extent possible during this transition. Efforts have included exploring internal recruitment opportunities and/or offering the option of a temporary leave of absence. It is County Connection's understanding that a compliance plan in response to the new federal guidelines must be reviewed and approved by the Federal Motor Carrier Safety Administration before state licensing agencies have the ability to resume the issuance of non-domiciled commercial licenses and permits. Unfortunately, there is no clear timeline on when this may occur for the California DMV. As changes occur, we will continue to update the Board.

## **Operations & Scheduling Committee**

### **Revised Draft Alternative Service Plan**

Director Andersen left at 11:38 a.m.

Andrew M. Smith, Director of Planning & Marketing explained at the March 2026 Board of Directors and Operations & Scheduling Committee meetings, staff presented two scenarios for an Alternative Service Plan to address the budget reductions necessary should Bay Area voters not approve the Connect Bay Area Transit Initiative in November. The two scenarios varied in that Scenario 1 relied on cutting County Connection's lower productivity routes (as measured by passengers per revenue hour), while Scenario 2 took a more balanced approach of cutting only the very least productive routes and reducing frequency on the remaining routes in ascending order of productivity. Both the Board and the Committee expressed a preference for the approach taken in Scenario 2, as well as keeping all of County Connection's 600-series fixed routes, which serve schools.

Based on input provided by the Board and Committee, staff has created a new Scenario 3, which is a variant of the previously reviewed Scenario 2. This new scenario includes all of the service cuts and frequency reductions included in Scenario 2, except that it also proposes to end service on the weekday Route 18 (a lower-ridership route that runs between the Pleasant Hill BART and Martinez Amtrak stations), in order to preserve the existing frequency/headways on the weekday Route 10 (County Connection's second-highest ridership route, travelling east on Clayton Road from the Concord BART station), the weekend Route 4 (the downtown Walnut Creek "trolley", County Connection's second-most productive weekend route), and the afternoon portion of the weekday Route 20 (County Connection's third-highest ridership route, connecting the Concord BART station with DVC). Both scenarios preserve all of County Connection's 600-series fixed routes that serve schools, and both propose to discontinue paratransit service for trips beginning or ending more than the federally mandated three-quarter-mile buffer from any fixed route.

**MOTION:** Director Farley moved approval of the Revised Alternative Service Plan scenario 3. Director Rubio seconded the motion, and it received the following roll call vote of approval:

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

New MOU with Choice in Aging (CiA)\*  
Resolution No. 2026-24\*

Rosa Noya, Manager of ADA Services, gave a brief background stating that Choice in Aging (CiA), an adult social service agency accounted for about 20% of County Connection’s daily paratransit trip volume, before the COVID-19 pandemic. In January 2022, following a nearly two-year hiatus due to the pandemic, the Board approved a demonstration pilot project through which County Connection reimbursed CiA for door-through-door trips provided by a third-party Transportation Network Company (TNC) operator, SilverRide, for CiA attendees who are County Connection LINK-eligible, but whose needs exceed the standard of care available through shared-ride paratransit service, or who need rides to and from CiA on very short notice. Within a short time, the pilot program proved highly beneficial to CiA and its clients and cost effective for County Connection. As a result, the Board authorized extensions of the pilot program through 2023 and 2024. For 2025, the Board approved transitioning the pilot to a permanent program.

In fiscal year 2025 (FY25), County Connection LINK transported 99,677 registered riders at a total contract cost of approximately \$7.7 million, or roughly \$77.24 each. During the same time period the CiA-SilverRide program transported 9,829 registered riders at a cost of \$36.95 each – an average savings of about \$40.30 per trip, or about \$396,000 overall. \$400,000 was budgeted to support the program through FY26. Actual trip counts have come in slightly higher than expected, and as a result \$450,000 has been included in the preliminary budget for FY27.

MOTION: Director Farley moved adoption of the new MOU, which will include a base term of three (3) years, with two (2) one-year extension options, for a potential term of up to five (5) years. This will allow both CiA and County Connection to effectively incorporate the program into long range plans. Director Rubio seconded the motion, and it received the following roll call vote of approval:

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

Award contract to Alex Kushner General, Inc. for the Installation of a New Above Ground Storage Tank\*  
Resolution No. 2026-25\*

Director Hillis left at 11:44 a.m.

Amber Johnson, Chief Financial Officer gave a brief background by stating that in September 2025, the Board authorized the closure in place of two (2) 25,000-gallon single-wall underground diesel fuel tanks that were originally installed in 1981. This action was required to comply with State Water Resources Control Board regulations mandating that all single-wall underground storage tanks be permanently closed, removed, or replaced by December 31, 2025. The underground tank closure was completed following a competitive Invitation for Bids (IFB) process and brought County Connection’s fuel system into regulatory compliance while preserving its ability to supply diesel fuel for transit operations. One (1) 20,000-gallon double-wall underground fuel tank remains in service at the facility and is fully compliant with current state regulations.

To complete this phase, staff issued a competitive IFB for the Above-Ground Tank Installation project. The solicitation was publicly advertised, bids were received and evaluated, and the procurement was conducted in

accordance with applicable requirements. At the bid opening on March 26, 2026, at 2:00 p.m., three (3) responsible and responsive bids were received from interested contractors.

Following evaluation, staff recommends award of a construction contract to Alex Kushner General, Inc., the lowest responsive and responsible bidder, for installation and commissioning of the above-ground fuel storage system.

The total bid amount submitted by the recommended contractor, Alex Kushner General, Inc., is \$550,000, which includes all required subcontractor work. Staff recommends establishing a project contingency of \$200,000 to address potential unforeseen conditions or cost overruns that may arise during construction.

The total recommended not-to-exceed authorization amount for the Above-Ground Tank Installation project is therefore \$750,000. TDA Capital funds have previously been encumbered for this project and the recommended authorization is within the approved capital budget.

**MOTION:** Director Diaz moved adoption of resolution 2026-025 authorizing the General Manager to enter a Contract with Alex Kushner General, Inc. for the Above Ground Installation of Diesel Tanks Project. The project cost is not to exceed \$750,000. Director Rubio seconded the motion, and it received the following roll call vote of approval:

Aye: Directors Diaz, Farley, Hoffmeister, Rubio, Storer, Wilk and Worth

No: None

Abstain: None

Absent: Directors Andersen, Hillis, Noack and Tatzin

### **Report From Advisory Committee**

#### Appointment of Jeanette Green to the Advisory Committee as the member Representing the City of Concord

**MOTION:** Director Hoffmeister moved approval of the appointment of Jeanette Green to the Advisory Committee as the member Representing the City of Concord. Director Wilk seconded the motion, and it received the following roll call vote of approval:

Aye: Directors Diaz, Farley, Hoffmeister, Rubio, Storer, Wilk and Worth

No: None

Abstain: None

Absent: Directors Andersen, Hillis, Noack and Tatzin

**BOARD COMMUNICATION:** None

**ADJOURNMENT:** Chair Storer adjourned the regular Board meeting at 11:53 a.m.

Minutes prepared by:

Lathina Hill

Asst to the General Manager/Clerk to the Board of Directors

Date: May 11, 2026

**To:** Board of Directors

**Date:** May 13, 2026

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

**Reviewed by:** *Ref*

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**SUBJECT: Clipper BayPass Amendment No. 2**

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**Background:**

In 2021, the Metropolitan Transportation Commission's (MTC) Fare Integration Task Force adopted the Fare Policy Vision Statement directing staff to pilot a regional institutional pass product. In 2022, the first phase of the Clipper BayPass pilot was launched as a pilot to assess the impacts of an unlimited-use product at four higher education institutions – the University of California, Berkeley (UC Berkeley), San Francisco State University (SFSU), San Jose State University (SJSU), and Santa Rosa Junior College (SRJC) – and at 12 MidPen Housing affordable housing properties. In 2024, a second phase was launched, expanding the program's capacity limits, allowing the participation of the San Francisco International Airport (SFO), and allowing the sale of limited-duration passes to organizers of up to 10 special events (conventions, sporting events, etc.).

**Amendment:**

MTC has proposed a second amendment to the existing Clipper BayPass agreement (Attachment 1) that extends the end date for Phase 2 of the pilot from 2027 to 2030 and includes a few other minor edits that are inconsequential to County Connection. There is, however, one additional provision of note regarding the fare reimbursements.

The Clipper BayPass program has thus far been entirely funded by MTC, with the fares for rides taken by Clipper BayPass holders reimbursed by MTC at the adult Clipper card rate (\$2.00/passenger in the case of County Connection). The amendment reduces the reimbursement rate for Clipper BayPass holders that would otherwise qualify for the Clipper START program (an income-based program that provides 50%-off single-ride discounts). The Clipper START program is also funded by MTC, with reimbursements paid to the transit operators commensurate with the reduced fare (\$1.00/passenger in the case of County Connection), however the amendment does not provide an equivalent reimbursement for rides taken by these reduced-fare Clipper BayPass holders. County Connection staff informed MTC staff that we could not agree to any unreimbursed fare discounts, and the amendment was modified to exclude County Connection from that portion of the Clipper BayPass program (see Article III (A) at the top of page 3 of the amendment).

**Financial Implications:**

There will be no fiscal impact to County Connection. Funds collected from participating employers will be distributed to transit operators based on ridership and lost fare revenue. If the pass is overutilized

and foregone revenue exceeds what is paid by participants, MTC has set aside \$5 million in State Transit Assistance (STA) Regional Program funds to fund the extension and to address the existing budget gap.

**Recommendation:**

The Administration and Finance Committee and staff recommend the Board authorize the General Manager to execute the second amendment to the Clipper BayPass Program agreement with MTC.

**Action Requested:**

The Administration and Finance Committee and staff request that the Board of Directors adopt Resolution 2026-26 authorizing the General Manager to execute Amendment No. 2 to the Clipper BayPass Pilot Program Participation Agreement.

**Attachments:**

Attachment 1: Amendment No. 02 to Clipper® Bay Pass Pilot Program Participation Agreement

Attachment 2: Resolution No. 2026-26

**AMENDMENT NO. 02 TO CLIPPER® BAY PASS PILOT PROGRAM  
PARTICIPATION AGREEMENT**

THIS AMENDMENT, effective as of July 1, 2026 is Amendment No. 02 to the Clipper® BayPass Pilot Program Participation Agreement, dated November 1, 2023, as amended on August 15, 2024 (collectively, “Agreement”).

WHEREAS, The Clipper BayPass Pilot Program (“Pilot”) was first launched in 2022 by the Metropolitan Transportation Commission (“MTC”) and the participating transit operators (“Operators”) as defined in Clipper® BayPass Pilot Program Participation Agreement. MTC and the Operators are referred to herein collectively as the “Parties” or individually as a “Party;” and

WHEREAS, Phase 1 of the Pilot commenced in August 2022 and Phase 2 of the Pilot commenced in January 2024; and

WHEREAS, Amendment No. 1 of the Clipper BayPass Pilot Program Participation Agreement extended Phase 2 of the Pilot through June 30, 2027.

WHEREAS, After Amendment No 1. to the Agreement, the Parties determined that several additional changes to the Agreement were necessary in order to allow the Pilot program to maximize opportunities to sell the Clipper BayPass Pilot product to institutional customers in the San Francisco Bay Area; and

NOW, THEREFORE, the Parties agree to modify the subject Agreement as indicated below. Where modifications have been made, added text is indicated in italics, deleted text is indicated in strikethrough format.

1. The eighth recital is updated to allow an “up to three-year” basis for contract duration to reduce administrative burden associated with annual contracts where applicable.

WHEREAS, Phase 2 of the Clipper BayPass Pilot Program will offer the Clipper BayPass product for sale to up to 10 employers and/or institutions in the Bay Area with a combined total of up to 20,000 individuals, unless these cap amounts are adjusted by a vote of the Fare Integration Task Force or its designated successor body. Each employer/institutional customer of Phase 2, with the exception of Preexisting Institutional Pass Product customers, will enter into a ~~one-year~~ contract with MTC which will set forth the financial terms of the purchase of the Clipper BayPass product. Contracts will be subject to renewal on ~~an annual basis~~ *up to a three-year basis*, with financial terms subject to change. Preexisting Institutional Pass Product customers will maintain their existing contractual relationship with the Operator offering their Preexisting Institutional Pass Product with a separate additional contract with MTC for Phase 2 of the Clipper BayPass Pilot unless the Operator, MTC, and customer mutually agree to another contracting arrangement; and

2. The ninth recital is updated to extend the duration of the Clipper BayPass Phase 2 Pilot to continue to allow for continued discussion amongst the Parties regarding programmatic structure:

WHEREAS, Phase 2 of the Clipper BayPass Pilot Program will begin on December 1, 2023 and continue to no later than ~~June 30, 2027~~ *December 31, 2030*.

3. An additional recital is added to factor existing Clipper discounts into reimbursements to Operators for trips made on Clipper BayPass.

*WHEREAS, there are Clipper discounts for youth, seniors, individuals with qualifying disabilities (RTC) and individuals with qualifying incomes (START). These discounts will be applied to reimbursements paid to Operators for trips made on Clipper BayPass consistent with the terms set forth in Article III, part A.*

4. An additional recital is added to clarify the work that MTC and Clipper BayPass project staff have done and continue to do to support program implementation.

*WHEREAS, MTC and Clipper BayPass project staff have and will continue to support program implementation and administration. Their work includes outreach and sales, contract review and routing, Clipper institutional portal training for partner organizations, partner billing, partner headcount reporting, biannual partner surveys and survey analysis, ridership data reporting and analysis, contract renegotiation, and Operator reimbursement calculation and administration.*

5. An additional recital is added to clarify that the Regional Network Management Council is the designated successor body to the Fare Integration Task Force.

*WHEREAS, The Regional Network Management Council is the designated successor body to the Fare Integration Task Force, which was sunsetted in April 2025.*

6. An additional recital is added to clarify any supplemental agreements between MTC and Operators with Preexisting Institutional Pass Products.

*WHEREAS, MTC and Clipper BayPass project staff recognize that there may be supplemental agreements between MTC and Operators with Preexisting Institutional Pass Products. Any supplemental agreement would be signed by MTC and the affected Operator. MTC will provide a copy of each supplemental agreement to all parties to the Participation Agreement once executed.*

7. Article I (B), Operator Responsibilities, is updated clarify the term of the Clipper BayPass Phase 2 Pilot:

B. Participate in the Clipper BayPass pilot program for the entirety of the Phase 2 Pilot lasting from the Effective Date until no later than ~~June 30, 2027~~ *December 31, 2030*.

8. Article II (B), MTC Responsibilities, is updated clarify the term of the Clipper BayPass Phase 2 Pilot:

B. Participate in the Clipper BayPass pilot program for the entirety of the Phase 2 Pilot lasting from the Effective Date until no later than ~~June 30, 2027~~ *December 31, 2030*.

9. Article V, Term, is updated to clarify the term of the Clipper BayPass Phase 2 Pilot:

The term of the Agreement shall begin upon the Effective Date and continue until ~~June 30, 2027~~ *December 31, 2030*, unless terminated by written agreement of the Parties.

10. Article III (A), Program Revenues is updated to incorporate existing Clipper discount programs into reimbursements to Operators for trips made on Clipper BayPass.

A. Any Phase 2 revenue generated by the sales of Clipper BayPass to an employer/ institutional customer that was not a customer of an Operator's Preexisting Institutional Pass Product on either January 1, 2020 or on the Effective Date shall be allocated by MTC amongst the Parties based on actual passenger usage of the Clipper BayPass Phase 2 product at a rate equal to a regular Adult Clipper fare for each trip taken: *except when the employer / institutional customer provides reasonable substantiation to MTC for the share of its eligible employees / members who qualify for a Clipper discount program on the Operators listed in Article III part A.1. Because applying discounts in this manner will introduce additional administrative complexity, MTC will offer the opportunity for employers / institutional customers to apply Clipper discounts on a limited basis in accordance with Clipper BayPass project staff administrative capacity.*

*In cases where Clipper discounts are applied, reimbursements to Operators listed in Article III part A.1 will be discounted on a pro-rata basis according to the share of eligible employees / members who qualify for a Clipper discount program. Employers must provide reasonable substantiation for the shares of their employees that qualify for all Clipper discount programs other than Clipper START. Non-employers must provide reasonable substantiation for the shares of their population that qualify for all Clipper discount programs.*

*A.1 Operators who have opted to participate in applying Clipper discounts to their reimbursements for trips made on BayPass are:*

*1. Alameda-Contra Costa Transit District; Golden Gate Bridge, Highway and Transportation District; San Francisco Bay Area Rapid Transit District; City and County of San Francisco Municipal Transportation Agency; San Mateo County Transit District; Santa Clara Valley Transportation Authority; Peninsula Corridor Joint Powers Board; City of Fairfield (FAST); City of Petaluma; Eastern Contra Costa Transit Authority; Livermore/Amador Valley Transit Authority; Marin County Transit District; Napa Valley Transportation Authority; Solano County Transit; City of Santa Rosa; Sonoma-Marin Area Rail Transit District; City of Vacaville (Vacaville City Coach); Western Contra Costa Transit Authority; San Francisco Bay Area Water Emergency Transportation Authority; Sonoma County Transit; City of Union City.*

11. Article III (C), Program Revenues is updated to decouple the requirement that program revenues exceed the amount necessary to reimburse Operators from MTC's ability to receive reimbursement for operation and management of the Clipper BayPass Pilot program.

C. Should the Phase 2 revenue be in excess of the amount needed to reimburse Operators under the terms described in Article III, subsections A and B, these additional revenues ~~up to a limit of \$1,000,000 or whatever costs were incurred by MTC to establish the Phase 2 program,~~

~~whichever is less, shall be available to reimburse MTC for the operation and management of the Clipper BayPass Pilot program subject to the approval of the Fare Integration Task Force or any designated successor body. All additional excess revenues, beyond the limit described above, will be allocated to Operators based on each Operator's share of overall Phase 2 ridership.~~

12. Article III (G) is added to formalize a process for MTC to receive reimbursement for operation and management of the Clipper BayPass Pilot program.

*G. On an annual basis, MTC and Clipper BayPass project staff shall propose, for approval by the Regional Network Management Council or any designated successor body, an annual Clipper BayPass administration budget to be drawn from Clipper BayPass program revenues. The cost of Clipper BayPass annual administration shall be included in the price of BayPass as an increment above the estimated cost of reimbursing Operators for trips taken on BayPass. MTC and Clipper BayPass project staff will endeavor to maintain high standards of program administration efficiency and efficacy, which will be reflected in their proposed program administration budget.*

11. Article III (F) is updated to remove the supplemental contract requirement, allow for greater flexibility in contract design (i.e., updated language does not prohibit a pass-through contract) and clarify that the option to enter into the contract is at the discretion of the Operator that holds the pass to which the BayPass is being added (i.e., if the BayPass is being added to an existing AC Transit EasyPass, AC Transit decides whether they want to enter into a passthrough contract or keep separate contracts and so forth).

F. Should any existing employer/institutional customer of one of the Operators' Preexisting Institutional Pass Products express an interest in purchasing the Clipper BayPass product, the Clipper BayPass will only be offered to the existing employer/institutional customer as an upgrade to their Preexisting Institutional Pass Product. ~~MTC will manage a supplemental contract for the BayPass upgrade, and~~ The Parties will strive to align operational processes between the Clipper BayPass and the Preexisting Institutional Pass programs. *The decision to offer the employer/institutional customer a combined contract or maintain separate contracts is at the discretion of the Operator that holds the Preexisting Institutional Pass agreement.*

SIGNATURES ON SUBSEQUENT PAGES

IN WITNESS WHEREOF, this Amendment has been executed by the parties hereto as of the Effective Date written above.

**Metropolitan Transportation Commission**

Approved as to form:  
Kathleen Kane, General Counsel

\_\_\_\_\_  
Name: Andrew B. Fremier  
Title: Executive Director

\_\_\_\_\_  
Matthew Lavrinets, Deputy General Counsel

Date: \_\_\_\_\_

**Alameda-Contra Costa Transit District**

Approved as to form:

---

Name: Salvador Llamas

Title: General Manager

Date: \_\_\_\_\_

---

Aimee Steele, General Counsel / Chief  
Legal Officer

**Golden Gate Bridge, Highway and  
Transportation District**

Approved as to form:

---

Name: Denis J. Mulligan  
Title: General Manager

---

Kimon Manolius, General Counsel

Date: \_\_\_\_\_

**San Francisco Bay Area Rapid Transit District** Approved as to form:

\_\_\_\_\_  
Name: Robert M. Powers  
Title: General Manager

\_\_\_\_\_  
Jeana Zelan, General Counsel

Date: \_\_\_\_\_

**City and County of San Francisco  
Municipal Transportation Agency**

Approved as to form:  
David Chiu, City Attorney

---

Name: Julie Kirschbaum  
Title: Director of Transportation

---

Annie Smiddy, Deputy City Attorney

Date: \_\_\_\_\_

**San Mateo County Transit District**

Approved as to form:

---

Name: April Chan

Title: General Manager/CEO

Date: \_\_\_\_\_

---

Joan L. Cassman, General Counsel

**Santa Clara Valley Transportation Authority**

Approved as to form:  
Evelynn Tran, General Counsel

\_\_\_\_\_  
Name: Carolyn Gonot  
Title: General Manager/Chief Executive Officer

\_\_\_\_\_  
Yue-han Chow, Senior Assistant Counsel

Date: \_\_\_\_\_

**Peninsula Corridor Joint Powers Board**

Approved as to form:

---

Name: Michelle Bouchard

Title: Executive Director

Date: \_\_\_\_\_

---

James Harrison, General Counsel

**Central Contra Costa Transit Authority**

Approved as to form:

---

Name: William Churchill

Title: General Manager

Date: \_\_\_\_\_

---

Julie Sherman, General Counsel

**City of Fairfield**  
**FAST**

Approved as to form:

---

Name: David Gassaway  
Title: City Manager

---

David Lim, City Attorney

Date: \_\_\_\_\_

**City of Petaluma**

Approved as to form:

---

Name: Peggy Flynn  
Title: City Manager

---

Eric W. Danly, City Attorney

Date: \_\_\_\_\_

**Eastern Contra Costa Transit Authority**

Approved as to form:

---

Name: Rashidi Barnes  
Title: Chief Executive Officer

---

Eli Flushman, General Counsel

Date: \_\_\_\_\_

**Livermore/Amador Valley Transit Authority**

Approved as to form:

\_\_\_\_\_  
Name: Christy Wegener  
Title: Executive Director

\_\_\_\_\_  
Michael N. Conneran, General Counsel

Date: \_\_\_\_\_

**Marin County Transit District**

Approved as to form:

---

Name: Robert Betts

Title: General Manager

Date: \_\_\_\_\_

---

Kerry Gerchow, County Counsel

**Napa Valley Transportation Authority**

Approved as to form:

---

Name: Danielle Schmitz  
Title: Executive Director

---

Osman Mufti, General Counsel

Date: \_\_\_\_\_

**Solano County Transit**

Approved as to form:

---

Name: Beth Kranda  
Title: Executive Director

---

Bernadette Shilts Curry, County Counsel

Date: \_\_\_\_\_

**City of Santa Rosa**

Approved as to form:

---

Name: Lori Ann Farrell  
Title: Interim City Manager

---

Samantha W. Zutler, Interim City Attorney

Date: \_\_\_\_\_

**Sonoma-Marín Area Rail Transit District**

Approved as to form:

---

Name: Eddy Cumins

Title: General Manager

Date: \_\_\_\_\_

---

Jessica Sutherland, General Counsel

**City of Vacaville**  
**Vacaville City Coach**

Approved as to form:

---

Name: Brian Oxley  
Title: Director of Public Works

---

Andria Borba, City Attorney

Date: \_\_\_\_\_

**Western Contra Costa Transit Authority**

Approved as to form:

---

Name: Robert Thompson

Title: General Manager

Date: \_\_\_\_\_

---

Michael N. Conneran, General Counsel

**San Francisco Bay Area Water Emergency  
Transportation Authority**

Approved as to form:

---

Name: Seamus Murphy  
Title: Executive Director

---

Steve Miller, General Counsel

Date: \_\_\_\_\_

**Sonoma County Transit**

Approved as to form:

---

Name: Emily Betts

Title: Transit Systems Manager

Date: \_\_\_\_\_

---

Jeremy Fonseca, General Counsel

**City of Union City**

Approved as to form:

---

Name: Joan Malloy  
Title: City Manager

---

Kristopher J. Kokotaylo, City Attorney

Date: \_\_\_\_\_

**RESOLUTION NO. 2026-26**

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

\* \* \*

**AUTHORIZING THE GENERAL MANAGER TO EXECUTE AMENDMENT NO. 2 TO  
CLIPPER BAYPASS PILOT PROGRAM PARTICIPATION AGREEMENT**

**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**, the Metropolitan Transportation Commission ("MTC") is the regional transportation planning agency for the San Francisco Bay Area pursuant to Government Code Section 66500 et seq.;

**WHEREAS**, in August 2022, MTC launched Phase 1 of the Clipper BayPass Pilot Program ("Program") to evaluate the degree to which an institutional/employer transit pass covering all operators in the nine-county region may increase transit ridership and better meet the needs of users and institutions, as compared to single-agency passes;

**WHEREAS**, in January 2024, MTC launched Phase 2 of the Program, which expanded the Program to include employers in transit-concentrated locations, such as downtown San Francisco, Oakland, and San Jose, to allow the participation of the San Francisco International Airport, and to allow the sale of limited-duration passes for special events such as conventions, sporting events and festivals;

**WHEREAS**, in August 2024, MTC and CCCTA executed the first amendment to the Clipper BayPass Pilot Program Participation Agreement to extend Phase 1 of the Program for an additional year and update the scope of Phase 2 of the Program;

**WHEREAS**, MTC desires to amend the Clipper BayPass Pilot Program Participation Agreement to extend the end date for Phase 2 of the Program from 2027 to 2030, allow multi-year institutional contracts, clarify governance and administrative cost recovery, and provide additional flexibility for participation by institutional customers and operators;

**WHEREAS**, executing the second amendment will not result in a fiscal impact to CCCTA because funds collected from participating institutions and employers will be distributed to transit operators based on ridership and lost fare revenue, and MTC has set aside \$5 million in funds to address any budget gaps; and

**WHEREAS**, staff recommends and the Administration and Finance Committee concurs that the Board of Directors authorize the General Manager or designee to execute Amendment No. 2 to the Clipper BayPass Pilot Program Participation Agreement.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Directors of the Central Contra Costa Transit Authority authorizes the General Manager or designee to execute Amendment No. 2 to the Clipper BayPass Pilot Program Participation Agreement, in a form approved by legal counsel; and

**BE IT FURTHER RESOLVED** that the General Manager or designee is authorized to take any other actions necessary to give effect to this resolution.

Regularly passed and adopted this 21<sup>st</sup> day of May, 2026 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

---

Robert Storer, Chair, Board of Directors

ATTEST:

---

Lathina Hill, Clerk to the Board

**To:** Board of Directors

**Date:** May 12, 2026

**From:** Amber Johnson, Chief Financial Officer

**Reviewed by:** WC.

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**SUBJECT: Updates to Fiscal Year 2027 Draft Budget and Forecast**

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**Background:**

County Connection's Fiscal Year (FY) 2027 Draft Operating and Capital Budget was approved by the Board of Directors in April so that a timely Transportation Development Act (TDA) claim could be filed with the Metropolitan Transportation Commission (MTC). Staff continue to monitor revenue and expenditure assumptions for the coming year and forecasted years, until the final FY 2027 budget is adopted by a public hearing in June. The A&F Committee reviewed the current version of the FY 2027 Draft Budget at its most recent meeting.

**FY 2027 Operating and Capital Budget:**

A few updates and refinements have been made to the operating budget since the last version was reviewed by the Board of Directors in April:

- Recognition of grant revenue and associated operating expenses related to an Affordable Housing and Sustainable Communities (AHSC) Grant award in partnership with the City of Walnut Creek and Resources for Community Development (RCD). This grant will provide up to \$4.15 million over the next five years to increase service levels on the Route 4. The FY 2027 budget estimates \$760 thousand in revenue with offsetting expenses for the first year of this grant. These revenues are reflected in the Special Service Revenue category. Offsetting expenses are reflected in Wages and Benefits.
- Contra Costa Transportation Authority (CCTA) released updated estimates for the budget year, resulting in a 2.5% increase (\$60 thousand) in this Measure J Sales Tax revenue.
- General liability, vehicle, and workers' comp insurance expenses have been reduced by approximately \$150 thousand based on current estimates.

**FY 2027 to FY2032 Operating and Capital Forecast:**

The version of the draft budget presented last month was for a single year, FY 2027. The updated version of the draft budget includes the operating and capital forecast through FY 2032.

- The operating forecast projections include:
  - Fixed route and paratransit fare revenues to remain flat.
  - Special service revenue increasing by 3% per year.
  - Federal operating revenue for ADA paratransit service to increase by 1% per year.
  - Optimistic fuel tax revenue (STA) growth of 2% per year after sharp declines in FY 2026 and FY 2027.
  - Other state grants (RM2, RM3, SB1) to grow by 2% per year.
  - Measure J sales tax to grow by 2% per year.
  - Advertising revenue to remain flat.
  - Interest income increasing by 3% per year.
  - Paratransit partner revenue increasing by 2% per year.
  - An average increase of 2% per year in fixed route operating expenses.
  - An average increase of 3% per year in paratransit operating expenses.
  
- The capital forecast projections include:
  - Scheduled transit bus and paratransit cut-aways and minivan purchases based on the useful life schedule and MTC bus/van pricelist prices. In FY 2030, transit bus procurements begin to convert to zero emission vehicles in accordance with the board adopted Zero Emission Bus (ZEB) rollout plan.
  - The solar array project which is funded in whole by State Transit and Intercity Rail Capital Program (TIRCP) funds was previously projected to take place in FY 2027 and FY 2028. This has been pushed to FY 2029 and FY 2030. The total project cost is \$15 million.
  - Placeholder in FY 2029 in the amount of \$7.5 million for the hydrogen fueling station project that would be primarily funded by a Federal Highway Administration (FHWA) grant obtained as a result of a joint TIRCP application with Livermore Amador Valley Transit Authority (LAVTA).
  - Additional improvements to transition the maintenance and fueling facilities in accordance with the board adopted Zero Emission Bus (ZEB) rollout plan. These improvements are scheduled in the years FY 2028 through FY 2031 for a total cost of \$3.8 million. The forecast includes an optimistic assumption that a revenue source (labeled “TBD”) will be secured to fund 80% of the costs of these improvements.
  
- As a result of these assumptions, the Authority is projected to have sufficient Operating and Capital Reserves through FY 2028. These reserves are considered sufficient when at least 25% of operating costs are reserved. In FY 2029, reserves begin to dip below the 25% threshold, and are projected to go negative in FY 2030. As costs continue to outpace revenues, and zero emission vehicles and infrastructure demand a higher portion of TDA capital, additional revenue sources will need to be secured to keep the Authority in a financially stable position. Should additional revenue sources

**Financial Implications:**

None.

**Recommendation:**

Staff and the A&F Committee recommend that the Board review and discuss the proposed updates to the FY 2027 Draft Budget and Forecast.

**Action Requested:**

None, for discussion only.

**Attachments:**

Attachment 1: Revised FY 2027 Draft Operating and Capital Budget and Forecast

**County Connection  
FY 2027 Draft Budget  
TABLE OF CONTENTS**

**TABLES**

Table 1: Budget Summary	2
Table 2: Operating Revenues	3
Table 3: Operating Expenditures	4
Table 4: Capital Program - Budget Year	5
Table 5: Positions by Department	6
Table 6: Capital Program	7
Table 7: Operating Forecast	8
Table 8: Reserves Projections	9
Table 9: Operating Expense Detail	10

**CHARTS**

Chart 1: Operating & Capital Reserve Projections	22
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**County Connection**  
**FY 2027 Draft Budget**  
**BUDGET SUMMARY**

Category	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget	% Change from FY 2026 Budget
<b>Revenue:</b>					
Fixed Route Operations	\$ 39,690,896	\$ 43,929,292	\$ 42,773,016	\$ 46,303,925	5.4%
Paratransit Operations	11,905,224	13,193,477	12,857,491	13,887,700	5.3%
Capital	9,941,400	13,591,400	13,591,400	3,182,500	-76.6%
<b>Total Revenue</b>	<b>61,537,520</b>	<b>70,714,169</b>	<b>69,221,907</b>	<b>63,374,125</b>	<b>-10.4%</b>
<b>Expenditures:</b>					
Fixed Route Operations	38,159,521	43,479,292	41,665,766	45,603,925	4.9%
Paratransit Operations	11,905,224	13,193,477	12,857,491	13,887,700	5.3%
Capital	9,941,400	13,591,400	13,591,400	3,182,500	-76.6%
<b>Total Expenditures</b>	<b>60,006,145</b>	<b>70,264,169</b>	<b>68,114,657</b>	<b>62,674,125</b>	<b>-10.8%</b>
<b>Net Change in Fund Balance</b>	<b>\$ 1,531,375</b>	<b>\$ 450,000</b>	<b>\$ 1,107,250</b>	<b>\$ 700,000</b>	
Operating and Capital Reserve					
TDA Reserve Balance	49,081,517	41,512,566	43,662,078	33,627,432	
Discretionary Reserve Balance	2,915,529	3,365,529	4,022,779	4,722,779	
<b>Total Operating and Capital Reserve</b>	<b>\$ 51,997,046</b>	<b>\$ 44,878,095</b>	<b>\$ 47,684,857</b>	<b>\$ 38,350,211</b>	

**County Connection  
FY 2027 Draft Budget  
OPERATING REVENUES**

Category	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget	% Change from FY 2026 Budget
<b>FIXED ROUTE</b>					
Fare Revenue	\$ 2,991,881	\$ 2,941,593	\$ 3,064,417	\$ 3,182,200	8.2%
Special Service Revenue	798,401	710,491	655,000	1,273,000	79.2%
<b>Total Fare Revenue</b>	<b>3,790,282</b>	<b>3,652,084</b>	<b>3,719,417</b>	<b>4,455,200</b>	<b>22.0%</b>
Federal Operating Funds	166,604	285,303	163,000	98,000	-65.7%
State Transit Assistance	6,690,946	5,728,438	5,728,000	5,175,000	-9.7%
BART Feeder Funds	820,003	802,469	802,000	-	-100.0%
Other State Grants	371,460	361,767	385,342	1,578,000	336.2%
TDA Article 4.0	19,614,755	26,271,231	24,410,007	27,739,725	5.6%
Measure J Sales Tax	6,353,000	6,353,000	6,353,000	6,513,000	2.5%
<b>Total Federal-State-Local Revenue</b>	<b>34,016,768</b>	<b>39,802,208</b>	<b>37,841,349</b>	<b>41,103,725</b>	<b>3.3%</b>
Advertising Income	279,312	200,000	203,250	200,000	0.0%
Investment and Misc Income	1,604,534	275,000	1,009,000	545,000	98.2%
<b>Total Other Revenue</b>	<b>1,883,846</b>	<b>475,000</b>	<b>1,212,250</b>	<b>745,000</b>	<b>56.8%</b>
<b>TOTAL FIXED ROUTE REVENUE</b>	<b>39,690,896</b>	<b>43,929,292</b>	<b>42,773,016</b>	<b>46,303,925</b>	<b>5.4%</b>
<b>PARATRANSIT</b>					
Fare Revenue	580,967	532,000	535,000	546,000	2.6%
Special Service Revenue	221,302	221,300	227,000	228,000	3.0%
<b>Total Fare Revenue</b>	<b>802,269</b>	<b>753,300</b>	<b>762,000</b>	<b>774,000</b>	<b>2.7%</b>
Federal Operating	1,590,376	1,664,495	1,643,000	1,512,000	-9.2%
State Transit Assistance	1,036,880	1,000,000	1,000,000	1,000,000	0.0%
TDA Article 4.0	2,148,035	3,101,335	2,576,491	3,138,700	1.2%
TDA Article 4.5	1,079,292	1,077,864	1,087,000	1,396,000	29.5%
Measure J Sales Tax	2,619,266	2,627,938	2,547,000	2,615,000	-0.5%
Other Local Grants and Charges	239,981	248,505	245,000	250,000	0.6%
<b>Total Federal-State-Local Revenue</b>	<b>8,713,830</b>	<b>9,720,137</b>	<b>9,098,491</b>	<b>9,911,700</b>	<b>2.0%</b>
<b>Subtotal Paratransit Revenue</b>	<b>9,516,099</b>	<b>10,473,437</b>	<b>9,860,491</b>	<b>10,685,700</b>	<b>2.0%</b>
<b>Paratransit Partners</b>					
Fare revenue - LAVTA ADA	29,348	30,000	32,000	32,000	6.7%
Operating revenue - LAVTA ADA	1,743,964	1,982,151	1,809,000	1,989,000	0.3%
Fare revenue - One Seat	36,056	39,000	49,000	49,000	25.6%
Operating revenue - One Seat	574,025	663,889	1,097,000	1,122,000	69.0%
Operating revenue - Go San Ramon	5,732	5,000	10,000	10,000	100.0%
<b>Subtotal Partner Revenue</b>	<b>2,389,125</b>	<b>2,720,040</b>	<b>2,997,000</b>	<b>3,202,000</b>	<b>17.7%</b>
<b>TOTAL PARATRANSIT REVENUE</b>	<b>11,905,224</b>	<b>13,193,477</b>	<b>12,857,491</b>	<b>13,887,700</b>	<b>5.3%</b>
<b>TOTAL REVENUE</b>	<b>\$ 51,596,120</b>	<b>\$ 57,122,769</b>	<b>\$ 55,630,507</b>	<b>\$ 60,191,625</b>	<b>5.4%</b>

**County Connection**  
**FY 2027 Draft Budget**  
**OPERATING EXPENDITURES**

Category	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget	% Change from FY 2026 Budget
<b>FIXED ROUTE</b>					
Wages	\$ 16,646,563	\$ 17,956,414	\$ 16,933,620	\$ 18,921,925	5.4%
Fringe Benefits	12,987,371	14,255,077	14,793,146	15,191,500	6.6%
<b>Total Wages &amp; Benefits</b>	<b>29,633,934</b>	<b>32,211,491</b>	<b>31,726,766</b>	<b>34,113,425</b>	<b>5.9%</b>
Services	2,558,940	3,916,434	3,029,600	3,529,100	-9.9%
Materials & Supplies	3,190,925	3,621,150	3,844,400	4,356,900	20.3%
Utilities	441,873	450,150	449,000	456,000	1.3%
Casualty and Liability	1,407,007	1,533,195	1,600,000	1,770,000	15.4%
Taxes and Fees	364,931	390,372	389,000	401,000	2.7%
Leases and Rentals	84,195	75,000	100,000	75,000	0.0%
Miscellaneous	258,117	381,500	347,000	402,500	5.5%
Purchased Transportation	219,599	400,000	180,000	-	-100.0%
<b>Total Other Exp (non-wages)</b>	<b>8,525,587</b>	<b>10,767,801</b>	<b>9,939,000</b>	<b>10,990,500</b>	<b>2.1%</b>
Contingency	-	500,000	-	500,000	
<b>TOTAL FIXED ROUTE EXPENSES</b>	<b>38,159,521</b>	<b>43,479,292</b>	<b>41,665,766</b>	<b>45,603,925</b>	<b>4.9%</b>
<b>PARATRANSIT</b>					
Wages	\$ 315,758	\$ 319,126	\$ 354,604	\$ 372,000	16.6%
Fringe Benefits	220,592	259,595	257,287	283,000	9.0%
<b>Total Wages &amp; Benefits</b>	<b>536,350</b>	<b>578,721</b>	<b>611,891</b>	<b>655,000</b>	<b>13.2%</b>
Services	144,079	218,000	174,000	199,000	-8.7%
Materials & Supplies	6,215	4,000	4,500	4,500	12.5%
Utilities	61,466	66,000	65,000	66,000	0.0%
Casualty and Liability	16,582	20,998	22,000	26,000	23.8%
Miscellaneous	3,216	10,000	6,000	10,000	0.0%
Purchased Transportation	8,748,191	9,575,718	8,977,100	9,725,200	1.6%
<b>Total Other Exp (non-wages)</b>	<b>8,979,749</b>	<b>9,894,716</b>	<b>9,248,600</b>	<b>10,030,700</b>	<b>1.4%</b>
<b>Subtotal Paratransit Expenses</b>	<b>9,516,099</b>	<b>10,473,437</b>	<b>9,860,491</b>	<b>10,685,700</b>	<b>2.0%</b>
<b>Paratransit Partners</b>					
Purchased Transp - for partners	2,389,125	2,720,040	2,997,000	3,202,000	17.7%
<b>Subtotal Partner Expense</b>	<b>2,389,125</b>	<b>2,720,040</b>	<b>2,997,000</b>	<b>3,202,000</b>	<b>17.7%</b>
<b>TOTAL PARATRANSIT EXPENSES</b>	<b>11,905,224</b>	<b>13,193,477</b>	<b>12,857,491</b>	<b>13,887,700</b>	<b>5.3%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 50,064,745</b>	<b>\$ 56,672,769</b>	<b>\$ 54,523,257</b>	<b>\$ 59,491,625</b>	<b>5.0%</b>

**County Connection  
FY 2027 Draft Budget  
CAPITAL PROGRAM**

<b>Capital Category</b>	<b>Funding Source</b>	
	<b>MTC</b>	
	<b>TDA</b>	<b>Total</b>
Non Revenue Fleet	\$ 70,000	\$ 70,000
Facility Maintenance and Modernization	1,700,000	\$ 1,700,000
Street Amenities	50,000	\$ 50,000
Information Technology	150,000	\$ 150,000
Maintenance Equipment & Tools	200,000	\$ 200,000
Office Furniture and Equipment	25,000	\$ 25,000
Bus Equipment	987,500	\$ 987,500
<b>Total</b>	<b>\$ 3,182,500</b>	<b>\$ 3,182,500</b>

**County Connection**  
**FY 2027 Proposed Budget**  
**POSITIONS BY DEPARTMENT**

	FY25	FY26	FY27
	Positions	Positions	Proposed Positions
<b>TRANSPORTATION</b>			
Bus Operators	155	150	150
Safety/Training	2	2	2
Transit Admin	4	4	4
Transit Supervisors	11	12	12
<b>TRANSPORTATION TOTAL</b>	<b>172</b>	<b>168</b>	<b>168</b>
<b>MAINTENANCE</b>			
Building Maintenance	7	7	7
Maintenance Admin	4	5	5
Mechanics	18	18	18
Service Workers	11	11	11
<b>MAINTENANCE TOTAL</b>	<b>40</b>	<b>41</b>	<b>41</b>
<b>PARATRANSIT</b>			
Accessible Services/Paratransit	4	4	4
<b>PARATRANSIT TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>ADMINISTRATION</b>			
Customer Service	6	6	6
Finance	5	5	5
General Admin	5	4	4
Human Resources	3	4	4
Information Technology	3	3	3
Planning and Marketing	6	6	6
Procurement and Inventory	4	4	4
Scheduling	1	1	1
<b>ADMINISTRATION TOTAL</b>	<b>33</b>	<b>33</b>	<b>33</b>
<b>TOTAL POSITIONS</b>	<b>249</b>	<b>246</b>	<b>246</b>

Attachment 1: Revised FY 2027 Draft Operating and Capital Budget and Forecast

**County Connection**  
**FY 2027 Draft Budget**  
**CAPITAL PROGRAM**  
**Fiscal Years 2027 - 2032**  
*\$ In Thousands*

	actuals		estimated	BUDGET					5-year projection				
	FY 2025	FY 2026	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	
<b>Capital Program (a):</b>													
Non Revenue Fleet	\$ 400	\$ -	\$ -	\$ 70	\$ 70	\$ 100	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenue Fleet	\$ 7,298	\$ 11,306	\$ -	\$ -	\$ 26,000	\$ 37,685	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	
ZEB Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ 10,000	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ -	
Facility Maintenance & Modernization	\$ 1,505	\$ 1,859	\$ 1,700	\$ 1,700	\$ 1,050	\$ 7,750	\$ 7,750	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	
Street Amenities	\$ 370	\$ 100	\$ 50	\$ 50	\$ -	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	
Information Technology	\$ 100	\$ 100	\$ 150	\$ 150	\$ 100	\$ 350	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	
Maintenance Equipment & Tools	\$ 250	\$ 50	\$ 200	\$ 200	\$ 50	\$ 150	\$ 50	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	
Office Furniture and Equipment	\$ -	\$ -	\$ 988	\$ 988	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Total Capital Program</b>	<b>\$ 9,923</b>	<b>\$ 13,415</b>	<b>\$ 3,158</b>	<b>\$ 3,158</b>	<b>\$ 27,470</b>	<b>\$ 56,085</b>	<b>\$ 13,575</b>	<b>\$ 975</b>	<b>\$ 475</b>	<b>\$ 475</b>	<b>\$ 475</b>	<b>\$ 475</b>	
<b>Capital Program by Service:</b>													
Fixed-Route	\$ 9,657	\$ 6,838	\$ 3,158	\$ 3,158	\$ 27,470	\$ 54,077	\$ 13,575	\$ 975	\$ 475	\$ 475	\$ 475	\$ 475	
Paratransit	266	6,577	-	-	-	2,008	-	-	-	-	-	-	
<b>Total Capital Program by Service</b>	<b>\$ 9,923</b>	<b>\$ 13,415</b>	<b>\$ 3,158</b>	<b>\$ 3,158</b>	<b>\$ 27,470</b>	<b>\$ 56,085</b>	<b>\$ 13,575</b>	<b>\$ 975</b>	<b>\$ 475</b>	<b>\$ 475</b>	<b>\$ 475</b>	<b>\$ 475</b>	
<b>Capital Funding by Source</b>													
Federal 5307	\$ 5,839	\$ 9,045	\$ -	\$ -	\$ 20,800	\$ 30,148	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	
FHWA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,591	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
State Prop 1B PTMISEA - Rolling Stock	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Bridge Toll Revenue	\$ -	\$ 287	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TIRCP	\$ -	\$ -	\$ -	\$ -	\$ 950	\$ 7,500	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	
Transportation Development Act	\$ 4,135	\$ 2,564	\$ 3,183	\$ 3,183	\$ 5,770	\$ 7,385	\$ 1,725	\$ 625	\$ 525	\$ 525	\$ 525	\$ 525	
Transportation Development Act Rollover	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Regional Measure 3	\$ -	\$ 1,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TBD - ZEB Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,511	\$ 400	\$ 400	\$ -	\$ -	\$ -	\$ -	
<b>Total Capital Funding by Source</b>	<b>\$ 9,973</b>	<b>\$ 13,495</b>	<b>\$ 3,183</b>	<b>\$ 3,183</b>	<b>\$ 27,520</b>	<b>\$ 56,135</b>	<b>\$ 13,625</b>	<b>\$ 1,025</b>	<b>\$ 525</b>	<b>\$ 525</b>	<b>\$ 525</b>	<b>\$ 525</b>	
<b>Revenue Fleet Replacements</b>													
# Fixed Route Vehicles	10	7	-	-	37	27	4	-	-	-	-	-	
# Paratransit Vehicles	3	45	-	-	-	18	-	-	-	-	-	-	
<b>Total Revenue Fleet Replacement</b>	<b>13</b>	<b>52</b>	<b>-</b>	<b>-</b>	<b>37</b>	<b>45</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

The Capital Program includes projected costs to convert the Authority's fleet to a zero-emission bus (ZEB) mixed fleet of electric and fuel cell buses, including infrastructure costs, per the adopted ZEB Rollout Plan. Funding for future ZEB infrastructure projects is still being identified.

**County Connection**  
**FY 2027 Draft Budget**  
**OPERATING FORECAST**

**Fiscal Years 2027 - 2031**

\$ In Thousands

	actuals	estimated	BUDGET	5-year projection				
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
<b>FIXED ROUTE OPERATING REVENUE</b>								
<i>Revenue Hours</i>	<b>191,384</b>	<b>191,000</b>	<b>194,919</b>	<b>194,919</b>	<b>194,919</b>	<b>194,919</b>	<b>194,919</b>	<b>191,000</b>
Fare Revenue	2,992	3,064	3,182	3,182	3,182	3,182	3,182	3,182
Special Service Revenue	798	655	1,273	1,311	1,351	1,391	1,433	595
Federal Operating Funds	167	163	98	-	-	-	-	-
State Transit Assistance	6,691	5,728	5,175	5,279	5,384	5,492	5,602	5,714
BART Feeder Funds	820	802	-	-	-	-	-	-
Other State Grants	371	385	1,578	792	807	823	840	857
TDA Article 4.0	19,615	24,410	27,740	29,198	29,833	30,479	31,139	32,028
Measure J Sales Tax	6,353	6,353	6,513	6,643	6,776	6,912	7,050	7,191
Advertising Income	279	203	200	200	200	200	200	200
Investment and Misc Income	1,605	1,009	545	556	567	578	590	602
<b>TOTAL FIXED ROUTE OPERATING REVENUE</b>	<b>39,691</b>	<b>42,773</b>	<b>46,304</b>	<b>47,161</b>	<b>48,100</b>	<b>49,058</b>	<b>50,035</b>	<b>50,368</b>
<b>TOTAL FIXED ROUTE OPERATING EXPENSES</b>	<b>38,160</b>	<b>41,666</b>	<b>45,604</b>	<b>46,516</b>	<b>47,446</b>	<b>48,395</b>	<b>49,363</b>	<b>49,686</b>
% change over prior year	4.09%	9.19%	9.45%	2.00%	2.00%	2.00%	2.00%	0.65%
<b>PARATRANSIT OPERATING REVENUE</b>								
<i>Revenue Hours</i>	<b>95,114</b>	<b>99,870</b>	<b>104,863</b>	<b>110,106</b>	<b>115,612</b>	<b>121,392</b>	<b>127,462</b>	<b>133,835</b>
Fare Revenue	581	535	546	546	546	546	546	546
Special Service Revenue	221	227	228	235	242	249	257	264
Federal Operating	1,590	1,643	1,512	1,527	1,542	1,558	1,573	1,589
State Transit Assistance	1,037	1,000	1,000	1,010	1,020	1,030	1,041	1,051
TDA Article 4.0	2,148	2,576	3,139	2,920	3,163	3,343	3,529	3,646
TDA Article 4.5	1,079	1,087	1,396	1,410	1,424	1,438	1,453	1,467
Measure J Sales Tax	2,619	2,547	2,615	2,667	2,721	2,775	2,831	2,887
Other Local Grants and Charges	240	245	250	258	265	273	281	290
Revenue from Partners	2,389	2,997	3,202	3,266	3,331	3,398	3,466	3,535
<b>TOTAL PARATRANSIT OPERATING REVENUE</b>	<b>11,905</b>	<b>12,857</b>	<b>13,888</b>	<b>13,839</b>	<b>14,254</b>	<b>14,611</b>	<b>14,976</b>	<b>15,275</b>
<b>TOTAL PARATRANSIT OPERATING EXPENSES</b>	<b>11,905</b>	<b>12,857</b>	<b>13,436</b>	<b>13,839</b>	<b>14,254</b>	<b>14,611</b>	<b>14,976</b>	<b>15,275</b>
% change over prior year	12.3%	8.0%	4.5%	3.0%	3.0%	2.5%	2.5%	2.0%
<b>TOTAL OPERATING EXPENSES*</b>	<b>50,065</b>	<b>54,523</b>	<b>59,040</b>	<b>53,355</b>	<b>54,701</b>	<b>56,006</b>	<b>57,339</b>	<b>64,962</b>

\* Total expenses will not equal audited financial statement expenses due to certain GASB adjustments required for financial statement presentation.

**County Connection**  
**FY 2027 Draft Budget**  
**RESERVES PROJECTIONS**

**Fiscal Years 2027 - 2031**

*\$ In Thousands*

	actuals	estimated	<b>BUDGET</b>	5-year projection				
	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>	<b>FY 2032</b>
TDA Beginning Balance	51,196	49,082	43,662	33,627	19,885	3,772	(7,387)	(18,169)
Interest & other MTC adjustments	1,031	1,080						
TDA 4.0 Allocation	22,752	23,050	24,026	24,146	24,267	24,388	24,510	24,633
% change over prior year	-2.4%	1.3%	4.2%	0.5%	0.5%	0.5%	0.5%	0.5%
TDA 4.0 Utilized:								
Fixed Route Operations	(19,615)	(24,410)	(27,740)	(29,198)	(29,833)	(30,479)	(31,139)	(32,028)
Paratransit Operations	(2,148)	(2,576)	(3,139)	(2,920)	(3,163)	(3,343)	(3,529)	(3,646)
Capital Program	(4,135)	(2,564)	(3,183)	(5,770)	(7,385)	(1,725)	(625)	(525)
<b>Total TDA Utilized</b>	<b>(25,897)</b>	<b>(29,550)</b>	<b>(34,061)</b>	<b>(37,889)</b>	<b>(40,380)</b>	<b>(35,547)</b>	<b>(35,293)</b>	<b>(36,198)</b>
<b>Additions to/(subtractions from) TDA Reserve</b>	<b>(3,145)</b>	<b>(6,500)</b>	<b>(10,035)</b>	<b>(13,742)</b>	<b>(16,113)</b>	<b>(11,159)</b>	<b>(10,782)</b>	<b>(11,565)</b>
<b>TDA Reserve Balance</b>	<b>49,082</b>	<b>43,662</b>	<b>33,627</b>	<b>19,885</b>	<b>3,772</b>	<b>(7,387)</b>	<b>(18,169)</b>	<b>(29,734)</b>
Discretionary Reserve Balance	2,916	4,023	4,723	5,367	6,021	6,684	7,356	8,037
<b>Total Operating &amp; Capital Reserve</b>	<b>51,997</b>	<b>47,685</b>	<b>38,350</b>	<b>25,253</b>	<b>9,793</b>	<b>(703)</b>	<b>(10,813)</b>	<b>(21,697)</b>
% of operating budget	136.3%	114.4%	84.1%	54.3%	20.6%	-1.5%	-21.9%	-43.7%

**County Connection**  
**FY 2027 Draft Budget**  
**OPERATING EXPENSE DETAIL**

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
<b>FIXED ROUTE</b>				
<b>Wages</b>				
Wages - Regular _Admin	770,825	829,269	714,024	860,284
Wages - Regular _Bldg Maint	499,723	531,164	488,629	551,030
Wages - Regular _Board	18,300	18,674	18,481	19,372
Wages - Regular _Cust Svc	424,342	441,696	408,828	458,216
Wages - Regular _Finance	564,419	589,070	556,765	611,102
Wages - Regular _Hum Res	267,112	256,406	331,288	265,996
Wages - Regular _Info Tech	343,284	361,027	353,776	374,530
Wages - Regular _Mech	1,224,216	1,253,297	1,198,179	1,300,171
Wages - Regular _OP-FT	8,763,918	10,367,085	9,098,625	10,754,825
Wages - Regular _Plan/Mktg	603,543	609,113	627,698	631,894
Wages - Regular _Proc/Inv	243,042	258,990	210,009	268,676
Wages - Regular _Sched	117,975	108,564	0	112,624
Wages - Regular _Sfty & Train	80,897	41,958	136,689	43,527
Wages - Regular _Svc Work	563,280	615,676	562,516	638,703
Wages - Regular _Transp	1,282,000	1,322,957	1,380,142	1,372,437
Wages - Regular _Veh Maint Adm	385,429	351,468	323,150	364,613
Wages - Overtime _Mech	37,605	0	28,560	0
Wages - Overtime _OP-FT	435,158	0	472,123	0
Wages - Overtime _Plan/Mktg	1,891	0	795	0
Wages - Overtime _Proc/Inv	1,595	0	56	0
Wages - Overtime _Svc Work	13,113	0	4,617	0
Wages - Overtime _Transp	4,896	0	18,670	0
<b>Wages Total</b>	<b>16,646,563</b>	<b>17,956,414</b>	<b>16,933,620</b>	<b>18,628,000</b>
<b>Fringe Benefits</b>				
Vacation _Admin	76,839	67,026	62,730	71,603
Vacation _Bldg Maint	36,493	32,753	38,135	34,990
Vacation _Cust Svc	40,687	35,633	33,528	38,066
Vacation _Finance	46,531	37,867	48,077	40,453
Vacation _Hum Res	20,656	17,734	16,969	18,945
Vacation _Info Tech	31,045	26,144	29,287	27,929
Vacation _Mech	82,239	75,038	80,726	80,162
Vacation _OP-FT	555,142	567,161	567,401	605,891
Vacation _Plan/Mktg	42,329	36,637	45,596	39,139
Vacation _Proc/Inv	20,462	18,958	15,305	20,253
Vacation _Sched	8,212	8,718	0	9,313
Vacation _Sfty & Train	6,685	3,625	8,904	3,873
Vacation _Svc Work	28,808	27,412	30,684	29,284

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
Vacation _Transp	67,830	1,520	0	1,624
Vacation _Veh Maint Adm	33,927	29,071	22,485	31,056
Sick _Admin	45,270	20,157	22,116	21,533
Sick _Bldg Maint	20,150	14,375	19,094	15,357
Sick _Cust Svc	28,152	31,742	21,556	33,910
Sick _Finance	25,363	22,460	19,546	23,994
Sick _Hum Res	12,301	15,256	8,740	16,298
Sick _Info Tech	9,557	2,489	8,930	2,659
Sick _Mech	70,352	49,968	59,675	53,380
Sick _OP-FT	464,517	280,398	366,442	299,546
Sick _Plan/Mktg	22,317	23,027	27,040	24,599
Sick _Proc/Inv	11,275	8,474	5,764	9,053
Sick _Sched	3,393	3,728	0	3,983
Sick _Sfty & Train	5,813	912	8,639	974
Sick _Svc Work	33,844	17,286	16,748	18,466
Sick _Transp	72,578	33,662	84,522	35,961
Sick _Veh Maint Adm	14,756	10,778	7,294	11,514
Holiday _Admin	22,089	27,254	20,052	29,115
Holiday _Bldg Maint	13,601	15,513	16,117	16,572
Holiday _Cust Svc	11,482	12,780	12,846	13,653
Holiday _Finance	14,770	16,319	18,438	17,433
Holiday _Hum Res	6,084	5,739	10,601	6,131
Holiday _Info Tech	8,127	7,988	11,333	8,533
Holiday _Mech	31,387	32,344	38,419	34,553
Holiday _OP-FT	209,748	242,383	259,012	258,935
Holiday _Plan/Mktg	14,208	13,511	21,016	14,434
Holiday _Proc/Inv	5,566	5,005	5,241	5,347
Holiday _Sched	2,303	2,263	0	2,418
Holiday _Sfty & Train	2,076	912	4,724	974
Holiday _Svc Work	13,411	16,086	16,963	17,184
Holiday _Transp	34,409	36,532	45,280	39,027
Holiday _Veh Maint Adm	10,205	10,921	11,281	11,667
Floating Holiday _Admin	19,429	705	39,089	753
Floating Holiday _Bldg Maint	18,565	8,557	33,176	9,141
Floating Holiday _Cust Svc	15,348	7,641	24,677	8,163
Floating Holiday _Finance	16,918	4,811	39,467	5,140
Floating Holiday _Hum Res	9,640	2,146	21,482	2,293
Floating Holiday _Info Tech	14,587	12,314	15,904	13,155
Floating Holiday _Mech	32,422	33,087	84,874	35,346
Floating Holiday _OP-FT	344,850	168,979	546,587	180,518
Floating Holiday _Plan/Mktg	18,345	3,849	34,005	4,112
Floating Holiday _Proc/Inv	9,268	5,848	8,067	6,247
Floating Holiday _Sched	4,666	1,863	0	1,990
Floating Holiday _Sfty & Train	3,322	0	3,703	0
Floating Holiday _Svc Work	12,303	13,424	39,157	14,341

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
Floating Holiday _Transp	54,602	32,913	91,617	35,161
Floating Holiday _Veh Maint Adm	11,717	2,803	19,184	2,994
Other Paid Absence _OP-FT	9,075	9,887	390	10,562
Other Paid Absence _Transp	81,791	84,703	68,170	90,487
Medicare Expense _Admin	9,709	10,339	9,487	11,045
Medicare Expense _Bldg Maint	8,365	8,551	7,938	9,135
Medicare Expense _Board	1,400	1,428	1,391	1,526
Medicare Expense _Cust Svc	7,057	7,395	7,003	7,900
Medicare Expense _Finance	9,378	9,972	9,502	10,653
Medicare Expense _Hum Res	4,664	4,499	5,581	4,806
Medicare Expense _Info Tech	5,622	5,875	5,655	6,276
Medicare Expense _Mech	19,393	19,483	19,299	20,813
Medicare Expense _OP-FT	144,331	151,697	147,541	162,056
Medicare Expense _Plan/Mktg	9,638	9,640	10,403	10,298
Medicare Expense _Proc/Inv	4,065	4,146	3,773	4,429
Medicare Expense _Sched	2,145	1,626	0	1,737
Medicare Expense _Sfty & Train	1,289	635	2,189	678
Medicare Expense _Svc Work	9,443	9,933	9,066	10,611
Medicare Expense _Transp	21,810	21,689	22,875	23,170
Medicare Expense _Veh Maint Adm	6,294	5,774	5,013	6,168
SUI Expense _Admin	448	877	485	937
SUI Expense _Bldg Maint	784	692	970	739
SUI Expense _Board	85	53	136	57
SUI Expense _Cust Svc	672	637	948	680
SUI Expense _Finance	560	787	808	841
SUI Expense _Hum Res	551	442	821	472
SUI Expense _Info Tech	336	518	485	553
SUI Expense _Mech	1,821	2,059	2,502	2,200
SUI Expense _OP-FT	17,628	15,613	25,739	16,679
SUI Expense _Plan/Mktg	817	1,158	1,084	1,237
SUI Expense _Proc/Inv	336	393	343	420
SUI Expense _Sched	112	143	0	153
SUI Expense _Sfty & Train	112	138	257	147
SUI Expense _Svc Work	1,319	688	1,675	735
SUI Expense _Transp	1,792	2,399	2,586	2,563
SUI Expense _Veh Maint Adm	470	582	547	622
PERS _Admin	183,661	185,345	187,411	198,002
PERS _Bldg Maint	102,546	103,411	98,392	110,473
PERS _Board	0	0	3,441	0
PERS _Cust Svc	76,808	77,498	72,586	82,790
PERS _Finance	104,471	105,035	105,929	112,208
PERS _Hum Res	47,964	48,353	55,502	51,655
PERS _Info Tech	54,897	54,987	63,463	58,742
PERS _Mech	223,279	225,369	219,278	240,759
PERS _OP-FT	1,504,264	1,597,184	1,475,873	1,706,252

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
PERS_Plan/Mktg	145,371	147,021	127,992	157,061
PERS_Proc/Inv	40,301	40,574	45,881	43,345
PERS_Sched	26,887	27,387	21,031	29,257
PERS_Sfty & Train	11,611	11,148	12,540	11,909
PERS_Svc Work	108,175	109,019	107,830	116,464
PERS_Transp	282,538	289,022	285,891	308,759
PERS_Veh Maint Adm	88,713	89,489	68,370	95,600
GM Retirement_Admin	5,325	0	30,275	0
GM Retirement_Gen Admin	13,846	19,570	0	20,906
Exec Retirement_Admin	10,054	0	15,109	0
Exec Retirement_Finance	4,825	0	7,975	0
Medical Insurance_Admin	327,661	536,677	40,514	573,325
Medical Insurance_Bldg Maint	45,524	61,881	69,253	66,107
Medical Insurance_Cust Svc	35,978	47,555	46,448	50,802
Medical Insurance_Finance	21,266	25,519	38,105	27,262
Medical Insurance_Gen Admin	0	0	4,151	0
Medical Insurance_Hum Res	3,293	26,248	8,264	28,040
Medical Insurance_Info Tech	20,890	26,248	32,977	28,040
Medical Insurance_Mech	353,068	419,684	401,159	448,343
Medical Insurance_OP-FT	539,869	880,757	1,063,127	940,902
Medical Insurance_Plan/Mktg	34,654	42,618	55,176	45,528
Medical Insurance_Proc/Inv	21,708	29,153	27,413	31,144
Medical Insurance_Retirees	0	0	374,453	0
Medical Insurance_Sched	6,767	8,498	876	9,078
Medical Insurance_Sfty & Train	18,459	21,970	19,611	23,470
Medical Insurance_Svc Work	326,070	419,018	308,681	447,632
Medical Insurance_Transp	85,172	120,312	125,220	128,528
Medical Insurance_Veh Maint Adm	26,218	35,212	53,561	37,617
Cafeteria Plan_Admin	53,632	79,246	31,684	84,658
Cafeteria Plan_Bldg Maint	76,942	96,865	55,753	103,480
Cafeteria Plan_Cust Svc	76,031	94,282	45,611	100,720
Cafeteria Plan_Finance	48,044	57,194	34,728	61,100
Cafeteria Plan_Hum Res	3,647	0	5,855	0
Cafeteria Plan_Info Tech	35,682	41,304	26,384	44,125
Cafeteria Plan_OP-FT	1,542,600	1,875,156	1,108,475	2,003,206
Cafeteria Plan_Plan/Mktg	68,614	80,564	49,097	86,066
Cafeteria Plan_Proc/Inv	37,156	44,187	26,880	47,204
Cafeteria Plan_Sched	13,791	15,611	0	16,677
Cafeteria Plan_Sfty & Train	15,846	10,172	17,794	10,867
Cafeteria Plan_Transp	188,274	218,193	143,826	233,093
Cafeteria Plan_Veh Maint	0	0	476	0
Cafeteria Plan_Veh Maint Adm	46,557	49,859	34,075	53,264
OPEB_Admin	0	0	0	0
OPEB_Gen Admin	291,494	375,000	541,097	400,608
Dental_Admin	5,786	7,594	5,285	8,113

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
Dental _Bldg Maint	16,148	21,801	14,246	23,290
Dental _Cust Svc	8,800	11,550	6,427	12,339
Dental _Disp & Sup	24,401	33,012	26,759	35,266
Dental _Finance	7,358	9,584	7,222	10,238
Dental _Hum Res	3,961	4,544	4,443	4,854
Dental _Info Tech	4,400	5,775	4,285	6,169
Dental _OP-FT	165,983	193,864	181,863	207,102
Dental _OP-PT	483	635	1,117	678
Dental _Para Adm	2,215	0	4,316	0
Dental _Plan/Mktg	7,010	8,949	7,355	9,560
Dental _Proc/Inv	4,613	6,053	3,910	6,466
Dental _Sched	22,254	56,598	0	60,463
Dental _Sfty & Train	2,306	3,027	2,247	3,234
Dental _Transp	7,399	8,802	6,865	9,403
Dental _Veh Maint Adm	5,108	6,704	6,011	7,162
Life _Admin	5,279	6,930	4,933	7,403
Life _Bldg Maint	4,943	6,489	5,034	6,932
Life _Cust Svc	3,700	4,856	3,857	5,188
Life _Finance	4,800	6,300	5,144	6,730
Life _Hum Res	2,531	3,213	3,071	3,432
Life _Info Tech	2,922	3,835	3,332	4,097
Life _OP-FT	73,748	80,840	69,357	86,360
Life _Plan/Mktg	5,248	6,723	6,245	7,182
Life _Proc/Inv	1,658	2,176	1,586	2,325
Life _Sched	835	1,095	0	1,170
Life _Sfty & Train	840	1,103	906	1,178
Life _Svc Work	-35	2,008	0	2,145
Life _Transp	10,870	14,270	10,023	15,244
Life _Veh Maint Adm	3,561	2,727	2,984	2,913
Workers Compensation _Admin	68,228	79,200	114,280	84,608
Workers Compensation _Bldg Maint	40,894	47,470	68,496	50,712
Workers Compensation _Cust Svc	35,137	40,788	58,854	43,573
Workers Compensation _Finance	46,893	54,434	78,544	58,151
Workers Compensation _Hum Res	31,243	36,268	52,332	38,745
Workers Compensation _Info Tech	27,832	32,308	46,618	34,514
Workers Compensation _Mech	119,128	138,286	199,536	147,729
Workers Compensation _OP-FT	1,065,420	1,236,758	1,784,549	1,321,213
Workers Compensation _Plan/Mktg	49,266	57,189	82,519	61,094
Workers Compensation _Proc/Inv	25,613	29,733	42,902	31,763
Workers Compensation _Sched	7,932	9,208	13,286	9,837
Workers Compensation _Sfty & Train	7,988	9,273	13,380	9,906
Workers Compensation _Svc Work	51,569	59,863	86,378	63,951
Workers Compensation _Transp	119,612	138,848	200,347	148,330
Workers Compensation _Veh Maint Adm	32,778	38,049	54,902	40,647
Uniforms _OP-FT	18,367	55,000	0	0

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
Uniforms _Veh Maint	34,497	42,000	34,000	38,000
Uniforms _Veh Ops	19,864	0	55,000	55,000
DOT Exams _Gen Admin	0	0	0	1,000
DOT Exams _OP-FT	7,955	15,000	10,000	7,000
DOT Exams _Svc Work	250	0	0	7,000
DOT Exams _Veh Ops	-1,789	0	0	0
EAP _Gen Admin	5,621	15,000	6,000	7,500
Mechanics Tool Allowance _Veh Maint	9,094	20,000	10,000	15,000
Mechanics Tool Allowance_Mech	774	0	0	0
Employee Wellness Program _Admin	-314	968	0	0
Employee Wellness Program _Bldg Maint	-664	1,751	0	0
Employee Wellness Program _Cust Svc	-594	1,802	0	0
Employee Wellness Program _Finance	-270	722	0	0
Employee Wellness Program _Gen Admin	42,024	0	25,000	25,000
Employee Wellness Program _Hum Res	-96	297	0	0
Employee Wellness Program _Mech	-965	2,708	0	0
Employee Wellness Program _OP-FT	-7,131	18,223	0	0
Employee Wellness Program _Svc Work	-811	2,171	0	0
Employee Wellness Program _Transp	-846	2,093	0	0
Employee Wellness Program _Veh Maint Adm	-342	1,265	0	0
Substance Abuse Program _Gen Admin	17,363	19,000	19,000	19,000
<b>Fringe Benefits Total</b>	<b>12,987,371</b>	<b>14,255,077</b>	<b>14,793,146</b>	<b>15,191,500</b>
<b>Services</b>				
Agency Fees/Public Info _Gen Admin	50	50	100	100
Auditor Fees _Gen Admin	57,612	63,000	63,000	67,000
Bank Service Charge _Gen Admin	877	3,000	2,000	2,000
Bid/Hearing Notices _Gen Admin	5,821	5,000	5,000	5,000
Clipper Fees _Finance	63,099	0	0	0
Clipper Fees _Gen Admin	0	120,000	100,000	130,000
Commuter Ck Processing Fee _Gen Admin	65	100	0	0
Financial Services _Gen Admin	23,005	38,000	20,000	30,000
Legal Fees _Gen Admin	314,364	500,000	510,000	400,000
Lobbyist _Gen Admin	44,000	72,000	72,000	72,000
Management Services _Gen Admin	25,283	100,000	25,000	100,000
Payroll Services _Gen Admin	115,034	110,000	111,000	115,000
PERS File Upload Expense _Gen Admin	8,863	12,000	9,000	10,000
HR Background Checks _Gen Admin	11,425	10,000	25,000	10,000
Recruitment _Gen Admin	2,136	10,000	5,000	10,000
Temporary Help _Fac Maint	6,292	0	2,500	3,000
Temporary Help _Gen Admin	0	25,000	5,000	25,000
UI Cost Control Services _Gen Admin	3,062	5,000	5,000	5,000
IT Contracts _Bldg Maint	0	0	1,000	1,000
IT Contracts _Gen Admin	472,501	500,000	520,000	582,000
IT Contracts_Info Tech	1,484	0	0	0
IT Supplies/Replacement _Gen Admin	6,843	30,000	30,000	40,000

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
Radio Maintenance Service _Veh Ops	0	12,000	12,000	12,000
Bldg Maint Services _Fac Maint	91,201	120,000	89,000	120,000
CleverDevice-MaintenanceService_Veh Ops	136,559	313,950	266,000	300,000
CleverDevice-MaintenanceService_Veh Ops _SB1	149,693	0	0	0
Contract Service Cleaning_Gen Admin	0	3,600	2,000	4,000
Emission Control Expense_Veh Maint	38,457	85,000	5,000	85,000
Fire Monitoring_Gen Admin	13,848	10,000	5,000	10,000
Freight In/Out_Gen Admin	5,971	0	11,000	11,000
Freight In/Out_Veh Maint	3,029	12,650	2,000	2,000
Hazardous Waste Handling_Veh Maint	76,954	115,000	90,000	95,000
Landscape Services_Fac Maint	67,606	95,000	71,000	80,000
Office Equip Maint Service_Fac Maint	7,250	25,000	12,000	20,000
Office Equip Maint Service_Gen Admin	13,089	0	1,000	1,000
Security Services_Gen Admin	128,832	135,000	145,000	150,000
Support Veh Maintenance Exp_Veh Maint	14,569	18,000	24,000	25,000
SVR, Body_Veh Maint	193,894	140,000	200,000	200,000
SVR, Diffs/Radiators_Veh Maint	0	27,000	13,000	27,000
SVR, Engine_Veh Maint	436	150,000	40,000	90,000
SVR, Mach/Hydr/Tow_Veh Maint	7,931	15,000	9,000	15,000
SVR, Trans_Veh Maint	9,897	50,600	24,000	51,000
SVR, Upholstry/Glass_Veh Maint	0	14,000	7,000	14,000
SVR-Electric Bus Repair_Veh Maint	25,815	90,000	45,000	90,000
Waste Removal_Fac Maint	29,155	26,000	32,000	35,000
Other Services _Gen Admin	14,404	30,000	15,000	30,000
Mobility Services _Gen Admin	17,354	25,000	10,000	15,000
Planning Studies _Gen Admin _OBAG2 TPI	166,604	0	159,000	0
Planning Studies _Gen Admin_TRANSIT CORRIDOR	21,586	359,484	15,000	0
Promotions_Gen Admin	268	0	0	0
Promotions_Bus	94,496	155,000	155,000	155,000
Schedules/Graphics	67,755	60,000	60,000	60,000
Schedules/Graphics_Veh Ops (delete)	0	6,000	0	0
Service Development_Gen Admin	0	150,000	100,000	150,000
In-Service Monitoring_Gen Admin	0	5,000	5,000	5,000
Other Services_Gen Admin	471	0	0	0
Telematics Expense_Veh Maint	0	65,000	30,000	70,000
<b>Services Total</b>	<b>2,558,940</b>	<b>3,916,434</b>	<b>3,164,600</b>	<b>3,529,100</b>
<b>Materials and Supplies</b>				
Diesel Fuel_Veh Ops	1,632,960	1,950,000	2,200,000	2,500,000
Gasoline_Veh Maint	17,624	30,000	30,000	40,000
Oil & Lubricants_Veh Ops	152,529	116,000	127,000	130,000
Electric Trolley PG&E Utility_Veh Ops	47,377	90,000	55,000	90,000
Tires - NONRevenue Vehicles_Veh Maint	0	0	2,000	2,000
Tires - Revenue Vehicles_Veh Ops	214,696	231,000	195,000	210,000
Office Supplies _Disp & Sup	181	3,000	0	0
Office Supplies _Fac Maint	9,532	4,500	10,000	10,000

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
Office Supplies _Veh Maint	17	25,000	3,000	3,000
Office Supplies_Admin	146	0	0	0
Office Supplies_General Admin	19,628	35,000	31,000	35,000
Office Supplies_Veh Maint Adm	36	0	0	0
Postage _Gen Admin	8,089	10,000	9,000	10,000
Safety Supply _Admin	191	0	0	0
Safety Supply _Gen Admin	562	0	0	0
Safety Supply _Sfty & Train	0	0	0	0
Safety Supply _Veh Ops	3,794	5,000	0	0
Tix, Pass, Transfers	60	1,500	1,500	2,000
Training Supplies _Veh Ops	473	5,000	0	0
Transport Supplies _Veh Ops	21,102	6,000	30,000	30,000
Office & IT Equipment _Gen Admin	10,827	50,000	25,000	50,000
Bldg Repair Supply _Bldg Maint	355	0	0	0
Bldg Repair Supply _Fac Maint	69,842	95,000	64,000	95,000
Coach Repair Parts _Veh Maint	743,217	718,750	890,000	900,000
CSS Antifreeze _Veh Maint	5,254	8,500	9,000	9,000
CSS Cleaning supplies _Veh Maint	26,565	16,000	29,000	30,000
CSS Gases _Veh Maint	14,562	10,000	8,000	10,000
CSS Safety supplies _Safety	737	0	0	0
CSS Safety supplies _Veh Maint	19,629	48,000	27,000	35,000
CSS Soaps _Veh Maint	5,390	8,000	4,000	5,000
Equipment/Garage Supply _Fac Maint	31	0	5,000	5,000
Equipment/Garage Supply _Veh Maint	102,122	39,000	46,000	40,000
Janitorial Supplies _Fac Maint	24,637	45,000	45,000	45,000
Janitorial Supplies _Gen Admin	16,921	0	0	0
Landscape Supply _Fac Maint	104	3,000	25,000	3,000
Obsolete Parts Write-Off _Veh Maint	10,489	50,000	50,000	50,000
Oil Analysis _Veh Maint	9,900	9,900	9,900	9,900
Shelter/Stop Supply _Fac Maint	1,346	8,000	4,000	8,000
<b>Materials and Supplies Total</b>	<b>3,190,925</b>	<b>3,621,150</b>	<b>3,934,400</b>	<b>4,356,900</b>
<b>Utilities</b>				
Cellular Phone _Gen Admin	65,355	72,000	72,000	72,000
Gas and Electric _Gen Admin	295,963	293,750	296,000	300,000
Phone_Gen Adm	38,024	40,000	40,000	40,000
Water_Gen Adm	42,531	44,400	41,000	44,000
<b>Utilities Total</b>	<b>441,873</b>	<b>450,150</b>	<b>449,000</b>	<b>456,000</b>
<b>Casualty and Liability</b>				
Liability Premiums _Gen Admin	850,311	1,047,831	1,050,000	1,260,000
Liability Premiums _Veh Maint	138,444	129,364	150,000	180,000
Property Premiums _Gen Admin	38,973	51,000	50,000	60,000
Other Premiums _Gen Admin	47,315	55,000	50,000	60,000
Liability Losses _Veh Maint	331,964	250,000	300,000	360,000
<b>Casualty and Liability Total</b>	<b>1,407,007</b>	<b>1,533,195</b>	<b>1,600,000</b>	<b>1,920,000</b>
<b>Taxes and Fees</b>				

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
Fuel Storage Tank Fee _Veh Ops	11,620	15,600	12,000	12,000
License/Registration _OP-FT	10	0	0	0
License/Registration _Veh Maint	891	0	0	0
License/Registration _Veh Ops	803	3,400	2,000	2,000
Property Tax _Gen Admin	11,977	14,372	18,000	18,000
Property Tax _Veh Maint	0	0	0	0
Sales Tax _Gen Admin	0	0	1,000	1,000
Sales Tax _Veh Maint	276,142	350,000	350,000	362,000
Sales Tax _Veh Ops	57,611	0	0	0
Use and Other Taxes _Fac Maint	0	0	0	0
Use and Other Taxes _Veh Ops	5,877	7,000	6,000	6,000
<b>Taxes and Fees Total</b>	<b>364,931</b>	<b>390,372</b>	<b>389,000</b>	<b>401,000</b>
<b>Leases and Rentals</b>				
Operating Lease - Radio Site	50,500	60,000	60,000	60,000
Capital Leases - Equipment Leases	8,967	15,000	40,000	15,000
<b>Leases and Rentals Total</b>	<b>59,467</b>	<b>75,000</b>	<b>100,000</b>	<b>75,000</b>
<b>Reconciling Items</b>				
Loss on sale or disposal of asset _Discr	24,728	0	0	0
<b>Reconciling Items Total</b>	<b>24,728</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Operating</b>				
Business Expense _Gen Admin	10,711	11,000	11,000	12,000
Business Expense _Plan/Mktg	0	0	0	0
Business Expense _Veh Maint	0	2,000	1,000	2,000
Business Expense _Veh Ops	0	8,000	1,000	8,000
Business Expense_Admin	0	0	0	0
Business Expense_Finance	0	0	0	0
Employee Functions	51,726	45,000	50,000	85,000
Employee Recognition _Gen Admin	7,061	3,000	2,000	3,000
Employee Recognition _Plan/Mktg	419	1,000	1,000	1,000
Membership Dues-APTA _Gen Admin	35,500	40,000	40,000	40,000
Membership Dues-CTA _Gen Admin	7,998	17,000	17,000	17,000
Membership Dues-Other _Gen Admin	7,280	8,000	8,000	8,000
Training & Subscriptions _Disp & Sup	0	0	0	0
Training & Subscriptions _Finance	52	0	0	0
Training & Subscriptions _Gen Admin	14,591	25,000	25,000	25,000
Training & Subscriptions _Veh Maint	6,190	50,000	25,000	25,000
Training & Subscriptions _Veh Ops	0	25,000	25,000	25,000
Travel Expenses - Board _Gen Admin	14,774	25,000	25,000	25,000
Travel Expenses - Staff _Admin	8,864	0	0	0
Travel Expenses - Staff _Gen Admin	92,446	120,000	115,000	125,000
Travel Expenses - Staff _Veh Ops	505	0	0	0
Other Miscellaneous Expenses _Gen Admin	0	1,500	1,000	1,500
<b>Other Operating Total</b>	<b>258,117</b>	<b>381,500</b>	<b>347,000</b>	<b>402,500</b>
<b>Purchased Transportation</b>				
PT Contract _Veh Ops - AVO	219,599	400,000	180,000	0

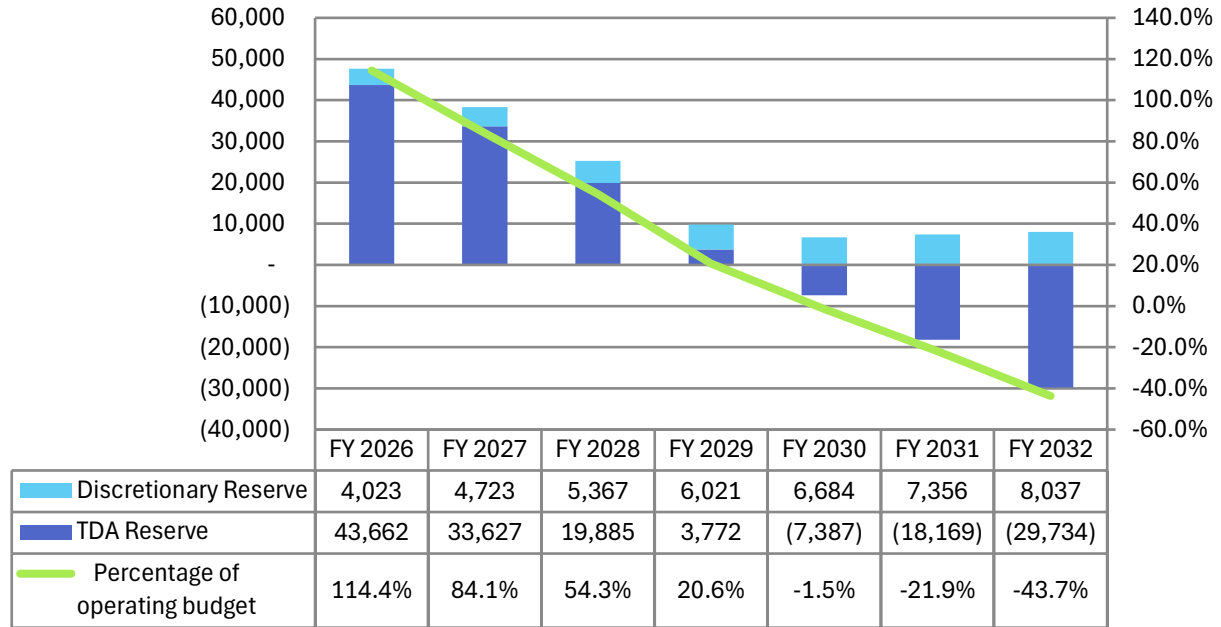
Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
<b>Purchased Transportation Total</b>	<b>219,599</b>	<b>400,000</b>	<b>180,000</b>	<b>0</b>
<b>Contingency Expense</b>				
Contingency Expense (budget only) _Admin	0	500,000	0	500,000
<b>Contingency Expense Total</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>
<b>FIXED ROUTE Total</b>	<b>38,159,521</b>	<b>43,479,292</b>	<b>41,890,766</b>	<b>45,460,000</b>
<b>PARATRANSIT</b>				
<b>Wages</b>				
Wages - Regular _Para Adm	315,758	319,126	354,604	372,000
<b>Wages Total</b>	<b>315,758</b>	<b>319,126</b>	<b>354,604</b>	<b>372,000</b>
<b>Fringe Benefits</b>				
Vacation _Para Adm	26,438	19,592	25,748	21,358
Sick _Para Adm	14,907	16,005	6,158	17,448
Holiday _Para Adm	8,503	10,521	11,094	11,470
Floating Holiday _Para Adm	12,984	6,157	21,028	6,712
Medicare Expense _Para Adm	5,098	5,253	5,459	5,727
SUI Expense _Para Adm	448	498	635	543
PERS _Para Adm	61,935	65,241	62,257	71,123
Medical Insurance _Para Adm	22,825	39,253	28,559	42,792
Cafeteria Plan _Para Adm	31,483	37,414	23,021	40,787
Dental _Para Adm	2,215	5,814	0	6,338
Life _Para Adm	3,266	4,287	3,039	4,674
Workers Compensation _Para Adm	30,490	49,560	70,289	54,028
<b>Fringe Benefits Total</b>	<b>220,592</b>	<b>259,595</b>	<b>257,287</b>	<b>283,000</b>
<b>Services</b>				
Agency Fees/Public Info _Gen Admin	730	1,000	1,000	1,000
Legal Fees _Gen Admin (Para)	41,073	40,000	36,000	45,000
IT Contracts _Gen Admin	1,428	0	11,000	7,000
IT Supplies/Replacement _Gen Admin	77	0	5,000	5,000
Radio Maintenance Service _Veh Maint	14,957	16,000	16,000	17,000
Software Maint Services _Gen Admin	61,429	71,000	73,000	73,000
Software Maint Services _Gen Admin _Other Arrang	16,046	20,000	0	0
Bldg Maint Services _Fac Maint	945	5,000	1,000	5,000
Waste Removal _Fac Maint	60	1,000	1,000	1,000
Promotions _Paratransit	1,749	15,000	10,000	15,000
Travel Training Services _Gen Admin _Meas J	21,631	59,000	10,000	20,000
Paratransit Services Other _Gen Admin	0	10,000	10,000	10,000
<b>Services Total</b>	<b>160,125</b>	<b>238,000</b>	<b>174,000</b>	<b>199,000</b>
<b>Materials and Supplies</b>				
Office Supplies _Gen Admin	66	2,000	2,000	2,000
Safety Supply _Veh Ops-PARA	0	0	1,000	1,000
Tix, Pass, Transfers _Veh Ops	423	2,000	1,500	1,500
Office & IT Equipment _Para Adm	5,348	0	0	0
Bldg Repair Supply _Fac Maint	378	0	0	0
<b>Materials and Supplies Total</b>	<b>6,215</b>	<b>4,000</b>	<b>4,500</b>	<b>4,500</b>
<b>Utilities</b>				

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
Cellular Phone _Gen Admin	28,636	30,000	30,000	30,000
Gas and Electric _Gen Admin	32,830	36,000	35,000	36,000
<b>Utilities Total</b>	<b>61,466</b>	<b>66,000</b>	<b>65,000</b>	<b>66,000</b>
<b>Casualty and Liability</b>				
Liability Premiums _Gen Admin	9,704	11,998	12,000	14,000
Property Premiums _Gen Admin	6,878	9,000	10,000	12,000
<b>Casualty and Liability Total</b>	<b>16,582</b>	<b>20,998</b>	<b>22,000</b>	<b>26,000</b>
<b>Other Operating</b>				
Training & Subscriptions _Gen Admin	0	10,000	1,000	5,000
Travel Expenses - Staff _Gen Admin (Para)	3,216	0	5,000	5,000
<b>Other Operating Total</b>	<b>3,216</b>	<b>10,000</b>	<b>6,000</b>	<b>10,000</b>
<b>Purchased Transportation</b>				
PT Contract _Alamo Creek	144,438	155,000	152,000	155,000
PT Contract _BART ADA	3,373	250,088	10,000	20,000
PT Contract _Choice in Aging	363,182	315,000	420,000	450,000
PT Contract _Go San Ramon	5,732	5,000	10,000	10,000
PT Contract _LAVTA ADA	1,750,709	1,992,151	1,810,000	2,000,000
PT Contract _LINK ADA	5,568,252	7,724,633	6,805,000	7,500,000
PT Contract _LINK ADA 5307 share	1,590,376	0	0	0
PT Contract _One Seat-LAVTA	48,309	61,346	113,000	120,000
PT Contract _One Seat-LINK	467,084	493,025	750,000	750,000
PT Contract _One Seat-TBA	0	0	0	0
PT Contract _One Seat-Tri Delta	498,382	576,264	910,000	920,000
PT Contract _One Seat-West Cat	34,722	43,354	47,000	50,000
PT Contract_LAVTA ADA IT Services	0	0	21,000	21,000
PT Fuel _BART ADA	285	415	100	200
PT Fuel _LAVTA ADA	6,557	0	10,000	0
PT Fuel _LINK ADA	579,382	611,440	792,000	800,000
PT Fuel _One Seat-LAVTA	3,528	3,010	9,000	10,000
PT Fuel _One Seat-LINK	31,819	26,117	48,000	50,000
PT Fuel _One Seat-Tri Delta	22,662	16,611	63,000	65,000
PT Fuel _One Seat-West Cat	2,478	2,304	4,000	6,000
PT Fuel_One Seat-TBA	0	0	0	0
<b>Purchased Transportation Total</b>	<b>11,121,270</b>	<b>12,275,758</b>	<b>11,974,100</b>	<b>12,927,200</b>
<b>PARATRANSIT Total</b>	<b>11,905,224</b>	<b>13,193,477</b>	<b>12,857,491</b>	<b>13,887,700</b>
<b>Grand Total</b>	<b>50,064,745</b>	<b>56,672,769</b>	<b>54,748,257</b>	<b>59,347,700</b>

## County Connection FY 2027 Draft Budget

**Chart 1:**

### Operating and Capital Reserves \$ in thousands



**To:** Board of Directors

**Date:** May 11, 2026

**From:** John Sanderson, Director of ADA & Specialized Services

**Reviewed by:** *Ref*

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**SUBJECT: Paratransit Passenger Survey**

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**Background:**

Since 2010, the Metropolitan Transportation Commission (MTC) has managed a regional transit passenger survey program for fixed-route services operating within the nine-county Bay Area. The purpose of the survey is to collect data that is used by MTC to support regional planning efforts and to fulfill Title VI requirements. Surveys are conducted by MTC for each operator roughly every five to seven years. Additionally, County Connection also conducts separate onboard surveys to obtain community input when implementing major service changes or to assess pilot programs.

However, County Connection's and MTC's passenger surveys have been limited to fixed-route bus passengers and have not included County Connection LINK paratransit passengers. LINK passengers using the My Transit Manager smartphone app are prompted to rate each ride and all passenger feedback from LINK passengers is tracked, analyzed, and reported in the LINK monthly service summary, along with other metrics such as ridership, on-time performance, and cost per passenger. Nevertheless, the lack of targeted passenger surveys greatly increases the difficulty of accurately gauging overall LINK passenger sentiment.

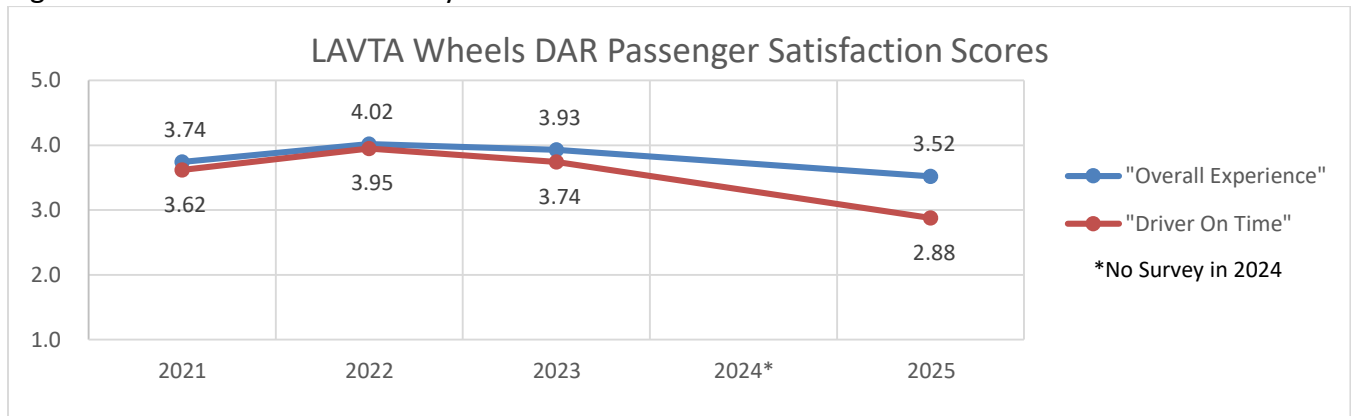
**LAVTA Paratransit Survey:**

The Livermore Amador Valley Transit Authority (LAVTA), through a contracted survey firm, conducts a survey of Wheels Dial-A-Ride passengers annually or bi-annually, with the most recent conducted in late 2025 and the results presented to the LAVTA Projects & Services Committee in late April followed by the full LAVTA Board in early May 2026.

For the survey, LAVTA Wheels Dial-A-Ride users were asked to rate their agreement or disagreement with statements about various aspects of the service. The answers were subsequently assigned numerical values – “Strongly Agree” or “Very High” satisfaction having a value of 5, and “Strongly Disagree” or “Very Low” satisfaction having a value of 1, with 3 as the neutral midpoint. The numerical scores were then averaged to determine an overall/composite score for each question. In addition, survey respondents were asked to provide open-ended statements on “how our service can be even better” or “how we may improve our service.”

Unfortunately, the LAVTA survey revealed a significant decline in average passenger satisfaction scores from the 2023 survey to the 2025 survey across nearly all answers including Overall Experience, and Driver Timeliness as shown in Figure 1, below.

Figure 1: LAVTA Paratransit Survey Results



While these results were not entirely unexpected given recent struggles with the subcontractors responsible for providing the bulk of LAVTA’s paratransit service, the data do point toward some specific areas in need of immediate attention.

**LINK Paratransit Survey Considerations**

Since LAVTA Wheels Dial-A-Ride, County Connection LINK paratransit, and One-Seat Ride (OSR) service are all provided under the same contract, which is overseen by County Connection staff, the results of LAVTA’s survey raise important questions about passengers’ perceptions of and sentiment towards both LINK and OSR. Therefore, County Connection should conduct a formal survey of LINK and OSR paratransit passengers – preferably in time for the survey results to inform the scope of work for the next paratransit service procurement, which will take place in the next fiscal year.

An important differentiator between a paratransit passenger survey and a fixed-route bus passenger survey is that the name, contact information, and ride history of every LINK and OSR passenger is already known and readily available, whereas that is not the case for fixed route passengers. The availability of these details creates two distinct advantages for conducting a survey. Since each passenger’s name and contact information are already in hand, the survey can be conducted via telephone or direct mail without the need to expend resources compiling a list of potential respondents. And, since each passenger’s trip history is known and updated in real-time, survey interviews can focus on specific trips that the passenger has taken recently, which would allow survey responses to be mapped against observed operational data at a granular level. Passenger survey data about specific recent trips can then be used to plan future communications and service delivery much more efficiently and effectively than uncorrelated data would allow for.

**Financial Implications:**

Unknown at time of report, pending receipt of consultant bids; however, the total cost is expected to be within the General Manager’s signing authority. The total cost of the LAVTA survey was approximately \$14,000.

**Recommendation:**

Staff and the Marketing, Planning and Legislative Committee recommend that a survey firm be engaged to conduct a telephone survey of County Connection LINK and OSR passengers, as soon as practicable.

**Action Requested:**

None. Information only.

**To:** Board of Directors

**Date:** May 13, 2026

**From:** Ryan Jones, Manager of Marketing & Communications

**Reviewed by:** AMS

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**SUBJECT: Youth Ride Free Rollout Plan**

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**Background:**

The Youth Ride Free program is designed to boost ridership over the summer months while helping young people build familiarity and confidence in riding transit. In June and July 2025, County Connection launched and funded the Youth Ride Free program, a two-month pilot that allowed riders 18 and under to travel fare-free on all fixed-route buses. Tri Delta Transit and WestCAT also participated in the regional effort. Designed to remove barriers to access, the program required no application, special passes, or ID.

In the program's first year, Youth Ride Free generated approximately 25,000 recorded youth trips across County Connection over the two-month period—a 1,600% increase in participation compared to the previous summer's youth program, Contra Costa Transportation Authority's (CCTA) Summer Youth Pass, which they discontinued later that year. Building on this success, County Connection, Tri Delta Transit, and WestCAT will bring back Youth Ride Free for summer 2026. Funding for County Connection's 2026 Youth Ride Free program is being provided by Measure J contributions from TRANSPAC and SWAT. CCTA has also offered to help provide countywide promotional support.

**Additional Information:**

County Connection staff has developed a marketing plan to roll out Youth Ride Free, building on last year's strategy, while fine tuning successful engagement approaches such as the Youth Ride Free Leaderboard that allowed students to track their rides and compete for weekly prizes. In the weeks since the Board's approval of a 2026 Youth Ride Free summer program, staff has been coordinating with Tri Delta Transit, WestCAT, and CCTA to develop promotional, broad countywide messaging of the program.

**Identifying Audience:**

While all youth and families in central Contra Costa are part of the target audience, staff has identified two primary groups most likely to respond to Youth Ride Free messaging:

- **Youth ages 13–16**, who are beginning to gain independence and are more likely to travel on their own. Many do not yet have driver's licenses or are seeking alternatives to relying on others for rides.
- **Parents and guardians of children ages 6–12**, who are key decision-makers and typically manage their children's activities and schedules.

**Key Pillars of Campaign Messaging:**

- **Freedom** – No cost, no barriers, no asking for rides
- **Independence** – Youth moving on their own terms
- **Discovery** – New places accessible by transit
- **Social** – Riding with friends

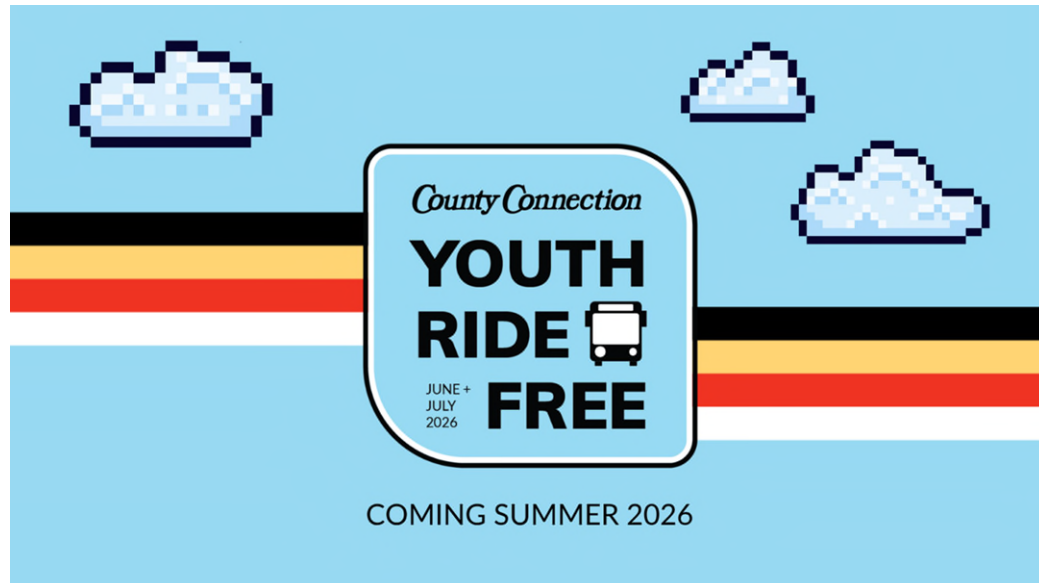
**Marketing Timeline:**

DATE	ACTION	NOTES
April 20-24	<b>Preparation, Soft Launch</b>	Prepare assets for distribution. Set launch dates, work on assembling media packets and other partner marketing toolkits. Marketing staff work with County Connection leadership and other transit agency stakeholders on approving final details and establishing connections with school districts to get information out to parents and students before summer starts.
April 27- May 22	<b>Public Marketing, Phase 1</b>	Work with partnering agencies and CCTA to finalize marketing toolkits. Once final, distribute toolkits, continue with social media push ads, and work with area school districts. Create buzz, share first look of program and broader details with the public. Begin promotion of leaderboard.
May 25-29	<b>Public Marketing, Phase 2</b>	Final push of program launch messaging to public and community stakeholders.
June 1	<b>Program Launch</b>	Program begins. Leaderboard goes live.
June 1-30	<b>First Assessment Period</b>	Marketing campaign continues, Planning staff to report on weekly boardings, tracking hot spots.
July 1-31	<b>Second Assessment</b>	Marketing campaign continues, Planning staff to report on weekly boardings, tracking hot spots. Marketing staff to start sharing survey, facilitated by CCTA.
July 13-31	<b>CCTA survey push</b>	Coordinate with CCTA to push out Youth Ride Free survey.

**Additional County Connection-focused Engagement Strategies:**

- **Adding to Visual Identity:** The Youth Ride Free visual identity is intentionally simple and uncluttered, reinforcing the ease of the program—no fares, no application, no ID required. Additional 8-bit/video gaming, pixel-inspired graphics are being incorporated as a core visual motif. This stylistic direction taps into current youth trends—such as games like Minecraft,

GIF/emoji messaging, and retro-inspired design—while also evoking a sense of nostalgia for parents who grew up in the 1980s and 1990s. The result is a visual identity that feels both contemporary and familiar, appealing across generations.



- **Youth Ride Free Leaderboard:** The Leaderboard is an engagement tool where youth ages 13-18 can log rides and receive weekly prizes for completed tasks, such as riding an express route or transferring between buses. The Leaderboard will also have a newsletter component, The Leaderboard Loop, which will be sent weekly to participating riders, letting them know about upcoming challenges and activities such as movies-in-the-park or farmer's markets in their areas (and the County Connection routes that will get them there).
- **School and Community Engagement:** Marketing toolkits with printed assets (posters, flyers, stickers) will be sent to area schools, local business, and community organizations, asking them to please help us spread the word about Youth Ride Free. In 2025, this community engagement proved to be very important, as schools and parents began to share the news of the program, our marketing reach compounded.
- **Digital Ad, Push Notifications:** A goal of staff is to reach new audiences that may not otherwise connect with County Connection messaging through our standard social media channels. Last year's strategy focused on before-the-movie Youth Ride Free ads in area movie theaters; however, it was difficult to track the impact of those ads. This year's focus will be to use location-targeted advertising that displays our messaging to cell phone users who have travelled in select areas around central Contra Costa County (primarily shopping centers in Concord, Walnut Creek, Pleasant Hill, and Martinez that are served by County Connection bus routes).

#### **Additional Visual Treatments, Partner Agency and Countywide:**

Staff have been working with Tri Delta Transit, WestCAT, and CCTA to coordinate a marketing plan and create a shared countywide marketing plan. Because of time constraints, the participating agencies decided to use the same color palettes and logos as last year (below, middle and right), however, all

parties agreed there should be a unified look for countywide marketing, so County Connection staff created an additional, agency-free visual treatment (below, left).



*The look for countywide use has a YRF “lemon” lockup, free of any agency wordmarks. Additionally, the stripes through the lockup are different, encompassing all the key agency brand colors (or references to them).*

*The logo for Tri Delta Transit (TDT) has a YRF “lemon” lockup with the TDT wordmark as a header. The color palette aligns with the agency brand.*

*The logo for WestCAT has a YRF “lemon” lockup with the WestCAT wordmark as a header. The color palette aligns with the agency brand.*

**Directing Traffic: Call-to-Action**

In 2025, County Connection staff purchased the youthridefree.com domain as a landing page for the leaderboard. This year, staff will adapt the site to be a countywide page with information about Youth Ride Free that will include links to individual agency landing pages, as well as information that pertains to youth transit programs offered by CCTA, such as Pass2Class. The leaderboard will remain on the site but be more of a “gamifying” feature rather than the primary focus of the site. Should the Youth Ride Free program continue past this summer, youthridefree.com can be developed further and be used by the county and all participating agencies of the program.

**Data Collection:**

Staff will coordinate with CCTA to distribute a Youth Ride Free survey.

**Financial Implications:**

Any costs associated with events are included in the Promotions Budget.

**Recommendation:**

None, for information only.

**Action Requested:**

None, for information only.

**Attachments:**

None.