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

BOARD OF DIRECTORS
MEETING AGENDA
Thursday, June 18, 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. Please indicate in your email the agenda item to which your comment applies. Comments submitted before the meeting will be provided to the Board of Directors before the meeting. Comments submitted after the meeting is called to order will be included in the correspondence that will be provided to the full Board.

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

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

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

1. Call to Order/Pledge of Allegiance
2. Roll Call/Confirm Quorum
3. Public Communication
4. Public Hearing:
    a) Assembly Bill 2561: Status of Job Vacancies*
    b) CCCTA FY 2027 Operating and Capital Budget
5. Consent Calendar
    a) Approval of Minutes of Regular Meeting of May 21, 2026*
    b) Investment Report as of March 31, 2026*
    c) Amend Conflict of Interest Code*
    Resolution No. 2026-27*
    d) Adoption of Gann Appropriations Spending Limitation for FY 2025-2026*
    Resolution No. 2026-29*
    e) Approve Allowing Advisory Committee to Meet Remotely Pursuant to SB 707
    Resolution No. 2026-30*
    f) BusAID – Monument Corridor Transit Speed Improvements*-Information Only
    g) Go San Ramon Update*-Information Only
    h) Summer Bid Update*-Information Only
6. Report of Chair
7. 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) Update Re: CARB Amendments to the Cap & Invest Regulation
8. Administration & Finance Committee
    a) AHSC Implementation and Cooperation Agreement for Route 4*
    Resolution No. 2026-28*
    (The A&F Committee and staff recommend that the Board adopt Resolution No. 2026-28, authorizing the General Manager authorizing the General Manager to execute the AHSC Implementation and Cooperation Agreement.)
    b) Adjustment to Non-Represented Administrative Employees Compensation*
    Resolution No. 2026-31*
    (The A&F Committee recommends that the Board of Directors adopt Resolution No. 2026-31, approving a 4% cost-of-living adjustment for Non-Represented Administrative Employees.)
    c) Fiscal Year 2027 Budget and Forecast*
    Resolution No. 2026-32*

(The A&F Committee and staff recommends that the Board of Directors adopt the FY 2027 Budget.)

9. Marketing, Planning & Legislative Committee
    a) State Audit Report* Information Only
    (Staff will provide a summary of the final report published by the State Auditor at the request of the Joint Legislative Audit Committee.)
    b) Youth Ride Free*
    (Staff will provide an update on the Youth Ride Free launch and early engagement.)
10. Operating & Scheduling Committee
    a) Regional Mapping & Wayfinding Project – Martinez Pilot*-Information Only
    (Staff will provide an update about the Martinez Bus Stop Flag Pilot Project.)
11. Report From Advisory Committee
    a) Appointment of Anthony Valdiosera to the Advisory Committee as the member Representing the City of Orinda*
    b) Re-Appointment of John Crowe to the Advisory Committee Representing City of Pleasant Hill*
    c) Re-Appointment of Alternate Chris Roberts to Advisory Committee Representing City of Pleasant Hill*
12. 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.)
13. Next Meeting Date: August 20, 2026
14. Adjournment

*Enclosure
**Teleconference location: 4284 Baywood Ct., Concord CA 94521

General Information

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

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

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

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

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, August 20 at 9 a.m., County Connection Board Room
Administration & Finance:	Wednesday, August 5 at 9 a.m.., County Connection Offices, 2477 Arnold Industrial Way, Concord, CA
Advisory Committee:	TBD
Marketing, Planning & Legislative:	Thursday, August 6 at 8:30 a.m., Supervisor Andersen's Office, 3338 Mt. Diablo Blvd. Lafayette, CA.
Operations & Scheduling:	Friday, August 7 at 8 a.m., City of Pleasant Hill Offices, 100 Gregory Lane, Pleasant Hill, CA

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

Agenda Item #4.a.

County Connection

To: Board of Directors **Date:** June 8, 2026

From: Kristina Martinez, Director of Human Resources **Reviewed by:** W.C.

SUBJECT: Assembly Bill (AB) 2561 – Status of Job Vacancies

Background:
Assembly Bill (AB) 2561 was signed into law by Governor Newsom to address staffing levels in public agencies. The bill requires agencies to report on the status of vacancies as well as recruitment and retention efforts, at a public hearing prior to adoption of the final budget each fiscal year.

Summary of Issues:
In compliance with AB 2561, staff used the FY 2026 budget as a baseline to conduct a comprehensive review of staffing levels across all bargaining units, including the Amalgamated Transit Union (ATU) Local 1605, Teamsters Local 856, and Machinists Automotive Trades District Lodge No. 1173. Additional reporting requirements may be included if the number of vacancies within a single bargaining unit meets or exceeds 20% of the total number of authorized full-time positions.

The table below represents a current snapshot of vacancies as of May 31, 2026, and will be presented as part of the budget hearing, prior to final adoption of the FY 2027 budget. Additionally, this review indicates that none of the bargaining units currently meet or exceed the 20% vacancy threshold that would prompt additional reporting requirements under AB 2561.

Bargaining Unit	Vacant Positions (as of 5/31/2026)	Budgeted Positions (FY 2026)	Vacancy Rate
Amalgamated Transit Union (ATU) Local 1605	0	150	-
Teamsters Local 856	0	11	-
Machinists Automotive Trades District Lodge No. 1173	5	31	16.1%

County Connection remains committed to its employees and the communities it serves. Staff continues to monitor staffing levels relative to the budget and in order to maintain efficiency, protect current service levels, and respond to new service demands. Open positions are posted to County Connection's website, published in various recruitment sources online, and may also be published in local newspapers. Beginning January 2024, the Board of Directors approved an Employee Referral Pilot Program which was implemented to address staffing shortages primarily in the Transportation and Maintenance departments. This program will be placed on a temporary hold effective July 1, 2026, as part of the austerity measures impacting departmental budgets in the next fiscal year. The Human Resources department also participates in local job fair events when available and works with agencies such as the California Employment Development Department (EDD) and the Workforce Development Board of Contra Costa County in its recruitment and outreach efforts.

Financial Implications:
None at this time. Staff will continue to monitor staffing levels relative to the budget approved the Board of Directors on an annual basis which includes budgeted positions.

Recommendation:
None. Staff will continue to report on the status of vacancies as well as recruitment and retention efforts, at a public hearing prior to adoption of the final budget each fiscal year per AB 2561.

Action Requested:
None. For information only.

Attachments:
None.

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CCCTA BOARD OF DIRECTORS

MINUTES OF THE REGULAR MEETING

May 21, 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, Hillis, Rubio, Tatzin, Wilk and Worth. Directors Farley, Hoffmeister and Noack were absent.

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

PUBLIC COMMUNICATION: None

CONSENT CALENDAR

MOTION: Director Andersen moved approval of the Consent Calendar, consisting of the following items: (a) Approval of Minutes of Regular Meeting of April 16, 2026. Director Worth seconded the motion, and it received the following roll call vote of approval:

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

REPORT OF CHAIR:

REPORT OF GENERAL MANAGER:

Proposed CARB Amendments

General Manager Bill Churchill explained that last fall at the end of the legislative season the Senate and Assembly reached a compromise to extend the Cap and Trade program. The compromise renamed the program to Cap and Invest and extended it to 2046, the Cap and Trade program was set to expire in 2030. The compromise included a significant restructuring of the funding program into three separate Tiers where tier I is funded first and tier three is funded last, depending the volume of emission sales. There are three pots of funding in tier three that fund transportation programs,

Transit and Intercity Rail Capitol Program or	TIRCP
Low Carbon Transit Operations Program or	LCTOP
Affordable Housing & Sustainable Communities	AHSC

23191709.1

County Connection receives about $1.5 million a year from the LCTOP funding pot that pays for the free fares on the Monument and Martinez free fare routes as well as some of the operational expenses for route 99X that serves many of the County's social services program, including the homeless shelter just down the Street.

County Connection has done very well in the TIRCP fund pot as well. These are capital dollars and we have been awarded $14.4 million for the I-680 Express Bus project and $15.9 million for the Solar Array panels to go over the bus yard.

It's also important to know that the AHSC program funds the $4 million for the new added frequent service to the route 4.

In April CARB proposed a set of amendments to the Cap and Invest program with three goals in mind:

The first goal is to make California more affordable.
The second is to prevent corporate leakage.
And the third is to entice tech company startup in California.

The make California more affordable will divert funds to Utility companies such that they can increase the number and size of the climate credit to rate payer bills.

The second, prevent corporate leakage will grant refineries and other heavy polluters with greater emissions allowances reducing the number of emission credits they have to purchase in the Cap and invest program.

Collectively this represents a diversion of 2 billion dollars from the program which will completely defund the Cap and Invest Tier III transit programs. Not only will it eliminate the funding for our free routes we are told it will claw back funding from our awarded TIRCP grants. Bill Churchill will continue to update the Board on developments at the next meeting.

<u>A New Surface Transportation Authorization Bill Build America 250 ACT:</u>

Bill Churchill explained that the current Surface Transportation ACT known as the Infrastructure Investment and Jobs Act (IIJA) will expire on September 30th. All federal transportation dollars will cease to flow unless congress passes a new Surface Transportation Act by October 1st or passes a continuing resolution for the existing IIJA. At last month's Board meeting the group of staff and Board members that attended the APTA legislative conference reported that we do not expect congress to pass a new authorization this year. There have been several proposed release dates that have come and gone without any language. However, unexpectedly on Sunday evening, language for a new Surface Transportation was released called the Build America 250 Act. We have only had a few days to examine it and unfortunately it is set for markup at T&I Committee today.

At first glance, the legislation is a mixed bag representing both positive and negative components. From a financial perspective it provides less funding than the current Authorization. The IIJA provides $660 billion, while the Build America Act provided $590 billion representing a $70 billion reduction in overall funding. However, it appears some of the transit programs have realized funding increases.

Some troubling provisions of the legislation is the elimination of low or no emission bus funding, which will make compliance with California ICT that much more challenging moving forward. The legislation also adds a crime prevention program requiring recipients to use at least 1% of their funds on crime prevention projects. Another odd provision creates a fare evasion enforcement penalty where the Secretary could withhold 10% of 5307 funds if fare evasion is not appropriately addressed. Bill Churchill will continue to provide updates.

<u>Joint Legislative Audit Committee (JLAC)</u>

Bill Churchill explained that last month he reported to the Board that the Joint Legislative Audit Committee had planned to release the result of an audit of six east bay transit agencies including AC Transit, County Connection, LAVTA, TriDelta, Union City Transit and WestCAT on Manday May 18th. He had intended to provide the Board with a copy of the report. Unfortunately, the document has not yet been completed and a new release date of May 28th has been provided. Staff now plans to share the report with the Board at the June Board meeting.

Recognition of Departing Employee

Sayed Miry-Bus Operator 38 years

REPORT OF STANDING COMMITTEES

Administration & Finance Committee

Clipper BayPass Amendment No. 2*
Resolution No. 2026-26
Andrew M. Smith, Director of Planning & Marketing, explained that MTC has proposed a second amendment to the existing Clipper BayPass Agreement 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.

Director Rubio left at 9:48 a.m.

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.

MOTION: Director Worth moved adoption of Resolution No. 2026-26, authorizing the General Manager to execute Amendment No. 2 to the Clipper BayPass Pilot Program Participation Agreement. Director Wilk seconded the motion, and it received the following roll call vote of approval:

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

Review of Updates to FY27 Budget

Amber Johnson, Chief Financial Officer, explained that there have been a few updates and refinements 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 Measure J Sales Tax revenue.

•General liability, vehicle, and workers' comp insurance expenses have been reduced by approximately $150 thousand based on current estimates

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 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.

Marketing, Planning & Legislative Committee

<u>Paratransit Riders Survey</u>

John Sanderson, Director of ADA & Specialized Services, gave a brief background stating that 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.

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. Passenger survey data about specific recent trips can then be used to plan future communications and service delivery much more efficiently and effectively.

<u>Youth Ride Free Rollout Plan</u>

Ryan Jones, Manager of Marketing & Communications, explained that 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.

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.

Staff will give an update next month on how the program is going thus far.

BOARD COMMUNICATION:

Director Hillis told staff that they should ask all of us Board members for our help in any way possible to help in accomplishing CCCTA's vision.

ADJOURNMENT: Chair Storer adjourned the regular Board meeting at 10:30 a.m.

Minutes prepared by:
Lathina Hill   Date: June 8, 2026
Asst to the General Manager/Clerk to the Board of Directors

County Connection

Agenda Item # 5.b.

To: Board of Directors

Date: June 8, 2026

From: Bill Churchill, General Manager

Reviewed by: WC.

SUBJECT: Investment Report as of March 31, 2026

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

Investment Report:
The total cash and investments held by the Authority as of March 31, 2026, is $32,660,922 as follows:

Type of Investment	Issuer	Date of Maturity	Par Amount	Market Value
Cash – Cash on hand	N/A	April 1, 2026	$3,150,184	$3,150,184
Cash – Held in LAIF	N/A	April 1, 2026	$29,510,738	$29,510,738
Total			**$32,660,922**	**$32,660,922**

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

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

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

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

Recommendation:
None, information only.

Action Requested:
None, information only.

Attachments:
Attachment 1: CCCTA Bank Cash and Investment Accounts as of March 31, 2026

CCCTA

BANK CASH AND INVESTMENT ACCOUNTS
AS OF MARCH 31, 2026
(ROUNDED OFF TO NEAREST $)

FINANCIAL INST	ACCT #	TYPE	PURPOSE	PER BANK SEP 2025	PER BANK DEC 2025	PER BANK MAR 2026	PER GL* MAR 2026
FIXED ROUTE							
BMO HARRIS	2087682	***CHECKING***	A/P GENERAL (including ParaTransit & Capital)	$ 376,277	$ 361,357	$ 3,031,593	$ 2,956,407
BMO HARRIS	2088565	***CHECKING***	PAYROLL	$ 61,301	$ 60,952	$ 64,213	$ 63,799
BMO HARRIS	2088706	***CHECKING***	WORKERS' COMP - Innovative Claims Solution	$ 58,791	$ 125,827	$ 54,378	$ 44,723
PAYPAL	27SAXUUFL9732	***ON-LINE***	PAYPAL-PASS SALES (*Closed in October, 2025*)	$ 25	$ -	$ -	$ -
			TOTAL	**$ 496,394**	**$ 548,136**	**$ 3,150,184**	**$ 3,064,929**
LAIF FUND							
Effective Yield:				***4.34%***	***4.20%***	***3.98%***	
LAIF ACCOUNT	4007001	***INT-INVEST***	OPERATING FUNDS	$ 30,593,743	$ 33,715,690	$ 26,194,183	$ 26,194,183
LAIF ACCOUNT		***INT-INVEST***	LCTOP - Monument Free #7 (Routes 11/14/16)	$ -	$ -	$ 526,267	$ 526,267
LAIF ACCOUNT		***INT-INVEST***	LCTOP - Martinez Amtrak #8	$ -	$ -	$ 143,298	$ 143,298
LAIF ACCOUNT		***INT-INVEST***	Pass-Through CA	$ 845,652	$ 854,890	$ 863,930	$ 863,930
LAIF ACCOUNT		***INT-INVEST***	Safe Harbor Lease Reserve	$ 1,745,336	$ 1,764,402	$ 1,783,060	$ 1,783,060
LAIF ACCOUNT		***FMV ADJ.***	Fair Market Value Adjustment for Year-End				
			TOTAL	**$ 33,184,731**	**$ 36,334,982**	**$ 29,510,738**	**$ 29,510,738**
5/26/2026			**GRAND TOTAL**	**$ 33,681,125**	**$ 36,883,118**	**$ 32,660,922**	**$ 32,575,667**

KLM/AJ

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

Memorandum

TO: Administration and Finance Committee
Board of Directors

FROM: Julie A. Sherman, Legal Counsel

DATE: March 27, 2026

RE: **Amending Conflict of Interest Code**

ACTION

It is recommended that the Board of Directors adopt the attached revised Conflict of Interest Code and Appendices.

SIGNIFICANCE

California Government Code Section 87306.5 requires every local agency to review its Conflict of Interest Code in each even-numbered year and to amend the Code if necessitated by changed circumstances.

Accordingly, we have updated the designated positions to reflect the agency's reorganization that occurred after the last review of the Code. Specifically, the following positions have been added: Director of ADA & Specialized Services, Director of Maintenance, Facilities Superintendent, Manager of Human Resources, Manager of Maintenance, and Manager of Training. The following positions have been removed: Director of Innovation and Mobility, Director of Recruitment & Employee Development/DBE Officer, and Manager of Customer Service & Public Outreach. Additionally, the following positions have been reclassified and the titles have been updated: Manager of Purchasing & Grants (from Manager of Facilities & Grants) and Manager of Marketing & Communications (from Manager of Marketing & Customer Service).

ATTACHMENTS

For reference, the following documents are attached:

1. The proposed Conflict of Interest Code, including the revised Appendices of Designated Positions and Disclosure Categories; and

2. Resolution No. 2026-27 to adopt the amended Conflict of Interest Code.

CONFLICT OF INTEREST CODE

CENTRAL CONTRA COSTA TRANSIT AUTHORITY

Adopted on February 19, 1981 pursuant to Resolution No. 1981-001

Amended on July 16, 1988 pursuant to Resolution No. 1988-043

Amended on September 15, 1994 pursuant to Resolution No. 1995-008

Amended on September 19, 1996 pursuant to Resolution No. 1997-001

Amended on September 17, 1998 pursuant to Resolution No. 1999-02

Amended on September 21, 2000 pursuant to Resolution No. 2001-007

Amended on September 19, 2002 pursuant to Resolution No. 2003-007

Amended on September 16, 2004 pursuant to Resolution No. 2005-003

Amended on September 21, 2006 pursuant to Resolution No. 2007-009

Amended on August 21, 2008 pursuant to Resolution No. 2009-004

Amended on September 16, 2010 pursuant to Resolution No. 2011-003

Amended on September 16, 2012 pursuant to Resolution No. 2013-003

Amended on December 18, 2014 pursuant to Resolution No. 2015-016

Amended on February 15, 2018 pursuant to Resolution No. 2018-010

Amended on June 18, 2026 pursuant to Resolution No. 2026-27

CONFLICT OF INTEREST CODE FOR THE CENTRAL CONTRA COSTA TRANSIT AUTHORITY

The Political Reform Act of 1974 (Government Code Sections 81000, *et seq*.) requires State and local government agencies to adopt and promulgate Conflict of Interest Codes. The Fair Political Practices Commission has adopted a regulation (2 California Code of Regulations Section 18730), which contains the terms of a standard Conflict of Interest Code and can be incorporated by reference into an agency's code.

Therefore, the terms of 2 California Code of Regulations Section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission, along with the attached Appendices, designating positions and establishing disclosure categories, shall constitute the Conflict of Interest Code of the Central Contra Costa Transit Authority (County Connection).

Individuals holding designated positions shall file their statements of economic interests with County Connection, which will make the statements available for public inspection and reproduction. (Gov. Code Sec. 81008.) County Connection will retain a copy of each statement and forward the originals to the Contra Costa County Board of Supervisors, which shall be the filing officer.

APPENDIX A

DESIGNATED POSITIONS

Designated Positions	Disclosure Category(ies)
Assistant General Manager of Administration	1, 2, 3
Chief Operating Officer & Safety/EOC	1, 2, 3
Director of ADA & Specialized Services	2, 3
Director of Human Resources	2, 3
Director of IT	2, 3
Director of Maintenance	2, 3
Director of Planning and Marketing	2, 3
Director of Transportation	2, 3
Facilities Superintendent	2, 3
Manager of Accounting	2, 3
Manager of Accessible Services	2, 3
Manager of Purchasing & Grants	2, 3
Manager of Human Resources	2, 3
Manager of Maintenance	2, 3
Manager of Marketing & Communications	2, 3
Manager of Planning	2, 3
Manager of Training	2, 3
Manager of Transportation	2, 3
Buyer	2, 3
Legal Counsel	1, 2, 3
Consultants/New Positions	*

*Pursuant to Title 2, Division 6, California Code of Regulations, Section 18734, Consultants/New Positions that make or participate in the making of decisions that may foreseeably have a material effect on any financial interest are included in the list of designated positions and shall disclose pursuant to the broadest disclosure category in the Conflict of Interest Code, subject to the following limitation:

The General Manager may determine in writing that a particular consultant or a new position, although a "designated position," is hired to perform a range of duties that are limited in scope and thus not required to comply with the disclosure requirements described in this section. Such determination shall include a description of the consultant's or a new position's duties, and, based upon that description, a statement of the extent of disclosure requirements. The determination is a public record and shall be retained for public inspection in the same manner and location as this Conflict of Interest Code. (Gov. Code Section 81008.) Nothing herein excuses any such consultant from any other provision of this Conflict of Interest Code.

Officials Who Manage Public Investments

The positions listed below are NOT covered by the Conflict of Interest Code because they must file a statement of economic interests pursuant to Government Code Section 87200 and, therefore, are listed for information purposes only:

Members of the County Connection Board of Directors
Alternate Members of the County Connection Board of Directors
Chief Financial Officer
General Manager

An individual holding one of the above-listed positions may contact the Fair Political Practices Commission for assistance or written advice regarding their filing obligations if they believe their position has been categorized incorrectly. The Fair Political Practices Commission makes the determination whether a position is covered by Section 87200.

APPENDIX B

DISCLOSURE CATEGORIES

Category 1: Interests in real property located within or not more than two miles outside the boundaries of the jurisdiction of or within a two mile radius of any land owned or used by County Connection.

Category 2: Investments and business positions in business entities, and income, including receipt of gifts, loans, and travel payments, from sources that provide products, services, supplies, materials, machinery, or equipment of the type utilized by County Connection or in projects funded by County Connection, including buses, insurance, information technology, telecommunications, public utilities, consultants, transportation companies, and manufacturers.

Category 3: Investments and business positions in business entities, and income, including receipt of gifts, loans, and travel payments, from, sources that filed a claim with or against County Connection during the previous two years, or have a claim pending with or against County Connection.

RESOLUTION NO. 2026-27

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

*** * ***

ADOPTING AMENDED CONFLICT OF INTEREST CODE

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 (hereinafter "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, pursuant to Resolution No. 1981-001, dated February 19, 1981, CCCTA adopted a Conflict of Interest Code ("Code") as required by the Political Reform Act of 1974;

WHEREAS, California Government Code Section 87306.5 requires that CCCTA review its Conflict of Interest Code every even-numbered year, and revise it if necessary;

WHEREAS, Legal Counsel and staff have reviewed the current Conflict of Interest Code and have determined that the Code and its Appendices should be updated to reflect current staffing positions and organization; and

WHEREAS, Legal Counsel, the Administration & Finance Committee, and staff recommend adopting the amended Conflict of Interest Code.

NOW, THEREFORE, BE IT RESOLVED by the Central Contra Costa Transit Authority Board of Directors that the amended Conflict of Interest Code is hereby adopted, in the form presented to the Board of Directors; and

BE IT FURTHER RESOLVED that the Board Clerk is directed to transmit a copy of the amended Conflict of Interest Code to the Board of Supervisors of Contra Costa County for its review and approval, and to make any revisions that may be required by the County for approval of the Code.

Regularly passed and adopted this 18th day of June 2026, by the following vote.

AYES:

NOES:

ABSTAIN:

ABSENT:

____
Robert Storer, Chair, Board of Directors

ATTEST:

____
Lathina Hill, Clerk to the Board

Agenda Item # 5.d.

County Connection

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

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

SUBJECT: Adoption of Gann Appropriations Spending Limitation for FY 2026-2027

Background:

Pursuant to California Constitution Article XIII (B) (Proposition 4), public entities are required to conform to budgetary guidelines set forth in the Gann Initiative. The purpose of Article XIII (B) is to constrain fiscal growth in government by limiting the proceeds of taxes that may be appropriated each year. Each year's limit may be adjusted for increase in cost of living (California per capita income) and population. For special districts, if the district is located entirely within one county, the county's population change factor is to be used. That is the case with County Connection. The limit may also be changed in the event of a transfer of fiscal responsibility.

The California Revenue and Taxation Code, section 2227, mandates that the Department of Finance transmit an estimate of the percentage change in population to local governments. The Department of Finance also transmits the change in the cost of living, or price factor.

Gann Limit Calculation:

The formula for calculating the appropriations spending limit is:

1. Population percentage change x price increase/decrease factor = ratio of change
2. Ratio of change x 2025-26 spending limit = 2026-27 spending limit.

Based on the above formula, the spending limit for County Connection is:

1. Population percentage change x price increase/decrease factor=ratio of change
   0.9969 x 1.0495 = 1.0462
2. Ratio of change x 2025-2026 spending limit = 2026-2027 spending limit:
   1.0462 x $106,034,564 = $110,938,391

Based on the above calculations, **the Gann appropriations spending limit for FY 2026-2027 is $110,938,391** (Attachment 1). The actual County Connection non-federal appropriations budget for FY 2026-2027 is $60,896,625, which is $50,041,766 below the spending limitation.

Financial Implications:

There is no direct financial implication as a result of the calculation of the Gann limit, since the limit far exceeds the appropriations budget.

Recommendation:
The A&F Committee and staff recommend that the Board review and approve the calculation of the Gann appropriations spending limitation of $110,938,391 for FY 2026-2027.

Action Requested:
By State law, the County Connection Board of Directors must adopt an appropriations limitation. The A&F Committee and staff request that the Board approve the calculation of the Gann appropriations spending limitation of $110,938,391 for FY 2026-2027 with Resolution 2026-29

Attachments:
Attachment 1: Computation of Gann Appropriations Spending Limit for FY 2027
Attachment 2: Resolution 2026-29

COMPUTATION OF GANN APPROPRIATIONS SPENDING LIMIT FOR FY 2027

Contra Costa County change in population*	-0.31		
Converted to a ratio		0.9969	(1)
Percentage change in per capita personal income*	4.95		
Converted to a ratio		1.0495	(2)
Ratio of change:		1.0462	(1)*(2) = (3)
FY 2026 appropriations limit		$106,034,654	(4)
FY 2027 appropriations limit		$110,938,391	(3)*(4) = (5)
FY 2027 operating budget	$59,324,125		
Less expenses paid by federal funds	($1,610,000)		
	$57,714,125		
FY 2027 capital budget	$ 3,182,500		
Less expenses paid by federal funds	$0		
	$3,182,500		
Operating and capital appropriation		$60,896,625	
Under limit		$50,041,766	

* Source: California Department of Finance

RESOLUTION NO. 2026-29

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

* * *

ADOPT AN APPROPRIATIONS LIMIT FOR FISCAL YEAR 2026-27

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 (Service Area);

WHEREAS, Government Code Section 7910 requires the CCCTA to adopt an appropriations limit for each fiscal year;

WHEREAS, Government Code Section 7910 requires that, fifteen (15) days prior to adoption of the CCCTA appropriations limit, documentation used in determination of the limit, and other necessary determinations, shall be available to the public;

WHEREAS, CCCTA staff has prepared the appropriations limit documentation (attached hereto and marked Exhibit A) which has been made available to the public for review more than fifteen (15) days prior to the date this resolution was scheduled for consideration by the Board.

NOW, THEREFORE, IT IS HEREBY RESOLVED by the CCCTA Board of Directors that pursuant to Article XIII B of the California State Constitution and SB 1352 (1980 Stats.), the appropriations limit for the Central Contra Costa Transit Authority shall be $110,938,391, which shall be applicable to fiscal year 2026-27 as set forth in the attached appropriations limit documentation.

Regularly passed and adopted this 18th day of June, 2026 by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

____
Robert Storer, Chair, Board of Directors

ATTEST:

____
Lathina Hill, Clerk to the Board

RESOLUTION NO. 2026-30

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

*** * ***

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

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

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

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

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

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

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

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

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

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

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

WHEREAS, the Board previously authorized the AC to meet remotely pursuant to Resolution No. 2026-19, adopted January 15, 2026, which expires after six months; and

WHEREAS, the Board desires to reauthorize the AC to meet remotely pursuant to SB 707.

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

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

Regularly passed and adopted this 18th day of June, 2026 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

____
Robert Storer, Chair, Board of Directors

ATTEST:

____
Lathina Hill, Clerk to the Board

County Connection

Agenda Item # 5.f.

To: Board of Directors

Date: June 11, 2026

From: Pranjal Dixit, Manager of Planning

Reviewed by: RH

SUBJECT: BusAID – Monument Corridor Transit Speed Improvements

Background:

The Bus Accelerated Infrastructure Delivery (BusAID) Complete Streets – Monument Corridor Transit Speed Improvements Project will adjust bus stops on Monument Boulevard between Mohr Lane and Detroit Avenue. County Connection was awarded $385,885 in OBAG 3 (STP/CMAQ) federal funds for the design and construction of the project, with County Connection providing a local match of $49,880 pursuant to a Master Funding Agreement approved by the Board in July 2024. The project focuses on the following:

- Optimizing bus stops: Consolidating stops and improving spacing for better efficiency (Phase 1).
- Improving accessibility: Upgrading bus stops to meet the Americans with Disabilities Act (ADA) standards (Phase 1).
- Enhancing signal timing: Implementing Transit Signal Priority (TSP) along Monument Boulevard between Detroit Avenue and Mohr Lane (Phase 2).

Through a data driven evaluation considering ridership, service levels, passenger loads, and equity, staff identified 14 bus stops along Monument Boulevard for transit priority improvements to be included in the project (see map, Attachment 1). Design work began in Fall 2025 and is now complete. The final blueprints incorporate vital city and community feedback gathered through the Concord Bicycle and Pedestrian Advisory Committee (BPAC) (see 100% plans, Attachment 2).

Next Steps

Following the finalization of construction bid documents, staff will launch the competitive bidding process. A contract award recommendation is expected to go before the Board in Fall 2026, with physical construction scheduled to begin shortly afterward.

Work is already underway for Phase 2, which deploys Transit Signal Priority (TSP) across eight signalized intersections on Monument Boulevard between Detroit Avenue and Mohr Lane. Through a parallel project funded by the Innovative Deployments to Enhance Arterials (IDEA) Grant, staff is currently finalizing the necessary signal timing plans. Staff will partner closely with the City of Concord to select a TSP vendor, ensuring all new hardware and software are fully compatible with existing traffic infrastructure. The project is scheduled for completion by Fall 2027.

Financial Implications:

The project is grant funded, with County Connection's local match included in the existing budget.

Recommendation:
None, for information only.

Action Requested:
None, for information only.

Attachments:
Attachment 1: Project map showing affected bus stops
Attachment 2: 100% plans

MONUMENT BLVD STOP TREATMENTS

Keep

Eliminate

Add

Add + ADA Improvement

MONUMENT BLVD STOP TREATMENTS

Keep

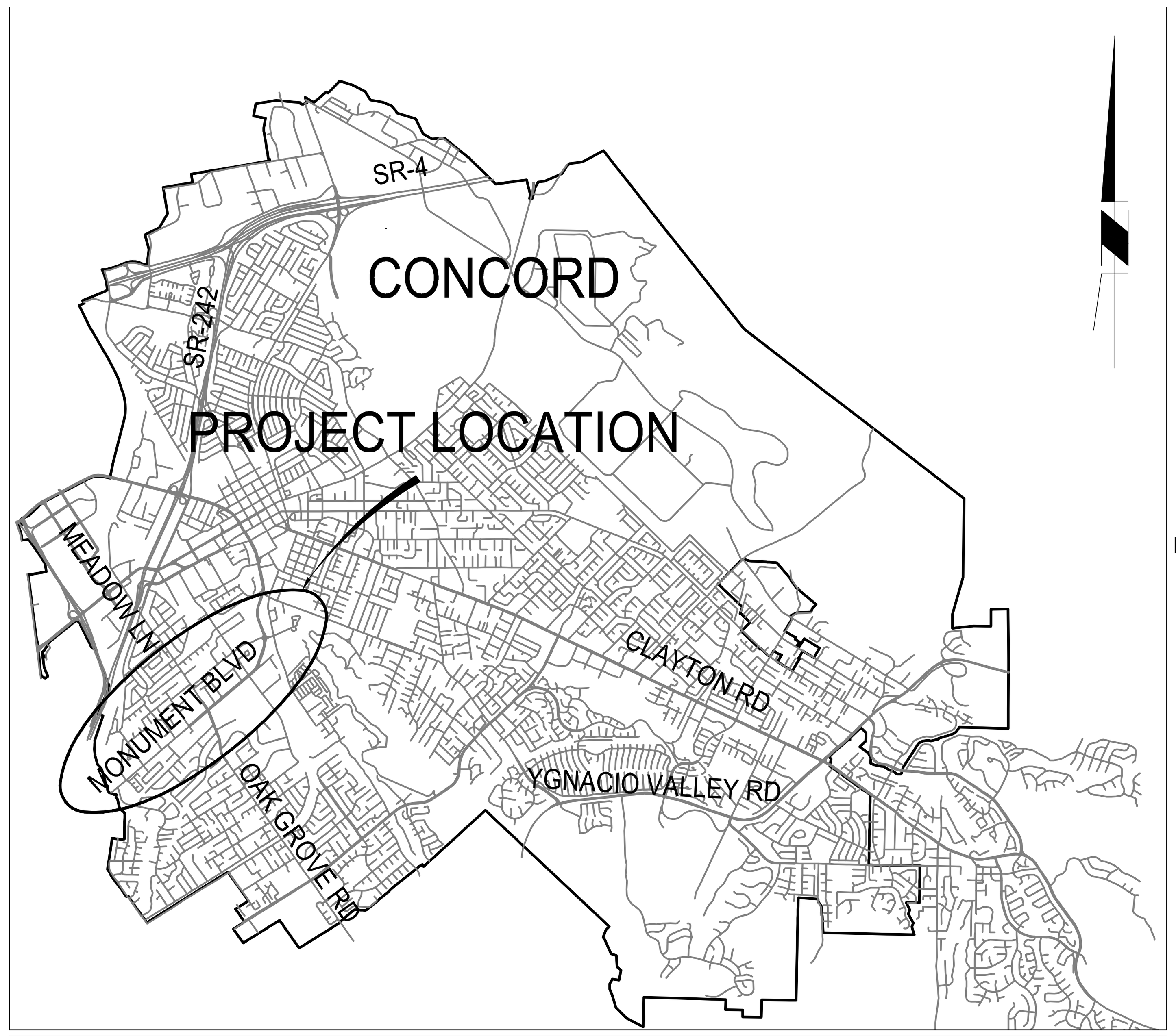
Eliminate

Add

Add + ADA Improvement

COUNTY CONNECTION MONUMENT BLVD BUS STOP TREATMENTS
PJ 2026-01

CONCORD
CONTRA COSTA COUNTY, CALIFORNIA
MTC Bus SAFE Funding Program



LOCATION MAP — NO SCALE

LEGEND

- EXISTING RIGHT OF WAY
- (XX.X') EXISTING DIMENSION
- XX.X' PROPOSED DIMENSION
- POWER POLE
- EXISTING STORM WATER INLET
- EXISTING FIRE HYDRANT
- GB PROPOSED GRADE BREAK
- SAW CUT LINE
- CURB & GUTTER
- HMA (TYPE A) 12" THICK
- THERMOPLASTIC CROSSWALK MARKING (EXISTING / PROPOSED)
- EXISTING OVERHEAD POLE, GUY WIRE
- WV EXISTING WATER VALVE
- EXISTING SEWER STORM MANHOLE
- EXISTING ELECTRIC MANHOLE, BOX
- EXISTING STREET LIGHT, SIGN
- EXISTING TREE
- NEW CONCRETE SIDEWALK
- DECOMPOSED GRANITE
- 2" COLDMILL & AC OVERLAY
- EXISTING STOP TO ELIMINATE (WORK DONE BY CCCTA STAFF)
- NEW STOP TO ADD (WORK DONE BY CCCTA STAFF)
- NEW STOP WITH ADA IMPROVEMENTS TO ADD (CONTRACT WORK)

SHEET INDEX

SHEET NUMBER	DRAWING NUMBER	SHEET TITLE
1	T	TITLE SHEET
2	KM-01	KEY MAP
3	KM-02	KEY MAP
4	DT-01	CONSTRUCTION DETAILS
5	DT-02	CONSTRUCTION DETAILS
6	QT	QUANTITY TABLE

ABBREVIATIONS

AB	AGGREGATE BASE
AC	ASPHALT CONCRETE
BOC	BACK OF CURB
BSW	BACK OF SIDEWALK
C&G	CURB AND GUTTER
EX	EXISTING
FC	FACE OF CURB
FH	FIRE HYDRANT
GP	GUTTER PAN
GV	GAS VALVE
HMA	HOT MIX ASPHALT
LT	LEFT
MAX	MAXIMUM
MH	MANHOLE
MIN	MINIMUM
MOD	MODIFIED
NTS	NOT TO SCALE
PB	PULL BOX
PCC	PORTLAND CEMENT CONCRETE
PED	PEDESTRIAN
PIP	PROTECT IN PLACE
PL	PROPERTY LINE
ROW	RIGHT-OF-WAY
RT	RIGHT
S/C	SAWCUT
SF	SQUARE FEET
STD	STANDARD
TC	TOP OF CURB
TYP	TYPICAL
VAR.	VARIES
WW	WATER VALVE

GENERAL NOTES

1. THE CONTRACTOR SHALL COMPLY WITH ALL STATE, COUNTY, AND CITY LAWS AND ORDINANCES RELATING TO SAFETY AND CHARACTER OF WORK, EQUIPMENT AND LABOR PERSONNEL. TO BE SUPPLEMENTED BY THE CALTRANS STANDARD PLANS DATED 2024, THE CITY OF CONCORD STANDARD PLANS AND CA MUTCD (2014, REVISION 9)
2. PRIOR TO ANY UNDERGROUND WORK, THE CONTRACTOR SHALL VERIFY THE EXACT LOCATION OF EXISTING UTILITIES AND SHALL NOTIFY UNDERGROUND SERVICE ALERT (USA) AT (800)227-2600 TWO WORKING DAYS PRIOR TO COMMENCEMENT OF EXCAVATION.
3. UTILITIES ARE NOT SHOWN ON THE PLANS, CONTRACTOR SHALL BE RESPONSIBLE FOR LOCATING ALL UTILITIES. ANY UTILITIES EXPOSED OR DAMAGED BY THE CONTRACTOR SHALL BE REPAIRED AT THE CONTRACTOR'S EXPENSE.
4. NO MATERIAL OR EQUIPMENT SHALL BE STORED OVERNIGHT IN PUBLIC RIGHT OF WAY
5. THE CONTRACTOR SHALL MAINTAIN ACCESS TO ALL PROPERTY ADJACENT TO THE WORK THROUGHOUT THE PERIOD OF CONSTRUCTION.
6. THE CONTRACTOR IS RESPONSIBLE FOR ARRANGING FOR ALL REQUIRED INSPECTIONS. THE PRESENCE OR ABSENCE OF A CITY OR OTHER INSPECTOR WILL NOT RELIEVE THE CONTRACTOR OF FULL RESPONSIBILITY FOR THE PROPER PERFORMANCE OF THE WORK.
7. ANY CONFLICTS WITH THE DESIGN OR ANY CHANGES TO THE PLANS SHALL BE SUBMITTED TO THE DESIGN ENGINEER AND AUTHORIZED BY THE CITY BEFORE CONTINUING WITH THE WORK IN THAT AREA. MAJOR CHANGES SHALL REQUIRE A PLAN REVISION AND MINOR CHANGES SHALL REQUIRE A PLAN CHANGE AUTHORIZATION BY THE CITY.
8. THE CONTRACTOR SHALL REMOVE AND DISPOSE OF OR RECYCLE ALL SURPLUS EXCAVATION, MATERIALS AND DEBRIS FROM THE SITE AND SHALL MAINTAIN THE SITE IN A NEAT AND ORDERLY CONDITION.
9. ANY PUBLIC OR PRIVATE PROPERTY DAMAGED BY THE CONTRACTOR OR ANY SUBCONTRACTOR SHALL BE RESTORED TO ITS ORIGINAL CONDITION AT THE CONTRACTOR'S EXPENSE. ALL PUBLIC IMPROVEMENTS FOR THE PROJECT THAT ARE DAMAGED OR DISPLACED SHALL BE REPAIRED OR REPLACED BY THE CONTRACTOR AT HIS OR HER EXPENSE PRIOR TO ACCEPTANCE BY THE CITY.
10. THE CONTRACTOR SHALL PROVIDE ALL LIGHTS, SIGNS, BARRICADES, FLAGGERS AND OTHER DEVICES TO PROVIDE VEHICULAR, BICYCLE, AND PEDESTRIAN SAFETY.
11. CONTRACTOR SHALL PROTECT ALL UTILITY STRUCTURES AND SURVEY MONUMENTS WITHIN THE WORK AREAS. THE CONTRACTOR SHALL REVIEW THE WORK SITES PRIOR TO SUBMISSION OF BIDS.
12. CONTRACTOR SHALL RESTORE ALL FACILITIES OUTSIDE LIMITS OF WORK DAMAGED BY CONSTRUCTION OPERATIONS TO THEIR ORIGINAL CONDITION AT NO ADDITIONAL COST TO THE CITY. ANY DAMAGE TO THE EXISTING FACILITIES INCLUDING, BUT NOT LIMITED TO: TREES, LANDSCAPING, IRRIGATION, STORM, SEWER, UTILITY SERVICES, FENCES, WALLS, SIDEWALK, AND PAVEMENT SURFACE SHALL BE RESTORED AT CONTRACTOR'S EXPENSE.
13. TRAFFIC CONTROL DURING CONSTRUCTION SHALL BE THE CONTRACTOR'S RESPONSIBILITY AND IN ACCORDANCE WITH THE CONTRACT DOCUMENTS. THE CONTRACTOR SHALL SUBMIT A WRITTEN TRAFFIC CONTROL & SIGNING PLAN TO THE ENGINEER BY TEN (10) WORKING DAYS PRIOR TO THE PRE-CONSTRUCTION MEETING. LANE CLOSURE APPLICATIONS SHALL BE SUBMITTED BY 10:00 AM ON THE THURSDAY PRIOR TO THE WEEK OF THE CLOSURE. NO COMPLETE ROAD CLOSURES WILL BE ALLOWED.
14. REMOVE OIL TRACKS FROM STRIPING, SIDEWALK, AND PAVEMENT DELINEATORS ON ADJOINING STREETS WITHIN 48 HOURS.
15. IF ARCHAEOLOGICAL MATERIALS ARE UNCOVERED DURING GRADING, TRENCHING, OR OTHER ON SITE EXCAVATION EARTHWORK OCCURRING WITHIN 10 FEET OF THESE MATERIALS SHALL BE STOPPED UNTIL A PROFESSIONAL ARCHAEOLOGIST CERTIFIED BY THE SOCIETY OF CALIFORNIA ARCHAEOLOGY (SCA) AND/OR THE SOCIETY OF PROFESSIONAL ARCHAEOLOGY (SOPA) HAS HAD AN OPPORTUNITY TO EVALUATE THE SIGNIFICANCE OF THE FIND AND SUGGEST APPROPRIATE MITIGATION MEASURES IF DEEMED NECESSARY.
16. STAKING: ALL STAKING WILL BE COMPLETED BY THE SURVEYOR HIRED BY THE CONTRACTOR.
17. CITY WILL RESERVE THE RIGHT TO TAKE PHOTOGRAPHS AND VIDEOS DURING THE COURSE OF CONSTRUCTION.
18. REMOVE ALL MARKERS AND STRIPING WITHIN THE PAVING LIMITS AND PLACE TEMPORARY MARKERS PER SPECIFICATIONS.
19. CONTRACTOR IS RESPONSIBLE FOR REMOVING ALL USA, SURVEY, AND UTILITY LOCATION MARKINGS WHEN CONSTRUCTION IS FINISHED.
20. FOR ROOTS OVER 2" IN DIAMETER, REQUEST FOR CITY ARBORIST BEFORE PROCEEDING.
21. CONCRETE CURBS AND SIDEWALKS SHALL CONFORM TO THE CITY OF CONCORD STANDARD DETAIL S-3, "CURB, GUTTER AND SIDEWALK".SIDEWALK WIDTH SHOWN IS FROM BACK OF SIDEWALK TO FACE OF CURB. MODIFY TO VARY OR 8" CURB HEIGHT WHERE NOTED ON THE PLAN.
22. VALLEY GUTTER SHALL CONFORM TO THE CITY OF CONCORD STANDARD DETAIL S-9, "CONCRETE VALLEY GUTTER".
23. RETAINING CURBS SHALL CONFORM TO THE CALTRANS STANDARD PLAN A87A.
24. CONTRACTOR SHALL MAINTAIN SAFE WORKING DISTANCES FROM OVERHEAD POWER LINES AND COORDINATE WITH PG&E WHEN EXCAVATING CLOSE TO UTILITY POLES.
25. DOWEL NEW CURB, GUTTER AND SIDEWALK TO EXISTING CURB, GUTTER AND SIDEWALK AT CONFORMS.
26. SIDEWALK UNDERDRAIN SHALL BE CONSTRUCTED PER CITY OF CONCORD STANDARD PLAN S-6.

DIABLO ENGINEERING GROUP
1981 N BROADWAY, SUITE 225
WALNUT CREEK, CA 94596
(925) 348-4509

County Connection

DATE:	SCALE:	PROJECT NO.:
03/13/2026	NA	2026-01
DESIGN:	DRAWN:	CHECKED:
MC	MC	JH

COUNTY CONNECTION
MONUMENT BOULEVARD
BUS STOP TREATMENTS
PROJECT NO. 2026-01

REV	DESCRIPTION	DATE

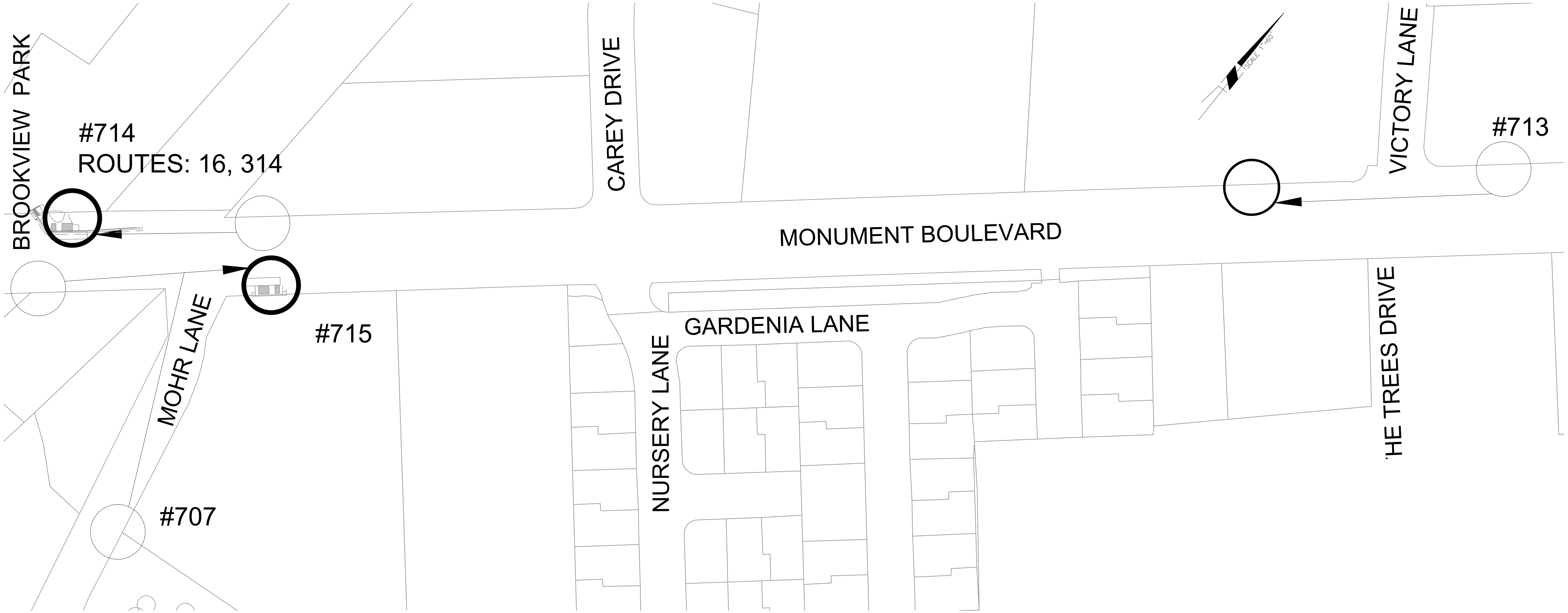
REGISTERED PROFESSIONAL ENGINEER
JENNIFER A. HARMON
C 63909
EXP. 9/30/26
CIVIL
STATE OF CALIFORNIA

CONTRACT NO.
2024-MA-02

PJ#
2026-01

SHEET NUMBER
T

1 OF: 6



NOTE:

1. EXISTING STOP TO ELIMINATE (WORK DONE BY CCCTA STAFF)
2. NEW STOP TO ADD (WORK DONE BY CCCTA STAFF)
3. NEW STOP WITH ADA IMPROVEMENTS TO ADD (CONTRACT WORK)

DIABLO
ENGINEERING GROUP
1981 N BROADWAY, SUITE 225
WALNUT CREEK, CA 94596
(925) 348-4509

County Connection

DATE:	SCALE:	PROJECT NO.:
03/13/2026	1" = 60'	2026-01
DESIGN:	DRAWN:	CHECKED:
MC	MC	JH

COUNTY CONNECTION MONUMENT BOULEVARD BUS STOP TREATMENTS

KEY MAP

REV	DESCRIPTION	DATE

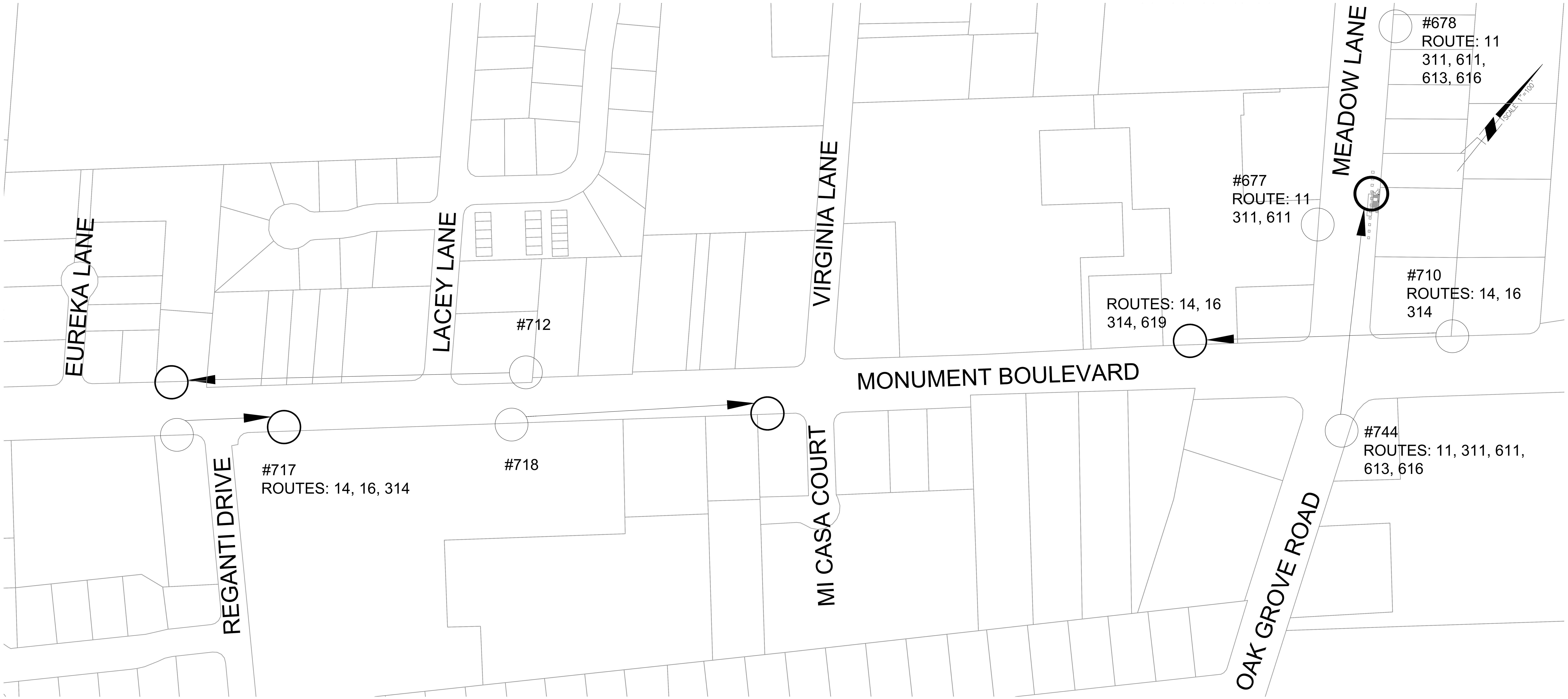
JENNIFER A. HARMON
C 63909
EXP. 9/30/26
CIVIL
STATE OF CALIFORNIA

CONTRACT NO.
2024-MA-02

PJ#
2026-01

SHEET NUMBER
KM-01

2 OF: 6



NOTE:

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DIABLO
ENGINEERING GROUP
1981 N BROADWAY, SUITE 225
WALNUT CREEK, CA 94596
(925) 348-4509

County Connection

DATE:	SCALE:	PROJECT NO.:
03/13/2026	1" = 100'	2026-01
DESIGN:	DRAWN:	CHECKED:
MC	MC	JH

COUNTY CONNECTION MONUMENT BOULEVARD BUS STOP TREATMENTS

KEY MAP

REV	DESCRIPTION	DATE

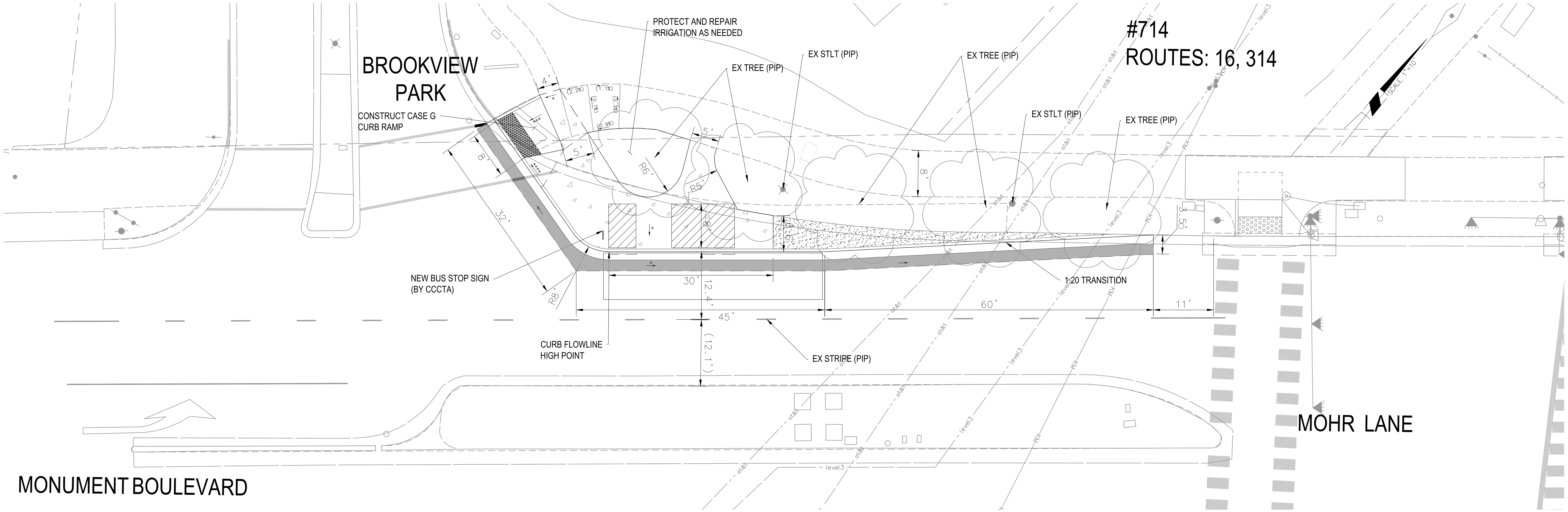
REGISTERED PROFESSIONAL ENGINEER
JENNIFER A. HARMON
C 63909
EXP. 9/30/26
CIVIL
STATE OF CALIFORNIA

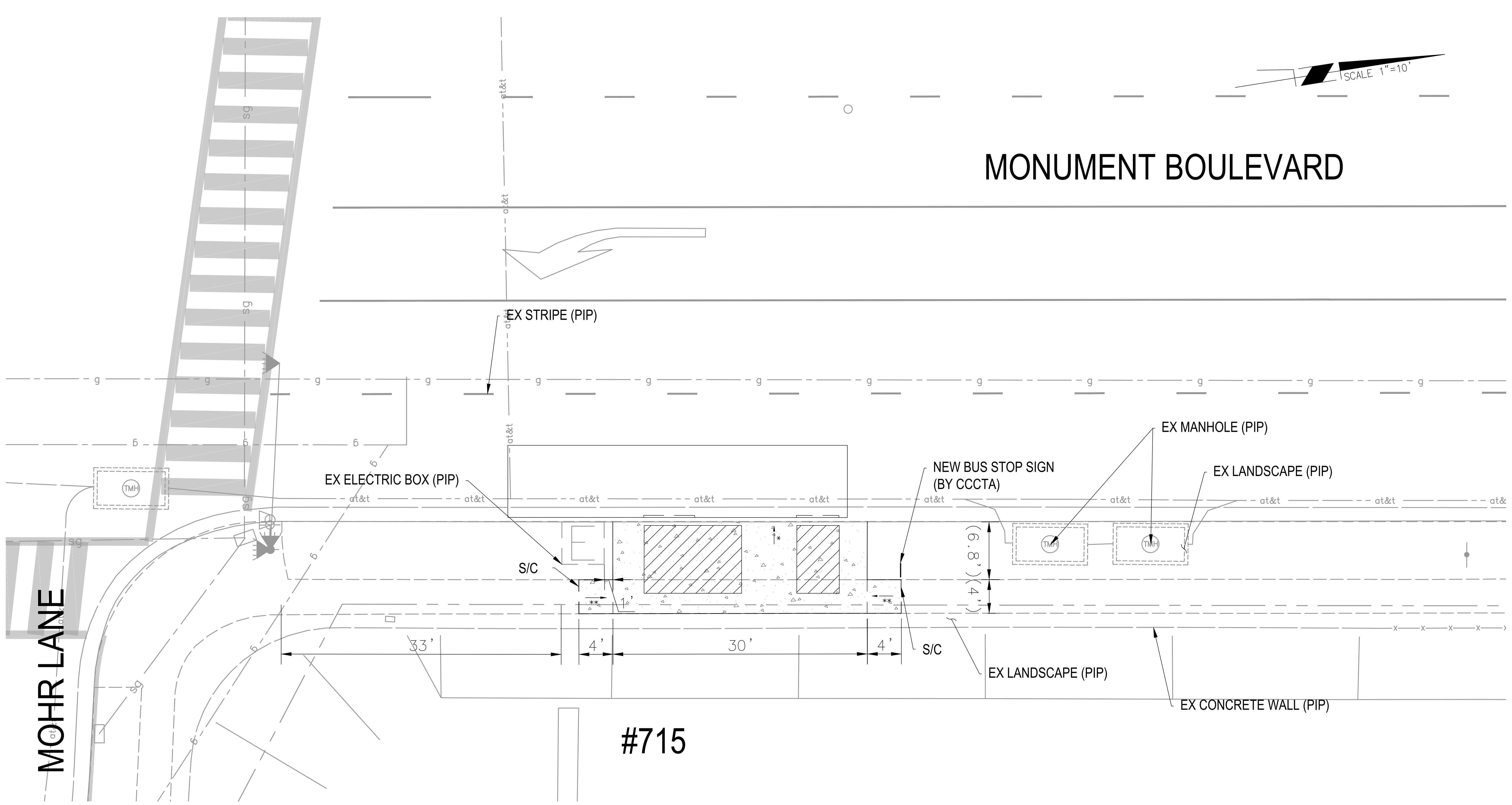
CONTRACT NO.
2024-MA-02

PJ#
2026-01

SHEET NUMBER
KM-02

3 OF: 6





NOTE:

1. CONTRACTOR TO PROVIDE NOTIFICATION TO BROOKVIEW PARK NEIGHBORHOOD OF CONSTRUCTION ADJACENT TO THE PROPERTY.
2. AREA BEHIND NEW CURB AND GUTTER NOT IN THE LOADING ZONE TO BE DECOMPOSED GRANITE.

LEGEND:

HMA TYPE A (12" THICK)

PCC SIDEWALK

DECOMPOSED GRANITE

* - MAX 1.5%
** - MAX 5.0%
*** - MAX 7.5%
**** - MAX 9.0%

BUS LOADING ZONE FOR 40' BUS
MAX 1.5% SLOPE IN ALL DIRECTIONS

DIABLO
ENGINEERING GROUP
1981 N BROADWAY, SUITE 225
WALNUT CREEK, CA 94596
(925) 348-4509

County Connection

DATE:	SCALE:	PROJECT NO.:
03/13/2026	1" = 10'	2026-01
DESIGN:	DRAWN:	CHECKED:
MC	MC	JH

COUNTY CONNECTION
MONUMENT BOULEVARD
BUS STOP TREATMENTS

MONUMENT BLVD & MOHR LN

REV	DESCRIPTION	DATE

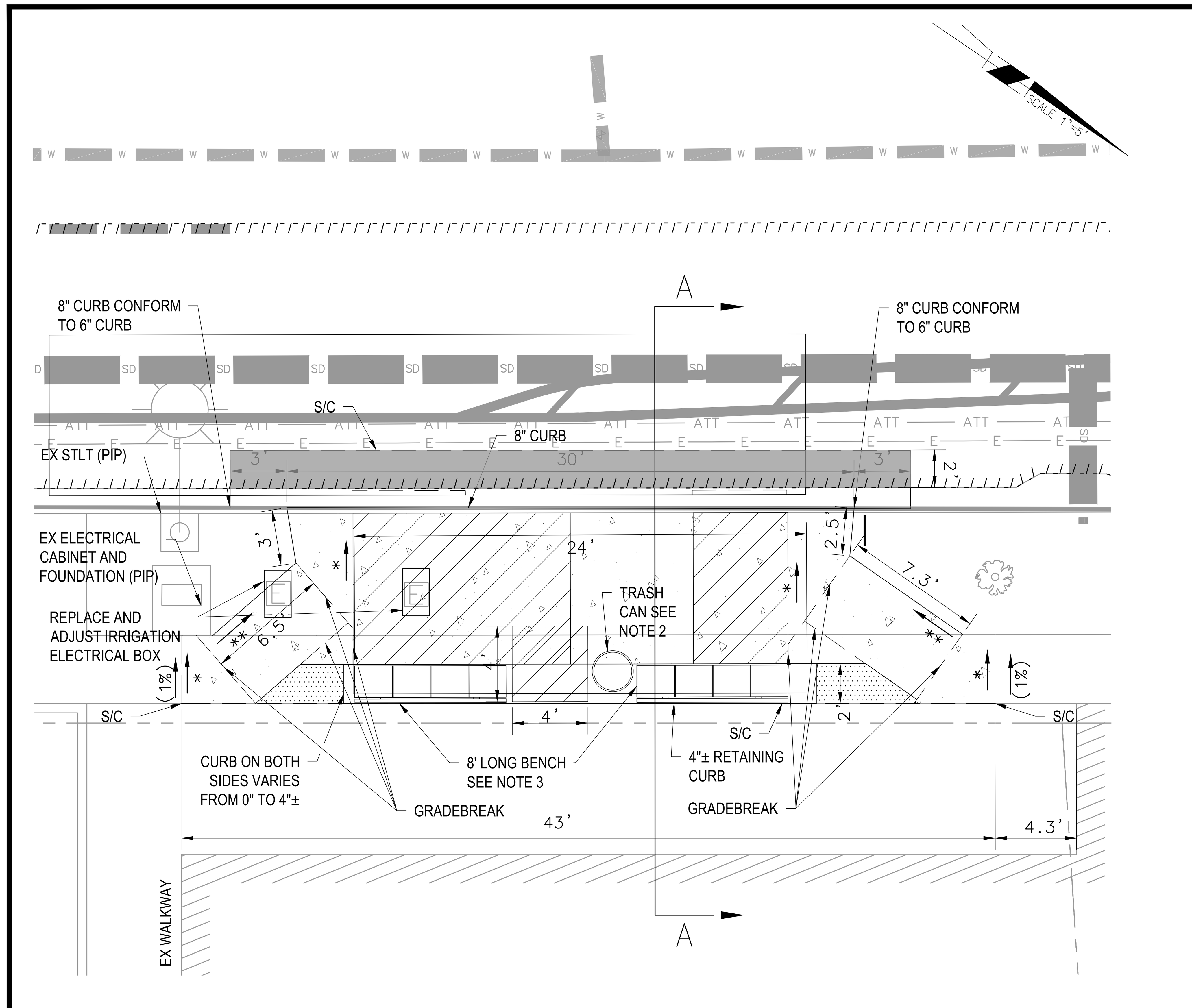
REGISTERED PROFESSIONAL ENGINEER
JENNIFER A. HARNOIS
C 63909
EXP. 9/30/26
CIVIL
STATE OF CALIFORNIA

CONTRACT NO.
2024-MA-02

PJ#
2026-01

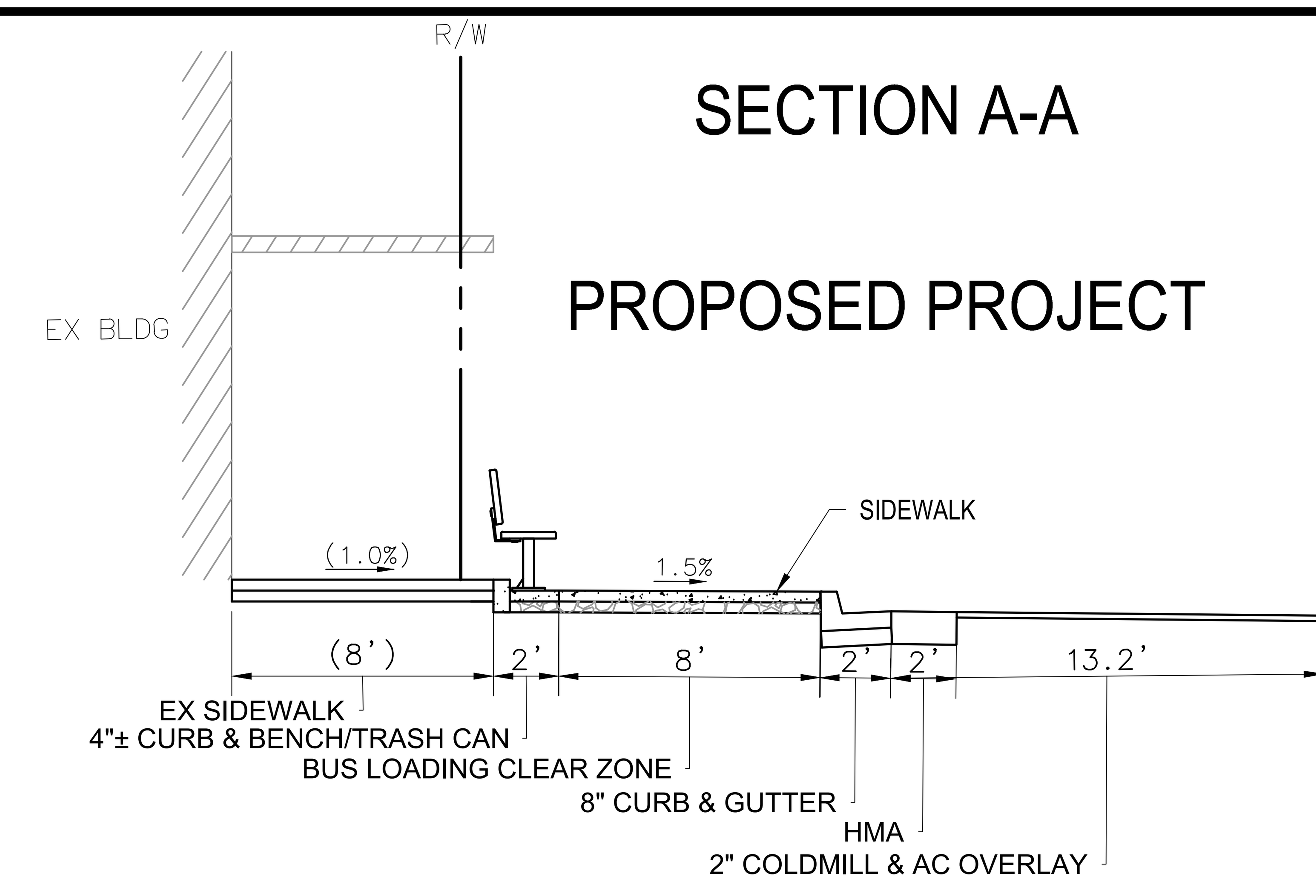
SHEET NUMBER
DT-01

4 OF: 6

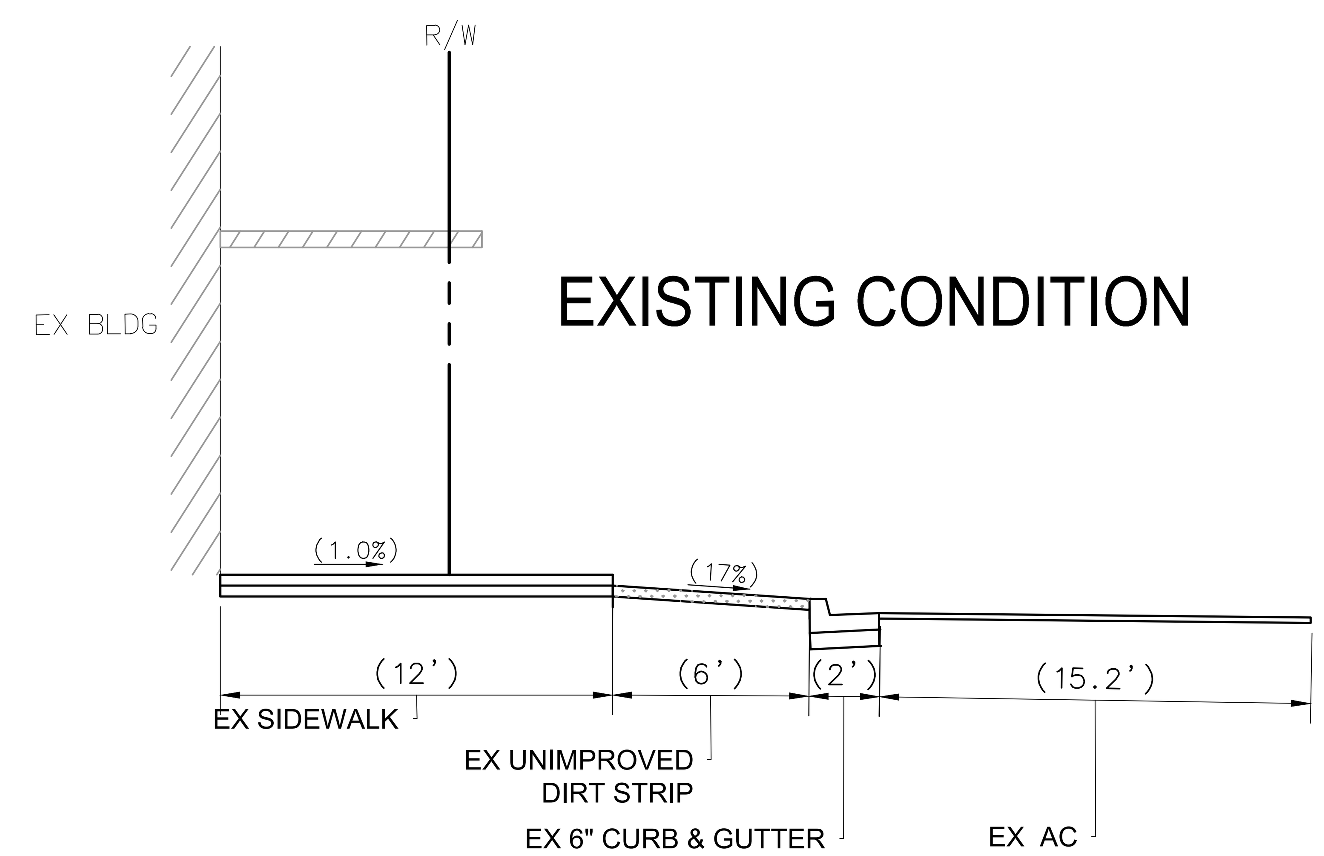


SECTION A-A

PROPOSED PROJECT



EXISTING CONDITION

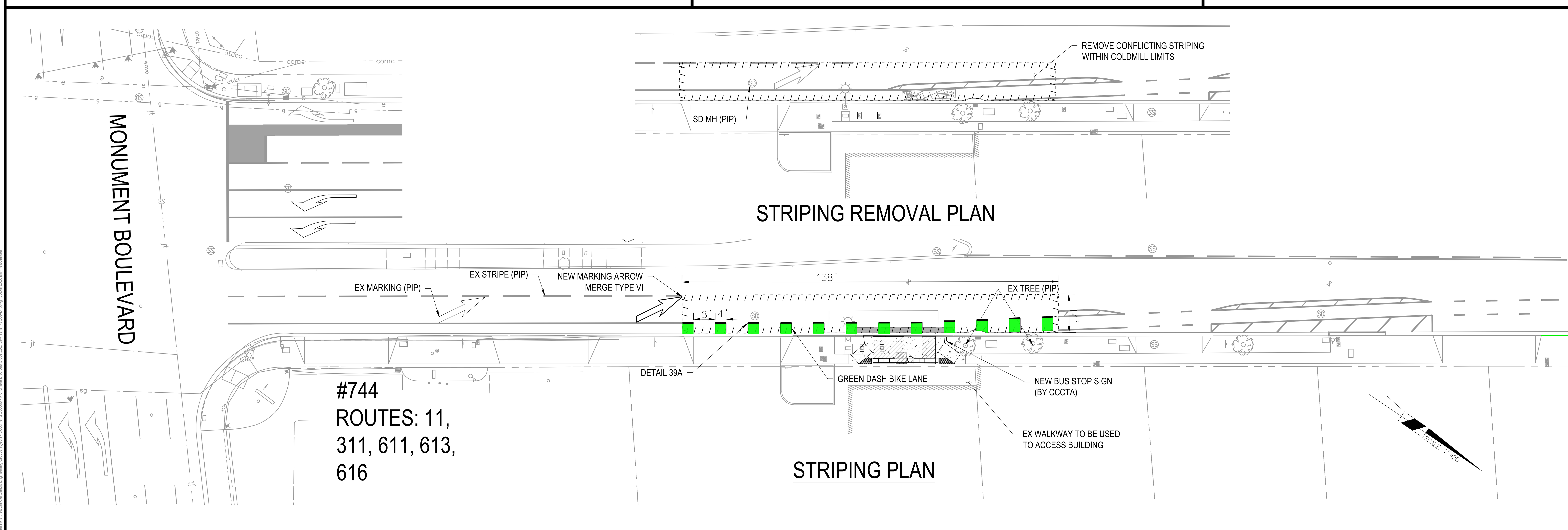


NOTE:

1. CONTRACTOR TO PROVIDE NOTIFICATION TO BUSINESSES OF CONSTRUCTION ADJACENT TO THE PROPERTY.
2. TRASH CAN RECEPTACLE WITH HARD RUBBER LINER AND LOCKABLE LID WITH RAIN DIVERTER TOLAR SFTR-10 OR APPROVED EQUAL.
3. 8' LONG BENCH WITH BACK AND SEAT DELINEATORS, TOLAR SFBEN-28 OR APPROVED EQUAL.

LEGEND:

- HMA TYPE A (12" THICK)
- PCC SIDEWALK
- PCC SIDEWALK COLORED DARK GREY
- 2" AC COLDMILL & OVERLAY
- * - MAX 1.5%
- ** - MAX 5.0%
- BUS LOADING ZONE FOR 40' BUS MAX 1.5% SLOPE IN ALL DIRECTIONS
- ADA RESTING AREA



STRIPING REMOVAL PLAN

#744
ROUTES: 11, 311, 611, 613, 616

STRIPING PLAN

DIABLO ENGINEERING GROUP
1981 N BROADWAY, SUITE 225
WALNUT CREEK, CA 94596
(925) 348-4509

County Connection

DATE:	SCALE:	PROJECT NO.:
03/13/2026	1" = 5' & 1" = 20'	2026-01
DESIGN: MC	DRAWN: MC	CHECKED: JH

COUNTY CONNECTION
MONUMENT BOULEVARD
BUS STOP TREATMENTS
MONUMENT BLVD & MEADOW LN

REV	DESCRIPTION	DATE

REGISTERED PROFESSIONAL ENGINEER
JENNIFER A. HARVICK
C 63909
EXP. 9/30/26
CIVIL
STATE OF CALIFORNIA

CONTRACT NO.
2024-MA-02

PJ#
2026-01

SHEET NUMBER
DT-02

SUMMARY OF QUANTITIES

BUS STOP NO.	STREET	CROSS STREET	DETAIL SHEET	REMOVE SIDEWALK (SF)	RECONSTRUCT CURB (LF)	RECONSTRUCT CURB 8" (LF)	RETAINING CURB 0" TO 4" +/- (LF)	SIDEWALK (SF)	ADJUST UTILITTY COVER TO GRADE (EA)	DECOMPOSED GRANITE (SF)	THERMOPLASTIC MARKING (SF)	GREEN THERMOPLASTIC MARKING (SF)	BENCH	TRASH CAN	COMMENTS
714	MONUMENT BOULEVARD	BROOKVIEW PARK	DT-01	105	133	-	0	658	-	153	4	-	-	-	CONSTRUCT CASE G CURB RAMP, 1:20 TRANSITION, DECOMPOSED GRANITE
715	MONUMENT BOULEVARD	MOHR LANE	DT-01	151	-	-	0	356	-	-	-	-	-	-	START BUS STOP LOADING ZONE CONCRETE 1 FOOT FROM CONCRETE BOX, 5% MAX RAMP SLOPE
744	MEADOW LANE	MONUMENT BOULEVARD	DT-02	156	-	36	28	367	2	-	42	195	2	1	ADJUST UTILITY COVERS TO GRADE, INSTALL 2 BENCHES & TRASH CAN BEHIND LOADING ZONE AND INFRONT OF SIDEWALK, REMOVE CONFLICTING STRIPING
			BASE BID TOTAL	**412**	**133**	**36**	**28**	**1381**	**2**	**153**	**46**	**195**	**2**	**1**	

DIABLO
ENGINEERING GROUP
1981 N BROADWAY, SUITE 225
WALNUT CREEK, CA 94596
(925) 348-4509

County Connection

DATE: 03/13/2026	SCALE: NA	PROJECT NO.: 2026-01
DESIGN: MC	DRAWN: MC	CHECKED: JH

COUNTY CONNECTION
MONUMENT BOULEVARD
BUS STOP TREATMENTS

QUANTITY TABLE

REV	DESCRIPTION	DATE

REGISTERED PROFESSIONAL ENGINEER
JENNIFER A. HARMON
C 83909
EXP. 9/30/26
CIVIL
STATE OF CALIFORNIA

CONTRACT NO.
2024-MA-02

PJ#
2026-01

SHEET NUMBER
QT

County Connection

Agenda Item # 5.g.

To: Board of Directors

Date: June 11, 2026

From: Pranjal Dixit, Manager of Planning

Reviewed by: AMS

SUBJECT: Go San Ramon Update

Background:
In 2019, County Connection launched Go San Ramon, an on-demand pilot program, in partnership with the City of San Ramon and the Livermore Amador Valley Transit Authority (LAVTA, aka "Tri-Valley Wheels"). The program provides a 50% fare subsidy of up to $5 for rideshare trips on Uber and Lyft within the designated service area (including parts of south and west San Ramon, plus the San Ramon Transit Center, San Ramon Regional Medical Center, Kaiser Permanente San Ramon Medical Offices, Alcosta Senior and Community Center, Deer Creek Senior Apartments, and the West Dublin and Dublin/Pleasanton BART stations). LAVTA currently administers the program, and the City of San Ramon covers the costs of the fare subsidies and administrative fee. This service was established in response to the discontinuation of the former Route 36, which served much of the same areas but had very low ridership.

Service Area:
The Go San Ramon program began with a limited "soft launch" on November 1, 2019, serving Valley Vista Senior Housing and key destinations, before fully launching in the broader south San Ramon area on March 1, 2020. Service area expansions followed in May 2021 and May 2022, with the latter also introducing a requirement that trips originate or end within San Ramon city limits.

Further modifications in July 2023 included the addition of Deer Creek Apartments, the use of Measure J funds for commuter trip discounts, and a change to percentage-based administrative fees. Finally, adjustments were made to the service area in July 2025 to reduce overlap with new fixed route services introduced by LAVTA in the southern portion of the region.

Ridership:
The program recorded 2,121 rides between July 2025 and March 2026, averaging 236 trips per month. This represents a 195% increase compared to the same period last year. Popular destinations included BART stations along the Blue Line, the San Ramon City Center, the Alcosta Senior and Community Center, the Walmart and new Senior Housing on Alcosta Boulevard, and retail locations near Diablo Plaza on San Ramon Valley Blvd.

In just nine months, Go San Ramon has carried nearly the same number of passengers as it did over the previous two fiscal years combined. This dramatic rise in demand is driven by increased ridership among seniors accessing the Senior Center, as well as a small group of "super users". In fact, the top four users alone account for one-third of all rides taken. Additionally, FY 2026 saw a major shift in travel patterns. Commute trips, which utilize separate subsidy funding, dropped to just 27% of total trips. The resulting surge in local trips quickly exhausted the City's dedicated funding, requiring County Connection to absorb the remaining costs for the non-commuter trips. As of March 2026, County Connection has paid $2,594.44 to cover the subsidies for the non-commuter trips.

With the current pilot period ending on June 30, 2026, staff and City have agreed to implement the following changes for the next iteration of the program to ensure equitable use of the public subsidy and manage budget constraints:

- Capping the number of voucher trips at 10 per month per person.
- Reducing the maximum trip subsidy from $5 to $4.

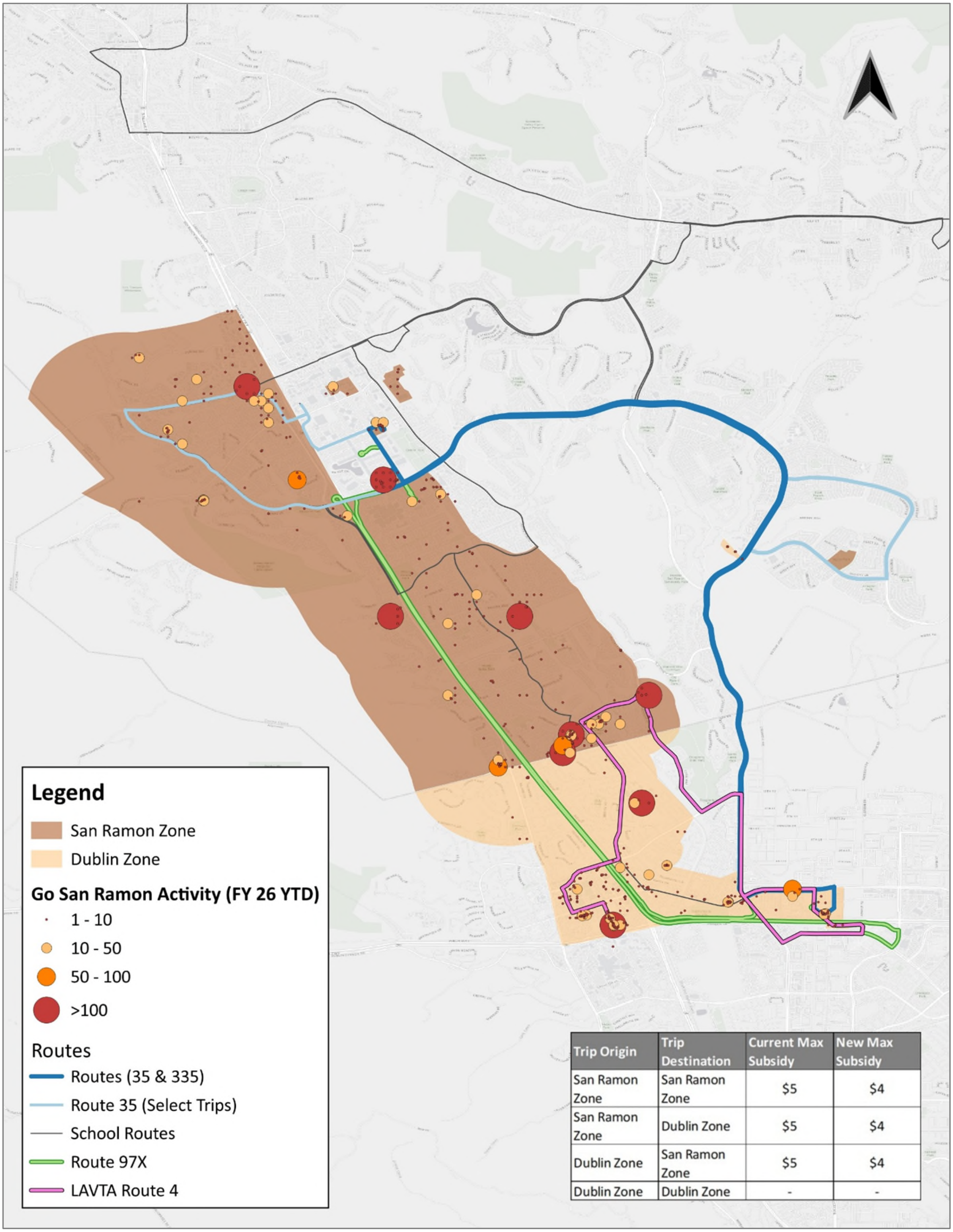
Financial Implications:
All fare subsidies and administrative fees up to $10,000 per year are paid by the City of San Ramon and CCTA Measure J funds, with the remainder covered by County Connection. With the proposed changes to the program, staff expects the City's and CCTA's contributions to cover all of the program costs for FY 2027.

Recommendation:
None, for information only.

Action Requested:
None, for information only.

Attachments:
Attachment 1: Go San Ramon Usage Map

Attachment 1: San Ramon Usage Map (July 2025-March 2026)



Trip Origin	Trip Destination	Current Max Subsidy	New Max Subsidy
San Ramon Zone	San Ramon Zone	$5	$4
San Ramon Zone	Dublin Zone	$5	$4
Dublin Zone	San Ramon Zone	$5	$4
Dublin Zone	Dublin Zone	-	-

County Connection

Agenda Item # 5.h.

To: Board of Directors

Date: June 11, 2026

From: Pranjal Dixit, Manager of Planning

Reviewed by: AMS

SUBJECT: Summer Bid Update

Background:
Up to four times a year, County Connection updates its service and schedules to reflect current passenger demand, traffic conditions, school schedules, staffing, and funding availability. These service changes coincide with the start of the four annual bid periods, commonly known as the Spring, Summer, Fall, and Winter Bids. To ensure regional coordination, two of the four bids are aligned with other Bay Area transit agencies, specifically for the January and August service dates. Furthermore, the persistent increase in regional traffic congestion has necessitated frequent schedule adjustments to maintain reliable service delivery.

Summer Bid Changes:
Effective June 7, 2026, the Summer Bid will include several key adjustments designed to improve reliability, connectivity, and overall rider experience, including the following:

- ***Routes 6, 18, and 19 (Lamorinda, Pleasant Hill, Martinez, and Concord)***
  Schedules are being modified to ensure better on-time performance and to maintain operator recovery time in light of increased traffic congestion.
- ***Routes 93X, 95X, and 96X (San Ramon, Danville, Walnut Creek, Concord, and Antioch)***
  Schedules are being modified to address increased travel times due to afternoon congestion on I-680. Two afternoon trips on Route 93X are being consolidated into a single trip.
- ***New Stops (Martinez and Concord)***
  Two new transit stops will go into service: an upgraded stop featuring a bench in front of the new development at 1335 Galindo Street in Concord, and a brand-new stop at the intersection of Center Avenue and Vine Hill Way in Martinez.
- ***Operational Modifications (Routes 10, 20, 11, 15, 18, 19, 21, 35, 93X, 95X, and 96X)***
  The operator assignments for these routes are being modified to interline routes to allow for better resource management and give our operators more recovery time between runs, leading to more reliable service.

Ridership Trends:
Following three years of sustained growth, ridership has begun to stabilize, as illustrated in ***Figure 1***, with weekend ridership and school services both above pre-pandemic levels. While weekend ridership has recently begun to plateau, school ridership has continued to grow, reflecting shifting rider demographics

and the positive impact of youth programs such as last summer's Youth Ride Free pilot program and Pass2Class. As of April 2026, ridership on weekends and on our 600-series school routes reached 120% and 112% of pre-pandemic levels respectively, while ridership on weekday local routes sits at 83% of pre-pandemic levels, and weekday express routes are at 51% of pre-pandemic levels. Systemwide ridership is at 84% of pre-pandemic level year-to-date.

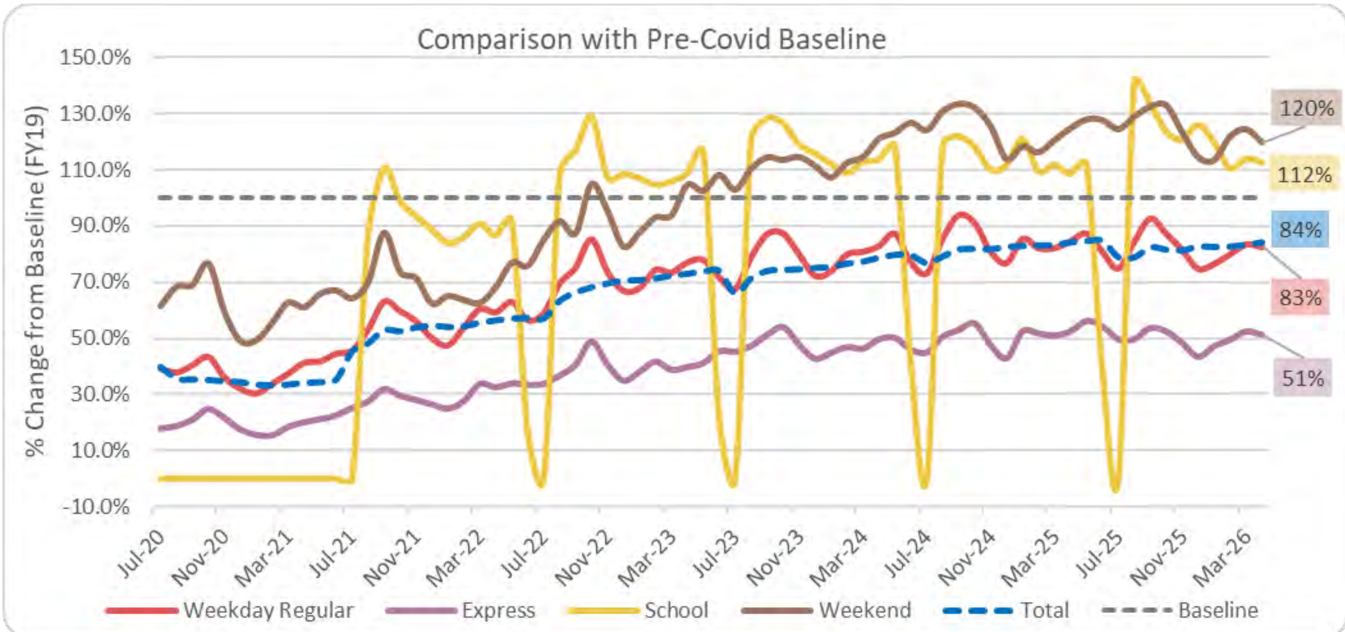


Figure 1: Ridership Recovery Trend

Financial Implications:
None, for information only.

Recommendation:
None, for information only.

Action Requested:
None, for information only.

Attachments:
None.

Agenda Item # 8.a.

To: Board of Directors

Date: June 11, 2026

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

Reviewed by: RH

SUBJECT: AHSC Implementation and Cooperation Agreement for Route 4

Background:

County Connection partnered with the City of Walnut Creek and Resources for Community Development (RCD) on an Affordable Housing and Sustainable Communities (AHSC) Grant for the Civic Crossing project, a new affordable housing development at 699 Ygnacio Valley Road. The grant was awarded in April 2024 and provides funding for several transit-related improvements, including operating funds to restore 15-minute frequency on Route 4 (the "Downtown Trolley") on weekdays from 7 a.m. to 9 p.m. The grant provides County Connection with a total of $4.15 million over the course of approximately five years for the expanded service on Route 4.

Implementation and Cooperation Agreement:

The "AHSC Implementation and Cooperation Agreement" (Attachment 1) specifies the level of additional service provided on Route 4 and the payment structure whereby County Connection will be reimbursed for the related costs. Reimbursements will be provided annually based upon County Connection's marginal operating costs.

Financial Implications:

The costs associated with operating the additional service are fully covered by the grant, which will fund these expenses for approximately five years. These revenues and associated expenditures were incorporated into the Fiscal Year 2027 Draft Budget that was presented to the Board at last month's meeting.

Recommendation:

The Administration & Finance Committee and staff recommend the Board of Directors authorize the General Manager to enter into contract with RCD on behalf of County Connection to accept grant funding paying for increased service on Route 4.

Action Requested:

The Administration & Finance Committee and staff request that the Board of Directors adopt Resolution 2026-28 authorizing the General Manager to execute the AHSC Implementation and Cooperation Agreement.

Attachments:
Attachment 1: AHSC Implementation and Cooperation Agreement
Attachment 2: Resolution No. 2026-28

AHSC IMPLEMENTATION AND
COOPERATION AGREEMENT

This AHSC IMPLEMENTATION AND COOPERATION AGREEMENT (Agreement) is entered into effective this ___ day of ________, 2026, between the CENTRAL CONTRA COSTA TRANSIT AUTHORITY ("CCCTA"), a joint exercise of powers entity created, existing and in good standing under California Government Code Sections 6500, et seq., and the RESOURCES FOR COMMUNITY DEVELOPMENT ("RCD"), a California non-profit.

RECITALS

THE PARTIES ENTER THIS AGREEMENT on the basis of the following facts, understandings and intentions:

A. The State of California, the Strategic Growth Council ("SGC") and the Department of Housing and Community Development ("HCD") issued a Notice of Funding Availability dated January 19, 2024 (the "AHSC NOFA"), under the Affordable Housing and Sustainable Communities ("AHSC") Program established under Division 44, Part 1 of the Public Resources Code, commencing with Section 75200.
B. RCD was awarded an AHSC grant for mixed-use affordable housing development located at 699 Ygnacio Valley Road, Walnut Creek, CA 94596.
C. RCD executed a Standard Agreement (STD 213, Rev. 4/2020, Agreement Number 23-AHSC-17966) ("Standard Agreement") with HCD.
D. The Standard Agreement includes a Sustainable Transportation Infrastructure (STI) project to restore and increase service frequency on CCCTA's Route 4.
E. RCD will make payment to CCCTA for the implementation of service frequency increases on CCCTA's Route 4 (the "STI Work").
F. CCCTA is a non-applicant for the AHSC award but is committing to perform the STI Work, subject to the terms and conditions of this Agreement and the Standard Agreement.
G. In consideration of the faithful performance of the terms and conditions set forth below, CCCTA and RCD agree that the undertaking described in this Agreement shall be implemented in accordance with the following.

1. <u>TERM</u>
   a. Term: This Agreement is subject to formal approval by the CCCTA Board of Directors at its meeting on _______ . If approved, the Agreement will commence on _______, and remain in effect until terminated in accordance with this Agreement.

2. <u>CCCTA RESPONSIBILITIES</u>
   a. *Minimum Level of Service.* CCCTA shall provide a minimum level of service of three trips an hour on weekdays between 7:00 am and 8:30pm at its sole cost and expense.

b. *Additional Service Hours*: CCCTA will operate increased service levels to increase Route 4 weekday frequency from 20 to 15 minutes between 7:00 AM and 9:00 PM (one additional bus per hour) and extend service from 8:30 PM to 9:00 PM. ("Additional Service Hours.") The Additional Service Hours are scheduled to become operationally effective on March 29, 2026.
c. *Invoices:* CCCTA will submit invoices to RCD on an annual basis for reimbursement of Additional Service Hours costs in a form acceptable to RCD. The hourly rate for Additional Service Hours is set at $175.43 for Calendar Year 2026. The hourly rate for Additional Service Hours will be adjusted annually on January 1, based on the change in marginal operating cost per hour from the previous fiscal year (ending June 30). Holidays: Service will not operate on New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day or Christmas Day. CCCTA shall be responsible for paying all costs required for the STI Work irrespective of whether such costs exceed the portion of the AHSC grant designated for the STI Work.
d. *Fare Structure:* CCCTA currently operates fare-free service on Route 4. CCCTA retains full discretion to revise fare structures as necessary. Should the route cease to be fare-free, CCCTA reserves the right to retain all fare revenue to support Route 4 operations.
e. *Indemnification:* CCCTA acknowledges if the STI Work is not completed within the schedule of performance deadlines, as such dates may be extended by HCD, and otherwise in accordance with the AHSC Standard Agreement, RCD is at risk of having negative points assessed by HCD, loss of funding of AHSC grant and/or AHSC loan funds and the recapture of previously disbursed AHSC grant or AHSC loan funds, among other consequences. CCCTA shall indemnify, defend, and hold harmless RCD, its officers, directors, employees, agents, and volunteers from and against any and all liability, loss, expense (including attorneys' fees), or claims for injury or damages arising out of its performance under this Agreement, or its failure to comply with any of its obligations contained herein, except such loss or damage which was caused by the negligence or willful misconduct of RCD.
f. *Monitoring Performance and Reporting:* CCCTA will monitor the performance of Route 4 quarterly in accordance with its customary practice for reviewing fixed route service, and meet with the RCD as needed. CCCTA shall provide RCD ridership and performance reports and such other information as needed for RCD to comply with the terms and conditions of RCD's funding sources. CCCTA and RCD shall mutually agree upon a format and the content of such reports, and the frequency with which the reports shall be provided to RCD
g. *Financial Records:* CCCTA shall maintain true and complete records in connection with the service and all transactions related thereto, and shall retain all such records for at least thirty-six (36) months after the end of the calendar year in which the service is performed or such longer period as may be required by HCD. RCD may from time to time and at any time during the foregoing period of record retention make an audit of all records of

CCCTA relating to the service; but only for the purpose of assessing the accuracy of reports or information received from CCCTA.

3. RCD Responsibilities
   a. RCD will process invoices submitted by CCCTA and shall issue a reimbursement payment to CCCTA within thirty (30) days following receipt of the AHSC grant funds from HCD. The total payments will not exceed $4,154,266 under this Agreement. RCD will have no obligation to pay for any work until the Disbursement Agreement has been executed and HCD disburses portions of the AHSC funds to RCD for payment to CCCTA.
   b. RCD shall indemnify, defend, and hold harmless CCCTA, its officers, directors, employees, agents, and volunteers from and against any and all liability, loss, expense (including attorneys' fees), or claims for injury or damages arising out of its performance under this Agreement or its failure to comply with any of its obligations contained herein, except such loss or damage which was caused by the negligence or willful misconduct of CCCTA.

4. Notices: Any notices which may be required under this Agreement shall be in writing, effective when received and given electronically, or by personal service, or by certified or registered mail to the following. Until notified otherwise in writing, CCCTA shall send or deliver all such communications relating to this Agreement to the following address:

Resources for Community Development
Attention: Daniel Sawislak, Executive Director
2220 Oxford Street
Berkeley, CA 94704

And, RCD shall send all such communications to the following address:

Central Contra Costa Transit Authority
Attention: Andrew M. Smith, Director of Planning and Marketing
2477 Arnold Industrial Way
Concord, CA 94520

5. TERMINATION OF AGREEMENT:
   a. This Agreement shall terminate upon the earlier of: (i) completion of all obligations under the AHSC grant documents; or (ii) mutual agreement of the parties hereto.
   b. As of the effective date of termination, CCCTA shall be released from any obligations under this Agreement.

6. SEVERABILITY: Should any part of this Agreement be declared unconstitutional, invalid, or beyond the authority of either party to enter into or carry out, such decision shall not affect

the validity of the remainder of this Agreement, which shall continue in full force and effect; provided that, the remainder of this Agreement can, absent the excised portion, be reasonably interpreted to give effect to the intentions of the parties.

7. HEADINGS: The descriptive headings used in this Agreement are for convenience only and shall not control or affect the meaning or construction of any of its provisions.

8. WAIVER: No waiver by either party of any default or breach of any covenant by the other hereunder shall be implied from any omission to take action on account of such default if such default persists or is repeated, and no express waiver shall affect any default other than the default specified in the waiver and then said waiver shall be operative only for the time and to the extent therein stated. Waivers of any covenant, term or condition contained herein shall not be construed as a waiver of any subsequent breach of the same covenant, term or condition. No waiver of any provision under this Agreement shall be effective unless in writing and signed by the waiving party.

9. ASSIGNMENT: This Agreement shall not be assigned to any third party.

10. DISPUTES: Any disputes arising under this Agreement between the parties shall be resolved by the Executive Director for RCD, and the General Manager for CCCTA, or their designees. If RCD and CCCTA are unsuccessful in informally resolving any dispute, the parties shall attempt to mediate the dispute by a mediator jointly selected by the parties before initiating any litigation. Such mediation may be requested by either party and shall be performed within 60 days of the request, unless extended by mutual agreement. The obligation to mediate shall be terminated if the parties are unable to mutually agree upon a mediator. The parties shall equally bear the costs of any third-party alternative dispute resolution process.

11. CONTROLLING LAW: This Agreement and all matters relating to it shall be governed by the laws of the State of California.

12. AUTHORITY: All parties executing this Agreement represent and warrant that they are authorized to do so.

[Signatures on next page]

IN WITNESS WHEREOF, the parties have hereunto set their hands the date and year first above written.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY

_________________________________ Date:__________________________

By: Bill Churchill, General Manager

APPROVED AS TO FORM:

____

By: Julie Sherman, Legal Counsel
Hanson Bridgett LLP

RESOURCES FOR COMMUNITY DEVELOPMENT

__________________________________ Date:__________________________

By: Daniel Sawislak

RESOLUTION NO. 2026-28

BOARD OF DIRECTORS
CENTRAL CONTRA COSTA TRANSIT AUTHORITY
STATE OF CALIFORNIA

*** * ***

AUTHORIZING THE GENERAL MANAGER TO EXECUTE AN AHSC IMPLEMENTATION AND COOPERATION AGREEMENT WITH RESOURCES FOR COMMUNITY DEVELOPMENT FOR THE IMPLEMENTATION OF TRANSPORTATION IMPROVEMENTS ON ROUTE 4

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 (hereinafter “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 State of California, through the Strategic Growth Council ("SGC") and the Department of Housing and Community Development ("HCD"), established the Affordable Housing and Sustainable Communities ("AHSC") Program under Division 44, Part 1 of the Public Resources Code, commencing with Section 75200;

WHEREAS, Resources for Community Development ("RCD"), a California non-profit, was awarded an AHSC grant for a mixed-use affordable housing development located at 699 Ygnacio Valley Road, Walnut Creek, California, and executed a Standard Agreement with HCD (STD 213, Rev. 4/2020, Agreement Number 23-AHSC-17966) (the "Standard Agreement");

WHEREAS, the Standard Agreement includes a Sustainable Transportation Infrastructure ("STI") component to restore and increase service frequency on CCCTA's Route 4;

WHEREAS, CCCTA and RCD desire to enter into an AHSC Implementation and Cooperation Agreement (the "Agreement") to govern CCCTA's implementation of the STI component on Route 4;

WHEREAS, pursuant to the Agreement, CCCTA will operate increased service levels on Route 4, increasing weekday frequency from 20-minute to 15-minute headways between 7:00 AM and 9:00 PM, effective March 29, 2026; and

WHEREAS, pursuant to the Agreement, RCD will reimburse CCCTA for the costs of increased service levels on Route 4 using AHSC grant funds disbursed to RCD by HCD, with total payments not to exceed $4,154,266.

NOW, THEREFORE, BE IT RESOLVED by the Central Contra Costa Transit Authority Board of Directors that the General Manager, or his designee, is authorized to execute the Agreement with Resources for Community Development, and any amendments thereto, in connection with the AHSC Program Sustainable Transportation Infrastructure improvements on Route 4.

Regularly passed and adopted this 18th day of June, 2026 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

____

Robert Storer, Chair, Board of Directors

ATTEST:

____

Lathina Hill, Clerk to the Board

County Connection

Agenda Item # 8.b.

To: Board of Directors

Date: June 8, 2026

From: Kristina Martinez, Director of Human Resources

Reviewed by: W.C.

SUBJECT: Adjustment to Non-Represented Administrative Employees Compensation

Background:

County Connection employees consist of the following groups: Transit Operators, Transit Supervisors, Maintenance, and Administrative staff. The Administrative employee group is the only non-represented group. The other three employee groups are all represented by a separate union with distinct Memorandums of Understanding (MOU).

Summary of Issues:

It looks reasonably certain that for fiscal year (FY) 27 the Authority can afford an increase for the non-represented employees. The General Manager requests a 4% cost of living adjustment ("COLA") for all satisfactorily performing administrative employees effective July 1, 2026 (see Attachment 1). This is the same percentage increase included in all three of the recently negotiated MOUs for the represented employees, effective as of September 28, 2025 for the ATU Local 1605 and Automotive Machinists Lodge No. 1173, and June 1, 2026 for the Teamsters Local 856.

Due to the economic uncertainty surrounding Senate Bill (SB) 63, and the anticipated $6.0 million operating deficit that County Connection will be facing next year, staff has begun evaluating austerity measures that balance the agency's financial stability alongside operational needs.

At the April Board of Directors meeting, the Board adopted an Alternative Service Plan to address the budget reductions necessary should voters not approve the sales tax measure in November. At the Board's direction, this plan included both service reductions as well as austerity measures impacting departmental budgets, travel and raises. With this in mind and following careful review, the General Manager has determined that it is necessary to place a temporary hold on any merit or step increases for Administrative staff as of July 1, 2026. Thus, the merit pool request which is generally included at the time of the COLA request made to the Administration & Finance (A&F) Committee as well as the Board, will not be included for FY27. Additional measures, including departmental budgets and travel will be brought to the Board under the budget discussion.

Financial Implications:

The cost for the cost-of-living adjustment (COLA) totals approximately $243,000 and is included in the proposed FY27 budget.

Recommendation:
The A&F Committee and staff recommend a 4% COLA adjustment, effective July 1, 2026.

Action Requested:
The A&F Committee and staff request that the Board of Directors adopt Resolution No. 2026-31, approving adjustments to the salary ranges for administrative staff.

Attachments:
Attachment 1: Proposed FY27 Pay Scale
Attachment 2: Resolution No. 2026-31

Attachment 1

PROPOSED PAY SCALE FY 2027
Annual Salary Amounts

GRADE	STEPS 1	2	3	4	5	6	7	8	9
POSITION	(MIN)								(MAX)
GRADE 13									
ASSISTANT GENERAL MANAGER ADMINISTR.	$ 190,902								$ 256,730
CHIEF OPERATING OFFICER	$ 190,902								$ 256,730
CHIEF FINANCIAL OFFICER	$ 190,902								$ 256,730
GRADE 12									
DIRECTOR OF TRANSPORTATION	$ 123,754								$ 239,399
DIRECTOR OF HUMAN RESOURCES	$ 123,754								$ 239,399
DIRECTOR OF PLANNING & MARKETING	$ 123,754								$ 239,399
DIRECTOR OF MAINTENANCE	$ 123,754								$ 239,399
DIRECTOR OF IT	$ 123,754								$ 239,399
DIRECTOR OF ADA & SPECIALIZED SERVICE:	$ 123,754								$ 239,399
GRADE 11									
MGR. OF HUMAN RESOURCES	$ 96,994								$ 189,822
MGR. OF ACCOUNTING	$ 96,994								$ 189,822
MGR. OF TRAINING	$ 96,994								$ 189,822
MGR. OF ACC SERVICE	$ 96,994								$ 189,822
MGR. OF TRANSPORTATION	$ 96,994								$ 189,822
MGR. OF PLANNING	$ 96,994								$ 189,822
MGR. OF MARKETING AND COMMUNICATION	$ 96,994								$ 189,822
MGR. OF MAINTENANCE	$ 96,994								$ 189,822
MGR. OF PURCHASING AND GRANTS	$ 96,994								$ 189,822
FACILITIES SUPERINTENDENT	$ 96,994								$ 189,822
DEVELOPER	$ 96,994								$ 189,822
SYSTEMS/NETWORK ADMINISTRATOR	$ 96,994								$ 189,822
GRADE 10									
TRAINING COORDINATOR	$ 89,273								$ 121,357
ASST. TO THE GM/CFO & BOARD CLERK	$ 89,273								$ 121,357
CUSTOMER SERVICE & OUTREACH COORDII	$ 89,273								$ 121,357
SENIOR PLANNER/SCHEDULER	$ 89,273								$ 121,357
CHIEF SCHEDULER	$ 89,273								$ 121,357
BUYER	$ 89,273								$ 121,357
GRANTS ADMINISTRATOR	$ 89,273								$ 121,357
HUMAN RESOURCES ANALYST	$ 89,273								$ 121,357

PROPOSED PAY SCALE FY 2027

Annual Salary Amounts

GRADE	STEPS 1	2	3	4	5	6	7	8	9
POSITION	(MIN)								(MAX)
GRADE 9									
ASST. FACILITIES SUPER.	$ 82,151	$ 85,464	$ 88,814	$ 92,410	$ 96,042	$ 99,955	$ 103,904	$ 108,135	
MAINTENANCE ASSISTANT	$ 82,151	$ 85,464	$ 88,814	$ 92,410	$ 96,042	$ 99,955	$ 103,904	$ 108,135	
ASSOCIATE PLANNER/SCHEDULER	$ 82,151	$ 85,464	$ 88,814	$ 92,410	$ 96,042	$ 99,955	$ 103,904	$ 108,135	
TRANSPORTATION ASSISTANT	$ 82,151	$ 85,464	$ 88,814	$ 92,410	$ 96,042	$ 99,955	$ 103,904	$ 108,135	
MAINTENANCE DATA ANALYST	$ 82,151	$ 85,464	$ 88,814	$ 92,410	$ 96,042	$ 99,955	$ 103,904	$ 108,135	
MARKETING ASSISTANT	$ 82,151	$ 85,464	$ 88,814	$ 92,410	$ 96,042	$ 99,955	$ 103,904	$ 108,135	
ACCOUNTING ANALYST	$ 82,151	$ 85,464	$ 88,814	$ 92,410	$ 96,042	$ 99,955	$ 103,904	$ 108,135	
GRADE 8									
ACCOUNTING TECHNICIAN II	$ 74,605	$ 77,567	$ 80,705	$ 83,843	$ 87,263	$ 90,753	$ 94,420	$ 98,122	
ASSISTANT PLANNER/SCHEDULER	$ 74,605	$ 77,567	$ 80,705	$ 83,843	$ 87,263	$ 90,753	$ 94,420	$ 98,122	
DESKTOP SUPPORT SPECIALIST	$ 74,605	$ 77,567	$ 80,705	$ 83,843	$ 87,263	$ 90,753	$ 94,420	$ 98,122	
HUMAN RESOURCES SPECIALIST	$ 74,605	$ 77,567	$ 80,705	$ 83,843	$ 87,263	$ 90,753	$ 94,420	$ 98,122	
SR. ACCOUNTING ASSIST.	$ 74,605	$ 77,567	$ 80,705	$ 83,843	$ 87,263	$ 90,753	$ 94,420	$ 98,122	
FACILITY SPECIALIST	$ 74,605	$ 77,567	$ 80,705	$ 83,843	$ 87,263	$ 90,753	$ 94,420	$ 98,122	
SENIOR CUSTOMER SERVICE REP	$ 74,605	$ 77,567	$ 80,705	$ 83,843	$ 87,263	$ 90,753	$ 94,420	$ 98,122	
GRADE 7									
ACCOUNTING TECHNICIAN I	$ 67,801	$ 70,621	$ 73,371	$ 76,297	$ 79,435	$ 82,538	$ 85,852	$ 89,273	
HUMAN RESOURCES ASSISTANT	$ 67,801	$ 70,621	$ 73,371	$ 76,297	$ 79,435	$ 82,538	$ 85,852	$ 89,273	
ADMINISTRATIVE ASSISTANT III	$ 67,801	$ 70,621	$ 73,371	$ 76,297	$ 79,435	$ 82,538	$ 85,852	$ 89,273	
GRADE 6									
CUSTOMER SERVICE REPRESENTATIVE	$ 61,630	$ 64,169	$ 66,743	$ 69,352	$ 72,172	$ 75,063	$ 78,025	$ 81,127	
ADA SPECIALIST	$ 61,630	$ 64,169	$ 66,743	$ 69,352	$ 72,172	$ 75,063	$ 78,025	$ 81,127	
GRADE 5									
LEAD CUSTODIAN	$ 50,841	$ 52,851	$ 55,002	$ 57,188	$ 59,480	$ 61,912	$ 64,310	$ 66,919	
GRADE 4									
CUSTODIAN	$ 46,258	$ 48,091	$ 49,995	$ 52,075	$ 54,120	$ 56,306	$ 58,528	$ 60,890	

RESOLUTION NO. 2026-31

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

* * *

AUTHORIZING FY2027 ANNUAL ADJUSTMENT TO ADMINISTRATIVE STAFF SALARIES

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 General Manager has recommended an adjustment to the non-represented administrative employees salary ranges to reflect a 4% increase to be effective July 1, 2026, as set forth in Attachment 1; and

WHEREAS, the Administration & Finance Committee concurs that the Board of Directors adopt the recommendations of the General Manager.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Central Contra Costa Transit Authority approves the adjustments to the salary ranges for non-represented administrative employees as set forth in the FY2027 Annual Pay Scale attached hereto and incorporated herein as Attachment 1, to be effective July 1, 2026; and

Regularly passed and adopted this 18th day of June, 2026 by the following vote.

AYES:

NOES:

ABSTAIN:

ABSENT:

____
Robert Storer, Chair, Board of Directors

ATTEST:

____
Lathina Hill, Clerk to the Board

County Connection

Agenda Item # 8.c.

To: Board of Directors

Date: June 9, 2026

From: Amber Johnson, Chief Financial Officer

Reviewed by: W.C.

SUBJECT: Fiscal Year 2027 Proposed Budget and Forecast Update

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Background:

County Connection's Fiscal Year (FY) 2027 Operating and Capital Budget is presented to the Board of Directors for review, discussion, and approval.

The draft budget was originally presented to the Administration & Finance (A&F) Committee and approved by the Board in April to allow staff to submit a Transportation Development Act (TDA) claim to the Metropolitan Transportation Commission (MTC). A revised version, including a five-year forecast, was discussed by the Committee and Board in May. The final proposed budget document was presented to the A&F Committee earlier this month, and the A&F Committee recommended approval by the Board of Directors by adopting Resolution 2026-32 after a public hearing is conducted. There have been a few changes since the version reviewed by the Board of Directors in May, which are discussed below.

The budget includes an Operating Budget, a Capital Budget, and a multiyear forecast of revenues and expenditures. Staff has taken a conservative approach to forecasting while continuing to propose services levels that meet the needs of Central Contra Costa County transit riders.

Revisions from Draft Budget:

In response to the structural deficit facing the Authority, the draft budget has been updated to include targeted cost-control measures. These actions include a freeze on merit and step increases for non-represented staff, a pause on the employe referral program, and reductions in staff and Board travel expenditures.

Budget Summary:

County Connection's proposed budget for July 1, 2026, to June 30, 2027 (FY 2027) includes $59.3 million in operating expenses for fixed route and paratransit services with corresponding revenue to offset these costs. An additional $3.2 million is proposed for capital expenditures and associated revenues.

The fixed route operating expense budget of $45.4 million represents a 4.5 percent increase over the FY 2026 budget. This increase supports the continuation of current fixed route service levels, based on the assumption that operator positions remain fully staffed. A primary driver of the higher operating costs is fuel. Fuel prices have reached historically high levels, and there remains significant uncertainty regarding future pricing due to ongoing international conflicts.

The paratransit operating expense budget of $10.0 million reflects a 1.3 percent increase over the FY 2026 budget. Following a period of rapid growth over the past two years, demand has stabilized and is expected to grow modestly in FY 2027. The paratransit purchased transportation budget assumes a 4% contract escalation and a 2% increase in ridership over FY 2026 levels.

The FY 2027 capital budget totals $3.2 million and includes facility and vehicle maintenance and modernization projects such as in-ground hydraulic lift replacements, a bus wash overhaul, roof replacements, an automated fuel system upgrade, and on-board technology improvements. These projects will be implemented over multiple years and funded with TDA capital funds.

Table 1: Budget Summary

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
Revenue:					
Fixed Route Operations	$ 39,690,896	$ 43,929,292	$ 42,773,016	$ 46,139,925	5.0%
Paratransit Operations	11,905,224	13,193,477	12,857,491	13,884,200	5.2%
Capital	9,941,400	13,591,400	13,591,400	3,182,500	-76.6%
Total Revenue	**61,537,520**	**70,714,169**	**69,221,907**	**63,206,625**	**-10.6%**
Expenditures:					
Fixed Route Operations	38,159,521	43,479,292	41,665,766	45,439,925	4.5%
Paratransit Operations	11,905,224	13,193,477	12,857,491	13,884,200	5.2%
Capital	9,941,400	13,591,400	13,591,400	3,182,500	-76.6%
Total Expenditures	**60,006,145**	**70,264,169**	**68,114,657**	**62,506,625**	**-11.0%**
Net Change in Fund Balance	**$ 1,531,375**	**$ 450,000**	**$ 1,107,250**	**$ 700,000**	
Operating and Capital Reserve					
TDA Reserve Balance	49,081,517	41,512,566	43,662,078	33,794,932	
Discretionary Reserve Balance	2,915,529	3,365,529	4,022,779	4,722,779	
Total Operating and Capital Reserve	**$ 51,997,046**	**$ 44,878,095**	**$ 47,684,857**	**$ 38,517,711**	

The budget document attached to this report provides additional information and trends for the fixed route and paratransit operations budget and associated revenue.

Financial Implications:
Adoption of the proposed FY 2027 Operating and Capital Budget as presented will result in total expenditure authority of $62,506,625.

Recommendation:
The Administration & Finance Committee and staff recommend approval of the proposed FY 2027 Operating and Capital Budget.

Action Requested:
The Administration & Finance Committee and staff request that the Board of Directors approve adoption of the FY 2027 Budget Resolution 2026-32 following a public hearing.

Attachments:
Attachment 1: Proposed FY 2027 Operating and Capital Budget
Attachment 2: Resolution 2026-32

County Connection

OPERATING & CAPITAL BUDGET

FY 26/27

FY27 Proposed Budget_060926

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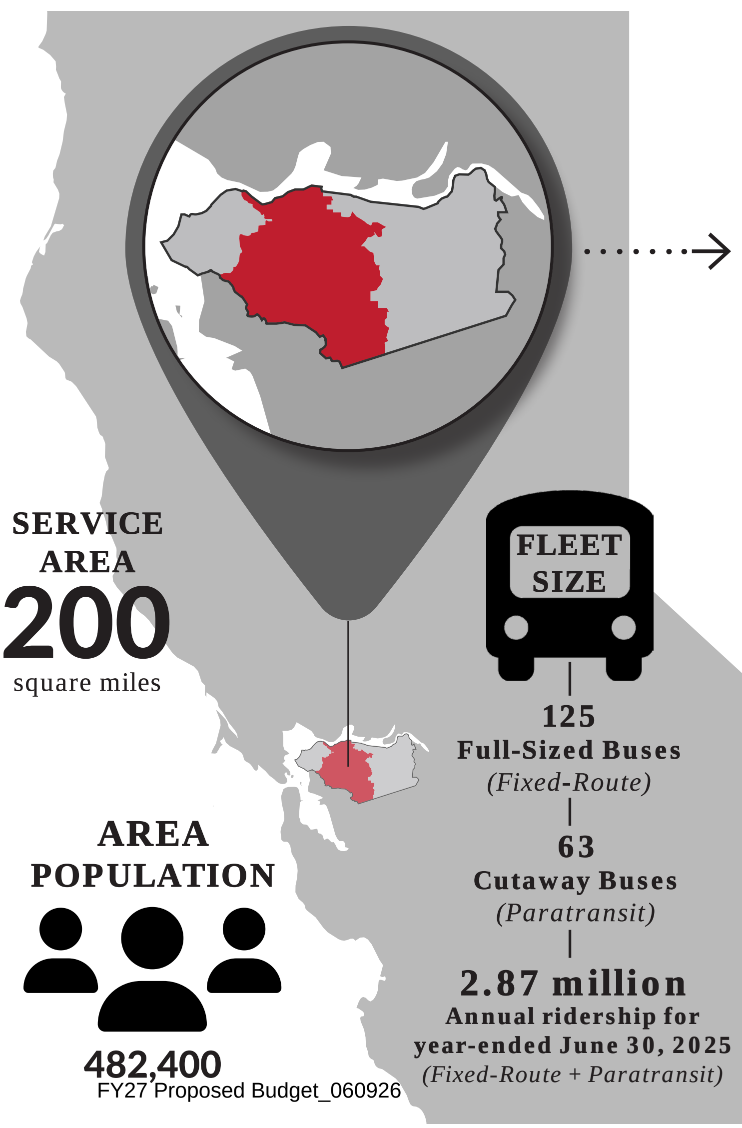
County Connection Overview

The Central Contra Costa Transit Authority (the "Authority" or "County Connection") is a public transit agency operating fixed-route bus and ADA paratransit (County Connection LINK) service in and around Central Contra Costa County in the San Francisco Bay Area. County Connection is a Joint Powers Authority (JPA) formed in 1980, with one member of each jurisdiction comprising its 11-member Board of Directors. The jurisdictions that make up County Connection are the cities of Clayton, Concord, Lafayette, Martinez, Orinda, Pleasant Hill, San Ramon, Walnut Creek; the towns of Danville and Moraga; and certain unincorporated areas of Central Contra Costa County.

County Connection serves a dynamic and diverse modern suburban area that is spread out over a wide geographic area. County Connection patrons are economically diverse, and often transit dependent. Without County Connection services, many central Contra Costa County residents would have no transportation available for work, school, medical appointments or to take advantage of recreational opportunities. More information about County Connection can be found at www.countyconnection.com.

County Connection Service Profile



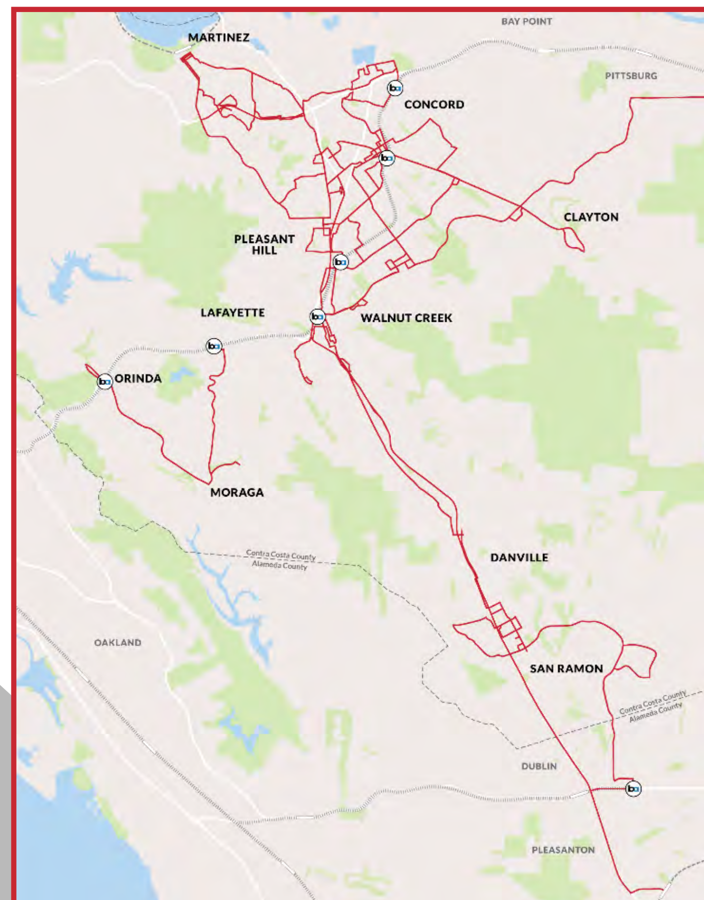


Figure 1: Service Area Map

Budget Summary

The FY 2027 Budget proposes $59.3 million in operating expenses for fixed route and paratransit services, with corresponding revenues to offset these costs. An additional $3.2 million is proposed in capital expenditures and associated revenues in the budget year.

County Connection's primary revenue source is Transportation Development Act (TDA) 4.0 funding through the Metropolitan Transportation Commission (MTC). The budget includes $33.9 million in TDA funding, which exceeds MTC's projected allocation of $24 million by is $9.9 million. This difference will be funded through the use of TDA reserves, including $3.2 million allocated to the capital program.

At the end of FY 2027, the Authority's combined Operating and Capital reserves are projected to be $38.5 million.

Table 1: Budget Summary

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
Revenue:					
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TDA Reserve Balance	49,081,517	41,512,566	43,662,078	33,794,932	
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Total Operating and Capital Re	**$ 51,997,046**	**$ 44,878,095**	**$ 47,684,857**	**$ 38,517,711**	

Operating & Capital Reserve Balance

In April of 2024, the Board revised its Operating & Capital Reserve policy, introducing significant changes to a framework that had remained unchanged since its adoption in 1987. The revised policy allows discretionary revenues—such as advertising income and investment earnings—to be transferred into a reserve account maintained directly by County Connection, separate from TDA reserves held by MTC.

The discretionary reserve is projected to total approximately $4.0 million at the end of FY 2026. An additional $700,000 transfer is anticipated in FY 2027, increasing the balance to approximately $4.7 million. Expanding the definition of reserves to include discretionary revenues strengthens the Authority's financial position and enhances resilience to future uncertainties.

SB 63 Impacts

Senate Bill (SB) 63, the Connect Bay Area Act, authorizes a potential tax measure for the November 2026 ballot to support the long-term sustainability and improvement of transit across five Bay Area counties.

If the measure is not approved, transit agencies—including County Connection—will face significant financial and operational challenges. In April 2026, the Board adopted an Alternative Service Plan to address funding shortfalls. The plan, which would take effect in FY 2029, includes service reductions and agency-wide cost-containment measures.

Select cost-control measures are already incorporated into the FY 2027 budget, including a freeze on merit and step increases for non-represented staff, a freeze on the employee referral program, and reductions in travel expenditures.

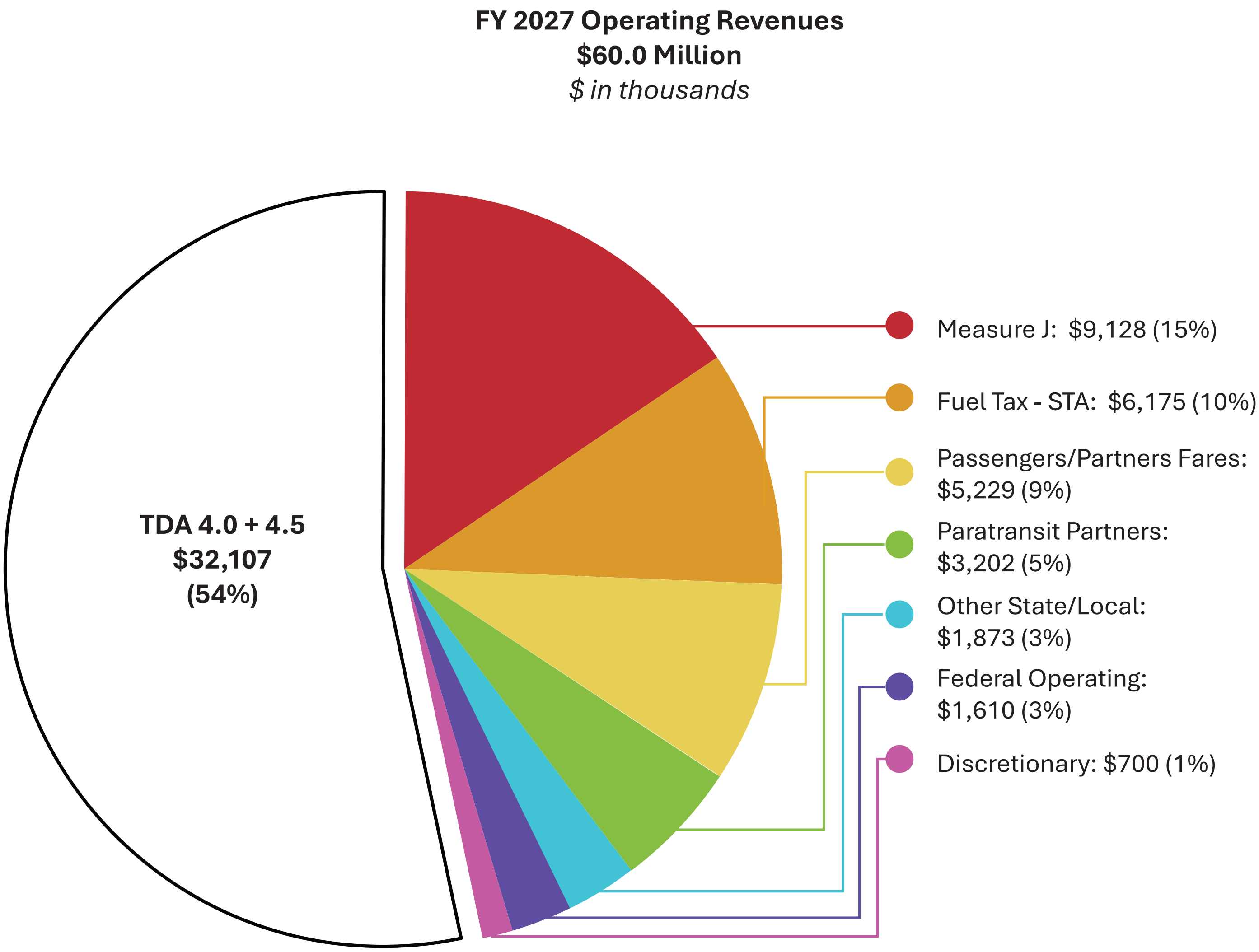
Operating Revenues

County Connection relies on a mixed portfolio of revenue sources. TDA provides the majority of the Authority's operating funds. The primary revenue sources for County Connection operations are:

- Transportation Development Act (TDA)
- Measure J
- State Transit Assistance (STA)
- Federal operating funds
- Passenger fares

To develop revenue projections for the FY 2027 budget, staff referred to the Metropolitan Transportation Commission (MTC) revenue projections for STA, TDA and federal operating funds, used Contra Costa Transportation Authority (CCTA) estimates for Measure J, and applied conservative projections to passenger fares.

Chart 1: Operating Revenues



Fare Revenues

Fare revenues are presented in two main categories – Fares and Special Services revenue. Low Carbon Transit Operations Program (LCTOP) funding also contributes to fare revenues, as discussed below.

Fares

Fare revenues include payment collected from passengers and other organizations who provide funding to replace passenger fares. After a dramatic drop in fare collection during the pandemic, ridership and fares collected have rebounded, with an estimated $3.6 million to be collected in FY 2026. Ridership growth appears to have plateaued, so the budget anticipates fare collection to be flat in the budget year and 5-year forecast.

Special Services

Special services revenue represents agreements with various agencies such as BART (bus bridges), the City of Walnut Creek, St. Mary's, and others to provide transit services for agreed upon amounts. Revenues from agreements that were not renewed during the pandemic have been replaced by youth pass subsidies and increased bus bridge revenues, bringing increased stability to this revenue source. Additionally, a grant awarded by the Affordable Housing and Sustainable Communities (AHSC) in partnership with the City of Walnut Creek and Resources for Community Development (RCD) is increasing this revenue category by $760 thousand in the budget year.

Low Carbon Transit Operations Program (LCTOP)

The Low Carbon Transit Operations Program (LCTOP) provides cap-and-trade funding for transit to reduce greenhouse gas (GHG) emissions and improve mobility, with a priority on serving disadvantaged communities (DACs). The Board of Directors has approved the utilization of these funds on fare subsidies on routes serving the Monument Corridor. In FY 2027, $1.2 million in LCTOP fare subsidies will be recorded as Fares. The Board has also approved the utilization of these funds on service within DACs in the County Connection service area. In FY 2027, $300 thousand in LCTOP operating assistance will be recorded as Special Services revenue. Altogether, County Connection has been allocated $1.5 million in LCTOP funds in FY 2027, about $50 thousand less than FY 2026.

Federal Operating Funds

County Connection was awarded a grant from the Federal Highway Administration (FHWA) in the amount of $450 thousand for a transit corridors study. Approximately $352 thousand of these funds have been utilized through FY 2026, and the remaining $98 thousand is budgeted to FY 2027 federal operating revenue under fixed route services.

Federal funds are also made available to transit operators for ADA Paratransit operations under the Section 5307 Urbanized Area Formula Program. MTC is the designated recipient of FTA Section 5307 formula funds in the Concord urbanized area and determines the allocation of these funds among area operators. The most recent allocation of these funds from MTC indicated that County Connection will receive $1.5 million in FTA 5307 paratransit funds in the budget year.

State Transit Assistance (STA)

State Transit Assistance Funds (STA) funds are collected from the sales tax on diesel fuel. In FY 2018, Senate Bill 1 (SB1) increased the state gas tax to restore state transit funds back to historic levels. The State Controller's Office (SCO) follows a statutory allocation method to distribute funds to transit operators. In accordance with the statute, STA funding is split 50% based on (a) locally generated revenue expended on transit operations (revenue based) and 50% based on (b) the population of the County (population based).

In FY 2019, MTC converted the STA population-based funds from a formula-based allocation to a County Block Grant that is administered by the local County Transportation Agency (CTA), Contra Costa Transportation Authority (CCTA). Under the County Block Grant, 60% of block funds are guaranteed to small operators, including County Connection. The remaining 40% is subject to CCTA's process for allocation and is commonly referred to as "non-guaranteed". The non-guaranteed amount for FY 2027 is approximately $2 million. Changes to the allocation of these non-guaranteed funds could have a lasting impact on the ability of County Connection to provide services in the future.

A stronger than expected economy led to robust diesel consumption growth through the pandemic, and STA revenues reached an all-time high in FY 2023 with high diesel consumption and diesel prices. However, STA revenue collection has steadily decreased since that time. The current fund estimate from MTC projects that County Connection will receive $6.2 million in total STA funds in FY 2027, which is approximately $0.5 million less than was received in FY 2026.

BART Feeder Funds

A 1997 agreement between BART and four East Bay bus operators (County Connection, LAVTA, Tri-Delta, and WestCAT) established a funding mechanism for BART to support feeder bus operators using BART's STA Revenue-Based and TDA sales tax funds. Initial payment amounts were established by transition agreements, and subsequent payments over a 25+ year period were calculated based on changes to AB 1107 ½-cent sales tax revenues. Due to the critical budgetary issues faced by BART, discussions between BART, MTC, county transportation agencies, and the four East Bay bus operators regarding these funding arrangements took place over the past few years to partner with BART on temporary fiscal relief. These discussions resulted in temporary decreases to this revenue source in FY 2023 through FY 2026. BART has indicated that it will no longer provide this funding in FY 2027 and beyond. A loan from MTC to replace these funds in the budget year is discussed in the next section.

Other State Grants

Other State Grant revenue includes the Road Repair and Accountability Act, Senate Bill 1 (SB1) and bridge tolls collected under Regional Measures 2 and 3 (RM2/RM3).

SB1 provides annual funding to transit operators for eligible transit maintenance, rehabilitation, and capital projects. These funds are also commonly referred to as State of Good Repair (SGR) funds. The SCO usually releases funding allocations in September. The budget presumes that SGR funds will continue at the same level as FY 2026, approximately $160 thousand.

RM2 and RM3 are toll increases approved by Bay Area voters to help support transportation projects and transit services. County Connection utilizes these operating funds on express route services. Current MTC estimates indicate County Connection will receive $120 thousand in RM2 funds, which is about the same amount received for the past few years. However, MTC has increased the allocation of RM3 funds to County Connection in the budget year to $500 thousand, from $100 thousand in FY 2026.

Additionally, MTC has extended a one-time loan of RM3 funds to the Authority in the amount of $802 thousand in the budget year to offset the loss of BART Feeder Fund revenues. If SB 63 does not pass voter approval, repayment of these funds will not be required. If SB 63 does pass voter approval, repayment of the loan will be made from future RM3 allocations.

Transportation Development Act (TDA) Articles 4.0 and 4.5

TDA revenue is a ¼ cent state sales tax to finance transportation programs and projects. TDA revenue is not accrual based – it is based on actual cash receipts in the fiscal year. TDA Article 4.0 funding is utilized on both fixed-route and paratransit expenses, while TDA Article 4.5 funding is limited to usage on specialized transportation services only, such as paratransit.

Sales taxes in the region are projected to remain flat or slightly decrease in the budget year. The current MTC projections estimate that County Connection will be allocated $24 million in TDA 4.0 funding in FY 2027. Unused TDA revenue allocation is held by MTC and is available in future years. The budget proposes the use of $30.7 million in TDA operating and $3.2 million in TDA capital funds, which is $9.9 million more than the MTC estimate of $24 million, with the difference drawing upon past reserves.

MTC estimates that County Connection will receive $1.4 million in TDA 4.5 revenue, which will be utilized solely on paratransit services.

Measure J – Contra Costa Transportation Authority (CCTA)

Measure J is a ½ cent sales tax in Contra Costa County administered by CCTA for transportation planning, projects, and programs. Measure J provides funding for fixed route and paratransit services to County Connection. CCTA projects that sales tax will increase by 2.5% in FY 2027 as compared to FY 2026, at roughly $120 million in Measure J revenue for the county. County Connection's share of this revenue is estimated to be $9.1 million, with $6.5 million in fixed route program revenue and $2.6 million in paratransit program revenue.

Advertising Revenue

Advertising revenue is generated by advertisements on the interior and exterior of the Authority's fixed route buses. After conducting a request for proposals, a new advertising contract was implemented in FY 2025. The new contract includes a Minimum Annual Guarantee (MAG) of $200 thousand per year.

Investment and Miscellaneous Income

County Connection's idle cash is held in an account with the State of California's Local Agency Investment Fund (LAIF). LAIF is a voluntary investment program created by California state statute in 1977 to provide local governments, special districts, and other eligible agencies with a safe, liquid, and yield-generating investment option. It is administered by the State Treasurer's Office and is part of the Pooled Money Investment Account (PMIA), which also includes the State's Surplus Money Investment Fund and the General Fund. Investment returns in recent years have outperformed estimates. The budget estimates that $700 thousand will be earned in investment income during the year.

Fees From Partner Agencies – LAVTA and One Seat

Fees from partner agencies are collected to offset the cost of managing shared paratransit and One Seat program expenses. Additional details about these programs is provided in the expenses section of the budget document.

Table 2: Operating Revenues

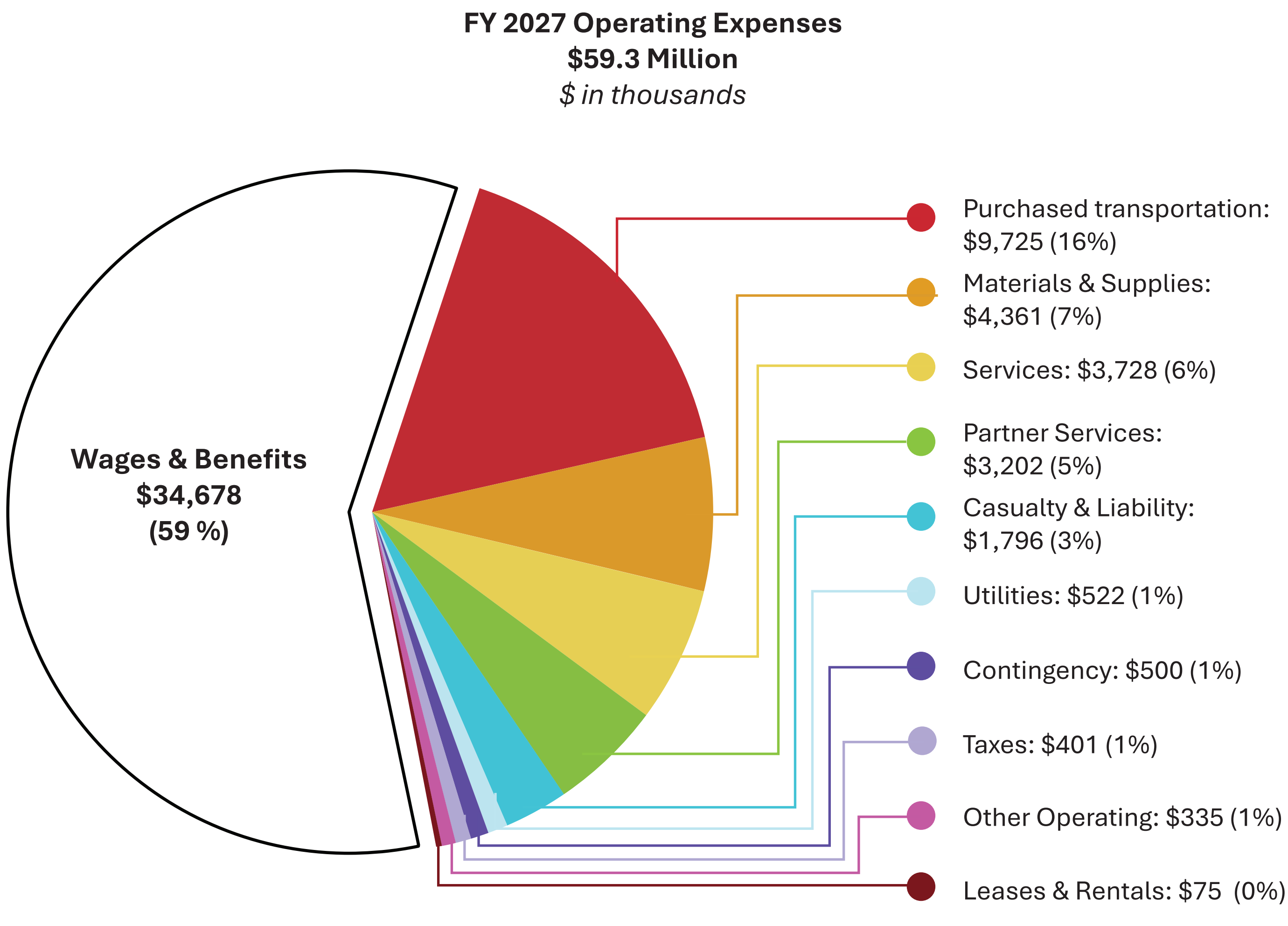
County Connection
FY 2027 Draft Budget
OPERATING REVENUES

Category	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget	% Change from FY 2026 Budget
FIXED ROUTE					
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%
Total Fare Revenue	**3,790,282**	**3,652,084**	**3,719,417**	**4,455,200**	**22.0%**
Federal Operating	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	27,575,725	5.0%
Measure J Sales Tax	6,353,000	6,353,000	6,353,000	6,513,000	2.5%
Total Federal-State-Local Revenue	**34,016,768**	**39,802,208**	**37,841,349**	**40,939,725**	**2.9%**
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%
Total Other Revenue	**1,883,846**	**475,000**	**1,212,250**	**745,000**	**56.8%**
TOTAL FIXED ROUTE REVENUE	**39,690,896**	**43,929,292**	**42,773,016**	**46,139,925**	**5.0%**
PARATRANSIT					
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%
Total Fare Revenue	**802,269**	**753,300**	**762,000**	**774,000**	**2.7%**
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	3,135,200	1.1%
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%
Total Federal-State-Local Revenue	**8,713,830**	**9,720,137**	**9,098,491**	**9,908,200**	**1.9%**
Subtotal Paratransit Revenue	**9,516,099**	**10,473,437**	**9,860,491**	**10,682,200**	**2.0%**
Paratransit Partners					
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%
Subtotal Partner Revenue	**2,389,125**	**2,720,040**	**2,997,000**	**3,202,000**	**17.7%**
TOTAL PARATRANSIT REVENUE	**11,905,224**	**13,193,477**	**12,857,491**	**13,884,200**	**5.2%**
TOTAL REVENUE	**$ 51,596,120**	**$ 57,122,769**	**$ 55,630,507**	**$ 60,024,125**	**5.1%**

Operating Expenses

County Connection's operating expenses consist of nine categories: Wages & Benefits, Services, Materials & Supplies, Utilities, Casualty & Liabilities, Taxes & Fees, Leases & Rentals, Other Operating, and Purchased Transportation. In addition, the budget includes a contingency allocation to protect against unknown future budget volatility.

Chart 2: Operating Expenses



Major expenditure categories are discussed in greater detail below, and pages 22 to 33 of this report provide operating expense detail by general ledger account.

Wages and Benefits

The public services delivered by County Connection are labor-intensive, which results in wages and benefits representing the Authority's largest expense. Memorandums of Understanding (MOUs) were successfully negotiated with all three of the represented bargaining groups in FY 2026 for three-year terms. The financial impacts to the terms of these agreements are represented in the budget and forecast. All three employee MOUs will expire in 2029. Negotiations of the new MOUs will begin in the fall of 2028.

Thanks to successful recruiting efforts and incentives, the Transportation Department has made considerable progress in filling Operator vacancies over the past few years, and recruitment efforts for new Operators have been paused. The budget and forecast assume other vacancies will be filled during the fiscal year; however, overall budgeted positions are not increasing over the prior year. Refer to Table 5 (page 18) of this report for a detailed breakdown of positions by department.

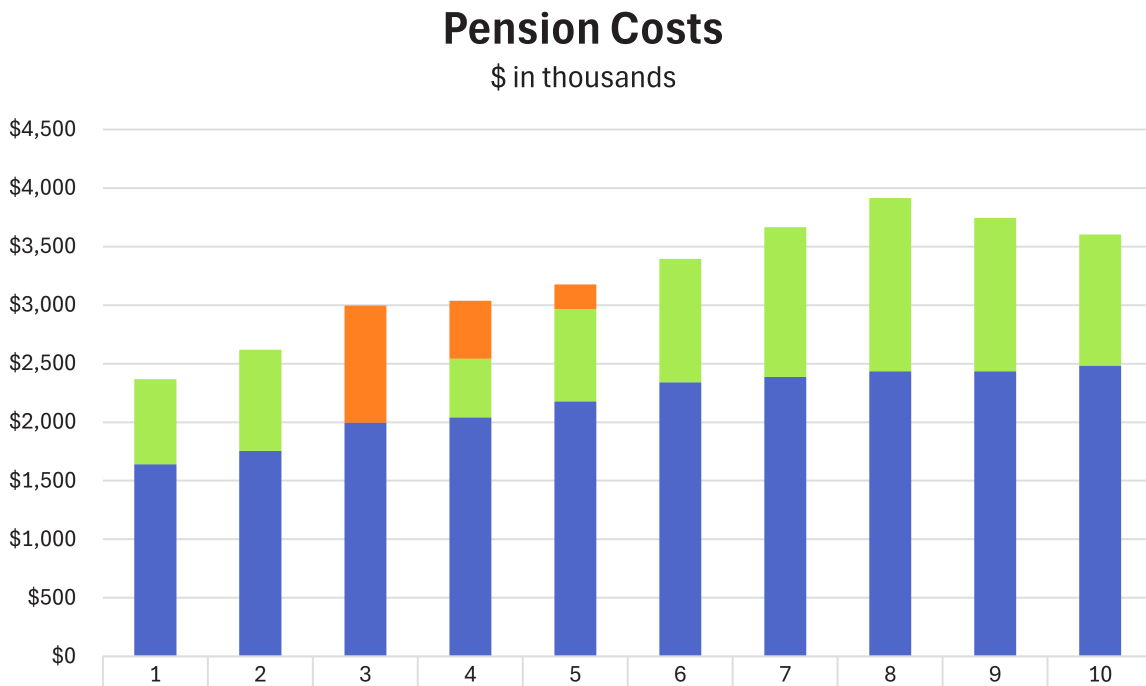
Pensions

County Connection contracts with the California Public Employees' Retirement System (CalPERS) for its employee defined-benefit pension plans. The Authority is statutorily required to pay the Annual Required Contribution (ARC) to CalPERS. The ARC comprises two elements; the Normal Cost (NC), which is the annual cost of service accrual, and the Unfunded Accrued Liability (UAL) payment, which represents the catch-up portion of costs. CalPERS calculates the NC and the UAL based on a 6.8% discount rate, which mirrors its 6.8% expected return on plan assets. In FY 2023, the Authority also opened a 115 trust for pensions to begin setting aside additional pension funds.

CalPERS reported a net return of 9.3% on its investments for the year ended June 30, 2024. While this return outpaced the expected 6.8% return on investments, a UAL is still required by CalPERS in the budget year. The required UAL payment for FY 2027 is $1.09 million, or $1.05 million after utilizing the annual prepay discount option. Since the UAL surpassed $1 million, the budget does not include a contribution to the 115 trust for pensions.

CalPERS reported a net return of 11.6% on its investments for the year ended June 30, 2025. Since this return represents outpaced the expected 6.8% return on investments, the resulting UAL amount required in FY 2028 will likely decrease as compared to FY 2027. This information will be made available in July 2026 when the plan valuation reports are released. The budget forecast assumes continued 115 trust contributions and UAL payments in alignment with the prior year forecasts and will continue to be adjusted to maximize diversification of pension assets and continued stability in pensions promised to both retired and current Authority employees.

Chart 3: Pension Costs



	1	2	3	4	5	6	7	8	9	10
115	$0	$0	$1,000	$495	$209	$0	$0	$0	$0	$0
UAL	$728	$864	$0	$505	$791	$1,055	$1,280	$1,480	$1,310	$1,120
NC	$1,641	$1,755	$1,997	$2,039	$2,176	$2,340	$2,386	$2,434	$2,434	$2,483

Services

Expenses in the services category include legal fees, service repair, promotions, software, and on-call planning contracts. These expenses are projected to come in lower in the budget year as compared to the prior budget year, due to the end of grant-funded planning study and reduced legal fees after successful labor negotiations in FY 2026.

Materials and Supplies

The largest expense within materials and supplies is diesel fuel, which has increased significantly in recent months due to global market conditions. The FY 2027 budget reflects a 28% increase in fuel costs compared to the prior year.

This category also includes lower-cost furniture and equipment purchases that were historically capitalized. Beginning in FY 2024, these items are expensed in the year of purchase due to their relatively low value.

Casualty and Liability

General liability premiums and workers compensation are projected to increase significantly due to the impact of natural disasters and large settlements on the insurance market.

Purchased Transportation

Purchased transportation for paratransit services is the Authority's second largest expense and is provided under contract with Transdev. After a period of rapid growth over the past two years, paratransit demand has stabilized in the current year. This trend is expected to continue, with demand projected to see modest growth in the budget year. The FY 2027 paratransit purchased transportation budget is based on a 4% contract escalation, plus a 2% increase in ridership over the FY 2026 demand.

Purchased Transportation – Partner Agencies

In 2022 the Authority partnered with Livermore Amador Valley Transit Authority (LAVTA) on a pilot shared services contract to serve riders in the regions of both agencies with collaborative and efficient service delivery. In addition, the "One Seat" ride paratransit program with adjacent operators proved to be a successful service delivery model, resulting in cost savings and an enhanced rider experience. Therefore, each of these shared services will continue under the new contract for paratransit services in the coming year. These costs are budgeted, but do not impact County Connection's bottom line since they are reimbursed in full by the partner agencies.

Table 3: Operating Expenditures

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
FIXED ROUTE					
Wages	$ 16,646,563	$ 17,956,414	$ 16,933,620	$ 18,832,925	4.9%
Fringe Benefits	12,987,371	14,255,077	14,793,146	15,191,500	6.6%
Total Wages & Benefits	**29,633,934**	**32,211,491**	**31,726,766**	**34,024,425**	**5.6%**
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%
Other Operating	258,117	381,500	347,000	327,500	-14.2%
Purchased Transportation	219,599	400,000	180,000	-	-100.0%
Total Other Exp (non-wages)	**8,525,587**	**10,767,801**	**9,939,000**	**10,915,500**	**1.4%**
Contingency	-	500,000	-	500,000	
TOTAL FIXED ROUTE EXPENSES	**38,159,521**	**43,479,292**	**41,665,766**	**45,439,925**	**4.5%**
PARATRANSIT					
Wages	$ 315,758	$ 319,126	$ 354,604	$ 371,000	16.3%
Fringe Benefits	220,592	259,595	257,287	283,000	9.0%
Total Wages & Benefits	**536,350**	**578,721**	**611,891**	**654,000**	**13.0%**
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%
Other Operating	3,216	10,000	6,000	7,500	-25.0%
Purchased Transportation	8,748,191	9,575,718	8,977,100	9,725,200	1.6%
Total Other Exp (non-wages)	**8,979,749**	**9,894,716**	**9,248,600**	**10,028,200**	**1.3%**
Subtotal Paratransit Expenses	**9,516,099**	**10,473,437**	**9,860,491**	**10,682,200**	**2.0%**
Paratransit Partners					
Purchased Transp - for partners	2,389,125	2,720,040	2,997,000	3,202,000	17.7%
Subtotal Partner Expense	**2,389,125**	**2,720,040**	**2,997,000**	**3,202,000**	**17.7%**
TOTAL PARATRANSIT EXPENSES	**11,905,224**	**13,193,477**	**12,857,491**	**13,884,200**	**5.2%**
TOTAL EXPENSES	**$ 50,064,745**	**$ 56,672,769**	**$ 54,523,257**	**$ 59,324,125**	**4.7%**

Capital Expenditures

The FY 2027 capital budget includes a range of facility and vehicle maintenance and modernization projects, including in-ground hydraulic lift replacements, a bus wash overhaul, roof replacements, an automated fuel system upgrade, and on-board technology improvements. These projects will be implemented over the next several years and funded with TDA capital funds.

The five-year capital forecast also incorporates ongoing fleet replacement based on useful life schedules and MTC pricing assumptions for transit buses, paratransit cutaways, and minivans. Beginning in FY 2030, bus procurements will transition to zero-emission vehicles in accordance with the Board-adopted Zero Emission Bus (ZEB) rollout plan.

The forecast reflects timing changes to major initiatives, including the $15 million solar array project—fully funded through TIRCP—which has been deferred to FY 2029 and FY 2030. It also includes a $7.5 million placeholder in FY 2029 for a hydrogen fueling station expected to be primarily funded through an FHWA grant from a joint TIRCP application with LAVTA.

Additionally, facility improvements to support the ZEB transition are planned between FY 2028 and FY 2031 at a total cost of $3.8 million, with the assumption that 80% of costs will be covered by a yet-to-be-identified funding source.

Table 4: Capital Program – Budget Year

County Connection
FY 2027 Draft Budget
CAPITAL PROGRAM

	Funding Source	
Capital Category	**MTC TDA**	**Total**
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
Total	**$ 3,182,500**	**$ 3,182,500**

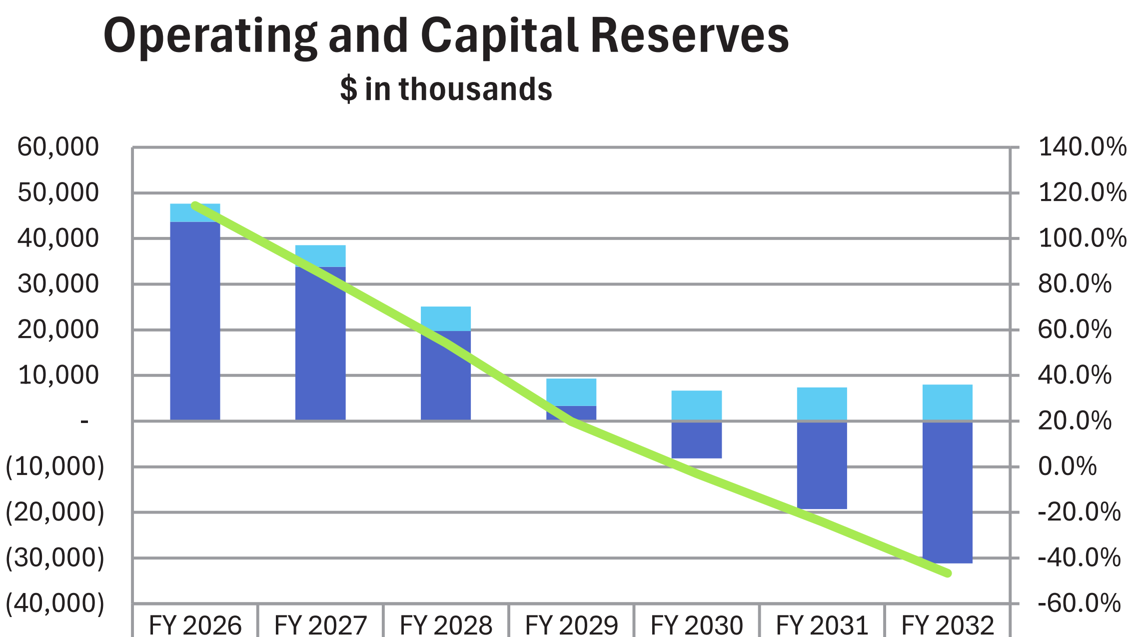
The multi-year capital program can be found at page 19 of this report.

Forecast

Based on current assumptions, the Authority is projected to maintain sufficient operating and capital reserves through FY 2028, defined as at least 25% of annual operating expenditures. Beginning in FY 2029, reserves are projected to fall below this threshold and are expected to become negative by FY 2030.

As operating costs continue to outpace revenue growth—and as zero-emission vehicle and infrastructure investments require increased capital funding—identifying and securing additional revenue sources will be critical to maintaining long-term financial stability.

Chart 4: Operating and Capital Reserve Projections



	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Discretionary Reserve	4,023	4,723	5,367	6,021	6,684	7,356	8,037
TDA Reserve	43,662	33,795	19,758	3,341	(8,132)	(19,236)	(31,129)
Percentage of operating budget	114.4%	84.8%	54.2%	19.8%	-3.0%	-24.2%	-46.6%

A financial forecast of capital and operating expenditures can be found at pages 19 to 20 of this document. A breakdown of TDA reserve utilization and projected fund balance can be found at page 21.

ADDITIONAL SCHEDULES

Table 5: Positions by Department

County Connection
FY 2027 Proposed Budget
POSITIONS BY DEPARTMENT

	FY25 Positions	FY26 Positions	Proposed Positions
TRANSPORTATION			
Bus Operators	155	150	150
Safety/Training	2	2	2
Transit Admin	4	4	4
Transit Supervisors	11	12	12
TRANSPORTATION TOTAL	**172**	**168**	**168**
MAINTENANCE			
Building Maintenance	7	7	7
Maintenance Admin	4	5	5
Mechanics	18	18	18
Service Workers	11	11	11
MAINTENANCE TOTAL	**40**	**41**	**41**
PARATRANSIT			
Accessible Services/Paratransit	4	4	4
PARATRANSIT TOTAL	**4**	**4**	**4**
ADMINISTRATION			
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
ADMINISTRATION TOTAL	**33**	**33**	**33**
TOTAL POSITIONS	**249**	**246**	**246**

Table 6: Capital Program

County Connection
FY 2027 Draft Budget
CAPITAL PROGRAM

Fiscal Years 2027 - 2032

$ In Thousands

	actuals	estimated	BUDGET	5-year projection				
Capital Program (a):	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**
Non Revenue Fleet	$ 400	$ -	$ 70	$ 70	$ 100	$ 75	$ -	$ -
Revenue Fleet	$ 7,956	$ 11,306	$ -	$ 26,000	$ 37,685	$ 5,000	$ -	$ -
ZEB Infrastructure	$ -	$ -	$ -	$ 200	$ 10,000	$ 500	$ 500	$ -
Facility Maintenance & Modernization	$ 1,859	$ 1,572	$ 1,700	$ 1,050	$ 7,750	$ 7,750	$ 150	$ 150
Street Amenities	$ 370	$ 100	$ 50	$ -	$ 50	$ 50	$ 50	$ 50
Information Technology	$ 100	$ 100	$ 150	$ 100	$ 350	$ 150	$ 150	$ 150
Maintenance Equipment & Tools	$ 250	$ 50	$ 200	$ 50	$ 150	$ 50	$ 125	$ 125
Office Furniture and Equipment	$ -	$ -	$ 988	$ -	$ -	$ -	$ -	$ -
Total Capital Program	**$ 10,935**	**$ 13,129**	**$ 3,158**	**$ 27,470**	**$ 56,085**	**$ 13,575**	**$ 975**	**$ 475**
Capital Program by Service:								
Fixed-Route	$ 10,669	$ 6,552	$ 3,158	$ 27,470	$ 54,077	$ 13,575	$ 975	$ 475
Paratransit	266	6,577	-	-	2,008	-	-	-
Total Capital Program by Service	**$ 10,935**	**$ 13,129**	**$ 3,158**	**$ 27,470**	**$ 56,085**	**$ 13,575**	**$ 975**	**$ 475**

Capital Funding by Source	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**
Federal 5307	$ 5,944	$ 9,045	$ -	$ 20,800	$ 30,148	$ 4,000	$ -	$ -
FHWA	$ -	$ -	$ -	$ -	$ 6,591	$ -	$ -	$ -
Bridge Toll Revenue	$ 906	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TIRCP	$ -	$ -	$ -	$ 950	$ 7,500	$ 7,500	$ -	$ -
Transportation Development Act	$ 4,135	$ 2,564	$ 3,183	$ 5,770	$ 7,385	$ 1,725	$ 625	$ 525
Regional Measure 3	$ -	$ 1,600	$ -	$ -	$ -	$ -	$ -	$ -
TBD - ZEB Funding	$ -	$ -	$ -	$ -	$ 4,511	$ 400	$ 400	$ -
Total Capital Funding by Source	**$ 10,985**	**$ 13,209**	**$ 3,183**	**$ 27,520**	**$ 56,135**	**$ 13,625**	**$ 1,025**	**$ 525**

Revenue Fleet Replacements	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**
# Fixed Route Vehicles	10	7	-	37	27	4	-	-
# Paratransit Vehicles	3	45	-	-	18	-	-	-
Total Revenue Fleet Replacement	**13**	**52**	**-**	**37**	**45**	**4**	**-**	**-**

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.

Table 7: Operating Forecast

County Connection
FY 2027 Draft Budget
OPERATING FORECAST

Fiscal Years 2027 - 2031

$ In Thousands

	actuals	estimated	BUDGET	5-year projection				
FIXED ROUTE OPERATING REVENUE	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**
Revenue Hours	***191,384***	***191,000***	***194,919***	***194,919***	***194,919***	***194,919***	***194,919***	***191,000***
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	27,576	29,031	29,662	30,305	30,961	31,847
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
TOTAL FIXED ROUTE OPERATING REVENUE	**39,691**	**42,773**	**46,140**	**46,993**	**47,929**	**48,884**	**49,858**	**50,186**
TOTAL FIXED ROUTE OPERATING EXPENSES	**38,160**	**41,666**	**45,440**	**46,349**	**47,276**	**48,221**	**49,186**	**49,505**
% change over prior year	4.09%	9.19%	9.06%	2.00%	2.00%	2.00%	2.00%	0.65%
PARATRANSIT OPERATING REVENUE								
Revenue Hours	***95,114***	***99,870***	***104,863***	***105,000***	***105,000***	***105,000***	***105,000***	***105,000***
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	3,135	3,382	3,638	3,830	4,028	4,155
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
TOTAL PARATRANSIT OPERATING REVENUE	**11,905**	**12,857**	**13,884**	**14,301**	**14,730**	**15,098**	**15,475**	**15,785**
TOTAL PARATRANSIT OPERATING EXPENSES	**11,905**	**12,857**	**13,884**	**14,301**	**14,730**	**15,098**	**15,475**	**15,785**
% change over prior year	12.3%	8.0%	8.0%	3.0%	3.0%	2.5%	2.5%	2.0%
TOTAL OPERATING EXPENSES*	**50,065**	**54,523**	**59,324**	**53,649**	**55,005**	**56,319**	**57,661**	**65,290**

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

Table 8: Reserve Projections

County Connection
FY 2027 Draft Budget
RESERVES PROJECTIONS

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**
TDA Beginning Balance	51,196	49,082	43,662	33,795	19,758	3,341	(8,132)	(19,236)
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)	(27,576)	(29,031)	(29,662)	(30,305)	(30,961)	(31,847)
Paratransit Operations	(2,148)	(2,576)	(3,135)	(3,382)	(3,638)	(3,830)	(4,028)	(4,155)
Capital Program	(4,135)	(2,564)	(3,183)	(5,770)	(7,385)	(1,725)	(625)	(525)
Total TDA Utilized	**(25,897)**	**(29,550)**	**(33,893)**	**(38,183)**	**(40,685)**	**(35,861)**	**(35,615)**	**(36,527)**
Additions to/(subtractions from) TDA Reserve	**(3,145)**	**(6,500)**	**(9,867)**	**(14,036)**	**(16,418)**	**(11,472)**	**(11,104)**	**(11,894)**
TDA Reserve Balance	**49,082**	**43,662**	**33,795**	**19,758**	**3,341**	**(8,132)**	**(19,236)**	**(31,129)**
Discretionary Reserve Balance	2,916	4,023	4,723	5,367	6,021	6,684	7,356	8,037
Total Operating & Capital Reserve	**51,997**	**47,685**	**38,518**	**25,126**	**9,362**	**(1,448)**	**(11,880)**	**(23,092)**
% of operating budget	136.3%	114.4%	84.8%	54.2%	19.8%	-3.0%	-24.2%	-46.6%

Table 9: Operating Expense Detail

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
FIXED ROUTE				
Wages				
Wages - Regular _Admin	770,825	829,269	714,024	846,284
Wages - Regular _Bldg Maint	499,723	531,164	488,629	542,030
Wages - Regular _Board	18,300	18,674	18,481	19,372
Wages - Regular _Cust Svc	424,342	441,696	408,828	451,216
Wages - Regular _Finance	564,419	589,070	556,765	601,102
Wages - Regular _Hum Res	267,112	256,406	331,288	261,996
Wages - Regular _Info Tech	343,284	361,027	353,776	368,530
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	11,048,750
Wages - Regular _Plan/Mktg	603,543	609,113	627,698	621,894
Wages - Regular _Proc/Inv	243,042	258,990	210,009	264,676
Wages - Regular _Sched	117,975	108,564	0	110,624
Wages - Regular _Sfty & Train	80,897	41,958	136,689	42,527
Wages - Regular _Svc Work	563,280	615,676	562,516	638,703
Wages - Regular _Transp	1,282,000	1,322,957	1,380,142	1,350,437
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
Wages Total	**16,646,563**	**17,956,414**	**16,933,620**	**18,832,925**
Fringe Benefits				
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

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
Floating Holiday _Svc Work	12,303	13,424	39,157	14,341
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

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
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
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

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
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
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

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
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
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
Fringe Benefits Total	**12,987,371**	**14,255,077**	**14,793,146**	**15,191,500**
Services				
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	450,000	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

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
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
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-MaintenanceServce_Veh Ops	136,559	313,950	266,000	300,000
CleverDevice-MaintenanceServce_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	5,000	27,000
SVR, Engine_Veh Maint	436	150,000	5,000	90,000
SVR, Mach/Hydrl/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	5,000	14,000
SVR-Electric Bus Repair_Veh Maint	25,815	90,000	25,000	90,000
Waste Removal_Fac Maint	29,155	26,000	32,000	35,000
Other Services _Gen Admin	14,404	30,000	5,000	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
Services Total	**2,558,940**	**3,916,434**	**3,029,600**	**3,529,100**

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
Materials and Supplies				
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
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	800,000	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
Materials and Supplies Total	**3,190,925**	**3,621,150**	**3,844,400**	**4,356,900**

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
Utilities				
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
Utilities Total	**441,873**	**450,150**	**449,000**	**456,000**
Casualty and Liability				
Liability Premiums _Gen Admin	850,311	1,047,831	1,050,000	1,160,000
Liability Premiums _Veh Maint	138,444	129,364	150,000	130,000
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
Casualty and Liability Total	**1,407,007**	**1,533,195**	**1,600,000**	**1,770,000**
Taxes and Fees				
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
Taxes and Fees Total	**364,931**	**390,372**	**389,000**	**401,000**
Leases and Rentals				
Operating Lease - Radio Site	50,500	60,000	60,000	60,000
Capital Leases - Equipment Leases	8,967	15,000	40,000	15,000
Leases and Rentals Total	**59,467**	**75,000**	**100,000**	**75,000**
Reconciling Items				
Loss on sale or disposal of asset _Discr	24,728	0	0	0
Reconciling Items Total	**24,728**	**0**	**0**	**0**
Other Operating				
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

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
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	12,500
Travel Expenses - Staff _Admin	8,864	0	0	0
Travel Expenses - Staff _Gen Admin	92,446	120,000	115,000	62,500
Travel Expenses - Staff _Veh Ops	505	0	0	0
Other Miscellaneous Expenses _Gen Admin	0	1,500	1,000	1,500
Other Operating Total	**258,117**	**381,500**	**347,000**	**327,500**
Purchased Transportation				
PT Contract _Veh Ops - AVO	219,599	400,000	180,000	0
Purchased Transportation Total	**219,599**	**400,000**	**180,000**	**0**
Contingency Expense				
Contingency Expense	0	500,000	0	500,000
Contingency Expense Total	**0**	**500,000**	**0**	**500,000**
FIXED ROUTE Total	**38,159,521**	**43,479,292**	**41,665,766**	**45,439,925**
PARATRANSIT				
Wages				
Wages - Regular _Para Adm	315,758	319,126	354,604	371,000
Wages Total	**315,758**	**319,126**	**354,604**	**371,000**
Fringe Benefits				
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
Fringe Benefits Total	**220,592**	**259,595**	**257,287**	**283,000**
Services				
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

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
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
Services Total	**160,125**	**238,000**	**174,000**	**199,000**
Materials and Supplies				
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
Materials and Supplies Total	**6,215**	**4,000**	**4,500**	**4,500**
Utilities				
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
Utilities Total	**61,466**	**66,000**	**65,000**	**66,000**
Casualty and Liability				
Liability Premiums _Gen Admin	9,704	11,998	12,000	14,000
Property Premiums _Gen Admin	6,878	9,000	10,000	12,000
Casualty and Liability Total	**16,582**	**20,998**	**22,000**	**26,000**
Other Operating				
Training & Subscriptions _Gen Admin	0	10,000	1,000	5,000
Travel Expenses - Staff _Gen Admin (Para)	3,216	0	5,000	2,500
Other Operating Total	**3,216**	**10,000**	**6,000**	**7,500**
Purchased Transportation				
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

Account Description	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimated Actual	FY 2027 Proposed Budget
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
Purchased Transportation Total	**11,121,270**	**12,275,758**	**11,974,100**	**12,927,200**
PARATRANSIT Total	**11,905,224**	**13,193,477**	**12,857,491**	**13,884,200**
Grand Total	**50,064,745**	**56,672,769**	**54,523,257**	**59,324,125**

RESOLUTION NO. 2026-032

BOARD OF DIRECTORS
CENTRAL CONTRA COSTA TRANSIT AUTHORITY
STATE OF CALIFORNIA

ADOPTION OF FINAL FISCAL YEAR 2027 OPERATING AND CAPITAL BUDGET IN THE AMOUNT OF $62,506,625

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 (hereinafter "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 ("Service Area");

WHEREAS, the adoption of an operating and capital budget is required by the Joint Exercise of Powers Agreement and Bylaws of CCCTA, and is necessary for obtaining both Federal and State funds to support CCCTA's transit program;

WHEREAS, the General Manager and the Chief Financial Officer have prepared and presented to the Board of Directors a proposed final Operating Budget for Fiscal Year 2027 in the amount of $59,324,125, which sets forth projected revenues and expenses associated with CCCTA's operating and maintenance program; and

WHEREAS, the General Manager and Chief Financial Officer have prepared and presented a proposed final Capital Budget for Fiscal Year 2027 in the amount of $3,182,500.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Central Contra Costa Transit Authority adopts the Operating and Capital Budget for Fiscal Year 2027 in the amount of $62,506,625, a copy of which is attached and incorporated by this reference; and

BE IT FURTHER RESOLVED that the General Manager is directed to submit this budget to the Metropolitan Transportation Commission, together with a copy of this resolution at the earliest practicable date.

Regularly passed and adopted this 18th day of June, 2026 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

____
Robert Storer, Chair, Board of Directors

ATTEST:

____
Lathina Hill, Clerk to the Board

Agenda Item # 9.a.

To: Board of Directors

Date: May 28, 2026

From: Ruby Horta, Assistant General Manager

Reviewed by: W.C.

SUBJECT: State Audit Report

Background:

On April 23, 2025 State Senator Aisha Wahab (District 10) requested the Joint Legislative Audit Committee (JLAC) approve an audit of the East Bay transit agencies due to her concerns regarding a highly fragmented transit landscape, fluctuating ridership patterns, and ongoing fiscal stress. The audit scope included the activities related to the coordination amongst agencies, passenger information, ease of transfers and connectivity, ridership trends, funding, and the viability of consolidation. A comprehensive list of the audit's scope can be found in Attachment 1. On June 18, 2025 the JLAC approved the requested audit and the State audit team began their highly confidential work with County Connection staff on August 20, 2025.

The audit reviewed six bus service agencies in the East Bay. These agencies were Alameda-Contra Costa Transit District (AC Transit), Central Contra Costa Transit Authority (County Connection), Livermore Amador Valley Transit Authority (LAVTA, also commonly known as Wheels), Eastern Contra Costa Transit Authority (Tri Delta Transit), Union City Transit, and Western Contra Costa Transit Authority (WestCAT). In addition, the audit also included the Metropolitan Transportation Commission (MTC).

Audit Process:

Following the initial meeting on August 26, 2025, County Connection staff was tasked with gathering hundreds of documents in response to the list of activities outlined in Attachment 1. Documents submitted included: various coordination agreements (such as BART bus bridges, mutual aid, and transfer agreements), schedule and transfer information (such as Clipper, TRANSFER plan, integration studies), current route maps, schedules and rider guides, ridership reports, audited financial statements and capital plans, to name a few. In addition, the audit team conducted a site visit on September 9, 2025 and various virtual meetings and phone calls to clarify and confirm their assessment throughout the process.

A draft report was released to County Connection on March 20, 2026 ahead of the exit interview on March 23, 2026. This report was heavily redacted to exclude data from other the other East Bay bus operators and MTC. In April we received a courtesy copy of the draft report and were provided a five-day review. We were also informed about the planned public release date of May 28th.

County Connection staff was very impressed with the audit team's effective communication, thoroughness and ability to grasp all of the transit concepts presented. Despite this effort being very labor intensive, we appreciate the relationship developed with the audit team.

Final Report:
The final report was released on May 28, 2026 (see Attachment 2). The report provides the summary of key findings and recommendations, an introduction, the audit results (which covers the objectives in Attachment 1), recommendations, appendices and MTC's response to the audit. Since there were no recommendations for the East Bay transit agencies, no response was necessary from us.

There are five main takeaways from the report:

1. The JLAC found that the East Bay agencies regularly coordinate amongst each other, and that travel between different systems was accessible and easy to navigate.
2. There are no recommendations for the East Bay transit agencies.
3. MTC agreed with the three recommendations presented.
4. The audit recommends that the Legislature consider amending state law to extend the Innovative Clean Transit (ICT) regulation deadline or allocate new funds to the transit agencies for these purchases.
5. Combining the East Bay transit agencies was not a recommendation, due to the JLAC's analysis that consolidation may not provide significant financial benefits and would likely have higher costs.

Financial Implications:
None.

Recommendation:
None, for information only.

Action Requested:
None, for information only.

Attachments:
Attachment 1: 2025-120 Audit Scope and Objectives
Attachment 2: East Bay Transit Agencies Report 2025-120 (May 2026)

2025-120 AUDIT SCOPE AND OBJECTIVES
East Bay Transit Agencies—Administrative Oversight

The audit by the California State Auditor will provide independently developed and verified information related to oversight of select East Bay transit agencies in Alameda and Contra Costa counties – WestCAT, County Connection, TriDelta, AC Transit, Union City Transit, and LAVTA. The audit's scope will include, but not be limited to, the following activities:

1. Review and evaluate the laws, rules, and regulations significant to the audit objectives.

2. For the selected transit agencies, determine the following:
   (a) The autonomy each agency has to plan its own routes and invest in transit projects without coordination with other agencies.
   (b) The barriers that may exist to collaboration between transit agencies and their counterparts.

3. From the selected transit agencies, review a selection of routes that cross service areas and that can require riders to transfer between agencies and between different modes of transit to determine the following:
   (a) The clarity of the information provided to riders about how to navigate within and transfer between the systems.
   (b) The availability and accessibility of connecting transfer schedules, including frequency, timing, and any physical obstacles to making a transfer.
   (c) The ease of payment.
   (d) Whether there are duplicative services that could be eliminated.

4. Review pre-pandemic and post-pandemic ridership levels at each of the selected agencies and determine whether ridership has returned to pre-pandemic levels, what ridership initiatives were implemented before the pandemic to improve ridership levels, how current ridership compares to pre-pandemic ridership trends, and what initiatives the agencies have employed since the pandemic to attract riders.

5. Determine the financial condition of the selected agencies by determining their financial reserves, the extent to which they rely on nonoperating revenue as compared to operating revenue, and whether the agencies will face challenges in funding their upcoming capital asset costs.

6. Review MTC's efforts to collaborate and coordinate with the selected agencies and determine whether they have been effective.

7. Determine for each selected agency the amount of funding MTC provides, the restrictions on such funding, and what proportion of the funding the agency used for operating costs and capital expenses.

8. Evaluate whether the selected agencies are at risk of not being able to continue offering or expanding services without further external, nonoperating funding.

9. To the extent possible, determine the likely financial condition of a single transit agency for local bus service serving Contra Costa County and a single transit agency for local bus service

serving Alameda County if such agencies comprised the combined agencies currently operating in each county. Specifically, determine for the new single agency in each county what its potential assets, liabilities, revenue, expenses, and reserves would be.

10. To the extent possible, determine the fiscal benefit of combining transit agencies for local bus service in each of the two counties and identify legal and practical impediments to merging transit agencies for local bus service.

11. Review and assess any other issues that are significant to the audit.

Attachment 2

East Bay Transit Agencies

They Collaborate Consistently but Face Declining Reserves, Slow Ridership Recovery, and Barriers to Consolidation

May 2026

REPORT 2025-120

CALIFORNIA STATE AUDITOR
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Grant Parks *State Auditor*

Mike Tilden *Chief Deputy*

May 28, 2026

2025-120

The Governor of California
President pro Tempore of the Senate
Speaker of the Assembly
State Capitol
Sacramento, California 95814

Dear Governor and Legislative Leaders:

As directed by the Joint Legislative Audit Committee, my office conducted an audit of six East Bay transit agencies providing bus service in Alameda and Contra Costa counties and the Metropolitan Transportation Commission (MTC). Our assessment focused on the agencies' coordination with each other, their financial conditions, and the potential benefits and challenges of combining these transit agencies. The following report details the audit's findings and conclusions. In general, we determined that the agencies are coordinating with each other and that transferring between transit systems is generally straightforward and accessible; however, the East Bay transit agencies are at risk of having to reduce service in the near future because of structural budget deficits, and combining these agencies is alone unlikely to solve these financial difficulties.

We found that the transit agencies regularly coordinate, including directly with each other and as part of regional initiatives, and there are few barriers to their collaboration. To arrive at this conclusion, we rode 25 percent of East Bay transit agencies' bus routes that cross service areas, and we did not identify significant obstacles for transit riders, such as difficulty transferring between the agencies. However, MTC has taken longer than it initially projected to complete many of its regional initiatives to improve the transit rider experience in the Bay Area. In fact, my office reviewed nine of these initiatives, and MTC has not completed any of them within its preliminary time frames.

We also determined that five of the six selected transit agencies may exhaust their reserves within the next one to five years and may need to reduce service if they do not secure additional funding. The East Bay transit agencies also anticipate challenges in meeting the State's requirements to purchase zero-emission buses because of the vehicles' high cost.

My office attempted to identify benefits of combining the selected transit agencies but found that various combinations did not resolve the financial challenges of the individual agencies, in part because the combined entities would still have negative unrestricted net positions. Various legal impediments would also complicate such combinations, including federal protections for private contractors. Finally, we determined that standardizing wages and benefits after combining agencies could increase overall labor costs because AC Transit has significantly higher labor costs than the other agencies.

Respectfully submitted,

GRANT PARKS
California State Auditor

Selected Abbreviations Used in This Report

AC Transit	Alameda-Contra Costa Transit District
ARPA	American Rescue Plan Act
BART	Bay Area Rapid Transit
CARB	California Air Resources Board
CARES	Coronavirus Aid, Relief, and Economic Security Act
County Connection	Central Contra Costa Transit Authority
FTA	Federal Transit Administration
JPA	Joint powers agency
LAVTA	Livermore Amador Valley Transit Authority
MTC	Metropolitan Transportation Commission
OPEB	Other postemployment benefits
STA	State Transit Assistance
TDA	Transportation Development Act
Tri Delta Transit	Eastern Contra Costa Transit Authority
WestCAT	Western Contra Costa Transit Authority

Contents

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Summary of Key Findings and Recommendations

Our audit reviewed six bus service agencies in the San Francisco Bay Area's East Bay (East Bay transit agencies). These agencies were Alameda-Contra Costa Transit District (AC Transit), Central Contra Costa Transit Authority (County Connection), Livermore Amador Valley Transit Authority (LAVTA, also commonly known as Wheels), Eastern Contra Costa Transit Authority (Tri Delta Transit), Union City Transit, and Western Contra Costa Transit Authority (WestCAT). Our audit also included the Metropolitan Transportation Commission (MTC), which is responsible for regional transportation planning throughout the San Francisco Bay Area. During our review of these transit agencies and MTC, we identified the following key findings:

- The East Bay transit agencies have implemented several initiatives to encourage ridership, but ridership levels for most agencies have only recovered between 59 and 83 percent of their pre-pandemic ridership as of fiscal year 2024–25. As an example of such initiatives, some agencies implemented free ride programs for youth aged 18 and under or made some routes that serve low-income communities free. Most East Bay transit agencies have recently surveyed their riders and those who do not use their services to understand how the agencies can better serve their communities and attract additional riders. The responses to those surveys indicate that riders want more frequent service and greater route coverage. The slow post-pandemic transit ridership recovery we identified is consistent with trends elsewhere in the Bay Area, California, and nationally.

- The East Bay transit agencies regularly coordinate with one another as needed when adjusting routes or schedules and when working on regional initiatives. We found only one minor barrier to their collaboration in the form of agencies using different bus stop identification numbers for the same bus stop, which at times can complicate schedule coordination. The governing documents for the East Bay transit agencies do not constrain their autonomy to plan routes or invest in projects, but state law and MTC regulations do provide some restrictions. For example, as a condition of receiving certain funds, MTC requires transit agencies to participate in various regional initiatives to improve the rider experience, such as fare coordination working groups and mapping and wayfinding projects. Moreover, we determined that MTC has actively facilitated coordination and collaboration with transit agencies in the region, but we identified that it could improve its effectiveness in implementing timely actions. For example, MTC is working to implement a Transit Transformation Action Plan to improve the rider experience through reduced fares and improved signage using new regional standards. However, MTC has taken longer to implement this plan than initially projected and has not updated the public with revised implementation timelines.

- To test the ease or difficulty riders may experience when riding routes that cross the service areas of multiple transit agencies, we took 12 reasonable trips that daily riders in the applicable service areas might take during commute hours. This selection represents approximately 25 percent of the East Bay transit agencies' routes that cross into each other's service areas. We did not identify significant obstacles for transit riders or problems with transferring between agencies. For example, 13 of the 24 bus stops we visited included posted bus schedules, and all 24 displayed customer service phone numbers, website addresses, or QR codes available to link riders to schedule and transfer information. We did find that some agencies could improve the quality of information at some bus stops, such as increasing the readability of some signs. Moreover, we did not identify any redundant or duplicative services among agencies with overlapping service areas.

- Apart from Tri Delta Transit, the selected East Bay transit agencies have adequate financial reserves in the short term; however, all but Union City Transit are at risk of depleting those reserves without new funding—some as soon as fiscal year 2026–27. Rising operating costs and limited fare revenue may force these five agencies to consider service reductions if they cannot secure new funding. We determined that fare increases alone cannot address the deficits that transit agencies project. In contrast, Union City Transit, which is part of the city's public works department and therefore experiences minimal overhead, appears financially stable and is unlikely to reduce service in the medium or long term because of its limited reliance on reserves. Further, the agencies anticipate challenges meeting a state zero-emission vehicle purchasing requirement because the vehicles can be double the cost of diesel vehicles. They are considering seeking one-year exemptions from the requirement from the California Air Resources Board (CARB), but they have indicated that longer exemptions may be necessary. Finally, although MTC's roles and responsibilities for coordinating funding for the region vary depending on the funding source, it disbursed a total of more than $1 billion to the selected transit agencies over the past three fiscal years for operating and capital expenses.

- We combined the financial statements of the East Bay transit agencies in Alameda County and those in Contra Costa County to assist in determining the likely financial condition of a single, unified bus agency in each of these two counties. The financial information we aggregated indicates that combining these agencies may not provide significant financial benefits because the underlying agencies themselves have negative financial conditions. Specifically, we found that the transit agencies and the hypothetical county-based agencies have negative unrestricted net positions, an important indicator of financial health that serves as a measure of the financial resources available to the agency. As a result, the combined agencies would have limited resources for future operations or expansion of services. Similarly, a single hypothetical transit agency combining all six transit agencies we reviewed also does not appear more financially advantageous. The decision around merging agencies also involves other highly uncertain factors, such as potential increases in operating costs and how the Legislature might choose to dissolve existing agencies if it were to do so. Specifically, because AC Transit directly employs its union-represented staff and the other agencies contract out most of their operations, the resulting combined agencies would likely have higher labor costs than five of the individual agencies currently pay. Further, we also identified significant legal and practical impediments that could limit the feasibility of combining the existing East Bay transit agencies into two new transit agencies in Alameda and Contra Costa counties. For example, over $30 million in voter-approved funding for AC Transit could disappear if AC Transit were dissolved and split into two separate county transit agencies. Additionally, a split of AC Transit could result in inconvenience and commute delays for certain disadvantaged communities in Contra Costa County, such as El Cerrito and Richmond, who would lose direct bus service to job centers such as Oakland in Alameda County.

To address these findings, we have made recommendations to the Legislature and MTC. We recommend that the Legislature consider amending state law to extend the deadline that agencies currently have to make all new bus purchases zero-emission buses or allocate new funds to the transit agencies for these purchases. Additionally, we recommend that MTC identify any additional funding sources, such as federal, state, or locally-generated revenue, that could be obtained and directed to transit agencies at risk of reducing services. We further recommend that MTC establish realistic and attainable time frames for each of its transit action plan items by setting major milestones and identifying risks and mitigation strategies for delays caused by interdependent activities.

Agency Comments

MTC agreed to implement our recommendations. Because we did not make recommendations to the East Bay transit agencies, we did not expect a response from them.

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Introduction

Background

The six current bus service agencies in the East Bay developed over many decades to serve distinct geographic areas. In 1956, voters approved the establishment of AC Transit, providing public transportation services to many of the western portions of Alameda and Contra Costa counties. Although AC Transit later expanded to other areas in the region, it did not provide comprehensive bus services for the entirety of the two counties. Consequently, in the 1970s and 1980s, new transit agencies formed to provide public transportation services in other areas of the East Bay to meet local needs. The text box provides a brief chronology of when each agency was formed.

Year Founded

1956 – AC Transit

1974 – Union City Transit

1976 – Tri Delta Transit

1977 – WestCAT

1980 – County Connection

1985 – LAVTA

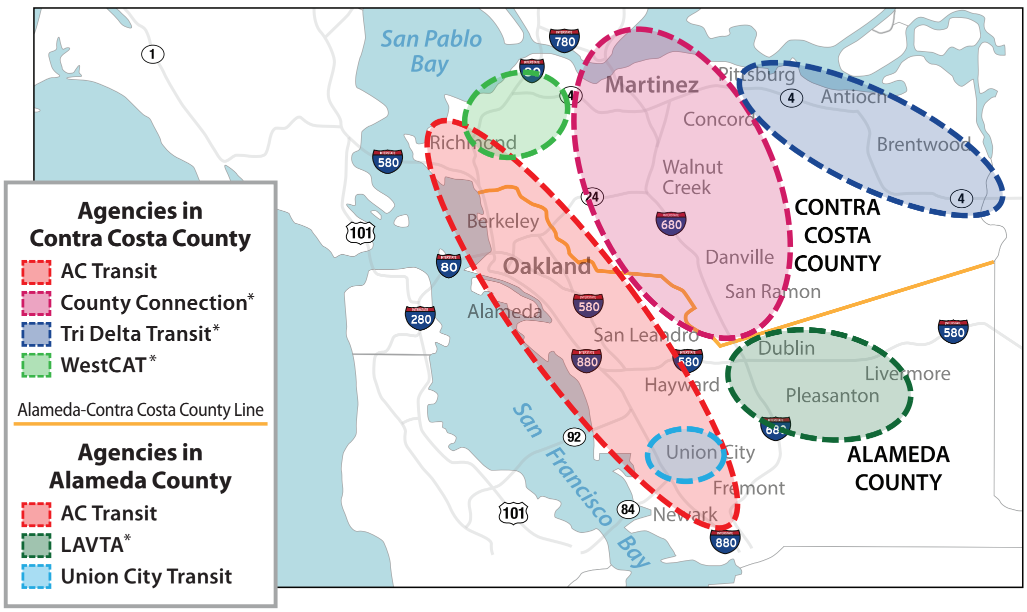
Source: JPA agreements and agency websites.

The Legislature directed our office to assess MTC and these six transit agencies, whose approximate service areas we display in Figure 1. Although each of the six transit agencies provide similar bus and transportation services, they differ in the geography they serve and their governing structures. For example, AC Transit is a transit district pursuant to state law governed by an elected board of directors, and Union City Transit is a city-run bus service. The remaining four agencies we reviewed—County Connection, LAVTA, Tri Delta Transit, and WestCAT—are joint powers agencies (JPAs), which are formed by an agreement between public entities—like cities or counties—to jointly exercise any power common to those entities.

MTC was created in 1971 by state law to provide comprehensive regional transportation planning for the San Francisco Bay Area. It plays a key role in coordinating and overseeing state and federal transit funding for all Bay Area transportation agencies. MTC receives federal funds and then reallocates those funds to transit agencies, and it allocates state funds to transit agencies that are in accordance with MTC's transit agency coordination plan. From fiscal years 2022–23 through 2024–25, MTC disbursed more than $1 billion to the selected East Bay transit agencies, which represents nearly half of the over $2 billion in revenue that the agencies received during the same period. State law requires MTC to facilitate coordination of fares and schedules between transit agencies in the region, and MTC has the power to apportion or withhold funds from agencies that do not follow specified coordination requirements.

Lawmakers and advocates have cited a variety of concerns about the rider experience and the future of transit in the East Bay, such as difficult and time-consuming transfers across service areas and the financial strain agencies face. For example, some agencies have reduced bus service or are seeking additional funding to maintain their services. Advocates have claimed that the large number of transit agencies in the region is less beneficial to riders than if there were just one agency managing transit throughout the Bay Area. These concerns have led some to consider whether merging transit agencies in the region would produce fiscal benefits and improved rider experiences. The Joint Legislative Audit Committee (Audit Committee) asked our office to assess the transit agencies' capacity to effectively coordinate with one another, MTC's oversight, the agencies' financial conditions, and the projected financial conditions and benefits of combining existing transit agencies in the East Bay into just two agencies, with one serving Alameda County and the other serving Contra Costa County.

Figure 1
East Bay Transit Agencies' Service Areas



Source: Google Maps and auditor review of agencies' system maps.

Note: The service area boundaries shown here are rough approximations. Some transit agencies have direct or express routes that connect service areas.

* These agencies are joint powers agencies whose member entities are the cities and counties in the shaded areas.

Ridership Recovery of Transit Agencies

Key Points

- The East Bay transit agencies have implemented several initiatives to encourage ridership, but as of fiscal year 2024–25, most agencies had not reached their pre-pandemic ridership levels.

- Most East Bay transit agencies have recently surveyed their riders and nonrider residents in their service areas. Those responses indicate that, although riders are generally satisfied with the agencies' services, riders and nonriders alike want higher frequency routes. The objectives mentioned below refer to the audit objectives detailed in Appendix C, Table C.

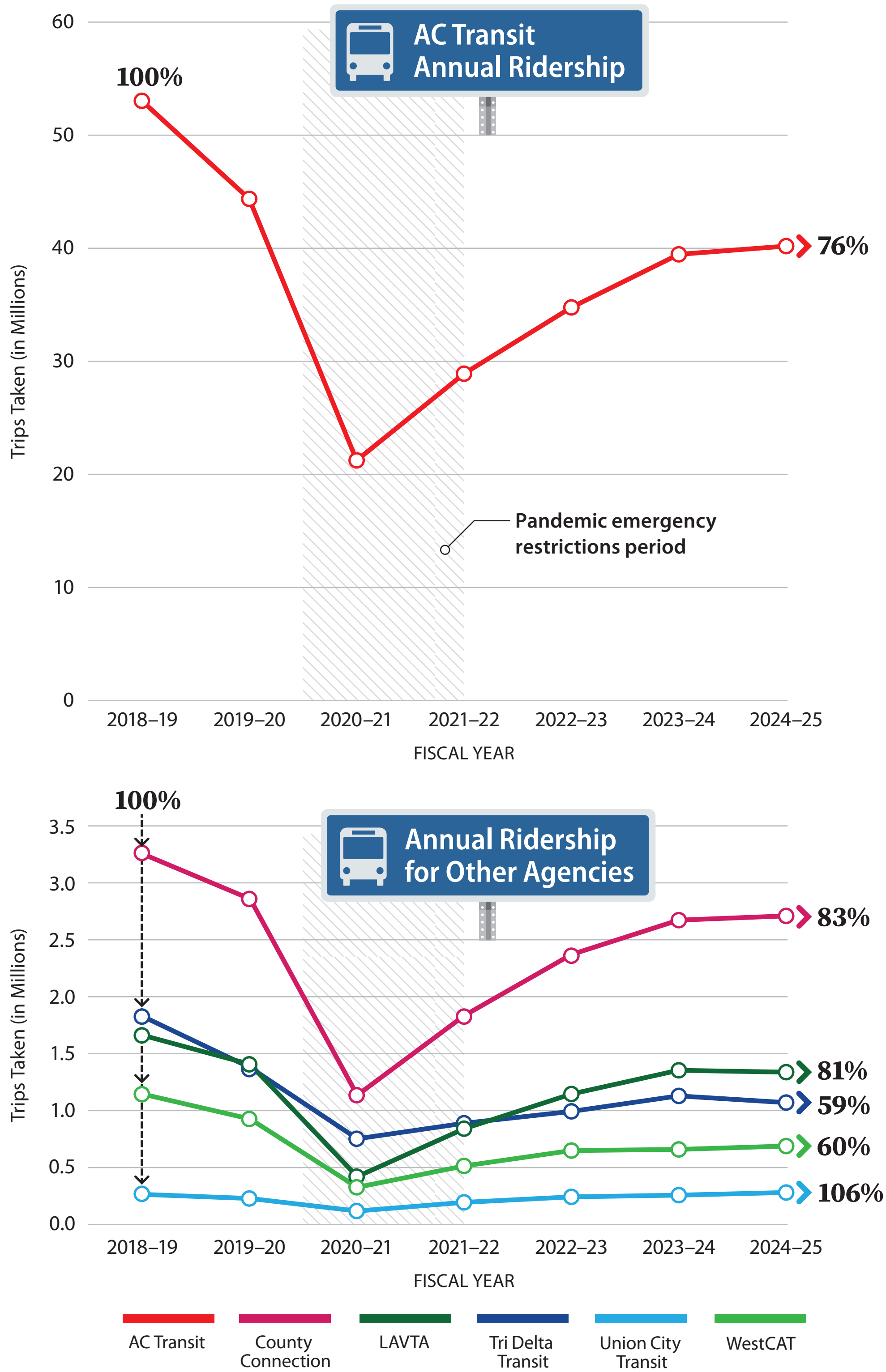
Objective 4:

How Has Ridership Changed Since the Pandemic and How Have Agencies Responded?

Pre- and Post-Pandemic Ridership

Ridership for the six East Bay transit agencies declined steeply during the pandemic, and, as Figure 2 shows, five of those six agencies have not fully recovered since the pandemic emergency restrictions ended. Only Union City Transit has exceeded its pre-pandemic ridership levels. In contrast, fiscal year 2024–25 ridership for the five other agencies ranged from 59 to 83 percent of their pre-pandemic levels. This decline in ridership compared to the period before the pandemic is not unique to the agencies we reviewed; rather, it is consistent with trends elsewhere in the Bay Area, California, and nationally. For example, in a May 2025 report, MTC estimated that Bay Area transit ridership has recovered to approximately two-thirds of pre-pandemic levels, and a recent Federal Transit Administration (FTA) report found that nationally total transit ridership was approximately 78 percent of 2019 levels in 2024. We reviewed four studies that investigated why transit ridership has been declining generally. They reported that, in the years prior to the pandemic, transit ridership declined in part because of increases in car ownership and ride hailing apps, such as Uber and Lyft. In more recent years, the prevalence of remote work has further contributed to reduced demand for public transit.

Figure 2
Five of Six Transit Agencies' Ridership Levels Have Not Yet Recovered From Impacts of the Pandemic



Source: University of California COVID timeline and audit and ridership reports from AC Transit, County Connection, LAVTA, Tri Delta Transit, Union City Transit, and WestCAT.

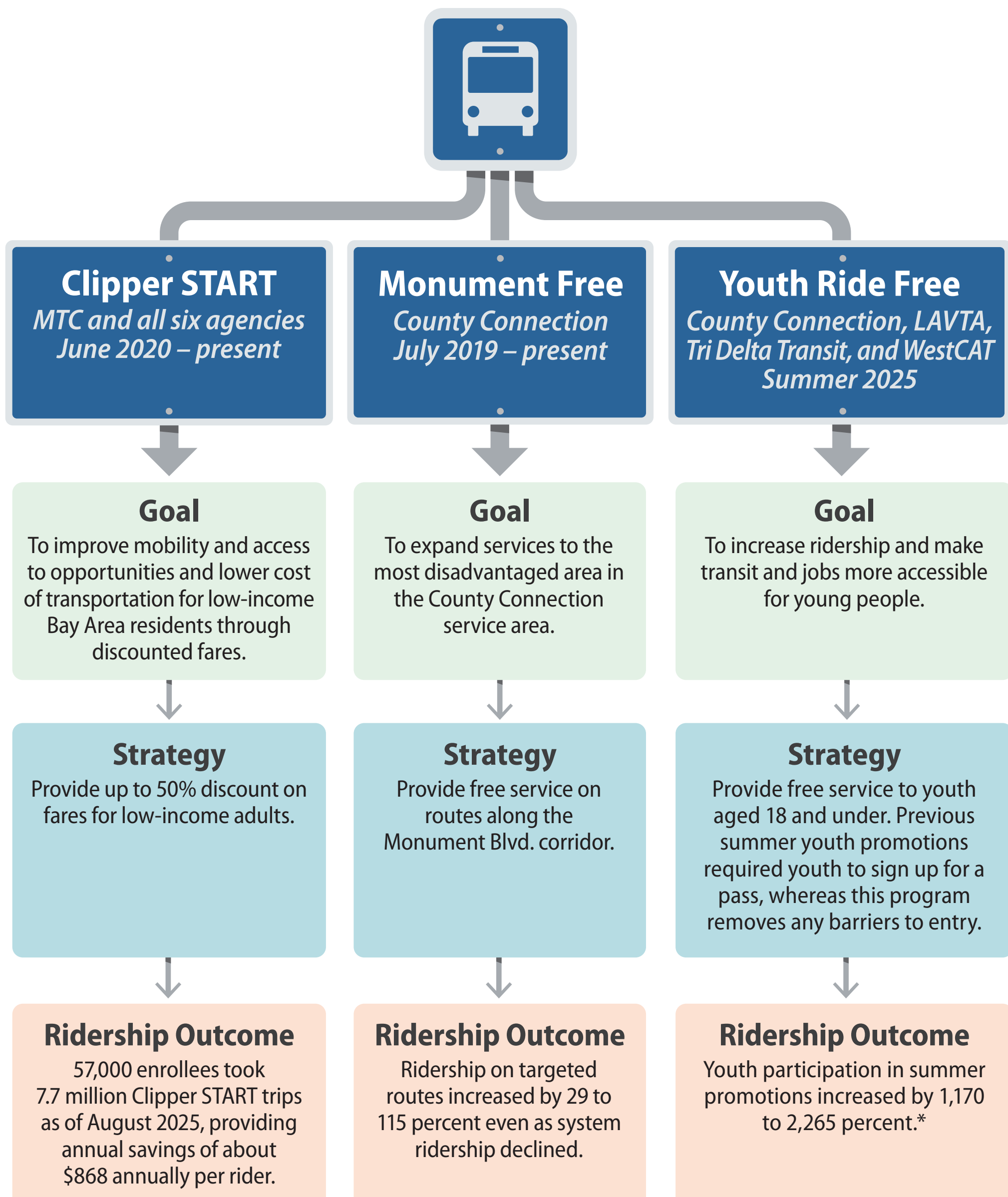
Note: Ridership is measured in the total boardings across all routes and service days in a given fiscal year. Percentages represent ridership level as share of fiscal year 2018–19 ridership.

Ridership Initiatives

To encourage residents to take public transit, transit agencies sometimes conduct ridership initiatives, free fare promotions, and marketing campaigns to highlight the value of their services. These initiatives have not all necessarily increased ridership but have generally benefited riders, including by providing free fares to specific or general populations. We reviewed a range of ridership initiatives that the transit agencies conducted from 2018 through 2025. We found that they implemented some initiatives in the two years before the pandemic, but most of the initiatives we analyzed occurred after the pandemic. Figure 3 describes a few examples of notable ridership initiatives and their outcomes. The three initiatives displayed in the figure required varying degrees of spending from the agencies themselves, sometimes offset by external funding from MTC or other entities. For example, with funding from the State's Low Carbon Transit Operations Program, County Connection launched its Monument Free Program, which eliminated fares on three routes that predominantly serve low-income communities. Since the implementation of this initiative in 2019, ridership along these three routes has increased by between 29 and 115 percent, even as systemwide ridership declined by 20 percent. In summer 2025, County Connection, LAVTA, Tri Delta Transit, and WestCAT all participated in the Youth Ride Free summer program, offering free fares for riders age 18 and younger. The program aimed not just to increase transit use for that summer but to encourage lifelong public transit use. All four agencies identified an increase in youth ridership as a result of the program. Because our review of ridership data did not extend past fiscal year 2024–25, we cannot determine the impact of the program on youth ridership at these agencies in the time since the promotion ended.

Although these initiatives may have had limited impacts on specific ridership groups, we could not determine a direct relationship between the initiatives an agency pursued and the overall rate of ridership recovery. For example, we identified seven notable ridership initiatives that Tri Delta Transit pursued, including a partnership campaign with the Transit mobile app, participation in the previously mentioned Youth Ride Free promotion, and major service adjustments following a comprehensive operations analysis. Despite these efforts, Tri Delta Transit's ridership recovery has not kept pace with most of the other bus transit agencies in the East Bay. In contrast, we identified only three ridership initiatives at Union City Transit, and these initiatives tended to be much smaller in scale, such as the elimination of paper transfers for customers exiting the Union City Bay Area Rapid Transit (BART) station in 2021. Nevertheless, Union City has experienced the strongest ridership recovery of the six agencies under review. Management at Union City Transit attributes the agency's ridership recovery not to any particular policy choice but to two possible factors, with one being the number of student riders in its service area who use its services. As Table 1 shows, 36 percent of Union City Transit's riders were students in fiscal year 2024–25. However, LAVTA's overall ridership recovery was not as complete, despite even higher youth ridership. Union City's transit manager stated that another contributing factor could be that Union City Transit never reduced its overall service hours by redirecting service during the pandemic and was able to maintain higher frequencies on key routes. In contrast, the transit manager stated that he believed other agencies did reduce service hours and have not been able to restore them to increase their frequencies again, possibly contributing to riders' reluctance to use or go back to public transit. Union City Transit has also experienced a unique growth in its weekday ridership that has increased at equal pace to its weekend ridership since the pandemic. For all other agencies, weekday ridership growth has lagged behind that of weekend ridership.

Figure 3
Ridership Initiatives Have Provided Benefits to Transit Users



Source: Agency documents.

* This range does not include LAVTA because its prior summer youth promotion was not as comparable.

Table 1
LAVTA and Union City Transit Experience Considerably Higher Youth Ridership Than County Connection

AGENCY	ADULT	RTC*	SENIOR CITIZEN	YOUTH (STUDENT)
County Connection	69%	7%	13%	12%
LAVTA	49%	3%	8%	40%
Union City Transit	51%	3%	10%	36%

Source: Fiscal year 2024–25 Clipper ridership reports from County Connection, LAVTA, and Union City Transit.
Note: AC Transit, WestCAT, and Tri Delta Transit do not have information available about age groups.
* RTC (Regional Transit Connection), now known as *Clipper Access*, is for riders with certain disabilities.

Rider Satisfaction Surveys

All six agencies have either recently conducted a customer satisfaction survey to understand how to improve the passenger experience, or currently have a survey underway, as shown in the text box. As Table 2 demonstrates, most survey respondents indicated satisfaction with the respective agency's services. For example, LAVTA's 2025 survey, carried out in September and October of that year, found that riders were generally satisfied with the transit agency's services, and over 70 percent of riders rated timeliness, cleanliness, and the helpfulness of bus drivers as 4 or 5 on a 5-point scale. County Connection's 2023 survey reported general rider satisfaction with its services, particularly the cleanliness of the buses, driver courtesy, and connections with other transit agencies. In WestCAT's 2024 survey, a majority of respondents indicated that more frequent service and improved real-time arrival information at major bus stops was important or very important, but like LAVTA and County Connection riders, they also indicated overall satisfaction with WestCAT's services, particularly the courtesy and helpfulness of drivers. Finally, although Union City Transit had not conducted a customer satisfaction survey in recent years, its manager noted that it began a survey in March 2026 that aims to reach both riders and nonriders. MTC's recent survey of Union City Transit passengers found that a majority of respondents rated their experience as *good* or *excellent*.

Timing of Rider and/or Nonrider Surveys

AC Transit: 2023

County Connection: 2023, 2025

Tri Delta Transit: 2024

WestCAT: 2024, 2025

LAVTA: 2025

Union City Transit: 2026

Source: Agency survey documents.

Table 2
According to Recent Customer Surveys, Most Riders Are Satisfied With Existing Services

AGENCY	DATES SURVEY CONDUCTED	MODE OF SURVEY AND NUMBER OF RESPONDENTS	KEY FINDINGS
AC Transit	April – May 2023	Bus stop in-person surveys 1,101 respondents	• 64% satisfied with overall experience • 51% satisfied with bus stop signage • 48% satisfied with reliability
County Connection	October – November 2023	Onboard survey 872 respondents	• 73% rated connections with other transit agencies as good or excellent • 57% rated on-time operation/reliability as good or excellent • 26% desired more frequent service
LAVTA	September – October 2025	Onboard survey 286 respondents	• 88% satisfied with LAVTA's service • 83% satisfied with ease of use of route/service information • 75% satisfied with on-time operation
Tri Delta Transit	June – July 2024	Online Community Survey 205 respondents	• 59% rated ease of navigating the transit system as good or excellent • 58% rated agency communications with riders as good or excellent • 61% rated service reliability as good or excellent • 51% of riders indicated more frequent service as service improvement priority
WestCAT	December 2024	Onboard Survey 640 respondents	• 65% rated overall satisfaction with WestCAT's services as very good or excellent • 59% rated the directness of routes as very good or excellent • 61% preferred more frequent service over extending geographic coverage with lower frequency

Source: Agency survey reports.

Four of the six agencies—AC Transit, County Connection, Tri Delta Transit, and WestCAT—have also recently attempted to survey nonriders in their service area to gain a better understanding of what might encourage residents to increase their use of public transit. Some examples of factors that nonriders said would encourage them to use the agencies' services are listed in the text box. From January to March 2025, WestCAT conducted an online survey of nonriders who live or work in the WestCAT service area. The survey asked what improvements would make them consider using WestCAT. Most respondents indicated that more frequent service and real-time arrival information would make them more likely to use WestCAT's services. *Faster service* and *service closer to where riders want to go* were also popular responses. About 30 percent of respondents indicated that better connections to other transit systems would be an attractive improvement. These current nonrider-respondents indicated that they would be more likely to use WestCAT if it offered improved coordination or integration with other transit providers, such as BART and AC Transit. The survey noted that these comments reflect a strong desire for WestCAT to function more effectively as part of an integrated regional transit network.

Factors That Nonriders Indicate Would Encourage Them to Use East Bay Transit Services

- More frequent service
- Real-time information
- Services closer to residence
- Shorter wait times and delays
- Increased weekend and evening service
- Faster service

Source: Agency survey documents.

Tri Delta Transit, AC Transit, and County Connection recently conducted surveys that reached both riders and nonriders. As part of the Realign project, which launched a new bus network across its system, AC Transit conducted a survey from April through June 2023 that included both riders and nonriders. The survey found that riders and nonriders alike value high frequency, short wait times, and reliable on-time performance. In June and July 2024, Tri Delta Transit conducted an online community survey that included nonriders and found similar priorities for improving transit to attract them to use its system. Most respondents indicated general satisfaction with existing services, particularly the agency's communication with riders. However, many also indicated that they would like Tri Delta Transit to offer more frequent service, increased weekend and evening service, better-timed transfers with BART, and more direct service closer to where they want to travel. In October and November 2025, County Connection also conducted an online survey of riders and nonriders. When asked to rank the importance of several potential actions to make riding the bus more appealing, survey respondents indicated that efforts to reduce travel time for passengers by decreasing the amount of time it takes to get from one stop to another and reducing delays were the most important actions. In written responses, many respondents additionally cited more frequent service as a factor that would encourage them to ride transit more often. However, as we discuss in the Objective 8 section of this report, the agencies are generally not in a position to expand service because most may need to cut existing services in the future unless they secure additional funding. Moreover, a 2020 study determined that the Bay Area lost more than five percent of its annual riders in 2017 and 2018 despite service increases. As a result, even if agencies were financially positioned to respond to nonriders' desire for increased service, doing so would not necessarily lead to increased ridership.

LAVTA confirmed that it plans to complete a market study by October 2026 that will include nonriders and that it has taken steps to hire a contractor to complete this study. Union City stated that the transit planning process it recently started will allow it to obtain this public transit feedback. As of March 2026, Union City Transit has a survey underway to obtain information on rider and nonrider preferences for future service adjustments.

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Coordination Among Transit Agencies

Key Points

- The governing documents for the East Bay transit agencies do not constrain their autonomy to plan routes or invest in projects, but state law and MTC rules do provide some coordination requirements. Additionally, the East Bay transit agencies collaborate with each other regularly, and we identified only one example of a barrier to coordination between the agencies.

- We rode 25 percent of East Bay transit agencies' bus routes that cross service areas, and we did not identify significant obstacles for transit riders transferring between service areas, although agencies could improve the quality of information at some bus stops. We also did not identify any duplicative routes among agencies with overlapping service areas.

- MTC actively coordinated with transit agencies on transit action plan items related to improving the rider experience, although actions took longer to implement than MTC initially projected. We further found that all selected agencies are compliant with regional accountability measures MTC has established that focus on coordination and improving the customer experience.

Objective 2:

Does Transit Agency Autonomy Limit Collaboration?

Transit Agency Policies and Coordination Requirements

Our review of agency policies did not find that they impose limitations on the agencies' autonomy to plan routes or invest in transit projects. The agencies' governing documents—including joint powers agreements, board policies, or by-laws—do not impose clear requirements that would restrict their autonomy when planning routes or investing in projects. For example, Tri Delta Transit and WestCAT note in their joint powers agreements that they will cooperate with other agencies to provide a connected regional transit service, but this language is broad and does not establish specific requirements. AC Transit uses similar language in its board policies. Union City Transit has an internal policy that allows it to take advantage of cooperative agreements or joint procurements, but its transit manager noted that this is not a requirement. LAVTA's bylaws explicitly state that its board will determine when LAVTA will coordinate with other agencies, reinforcing the agency's autonomy to plan routes and invest in transit projects. Therefore, we determined that the agencies' governing documents do not impose requirements that limit their autonomy to plan routes or invest in projects.

Legal Requirements to Coordinate With Other Transit Agencies

Examples of MTC Coordination Requirements for Transit Agencies

Have a revenue sharing agreement with every connecting agency, which can include free or discounted transfers.

Waive fees for permits they would otherwise charge to MTC, other agencies, or contractors to implement and maintain transit coordination projects.

Provide accurate, complete, and timely route, schedule, and fare data for dissemination to third parties, such as Google Maps.

Source: MTC resolution.

MTC and state law require coordination between the transit agencies that impose some limits on transit agency autonomy to invest in transit. State law requires MTC to adopt rules and regulations to promote the coordination of fares and schedules for all public transit systems within its jurisdiction and authorizes it to withhold funds from agencies that do not participate in a regional transit coordinating council. According to state law, the regional transit coordinating council is an entity that MTC must have established to better coordinate routes, schedules, fares, and transfers among the San Francisco Bay Area transit agencies. MTC passed a resolution that allows it to withhold, restrict, or reprogram funds and allocations to a transit agency to the extent allowed by statute, rule, regulation, or MTC policy if it determines that the agency has not made reasonable efforts to implement coordination requirements that the text box describes.[1] Agencies that do not meet these requirements could lose their funding, which effectively limits their autonomy to invest in some transit projects.

Transit Agency Collaboration

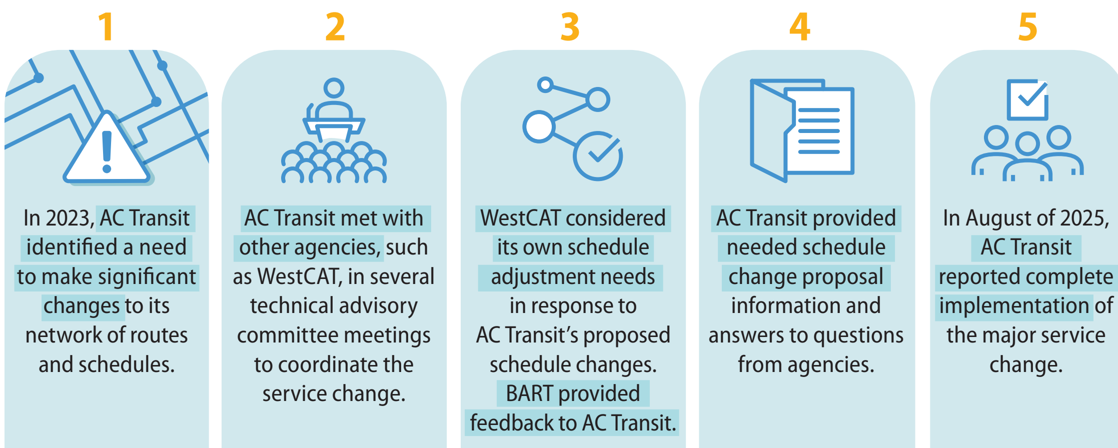
The East Bay transit agencies follow a structured process to implement service changes, including synchronizing schedules across the Bay Area. In recent years, BART reported that many transit agencies across the Bay Area have modified their processes so that they implement schedule changes at the same time twice each year—once in January and again in August. According to BART, the number of agencies that have aligned their schedule changes with BART increased from four to 20 of 27 transit agencies in the Bay Area from 2022 through 2025. BART noted that agencies meet several months in advance of the schedule changes to share planned changes and identify opportunities to improve transfers. BART attributed this improved engagement to Bay Area transit general managers meeting on a weekly basis to make transit more rider-focused and efficient.

Agencies also coordinate individually as needed when other agencies are considering service changes that may affect their routes or riders. As Figure 4 shows, AC Transit coordinated with WestCAT while planning its own service changes. Specifically, WestCAT asked AC Transit whether it planned to change the frequency of routes serving Contra Costa College, to ensure convenient connections between WestCAT's and AC Transit's routes. In response, AC Transit noted that some routes would have 30 minute frequencies while others would only have slight schedule changes. It also provided its proposed schedules to WestCAT, which facilitated planning further

1 MTC stated that it has written letters to transit agencies related to coordination compliance, but agencies ultimately complied with MTC's requirements, and it determined no sanctions were needed.

schedule changes. In another instance, Union City Transit staff asked a question about changes to route frequencies, to which AC Transit staff provided an answer to facilitate coordination with Union City Transit.

Figure 4
AC Transit Coordinated With Other Agencies During Its Most Recent Service Change



Source: AC Transit meeting minutes, communications with other agencies, and interview confirmation.

By reviewing related meeting minutes, we determined that the East Bay transit agencies also participate in regular regional meetings to facilitate collaboration. Table 3 shows five examples of regional meetings in which the East Bay transit agencies gather with each other and with other regional agencies to coordinate on transit matters in the Bay Area. For example, AC Transit's general manager and six other executives from Bay Area transit agencies meet monthly as part of the Regional Network Management Council to focus on customer initiatives. The other five agencies—County Connection, LAVTA, Tri Delta Transit, Union City Transit, and WestCAT—convene weekly as part of Small Operator General Manager meetings to share updates, such as on Regional Network Management activities, and discuss projects aimed at improving the rider experience.

Notwithstanding having identified strong evidence of ongoing communication among transit agencies, we still searched for any barriers that might prevent the East Bay transit agencies from coordinating transit projects or that could affect their daily operations. Coordination can become necessary when an agency plans to adjust a route that interacts with another agency's network and that agency wants to provide good connections with those networks. We found only one example of a barrier to coordination: Union City Transit's transit manager noted that agencies have different bus stop identification numbers, which can present challenges when coordinating schedules because if two transit agencies use different numbering systems, one agency's reference to a bus stop number may cause confusion about which bus stop the agency is actually discussing. However, MTC is currently working on a solution to address this issue through a wayfinding and mapping standards project, which we discuss in relation to Objective 6. Most of the East Bay transit agencies stated that they have not found there to be significant barriers to their collaboration.

Table 3
Each of the East Bay Transit Agencies Regularly Participates in Meetings to Coordinate on Regional Transit Matters

GROUP	PURPOSE OF GROUP	PARTICIPANTS	FREQUENCY	START DATE
Small Operator General Manager meeting	Share updates and discuss regional matters affecting small transit agencies, including projects aimed at improving the customer experience	County Connection, LAVTA, Tri Delta Transit, Union City Transit, WestCAT, and 12 other members	Weekly	May 2020
Alameda County Technical Advisory Committee	Provide technical expertise, analysis, and recommendations related to transportation planning, programming, and funding	AC Transit, LAVTA, Union City Transit, nine other agencies, and representatives from the County and each city in the County	Monthly	March 2012
Contra Costa Technical Coordinating Committee	Provide advice on technical matters that may come before the Contra Costa Transportation Authority and act as a primary technical liaison between the Authority and other regional committees	AC Transit, County Connection, Tri Delta Transit, WestCAT, and BART	Monthly	March 1993 or earlier
Regional Network Management Council	Work on customer-focused initiatives and provide guidance on regional transit policies and actions	AC Transit, seven other Bay Area transit agencies, such as MTC, BART, and Caltrain, and three general managers representing all other Bay Area transit agencies	Monthly	November 2023
Contra Costa Bus Transit Coordinating Committee	Oversee and make recommendations for the programing and expenditures of local funds, as well as provide a forum to consider countywide bus issues	AC Transit, County Connection, Tri Delta Transit, WestCAT, and BART	Quarterly	February 2011

Source: Meeting and bylaw documentation from transit agencies.

Two reasons that few barriers to collaboration exist may be partly because half of the agencies do not have significant overlap of their service areas and because the agencies make a concerted effort to eliminate any barriers. For example, we found that only 15 percent or less of County Connection's, LAVTA's, and Tri Delta Transit's routes require coordination. In contrast, about 33 percent of AC Transit's routes, 58 percent of WestCAT's, and all of Union City Transit's routes require coordination with other agencies. To complete our analysis, we visually identified a selection of routes that cross service areas and routes that share stops with other East Bay transit agencies, both of which indicate a need for coordination. However, as we describe above, we observed effective coordination among these agencies through regional transit agency meetings and other ad-hoc schedule coordination, and we also describe the risk of duplicative services under Objective 3. Regarding efforts to eliminate barriers, Union City Transit's transit manager stated that before the pandemic, BART would only announce to certain transit agencies, not all transit agencies, when it was making service changes and that it often provided little advance notice. Since the pandemic, BART's service change announcements have been made earlier and have included more transit agencies, allowing for better alignment of schedules across the region. Additionally, MTC's Transit Transformation Action Plan (transit action plan) includes various efforts to increase coordination in the region, which we explain in greater detail related to Objective 6.

Objective 3:

Can Riders Easily Navigate Interagency Transit Connections?

Review of Bus Stops and Accessibility

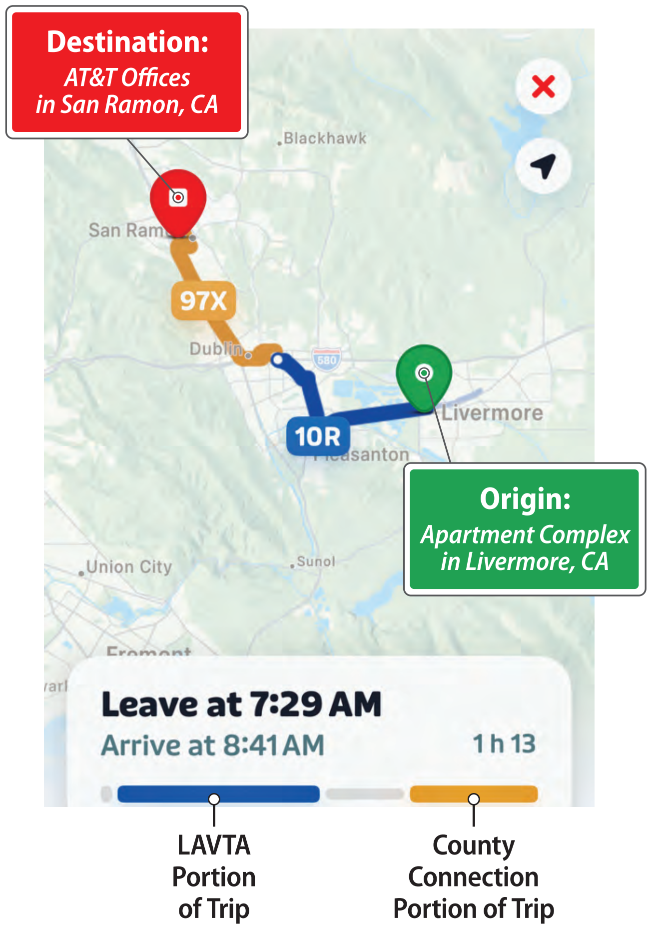
To assess the quality and ease with which riders can transfer between agency service areas, we rode a significant portion of the relevant bus routes ourselves. In total, we boarded 23 buses and several BART trains across 12 trips to identify potential problems the public may experience when making trips that require transfer from one agency's service area to another. We selected our routes by determining reasonable trips that daily riders in the applicable service areas might take, such as from an apartment complex to a corporate office or from a residential neighborhood to a California State University campus. Some of the trips involved transfers from one agency to another, including to a BART train, whereas a few only involved transfers within the agencies' own respective service areas. Figure 5 displays an example of a trip we took that crossed service areas and required a transfer between agencies. We tested trips from Wednesday through Friday between 7:30 a.m. and 5 p.m. To ensure that the selected trips reflected varied rider experiences at different times of day, six of our trips began in the morning, and the remaining six trips began in the afternoon. Across these 12 trips, we rode approximately 25 percent of the East Bay transit agencies' routes that cross into other transit agency service areas.

Most bus stops had information available that would help a transferring rider. For example, as Figure 6 demonstrates, all 24 bus stops we reviewed posted customer service phone numbers, website addresses, or QR codes, which link riders to schedule and transfer information, and 13 displayed bus schedules. As Figure 7 shows, some agencies also display real-time arrival information at certain stops. This figure also shows how some agencies provide system maps, which can include local transit connections. As Figure 8 shows, additional information about bus services is readily available online and easily accessible through a smartphone using third-party apps like Google Maps or Transit, which provide fairly accurate real-time information. These various resources allowed us to complete our transfers with minimal issues.

Ease of payment further allowed for a straightforward transfer process. All six agencies use the Clipper system to facilitate payment for bus services, along with accepting cash, and we observed that most riders use the Clipper app to pay for bus trips.[2] This application automatically applies fare discounts like free or reduced-cost transfers. Neither we nor any of the passengers we observed experienced problems paying the fare because of technical issues related to the cash fare box or Clipper readers.

2 The Clipper system is a reloadable fare payment system for public transportation across the San Francisco Bay Area. It works on all major bus, rail, and ferry services, such as BART, Muni, Caltrain, and AC Transit, and can be used as a physical card or via a mobile app.

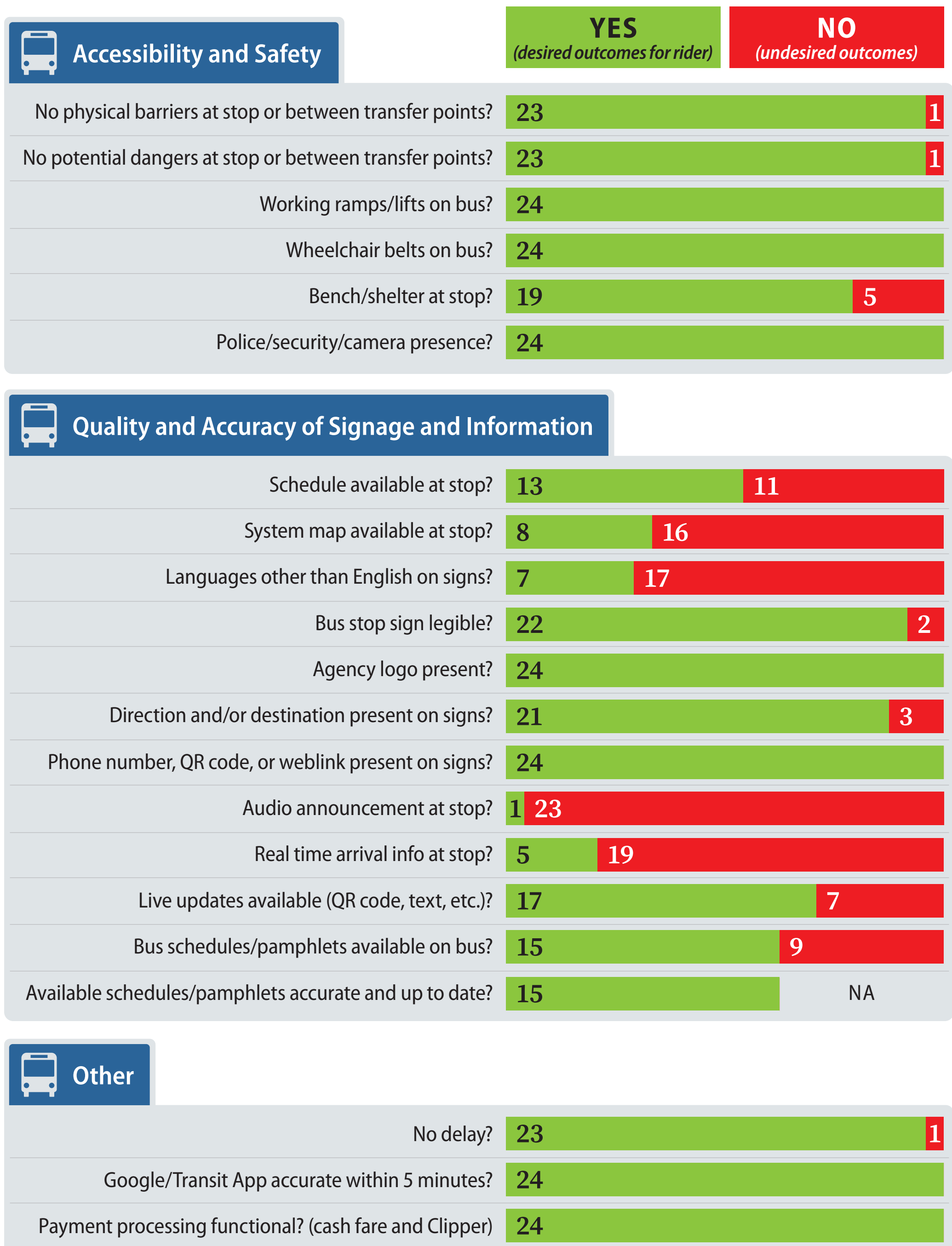
Figure 5
Example of Auditor Trip Across Multiple Transit Agencies



Source: Transit App screenshot of auditor trip.

We found that transferring was accessible and easy to navigate. We reviewed several measures of accessibility for individuals with disabilities, such as the legibility of signage and whether there were physical barriers at bus stops and if buses had functioning ramps or lifts. We found that 22 of the 24 bus stops had legible signage, one bus stop had a physical barrier, and all ramps and lifts were operational. We also reviewed whether information was available in languages other than English and found that seven bus stops had translated materials. Six of these bus stops belong to AC Transit, and the seventh belongs to Union City Transit. Federal and state law provide that where a substantial portion of a population served by a public agency is non-English speaking, the agency must take reasonable steps to provide information about its services in the languages of non-English speakers in the agency's service area. However, under state law, agencies have discretion about what a substantial portion is, and neither federal nor state law provide guidance about what "reasonable steps" might include. All six of the agencies provide translations of their websites in a variety of languages, which are accessible through the URLs or QR codes on many bus stop signs. Because of the ease of payment, information available about transferring between agencies, and accessible bus stops, we did not encounter significant obstacles during our trips.

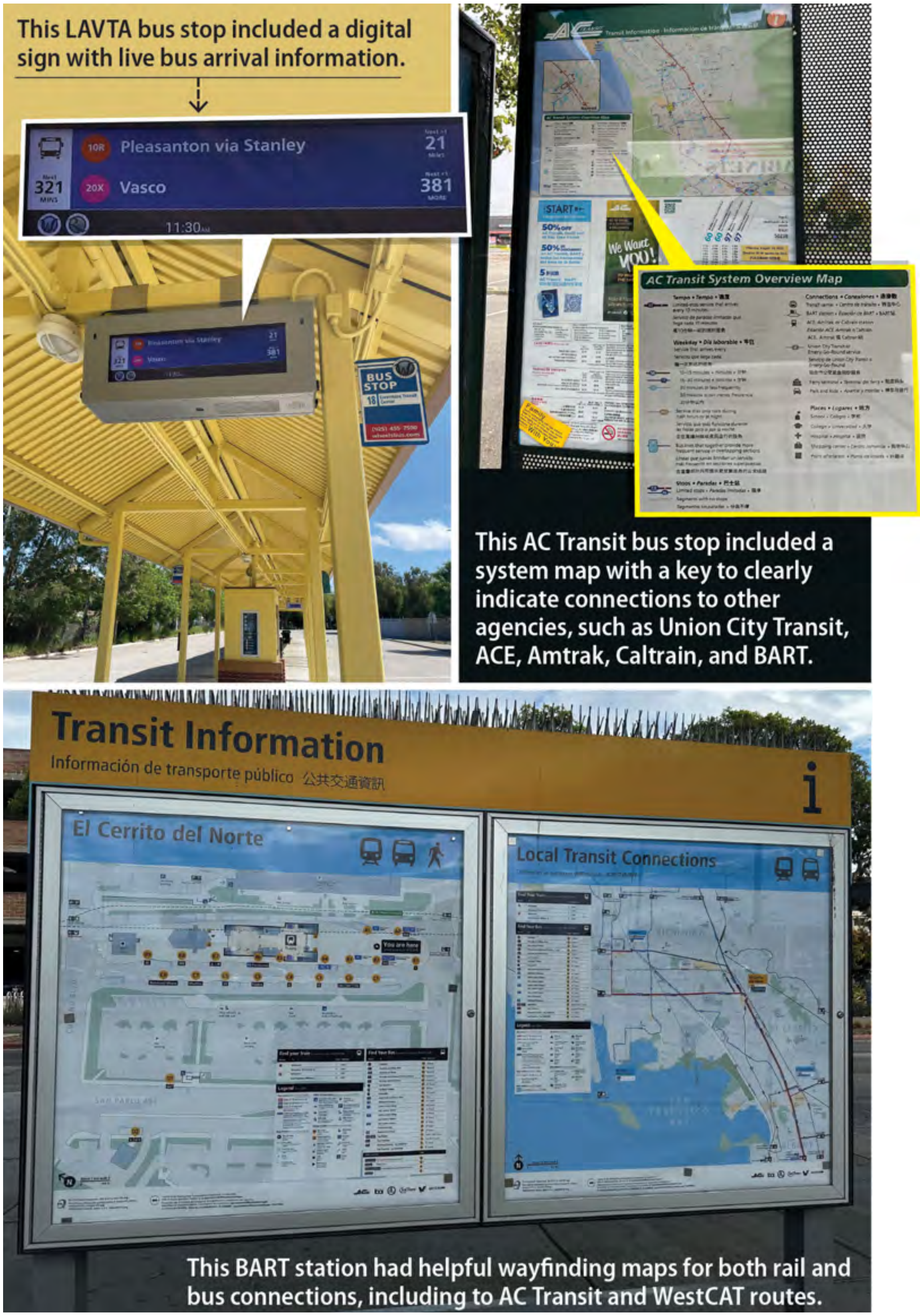
Figure 6
Most of the 24 Bus Stops We Visited Had Some Information and Resources for Riders and Were Generally Accessible



Source: Auditor observations, documentation collected from transit agencies on buses, and Google Maps/Transit App.

NA = Not applicable.

Figure 7
Some Bus Stops Had Signage That Provided Arrival or Wayfinding Information to Assist Riders With Transfers

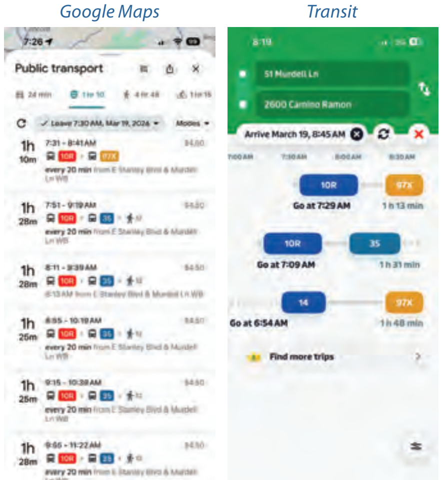


Source: Auditor site visit photographs.

Figure 8
Google Maps and Transit Apps Facilitate Ease of Transfer

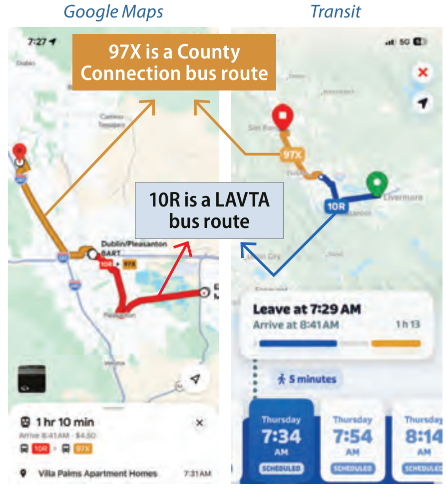
Step 1:
User selects from route options after entering start and end points

Google Maps *Transit*



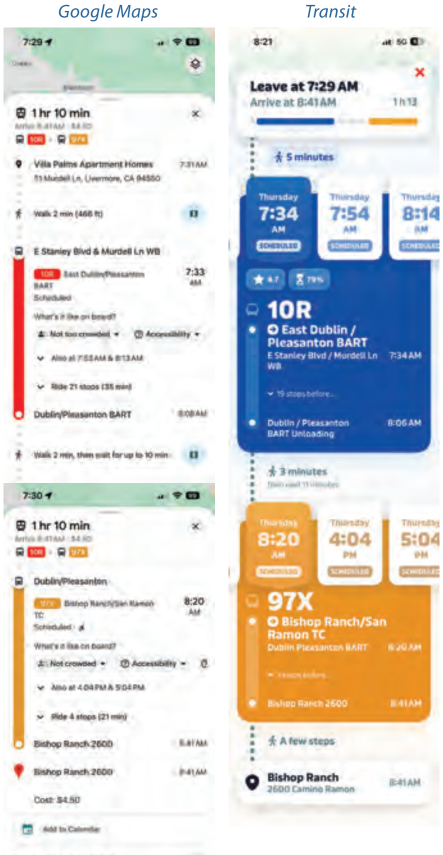
Step 2:
User reviews route map

Google Maps *Transit*



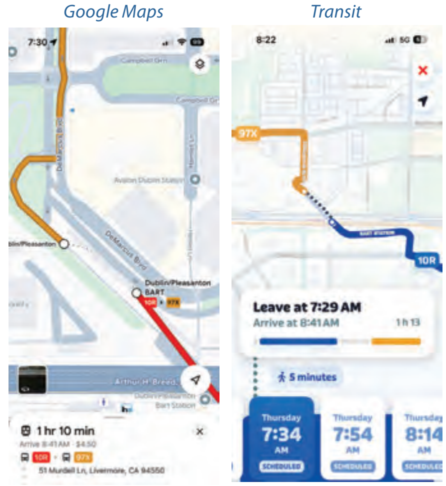
Step 3:
User reviews bus route details

Google Maps *Transit*



Step 4:
At the transfer point, the user consults the map for directions on where to wait for the next bus

Google Maps *Transit*



Source: Auditor-generated screenshots of Google Maps and Transit mobile apps.

Signage Quality at Bus Stops

Although most bus stops had information available, many lacked bus schedules, making it more challenging for riders who may lack access to a smartphone. At 13 of the 24 bus stops we reviewed, the transit agency provided bus schedules. For the remaining 11, that information was only available through a phone number, website link, or QR code. Although the Consumer Affairs website estimates that 98 percent of Americans have a cell phone, and that more than 90 percent of Americans own a smartphone, some riders may prefer or need schedules and maps at bus stops.

On one of the 12 trips, we could not complete our trip on time because a bus was canceled. For this trip, the second segment was on an AC Transit bus, but it did not arrive as scheduled. In this instance, we were able to obtain information about the canceled bus by using Google Maps on our smart phones. To continue with our trip, according to that application, we would have needed to wait for the next bus, which would have arrived 20 minutes later. A rider without a smartphone would not have learned this information as easily. When asked about the incident, AC Transit's manager of business analytics told us that the bus was canceled because a driver had called to say that they would not be working that day, and there were not enough standby drivers scheduled that day to cover the shift. The manager noted that AC Transit riders can receive service alerts through mobile apps or call 511 or the customer service number listed on bus stops. AC Transit additionally provides real-time service updates on canceled trips on its website. Once a bus is canceled, riders can decide whether to wait for the next bus or make alternative travel arrangements to reach their destination. Of the remaining 23 buses that we boarded, there were no delays and arrival times posted to Google Maps and Transit were accurate within five minutes.

Although most of the agencies provided basic and reliable information at bus stops, we concluded that WestCAT could improve the quality of its signage at some stops. As Figure 9 demonstrates, signage conditions varied widely. Specifically, at two of the five WestCAT bus stops we visited, available information, such as an agency phone number, was very difficult for riders to see. Additionally, three of the five WestCAT bus stops we visited lacked information on the direction or destination of the bus route serving that stop, a problem we did not observe at any other agencies' bus stops. When we asked WestCAT why the agency had not addressed problems with its signage in the past, its general manager noted that in the time since his appointment in 2022, WestCAT had planned to roll out updated signage once new regional guidelines became available. The general manager further speculated that in earlier years prior to his appointment, a lack of available financial resources may have held up progress on improving signage. MTC is developing standards for improved bus signage as part of MTC's Regional Mapping and Wayfinding Project, which we discuss further under Objective 6. Although MTC had not yet issued the final standards at the time of our review through April 2026, WestCAT has received draft guidelines from MTC, and its general manager confirmed that it is currently working with County Connection, Tri Delta Transit, and MTC to implement updated signage at shared stops in Martinez as part of the Regional Wayfinding and Mapping Project. WestCAT also plans to update all current bus stop signage in conjunction with service changes slated for early 2027. Nonetheless, until the new signage is installed across all bus stops, new riders unfamiliar with WestCAT may struggle to understand how and when they can reach their destinations.

Figure 9
WestCAT Bus Stops Had Both Illegible and Good Signage

These WestCAT signs contain text that is very hard to read and offer little information for riders.

In contrast, this WestCAT bus stop includes a map, bus schedule, and a QR code.

Source: Auditor site visit photographs.

Overlapping Service Areas

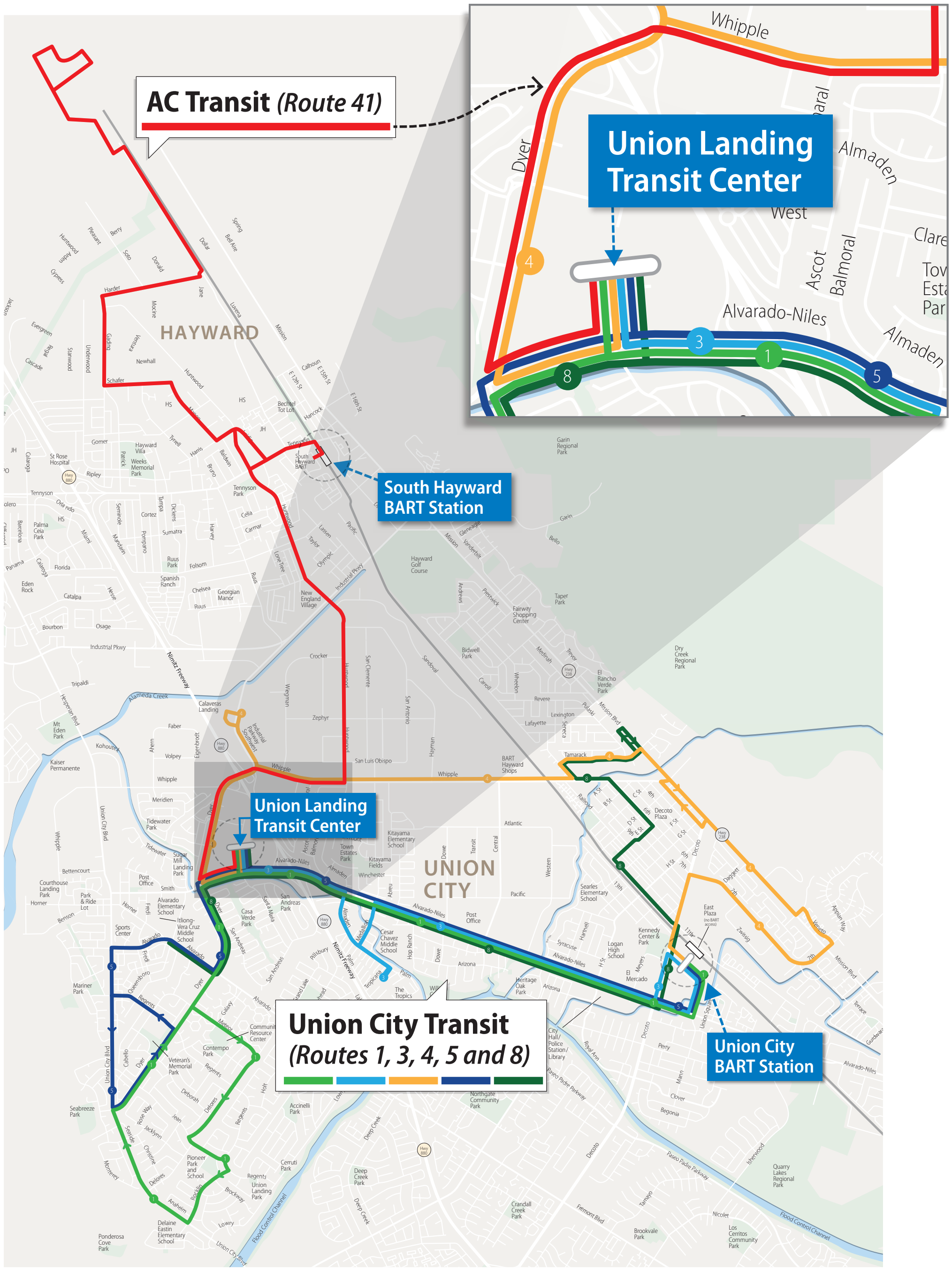
We reviewed bus system maps for the six agencies and identified that only AC Transit, Union City Transit, and WestCAT are at risk of duplicating services because their service areas overlap. The other East Bay transit agencies we reviewed either operate primarily in their service area or provide feeder service directly to rail stations such as BART and Amtrak. Using the system maps of the three relevant agencies, we judgmentally selected three bus stops shared by AC Transit and Union City Transit and three bus stops shared by AC Transit and WestCAT. We then identified all bus routes that use the selected stops and compared the geographic coverage of the routes, such as shared origin or destination stops or other overlap along routes, to determine if there was any duplicative service.

Although AC Transit and Union City Transit routes have some overlap, these routes ultimately serve different populations and locations and are not duplicative. As Figure 10a shows, Union City Transit operates around Union City. AC Transit, in contrast, serves populations that leave or enter Union City, transporting riders to and from surrounding areas such as Fremont's Ohlone College and BART stations in Hayward and San Leandro. We concluded that AC Transit's and Union City Transit's routes are not duplicative, although they share some stops, such as a transit center and a BART station.

Similarly, although AC Transit and WestCAT share some stops, we did not identify duplicative services among the selected routes. As Figure 1 shows, WestCAT's service area extends eastward to cities that are outside of the AC Transit service area, such as Hercules. Likewise, AC Transit extends its services into areas that are not served by WestCAT, including Berkeley and Oakland. AC Transit and WestCAT both provide bus services to some of the same locations, such as the Richmond Parkway Transit Center shown in Figure 10b, which provides a connection point for riders who live in one part of the county and commute to another part of the county. We determined that the overlap of routes near connecting transit centers is both logical and minimal. We found that the AC Transit and WestCAT routes that share trip segments eventually branch off and use different streets and highways, allowing them to serve different neighborhoods and populations.

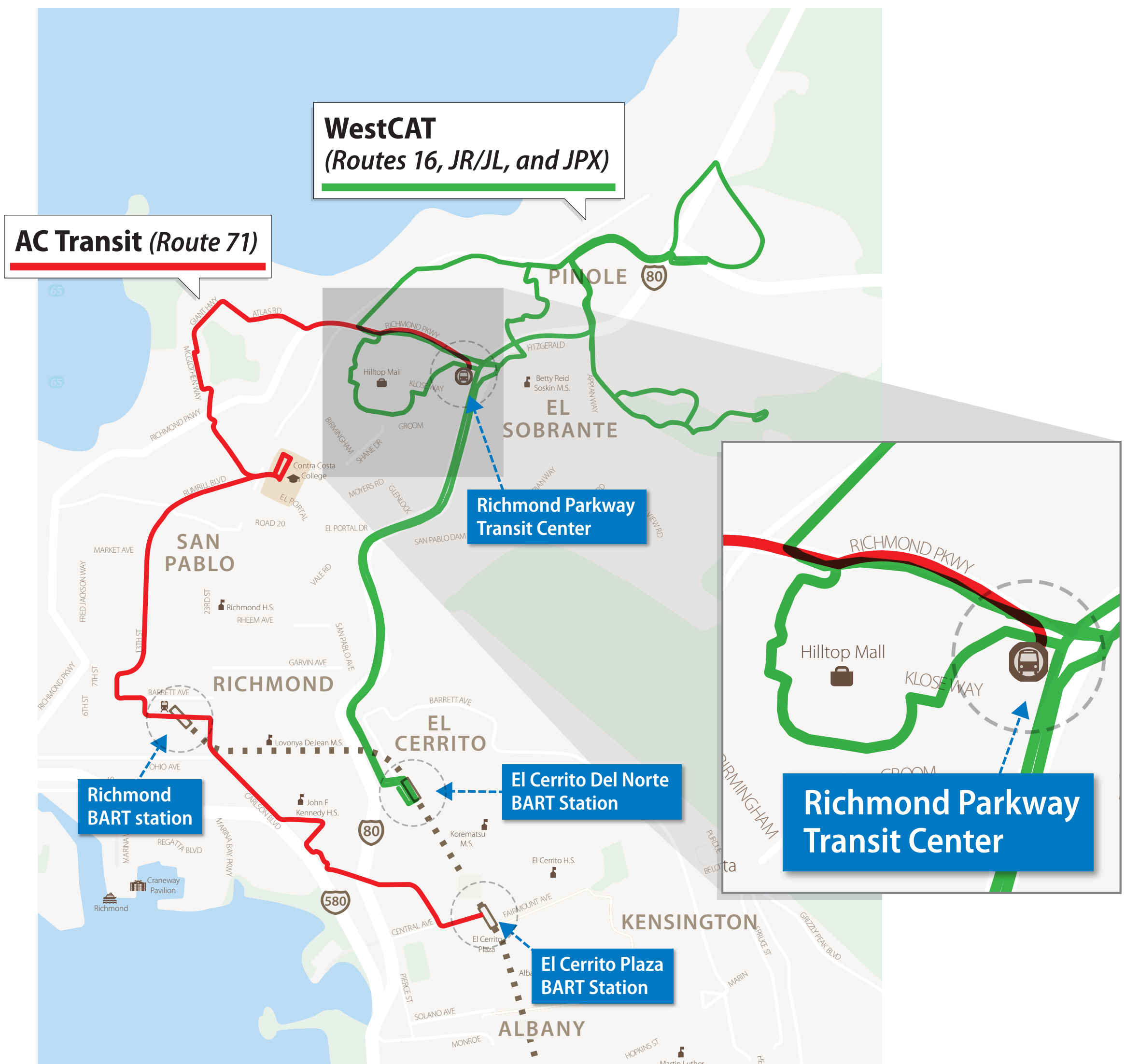
Figure 10a

AC Transit Bus Route Does Not Duplicate Union City Transit Service Because It Extends to Another City



Source: AC Transit and Union City Transit maps.

Figure 10b
AC Transit and WestCAT Use the Same Transit Center and Mall Without Duplicating Service



Source: AC Transit and WestCAT maps.

Objective 6:

Does MTC Facilitate Effective Collaboration in the Bay Area?

To determine whether MTC's efforts to collaborate and coordinate with selected agencies were effective, we reviewed two efforts that MTC leads: implementation of action items in MTC's 2021 transit action plan, and oversight of Senate Bill (SB) 125 funding.[3] We looked for evidence that MTC implemented the initiatives, had proof that outcomes benefited riders and improved transit, solicited and incorporated feedback from transit agencies, and maintained compliance with SB 125.

Implementation of Transit Action Plan

MTC stated in the transit action plan that it established a Blue Ribbon Transit Recovery Task Force in April 2020 to set a course for public transit's recovery and long-term improvement. MTC reported that ridership had declined by 67 percent across the Bay Area as of June 2021. MTC stated that the task force assisted in distributing federal Coronavirus Aid, Relief, and Economic Security (CARES) Act relief funds and sought to improve the Bay Area transit network by developing a transit action plan. The task force acknowledged that challenges existed prior to the pandemic, such as rider safety concerns and declining ridership despite increases in transit service. The transit action plan focused on desired outcomes such as simpler, consistent, and equitable fare and payment options that attract more riders and integrated mapping and real-time schedule information that makes navigating transit easier for both new and existing riders. It then identified near-term actions targeted for completion in one to three years that would constitute substantial progress toward these outcomes.

We determined that MTC actively facilitated coordination and collaboration with transit agencies as it worked to achieve progress on its transit action plan items, but it could improve its effectiveness in implementing timely actions. We selected nine of 27 actions from MTC's transit action plan that focus on improving the rider experience, which we display in Table 4.

To evaluate MTC's coordination with transit agencies, we developed a set of criteria focused on the rider experience and tangible outcomes. The text box lists some of the criteria we used to evaluate MTC's coordination in achieving the action items. We then reviewed evidence to determine the completion date of each selected action item. We found that MTC funded projects, sought stakeholder input, and solicited feedback throughout implementation. Transit agencies actively provided feedback through meetings and working groups. MTC reviewed feedback

Criteria for Our Evaluation of MTC's Coordination

What was the outcome on wayfinding for passengers?

Were fare coordination and integration recommendations passenger-focused?

Have consistent wayfinding standards actually been adopted and implemented?

How did the strategies benefit customers?

Were all selected transit agencies participating in each action item, and what feedback did they provide?

Source: Auditor-developed criteria.

3 SB 125 provided $1.1 billion in one-time multiyear bridge funding to Bay Area transit agencies for operating support or capital projects.

from agencies and, in some cases, the public through surveys. This demonstrates that MTC actively facilitates coordination with transit agencies and collaborates with them to implement transit initiatives.

Table 4
MTC Has Completed About Half of the Nine Initiatives to Improve the Rider Experience That We Reviewed

ACTION	TARGET DATE	COMPLETION STATUS	TIME LATE	WORK COMPLETED	DETAILS	OUTCOME
Act on Fare Coordination and Integration Recommendations. Recommendations included: 1) Implement institution- and employer-based transit passes, 2) reduced-cost transfers, and 3) a unified regional fare structure.	Late 2021	●●●	4+ years	*November 2023:* Funded employer-based passes. *October 2024:* Piloted reduced cost and free transfer passes. *Present:* Studying common regional fare structure.	MTC acted on two of three recommendations by implementing pilot projects for free transfer passes and employer-based passes.	Employer-based passes increased employee transit trips by 35% and generated $1.1 million in additional revenue.
Fund and finalize mapping and wayfinding standards for application across all operator service areas.	Mid 2023	●●●	2+ years	Ongoing: *2022–23:* Contract procurement. *2024–25:* Prototype designs. Incorporated feedback from prototypes. *Present:* Released regional network identity design guide. Plans to incorporate feedback from pilot projects.	MTC states it is incorporating feedback from installed prototypes at Del Norte and Santa Rosa into its wayfinding standards.	
Fund and complete 1-3 consistently branded North and East Bay mapping and wayfinding pilot projects and adopt a timeline for subsequent regionwide deployment across all service areas.	Late 2024	●●●	More than 1 year	Ongoing: *2022–23:* Contract procurement and stakeholder engagement. *2024–25:* Stakeholder engagement, prototype installation, and surveys. *Present:* Plans to install pilots.	MTC's current timeline will extend implementation of additional pilots beyond 2026, including full buildout prototypes at Del Norte and Santa Rosa, with full delivery anticipated in 2027–28.	MTC's consultant reported that surveyed riders' average wayfinding difficulty decreased in Del Norte and Santa Rosa.
Fund and develop a mapping and wayfinding digital platform to enable the standardization and routine updating of digital and paper maps across all transit services.	Late 2023	●●●	2+ years	Ongoing: *2022–23:* Contract procurement. *2024–25:* System design. *Present:* Pending finalization of standards.	The digital platform is dependent on MTC's timeline for installing mapping and wayfinding pilot sites.	

ACTION	TARGET DATE	COMPLETION STATUS	TIME LATE	WORK COMPLETED	DETAILS	OUTCOME
Fund the design and delivery of prioritized near-term transit corridor projects.	Mid 2022	✓	3+ years	*2023–24:* Funded two initiatives to design prioritized near-term transit corridor projects. Incorporated transit agency feedback into project criteria. Awarded first round of projects. *2025–Present:* Project design and projected completion.	MTC awarded projects in 2024, with estimated completion in 2026.	Projects include improvements to corridors with overlap between multiple operators.
Adopt a Bay Area Connected Network Plan that includes transit service and hub categories, core service networks (such as rapid transit), funding requirements, and next steps.	Late 2023	✓	2+ years	March 2026	MTC adopted Plan Bay Area 2050+ in March 2026. MTC integrated its Transit 2050+ plan into this effort, which addressed key items from this action item.	Plan focuses on implementing strategies to reduce transportation costs for low income households, improve transit connectivity, and reduce greenhouse gas emissions.
Adopt a transit hub toolkit to optimize station design and connectivity that includes coordination with local plans and policies.	Late 2023	✗	2+ years	Not started		
Establish real-time and transit data protocols and data collection as a foundation for providing consistent and accurate customer information.	Mid 2023	✓	Less than 1 year	*March 2024*	MTC published Bay Area Regional Transit Data Guidelines in March 2024.	Bay Area transit agencies preparing data with these guidelines will allow the 511 SF Bay transit system to deliver enhanced data to third-party consumers.
Convene stakeholders for a transportation funding ballot measure that includes new funding for transit.	Late 2023	✓	Less than 1 year	*June 2024*	MTC published the stakeholder report in December 2024 and and SB 63 became law in January 2026.	Transit agencies made funding and policy recommendations, including two funding recommendations and polling interest in a third funding option for a potential ballot measure.

✓ = MTC completed the action item. ••• = MTC is working on the action item. ✗ = MTC has not started the action item.

Source: Transit Transformation Action Plan and MTC resolutions and documents.

Projects implementing some actions have recently led to positive changes for riders, including improved signage using new regional standards and reduced fares. One action, the Regional Wayfinding and Mapping Project, requires MTC to finalize regional mapping and wayfinding standards for application across all service areas. State law provides MTC with broad discretion to coordinate transit in the region but does not specify that MTC must adopt regionwide signage standards. This ongoing effort includes coordination across stakeholder groups, advocacy organizations, and transit agencies. MTC used draft standards to implement map and signage prototypes at transit stations in El Cerrito in December 2024 and Santa Rosa in February 2025. MTC surveyed the public once before and once after installing prototypes using these new design standards. Rider responses after implementation were positive, with survey results indicating that wayfinding was easier for people using the prototype signs and maps than it was before installation. MTC noted that it will periodically update its mapping and wayfinding design standards and that it plans to implement the standards incrementally across the region in 2026.

In coordination with developing the regionwide standards, another action item requires MTC to fund one to three North Bay and East Bay mapping and wayfinding projects. MTC expanded this effort to nine projects, including multi-modal transit hubs. MTC cited feedback from transit agencies and its evaluation of prototypes as reasons for this expansion. MTC also obtained feedback from transit agencies on draft signage. Transit agencies provided comments that included accessibility and coordination considerations for stops used by multiple agencies.

Another action item asked MTC to act on recommendations from a Fare Coordination and Integration Study, which included a recommendation to implement a discounted pass for riders from institutions and employers, such as colleges, universities, and affordable housing properties. MTC and transit agencies collaborated to implement a pass that provided unlimited transit trips across all transit agencies that accept Clipper payments for eligible employees from these institutions. This initiative, known as BayPass, was reported to increase trips by eligible riders by 35 percent and generate approximately $1.1 million in additional fare revenue.

Although MTC collaborated effectively with agencies to achieve progress on several actions, it did not complete them according to its original schedule. As Table 4 shows, of the nine actions that we reviewed, MTC completed none of them by the preliminary targets it established, although some of the action items changed significantly after it established the target. MTC acknowledged that the timelines it set were ambitious and were intended as preliminary targets subject to continued evaluation and refinement. MTC adjusted its own internal timelines as necessary. For example, MTC changed the mapping and wayfinding action item and its timeline significantly after it established the target. However, it was unclear to the public that these adjustments had occurred because MTC did not publish that information on its web page for the action plan. MTC published a work plan in July 2025, and it promised an update to its transit action plan in early 2026. As of February 2026, MTC had not identified a date for publishing this update.

MTC did not adopt performance measures with quantifiable metrics for the actions that we reviewed until 2024. The transit plan items we reviewed directed MTC and stakeholders to take action to fund and develop projects and outlined expected outcomes, such as increased equity and simpler, consistent payment options that attract more riders. However, MTC did not include specific requirements or metrics, such as increases in new riders on existing routes, for each of the actions it planned to take. Instead, it produced a Regional Network Management framework in February 2023 to help achieve the outcomes of the transit plan. MTC later adopted performance measures in May 2024 to evaluate the Regional Network Management framework's progress, such as on-time transit performance and availability of real-time data. MTC contracted with a consultant in June 2025 to gather data and analyze results from these measures but has otherwise not established specific requirements or procedures for each of its planned action items.

Oversight of SB 125 Regional Accountability Measures

The governor approved SB 125 in July 2023. State law requires the California State Transportation Agency to establish an accountability program to govern the disbursal of $4.4 billion in SB 125 funding. MTC is charged with governing the disbursal of $1.1 billion of this funding for the Bay Area. The California State Transportation Agency disburses funding to regional transportation planning agencies to fund transit operations or qualifying capital improvements. State law requires the California State Transportation Agency to develop guidelines for the administration of this funding in consultation with transportation planning agencies, transit agencies, and other entities. In November 2023, MTC approved principles to inform SB 125 funding disbursal, as shown in the text box. MTC developed these principles in partnership with Bay Area transit agencies and stated that funding should incentivize accountability of transit agencies to improve coordination and the customer experience. The regional accountability measures encourage progress toward regional transit improvements by making certain SB 125 funding contingent on MTC's determination of satisfactory progress.

MTC's SB 125 Distribution Principles

- Address the most dire shortfalls and avoid service cuts.
- Prioritize high-ridership agencies.
- Prioritize service for transit-dependent riders.
- Incentivize transit operators to improve coordination and customer experience.
- Minimize impact to capital and equipment repair programs.

Source: MTC Resolution.

Using the funding principles listed above, MTC disbursed SB 125 funds to four of the selected East Bay transit agencies: AC Transit, LAVTA, Tri Delta Transit, and WestCAT. MTC's director of funding policy and programs stated that MTC has fully disbursed SB 125 funds for transit operations, and there is no remaining funding. MTC developed three checklists that the transit agencies used to demonstrate compliance with accountability measures associated with this funding. One checklist tracked participation in regional initiatives, such as fare coordination working groups and mapping and wayfinding projects, and two other checklists focused on schedule coordination and transit data availability. To determine whether MTC's oversight is effective and if the agencies performed required activities, we verified the validity of the responses that the four agencies provided to 40 checklist questions. In all cases, we found evidence that supported each agency's responses, demonstrating that they were complying with the regional accountability measures for this funding. There were two instances in which two agencies stated that they were not actively participating in certain working group meetings related to regional initiatives, but in both cases, the agencies were not members of the respective group. Because we did not identify concerns in our analysis and because the funds have been fully disbursed, we did not perform additional work to assess the adequacy of MTC's oversight of these funds.

Financial Condition of Transit Agencies

Key Points

- Most of the selected East Bay transit agencies have adequate financial reserves in the short term. However, rising operating costs are causing those reserves to decline, and the agencies have identified potential service cuts or fare changes that they may need to make if they cannot identify new funding. The East Bay transit agencies also anticipate challenges in meeting the State's zero-emission vehicle purchasing requirements because such vehicles are expensive—on average twice as expensive as diesel buses.

- AC Transit, County Connection, LAVTA, Tri Delta Transit, and WestCAT are at risk of exhausting their reserves, some as early as fiscal year 2026–27, if they do not identify additional funding sources. Fare increases cannot solve these deficits because most of the agencies would need to more than double their total revenue to balance their budgets.

- Because Union City Transit is a division of the city's public works department, it experiences lower costs and overhead, and the agency thus appears financially stable and does not heavily rely on reserves. As a result, Union City Transit is unlikely to reduce service in the medium or long term.

- MTC's roles and responsibilities for coordinating funding for the region vary depending on the funding source, but it coordinated the disbursal of more than $1 billion to the six selected East Bay transit agencies during the past three fiscal years.

Objective 5:

What Are the Transit Agencies' Financial Conditions and Can They Afford New Buses and Expanded Services?

Transit Agency Reliance on Nonoperating Revenue

We found that all six East Bay transit agencies rely predominantly on nonoperating revenue, rather than operating revenue, to fund their services. In accordance with transit agency financial statements, we define *nonoperating revenue* as primarily federal, state, and local grants; taxes; and subsidies, whereas *operating revenue* is usually from passenger fares or other self-generated sources. We reviewed the East Bay transit agencies' audited financial statements from fiscal years 2022–23 through 2024–25 to identify the percentage of operating revenue each of the six transit agencies received from these sources. The percentage of operating revenue ranged from 4 percent to 14 percent of total revenue, and fare revenue comprised the majority of operating revenue. Rider fares make up small percentages of transit

Fares as Percentage of Total Revenues by Agency

AC Transit – 5%

County Connection – 7%

LAVTA* – 7%

Tri Delta Transit – 6%

Union City Transit† – 4%

WestCAT – 10%

Source: Agency financial statements for fiscal year 2024–25.

* LAVTA's director of finance confirmed that this amount for LAVTA excludes contracted fare revenue. When included, LAVTA's fare revenue is 10 percent of total revenue.

† Based on fiscal year 2023–24 financial statements as they were the most recent available.

agency revenue, as the text box demonstrates. California subsidizes public transit because it provides services to residents of all income levels and provides public benefits, such as reduced air pollution.

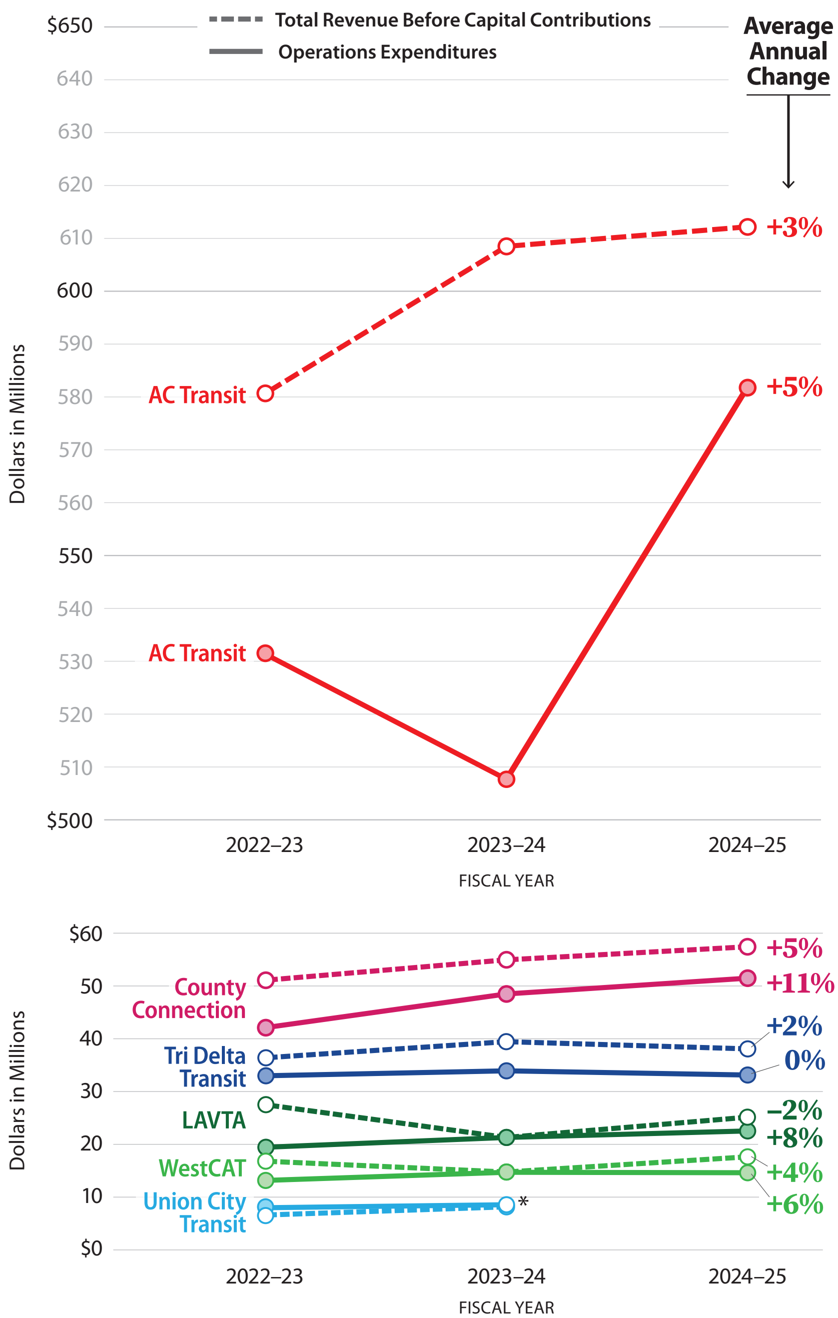
We reviewed financial trends during the last three fiscal years at the East Bay transit agencies to help determine their financial conditions and found that their heavy reliance on various subsidies for their revenue may place them at risk of cutting service if those subsidies decline or are no longer available. Revenue has changed little, ranging from a 2 percent decline to a 5 percent increase during the three years of our review, as Figure 11 shows. However, expenses, such as labor and fuel costs, increased more, ranging from 5 percent to 11 percent.[4] If cost increases continue to outpace increases in revenue, East Bay transit agencies may need to cut costs.

After the COVID-19 pandemic, the federal government passed multiple bills making additional funding available to address financial uncertainty and revenue losses. The CARES Act in 2020 provided additional grant funds for operating expenses and loss of revenue during the pandemic. The Consolidated Appropriations Act in 2021 provided funding for operations costs available beginning in December 2020 until all funds were used. Finally, the American Rescue Plan Act (ARPA) in 2021 provided operating and capital assistance beginning in January 2020 through September 2024. AC Transit, County Connection, Union City Transit, and WestCAT indicated in budget documents that they have exhausted these funds. MTC stated in a May 2025 report to Congress that emergency funds will be fully depleted by fiscal year 2026–27. Because transit agency operating costs continue to increase faster than revenue, such fiscal uncertainty may force East Bay transit agencies to consider making significant service cuts in the future.

To avoid service cuts, some transit agencies are depending on a funding measure that would support their operations, and the Legislature has provided a loan to agencies in the interim. In October 2025, the California governor approved SB 63, which will allow transit advocates to place an initiative on the November 2026 general election ballot. If approved, this initiative will impose a retail transaction tax to raise revenue for Bay Area transit agencies. In February 2026, the Governor signed and enacted Assembly Bill 117, which directs the California State Transportation Agency to provide a $590 million loan through MTC to AC Transit, BART, the San Francisco Municipal Transportation Agency, and the Peninsula Corridor Joint Powers Board, which operates Caltrain. This loan aims to help these transit agencies avoid service reductions by providing loans for operating costs. AC Transit stated in a 2026 press release that the agency will receive up to $55 million of this funding for fiscal year 2026–27.

4 Tri Delta Transit experienced an increase of 0.3 percent and, although Union City Transit did not have audited fiscal year 2024–25 information available, it experienced a 7 percent increase in expenses in prior years.

Figure 11
Over the Last Three Fiscal Years, Growth in Expenditures Exceeded Growth in Revenue for All but One Agency



Source: Auditor analysis of agencies' audited financial statements for fiscal years 2022–23 through 2024–25, as well as AC Transit's draft fiscal year 2024–25 financial statement.

* Data for Union City Transit is unavailable, as it did not provide draft or audited financial statements for fiscal year 2024–25. The percentage change in revenue between fiscal year 2022–23 and 2023–24 was 24 percent, while the change in expenses over that period was 7 percent.

Transit Agency Reserves

Most of the East Bay transit agencies do not have reserves in the traditional sense, but they do have a similar financial resource available. *Reserves* are financial resources that agencies do not include in annual spending plans and are held back in "reserve" for significant, unplanned, or unavoidable costs or revenue losses. State regulations limit the amount of state funding transit agencies receive to their actual operating costs less the sum of fare revenues and other local and federal support. None of the East Bay transit agencies have excess self-generated funds after paying for operating costs, and only AC Transit and County Connection have reserve policies that set aside reserves from budgeted or excess discretionary funds.

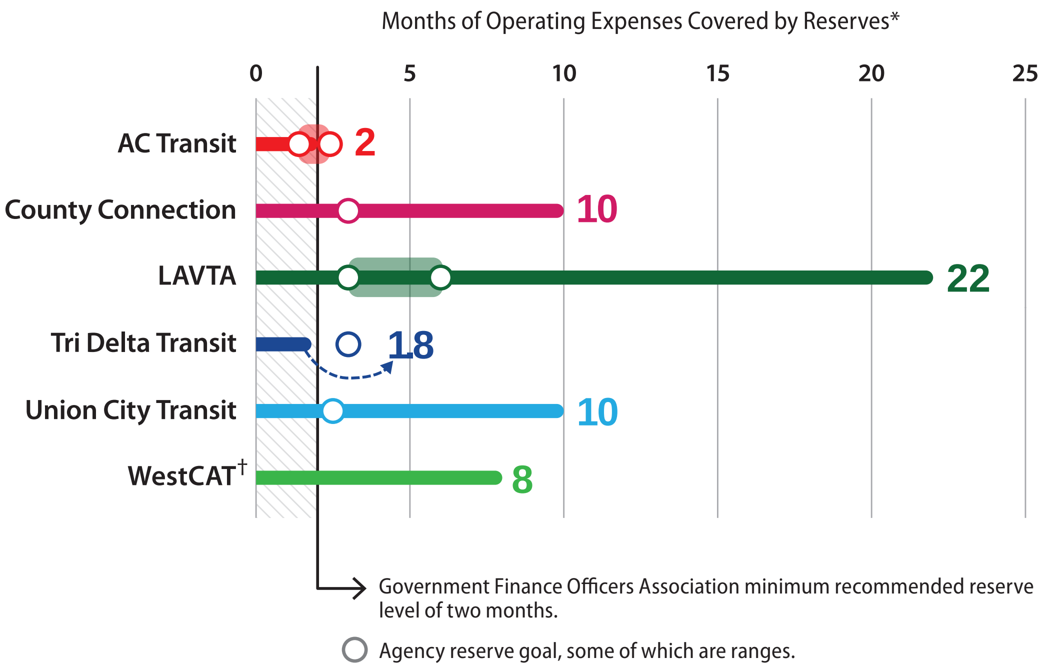
Instead of traditional reserves that AC Transit and other types of entities maintain in their own balance sheet accounts, five of the East Bay transit agencies rely on unallocated Transportation Development Act (TDA) funds maintained by the Alameda County auditor-controller.[5] The state controller is responsible for allocating TDA funding, which comes from local sales taxes, and the Alameda County auditor-controller disburses funds to the East Bay transit agencies from its local transportation fund according to MTC's instructions. When agencies do not use all of their allocated TDA funding, they either must return the funds to the local transportation fund or MTC could reduce their eligibility for funding in the following fiscal year by the amount they were overfunded. This is because state law limits transit agencies from receiving funds from the local transportation fund for operating costs in an amount that exceeds their actual operating costs. We found that, generally, transit agencies document any unspent TDA funds as a liability in their financial statements because they revert to the local transportation fund for allocation when needed in the future. MTC tracks these funds, which carry over from year to year, and makes these unallocated TDA balances available when requested by agencies. MTC stated it can take approximately 30 to 90 days for these funds to reach the transit agency upon request. We reviewed the annual estimates of unallocated TDA balances that MTC provides to transit agencies and found that all of the East Bay transit agencies, except AC Transit, use these funds. As a larger agency, AC Transit has decided to maintain an internal reserve fund.

We reviewed reserves and unallocated TDA balances available to each of the East Bay transit agencies and compared them with best practices and their own policies and found that all but one agency—Tri Delta Transit—had adequate reserves or balances. Each of the transit agencies and MTC refer to unallocated TDA balances as *reserves* and we use this term as well to describe these funds' availability to cover expenses that traditional reserves can meet. We obtained reserve policies from each transit agency and found that three of the six agencies maintain a formal reserve policy. Union City Transit stated that it abides by the city's reserve policy for its own funds rather than having a separate policy. Tri Delta Transit has an informal reserve goal to maintain three months of projected operating expenses. WestCAT does not have a reserve policy but tries to maintain $2 million in reserves. The Government Finance

5 The TDA allows each county to establish a local transportation fund that receives revenue from certain sales and use taxes to support public transportation systems.

Officers Association recommends that governments have a minimum of two months of unrestricted funds available. As Figure 12 shows, five of the six agencies met this standard, as well as their own policies and goals. As a result, we determined that they have sufficient reserves in the short term.

Figure 12
Transit Agencies' Reserves Generally Meet or Exceed Recommended Levels



Source: Agencies' audited financial statements and MTC fund estimates.

* Auditor identified reserve amounts for agencies other than AC Transit by reviewing their unallocated TDA balances, which the agencies consider their reserves. The balances are as of June 30, 2025, except for Union City Transit, which is based on data from fiscal year 2023–24.

† WestCAT does not have a reserve policy but aims to have $2 million available in reserves.

Tri Delta Transit did not have two months of reserves available, indicating financial stress. The agency noted that, in general, its reserves declined because of increased costs, decreased revenue, and its transition to zero-emission vehicles. The agency explained that increasing reserves will be challenging in the short term because the agency has no additional revenue sources other than fares and advertising. It anticipates losing funding it used to receive from BART for operating some bus routes and will need to take several actions to balance its budget, including potential service reduction. Tri Delta Transit concluded that it may also need to adjust its fares in the future.

Some agencies significantly exceed their reserve goals but recently have experienced declining reserves. For example, LAVTA had 22 months of expenditures available in its reserves, or $41 million. LAVTA's director of finance stated that the agency is using its reserves to construct an operations facility and offices. The director of finance stated that, after construction begins, LAVTA anticipates that its reserves balance will decrease by about 50 percent. The director also stated that past experiences with sudden revenue declines, such as in 2009 during the recession, motivate the agency to have backup funds available. She noted that, prior to 2009, LAVTA did not have reserves and that it has since changed its budgeting philosophy. In the past the agency would assume that it would receive each grant for which it applied and matched its expenses to that total, but it now only budgets using revenue it is certain it will receive for that year and uses grants to allow it to build reserves. When we reviewed reserve trends from fiscal years 2022–23 through 2024–25, we found that two agencies, AC Transit and Tri Delta Transit, had reserves that grew. The remaining four East Bay transit agencies experienced moderate declines in their reserves over this period. Although all six agencies have some reserve funds available, reserves are a tool for risk management rather than managing structural imbalances between revenue and expenses.

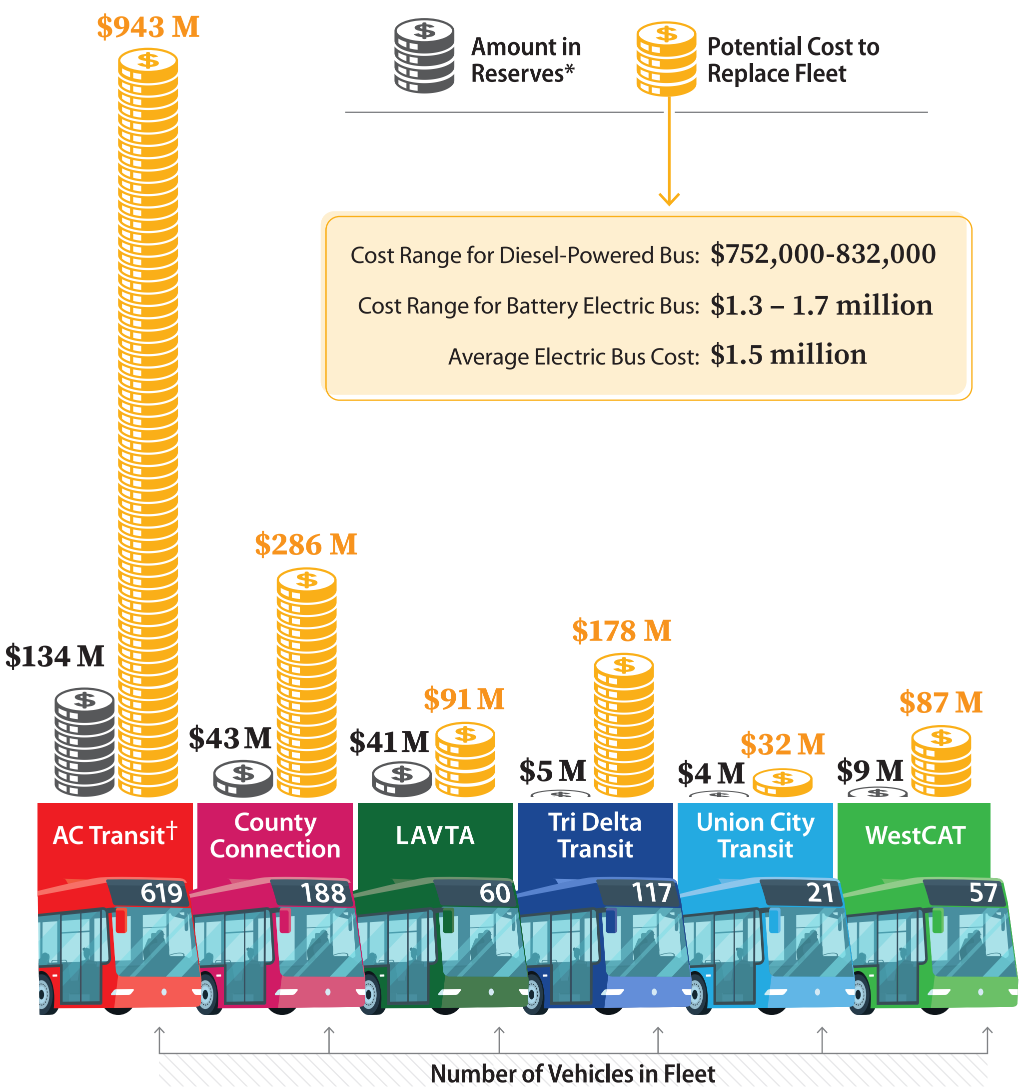
Challenges Funding Capital Projects

East Bay transit agencies have identified challenges in funding capital expenses related to the purchase of zero-emissions buses and equipment required by state law. Transit agencies generally use federal and state grants and subsidies to finance their capital asset needs, which largely cover the cost to replace buses. The California Air Resources Board (CARB) established a requirement in state regulation that, starting on January 1, 2029, all new bus purchases by California transit agencies must be zero-emission vehicles. For context, AC Transit planned to replace 100 of its 619 vehicles in fiscal year 2025–26, and County Connection planned to replace seven of its 188 vehicles in that same fiscal year. Figure 13 shows that zero-emission vehicles can cost twice as much as traditional vehicles, leading to large financial obligations on agencies as they replace their vehicles. Costs associated with developing fueling and charging infrastructure further increase this financial burden.

Each of the East Bay transit agencies we reviewed is considering seeking an exemption because of the financial burden of purchasing zero-emission buses. State regulation currently allows transit agencies to request one-year exemptions from the requirement until January 2030 under certain circumstances. For example, a transit agency may request an exemption if the available zero-emission buses cannot meet the transit agency's daily mileage needs. All six of the agencies expressed that they are considering seeking longer exemptions, and we note that although there are funding sources that transit agencies may use to purchase zero-emission buses, such as the state Transit Intercity Rail Program or federal formula grants, they are competitive grants or are not dedicated to supporting the zero-emission transition.

Additionally, Union City Transit and WestCAT experienced changes in grants that impacted their ability to purchase previously approved zero-emission vehicles. Union City Transit's manager stated that in August 2022, the FTA awarded grant funds to Union City Transit for the purchase of battery electric buses. In July 2025, the FTA announced that transit agencies had the opportunity to submit applications to change their projects to purchase standard vehicles. Union City Transit's manager reported that the agency was allowed to modify its grant application from battery electric buses to compressed natural gas buses. WestCAT's general manager stated that in July 2024, the agency received an FTA award to purchase hydrogen fuel cell buses, build its fueling station, and upgrade its maintenance facilities, but the FTA has not yet *obligated*, or funded, the award. The FTA did not approve any awards for hydrogen fuel cell or battery electric bus projects in fiscal year 2024–25 and has not published a statement explaining this decision.

Figure 13
The Cost to Convert Bus Fleets to Zero-Emission Vehicles Far Exceeds Agencies' Available Reserves



Source: MTC bus cost estimates, 2024 Federal Transit Administration profiles, agency financial statements.

Note: Potential costs assume replacement of entire fleet with battery electric buses at $1.523 million per bus and do not include costs to improve or develop related infrastructure for charging or fueling buses.

* Reserves for agencies other than AC Transit are unallocated TDA balances, which the agencies consider their reserves. Amounts are as of fiscal year 2024–25.

† $15 million of the reserve total is a capital reserve, and the remainder is an operating reserve.

County Connection also experienced a challenge with state grants to support its zero-emission transition. The agency's chief financial officer stated that its congestion management agency, Contra Costa Transportation Authority, coordinated a grant application in 2022 on behalf of itself, County Connection, and LAVTA to build hydrogen fueling stations and purchase hydrogen buses for service along the Interstate 680 corridor. County Connection's assistant general manager explained that the type of vehicle that is suited for service along this corridor is an over-the-road coach, which is a high-capacity vehicle designed for long-distance travel that offers amenities like reclining seats and restrooms. She noted that at the time of application for the grant, the technology was moving in the direction that this type of coach would be available in a hydrogen format. However, both she and the chief financial officer explained that, since then, the hydrogen bus market has shifted significantly, and this type of hydrogen coach does not yet exist. As a result, the financial officer stated that the award is essentially millions in grant funds that the agency cannot use. Figure 13 shows that agencies do not have the amount of funds needed to meet these zero-emission transition costs on their own.

Objective 8:

Are the Transit Agencies at Risk of Not Being Able to Operate or Expand Services in the Future?

Future Deficits and Potential to Exhaust Reserves

Five of the six East Bay transit agencies may exhaust their reserves within the next five years without new funding sources. Each of the five agencies has indicated that it will need to reduce service without additional, external sources of funding. As the text box shows, the four agencies whose budgets include projections for fiscal year 2025–26 show that they may deplete their reserves in the next few years.

Fiscal Year That Agency Budgets Expect Reserve Depletion

AC Transit: 2027–28
County Connection: 2029–30
Tri Delta Transit: 2026–27
WestCAT: 2026–27

Source: Agencies' fiscal year 2025–26 budgets.

For agencies with projections, we compared their reserve balances to their projected budget deficits, as reported in their fiscal year 2025–26 budgets. For example, as displayed in the text box, AC Transit's budget shows a 7 percent deficit. AC Transit used $41.5 million of its $119 million in reserves to cover this deficit. Budgeted expenditures exceeded revenues from a low of 3 percent to a high of 16 percent.

Agencies' Deficits as a Percentage of Revenue in Fiscal Year 2025–26

AC Transit – 7%
County Connection – 16%
LAVTA – 9%
Tri Delta Transit – 10%
Union City Transit – 3%
WestCAT – 12%

Source: Agencies' fiscal year 2025–26 adopted budgets and Union City's fiscal year 2024–25 adopted budget.

Although two of the East Bay transit agencies—Tri Delta Transit and LAVTA—do not have budget projections, we determined they are also at risk of exhausting their reserves. Tri Delta Transit's fiscal year 2025–26 budget does not contain projections, but we identified that it is also at risk of exhausting reserves by fiscal year 2026–27 because its fiscal year 2025–26 adopted budget shows a 10 percent deficit relative to its estimated revenue, leaving only $1.7 million remaining in reserves. We project that it will spend these reserves in fiscal year 2025–26 or fiscal year 2026–27. Tri Delta Transit's general manager added that the operation of paratransit service, along with recent increases in fuel costs, such as diesel, contribute to Tri Delta Transit's ongoing budget deficits. LAVTA also does not budget projections in its financial statements, but it has indicated it will likely reduce service soon without new revenue because of structural deficits.

It is unlikely that these agencies could eliminate or significantly reduce their budget deficits by increasing fares. As described in the previous section, fare revenue constitutes 10 percent or less of each agency's total revenue, and most of the agencies would need to more than double their fare revenue to offset these deficits. For example, WestCAT collects the highest proportion of fare revenue among the six agencies and earned about $1.4 million in fares in fiscal year 2024–25. However, WestCAT projects a $1.7 million budget deficit in fiscal year 2025–26, meaning that if it chose to increase fares to offset this deficit, it would need to generate an additional $1.7 million in fare revenue on top of what it already collects. Therefore, WestCAT would need to collect a total of $3.1 million in fare revenue to eliminate this deficit, which is more than twice its current fare revenue. We find it unlikely that agencies could obtain this much revenue by simply increasing fares because if fares increase some riders may no longer choose to use public transit in favor of other transportation options.

The remaining agency, Union City Transit, does not appear to be at risk of reducing service in the medium or long term. Union City Transit had nearly $4.6 million in reserves in fiscal year 2024–25, and it projects that it will use an average of $170,000 per year from its reserves during the next three fiscal years. At this rate, Union City Transit will not exhaust its reserves for 27 years. According to the agency's transit manager, the reason Union City Transit appears to be financially stable and is not likely to reduce service is that, as a division of the city's public works department, Union City Transit is allowed to leverage the staff and resources of other diverse departments, leading to lower costs. The transit manager added that the agency, as a division of a larger city department, does not have significant overhead, such as rent or utility bills.

AC Transit also faces substantial risk related to its pension costs and other postemployment benefits (OPEB) that may further strain its ability to expand services in the future. As Table 5 shows, we generally identified low or moderate risks related to each agency's pension and OPEB indicators, apart from AC Transit's pension costs and OPEB funding. High-risk pension costs mean that the agency's actuarially-determined pension contributions constitute a significant portion of its revenues and will likely strain its financial resources. Similarly, AC Transit's high-risk OPEB funding indicates that the agency does not have sufficient assets to fund a substantial portion of these benefits. Without sufficient assets, AC Transit will likely have to make higher contributions to its OPEB plan in the future, potentially displacing other spending priorities. Combined with rising operational costs and budget deficits, these factors could lead to service reductions and limit opportunities for service expansion.

Table 5
Most Transit Agencies Are Not at Immediate Risk of Being Unable to Fund Their Retirement Benefits as Reported in Fiscal Year 2024–25 Financial Reports

AGENCY	PENSION OBLIGATIONS	PENSION FUNDING	PENSION COSTS	OPEB OBLIGATIONS	OPEB FUNDING
AC Transit	Low Risk	Moderate Risk	High Risk	Low Risk	High Risk
County Connection	Low Risk	Low Risk	Low Risk	Low Risk	Moderate Risk
LAVTA	Low Risk	Moderate Risk	Low Risk	Low Risk	Low Risk
Tri Delta Transit*	Low Risk	Low Risk	Low Risk	N/A – Does not offer OPEB.	
Union City Transit	N/A – Part of a municipal government, and it is not possible to identify pension and OPEB benefits for only Union City Transit staff.				
WestCAT	Low Risk	Moderate Risk	Low Risk	N/A – Does not offer OPEB.	

Source: Auditor analysis of agencies' audited financial statements for fiscal years 2022–23 through 2024–25, as well as AC Transit's, Tri Delta Transit's, and LAVTA's draft fiscal year 2024–25 financial statements.

Low Risk, Moderate Risk, and High Risk levels indicate the risk of fiscal distress for this indicator.

Note: Only AC Transit and County Connection directly hire their employees. As a result, they fund retirement and OPEB costs for most of their staff. The remaining four agencies contract with third parties to provide labor, such as bus drivers, and either do not directly offer a pension or finance the retirement benefits of only a small number of administrative staff.

* Tri Delta Transit does not participate in a defined benefit pension plan, but the agency does make contributions to participating employees' 401(a) plans; therefore, because it does not have a defined benefit pension plan, we rated its pension indicators as low risk.

Most of the East Bay transit agencies are at risk of reducing service because of their projected financial conditions. As described above, budget deficits, the depletion of reserves, structural funding gaps, and in AC Transit's case, high retirement obligations all contribute to the likelihood that these agencies may cut service. As the transit planning organization for the Bay Area, MTC plays a key role in coordinating state and federal transit funding by receiving and then disbursing those funds to transit agencies. Therefore, MTC may be well-positioned to identify and coordinate additional financial resources to agencies at risk of cutting vital transit services.

Objective 7:

How Much Funding Does MTC Provide and What Are the Restrictions on This Funding?

MTC's Disbursal of Funding to Transit Agencies

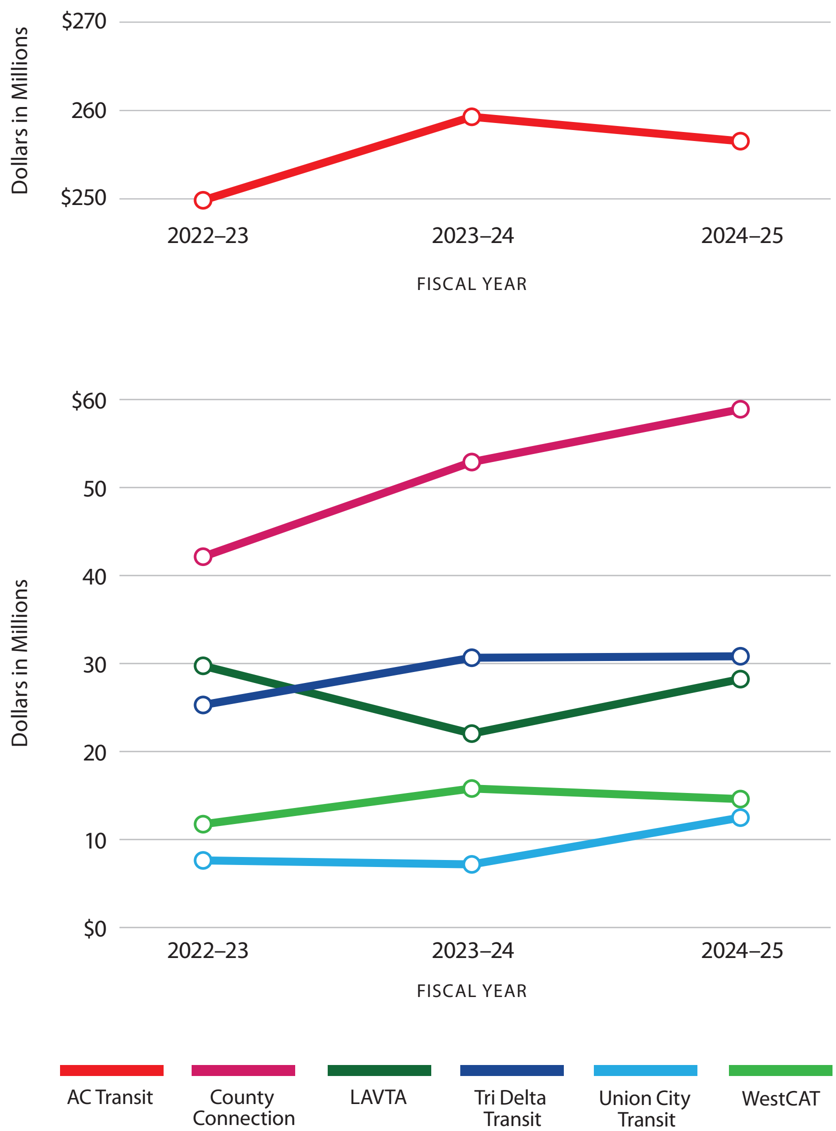
MTC plays a role in multiple sources of funding for transit agencies in the East Bay. Federal transit grants, approved through the FTA, fund transit needs such as vehicle replacement. MTC uses a process to rank essential regional projects and disburses these grants to those projects. The FTA oversees compliance with federal grant requirements through triennial reviews. As discussed earlier, the state controller is responsible for allocating TDA funding, and the county auditor disburses funds according to MTC's instructions. MTC is responsible for adopting a regional transportation plan and requires that transit agencies identify how their claims are eligible for TDA funding. For other grants such as the federal Surface Transportation Block Grant Program, the federal government is responsible for allocating such funds to the state, and the state must oversee transit agency spending of those funds. For Regional Measures 2 and 3, MTC allocates funds, and requires that transit agencies submit claims for reimbursement.[6] The California State Transportation Agency is responsible for disbursing SB 125 funding to MTC, and MTC established accountability measures to govern its disbursals of those funds. MTC states that it does not have oversight or control over transit agency use of county or local tax funds.

MTC Funding Allocations

From fiscal years 2022–23 through 2024–25, MTC disbursed more than $1 billion in federal, state, and regional grants and subsidies to the selected East Bay transit agencies. We reviewed documents that MTC used to record funding allocations to the East Bay transit agencies, and we found that MTC coordinates the disbursal of at least 10 different funding sources for the region. The most significant funding sources were the Transportation Development Act (TDA), State Transit Assistance (STA), the FTA, Regional Measures 2 and 3, and SB 125. Figure 14 shows that AC Transit, County Connection, Tri Delta Transit, Union City Transit, and WestCAT experienced increases in funding between fiscal years 2022–23 and 2024–25 from these sources. As Figure 15 shows, the proportion of funds that MTC allocated for operating costs was almost always greater than the proportion of funds for capital expenses. This disbursal of funding suggests that the East Bay transit agencies are more focused on maintaining current operations than on expanding service through capital spending, which appears appropriate based on resources they have available.

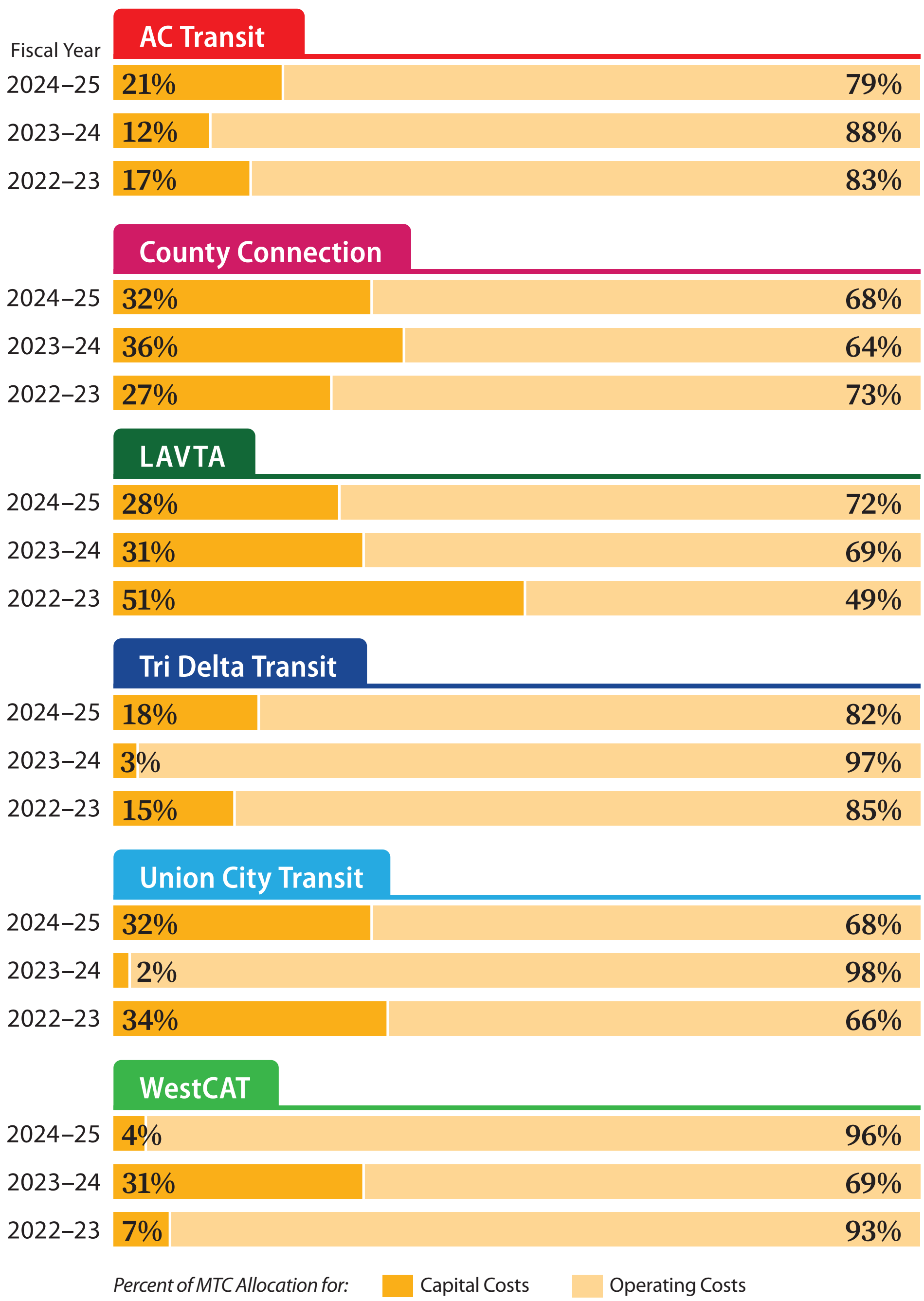
6 Regional Measures 2 and 3 are voter-approved increases to Bay Area bridge tolls to fund specific highway and transit projects. Regional Measure 2 projects support better connections between BART, buses, ferries, and rail, whereas Regional Measure 3 projects support transit improvements to the transbay corridor and AC Transit rapid bus improvements.

Figure 14
Funds Disbursed by MTC to the Six Selected Transit Agencies We Reviewed Generally Increased Over the Past Three Fiscal Years



Source: MTC allocation resolutions.

Figure 15
Agencies Filed More Claims to MTC for Operating Costs Than for Capital Costs



Source: MTC allocation documents.

Funding Restrictions

We reviewed the funding restrictions associated with FTA grants and funds from TDA, STA, Regional Measures 2 and 3, and SB 125, and found that each funding source has various restrictions on how transit agencies may spend those funds and place obligations on recipients. For example, Regional Measure 3 funds may only be spent on transit projects that improve transit and reduce congestion along certain Bay Area transportation corridors. Recipients must also meet performance measures established by MTC, such as providing reliable, on-time service. TDA funds are more flexible, and may be used to support public transportation systems, community transit services, and other costs. The text box provides some examples of funding restrictions, and Table A3 in Appendix A provides a summary of the restrictions for all funding sources we identified.

Examples of Funding Restrictions

Transit agencies must use certain funds either for operating costs or capital expenses.

Federal grants usually cover 80 percent of costs and require transit agencies to cover the remaining 20 percent.

Transit agencies must meet efficiency standards to receive certain funds.

Source: Federal and state law and MTC policies.

In regards to the disbursement procedure, MTC follows a process to authorize key funding to transit agencies. First, MTC provides transit agencies with an annual estimate of available funds. It then instructs transit agencies to submit claims that document funding eligibility. Finally, MTC either authorizes disbursement of the funds, or instructs county controllers to disburse the funds.

Feasibility of Merging Transit Agencies

Key Points

- We combined the financial statements of the East Bay transit agencies in Alameda County and those in Contra Costa County to assist in determining the likely financial condition of a single bus transit agency in each of these two counties. However, because the existing transit agencies exhibited poor financial conditions, we concluded that the hypothetical combined agencies would likewise be in an unfavorable financial position. Specifically, these agencies would have significant negative unrestricted net positions, meaning they would not be able to expand service or be financially healthy.

- Merging East Bay transit agencies may result in an increase in operating costs, primarily because of the need to standardize wages and benefits across the merged agencies with the significantly higher costs of AC Transit. Other significant legal and practical impediments also limit the feasibility of a merger of East Bay transit agencies, such as federal laws around collective bargaining rights and the potential decline in service quality resulting from a loss of local control in the areas that are not within AC Transit's current service area.

Objectives 9 & 10:

Would Merging Transit Agencies Be Feasible, Solve Financial Challenges, and Provide Benefits to Riders?

Financial Conditions of Potentially Merged East Bay Transit Agencies

We combined the financial statements of the East Bay transit agencies in Alameda County and those in Contra Costa County to assist in determining the likely financial condition of a single bus agency in each of these two counties. Specifically, we combined information about total assets, total liabilities, net position, operating revenues, operating expenses, and nonoperating revenue and expenses, which are defined in the text box. We also split AC Transit's financial information between these two counties because it operates in both. County Connection, Tri Delta Transit, and WestCAT are in Contra Costa County, and about 10 percent of AC Transit's ridership is in that county. Meanwhile, Alameda County contains LAVTA, Union City Transit, and about

Definitions of Financial Terms

Total Assets: Resources with present service capacity that the government currently controls, such as cash, buses, and buildings.

Total Liabilities: Present obligations to sacrifice resources that the government has little or no discretion to avoid, such as accounts payable and lease obligations.

Net Position: The difference between assets and liabilities, resources available for future operations.

Operating Revenues: Revenue generated from the day-to-day operations of the entity.

Operating Expenses: The costs associated with providing services and running the entity.

Nonoperating Revenue and Expenses: Revenue and expenses generated by things that are not directly related with the services the entity offers, such as investment income or external subsidies.

Source: Government Accounting Standards Board documents.

90 percent of AC Transit's ridership. As a result, we split AC Transit's financial information between the two hypothetical county-based bus agencies and present our summations in Table 6. We performed this analysis for fiscal years 2023–24 and 2024–25 so that we could identify financial trends for the two hypothetical agencies and provide this more detailed information in Table B.1 in Appendix B.

Table 6
Hypothetical Separate Bus Agencies for Contra Costa and Alameda Counties Would Have Significant Negative Unrestricted Net Positions

		ALAMEDA BUS AGENCY	CONTRA COSTA BUS AGENCY
Statement of Net Position	Total Assets and Deferred Outflows	$965,090,841	$245,002,532
	Total Liabilities and Deferred Inflows	664,120,241	136,167,559
	Total Net Position	**$300,970,600**	**$108,834,973**
	Net Investment in Capital Assets	$415,337,352	$127,054,221
	Restricted	110,175,883	15,988,050
	Unrestricted	(224,542,635)	(34,207,298)
	Net Pension Liability	248,409,903	42,953,180
	Net OPEB Liability	111,950,802	14,594,400
Statement of Revenues, Expenses, and Changes in Net Position	Operating Revenues	$47,158,878	$16,055,277
	Operating Expenses	615,794,029	177,465,386
	Operating Loss	(568,635,151)	(161,410,109)
	Net Nonoperating Revenue and Expenses*	$534,355,126	$144,467,832
	Capital Contributions	$40,114,328	$16,041,096
	Change in Net Position	**$5,843,303**	**$(901,181)**

Source: East Bay transit agencies' fiscal year 2024–25 financial statements, some of which were in draft form as of May 2026, and Union City Transit's fiscal year 2023–24 financial statements.

Note: We aggregated the financial statements of County Connection, Tri Delta Transit, WestCAT, and 10 percent of AC Transit's financial statement values to create the Contra Costa County bus agency. We aggregated the financial statements of LAVTA, Union City Transit, and 90 percent of AC Transit's financial statement values to create the Alameda County bus agency.

* Includes TDA funds.

The financial information we aggregated indicates that combining these agencies may not provide significant financial benefits because of negative unrestricted net positions. We evaluated the impact this combination would have on *unrestricted net position* because it represents the financial flexibility to manage day-to-day operations, handle unexpected financial crises, and fund capital improvements without external support. All six agencies have a negative unrestricted net position, and for two agencies, including AC Transit, this is a substantial amount.[7] Ultimately, this net position is intended to serve as a measure of the financial resources available. When we combined the financial information of the transit agencies to simulate two agencies, one for Alameda County and one for Contra Costa County, both of the agencies would continue to have negative unrestricted net positions. Having a negative unrestricted net position means that the agencies—individually or combined—have limited resources for future operations or expansion of services.

One of the main reasons that combining these agencies would not significantly improve its financial situation comes from the merging of long-term liabilities related to pension and OPEB benefits. Although not all six agencies provide these benefits, the long-term liabilities of AC Transit alone exceed the total assets of all other agencies. Further, these obligations are likely to increase in the combined agencies because more employees would be eligible for such benefits, as we discuss later. Another limitation on the agencies' financial condition is that their capital assets constitute a significant portion of their overall assets. These capital assets are generally buses and buildings, and therefore agencies cannot quickly convert them into cash to cover immediate, short-term expenses. Because these agencies would not be healthier financially under the combinations outlined above, we attempted to determine whether an even larger agency would have a better financial condition.

When we combined the financial statements to include all six East Bay transit agencies, we found similar concerns. Specifically, this hypothetical agency would also have a large negative unrestricted net position, as shown in Table B.2 in Appendix B. Additionally, the single agency does not show a significant change in this unrestricted net position year over year. Moreover, small increases in revenues would be overcome by large increases in expenses and increasing operating losses. As a result, this agency's net position would likely decline further over time. Finally, the estimated expenditures we used in our analysis would increase significantly following a merger. We discuss at greater length below that combining the East Bay transit agencies would require significant increases in labor expenses because of protections for represented workers. As a result, we do not estimate that one or two hypothetical bus transit agencies serving the East Bay, created through the combination of existing agencies, would result in financially stronger transit agencies.

7 Net position consists of three components: net *investment in capital assets*, *restricted*, and *unrestricted*. *Net investment in capital assets* represents capital assets, such as land, buildings and equipment, minus accumulated depreciation and outstanding debt related to acquiring or improving those assets. The *restricted* component of net position consists of resources with constraints placed on their use by external parties, such as creditors, grantors, and legal obligations, whereas the *unrestricted* component is the residual amount of net position, not included in the other two categories, that is available for general operations.

Costs and Benefits of Merging Transit Agencies

Although there are some potential fiscal benefits to merging transit agencies, achieving such benefits in practice in the East Bay may be challenging. We searched for reviews, analyses, reports, and studies related to transit agency mergers or consolidation and asked for any studies MTC or the transit agencies had available. We identified 10 past studies on the feasibility of merging bus service agencies in the Bay Area conducted by the University of California Institute of Transportation Studies, consultancy groups, MTC, and the Solano Transportation Authority between 1987 and 2020. However, only two of these 10 studies recommend that bus agencies merge, and none of the remaining studies recommended merging to improve the overall financial condition of the relevant agencies. We identified two areas of potential cost savings from these studies: consolidating administrative functions and reducing duplicative routes. However, we found major impediments to achieving cost savings in both areas.

Administrative Costs as Share of Operating Expenses Vary Significantly

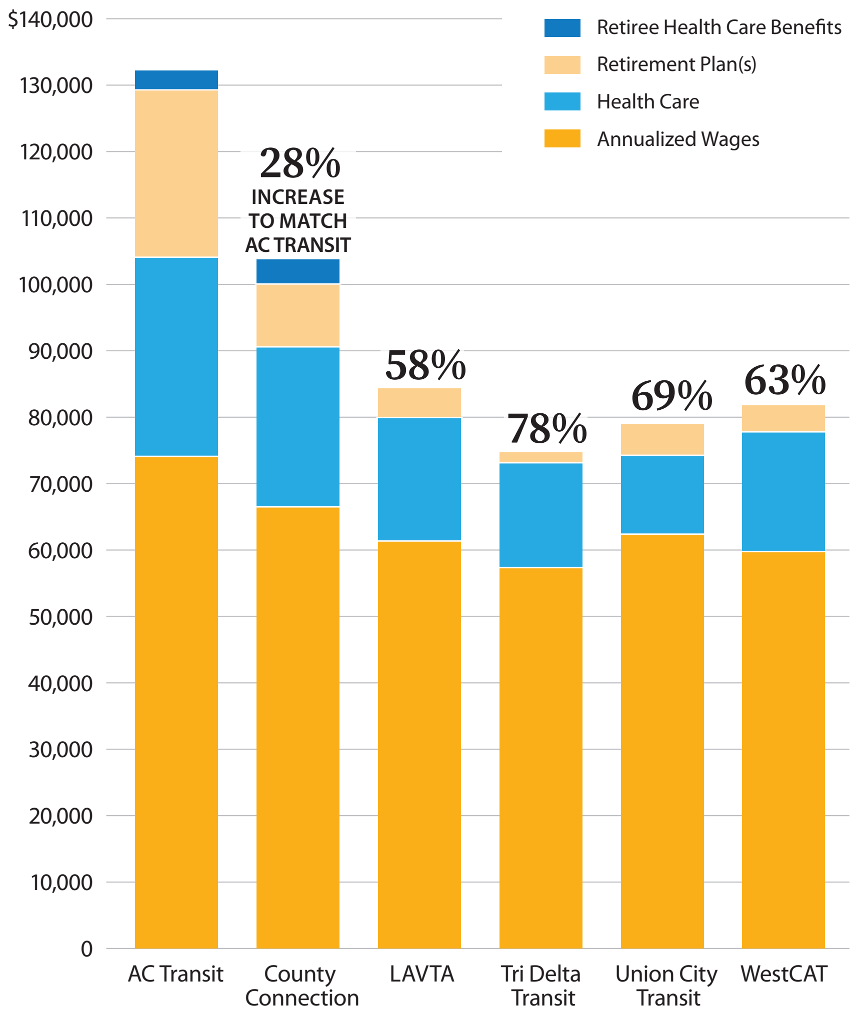
AC Transit – 28%
County Connection – 25%
LAVTA – 35%
Tri Delta Transit – 23%
Union City Transit – 3%
WestCAT – 17%

Source: National Transit Database data and Union City financial statements.

Our review identified that these potential cost savings would be minimal for the hypothetical county-based bus agencies. For example, one study noted that savings achieved by consolidating administrative staff could be undone by the need for a substantial management structure to administer a large and geographically dispersed agency, and that administrative staff are not large in transit agencies, limiting potential savings. The text box provides administration costs as a percentage of total operating costs for the agencies that we reviewed, which range from 3 percent to 35 percent of agency spending. We describe below that labor costs would likely increase significantly following a merger, which would likely eclipse administrative savings. Finally, both past studies and our own analysis related to Objective 3 have not identified significant levels of duplicative bus service among East Bay transit agencies. As such, it is unlikely that merging East Bay transit agencies would produce significant savings.

In fact, standardizing wages and benefits following a merger could increase overall labor costs because AC Transit has significantly higher labor costs than do the other agencies. As Figure 16 illustrates, although wages are only a bit higher at AC Transit compared to the other agencies, AC Transit's overall compensation package for bus drivers is significantly higher than the other agencies, mostly because of its retirement benefits. County Connection, which, like AC Transit, employs drivers directly, would have to increase driver compensation by approximately 28 percent to match AC Transit's spending. The remaining agencies, whose drivers are contractors, not employees, would need to increase total driver compensation by 58 percent to 78 percent to match AC Transit's compensation package for drivers. To standardize salary and benefits in the event of a merger, the new agencies would either have to obtain substantial concessions from current AC Transit drivers, such as agreeing to reductions in compensation and benefits, or greatly improve the compensation for drivers working in the areas currently served by the other agencies.

Figure 16
The Costs to Compensate Bus Drivers Are Significantly Higher at AC Transit Than Other Agencies, Primarily Because of Retirement Benefits



Source: Agencies' union agreements.

Note: Calculations assume a bus driver with three years of experience, receiving health care coverage for themselves and a spouse or dependent.

Even if the new agencies were able to obtain major concessions from current AC Transit employees following the merger, doing so could risk the loss of certain federal funds. Federal law requires, as a condition for providing financial assistance to transit operators, that all employees who are affected by the receipt of federal funds be protected under arrangements that are fair and equitable. Following a transit agency being acquired to create a new agency, federal law requires continuation of collective bargaining rights, the protection of employees from a worsening of their positions, and assurance that employees would be employed by the new agency. If the secretary of labor determines that interests of employees are not protected, such as if the creation of new transit agencies to serve Contra Costa County and Alameda County resulted in labor agreements that were not deemed fair and equitable, the new agencies might not be eligible for federal assistance.

Legal and Contractual Impediments to Merging Transit Agencies

The varied dissolution processes for the existing agencies are significant obstacles to a merger. Under state law, AC Transit may only dissolve if it no longer operates any transit facilities, at which point its dissolution would still require approval from both its board and from voters. Dissolution of AC Transit would result in the loss of special tax revenue that currently provides funding for bus service in the East Bay. AC Transit was authorized, with voter approval, to create special transit districts and to impose special taxes to support transit in Alameda and Contra Costa counties. AC Transit created Special Transit Service District 1, which straddles Alameda and Contra Costa counties, and voters approved a parcel tax that generates more than $30 million in annual revenue for AC Transit. This revenue would not transfer to newly created transit agencies unless the Legislature provided taxing authority to the new entities and local voters approved new special taxes. However, this loss of revenue might be avoided by merging the East Bay transit agencies into one bus agency because the special transit district would remain intact. For the four agencies organized as JPAs, dissolution would require the support of one or more of their member jurisdictions—including the cities listed in the text box—or action by the Legislature. For Union City Transit to be annexed into a transit district, state law would require the city council to support the annexation, or voters would have to carry out a petitioning process. Given the number of entities involved in the dissolution processes, as a practical matter, the formation of a new merged transit agency would likely not be possible without the Legislature passing a law to authorize the formation of the new agencies and the dissolution of their predecessors.

JPA Member Entities

County Connection: Contra Costa County, Concord, Clayton, Danville, Lafayette, Martinez, Moraga, Orinda, Pleasant Hill, San Ramon, Walnut Creek

Tri Delta: Contra Costa County, Antioch, Brentwood, Oakley, Pittsburg

WestCAT: Contra Costa County, Hercules, Pinole

LAVTA: Alameda County, Dublin, Livermore, Pleasanton

Source: Agency websites and JPA agreements.

The legal protections afforded to contractors also could complicate or add to the cost of pursuing a merger. Two of the six agencies, LAVTA and County Connection, have provisions in their JPA agreements preventing dissolution from occurring when the JPA has executed long-term contracts for public transportation services. As of May 2026, LAVTA has a long-term contract for public transportation services, but County Connection confirmed that it does not. Further, to avoid potential legal challenges, any legislation that combines transit agencies would have to address the rights of any private contractors and the contractual obligations owed to them. Four of the six agencies contract bus operations to a private firm. Because of the legal protections for contractors, if the Legislature chose to pursue new transit agencies for Alameda and Contra Costa counties, it would need to address claims resulting from these contracts.

Additionally, there are a variety of retirement plans in place across the six agencies with varying benefits, which could complicate the creation of new East Bay transit agencies. Employees at County Connection, LAVTA, Union City Transit, and WestCAT are eligible for pensions administered by CalPERS. State law prohibits a JPA with CalPERS obligations from dissolving until it has apportioned pension liabilities among the parties. If the Legislature does not establish a plan for any successor transit agency to absorb these liabilities, the member entities of the JPA would bear that responsibility. AC Transit employees belong to the AC Transit Employees Retirement Plan, an independent public pension plan that is not administered by CalPERS. AC Transit does not currently have an agreement with CalPERS to allow employees with service credit in one system to transfer to the other without receiving reduced retirement benefits. The two systems also have different employee and employer contribution rates, vesting periods for active members, and pension benefit formulas for their two tiers of employees. In 2002, when the Legislature consolidated transit boards in San Diego County, it passed legislation to preserve the employment and pension rights of existing employees. If the Legislature chooses to pursue mergers of East Bay transit agencies, it may be necessary to include similar provisions to clarify how the new agencies would manage the retirement benefits of existing employees in a fair and equitable way.

Potential Changes to Service Quality

Creating two new transit agencies that provide bus services to Alameda and Contra Costa counties may not necessarily improve the transit connectivity among communities in the same county and could even negatively affect the quality of service for some riders. Several of AC Transit's routes transport riders between Contra Costa County and Alameda County, including the popular 72, 72L, and 72M bus lines that connect Richmond, San Pablo, and El Cerrito in Contra Costa County with Oakland, Berkeley, Emeryville, and Albany in Alameda County. These routes link some disadvantaged communities directly with job centers. Creating transit agencies by county could inconvenience these riders. For example, riders might need to transfer between the systems, lengthening their commutes, or change to another service provider such as BART. Moreover, although Union City Transit and WestCAT both overlap with AC Transit's service area, the remaining three agencies are separated from the other East Bay transit agencies by mountains, limiting the practicality of buses as a means of connecting these service areas in the event of a merger. Forming a transit agency for bus service in Contra Costa County could break up existing routes that provide connectivity with Alameda County, without necessarily facilitating greater connection between the different subregions of Contra Costa County across the mountains that separate service areas. Similar to the issue of AC Transit's special tax district, merging the existing East Bay transit agencies into one bus agency for the two counties could instead maintain direct service in this area.

A final consideration is the potential decline in service quality that could result from the loss of local control by the cities outside of AC Transit's service area. Management at several of the East Bay transit agencies have told us that local control benefits riders. Specifically, WestCAT and Union City Transit noted that residents have more of a voice in the provision of bus services in their communities than would be the case if they were a smaller component of a larger agency. The executive director of LAVTA also cited the presence of direct oversight by local elected officials as a benefit to riders in their service area and further suggested that local control keeps costs down and ensures that taxes that are raised locally are also spent locally. Similarly, County Connection and Tri Delta Transit suggested that the smaller scale of their agencies allows staff to have a more informed understanding of local needs compared to a hypothetical, larger agency headquartered further away from their suburban areas. Management at County Connection, LAVTA, and WestCAT further noted that, historically, when AC Transit was responsible for bus service in the outer suburbs, it provided minimal service to these areas. AC Transit management, for their part, told us that if they were to merge with the other agencies, they anticipate that the different operating environments and long distances across the new service area could negatively affect the reliability of service.

Recommendations

Legislature

To ensure that agencies can comply with CARB's mandate to make all new bus purchases zero-emission starting in 2029, the Legislature should consider extending this deadline or allocating new funds to the transit agencies to purchase zero-emission buses.

MTC

- To improve its effectiveness in managing regionwide projects and mitigate the risk of missing target completion dates for action items, MTC should immediately establish realistic and attainable time frames for each item by setting major milestones and subtasks, along with identifying potential risks and mitigation strategies for delays caused by interdependent activities.

- To guide its decisionmaking and better measure progress toward completing items in its transit action plan, MTC should, as part of its ongoing effort to analyze the regional network management framework's progress, build upon the adopted May 2024 performance metrics to include achievable outcomes, such as the increase in new riders on existing routes. MTC should define linkages between these adopted metrics and outcomes when it updates the transit action plan.

- To address the risk that transit agencies may have to reduce services due to rising operational costs, MTC should by January 2027 further identify funding sources, such as federal, state, or locally-generated revenue, that could be obtained and directed to transit agencies at risk of reducing services, such as AC Transit, County Connection, Tri Delta Transit, and WestCAT. MTC should also work with transit agencies to identify operational cost savings.

We conducted this performance audit in accordance with generally accepted government auditing standards and under the authority vested in the California State Auditor by Government Code section 8543 et seq. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on the audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Respectfully submitted,

GRANT PARKS
California State Auditor

May 28, 2026

Staff:	Jim Adams, MPP, Audit Principal Nicole Madera, MPP, Senior Auditor Alyssa Centeno Miles Culpepper, PhD Taylor Gray, PhD Amanda Ozaki-Laughon, MPP Cesar Rodriguez
Legal Counsel:	Ethan Turner

Appendix A

MTC Funding Coordination From Fiscal Years 2022–23 Through 2024–25

The Audit Committee requested that we determine for each selected agency the amount of funding MTC provides. To accomplish this, we reviewed MTC allocation resolutions and grant awards to the six selected East Bay transit agencies over the three most recent fiscal years. We found that over the last three fiscal years, MTC coordinated the disbursal of approximately $1.15 billion to the six transit agencies. Table A1 summarizes each of the federal, state, and regional funding sources and the aggregate total allocated to the selected agencies between fiscal years 2022–23 and 2024–25. Table A2 provides the totals for each agency. Table A3 provides a high-level summary of funding restrictions.

Table A.1
Annual Funds MTC Provided or Directed to Selected East Bay Transit Agencies

FUNDING SOURCE	FISCAL YEAR 2022–23	FISCAL YEAR 2023–24	FISCAL YEAR 2024–25	THREE YEAR TOTALS
State Transportation Development Act	$182,825,472	$171,929,558	$163,905,444	$518,660,475
State Transit Assistance	51,019,981	84,133,320	81,896,746	217,050,047
Federal Transit Administration Formula Grants	56,590,901	39,437,094	66,986,548	163,014,543
State AB 1107*	50,000,000	52,000,000	52,000,000	154,000,000
Regional Measure 2	12,080,290	12,980,536	13,679,561	38,740,387
Regional Measure 3	6,673,766	17,498,983	11,469,210	35,641,959
State Low Carbon Transit Operations Program	4,166,660	4,846,154	3,048,009	12,060,823
Regional One Bay Area Grant Program	2,400,000	3,906,000	2,259,000	8,565,000
State SB 125	–	–	5,400,000	5,400,000
State AB 664†	769,881	489,652	720,230	1,979,763
Totals	**$366,526,951**	**$387,221,297**	**$401,364,748**	**$1,155,112,996**

Source: MTC resolutions and grant award documents.

* AB 1107 refers to funding from revenue generated by BART's half-cent sales tax in Alameda, Contra Costa, and San Francisco counties that is allocated to select transit agencies, including AC Transit.

† AB 664 refers to funding from bridge toll revenue allocated to transit agencies that apply for projects that implement MTC's transportation planning objectives in the vicinity of toll bridges.

Table A.2
Funds MTC Allocated or Directed to Selected East Bay Transit Agencies

FUNDING SOURCE	AC TRANSIT	COUNTY CONNECTION	LAVTA	TRI DELTA TRANSIT	UNION CITY TRANSIT	WESTCAT
Transportation Development Act	$283,946,908	$95,817,350	$50,428,181	$50,031,513	$19,263,885	$19,172,638
State Transit Assistance	144,805,249	22,477,470	8,842,612	22,330,181	4,991,653	13,602,882
Federal Transit Administration Formula Grants	113,424,668	25,280,974	13,413,390	7,607,016	794,964	2,493,531
AB 1107	154,000,000	0	0	0	0	0
Regional Measure 2	33,486,183	355,427	1,504,659	1,474,062	0	1,920,056
Regional Measure 3	21,883,784	5,145,260	2,527,746	1,736,609	0	4,348,560
Low Carbon Transit Operations Program	3,001,630	3,946,462	1,631,597	2,383,585	571,354	526,195
One Bay Area Grant Program	5,906,000	0	0	400,000	2,259,000*	0
SB 125	4,000,000	0	897,000	503,000	0	0
AB 664	0	905,950	728,393	280,397	0	65,023
Totals	**$764,454,422**	**$153,928,893**	**$79,973,578**	**$86,746,363**	**$27,880,856**	**$42,128,885**

Source: MTC resolutions and grant award documents.

* Union City states that the amount from the One Bay Area grant program includes a capital grant for the Union City Intermodal Station Mobility Hub at Union City BART, which brings together multiple modes of transportation, including buses run by Union City Transit, and is overseen by the city's public works department.

Table A.3
High-Level Summary of Funding Restrictions

FUNDING SOURCE	RESTRICTIONS
State Transportation Development Act (TDA)	Three categories of TDA funding have different restrictions. For one category, operators must meet eligibility requirements, such as maintaining or planning to fully fund their retirement systems to use those funds for operational and capital costs. Another category requires transit agencies to address unmet community transit needs; estimate revenues; operating costs, and usage; and meet fare collection requirements. Transit agencies may use funding from the third category for local street and road projects, passenger rail operations and capital improvements, and special transportation assistance.
State Transit Assistance	Transit operators must meet efficiency standards based on operating cost. If they fail to meet these standards, their allocation is reduced by the amount they exceed the target. Operators need to demonstrate reasonable efforts toward productivity improvements to be eligible for funds.
Federal Transit Administration Formula Grants	Each grant has its own requirements, mostly related to how transit agencies can use the grant funds. For example, some grants support transit operations, while others support rural transit or bus maintenance and replacement. Further, transit agencies must often provide matching funds, as grants only provide between 50 percent and 80 percent of funding.
State AB 1107	No funds can be allocated unless the transit operator: • Participates as a member of a regional transit coordinating council • Establishes fares that produce revenues that are at least 33 percent of its operating costs • Complies with MTC standards, which include standardized reporting, maintenance of local support for public transit system operations, and operating efficiency efforts and cost controls.
Regional Measure 2	Funds are limited to projects collectively known as the Regional Traffic Relief Plan. MTC requires transit agencies to meet performance measures to receive operating funds, which include measures related to fare revenues and ridership.
Regional Measure 3	Funds are limited to the capital projects and operating costs listed in the Regional Measure 3 Expenditure Plan. To receive operating funds, MTC requires transit agencies to meet performance measures, which include on-time departures and fare collection.
State Low Carbon Transit Operations Program	Funds are limited to transit operating or capital assistance that meets any of the following: • Enhances or expands transit service. • Increases transit ridership. • Purchase of zero-emission buses and the installation of the necessary equipment and infrastructure to operate and support these zero-emission buses. Transit agencies must demonstrate that expenditures reduce the emission of greenhouse gases, and do not supplant another source of funds.
Regional One Bay Area Grant Program	Projects must be consistent with the regional transportation plan. They must be eligible for federal Surface Transportation Program or Congestion Mitigation and Air Quality Program funds. MTC selects projects using criteria such as the project's cost effectiveness in reducing emissions and its consistency with transit transformation initiatives.
State SB 125	Transit agency must be making satisfactory progress on the following regional accountability measures: • Participation in regional meetings and initiatives. • Coordination of its schedules with other agencies. • Maintaining data for regional transit data system. AC Transit must also report to MTC on how its efforts to adjust bus service are expected to increase ridership.
State AB 664	State law authorizes MTC to distribute bridge toll revenue to transit agencies for transbay transit services, feeder services, and to establish routes and build facilities that affect bridge traffic.

Source: State and federal law, MTC policies.

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Appendix B

Financial Information for Hypothetical Bus Transit Agencies

The Audit Committee directed us to determine the likely financial condition of a single transit agency for local bus service serving Contra Costa County and a single transit agency for local bus service serving Alameda County if such agencies comprised the combined agencies currently operating in each county. In tables B.1 and B.2, we identify the potential financial information of three types of bus transit agencies. Table B.1 shows how we made our estimates by summing the financial information of transit agencies in each of the two counties, as well as trends in that information over two fiscal years. Table B.2 shows the same information for a single bus transit agency across the two counties.

Table B.1
Hypothetical Bus Transit Agency Financial Information by County

	FISCAL YEAR 2023–24		FISCAL YEAR 2024–25		PERCENT CHANGE FROM FISCAL YEAR 2023–24	
	ALAMEDA BUS AGENCY	CONTRA COSTA BUS AGENCY	ALAMEDA BUS AGENCY	CONTRA COSTA BUS AGENCY	ALAMEDA BUS AGENCY	CONTRA COSTA BUS AGENCY
Statement of Net Position						
Total Assets and Deferred Outflows	$990,607,301	$250,317,621	$965,090,841	$245,002,532	(2.6%)	(2.1%)
Total Liabilities and Deferred Inflows	695,651,004	140,581,467	664,120,241	136,167,559	(4.5)	(3.1)
Total Net Position	**$294,956,297**	**$109,736,154**	**$300,970,600**	**$108,834,973**	**2.0%**	**(0.8%)**
Net Investment in Capital Assets	$427,249,605	$130,021,892	$415,337,352	$127,054,221	(2.8%)	(2.3%)
Restricted	98,187,162	13,585,331	110,175,883	15,988,050	12.2	17.7
Unrestricted	(230,480,470)	(33,871,069)	(224,542,635)	(34,207,298)	(2.6)	1.0
Net Pension Liability	284,028,076	49,322,505	248,409,903	42,953,180	(12.5)	(12.9)
Net OPEB Liability	112,562,662	15,505,133	111,950,802	14,594,400	(0.5)	(5.9)
Statement of Revenues, Expenses, and Changes in Net Position						
Operating Revenues	$48,129,855	$14,979,303	$47,158,878	$16,055,277	(2.0%)	7.2%
Operating Expenses	549,270,613	166,767,708	615,794,029	177,465,386	12.1	6.4
Operating Loss	**$(501,140,758)**	**$(151,788,405)**	**$(568,635,151)**	**$(161,410,109)**	**13.5%**	**6.3%**
Net Nonoperating Revenue and Expenses*	$507,281,707	$143,145,707	$534,355,126	$144,467,832	5.3%	0.9%
Capital Contributions	$27,843,406	$13,081,456	$40,114,328	$16,041,096	44.1%	22.6%
Change in Net Position	**$33,984,355**	**$4,438,758**	**$5,843,303**	**$(901,181)**	**(82.8%)**	**(120.3%)**

Source: Agencies' financial statements and auditor calculations.

* Includes TDA funds.

Table B.2
Hypothetical Bus Transit Agency Financial Information for Entire East Bay

	SINGLE AGENCY		
	FISCAL YEAR 2023–24	FISCAL YEAR 2024–25	PERCENT CHANGE
Statement of Net Position			
Total Assets and Deferred Outflows	$1,240,924,922	$1,210,093,373	(2.5%)
Total Liabilities and Deferred Inflows	836,232,471	800,287,800	(4.3)
Total Net Position	**$404,692,451**	**$409,805,573**	**1.3%**
Net Investment in Capital Assets	$557,271,497	$542,391,573	(2.7%)
Restricted	111,772,493	126,163,933	12.9
Unrestricted	(264,351,539)	(258,749,933)	(2.1)
Net Pension Liability	333,350,581	291,363,083	(12.6)
Net OPEB Liability	128,067,795	126,545,202	(1.2)
Statement of Revenues, Expenses, and Changes in Net Position			
Operating Revenues	$63,109,158	$63,214,155	0.2%
Operating Expenses	716,038,321	793,259,415	10.8
Operating Loss	**$(652,929,163)**	**$(730,045,260)**	**11.8%**
Net Nonoperating Revenue and Expenses*	$650,427,414	$678,822,958	4.4%
Capital Contributions	$40,924,862	$56,155,424	37.2%
Change in Net Position	**$38,423,113**	**$4,933,122**	**(87.2%)**

Source: Agencies' financial statements and auditor calculations.

* Includes TDA funds.

Appendix C

Scope and Methodology

The Audit Committee directed the California State Auditor to conduct an audit related to administrative oversight of selected East Bay transit agencies. Table C lists the objectives that the Audit Committee approved and the methods we used to address them. Unless otherwise stated in the table or elsewhere in the report, statements and conclusions about items selected for review should not be projected to the population.

Table C

Audit Objectives and the Methods Used to Address Them

	AUDIT OBJECTIVE	METHOD
1	Review and evaluate the laws, rules, and regulations significant to the audit objectives.	Reviewed state and federal laws, rules, and regulations related to transit programs.
2	For the selected transit agencies, determine the following: • The autonomy each agency has to plan its own routes and invest in transit projects without coordination with other agencies. • The barriers that may exist to collaboration between transit agencies and their counterparts.	• Reviewed board policies and other official documents from each agency to determine autonomy to plan routes and to invest in transit projects. • Reviewed MTC policies, state and federal law to determine the same autonomy as above. • Interviewed agencies to document their route planning process to identify where coordination takes place. • Using agency schedules and maps, identified the percentage of routes that cross into another agency's service area, share a stop with another agency, or include a BART stop to identify whether coordination is necessary; interviewed staff and obtained documentation from agencies to identify barriers to collaboration or coordination. • Documented benefits of One-Seat-Ride paratransit service and sought to identify barriers to its expansion to two of the six agencies that do not currently participate. While the two agencies have not expanded paratransit services yet, they are currently working on solutions and indicated interest in expanding the program.
3	From the selected transit agencies, review a selection of routes that cross service areas and that can require riders to transfer between agencies and between different modes of transit to determine the following: • The clarity of the information provided to riders about how to navigate within and transfer between the systems. • The availability and accessibility of connecting transfer schedules, including frequency, timing, and any physical obstacles to making a transfer. • The ease of payment. • Whether there are duplicative services that could be eliminated.	• For each agency, identified two trips, for a total of twelve, that cross into or are directly adjacent to a different agency's service area that may or may not involve transfer between two agencies. Auditors focused on trips that riders in the region would reasonably take, such as from a residential area to a city center. • Developed checklists to use during testing of these trips to determine the clarity of information provided to riders about how to navigate within and transfer between systems, the availability and accessibility of connecting transfer schedules, and the ease of payment. • Tested the identified trips in person to assess all information on the checklists. • Documented and synthesized findings from the above testing. • Identified that two areas in the region have noteworthy overlap—the service areas of WestCAT and AC Transit and the service areas of Union City Transit and AC Transit. Identified six locations that overlap—three each—that appear to overlap or that share stops to determine whether the agencies offer duplicative services that could be eliminated.

continued on next page . . .

AUDIT OBJECTIVE	METHOD
4 Review pre-pandemic and post-pandemic ridership levels at each of the selected agencies and determine whether ridership has returned to pre-pandemic levels, what ridership initiatives were implemented before the pandemic to improve ridership levels, how current ridership compares to pre-pandemic ridership trends, and what initiatives the agencies have employed since the pandemic to attract riders.	• Obtained and analyzed annual ridership data from fiscal years 2018–19 through 2024–25 for each of the six agencies to evaluate changes to ridership before and after the pandemic. • Obtained and analyzed ridership data to evaluate trends in weekday versus weekend ridership since the pandemic and age group ridership for three of the selected agencies. • Reviewed documentation related to initiatives that agencies conducted to increase ridership or improve the rider experience before and after the pandemic to assess their relative success and determine potential causes of disparities in ridership recovery across the selected agencies. • Interviewed each transit agency to gather perspective on these initiatives.
5 Determine the financial condition of the selected agencies by determining their financial reserves, the extent to which they rely on nonoperating revenue as compared to operating revenue, and whether the agencies will face challenges in funding their upcoming capital asset costs.	• For each selected agency and for fiscal years 2022–23 through 2024–25, using the agency's audited financial statements, adopted budgets, and other documentation, assessed its financial condition by reviewing key financial indicators, including reserve levels, revenue and expenditure trends, and risks related to pension obligations and other post-employment benefits obligations. • For each selected agency and for fiscal years 2022–23 through 2024–25, using the agency's audited financial statements, identified the agency's revenue sources and amounts to determine the extent to which the agency relies on self-generated revenue versus revenue that comes from local, state, and federal subsidies and grants. • Reviewed selected agencies' audited financial statements, adopted budgets, and zero-emission vehicle rollout plans and interviewed agencies to determine whether selected agencies will face challenges in funding upcoming capital asset costs, such as zero-emission vehicles and infrastructure.
6 Review MTC's efforts to collaborate and coordinate with the selected agencies and determine whether they have been effective.	• Assessed a selection of action items in MTC's Transit Transformation Action Plan to determine whether they have been successful in achieving coordination and positive collaboration among the agencies in the region. Specifically, analyzed documentation related to the action items to determine their target completion date, actual completion date, reasons for potential delays, outcomes and implementation, impacts on passengers, and participation of local transit agencies. • Collected documentation from agencies and MTC to determine if agencies receiving these funds are compliant with MTC's SB 125-related requirements and assessed the effectiveness of MTC's oversight.
7 Determine for each selected agency the amount of funding MTC provides, the restrictions on such funding, and what proportion of the funding the agency used for operating costs and capital expenses.	• Identified the categories of funding MTC provided to each agency and the amounts of funds that MTC allocated to each agency in fiscal year 2022–23. • Identified any restrictions on those funds for which they may be used. • Identified what proportions of those funds were used for operating expenses or capital costs.
8 Evaluate whether the selected agencies are at risk of not being able to continue offering or expanding services without further external, nonoperating funding.	• For agencies that perform financial projections, used audited financial statements and adopted budgets, and compared current reserve balances to projected budget deficits to assess if or when agencies may exhaust their reserves and the risk that they may need to cut services in the medium to long term. • For agencies that do not perform financial projections, reviewed audited financial statements and past adopted budgets to assess if or when agencies may exhaust their reserves and the risk that they may need to cut services in the medium to long term.

	AUDIT OBJECTIVE	METHOD
9	To the extent possible, determine the likely financial condition of a single transit agency for local bus service serving Contra Costa County and a single transit agency for local bus service serving Alameda County if such agencies comprised the combined agencies currently operating in each county. Specifically, determine for the new single agency in each county what its potential assets, liabilities, revenue, expenses, and reserves would be.	• Reviewed labor agreements for each agency and other employee benefits documentation to identify differences in union representation, pension and benefits information, and labor costs across the six agencies. • Reviewed and documented the dissolution process for each transit agency and assessed the complexity of these processes. • Identified potential methods for splitting AC Transit and calculated the approximate assets, liabilities, revenue, expenses, and reserves of two transit agencies, one each in Alameda and Contra Costa counties, if such agencies comprised the combined agencies currently operating in each county.
10	To the extent possible, determine the fiscal benefit of combining transit agencies for local bus service in each of the two counties and identify legal and practical impediments to merging transit agencies for local bus service.	• Reviewed existing studies of consolidating or merging transit agencies in the region to determine whether they identified any fiscal benefits or challenges to merging or consolidating. • Assessed other practical impediments (e.g., legal impediments, disruption to service continuity, geography, financial concerns) to merging transit agencies. • Identified the amount of each agency's budget that is dedicated to administration.

Source: Audit workpapers.

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METROPOLITAN
TRANSPORTATION
COMMISSION

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May 1, 2026

Mr. Grant Parks
California State Auditor
621 Capitol Mall, Suite 1200
Sacramento, CA 95814

RE: **Audit of East Bay Transit Agencies & MTC**

Dear Mr. Parks,

Thank you for the opportunity to respond to the California State Auditor's Report No. 2025-120. Below please find our response to the recommendations pertaining to MTC.

Recommendation 1: *To improve its effectiveness in managing regionwide projects and mitigate the risk of missing target completion dates for action items, MTC should immediately establish realistic and attainable time frames for each item by setting major milestones and subtasks, along with identifying potential risks and mitigation strategies for delays caused by interdependent activities.*

MTC Response: MTC convened the Blue Ribbon Transit Recovery Task Force at the height of the COVID pandemic as a voluntary effort that culminated in the Transit Transformation Action Plan (Action Plan) to improve the Bay Area's public transportation network. The Task Force recommended the establishment of ambitious dates to accelerate progress to create a more user-friendly and connected system. MTC is implementing the Action Plan in coordination with the region's 27 transit operators. MTC also formalized a Regional Network Management structure to support and guide the Action Plan implementation. The Regional Network Management structure relies on collaboration and partnership as each of the transit operators are independent agencies with their own staff and governing boards. We agree with the goal of enhanced transparency on project delivery timelines.

Recommendation 2: *To guide its decision-making and better measure progress toward completing items in its transit action plan, MTC should, as part of its ongoing effort to analyze the regional network management framework's progress, build upon the adopted May 2024 performance metrics to include achievable outcomes, such as the increase in new riders on existing routes. MTC should define linkages between these adopted metrics and outcomes when it updates the transit action plan.*

MTC Response: We agree. The mission of Regional Network Management is to drive improvements in the customer experience for Bay Area transit. We will use the adopted performance metrics to measure and track outcomes.

MTC Response to California State Audit No. 2025-120
Page 2

Recommendation 3: *To address the risk that transit agencies may have to reduce services due to rising operational costs, MTC should by January 2027 further identify funding sources, such as federal, state or locally-generated revenue, that could be obtained and directed to transit agencies at risk of reducing services, such as AC Transit, County Connection, Tri Delta Transit, and WestCAT. MTC should also work with transit agencies to identify operational cost savings where possible.*

MTC Response: Since the pandemic, MTC has advocated at the state and federal levels for over $5 billion in new revenue to assist Bay Area transit agencies with their financial challenges. Last year, MTC successfully advocated for the passage of SB 63 (Wiener/Arreguin) in 2025 which authorizes a 14-year regional transit measure to be placed on the November 2026 ballot to provide new transit operations funding. MTC will continue to advocate that the State of California increase financial support for public transit given its importance to the state's goals and the Bay Area's economy, environment, affordability and quality of life.

Sincerely,

Susan A Noack

Sue Noack, MTC Chair

County Connection

Agenda Item # 9.b.

To: Board of Directors **Date:** June 11, 2026

From: Ryan Jones, Manager of Marketing & Communications **Reviewed by:** AMS

SUBJECT: Youth Ride Free

Background:
The Youth Ride Free (YRF) 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 YRF 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, paid for with their own funding. Designed to remove barriers to access, the program required no application, special passes, or ID.

The pilot was a huge success, with 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 brought 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 will help by providing countywide promotional support, including engagement with county school districts, city offices, and libraries.

Additional Information:
Building on last year's online engagement strategy, County Connection staff has been working to promote YRF through targeted social media ads, based on location, age, and spoken language. The primary audience for social media engagement is youth, ages 13-16, who are beginning to gain independence and are more likely to be receptive to programs like Youth Ride Free that allow them to travel on their own. For this age group, many do not yet have driver's licenses or are seeking alternatives to relying on others for rides. Our secondary audience are parents and guardians of children ages 6–12, who are key decision-makers and typically manage their children's activities and schedules.

The primary goal of early messaging was awareness, not only in making riders aware of the YRF program but also driving them to *youthridefree.com* for more information. Below are early engagement numbers on social media between May 20th and June 10th, which were a mix of paid advertisements and organic posts.

PLATFORM	VIEWS (English)	CLICKS (English)	VIEWS (Spanish)	CLICKS (Spanish)	NOTES
TikTok	52,427	106	49,794	85	Paid/Organic
Snapchat	245,472	994	-	-	Paid
Meta (Facebook, WhatsApp)	40,470	2,043	84,750	35	Paid/Organic
Instagram	57,683	935	19,816	294	Paid/Organic
Twitter (X)	269,372	114	49,856	40	Paid
NextDoor	17,074	-	-	-	Organic
Reddit	2,890	-	~1,000	-	Organic
TOTAL	**685,388**	**4,192**	**205,216**	**454**	

Web traffic to *youthridefree.com* has also increased; a result of County Connection, Tri Delta Transit, WestCAT, and CCTA's combined efforts to direct people to the program page via social media and QR codes on printed collateral. The data below reflects web traffic from May 20-July 10, 2026:

- Total Site Visitors: 6.8k
- Top Traffic Sources:
  - Meta (Facebook, WhatsApp) – 2.2k
  - Instagram – 1.3k
  - *Direct* – 1.3k (this is traffic that found the page through other sources or organically)

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.

County Connection

To: Board of Directors

Date: June 11, 2026

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

Reviewed by:

SUBJECT: Regional Mapping & Wayfinding Project – Martinez Pilot

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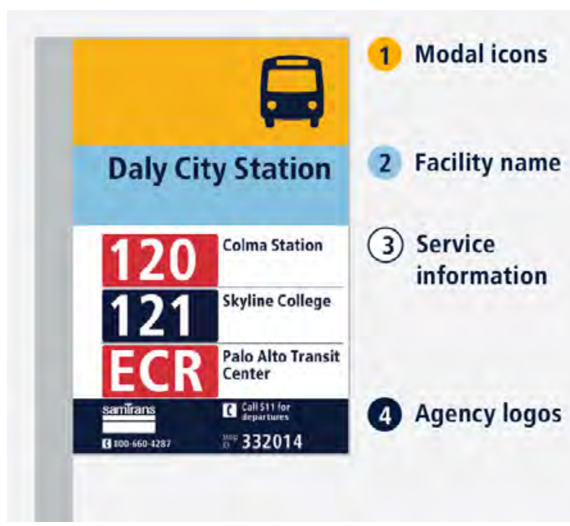
Background:

The Regional Mapping & Wayfinding Project (RMWP), led by the Metropolitan Transportation Commission (MTC), aims to develop a standardized design for mapping, wayfinding signage, and transit information throughout the Bay Area, which is a key action item in MTC's Transit Transformation Action Plan (TTAP). The intent of the RMWP is to make transit easier to understand for both existing and new riders, and to provide resources and guidelines for the region's transit operators.

Prototype testing started last year at a number of major transit hubs (BART stations, etc.) and includes a new regional network identity that will unify the passenger experience throughout the region. Key elements include a three-color palette and modal icons (train, bus, ferry), adaptive wayfinding signage for all facility types, and a mobile website with real-time updates and accessibility features accessible via QR codes. Additionally, stop flags for buses and streetcars include color-coded route numbers denoting frequency, as shown below.

Very High Frequency 1–10 minutes	Dark Red
High frequency 11–15 minutes	Medium Red
Medium Frequency 16–30 minutes	Dark Blue
Low Frequency 31–120 minutes	Medium Blue
Occasional At least every 121 minutes	Dark Blue outline



Martinez Pilot:

Last fall, County Connection staff contacted RMWP staff with a proposal for a pilot program to test the newly designed bus stop signs along the Alhambra Avenue corridor in Martinez. County Connection staff recommended this location because there has yet to be any prototype testing of the new signs outside of major transit hubs (i.e. none yet along a bus route), and the Alhambra Avenue corridor has nine bus routes from three different operators (County Connection, Tri Delta Transit, and WestCAT), all of which will be included on the new shared signs.

MTC and County Connection are sharing the cost of the pilot program, with MTC producing the signs and conducting an opt-in survey using additional placards with QR codes at the bus stops, and County Connection installing the new signs on existing infrastructure (poles, shelters, etc.). Production of the new signs will start soon, and installation is expected to occur this summer. A total of 20 bus stops are included in the pilot along Alhambra Avenue, Berrellesa Street, Court Street, and Escobar Street, as listed in Attachment 1. A sample of some of the new bus stop signs is included in Attachment 2, showing the various formats to be used based on the number of bus routes and operators serving a given stop. Though the signs have not yet gone into production, many lessons have already been learned by staff, relating to bus stop naming conventions, bus stop spacing, labelling of bus route destinations, and other more technical details, which will help staff to plan and execute the systemwide sign update expected in the coming year.

Financial Implications:
None. Installation of the new signs will be performed by County Connection's maintenance staff as part of their regular duties.

Recommendation:
None, for information only.

Action Requested:
None, for information only.

Attachments:
Attachment 1: RMWP Martinez Pilot – Bus stop locations
Attachment 2: RMWP Martinez Pilot – Bus stop flag design samples

Attachment 1

RMWP Martinez Pilot – Bus stop locations

Northbound

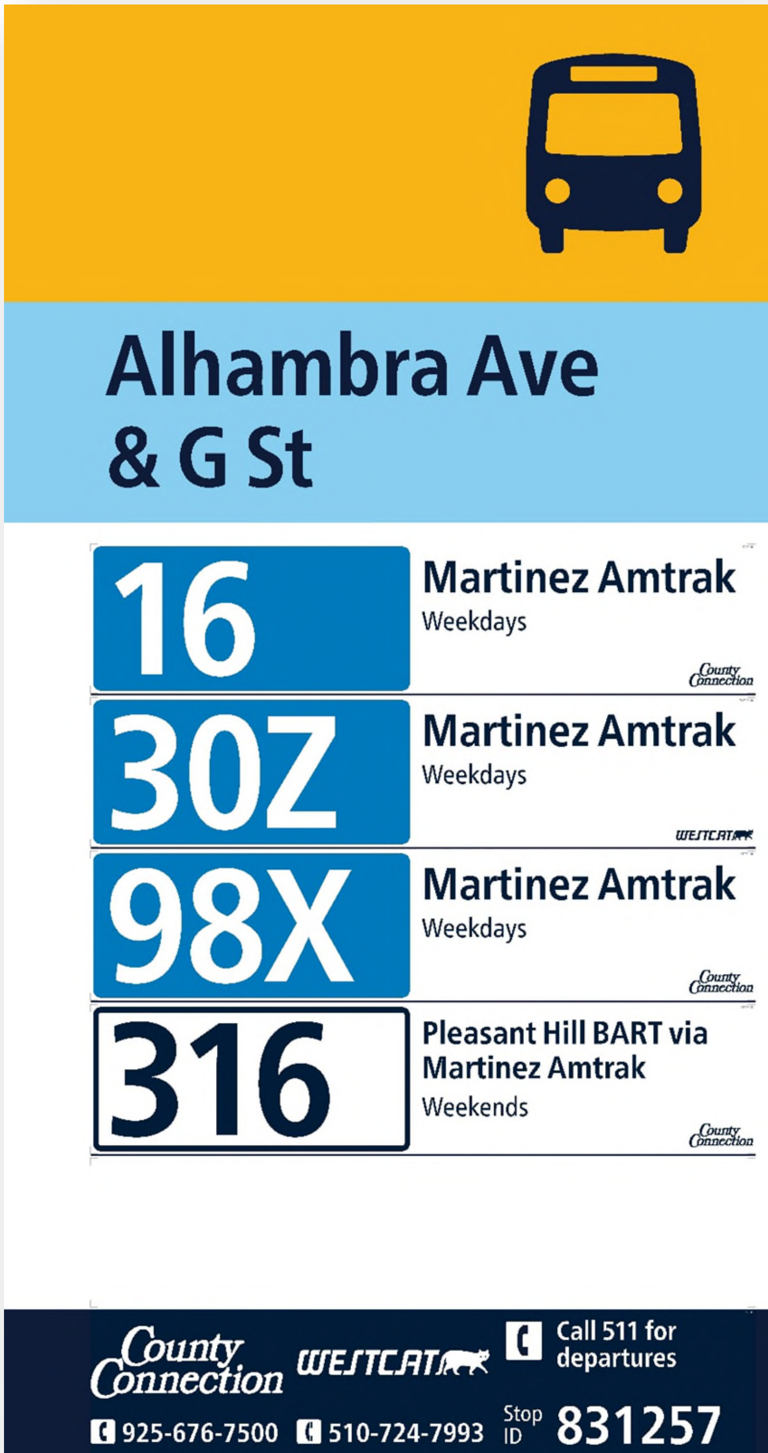
Stop Code	Stop Names	County Connection Routes	Tri Delta Transit Routes	WestCAT Routes
831268	Alhambra Ave and Walnut Ave	16, 98X, 316	200X	30Z
831256	Alhambra Ave and K St	16, 98X, 316		30Z
831257	Alhambra Ave and G St	16, 98X, 316		30Z
831258	Alhambra Ave and C St-Contra Costa Regional Medical Center	16, 28, 98X, 316	200X	30Z
831259	Alhambra Ave and Bertola St	16, 28, 98X, 316		30Z
831260	Alhambra Ave and Allen Dr	16, 28, 98X, 316		30Z
831261	Alhambra Ave and Jones St	16, 28, 98X, 316		30Z
831262	Alhambra Ave and Mellus St	16, 28, 98X, 316		30Z
831034	Escobar St and Alhambra Ave	16, 18, 19, 28, 98X, 99X, 316	200X	30Z
831032	Court St and Marina Vista Ave	16, 18, 19, 28, 98X, 99X, 316		30Z

Southbound

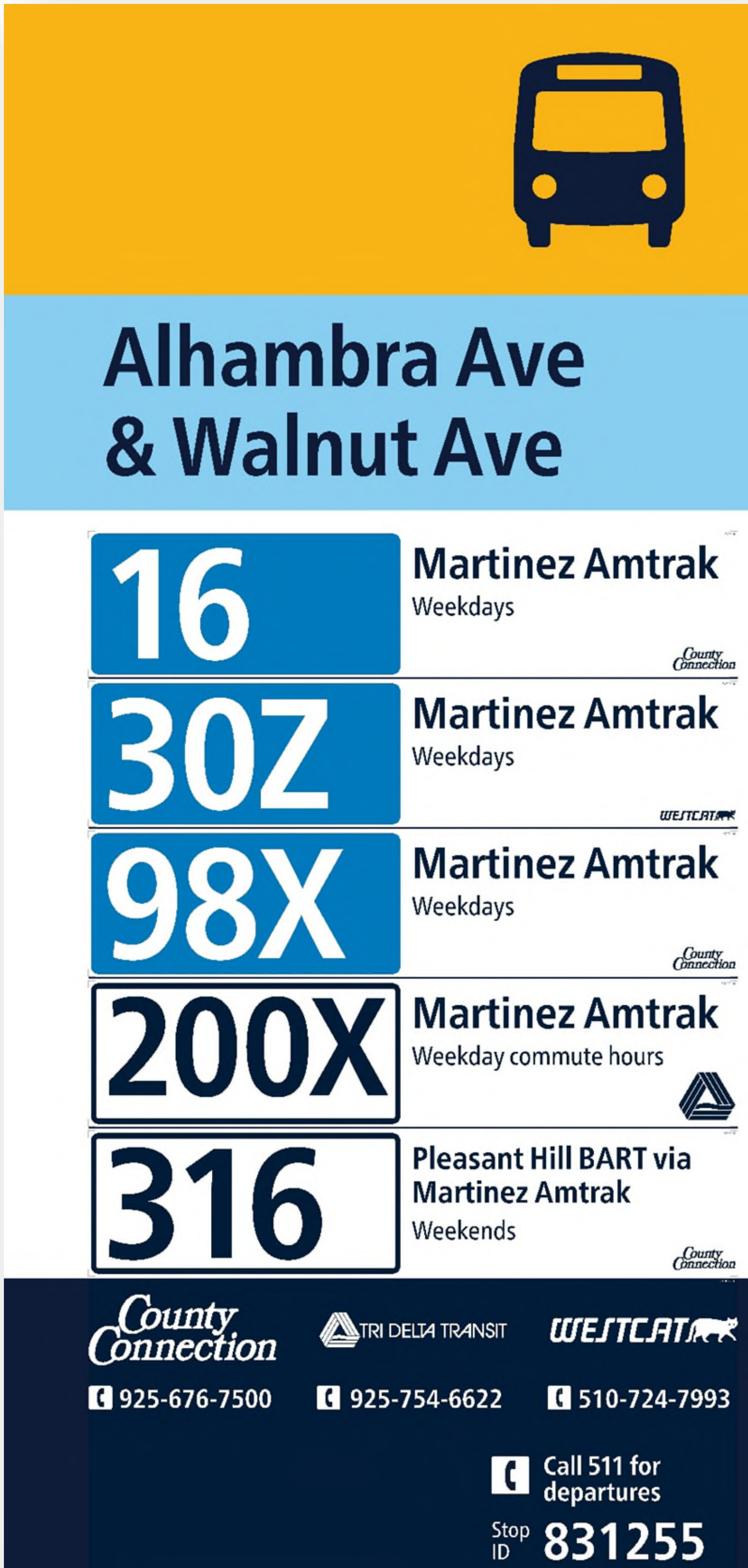
Stop Code	Stop Names	County Connection Routes	Tri Delta Transit Routes	WestCAT Routes
831289	Barrellesa St and Mellus St	16, 28, 98X, 316		30Z
831290	Barrellesa St and Jones St	16, 28, 98X, 316		30Z
831266	Barrellesa St and Robinson St	16, 28, 98X, 316		30Z
831292	Barrellesa St and Soto St	16, 28, 98X, 316		30Z
831264	Alhambra Ave and C St-Contra Costa Regional Medical Center	16, 28, 98X, 316	200X	30Z
831265	Alhambra Ave and F St	16, 98X, 316		30Z
831267	Alhambra Ave and J St	16, 98X, 316		30Z
831266	Alhambra Ave and Franklin Creek	16, 98X, 316		30Z
831268	Alhambra Ave and Walnut Ave	16, 98X, 316	200X	30Z

RMWP Martinez Pilot – Bus stop flag design samples

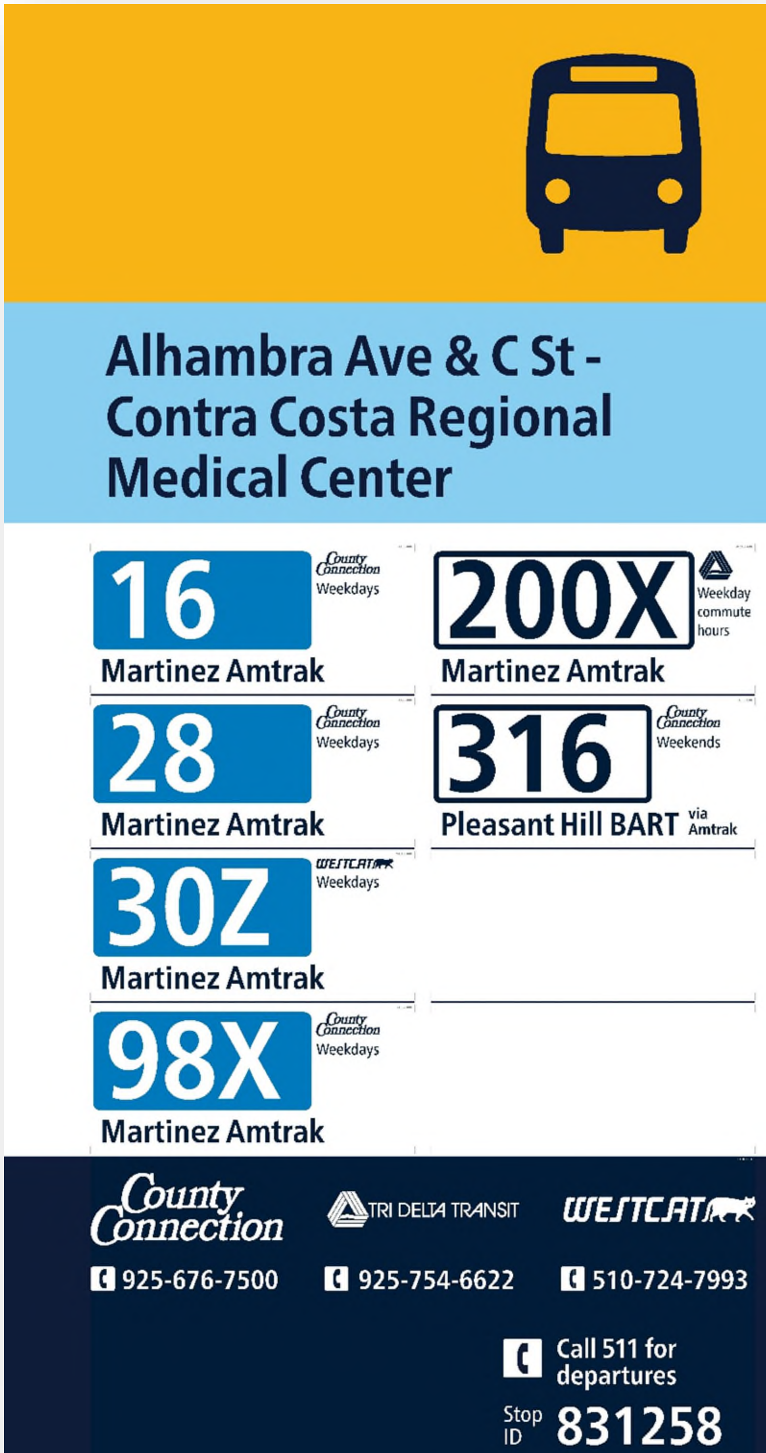
20" x 34" – one column – four routes – two operators



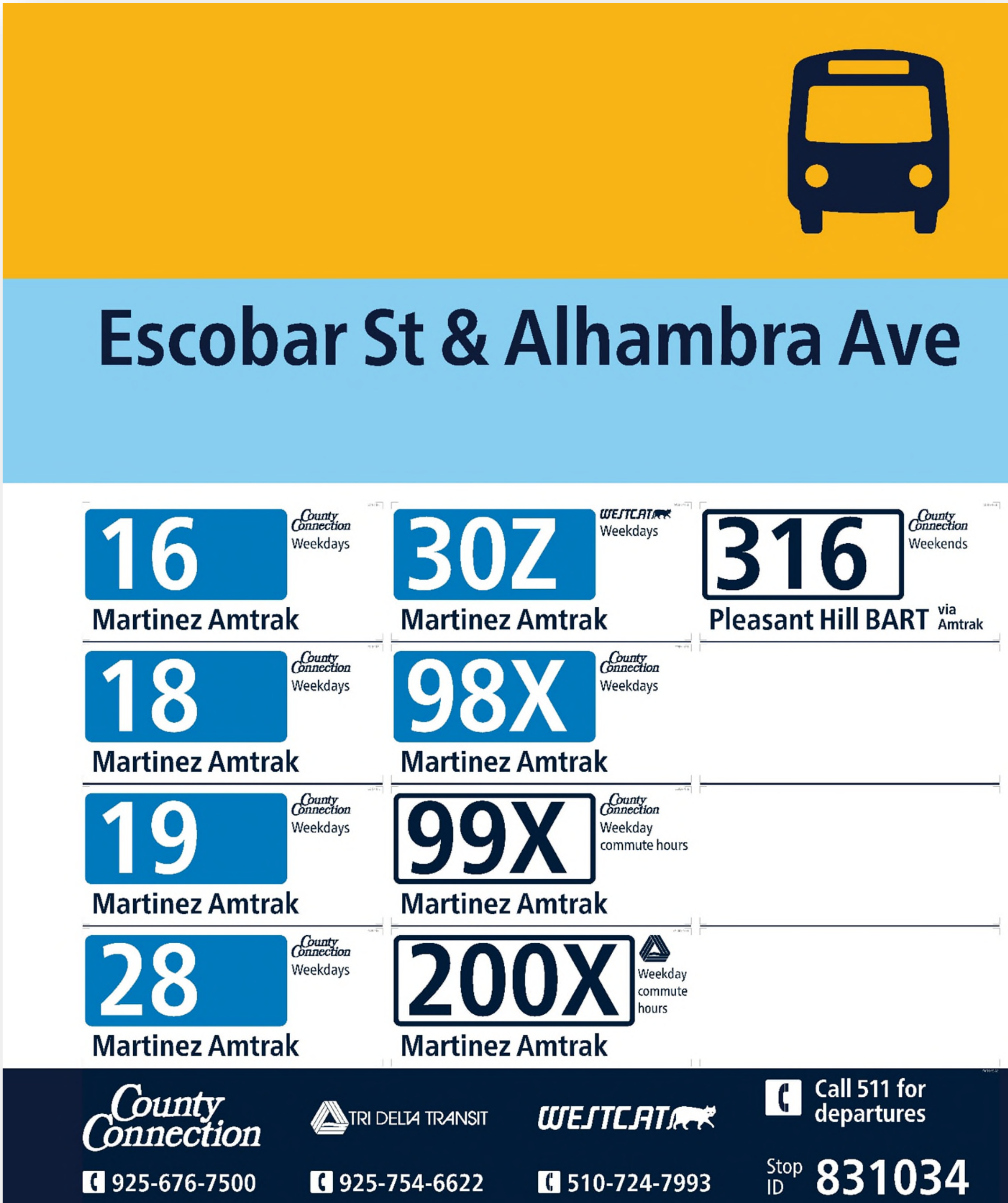
20” x 42” – one column – five routes – three operators



20" x 38" – two columns – six routes – three operators



34" x 28½" – three columns – nine routes – three operators



Agenda Item # 11.a

To: Board of Directors

Date: June 8, 2026

From: Rosa Noya, Manager of Accessible Services

Reviewed by: JS

SUBJECT: Appointment to Advisory Committee Representing City of Orinda

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Background:
On May 19, 2026, the City of Orinda appointed Anthony Valdiosera to serve on County Connection's Advisory Committee (Ad-Comm) as the primary member representing the City of Orinda. This appointment will expire June 30, 2029.

Financial Implications:
None.

Recommendation:
Staff recommends Board approval of the appointment of Anthony Valdiosera as the representative for City of Orinda on County Connection's Advisory Committee.

Action Requested:
Staff requests the appointment of Anthony Valdiosera be approved by the Board, effective June 18, 2026, through June 30, 2029.

Attachments:

Attachment 1: City of Orinda's Statement of Interest form- A. Valdiosera
Attachment 2: Email from Orinda City Clerk

Name: Valdiosera, Anthony

Address: [redacted], Orinda, CA, 94563

Email: [redacted]@gmail.com

Board Name: Contra Costa County Connection Citizen Advisory Committee

Cell Phone Number::

[redacted]

Education::

Bachelor of Science, Civil Engineering - California State University, Sacramento

Past and Present Business Experience::

CEO of VST Engineering, Inc - (2018 - Present)

Number of Years an Orinda Resident::

6

List Present Volunteer Activities::

Board Secretary for Latinos In Transit (2025 - Present)
Head Coach for Orinda Baseball Association Pinto Division

List Previous Orinda Activities::

Head coach for multiple seasons of Orinda Youth Sports Baseball

List any Additional Relevant Experience::

Licensed Profesional Civil Engineer (2012)

Please write a brief statement indicating why you are interested in serving in this capacity::

Contra Costa County Connection Citizen Advisory Committee

Applicant Package - Boardmemeber

Contra Costa County Connection Citizen Advisory Committee - Boardmemeber

Term 28 Feb 2026 - 27 Feb 2028
Positions Available 1

Number of applicants in this package 1

- Valdiosera, Anthony

I'm interested in utilizing my background as a Professional Engineering in transportation to serve my community.

Time of Submission: 05/02/26 8:38:18 AM

Attachments

- Statement of Interest - Anthony Valdiosera.pdf

Statement of Interest
To serve in a Volunteer Capacity
For the City of Orinda

RETURN FORM TO:
City Clerk
22 Orinda Way
Orinda, CA 94563
925-253-4221
ssmith@cityoforinda.org

Please Note: *This application for appointment is a Public Document subject to the State of California Public Records Act and will be open to the public for inspection and reproduction. If you wish, you may submit a resume or additional documentation; but such documents should supplement, not substitute for, the completion of this application.*

I am interested in serving on the following Commission(s) or Committee(s): (may list more than one in priority order):
Traffic Safety Advisory Committee (TSAC)

Name: Anthony Valdiosera

Education: Bachelor of Science, Civil Engineering California State University, Sacramento 2009

Past and Present Business Experience: CEO of VST Engineering Inc. - A engineering consulting company specializing in public transportation infrastruction design and project management.

Number of Years an Orinda Resident: 5

List Present Volunteer Activities: Latinos In Transit (LIT) current Board Member and Small Business Committee Chair, Committee member of Construction Managment Association of America Nor Cal DEIB, Mentor at ACE Mentor Oakland

List Previous Orinda Activities: Coach of Orinda Youth Sports teeball, Coach of Orinda Baseball Association

List any Additional Relevant Experience: California licensed Professional Engineer (C79955) specializing in transportation design and project management.

Please write a brief statement indicating why you are interested in serving in this capacity:
I want to join Orinda's TSAC because, as a parent raising three school-age children here, I'm deeply invested in improving the safety of the routes they and their peers travel every day. My background as a civil engineer and roadway designer gives me the technical expertise to thoughtfully evaluate transportation issues and help advance practical, safety-focused solutions for our community.

Home Address: [redacted] Orinda, CA 94563

Phone Number: [redacted] E-mail Address: [redacted]

Signature: Anthony Valdiosera

Government Code Section 87200 requires that certain government officials must file a Statement of Economic Interests (Form 700). As a Commissioner you will be required to file statements of economic interests.

Rcvd 12/10/25

Outlook

RE: Orinda Appointment to County Connection Advisory Committee

From Sheri Smith <ssmith@cityoforinda.gov>
Date Tue 5/26/2026 8:51 AM
To Rosa Noya <noya@cccta.org>

2 attachments (202 KB)

Anthony Valdiosera - Statement of Interest.pdf; Orinda City Council Minutes of May 19, 2026.docx;

Hi Rosa, I've attached his Statement of Interest and the City Council Minutes where he was appointed. Please refer to pages 3 and 4 to find the excerpt below:

I.2 Appointments to the Parks and Recreation Commission and the Contra Costa County Connection Advisory Committee.
The City Council will consider the Mayor's recommendation to appoint Anthony Valdiosera as Orinda's representative on the Contra Costa County Connection Advisory Committee and Greg Fernbacher to the Parks and Recreation Commission. Mr. Valdiosera would serve for a term ending in 2029 and Mr. Fernbacher would serve the remainder of the term ending in 2027, due to the resignation of Sarah Speron.
RECOMMENDATION:
Appoint Anthony Valdiosera as Orinda's representative on the Contra Costa County Connection Advisory Committee and Greg Fernbacher to the Parks and Recreation Commission.

MOTION by Councilmember Hoxie moved, and seconded by Councilmember Riley to **approve Consent Calendar Items I.1, I.2, I.3, I.5, and I.6.** Said motion carried by unanimous (4-0-1; Malkani absent) vote.

CITY OF ORINDA

Sheri Smith
City Clerk
22 Orinda Way, Orinda, CA 94563
Tel: 925.253.4221
ssmith@cityoforinda.gov
www.cityoforinda.gov

From: Rosa Noya <noya@cccta.org>
Sent: Friday, May 22, 2026 10:51 AM
To: Sheri Smith <ssmith@cityoforinda.gov>
Subject: Re: Orinda Appointment to County Connection Advisory Committee

Agenda Item # 11.b.

To: Board of Directors

Date: June 9, 2026

From: Rosa Noya, Manager of Accessible Services

Reviewed by: JS

SUBJECT: Re-Appointment to Advisory Committee Representing City of Pleasant Hill

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Background:
On May 18, 2026, the Pleasant Hill City Council re-appointed John Crowe to serve on County Connection's Advisory Committee (Ad-Comm) as the primary member representing the City of Pleasant Hill. This appointment will expire June 30, 2028.

Financial Implications:
None.

Recommendation:
Staff recommends Board approval of the re-appointment of John Crowe as the primary representative for the City of Pleasant Hill on County Connection's Ad- Comm.

Action Requested:
Staff requests the re-appointment of John Crowe be approved by the Board, effective June 18, 2026, through June 30, 2028.

Attachments:
Attachment : Letter from City of Pleasant Hill -Notice of re-appointment.

City of Pleasant Hill

City Clerk

May 19, 2026

John Sanderson
Director of ADA and Specialized Services
County Connection/CCCTA
2477 Arnold Industrial Way
Concord, CA 94520

Re: Reappointment of John Crowe to the County Connection Advisory Committee

Dear John:

The Pleasant Hill City Council, at its meeting of May 18, 2026, approved forwarding a recommendation to the County Connection/CCCTA Board of Directors to nominate John Crowe for reappointment as the primary representative for Pleasant Hill on the County Connection Advisory Committee. The recommendation is to complete the primary position term through June, 2028.

Please notify John directly with information on next steps and confirmation of the Board's ratification. His application with contact information is attached. If you can also provide me with documentation of the Board's action, it will be appreciated. Here is my contact information:

City of Pleasant Hill
Attn: Liz Harrison, Administrative Analyst
100 Gregory Lane
Pleasant Hill, CA 94523

Thank you for your attention to this matter, and please let me know if you have any questions. I can be reached at LHarrsion@PHillCA.gov or 925-671-5283.

Sincerely,

Liz Harrison
Administrative Analyst II
City Manager's Office

cc: John Crowe

Agenda Item # 11.c.

To: Board of Directors

Date: June 9, 2026

From: Rosa Noya, Manager of Accessible Services

Reviewed by: JS

SUBJECT: Re-Appointment to Advisory Committee Representing City of Pleasant Hill Alternate

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Background:
On May 18, 2026, the Pleasant Hill City Council re-appointed Chris Roberts to serve on County Connection's Advisory Committee (Ad-Comm) as the alternate member representing the City of Pleasant Hill. This appointment will expire June 30, 2028.

Financial Implications:
None.

Recommendation:
Staff recommends Board approval of the re-appointment of Chris Roberts as the alternate representative for the City of Pleasant Hill on County Connection's Ad- Comm.

Action Requested:
Staff requests the re-appointment of Chris Roberts be approved by the Board, effective June 18, 2026, through June 30, 2028.

Attachments:
Attachment : Letter from City of Pleasant Hill -Notice of re-appointment.

City of Pleasant Hill

City Clerk

May 19, 2026

John Sanderson
Director of ADA and Specialized Services
County Connection/CCCTA
2477 Arnold Industrial Way
Concord, CA 94520

Re: Reappointment of Chris Roberts to the County Connection Advisory Committee

Dear John:

The Pleasant Hill City Council, at its meeting of May 18, 2026, approved forwarding a recommendation to the County Connection/CCCTA Board of Directors to nominate Chris Roberts for appointment as the alternate representative for Pleasant Hill on the County Connection Advisory Committee. The recommendation is to complete the alternate position term through June, 2028.

Please notify Chris directly with information on next steps and confirmation of the Board's ratification. His application with contact information is attached. If you can also provide me with documentation of the Board's action, it will be appreciated. Here is my contact information:

City of Pleasant Hill
Attn: Liz Harrison, Administrative Analyst
100 Gregory Lane
Pleasant Hill, CA 94523

Thank you for your attention to this matter, and please let me know if you have any questions. I can be reached at LHarrsion@PHillCA.gov or 925-671-5283.

Sincerely,

Liz Harrison
Administrative Analyst II
City Manager's Office

cc: Chris Roberts