SAN JOAQUIN RTD

San Joaquin Regional Transit District
421 East Weber Avenue, Stockton, CA 95202
(209) 943-1111 • sjRTD.com

ADOPTED BUDGET

FISCAL YEAR 2026-27

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Table of Contents

Message from the Board Chair and the CEO 2
Profile of RTD. 4
Board of Directors. 5
Executive Management Team 5
Organization Chart 6
Rider Demographics 7
Transit Centers 9
Transfer Stations. 9
Services 10
Access San Joaquin 14
Local Access Fund Administration (LAFA) 18
FY27 Strategic Plan 19
Budget Process 21
Budget Approval Board Resolution. 24
Budget Summary 25
Revenue Sources 26
Personnel Budget and Funded Full-Time Equivalents (FTEs) 40
Non-personnel Operating Budget 44
Capital Budget 48
Economic Conditions, Budget Risk, and Mitigation Strategies 50
FY26 Departmental Accomplishments 52
FY27 Departmental Goals. 63

Message from the Board Chair and the CEO

Derek Graves, Jr., Board Chair

Eric Williams, Acting CEO and COO

We are pleased to present the San Joaquin Regional Transit District's (RTD) Fiscal Year 2026-2027 (FY27) Annual Budget, totaling $78.7 million. Of this amount, $69.98 million is allocated for operating expenses and $8.72 million is designated for capital projects. This budget establishes RTD's spending authority for the fiscal year beginning July 1, 2026, and ending June 30, 2027. As the regional public transportation provider for San Joaquin County, RTD is committed to delivering excellent service to connect our community residents to their jobs, education, healthcare, and essential community services.

This budget reflects our unwavering commitment to responsible financial stewardship, transparency, strategic priorities, and service excellence. It is a financial plan that aligns our financial resources to achieve our mission, goals, and strategic initiatives outlined in our FY27 Strategic Plan. It details how we will allocate resources to address the diverse travel needs of our community residents.
We have taken great care to ensure transparency and accountability in our budgeting process, providing clear and comprehensive information about our financial decisions.

In the coming year, we will continue to improve operational efficiency, prioritize the safety of our customers and employees, enhance customer satisfaction, continue to maintain clean facilities, bus stops, transit centers, and our buses, invest in employee development, and uphold strong governance and fiscal discipline.
We also remain committed to improving air quality in San Joaquin Valley by purchasing hybrid buses, when feasible, while ensuring compliance with the California Air

Resources Board (CARB) Innovative Clean Transit (ICT) regulation.

Although economic conditions remain uncertain, we are confident that our strategic approach positions RTD to seek new opportunities and respond effectively to emerging challenges, while continuing to provide high-quality public transportation.

We extend our sincere appreciation to our employees for their dedication, professionalism, and commitment to serving our community. We also thank our funding partners, and community stakeholders for their continued support and collaboration. Together, we will continue to provide an essential, efficient, and sustainable transportation system that improves mobility and enhances quality of life, particularly for public transit-dependent and underserved communities throughout San Joaquin County.

Thank you for your continued dedication and support. We look forward to another successful year as we work together to achieve RTD's mission and strategic goals.

Sincerely,

Derek Graves, Jr.
RTD Board Chair

Eric Williams
Acting CEO and COO

Profile of RTD

San Joaquin Regional Transit District (RTD) is a political subdivision of the State of California, organized and existing under the San Joaquin Regional Transit District Act, as found in the California Public Utilities Code, commencing with Section 50000. RTD was established in 1963 as the Stockton Metropolitan Transit District (SMTD) and began providing public transportation services in 1965. In 1994, following the expansion of its service area to encompass all of San Joaquin County and connections to the Bay Area, SMTD was renamed the San Joaquin Regional Transit District (RTD). RTD is a special district and fiscally independent of the City of Stockton and San Joaquin County as far as neither makes budget appropriations to RTD.

Today, RTD provides safe, reliable, and accessible transportation services to more than 2.8 million passengers annually. Its diverse ridership relies on RTD to access employment, educational institutions, healthcare services, and other essential destinations throughout San Joaquin County, as well as select locations in the Bay Area and the Sacramento region. As ridership continues to grow steadily, RTD remains committed to proactively planning and implementing service improvements while responsibly managing its available resources.

RTD provides the following services throughout San Joaquin County:

- Twenty-one fixed routes in the City of Stockton and adjacent unincorporated area routes.
- Five Bus Rapid Transit routes.
- Seven County Hopper deviated fixed routes.
- Seven Metro Hopper deviated fixed routes.
- Two Commuter routes to Sacramento and Dublin/Pleasanton BART Station
- Paratransit service for ADA-certified passengers
- Van Go! Mobility-on-demand service.

RTD is designated as the Consolidated Transportation Services Agency (CTSA). CTSA was formed by public transit operators in San Joaquin County. Its primary goal is to improve the quality of transportation services for low-mobility groups such as seniors and people with disabilities who are unable to use traditional public transit services. RTD manages the following Access San Joaquin programs:

- Centralized American with Disabilities Act (ADA) certification for eligibility for countywide paratransit or Dial-A-Ride transit services.
- Travel Training Program on how to use public transit.
- Discount Fare Card (DFC) program, which offers discounted fares for DFC cardholders, Medicare cardholders, and DMV placards and photo ID.
- Access Pass Program that allows ADA-certified passengers to ride free of charge on fixed-route services in San Joaquin County.
- My Ride Program, which is a mileage reimbursement service program for volunteer drivers.

RTD is also designated as the Local Access Fund Administrator (LAFA) for San Joaquin County. LAFA is an Access for All Program established under California Senate Bill 1376. RTD will manage and administer funds to support the following projects for seniors, individuals with disabilities, and other transportation-disadvantaged populations:

- Improve the availability of wheelchair -accessible vehicles and on-demand transportation services.
- Support coordination, efficiency, and accessibility across transportation services throughout San Joaquin County.

RTD has four transfer stations in south, central, and north Stockton: Downtown Transit Center (DTC), Union Transfer Station (UTS), Hammer Transfer Station (HTS), and Mall Transfer Station (MTS) to provide convenient connections between its routes and services. RTD has 136 revenue vehicles and a total of 333 employees in operations, maintenance, and administration working in its three Stockton operations and administrative locations: County Transportation Center (CTC), Downtown Transit Center (DTC), and Regional Transportation Center (RTC).

Board of Directors

RTD is governed by a five-member Board of Directors. Two members are appointed by the Stockton City Council, two by the San Joaquin County Board of Supervisors, and one jointly by the Stockton City Council and the San Joaquin Board of Supervisors. The Chair and Vice Chair are elected annually in January by the Board. Each Director serves a four-year term.

Derek Graves, Chair
Geneva Moorad, Vice-Chair
Aaron Edwards, Director
Saiha San, Director
Donald Tafoya, Director

In accordance with RTD's Rules of Procedure, the Chair of the Board of Directors may establish Board standing committees consisting of not more than two Directors and one alternate Director to advise the Board on matters within their assigned responsibilities. Per Rule of Procedure 3.13.3 the Chair shall fill any vacancy. The following are RTD's current Board Standing Committees.

Citizens Advisory Committee
- Provides feedback and recommendations to improve RTD transit service, accessibility, and customer experience.

City/County/Transit Liaison Committee
- Inform the Board of policy issues and emerging developments that may affect RTD's operations, strategic priorities, or service delivery.

Facilities Committee
- Construction and remodeling projects.
- Land needs and site selection reviews.

Finance and Audit Committee
- Pre-audit conferences.
- Post-audit conferences.
- Budget and financial reviews.

Personnel Committee (Human Resources)
- Review and recommend Salary Schedule.
- Review of Personnel Policies and Guidelines.
- Conduct CEO's Annual Review.

Retirement Board
- Manage Retirement Plan accounts in accordance with the Retirement Plan.

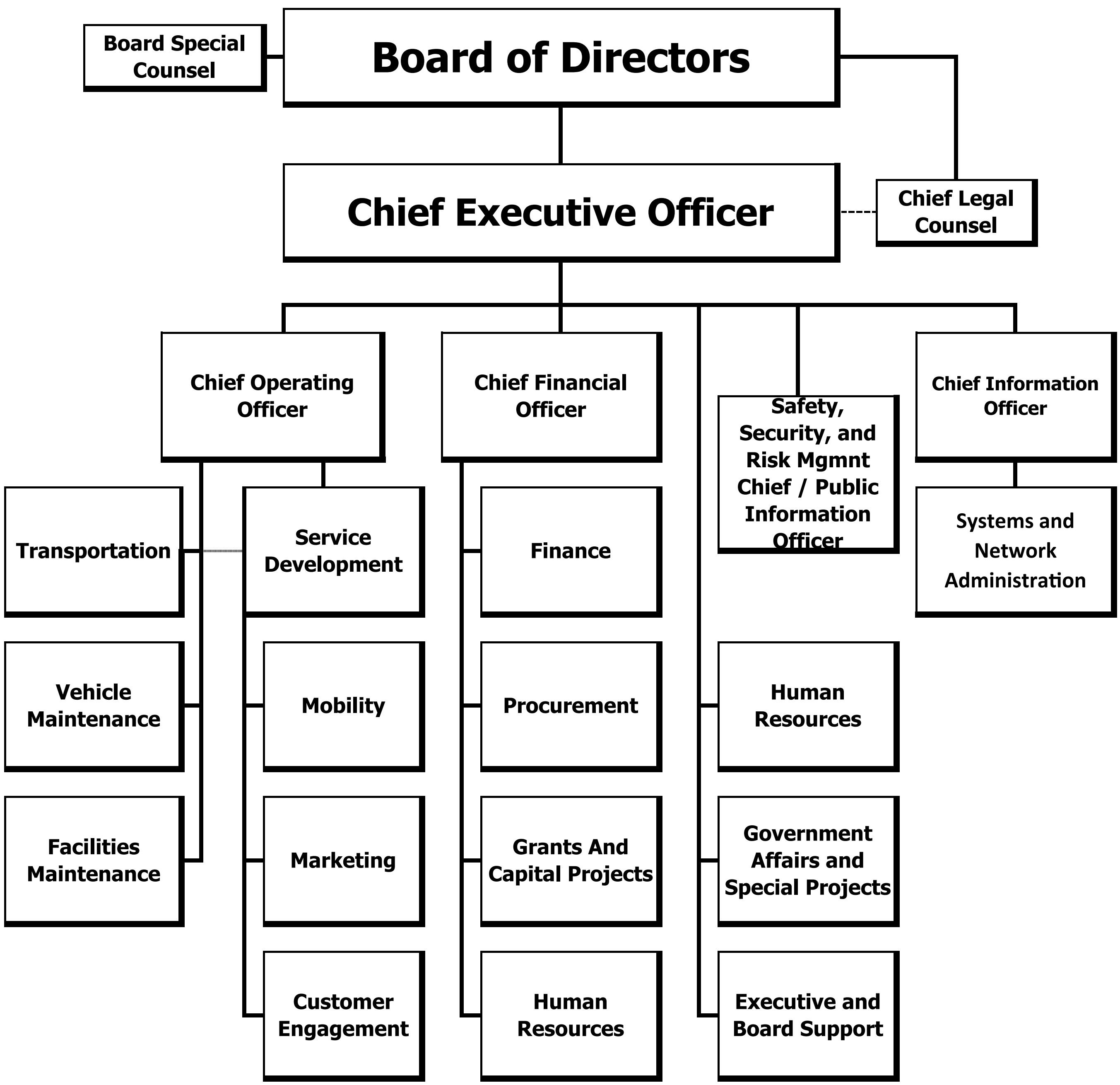
San Joaquin Council of Governments (SJCOG) Ex-Officio
- Serves on the SJCOG Board as RTD's Ex-Officio representative.

Executive Management Team

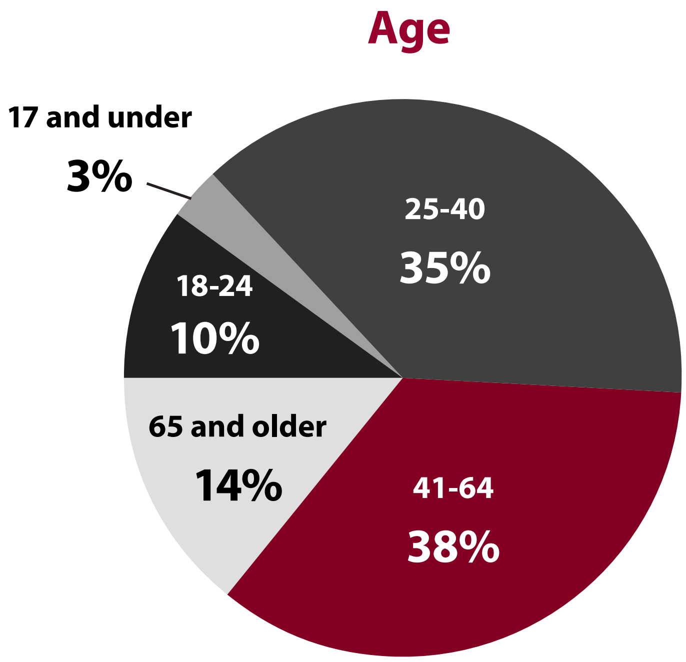
Eric Williams, Acting Chief Executive Officer and Chief Operating Officer
Thomas Dempsey, Acting Chief Financial Officer
John Hodson, Chief Information Officer
Curtis Moses, Safety, Security, and Risk Management Chief
Julie Sherman, Chief Legal Counsel

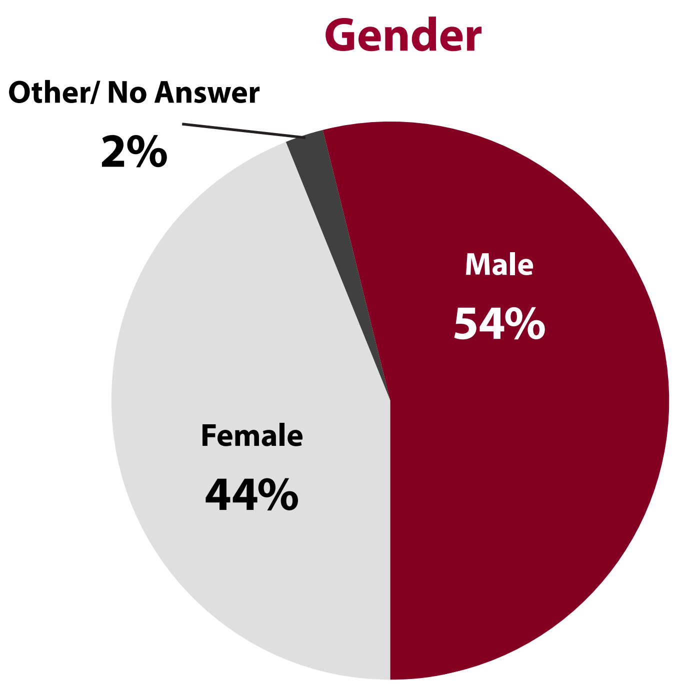
Organizational Chart

The Chief Executive Officer (CEO) reports to the Board. The CEO oversees all operations of RTD and advocates for transit funding and community support. The CEO is supported by RTD's Legal Counsel, Chief Operations Officer (COO), Chief Financial Officer (CFO), Chief Information Officer (CIO), and Safety, Security, and Risk Management Chief/Public Information Officer.

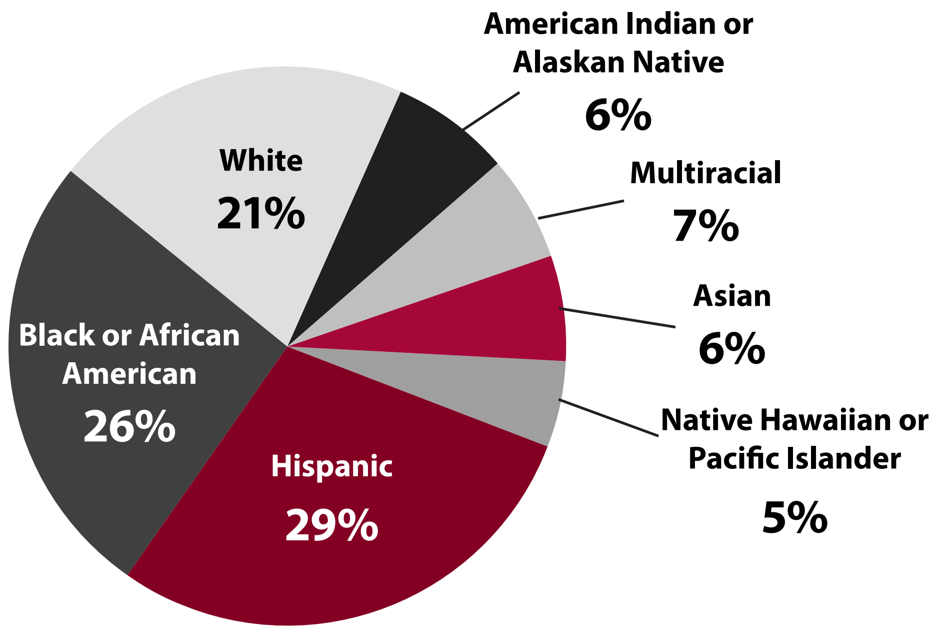


Rider Demographics

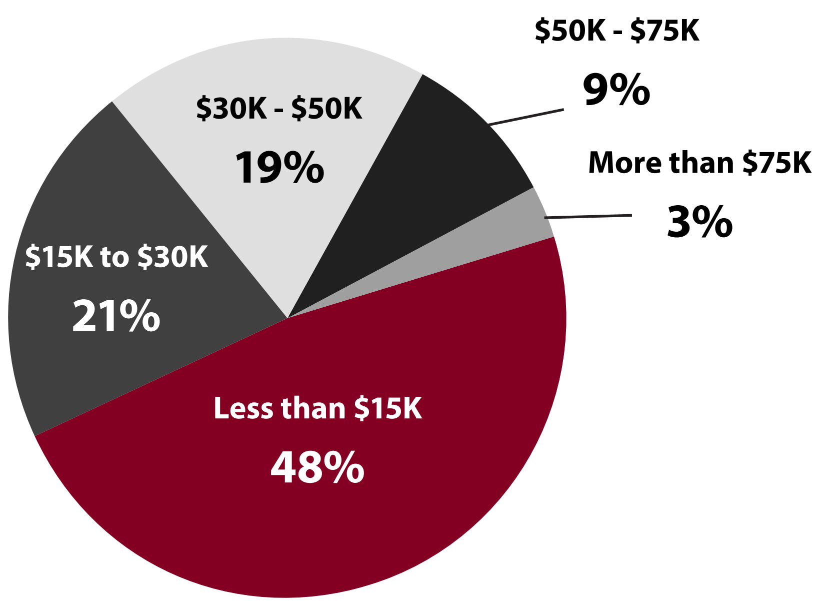




Ethnicity



Household Income



Transit Centers

Downtown Transit Center (DTC)
421 East Weber Avenue, Stockton, CA 95202
General offices and Customer Engagement offices.

Regional Transportation Center (RTC)
2849 E. Myrtle Street, Stockton, CA 95205
Central maintenance and operations facility for Metro services and general offices.

County Transportation Center (CTC)
120 North Filbert Street, Stockton, CA 95205
Central operations facility for County services.

Transfer Stations

Downtown Transit Center (DTC)
421 East Weber Avenue, Stockton, CA 95202

Hammer Transfer Station (HTS)
7735 N Lower Sacramento Road, Stockton, CA

Union Transfer Station (UTS)
1505 South Union Street, Stockton CA 95206

Mall Transfer Station (MTS)
Yokuts and Pacific Avenues

Services

RTD provides more than 2.8 million passenger trips annually, connecting riders to employment, education, healthcare, and other essential destinations throughout the City of Stockton, unincorporated areas of San Joaquin County, the cities of Manteca, Tracy, Lodi, Lathrop, Escalon, and Ripon, as well as the Dublin BART Station and Sacramento. RTD's service area spans 1,426 square miles across San Joaquin County.

While ridership continues to grow steadily, it has not yet returned to pre-pandemic levels due to increased participation in online education and the continued prevalence of remote and hybrid work schedules.

RTD regularly evaluates its services and strategically implements improvements within available resources, with a focus on providing transit access for underserved communities and individuals with disabilities.

The FY27 service plan includes:

- RTD will implement Student Transit Access Pilot Program that will provide fare-free transit on fixed routes services for high school and college students. The Low Carbon Transit Operations Program will fund this pilot program.
- Directly operate RTD's County Services through April 24, 2029. RTD is mandated to bid-out its county services every five years.
- Focus on service improvements, especially in underserved neighborhoods.
- Increase farebox recovery ratio through an increase in ridership and reduced fare evasion.
- Continue to enhance the safety and security of customers and bus operators.
- Continue to improve customer experience with technology and facility improvements, upgrades, and replacements.
- Keep buses and equipment in a state of good repair.

FY27 Operating Days

Number of days with service.

Weekday service	252
Weekend service	103
Holidays with weekday service	3
Holidays without service (7 Days)	
Total	**358**

Holidays	Date	Day of the Week	Level of Service
Independence Day	07/04/2026	Saturday	No Service
Labor Day	09/07/2026	Monday	No Service
Veterans Day	11/11/2026	Wednesday	**Weekend Service**
Thanksgiving Day	11/26/2026	Thursday	No Service
Christmas Day	12/25/2026	Friday	No Service
New Year's Day	01/01/2027	Friday	No Service
Martin Luther King Jr. Day	01/18/2027	Monday	**Weekend Service**
Presidents' Day	02/15/2027	Monday	**Weekend Service**
Easter Sunday	03/28/2027	Sunday	No Service
Memorial Day	05/31/2027	Monday	No Service

Local (Stockton) Service

RTD's local fixed-route services provide the foundation of its transit network, offering seamless connections to BRT Express, Hopper, and Commuter services through RTD's major transfer facilities: the Downtown Transit Center (DTC), Mall Transfer Station (MTS), Union Transfer Station (UTS), and Hammer Transfer Station (HTS).
The local transit network consists of twenty-one fixed routes serving the Stockton Metropolitan Area and adjacent unincorporated communities. By integrating local and regional services through strategically located transfer centers, RTD provides customers with convenient, efficient, and reliable access to employment, education, healthcare, shopping, and other essential destinations throughout the service area.

Bus rapid Transit (BRT) Express

RTD launched its first Bus Rapid Transit (BRT) Express Corridor in 2007, marking a significant milestone in RTD's commitment to providing high-quality public transportation. The success of the initial corridor, demonstrated by sustained growth in ridership, led to the implementation of four additional BRT Express routes to meet increasing customer demand for more frequent, reliable service with fewer stops than traditional fixed-route bus service.

Today, RTD's five BRT Express corridors serve as key components of Stockton's public transportation network, providing fast, dependable service and improving mobility throughout the city. The BRT Express network includes Route 40 – Pacific Corridor, Route 43 – Hammer Corridor, Route 44 – Airport Way Corridor, Route 47 – Midtown Corridor, and Route 49 – Martin Luther King Corridor.

These corridors are strategically connected through RTD's transit centers, providing convenient transfers and seamless travels. Route 40, Route 44, and Route 47 connect at the Downtown Transit Center; Route 40 and Route 43 connect at the Hammer Transfer Station; Route 44 and Route 49 serve the Union Transfer Station; and Route 40 also connects at the Mall Transfer Station. Together, these connections strengthen the overall transit system by enhancing accessibility, reducing travel times, and improving customer experience throughout the City of Stockton.

Paratransit Service

RTD provides ADA paratransit service through its Dial-A-Ride program for individuals who are certified as eligible under the Americans with Disabilities Act (ADA). This curb-to-curb service is available to eligible passengers whose disabilities prevent them from independently using RTD's fixed-route transit system.

Dial-A-Ride service operates seven days a week by advance reservation during the City of Stockton's fixed-route service hours and is available within three-quarters of a mile of RTD's fixed-route network, consistent with ADA service requirements. Individuals seeking to use the service must complete RTD's ADA eligibility certification process, which includes an in-person eligibility assessment.

To ensure equitable access to the certification process, RTD provides complimentary transportation to and from the eligibility interview upon request. Applicants may also be accompanied by a family member or a Personal Care Attendant (PCA) during the interview. Eligibility interviews may be scheduled by calling (209) 242-9965.

In addition to operating its Dial-A-Ride program, RTD supports regional mobility services through a partnership with United Cerebral Palsy by providing maintenance services for the organization's paratransit vehicle fleet.

Van Go!

RTD's Van Go! service is an on-demand microtransit rideshare program that provides flexible, shared transportation throughout areas of San Joaquin County outside the City of Stockton. Designed to enhance mobility and expand access to public transportation, Van Go! offers convenient, point-to-point service through advance trip reservations.

Customers can schedule trips using the Van Go! web portal or mobile application, providing an easy and efficient way to request service. The program is operated with safe, accessible vehicles that accommodate passengers using wheelchairs and other mobility devices. Professionally trained drivers provide reliable, customer-focused service while assisting passengers as needed to ensure a safe and comfortable travel experience.

Van Go! complements RTD's fixed-route network by providing a flexible transportation option that improves access to employment, education, healthcare, shopping, and other essential destinations in communities where traditional fixed-route service may be less practical.

Commuter Services

RTD's Commuter services provide convenient regional connections for San Joaquin County residents traveling to major employment and transit destinations, including Dublin Bay Area Rapid Transit (BART) Station via Route 150 and Sacramento via Route 163. These services offer a reliable and cost-effective transportation alternative for commuters traveling beyond the county.

To support regional mobility, RTD provides free Park-and-Ride facilities where customers can conveniently park their personal vehicles and transfer to Commuter service. By integrating Park-and-Ride amenities with regional bus service, RTD helps reduce traffic congestion, supports sustainable transportation, and expands access to employment, education, and other opportunities.

Metro and County Hopper Services

RTD's Hopper services provide deviated fixed-route transportation designed to increase mobility and improve access for passengers who are unable to travel to designated bus stops. To accommodate ADA-certified individuals whose disabilities prevent them from accessing the fixed-route system, Hopper vehicles may deviate up to one mile from their scheduled route. Deviation requests must be reserved at least two days in advance, and each scheduled trip may accommodate up to two route deviations.

Metro Hopper provides deviated fixed-route service within the City of Stockton, connecting customers to major employment centers, medical facilities, shopping destinations, and other key community resources. The service operates seven routes Monday through Friday, with service hours from **6:00 a.m. to 7:42 p.m.**

County Hopper extends this flexible service throughout San Joaquin County, providing intercity connections between Stockton, Tracy, Lodi, Manteca, Ripon, Lathrop, and Escalon. The service consists of five weekday routes operating from **5:37 a.m. to 9:11 p.m.**, and two weekend routes operating from **8:40 a.m. to 6:45 p.m.**

By combining the efficiency of fixed-route transit with the flexibility of limited route deviations, Hopper services enhance accessibility and expand transportation options for residents throughout RTD's service area, particularly for seniors and individuals with disabilities.

Access San Joaquin

RTD serves as the designated **Consolidated Transportation Services Agency (CTSA)** for San Joaquin County, coordinating transportation resources and services to improve mobility for residents with specialized transportation needs. Through its role as the CTSA, RTD administers the **Access San Joaquin (ASJ)** Program, a collaborative initiative established by the county's public transit operators to enhance coordination and accessibility across the regional transportation network.

The ASJ Program is guided by a **Technical Advisory Committee (TAC)** comprised of representatives from local transit operators, participating cities, and the County of San Joaquin. The TAC provides recommendations and technical guidance to support the continued development and effectiveness of the program. RTD oversees the administration of Access San Joaquin services, which are currently operated by Medical Transportation Management, Inc. The program is fully funded through the Transportation Development Act, Local Transportation Fund (TDA-LTF).

The primary mission of Access San Joaquin is to improve transportation options for low-mobility populations, including seniors and individuals with disabilities who are unable to use traditional public transit services. In addition to coordinating specialized transportation programs, Access San Joaquin serves as the county's centralized source of information for public transportation services, helping residents identify and access the most appropriate travel options available throughout the region.
Participating transit providers include Altamont Corridor Express (ACE), Escalon eTrans, Lodi Grapeline, Manteca Transit, Ripon Blossom Express, Tracy Tracer, the City of Lathrop transit services, and San Joaquin RTD. Through these partnerships, Access San Joaquin promotes a coordinated, customer-focused transportation network that improves mobility and expands access to essential destinations throughout San Joaquin County.

Access San Joaquin Programs

ADA Eligibility Assessment and Certification

Access San Joaquin provides centralized ADA eligibility assessments and certification for complementary ADA paratransit services throughout San Joaquin County. Eligibility assessments are conducted in person by professionally trained Mobility Assessment Evaluators (MAEs), providing a single, consistent certification process for all participating transit agencies. Assessment appointments are available five days a week through satellite locations across the county. Individuals determined eligible may use ADA complementary Dial-A-Ride services provided by participating transit agencies. RTD also provides complimentary transportation to and from eligibility interviews upon request. Appointments may be scheduled by calling **(209) 242-9965**.

Travel Training Program

The Travel Training Program promotes independent travel by teaching individuals how to safely and confidently use public transportation throughout San Joaquin County. Professional travel trainers provide individualized instruction on trip planning, reading schedules, recognizing landmarks, boarding and exiting vehicles, using mobility devices, transferring between routes, and accessing transit stops. The program encourages riders to utilize the most appropriate and cost-effective transportation options available, improving confidence while increasing the efficient use of fixed-route transit services. Travel Training is offered at no cost and is available for services operated by San Joaquin RTD, Lodi Grapeline, Tracy TRACER, Manteca Transit, Ripon Blossom Express, and Escalon eTrans.

Discount Fare Card (DFC) Program

The Discount Fare Card Program provides a single, countywide identification card that enables eligible passengers to receive reduced fares on participating transit systems throughout San Joaquin County. The program supports the Federal Transit Administration’s half-fare requirement for seniors, individuals with disabilities, and Medicare cardholders using fixed-route transit services funded under the Urbanized Area Formula Program (Section 5307). The countywide DFC simplifies travel by allowing eligible passengers to use one card across multiple transit providers. Discount Fare Cards are valid for three years, while Medicare cardholders, veterans, and senior citizens receive cards without an expiration date. Participants with expiring eligibility receive advance recertification notices and renewal applications to ensure uninterrupted access to discounted fares.

Access Pass

The Access Pass encourages greater use of accessible fixed-route transit by providing ADA-certified passengers with complimentary rides on all participating local fixed-route services throughout San Joaquin County, including RTD Commuter Route 150 to the Dublin/Pleasanton BART Station. Individuals who qualify for ADA complementary paratransit service are automatically eligible for an Access Pass. Because all participating buses are fully ADA accessible, the program provides passengers with greater flexibility and independence by eliminating the need for advance reservations required for paratransit service.

My Ride

The My Ride Program offers ADA-certified passengers an additional, customer-directed transportation option through a mileage reimbursement program. Participants may select volunteer drivers, such as family members, friends, or neighbors, to provide transportation for trips within San Joaquin County and to eligible medical appointments in Modesto. Volunteer drivers are reimbursed at the current Internal Revenue Service (IRS) standard mileage rate. By expanding transportation choices while reducing reliance on traditional ADA paratransit service, the My Ride Program improves customer flexibility and provides a cost-effective mobility solution for participating transit agencies.

MY RIDE
VOLUNTEER DRIVER PROGRAM
OFFERED BY ACCESS SAN JOAQUIN

How Does It Work?

1. ADA-certified passengers are automatically eligible for My Ride and will be enrolled once both Passenger and Volunteer Driver waivers have been completed and returned to Access San Joaquin.
2. Passengers can recruit drivers from relatives, friends, and neighbors whom they know and trust.
3. Both parties agree on mutually convenient transportation arrangements.
4. Passengers record time and mileage for each trip and turn in their form (called Request for Mileage Reimbursement) to Access San Joaquin at the end of the month to receive reimbursement.
5. Passengers are obligated to pass the reimbursement amount in full to their driver(s).

Why My Ride?

1. Use the drivers you know and trust.
2. No advance reservations required.
3. Win-win: The trip is free for the passenger and earns money for the driver!

Frequently Asked Questions

Who is eligible?
All passengers ADA-certified through Access San Joaquin's in-person eligibility process.

What trips may be reimbursed?
My Ride currently reimburses for personal, medical-related, and essential travel of the passenger, which may include shopping and religious gatherings, appointments for rehabilitation, doctors, dentists, dialysis, clinics, and hospitals.

When is the Request for Mileage Reimbursement due?
In order for Access San Joaquin to process the reimbursement in a timely manner, the monthly mileage report must be submitted by the 3rd of the month following the rides.

When is reimbursement issued?
By the last week of each month.

How do I sign up?
Contact Access San Joaquin!

Local Access Fund Administration (LAFA) for San Joaquin County

Beginning in FY26, RTD, in its role as the Consolidated Transportation Services Agency (CTSA) for San Joaquin County, was designated as the Local Access Fund Administrator (LAFA) for the county. In this capacity, RTD administers the Access for All Program, established by the California Public Utilities Commission (CPUC) pursuant to California Senate Bill 1376.

The Access for All Program is funded through fees assessed on transportation network companies (TNCs), such as Uber and Lyft. As the Local Access Fund Administrator, RTD is responsible for administering the competitive funding process, awarding grants to eligible transportation providers, monitoring compliance with CPUC program requirements, and submitting required performance reports and program data.

The program supports projects that improve mobility for older adults, individuals with disabilities, and other transportation-disadvantaged populations throughout San Joaquin County. Its primary objective is to expand the availability, reliability, and geographic accessibility of on-demand wheelchair-accessible vehicle (WAV) services and other specialized transportation options.

Eligible projects are intended to:

- Increase the availability of wheelchair-accessible transportation options
- Improve service reliability and safety standards
- Promote coordination, efficiency, and regional collaboration among public agencies, nonprofit organizations, and private transportation providers to enhance mobility throughout San Joaquin County.

Funding opportunities are announced through RTD's competitive application process. Eligible organizations may download application materials from the RTD website and submit proposals during the designated application period.

FY27 Strategic Plan

RTD's operating and capital planning decisions are based on the strategic initiatives outlined within its annual Strategic Plan. RTD's mission and vision statements guide these initiatives. Annual updates to the plan are developed through collaboration among RTD's dedicated employees, supervisors, managers, executives, representing all departments across the agency and then presented to the RTD Board of Directors for review and adoption.

Mission Statement

To provide a safe, reliable, and efficient transportation system for the region.

Vision

To be the transportation service of choice for the residents we serve.

Core Values

Safety

We prioritize safety at the forefront, ensuring a secure and responsible atmosphere for our employees, customers, and the community around us.

Accessibility

We ensure equal access and opportunities for all while fostering accessibility and inclusivity in our programs, services, and workplace.

Customer Service

We treat each other, our customers, and our community with respect and a commitment to service excellence.

Community

We foster a connected and inclusive workplace where employees are valued and respected for their abilities and contributions through open communication, collaboration, and mutual appreciation.

Resiliency

We are adaptable and flexible to changes to ensure a resilient business framework and sustainable service to our community.

FY27 Strategic Goals and Initiatives

Customers

- Implement targeted ridership growth strategies through data-driven service adjustments, community outreach, and partnerships with major employers and educational institutions.
- Implement forefront security technologies and safety protocols to significantly enhance customer safety.
- Ensure services not only meet but exceed customer expectations for a seamless transportation experience that encourages increased transit use.
- Simplify fare transactions and improve customers' travel journey with tap-to-pay option and real-time trip planning features.
- Build upon recent service improvements by optimizing routes and schedules to strengthen connectivity between underserved communities, employment centers, and key destinations while supporting ridership growth.

Employees

- Enhance safety with effective communication and maintain cohesive safety plan for employees.
- Offer support programs that create career opportunities, strengthen leadership development, and encourage employees to advance their careers through aligned training and professional development.
- Deliver immediate and impactful feedback through inclusive decision-making.
- Deliver a mental health and wellness program to achieve optimal work-life balance.
- Strengthen organizational leadership through succession planning, executive team development, and enhanced cross-departmental collaboration.

Financial Health

- Leverage grants, revenue contracts, and strategic partnerships to support sustainable ridership growth and long-term financial resiliency.
- Revamp RTD's business strategy with thorough input from the community, driving financial resiliency.
- Align business decisions with robust key performance indicators, transparency, and a steadfast commitment to fiduciary accountability.
- Continue to monitor farebox recovery and reduce fare evasion.
- Continue to identify operational efficiencies and cost-saving opportunities that strengthen financial sustainability.

Operations Excellence

- Revitalize service offerings while being agile to customers' needs and funding availability.
- Continuously evaluate and refine service design to maximize efficiency, improve reliability, and support increased ridership.
- Maintain and monitor departmental key performance indicators.
- Continue to assess and implement secure, reliable, and integrated software solutions agency-wide to support operational continuity and efficiency.

Community Relations

- Foster meaningful public engagement that informs, involves, and encourages individuals to utilize and advocate for public transit.
- Strengthen and support the Community Advisory Committee (CAC) as a formal channel for community feedback, rider engagement, and service awareness.
- Showcase RTD as a leading example of safe, efficient, clean, and affordable transportation.

- Actively promote RTD services to regional governing boards, Chamber of Commerce, transit dependent resource groups and centers, educational institutions, and stakeholders.
- Continue to forge and strengthen partnerships with regional allies to expand and improve public transportation initiatives, delivering greater community benefits.

Innovation

- Transform customer experience to boost ridership.
- Proactively monitor and maintain our fleet to ensure every ride is accessible, safe, and comfortable for all.
- Monitor and evaluate the hydrogen refueling infrastructure to ensure sustainable, seamless operations for hydrogen fuel-cell buses to maintain current investment.
- Assess and strengthen the Business Continuity Plan to further improve organizational resiliency and system reliability.
- Continue to evaluate opportunities to enhance, upgrade, and replace technology to drive greater efficiency.

Budget Process

RTD's annual budget serves as its comprehensive financial roadmap, establishing the framework for operating activities, capital investments, and resource allocation for the fiscal year. Through a disciplined and strategic budget process, RTD aligns available financial resources with organizational priorities to maintain fiscal sustainability, deliver reliable public transportation services, and preserve critical infrastructure, facilities, equipment, and vehicle assets.

RTD is committed to proactive financial management and the responsible stewardship of public funds. RTD annually reviews and updates its strategic goals, service priorities, and operational initiatives to identify resource requirements and ensure that funding decisions support long-term organizational objectives. This approach enables RTD to maintain a balanced financial position while continuing to invest in service reliability, system improvements, and capital preservation.

RTD utilizes a hybrid zero-based budgeting methodology in which expenditures are reviewed at the line-item level and supported by documented operational needs, service requirements, and cost justification. Available revenues are strategically matched to operating and capital expenditures in accordance with funding agency requirements, adopted policies, applicable regulations, and direction provided by the RTD Board of Directors. Budget classifications are structured in accordance with the Federal Transit Administration's (FTA) Uniform System of Accounts for public transportation systems, ensuring consistency, transparency, and compliance with federal reporting standards.

The budget development process is guided by three fundamental principles that support continuity, accountability, and informed decision-making:

1. **Assess current conditions and future needs** to establish goals, objectives, policies, and service plans that support RTD's mission and strategic priorities.
2. **Prioritize programs, projects, and investments** based on available resources, funding requirements, operational demands, and community needs.
3. **Implement approved plans and evaluate outcomes** to measure effectiveness, identify opportunities for improvement, and ensure resources are utilized efficiently.

Budget Development and Review Process

The annual budget process begins with department-level planning, including budget formulation training for department heads and supervisors, preparation of standardized budget templates, review of historical financial data, and strategic planning discussions with staff. Each department is responsible for developing detailed operating and capital budget proposals that identify anticipated expenditures, staffing requirements, planned service levels, capital needs, and supporting justifications for requested funding.

Department submissions are evaluated based on operational justification, alignment with strategic priorities, historical expenditure trends, projected service requirements, and available funding resources. Proposed expenditures are reviewed against five years of historical financial data to validate assumptions and identify opportunities for efficiencies.

The preliminary budget is developed by incorporating departmental requests, approved financial assumptions, historical trends, projected revenues, and planned service levels. Operating revenues and available funding sources are then aligned with proposed operating expenses and capital projects to ensure that resources are strategically allocated to support RTD's service commitments and investment priorities.

Following development of the preliminary budget, the CEO, Director of Financial Planning, Acting Chief Financial Officer, and budget team conduct comprehensive budget review meetings with department leaders. These discussions provide an opportunity to evaluate proposed expenditures, review staffing requirements, validate service delivery assumptions, assess revenue projections, and consider adjustments necessary to maintain a balanced and sustainable financial plan.

Budget Review and Adoption

The annual budget undergoes a structured review process involving executive management, the Finance and Audit Committee, and the RTD Board of Directors. Key budget review activities include:

- **May 4, 2026 – May 19, 2026**: Review of budget assumptions and departmental operating and capital budget proposals through individual meetings with the Interim CEO, Acting CFO, Consultant for Budget and Financial Planning, department heads, and departmental stakeholders.
- **May 28, 2026**: Presentation and review of budget assumptions and the preliminary budget document with the Finance and Audit Committee.
- **June 16, 2026**: Presentation of the proposed operating and capital budgets to the RTD Board of Directors for consideration and adoption.

Upon Board approval, the adopted budget is entered into RTD's financial management system at the account-code strings level. New accounts are established within the Transtrack Enterprise Resource Planning (ERP) system, including appropriate cost allocation structures to ensure accurate financial tracking and reporting across RTD programs and services.

Budget Administration and Monitoring

Following adoption, the approved budget is distributed to department heads and key stakeholders to guide operational decision-making throughout the fiscal year. RTD's financial system has a budget block in place and maintains an ongoing budget monitoring process to promote accountability and ensure alignment between planned expenses and available resources.

During regular monthly Board Meeting, Finance Staff presents to the Board of Directors the monthly Budget versus Actual status financial reports and status updates to monitor fiscal performance and identify emerging trends. In addition, RTD conducts periodic budget review meetings with department leaders to evaluate significant variances, discuss projected year-end conditions, and address potential budget impacts.

When necessary, budget transfer adjustments are prepared to maintain compliance with adopted appropriations and prevent unauthorized expenditures. Increase to the overall adopted operating or capital budget total amount requires formal approval by the RTD Board of Directors.

Through this comprehensive budget process, RTD ensures that financial resources are strategically planned, transparently managed, and effectively utilized to support safe, reliable, and sustainable public transportation services for the communities it serves.

Budget Approval Board Resolution

RESOLUTION NO. 7131
DATED: JUNE 16, 2026

RESOLUTION ADOPTING THE FISCAL YEAR 2026-27 (FY27) OPERATING BUDGET IN THE AMOUNT OF $69,984,705 AND THE CAPITAL BUDGET IN THE AMOUNT OF $8,720,197

NOW, THEREFORE, BE IT RESOLVED AND ORDERED by the Board of Directors of the San Joaquin Regional Transit District as follows:

1) That the Fiscal Year 2026-27 operating budget in the amount of $69,984,705 and capital budget in the amount of $8,720,197 be, and hereby are, approved; and

2) That the Interim CEO be, and hereby is, authorized and directed to conduct the programs as outlined within the budget.

Bearnard Veasley, the duly appointed, qualified, and acting Secretary of the San Joaquin Regional Transit District, does hereby certify that the foregoing is a true and exact copy of the Resolution passed and adopted at a regular meeting of the Board of Directors of said District held on June 16, 2026.

DATED: June 16, 2026

BEARNARD VEASLEY, SECRETARY

FY27 Budget Summary

FY 2026-27 Operating Budget	
Operating Revenue	
Passenger Fares	$2,111,541
Auxiliary and Non-transportation	1,708,101
Property Tax	1,697,651
Measure K	5,709,244
LCTOP	1,686,288
TDA-STA	1,708,196
TDA-LTF	45,889,833
Federal Programs	9,473,851
Total Operating Revenue	**$69,984,705**
Operating Expenses	
Wages & Fringes	$47,220,089
Services	8,494,284
Materials & Supplies	4,685,932
Utilities	1,434,607
Insurance	2,321,704
Taxes & Licenses	428,014
Purchased Transportation	3,476,705
Miscellaneous Expenses	1,573,370
Operating Contingency	350,000
Total Operating Expenses	**$69,984,705**
Surplus (Deficit)	**$-**

FY 2026-27 Capital Budget	
Capital Funding Sources	
FTA Section 5307 Urbanized Area	$1,624,898
FTA Section 5339 (a)	1,330,520
SB1 State of Good Repair	1,540,328
TDA-STA	1,624,451
SB 125 (Capital)	2,600,000
Total Projected Capital Funds	$8,720,197
Capital Projects	
Communication and IT	$1,097,675
Facilitiesd-Other Transit Improvements	2,770,470
Revenue Vehicles	2,250,000
Non-Revenue Vehicles	300,000
Maintenance and Facilities Equipment	1,076,300
Safety and Security	225,752
Capital Contingency	1,000,000
Total Capital Projects	**$8,720,197**
Surplus (Deficit)	**$-**

Revenue Sources

RTD's operations and capital investment programs are supported through multiple revenue streams that promote financial stability and long-term sustainability. Funding is derived from passenger fares, local, state, and federal transportation assistance, Auxiliary and Non-transportation revenues, such as advertising revenue generated from RTD vehicles, and interest earnings.

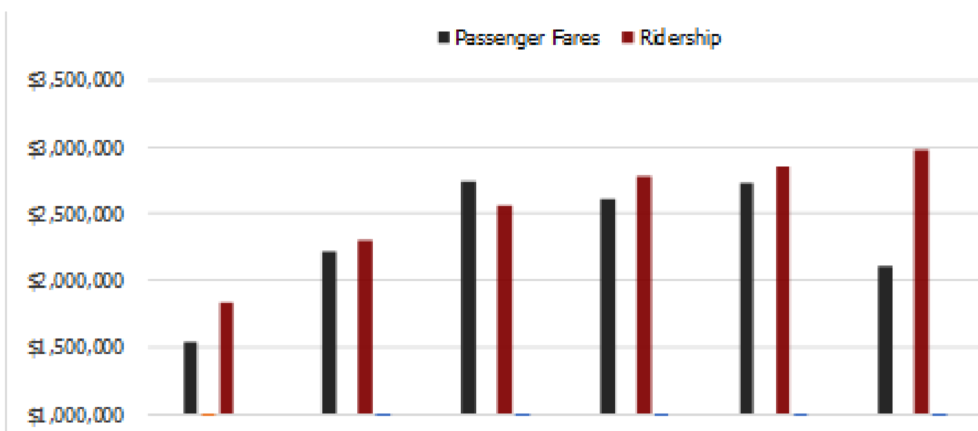
Many of these funding sources are restricted by agreements, statutes, grant requirements, or program guidelines and may only be used for specific operating or capital purposes. Other revenue sources provide greater flexibility and may be applied to either operating or capital expenses, allowing RTD to respond to changing service needs and funding priorities.

Consistent with applicable funding requirements, Board-adopted policies, and strategic priorities established by the RTD Board of Directors, available revenues are carefully matched with eligible operating expenses and capital projects. This disciplined approach to financial planning ensures regulatory compliance, maximizes the use of available funding, and supports RTD's commitment to providing safe, reliable, and sustainable public transportation services while maintaining RTD's long-term financial health.

Fare Revenue

Fares collected from passengers are used to fund operations. The Fare revenue growth is mostly dependent on an increase in ridership and fare subsidies.

Passenger fare revenue for FY27 shows a decreased amount compared with Fiscal Year 2025–2026 despite anticipated growth in system ridership. The decrease is primarily attributable to the implementation of a student fare-free pilot program funded through the Low Carbon Transit Operations Program (LCTOP) that is projected to encourage greater use of public transit, but LCTOP is budgeted as a separate revenue source line item. The budgeted LCTOP represents only the first tranche of call for project pending release of State Controller's Office of the second tranche of call for project, which will also be programmed for the same project.



	FY22	FY23	FY24	FY25	FYEnd 26 Estimate	FY27 Estimates
Passenger Fares	$ 1,546,588	$ 2,215,924	$ 2,746,576	$ 2,607,794	$ 2,733,402	$ 2,111,541
Ridership	1,839,753	2,301,789	2,556,358	2,778,341	2,856,976	2,979,594
% Increase (Decrease)		25%	11%	9%	3%	4%

RTD anticipates increased ridership during FY27 because of the planned Fare-free Pilot Program, combined with the full-year impact of service enhancements and increased service frequencies implemented during FY26. These initiatives are expected to improve customer accessibility, attract new riders, and strengthen overall system utilization while advancing RTD's goals of improving mobility and reducing greenhouse gas emissions.

RTD will continue to implement strategies to reduce fare evasion and improve fare collection performance where fares are applicable. Discussions continue regarding potential modifications to the California Transportation Development Act (TDA) farebox recovery requirements. The temporary suspension of farebox recovery ratio requirements was again extended only through FY27.

The Stockton Unified School District and San Joaquin County Office of Education fare subsidy agreements, which provided fare-free fixed-route service for students, are scheduled to expire and are not assumed to continue in the FY27 Adopted Budget.

The FY27 Adopted Budget does not include any changes to the following RTD's adopted fare structure.

RTD Fare Structure

Services:		1-Ride	1-Day Pass	31-Day Pass
BRT Express, Local, Intercity, & Hopper Services				
Discount	Ages 60 and over, persons with disability, veterans, Medicare card holders, and eligible passengers with Discount Fare Card (DFC).	$0.75	$2.00	$30.00
Full Fare	Ages 18 to 59.	$1.50	$4.00	$65.00
Student	31-Day Pass requires valid student ID. Students from schools that subsidizes "Fare-Free Program", ride for FREE. i.e, Students of Stockton Unified Schools District (SUSD), San Joaquin Delta College, and San Joaquin County Office of Education (SJCOE)	$1.50	$4.00	$40.00
Children	Limited to three children ages 4 and under, must be accompanied by a fare paying adult. $1.50 for each additional child. Riders under age 9 must be accompanied by an adult.	FREE for the first 3 children, $1.50 for each additional child.		
Class Pass	Good for up to 30 passengers on regular fixed routes.	$75 for round-trip including transfers.		
Paratransit	ADA certified passengers. Reservations Required.	$3.00		
Hopper Deviation	ADA certified passengers. Reservations required. 10-Ride punch card is also available for $10.	$1.00	10-Ride punch card is available for $10.	
Commuter	Monthly pass is by subscription only.	$7.00		Varies by route
Van Go!				
Discount	Ages 60 and over, persons with disability, veterans, Medicare card holders, and eligible passengers with Discount Fare Card (DFC).	$3 one-way base fare for the first 5 miles, $0.50 cents per mile after the 5th mile.		
Full Fare	Ages 18 to 59.	$4 one-way base fare for the first 5 miles, $0.50 cents per mile after the 5th mile.		

Auxiliary and Non-Transportation Revenues

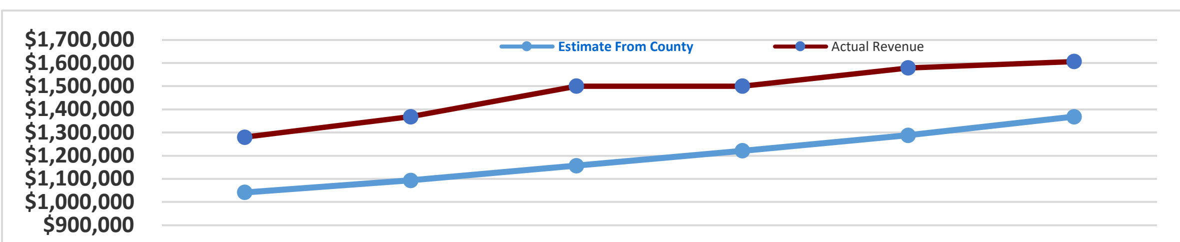
In addition to passenger fares and public funding, RTD generates operating revenues from a variety of auxiliary and non-transportation sources. These include advertising displayed on RTD vehicles, rental income from RTD-owned properties, proceeds from the sale of fully depreciated assets with individual values of less than $5,000, interest earnings, and other miscellaneous revenues.

Auxiliary and non-transportation revenues are projected to decrease in FY27, mostly due to lower anticipated interest earnings resulting from lower reserves cash balances. These locally generated revenues provide RTD with flexible funding that supports operating activities.

Property Tax Revenue

RTD receives a share of local property tax revenues generated through the general property tax levy and allocated by the San Joaquin County Auditor-Controller. Under the State's property tax allocation system established in 1978, property tax revenues are distributed among local governments based on statutory allocation formulas that recognize the public services provided within each community. Each year, the San Joaquin County Auditor-Controller determines the property tax revenues collected within each Tax Rate Area (TRA) and allocates those revenues to eligible local agencies based on their established apportionment factors. RTD's current allocation factor is 0.1227 percent of the property tax revenues generated within the applicable Tax Rate Areas.

Property tax revenue provides a stable local funding source that supports RTD's operations and helps sustain essential public transportation services throughout San Joaquin County. For FY27, property tax revenue is projected based on the most recent completed fiscal year's actual collection multiplied by the average five-year historical growth. In FY27, the property tax revenue is projected to increase by approximately 7.5% percent over FY25 actual collections. This conservative forecasting approach reflects RTD's commitment to prudent financial planning while recognizing the continued strength of the local property tax base.



	FY21	FY22	FY23	FY24	FY25	FY26 Budget	FY27 Budget
Estimate From County	$1,041,649	$1,093,776	$1,156,777	$1,221,591	$1,287,932	$1,368,220	
Actual Revenue	$1,279,994	$1,368,645	$1,500,528	$1,500,528	$1,579,239	$1,606,556	$1,697,651
Annual Increase	$32,952	$88,652	$131,883	$-	$78,711		
	9.2%	6.5%	6.9%	9.6%	5.2%	5-years Average---->	7.5%

Measure K (MK)

Measure K (MK) is a dedicated one-half cent local sales tax that provides a significant source of transportation funding for San Joaquin County. Originally approved by county voters in 1990 for a 20-year period, Measure K was renewed by voters in November 2006 for an additional 30 years, extending the program from **April 1, 2011, through March 31, 2041**. The continuation of Measure K reflects the community's long-standing commitment to investing in a safe, efficient, and multimodal transportation system.

The Measure K Ordinance and Expenditure Plan establishes the eligible uses of program funds and prescribes the categorical allocation of revenues among transportation modes and eligible projects. Funding designated for passenger rail, bus transit, and bicycle programs represents 30 percent of total Measure K revenues, of which **49 percent** is allocated to bus transit operations and **5 percent** is dedicated to Bus Rapid Transit (BRT) capital improvements.

Measure K funding plays a vital role in supporting RTD's transit operations and capital investment program. These revenues help fund BRT Express services, Commuter services, County Hopper services, passenger amenity improvements, fleet and engine replacement programs, BRT capital projects, bus replacement purchases, and Park-and-Ride facility lease costs. This locally generated funding provides a stable source of financial support that enables RTD to maintain essential transit services while investing in the long-term reliability, safety, and accessibility of its transportation system.

Although Measure K sales tax revenues have continued to grow, RTD's annual funding allocation has remained unchanged since FY18. Decisions regarding the allocation of accumulated Measure K reserve funds for eligible transportation projects are made by the San Joaquin Council of Governments (SJCOG) in accordance with the Measure K Strategic Plan and Expenditure Plan.

Measure K remains one of RTD's most important local funding sources, providing predictable revenue that supports ongoing transit operations, preserves existing assets, and advances strategic investments that improve mobility throughout San Joaquin County.

MK Categorical Allocation: (After Administration Fees for SJCOG)			
Local Street Repairs and Roadway Safety (35%), Congestion Relief Projects State Highways & Regional Arterials (32.5%), Railroad Crossing Safety (2.5%)		**70%**	
Passenger Rail, Bus, and Bicycles		**30%**	
	Bus Transit (RTD is guaranteed to receive a minimum of 50%, and based on need for other eligible bus transit providers within the County		***49%***
	Bus Rapid Transit Capital (San Joaquin RTD)		***5%***
	Passenger Rail Transit		*39%*
	Bicycle, Pedestrian, and safe routes to school (40% Formula, 60% Competitive)		7%
	Total	**100%**	**100%**

The FY27 Adopted Budget is based on the current multi-year Measure K funding agreements covering FY24 through FY27, which established the same annual operating funding levels for eligible transit services over a four-year period.

MK Programs	FY24-FY27	FY27	MK% Share
Operating:			
BRT Express Operations	$13,600,000	3,400,000	25%
Intercity Service	7,200,000	1,800,000	40%
Interregional Services Operations	2,000,000	500,000	25%
Regional Bus Service (Park-and-Ride leases)	24,120	9,244	100%
Capital:			
engine replacement, passenger	915,880	<- fully expensed	
BRT Capital Projects	6,000,000	in prior fiscal years.	
Total	$29,740,000	$5,709,244	

Transportation Development Act (TDA)

The Transportation Development Act (TDA), enacted by the California Legislature in 1971 through the Mills-Alquist-Deddeh Act (SB 325), provides funding to support public transportation and eligible non-transit purposes consistent with adopted regional transportation plans. In response to the continuing financial impacts on transit operators following the COVID-19 pandemic, the California Legislature has temporarily extended the suspension of the TDA's farebox recovery ratio and transit operator efficiency requirements through FY27.

TDA established two funding sources: the Local Transportation Fund (LTF), and the State Transit Assistance (STA) fund.

TDA-Local Transportation Fund (LTF)

LTF is one of the two TDA funding sources. It is generated from a quarter-cent of the general state tax collected statewide and is allocated through the California Department of Tax and Fee Administration (CDTFA). LTF's purpose is to provide a dependable source of funding to support public transit in California. The allocation is apportioned by the San Joaquin Council of Governments (SJCOG) to its member agencies based on the past two years' population estimate published by the California State Department of Finance. The FY27 apportionment basis is the January 2025 population estimate. SJCOG provides estimates in February before the start of the fiscal year, but the final apportionments are normally released in August or September after the fiscal year-end.

Before allocating LTF revenues to member agencies, SJCOG makes the following statutory "off-the-top" apportionments:

- Administration and regional planning costs for SJCOG
- 2.0% for county and city bicycle and pedestrian programs
- 11.5% for the San Joaquin Regional Rail Commission to support Altamont Corridor Express (ACE) services
- 1.0% for Consolidated Transportation Service Agency (CTSA) programs, for which RTD serves as the designated CTSA manager in San Joaquin County.

FY27 LTF Operating Budget of $45,889,833 includes RTD's FY27 estimated apportionment of $31,220,018 and prior years carryover of $14,669,815 from cancelled capital projects. $547,011 of RTD's FY27 apportionment is budgeted for the countywide CTSA Program.

LTF		FY26 Estimate		FY27 Estimate
Estimated Revenues for SJ County		$64,608,840		$65,254,928
Administrative Allovations (County Auditor ($2k) & SJCOG administration & Planning)		2,165,656		2,184,393
County and Cities: Bicycle/Pedestrian	2%	1,248,864	2%	1,261,411
San Joaquin Regional Rail Commission	11.5%	7,037,347	11.5%	7,108,049
Consolidated Transporation Services Agency	**1%**	**541,570**	**1%**	**547,011**
State Dept of Finance population estimate	Pop Est, 01/24		Pop Est, 01/25	
San Joaquin RTD	449,304 (56.8%)	30,438,933	456,439 (56.6%)	30,673,007
Other Jurisdictions	342,104 (43.2%)	23,409,318	349,417 (43.4%)	23,481,057
Total LTF Estimated Apportionments to RTD		**$30,980,503**		**$31,220,018**
Estimated carryover from prior year		528,505		14,669,815
Total Available		**$31,509,008**		**$45,889,833**
Budgeted for Operation		16,857,289		45,889,833
Budgeted for Capital Projects		14,651,719		
Total Budgeted Amount		$31,509,008		$45,889,833

TDA-State Transit Assistance (STA) Fund

The State Transit Assistance (STA) Fund is one of the two funding sources established under the Transportation Development Act (TDA). STA revenues are derived from statewide sales tax on diesel fuel and are appropriated annually by the California Legislature to the State Controller's Office (SCO). The SCO then allocates STA funding to regional transportation planning agencies, including the San Joaquin Council of Governments (SJCOG), using statutory allocation formulas. STA funding is distributed through two allocation programs established in the California Public Utilities Code (PUC):

PUC Section 99313. STA funds allocated under PUC Section 99313 are apportioned within San Joaquin County after statutory "off-the-top" allocations for SJCOG's administration and regional planning activities. The remaining funds are allocated between the San Joaquin Regional Rail Commission (SJRRC) and RTD based on each agency's proportionate share of San Joaquin County transit ridership. The FY27 allocation is based on FY24 National Transit Database (NTD) ridership data.

RTD plans to utilize its State Transit Assistance (STA) apportionment to support both operating expenses and capital projects. The FY27 STA apportionment is estimated at $6,865,113, representing a decrease of $678,938, or 9.0%, compared with the FY26 estimate. Final STA apportionment amounts are typically published by the San Joaquin Council of Governments (SJCOG) in August or September following the close of the fiscal year. Because STA funds are flexible in their use, they are primarily applied to address operating revenue shortfalls and to provide the required local match for federally funded capital projects.

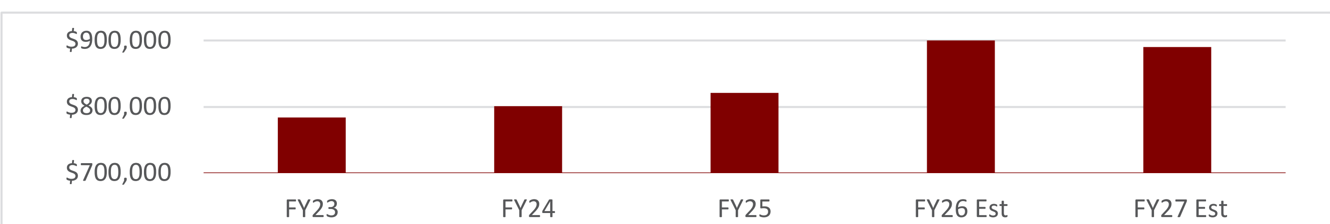
PUC Section 99314. STA funds allocated under PUC Section 99314 are distributed based on the annual local transit revenue reported to the State Controller's Office by eligible transit operators throughout California. The State Controller publishes the allocation amounts each March for the upcoming fiscal year.

STA			FY26 Estimate			FY27 Estimate
PUC 99313 (Apportioned by SJCOG based on ridership within SJ County)						
SJCOG Administration & Planning			$161,887			$147,497
	FY24 Ridership			FY24 Ridership		
RTD	2,578,472	87%	**$6,834,910**	2,583,486	87%	**$6,225,123**
SJRRC/ACE	395,184	13%	1,047,538	395,184	13%	952,228
Total PUC99313	**2,973,656**	100%	**$7,882,448**	**2,978,670**	100%	**$7,177,351**
PUC 99314 (Apportioned by SJCO based on local revenues reported annually to SCO)						
RTD			**709,141**			**639,990**
Other Jurisdictions			1,092,722			986,168
Total PUC99314			**$1,801,863**			**$1,626,158**
Total STA Estimated Apportionments to RTD			**$7,544,051**			**$6,865,113**
Estimated carryover from prior year			2,417,533			
Total Available			**$9,961,584**			**$6,865,113**
Budgeted for Operation						$1,708,196
Budgeted for Capital Projects			$9,961,584			$1,624,451
Total Budget Amount			**$9,961,584**			**$3,332,647**
Available for revenue shortfall and/or match to Federal grants						$3,532,466

State OF Good Repair (SGR)

The State of Good Repair (SGR) Program, established by Senate Bill 1 (SB1) on April 28, 2017, provides formula funding to support the rehabilitation, replacement, and modernization of existing public transportation capital assets. The program is intended to preserve and improve the condition of the transit system, enhance safety and reliability, and reduce long-term maintenance costs through strategic capital investment. SGR funding is distributed through two allocation programs established in the California Public Utilities Code (PUC) 99313 & 99314 and apportioned similar to TDA-LTF.

RTD anticipates utilizing its FY27 and carryover from prior year SGR funds, a total of $1,540,328, to replace ageing equipment, maintenance and facilities repair, safety and security capital projects, vehicle replacement, and upgrade communication and IT equipment.



% Increase (Decrease)		2.2%	2.4%	12.8%	-3.8%
Apportionments	**FY23**	**FY24**	**FY25**	**FY26 Est**	**FY27 Est**
PUC 99313	$675,793	$689,147	$705,280	$802,520	$764,913
PUC 99314	$107,884	$111,990	$115,350	$122,986	$125,415
FY27 Apportionment	$783,677	$801,137	$820,630	$925,506	$890,328
Carryover from prior years					$650,000
Total Budgeted Amount					**$1,540,328**

Low Carbon Transportation Operations Program (LCTOP)

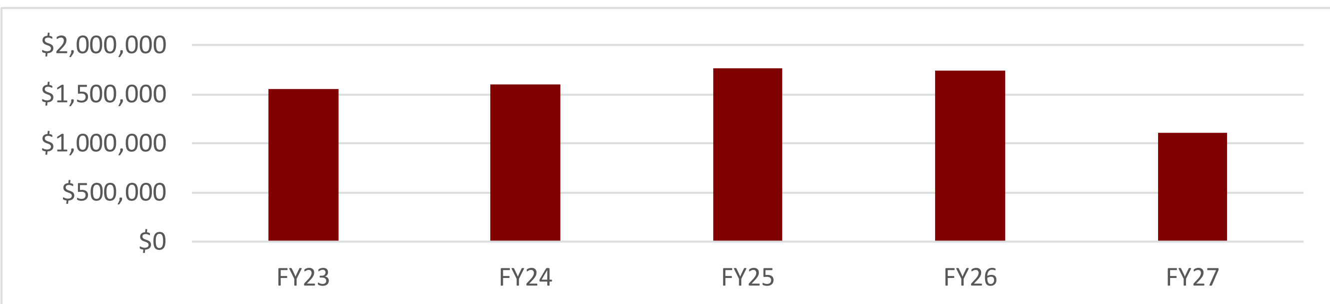
The LCTOP is one of the state programs that are part of the Transit, Affordable Housing, and Sustainable Communities Program established by the California Legislature in 2014 by Senate Bill 862.

The programs are funded by the auction proceeds from the California Air Resource Board's (ARB) Cap-and-Trade Program, with proceeds deposited into the Greenhouse Gas Reduction Fund (GGRF). Senate Bill 862 continuously appropriates 5% of the annual proceeds in the GGRF for LCTOP. It is apportioned in the same manner as STA, wherein revenues under Public Utility Code (PUC) 99314 are allocated by the SCO and revenues under PUC 99313 are allocated by SJCOG based on ridership ratio.

LCTOP was created to provide operating and capital assistance for transit agencies, with priority on serving underserved communities. Its goal is to reduce greenhouse gas emissions and improve mobility.

Due to the timing of the apportionment amount, RTD is using the LCTOP grant for a year in arrears. i.e., the FY26 allocation will be used in FY27 operations.

The FY26 estimated allocation to RTD of $1.1 million, represents the first tranche of call for projects, which is $631,972 or 36% lower than the FY25 apportionment. Since the second funding tranche is unknown, RTD only budgeted for the first tranche. RTD programmed LCTOP to support the Student Fare-free Pilot Program and any amount for the second funding tranche will also be programmed for the same project to encourage greater use of public transit. The illustration below shows five-years historical apportionments:



% Increase (Decrease)		3%	10%	-2%	-36%
Apportionment Year ->	**FY22**	**FY23**	**FY24**	**FY25**	**FY26 Est***
Used in Fiscal Year ->	**FY23**	**FY24**	**FY25**	**FY26**	**FY27**
PUC 99313	$1,385,475	$1,430,676	$1,582,358	$1,555,900	$985,339
PUC 99314	$171,381	$171,500	$183,907	$180,325	$118,914
Total	**$1,556,856**	**$1,602,176**	**$1,766,265**	**$1,736,225**	**$1,104,253**

**Represents 1st tranche of call for projects pending State Controller's Office release of final amounts.*

Senate Bill 125 (SB 125) Phase 2

SB 125 Phase 2 consists of the unprogrammed balance of $25.663 million for Years 3 and 4 of SJCOG's SB 125 Program Allocation. RTD has been approved for $2.6 million. $1.8 million to fund VanGo Fleet replacements and $800 thousand to fund Ticket Vending Machine (TVM) and Revenue Vehicle Fleet Upgrades.

Federal Section 5307: Urbanized Area Formula Program

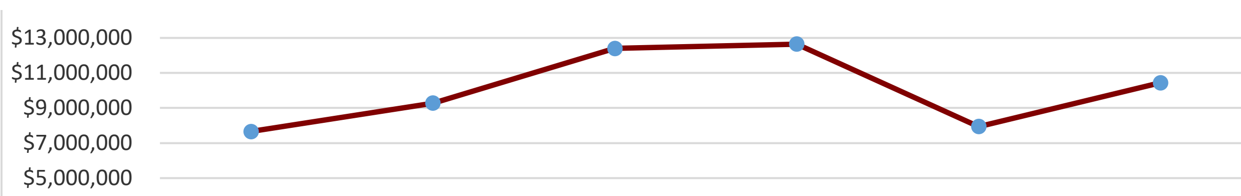
The Federal Transit Administration (FTA) Section 5307 Urbanized Area Formula Program, authorized under 49 U.S.C. §5307, provides formula funding to urbanized areas for eligible public transportation capital, planning, and operating assistance. Annual federal funding levels are established through the congressional appropriations process, with apportionments distributed in accordance with statutory formula requirements.

RTD serves as the designated recipient of Section 5307 funding for the Stockton Urbanized Area (UZA), which includes the City of Stockton and the City of Lathrop. The Stockton UZA is classified as an urbanized area with a population between 200,000 and 1,000,000. Annual apportionments are calculated using a statutory formula that considers population, population density, bus revenue vehicle miles, bus passenger miles, fixed guideway revenue vehicle miles, and fixed guideway route miles.

As the designated recipient, RTD is responsible for coordinating the annual distribution of Section 5307 funds among eligible transit providers within Stockton UZA. Typically, RTD issues a Notice of Funding Availability (NOFA) inviting eligible stakeholders throughout San Joaquin County to submit projects addressing local transit needs within the urbanized area. Following the FTA's publication of the Federal Fiscal Year (FFY), RTD initiates the annual review process for FTA Sections 5307, 5337, and 5339(a) funding requests by notifying eligible stakeholders.

Funding recommendations are developed using the FTA Formula Programs Apportionment Data Unit Values (Table 5), which estimate each stakeholder's formula-generated share, together with mutually agreed-upon funding allocations that reflect eligible project priorities and regional transit needs. Section 5307 provides pre-award authority, allowing eligible project costs incurred after the applicable authorization date to be considered for future federal reimbursement, subject to FTA requirements.

For FY27, RTD has programmed its estimated share of Section 5307 for preventive maintenance, capital costs of contracting, security enhancements, transit improvements, and bus component and facilities improvement. These investments support the continued safe, reliability, and efficient operation of RTD.



FY22	FY23	FY24	FY25	FY26	FY27 Estimate
$7,657,057	$9,272,244	$12,399,451	$12,647,440	$7,941,056	$10,440,661
Increases	$1,615,187	$3,127,207	$247,989	(4,706,384)	$2,499,605
	21.1%	33.7%	2.0%	-37.2%	31.5%

Tentative FY26 Federal Section 5307 Projects	
Preventative Maintenance	$7,169,410
Cost of Contracting	1,646,352
Total Programmed to Operations	**$8,815,763**
Security Projects	113,360
Transit Improvements	172,370
Bus Component/Facilities Improvement	1,339,168
Total Programmed to Capital	**$1,624,898**
Total Estimated FY26 Section 5307	**$10,440,661**

Federal Section 5311: Rural Area Formula Program

The Federal Transit Administration (FTA) Section 5311 Rural Area Formula Program, authorized under 49 U.S.C. §5311, provides formula funding for capital, planning, and operating assistance to support public transportation services in rural areas with populations of fewer than 50,000. The California Department of Transportation (Caltrans) administers the program statewide, with RTD serving as a subrecipient.

Section 5311 funding supports RTD's eligible rural operating expenses for the County Hopper and County Van Go! services. Due to the timing of federal fund availability and the grant award process, RTD budgets and expends Section 5311 funding approximately one year in arrears. The FY27 budgeted amount of $658,088 is an apportionment from Federal Fiscal Year 2025-2026.

Federal Section 5339 (a): Bus and Bus Facilities (Formula)

The FTA Section 5339(a) Bus and Bus Facilities Formula Program provides formula funding to states and designated recipients for the replacement, rehabilitation, and purchase of buses and related equipment, as well as the construction and improvement of bus maintenance and passenger facilities. Eligible projects also include investments in technologies that support low- and no-emission transit vehicles and associated infrastructure.

For FY27, RTD has programmed its estimated Section 5339(a) apportionment to partially fund facilities improvements.

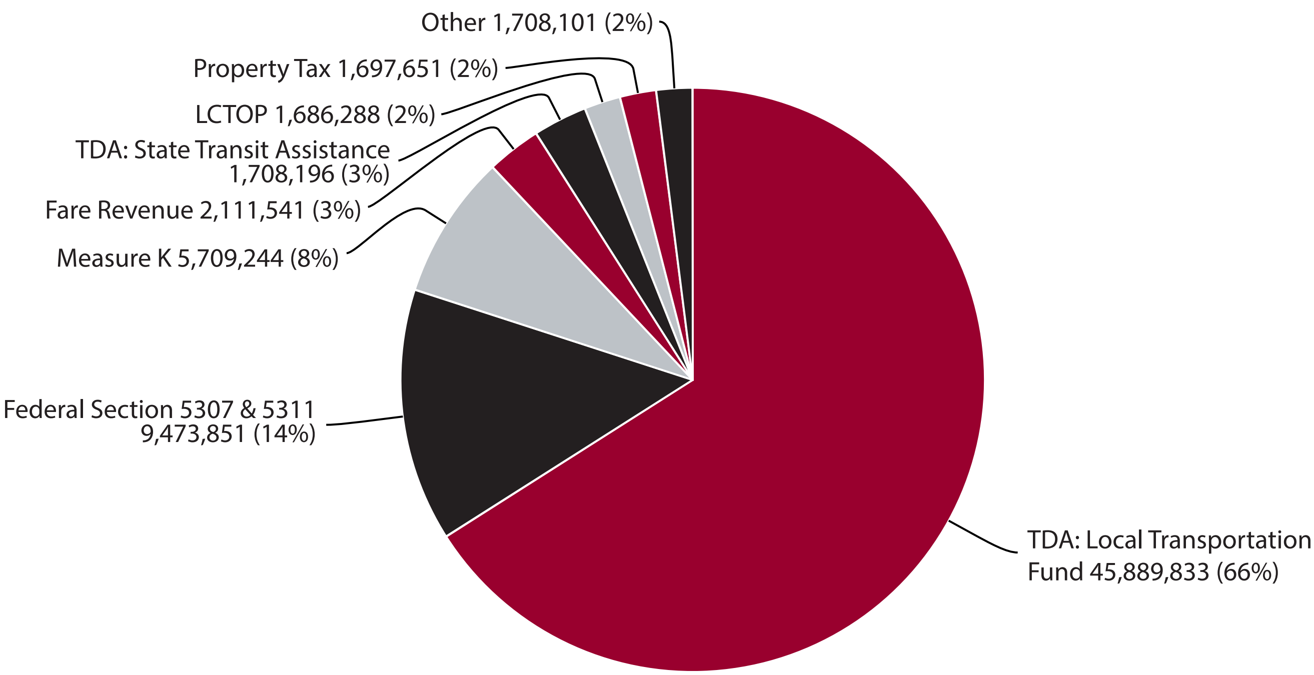
Discretionary or Competitive Grants

In addition to formula funding, RTD actively pursues discretionary and competitive grant opportunities to leverage investments in its capital improvement program. Because these programs are awarded on a competitive basis, projects funded through discretionary grants will proceed only upon receipt of a grant award and execution of the applicable funding agreements.

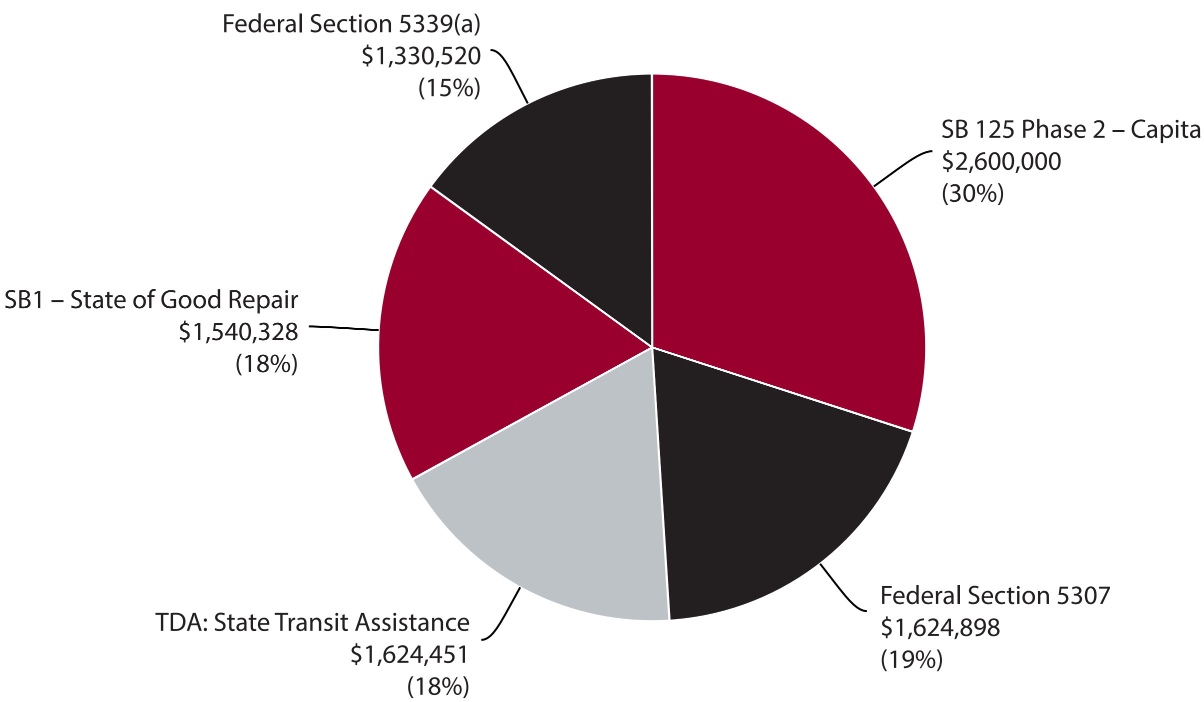
Summary of Revenue Sources

	Operating	Capital	Total	Funding
Local				
Fare Revenue	$ 2,111,541		**$ 2,111,541**	*As collected*
Property Tax	1,697,651		**1,697,651**	*December and April*
Measure K	5,709,244		**5,709,244**	*Reimbursement basis*
Other Sources: advertising, interest, rent, etc.	1,708,101		**1,708,101**	*As collected*
State				
Transportation Development Act (TDA): Local Transportation Fund (LTF)	45,889,833		**45,889,833**	*Instalment, depending on when the amount is released by the State to SJCOG*
TDA: State Transit Assistance (STA) Fund	1,708,196	1,624,451	**3,332,647**	
Low Carbon Transit Operations Program (LCTOP)	1,686,288		**1,686,288**	*Advanced*
Senate Bill 1: State of Good Repair		1,540,328	**1,540,328**	*Reimbursement basis*
Senate Bill 125: California Transit Programs		2,600,000	**2,600,000**	*Reimbursement basis*
Federal				
Section 5307: Urbanized Area Formula Grant	8,815,763	1,624,898	**10,440,661**	*Reimbursement available after FY end*
Section 5311: Rural Operating Assistance	658,088		**658,088**	*Reimbursement basis*
Section 5339(a): Bus and Bus Facilities		1,330,520	**1,330,520**	*Reimbursement basis*
Total	**$ 69,984,705**	**$ 8,720,197**	**$ 78,704,902**	

FY27 Operating Revenues



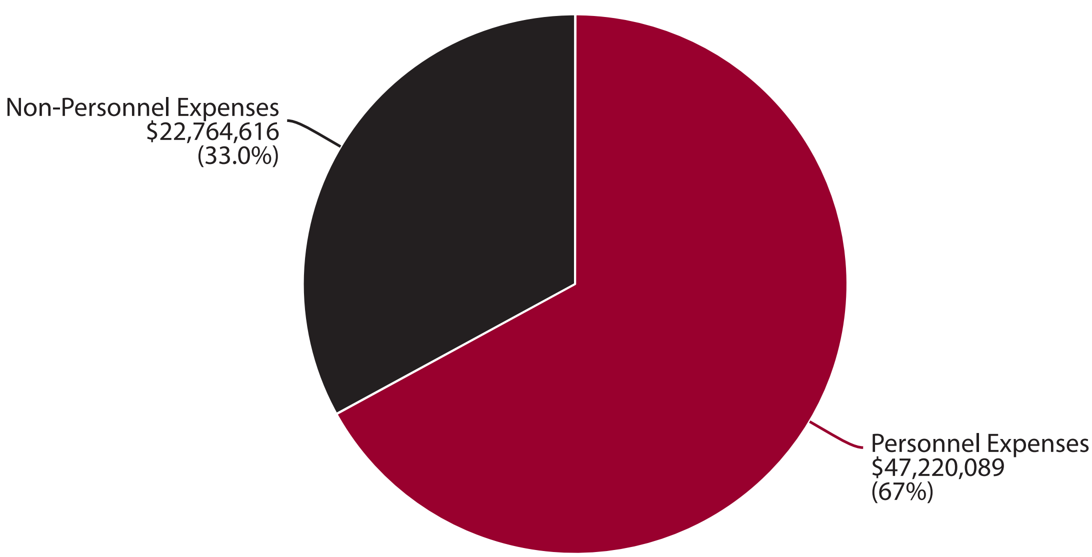
FY27 Capital Revenues



Summary of FY27 Operating Expenses

The total projected operating expenses for FY27 are $69,984,705, which is in balance with projected operating revenues. FY27 Operating expenses assume the same level of service as FY26 and a contingency budget of $350,000 is incorporated into the budget to cover unexpected operating costs.

Operating Expenses	FY26 Adopted Budget	FY26 Revised Budget	FY27 Adopted Budget	FY27 Increase (Decrease) over FY26 Adopted Budget	
Wages & Fringes	$44,704,249	**$39,328,936**	$47,220,089	2,515,840	5.6%
Services	8,488,500	**8,121,239**	8,494,284	5,784	0.1%
Materials & Supplies	4,756,068	**4,686,992**	4,685,932	(70,136)	-1.5%
Utilities	1,217,894	**1,341,465**	1,434,607	216,713	17.8%
Insurance	2,312,105	**1,899,414**	2,321,704	9,599	0.4%
Taxes & Licenses	388,089	**399,670**	428,014	39,925	10.3%
Purchased Transportation	3,351,979	**3,482,578**	3,476,705	124,726	3.7%
Operating Contingency	500,000	**500,000**	350,000	(150,000)	-30.0%
Miscellaneous Expenses	1,415,668	**1,059,931**	1,573,370	157,702	11.1%
Total Operating Expenses	**$67,134,552**	**$60,820,225**	$69,984,705	2,850,153	4.2%



Personnel Budget

Personnel Expenses	FY26 Adopted Budget	FY26 Revised Budget; 5/15/26	FY27 Adopted Budget	Increase over FY26 Adopted Budget	
Wages	$24,568,327	$22,768,502	$25,707,272	$1,138,945	5%
Fringe Benefits	19,171,922	15,596,433	20,048,808	876,886	5%
Worker's Compensation, Unemployment, Hiring	964,000	964,000	964,009	9	0%
Section 115 Trust: Pension Rate Stabilization Program			500,000	500,000	100%
Total	**$44,704,249**	**$39,328,935**	**$47,220,089**	**$2,515,840**	**6%**

The FY27 Budget for Wages and Fringe Benefits totals $47,220,089, representing 67% of the total FY27 Operating Budget. Personnel costs typically comprise the largest share of the Operating Budget, as capital expenditures are budgeted separately within the Capital Budget and are primarily funded through capital grants.

The FY27 personnel budget reflects a 6% increase compared with the FY26 Adopted Budget. This comparison is based on the adopted budget rather than the FY26 Revised Budget because the revised budget includes one-time and variable adjustments that do not provide a consistent basis for year-over-year comparison. The increase is primarily attributable to the following factors and assumptions:

- Position Changes
  - Twenty six vacant Operator positions, one Transportation Supervisor/Trainer, one Customer Information Clerk, and one Transit Planner will not be filled because the planned service changes planned for FY26 were not fully implemented.
  - Planned Promotions for eligible employees.
- New Positions
  - Administrative Assistant to the CEO and Board
  - Facilities Technician C (funded through a reduction in Operating Contingency)
  - Wellness Coordinator
  - Transportation Senior Administrative Assistant
- Compensation Adjustments
  - A 4.5% general pay rate increase plus progression-level increases for represented employees.
  - A 3% cost-of-living adjustment (COLA) for non-represented employees.
  - Pay equities and temporary detail pay options.
- Retirement benefits
  - An estimated 4.2% increase in the employer contribution rate for the Defined Benefit Retirement Plan. An actuarially recommended rate was not available at the time the budget was prepared.
  - Higher employer contribution costs due to increased base wages.
  - A Five hundred thousand dollars contribution to start the implementation of Section 115 Trust: Pension Rate Stabilization Program.
- Health and welfare benefits
  - An estimated 7.35% increase in medical insurance premiums and a 3.5% increase in dental and vision premiums for the second half of FY27, based on projections from the Retirement Actuaries. Medical premiums for the first half of FY27 are based on actual approved premiums rates.

Funded Full Time Equivalents (FTEs)

Departments/Positions	FTEs
Customer Engagement	**5**
1 Specialist I	
1 Specialist II	
1 Senior Administrative Assistant	
1 Specialist II - Customer Engagement Analyst/Outreach (two Part-time)	
1 Customer Information Clerk	
Executive Office	**5**
1 Chief Executive Officer	
1 Deputy Chief Executive Officer	
1 Director of Government Affairs	
1 Executive Assistant to the CEO and Board	
1 Specialist II	
Facilities Maintenance	**20**
1 Superintendent	
2 Supervisors	
1 Senior Specialist	
6 Facilities Technicians	
10 Porters	
Finance	**11**
1 Chief Financial Officer	
1 Director of Financial Planning	
1 Finance Manager	
1 Finance Adminstrator/Grants Programming	
3 Senior Specialist - Payroll, Capital Assets & General Ledger, Accounts Payable	
4 Specialist II - Payroll, Accounts Payable, Revenue Collection	

Departments/Positions		FTEs
Grants and Capital Projects		**4**
1	Director of Grants and Capital Projects	
1	Grants Administrator	
1	Project Controls Administrator	
1	Engineer	
Human Resources		**7**
1	Director of Human Resources	
2	Administrator - Staffing, Retirement and Benefits Administration	
2	Specialist II - Training & Development and General HR	
1	Specialist I	
1	Wellness Coordinator	
Information Technology		**6**
1	Chief Information Officer	
3	Network/System Engineer	
1	Software Engineer	
1	Network/System Specialist II	
Marketing		**3**
1	Marketing Supervisor	
2	Marketing and Multi-media Senior Specialist	
Mobility		**2**
1	Mobility Supervisor	
1	Specialist II	
Procurement		**9**
1	Director of Procurement	
1	Procurement Supervisor - Contracts	
1	Senior Specialist - Buyer	
1	Specialist II - Contracts	
1	Specialist I - Buyer	
4	Storekeepers	

Departments/Positions	FTEs
Safety , Security & Risk Management	**3**
1 Safety, Security, & Risk Management Chief	
1 Administrator	
1 Specialist II	
Service Development and Planning	**4**
1 Director of Planning, Mobility, and Customer Experience	
1 Administrator	
1 Specialist II	
1 Administrative Assistant	
Transportation	**200**
1 Chief Operating Officer	
1 Superintendent	
1 Assistant Superintendent (County)	
2 Supervisor - Trainer	
3 Road Supervisor	
15 Transportation Supervisors (8 Metro and 7 County)	
1 Specialist II	
1 Senior Administrative Assistant	
175 Operators	
Vehicle Maintanence	**54**
1 Superintendent	
5 Supervisors	
1 Senior Specialist	
24 Mechanics	
18 Utility workers	
3 Electronic Technicians	
2 Mechanic Apprentices	
Total Full Time Equivalents	**333**

Non-Personnel Operating Budget

Non Personal Expenses	FY 26 Adopted Budget	FY26 Revised Budget; 5/15/26	FY 27 Adopted Budget	Increase (Decrease) over FY26 Revised Budget	
Services	$8,488,500	$8,121,239	$8,494,284	$373,045	4%
Materials & Supplies	4,756,068	4,686,992	4,685,932	(1,060)	0%
Utilities	1,217,894	1,341,465	1,434,607	93,142	8%
Insurance	2,312,105	1,899,414	2,321,704	422,290	18%
Taxes & Licenses	388,089	399,670	428,014	28,344	7%
Purchased Transportation	3,351,979	3,482,578	3,476,705	(5,873)	0%
Operating Contingency	500,000	500,000	350,000	(150,000)	-30%
Miscellaneous Expenses	1,415,668	1,059,931	1,573,370	513,439	36%
Total Non-personnel Cost	**$22,430,303**	**$21,491,289**	**$22,764,616**	**$1,273,327**	**6%**

Non-personnel operating expenses were developed based on budget proposals submitted by department heads that align with RTD's strategic objectives. Proposed expenditures were evaluated using five-year historical spending trends, existing contractual obligations, anticipated cost adjustments, and operational requirements. Departments requesting budget increases above the five-year historical average were required to provide supporting justifications.

The FY27 **Non-Personnel Operating Budget** represents **33% of the total FY27 Operating Budget**, providing funding for the goods and services necessary to support RTD's daily operations while maintaining fiscal responsibility.

Services ($8,494,284)

The Services budget was developed using five years of historical expenditure trends and contractual obligations. Budgeted expenditures include CTSA/Access San Joaquin services (ADA eligibility assessments, travel training, and CTSA management fees), professional and technical services, management service fees, advertising production, consulting services, legal services, financial and audit services, the Employee Assistance Program (EAP), random substance abuse testing, environmental analysis, temporary staffing, software maintenance, equipment maintenance, outside vehicle maintenance services, hazardous waste disposal, facility cleaning, landscape maintenance, security services, armored car services, and uniform laundry services.

The FY27 Services budget reflects a net increase of $331,149, or 4%, compared to the FY26 Revised Budget. The increase is primarily attributable to higher consulting, legal, and security service costs, as well as general inflationary adjustments across various contracted services.

Materials and Supplies ($4,685,932)

The Materials and Supplies budget includes diesel and unleaded fuel, lubricants, repair parts, tires and wheels, tools, custodial supplies, fare media, general office supplies, passenger information materials, promotional items, freight and delivery charges, and sales tax.

The FY27 budget reflects a slight net decrease compared to the FY26 Revised Budget despite inflationary increases in other expenditure within this category, primarily due to anticipated savings in other operating supplies.

Utilities ($1,434,607)

The Utilities budget includes electricity, electric vehicle charging, natural gas, water, sewer, solid waste collection, and communication subscription services.

The FY27 Utilities budget reflects a net increase of $93,142, or 8%, compared to the FY26 Revised Budget, primarily due to projected inflationary increases in utility rates.

Casualty and Insurance Premium Costs ($2,321,704)

The Casualty and Insurance Premium budget includes premiums for vehicle physical damage, commercial property, general liability, underground storage tank, public liability, crime bond, license and permit bond, fiduciary liability, flood, and cyber liability insurance, as well as related insurance fees.

The FY27 budget reflects a projected net increase of $422,290 or 18% over the FY26 Revised Budget, primarily due to higher insurance premiums. RTD continues to participate in the California Transit Indemnity Pool (CALTIP) through the California Transit Systems Joint Powers Authority to obtain comprehensive insurance coverage at competitive rates.

Taxes and Licenses ($428,014)

The Taxes and Licenses budget includes property assessments, fuel and lubricant taxes, electric power taxes, permits, and license renewals.

The FY27 budget reflects an increase of $28,344, or 7%, compared to the FY26 Revised Budget, primarily due to higher projected fuel and lubricant taxes.

Purchased Transportation ($3,476,705)

Purchased Transportation represents the cost of contracted ADA complementary paratransit services. RTD contracts with Rydetrans to provide these services under a two-year agreement with three one-year renewal options. The third and final option year of the current contract expires on December 31, 2026. The contract includes both variable service rates based on revenue service hours and a fixed monthly fee.

The FY27 budget also includes funding for potential transition and start-up costs associated with procuring a new service provider upon expiration of the current contract. These costs may include implementation activities necessary to ensure a seamless transition and uninterrupted delivery of ADA complementary paratransit services.

Based on current ridership trends, demand for ADA complementary paratransit services is projected to continue increasing in FY27. As required by the Americans with Disabilities Act (ADA) and applicable federal regulations, RTD will continue to provide these essential transportation services to eligible riders.

Operating Contingency ($350,000)

The FY27 operating contingency budget provides funding for unbudgeted operating expenses that may arise during the fiscal year.

The contingency budget has been reduced by $150,000 compared to FY26 budget to fund one additional Facilities Technician C position in FY27.

Miscellaneous Expenses ($1,573,370)

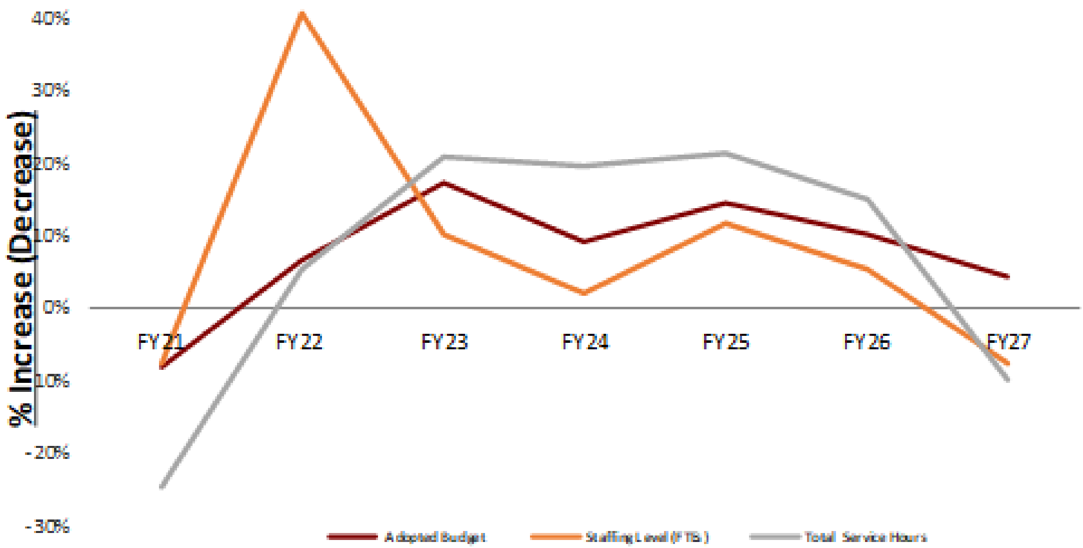
The Miscellaneous Expenses budget includes membership dues, employee training and professional development, tuition reimbursement, travel, employee health and wellness programs, employee recognition, professional licensing, recruitment costs, promotional advertising, public notices, community outreach, interest and bank fees, records storage, park-and-ride facility leases, the Hydrogen Refueling Trailer lease, and other operating expenditures not classified in the preceding categories.

The FY27 Miscellaneous Expenses budget reflects a net increase of $513,439, or 36%, compared to the FY26 Revised Budget. The increase is primarily attributable to expanded training and travel, higher projected participation in the tuition reimbursement program, increased recruitment activities, enhancements to employee health and wellness initiatives, and general inflationary increases in miscellaneous operating expenses.

Illustration of Prior Year's Adopted Budgets from FY21 through FY27

The illustration below highlights staffing trends over the past seven fiscal year's budget. Staffing levels in prior years were affected by operational disruptions resulting from the COVID-19 pandemic. The significant increase in FY22 reflects RTD's assumption of direct operation of its county services. Staffing levels increased further from FY24 through FY26 to support planned service improvements.

The FY26 planned service improvements were not fully implemented so vacant positions associated with service improvements were not filled. FY27 assumes no changes to current actual service level, as a result, those vacant positions are not included in the FY27 staffing plan. The illustration below demonstrates the relationship between the budget, staffing levels, and projected total service hours:



Directly operated County services in FY22 - present							
	FY21	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY27**
Budget (in Thousand)	**$ 38,981**	**$ 41,528**	**$ 48,691**	**$ 53,206**	**$ 60,880**	**$ 67,135**	**$ 69,985**
% Increase(Decrease)	**-8.0%**	**6.5%**	**17.2%**	**9.3%**	**14.4%**	**10.3%**	**4.2%**
Metro Operators	84.5	76.5	84.5	90.0	111.0	119.0	110.0
County Operators		51.0	60.5	61.0	75.0	82.0	65.0
Other Represented	45.0	70.0	70.0	70.0	70.0	69.0	68.0
Non-Represented	63.8	74.5	84.5	84.7	85.5	90.2	90.2
Total Staffing Level (FTE)	193.3	272.0	299.5	305.7	341.5	360.2	333.2
% Increase(Decrease)	-7%	41%	10%	2%	12%	5%	-7%
Service Hours	184,029	193,926	234,382	280,379	340,180	391,022	352,786
% Increase(Decrease)	-24%	5%	21%	20%	21%	15%	-10%

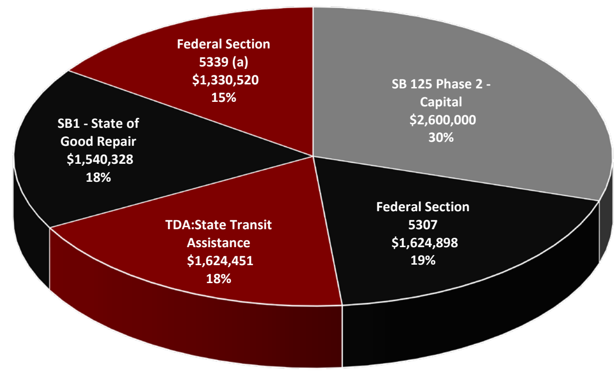
Capital Budget

The FY27 Capital Budget totals **$8,720,197**. Capital projects will proceed as grant funding is awarded or becomes available. RTD will continue pursuing discretionary and competitive grant opportunities for unfunded capital projects not included in this budget. Newly awarded discretionary grant-funded projects will be presented to the Board for approval.

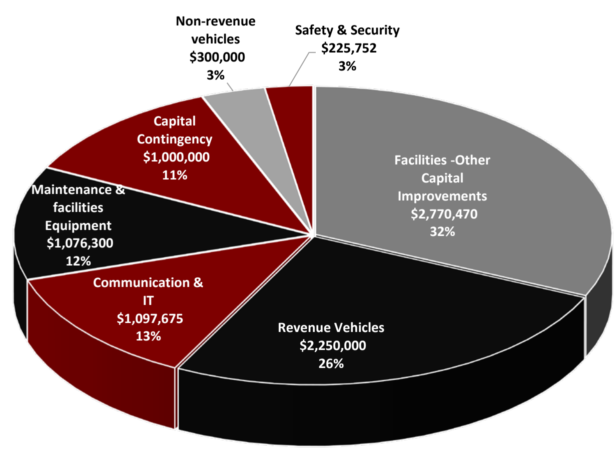
Capital Projects Goals

- Enhance the safety and security of passengers and employees.
- Maintain infrastructure and fleet assets in a state of good repair.
- Reduce greenhouse gas emissions and invest in capital improvements that will improve services in disadvantaged neighborhoods.
- Comply with California Air Resource Board's (CARB) Innovative Clean Transit (ICT) regulations by replacing vehicles that have reached their useful life with Fuel Cell Electric Bus (FCEB) and Hybrid Electric Buses.
- Improve customer experience with technology and facility improvements.
- Implement technology improvements, upgrades, and replace critical technology systems.

Capital Revenues



Capital Projects



Capital Funding Sources	Type	Amount	%
FTA 5307 Urbanized Area (UZA) Formula	Formula	$1,624,898	18.6%
FTA 5339(a) Bus and Bus Facilities	Formula	1,330,520	15.3%
SB1 State of Good Repair (SGR)	Formula	1,540,328	17.7%
State Transit Assistance (STA)	Formula	1,624,451	18.6%
SB15 (Capital)	Discretionary (Awarded)	2,600,000	29.8%
Total Projected Capital Funds		**$8,720,197**	**100.0%**

Proposed Capital Projects by Category	Amount	%
Communication, IT: HRI System Procurement, Wi-Fi Modernization, 800 MHz Radio Procurement, Radio Consoles for Control, Laptops and USB-C Monitors Procurement for EOC Readiness	$1,097,675	12.6%
Facilities and Other Capital Improvements: Additional Funding for DTC HVAC Units Replacement, 1% Transit Improvement Requirement for 5307, Office Furniture for Ergonomic Requirements	2,770,470	31.8%
Non-revenue Vehicles: Replace Seven (7) Aging Operations and Admin Support Vehicles	300,000	3.4%
Revenue Vehicles: Nine (9) VanGo Replacement Fleet Vehicles (1906-1914)	2,250,000	25.8%
Maintenance and Facilities Equipment: Ticket Vending Machines, FareBox Simulator, AC Reclaim and Charge Machines	1,076,300	12.3%
Safety and Security: Replace Security Camera Server at RTC and Consolidate Exacqvision Servers at DTC, Hazard Communications Software	225,752	2.6%
Capital Contingency	1,000,000	11.5%
Total Proposed Capital Projects	**$8,720,197**	**100.0%**
Surplus (Deficit)	-	

Economic Conditions and Budget Risk

Economic Conditions

Inflation continues to impact on the cost of goods and services, resulting in higher expenditures for contracted services, insurance, utilities, vehicle parts, supplies, and employee benefits. The economic outlook includes moderate economic growth accompanied by continued uncertainty surrounding inflation, interest rates, and consumer spending. Pricing remains elevated compared to historical averages, requiring continued monitoring of operating costs.

Labor market conditions also remain competitive, creating challenges in recruiting and retaining qualified employees, Staffing shortages may increase overtime costs and affect service delivery if vacancies cannot be filled in a timely manner. While revenue projections are expected to remain stable, economic fluctuations could affect sales tax receipts, property tax collections, and grant funding.

The budget reflects a conservative financial approach by using realistic revenue estimates, limiting discretionary spending, prioritizing essential services, and monitoring and adjusting financial plans as needed to maintain fiscal stability while ensuring RTD can continue to deliver essential services throughout the fiscal year.

Budget Risks and Mitigation Strategies

The FY27 Budget was developed based on current revenue projections, historical operating trends, available financial information, and management's best estimates. Although the budget is balanced, external and operational factors could materially affect actual financial results during the fiscal year. RTD continually monitors these risks and implements strategies to minimize their potential financial impact.

Key Budget Risk

- Variations in ridership levels and fare revenue resulting from changing travel patterns, economic conditions, and customer demand.
- Continued inflationary pressures affecting contracted services, maintenance, parts, and operating supplies.
- Recruitment and workforce retention and labor market pressures that may require higher wages or increase recruitment and retention costs.
- Changes in federal, state, or local funding levels, grant availability, or regulatory requirements that may affect operating or capital funding.
- Unexpected vehicles, facility, or technology failures requiring unplanned repairs or replacement.
- Reductions in anticipated operating revenues, including apportionments and farebox revenues, which may not keep pace with increasing operating costs.
- Cost increases associated with procurement activities, including the transition to a new paratransit service provider following the expiration of the current contract.
- Insufficient reserve levels that could require short-term borrowing due to delays in grant reimbursements or other funding sources.
- Financial losses exceed insurance coverage limits.
- Noncompliance with funding agency requirements, regulations, or audit standards that could jeopardize funding eligibility or result in financial penalties.

- Force majeure events, a clause in a contract that releases the contractor from fulfilling their contractual obligations when circumstances beyond their control impede them, or other unforeseen circumstances beyond RTD's control can disrupt operations or increase operating and capital costs.

RTD remains committed to maintaining its long-term financial sustainability, operational resilience, and ability to provide safe, reliable, and accessible public transportation throughout San Joaquin County. To mitigate these risks, RTD has implemented the following financial risk mitigation strategies:

- Continuously monitor financial performance and budget-to-actual results throughout the fiscal year.
- Respond proactively to changes in revenues and expenditure through timely financial planning and corrective actions.
- Maintain budgetary controls (system budget block) that prevent expenditures from exceeding approved appropriations. Budget transfers are reviewed and approved in accordance with established financial delegation of authority.
- Include contingency appropriations in the FY27 Budget to provide flexibility for unforeseen events and emerging operational priorities.
- Hold department managers accountable for strategic expenditure management and adherence to approved budget allocations.
- Continue rebuilding reserve balances to strengthen financial resilience and reduce the need for borrowing during economic downturns or unexpected financial events.
- Regularly update RTD's Business Continuity Plan and Emergency Response Guide to improve operational preparedness and minimize service disruptions.
- Implement pension rate stabilization strategies to help manage future pension contribution costs while supporting employee recruitment and retention.
- Maintain comprehensive insurance coverage to reduce RTD's exposure to financial risk.
- Provide ongoing compliance training to staff to ensure adherence to applicable laws, regulations, and grant requirements. RTD has consistently received unmodified (clean) audit opinions. Due to the impact of a cybersecurity incident, RTD requested reporting waivers related to delays in the completion of the FY24 and FY25 audits. Staff continue to work diligently to complete FY24 through FY26 audits within the FY27 period.
- Continue advocating for sustainable transportation funding to support the long-term viability of public transit and enhance the quality of life throughout San Joaquin County. RTD remains engaged in legislative and policy initiatives, evaluates emerging technologies and industry best practices, and promotes the essential role public transportation plays in supporting economic opportunity, mobility, and strong, connected communities.

FY26 Departmental Accomplishments

Executive Department and Government Affairs

- Provided support, coordination, review, and comments for the development of the Downtown Stockton Multimodal Transportation Network and Land Use Compatibility Action Plan. This initiative also included workshops and an open house for the public at the Downtown Transit Center.
- Participated as a member in the SJCOG Social Services Transportation Advisory Council (SSTAC) meetings.
- Participated in monthly SJCOG Interagency Transit Committee (ITC) meetings.
- Coordinated RTD's support letter for the San Joaquin Regional Rail Commission and the San Joaquin Joint Powers Authority projects for the 2026 Transit and Intercity Rail Capital program Cycle 8 funding opportunity.
- Participated as a voting member in the monthly SJCOG Technical Advisory Committee (TAC) meetings that include various agencies in the region and community.
- Developed and provided presentations about RTD. Presentations included the Stockton Mayor (two meetings), some members of the Stockton City Council and San Joaquin County Board of Supervisors, and the San Joaquin County Public Works Director.
- Represented RTD at the SJCOG Regional Transportation Plan/Sustainable Communities Strategy workshop.
- Represented RTD at San Joaquin Partnership Board meetings.
- Participated in the San Joaquin Joint Powers Authority Stakeholder Working Group meeting for the San Joaquin Valley Network Integration and Transit-Oriented Development (TOD) Action Plan.
- Prepared an RTD Proposed Program of Projects (POP) Call for Projects Information Form.
- Developed innovative recommendations and documents for various assignments/projects such as the Measure K and SB 125 funding fact sheets and sharing insights and information and SJCOG SSTAC and TAC meetings.
- Coordinated Assembly Bill 394 (Public Transit Operator and Rider Safety) and Senate Bill 71 (CEQA Streamlining for Clean Transportation Projects) support letters to the California Governor.
- Assisted with legislative items, meetings, and transit related advocacy work.
- Represented RTD on the Caltrans District 10 Transit Partnership Team regarding the development of a District 10 Transit Plan that is focused on the state highway system (within Caltrans right-of-way).
- Represented RTD at the monthly San Joaquin Regional Rail Commission Board meetings as an ex-officio.
- Participated in SJCOG Management and Finance Committee and Executive Committee meetings when needed.
- Researched and worked with Stockton Public Works/Engineering to ascertain Stockton Street pavement conditions and roadway issues pertaining to RTD Route 578 (focus area on Acacia Street).
- Participated in the Caltrans State Route 99 Comprehensive Multimodal Corridor Plan and the Transit Talks Webinar.
- Provided continual assistance and support for RTD employees as needed.
- Shared San Joaquin County and City of Stockton public works traffic management notices pertaining to planned road maintenance and closure/detour info when

available and as applicable with the RTD Transportation Superintendent and Assistant Transportation Assistant.

- Developed a revised RTD Conflict of Interest Code regarding Senate Bill 852 changes pertaining to Form 700 and filing responsibilities with the California Fair Political Practices Commission.
- Participated in the development of various Stockton Urbanized Area (UZA) funding split options for the Federal Transit Administration (FTA) 5307, 5337, and 5339(a) funding programs.
- Provided important Federal and State Planning and Programming Process information pertaining to the SJCOG Federal Transportation Improvement Program for RTD Team members.
- Assisted the grants office with various research, letters of support, and other items as needed.
- Represented RTD in the SJCOG Regional Transportation Impact Fee (RTIF) update that includes RTD projects for potential funding.
- Assisted with various federal and state advocacy efforts and legislative proposals that relate to finance and transit related issues.
- Assisted with the coordination and application prep work for RTD's role as the California Public Utilities Commission's (CPUC) Local Access Fund Administrator (AFA).
- Responded to Stockton Mayor's request regarding two Amtrak bus stop lighting concerns, coordinated with the RTD team, and the light issues were successfully resolved.
- Reviewed several California state legislative bills each month and coordinated any needed action items.
- Received, coordinated, and responded to multiple Public Records Act (PRA) requests.
- Assisted with the RTD and San Joaquin Council of Governments (SJCOG) annual Unmet Transit Needs assessment.
- Prepared letters of support for the San Joaquin Regional Rail Commission's grant applications such as the Federal Railroad Administration Consolidated Rail Infrastructure and Safety Improvements Funding Program.

Facilities Department

- Increased bus stop pressure washing efforts, servicing approximately 5,000 more bus stops than in the previous fiscal year, enhancing the cleanliness and appearance of transit facilities.
- Continued annual hazardous waste (HazMat/HazWaste) training for Facilities staff.
- Continued training on the operation and compliance requirements for underground and aboveground storage tanks.
- Provided staff training on Stormwater Pollution Prevention Program (SWPPP) regulations and best practices.
- Continued training and refresher courses for Porter staff to improve cleaning methods and operational consistency.
- Developed approximately five new service and procurement contracts to support departmental operations.
- Developed, managed, and maintained the Facilities Department operating budget.
- Collaborated with the Procurement Department to improve inventory management and the purchasing of Facilities parts and materials.
- Renovated the CTC Division Office workspace to improve functionality and the work environment.
- Replaced furniture in operator breakrooms to enhance employee comfort and amenities.
- Replaced twenty portable Koni bus lifts to improve maintenance capabilities and equipment reliability.
- Successfully recommissioned the liquid hydrogen gaseous fueling station in support of the five Fuel Cell Electric Bus (FCEB) pilot project.
- Improved the newly acquired backlot by installing gravel to support bus parking and provide a safe travel path between the RTC and CTC facilities.
- Partnered with Procurement to auction surplus and obsolete Facilities equipment.
- Expanded the existing Fastenal contract to include additional Facilities supplies and installed an additional vending machine to

improve inventory access.
- Installed a new kitchenette, including garbage disposal, at the HTS facility.
- Updated the Facilities Maintenance Plan to support long-term asset management.
- Collaborated with the Maintenance Department to update the Transit Asset Management (TAM) Plan, fulfilling the required four-year update cycle.
- Partnered with the City of Stockton Public Works Department to develop and implement a bus-friendly roadway striping ("road diet") solution near the RTD Downtown Transit Center.
- Collaborated with San Joaquin County to replace and install a new bus shelter near the County Hospital.
- Worked with the Environmental Health Department to develop a compliance strategy and resolution regarding diesel fueling system regulations.
- Secured donated electric vehicle charging infrastructure from Tahoe Transportation District and Foothill Transit, extending the service life of RTD's battery-electric bus charging infrastructure and reducing capital costs.
- Partnered with the Information Technology Department to develop a Facilities key-tracking system portal, improving accountability and asset management.
- Collaborated with the Information Technology Department to develop a dashboard for monitoring the operational status of major facility systems.

Finance Department

During FY26, the Finance Department focused on completing the restoration of financial system and data from cyber incident, while maintaining accountability, compliance, and continuity of essential services. Key accomplishments during the recovery period included:

- Successfully restored critical financial operations while ensuring the continued processing of payroll, accounts payable, accounts receivable, customer billing, and financial reporting to the Board while system recovery efforts were underway.
- Implemented enhanced financial controls and approval processes to safeguard public funds during temporary system disruptions.
- Successfully processed vendor payments and employee payroll with minimal interruption through alternative workflows and manual procedures where necessary.
- Monitored cash flow and liquidity throughout the recovery period to ensure uninterrupted delivery of essential services.
- Successfully developed, implemented, and monitored the FY26 Operating and Capital Budgets, ensuring alignment with the agency's strategic priorities and available financial resources.
- Maintained sound fiscal stewardship through prudent cash flow management and timely reimbursement requests, maximizing available funding and preserving financial stability.
- Processed bus pass orders accurately and on schedule, supporting uninterrupted agency operations and maintained a high standard of customer service.
- Delivered responsive and professional customer service by promptly addressing employee payroll inquiries, departmental financial requests, and operational support needs.
- Supported districtwide cybersecurity awareness.
- Collaborated closely with the Grants Department to prepare, review, and submit grant applications accurately and on schedule, supporting the agency's long-term funding strategy.
- Demonstrated flexibility and resilience by successfully adapting to organizational and departmental changes, assuming additional responsibilities to ensure continuity of critical financial operations.
- Fostered a collaborative, service-oriented work environment through effective communication, teamwork, and cross-

departmental partnerships.
- Participated in agency-sponsored events and community outreach initiatives, reinforcing RTD's commitment to public service and community engagement.

Grants and Capital Project Administration Department

- Secured and managed federal, state, and local funding programs supporting RTD's capital improvement initiatives.
- Streamlined grant development, submission, and tracking processes to improve efficiency and accountability.
- Successfully submitted grant applications, reports, and reimbursement requests on time.
- Expanded RTD's grant portfolio by identifying new discretionary, planning, and competitive funding opportunities.
- Leveraged Transportation Development Credits (TDCs) to maximize grant funding and reduce local match requirements.
- Strengthened coordination between departments to improve grant development, compliance, and project implementation.
- Implemented internal grant tracking and reporting tools to enhance oversight and performance monitoring.
- Led continued development and management of RTD's $117+ million Ten-Year Capital Improvement Program.
- Managed an active capital project portfolio valued at approximately $17.6 million.
- Advanced critical fleet, facility, technology, and passenger amenity improvement projects.
- Supported delivery of new vehicles and other capital investments to improve service reliability and operational efficiency.
- Improved project planning, funding coordination, and interdepartmental collaboration to support successful project delivery.
- Strengthened capital program oversight through enhanced project tracking, compliance, and reporting processes.

Human Resources Department

- Expanded workforce recruitment by partnering with an additional temporary staffing agency and participating in career fairs throughout the service area.
- Processed new hires and streamlined onboarding through employee orientations and related hiring activities.
- Successfully coordinated the annual employee benefits enrollment event.
- Supported employee engagement and recognition through Bus Operator Appreciation events, wellness initiatives, and Employee Engagement Committee activities.
- Played a key role in RTD's cyber recovery efforts by providing critical Human Resources support.
- Advanced workforce development through apprenticeship programs.
- Completed a comprehensive Phase II Total Compensation Market Study to support competitive compensation strategies.
- Successfully passed inspections, audits, and timely submission of required reports.
- Successfully coordinated Section 218 Social Security election/referendum.

Information Technology Department

- Implemented contactless fare payment through "Tap N' Ride," enabling customers to pay fares using credit cards, debit cards, or mobile wallets. The system streamlines boarding, simplifies payment, and automatically applies the best available fare without requiring cash, paper passes, or a mobile app.
- Supported daily IT help desk operations by resolving user issues related to workstations, Microsoft 365, printers, phones, shared mailboxes, application access, password resets, and general account support.
- Supported the SugarCRM/SugarAI help desk migration from Starfish in collaboration with the Systems Engineer by assisting with email-to-case testing, workflow review, ticket

categorization, and ongoing SugarAI tuning/reporting efforts.
- Improved onboarding and offboarding readiness by creating and refining help desk checklists, documenting account setup/removal steps, and improving repeatable user setup procedures.
- Began strengthening IT documentation and succession planning by creating and updating internal reference material for common help desk workflows, system access, boardroom support, onboarding/offboarding, and user support procedures.
- Supported cybersecurity and compliance efforts by completing KnowBe4 cleanup efforts, improving RTD-branded user notification templates, assisting with phishing/security review, and supporting user-side security workflows.
- Led the Carbon Black vulnerability review effort by identifying affected endpoints, tracking remediation needs, coordinating follow-up, and documenting systems that required updates or additional attention.
- Supported Microsoft licensing and access review efforts by helping identify account/license issues, reviewing Microsoft 365 access needs, and documenting user-side licensing workflows.
- Supported workstation replacement and deployment efforts by preparing Windows systems, installing required software, assisting with user profile setup, and documenting deployment steps.
- Completed the multi-modal conversion for all Vontas-enabled vehicles. Providing fast and redundant connectivity to the fleet.
- Enabled the ability to pull video and view live feed from buses remotely.
- Successfully restored most reports affected by the cybersecurity incident and enhanced report accessibility through improved organization and streamlined access, strengthening business continuity and operational effectiveness.
- Following the cybersecurity incident, successfully reconstructed critical year-end reporting by consolidating data from multiple systems into a single, comprehensive report. This effort restored essential reporting capabilities and improved the efficiency and accuracy of the Human Resources Department's year-end reporting process.
- Restored an automated process to synchronize employee leave balances between the FE system and Kronos, significantly reducing manual data entry, improving data accuracy, and increasing operational efficiency.
- Implemented and deployed Splashtop Remote Monitoring and Management (RMM) to enhance remote support capabilities, improve system monitoring, and increase operational efficiency.
- Developed and implemented a CradlePoint Inactivity Report to improve visibility into network device utilization and support proactive asset management.
- Created automated Server Disk Space Reports to strengthen infrastructure monitoring, improve system reliability, and enable proactive maintenance.
- Implemented Rubrik Backup Compliance Reports to enhance oversight of backup operations, verify data protection requirements, and support cybersecurity and disaster recovery initiatives.
- Successfully completed the reintegration of Transtrack, SugarCRM, and the FE system, improving data consistency and operational workflows.
- Provided ongoing support and administration for Transtrack, including vehicle and inventory crosswalk management to enhance asset tracking and reporting.
- Continued maintenance, enhancement, and development of the RTD-Now platform to improve system functionality and user experience.
- Supported the deployment of Masabi EMV technology, advancing RTD's electronic fare payment capabilities and customer convenience.

- Developed middleware integrating Laserfiche with the FE system, enabling seamless access to financial data, and improving document management efficiency.
- Expanded the agency's Report Portal by developing and implementing new modules, including:
- DocuSign integration
- Transportation Employee Tracker
- FE Purchase Requisition/Purchase Order (PR/PO) Tracker
- Energy Dashboard
- Continued development and support of the Ulysses platform to enhance operational capabilities.
- Upgraded the Johnson Controls Building Automation System from Version 7 to Version 15, introducing a modern web-based interface and Single Sign-On (SSO) authentication through Microsoft Entra ID.
- Implemented a Rubrik backup appliance and Rubrik Cloud Vault, providing immutable on-premises and cloud-based backups to strengthen disaster recovery and cybersecurity resilience.
- Upgraded the Trapeze transit management system from Version 13 to Version 21, improving system performance, functionality, and long-term vendor support.
- Completed the Trapeze Mapping upgrade to enhance mapping capabilities and operational efficiency.
- Strengthened cyber security through Active Directory and Microsoft Entra ID hardening initiatives.
- Enhanced the security posture of agency computers and servers through comprehensive system hardening.
- Deployed Uninterruptible Power Supply (UPS) systems to protect critical server and network infrastructure and improve business continuity.
- Implemented Multi-Factor Authentication (MFA) using Temporary Access Pass (TAP) for Microsoft 365, enhancing account security and identity management.
- Migrated SugarCRM email ingestion from Starfish to improve system reliability and streamline customer communications.
- Updated Intelligent Vehicle Logic Unit (IVLU) software and implemented multi-mode communications to improve fleet connectivity and operational performance.
- Implemented Zoom Single Sign-On (SSO) using Microsoft Entra ID and integrated Zoom Room Calendar functionality to improve collaboration and meeting management.
- Upgraded the Laserfiche document management platform from Version 11 to Version 12, improving system performance, security, and long-term support.

Maintenance Department

During the past year, the Vehicle Maintenance Department achieved significant milestones focused on workforce development, operational improvements, fleet modernization, and long-term planning. Key accomplishments include:

- Successfully graduated four apprentices from the Bus Mechanic Apprenticeship Program, strengthening the department's skilled workforce and supporting future staffing needs.
- Updated and implemented Maintenance Standard Operating Procedures (SOPs) and Work Instructions to improve consistency, efficiency, and operational effectiveness.
- Updated the Innovative Clean Transit (ICT) Plan to support continued system improvements and technology integration.
- Launched a new Bus Mechanic Apprenticeship class with two additional apprentices to continue developing the next generation of skilled maintenance professionals.
- Provided Mentor Training for Utilities and Mechanics to enhance knowledge transfer, leadership development, and employee support.
- Implemented the updated PCAD system contract to improve operational capabilities

and support ongoing advancements in technology.
- Accepted nine Glaval high-floor cutaway vehicles and eleven Gillig hybrid buses into the fleet.
- Expanded and modernized the fleet through the purchase of three non-revenue vehicles, 21 Gillig hybrid buses, and 13 Glaval high-floor cutaway vehicles.
- Contracted with Complete Coach Works (CCW) for the refurbishment of four MCI coaches to extend vehicle service life and improve fleet reliability.
- Updated the Fleet Plan to align future vehicle needs, replacement strategies, and resource planning with organizational goals.

Marketing and Customer Engagement Department

- Successfully hosted the July Metro Market at the Downtown Transit Center, featuring thirty six vendors and strong community participation.
- Participated in National Night Out events at Lincoln Center, Banner Island Ballpark, and Yosemite Village in partnership with the District Attorney's Office, strengthening community engagement and public awareness.
- Launched RTD's 60th Anniversary branding campaign, including a commemorative anniversary seal, specialty bus wrap, and employee recognition gift box celebrating six decades of service to the community.
- Planned and executed the annual Employee Appreciation Luau, providing comprehensive event planning, graphic design, and employee recognition initiatives.
- Developed and implemented an award-winning Bus Operator recruitment campaign, earning the 2025 AdWheel Grand Prize for Excellence in Marketing and Communications for Workforce Development.
- Supported the branding, marketing, and promotional efforts for the Bus Operator Prep Program, contributing to the successful enrollment of a full training class.
- Coordinated the annual Stuff the Bus campaign in partnership with the District Attorney's Office, Community Medical Centers, and Cesar Chavez Library, resulting in the collection of thousands of pounds of food and 1,000 turkeys for local families.
- Developed and executed a comprehensive marketing campaign supporting the launch of seven-day-a-week service, increasing public awareness, and encouraging ridership growth.
- Collaborated with the Information Technology Department to develop and launch RTD Now, providing website design, user testing, and marketing support to enhance customer access to real-time transit information.
- Planned and delivered a 1990s-themed Transit Driver Appreciation Day celebration recognizing the contributions and dedication of RTD operators and employees.
- Successfully launched Tap N' Ride, RTD's first contactless fare payment system, supported by extensive testing, employee training, customer education, and marketing initiatives.
- Redesigned RTD's route pages to improve customer experience through interactive maps, destination highlights, transfer stations, and mobile-responsive timetables.
- Expanded community outreach through participation in dozens of festivals, cultural celebrations, resource fairs, public meetings, and stakeholder engagement events throughout the service area.
- Strengthened partnerships with nonprofit organizations, government agencies, and community groups to increase awareness of RTD services, programs, and initiatives.
- Continued development of ADA-compliant marketing materials and communications to improve accessibility and ensure equitable access to information for all riders.
- Enhanced RTD's website and digital communications to improve customer access to transit information while advancing overall

website accessibility and usability.

- Promoted RTD services, service enhancements, and organizational initiatives through coordinated digital, print, media relations, and community outreach campaigns.
- Provided strategic marketing, graphic design, photography, videography, and communications support for departments across the organization.
- Supported workforce recruitment, employee engagement, and internal communications initiatives to strengthen organizational culture, employee recognition, and staff morale.
- Continued direct customer engagement through coordinated ride-alongs, outreach events, and information tables at transit centers and transfer stations to improve rider education and customer service.

Operations-Transportation Department

- Successfully completed four Bus Operator new-hire training classes to support service delivery needs.
- Provided ongoing coaching and operational support to Bus Operators to promote safe, effective, and consistent daily performance.
- Successfully staffed Bus Operator positions to support transit service and maintain operational readiness.
- Completed a successful upgrade of the Trapeze operating system from Version 13 to Version 21, improving scheduling functionality and system performance.
- Expanded the use of the Vontas communications system to enhance operational coordination and real-time communication across transit operations.
- Implemented an upgraded onboard video surveillance system with live-view capabilities across the fleet, enhancing safety, security, and incident response.
- Continued support of the Bus Operator Mentorship Program to strengthen employee development, retention, and knowledge transfer.
- Continued to support the Second Chance Program
- Completed leadership development training for supervisory personnel to strengthen management effectiveness and organizational leadership capacity.
- Enhanced Operator and Supervisory training on de-escalation techniques.
- Identified and implemented enhancements to Bus Operator training, with an increased emphasis on collision avoidance and defensive driving practices.
- Successfully trained all Bus Operators on the operation and safe use of the fleet's mirrorless camera system.
- Continued to strengthen Union-Management collaboration, fostering productive labor relations and supporting organizational goals and operational success.
- Improved on-time performance and service reliability through enhanced field supervision and coordination.
- Strengthened Supervisor effectiveness through ongoing leadership development, coaching, and professional growth opportunities.
- Provided opportunities to develop staff in areas that are beneficial to Organizational goals and objectives.
- Maintained full compliance with California Highway Patrol (CHP) inspections and all applicable regulatory requirements.
- Enhanced communication between Supervisors and Operators to reduce delays and service gaps.
- Improved operator readiness and performance through enhanced onboarding and refresher training
- Provided over 1,000 hours of training for operators.
- Investigated and resolved hundreds of SugarCRM customer service cases, improving issue resolution and customer responsiveness.
- Upgraded workstations within the CTC Control Center, improving operational efficiency and dispatch capabilities.
- Installed upgraded security gate monitoring

displays at the CTC facility to enhance access control and facility security.
- Added a secondary break/lunchroom at CTC for operators, equipped with an intercom and camera system to improve employee accommodation and operational communications.
- Created a dedicated employee activity area at the CTC facility featuring recreational amenities for employees' use during their breaks or lunchtime.

Procurement Department

- Successfully implemented and managed the Security Services RFP to enhance protection across all facilities and buses.
- Successfully completed the Security Camera System Upgrade, enhancing passenger safety and security across the bus fleet.
- Achieved full staffing across Procurement, ensuring each department is supported by a dedicated specialist.
- Fully Staffed Storekeeper positions improving warehouse coverage.
- Maintained full service levels and workload volume during major leadership transition throughout RTD.
- Maintained an inventory discrepancy rate of only 0.6%, demonstrating strong inventory controls and accountability.
- Engaged in ERP data reconstruction services to improve data integrity, reporting accuracy, and operational decision-making.
- Established strong Procurement compliance and internal controls through the ERP transition from the manual system established after the hack of 2024.
- Contracted On-Call Engineering and Construction Management services to support timely project delivery and operational efficiency.
- Implemented the Pedestrian Collision Avoidance Detection System (PCAD) contract to improve operational safety.
- Expanded Buyer responsibilities to include contract administration, increasing departmental versatility.
- Expanded Storekeeper responsibilities to include obtaining quotes and supporting procurement activities.
- to revise it for current regulatory compliance and streamlined processes.

Safety, Security, and Risk Management Department

- Continued conducting security blitzes to promote transit safety to the public.
- Completed implementation of safety vest program for all employees.
- Maintained quarterly Safety Committee meetings to promote employee engagement, regulatory compliance, and continuous safety improvements.
- Expanded de-escalation training for frontline employees to improve customer interactions, conflict resolution, and workplace safety.
- Completed comprehensive noise, air quality, and industrial ergonomics evaluations to identify opportunities for improving workplace health and safety.
- Continued searching for and obtaining safety grant funding through collaborative efforts with the Grants Department to support RTD's safety initiatives.
- Continued efforts to reduce tort liability claims while maximizing recovery of insurance losses through effective claims management and risk mitigation.
- Continued reducing preventable accidents and safety incidents through proactive safety initiatives, employee training, and operational oversight.
- Continued to foster strong relationships with federal, state, and local agencies to enhance regulatory coordination, emergency preparedness, and public safety initiatives.
- Collaborated with internal departments to develop and advance Bus Stop Improvement Plans that enhance customer safety, accessibility, and transit infrastructure.
- Successfully completed the fleetwide bus video camera replacement project, improving

onboard security, incident documentation, and operational oversight.
- Recruited and onboarded a new Safety Specialist to maintain departmental capacity and support ongoing safety programs.
- Promoted the Safety Director to Chief Safety Officer, strengthening executive leadership and organizational oversight of safety programs.
- Expanded the Chief Safety Officer's responsibilities to include Public Information Officer duties, improving coordination of emergency communications and public outreach.
- Issued multiple press releases to increase public awareness.
- Continued monitoring safety target through monthly and quarterly Key Performance Indicators to support data-driven decision-making.
- Collected, reviewed, and managed hundreds of video recordings to support insurance investigations, law enforcement requests, and internal operational reviews.
- Continued coordinating with internal departments and legal counsel to support litigation discovery, records requests, and deposition requests.
- Recovered more than $70,000 in vehicle accident claims, reducing financial losses and strengthening RTD's risk management efforts.

Service Development/Mobility Department

- Successfully completed the Federal Transit Administration (FTA) Triennial Review for Title VI, ADA General, and ADA Complementary Paratransit with zero findings, demonstrating the effectiveness of RTD's compliance processes, policies, contractor oversight, program administration, and commitment to high-quality service delivery.
- Completed the Title VI Program Update, presented the program to the RTD Board of Directors, and received Board approval.
- Successfully implemented the January 2026 Service Changes, improving route structure, schedule reliability, and customer access throughout the service area.
- Planned and prepared the July 2026 Service Changes, including service evaluations, operational analysis, interdepartmental coordination, and public outreach in accordance with regulatory requirements.
- Completed all required Title VI service equity analyses associated with proposed service changes to ensure compliance with federal regulations.
- Continued comprehensive monitoring of fixed-route, commuter, and demand-response services through analysis of ridership, on-time performance, customer feedback, and operational performance metrics to support data-driven service improvements.
- Supported the successful implementation of the Trapeze scheduling software upgrade through extensive user acceptance testing, system validation, issue identification, and operational readiness activities.
- Completed comprehensive testing of the Trapeze mapping upgrade, validating map accuracy, system functionality, and performance to ensure a successful deployment.
- Implemented Van Go! service area modifications, including the discontinuation of intracity service within the Cities of Lathrop and Escalon at the request of each jurisdiction, improving operational efficiency and aligning service with program objectives.
- Compiled and provided operational and ridership data supporting Federal Section 5310 reporting and ongoing grant compliance requirements.
- Prepared and analyzed data supporting competitive grant applications for zero-emission buses and charging infrastructure investments.
- Conducted National Transit Database (NTD) trip sampling and data collection throughout the year to ensure accurate federal reporting and compliance.

- Submitted all required monthly and quarterly Key Performance Indicator (KPI) reports in accordance with established reporting deadlines.
- Submitted all required monthly NTD reports and supported the validation of annual service data for federal reporting.
- Continued oversight of ADA Complementary Paratransit services through contractor coordination, performance monitoring, complaint resolution, and ongoing service quality assurance.
- Strengthened ADA paratransit oversight through regular analysis of on-time performance, trip data, customer feedback, and contractor compliance with service standards.
- Continued administration of the Access San Joaquin programs, including ADA Eligibility Certification, Travel Training, Discount Fare Card, Access Pass, and MyRide.
- Prepared and submitted the annual Access San Joaquin Program Report.
- Updated and refined the Access San Joaquin Request for Proposals (RFP) documents in preparation for the upcoming procurement cycle.
- Participated in the Access San Joaquin procurement process through scope development, proposal evaluation, scoring, and procurement coordination.
- Continued administration of the Local Access Fund Administrator responsibilities under the Transportation Network Company (TNC) Access for All Program.
- Coordinated with participating agencies and community partners to expand and improve accessible transportation services for seniors and individuals with disabilities.
- Represented RTD in regional transportation planning efforts with the San Joaquin Council of Governments (SJCOG), Caltrans District 10, local jurisdictions, and partner agencies.
- Participated in the City of Stockton Downtown Stockton Multimodal Transportation Network and Land Use Compatibility Action Plan to support improved transit connectivity and multimodal access.
- Coordinated with local jurisdictions regarding transit service needs, service requests, and opportunities for future service partnerships.
- Responded to customer and community concerns through service evaluations, interdepartmental coordination, and timely follow-up to improve service responsiveness.
- Supported technology and operational systems coordination related to transit service delivery, including schedule data management, MDT/FTP integration, and implementation of service changes.

FY27 Departmental Goals

Executive Department

- Represent RTD at community meetings, public speaking engagements, advisory committees, the Social Services Transportation Advisory Council (SSTAC), and other public forums to communicate transit services and initiatives.
- Strengthen and maintain collaborative relationships with federal, state, regional, and local agency partners.
- Provide timely, responsive, and professional service to customer inquiries and requests.
- Communicate customer feedback and service improvement recommendations to the appropriate RTD departments to support continuous improvement.
- Expand collaboration with regional transit agencies and transportation partners to advance shared mobility initiatives.
- Foster productive relationships with external stakeholders to support RTD's strategic objectives.
- Continue providing executive and administrative support to the RTD Chief Executive Officer and staff across the organization.
- Identify and pursue new opportunities to support employee success, collaboration, and organizational effectiveness.
- Strengthen partnerships and communication among internal departments to promote cross-functional collaboration.
- Maximize transit funding opportunities through the Transportation Development Act (TDA), Measure K, SB 125, and federal, state, and local grant programs.
- Monitor legislative, regulatory, policy, and program developments, and provide timely financial and operational updates to the RTD CEO, Finance, Grants, and other departments.
- Identify, monitor, and communicate federal, state, regional, and local funding opportunities that support RTD's strategic priorities and capital investments.
- Advocate for RTD as the region's preferred public transportation provider by supporting initiatives that enhance service delivery and organizational performance.
- Identify and implement opportunities to improve operational efficiency, effectiveness, and organizational performance.
- Support the implementation and ongoing administration of RTD's California Public Utilities Commission (CPUC) Local Agency Formation Agreement (LAFA) responsibilities.
- Participate in the San Joaquin Council of Governments (SJCOG) Partner Agency Group to develop and implement the Regional Mobility Hub Plan.
- Continue collaborating with the City of Stockton and SJCOG to advance the Downtown Stockton Multimodal Transportation Network and Land Use Compatibility Action Plan.
- Expand and strengthen partnerships with community organizations, government agencies, and regional stakeholders.
- Enhance RTD's visibility, relevance, and value through active engagement with community organizations and external partners.
- Increase collaboration with community members to better understand transportation needs and support service improvements.
- Pursue innovative strategies, partnerships, and technologies that enhance service delivery, improve organizational effectiveness, and support RTD's long-term strategic goals.

Facilities Department

- Maintain high standards of bus stop cleanliness through ongoing cleaning and pressure washing initiatives to improve customer experience.
- Identify and implement a technical training program that supports employee development and career advancement.
- Continue annual hazardous waste and

regulatory compliance training for Facilities staff.
- Develop and execute approximately five new contracts to support operational efficiency and strategic procurement.
- Complete fuel island repairs to ensure compliance with all applicable state and environmental regulations.
- Complete asphalt resealing at the CTC facility.
- Complete HVAC system installation at the Downtown Transit Center (DTC).
- Complete the Cell Tower relocation project.
- Implement an LED lighting retrofit at the RTC facility utilizing utility company On-Bill Financing programs.
- Complete installation of the bus wash water separator system.
- Complete maintenance shop floor upgrades at the RTC facility.
- Replace bus stop decals and signage systemwide.
- Establish a comprehensive fuel system maintenance and repair contract.
- Replace twenty bus maintenance pole lifts that have reached the end of their useful service life.
- Repaint the DTC bus loading zone to improve visibility and safety.
- Continue strengthening partnerships with local agencies and community organizations to support transit initiatives and collaborative projects.
- Continue identifying and implementing technology-driven solutions that improve Facilities operations, asset management, and operational efficiency.

Finance Department

- Complete the restoration of system and data impacted by the cyber incident and validate the accuracy and integrity of all restored reports to ensure reliable financial and operational reporting.
- Complete Outstanding prior-year audits and achieve a clean audit result.
- Maintain compliance with the financial requirements of RTD's funding partners.
- Assist IT in system integration efforts.
- Continue to support RTD's mission of delivering safe, efficient, and fiscally responsible public transportation services by providing reliable financial leadership, safeguarding its resources, and continue strengthening internal controls.
- Invest in staff development through participation in Federal Transit Administration (FTA), National Transit Institute (NTI), and other professional training opportunities to enhance technical knowledge and maintain compliance with evolving industry standards, and providing staff with other training, resources, and tools that support technical expertise, leadership development, and career growth.
- Maintain full compliance with RTD safety policies and procedures while promoting a culture of accountability, professionalism, and continuous improvement.
- Continue processing and delivering bus pass orders accurately and on time.
- Continue providing timely customer billing, vendor payments, and payroll processing.
- Deliver responsive, high-quality customer service by addressing employees' inquiries promptly.
- Continue to provide timely financial data and analytical support to all RTD departments.
- Effectively manage the FY27 operating and capital budgets while developing the FY28 budget and expanding cross-training in the budget development process.
- Continue prudent cash flow management and timely reimbursement requests to maximize available financial resources.
- Continue partnering with the Grants Department to review, coordinate, and submit grant applications accurately and on schedule to maximize funding opportunities.
- Continue participating in RTD events and community outreach initiatives that strengthen public engagement and organizational partnerships.
- Identify and implement innovative solutions

that improve financial processes, increase operational efficiency, and enhance the level of financial support provided throughout the agency.
- Identify and implement process improvements that enhanced operational efficiency while maintaining financial integrity, accountability, and effective internal controls.
- Continue to participate in RTD-sponsored events and community outreach initiatives, supporting agency engagement and public service objectives.

Government Affairs

- Share RTD service information at various meetings, speaking opportunities, committees, SSTAC, and other venues.
- Be responsive to customer inquiries.
- Share customer service improvement suggestions and ideas with the appropriate RTD staff.
- Continue to provide support and assistance to the RTD CEO and RTD staff as needed.
- Seek out new opportunities to support and assist RTD employees.
- Maximize RTD transit funding opportunities including Transportation Development Act, Measure K, SB 125 and assist with federal, state, and local grants.
- Advocate RTD as the transit provider of choice.
- Continue to look for opportunities to provide and improve efficiency and effectiveness.
- Provide assistance for RTD's implementation and administration of the CPUC LAFA.
- Advocate for and assist with the coordination and implementation of transit service for the City of Lathrop.
- Participate in the SJCOG Partner Agency Group to develop and complete a Regional Mobility Hub Plan.
- Continue to work with the City of Stockton and SJCOG to develop a Downtown Stockton Multimodal Transportation Network and Land Use Compatibility Action Plan.
- Expand and strengthen interagency partnerships.
- Enhance RTD's relevancy and services within the community and external organizations.
- Continue to seek out opportunities for innovation in services and work.

Grants and Capital Project Administration Department

- Increase discretionary and competitive grant awards to support RTD's strategic priorities.
- Expand partnerships with regional, state, and federal agencies to pursue funding opportunities.
- Develop a multi-year grant strategy aligned with RTD's Capital Improvement Program and Strategic Plan.
- Continue improving grant management, compliance, reporting, and closeout processes.
- Create standardized grant templates, procedures, and resources to support organizational consistency and efficiency.
- Advance delivery of RTD's active capital project portfolio while maintaining budget, schedule, and compliance requirements.
- Continue implementation and refinement of RTD's Ten-Year Capital Improvement Program.
- Develop and implement project prioritization, cost validation, and project management frameworks.
- Improve project controls, reporting, and performance monitoring to support informed decision-making.
- Strengthen coordination with internal stakeholders, regional partners, and funding agencies to advance capital investments.

Human Resources Department

- Implement and establish supporting policies for the Pension Rate Stabilization Program through the Public Agency Retirement Services (PARS) IRS Code Section 115 Pension Trust.
- Conduct a comprehensive Benefits Open Enrollment Fair for employees.
- Establish and coordinate Wellness Program for all employees.
- Successfully negotiate, coordinate, and implement a new Collective Bargaining Agreement.

- Expand recruitment efforts by participating in career fairs and employee recruitment through social media marketing.
- Partner with the benefits provider to develop and offer employee wellness and educational classes.
- Continue to implement efficiency measures to improve HR processes.
- Foster the collective utilization of Standard Operating Procedures (SOP) for Human Resources process across all RTD processes.
- Foster increased transparency between retirees, active employees, and RTD with regards to all retirement benefits and services available to them.
- Complete Section 218 Social Security election process.
- Implement Section 115 Trust Pension Rate Stabilization Program.

Information Technology Department

- Continue improving daily help desk ticket management by ensuring open tickets receive timely updates, clear ownership, and documented next steps.
- Continue expanding IT documentation and succession planning by refining existing guides, filling documentation gaps, and organizing reference material for boardroom support, help desk workflows, application access, onboarding/offboarding, and repeatable troubleshooting procedures.
- Continue refining SugarAI help desk workflows by improving automated initial contact handling, updating ticket categories/subcategories, resolving closed-case response behavior, and developing reporting dashboards to improve visibility into ticket response time, workload, and follow-up activity.
- Finalize onboarding and offboarding checklists to standardize account creation, access removal, workstation setup, Microsoft 365 licensing, cybersecurity training, and first-login guidance.
- Continue improving IT asset tracking accuracy by reviewing hardware assignments, updating device status, and using inventory data to support replacement planning and accountability.
- Continue strengthening Carbon Black vulnerability follow-up by reviewing affected endpoints, tracking remediation status, coordinating updates, and documenting repeatable steps for future vulnerability reviews.
- Continue improving workstation deployment standards by refining the Windows software installation script, standardizing required applications by department, and maintaining post-deployment checklists for Windows 11 systems.
- Continue strengthening cybersecurity support through KnowBe4 administration, phishing response procedures, MFA support, and user security awareness.
- Improve IT visibility across RTD locations by providing more direct on-site support, strengthening department communication, and proactively identifying technology needs.
- Modernize Wi-Fi infrastructure to enhance connectivity for on-site employees and improve onboard bus network capabilities, enabling faster video data transfers and more efficient operational support.
- Continue to restore reports lost from cybersecurity incident and automated processes to improve efficiency, reduce manual workload, and enhance data accuracy.
- Restore system integrations, improve data reliability, and collaborate with departments to identify needs and implement solutions that support informed decision-making and streamlined operations.

Maintenance Department

The Vehicle Maintenance Department's upcoming initiatives focus on strengthening asset management, modernizing fleet operations, advancing workforce capabilities, and supporting the transition to emerging technologies. Key priorities include:

- Update the Transit Asset Management (TAM) Plan to ensure alignment with current fleet conditions, asset performance objectives, and long-term replacement strategies.
- Replace aging non-revenue vehicles to improve reliability, operational efficiency, and support vehicle lifecycle management.
- Complete the transition to the Vontas system across County revenue vehicles to enhance fleet technology integration, data accessibility, and operational oversight.
- Provide hybrid vehicle training for Mechanics to expand technical expertise and support the continued integration of alternative fuel technologies.
- Complete the acceptance and deployment of 17 Gillig hybrid buses to support fleet modernization and sustainability goals.
- Purchase and implement a hydrogen fuel dispenser to support future alternative fuel infrastructure needs.
- Replace the aging VanGo fleet to improve service reliability, safety, and customer experience.
- Replace aging Fare Vending Machines (FVMs) to improve equipment reliability and enhance system functionality.
- Enroll new participants in the Mechanic Apprentice Program to strengthen workforce development and support succession planning within the Maintenance Department.

Marketing and Customer Engagement Department

- Support ridership growth by promoting RTD services, mobility programs, fare payment options, and customer benefits through strategic marketing, outreach, and public awareness campaigns.
- Increase adoption of RTD's digital customer tools, including Tap N' Ride, RTD Now, and other rider-focused technologies, through targeted marketing campaigns, customer education, and community outreach efforts.
- Enhance customer communication by automating rider alerts, service notifications, and digital messaging channels to provide timely and accurate information before, during, and after service disruptions.
- Improve the rider experience by ensuring information about RTD services is easy to understand, accessible, and available through a variety of digital and traditional communication channels.
- Strengthen community engagement by increasing RTD's presence at community events, transit centers, ride-alongs, schools, businesses, and other outreach opportunities to gather customer feedback and build stronger relationships with riders.
- Expand outreach efforts to underserved communities to ensure all residents are aware of available transit services, programs, and mobility options.
- Improve customer satisfaction by collecting, analyzing, and responding to rider feedback to better understand customer needs and identify opportunities for service improvements.
- Enhance accessibility across RTD's websites and customer-facing materials to provide inclusive experience for all users and meet or exceed accessibility standards.
- Improve communication, collaboration, and operational efficiency within the department by developing clear processes, procedures, and opportunities for employee feedback and participation.
- Invest in modern technology, equipment, and creative tools to improve the quality, effectiveness, and efficiency of RTD's marketing, communications, photography, video production, and digital media efforts.
- Foster employee engagement and workplace culture through recognition programs, professional development opportunities, team-building activities, and events such as Employee Appreciation Days.
- Support customer engagement and community-building initiatives at RTD facilities through programs such as Metro Market and other activities designed to create positive customer experiences.

- Develop innovative marketing campaigns, video content, social media initiatives, and storytelling opportunities that promote transit use, highlight RTD services, and strengthen community awareness of public transportation.
- Continuously evaluate and enhance RTD's website, digital platforms, and customer information systems to improve usability, simplify trip planning, and provide customers with accurate, timely, and accessible transit information.

Operations-Transportation Department

- Resume hydrogen (H_2) fueling operations with the installation and commissioning of an upgraded fueling dispenser to support zero-emission fleet operations.
- Complete the removal of the existing cell tower at the Regional Transit Center (RTC) and execute a new lease agreement for the telecommunications facility at the 20 Filbert Street site.
- Complete the required retrofits to the fueling facility to meet all County inspection and testing requirements.
- Recruit and retain Bus Operators to support planned service and maintain operational reliability.
- Receive and place into service nine new Glaval Cutaway buses to enhance service.
- Receive and deploy eleven new Gillig hybrid buses to replace ageing buses.
- Establish an emergency backup power generation unit at the Downtown Transit Center (DTC) to improve operational resilience and business continuity.
- Upgrade the agency's two-way radio communications system to improve operational coordination, reliability, and emergency response capabilities.
- Complete full implementation of the Vontas intelligent transportation system to enhance communications, fleet management, and real-time operational performance.
- Modernize the CTC administrative and dispatch facilities with upgraded furnishings.
- Continue advanced leadership development initiatives for Department Heads to strengthen organizational leadership, succession planning, and strategic management.
- Procure and implement contracted operating services for the Van Go! program to ensure efficient and reliable service.
- Complete facility improvements at Hammer Transfer Station
- Identify and implement improvements to bus stops throughout the service area.
- Enhance Bus Operator training programs with an increased emphasis on collision avoidance, defensive driving, and operational safety.
- Continue expanding the Bus Operator Apprentice Program to develop a sustainable pipeline of qualified transit professionals.
- Continue supporting the Bus Operator Mentorship Program to promote employee development, retention, and long-term operational success.
- Develop and certify Training Instructors to meet Delta College apprenticeship standards, strengthening RTD's workforce development programs.
- Fully staff Field Supervisor to improve operational oversight and field supervision.
- Continue to support the Second Chance program.
- Provide leadership development opportunities for supervisory personnel through advanced management and leadership training.
- Expand professional development opportunities that support employee growth, organizational excellence, and long-term strategic objectives.
- Continue strengthening Union-Management collaboration to foster positive labor relations, effective communication, and achievement of organizational goals.
- Expand de-escalation training for Bus Operators and Supervisors to enhance customer service, workplace safety, and conflict resolution skills.

- Enhance Bus Operator training related to mental health awareness and effective response strategies to better support customers experiencing behavioral health challenges while promoting safe and compassionate service delivery.

Procurement Department

- Support the completion of the Procurement module restoration within the Financial Enterprise System and validate system functionality and procurement reporting to ensure operational readiness and data integrity.
- Develop a Procurement Specialist through Certified Procurement Professional (CPP) certification and advanced procurement training.
- Maintain low inventory discrepancy rates through strengthened inventory controls, cycle counts, and accountability measures.
- Successfully procure FY26 Audit Services to ensure compliance, transparency, and financial stewardship.
- Successfully procure contracted service providers to remain fully compliant with applicable OSHA regulations and safety requirements.
- Develop and implement a Disadvantaged Business Enterprise (DBE) Program to increase supplier diversity and support regulatory compliance.

Safety, Security, and Risk Management Department

- Continue conducting security blitzes to promote transit safety to the public.
- Maintain quarterly Safety Committee meetings to advance workplace safety, employee engagement, regulatory compliance, and continuous improvement initiatives.
- Expand de-escalation training for frontline employees through specialized contracted training services to strengthen customer service, conflict resolution, and workplace safety.
- Continue pursuing competitive safety grant opportunities in collaboration with the Grants Department to secure external funding for safety initiatives.
- Continue implementing proactive risk management strategies to reduce tort liability claims and maximize recovery of insurance losses.
- Continue reducing preventable accidents and safety incidents through targeted training, operational oversight, and continuous safety improvement initiatives.
- Continue to Strengthen partnerships with federal, state, and local agencies to support regulatory compliance, emergency preparedness, and coordinated public safety efforts.
- Continue collaborating with staff to develop and implement Bus Stop Improvement Plans.
- Continue to partner with the Marketing Department to develop and distribute timely press releases.
- Continue monitoring organizational safety performance through monthly and quarterly Key Performance Indicator (KPI) reporting to support data-driven decision-making and continuous performance improvement.
- Continue collecting, reviewing, and managing onboard video evidence to support insurance investigations, law enforcement requests, legal proceedings, and internal operational reviews.
- Continue coordinating with internal departments and legal counsel to support litigation discovery, public records requests, and deposition requests.
- Continue pursuing restitution and cost recovery for vehicle accident claims to minimize financial losses and protect RTD's resources.
- Continue representing RTD in legal proceedings involving tort claims, restraining orders, and other matters affecting RTD operations and public safety.
- Maintain oversight of contracted security services to deter criminal activity, enforce the RTD Code of Conduct, and promote a safe

transit environment.
- Continue providing timely and accurate information in support of financial audits to ensure transparency, accountability, and regulatory compliance.

Service Development and Mobility Department

- Continue to monitor route performance using key performance indicators (KPIs), ridership trends, customer feedback, and operational data to identify opportunities for service improvements that enhance reliability, efficiency, and customer experience.
- Evaluate the effectiveness of recent service changes and implement schedule refinements and operational adjustments as needed to improve on-time performance and service reliability.
- Continue the ongoing service planning activities, including route performance monitoring, schedule evaluation, service analysis, and coordination with Operations and Transportation Departments personnel to optimize transit delivery.
- Support the Grants Department by providing service, ridership, and performance data for local, state, and federal funding applications.
- Continue to prepare and submit validated and timely KPI, National Transit Database (NTD) reports, and other required regulatory reports to support compliance, performance monitoring, and decision-making.
- Complete the Access San Joaquin procurement process, support contract transition activities, and oversee implementation of the new service agreement.
- Continue administration and oversight of Access San Joaquin programs, including ADA Eligibility Certification, Travel Training, Access Pass, Discount Fare Card, and MyRide.
- Continue administration and oversight of the Local Access Fund for All (LAFA) Program and coordination with participating agencies.
- Support the procurement process, contract award, transition, and implementation activities associated with the ADA Complementary Paratransit service contract.
- Continue oversight of ADA complementary paratransit services through performance monitoring, contractor coordination, complaint review, and compliance activities.
- Conduct ongoing review of ADA policies, procedures, and program administration to ensure continued compliance with federal requirements and industry best practices.
- Support staff development through training and professional development opportunities to strengthen technical knowledge, regulatory compliance, and operational effectiveness.
- Strengthen regional coordination and partnerships with SJCOG, local jurisdictions, Caltrans, transit operators, and community organizations to support mobility and accessibility throughout San Joaquin County.
- Continue reviewing and enhancing departmental procedures, work instructions, and documentation to promote consistency, accountability, and continuous improvement.
- Respond to customer feedback, service requests, and operational concerns through data-driven analysis, stakeholder coordination, and continuous service improvement efforts. Coordinate and support federal and state compliance activities, including Title VI, Language Assistance Plan requirements, service equity analyses, and related reporting and documentation.
- Provide and validate service data to support scheduling systems, customer information tools, GTFS feeds, transit technology platforms, and service change implementation.
- Coordinate with local jurisdictions, developers, and internal departments on bus stop locations, accessibility improvements, transit amenities, and infrastructure projects that support safe and convenient access to transit services.

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