



ADOPTED BUDGET

Fiscal Year 2025-26

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Message from the Board Chair and the CEO



Gary Giovanetti, Board Chair



Alex Clifford, Chief Executive Officer

We are pleased to present San Joaquin Regional Transit District's (RTD) Annual Budget for the Fiscal Year 2025-2026. This document reflects our unwavering commitment to fiscal responsibility, strategic investment, and service excellence. It outlines our financial plan for the upcoming fiscal year and details how we will allocate resources to address the diverse travel needs of our community residents.

RTD is the regional public transportation provider in San Joaquin County, parts of the Bay Area, and Sacramento. We strive to provide excellent service to connect our community residents to their jobs, education, healthcare, and community services.

RTD's Fiscal Year 2025-2026 (FY26) Budget is \$105.8 million. \$67.1 million is for the operations and \$38.7 million is for capital projects. The budget is a spending authority that covers the period from July 1, 2025, through June 30, 2026. In collaboration with the Board and our employees, we prepared our budget based on our core values, goals, and strategic initiatives contained within our FY26 Strategic Plan.

Key highlights of this year's budget include:

Plans to improve service frequency in underserved neighborhoods, maintain buildings, infrastructure and vehicles in good repair, implement technology updates, enhance the safety and security of our customers and employees, and continue recovery

from the 2024 cyber-attack. We will also emphasize the importance of cleanliness at our facilities, bus stops, transit centers and our buses.

RTD will continue our commitment to helping reduce vehicle emissions to improve the air quality in the San Joaquin Valley by purchasing hybrid buses whenever possible and at the same time ensuring compliance with the California Air Resources Board (CARB) Innovative Clean Transit (ICT) regulation. We will continue to collect data from our zero-emission hydrogen fuel cells bus pilot and compare it to our zero-emission battery electric buses.

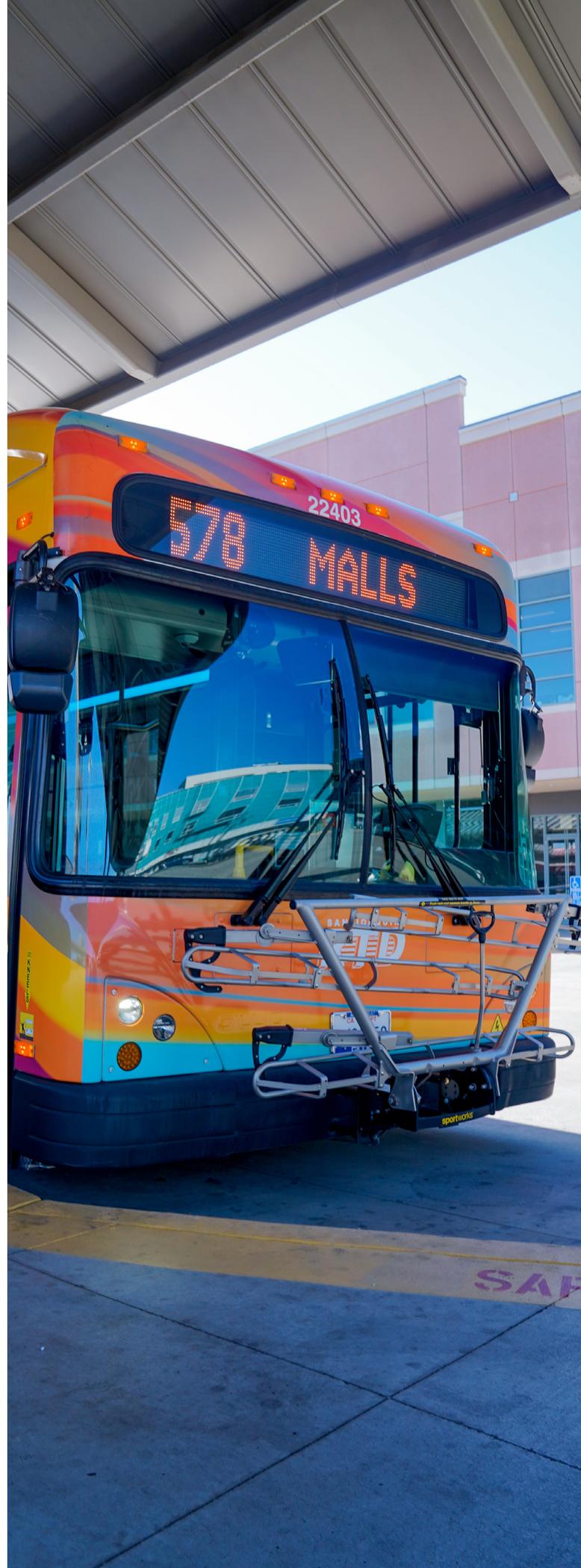
This budget represents a balanced approach, ensuring that we use the resources generously provided to RTD by the public wisely, while making strategic investments for the future. We have taken great care to ensure transparency and accountability in our budgeting process, providing clear and comprehensive information about our financial decisions. The dedication of our employees and the support of our funding partners enable RTD to provide an essential, efficient, and effective transportation system for all, especially for the public transit dependent and underserved communities in San Joaquin County.

Sincerely,



Gary Giovanetti
RTD Board Chair

Alex Clifford
Chief Executive Officer



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), SMTD began providing service in 1965. With the expansion of its service area to all of San Joaquin County and the Bay Area, SMTD became the San Joaquin Regional Transit District in 1994. 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.

RTD diligently moves more than 2.6 million diverse riders to work, schools, medical appointments, and other destinations within San Joaquin County, and in parts of the Bay Area and Sacramento. RTD continues to experience steady growth in ridership, so RTD continuously and proactively plans to implement improvements within its available resources.

RTD provides the following services throughout San Joaquin County:

- Twenty-six 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 with connections to the Bay Area.
- Paratransit service for ADA-certified passengers, with disabilities that prevent them from making some or all their trips on fixed-route service.
- 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 153 revenue vehicles. Due to planned service improvements, RTD will have a total of 342 employees in administration, transportation, and maintenance, 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. The Stockton City Council appoints two members, the San Joaquin County Board of Supervisors appoints two, and the City Council and Board of Supervisors appoint one.

Gary Giovanetti, Chair
Michael Restuccia, Vice-Chair
Les Fong, Director
Balwinder Singh, Director
Stephan Castellanos, Director

Per RTD's Rules of Procedure, the Chair of the Board of Directors may create standing, special, and/or ad hoc committees consisting of not more than two Directors and one alternate Director to advise the Board on matters assigned to the committees. Per Rule of Procedure 3.13.3 the Chair shall fill any vacancy. The following are RTD's current Board Standing Committees.

Facilities Committee

- Construction and remodeling Projects
- Land Needs
- Site Selection Review.

Finance and Audit Committee

- Pre-Audit Conference
- Post-Audit Conference
- Budget Reviews
- Financial Reviews.

Personnel Committee (Human Resources)

- Reviews and recommends Salary Schedule
- Review of personnel policies and guidelines
- CEO's Annual Review.

City/County/Transit Liaison Committee

- Apprise RTD of policy issues regarding transit in the region.

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.

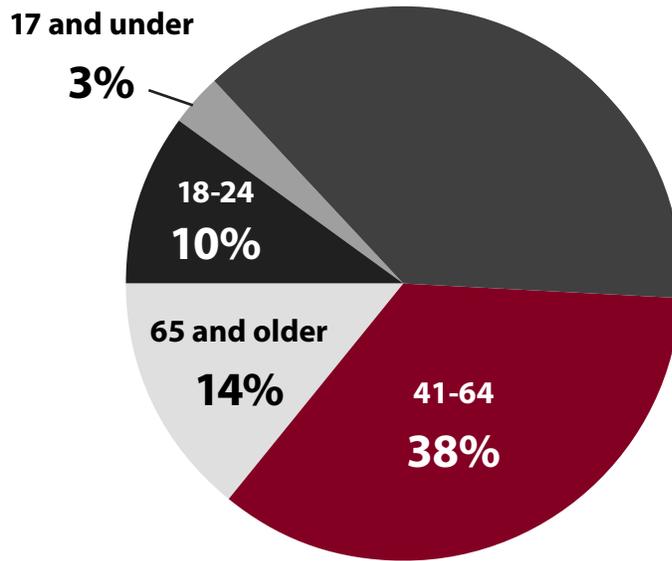
Executive Management Team

Alexander Clifford, Chief Executive Officer
Ciro Aguirre, Chief Operating Officer
Robert Kyle, Chief Financial Officer
John Hodson, Chief Information Officer
Julie Sherman, Chief Legal Counsel

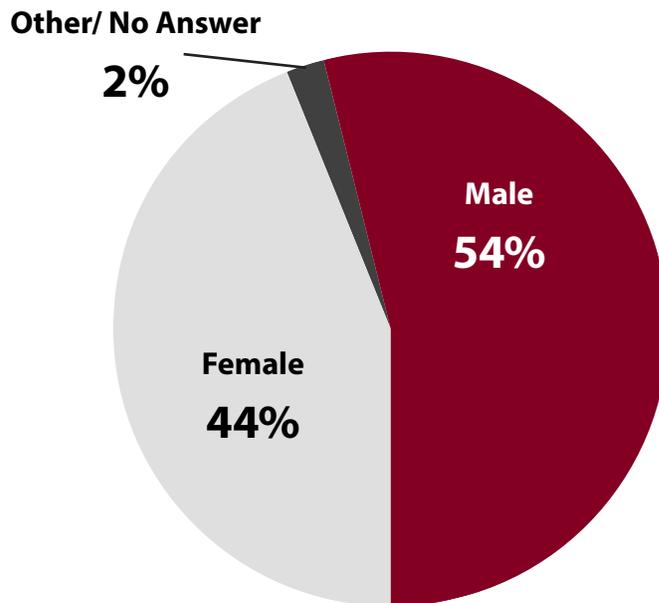
RTD has a Chief Executive Officer (CEO) who reports to the Board members. The CEO oversees all operations of RTD and advocates for transit funding and community support. The CEO is supported by RTD's Legal Counsel, Chief Operations Officer (COO), Chief Information Officer (CIO), and Chief Financial Officer (CFO).

Rider Demographics

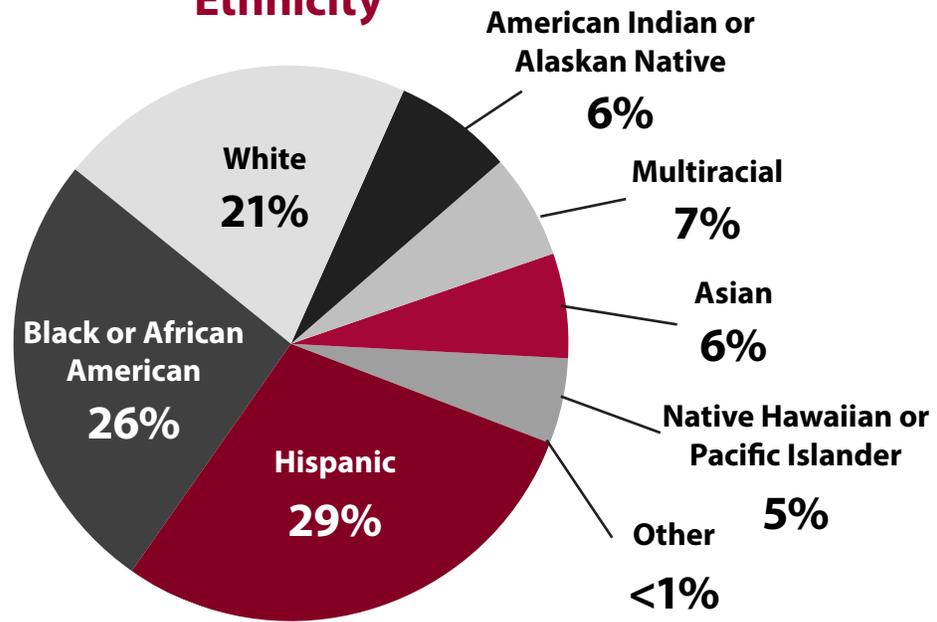
Age



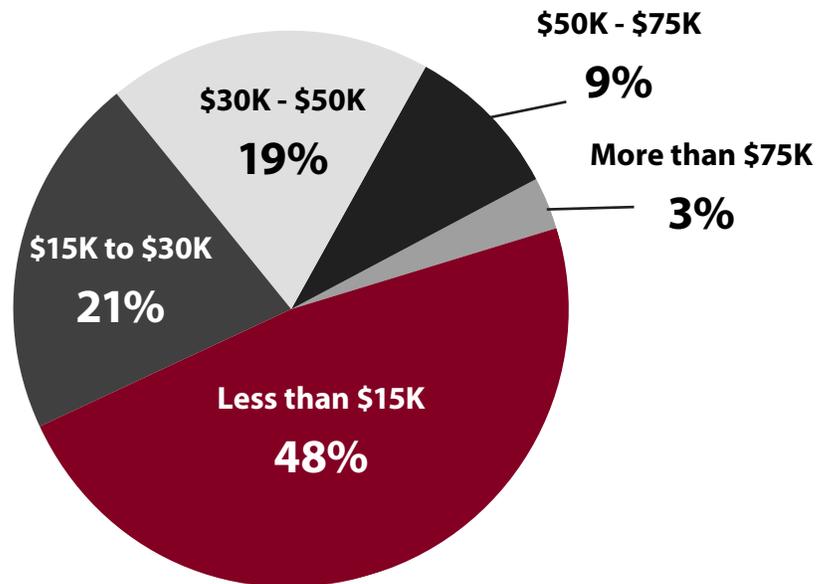
Gender



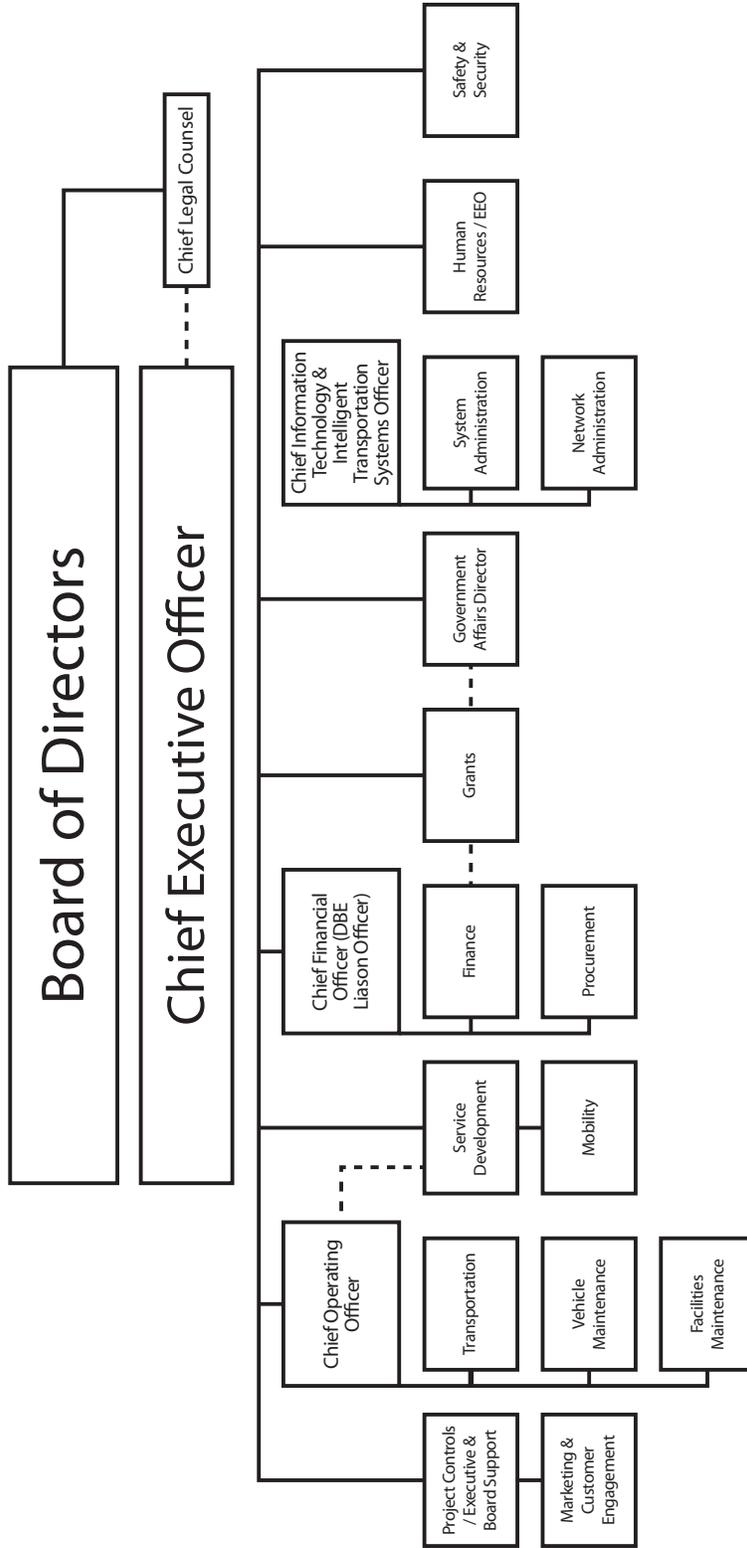
Ethnicity



Household Income



Organizational Chart



Transit Centers

Downtown Transit Center (DTC)

421 East Weber Avenue, Stockton, CA 95202
General offices and Customer Engagement offices.



Regional Transportation Center (RTC)

2849 East 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



Mall Transfer Station (MTS)

Yokuts and Pacific Avenues



Union Transfer Station (UTS)

1505 South Union Street, Stockton CA 95206



Services

RTD diligently moves more than 2.6 million diverse riders to work, schools, medical appointments, and other destinations within City of Stockton, including its adjacent San Joaquin unincorporated areas, connections to the City of Manteca, City of Tracy, City of Lodi, City of Lathrop, City of Escalon, and City of Ripon, to the Dublin BART Station, and Sacramento. RTD's services cover 1,426 square miles in San Joaquin County. RTD continues to experience steady growth in ridership; however, it is not yet at the pre-pandemic level due to an increase in the availability of online education, and some workers have still reduced their commute to fewer days per week. RTD continues to monitor all services and proactively plans to implement improvements within its available resources, especially in underserved communities and for those with physical challenges.

The FY26 service plan includes:

- 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.
- Implement a service improvement for mobility that is more frequent, connected, and sustainable.
- Increase farebox recovery through an increase in ridership and reduced fare evasion.
- Continue to enhance the safety and security of customers and bus operators.
- Improve customer experience with technology and facility improvements, upgrades, and replacements.
- Keep buses in a state of good repair.
- RTD will continue its partnership with Stockton Unified School District (SUSD) and San Joaquin County Office of Education (SJCOE) to provide school-subsidized free rides for students in grades nine through twelve.



FY26 RTD Operating Days

Number of days with service.

Weekday service	252
Weekend service	103
Holidays with weekday service	4
Holidays without service (7 Days)	
Total	359

FY26	Holiday	Day	Service Level
07/04/25	Independence Day	Friday	No Service
09/01/25	Labor Day	Monday (Always)	No Service
11/11/25	Veterans Day	Tuesday	Weekday Service
11/27/24	Thanksgiving Day	Thursday (Always)	No Service
12/25/24	Christmas Day	Thursday	No Service
01/01/26	New Year's Day	Thursday	No Service
01/19/25	Martin Luther King Jr Day	Monday (Always)	Weekday Service
02/16/25	Presidents' Day	Monday (Always)	Weekday Service
04/05/25	Easter Sunday	Sunday	No Service
05/25/25	Memorial Day	Monday (Always)	Weekday Service



Local (Stockton) Service

RTD's Local services connect to RTD's BRT Express, Hopper, and Commuter services at RTD's major transfer locations; the Downtown Transit Center (DTC), Mall Transfer Station (MTS), Union Transfer Station (UTS), and Hammer Transfer Station (HTS).





Bus rapid Transit (BRT) Express

BRT Express routes 40-Pacific Corridor, 43-Hammer Corridor, 44-Airport Way Corridor, 47-Midtown Corridor, and 49-Martin Luther King Corridor, operate within the City of Stockton with fewer stops and more frequent trips than regular bus service to make it fast, reliable, and with convenient connections at the following RTD's major transfer locations: Routes 40,44, and 47 at DTC, Routes 40 and 43 at HTS, Routes 44 and 49 at UTS, and Route 40 at MTS.



Van Go!

Van Go! is an on-demand micro-transit rideshare service outside the City of Stockton that offers seamless trips throughout San Joaquin County. The service requires advance booking and should be booked using Van Go! Desktop web app or mobile app. Van Go! service is provided in safe and accessible vehicles (it can transport wheelchairs). Drivers are professionally trained and ready to help.



Paratransit Service

RTD offers paratransit, Dial-A-Ride service for Americans with Disabilities Act (ADA)-certified passenger within the City of Stockton. This program provides curb-to-curb service to eligible individuals who, due to their disability, are functionally unable to use fixed-route services.

This service is available seven days a week by advance reservation during the City of Stockton service hours and within three-quarters of a mile of the City of Stockton fixed routes. Anyone interested in this service must obtain certification under the ADA through an eligibility process.

RTD will provide free transportation to and from the ADA eligibility in-person interview if needed. Individuals may bring a family member or a Personal Care Attendant (PCA) to accompany them to the interview. To schedule an eligibility interview, call (209) 242-9965.

RTD supports United Cerebral Palsy's paratransit service by providing maintenance services of their vehicles.



Commuter Services

Commuter services connect San Joaquin County customers to Dublin BART (Route 150) and Sacramento (Route 163). "Park and Ride" facilities are free for commuters to park their cars and connect with RTD's Commuter services.



Metro and County Hopper

Metro Hopper is a deviated fixed-route service serving popular destinations throughout the Stockton city limits. Seven routes operate Monday through Friday, 6:00 a.m. to 6:30 p.m. Metro Hopper can deviate from its normal route for ADA-certified customers up to one mile with advance reservation. 75% of ADA-certified customers in the City of Stockton use deviated Metro Hopper service.

County Hopper is a deviated fixed-route service serving San Joaquin County. It provides intercity connections between Stockton, Tracy, Lodi, Manteca, Ripon, Lathrop, and Escalon. Seven weekday routes operate from 5:30 a.m. to 9:00 p.m.

County Hopper can deviate from its normal route up to one mile to accommodate customers who are not able to reach their destinations within a rural area. Deviation requires an advance reservation.



Access San Joaquin

RTD is designated by SJCOG as the Consolidated Transportation Services Agency (CTSA) for San Joaquin County. Under the CTSA is Access San Joaquin (ASJ), which is formed by multiple transit operators in San Joaquin County. Representatives from transit operators in local cities and the County serve as members of the Technical Advisory Committee (TAC), which provides guidance and recommendations to CTSA. RTD oversees ASJ programs, which are currently provided by Medical Transportation Management, Inc. The ASJ programs are fully funded by the Transportation Development Act – Local Transportation Fund.

The primary goal of Access San Joaquin 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. Access San Joaquin provides centralized information for countywide transit services, which include Altamont Corridor Express, Escalon eTrans, Lodi Grapeline, Manteca Transit, Ripon Blossom Express, Tracy Tracer, City of Lathrop, and San Joaquin RTD. Access San Joaquin provides the following services:



ADA Eligibility Assessment

Centralized ADA eligibility assessment and certification for countywide ADA transit service. The eligibility assessment is conducted in person by a professionally trained ASJ Mobility Assessment Evaluator (MAE). This service offers a single point of contact for countywide residents, available five days a week through satellite offices throughout the county. ADA-certified individuals are qualified to use ADA complementary Dial-A-Ride services within San Joaquin County. This program is specifically designed for those individuals who, due to their disability, are functionally unable to use fixed route services. Call (209) 242-9965 to schedule an interview.





Travel Training Program

This program is vital for ensuring equitable access to public transit through a dedicated and knowledgeable travel trainer who is familiar with San Joaquin County’s transit systems. The program offers comprehensive instruction on utilizing local transportation options, helping passengers travel independently, safely, and confidently.

The training programs enable riders to explore transportation options by encouraging passengers to utilize the most suitable and cost-effective transit option for themselves. Travel Training will enhance the efficient use of the public transit system and reduce the cost of providing ADA paratransit services.

Travel training is available to all passengers at no cost. The Travel Training program teaches participants on how to navigate independently to specific destinations, maneuver mobility aids on and off buses, recognize landmarks, and travel to and from bus stops using the following services: San Joaquin RTD, Lodi GrapelLine, Tracy TRACER, Manteca Transit, Ripon Blossom Express, and Escalon eTrans services.



Discount Fare Card (DFC) Program

The Federal Transit Administration requires that those receiving urbanized area program funds (Section 5307) “must allow the elderly, persons with disabilities, and Medicare cardholders to ride the fixed-route services for a fare that is not more than one-half the base fare charged.” Under the CTSA, qualifying passengers receive a single DFC that is valid for all transit systems in San Joaquin County. Any person, regardless of age or condition, may ride at a discounted fare by displaying a Medicare Card or Department of Motor Vehicles (DMV) placard and a photo ID (under Federal Law). The DFC has a three-year eligibility term with no expiration for Medicare cardholders, veterans, and senior citizens. For those participants with a DFC expiration date, ASJ staff provides a recertification letter to notify them of the expiration date, which includes an application for DFC recertification prior to expiration.



Access Pass

The Access Pass encourages ADA-certified passengers to ride fixed-route services instead of paratransit services by offering free fares on all San Joaquin County local fixed routes and on the RTD Commuter Route 150, which travels to the Dublin/Pleasanton BART Station. ADA-certified passengers automatically qualify for the Access Pass after completing the ADA eligibility assessment and being deemed eligible. All buses are ADA-accessible, eliminating the need for advanced reservations (which are required for ADA Dial-A-Ride service) and providing greater freedom for passengers with limited mobility.



My Ride

The My Ride Program offers ADA-certified passengers an additional mobility option. My Ride is a self-directed, practical, and empowering mileage reimbursement service program that enables ADA-certified passengers to choose their own volunteer drivers (i.e., family, friends, and neighbors), who will be compensated for providing them with transportation within San Joaquin County. The mileage reimbursement will be at the maximum Internal Revenue Service (IRS) standard rate. Since most ADA paratransit trips cost over \$40 per trip, a My Ride trip offers a significant financial benefit for agencies. This program was available for any trips within San Joaquin County and for trips to medical appointments in Modesto.



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

RTD, as the Consolidated Transportation Services Agency (CTSA) for San Joaquin County, has also been designated as the Local Access Fund Administrator effective in FY26. This Access for All Program falls under the California Public Utilities Commission's (CPUC) program established by California Senate Bill 1376. Funding for this program comes from fees collected from TNCs, such as Uber and Lyft. RTD will administer the funding award process to eligible access providers, monitor compliance with CPUC requirements, and submit necessary reports and performance data to support the following projects for seniors, individuals with disabilities, and other transportation-disadvantaged populations.

The program's goal is to support projects that improve availability, reliability, and geographic access to on-demand WAV vehicles and services within San Joaquin County through the following:

- Increase the availability of wheelchair-accessible transportation options
- Improve service reliability and safety standards
- Support coordination, efficiency, and accessibility across transportation services throughout San Joaquin County through collaboration among public agencies, non-profits, and private providers.

You can download the application materials from the San Joaquin RTD's website and submit them during the application window process.

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 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

Accessibility

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

Safety

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

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.



Fiscal Year 25-26 Goals and Initiatives

Customers

- 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 by addressing customer needs.
- Simplify fare transactions and improve customers' travel journey with tap-to-pay option and real-time trip planning features.
- Implement service increases and improvements, especially to the underserved communities, places of employment, and leisure activities.

Employees

- Enhance safety with effective communication and maintain cohesive safety plan.
- Offer support programs that create career opportunities, help employees grow into leadership roles, and encourage employees to advance through aligned training for professional and personal development.
- Deliver immediate and impactful feedback through inclusive decision-making.
- Deliver a mental health and wellness program to achieve optimal work-life balance.

Financial Health

- Leverage grants, revenue contracts, and strategic partnerships as key accelerators to foster sustainable ridership growth.
- 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 explore cost savings opportunities.

Operations Excellence

- Revitalize service offerings while being agile to customers' needs and funding availability.
- Continuously evaluate service design to maximize resource efficiency and provide a high-quality transit experience.
- Maintain and monitor departmental key performance indicators.
- Continue to assess and implement effective and efficient software solutions agency-wide.
- Maintain and update low or zero-emission vehicles to comply with Innovative Clean Transit (ICT) regulation, State of Good Repair, and Transit Asset Management practices.

Community Relations

- Amplify RTD's value to the community by fostering meaningful public engagement that informs, involves, and empowers individuals to utilize and advocate for public transit.
- 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, 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 safe, comfortable, and accessible ride for all.
- Monitor and evaluate hydrogen refueling infrastructure to ensure sustainable, seamless operations for hydrogen fuel-cell buses.
- Assess and maintain the Business Continuity Plan to further improve resiliency.
- Continue to evaluate opportunities to enhance, upgrade, and replace technology to drive greater efficiency.

Budget Process

The budget serves as a financial plan that governs operating and capital investments for the fiscal year. RTD has strategically managed its finances to avoid structural deficits. RTD reviews and updates its strategic goals and initiatives annually to determine its operating and capital requirements. It is important to ensure the availability and efficient use of financial resources to provide a sustainable level of service, fund other operating expenses, and implement capital projects to keep RTD's infrastructure, equipment, and vehicles in good repair.

RTD uses a hybrid, zero-based budgeting method wherein expenses are reevaluated at a line-item level based on justified costs within each functional area of RTD. The available resources are matched with operating and capital project expenses based on funding agencies' requirements, adopted policies, and directions set by RTD's Board of Directors. The budget line-item expenses are classified in accordance with the required Federal Transit Administration (FTA) Uniform System of Accounts for public transit. The budget process follows three basic steps that provide continuity in decision making:

1. Assess current conditions and needs to develop goals, objectives, policies, and plans.
2. Prioritize projects and develop a work program based on available resources.
3. Implement identified project plans and evaluated their effectiveness and shortcomings.

The budget process started with budget formulation training for department heads and supervisors, preparation of forms, templates, and historical data, and strategic planning with staff. Department heads were required to submit the details of their line-item operating budget proposals, personnel needs, planned service levels, and capital project plans, along with justifications and their goals for the fiscal year. Submitted proposals were assessed for reasonableness based on justifications and comparisons with five years of historical data.

The preliminary budget was calculated based on department heads' proposals, approved assumptions, historical data, and proposed service levels.

Projected revenue sources were matched and applied to the FY25 proposed operating expenses and capital projects accordingly. These were then presented to the CEO for review. The Director of Financial Planning, CEO, and CFO conducted budget deliberation meetings with each department head to give them an opportunity to provide justifications for the reversal of budget cuts and for further analysis of the underlying assumptions for revenue and expense projections, the number of authorized positions by department, and revenue service hours and miles during the fiscal year.

The following Budget meetings were conducted prior to budget approval:

- March & April 2025, One-on-one departmental operating and capital budget line-item review with CEO, CFO, Director of Financial Planning, and Department Heads.
- April 18, 2025, Plan, Financial Outlook, and Budget Assumptions Review with Finance and Audit Committee.
- May 2, 2025, Budget Draft Review with Finance and Audit Committee.
- May 15, 2025, Budget Details Review with Board of Directors.
- June 20, 2025, The Operating and Capital Budgets were presented for adoption by the Board.

After the Board approval, the line-item budget per account code is entered into the financial system. Newly created accounts are entered into the Transtrack ERP system with applicable cost allocation set up to applicable services.

The adopted budget is then distributed to stakeholders. During its monthly meetings, the board will be presented with a monthly “Budget vs. Actual” analysis and status report. RTD also conducts quarterly meetings with department heads to explain or justify budget category line items that may exceed the budgeted amount by fiscal year-end. An increase to the overall total of operating and capital budgets requires Board approval.



Budget Approval Board Resolution

RESOLUTION NO. 7109
DATED: JUNE 20, 2025

RESOLUTION ADOPTING THE FISCAL YEAR 2025-26 OPERATING BUDGET IN
THE AMOUNT OF \$67,134,552 AND CAPITAL BUDGET IN THE AMOUNT OF
\$38,678,577

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 2025-26 operating budget in the amount of
\$67,134,552 and capital budget in the amount of \$38,678,577 be, and
hereby are, approved; and
- 2) That the CEO be, and hereby is, authorized and directed to
conduct the programs as outlined within the budget.



ALEX CLIFFORD, SECRETARY

Alex Clifford, 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 20, 2025.

DATED: June 20, 2025

Budget Summary

FY 2025-26 Operating Budget

Operating Revenue	
Passenger Fares	\$2,775,585
Auxiliary and Non-transportation	2,732,432
Property Tax	1,606,556
Measure K	5,709,244
LCTOP	1,736,225
TDA-LTF	16,857,289
SB 125	24,601,390
Federal Programs	11,115,831
Total Operating Revenue	\$67,134,552

Operating Expenses	
Wages & Fringes	\$44,704,249
Services	8,488,500
Materials & Supplies	4,756,068
Utilities	1,217,894
Insurance	2,312,105
Taxes & Licenses	388,089
Purchased Transportation	3,351,979
Operating Contingency	500,000
Miscellaneous Expenses	1,415,668
Total Operating Expenses	\$67,134,552

Surplus (Deficit) \$-

FY 2025-26 Capital Budget

Capital Funding Sources	
TDA - Local Transportation Fund	\$14,651,719
TDA - State Transit Assistance	9,961,584
FTA Section 5339 (b) and ©	8,505,972
FTA 5307 Urbanized Area	2,302,721
SB1 State of Good Repair	1,798,728
FTA Section 5339 (a)	1,330,520
Measure K	127,333
Total Projected Capital Funds	\$38,678,577

Capital Projects by Category	
Communication, IT, and Office Equipment	\$4,775,453
Facilities-Associated Improvements	3,675,000
Facilities-Other Capital Improvements	617,620
Maintenance and Facilities Equipment	100,000
Non-Revenue Vehicles	828,500
Safety and Security	1,329,004
Revenue Vehicles and Maintenance	26,853,000
Capital Contingencies	500,000
Total Proposed Capital Projects	\$38,678,577

Surplus (Deficit) \$ -



Revenue Sources

San Joaquin RTD receives funds from fares, local, state, and federal sources, advertising revenue on its vehicles, and interest revenue. Certain revenue sources are restricted to operating or capital expenses, and other sources are flexible or fungible for use in operating or capital expenses.

Fare Revenue

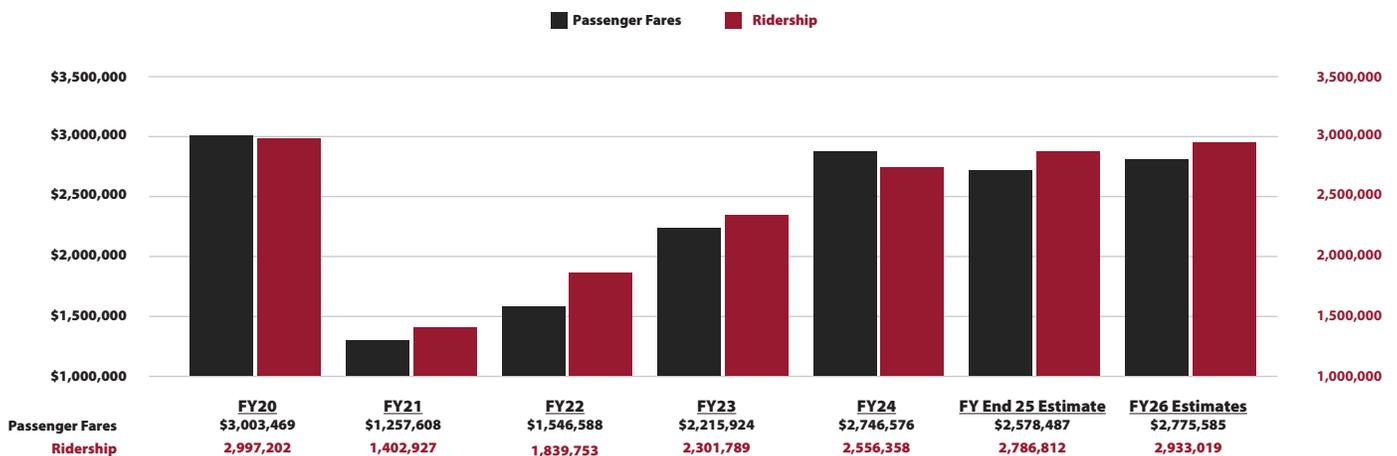
Fares collected from passengers are used to fund operations. The Fare revenue growth is mostly dependent on an increase in ridership.

Fare revenue is projected to increase due to a projected increase in ridership because of service improvements planned to be implemented in FY26. The Farebox Ratio, which is the ratio of fares over operating expenses, is one of the required efficiency criteria measures of the Transportation Development Act funding, but the requirement

was lifted through the end of FY26. RTD will implement measures to curtail fare evasion to help improve its farebox ratio. The Stockton Unified School District and the San Joaquin County Office of Education provide RTD with fare subsidies to allow their students to ride fare-free, except on Van Go!, Commuter routes, and Dial-A-Ride services.

Auxiliary and Non-Transportation Revenue

RTD receives operating revenues from advertisers on its buses, rental of its properties, sales proceeds of less than \$5,000 of fully depreciated properties, interest, and other revenues. There is an increase in Auxiliary and non-transportation revenue because of projected higher interest income from the cash balance and an increase in interest rates. This revenue is being used for operations.



RTD Fare Structure

Services:		1-Ride	1-Day Pass	31-Day Pass
BRT Express, Local, Intercity, & Hopper Services				
Full Fare	Ages 18 to 59.	\$1.50	\$4.00	\$65.00
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
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.	\$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.		

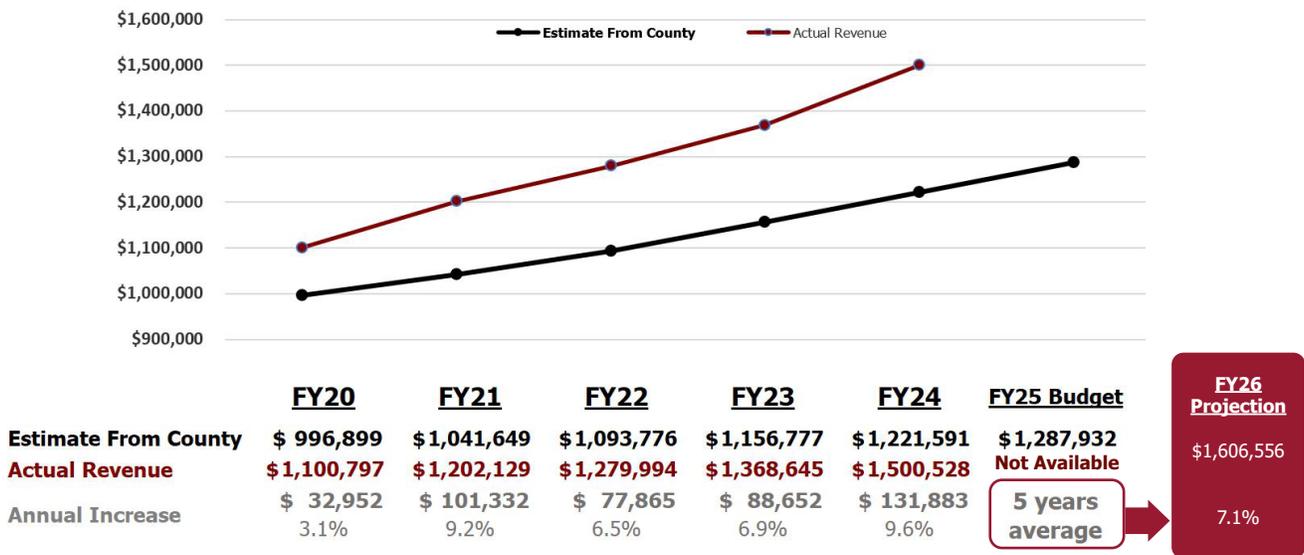


Property Tax Revenue

The property tax revenue is generated from the general property tax levy and distributed by the San Joaquin County Auditor-Controller pursuant to State Assembly Bill 8 (AB 8). AB 8 provides a share of the total property taxes collected within a community to each local government that provides services within that community. San Joaquin County Auditor’s Office annually determines revenue that was collected in each Tax Rate Area (TRA) and allocates to each local government in the TRA the same amount of revenue it received in the prior year. Each local government then receives a share of any growth (or loss) in revenue that occurred within the TRA that year, such as assessed value growth for the year. The responsibility for allocating the property tax was assigned to the state by Proposition 13, which stated that property taxes were to be allocated “according to law”. AB 8 allocated property taxes among the local governments within a county and provided fiscal relief to partially make up for property tax losses resulting from Proposition 13’s tax limitation provisions.

The formulas contained in AB 8 were designed to allocate property taxes in proportion to the share of property taxes received by a local entity prior to Proposition 13. Over time, as assessed values grew, the amount of property taxes received by the local

government also grew. However, the share rate of property taxes does not change. For example, if a county, city, special district, and school district each receive 25% percent of property tax collected within a community under AB 8, they will continue to receive 25% percent of taxes regardless of property tax growth. These “AB 8 shares” were developed based on the historical share of property taxes received by local jurisdictions prior to Proposition 13. Local jurisdictions that had received a large share of property taxes prior to 1978 received a large share of property taxes under AB 8. Thus, the variation in property tax receipts in effect at the time was continued. Since 1978, there have been just two significant changes to the original property tax shares contained in AB 8: legislation designed to aid cities that receive no, or exceptionally low, property taxes and the property tax shifts of 1992–93 and 1993–94. Despite these changes, however, the state property tax allocation system developed in 1978 in response to Proposition 13 continues to be the basis for the property tax allocation among local governments. RTD’s share is currently at 0.1227% and is being used to support operations. RTD’s FY26 property tax revenue is projected to increase by 7% of FY24 actuals based on a 5-year average increase.



Measure K (MK)

MK is generated from the half-cent sales tax dedicated to transportation projects in San Joaquin County. Voters first approved MK in 1990 for a 20-year period. After experiencing the success and progress of Measure K, San Joaquin voters renewed the Measure K funding in November 2006 for an additional 30 years (extension became effective April 1, 2011, until March 31, 2041).

categorical allocation for passenger rail, bus, and bicycles is 30%, 49% of which is bus transit share, and 5% for BRT capital projects.

The Strategic Plan of the MK renewal program will provide funding for identified projects for a variety of transportation modes in San Joaquin County within the following allocation categories:

The MK Ordinance and Expenditure Plan sets forth the eligible uses of MK funds and identifies the funding categories for various projects. The

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%

MK partially funds RTD's BRT services, Commuter services, County Hopper services, passenger amenities projects, fleet/engine replacements, BRT capital projects, Bus purchase/replacements, and funds Park-and-Ride lot leases.

The FY26 budget is based on MK agreements from FY24 through FY27, which provide for RTD funding. RTD's Measure K funding has remained the same since FY18 despite an increase in sales tax revenue. SJCOG decides on which project to fund with MK's accumulated reserves.

MK Programs	FY24-FY27	FY26	MK% Share
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)	24,120	9,244	100%
engine replacement, passenger	915,880	127,333	
BRT Capital Projects	6,000,000	Fully Programmed in FY25	
Total	\$29,740,000	\$5,836,577	

Transportation Development Act (TDA)

The Mills-Alquist-Deddeh Act (SB 325) was enacted by the California Legislature to improve existing public transportation services and encourage regional transportation coordination, known as the Transportation Development Act of 1971. TDA provides funding to be allocated to transit and non-transit-related purposes that comply with regional transportation plans. Efficiency criteria requirements of the Transportation Development Act funding were lifted through the end of FY26. 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. It is apportioned by the San Joaquin Council of Governments (SJCOG) to its jurisdiction based on the past two years' population estimate from the State Department

of Finance. The FY26 apportionment basis is the January 2024 population estimate. The estimated countywide apportionment for FY26 is \$64,608,840. 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.

SJCOG's apportionments to agencies under its jurisdiction are calculated after off-the-top apportionments for:

- Administration and planning costs for SJCOG
- 2% for county and cities' bicycle/pedestrian programs
- 11.5% for San Joaquin Regional Rail Commission (ACE Services)
- 1% for Consolidated Transportation Service Agency (CTSA) programs. RTD is designated as the Manager of CTSA programs in San Joaquin County

Due to the availability of the SB 125 Funds for operations, RTD programmed a portion of its LTF apportionment to fund capital projects to help keep its buses in good repair.

LTF		FY25 Estimate		FY26 Estimate
Estimated Revenues for SJ County	Aug 22 Est	\$63,342,000		\$64,608,840
Administrative Allocations (County Auditor (\$2k) & SJCOG administration & Planning)		2,188,918		2,165,656
County and Cities: Bicycle/Pedestrian	2%	1,223,062	2%	1,248,864
San Joaquin Regional Rail Commission	11.5%	6,891,952	11.5%	7,037,347
Consolidated Transportation Services Agency*				
Balance Available for Area Apportionment		\$53,038,068		53,615,403
State Dept of Finance population estimate		Pop Est, 01/23	Pop Est, 01/24	
San Joaquin RTD*	449,480 (57.18%)	30,324,623	449,304 (56.77%)	30,438,933
Other Jurisdictions	336,665 (42.82%)	22,713,445	342,104 (42.23%)	23,176,470
Total LTF Apportionments		\$63,342,000		\$64,608,840

TDA-State Transit Assistance (STA) Fund

STA is generated from sales tax on diesel fuel. STA is appropriated by the legislature to the State Controller's Office (SCO), then the SCO allocates it by formula to SJCOG.

STA revenues under Public Utility Code (PUC) 99314 are allocated based on local revenues reported annually to the SCO by each entity throughout California. The amounts are published by the State Controller around March of each year prior to the start of the fiscal year.

STA revenues under PUC 99313 are allocated between San Joaquin Regional Rail Commission (SJRRRC) and RTD after off-the-top apportionments to SJCOG for administration and planning. The allocation between SJRRRC and RTD in FY26 is based on the FY24 ridership within San Joaquin County ratio. Based on estimates from SJCOG, STA revenue for San Joaquin County is projected to decrease in FY26.

In FY26, RTD plans to use its STA apportionment for capital projects. The estimated apportionment for FY26 is \$7,544,051, which is \$724,703 lower than the FY25 estimate. The final apportionments are normally published around August or September after the fiscal year-end.

The following factors affect RTD's STA apportionments:

- Diesel Fuel usage and/or price because the STA revenue source is from Diesel Fuel taxes.
- RTD's annual local revenues, which was reported to SCO, are the basis for PUC 99314 apportionment.
- RTD's relative ridership compared to SJRRC's ridership within the SJCOG's jurisdiction because it is the ratio basis for the remaining PUC 99313 apportionment.
- Adherence to TDA's 14 PUC compliance requirements for LTF and STA. RTD consistently passed annual and triennial compliance audits in the past years, and this compliance requirement is lifted through FY26.
- Off-the-top allocations affect RTD's apportionment. The only current off-the-top apportionment in FY26 is administration and planning for SJCOG.
- San Joaquin County's ridership revenue compared to statewide data affects countywide apportionment, consequently RTD's apportionment.

SJCOG selects the audit firm to conduct Annual Financial Audits and Triennial Performance Audits to evaluate performance measures and standards required by TDA Statutes and the California Code of Regulations. Performance measures and standards requirements have been temporarily lifted from FY20 through FY26, suspending penalties for non-compliance. RTD has consistently complied with compliance requirements.

STA					FY25 Estimate			FY26 Estimate
PUC 99314 (Apportioned by SCO)								
RTD					\$830,262			\$709,141
Other Jurisdictions					1,279,357			1,092,722
Total					\$2,109,619			\$1,801,863
PUC 99313 (Apportioned by SJCOG)								
SJCOG Transportation Planning	2%			\$189,017	2%			\$161,887
	FY18 NTD	Ridership			FY24 TD	Ridership		
RTD	3,403,527	80.75%		\$7,438,492	2,578,472	80.75%		\$6,834,910
SJRRC/ACE	811,393	19.25%		1,773,319	811,393	19.25%		1,047,538
Total	4,214,920	100%		\$9,211,811	2,973,656	100%		\$7,882,448
Grand Total STA Apportionments					\$11,321,430			\$9,684,311
Decrease								-14%
Total Apportionment to RTD					\$8,268,754			\$7,544,051
Decrease								-9%

State OF Good Repair

The State of Good Repair was established by Senate Bill 1 (SB1) on April 28, 2017. The State provides \$105 million annually to eligible recipients to provide resources to build a safe, resilient, and equitable transportation future. In FY26, RTD's total share is \$925,506. \$122,986 was apportioned by the State Controller's Office under PUC 99314, and \$802,520 was apportioned under PUC 99313 by SJCOG based on population. RTD will use SGR revenues to replace ageing equipment and upgrade IT. RTD use SGR funds for capital projects.

State of Good Repair

FY26 SGR Estimate		99313	99314	TOTAL	
Total Countywide Apportionment		\$1,395,122	\$312,496	\$1,707,618	
San Joaquin Regional Rail Commission	11.5%	160,439	174,297	334,736	
Balance for Area Apportionment		\$1,234,683	\$138,199	\$1,372,882	
Jan 2024 Population (per LTF)					
San Joaquin RTD (Includes Stockton, Unincorporated, Lathrop, & Mountainhouse)	514,400	65.00%	\$802,520	\$122,986	\$925,506
Lodi	66,492	8.4%	103,735	10,750	114,485
Manteca	90,917	11.5%	141,840	942	142,782
Tracy	96,609	12.2%	150,721	2,355	153,076
Escalon	7,249	0.9%	11,309	629	11,938
Ripon	15,741	2.0%	24,558	537	25,095
Total Area Apportionments	791,408	100.0%	\$1,234,683	\$138,199	\$1,372,882
TOTAL APPORTIONMENTS		\$1,395,122	\$312,496	\$1,707,618	

Data Source: April 2025 SJCOG Staff Report

Low Carbon Transportation Operations Program (LCTOP)

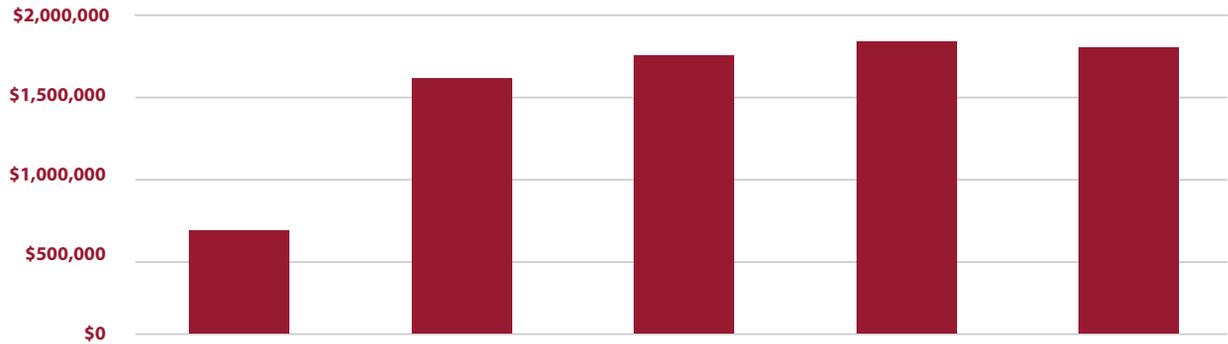
The LCTOP is one of the state programs that are part of the Transit, Affordable Housing, and Sustainable Communities Program established by the California Legislature in 2014 by Senate Bill 862.

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 FY25 allocation will be used in FY26 operations. The FY25 estimated allocation to RTD is \$1.7 million, which is \$30,000 or 2% lower than in FY24. RTD will continue to use LCTOP to partially fund BRT Midtown Corridor Service.

Low Carbon Transportation Operations Program (LCTOP)



Apportionment Year	FY21	FY22	FY23	FY24	FY25 Estimate
Used in Fiscal Year	FY22	FY23	FY24	FY25	FY26
PUC 99313	\$577,764	\$1,385,475	\$1,430,676	\$1,582,358	\$1,555,900
PUC 99314	\$72,973	\$171,381	\$171,500	\$183,907	\$180,325
Total	\$650,737	\$1,556,856	\$1,602,176	\$1,766,265	\$1,736,225
% Increase (Decrease)	-45%	139%	3%	10%	-2%

Senate Bill 125 (SB 125)/ Assembly Bill 102 (AB 102)

SB 125 guides the investments by establishing the reporting and accountability structure for accessing the AB 102 funding. AB 102 provides the funding for the formula-based Transit and Intercity Rail Capital Program (TIRCP) and Zero Emission Transit Capital Program (ZETCP). The Budget Act of 2023 created SB 125 to fund two programs:

- The TIRCP provides \$79.9 million in funding to the San Joaquin region from FY24 through FY26.
- The ZETCP provides \$13.5 million in funding to the San Joaquin region from FY24 through FY27.

The SB 125 Working Group for the San Joaquin region defined the process for allocating the first two years' funding. Subject to the SJCOG Board's final approval, RTD's two-year request of \$43,347,911 is proposed to backfill the operating deficit from FY25 and FY26. The FY26 Budget includes a projected \$10 million carryover from FY25 apportionment.

Senate Bill (SB125)/Assembly Bill 102 (AB102)

Source: January 2024 SJCOG Staff Report

SB 125 Funding Summary for San Joaquin Region			100%
Program	FY24	FY25	TOTAL
TIRCP	\$39,935,609	\$20,017,842	\$59,953,451
ZETCP	\$5,031,810	\$2,822,723	\$7,854,533
Total	\$44,967,419	\$22,840,565	\$67,807,984

RTD's Estimated Apportionment			63.9%
Program	FY24	FY25	TOTAL
TIRCP	\$25,529,814	\$12,796,895	\$38,326,709
ZETCP	\$3,216,707	\$1,804,495	\$5,021,202
Total	\$28,746,521	\$14,601,390	\$43,347,911

Federal Section 5307: Urbanized Area Formula Program

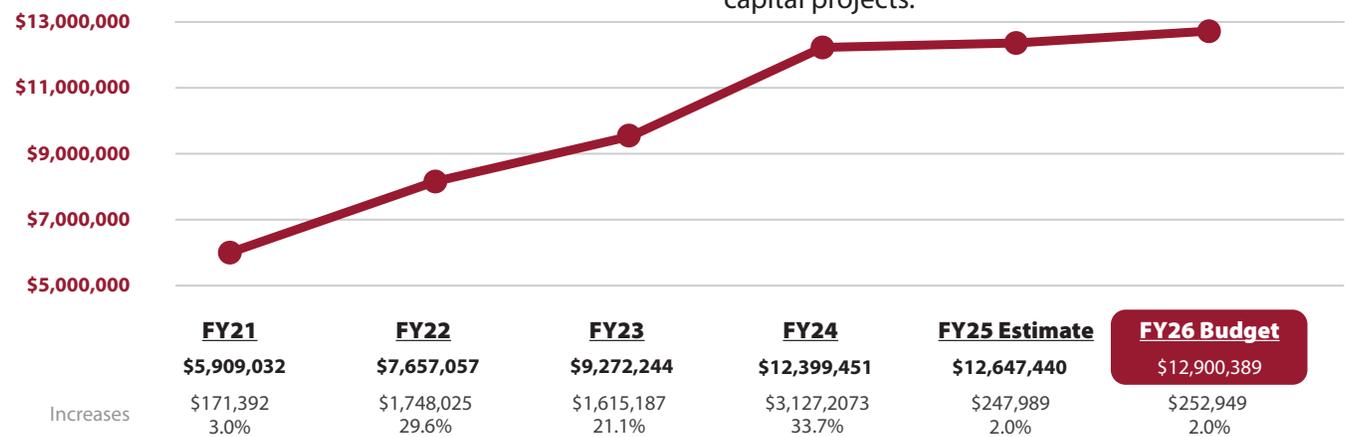
The Urbanized Area Formula Funding program is authorized by 49 United States Code (U.S.C.) 5307. It provides funding to urbanized areas for qualified transit-related expenses. Federal funding levels are tied to congressional negotiations on other budget and policy issues and apportioned based on legislative formulas.

RTD is the designated recipient of the grant for the Stockton Urbanized Zone Area (UZA). The Stockton UZA consists of the City of Stockton and the City of Lathrop, and the grant is under the “Urbanized Area with 200,000 and under 1,000,000 population group classification”. The appropriation formula is based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue vehicle miles, and fixed guideway route miles, as well as population and population density.

On January 15, 2025, RTD issued a notice of forthcoming grant to stakeholders in San Joaquin County to submit their qualifying project/request that addresses a local transit need in the Stockton UZA.

On May 6, 2025, a day after the FTA published the FFY 2025 full-year funding apportionment tables, RTD issued another notification to stakeholders that it had initiated the annual process to review requests for FTA Sections 5307, 5337, and 5339(a) funding in the Stockton UZA. RTD uses FTA Table 5 Formula Programs Apportionment Data Unit Values to calculate grants generated by each stakeholder, and/or mutually agreed upon ratio, considering eligible projects’ needs. The Section 5307 formula grant allows for pre-award authority to spend.

In FY26, RTD tentatively programmed its portion of Section 5307 funds for preventive maintenance, capital cost of contracting, security projects, transit improvement, and bus component/replacement capital projects.



Tentative FY26 Federal Section 5307 Projects

Preventative Maintenance	\$9,037,610
Cost of Contracting	1,560,057
Total Estimated FY25 Section 5307 programmed to Operations	\$10,597,668
Security Projects	129,004
Transit Improvements	175,000
Bus Component Replacements	1,998,717
Total Estimated FY25 Section 5307 programmed to Capital	\$2,302,721
Total Estimated FY25 Section 5307	\$12,900,389

Federal Section 5311: Rural Area Formula Program

The FTA Section 5311 Program is authorized by 49 U.S.C. Chapter 53, Section 5311, as reauthorized under Fixing America's Surface Transportation (FAST) Act Section 3007. It provides capital, planning, and operating assistance to support public transportation in rural areas with populations of less than 50,000. Caltrans administers the program; RTD is a sub-recipient. Section 5311 funds 50% of RTD's eligible rural area operating expenses to support County Hopper and County Van Go! services. The City of Ripon became eligible for Section 5311 funding effective in FY24 apportionment, so available funding in San Joaquin County is apportioned to RTD, the City of Escalon, and the City of Ripon. RTD is using 5311 funds a year in arrears due to the timing of the availability of funds.

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

Provides funding to states and transit agencies through a statutory formula to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities, including technological changes or innovations to modify low or no-emission vehicles or facilities. In FY26, RTD programmed its estimated Section 5339 (a) grant to partially fund the replacement of its aging buses.

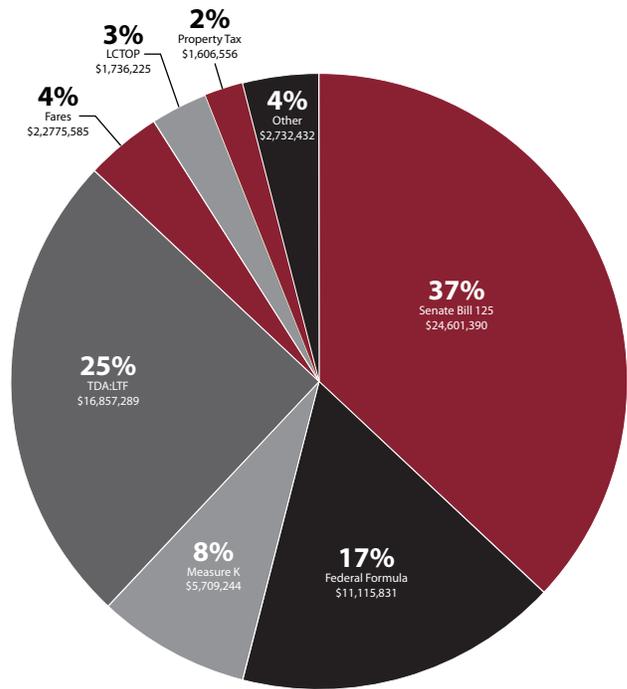
Discretionary or Competitive Grants

RTD continuously applies for discretionary or competitive grants. Included in FY26 Capital Budget is Federal Section 5339(b) Bus and Bus Facilities Improvement Project and 5339(c) Low or No Emission Grant Program. These funding sources are being applied to partially fund the replacement of its aging buses. Projects do not start until a grant is awarded to RTD



Summary of FY26 Operating Revenues

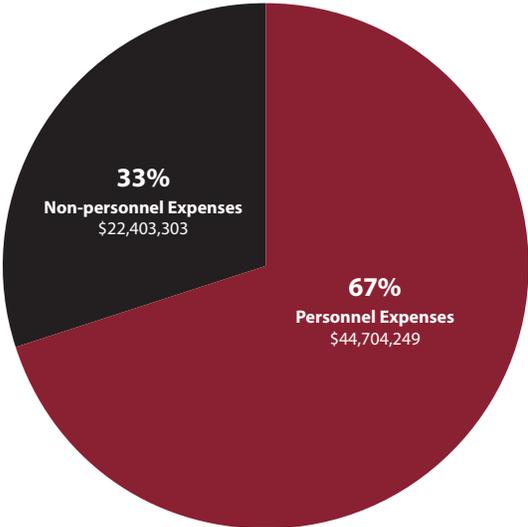
FY26 Projected Operating Revenue is \$67,134,552, a 10% or \$6.3 million increase compared to the FY25 revenue estimate. FY26 assumes a \$10 million SB 125 carryover from FY25 apportionment.



FY26 Operating Revenues	FY25 Adopted Budget	FY26 Adopted Budget	FY26 Increase (Decrease) over FY25 Budget	
Passenger Fares	\$2,859,741	\$2,775,585	\$(84,156)	-3%
Auxiliary and Non-transportation	2,708,928	2,732,432	23,504	1%
Property Tax	1,459,048	1,606,556	147,508	10%
Measure K	5,706,030	5,709,244	3,214	0%
LCTOP	1,766,265	1,736,225	(30,040)	-2%
TDA-LTF	5,597,751	16,857,289	11,259,538	20%
SB 125	28,746,521	24,601,390	(4,145,131)	100.0%
Federal Programs	12,035,821	11,115,831	(919,990)	-8%
Total Operating Revenue	\$60,880,105	\$67,134,552	\$6,254,447	10%

Summary of FY26 Operating Expenses

The total projected operating expenses for FY26 are \$67,134,552, which is in balance with projected operating revenues. FY26 Operating expenses assume improved frequency service levels and service improvements, especially in underserved communities in the region. A contingency budget of \$500,000 is incorporated into the budget to cover unexpected operating costs.



FY26 Operating Expenses	FY25 Adopted Budget	FY26 Adopted Budget	FY26 Increase (Decrease) over FY25 Budget	
Wages & Fringes	\$42,654,331	\$44,704,249	\$2,049,918	4.8%
Services	5,662,930	8,488,500	2,825,570	49.9%
Materials & Supplies	4,781,694	4,756,068	-25,626	-0.5%
Utilities	1,405,078	1,217,894	-187,184	-13.3%
Insurance	1,561,826	2,312,105	750,279	48.0%
Taxes & Licenses	374,786	388,089	13,303	3.5%
Purchased Transportation	2,485,448	3,351,979	866,531	34.9%
Operating Contingency	500,000	500,000	0	0.0%
Miscellaneous Expenses	1,454,013	1,415,668	-38,345	-2.6%
Total Operating Expenses	\$60,880,105	\$67,134,552	\$6,254,447	10.3%

Personnel Expenses (Wages and Fringe Benefits)

	FY25 Budget	FY26 Budget	Increase	Percent Increase
Personnel Expenses	\$42,654,331	\$44,704,249	\$2,049,918	5%

The FY26 Budget for Wages and Fringe Benefits is \$44,704,249, which is 67% of the total FY26 Operating Budget. Personnel expenses are normally higher than other operating expenses because capital expenses are budgeted separately under the Capital Budget using capital grants.

The projected increase in personnel expenses is mostly due to:

- A plan to hire fifteen new operators to cover the FY26 service improvements (eight for Metro services, fifteen for County services, VanGo! reduced by eight operators due to discontinuance of Metro VanGo! Service)
- Six new Supervisors (four Road Supervisors, Transportation Supervisors/Trainers, and Maintenance Supervisor)
- Apprentice Mechanics reduced by two to fill regular Mechanic vacant positions
- County Electronics Technician reduced by one to fill a vacancy in Metro service.
- Part-time Customer Information Clerk is replaced with a full-time position
- Project Manager and Grants Manager combined into the Grants Director Position
- 3% pay rate increase plus progression level increases for represented employees per Union agreement.
- 3% cost-of-living allowance (COLA) pay increase and \$220 thousand estimated increases based on the result of the compensation study for non-represented employees (1.6% of total non-represented wages and benefits).
- Defined Benefit Retirement plan contribution reduced by 1.4% (from 30.14% to 28.74%); but there is an increase due to an increase in base wages.
- 7.9% increase in medical premiums and a 3.5% increase in dental and vision premiums for the 2nd half of FY26 based on a projected increase by Retirement Actuaries for FY26. (The medical premium for the first half of FY25 was calculated using actual premium rates.)

	Medical (Calpers)		Dental (Delta Dental)		Vision (Vision Service Plan)	
	1/1/2025	1/1/2026	1/1/2025	1/1/2026	1/1/2025	1/1/2026
RTD's 90% Share of Premiums:						
Employee only	\$1001.61	\$1,080.74	\$45.28	\$46.86	\$9.70	\$10.04
Employee +1	\$2,003.22	\$2,161.47	\$88.34	\$91.43	\$15.07	\$15.60
Family	\$2,604.19	\$2,809.92	\$144.98	\$150.05	\$23.90	\$24.74
Estimated Increases for 2nd half of FY		7.90%		3.50%	0%	3.50%
Opt Out (25% of RTD's premium share, must show proof of coverage)						
CalPERS sets health premiums annually through its rate development process. They negotiate methodically with health carriers and compare each plan's premium proposal against actual cost and utilization trends using data from its Health Care Decision Support System (data warehouse) to create baseline premiums for each region.						

FY26 Personnel Budget

Wages	\$24,568,327
Fringes	19,171,922
Workers' Compensation and Unemployment and Hiring Incentives	964,000
Total Personnel Cost	\$44,704,249

Funded Full Time Equivalents (FTEs)

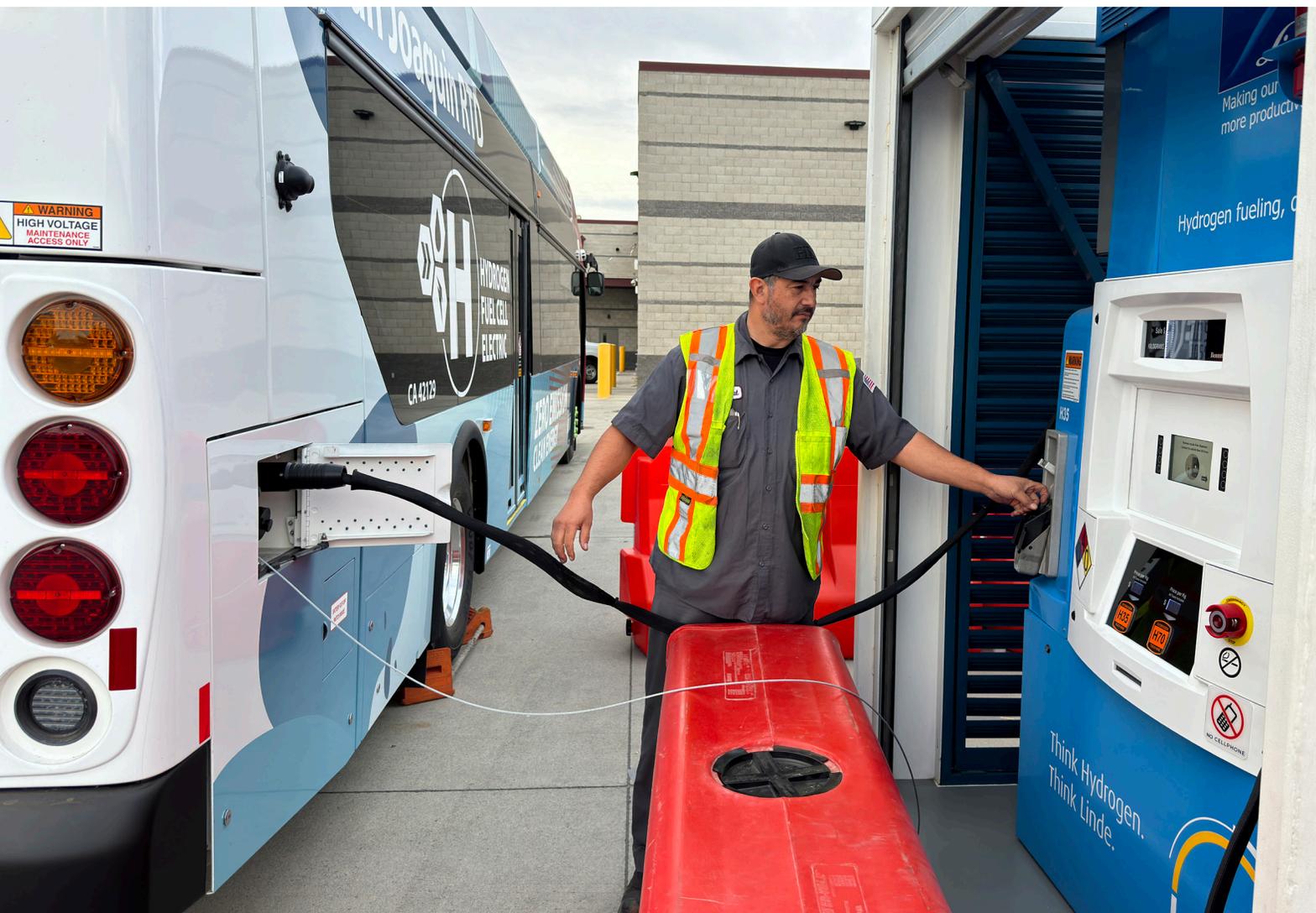
Departments/Positions	FTEs
Customer Engagement	6
1 Specialist I	
2 Senior Administrative Assistants	
1 Customer Engagement Analyst/Outreach (two Part-time)	
2 Customer Information Clerk	
Executive Office	6
1 Chief Executive Officer	
1 Deputy Chief Executive Officer	
1 Director of Government Affairs	
1 Engineer	
1 Director of Administration	
1 Executive and Board Support Specialist	
Facilities Maintenance	19
1 Superintendent	
2 Supervisors	
1 Specialist II	
5 Facilities Technicians	
10 Porters	

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Departments/Positions	FTEs
Finance	11
1 Chief Financial Officer	
1 Director of Financial Planning	
1 Finance Manager	
1 Finance Adminstrator/Grants	
3 Senior Specialist - Payroll, Grants, and General Ledger Posting	
2 Specialist II - Payroll and Accounts Payable	
2 Specialist I - Accounts Payable and Accounts Receivable/Revenue Collection	
Grants	2
1 Director of Grants and Capital Projects	
1 Specialist II - Grants	
Human Resources	6
1 Human Resources Director	
1 Administrator - Staffing	
1 Administrator - Retirement and Benefits Administration	
2 Specialist II - Training & Development and General HR	
1 Specialist I	
Information Technology	6
1 Chief Information Systems Officer	
2 Network/System Engineer	
2 Network/System Specialist II	
1 Senior Specialist	
Marketing	3
1 Marketing Supervisor	
1 Senior Specialist	
1 Multimedia Marketing Senior Specialist	
Mobility	3

Departments/Positions	FTEs
1 Mobility Supervisor	
1 Specialist II	
1 Senior Administrative Assistant	
Procurement	9.5
1 Director of Procurement	
1 Procurement Manager	
2 Specialists II	
1 Specialist I	
4 Storekeepers	
.5 Intern (Part-time)	
Safety & Risk	3
1 Director of Safety, Security, & Risk	
1 Administrator	
1 Specialist II	
Service Development and Planning	4.7
1 Director of Service Development and Planning	
1 Transit Planner	
2 Senior Specialist	
.7 Administrative Assistant (Part-time)	
Transportation	226
1 Chief Operating Officer	
1 Superintendent	
1 Assistant Superintendent (County)	
3 Supervisor/Trainer	
18 Supervisors (14 Transportation Supervisors and 4 Road Supervisors)	
1 Specialist II	
201 Operators	

Departments/Positions	FTEs
Vehicle Maintenance	55
1 Superintendent	
5 Supervisors	
1 Specialist II	
25 Mechanics	
18 Utility workers	
3 Electronic Technicians	
2 Mechanic Apprentices	
Total Full Time Equivalents	360.2



Non-Personnel Operating Budget

Non Personal Expenses	FY 25 Budget	FY26 Budget	Increase (Decrease)	
Services	\$5,662,930	\$8,488,500	\$2,825,570	50%
Materials & Supplies	4,781,694	4,756,068	(25,626)	-1%
Utilities	1,405,078	1,217,894	(187,183)	-13%
Insurance	1,561,826	2,312,105	750,279	48%
Taxes & Licenses	374,786	388,089	13,303	4%
Purchased Transportation	2,485,448	3,351,979	866,531	35%
Operating Contingency	500,000	500,000	-	0%
Miscellaneous Expenses	1,454,013	1,415,668	(38,345)	-3%
Total Non-personnel Cost	\$18,225,774	\$22,430,303	\$4,204,529	23%

Non-personnel operating expenses were budgeted based on proposals from department heads that were in line with RTD’s objectives and analyzed based on five-year historical data, contracts, and prevailing cost adjustments, with department heads’ justifications on increases from the five-year average. The non-personnel operating budget is 33% of the total FY26 Operating Budget.

Services (\$8,488,500)

Services were budgeted using five-year historical data as well as contractual stipulations. Budgeted services include ADA Certification services, professional and technical services, management services fees, ad agency production charges, professional consulting services, legal and attorney fees, financial/audit services, employee assistance program, random substance abuse testing, environmental analysis, temporary help, various software maintenance, equipment maintenance, outside services on RTD vehicles, hazardous waste removal, facilities cleaning, garden maintenance, security services, armored car services, and uniform laundry services.

The increase in service compared to the FY25 budget is mostly due to \$1.5 million for financial

system restoration and upgrade, procurement help to reduce backlog, an estimated increase in management service fees, the estimated startup cost for the new CTSA contract and/or contract renewal, increased security services, and other net inflationary increases.

Materials and Supplies (\$4,756,068)

The materials and supplies expense category includes diesel and unleaded fuels with a cost assumed at \$4 per gallon, which is fifty cents lower than the FY25 Budget based on the current lower average cost per gallon, and reduced diesel and unleaded fuel usage due to more hybrid electric vehicles. Electric fuel is classified under the Utilities category based on the Uniform System of Accounts (USOA) for transit agencies. The reduction in fuel cost under this category resulted in a slight decrease in this budget category in spite of inflationary increases in vehicle parts, industrial gases, tires and wheels; repair parts and supplies for fare vending machines, small equipment, fareboxes, furniture; tools, custodial supplies, environmental supplies, fare media, passenger amenities supplies, information materials, promotional items, general office supplies, freight, and sales tax costs.

Utilities (\$1,217,894)

The utilities budget includes electricity, electric vehicle fuel, natural gas, water, sewer, waste collection, and communication subscription costs. The cost per kilowatt increased, but it is offset by projected reduced kilowatt usage due to the installation of solar, implementation of LED lighting, and a plan to transition to Ava electric generation. Communication costs are low due to a transition plan to contactless payment that zeroes out monthly fees for LTE and the removal of \$6K per month for buses and stops/camera systems. There is an overall 13.3% budget reduction in utilities.

Casualty and Insurance Premium Costs (\$2,312,105)

There is a projected 48% net increase in insurance costs. Insurance costs are for premiums of the following coverages: physical damage, commercial property, general liability, underground storage tank, public liability, crime bond, license and permit bond, fiduciary liability, flood insurance, cyber liability, and include insurance fees. RTD partnered with California Transit Indemnity Pool (CAL TIP) through Cal Transit Systems Joint Power for its insurance needs for lower premium costs.

Taxes and Licenses (\$388,089)

The budget for taxes and licenses includes property assessments, fuel and lubricant taxes, electric power taxes, and permits and renewals. The projected increase in taxes and licenses is \$13 thousand or 3.5%, mostly due to the projected increase in fuel and lubricant taxes and property assessments.

Purchased Transportation (\$3,351,979)

RTD contracted out its Paratransit Dial-A-Ride service to Rydetrans from January 1, 2022, through December 31, 2026, with three one-year options. Based on the current trend, demand for paratransit services is projected to increase further in FY26. RTD is mandated to provide paratransit service in Stockton.

Operating Contingency (\$500,000)

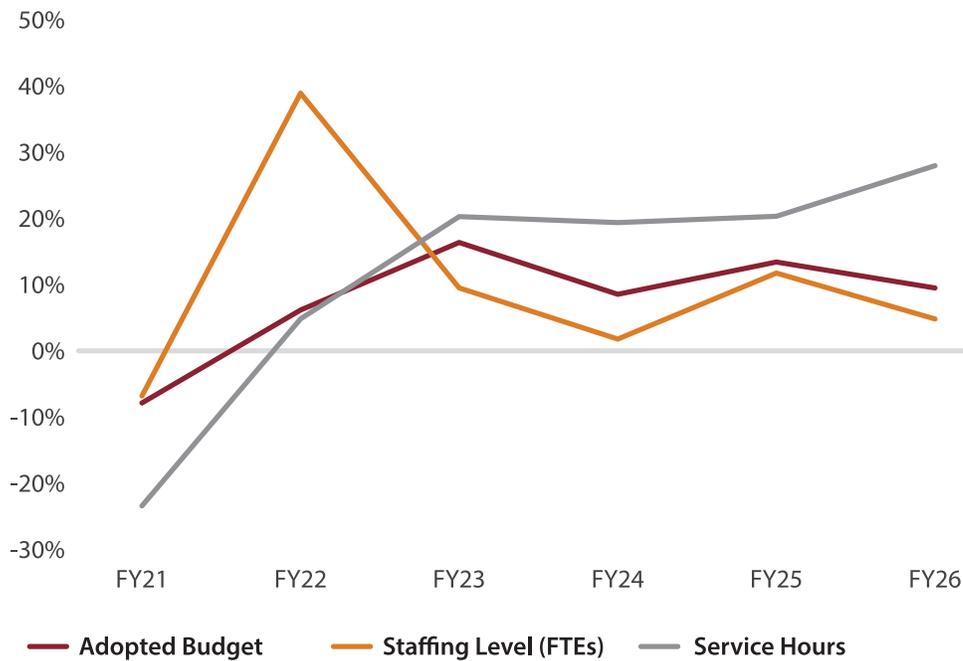
The FY26 operating contingency budget is the same amount as the past two budget cycles. It will provide extra support for expenses during the fiscal year.

Miscellaneous Expenses (\$1,415,668)

The FY26 miscellaneous expenses budget includes the projected cost for membership dues, training, tuition reimbursement, travel, programs and events for employees' health and wellness, employee recognition awards, employees' licensing, recruitment expenses, promotional advertising, public notices, outreach programs, interest and other bank charges, record storage, leases for park-and-ride lots, Hydrogen Refueling Trailer Lease, and other expenses that cannot be classified under the previous expense categories. The net decrease in miscellaneous expenses is mostly due to the termination of the data center lease with San Joaquin County, lower staff training costs due to the availability of online training, an increase in hydrogen refueling trailer lease, and other net miscellaneous inflationary increases.

Illustration of Prior Year's Adopted Budgets from FY21 through FY26

The illustration below shows that there have been irregularities in prior years' operations due to the COVID pandemic. There is a spike in FY22 staffing because RTD started directly operating its county services. There are increases in FY25 mostly due to the planned service increases and improvements.



Directly operated County services in FY22 - present

	FY21	FY22	FY23	FY24	FY25	FY26
Budget (in Thousand)	\$ 38,981	\$ 41,528	\$ 48,691	\$ 53,206	\$ 60,880	\$ 67,135
% Increase(Decrease)	-8.0%	6.5%	17.2%	9.3%	14.4%	10.3%
Metro Operators	84.5	76.5	84.5	90.0	111.0	119.0
County Operators		51.0	60.5	61.0	75.0	82.0
Other Represented	45.0	70.0	70.0	70.0	70.0	69.0
Non-Represented	63.8	74.5	84.5	84.7	85.5	90.2
Total Staffing Level (FTE)	193.3	272.0	299.5	305.7	341.5	360.2
% Increase(Decrease)	-7%	41%	10%	2%	12%	5%
Service Hours	184,029	193,926	234,382	280,379	340,180	440,899
% Increase(Decrease)	-24%	5%	21%	20%	21%	30%

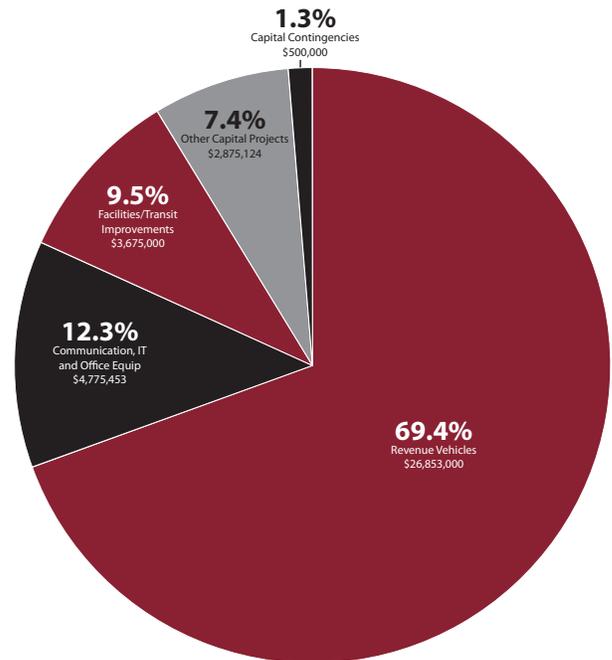
Capital Budget

The FY26 Capital Budget is \$38,678,577. Capital projects are funded with formula and competitive grants. Discretionary-funded projects will not start until grants are awarded or when they become available. RTD will continue to pursue discretionary or competitive grants for other unfunded capital projects not included in this budget cycle. When awarded, the project will be presented to the Board as an amendment to the budget.

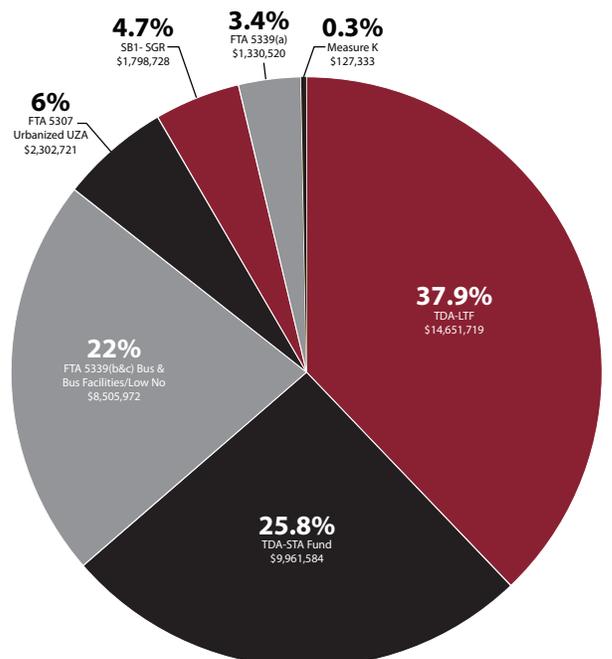
Capital Projects Goals

- Improve the safety and security of passengers and employees.
- Improve customer experience with the implementation of technology and facility improvements.
- Keep RTD's Infrastructure and rolling stock in a state of good repair.
- Reduce greenhouse gas emissions and focus on capital expenditures to 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.
- Implement technology improvements, upgrade, and replace aging technology.

Capital Projects



Capital Revenue



FY26 Capital Budget Summary

Projected Capital Funding Sources	Type	Amount	%
TDA - Local Transportation (LTF)	Formula	14,651,719	37.9%
TDA - State Transit Assistance (STA)	Formula	9,961,584	25.8%
Measure K (MSRK)	Formula	127,333	0.3%
FTA 5307 Urbanized Area (UZA) Formula	Formula	\$2,302,721	6.0%
FTA 5339(a) Bus and Bus Facilities	Formula	1,330,520	3.4%
FTA 5339(b) or (c) Bus and Bus Facilities/LowNo	Competitive	8,505,972	22.0%
SB1 State of Good Repair (SGR)	Formula	1,798,728	4.7%
Total Projected Capital Funds	Formula	\$38,678,577	100.0%
Tentative Proposed Capital Projects by Category		Amount	%
Communication, IT: Replace Radios on Revenue Fleet, CAD/AVL Procurement, Hardware Refresh (Boardroom and End-user), Replace Back-up Storage, Install Customer 4 Interactive Kiosks, GPS-Monitoring for Nor-rev Fleet, Cybersecurity, Remote Monitoring and Management Software, Other Hardware Purchases		\$4,775,453	12.3%
Facilities: Associated Transit Improvements: Hydrogen Maintenance Shop Retrofit, Bus stop signs and amenities update, 1% required spending for 5307 City of Stockton apportionment		3,675,000	9.5%
Facilities: Other Capital Improvements: RTC parking Lot Improvement (remove cell tower), 20 Portable Maintenance Koni Lifts, 40 Exhaust Fans for RTC, Refrigerators and Ice Machines (one per break room), DTC Crosswalk Restripe, DTC Cabinets for RTD Legacy Gear, RTC Double Door, Recliners for RTC and CTC, Office Equipment and Furniture, Breakroom Furniture		617,620	1.6%
Maintenance and Facilities Equipment: Yard Sweeper, Shop Sweeper		100,000	0.3%
Maintenance - Non-Revenue Vehicles: Facilities Steam/Flatbed Truck, Operations and Admin Support Vehicles		828,500	2.1%
Safety and Security: Emergency Command Center, Bus Stop, LED Lighting		1,329,004	3.4%
Maintenance - Revenue Vehicles: 13 2017 Cut-away replacements for Hoppers, EV2 Replacement, 4 Arboc Spirit LF Replacements, 9 Cut-away Replacements for UCP, 2 Additional MCIs, Replace six (6) New Flyer Nova Hybrid LF Articulated (SMA BRT) (14601-14606), Hybrid Bus Mid-life Powertrain Replacement		26,853,000	69.4%
Capital Contingency		500,000	1.3%
Total Proposed Capital Projects		\$38,678,577	100.0%
Budget Surplus (Deficit)		\$0	

Budget Risk and Economic Conditions

RTD is committed to its long-term financial health, economic stability, and viability to provide continued services to its customers. Prudent financial planning is essential to achieve this commitment. The key element of prudent financial planning is to ensure that there are sufficient reserves to cover current operating and capital cash flows. RTD has been very diligent in monitoring expenses and proactively reacting to revenue changes. However, there are uncontrollable risks. Reserves will allow RTD to prepare for unforeseen disruptions in cash flow and revenue sources. Strategic expense management is only as good as the employees who uphold it. RTD will require strong cost controls and continue to build up cash reserves to mitigate potential deficits in the future when there is an unforeseen or severe economic downturn. RTD was able to set aside funds for reserves from prior years' cost savings from low service levels during the pandemic, staff shortages, and unanticipated increases in funding.

RTD updates its Business Continuity Plan and Emergency Guide accordingly to prepare for system failure disruptions during emergencies. Managing transportation networks is extremely complex and fraught with uncertainty. Executive managers and department heads coordinate a multitude of organizational and technical resources to manage transportation network performance. \$4.8 million of the FY26 Capital Budget is programmed for RTD's communication and information technology upgrades.

RTD sets strategic goals and objectives, but success is uncertain because external and internal risk events can impact the achievement of these goals. There is still significant uncertainty about the economy and how inflation and recession may play out in the near term. Consumer spending is uncertain, and the recession will result in a reduction of RTD's revenue sources because some of its revenue sources are sales taxes collected from its residents. Reduction or unanticipated revisions in budgeted apportionments and reduced farebox revenues may not be enough to match RTD's projected expenses in the future because of increasing prices of commodities. Federal and State budget adoptions and deficit limits can affect revenue apportionments. The attempt to claim a portion of Stockton UZA's Federal Section 5307 funding will affect service especially in underserved neighborhoods.

The claw back of SB 125, California Transit Programs funding, will negatively impact RTD's finances and result in reprogramming, reprioritizations, and deferment of aging rolling stock replacements. It may drain reserves, which may render RTD back to borrowing due to delays in funding and reimbursements.

Employee retention continues to be a challenge for RTD due to a very tight labor market. Hiring challenges are a nationwide problem for transit agencies, particularly at RTD, as we compete with other agencies in the same labor pool. Programs are being implemented to improve retention and make RTD an employer of choice.

RTD maintains insurance coverage for liability and loss of use of its assets. Any loss beyond insurance coverage levels can negatively impact RTD's finances.

Non-compliance with funding agencies' requirements, rules, regulations, and adverse audit opinions can affect RTD's ability to secure funding and may result in penalties. Thanks to hardworking, well-trained, and resolute staff, RTD has been compliant with requirements, rules, and regulations and has consistently received clean audit opinions from auditors. However, due to a cyberattack, RTD has had to request reporting waivers for the delay in FY24 audits.

RTD must continue to advocate for funding to ensure our industry's future and continue to improve the quality of life for everyone in San Joaquin County; learn about the latest issues, technologies, and advances; and continue to tell compelling stories about the benefits we deliver that public transportation is an essential service in building stronger communities.

Force majeure, a clause in a contract that releases the contractor from fulfilling their contractual obligations when circumstances beyond their control impede them, is also a non-controllable budget risk that can negatively impact RTD finances.



FY25 Departmental Accomplishments and FY26 Goals

FY25 Notable Accomplishments

Executive Department

- Continued expanding service span and frequency in underserved neighborhoods of Stockton.
- Purchased and placed into service nine (9) cutaway buses for expanded services.
- Successfully renewed annual Student Bus Pass Subsidy Agreements with Stockton Unified School District and San Joaquin Office of Education for a total revenue amount of \$476,000.
- RTD assumed its role as the Consolidated Transportation Services Agency for San Joaquin County to serve as the Local Access Fund Administrator under the CPUC Access for All Program.
- Continued development and deployment of community-based bus wraps to reflect local culture and enhance public engagement.
- Signed a contract to begin installing onboard contactless VISA/Mastercard fare payments.
- Leased DTC commercial space for a mini market.
- Restructured the VanGo! Micro transit program to focus on service areas outside the City of Stockton.
- Significantly increased the number of VAMOS app users.
- Increased ridership on the system.
- Incremental service increases in underserved neighborhoods.
- Attended the APTA Transit Board Administrator Seminar alongside staff for professional development and industry benchmarking.
- Promoted and facilitated training and development opportunities to strengthen internal transit knowledge and support career growth.
- Reinforced a culture of respect and value for RTD employees across all departments.
- Continued building the partnership with California Transit Works (CTW) to support workforce development initiatives.
- Successfully amended Pension Plan to permit continued participation for union-represented employees promoted to non-represented supervisory positions in the Metro Division and to reduce the employee contribution rate.
- Recruited new bus operators to meet staffing needs for expanded service levels.
- Revised RTD Employee Travel Policy.
- Increased the availability of employee training and development opportunities.
- Filled key vacant positions.
- The Safety Department convened regular Safety Committee meetings.
- Provided the Board with quarterly Key Performance Indicator (KPI) reports.
- Programmed SB 125 revenues for a fiscal deficit.
- Achieved expenditure within budget
- Managed financial transactions manually while still recovering from the cyber-attack.
- Onboarded a financial services vendor to assist in rebuilding the financial system.
- Revised the Reserves Policy.
- Developed a robust capital program.

- Updated and refined the Ten-Year Unfunded Capital Projects Database by assigning priorities and holding weekly internal project review meetings for alignment and updates.
- Initiated planning and defined the scope of work for the RTC parking expansion project.
- Developed internal procedures to streamline operations and improve process efficiency.
- Continued developing RTD's Document Tree to improve institutional knowledge and records organization.
- Finalized revision to the Rules of Procedure for RTD's Governing Board.
- Provided the Board with quarterly Key Performance Indicator (KPI) reports.
- Placed gaseous hydrogen fueling trailer into service.
- Place five hydrogen fuel cell buses into service.
- Awarded the new bus surveillance system contract.
- Satisfactory CHP inspection.
- Received two APTA safety awards.
- Continued development and deployment of community-based bus wraps to reflect local culture and enhance public engagement.
- RTD assumed its role as the Consolidated Transportation Services Agency for San Joaquin County to serve as the Local Access Fund Administrator under the CPUC Access for All Program.
- Successfully renewed annual Student Bus Pass Subsidy Agreements with Stockton Unified School District and San Joaquin Office of Education.
- Successfully onboarded five Fuel Cell Electric Buses (FCEBs).
- Collecting performance data on Battery Electric Buses (BEBs) and FCEBs to inform future fleet decisions and guide compliance with zero-emission mandates.
- Initiated purchase of 11 Gillig Hybrid Electric buses.

Facilities Department

- Office Furniture contract to help with ergonomic concerns
- Continued annual hazard waste training for

staff

- Revamped HR department
- Renewed elevator contract
- Renewed pest control contract
- Renewed solar cleaning contract
- Renewed depot chargers service contract
- Installed gaseous hydrogen trailer for pilot program
- Met the County's (EHD) testing expectations for the diesel fuel station
- Revamped bus stop cleaning efforts/scheduling
- Scope of Work completed for liquid hydrogen trailer
- Secured property by reinstalling fence along the back of newly acquired property
- Recertified all bus maintenance lifts
- Recertified & revamped RTD's Storm Water Pollution Prevention Plan
- Pressure washed approximately 6,500 more bus stops than last fiscal year
- Created a parking lot and a path of travel from RTC to CTC

Finance Department

- Developed and effectively managed budget.
- Updated reserves policy.
- Bus pass orders were processed and delivered on time.
- No customer complaints were received regarding bus pass orders.
- We provided timely data requests and continued to support all RTD departments.
- Coordinated and participated in various webinars and training sessions for staff professional development, such as FTA webinars and NTI webinars.
- Maintain a strong rapport and effective communication among all Finance staff and employees in the organization.
- Ensure all Finance staff adhere to RTD's safety protocols.
- Employees continued to provide their best efforts despite being overwhelmed by manual processes.
- Diligence in cash flow management and

- reimbursement requests.
- Effectively managed and maintained compliance with internal control without the ERP financial system.
- Provided timely billing to customers, on-time payment to vendors, and on-time payroll processing without an ERP financial system.
- Worked very closely with the Grants Manager to ensure all grant applications were submitted on time.
- Process payments manually to ensure employees and vendors are paid in a timely manner without using the ERP financial system.
- Provided excellent customer service to all employees who had payroll-related questions about their manual payroll checks.
- Finance staff participated in various RTD events during the year.
- Continuously exploring ways and means to streamline our processes for efficiency without compromising internal control.

Government Affairs

- Assisted with the development of the Senate Bill (SB) 125 landing page on RTD's web site for customer information.
- Coordinated and prepared several grant and legislation support letters for partner agencies.
- Provided support and assistance to the Access San Joaquin Technical Advisory Committee.
- Provided information and assistance to RTD Customer Service/Marketing.
- Assisted with the RTD and San Joaquin Council of Governments (SJCOG) annual Unmet Transit Supported and participated in the RTD Driver Appreciation event.
- Provided continual assistance and support for RTD employees as needed including staff in Finance, Grants, Planning and Service Development, and others.
- Shared San Joaquin County and City of Stockton public works traffic management info including planned road maintenance and closure/detour info when available and as applicable with the
- Assisted 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.
- Provided research, information, and assistance pertaining to RTD's Alliance for Renewable Clean Hydro Energy Systems (ARCHES) partnership.
- Assisted with the coordination and application prep work for the California Public Utilities Commission's (CPUC) Local Access Fund Administrator (AFA).
- Assisted with the completion of the Lathrop Transit Assessment Study.
- Assisted with legislative items, meetings, and transit related advocacy work.
- Provided monthly SJCOG Board agenda packet analysis and written and oral briefings for the RTD CEO and RTD Board member ex-officio representative on the SJCOG Board.
- Represented RTD in the San Joaquin Regional Rail Commission Board meetings as an ex-officio and provided updates.
- Participated in SJCOG Management and Finance Committee and Executive Committee meetings when needed.
- Assisted with RTD's Consolidated Transportation Services Agency Annual Report and related work.
- Provided research, coordination, and assisted with the development of RTD's Community Transportation Association of American informational material. This was in collaboration with CalACT for the congressional meetings in Washington, DC.
- Monitored various Tri-Valley – San Joaquin Valley Regional Rail Authority Board meetings and reported info as needed.
- Represented RTD and provided transit information on the Caltrans Technical Advisory Committee for the State Route 99 Comprehensive Multimodal Corridor Plan

from Bakersfield to Sacramento that traverses through San Joaquin County.

- Participated in the SJCOG Regional Congestion Management Program update.
- Monitored and participated as needed in the Interstate 205 Managed Lanes Project.
- Participated in the SJCOG Partner Agency Group to develop a Regional Mobility Hub Plan.
- Provided support and coordination for the Downtown Stockton Multimodal Transportation Network and Land Use Compatibility Action Plan workshop at RTD and assistance to develop an Action Plan.
- Participated in the Social Services Transportation Advisory Council (SSTAC) meetings.
- Participated in the monthly SJCOG Interagency Transit Committee and Technical Advisory Committee meetings that include various agencies in the region and community.
- Completion of the Lathrop Transit Assessment Study that included innovative ideas and recommendations for future/potential transit service.
- Developed innovative recommendations and documents for various assignments/projects such as the Government Affairs and Transportation Funding Workshop, RTD Board SB 125 and Fund Transfer Agreement presentation, and the SSTAC presentation pertaining to an RTD overview.
- Provided an innovative outline and information for RTD's Short Range Transit Plan update.
- Provided innovative ideas and approaches to monthly SJCOG Board agenda packet analysis, preparation of briefing memos, and RTD updates for RTD's Board representative on the SJCOG Board.
- Represented RTD as ex-officio on the San Joaquin Regional Rail Commission Board and provided innovative ways to share updates and information to the Board.
- Assisted with the strategic preparation of RTD's SJCOG Federal Certification Review with the Federal Transit Administration and the Federal

Highway Administration.

Grants Department

- Streamlined the grant pre-award processes.
- Grant reports were submitted on time.
- Identified additional community partners.
- Submitted quality grant applications based on feedback from FTA debriefings.
- Used the Transportation Development Credits (Toll Credits) for each eligible grant application in lieu of using RTD's own funds for match requirements.
- Trained the Grant Analyst on TrAMS system-related processes.
- Implemented the internal Grant tracking process.
- Submitted more planning grants
- Identified new discretionary grant programs for RTD projects
- Improved interdepartmental coordination on grant application procedures

Human Resources Department

- Conducted a listening tour of all employees
- Partnered with a new temporary staffing agency for an additional pool of temps
- Created HR office hours at all locations daily
- Over 110 new hires (90 operators)
- 9 new hire orientations
- Processed 11 National support notices for CSS
- Bus operator appreciation events
- Massive support on cyber recovery
- Partnered with IT to create emails for all employees
- Apprenticeship programs
- Completed Total Compensation Market Study
- Discovered ways to reduce the on-boarding process to save money
- Successfully passed CHP inspection for the Drug and Alcohol Program
- Successfully passed FTA Drug and Alcohol Audit
- Successfully passed CalPERS audit
- Successfully passed Retirement audit
- Successfully submitted MIS report
- Mentored RYDETrans to help them submit MIS

report

- Attended FTA drug and alcohol conference
- Maintained operations without an HR Director for three months
- Maintained operations without an ERP/HRIS system
- Three HR staff completed the Transit Management Certificate Course via UOP
- Completed DiSK training as a department
- Continued partnership with Ready-To-Work
- Participant in Metro Market
- Embarking on the San Joaquin County Office of Education partnership
- Stockton Unified School District – CTE (Career Technical Education) partnership
- Successful coordination of the Run and Walk against Hunger Race
- Delta College Career Fair
- Support Employee Engagement Committee
- Improved the bus operator's hiring process and presented it at a special board meeting
- Supported social media information series – Byeee series
- Fall festival
- HR and Hot Coco wellness event
- Health and Hydration wellness event

Information Technology Department

- Phishing Response and Security Improvements - Gained KnowBe4 admin access and began learning how phishing simulations and campaign analytics function. Discovered system errors affecting campaign delivery and collaborated with our SysAdmin to review potential improvements.
- SugarCRM Reporting Support - Worked with SugarCRM's support staff to improve visibility of IT help desk data. Explored dashboard features and KPIs to better track ticket flow, resolution time, and categorization accuracy. Support is ongoing and expected to continue improving as we complete our migration from Starfish.
- Microsoft Intune and Tablet Troubleshooting
- Gained a better understanding of the tablet enrollment and kiosk configuration process

through guidance from the Systems Engineer. This foundational knowledge has allowed for successful troubleshooting of TCL tablets, especially around device resets and re-assignments within Entra/Intune.

- Learning ADUC Licensing and Email Group Workflows
- Documented internal behavior around email group membership and license automation. Learned that members of the "Enable Operator Email" ADUC group are auto licensed with Office 365 E1. Helped identify license exhaustion as a limiting factor and coordinated basic cleanup of inactive accounts.
- NUC Imaging Planning and Update Strategy (In Progress)
- Initiated planning for a clean Windows 11 24H2 imaging process for Intel NUCs. Discussed GPO configurations, update pausing strategies, and software loadouts. The finalized image is still in development.
- SharePoint Calendar Notification Fixes (Partially Resolved)
- Addressed issues where calendar notifications were misrouted due to ownership or permissions settings. Applied a fix that worked.
- Timeclock (UKG/Kronos) System Access
- Collaborated with UKG support to define IT access for the InTouch clock system. Helped initiate cross-departmental coordination with HR and Payroll to streamline clock issue resolution.
- Exchange Delivery and Proxy Address Resolution
- Resolved email delivery failures for new Bus Operator accounts. Identified Office 365 license limits and ensured correct proxy group syncing. Documented steps and provided guidance for new account onboarding.
- The development of RTD-Now aims to enhance the riders' experience by allowing them to easily navigate our transit services.
- Updated/replaced hardware for media displays, allowing us to deliver content to our riders in a timely manner
- Updated and maintained the internal company

portal, introduced automation when necessary to assist departments and their workflows

- Assisted in migrating from Swiftly to internal services, utilizing the new Vontas OnRoute data.
- Assisted in fixing the integrations between Hxgn, Fleetwatch, Infor, and Transtrack so that departments are easily able to access reports and data necessary for KPI reports.
- Maintained and developed the SJ RTD API, which is responsible for providing life to all internal systems
- Assisted with maintaining GTFS Files
- RADIUS Authentication
- Internal Certificate Authority Server
- Veeam, with Immutable backups
- Print Server
- Laserfiche
- GFI
- Active Directory Overhaul
- System Recovery: We recovered Trapeze, Transitmaster/Vontas, FleetWatch, and Win-Pak. The Finance Enterprise employee module and the vendor and customer personal ID modules are now fully functional.
- New builds: IT SharePoint Site, New virtual server infrastructure/hardware, Operator emails, Change Management, VPN with Azure MFA
- Enabled Public Wi-Fi on all buses. Providing riders with a free, fast, dependable, and secure way to connect to the internet on any bus.
- Completed the Switch Refresh, replacing the old switch infrastructure, which increased available bandwidth tenfold.
- Increased the available WAN bandwidth from 100 Mbps to 1000 Mbps, resulting in 10 times increase.
- Began converting our bus fleet to multi-Mode connectivity to create a redundant and reliable connection to each applicable bus, enabling accurate, fast, and redundant tracking of our bus fleet.
- Created a private cellular network with Verizon Wireless to enable cellular connectivity on our entire bus fleet.

Maintenance Department

- Completed acceptance of Five FCEBs and started monitoring performance
- Completed acceptance of 10th Gillig BEB
- Completed FCEB and Ballard fuel cell training
- Acceptance of seven Arboc low-floor cutaways
- Procurement of nine Glaval high-floor cutaways
- Implemented a pilot Mirrorless camera system & monitoring system (DCAMS) on three buses
- Procurement of eleven Gillig hybrid buses
- Provided Mentor training to utilities
- Started RFP for Pedestrian, Collision Avoidance and Detection (PCAD)System

Marketing and Customer Engagement Department

- Promoted a new Wi-Fi feature available on RTD buses to enhance the commuting experience.
- Supported health and safety messaging through multiple channels, including the website, customer monitors, printouts, email, social media, Google ads, Chamber of Commerce email network, bus signage, and bus stop signage. Messaging conformed to federal, state, and local recommendations for consistency and cohesiveness.
- Educated customers on using the Vamos Mobility app and emphasized the importance of ticket scanning.
- Collaborated with Service Development to launch and promote the Van Go! outreach survey, gaining valuable responses.
- Partnered with HR to promote employee wellness events.
- Provided marketing and graphic design support to other departments.
- Planned and executed an Employee Appreciation Day with a perfect 5/5 satisfaction rating from employees.
- Developed and launched the first Employee Engagement Committee to foster community,

belonging, and purpose within RTD.

- Provided staff training to improve customer service skills, including ADA and sensitivity training and de-escalation training.
- Revised the phone tree to improve customer experience and reduce call abandonment rates.
- Developed and refined work instructions, including Class Pass instructions and holiday service announcement workflows.
- Negotiated a package deal with OutFront Media for mobile and billboard ads, saving over \$2,000 or 50% of face value costs.
- Secured an agreement with the County Fairgrounds, achieving over \$25,000 worth of marketing efforts for the County Fair in exchange for \$18,000 in bus service.
- Identified a new promotional item vendor offering competitive pricing, greater flexibility, and product sampling opportunities.
- Secured three First Place AdWheel Awards from the APTA Marketing and Communication for best marketing and communication in workforce development and educational initiatives.
- Collaborated with Safety and Security to apply for a Bus Safety Award and Bus Security Award from the APTA for our efforts to protect customers and employees.
- Revamped Lost and Found procedures involving multiple departments, developing, and implementing a streamlined chain of customer forms.
- Received the Graphic Design Award for the hydrogen fuel cell bus wrap design.
- Deployed the first Metro Market at the DTC to offer passengers and the community access to social services, food, and entertainment in Downtown Stockton.
- Partnered with the Reaching for the Stars Foundation to unveil the Jose Hernandez bus.
- Collaborated with the District Attorney's Office to unveil the "One Pill Can Kill" bus wrap.
- Represented RTD at various community outreach events.
- Provided shuttle services to the County Fair

throughout the event.

- Targeted underserved communities in South Stockton using traditional media like direct mail and grassroots outreach efforts.
- Created the first "Discover Your City" video series, showcasing destinations accessible via RTD, which boosted both online and offline customer engagement.
- Refreshed the RTD website to enhance customer experience and satisfaction.

Operations Department

- Lathrop River Island Bus Shuttle Service Started
- EcoGreen Led Project at HTS, DTC, and CTC completed
- Hammer Transfer Station removal and replacement of concrete completed
- DTC Tenant Space cleaned and leased
- Two new light towers purchased
- Expansion of bus service started Jan 2024
- Linde H2 Gaseous Portable Trailer on property
- Purchase of 5 FCEBs
- Continuation of Business for Operations implemented and successful after cyberattack
- Successful RTC hosting of Caltrans Allocation Request Workshop
- CalAct Advanced Clean Fleets Regulation Training completed
- Ballard Fuel Cell Training completed
- FCEB Fundamentals of Deployment completed
- Executed AC Transit MOU for H2 Fueling Services
- MOU executed with Foothill Transit for Proterra Spare Parts
- Successful negotiation with Towing company for discounted round trip transport to Emeryville for FCEB.
- Bus Service routed to New VA Clinic
- Completed installation of Bollards at DTC
- Weed abatement completed at CTC
- Successful preservation of funding for bus service from SJCOG threat
- Facilities attendance at ZEBRA H2 Roundtable in Rochester, NY
- Complete installation of 9 bus benches on route 566

- PG&E LED Retrofit program completed by outside vendor (EcoGreen) at DTC, HTS, and CTC
- Continued annual hazardous waste training for staff (NES training)
- Repaired HTS plumbing
- Completed removal/replacement of concrete at HTS exit lane
- Completed landscaping contract
- Completed LED light installation at RTC parts department (internal project)
- Purchased floor scrubber for DTC/bus loading zones
- Purchased two new LED light towers for CTC
- Replaced furniture in quiet rooms (5 in total)
- Upgraded fire alarm panels at RTC
- Purchased used Proterra infrastructure from Foothill Transit
- Additional DTC bollards to be installed by the end of June 2024 (FY24)
- Portable H2 trailer to be delivered before the end of June 2024 (FY24) for H2 bus pilot
- Removed over 30 pigeons from the property
- Completed solar panel cleaning contract
- Completed RTC TAM Building Assessment
- CTC installed a new exit gate operator
- Rebuild one HVAC unit at DTC (outside repair)
- Two shelters installed
- Removed an old/unsafe shelter at County Hospital and replaced it with an RTD shelter
- Installed shelter at the new bus stop location at the VA Hospital
- Installed seven (7) new bus stops for January's Service change (encroachment permits needed)
- Joining the ARCHES Fuel Cell Program
- Completion of BAE hybrid training
- Completion of Driver Barrier installs
- Completion of Gillig BEB training
- Procurement of 7 Arboc Cutaways
- Procurement of five (5) New Flyer FCEBs
- Procurement of one (1) Gillig BEB
- Procurement/delivery of six (6) Gillig Hybrids
- Completed County Services staffing hiring
- Implementation of a pilot mobile information display system in five (11) buses
- Hired a new Specialist for Operations
- Hired a new Specialist for Facilities
- Started new River Island Connector to Route 150
- Cummins/Gillig Improved Service Understanding
- Attended CTW/ATU Conference in Union City
- Established agreement with UOP on Procurement Training
- Ensured Rosa Parks Wrap completed in time for debut.
- Attendance to the Green Mediation
- Coordinated Caltrans Allocations Workshop held at RTC
- Review of On-Site Hydrogen Fueling Station, Maintenance Retrofit
- Coordination of attendees to Active Shooter Tabletop Exercise
- Walkthrough of Hammer Transfer Station for Bike Share Program under SJCOG
- Driver Appreciation Day
- Employee Appreciation Day
- Electric Bus meeting RTD hosting for VTA
- Celebrated Longevity and safety award ceremony
- One year MOU reached with SUSD for transport of students 9 – 12th grade for school year

Procurement Department

- Reduced Hanson and Bridget contract reviews by introducing the following efficiencies:
- Worked to obtain preapproval of all State of California Cooperative Agreements, expanding RTD's ability to quickly contract for over 3,000 products and services
- Drafted a Public Works Purchase Order in Line with CUPCCAA requirements for under \$25,000.00 construction contracts
- Drafted a under \$10,000.00 simplified Service Contract for small-dollar engagements
- Transitioned to eliminating Task Order reviews by the Legal Office, and performed them by RTD procurement staff
- All procurement specialist staff successfully completed intermediate public procurement

training:

- Also implemented monthly staff meetings and internal training
- Created opportunities for special assignments and ASE certifications for storekeepers
- Instituted new Surplus Equipment Auction System through Mulroneys Auction Services and decommissioned and liquidated over 25 vehicles, including 14 buses.
- Created and implemented a plan to reduce Capital Project Backlog, including:
 - Delegation of Authority to the CEO to approve Engineering Designs on Behalf of the RTD Board to streamline public works projects
 - Revised and streamlined the purchase requisition process to ensure all regulatory required reviews are included and completed in one process flow (Safety, IT, Finance, Grants, Project Controls, etc.)
- Bring on contract employees to increase output
- Drafted the Engineering and CEQA review process to streamline public works projects
- Identified and prepared the warehouse for supervised inventory in compliance with audit requirements.
- Performed 2,355 purchase transactions to support the RTD through: Professional Service Contracting, Parts Inventory, Architectural and Engineering Services, Staff Augmentation, Special Project work, and Public Works to support all District operations and project efforts such as Bus Maintenance, Repairs, and Maintenance Operations (RMO), Facilities repair and construction, and special projects such as implementing the Hydrogen Refueling System and safety projects like the Downtown Transit Center Bollards Project.
- Attendance to 4 vendor fairs, with outreach to over 300 vendors to inform them about contract opportunities and social programs.
- Planned and initiated review of the 2022 Procurement Manual to revise it for current regulatory compliance and streamlined processes.

Safety, Security, and Risk Management Department

- Conducted security blitzes to promote transit safety to the public.
- Worked with the Marketing department to promote safety.
- Reduced worker compensation claims and costs.
- Hired two safety specialists.
- Continued searching for and obtaining safety grant funding while collaborating with the Grants Department.
- Continued to reduce tort insurance claims and recovered insurance losses.
- Reduced accident and incident occurrences
- Fostered strong relationships with federal, state, and local agencies.
- Recipient of the Transit Safety of the Year award from The American Public Transportation Association (APTA).
- Recipient of the Transit Security of the Year award from APTA.
- Continued launching capital projects that mitigate hazards.

Service Development/Mobility Department

- Successful implementation of July 2024 Service Changes and service equity analysis, including the implementation of Route 40 Local.
- Successful implementation of January 2025 Service Changes, which included the implementation of weekend County Hopper service. Made route improvements and implemented County Hopper weekend service to allow customers to travel to work, shop, and other essential needs.
- Responded directly to customer concerns, including coordinating with other departments to address residents' concerns, including bus stop placement on Metro Hopper Route 6, and provided clear follow-up and rationale, reinforcing RTD's commitment to accessible and responsive service planning.

- Developed the ADA auto-recertification process and 5-year eligibility term, including a one-page application and updated SOP
- Improved paratransit service reliability (On time performance) via improved oversight of contractors.
- Recognized and supported planning and operations staff through the Vontas (On Route) upgrade, ensuring all team members felt valued and prepared.
- Included coach operator feedback and route suggestions in the service planning process, conducting feasibility analysis, and incorporating viable recommendations into the July 2024, January 2025, and July 2025 service changes.
- Secured a service contract with the City of Ripon, demonstrating responsible fiscal management.
- Closed oversight to the contracts to ensure cost efficiency.
- Successful implementation of July 2024 Service Changes and service equity analysis, including the implementation of Route 40 Local.
- Implementation of January 2025 Service Changes, which included the implementation of weekend County Hopper service.
- Presentation to CEO of July 2025 Service Changes which include consistent route coverage seven days a week, a new Local route, improvements on Commuter route to Sacramento, increased number of trips on County and Metro Hopper routes, improved running times to ensure route reliability.
- Preparation of Short-Range Transit Plan (SRTP) using in-house resources. This included data gathering as well as community outreach, workshops, and surveys.
- Preparation of San Joaquin County Coordinated Transportation Plan (CTP), including public outreach, workshops, and surveys.
- Submitted all monthly and quarterly KPIs reports on time
- Successfully submitted on time all monthly NTD reports and ensured all service data was validated at the end of the fiscal year for the comprehensive annual NTD report
- Prepared and submitted the ASJ Annual report.
- Tested On-Route/Vontas upgrade to ensure functionality before going live.
- Produced a comprehensive list of bus stops and provided it to Marketing to revamp bus stop signs.
- Improved paratransit on-time Performance by improving contractor oversight.
- Executed and oversaw the new service agreement with the City of Ripon, ensuring the smooth continuation of intercity transit services and operational alignment between agencies.
- Streamlined the ADA Master Client List to consolidate all San Joaquin County jurisdictions into a single, unified list.
- Revised Access San Joaquin RFP for next year's release and bid.
- Reviewed and enhanced work instructions or standard operational procedures to ensure processes are documented.
- Outreach to High School Students during orientation and outreach to public to promote improved routes
- Represented RTD in key SJCOG committees, contributing to regional transit planning efforts and advocating for RTD's interests.
- Strengthened regional partnerships through the Ripon contract, reinforcing RTD's role as a collaborative transit provider in San Joaquin County.
- Participated in the City of Stockton's Downtown Stockton Multimodal Transportation Network & Land Use Compatibility Action Plan, representing RTD, ensuring transit connectivity was integrated into broader city planning efforts.
- Pursued a new role for RTD as the Local Access Fund Administrator (LAFA) under the TNC Access for All Program, promoting equity and innovation in accessible services.

FY26 Goals

Executive Department

- Implement weekend service hours in the Customer Service Center at Downtown Transit Center to align with service and provide in-person customer access.
- Launch a community satisfaction survey to gather feedback on recent service expansions and identify areas for improvement.
- Expand outreach in underserved areas to raise awareness about new service options, fare programs, and community partnerships.
- Enhance bus stop amenities (e.g., seating, shelter, lighting) at 10 high traffic stops based on onboarding data.
- Launch the new onboard contactless VISA/Mastercard fare payments.
- Restructure the weekend service to mirror the weekday routes.
- Increase frequency and span of service in underserved neighborhoods.
- Consider converting three poor productivity BRT routes to local routes.
- Upgrade the bus fareboxes.
- Launch the customer-facing bus predictive arrival and departure app.
- Analyze a potential underlying local service on Hammer Route 43 BRT.
- Initiate a new Citizens Advisory Committee.
- Move away from bus color Route branding to head sign Route branding.
- Complete leadership development program for administrative and supervisory staff to support succession planning.
- Continue collaborating with California Transit Works (CTW) to pilot a peer mentorship program for frontline employees.
- Begin agency-wide review and update internal administrative procedures to improve onboarding, training, and cross-departmental communication.
- Initiate bus operator school with Delta Community College.
- Identify and apply for at least five competitive federal or state discretionary grants to support capital needs.
- Establish a formal policy process for prioritizing capital projects based on return on investment and alignment with strategic goals.
- Explore revenue-generating partnerships or advertising opportunities to support long-term financial sustainability.
- Remove the fare vending machines from all routes and purchase new ticket vending machines for placement at the transit centers.
- Successfully complete the Social Security 218 process.
- Conduct a policy and procedure audit for all executive office functions to identify gaps, inconsistencies, and areas for consolidation.
- Lead quarterly capital coordination meetings with planning, operations, and finance teams to align priorities and execution.
- Formalize partnerships with local community-based organizations for co-branded events or outreach campaigns.
- Celebrate RTD's legacy and future with a 60th anniversary featuring historical content and future visioning.
- Continue regular meetings with elected officials, key city/county staff, community leaders, and stakeholders throughout the County, providing a comprehensive education relative to the community value and economic benefits of transit.
- Modernize Document Management by implementing a centralized digital records system with staff training to improve compliance and accessibility.
- Identify and test digital boardroom platform tools to improve board packet preparation and meeting efficiency.
- Develop the specifications for a new CAD/AVL system. Bid, award, and install the new system.
- Install the new bus surveillance system.
- Initiate a review for a possible alternative app to the VAMOS app.
- Move forward on Emergency Operations Center.
- Procure and install a new radio system, including new frequencies.

Facilities Department

- Upgrade approximately 10 bus stops to include a concrete path of travel/pad
- Install up to 10 new bus shelters
- Provide staff training on, Electrical, Heating Ventilation Air Conditioning, and Haz-Waste
- Complete a contract for solar cleaning and repair services
- Complete a hazardous waste removal contract
- Complete a custodial supplies contract
- Complete a service contract for all gate operators
- Complete bus wash water stripper installation
- Complete RTC maintenance shop floor upgrade
- Complete DTC HVAC replacement
- Replace bus stop decals and signs for all stops
- Repaint buildings at RTC and CTC
- Complete asphalt slurry seal at CTC and RTC
- Complete a fuel maintenance and repair contract
- Install graffiti guard film on windows (DTC, UTS, HTS)
- Replace 20 bus maintenance pole lifts that have met their useful life
- Replace furniture in operator breakrooms
- Repaint DTC bus loading zone

Finance Department

- Continuing with the punctual distribution of bus passes.
- Maintain a commitment to delivering exceptional customer service to both internal and external stakeholders.
- Coordinate and actively participate in staff training sessions.
- Cross-train finance personnel to enhance flexibility in completing various duties.
- Encourage staff members to engage in RTD events whenever feasible.
- Maintain an open-door policy with finance personnel as well as other departments, thereby fostering constructive and effective discussions concerning daily activities.
- Conduct audits to a satisfactory standard.

- Billing to customers must be provided in a timely manner while ensuring prompt payments to vendors and employees.
- Internal and external reports should be submitted punctually.
- Efficient management of the budget and cash flow must be maintained.
- Ongoing support for the Grants Department concerning post-grant requirements.
- Assistance with encumbrance reconciliations should be continuously provided.
- Consistently ensure adherence to internal control protocols.
- Facilitate the implementation of the new ERP system, Finance Enterprise, and verify the proper functioning of all modules.
- Encourage participation in community service programs organized by RTD.
- Continue to investigate methods and approaches to enhance process efficiency.

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 Department

- Obtain more winning grant awards on behalf of RTD.
- Research grant tracking software for RTD implementation
- Continue to submit more planning and competitive grant applications and the execution of grants on time.
- Collaborate more with other regional transit agencies.
- Collaborate more with regional partners on grant opportunities.
- Collaborate more with internal and external stakeholders.
- Attend more industry-related webinars, seminars, and training sessions, which will ensure staying updated on federal, state, and local regulations.
- Conduct more kick-off meetings.
- Streamline grant development and project delivery.
- Create a centralized internal resource for grant templates, standard operating procedures, and guides.
- Implement an improved document management system to enhance organization, accessibility, and efficiency in the Grants Department.
- Develop a standardized grant closeout checklist for internal use and continue to improve the Internal Grant Tracking process.
- Build and strengthen professional relationships with current and potential funders to enhance

long-term funding stability.

- Develop a rolling grants calendar.
- Focus on "lessons learned" briefings after major application submissions or debriefings.
- Ensure compliance by implementing a "Certifications and Assurances Tracking sheet."

Human Resources Department

- Track candidate experience
- Host FTA training at RTD
- Open Enrollment Fair
- Launch pilot for Masterclass for Work learning program
- Complete phase II of the compensation study with a focus on succession planning
- Reduce onboarding costs via RFP for services and compliance to FTA practices
- Coordinate Financial Wellness Training for All Employees
- Successfully negotiate a new Collective Bargaining Agreement
- Restructuring of the awards program
- Host two town hall meetings for employees
- Remove pre-employment alcohol testing
- Attend a minimum of three career fairs
- Continue to support marketing in social media
- Outsourcing leave management
- Develop, in conjunction with the benefits provider, a free classes program
- Create electronic onboarding
- Outsourcing leave administration

Information Technology Department

- Finalize and Migrate Help Desk from Starfish to SugarCRM
- Lead the transition of all IT ticketing functions to SugarCRM. Ensure proper email-to-case integration, streamlined workflows, and historical data archiving.
- Build and Maintain IT Asset Inventory
- Continue developing a detailed IT asset tracking spreadsheet that catalogs devices by user, location, and equipment type. Use the inventory for internal reference and planning.
- Expand Troubleshooting Knowledge for Intune Tablets

- Further solidify support processes for TCL tablets through hands-on experience with Entra/Intune. Aim to reduce device downtime and assist with resets and redeployments.
- Support License Management with Guidance
- Assist with license tracking and reporting as needed, with support and direction from senior IT staff. Help document the current process for greater transparency.
- Support Key Infrastructure Projects
- Continue providing technical assistance for major IT projects including SugarCRM migration, SafeFleet bus camera system support, and the NUC deployment process.
- Continue Cross-Team Collaboration and Documentation
- Enhance interdepartmental communication through clear documentation, walkthroughs, and scheduled knowledge-sharing sessions.
- The upcoming bid process for Transportation Operators has been discussed and may need to be refined and automated to ensure efficiency and compatibility with the Finance Enterprise HR module.
- RTD customized Cognos reports must be rewritten, with payroll reports currently being the highest priority.
- Complete the implementation of the Finance Enterprise system recovery.

Maintenance Department

- Graduate the current apprentices in the Bus Mechanic Apprenticeship and mentor to advanced and capable bus mechanics
- Update and implementation of Maintenance SOPs and Work Instructions
- Update ICT Plan
- Start the four class of apprentices
- Provide Mentor training to utilities and mechanics
- Implement updated PCAD system
- Acceptance of nine Glaval high floor cutaways
- Acceptance of eleven Gillig hybrid buses
- Replace aging non-revenue vehicles
- Purchase 17 Gillig Hybrid buses

Marketing and Customer Engagement Department

- Focus on improving the rider experience by making information about services easy to understand and accessible to everyone. For example, ensure all schedules, maps, and other materials are clear, user-friendly, and available in multiple languages.
- Increase customer satisfaction by engaging riders directly, listening to their feedback, and making changes based on their needs.
- Expand outreach efforts to target underserved communities, ensuring more people are aware of and encouraged to use our services.
- Provide more training opportunities to help employees build skills and grow within RTD. For example, workshops on customer service, technology, and safety.
- Create programs or activities that foster teamwork and pride and encourage employees to provide excellent customer service.
- Recognize and celebrate employee achievements to boost morale and motivation through the Employee Engagement Committee.
- Focus on attracting more riders, such as promoting special programs or discounts for frequent riders.
- Integrate technology to help track and share real-time updates with riders about bus locations and arrival times.
- Work with the advertising contractor to increase advertising revenue through existing and new channels.
- Revised new bus stop designs to improve wayfinding and customer journey.
- Continue to build strong partnerships with local organizations, schools, and businesses to promote our services while giving back to the community.
- Host events like “Discover Your City” or open house days to engage more people and encourage them to use public transit.
- Continue focusing on reaching underserved areas to ensure public transit is inclusive and

accessible for all.

- Develop new creative campaigns, like video series or social media posts, to engage both current customers and new audiences in fun and modern ways.
- Regularly update our website and digital tools to make riding easier and more convenient.
- Explore new technologies, such as mobile apps or contactless payment options, to stay at the forefront of customer needs.

Operations Department

- Resume facility H2 fueling with upgraded dispenser.
- Removal of Cell Tower from RTC
- New lease agreement for Cell Tower at 20 Filbert St. site
- Retrofit of fueling facility to meet County testing criteria
- Obtain a full complement of Operators needed for the expansion of the service
- Receive delivery of 9 Glaval Cutaway buses
- Receive delivery of 11 Gillig Hybrids
- Establish a generating unit at DTC
- Improve the 2-way radio system
- Complete installation of the Vontas system
- Improve the CTC administrative/dispatching area with new furniture
- Continuing advanced leadership training with Department Heads
- Expand Fixed Route, County, and Commuter Services
- Obtain contracted services for Van Go
- Improvements at Hammer Transfer Station
- Identify and make improvements to bus stops throughout the region
- Identify improvements to Operator training, with a focus on collision avoidance
- Enroll new students in the Mechanic Apprenticeship Program
- Expand the Operator Apprenticeship Program
- Continuing to support the Operator Mentorship Program
- Develop Training Instructors to meet Delta College standards for the Apprenticeship Program
- Increase the number of Supervisor staff for

improved coverage of Field Supervision.

- Continuing to promote the Second Chance program
- Assign supervisory personnel to leadership courses
- Provide diverse opportunities to develop staff in areas that are beneficial to Organizational goals and objectives
- Continuing to develop the Union Management relationship, furthering Organizational objectives, and labor harmony
- Provide improved de-escalation techniques to Operators and Supervisors
- Operator training dealing with mental health issues

Procurement Department

- Implement a streamlined procurement approval process using one point of entry and request management
- Identify and obtain relevant procurement and parts inventory training and certifications for staff on industry best practices and new methods and technologies
- Implement a Cost Savings Program
- Institute new ERP process for Procurement approvals
- Revise and obtain Board approval of the 2025/26 Procurement Manual
- Join the San Joaquin Public Agency Consortium
- Join the San Joaquin Valley Community Cooperative to create and use local, San Joaquin vendors for cooperative agreements to be used by public agencies in the valley.
- Draft and obtain approval of a RTD Procurement Social Program supporting Small Businesses, Veteran Businesses, and Local Businesses.
- Attend 4 or more vendor fairs
- Run a Request for Information to establish a vendor list
- Obtain a list of pre-approved cooperative agreements from our outside council Legal Office to streamline purchase approvals

Safety, Security, and Risk Management Department

- Continue conducting security blitzes to promote transit safety to the public.
- Launch safety vest program for all employees.
- Continue quarterly safety committee meetings.
- Launch de-escalation training for frontline employees.
- Launch noise, air, and industrial ergonomic evaluation for the transit agency.
- Continue searching for and obtaining safety grant funding while collaborating with the Grants Department.
- Continue to reduce tort insurance claims and recover insurance losses.
- Continue reducing accidents and incidents.
- Continue to foster strong relationships with federal, state, and local agencies.
- Continue conducting security blitzes to promote transit safety to the public.
- Jointly collaborate with staff to develop a Bus Stop Improvement Plan.
- Launch Bus Video Camera replacement project.

Service Development and Mobility Department

- Monitor route performance using KPIs to make improvements, aiming to improve reliability and meet customers' needs.
- Revise and update the ADA Riders Guide
- Support staff's new training and refresher training to enhance their performance.
- Support the Grants Department by providing service and ridership data for local, state, and federal funding applications.
- Coordinate with Finance and Planning staff to evaluate the cost-efficiency of proposed service expansions.
- Actively participate in the Trapeze upgrade process, including testing in the test environment.
- Ensure successful transition to and

implementation of the latest Trapeze version for scheduling, runcutting, and daily operations.

- Support staff training to become subject matter experts in the updated Trapeze environment.
- Conduct and manage FY2026 NTD trip length sampling based on FTA requirements, ensuring accurate and timely data collection.
- Continue to provide accurate and timely KPI reports to support performance monitoring and decision-making.
- Collaborate with the contractor to refine and expand Lathrop service in line with community needs and contract expectations.
- Implement improvements in regional service efficiency and reliability through ongoing service planning and operational adjustments.
- Collaborate with Vontas to resolve outstanding issues and enhance system performance.
- Conduct the Title VI Program triennial update.
- Conduct a comprehensive review of RTD's current ADA Policy.
- Implement the ADA auto-recertification and 5-year eligibility term, including related website updates and data tracking
- Revise the ADA Paratransit RFP for release and bidding process.
- Revise RTD's ADA policy
- Complete the ASJ FY2025 Annual Report
- Addition of Mobility Department staff to support day-to-day functions such as issuing no-show letters, monitoring Standing orders, and other oversight functions.
- Implement service improvements on Local, Metro and County Hopper routes, including increased frequency and enhanced weekend coverage.
- Evaluate and optimize Commuter Services (Routes 150, 163, and 165) to better serve regional travel needs.
- Respond to customer feedback in service planning decisions, maintaining a high level of accessibility and transparency.

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San Joaquin Regional Transit District

421 East Weber Avenue, Stockton, CA 95202 | Phone: (209) 943-1111 | sjRTD.com