



Western Contra Costa
Transit Authority

NOTICE OF MEETING

A Regular Meeting of the WCCTA Board of Directors
will be held:

DATE: May 14, 2026 (Thursday)
TIME: 6:30 PM
PLACE: City of Pinole Council Chambers
2131 Pear Street, Pinole, CA

Attend in Person in Pinole Council Chambers or via
Zoom ID: 862 0063 0753
<https://us02web.zoom.us/j/86200630753>
Zoom Phone Number: 1-669-900-6833
Meeting Number - 862 0063 0753

Americans with Disabilities Act: In accordance with the Americans with Disabilities Act of 1990, if you require special assistance to participate in a WCCTA Board Meeting or need a copy of the agenda or agenda packet in an accessible alternative format, please contact the WestCAT Administrative Office at (510) 724-3331. Notifying staff at least 48 hours before the meeting or when services are needed will help them make reasonable arrangements to ensure accessibility to the meeting or service.

AGENDA

- A. CALL TO ORDER, ROLL CALL, PLEDGE OF ALLEGIANCE**
- B. APPROVAL OF AGENDA**
- C. PUBLIC COMMUNICATIONS**

This is the time for members of the public to bring up with the Board of Directors matters of general interest that are not on the agenda. In accordance with the provisions of the Brown Act, the Board will automatically refer to staff any matters brought before them at this time, and the matter may be placed on a future agenda. The time limit is 3 minutes and is subject to modification by the Chair.

1.0 CONSENT CALENDAR

If a Board member would like to discuss any item on the Consent Calendar, it may be pulled from the Consent Calendar. **Recommend Approval of all Items on the Consent Agenda as follows:**

- 1.1 Approval of Minutes of Regular Board Meeting of April 9, 2026. [Action Requested: Approval of Minutes] *
- 1.2 Approval of Expenditures for April 2026 [Action Requested: Approval of Expenditures] *
- 1.3 Receive Contractors' Monthly Management Report for November and December 2025, and Monthly Revenue Reconciliation Reports for November and December 2025. [Action Requested: Receive and File] *

2.0 ITEMS FOR BOARD ACTION / DISCUSSION

- 2.1 Presentation of WestCAT Evolution Marketing Plan [**Action Requested: Direction to Staff**] *
- 2.2 Release of WestCAT Evolution Comprehensive Operational Analysis for 45-day public comment [**Action Requested: Release of WestCAT Evolution - Comprehensive Operational Analysis for 45-day public comment period**] *

3.0 COMMITTEE REPORTS

- 3.1 General Manager's Report [**No Action: Information Only**]
- 3.2 WCCTC Representative Report [**No Action: Information Only**]

4.0 CORRESPONDENCE

5.0 BOARD COMMUNICATION / ITEMS FOR FUTURE BOARD MEETINGS

6.0 ADJOURNMENT

* Enclosures
^^For Distribution

Next Board Meeting: Thursday, June 11 2026

Agendas for regular Board of Directors meetings are posted at least 72 hours before the meeting at the WCCTA Administrative Office and on the Authority's website: <https://www.westcat.org/Home/InsBoard>.

Documents provided to a majority of the Board of Directors after the packet is distributed regarding any item on this agenda will be available for public inspection at the Administration Counter at WCCTA, 601 Walter Avenue, during regular business hours (Pursuant to SB 343 or California Government Code Section 54957.5 - effective July 1, 2008). In addition to the meeting agendas and packets, this information will also be uploaded and posted to the Authority's website: <https://www.westcat.org/Home/InsBoard>. The posting of SB 343 information on this website is in addition to the posting of the information at the legally required locations specified above.

WCCTA Board meetings are prerecorded, and recordings are available on request. To request a recording, please call 510-724-3331 or email info@westcat.org and provide the date of the recording(s) you are requesting.



Western Contra Costa
Transit Authority

Agenda Item 1.1

WESTERN CONTRA COSTA TRANSIT AUTHORITY

BOARD OF DIRECTORS

REGULAR MEETING MINUTES

April 9, 2026,

Regular Meeting 6:30 PM

Pinole City Council Chambers

The Board of Directors Meeting was held in person.

A. CALL TO ORDER, ROLL CALL, AND PLEDGE OF ALLEGIANCE

Vice-Chair Martinez- Rubin called the meeting to order at 6:30 PM and led the Pledge of Allegiance.

DIRECTORS PRESENT

Vice-Chair Norma Martinez-Rubin, Dion Bailey, Jerry Parsons, Cameron Sasai, and Tom Hansen

STAFF PRESENT

Rob Thompson, General Manager; Yvonne Morrow, Chief Financial Officer; Finn Wurtz, Transit Planner; Christina Lotfy, Accounting Technician; Mica Mcfadden, Operations Manager; Tania Babcock, Grants and Compliance Manager, Jeremy Cole, Facility Manager, and Roseann Maraspini, Finance Manager.

GUESTS PRESENT

Bob Saunders, MV Transportation General Manager, Telisha Burns, Operations Manager.

B. APPROVAL OF AGENDA

Following an inquiry to the Board, the Board reported no conflicts with any items on the agenda.

MOTION: A motion was made by Director Bailey, seconded by Director Sasai, to Approve the Agenda. The motion was carried by the following vote:

Ayes: 5– (Parsons, Hansen, Bailey, Martinez-Rubin, Sasai)

C. PUBLIC COMMUNICATIONS

NONE.

1) **CONSENT CALENDAR**

Following an inquiry to the Board, the Board reported no conflicts with any items on the Consent Calendar.

MOTION: A motion was made by Parson, seconded by Director Bailey to Approve Consent Calendar. The motion was carried by the following vote:

Ayes: 5– (Parsons, Hansen, Bailey, Martinez-Rubin, Sasai)

2) **CLOSED SESSION according to GOVERNMENT CODE SECTION 54957(b): PUBLIC EMPLOYEE PERFORMANCE EVALUATION of GENERAL MANAGER**

The Board went into a closed session at 6:33 pm.

3) **CLOSED SESSION according to GOVERNMENT CODE SECTION 54957.6: CONFERENCE WITH LABOR NEGOTIATOR**

Agency Representative: Norma Martinez-Rubin
Unrepresented Employee: General Manager

4) **RECONVENE TO OPEN SESSION**

The Board reconvened to open session at 6:55 pm.

5) **CONSIDERATION OF AMENDMENT TO EMPLOYMENT AGREEMENT WITH GENERAL MANAGER: ROBERT THOMPSON**

Vice- Chair Martinez- Rubin reported that the board agreed to a one-year extension of General Manager Rob Thompson's contract with a 3% cost of living increase.

6) **REGULAR ITEMS FOR BOARD ACTION/ DISCUSSION**

6.1 Consideration and Approval of Summer Youth Free Ride Program and Free Weekend Rides for all Passengers [Action Requested: Approval of Summer Youth Free Rides Program and Free Weekend Rides for All Passengers].

GM Thompson reported that WestCAT has collaborated with other Contra Costa Agencies to provide Free summer Youth rides for the past several years. This program was created based on the original Free Summer Youth Pass, part of the county-wide Summer Youth Camp program. This year, County Connection, Tri Delta, and WestCAT are working together to once again offer free Youth rides over the summer.

WestCAT has \$45,020 of Low Carbon Transit Operations Program (LCTOP) funds that must be expended by August 3. Last year, offering Free Rides in June and July, 6,591 trips were taken on WestCAT, totaling around \$12,000 in eligible reimbursement. WestCAT is working with County Connection and Tri Delta to coordinate a joint marketing campaign to encourage youth ridership during this promotion.

In addition, WestCAT is proposing to offer free rides to all passengers on weekends in June and July (and potentially May) to ensure we can fully draw down the available funds. Staff are reviewing weekend ridership and working on the exact start date for this additional program.

MOTION: A motion was made by Director Sasai, seconded by Director Hansen, to Approve Summer Youth Free Rides Program and Free Weekend Rides for All Passengers. The motion was carried by the following vote:

Ayes: 5– (Parsons, Hansen, Bailey, Martinez-Rubin, Sasai)

6.2 Legislative and Funding Update. [Action Requested: Discussion and Direction to Staff].

GM Thompson reported that a meeting was held with MTC regarding regional Measure 3 funds. These are the funds WestCAT uses for some of our express routes that provide service along the I-80 corridor. This funding has fluctuated greatly over the last three or four years. MTC has come up with a proposal to stabilize that funding so we will know how much WestCAT will receive annually. We can anticipate receiving a little over 1.7 million annually.

GM Thompson also reported that Senator Arreguin's SB1408 CCTA's bill was simplified to just allow for the ability of CCTA to go out for an up to 1% sales tax reauthorization.. All the other language that was concerning to operators has been removed from the bill. The bill was passed by the Senate Transportation Committee and is now going to the Revenue and Tax Committee.

7) COMMITTEE REPORTS

7.1 General Manager's Report. [No Action: Information Only]

GM Thompson reported that a close-out meeting with the joint legislative auditors committee was held. They were audit team was responsible for completing the audit of the six Eastbay operators and MTC. WestCAT staff saw a heavily redacted draft version of the final report. The final report will be out on May 19th. There were no recommendations or finding for WestCAT in the report.

GM Thompson also reported that Pinole Middle School on Appian Way will be absorbing students from another Middle school. The school district is facing some challenges in reorganizing and making sure there is transportation for students. A kickoff meeting was held with AC Transit, the school district, Supervisor Goia's staff, and WestCAT to understand the concerns. A follow-up meeting will be held next week between AC Transit, WestCAT, and the school District.

7.2 WCCTAC Representative Report. [No Action: Information Only]

Chair Hansen reported that WCCTAC discussed that the Richmond Ferry will add ferries to its fleet and propose a 6% fare increase next year. There was also a discussion on the San Pablo Bridge project in Pinole, potentially starting in 2028. This project will potentially cause traffic disruption for WestCAT services along this corridor

8) CORRESPONDENCE

NONE.

9) BOARD COMMUNICATION / ITEMS FOR FUTURE BOARD MEETINGS

NONE.

10) ADJOURNMENT

Chair Grimsley adjourned the meeting at 7:13 PM. The next meeting is scheduled for May 14, 2026.

_____	_____
Chair Tiffany Grimsley	Date
_____	_____
Robert Thompson, Secretary	Date

AGENDA ITEM 1.2
APRIL 2026 EXPENDITURES



Expense Approval Report

Western Contra Costa Transit Authority, C.

By Fund

Payable Dates 3/24/2026 - 4/30/2026
Post Dates 3/24/2026 - 4/30/2026

Post Date	Account Number	Payable Number	Account Name	Vendor Name	Amount
Fund: 1 - FUND 1					
03/24/2026	1-509990-10	3/26	*previously approved Miscellaneous Exp, Operations	Andramica Mcfadden	*72.98
03/24/2026	1-504990-41	41420783	Other Mat & Supplies,Veh Maint	Gillig LLC	3,241.22
03/25/2026	1-504990-41	16014007	Other Mat & Supplies,Veh Maint	Pape Kenworth	523.07
03/25/2026	1-504990-41	3495-103319	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	5.84
03/25/2026	1-504990-41	3495-103321	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	23.38
03/25/2026	1-504990-41	3495-103346	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	242.44
03/25/2026	1-504990-41	41421395	Other Mat & Supplies,Veh Maint	Gillig LLC	530.47
03/25/2026	1-504990-60	7009278674	Other Mat & Supplies, Admin	Staples	101.43
03/25/2026	1-504990-41	C66888	Other Mat & Supplies,Veh Maint	Buchanan Auto Electric Inc.	1,047.44
03/26/2026	1-111040	22513315	Facility Repairs	R&S Erection of Richmond, Inc.	2,258.25
03/26/2026	1-504990-42	2968	Other Mat&Suppl, Non-Veh Maint	Armor Locksmith Services	59.47
03/26/2026	1-504990-41	41422034	Other Mat & Supplies,Veh Maint	Gillig LLC	1,593.47
03/26/2026	1-504990-41	572756	Other Mat & Supplies,Veh Maint	Distributor Operations Inc	1,696.93
03/26/2026	1-504990-41	84217432	Other Mat & Supplies,Veh Maint	The Aftermarket Parts Company, LLC dba NFI Parts	1,049.95
03/27/2026	1-504990-41	16019540	Other Mat & Supplies,Veh Maint	Pape Kenworth	871.42
03/27/2026	1-504990-41	16019616	Other Mat & Supplies,Veh Maint	Pape Kenworth	871.42
03/27/2026	1-509080-10	2553	Marketing & Advertising, Oper	Rico Visuals	1,000.00
03/27/2026	1-503000-41	SWO218010-1	Outside Service, Vehicle Maint	SONSRAY FLEET SERVICES	1,254.90
03/30/2026	1-504013-10	26-604767	Lubricants	Flyers Energy, LLC	258.77
03/30/2026	1-504013-10	26-604768	Lubricants	Flyers Energy, LLC	1,196.31
03/30/2026	1-504990-41	41422912	Other Mat & Supplies,Veh Maint	Gillig LLC	616.73
03/30/2026	1-504990-41	4264234383	Other Mat & Supplies,Veh Maint	Cintas Corporation	320.54
03/30/2026	1-503000-41	SWO218945-1	Outside Service, Vehicle Maint	SONSRAY FLEET SERVICES	1,078.12
03/31/2026	1-505000-10	0851-155915507	Utilities, Operations	Republic Services #851	889.29
03/31/2026	1-505000-60	0851-155915507	Utilities, Admin	Republic Services #851	444.65
03/31/2026	1-504990-41	16025577	Other Mat & Supplies,Veh Maint	Pape Kenworth	1,310.28
03/31/2026	1-504020-10	178444	Tires & Tubes	J & O's Commercial Tire Center	2,888.55
03/31/2026	1-506000-10	3/2026	Insurance, Operations	MV Transportation	19,044.27
03/31/2026	1-508000-10	3/2026	Purchased Transportation, Oper	MV Transportation	795,535.79
03/31/2026	1-508000-10	3/2026	Purchased Transportation, Oper	MV Transportation	-1,893.86
03/31/2026	1-508000-10	3/2026	Purchased Transportation, Oper	MV Transportation	-842,135.17
03/31/2026	1-508000-41	3/2026	Purchased Transp, Veh Maint	MV Transportation	98,839.17
03/31/2026	1-504990-41	C66908	Other Mat & Supplies,Veh Maint	Buchanan Auto Electric Inc.	3,147.88
03/31/2026	1-503000-10	INV0000002141	Outside Services, Operations	TransTrack Systems, Inc.	5,484.74
03/31/2026	1-505010-10	INV-20460-32026	Telephone, Operations	STREAMS	819.75
03/31/2026	1-505010-60	INV-20460-32026	Telephone, Admin	STREAMS	409.88

Expense Approval Report

Payable Dates: 3/24/2026 - 4/30/2026 Post Dates: 3/24/2026 - 4/30/2026

Post Date	Account Number	Payable Number	Account Name	Vendor Name	Amount
04/01/2026	1-508000-10	137764	Purchased Transportation, Oper	MV Transportation	865,741.37
04/01/2026	1-504990-41	16028703	Other Mat & Supplies,Veh Maint	Pape Kenworth	-5.51
04/01/2026	1-202000	18617	Accrued Payroll Liabilities	BCC	247.06
04/01/2026	1-502150-60	18617	Fringe Benefits, Admin	BCC	671.36
04/01/2026	1-111070	1FJL-NJNM-G7R6	Communication/Information Syst	Amazon Capital Services, Inc.	1,009.61
04/01/2026	1-504990-41	1FJL-NJNM-G7R6	Other Mat & Supplies,Veh Maint	Amazon Capital Services, Inc.	164.25
04/01/2026	1-504990-41	1FJL-NJNM-G7R6	Other Mat & Supplies,Veh Maint	Amazon Capital Services, Inc.	305.84
04/01/2026	1-504990-41	1FJL-NJNM-G7R6	Other Mat & Supplies,Veh Maint	Amazon Capital Services, Inc.	-74.99
04/01/2026	1-504990-42	1FJL-NJNM-G7R6	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	171.86
04/01/2026	1-504990-42	1FJL-NJNM-G7R6	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	51.61
04/01/2026	1-504990-42	1FJL-NJNM-G7R6	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	227.16
04/01/2026	1-504990-42	1FJL-NJNM-G7R6	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	1,166.16
04/01/2026	1-504990-43	1FJL-NJNM-G7R6	OtherMat&Sup-Non-Veh, Computer	Amazon Capital Services, Inc.	226.67
04/01/2026	1-504990-60	1FJL-NJNM-G7R6	Other Mat & Supplies, Admin	Amazon Capital Services, Inc.	74.17
04/01/2026	1-509030-60	1FJL-NJNM-G7R6	Fees, Admin	Amazon Capital Services, Inc.	258.13
04/01/2026	1-509990-10	1FJL-NJNM-G7R6	Miscellaneous Exp, Operations	Amazon Capital Services, Inc.	91.67
04/01/2026	1-504990-42	3028	Other Mat&Suppl, Non-Veh Maint	Armor Locksmith Services	82.58
04/01/2026	1-504990-41	3495-104253	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	297.58
04/01/2026	1-503000-10	4	Outside Services, Operations	Contra Costa County Clerk	50.00
04/01/2026	1-503000-42	4214505	Outside Service, Non-Veh Maint	Pacific Site Management	609.07
04/01/2026	1-503000-10	43110	Outside Services, Operations	Precision Wireless Service	9,045.90
04/01/2026	1-503000-43	52515	O/S Service, Non-Veh, Computer	R-Computer	3,980.00
04/01/2026	1-504990-41	INV05420194	Other Mat & Supplies,Veh Maint	Motive Technologies, Inc.	150.19
04/01/2026	1-111030	Stmt 3/3 - 4/1/26	Office Equipment & Furniture	Bank of America Commerical CC	5,115.60
04/01/2026	1-503000-10	Stmt 3/3 - 4/1/26	Outside Services, Operations	Bank of America Commerical CC	233.05
04/01/2026	1-503000-42	Stmt 3/3 - 4/1/26	Outside Service, Non-Veh Maint	Bank of America Commerical CC	182.50
04/01/2026	1-503000-43	Stmt 3/3 - 4/1/26	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	39.39
04/01/2026	1-503000-43	Stmt 3/3 - 4/1/26	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	43.40
04/01/2026	1-503000-43	Stmt 3/3 - 4/1/26	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	48.00
04/01/2026	1-503000-43	Stmt 3/3 - 4/1/26	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	119.92
04/01/2026	1-503000-43	Stmt 3/3 - 4/1/26	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	75.00
04/01/2026	1-504100-10	Stmt 3/3 - 4/1/26	Postage, Operations	Bank of America Commerical CC	20.66
04/01/2026	1-504100-10	Stmt 3/3 - 4/1/26	Postage, Operations	Bank of America Commerical CC	99.99
04/01/2026	1-504100-60	Stmt 3/3 - 4/1/26	Postage, Admin	Bank of America Commerical CC	50.01
04/01/2026	1-504100-60	Stmt 3/3 - 4/1/26	Postage, Admin	Bank of America Commerical CC	10.33

Expense Approval Report

Payable Dates: 3/24/2026 - 4/30/2026 Post Dates: 3/24/2026 - 4/30/2026

Post Date	Account Number	Payable Number	Account Name	Vendor Name	Amount
04/01/2026	1-504990-42	Stmt 3/3 - 4/1/26	Other Mat&Suppl, Non-Veh Maint	Bank of America Commerical CC	27.52
04/01/2026	1-504990-42	Stmt 3/3 - 4/1/26	Other Mat&Suppl, Non-Veh Maint	Bank of America Commerical CC	857.81
04/01/2026	1-504990-43	Stmt 3/3 - 4/1/26	OtherMat&Sup-Non-Veh, Computer	Bank of America Commerical CC	49.71
04/01/2026	1-504990-43	Stmt 3/3 - 4/1/26	OtherMat&Sup-Non-Veh, Computer	Bank of America Commerical CC	363.83
04/01/2026	1-509020-60	Stmt 3/3 - 4/1/26	Travel Expense, Admin	Bank of America Commerical CC	300.00
04/01/2026	1-509080-10	Stmt 3/3 - 4/1/26	Marketing & Advertising, Oper	Bank of America Commerical CC	759.82
04/01/2026	1-509080-10	Stmt 3/3 - 4/1/26	Marketing & Advertising, Oper	Bank of America Commerical CC	150.00
04/01/2026	1-509080-10	Stmt 3/3 - 4/1/26	Marketing & Advertising, Oper	Bank of America Commerical CC	300.00
04/01/2026	1-509080-10	Stmt 3/3 - 4/1/26	Marketing & Advertising, Oper	Bank of America Commerical CC	262.50
04/01/2026	1-509990-10	Stmt 3/3 - 4/1/26	Miscellaneous Exp, Operations	Bank of America Commerical CC	62.26
04/02/2026	1-505010-10	001003899590	Telephone, Operations	Comcast Business	913.59
04/02/2026	1-505010-60	001003899590	Telephone, Admin	Comcast Business	456.80
04/02/2026	1-504990-42	11518531	Other Mat&Suppl, Non-Veh Maint	Brady Industries	885.37
04/02/2026	1-503000-10	22878748	Outside Services, Operations	Bay Alarm Company	432.76
04/02/2026	1-503000-60	22878748	Outside Services, Admin	Bay Alarm Company	216.38
04/02/2026	1-503000-60	3/2026	Outside Services, Admin	Politico Group, Inc.	2,499.99
04/02/2026	1-201200	FY2021-22-2	Refund Due MTC	Contra Costa Audito...	1,000,000.00
04/02/2026	1-503000-10	T203459	Outside Services, Operations	Bay Area Air Quality Management District	522.00
04/03/2026	1-504020-10	178522	Tires & Tubes	J & O's Commercial Tire Center	3,444.76
04/03/2026	1-504013-10	3495-104647	Lubricants	O'Reilly Auto Enterprises, LLC	379.14
04/06/2026	1-504990-41	16033930	Other Mat & Supplies,Veh Maint	Pape Kenworth	7,774.02
04/06/2026	1-504990-41	3495-104963	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	512.30
04/06/2026	1-504990-41	3495-104965	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	96.42
04/06/2026	1-502150-42	378689	Fringe Benefits, Non-Veh Maint	Health Care Dental	167.57
04/06/2026	1-502150-60	378689	Fringe Benefits, Admin	Health Care Dental	1,006.31
04/06/2026	1-504990-41	4265011125	Other Mat & Supplies,Veh Maint	Cintas Corporation	310.36
04/06/2026	1-512000-60	596477619	Rentals & Leases, Admin	Pacific Office Automation	340.68
04/07/2026	1-504012-10	29830	Diesel	Hunt & Sons LLC	49,677.70
04/07/2026	1-504990-41	3495-105098	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	247.13
04/07/2026	1-504013-10	3495-105182	Lubricants	O'Reilly Auto Enterprises, LLC	194.46
04/07/2026	1-504013-10	812586	Lubricants	Hunt Oil of California	1,262.46
04/08/2026	1-504990-42	1376507-14	Other Mat&Suppl, Non-Veh Maint	San Pablo Rentals, LP	503.98
04/08/2026	1-504990-41	16042820	Other Mat & Supplies,Veh Maint	Pape Kenworth	533.17
04/08/2026	1-504990-42	9872206504	Other Mat&Suppl, Non-Veh Maint	Grainger	69.08
04/08/2026	1-504990-41	9872206512	Other Mat & Supplies,Veh Maint	Grainger	285.93
04/08/2026	1-503000-10	SW-0339323	Outside Services, Operations	State Water Resources Control Board	1,723.00
04/09/2026	1-503000-60	1553257	Outside Services, Admin	Hanson Bridgett LLP	210.00
04/10/2026	1-504020-10	178652	Tires & Tubes	J & O's Commercial Tire Center	2,588.77
04/10/2026	1-508000-10	26109	Purchased Transportation, Oper	Central Contra Costa Transit Authority	3,481.97

Expense Approval Report

Payable Dates: 3/24/2026 - 4/30/2026 Post Dates: 3/24/2026 - 4/30/2026

Post Date	Account Number	Payable Number	Account Name	Vendor Name	Amount
04/10/2026	1-508000-10	26131	Purchased Transportation, Oper	Central Contra Costa Transit Authority	3,063.28
04/10/2026	1-508000-10	26140	Purchased Transportation, Oper	Central Contra Costa Transit Authority	3,366.38
04/10/2026	1-504012-10	32176	Diesel	Hunt & Sons LLC	47,179.03
04/10/2026	1-502150-42	5/2026	Fringe Benefits, Non-Veh Maint	Kaiser Foundation Health Plan, Inc.	3,104.17
04/10/2026	1-502150-60	5/2026	Fringe Benefits, Admin	Kaiser Foundation Health Plan, Inc.	14,579.41
04/12/2026	1-102040	14-2026-March	A/R Accrual - MV Liability Ins	CalTIP	6,222.86
04/13/2026	1-505010-10	000025107819	Telephone, Operations	AT&T	120.63
04/13/2026	1-505010-60	000025107819	Telephone, Admin	AT&T	60.31
04/13/2026	1-503000-42	22513525	Outside Service, Non-Veh Maint	R&S Erection of Richmond, Inc.	425.00
04/13/2026	1-504990-41	3495-105863	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	385.68
04/13/2026	1-504990-41	4265791200	Other Mat & Supplies,Veh Maint	Cintas Corporation	452.65
04/13/2026	1-504990-42	Stmt 4/13/26	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	176.94
04/13/2026	1-504990-42	Stmt 4/13/26	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	26.75
04/13/2026	1-504990-42	Stmt 4/13/26	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	30.52
04/13/2026	1-504990-42	Stmt 4/13/26	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	32.70
04/13/2026	1-504990-42	Stmt 4/13/26	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	32.74
04/13/2026	1-504990-42	Stmt 4/13/26	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	-36.01
04/13/2026	1-504990-42	Stmt 4/13/26	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	77.12
04/13/2026	1-509990-10	Stmt 4/13/26	Miscellaneous Exp, Operations	Home Depot Credit Services	43.59
04/14/2026	1-504990-41	104369346	Other Mat & Supplies,Veh Maint	Kimball Midwest	342.58
04/14/2026	1-503000-42	22513541	Outside Service, Non-Veh Maint	R&S Erection of Richmond, Inc.	250.00
04/14/2026	1-505010-10	40006154068	Telephone, Operations	Nextiva, Inc.	1,150.52
04/14/2026	1-505010-60	40006154068	Telephone, Admin	Nextiva, Inc.	575.26
04/14/2026	1-504990-41	41429046	Other Mat & Supplies,Veh Maint	Gillig LLC	937.84
04/14/2026	1-504990-41	41429047	Other Mat & Supplies,Veh Maint	Gillig LLC	860.08
04/15/2026	1-504990-41	16056370	Other Mat & Supplies,Veh Maint	Pape Kenworth	135.72
04/15/2026	1-504013-10	815661	Lubricants	Hunt Oil of California	868.31
04/15/2026	1-503000-42	94593174	Outside Service, Non-Veh Maint	Western Exterminator Co.	242.78
04/16/2026	1-504990-41	16058512	Other Mat & Supplies,Veh Maint	Pape Kenworth	700.64
04/16/2026	1-503000-10	22921733	Outside Services, Operations	Bay Alarm Company	35.55
04/16/2026	1-503000-60	22921733	Outside Services, Admin	Bay Alarm Company	17.78
04/16/2026	1-111040	22921762	Facility Repairs	Bay Alarm Company	2,115.00
04/16/2026	1-503000-10	22921874	Outside Services, Operations	Bay Alarm Company	200.00
04/16/2026	1-503000-60	22921874	Outside Services, Admin	Bay Alarm Company	100.00
04/16/2026	1-111070	253340	Communication/Information Syst	R-Computer	1,210.06
04/16/2026	1-503000-42	261966	Outside Service, Non-Veh Maint	ECO-CHEK Compliance, Inc.	125.00
04/16/2026	1-504990-41	3495-106426	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	287.87
04/16/2026	1-504990-41	41430296	Other Mat & Supplies,Veh Maint	Gillig LLC	1,172.29

Expense Approval Report

Payable Dates: 3/24/2026 - 4/30/2026 Post Dates: 3/24/2026 - 4/30/2026

Post Date	Account Number	Payable Number	Account Name	Vendor Name	Amount
04/17/2026	1-504990-41	16063164	Other Mat & Supplies,Veh Maint	Pape Kenworth	-224.91
04/17/2026	1-504990-41	16063166	Other Mat & Supplies,Veh Maint	Pape Kenworth	-224.91
04/17/2026	1-504990-41	16063168	Other Mat & Supplies,Veh Maint	Pape Kenworth	-224.91
04/17/2026	1-504020-10	178808	Tires & Tubes	J & O's Commercial Tire Center	7,827.51
04/17/2026	1-504990-41	3999410	Other Mat & Supplies,Veh Maint	Muncie Reclamation and Supply Company	152.71
04/20/2026	1-504990-41	003340751P	Other Mat & Supplies,Veh Maint	COAST COUNTIES TRUCK & EQUIPMENT CO.	1,995.04
04/20/2026	1-503000-41	26-28693	Outside Service, Vehicle Maint	Olivers Tow	702.08
04/20/2026	1-505000-10	4/2026	Utilities, Operations	PG & E	2,852.93
04/20/2026	1-505000-60	4/2026	Utilities, Admin	PG & E	1,426.47
04/20/2026	1-509020-60	4/26	Travel Expense, Admin	Finn E Wurtz	206.36
04/20/2026	1-504990-41	4266483414	Other Mat & Supplies,Veh Maint	Cintas Corporation	315.59
04/20/2026	1-111040	601-042026	Facility Repairs	Calvary Construction Services	1,370.00
04/20/2026	1-111040	601-042026-2	Facility Repairs	Calvary Construction Services	10,594.00
04/20/2026	1-509030-60	1500-01364555	Fees, Admin	Asbury Environmental Services	8.00
04/21/2026	1-504990-41	3495-106919	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	334.92
04/22/2026	1-505000-10	4/2026	Utilities, Operations	Pacific Gas & Electric	12.71
04/22/2026	1-505000-60	4/2026	Utilities, Admin	Pacific Gas & Electric	6.35
04/23/2026	1-504014-10	044-002477 3/2026	Fees/Taxes	State Board of Equalization / CDTFA	1,418.00
04/23/2026	1-504014-10	057-416014 3/2026	Fees/Taxes	State Board of Equalization / CDTFA	615.00
04/28/2026	1-504990-41	EB35069911084192	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	-16.29
04/29/2026	1-504990-41	3495-107941	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	-50.23
04/29/2026	1-504990-41	3495-107983	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	42.39
04/29/2026	1-509080-10	4/26	Marketing & Advertising, Oper	Andramica Mcfadden	100.97
04/29/2026	1-504990-41	PPO1084192041026	Other Mat & Supplies,Veh Maint	O'Reilly Auto Enterprises, LLC	-50.00
04/30/2026	1-503000-42	10533	Outside Service, Non-Veh Maint	Adasa Enterprises LLC	3,299.99
04/30/2026	1-505000-10	529260 4/26	Utilities, Operations	East Bay Municipal Utility District	1,044.40
04/30/2026	1-505000-60	529260 4/26	Utilities, Admin	East Bay Municipal Utility District	522.20
04/30/2026	1-505000-10	529339 4/26	Utilities, Operations	East Bay Municipal Utility District	611.60
04/30/2026	1-505000-60	529339 4/26	Utilities, Admin	East Bay Municipal Utility District	305.80
Fund 1 - FUND 1 Total:					2,204,793.71
Grand Total:					2,204,793.71

Report Summary

Fund Summary

Fund	Payment Amount
1 - FUND 1	<u>2,204,793.71</u>
Grand Total:	2,204,793.71

Account Summary

Account Number	Account Name	Payment Amount
1-102040	A/R Accrual - MV Liability..	6,222.86
1-111030	Office Equipment & Furn...	5,115.60
1-111040	Facility Repairs	16,337.25
1-111070	Communication/Informa...	2,219.67
1-201200	Refund Due MTC	1,000,000.00
1-202000	Accrued Payroll Liabilities	247.06
1-502150-42	Fringe Benefits, Non-Veh...	3,271.74
1-502150-60	Fringe Benefits, Admin	16,257.08
1-503000-10	Outside Services, Operat...	17,727.00
1-503000-41	Outside Service, Vehicle...	3,035.10
1-503000-42	Outside Service, Non-Ve...	5,134.34
1-503000-43	O/S Service, Non-Veh, C...	4,305.71
1-503000-60	Outside Services, Admin	3,044.15
1-504012-10	Diesel	96,856.73
1-504013-10	Lubricants	4,159.45
1-504014-10	Fees/Taxes	2,033.00
1-504020-10	Tires & Tubes	16,749.59
1-504100-10	Postage, Operations	120.65
1-504100-60	Postage, Admin	60.34
1-504990-41	Other Mat & Supplies,V...	35,013.92
1-504990-42	Other Mat&Suppl, Non-...	4,443.36
1-504990-43	OtherMat&Sup-Non-Veh...	640.21
1-504990-60	Other Mat & Supplies, A...	175.60
1-505000-10	Utilities, Operations	5,410.93
1-505000-60	Utilities, Admin	2,705.47
1-505010-10	Telephone, Operations	3,004.49
1-505010-60	Telephone, Admin	1,502.25
1-506000-10	Insurance, Operations	19,044.27
1-508000-10	Purchased Transportatio...	827,159.76
1-508000-41	Purchased Transp, Veh ...	98,839.17
1-509020-60	Travel Expense, Admin	506.36
1-509030-60	Fees, Admin	266.13
1-509080-10	Marketing & Advertising,...	2,573.29
1-509990-10	Miscellaneous Exp, Oper...	270.50
1-512000-60	Rentals & Leases, Admin	340.68
Grand Total:	2,204,793.71	

Project Account Summary

Project Account Key	Payment Amount
None	<u>2,204,793.71</u>
Grand Total:	2,204,793.71



	November FY 25/26	November FY 24/25	% Change	Year-To-Date FY 25/26	Year-To-Date FY 24/25	% Change
System Total						
Total Passengers	50,101	50,144	-0.1	308,494	292,815	5.4
Revenue Passengers	47,855	47,915	-0.1	278,170	274,698	1.3
Weekday Total Passengers	44,627	44,933	-0.7	286,586	270,167	6.1
Saturday Total Passengers	3,689	3,722	-0.9	13,429	14,065	-4.5
Sunday Total Passengers	1,785	1,489	19.9	8,479	8,583	-1.2
Weekday Average Passengers	2,479	2,365	4.8	2,729	2,549	7.1
Saturday Average Passengers	527	532	-0.9	560	586	-4.4
Sunday Average Passengers	298	298	0.0	339	358	-5.3
Vehicle Revenue Hours	5,929.69	6,084.75	-2.5	33,652.16	33,477.32	0.5
Total Vehicle Hours	6,231.43	6,512.75	-4.3	35,516.10	35,827.11	-0.9
Revenue Vehicle Miles	96,837.6	106,167.3	-8.8	557,136.3	589,563.0	-5.5
Total Miles	119,126.0	122,554.0	-2.8	682,829.9	692,392.1	-1.4
Dial-A-Ride Program						
Number of Weekdays	17	18	-5.6	104	105	-1.0
Number of Saturdays	7	7	0.0	24	24	0.0
Total Passengers	1,480	1,502	-1.5	8,189	8,359	-2.0
Revenue Passengers	1,449	1,399	3.6	7,863	7,799	0.8
Weekday Total Passengers	1,219	1,238	-1.5	7,305	7,457	-2.0
Saturday Total Passengers	261	264	-1.1	884	902	-2.0
Weekday Average Passengers	72	69	4.3	70	71	-1.4
Saturday Average Passengers	37	38	-2.6	37	38	-2.6
Vehicle Revenue Hours	862.25	785.87	9.7	4,485.48	4,406.63	1.8
Total Vehicle Hours	894.30	812.55	10.1	4,722.85	4,578.46	3.2
Productivity	1.72	1.91	-9.9	1.83	1.90	-3.7
Revenue Vehicle Miles	7,243.5	6,983.5	3.7	40,285.0	39,393.8	2.3
Total Miles	8,016.1	7,694.3	4.2	44,599.7	43,973.7	1.4
Express Routes Program						
Number of Weekdays	17	18	-5.6	104	105	-1.0
Number of Saturdays	7	7	0.0	24	24	0.0
Number of Sundays	6	5	20.0	25	24	4.2
Total Passengers	21,215	22,032	-3.7	125,060	129,649	-3.5
Revenue Passengers	20,207	21,143	-4.4	119,176	123,310	-3.4
Weekday Total Passengers	16,685	17,706	-5.8	106,439	110,284	-3.5
Saturday Total Passengers	2,745	2,837	-3.2	10,142	10,782	-5.9
Sunday Total Passengers	1,785	1,489	19.9	8,479	8,583	-1.2
Weekday Average Passengers	981	984	-0.3	1,023	1,050	-2.6
Saturday Average Passengers	392	405	-3.2	423	449	-5.8
Sunday Average Passengers	298	298	0.0	339	358	-5.3
Vehicle Revenue Hours	2,136.51	2,241.02	-4.7	11,935.74	12,045.28	-0.9
Total Vehicle Hours	2,245.73	2,401.81	-6.5	12,599.44	12,905.60	-2.4
Productivity	9.93	9.83	1.0	10.48	10.76	-2.6
Revenue Vehicle Miles	32,910.3	38,106.9	-13.6	184,408.8	207,880.6	-11.3
Total Miles	34,974.2	42,123.0	-17.0	197,091.2	230,297.6	-14.4



Monthly Management Report Summary

November, FY 25/26

System & Program Summary

	November FY 25/26	November FY 24/25	% Change	Year-To-Date FY 25/26	Year-To-Date FY 24/25	% Change
Local Fixed Routes Program						
Number of Weekdays	17	18	-5.6	104	105	-1.0
Number of Saturdays	7	7	0.0	24	24	0.0
Total Passengers	13,841	14,994	-7.7	83,157	86,222	-3.6
Revenue Passengers	12,740	13,882	-8.2	76,587	77,285	-0.9
Weekday Total Passengers	13,158	14,373	-8.5	80,754	83,841	-3.7
Saturday Total Passengers	683	621	10.0	2,403	2,381	0.9
Weekday Average Passengers	774	799	-3.1	776	798	-2.8
Saturday Average Passengers	98	89	10.1	100	99	1.0
Vehicle Revenue Hours	1,901.02	2,010.16	-5.4	11,238.97	11,264.05	-0.2
Total Vehicle Hours	1,979.59	2,152.84	-8.0	11,714.85	12,035.64	-2.7
Productivity	7.28	7.46	-2.4	7.40	7.65	-3.3
Revenue Vehicle Miles	29,210.4	32,177.8	-9.2	172,060.6	181,132.8	-5.0
Total Miles	30,553.0	34,425.1	-11.2	180,193.4	193,536.2	-6.9
Transbay Lynx Program						
Number of Weekdays	18	19	-5.3	105	106	-0.9
Total Passengers	13,565	11,616	16.8	92,088	68,585	34.3
Revenue Passengers	13,459	11,491	17.1	74,544	66,304	12.4
Weekday Total Passengers	13,565	11,616	16.8	92,088	68,585	34.3
Weekday Average Passengers	754	611	23.4	877	647	35.5
Vehicle Revenue Hours	1,029.91	1,047.70	-1.7	5,991.97	5,761.36	4.0
Total Vehicle Hours	1,111.81	1,145.55	-2.9	6,478.96	6,307.41	2.7
Productivity	13.17	11.09	18.8	15.37	11.90	29.2
Revenue Vehicle Miles	27,473.4	28,899.0	-4.9	160,381.9	161,155.8	-0.5
Total Miles	29,219.4	30,512.1	-4.2	171,140.9	170,159.7	0.6

Preventable Accidents per Miles Driven in 12 Month
Period

November-25

	Miles	Accidents	Frequency 12 Month Period
FR	1,529,489	15	101,966
DAR	143,146	0	143,146

FR=Fixed Route, Martinez Link, Transbay, & Express
DAR=Dial-A-Ride

	Non-Preventable			Preventable		
	Month	FYTD	Month	FYTD	Month	FYTD
FR	Current 0	Last Year 1	Current 7	Last Year 6	Current 0	Last Year 1
DAR	Current 0	Last Year 0	Current 3	Last Year 1	Current 0	Last Year 0

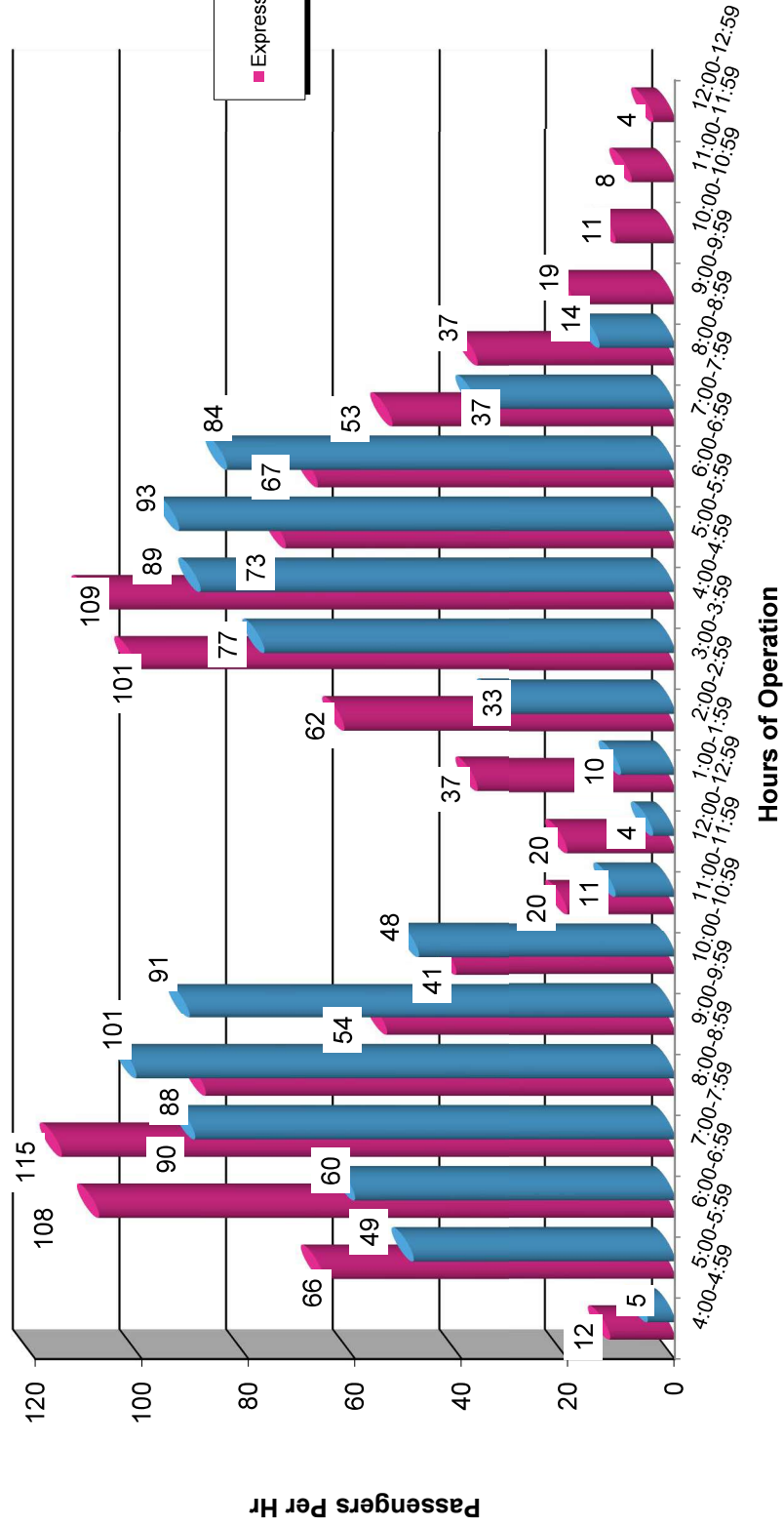


Passenger & Productivity Statistical Report

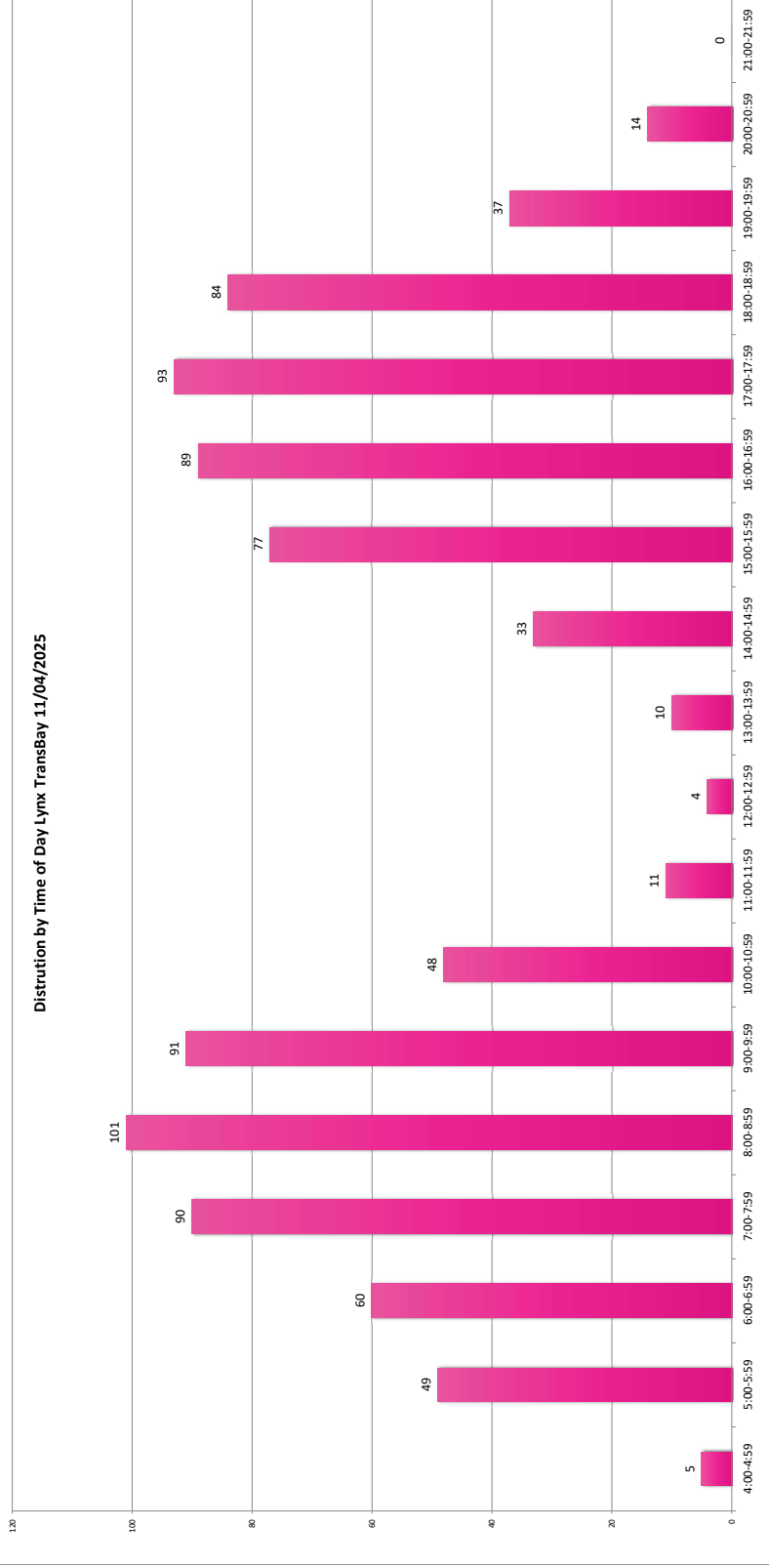
November, FY 25/26
System
All Routes

Route by Day Type & System	Passengers						Passengers Per Revenue Hour					
	November			Fiscal Year To Date			November			Fiscal Year To Date		
	FY 24/25	FY 25/26	% Change	FY 24/25	FY 25/26	% Change	FY 24/25	FY 25/26	% Change	FY 24/25	FY 25/26	% Change
Route 10 Weekday	1,052	1,136	8.0	6,181	6,577	6.4	7.5	8.9	18.7	8.0	8.3	4.1
Route 11 Weekday	1,714	2,250	31.3	11,346	12,405	9.3	7.8	10.6	35.8	8.6	9.5	9.7
Route 11 Saturday	272	342	25.7	1,174	1,264	7.7	3.1	4.2	34.8	3.9	4.6	16.2
Route 11 Total	1,986	2,592	30.5	12,520	13,669	9.2	6.5	8.8	36.3	7.8	8.6	11.0
Route 12 Weekday	1,619	1,254	-22.5	8,558	7,633	-10.8	10.8	9.2	-15.2	10.2	9.1	-10.9
Route 15 Weekday	828	777	-6.2	6,063	5,185	-14.5	6.2	5.1	-16.7	7.7	5.7	-25.3
Route 16 Weekday	3,762	3,288	-12.6	21,135	20,309	-3.9	7.5	7.1	-4.9	7.1	7.0	-1.6
Route 19 Saturday	349	341	-2.3	1,207	1,139	-5.6	4.1	3.8	-6.6	4.1	3.7	-9.6
Route 30Z Weekday	941	915	-2.8	5,705	6,113	7.2	4.2	4.3	4.2	4.3	4.7	8.6
Route C3 Weekday	4,457	3,538	-20.6	24,853	22,532	-9.3	9.6	8.3	-14.0	9.3	8.6	-7.3
Route DAR Weekday	1,238	1,219	-1.5	7,457	7,305	-2.0	1.9	1.7	-11.8	1.9	1.8	-4.2
Route DAR Saturday	264	261	-1.1	902	884	-2.0	2.0	2.0	-1.3	2.0	2.0	0.3
Route DAR Total	1,502	1,480	-1.5	8,359	8,189	-2.0	1.9	1.7	-10.2	1.9	1.8	-3.8
Route J Weekday	10,477	9,287	-11.4	65,853	63,225	-4.0	11.6	11.0	-5.3	12.6	12.2	-2.7
Route J Saturday	2,837	2,745	-3.2	10,782	10,142	-5.9	9.2	9.6	4.7	10.8	9.2	-14.6
Route J Sunday	1,489	1,785	19.9	8,583	8,479	-1.2	7.3	7.3	-0.8	8.8	8.3	-5.8
Route J Total	14,803	13,817	-6.7	85,218	81,846	-4.0	10.5	10.0	-4.0	11.8	11.2	-5.0
Route JPX Weekday	5,479	5,647	3.1	33,801	32,546	-3.7	9.9	11.1	11.7	10.4	10.4	0.0
Route JX Weekday	1,750	1,751	0.1	10,630	10,668	0.4	6.4	7.0	9.2	6.7	7.0	5.0
Route LYNX Weekday	11,616	13,565	16.8	68,585	92,088	34.3	11.1	13.2	18.8	11.9	15.4	29.1
Total System-Wide	50,144	50,101	-0.1	292,815	308,494	5.4	8.2	8.4	2.5	8.7	9.2	4.8

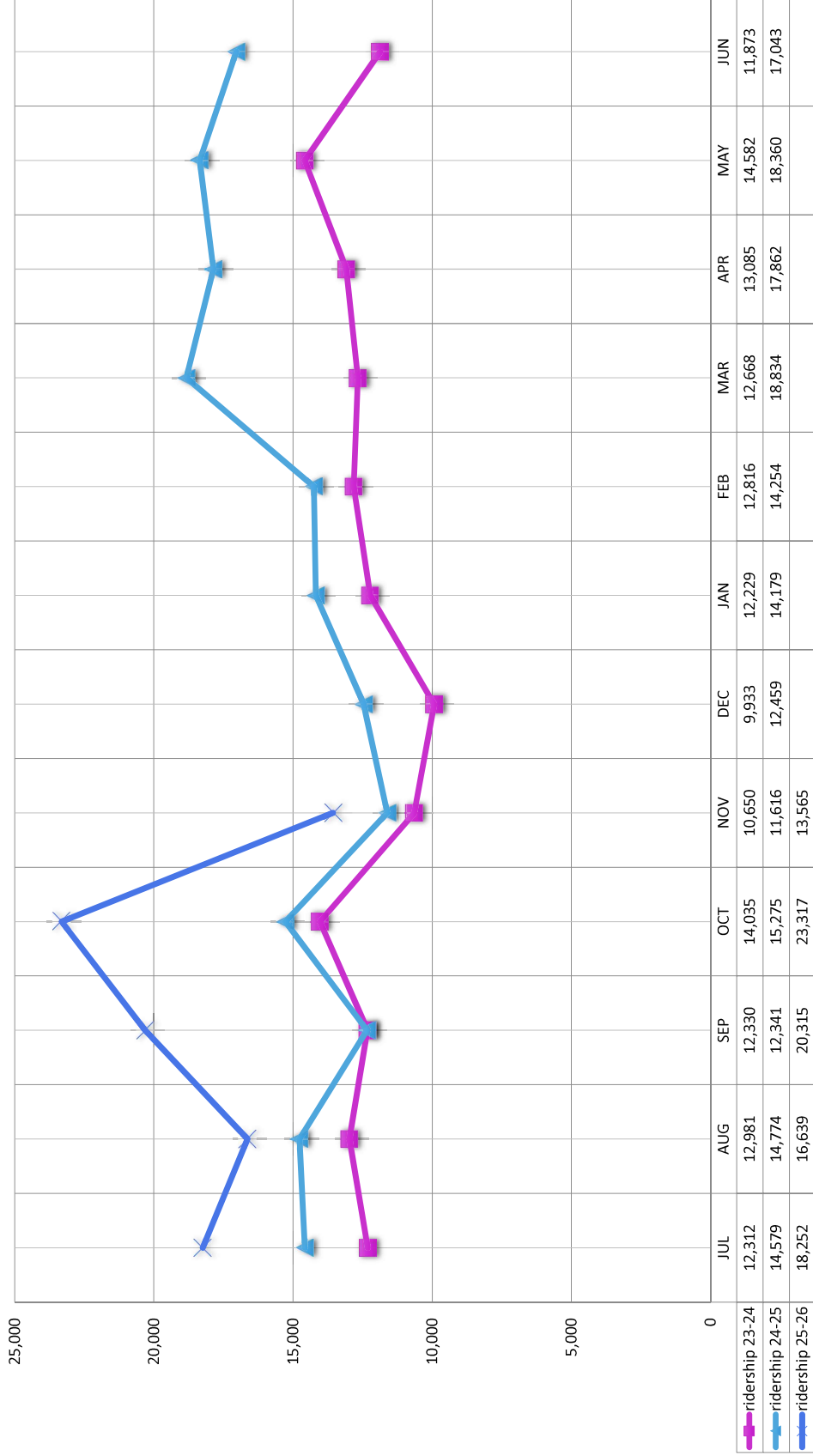
Express Routes (J, JX, JPX), and Lynx Transbay Ridership by Time of Day Date: 11/04/2025



Distribution by Time of Day Lynx TransBay 11/04/2025



WESCAT LYNX TRANSBAY 3YR STATS



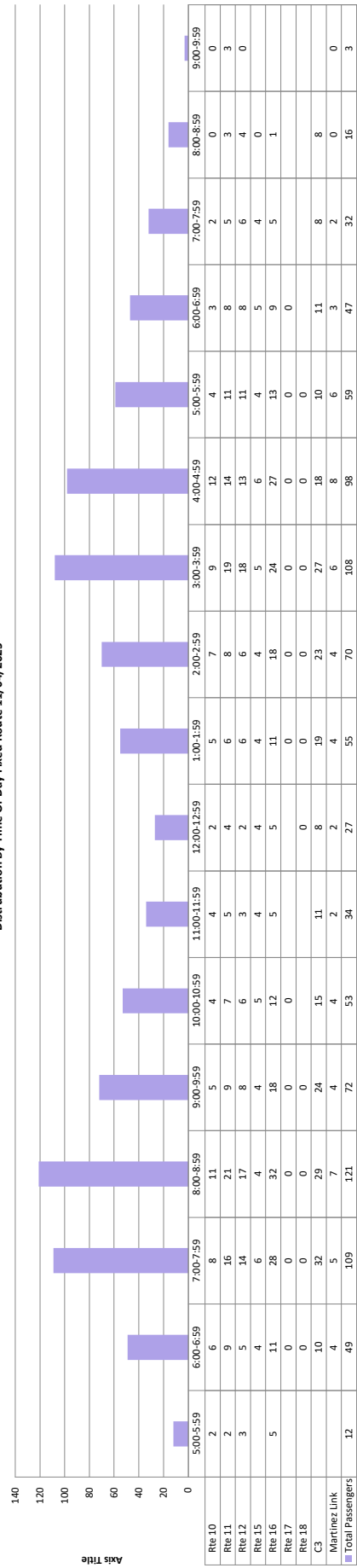
Distribution by Time of Day - Fixed Route

Date: 11/4/2025

	5:00-5:59	6:00-6:59	7:00-7:59	8:00-8:59	9:00-9:59	10:00-10:59	11:00-11:59	12:00-12:59	1:00-1:59	2:00-2:59	3:00-3:59	4:00-4:59	5:00-5:59	6:00-6:59	7:00-7:59	8:00-8:59	9:00-9:59
Rte 10	2	6	8	11	5	4	4	2	5	7	9	12	4	3	2	0	0
Rte 11	2	9	16	21	9	7	5	4	6	8	19	14	11	8	5	3	3
Rte 12	3	5	14	17	8	6	3	2	6	6	18	13	11	8	6	4	0
Rte 15	4	4	6	4	4	5	4	4	4	4	5	6	4	5	4	0	0
Rte 16	5	11	28	32	18	12	5	5	11	18	24	27	13	9	5	1	0
Rte 17	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rte 18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C3	10	10	32	29	24	15	11	8	19	23	27	18	10	11	8	8	0
Martinez Link	4	4	5	7	4	4	2	2	4	4	6	8	6	3	2	0	0
Total Passengers	12	49	109	121	72	53	34	27	55	70	108	98	59	47	32	16	3

Total Route 10	84
Total Route 11	150
Total Route 12	130
Total Route 15	63
Total Route 16	224
Total Route 17	0
Total Route 18	0
Total C3	253
Martinez Link	61
Total	965

Distribution By Time Of Day Fixed Route 11/04/2025



Distribution by Time of Day - WestCAT Express

Date: 11/4/2025

	4:00-4:59	5:00-5:59	6:00-6:59	7:00-7:59	8:00-8:59	9:00-9:59	10:00-10:59	11:00-11:59	12:00-12:59	13:00-13:59	14:00-14:59	15:00-15:59	16:00-16:59	17:00-17:59	18:00-18:59	19:00-19:59	20:00-20:59	21:00-21:59	22:00-22:59	23:00-23:59	24:00-24:59	
JX		10	20	31	15							18	27	9	4	3						
JPX		21	36	33	24	22	18	12	10	22	35	38	32	19	22	16	8	0	0	0	0	0
J	12	35	52	51	49	32	23	8	10	15	27	45	50	45	41	34	29	19	11	8	4	
Total Passengers	12	66	108	115	88	54	41	20	20	37	62	101	109	73	67	53	37	19	4	8	4	

21:00-21:59 22:00-22:59 23:00-23:59 24:00-24:59

JX	
JPX	

J	8	4	2	4
Total Passengers	8	4	2	4

JX	137
JPX	368
J	600
Total	1105

Distribution by Time of Day - Lynx Transbay

Date: 11/4/2025

	4:00-4:59	5:00-5:59	6:00-6:59	7:00-7:59	8:00-8:59	9:00-9:59	10:00-10:59	11:00-11:59	12:00-12:59	13:00-13:59	14:00-14:59	15:00-15:59	16:00-16:59	17:00-17:59	18:00-18:59	19:00-19:59	20:00-20:59	21:00-21:59
TransBay LYNX	7	46	61	90	101	91	48	11	4	12	30	78	90	92	84	35	16	0
Total Passengers	7	46	61	90	101	91	48	11	4	12	30	78	90	92	84	35	16	0

TransBay LYNX	0
Total Passengers	0

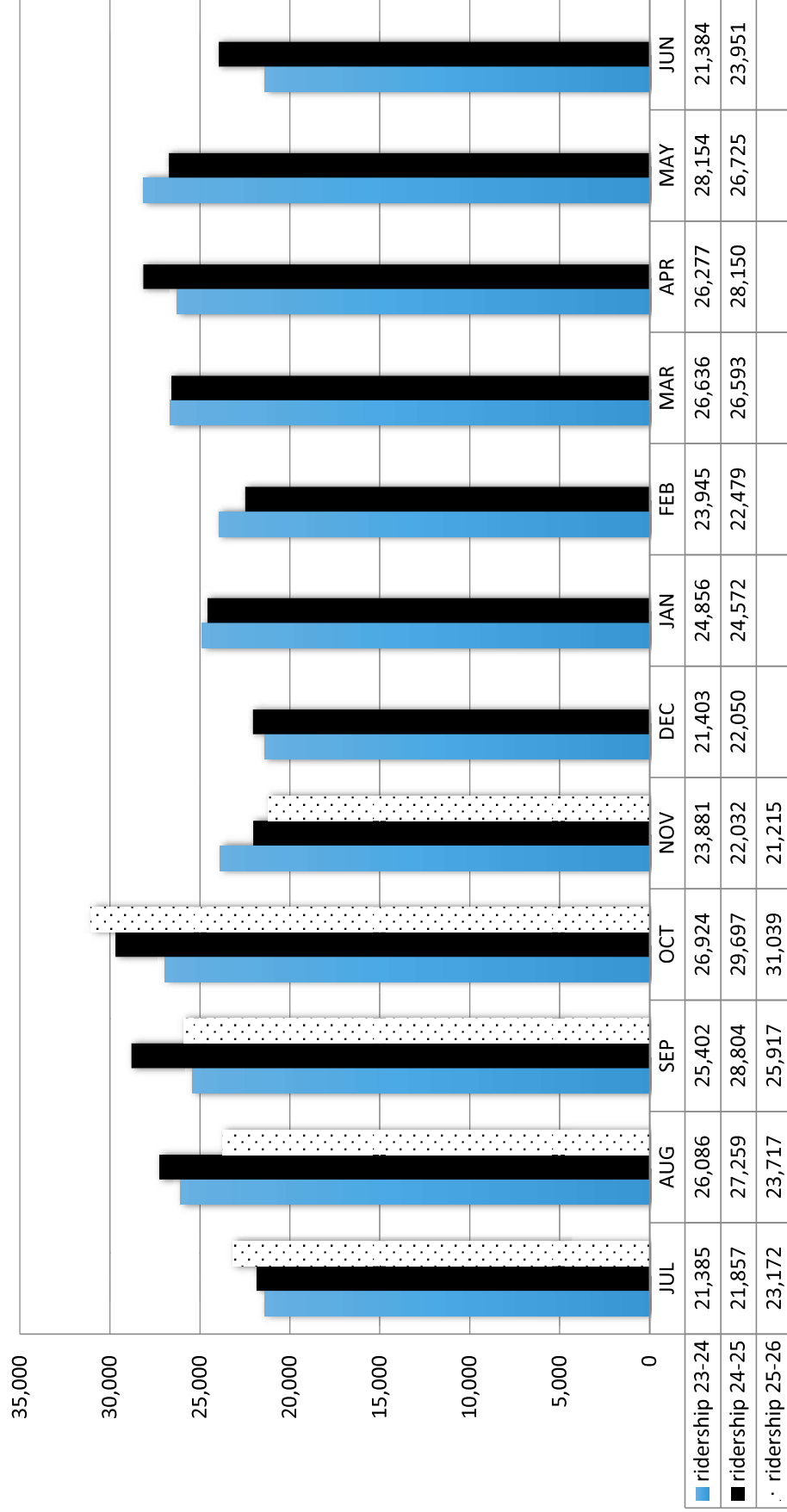
Total Lynx

896

formula created from page 7



WESTCAT EXPRESS RIDERSHIP
Includes Routes J, JX and JPX



WestCAT Monthly Passenger & Auxiliary Revenue Reconciliation

Month & Fiscal Year- November 2025

Cash Fares for Deposit	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
Cash Fare - General Public	\$ 7,890.50	\$ 48,383.31		\$ 2,110.25	\$ 5,780.25
Cash Fare - Senior & Disabled	\$ 2,411.50	\$ 13,512.00	\$ 628.75	\$ 424.50	\$ 1,358.25
Cash Fare - Transfers	\$ 299.25	\$ 1,764.64	\$ 21.50	\$ 13.75	\$ 264.00
Cash Fare - Regional Paratransit	\$ 120.00	\$ 831.00	\$ 120.00		
Cash Fare - Local Day Pass Sales	\$ 1,574.50	\$ 9,430.50		\$ 7.00	\$ 1,567.50
Total Estimated Cash (a)	\$ 12,295.75	\$ 73,921.45	\$ 770.25	\$ 2,555.50	\$ 8,970.00
Over/(Short) Cash Count	\$ 3.37	\$ 17.59	\$ (1.03)	\$ 3.25	\$ 1.15
Bank Deposit Corrections	\$ -	\$ -			
Subtotal Cash Fare Deposit	\$ 12,299.12	\$ 73,939.04	\$ 769.22	\$ 2,558.75	\$ 8,971.15
Prepaid Sales Deposit	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
Ticket Books	\$ 655.00	\$ 3,950.00	\$ 655.00		
Summer Youth Ppass (SYP)	\$ -	\$ -			
Clipper Sales	\$ 238.00	\$ 1,643.00			\$ 238.00
Lynx 31-Day Pass Sales - GP	\$ 420.00	\$ 2,660.00		\$ 420.00	
Lynx 31-Day Pass Sales - SNR/DSBLD	\$ 140.00	\$ 910.00		\$ 140.00	
Lynx Stored Ride Pass Sales	\$ 250.00	\$ 770.00		\$ 250.00	
Local 31-Day Pass Sales - GP	\$ 9,880.00	\$ 13,560.00			\$ 9,880.00
Local 31-Day Pass Sales -SNR/DSBLD	\$ 600.00	\$ 1,720.00			\$ 600.00
Local Stored Value Pass Sales	\$ -	\$ -			
Local Day Pass Sales (Prepaid)	\$ 735.00	\$ 1,157.50			\$ 735.00
Shopify (Shipping Fees)	\$ 34.00	\$ 166.00	\$ 12.00	\$ 11.00	\$ 11.00
Over payment	\$ -	\$ -			
Returned Checks	\$ -	\$ -			
Refunds Issued from Ticket / Pass Sales	\$ -	\$ -			
Subtotal Prepaid Sales Deposit	\$ 12,952.00	\$ 26,536.50	\$ 667.00	\$ 821.00	\$ 11,464.00
Billings Issued	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
CCC Nutrition Tickets	\$ 130.00	\$ 630.00	\$ 130.00		
Lynx B1G1F - GP 31-Day Pass	\$ -	\$ -			
Lynx B1G1F - SNR/DSBLD 31-Day Pass	\$ -	\$ -			
Wage Works - Local GP 31-Day Pass	\$ 40.00	\$ 200.00			\$ 40.00
Wage Works - Local SNR/DSBLD -31-Day Pass	\$ -	\$ -			
Wage Works - Lynx GP 31-Day Pass	\$ 840.00	\$ 4,200.00		\$ 840.00	
Wage Works - Lynx SNR/DSBLD 31-Day Pass	\$ -	\$ -			
Wage Works - Lynx 10 Ride Pass	\$ -	\$ 890.00			
Wage Works - Local Stored Value Pass	\$ -	\$ -			
Capital Corridor Vouchers (Annually)	\$ -	\$ -			
511 Contra Costa (BOGO LYNX)	\$ -	\$ -			
10 Ride LYNX Promo	\$ -	\$ 850.00			
511 CC Summer Youth Pass	\$ -	\$ -			
WCCUSD (\$37.00 SBPP)	\$ -	\$ 27,750.00			
HTC Parking / BART Disc. Fare (\$1.35)	\$ -	\$ 611.02			
CCTA Summer Youth Pass	\$ -	\$ -			
CCTA Life Program	\$ -	\$ 3,060.00			
Clipper	\$ 72,878.70	\$ 377,538.48		\$ 46,586.99	\$ 26,291.71
CCC Health Services	\$ -	\$ -			
CCC Employee & Human Services	\$ -	\$ -			
Contra Costa College	\$ -	\$ -			
Clipper Start - MTC	\$ -	\$ -			
Pass 2 Class Program	\$ -	\$ 14,280.00			
*Other	\$ -	\$ -			
Subtotal Billings	\$ 73,888.70	\$ 430,009.50	\$ 130.00	\$ 47,426.99	\$ 26,331.71
Total Passenger Revenue	\$ 99,139.82	\$ 530,485.04	\$ 1,566.22	\$ 50,806.74	\$ 46,766.86

	Monthly System Total	CYTD
Total Passenger Revenue Last Year	\$ 95,828.18	\$ 593,675.18



Monthly Management Report Summary

December, FY 25/26

System & Program Summary

	December FY 25/26	December FY 24/25	% Change	Year-To-Date FY 25/26	Year-To-Date FY 24/25	% Change
System Total						
Total Passengers	51,801	50,667	2.2	360,295	343,482	4.9
Revenue Passengers	48,786	46,259	5.5	326,956	320,957	1.9
Weekday Total Passengers	48,184	47,068	2.4	334,770	317,235	5.5
Saturday Total Passengers	2,168	1,824	18.9	15,597	15,889	-1.8
Sunday Total Passengers	1,449	1,775	-18.4	9,928	10,358	-4.2
Weekday Average Passengers	2,190	2,241	-2.3	2,636	2,498	5.5
Saturday Average Passengers	542	456	18.9	557	567	-1.8
Sunday Average Passengers	290	296	-2.0	331	345	-4.1
Vehicle Revenue Hours	7,062.96	6,852.84	3.1	40,715.13	40,330.16	1.0
Total Vehicle Hours	7,436.93	7,272.43	2.3	42,953.03	43,099.53	-0.3
Revenue Vehicle Miles	115,288.4	116,307.5	-0.9	672,424.7	705,870.4	-4.7
Total Miles	141,255.0	143,476.5	-1.5	824,084.9	835,868.6	-1.4
Dial-A-Ride Program						
Number of Weekdays	22	21	4.8	126	126	0.0
Number of Saturdays	4	4	0.0	28	28	0.0
Total Passengers	1,556	1,433	8.6	9,745	9,792	-0.5
Revenue Passengers	1,508	1,343	12.3	9,371	9,142	2.5
Weekday Total Passengers	1,377	1,296	6.3	8,682	8,753	-0.8
Saturday Total Passengers	179	137	30.7	1,063	1,039	2.3
Weekday Average Passengers	63	62	1.6	69	69	0.0
Saturday Average Passengers	45	34	32.4	38	37	2.7
Vehicle Revenue Hours	1,008.89	859.23	17.4	5,494.38	5,265.86	4.3
Total Vehicle Hours	1,050.90	895.05	17.4	5,773.75	5,473.50	5.5
Productivity	1.54	1.67	-7.8	1.77	1.86	-4.8
Revenue Vehicle Miles	8,185.5	7,100.8	15.3	48,470.5	46,494.6	4.2
Total Miles	9,167.6	8,353.6	9.7	53,767.3	52,327.2	2.8
Express Routes Program						
Number of Weekdays	22	21	4.8	126	126	0.0
Number of Saturdays	4	4	0.0	28	28	0.0
Number of Sundays	5	6	-16.7	30	30	0.0
Total Passengers	22,403	22,050	1.6	147,463	151,699	-2.8
Revenue Passengers	21,129	19,860	6.4	140,305	143,170	-2.0
Weekday Total Passengers	19,346	18,895	2.4	125,785	129,179	-2.6
Saturday Total Passengers	1,608	1,380	16.5	11,750	12,162	-3.4
Sunday Total Passengers	1,449	1,775	-18.4	9,928	10,358	-4.2
Weekday Average Passengers	879	900	-2.3	998	1,025	-2.6
Saturday Average Passengers	402	345	16.5	420	434	-3.2
Sunday Average Passengers	290	296	-2.0	331	345	-4.1
Vehicle Revenue Hours	2,436.07	2,486.01	-2.0	14,371.81	14,531.29	-1.1
Total Vehicle Hours	2,569.59	2,655.22	-3.2	15,169.03	15,560.82	-2.5
Productivity	9.20	8.87	3.7	10.26	10.44	-1.7
Revenue Vehicle Miles	37,708.7	41,737.5	-9.7	222,117.5	249,618.1	-11.0
Total Miles	40,243.5	45,676.5	-11.9	237,334.7	275,974.1	-14.0



Monthly Management Report Summary

December, FY 25/26

System & Program Summary

	December FY 25/26	December FY 24/25	% Change	Year-To-Date FY 25/26	Year-To-Date FY 24/25	% Change
Local Fixed Routes Program						
Number of Weekdays	22	21	4.8	126	126	0.0
Number of Saturdays	4	4	0.0	28	28	0.0
Total Passengers	14,604	14,725	-0.8	97,761	100,947	-3.2
Revenue Passengers	13,131	12,722	3.2	89,718	90,007	-0.3
Weekday Total Passengers	14,223	14,418	-1.4	94,977	98,259	-3.3
Saturday Total Passengers	381	307	24.1	2,784	2,688	3.6
Weekday Average Passengers	647	687	-5.8	754	780	-3.3
Saturday Average Passengers	95	77	23.4	99	96	3.1
Vehicle Revenue Hours	2,359.40	2,290.20	3.0	13,598.37	13,554.25	0.3
Total Vehicle Hours	2,457.74	2,402.28	2.3	14,172.59	14,437.92	-1.8
Productivity	6.19	6.43	-3.7	7.19	7.45	-3.5
Revenue Vehicle Miles	35,815.6	35,441.8	1.1	207,876.2	216,574.5	-4.0
Total Miles	37,494.4	37,667.8	-0.5	217,687.8	231,203.9	-5.8
Transbay Lynx Program						
Number of Weekdays	22	21	4.8	127	127	0.0
Total Passengers	13,238	12,459	6.3	105,326	81,044	30.0
Revenue Passengers	13,018	12,334	5.5	87,562	78,638	11.3
Weekday Total Passengers	13,238	12,459	6.3	105,326	81,044	30.0
Weekday Average Passengers	602	593	1.5	829	638	29.9
Vehicle Revenue Hours	1,258.60	1,217.40	3.4	7,250.57	6,978.76	3.9
Total Vehicle Hours	1,358.70	1,319.88	2.9	7,837.66	7,627.29	2.8
Productivity	10.52	10.23	2.8	14.53	11.61	25.2
Revenue Vehicle Miles	33,578.6	32,027.4	4.8	193,960.5	193,183.2	0.4
Total Miles	35,712.6	34,103.7	4.7	206,853.5	204,263.4	1.3

WestCAT Monthly Passenger & Auxiliary Revenue Reconciliation

Month & Fiscal Year- December 2025

Cash Fares for Deposit	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
Cash Fare - General Public	\$ 8,805.50	\$ 57,188.81		\$ 2,680.50	\$ 6,125.00
Cash Fare - Senior & Disabled	\$ 2,621.75	\$ 16,133.75	\$ 696.25	\$ 562.00	\$ 1,363.50
Cash Fare - Transfers	\$ 250.25	\$ 2,014.89	\$ 17.00	\$ 8.25	\$ 225.00
Cash Fare - Regional Paratransit	\$ 213.00	\$ 1,044.00	\$ 213.00		
Cash Fare - Local Day Pass Sales	\$ 1,639.50	\$ 11,070.00		\$ 3.00	\$ 1,636.50
Total Estimated Cash (a)	\$ 13,530.00	\$ 87,451.45	\$ 926.25	\$ 3,253.75	\$ 9,350.00
Over/(Short) Cash Count	\$ 4.26	\$ 21.89	\$ 1.72	\$ 1.26	\$ 1.28
Bank Deposit Corrections	\$ -	\$ 42.53			
Subtotal Cash Fare Deposit	\$ 13,534.26	\$ 87,515.87	\$ 927.97	\$ 3,255.01	\$ 9,351.28
Prepaid Sales Deposit	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
Ticket Books	\$ 590.00	\$ 4,540.00	\$ 590.00		
Summer Youth Psss (SYP)	\$ -	\$ -			
Clipper Sales	\$ 322.97	\$ 1,965.97			\$ 322.97
Lynx 31-Day Pass Sales - GP	\$ 560.00	\$ 3,220.00		\$ 560.00	
Lynx 31-Day Pass Sales - SNR/DSBLD	\$ 70.00	\$ 980.00		\$ 70.00	
Lynx Stored Ride Pass Sales	\$ 420.00	\$ 1,190.00		\$ 420.00	
Local 31-Day Pass Sales - GP	\$ 840.00	\$ 14,400.00			\$ 840.00
Local 31-Day Pass Sales -SNR/DSBLD	\$ 240.00	\$ 1,960.00			\$ 240.00
Local Stored Value Pass Sales	\$ -	\$ -			
Local Day Pass Sales (Prepaid)	\$ 1.50	\$ 1,159.00			\$ 1.50
Shopify (Shipping Fees)	\$ 27.00	\$ 193.00	\$ 9.00	\$ 7.00	\$ 11.00
Over payment	\$ -	\$ -			
Returned Checks	\$ -	\$ -			
Refunds Issued from Ticket / Pass Sales	\$ -	\$ -			
Subtotal Prepaid Sales Deposit	\$ 3,071.47	\$ 29,607.97	\$ 599.00	\$ 1,057.00	\$ 1,415.47
Billings Issued	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
CCC Nutrition Tickets	\$ 45.00	\$ 675.00	\$ 45.00		
Lynx B1G1F - GP 31-Day Pass	\$ -	\$ -			
Lynx B1G1F - SNR/DSBLD 31-Day Pass	\$ -	\$ -			
Wage Works - Local GP 31-Day Pass	\$ 40.00	\$ 240.00			\$ 40.00
Wage Works - Local SNR/DSBLD -31-Day Pass	\$ -	\$ -			
Wage Works - Lynx GP 31-Day Pass	\$ 840.00	\$ 5,040.00		\$ 840.00	
Wage Works - Lynx SNR/DSBLD 31-Day Pass	\$ -	\$ -			
Wage Works - Lynx 10 Ride Pass	\$ -	\$ 890.00			
Wage Works - Local Stored Value Pass	\$ -	\$ -			
Capital Corridor Vouchers (Annually)	\$ -	\$ -			
511 Contra Costa (BOGO LYNX)	\$ -	\$ -			
10 Ride LYNX Promo	\$ 450.00	\$ 1,300.00		\$ 450.00	
511 CC Summer Youth Pass	\$ -	\$ -			
WCCUSD (\$37.00 SBPP)	\$ -	\$ 27,750.00			
BART Parking	\$ -	\$ 611.02			
CCTA Summer Youth Pass	\$ -	\$ -			
CCTA Life Program	\$ 3,330.00	\$ 6,390.00	\$ 3,330.00		
Clipper	\$ 69,816.51	\$ 447,354.99		\$ 43,802.04	\$ 26,014.47
CCC Health Services	\$ -	\$ -			
CCC Employee & Human Services	\$ -	\$ -			
Contra Costa College	\$ -	\$ -			
Clipper Start - MTC	\$ -	\$ -			
Pass 2 Class Program	\$ -	\$ 14,280.00			
*Other	\$ -	\$ -			
Subtotal Billings	\$ 74,521.51	\$ 504,531.01	\$ 3,375.00	\$ 45,092.04	\$ 26,054.47
Total Passenger Revenue	\$ 91,127.24	\$ 621,654.85	\$ 4,901.97	\$ 49,404.05	\$ 36,821.22

	Monthly System Total	CYTD
Total Passenger Revenue Last Year	\$ 108,161.67	\$ 701,836.85

Preventable Accidents per Miles Driven in 12 Month
Period

December-25

	Miles	Accidents	Frequency 12 Month Period
FR	1,529,489	14	109,249
DAR	143,146	2	71,573

FR=Fixed Route, Martinez Link, Transbay, & Express
DAR=Dial-A-Ride

	Non-Preventable				Preventable			
	Month		FYTD		Month		FYTD	
	Current	Last Year	Current	Last Year	Current	Last Year	Current	Last Year
FR	0	0	7	7	3	3	11	8
DAR	1	0	3	1	1	0	1	4



Passenger & Productivity Statistical Report

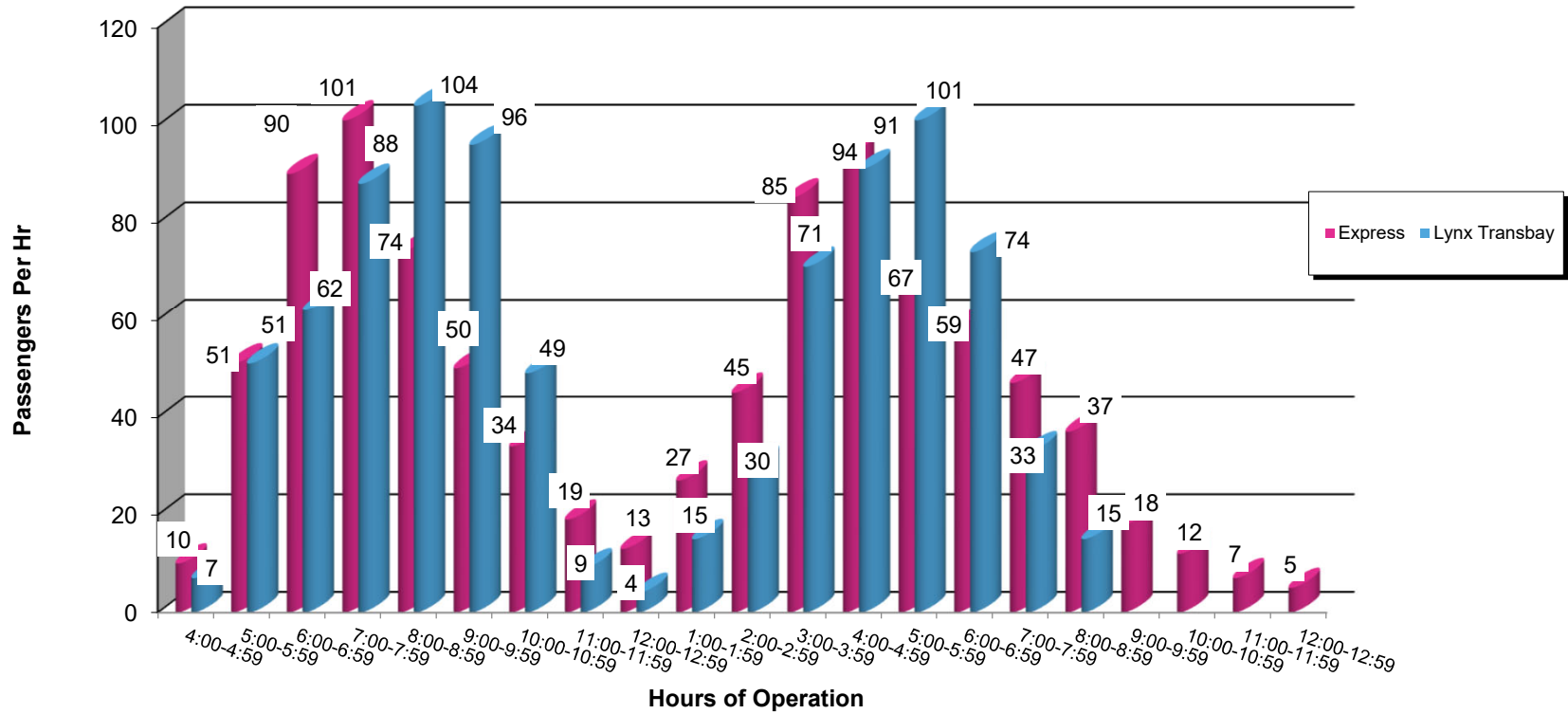
December, FY 25/26

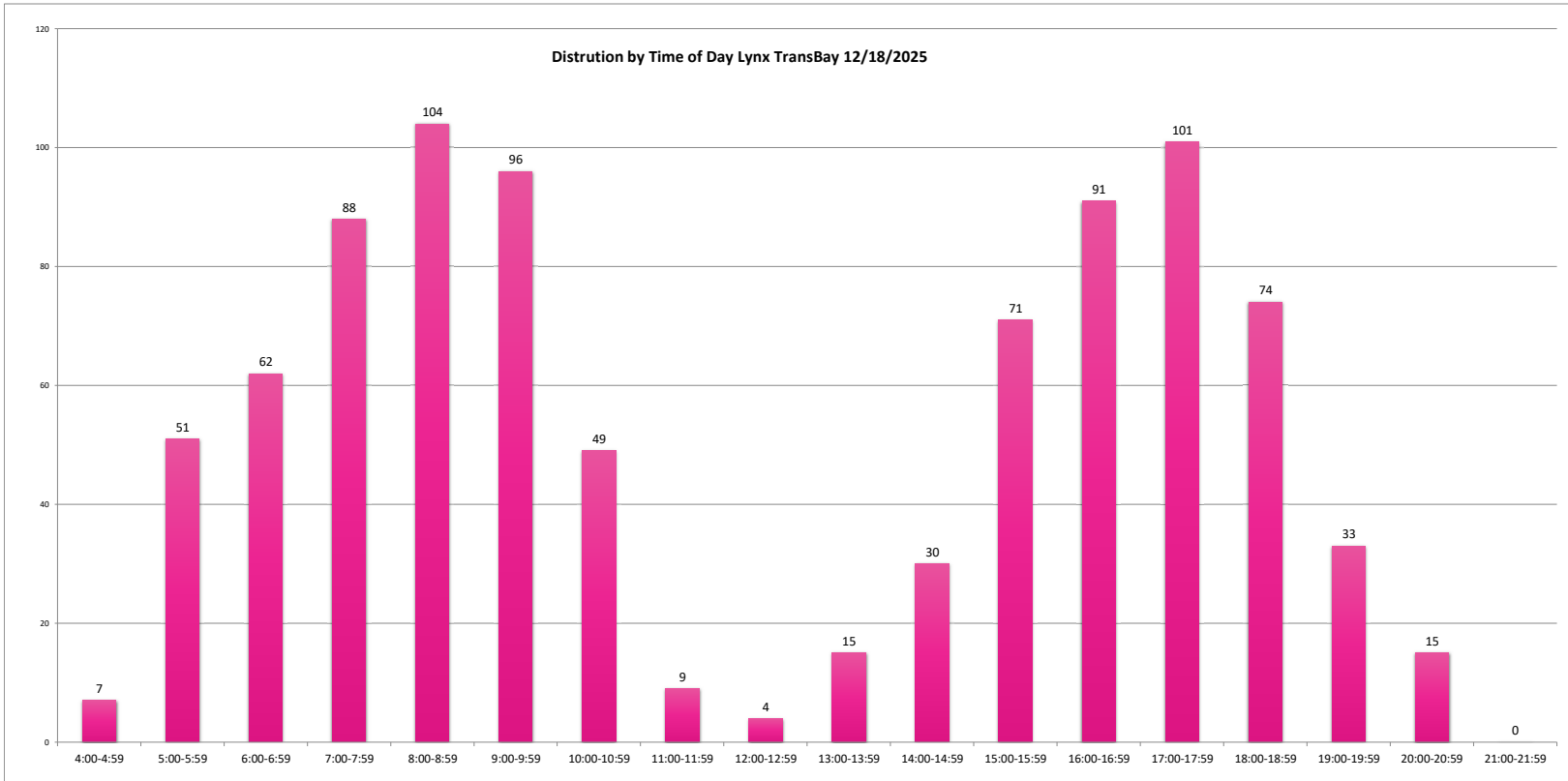
System

All Routes

Route by Day Type & System	Passengers						Passengers Per Revenue Hour					
	December			Fiscal Year To Date			December			Fiscal Year To Date		
	FY 24/25	FY 25/26	% Change	FY 24/25	FY 25/26	% Change	FY 24/25	FY 25/26	% Change	FY 24/25	FY 25/26	% Change
Route 10 Weekday	1,339	953	-28.8	7,520	7,530	0.1	7.6	5.4	-29.5	7.9	7.8	-1.8
Route 11 Weekday	1,797	2,538	41.2	13,143	14,943	13.7	6.7	9.2	37.6	8.3	9.4	13.5
Route 11 Saturday	157	179	14.0	1,331	1,443	8.4	3.4	3.8	13.0	3.9	4.5	15.6
Route 11 Total	1,954	2,717	39.0	14,474	16,386	13.2	6.2	8.4	35.8	7.5	8.6	14.3
Route 12 Weekday	1,707	1,251	-26.7	10,265	8,884	-13.5	8.9	7.1	-20.6	10.0	8.8	-12.2
Route 15 Weekday	762	1,003	31.6	6,825	6,188	-9.3	4.4	5.2	18.6	7.1	5.6	-20.4
Route 16 Weekday	3,883	3,938	1.4	25,018	24,247	-3.1	6.5	6.4	-1.9	7.0	6.9	-1.7
Route 19 Saturday	150	202	34.7	1,357	1,341	-1.2	2.9	4.0	35.0	3.9	3.8	-4.7
Route 30Z Weekday	1,155	991	-14.2	6,860	7,104	3.6	4.5	3.7	-18.6	4.4	4.5	3.8
Route C3 Weekday	3,775	3,549	-6.0	28,628	26,081	-8.9	7.1	6.4	-9.7	8.9	8.2	-7.9
Route DAR Weekday	1,296	1,377	6.3	8,753	8,682	-0.8	1.6	1.5	-7.5	1.8	1.8	-4.9
Route DAR Saturday	137	179	30.7	1,039	1,063	2.3	2.0	1.8	-11.4	2.0	2.0	-1.9
Route DAR Total	1,433	1,556	8.6	9,792	9,745	-0.5	1.7	1.5	-7.5	1.9	1.8	-4.6
Route J Weekday	11,012	10,642	-3.4	76,865	73,867	-3.9	10.5	9.8	-6.6	12.2	11.8	-3.4
Route J Saturday	1,380	1,608	16.5	12,162	11,750	-3.4	5.3	9.8	84.5	9.7	9.3	-3.8
Route J Sunday	1,775	1,449	-18.4	10,358	9,928	-4.2	7.3	7.1	-2.3	8.5	8.1	-4.7
Route J Total	14,167	13,699	-3.3	99,385	95,545	-3.9	9.1	9.4	3.3	11.3	10.9	-3.7
Route JPX Weekday	6,026	6,729	11.7	39,827	39,275	-1.4	9.6	10.2	6.4	10.3	10.4	0.9
Route JX Weekday	1,857	1,975	6.4	12,487	12,643	1.2	6.2	6.2	0.1	6.6	6.9	4.1
Route LYNX Weekday	12,459	13,238	6.3	81,044	105,326	30.0	10.2	10.5	2.8	11.6	14.5	25.1
Total System-Wide	50,667	51,801	2.2	343,482	360,295	4.9	7.4	7.3	-0.8	8.5	8.8	3.9

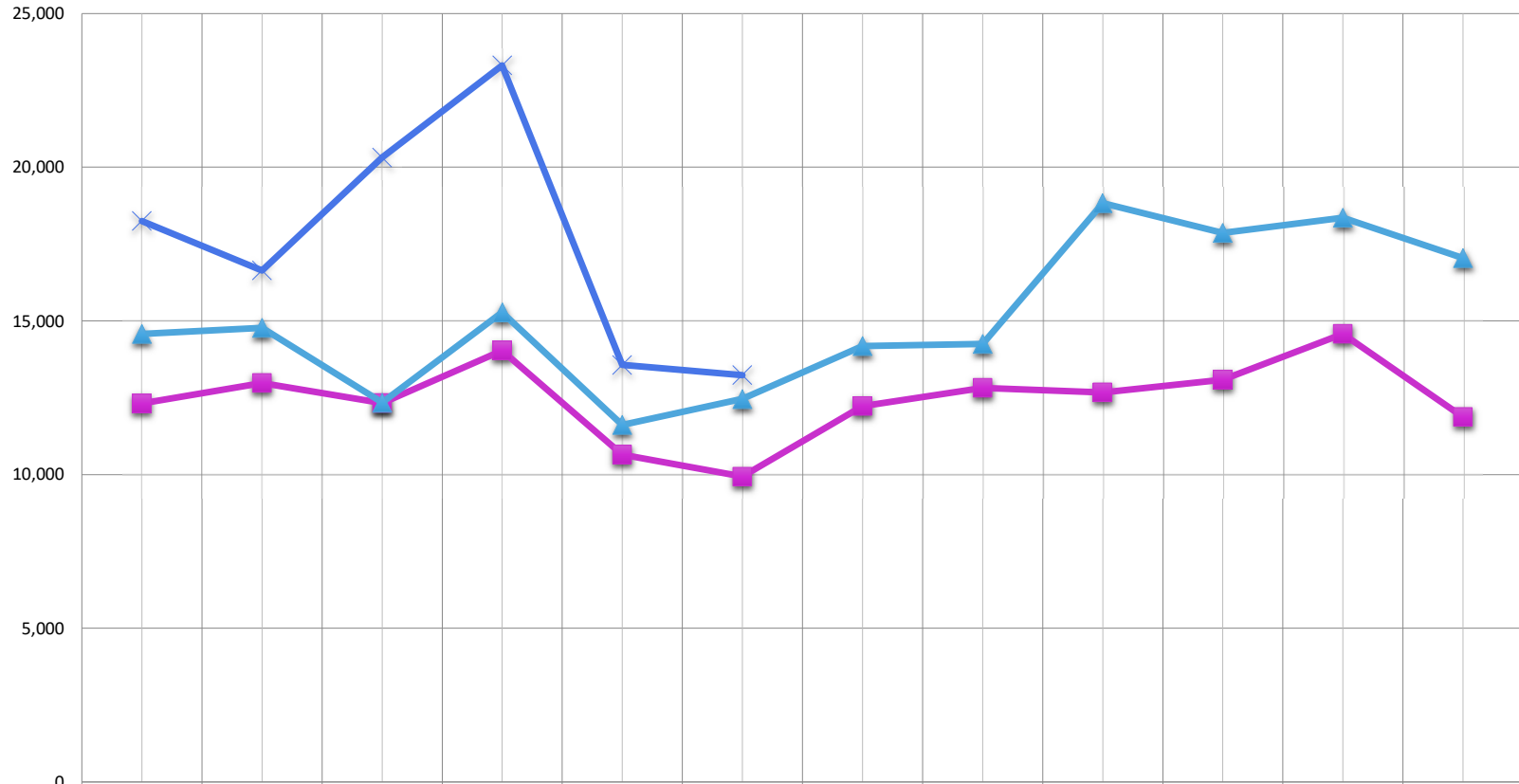
**Express Routes (J, JX, JPX), and Lynx Transbay
Ridership by Time of Day
Date:12/18/2025**





Page 7: of the Monthly F
1. Locate and Open F
2. Click Tab titled pag
3. Obtain the numbers
4. Change the date to 1
5. Print the report and

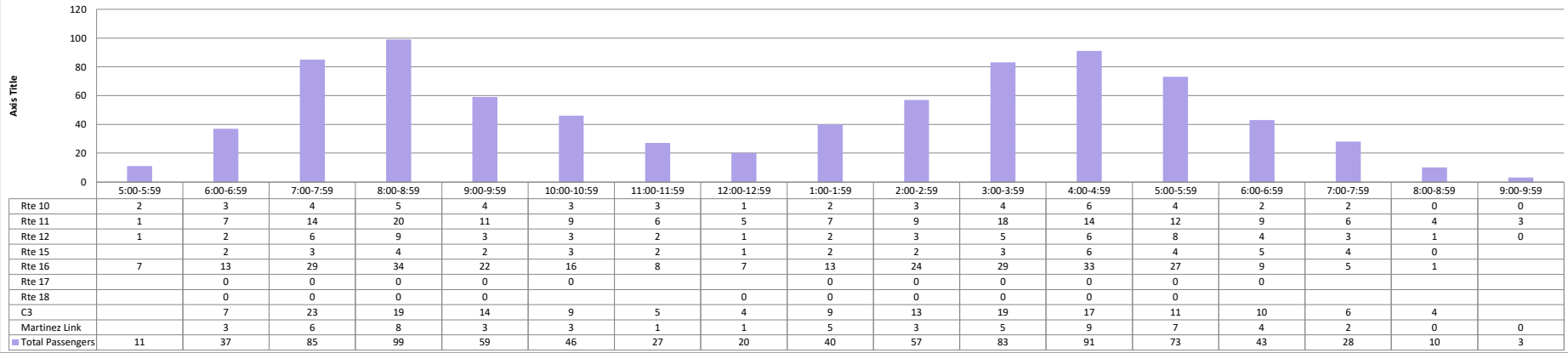
WESCAT LYNX TRANSBAY 3YR STATS



ridership 23-24	12,312	12,981	12,330	14,035	10,650	9,933	12,229	12,816	12,668	13,085	14,582	11,873
ridership 24-25	14,579	14,774	12,341	15,275	11,616	12,459	14,179	14,254	18,834	17,862	18,360	17,043
ridership 25-26	18,252	16,639	20,315	23,317	13,565	13,238						

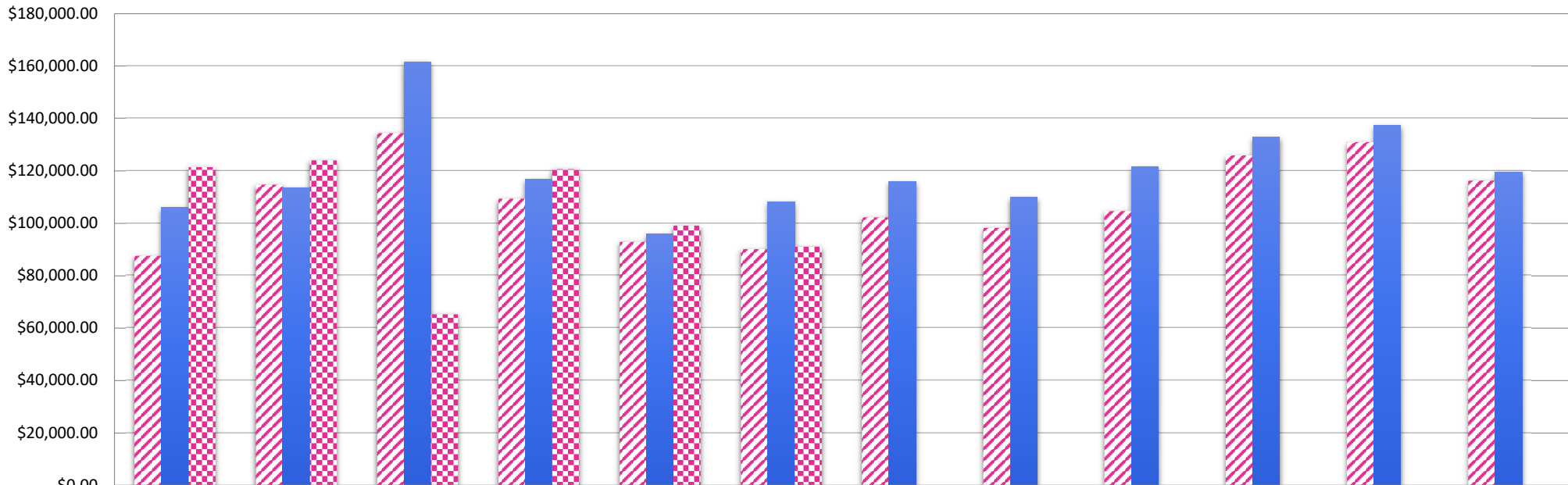
Distrubution by Time of Day - WestCAT Express																					
Date:		12/18/2025																			
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JX		8	17	26	13							15	21	8	3	2					
JPX		20	35	32	22	19	19	13	8	20	29	36	31	23	26	18	9	0	0	0	
J		10	23	38	43	39	31	15	6	7	16	34	42	36	30	27	28	18	12	7	5
Total Passengers	10	51	90	101	74	50	34	19	13	27	45	85	94	67	59	47	37	18	4	7	5
	21:00-21:59	22:00-22:59	23:00-23:59	24:00-24:59																	
JX																					
JPX																					
J	8	4	2	5																	
Total Passengers	8	4	2	5																	
				JX	113																
				JPX	360																
				J	472																
				Total	945																
Distrubution by Time of Day -Lynx Transbay																					
Date:		12/18/2025																			
	4:00-4:59	5:00-5:59	6:00-6:59	7:00-7:59	8:00-8:59	9:00-9:59	10:00-10:59	11:00-11:59	12:00-12:59	13:00-13:59	14:00-14:59	15:00-15:59	16:00-16:59	17:00-17:59	18:00-18:59	19:00-19:59	20:00-20:59	21:00-21:59			
TransBay LYNX	7	51	62	88	104	96	49	9	4	15	30	71	91	101	74	33	15	0			
Total Passengers	7	51	62	88	104	96	49	9	4	15	30	71	91	101	74	33	15	0			
	21:00-21:59																				
TransBay LYNX	0																				
Total Passengers	0																				
				Total Lynx	900																
					formula created from page 7																

Distribution By Time Of Day Fixed Route 12/18/2025





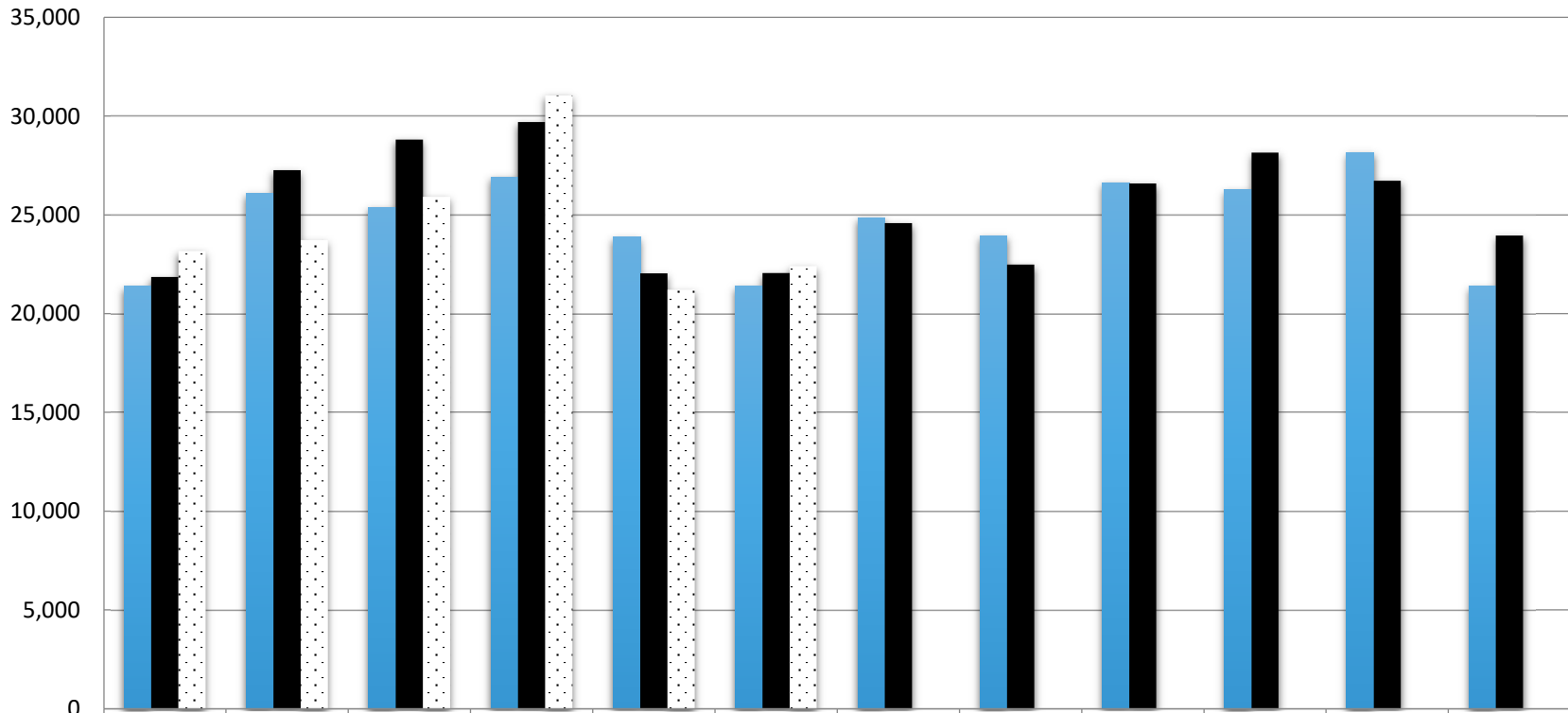
WESTCAT FAREBOX REVENUE



	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Revenue 23-24	\$87,580.83	\$114,756.29	\$134,323.01	\$109,386.82	\$92,930.16	\$90,141.37	\$102,241.47	\$98,318.34	\$104,640.78	\$125,802.06	\$130,917.30	\$116,285.02
Revenue 24-25	\$105,959.74	\$113,498.82	\$161,654.16	\$116,734.28	\$95,828.18	\$108,161.67	\$115,785.15	\$109,842.29	\$121,475.26	\$132,850.64	\$137,263.87	\$119,546.10
Revenue 25-26	\$121,456.23	\$124,044.93	\$65,240.00	\$120,646.63	\$99,139.82	\$91,127.24						



WESTCAT EXPRESS RIDERSHIP Includes Routes J, JX and JPX



	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
■ ridership 23-24	21,385	26,086	25,402	26,924	23,881	21,403	24,856	23,945	26,636	26,277	28,154	21,384
■ ridership 24-25	21,857	27,259	28,804	29,697	22,032	22,050	24,572	22,479	26,593	28,150	26,725	23,951
◻ ridership 25-26	23,172	23,717	25,917	31,039	21,215	22,403						

WestCAT Monthly Passenger & Auxiliary Revenue Reconciliation

Month & Fiscal Year- December 2025

Cash Fares for Deposit	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
Cash Fare - General Public	\$ 8,805.50	\$ 57,188.81		\$ 2,680.50	\$ 6,125.00
Cash Fare - Senior & Disabled	\$ 2,621.75	\$ 16,133.75	\$ 696.25	\$ 562.00	\$ 1,363.50
Cash Fare - Transfers	\$ 250.25	\$ 2,014.89	\$ 17.00	\$ 8.25	\$ 225.00
Cash Fare - Regional Paratransit	\$ 213.00	\$ 1,044.00	\$ 213.00		
Cash Fare - Local Day Pass Sales	\$ 1,639.50	\$ 11,070.00		\$ 3.00	\$ 1,636.50
Total Estimated Cash (a)	\$ 13,530.00	\$ 87,451.45	\$ 926.25	\$ 3,253.75	\$ 9,350.00
Over/(Short) Cash Count	\$ 4.26	\$ 21.85	\$ 1.72	\$ 1.26	\$ 1.28
Bank Deposit Corrections	\$ -	\$ -			
Subtotal Cash Fare Deposit	\$ 13,534.26	\$ 87,473.30	\$ 927.97	\$ 3,255.01	\$ 9,351.28
Prepaid Sales Deposit	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
Ticket Books	\$ 590.00	\$ 4,540.00	\$ 590.00		
Summer Youth Psss (SYP)	\$ -	\$ -			
Clipper Sales	\$ 322.97	\$ 1,965.97			\$ 322.97
Lynx 31-Day Pass Sales - GP	\$ 560.00	\$ 3,220.00		\$ 560.00	
Lynx 31-Day Pass Sales - SNR/DSBLD	\$ 70.00	\$ 980.00		\$ 70.00	
Lynx Stored Ride Pass Sales	\$ 420.00	\$ 1,190.00		\$ 420.00	
Local 31-Day Pass Sales - GP	\$ 840.00	\$ 14,400.00			\$ 840.00
Local 31-Day Pass Sales -SNR/DSBLD	\$ 240.00	\$ 1,960.00			\$ 240.00
Local Stored Value Pass Sales	\$ -	\$ -			
Local Day Pass Sales (Prepaid)	\$ 1.50	\$ 1,159.00			\$ 1.50
Shopify (Shipping Fees)	\$ 27.00	\$ 193.00	\$ 9.00	\$ 7.00	\$ 11.00
Over payment	\$ -	\$ -			
Returned Checks	\$ -	\$ -			
Refunds Issued from Ticket / Pass Sales	\$ -	\$ -			
Subtotal Prepaid Sales Deposit	\$ 3,071.47	\$ 29,607.97	\$ 599.00	\$ 1,057.00	\$ 1,415.47
Billings Issued	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
CCC Nutrition Tickets	\$ 45.00	\$ 675.00	\$ 45.00		
Lynx B1G1F - GP 31-Day Pass	\$ -	\$ -			
Lynx B1G1F - SNR/DSBLD 31-Day Pass	\$ -	\$ -			
Wage Works - Local GP 31-Day Pass	\$ 40.00	\$ 240.00			\$ 40.00
Wage Works - Local SNR/DSBLD -31-Day Pass	\$ -	\$ -			
Wage Works - Lynx GP 31-Day Pass	\$ 840.00	\$ 5,040.00		\$ 840.00	
Wage Works - Lynx SNR/DSBLD 31-Day Pass	\$ -	\$ -			
Wage Works - Lynx 10 Ride Pass	\$ -	\$ 890.00			
Wage Works - Local Stored Value Pass	\$ -	\$ -			
Capital Corridor Vouchers (Annually)	\$ -	\$ -			
511 Contra Costa (BOGO LYNX)	\$ -	\$ -			
10 Ride LYNX Promo	\$ 450.00	\$ 1,300.00		\$ 450.00	
511 CC Summer Youth Pass	\$ -	\$ -			
WCCUSD (\$37.00 SBPP)	\$ -	\$ 27,750.00			
HTC Parking / BART Disc. Fare (\$1.35)	\$ 771.31	\$ 1,382.33			\$ 771.31
CCTA Summer Youth Pass	\$ -	\$ -			
CCTA Life Program	\$ 3,330.00	\$ 6,390.00	\$ 3,330.00		
Clipper	\$ 69,816.51	\$ 447,354.99		\$ 43,802.04	\$ 26,014.47
CCC Health Services	\$ -	\$ -			
CCC Employee & Human Services	\$ -	\$ -			
Contra Costa College	\$ -	\$ -			
Clipper Start - MTC	\$ -	\$ -			
Pass 2 Class Program	\$ -	\$ 14,280.00			
*Other	\$ 4,500.00	\$ 4,500.00			\$ 4,500.00
Subtotal Billings	\$ 79,792.82	\$ 509,802.32	\$ 3,375.00	\$ 45,092.04	\$ 31,325.78
Total Passenger Revenue	\$ 96,398.55	\$ 626,883.59	\$ 4,901.97	\$ 49,404.05	\$ 42,092.53

	Monthly System Total	CYTD
Total Passenger Revenue Last Year	\$ 108,161.67	\$ 701,836.85

WestCAT Evolution

Marketing Plan

DRAFT

Draft for Board Review

May 5th, 2026

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Introduction

This draft Marketing Plan is the final step in the WestCAT Evolution Project and is intended to serve two related purposes. While earlier phases of the project focused on understanding existing conditions and identifying service improvement opportunities, this plan serves as the bridge from planning to implementation. By outlining how service changes should be communicated, promoted, and supported, this **Marketing Plan is the final piece needed to turn the WestCAT Evolution recommendations into a lived, day-to-day reality** for riders and the broader community. Second, it establishes a framework for strengthening WestCAT's ongoing presence in the community by improving awareness, building trust, and supporting clear, coordinated communication with riders, partners, and local organizations over time.

The plan begins by describing WestCAT's current marketing resources and activities, establishing a baseline for what is already in place and where additional capacity may be needed. It then presents a market analysis based on recent public engagement, summarizing who currently uses WestCAT, who does not, and the factors that influence travel choices and information needs. Building on this analysis, the plan defines marketing goals and objectives that align with WestCAT's broader service goals, followed by a discussion of key target ridership markets where focused outreach may be most effective.

Current Marketing Resources

WestCAT's current marketing and communications efforts are carried out by various administrative staff members and contracted external support, as is common for small and mid-sized transit agencies. Due to current staffs' many responsibilities, there is not capacity to conduct additional outreach activities that are recommended by this plan. However, WestCAT is currently in the process of hiring for the role of a WestCAT Ambassador. This person will provide in-the-field customer service and they will have capacity to help implement the recommendations from this Marketing Plan for both the service changes and ongoing community awareness and support activities for WestCAT.



Current Marketing Activities

WestCAT undertakes a range of marketing and outreach activities, which are focused primarily on keeping riders informed with up to date service information and available passenger resources.

WestCAT's current and ongoing marketing activities include, but are not limited to:

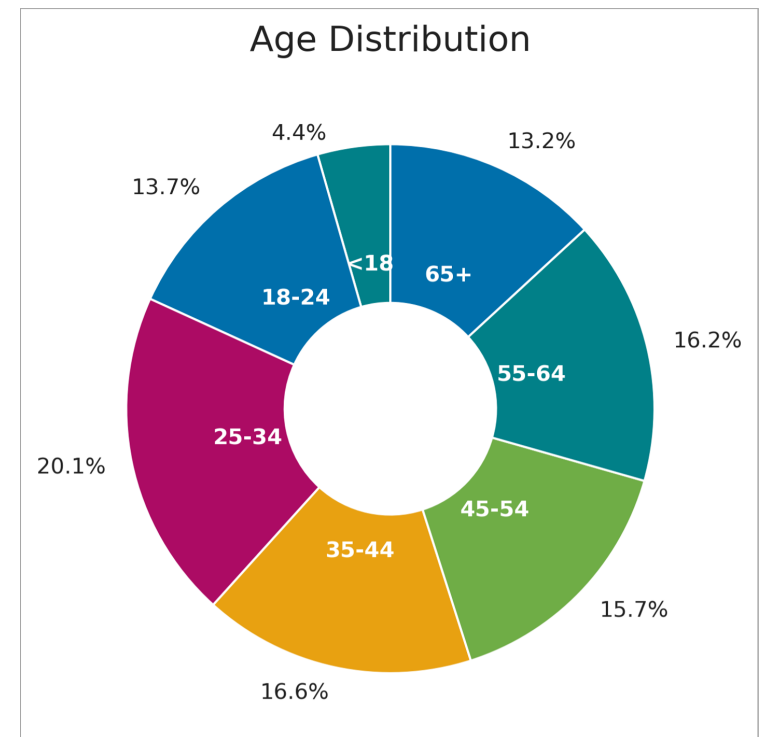
- Updating and distributing core passenger information materials, both in print and on the website
- Maintaining WestCAT's website as a primary source of service information, service alerts, news, trip planning, and special promotions
- Communicating service changes and disruptions through several varying information channels, including rider alerts via text message, website updates, and social media
- Conducting outreach for specific initiatives, such as fare programs and trip planning tools
- Developing content for and maintaining five social media platforms
- Participating in community events (occasionally as the WestCAT mascot, "Wes") and tabling opportunities to interact, share information, and give away free WestCAT merchandise
- Responding to customer service inquiries that come from the WestCAT Customer Service telephone number, which is advertised on all printed and digital materials

Market Analysis

This section presents an overview of current passengers and non-riders, system perceptions, factors influencing travel choices, and transit information preferences. The analysis draws from the extensive public engagement conducted for the WestCAT Evolution project, including an onboard passenger survey, non-rider survey, stakeholder interviews, open houses, and telephone interviews. Together, these inputs provide a snapshot of market conditions and inform the development of targeted marketing and communications strategies.

Current Riders

WestCAT's fixed-route riders primarily use the system for work and school travel. Onboard survey results show that most passengers ride frequently, with nearly half using the service five days per week and a large share identifying as long-term riders. WestCAT serves riders across all age groups, with a notable concentration among working-age adults. Consistent with this, approximately 80% of passengers indicated



Onboard Passenger Survey - Age Distribution Chart

that work is their primary trip purpose. Nearly three-quarters of passengers (72%) reported making a transfer as part of their typical trip, most commonly between the J routes and BART or AC Transit.

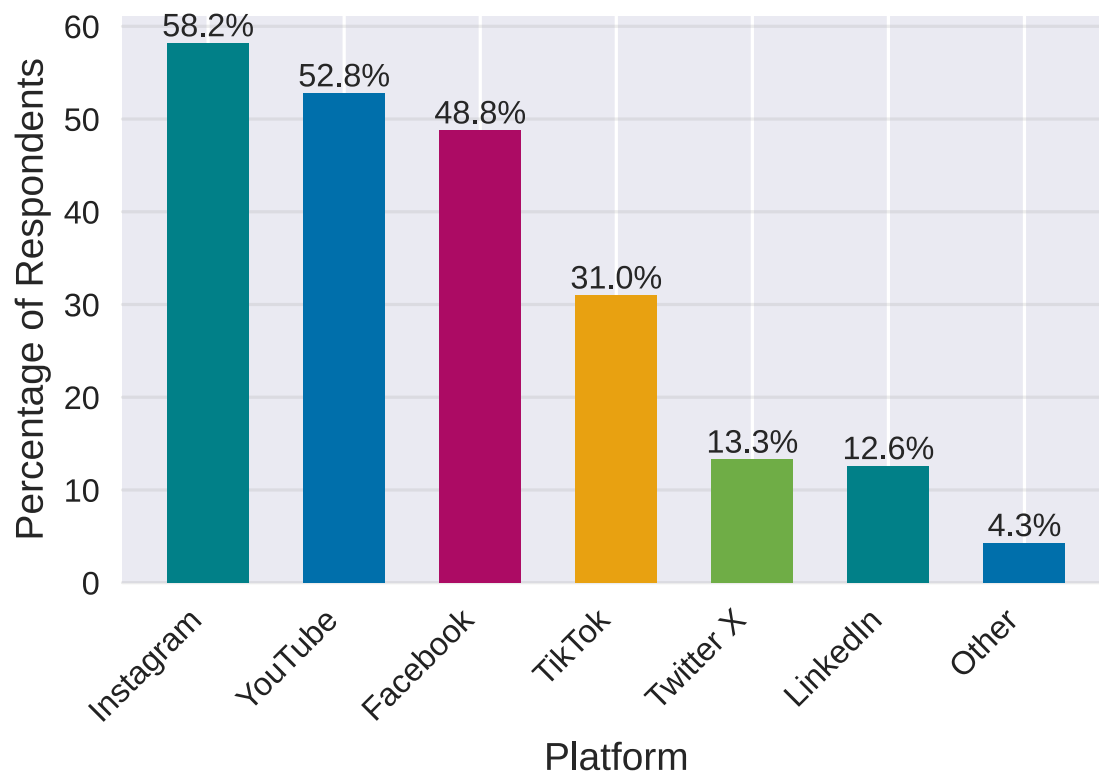
An important finding, especially related to marketing strategy, is that many WestCAT riders choose transit even when other options are available. More than half of surveyed passengers reported that they could have driven or gotten a ride instead of taking the bus. This suggests that affordability, convenience, and regional connectivity are competitive strengths for WestCAT, not solely as a last-resort option.

Riders consistently rated WestCAT highly overall, with especially strong ratings for driver courtesy and professionalism. Cleanliness and onboard experience also received positive feedback. These attributes contribute to a generally favorable perception of the system among existing users and represent an important foundation for marketing and outreach.

Non-Riders

Non-rider feedback indicated that many residents and workers in the service area are aware of WestCAT but do not use it regularly. Although, this makes sense given that they were responding to a survey about WestCAT or attending a WestCAT open house. The most common reasons cited for not riding include limited service frequency, indirect routes, travel times that are longer than driving, and gaps in weekend or evening service. Some respondents

Social Media Platform Usage



Onboard Passenger Survey - Usage of Social Media Platforms Chart

also reported uncertainty about how to use the system or how well it would meet their needs.

Despite these barriers, many non-riders expressed openness to using transit under the right conditions. Improvements such as more frequent service, better alignment with work schedules, and clearer real-time information were frequently cited as factors that would make transit more appealing. This suggests that marketing and

communications efforts can play a meaningful role alongside service changes by clarifying how the system works today and how it is evolving.

Information and Communication Preferences

Across both rider and non-rider groups, access to real time information was the most common request. Most people that provided feedback preferred to receive transit information through digital channels, including websites, real-time feeds, email updates, and text alerts. Social media is widely used, particularly Instagram, YouTube, and Facebook.

At the same time, many people emphasized the continued importance of physical and human-centered information. Printed schedules, signage at stops, and the ability to speak with someone by phone remain important, especially for older adults, people with disabilities, and infrequent riders. WestCAT is currently in the middle of significantly upgrading the phone system so that callers will have a much easier time navigating to the live person that can best help them.

Marketing Goals

The overarching goals for both the WestCAT Evolution project and for providing WestCAT service, in general, are listed to the right. The third goal, Community awareness, is the service goal most directly advanced by this Marketing Plan, as the recommended strategies will focus on increasing visibility, understanding,

WestCAT's Service Goals

1. **Effectiveness:** Ensure that all transit programs can be provided at high quality of service in response to demonstrated community market needs
2. **Reliability:** Ensure consistent and dependable transit services that passengers can rely on for timely commutes
3. **Community awareness: Increase the presence of WestCAT in the communities through marketing and outreach efforts**
4. **Customer satisfaction:** Create a positive and pleasant experience for all transit riders, making their journeys more enjoyable and stress-free
5. **Connectivity:** Enhance the integration of transit services across modes and networks to ensure seamless, efficient, and user-friendly connections for all passengers
6. **Accessibility & Equity:** Make WestCAT's services more inclusive by removing barriers for individuals with disabilities, older adults, non-English speaking people and people with low incomes, ensuring that everyone can use the system with ease

and recognition of WestCAT's services. At the same time, effective marketing and clear communication indirectly support all other service goals by helping riders better understand how to use the system, what service is available, and how recent or upcoming changes affect their trips. Together, these efforts help ensure that improvements to service effectiveness, reliability, connectivity, accessibility, and overall customer experience are fully realized by the communities they are intended to serve.

Marketing Objectives

Support Implementation of WestCAT Evolution Service Changes

A primary objective of this Marketing Plan is to support the successful implementation of the recommended fixed-route service changes as a core purpose of WestCAT Evolution. This includes ensuring that all riders and their caretakers, partner agencies, and community stakeholders understand the upcoming changes, know how to use the revised services, and experience minimal disruption during implementation. Building community awareness would be an additional benefit of conducting a thorough marketing and outreach process for the WestCAT Evolution service changes.

Increase Community Awareness & Support

A second objective is to strengthen WestCAT's ongoing presence in the community through the following three approaches:

1. Building awareness and general understanding of WestCAT's services and how they fit with other internal and external transportation services
2. Building support for transit by working with elected officials and advocates to extoll and promote the benefits of WestCAT for the community
3. Establishing and maintaining strong, reciprocal relationships with a range of local partner organizations, such as schools and city staff,

to share information and support effective coordination around transit services and changes

In addition, this goal includes increasing awareness and understanding of WestCAT services among specific target market segments where potential new ridership may exist. These specific market segments are described in the following section, "Target Ridership Markets."

Realtime Information

The third objective is to improve access to realtime information about bus arrival and departure times. WestCAT already provides realtime information through its GTFS-Realtime feed, which is publicly accessible via the WestCAT website, Google Maps transit directions, the Transit smartphone app, and the customer service telephone line. This objective includes:

- Increasing overall awareness and understanding of how passengers can access realtime information for WestCAT buses through the current methods available
- Exploring additional digital platforms for providing realtime information using the GTFS-Realtime feed
- Working with the region to expand the availability of realtime information at major transit hubs

Target Ridership Markets

Current Riders

Current riders are a target market because they will be directly affected by the Evolution service changes. As routes, schedules, and connections are adjusted, riders will need clear, timely, and repeated information about what is changing and how to use the updated system. Focused and repeated outreach to current riders will be critical to maintaining trust, reducing confusion, and ensuring a smooth transition as the changes are implemented.

They are also a target market because current riders form the base from which ridership can grow. Clear, consistent communication with these riders is essential both to retaining them and encouraging more frequent use. Understanding how and why current riders use the system also helps identify new riders. Individuals and groups with similar travel needs and patterns are often the most likely to adopt transit.

Middle and High School Students and their Families

Middle and high school students represent a significant potential ridership market for both school-related and non-school trips. Five percent of onboard survey respondents identified as students traveling to or from middle or high school. Many of these students travel to or from locations outside the WestCAT service

area, with half transferring to or from BART and 45% transferring to or from AC Transit. The most common reasons students gave for using WestCAT were that they do not drive, it is their only transportation option, or they do not have access to a vehicle.

During past summers, WestCAT offered a discounted youth pass that was widely used, underscoring the importance of transit in supporting mobility for school-age riders beyond the traditional school commute. For many students, particularly those without access to a car or other household transportation, WestCAT provides one of the few independent and reliable ways to travel. Nearly 3,000 students attend one of four public middle or high schools within the service area, suggesting a substantial base of potential riders.

WestCAT staff report that student ridership has declined since before the pandemic, particularly on school tripper routes, indicating that latent demand may exist. Increasing student use of transit for school travel also has the added benefit of reducing traffic congestion around schools during morning drop-off and afternoon dismissal periods. Targeted outreach to school administrators, students, and parents has strong potential to improve awareness of available services and support higher student ridership.

College Students

According to the onboard passenger survey, college students accounted for 14% of the respondents. They reported riding WestCAT for

school, but also 56% said that they use the bus to get to work, 22% for recreation, and 14% for medical purposes. A large majority of them (74%) walked to their first WestCAT stop. When asked how else they would make their trip if WestCAT did not exist, 46% said they would take Uber/Lyft and 35% said they would get a ride from someone.

There are two community colleges just outside the WestCAT service area, as well as several universities and colleges in the East Bay. WestCAT currently operates bus service directly to Contra Costa College in San Pablo, which has 5,600 full and part-time students. Students attending the other nearby school, Diablo Valley College in Pleasant Hill, which has around 16,000 students, can take WestCAT to Martinez where they can transfer to County Connection to complete their trip. There are several other transit and last mile connection combination options to access other colleges and universities in the East and North Bays. Increased marketing and coordination efforts targeted to local colleges has the potential to consistently inform new students of their transit options.

Low-Income Families & Individuals

There are approximately 11,155 individuals living in poverty within the WestCAT service area, according to the U.S. Census Bureau's American Community Survey 2020-2024 5-year Estimates (200% of Federal Poverty Level). WestCAT is currently marketing the Clipper Start program that gives a 50% discount on all transit

trips in the Bay Area. Additional targeted marketing to these populations could help to raise awareness of transit options for those who may need it the most.

Local Retail and Other Low-Wage Workers

WestCAT serves a few main retail and employment corridors, including along Fitzgerald Avenue and San Pablo Avenue, where there is a high concentration of retail, service, and other customer-facing jobs. These corridors represent consistent, all-day employment destinations with shift-based schedules that often extend beyond traditional peak commute hours.

Workers in these sectors may have transportation needs that align well with local fixed-route service. While current ridership along these corridors is lower than might be expected given the intensity of retail activity, this market represents an opportunity for targeted outreach and clearer communication about how WestCAT service can support trips to and from work. Strengthening awareness of existing routes, schedules, and connections could help better align service with the needs of employees working in these areas.

RECOMMENDED MARKETING STRATEGIES

This section contains the recommended marketing and outreach strategies for achieving WestCAT's marketing objectives and pursuing the target ridership markets. The strategies have been grouped into two main sets, the first of which is aimed at supporting the forthcoming fixed route service changes that are recommended by this WestCAT Evolution planning effort. The second set is designed to increase and maintain awareness and support of WestCAT services in the community it serves.

Conduct Marketing & Outreach for WestCAT Evolution Service Changes

This first set of strategies is focused on advancing the objective to support implementation of the WestCAT Evolution service changes. The strategies in this section are intended to help riders, their caretakers, partner agencies, and community messengers understand the upcoming changes, learn how to use the revised services, and experience as little disruption

as possible during implementation. Together, these strategies are organized into four topics:

- Messaging & Passenger Information
- Engage Community Messengers Early
- Promote the Service Changes
- Support the Service Changes During Launch

Messaging & Passenger Information

Clear, easy-to-use information is one of the most important ingredients in a successful service change. Even well-designed, positive improvements can cause confusion and upset if riders are caught unaware. WestCAT's passengers in particular tend to be frequent commuters and many transfer to or from another transit system. This makes the stakes especially high for ensuring a smooth transition to the new system. Every effort should be made to let passengers know beforehand about the upcoming service changes, why they are happening, and how they can get more information.

1. Create Simple, Clear Messaging about Service Changes

WestCAT should develop a simple, consistent set of messages that explain why the Evolution service changes are being made and what benefits they are intended to provide. The purpose of these messages

is not only to announce the changes, but to help riders and community members learn about them in a way that inspires confidence rather than uncertainty.

Building awareness is only the first step. Riders also need to understand how the service works and why the changes matter to them. Therefore, the messaging should focus on the positive outcomes of the proposed changes, using plain language that can be repeated across all materials and by all staff. Core message themes, which are each true of the proposed changes, could include:

- The routes will be simpler and more direct
- More local buses will run on Sundays
- Your trip will be faster
- The J buses will come more often
- The system is getting a refresh

These are the types of direct, rider-centered messages that help translate a technical service plan into something understandable to the public. The messaging should be concise enough to work across multiple formats, including website text, printed materials, social media posts, presentations, rider notices, and talking points for operators, ambassadors, Board Members, and community partners. In practice, this means developing a small set of approved phrases and explanations that can be reused consistently. Done well, this creates continuity across all outreach channels and makes the changes feel more deliberate, transparent, and manageable.

2. Enhance WestCAT Evolution Website

The WestCAT Evolution website should serve as the central public-facing source of information about the service changes. As marketing materials and implementation tools are developed, the website should be updated so that riders, stakeholders, and community members can easily find a short explanation of each change, click through to more detail if they want it, and access maps and updated routing information in one place. If feasible, a trip planning tool using the new routes should also be made available prior to launch. The site should also include ways to ask questions or seek help, especially during the implementation period. Over time, the Evolution website should be coordinated with improvements to westcat.org so that the two sites feel aligned and so that riders are not forced to navigate two completely separate digital experiences.

3. Update System Guide

Prior to launch, WestCAT should update its printed System Guide so that it reflects the new service structure and serves as a clear, easy-to-use reference for riders. WestCAT's most recent System Guide was 28 pages and included a full-color system map, a full-color map and schedule for each route, and basic rider information. The guide is one of the primary ways riders understand the system, and in many cases, it is the single most important information tool for both existing riders and first-time users.

A good passenger guide should allow a rider to quickly understand where they can go, what route they need, and when that route operates. Full color is especially useful because it helps distinguish routes and creates a visual connection between maps and schedules. For WestCAT, where many riders make transfers and use multiple transit systems, the guide should help the reader understand the system within the Bay Area's transit network, not just as a collection of separate route schedules.

The System Guide should also be designed with a broad range of users in mind, including riders who have visual impairments, prefer printed materials, ride infrequently, and who may not rely on smartphones while traveling. Because the service changes will require many current riders to relearn some aspects of the system, the updated guide will be especially important during the rollout period. It should be available before launch, distributed widely, and formatted so that it can function both as a printed document and as a digital PDF.

A rough estimate for creating a color system map with black and white schedules, but no individual route maps, is \$15,000 to \$20,000 for the artwork and then estimated printing costs around \$0.40 to \$0.50 per piece.

Engage Community Messengers Early

Successful service changes depend not only on direct communication with riders, but also on early coordination with the people and organizations that the community already knows and trusts. Board Members, elected officials, school staff, social service providers, and other local partners often serve as informal messengers, helping explain changes, answer questions, and direct people to the right information. Reaching these groups early gives WestCAT an opportunity to build understanding before the changes take effect and to create a broader network of people who can reinforce accurate, consistent information.

4. Reach Out to Board Members & Elected Officials

Board Members and local elected officials can play an important role in helping communicate the purpose and benefits of the WestCAT Evolution service changes. They are often asked questions by constituents and are well positioned to reinforce key messages about why the changes are being made and how they are intended to improve service. Inviting Board Members to serve as champions of the service changes can help broaden awareness and signal institutional support during the implementation process.

Prior to launch, WestCAT should reach out to key elected officials and provide them with concise, easy-to-use materials that explain the major changes. These materials should include essential talking points, summary graphics, and clear direction on where constituents can go for more detailed information. The goal is not to ask elected officials to serve as technical experts, but to equip them with enough information to speak accurately and confidently about the changes and direct people to appropriate resources.

This outreach should occur early enough that Board Members and elected officials hear about the changes from WestCAT before they begin hearing questions from the public. Doing so can help reduce confusion, improve message consistency, and strengthen support for the implementation process.

5. Engage Partners & Trusted Messengers

Successful service changes depend not only on direct communication with riders, but also on early coordination with the people and organizations that community members already know and trust. In this context, trusted messengers are intermediaries such as school staff, social service providers, nonprofit organizations, and local government contacts who regularly share information, answer questions, and help connect people to services. Reaching these key people and groups early gives WestCAT an opportunity to build understanding before the changes take effect and to create a broader network of informed messengers who can reinforce accurate,

consistent information. Local advocacy groups that may be particularly interested in the service improvements to WestCAT's fixed routes include the East Bay Transit Riders Union and Bike East Bay.

WestCAT should begin this effort with the existing WestCAT Evolution Stakeholders List, using it as the foundation for early outreach about upcoming service changes. Initial outreach can begin with a concise email explaining the upcoming changes and providing links to clear, rider-friendly materials. Follow-up emails and phone calls should then be used to answer questions, confirm the best communication channels for each organization, and identify opportunities for sharing information with their clients, members, or constituents.

This strategy is also about building and maintaining relationships that can support both the rollout of WestCAT Evolution and future outreach efforts. Other transit agencies have found that trusted messengers can serve as an effective extension of an agency's communications network when they are given accurate, practical information and simple tools they can easily pass along. For WestCAT, these materials could include system guides, flyers, links to the project website, social media graphics, and materials tailored to the needs of specific audiences. Over time, maintaining these relationships can also strengthen two-way communication and help WestCAT stay better informed about community needs.

Promote the Service Changes

6. Develop and Implement a Multi-Channel Campaign for Service Changes

The WestCAT Evolution service changes should be supported by a coordinated, multi-channel campaign that gives the public a clear, consistent explanation of what is changing and why. The campaign should begin with a defined point of view and voice for WestCAT, a clear set of key messages tailored to each target audience, and a practical framework for implementation. This foundation should guide what WestCAT says, when it says it, where it says it, and how the changes are presented to riders and the broader community.

WestCAT should also develop a creative theme for the campaign that ties together the previously established messaging and visual identity of the service changes. This theme should be carried consistently across digital, printed, and in-person outreach materials so that riders encounter the same core message regardless of channel.

A content calendar should be developed to organize the timing of outreach activities and keep the campaign on track. This should include the recommended schedule for digital marketing, such as social media posts, website updates, partner newsletters, and email messages, as well as physical outreach, such as direct mail, onboard notices, posters at key locations, WestCAT's digital kiosk at the Salesforce Transit Center bus bay, and WestCAT's

own bus and shelter advertising. The content calendar should function as a working implementation tool, allowing WestCAT staff to see what content and materials are needed, when they should be released, and which audiences they are intended to reach.

The campaign should be deployed across the WestCAT service area with particular attention to both current passengers and potential riders who may be affected by or interested in the service changes. Messaging should be tailored to these different audiences, including information about the service improvements themselves and any related fare promotion, such as a free-ride period. Current riders will need repeated, practical information about how their trips may change, while potential riders may respond more to messages about improved frequency, simpler routes, faster trips, or expanded Sunday service.

7. Offer Free Fares

If funding is available, WestCAT should consider offering free fares for a period of one to four weeks beginning at the rollout of the service changes. Advertising the free-fare period in advance would help raise the visibility of WestCAT Evolution among potential new riders and encourage them to try the new system with less financial risk. Free fares could also reduce tension for current passengers who are being asked to adjust their regular trips and commutes. Finally, offering free fares can help speed boarding and reduce delays during a period when extra time and flexibility will be especially valuable.

Support the Service Changes During Launch

The first few days and weeks after launch will be the most important period for helping riders adjust to the changes. During this time, WestCAT should focus on providing highly visible support in the field and responding quickly when confusion or disruptions occur. These strategies are intended to reduce uncertainty for riders, support operators, and help the new service patterns function as smoothly as possible during the transition.

8. Conduct Outreach in the Field

WestCAT should deploy staff ambassadors into the field both before and after launch at major transit stops, onboard buses on routes that will be affected, and in locations where service is changing. This should include the full-time WestCAT Ambassador, as well as other staff who are temporarily recruited to serve as ambassadors during the first couple weeks of implementation. Their role would be to serve as a highly visible customer service agents in the field who can answer questions, explain the changes, provide realtime information, and provide printed information.

Prior to conducting outreach in the field, WestCAT should ensure that the reason behind the route changes is understood internally by staff at all levels of the agency, since consistent communication depends on everyone using the same basic explanation. Bus operators in particular should receive a brief

customer service training focused on the specific service changes and the primary messaging, since they are often the first people riders turn to with questions. This training does not need to be extensive, but it should ensure that operators understand the main changes and know where to direct riders for additional help. To support consistent understanding and use of messaging across the agency, WestCAT should also develop a simple and concise internal guide explaining what the service changes are, why they are being made, the key messages for the public, and a few short customer service tips.

9. Monitor & Mitigate Modified Route Segments

During the first two weeks after launch, WestCAT staff should monitor the few route segments that have been modified or discontinued in order to help riders who may still be expecting previous service patterns. Staff in the field should be prepared to explain the changes and direct riders to the nearest location where they can complete their trip. If feasible, WestCAT could also send cutaways or other small vehicles along discontinued segments during the first week to look for affected riders and transport them to the nearest active stop or transit center.

As an additional backup measure, WestCAT could arrange for a taxi company to be on call in the event that a rider is significantly stranded or faces an urgent hardship as a result of the service changes. This type of short-term mitigation would not need to be widely used to be worthwhile. Its value lies in providing a

safety net during the adjustment period and helping prevent a small number of difficult rider experiences from undermining confidence in the new system.

Improve Community Awareness and Support

This second set of strategies is focused on advancing the marketing objective to increase community awareness and support for WestCAT. The strategies in this section are intended to build broader awareness and general understanding of WestCAT's services and how they fit within the larger transportation network, strengthen support for transit by communicating its value to the community, and deepen relationships with local partners who can help share information and support coordination around services and changes. Together, these strategies are organized into four related areas:

- Increase Community Awareness
- News & Campaigns
- Improve Passenger Information
- Build Community Support

Increase Community Awareness

For WestCAT, community awareness presents somewhat of a challenge because its service area, or "community," is not a simple, well-defined place that most people easily recognize. The agency's

core service area is relatively small and not easily described in a few words, centered mainly on Hercules and Pinole within the subregion of western Contra Costa County. That makes it more important for WestCAT to clearly communicate who it serves, what services it provides, and how those services fit into the broader transportation network. Increased community awareness can improve recognition of the agency, make transit feel more relevant and accessible to potential riders, and help build broader understanding and support among community members who may not currently use the service.

10. Develop Promotional Messaging

WestCAT should develop a set of promotional messages that can be used consistently to provide high-level information about its services, make an appeal to broad target audiences, and convey a positive image. Unlike the messaging developed for WestCAT Evolution service changes, which is focused on helping riders navigate specific changes, this messaging would support WestCAT's ongoing presence in the community over time. The two strategies are similar in that both rely on clear, consistent communication, but this strategy is broader and more general in purpose. Messaging aimed at increasing community awareness should speak to the overall value of transit, the role WestCAT plays in the community, and the kinds of everyday benefits that resonate with local residents, whether or not they currently ride.

The onboard survey showed that current WestCAT bus passengers' main reasons for riding were that it's cheaper or more convenient than driving, but that they could have driven or gotten a ride for the trip they were on. This points to messaging that exploits the:

- Weaknesses of cars:
 - traffic congestion
 - environmental degradation
 - parking availability
 - parking costs
 - maintenance costs
 - bridge tolls
 - travel time
- Convenience of transit:
 - low cost fares and transfers
 - time to do tasks, such as check email and schedule
 - scroll social media, stay in touch with friends and family

Another significant proportion of passengers surveyed said that they ride WestCAT for various reasons relating to not being able to drive and nearly a third said it's their only means of transportation. Messaging aimed at reaching potential riders who do not drive, as well as their family and caregivers, should focus on the low cost and reliability of WestCAT, as well as the independence it affords.

11. Refresh Branding

Branding is one of a transit system's most visible and basic marketing tools. The key elements of its visual brand are its name, logo(s), vehicle colors,

vehicle graphics, bus stop signage, and bus stop shelters. WestCAT's buses and bus stop signage alone are seen by thousands of people a day within the core service area and along the I-80 corridor to downtown San Francisco.

WestCAT's current branding is well established and consists of one main logo shown in green to the upper right for the agency overall, with a variation for Dial-a-Ride, and a separate logo for the Lynx transbay service, also on the right. There are some ways in which WestCAT's current branding could be made more cohesive across printed materials, digital platforms, vehicles, signage/displays, and promotional materials, which currently have an excess number of colors used, arrangements of the graphic elements, fonts used, and variations of the logos. This would not require a full rebrand. WestCAT's existing logos and overall identity should remain in place, but the variations of visual elements should be minimized so that the agency presents itself more consistently across all public-facing materials.

To support this effort, WestCAT should create a logo kit or branding guide that defines approved logo versions, colors, fonts, spacing, and general design standards for use across materials. This will make it easier for staff, contractors, and partners to produce materials that feel clearly connected to one another. This type of consistency will help WestCAT appear more visible, recognizable, organized, and reliable.



News & Campaigns

WestCAT already carries out a number of ongoing communications activities, including website updates, social media posts, and in-person outreach at community events. These efforts provide a strong starting point for a more coordinated news and campaign strategy. The following strategies are intended to build on that existing work by creating a clearer structure for planning messages, using in-house channels more strategically, and selectively expanding outreach through paid communications when appropriate.

12. Create a News & Campaign Calendar

At the core of WestCAT's strategic marketing framework should be a news and campaign calendar that identifies upcoming activities, key dates for promotion, and periods when the agency may wish to run campaigns. The calendar can serve as a practical organizing tool, helping staff plan ahead, coordinate content creation and dissemination across multiple digital and physical channels, and avoid missing important opportunities for outreach. It can also make more efficient use of limited staff time by creating a structure for adapting one message across different audiences and platforms.

Potential newsworthy activities and events to promote in the future could include:

- Special promotions, such as the Summer Youth Pass and Ride-Free days
- Local events where WestCAT will participate, such as the Spring Into Wellness Fair and Back to School Night
- Service changes and new services
- Passenger testimonials and agency wins
- New transit tools, such as Clipper 2.0, which enables free or reduced-cost interagency transfers across all participating systems
- Holiday events and promotions
- Agency milestones and staff stories

13. Market Using In-House Channels

WestCAT already uses several in-house communication channels to keep riders and the public informed, including website posts, social media, and outreach at community events. These channels are among the most practical and cost-effective tools available to transit agencies for ongoing outreach, and they provide a solid foundation for more regular and coordinated communication. By using these channels more strategically, WestCAT can improve consistency, reinforce awareness of available services and tools, and make it easier to promote both day-to-day information and larger agency initiatives. This should include posting a wide variety of content and media across social media platforms, rather than relying on a single type of post. Marketing through in-

house channels should also include using a balanced mix of service information, event promotion, rider education, and positive stories about WestCAT services, while tagging relevant local partners when appropriate to help extend the reach of agency messages. Typical in-house channels include:

- Social media platforms, such as Instagram, Facebook, etc.
- Website News posts
- Fliers onboard transit vehicles
- News releases to local print and online news outlets, such as Richmond Side
- Email blasts to WestCAT's interested parties email list
- Digital newsletters to local and regional partner organizations

14. Market Using Paid Communication Channels

Paid communication channels can help WestCAT extend its reach beyond people who already follow the agency or regularly use its services. These tools can be especially useful for promoting broader awareness campaigns, targeting specific audiences, and supporting major initiatives such as implementation of service changes. Paid channels should be used selectively and in coordination with in-house outreach so that messaging is reinforced

across multiple formats. Examples of potentially effective paid marketing channels include:

- Large, direct mailer postcards, which can be targeted to specific geographies
- Local newspapers ads in print and online
- Social media ads, which can be targeted to very specific markets
- Fliers/postcards handed out at strategic locations
- Event participation and/or hosting
- Transit advertising on vehicles and at shelters

Improve Passenger Information

15. Promote Realtime Information

Access to realtime information for WestCAT bus arrivals and departures was one of the most requested improvements by both riders and non-riders during WestCAT Evolution's public engagement process. Furthermore, many of those who requested realtime information were not aware that access currently existed, then and now, through several digital sources, including, the WestCAT website, Google Maps, Apple Maps, and the Transit App, as well as WestCAT's customer service telephone line.

This points to a large gap in information and the need for significant marketing and outreach to increase the awareness and understanding of how passengers can currently access realtime information. All potential methods for accessing realtime information should

be collected on one page of the WestCAT website with simple directions for their use and live links to the services, which WestCAT already has for the Transit App. Flashy content and printed materials, such as social media posts and fliers, can then be created to promote the availability of realtime information, the various sources, and provide a QR code to the WestCAT webpage with the full information and links. Additionally, the methods and tools available for accessing realtime information should be listed in the system guide, displayed on a website banner, shown at WestCAT's bus bay kiosk at Salesforce Transit Center, and displayed at other major transit hubs. Furthermore, WestCAT can leverage the efforts described in the following subsection by working with local partners and community messengers to find other ways to help more current and potential riders to access realtime information through tools to which they already use or have access to.

16. Refresh Website

WestCAT should refresh its main website in coordination with the WestCAT Evolution website enhancements so that the two sites work together as a consistent and complementary source of rider information. The visual updates should follow the branding refresh recommended earlier in this section, including greater consistency in colors, fonts, and overall presentation. The website content should also incorporate the promotional messaging developed for WestCAT services and clearer information about how riders can access realtime bus arrival

information. Together, these updates would make the main website cleaner, more useful, and easier for both current and potential riders to navigate.

17. Distribute System Guide Widely & Consistently

This strategy builds directly on [Ref Strategy #3], which recommends updating the system guide to reflect the WestCAT Evolution recommended fixed route service changes. WestCAT already distributes printed system guides containing rider information and all route schedules at public locations such as libraries and other community facilities throughout the service area. This recommended strategy is to grow that distribution network over time, particularly through outreach as described in the following subsection. Potential additional locations include social services, senior-serving organizations, medical facilities, community centers, partner organizations, and major activity centers.

Build Community Support

Building lasting community support for transit requires more than one-way communication. It depends on strong relationships with those people and organizations in the community that are already connected to and trusted by the people WestCAT hopes to reach. The following strategies focus on developing and maintaining those relationships over time, while also creating more opportunities

for the community to see the value of WestCAT through direct experience and rider stories.

18. Build & Maintain Community Partner Relationships

Some of the strongest opportunities for increasing awareness of transit come not from marketing directly to potential riders, but from educating the people and organizations they already rely on for information and support. These “trusted messengers” can include school administrators, social service agencies, nonprofit organizations, city staff, managers of senior complexes and low income housing, and other community-based organizations that serve the WestCAT area. Because they are often in a position to recommend transportation options, answer questions, or help connect people to services, they can play an important role in helping more community members understand what WestCAT offers, how the system works, and how to get more information.

This strategy should focus on establishing contacts, building reciprocal relationships, educating partners about WestCAT services, and on keeping those relationships active.

The overarching steps in this strategy could include:

- Build relationships and educate local trusted messengers who can pass information on to potential riders
 - Begin by reaching out via email to the Stakeholder List
 - Conduct research and begin to build relationships
- Follow partners on social media, engage with their posts, offer services to their clients, and attend their events
- Keep track of when partners last received promotional or passenger informational materials

Over time, this type of consistent outreach can help WestCAT create a strong network of organizations that are well prepared to give accurate information about WestCAT to their clients or, at the least, make them aware of the service and where they can find information.

19. School & College Marketing & Outreach

Local schools and colleges served by WestCAT are one of the best opportunities for ongoing, targeted outreach since students cycle through, but the geography and organization are stable.

As part of WestCAT Evolution, WestCAT worked with an administrator at Pinole Middle School to explore the various options for working with local schools to conduct outreach to students and their families. This collaboration yielded so much helpful

information and potential for outreach that this strategy first recommends identifying a willing and reliable point person at each of the following schools or campuses in the service area who can help coordinate communication and outreach.

- Pinole Middle School
- Pinole Valley High School
- Hercules Middle School
- Hercules High School
- Contra Costa College
- Diablo Valley College

There are several strategies available for working with schools to both distribute transit information and gather information about students' transit needs. Targeted outreach to students and schools is most effective when it contains the specific information students and families need in order to use the service. This can include a combination of in-person outreach, school-specific printed and digital materials, and coordination with schools to place transit information where students and families are already looking for it.

Attend School Events

- Table at Back to School Nights and orientations
- Distribute information packets
- Provide free trip vouchers
- Gather information about student needs
- Present and gather feedback at parent-teacher open meetings

School Specific Information

- Create fliers or pamphlets with schedules and route maps unique to each school
- Create tailored content for school websites with information and links about the specific route(s) that serve specific schools

Special Promotions for Students

- Provide information on free bus pass program for low-income students
- Provide information about 511's Pass2Class program
- Work with schools to pilot transit promotion programs

Provide Information Through School Channels

- Add WestCAT information, or at least links, to school websites
- Post fliers and/or semi-permanent display posters at school campuses
- Provide school transit information in orientation packets
- Provide school transit information in school e-newsletters

20. Highlight Wins & Testimonials

Positive stories about WestCAT should be collected and highlighted to build trust and awareness. These can include both passenger testimonials and clear examples of where WestCAT service works especially well. For example, a rider may describe to the

staff Ambassador how Lynx makes their commute affordable, or an online conversation may reveal that WestCAT provides the fastest and most direct transit option for a regional trip that people would not expect. Stories like these help show that real people value the service and make the system feel more human, relatable, and grounded in everyday life.

This process does not need to be complicated, but it should be intentional. WestCAT can collect stories through a number of communication channels that staff already monitors, such as social

media, customer feedback, outreach, and day-to-day communications. One staff person should be responsible for maintaining a simple repository of these wins and testimonials, similar to how other marketing content is organized and managed. Staff often hear positive comments directly from riders, and the more systematically these stories are collected, the easier they will be to recognize, save, and reuse. Over time, highlighting wins and testimonials can help reinforce the value of WestCAT's services and show how people in the community benefit from them.

Agenda Item 2.2

Staff Report on Release of WestCAT Evolution – Comprehensive Operations Analysis – for 45-day public comment period

Background

Staff have been working with Ronny Kraft to complete the WestCAT Evolution - Comprehensive Operations Analysis since August 2024. Ronny has completed several deliverables, including a detailed survey of riders and non-riders, public engagement at two community events, and outreach to senior centers, schools, and community groups. Service alternatives were developed and presented to the Board for feedback. A full marketing plan was developed that will be executed when the service changes roll out.

Discussion

Attached to the Board packet is the Executive Summary for WestCAT Evolution. This document summarizes the main content of the full plan. The full document will be available for download at the following link: www.westcatevolution.com

At previous Board meetings, the following items were presented to the Board, discussed, and feedback was received and incorporated as appropriate

- Existing Conditions
- Outreach Results
- Proposed Service changes
- Microtransit Analysis
- Dial-A-Ride and School Service recommendations
- Service scenarios and recommendations
- Marketing Plan

Staff would like to release the plan to receive any additional public comment on the proposed service changes. Staff would then return to the Board for Final approval of the WestCAT Evolution Plan at the July Board Meeting. Staff will then begin the process of developing a new schedule that incorporates the proposed changes, which, when drafted, would require a Title VI analysis and a Public Hearing before actual schedule changes are implemented on the street. The release and adoption of the WestCAT Evolution Plan is the first stage of the process to make these service wide changes

Requested Action

No action is requested: Release WestCAT Evolution Comprehensive Operations Analysis for a 45-day Public Comment period.



EXECUTIVE SUMMARY

Draft Final Plan
for Public Comment

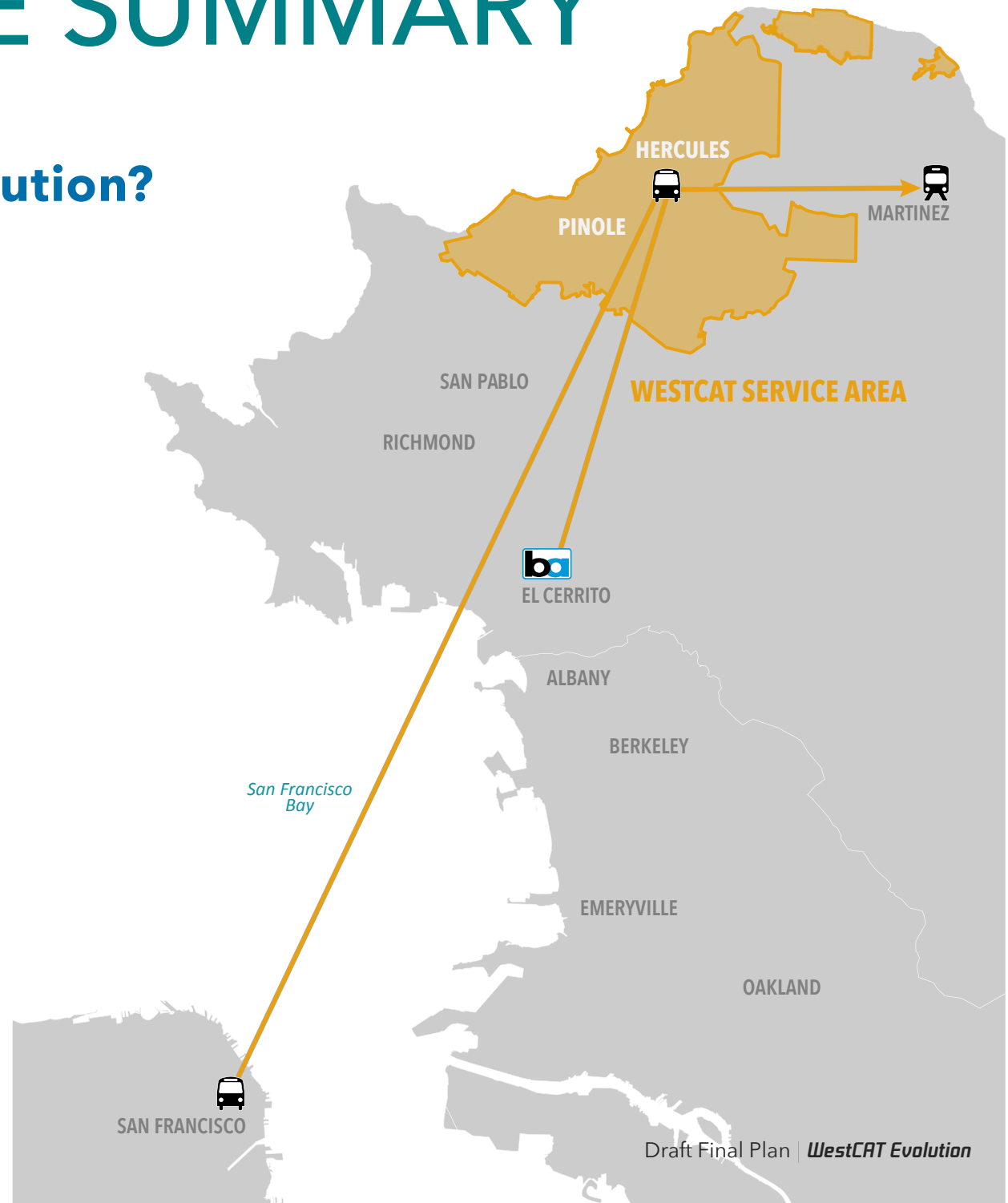
Released May 14th, 2026

EXECUTIVE SUMMARY

What is WestCAT Evolution?

For decades, WestCAT has provided transit service tailored to the needs of Hercules, Pinole, and nearby unincorporated communities, connecting local neighborhoods with schools, shopping, medical destinations, BART, and downtown San Francisco. WestCAT's services continue to play an important role in daily life for a wide range of passengers, while also linking the service area to the larger regional transit network across the Bay Area and beyond.

WestCAT Evolution is a chance to take a fresh look at its services and assess how well the system is adapting to the Bay Area's changing post-pandemic landscape. The project combines service and ridership analysis with extensive public engagement to understand what is working well, what passengers and community members want, and how WestCAT can make the best use of available resources. The result is a set of practical recommendations shaped by both data and people.

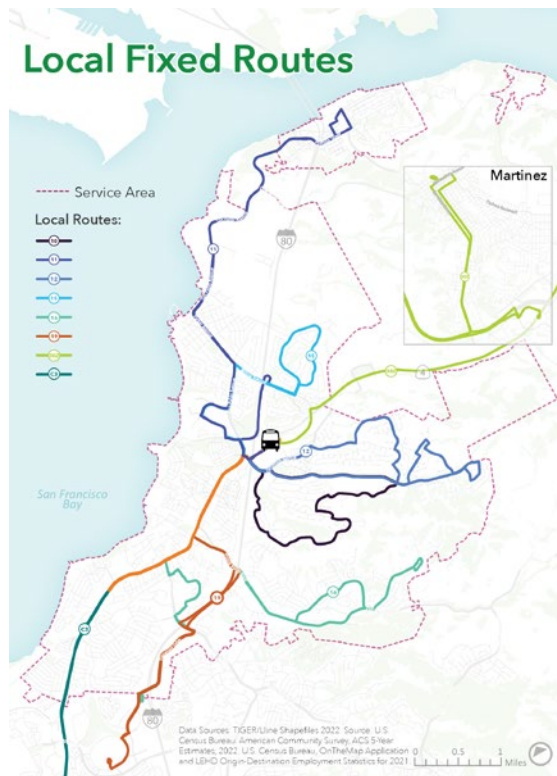


WestCAT Today

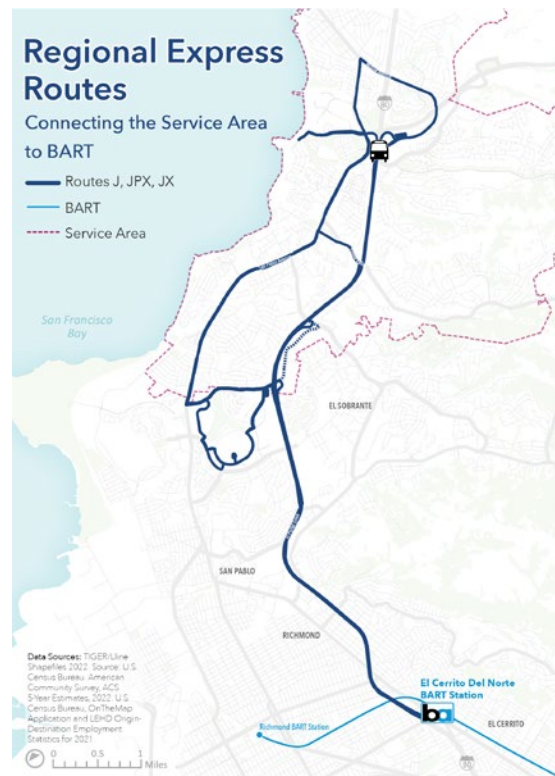
Today, WestCAT provides a mix of local and regional transit services across Hercules, Pinole, and nearby unincorporated communities in western Contra Costa County. The network includes eight local routes (Map 1), Regional Express service to BART (Map 2), and Lynx transbay service to downtown San Francisco (Map 3), along with ADA Paratransit, Senior Dial-a-Ride, and school trippers timed to local bell schedules.

WestCAT's service area is in a regionally advantageous location, adjacent to many other

local and regional transit systems which bring the area's residents, the majority of which leave the service area for work, to destinations in all directions. WestCAT's regional routes account for a large share of ridership, and nearly three-quarters of surveyed passengers said they usually transfer to or from another transit system. At the same time, the local routes remain important for access to neighborhoods, schools and colleges, recreation, medical destinations, last-mile connections, and key transfer points.



Map 1: Local Fixed Routes



Map 2: Regional Express Routes to BART



Map 3: Lynx Transbay Service

Who Uses WestCAT and Why?

WestCAT serves a broad mix of passengers, but the most common are working-age adults who commute multiple times a week and transfer between systems. Survey results show a rider base made up largely of full- and part-time workers, with about one in five passengers identifying as students. Many ride often, and many have been riding for years. Work is by far the most common trip purpose, but WestCAT is also used for school, recreation, and medical trips, which gives the system a wider role in daily life than a simple commute-only service. The survey also showed that many passengers work outside traditional office hours, including early mornings, evenings, and weekends, which helps explain the demand for service across a broad span of the day.

Passenger travel behavior also reflects WestCAT's strong regional orientation. Nearly three-quarters of surveyed passengers said they usually transfer to or from another transit system, most commonly BART,

followed by AC Transit and Muni. At the same time, most passengers walk to their first WestCAT stop, and many are choosing transit even when driving is an option. More than half said they could have driven or gotten a ride for the trip they were making, and the most common reasons for riding were that WestCAT is cheaper or more convenient than driving.

Map 4: Job Locations for Residents of WestCAT's Service Area

What we heard from riders and the community

WestCAT Evolution drew on a wide-reaching and layered public engagement process designed to hear from both current riders and people who do not regularly use the system. Input came from passengers, non-riders, caregivers, community members, Dial-a-Ride users, and local stakeholders through surveys, interviews, open houses, customer comments, and outreach in community settings. That breadth matters because many of the same themes surfaced again and again across different groups, giving the findings a strong degree of consistency.

The top service improvement desired by riders and non-riders alike was for the **bus to come more often on existing routes** and was more

popular than adding routes to new destinations or piloting new service models. Riders specifically wanted **more frequent all day service** and **more frequent service on the regional and transbay routes**. When asked with an open-ended response, the most commonly named destinations that both riders and non-riders wanted to go were places WestCAT already serves, especially BART and San Francisco, which suggests that the strongest need is to **make existing key corridors work better and improve connections**. Comments about getting to BART often focused not only on frequency, but also on the need for schedules that **line up better with connecting trips**.



Figure 1: WestCAT Evolution Open House Attendees

Recommended Fixed Route Service Improvements

WestCAT Evolution identified the following improvements to the fixed routes, which are operating adjustments that WestCAT can make directly, such as bus routing, days of operation, and transfer points. The set of recommended fixed route service changes summarized in this section and described on page 3 of the full plan represent both cost savings and additions, but taken as a whole the recommended set of service changes is cost-neutral and would not increase the overall operating budget. A summary table of all the recommended fixed route service improvements is on page ES-16.

Combine JL & JR into One Streamlined Route

Proposed Change

Combine the two versions of Route J into one single alignment that serves both Hilltop Mall and the Richmond Parkway Transit Center on every trip. See map on page ES-6.

Context

Route J, the backbone of WestCAT's fixed routes, alternates between two different alignments. One is much longer and serves Hilltop Mall and the shorter one serves Richmond Parkway Transit Center. Both are heavily used stops and important transfer points for switching to Route 16 and JPX, as well as AC Transit.

Description

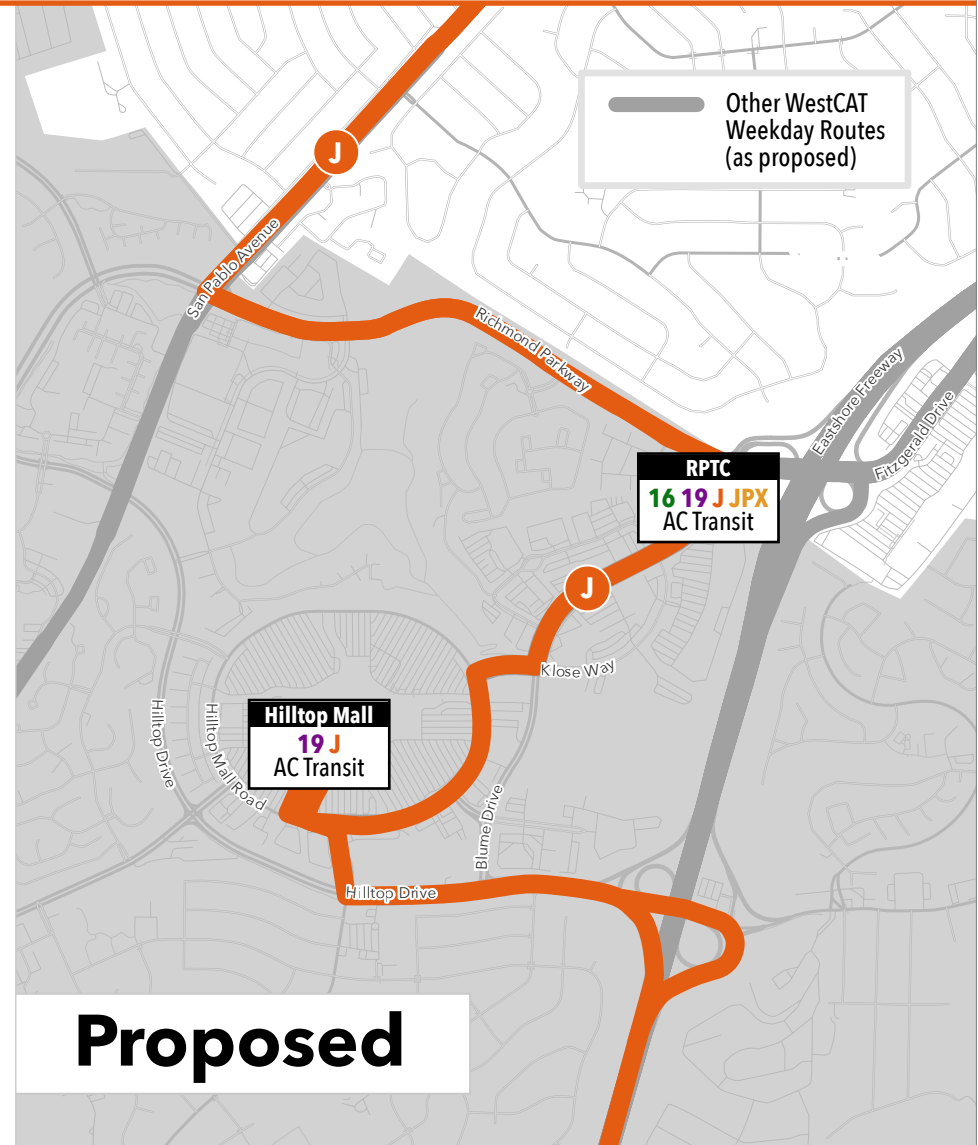
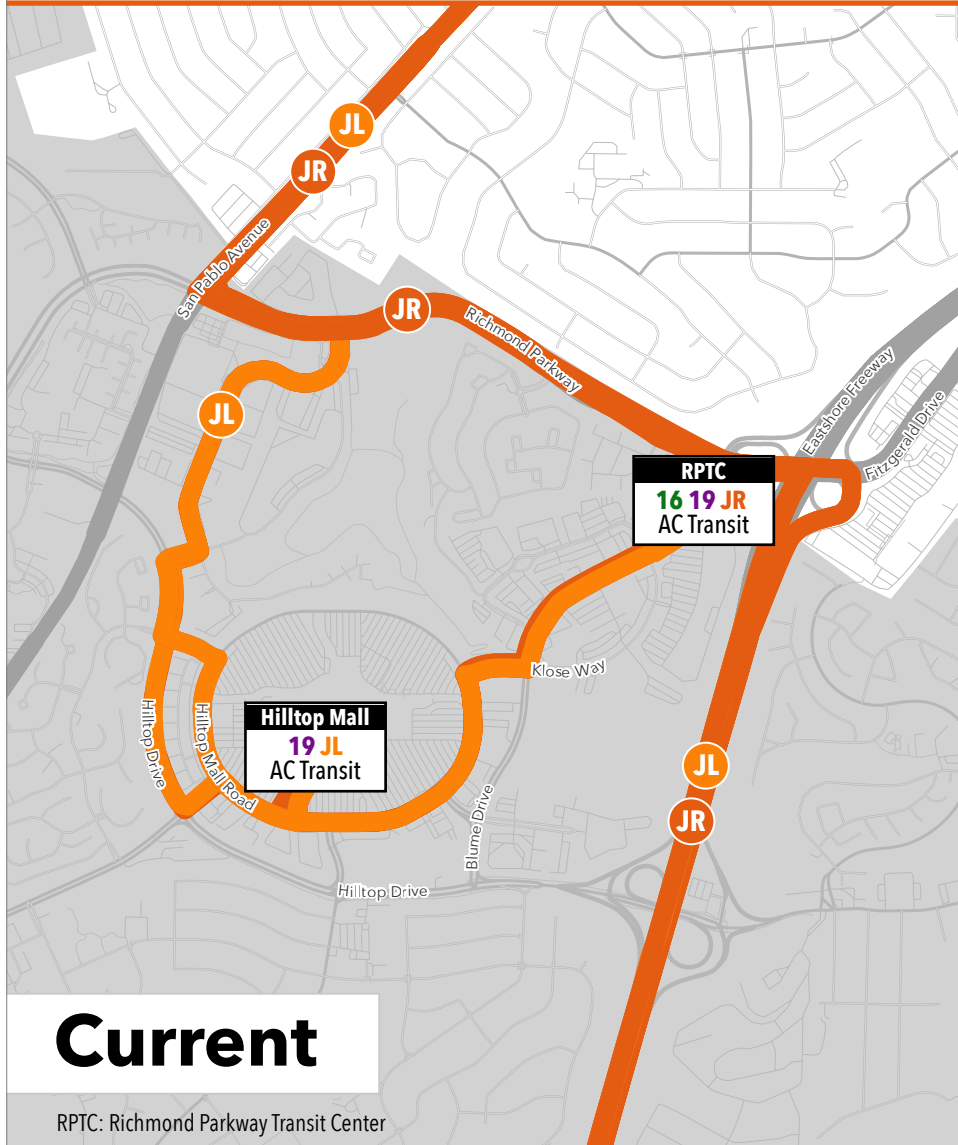
Under this recommendation, every J trip would serve both locations using a single, more direct route that enters and exits the freeway one stop south of the current interchange.

Why

This service change would simplify the schedule, make the route easier to understand, remove the discrepancy in trip times, and reduce the need for trip planning. Additionally, ensuring that every J bus serves both major stops, this recommendation increases transfer opportunities and responds to the importance of those connection points within the regional context.

RECOMMENDED SERVICE CHANGE

Combine JL & JR into One Streamlined Route



Map 5: Recommended Service Change - Combine JL & JR

Increase the Frequency of J and JPX to Better Align with BART

Proposed Change

Increase the frequency of routes J and JPX to each operate every 20 minutes, timed alternately so that one of the two routes meets each BART train every 10 minutes at El Cerrito del Norte for 10 hours each weekday.

Context

The J and JPX carry a large share of system ridership and connect passengers to BART and other neighboring transit systems. The J and JPX operate in a key corridor identified for future regional rapid transit service.

Description

Under this recommendation, J and JPX arrival times would be staggered, which would allow for either a J or JPX to meet each BART train at Del Norte Station, which arrive every 10 minutes. The same is true of the other stops that the two routes share, which are the heavily utilized Hercules and Richmond Parkway Transit Centers

Why

This recommendation responds directly to strong demand for more frequent, all-day service on these two routes and better connections with BART, which is the most common transfer point.

Reallocate all JX Service to Increase Frequency on J and JPX

Proposed Change

Discontinue Route JX and reallocate those service hours to support increased frequency on J and JPX.

Context

JX provides an express trip between the Waterfront, Hercules Transit Center, and BART, but the route has relatively low performance and duplicates key connections already provided by J and JPX. The current Waterfront stop has little usage and is expected to be affected by future development.

Description

This recommendation would eliminate JX as a separate route and shift those resources back to the J and JPX routes. The Waterfront stop would instead be served by an adjusted Route 15, which is described on page ES-9.

Why

This recommendation supports the direct response to riders' and non-riders' most consistent requests for increased frequency and better regional connections by reallocating service from a low-performing, duplicative, and inefficient route to the route pair that can accommodate those requests.

Expand Routes 11 and 19 to Provide Sunday Service

Proposed Change

Add Sunday service to routes 11 and 19 at the same levels that those routes currently operate on Saturdays.

Context

Route 11 connects the communities of Rodeo and Crockett to essential services in Hercules and other WestCAT routes at the Hercules Transit Center. Route 19 currently operates only Saturdays and complements the Route J by serving shopping destinations and connections along the I-80 corridor. Adjustments to Route 19 are recommended on page ES-13 that would add a key transfer stop, offer more north/south connections, and reduce duplicative service. Route J is currently the only WestCAT route that operates on Sundays.

Description

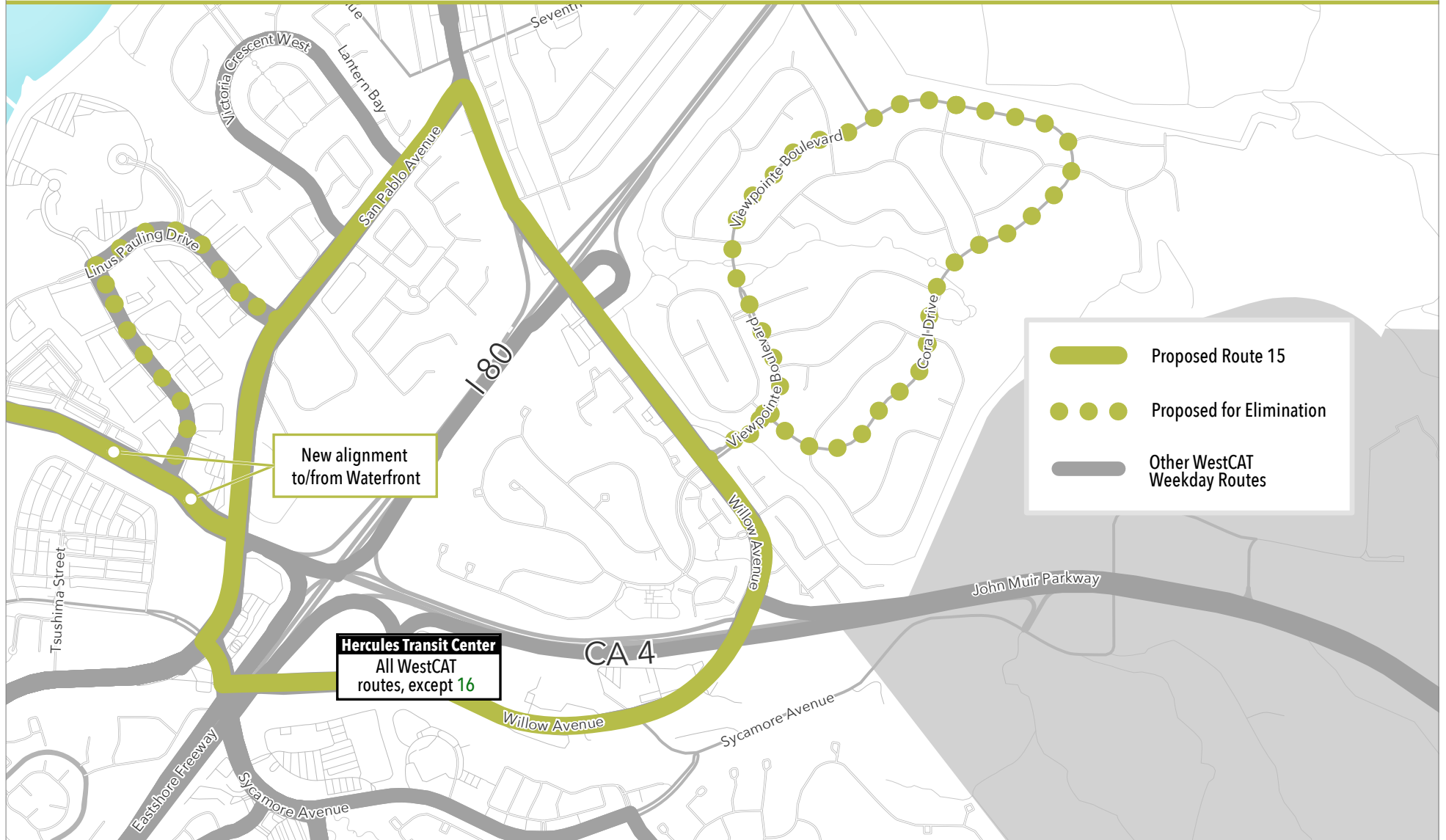
This recommendation would add Sunday service to routes 11 and 19 at the same levels that they currently operate on Saturdays so that WestCAT operates the same service on both weekend days. This recommendation assumes that the proposed adjustments to Route 19's routing are implemented.

Why

Public engagement feedback repeatedly brought up needs for more local weekend service, particularly on Sundays. Current route 11 and 19 passengers who were surveyed were especially supportive of additional weekend service, many work weekends, and almost all walk to their first WestCAT bus stop. Route 19 passengers had especially high rates of dependence on transit and riding six or more times per week.

RECOMMENDED SERVICE CHANGE

Optimize Route 15, Add Service to the Waterfront



Map 6: Recommended Service Change - Optimize Route 15 & Add Service to the Waterfront

Optimize Route 15 and Serve the Waterfront

Proposed Change

Optimize Route 15 by removing low-ridership deviations, shifting to an hourly schedule, and extending the route to serve the Waterfront. See map on page ES-9.

Context

Route 15 serves neighborhoods, services, and shopping destinations north of Hercules Transit Center where it begins and ends. The route is meant to provide access to local destinations in a low-density suburban area and so the success of the route is primarily measured by coverage. However, Route 15 currently includes two looped deviations that add significant travel distance and time, but see very low stop activity, even for a coverage route. At the same time, the Waterfront will need service for the approximately six people per day who currently board the JX, which is the only route that serves that stop and is recommended for reallocation.

Description

This recommendation would remove the Viewpointe Blvd./Coral Dr. loop and business park loop, return to Hercules Transit Center along a shorter path, and extend the route to the Waterfront. The revised route would still serve nearly all of its current passengers since

the two busiest stops on the Viewpointe loop and the busiest stop on the business park loop are only a couple hundred meters or less away from other stops on 15's main route.

This recommendation includes extending an arm of Route 15 to the Waterfront area stop heading westbound along John Muir Parkway after leaving Hercules Transit Center.

Why

This recommendation improves Route 15 in two ways. First, it removes two low-ridership deviations that add time and distance to the route without serving barely any passengers that couldn't use an adjacent stop along the main route. This would make the service more direct and travel times shorter, which improves reliability for the riders who use it. Second, it redirects those saved resources to preserve service to the Waterfront after the proposed elimination of Route JX. The result is a more efficient coverage route that still serves important local destinations, continues to connect with the broader WestCAT network at Hercules Transit Center, and provides Waterfront access at a much lower cost than maintaining a separate express route.

Streamline Route 16

Proposed Change

Remove two low-ridership deviations from Route 16 and instead run the route directly along Appian Way, with an added stop at Pinole Middle School. See map on page ES-12.

Context

Route 16 provides a vital link between southeastern Pinole and schools, shopping destinations, and key connections points to the north and east at I-80, San Pablo Ave, and Richmond Parkway Transit Center. The route often has the highest ridership among WestCAT's local routes, but it includes two sections that see very little stop activity while adding time and distance to each trip.

Description

Similar to the proposed changes for Route 15, this recommendation removes the Wright Avenue/ Doidge Avenue leg that occurs at the eastern end once per round trip. The deviation from Appian way between San Pablo Ave and I-80 that loops through a neighborhood should be eliminated and service should be ran directly along Appian Way. A stop should be added on Appian Way to serve Pinole Middle School and a 154-unit development currently under construction.

Why

This change would make Route 16 trips more direct, shorter, and easier to understand.

Removing the two deviations would have very little impact on ridreship, yet would save a significant amount of operating costs that would be reallocated elsewhere. The busiest stops on both stretches are very close to adjacent stops that would stay in service, therefore passengers could easily use these stops instead, further mitigating the effect on ridership.

Streamline JPX and Serve Richmond Parkway Transit Center All Day

Proposed Change

Revise JPX to serve the Richmond Parkway Transit Center on every trip and eliminate the midday deviation to Fitzgerald Drive. See map on page ES-12.

Context

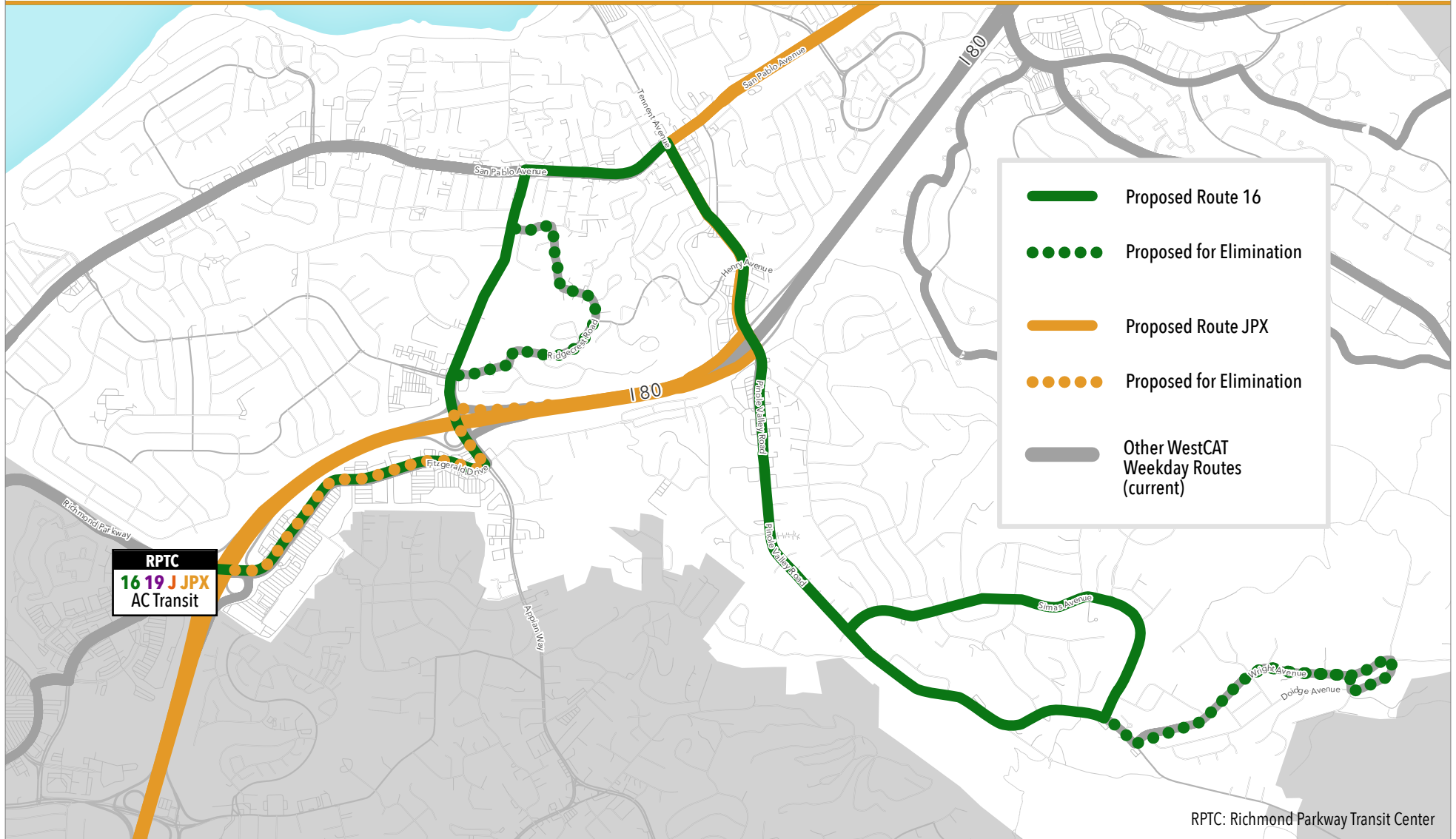
During the midday, JPX currently serves the Richmond Parkway Transit Center and three stops along Fitzgerald Drive, which are rarely used by JPX passengers. Route 16 serves the same Fitzgerald stops and the Richmond Parkway Transit Center all day.

Description

The recommended service changes are for the JPX to serve the Richmond Parkway Transit Center all day and to discontinue the midday

RECOMMENDED SERVICE CHANGE

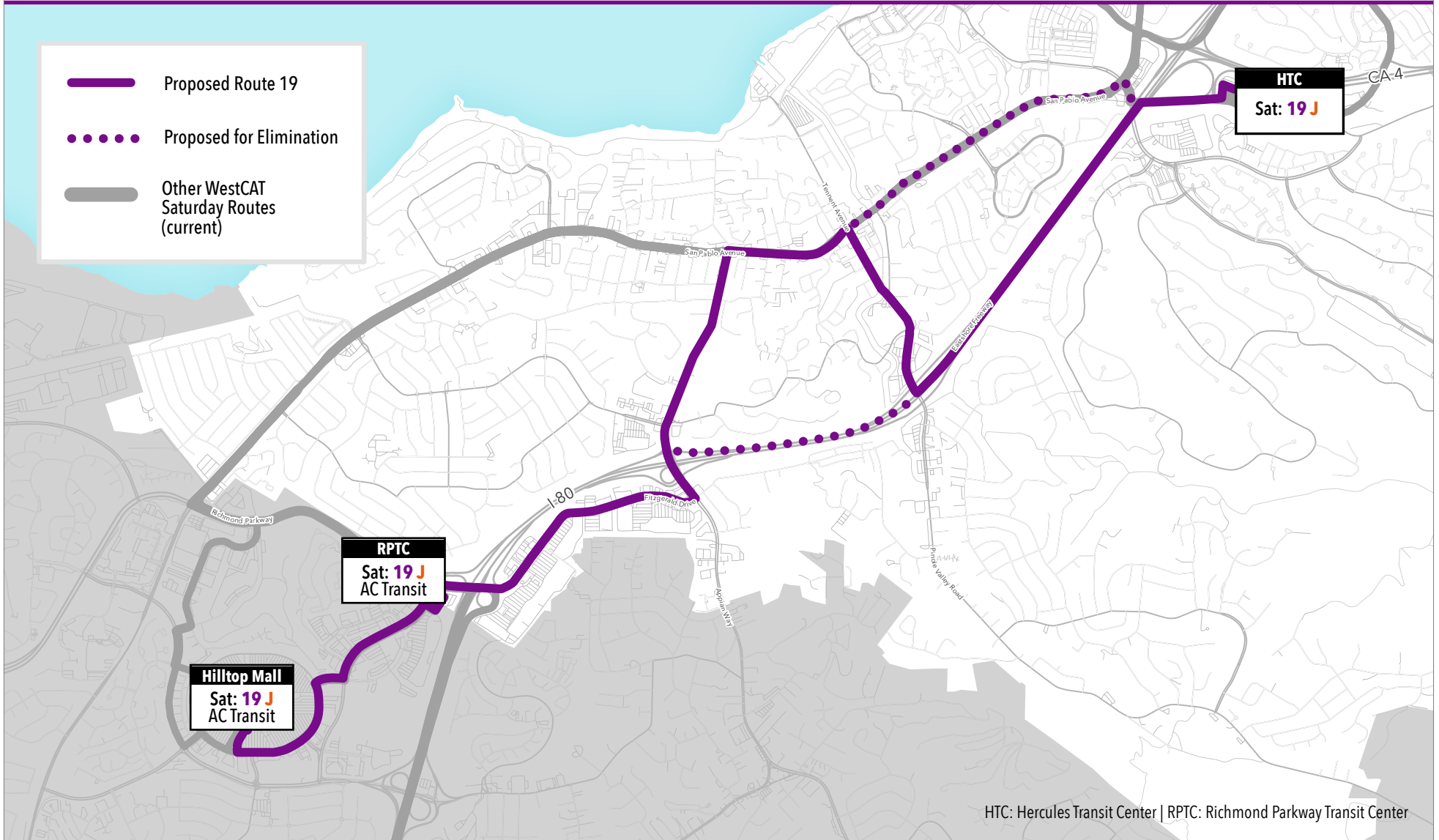
Streamline and Connect Routes 16 & JPX



Map 7: Recommended Service Changes - Streamline and Connect Routes 16 & JPX

RECOMMENDED SERVICE CHANGE

Optimize Route 19



Map 8: Recommended Service Change - Optimize Route 19

deviation to stops along Fitzgerald Drive, instead of staying on the faster express route along I-80.

JPX passengers traveling to destinations along Fitzgerald Drive could transfer to Route 16 at the Richmond Parkway Transit Center all day.

Why

Public engagement feedback included the importance of reliable connections at Richmond Parkway Transit Center and frustration with inconsistent schedules. The recommended service changes would increase all-day transfer opportunities between WestCAT routes and to AC Transit, while improving speed and consistency for through riders. The recommendations also reduce duplication while maintaining coverage and makes the schedule easier to understand.

Realign Route 19 to Improve Coverage and Connections

Proposed Change

Change the northern half of Route 19 to better serve central Pinole on Saturdays and add a stop at the Richmond Parkway Transit Center. See map on page ES-13.

Context

Route 19 operates only on Saturdays, mainly serves shopping destinations along the I-80 corridor, and ends at Hilltop Mall where passengers can transfer to Route J and two AC Transit routes. At its northern

end, the route shares a segment with Route J along San Pablo Ave. Very few Route 19 riders use any of these three shared stops in either direction.

Description

This recommendation would shift Route 19 onto a new alignment that mirrors weekday Route 16, adding coverage through central Pinole along Appian Way. Adding a stop at the Richmond Parkway Transit Center in both directions is also included in this service change recommendation.

Why

This change would improve Saturday coverage in a useful area, increase strong transfer opportunities, and respond to current Route 19 riders' needs. The recommendation also removes a low-performing service overlap with Route J.

IMPROVE TRANSFERS



Figure 2: WestCAT J Bus at El Cerrito Del Norte BART Station

Additional WestCAT Service Recommendations

WestCAT Evolution looked at the other existing and potential services in the system, beyond the fixed routes, including the two Dial-a-Ride programs and various options for supporting student transit use to schools.

Dial-a-Ride

WestCAT's ADA Paratransit and Senior Dial-a-Ride programs (DAR) provide ample service for older adults and people with disabilities who have difficulty using regular transit. Interviews with DAR passengers and community feedback showed clear appreciation for the drivers and high satisfaction with the service overall. The most common concern was with trip booking process, including the uncertainty regarding wait times and the lack of clarity about the process. The good news is that WestCAT is already in the process of upgrading the phone system, which will directly ameliorate these issues. The rest of the recommendations include offering group trips for senior and assistend living communities, continuing with regional coordination efforts, and increasing awareness of the programs.



Transit to Schools

Public transit to middle and high schools emerged as an important topic during WestCAT Evolution from the data analysis, public engagement, and through direct coordination with school representatives. Existing data shows that WestCAT already serves a meaningful number of middle school, high school, and college riders, and staff noted that student ridership on school-oriented trips was higher before the pandemic.

The first set of recommendations focus on near-term opportunities related to current fixed-route and school tripper service. Those opportunities include considering morning trippers on routes 10 and 12, improving connections after school pickup, and establishing stronger communication and coordination with school staff.

The second recommendation responds to direct input from school staff and outlines a practical process for working with schools to understand student travel needs, gather data, coordinate with partners, and evaluate potential service responses. Rather than proposing a one-size-fits-all school transportation solution, the plan recommends a repeatable framework that WestCAT can adapt over time as new needs and opportunities emerge.

Recommended Fixed Route Service Changes - Overview

Recommended Service Change	Current Context	Why Make the Change?	
Combine JL & JR into One Streamlined Route J that serves both Hilltop Mall and the RPTC	The two alternating variations of Route J are different lengths and each serve a different transit center/key connection point	Combining the two variations would simplify the route and increase the opportunities to transfer between WestCAT routes and to AC Transit	3
Increase the Frequency of J & JPX to meet BART every 10 minutes on Weekdays	Route J (JR&JL) and JPX each operate every 30-50 minutes on weekdays and provide a vital connection for WestCAT passengers	Responds to strong demand for more frequent, all-day service on these two routes and better connections with BART	4
Reallocate all JX Service to Increase Frequency on J & JPX	The JX starts at the Waterfront, which not only has very low ridership, but also adds time and distance, making it a relatively low performing and inefficient route overall	Reallocating the JX resources supports other improvements and is not likely to negatively impact ridership when combined with the recommendations for Route 15	5
Expand Local Routes 11 & 19 to Provide Service on Sundays at the Same Levels as Saturdays	Route 11 operates Mon-Sat connecting Rodeo and Crockett to essential services, Route 19 operates only on Saturdays, and only the J operates on Sundays	Answers the significant need expressed for more local weekend service, particularly on Sundays and for transit dependent riders of routes 11 and 19	6
Optimize Route 15 and Add Service to the Waterfront	Route 15 takes two deviations to serve loops that have very little ridership, except at the stops closest to the main route	The recommendations will make Route 15 more more direct and adding service to the Waterfront stop will maintain access with a more appropriate service type	7
Streamline Route 16 to be Faster and more Direct	Route 16 includes a leg at its southeastern end along Wright Ave and a deviation off of Appian in central Pinole that both see very little stop activity	Removing the two underutilized sections would make the rest of the route faster, more reliable, and easier to understand	9
Streamline JPX and Add Service to the RPTC All Day	The JPX currently deviates from I-80 on midday trips to serve RPTC and three stops along Fitzgerald Dr, which are rarely used by JPX passengers	Serving the RPTC all day provides more reliable connection points and removing the Fitzgerald Dr portion eliminates duplicative service	10
Realign Route 19 to Improve Coverage and Add Service to the RPTC	Route 19 serves the I-80 corridor on Saturdays, overlaps with Route J at its northern end, and stops at Hilltop Mall where passengers can transfer to Route J and AC transit	Realignment would improve weekend coverage of central Pinole and adding a stop at RPTC would improve transfers between routes and to AC Transit	12