



Western Contra Costa
Transit Authority

NOTICE OF MEETING

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

DATE: February 12, 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 compliance with the Americans with Disabilities Act of 1990, if you need special assistance to participate in a WCCTA Board Meeting or need a copy of the agenda or the agenda packet in an appropriate alternative format, please get in touch with the WestCAT Administrative Office at (510) 724-3331. Notifying the Authority staff at least 48 hours before the meeting or when services are needed will assist them in ensuring that reasonable arrangements can be made to provide 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 November 13, 2025. **[Action Requested: Approval of Minutes] ***
- 1.2 Approval of Expenditures for November and December 2025 **[Action Requested: Approval of Expenditures] ^^**

- 1.3 Receive Contractors' Monthly Management Report for September 2025 and Q1 Monthly Revenue Reports **[Action Requested: Receive and File] ***
- 1.4 Approval of WCCTA Annual Statement of Investment Policy **[Formal Approval of WCCTA Investment Policy] ***

2.0 ITEMS FOR BOARD ACTION / DISCUSSION

- 2.1 Presentation and Discussion of WestCAT Evolution Comprehensive Operations Analysis – Marketing and Outreach Plan **[Action Requested: Discussion and Direction to Staff] ***
- 2.2 Approval of Western Contra Costa Transit Authority's 2026 Public Transportation Agency Safety Plan **[Action Requested: Formal Adoption of Resolution 2026-01 to Approve WCCTA's 2026 Public Transportation Agency Safety Plan]. ***
- 2.3 Presentation of WestCAT Onboard Survey conducted by the MTC September – November 2025 **[Action Requested: Discussion] ***
- 2.4 Discussion on Funding Updates **[Action Requested: Discussion and Direction to Staff]**

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, March 12, 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 upon 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

November 13, 2025,

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

Chair Grimsley called the meeting to order at 6:30 PM and led the Pledge of Allegiance.

DIRECTORS PRESENT

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

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.

GUESTS PRESENT

Chris Kelly, Board Alternate, Bob Saunders, MV Transportation General Manager. Bobby Engkvist, MV Maintenance 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 Parsons, seconded by Director Sasai, to Approve the Agenda. The motion was carried by the following vote:

Ayes: 6– (Parsons, Hansen, Sasai, Bailey, Grimsley, Martinez-Rubin)

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 Director Sasai, seconded by Director Parsons, to Approve the Consent Calendar. The motion was carried by the following vote:

Ayes: 6– (Parsons, Hansen, Sasai, Bailey, Grimsley, Martinez-Rubin)

2) **CLOSED SESSION:**

The Board went into a closed session at 6:34 pm.

3) **CLOSED SESSION Conference with Legal Counsel- Anticipated Litigation CODE SECTION 54956.9(e)(5): One Case**

NONE.

4) **RECONVENE TO OPEN SESSION**

The Board reconvened to open session at 7:15 pm.

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

5.1 Presentation and Discussion of WestCAT Evolution Comprehensive Operations Analysis. [Action Requested: Discussion and Direction to Staff].

Staff have been working with Ronny Kraft Consulting on the Comprehensive Operations Analysis. During this meeting, Ronny Kraft presented the following items to the Board for discussion and feedback. • Update on service options within the Hercules Waterfront Area • Microtransit Service Suitability Assessment • Dial-A-Ride and ADA Opportunities and Recommendations • School Transportation Opportunities.

6) **COMMITTEE REPORTS**

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

GM Thompson reported that September was Lynx's 20th anniversary. Staff wanted the emphasis to be rider-focused and offered Lynx passengers 20 Days of free rides. We saw a significant increase in ridership for the month. Staff have also been having internal discussions about a new Lynx schedule to address recent overcrowding and service delays. The updated schedule will roll out in the new year.

GM Thompson also reported that he has been working with CCTA, MTC, MTC Commissioners, and the other transit agencies regarding the ongoing Feeder Bus Funds. Staff is also still working with the State Audit Team for the Joint Legislative Audit.

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

Director Hansen reported that WCCTAC discussed the El Cerrito Plaza BART Project and the consideration of stipends to board members.

7) **CORRESPONDENCE**

NONE.

8) **BOARD COMMUNICATION / ITEMS FOR FUTURE BOARD MEETINGS**

NONE.

9) **ADJOURNMENT**

Chair Grimsley adjourned the meeting at 7:59 PM. The next meeting is scheduled for December 11, 2025.

Chair Tiffany Grimsley

Date

Robert Thompson, Secretary

Date



AGENDA ITEM 1.2
EXPENDITURES 11/1/2025-12/31/2025

Expense Approval Report
By Fund

Western Contra Costa Transit Authority, C.

Payable Dates 11/1/2025 - 12/31/2025 Post Dates 11/1/2025 - 12/31/2025

Post Date	Account Number	Payable Number	Account Name	Vendor Name	Description (Item)	Amount
Fund: 1 - FUND 1						
11/01/2025	1-503000-42	146628	Outside Service, Non-Veh Maint	Vanguard Cleaning Systems	November cleaning service	3,300.00
11/01/2025	1-504990-41	1QP3-GX1Q-RTGH	Other Mat & Supplies,Veh Maint	Amazon Capital Services, Inc.	Vehicle parts (hose)	31.58
11/01/2025	1-504990-41	1QP3-GX1Q-RTGH	Other Mat & Supplies,Veh Maint	Amazon Capital Services, Inc.	Product return (maintenance supplies)	-33.27
11/01/2025	1-504990-41	1QP3-GX1Q-RTGH	Other Mat & Supplies,Veh Maint	Amazon Capital Services, Inc.	Maintenance supplies (gloves)	229.38
11/01/2025	1-504990-42	1QP3-GX1Q-RTGH	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Facilities supplies (MSDS binder, labels, signs)	131.06
11/01/2025	1-504990-42	1QP3-GX1Q-RTGH	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Facilities supplies (side chair, vacuum)	150.54
11/01/2025	1-504990-42	1QP3-GX1Q-RTGH	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Facilities supplies (storage cabinet, cart, shelves)	211.47
11/01/2025	1-504990-42	1QP3-GX1Q-RTGH	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Facilities supplies (propane storage cage)	238.49
11/01/2025	1-504990-42	1QP3-GX1Q-RTGH	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Product returns (facilities supplies)	-179.38
11/01/2025	1-504990-42	1QP3-GX1Q-RTGH	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Facilities supplies (2 hand trucks)	299.98
11/01/2025	1-504990-42	1QP3-GX1Q-RTGH	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Facilities supplies (generator for truck #6)	436.59
11/01/2025	1-504990-42	1QP3-GX1Q-RTGH	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Facilities supplies (plumbing)	141.48
11/01/2025	1-504990-43	1QP3-GX1Q-RTGH	OtherMat&Sup-Non-Veh, Computer	Amazon Capital Services, Inc.	Product returns (ink, printer & warranty)	-278.41
11/01/2025	1-504990-43	1QP3-GX1Q-RTGH	OtherMat&Sup-Non-Veh, Computer	Amazon Capital Services, Inc.	Product returns (IT supplies)	-209.42
11/01/2025	1-504990-43	1QP3-GX1Q-RTGH	OtherMat&Sup-Non-Veh, Computer	Amazon Capital Services, Inc.	IT supplies (see invoice for description)	25.53
11/01/2025	1-504990-43	1QP3-GX1Q-RTGH	OtherMat&Sup-Non-Veh, Computer	Amazon Capital Services, Inc.	IT supplies (ink, printer & warranty)	278.41
11/01/2025	1-504990-60	1QP3-GX1Q-RTGH	Other Mat & Supplies, Admin	Amazon Capital Services, Inc.	Office supplies (see invoice for description)	103.52
11/01/2025	1-509030-60	1QP3-GX1Q-RTGH	Fees, Admin	Amazon Capital Services, Inc.	Shipping/handling & taxes	92.40
11/01/2025	1-503000-42	4214067	Outside Service, Non-Veh Maint	Pacific Site Management	November landscaping	591.34
11/03/2025	1-505010-10	001002856834	Telephone, Operations	Comcast Business	November fiber network (11/1 -11/30/25)	1,276.03

Expense Approval Report

Payable Dates: 11/1/2025 - 12/31/2025 Post Dates: 11/1/2025 - 12/31/2025

Post Date	Account Number	Payable Number	Account Name	Vendor Name	Description (Item)	Amount
11/03/2025	1-505010-60	001002856834	Telephone, Admin	Comcast Business	November fiber network (11/1 -11/30/25)	638.02
11/03/2025	1-202000	17726	Accrued Payroll Liabilities	BCC	November supplemental insurance	247.06
11/03/2025	1-502150-60	17726	Fringe Benefits, Admin	BCC	November LTD	629.06
11/03/2025	1-504013-10	25-508615	Lubricants	Flyers Energy, LLC	Anti-freeze	308.12
11/03/2025	1-504013-10	25-508616	Lubricants	Flyers Energy, LLC	Mobil Delvac & DEF	2,407.41
11/03/2025	1-504013-10	25-508617	Lubricants	Flyers Energy, LLC	Mobil Delvac ATF	3,045.18
11/03/2025	1-504990-41	4248514279	Other Mat & Supplies,Veh Maint	Cintas Corporation	November uniforms	726.82
11/03/2025	1-503000-43	51341	O/S Service, Non-Veh, Computer	R-Computer	November IT services	3,980.00
11/03/2025	1-503000-42	545809031	Outside Service, Non-Veh Maint	Castleworks Home Services	Diagnostic fee HVAC full system evaluation	225.00
11/03/2025	1-503000-60	C50089.00-07	Outside Services, Admin	EKI Environment & Water, Inc	September litigation support	8,191.82
11/03/2025	1-503000-10	Stmt 10/2 - 11/3/25	Outside Services, Operations	Bank of America Commerical CC	Language Line (Interpreter services)	98.75
11/03/2025	1-503000-41	Stmt 10/2 - 11/3/25	Outside Service, Vehicle Maint	Bank of America Commerical CC	Cummins (Insite software for shop annual renewal)	840.00
11/03/2025	1-503000-42	Stmt 10/2 - 11/3/25	Outside Service, Non-Veh Maint	Bank of America Commerical CC	Contra Costa Transfer: Yard waste disposal	109.00
11/03/2025	1-503000-43	Stmt 10/2 - 11/3/25	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	Grammarly (Grammar and spell check)	75.00
11/03/2025	1-503000-43	Stmt 10/2 - 11/3/25	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	Microsoft (Office 365 monthly license fee)	39.39
11/03/2025	1-503000-43	Stmt 10/2 - 11/3/25	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	Zoom (Recurring monthly charge)	15.60
11/03/2025	1-503000-43	Stmt 10/2 - 11/3/25	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	Sage (Recurring monthly charge)	194.60
11/03/2025	1-503000-43	Stmt 10/2 - 11/3/25	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	Microsoft (Office 365 monthly support fee)	5.25
11/03/2025	1-504100-10	Stmt 10/2 - 11/3/25	Postage, Operations	Bank of America Commerical CC	Stamps.com (Recurring monthly service charge)	20.66
11/03/2025	1-504100-10	Stmt 10/2 - 11/3/25	Postage, Operations	Bank of America Commerical CC	Stamps.com (October stamps)	133.34
11/03/2025	1-504100-60	Stmt 10/2 - 11/3/25	Postage, Admin	Bank of America Commerical CC	Stamps.com (Recurring monthly service charge)	10.33
11/03/2025	1-504100-60	Stmt 10/2 - 11/3/25	Postage, Admin	Bank of America Commerical CC	Stamps.com (October stamps)	66.66
11/03/2025	1-504990-41	Stmt 10/2 - 11/3/25	Other Mat & Supplies,Veh Maint	Bank of America Commerical CC	Noregon Systems (Shop equipment: adapter kit)	1,002.25
11/03/2025	1-504990-42	Stmt 10/2 - 11/3/25	Other Mat&Suppl, Non-Veh Maint	Bank of America Commerical CC	Hilton Trading (AccuBanker coin counter for vault)	562.01
11/03/2025	1-504990-42	Stmt 10/2 - 11/3/25	Other Mat&Suppl, Non-Veh Maint	Bank of America Commerical CC	Best Buy: Facilities supplies (TV for dispatch)	160.34

Expense Approval Report

Payable Dates: 11/1/2025 - 12/31/2025 Post Dates: 11/1/2025 - 12/31/2025

Post Date	Account Number	Payable Number	Account Name	Vendor Name	Description (Item)	Amount
11/03/2025	1-504990-43	Stmt 10/2 - 11/3/25	OtherMat&Sup-Non-Veh, Computer	Bank of America Commerical CC	HP.com (OfficeJet Pro printer Donesha)	194.47
11/03/2025	1-504990-43	Stmt 10/2 - 11/3/25	OtherMat&Sup-Non-Veh, Computer	Bank of America Commerical CC	Staples (IT supplies: HP ink)	116.76
11/03/2025	1-504990-60	Stmt 10/2 - 11/3/25	Other Mat & Supplies, Admin	Bank of America Commerical CC	Digital Check (ink & cleaner for check scanner)	77.12
11/03/2025	1-509020-60	Stmt 10/2 - 11/3/25	Travel Expense, Admin	Bank of America Commerical CC	Taphouse Grill (Meal CALACT Fall conference Rob)	26.51
11/03/2025	1-509020-60	Stmt 10/2 - 11/3/25	Travel Expense, Admin	Bank of America Commerical CC	Margaritaville Resort (Hotel CALACT Fall conf Rob)	309.06
11/03/2025	1-509030-10	Stmt 10/2 - 11/3/25	Clipper/Online Sales/mtot fees, Ops	Bank of America Commerical CC	Clippercard.com (LYNX pass for Clipper2 testing)	140.00
11/03/2025	1-509080-10	Stmt 10/2 - 11/3/25	Marketing & Advertising, Oper	Bank of America Commerical CC	Monumental (DYM Print & Design: Roadeo T-shirts)	225.00
11/03/2025	1-509080-10	Stmt 10/2 - 11/3/25	Marketing & Advertising, Oper	Bank of America Commerical CC	Twilio (Emergency messaging for ridership)	300.99
11/03/2025	1-509080-10	Stmt 10/2 - 11/3/25	Marketing & Advertising, Oper	Bank of America Commerical CC	GetStreamline: DocAccess for website accessibility	150.00
11/03/2025	1-509080-10	Stmt 10/2 - 11/3/25	Marketing & Advertising, Oper	Bank of America Commerical CC	Upwork (Social media marketing)	210.00
11/04/2025	1-504990-41	Z1-251180825	Other Mat & Supplies,Veh Maint	Cummins Sales & Service	Vehicle parts (Bus 412)	9,302.74
11/04/2025	1-504990-41	Z1-251180863	Other Mat & Supplies,Veh Maint	Cummins Sales & Service	Vehicle parts (stock)	31.63
11/05/2025	1-508000-10	136148	Purchased Transportation, Oper	MV Transportation	Estimated November service	784,785.99
11/05/2025	1-102040	14-2025-October	A/R Accrual - MV Liability Ins	CalTIP	October insurance & admin fees	21,786.46
11/05/2025	1-503000-10	22599284	Outside Services, Operations	Bay Alarm Company	Security monitoring (12/1/25 - 2/28/26)	89.36
11/05/2025	1-503000-60	22599284	Outside Services, Admin	Bay Alarm Company	Security monitoring (12/1/25 - 2/28/26)	44.68
11/05/2025	1-504012-10	863522	Diesel	Western States Oil Co.	Diesel	30,191.96
11/06/2025	1-504990-42	46499051	Other Mat&Suppl, Non-Veh Maint	Quill LLC	Janitorial supplies	286.28
11/06/2025	1-512000-60	592955268	Rentals & Leases, Admin	Pacific Office Automation	November copier (11/1 - 11/30/25)	334.39
11/06/2025	1-504990-41	X2-251179185	Other Mat & Supplies,Veh Maint	Cummins Sales & Service	Vehicle parts (stock)	262.94
11/10/2025	1-503000-60	10/2025	Outside Services, Admin	Politico Group, Inc.	October consulting services	2,500.00
11/10/2025	1-504990-41	41372900	Other Mat & Supplies,Veh Maint	Gillig LLC	Vehicle parts (Bus 161 & stock)	1,439.31
11/10/2025	1-504990-41	4249256388	Other Mat & Supplies,Veh Maint	Cintas Corporation	November uniforms	479.59
11/10/2025	1-503000-60	WCAT-14	Outside Services, Admin	Ronny Kraft Consulting	COA task 5	5,220.00

Expense Approval Report

Payable Dates: 11/1/2025 - 12/31/2025 Post Dates: 11/1/2025 - 12/31/2025

Post Date	Account Number	Payable Number	Account Name	Vendor Name	Description (Item)	Amount
11/11/2025	1-504990-42	10871850	Other Mat&Suppl, Non-Veh Maint	Brady Industries	Janitorial supplies	607.49
11/11/2025	1-502150-42	372703	Fringe Benefits, Non-Veh Maint	Health Care Dental	December dental insurance	159.69
11/11/2025	1-502150-60	372703	Fringe Benefits, Admin	Health Care Dental	December dental insurance	833.21
11/11/2025	1-509030-60	I500-01292462	Fees, Admin	Asbury Environmental Services	Admin fees	8.00
11/11/2025	1-504990-41	Z1-251181132	Other Mat & Supplies,Veh Maint	Cummins Sales & Service	Vehicle parts (Bus 413)	2,410.60
11/12/2025	1-503000-60	1540226	Outside Services, Admin	Hanson Bridgett LLP	October legal services	3,675.00
11/12/2025	1-504990-41	15764017	Other Mat & Supplies,Veh Maint	Pape Kenworth	Vehicle parts (Bus 405)	1,313.06
11/12/2025	1-504990-41	84047571	Other Mat & Supplies,Veh Maint	The Aftermarket Parts Company, LLC dba NFI Parts	Vehicle parts (Bus 602)	193.92
11/12/2025	1-504990-41	84047984	Other Mat & Supplies,Veh Maint	The Aftermarket Parts Company, LLC dba NFI Parts	Vehicle parts (Bus 602)	209.05
11/12/2025	1-504990-41	84048059	Other Mat & Supplies,Veh Maint	The Aftermarket Parts Company, LLC dba NFI Parts	Vehicle parts (Bus 602)	965.91
11/12/2025	1-503000-10	INV0000002054	Outside Services, Operations	TransTrack Systems, Inc.	November maintenance & support	5,484.75
11/12/2025	1-504990-41	Z1-251181147	Other Mat & Supplies,Veh Maint	Cummins Sales & Service	Vehicle parts (Bus 405)	1,601.96
11/13/2025	1-505010-10	000024371533	Telephone, Operations	AT&T	Oct. - Nov. phone service	121.13
11/13/2025	1-505010-60	000024371533	Telephone, Admin	AT&T	Oct. - Nov. phone service	60.56
11/13/2025	1-502150-42	12/2025	Fringe Benefits, Non-Veh Maint	Kaiser Foundation Health Plan, Inc.	December medical insurance	2,829.02
11/13/2025	1-502150-60	12/2025	Fringe Benefits, Admin	Kaiser Foundation Health Plan, Inc.	December medical insurance	13,803.04
11/13/2025	1-504990-41	15767909	Other Mat & Supplies,Veh Maint	Pape Kenworth	Vehicle parts (Bus 405)	7,805.74
11/13/2025	1-504990-41	Stmt 11/13/25	Other Mat & Supplies,Veh Maint	Home Depot Credit Services	Maintenance supplies (squeezejees)	55.74
11/13/2025	1-504990-42	Stmt 11/13/25	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	Facilities supplies (5-tier shelf parts room)	184.63
11/13/2025	1-504990-42	Stmt 11/13/25	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	Facilities supplies (for buswash)	66.76
11/13/2025	1-504990-42	Stmt 11/13/25	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	Facilities supplies (5-tier shelf Jeremy office)	185.95
11/13/2025	1-504990-42	Stmt 11/13/25	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	Facilities supplies (see receipts for description)	402.78
11/14/2025	1-504020-10	176238	Tires & Tubes	J & O's Commercial Tire Center	November tires	2,308.91
11/14/2025	1-503000-42	48003159209	Outside Service, Non-Veh Maint	Nextiva, Inc.	Implementation (new phone system)	850.00
11/14/2025	1-504990-42	48003159209	Other Mat&Suppl, Non-Veh Maint	Nextiva, Inc.	Desk phones	145.00

Expense Approval Report

Payable Dates: 11/1/2025 - 12/31/2025 Post Dates: 11/1/2025 - 12/31/2025

Post Date	Account Number	Payable Number	Account Name	Vendor Name	Description (Item)	Amount
11/14/2025	1-505010-10	48003159209	Telephone, Operations	Nextiva, Inc.	Phone service (11/14/25 - 2/13/26)	1,131.02
11/14/2025	1-505010-60	48003159209	Telephone, Admin	Nextiva, Inc.	Phone service (11/14/25 - 2/13/26)	565.51
11/14/2025	1-504012-10	863748	Diesel	Western States Oil Co.	Diesel	28,057.82
11/17/2025	1-505000-10	11/2025	Utilities, Operations	PG & E	November gas & electric	2,682.29
11/17/2025	1-505000-60	11/2025	Utilities, Admin	PG & E	November gas & electric	1,341.14
11/17/2025	1-504013-10	25-519536	Lubricants	Flyers Energy, LLC	Anti-freeze	324.56
11/17/2025	1-504013-10	25-519537	Lubricants	Flyers Energy, LLC	Mobil Delvac & DEF	1,920.18
11/17/2025	1-504990-41	41375748	Other Mat & Supplies,Veh Maint	Gillig LLC	Vehicle parts (Bus 413)	701.66
11/17/2025	1-504990-41	4250110635	Other Mat & Supplies,Veh Maint	Cintas Corporation	November uniforms	294.95
11/18/2025	1-504990-41	103944787	Other Mat & Supplies,Veh Maint	Kimball Midwest	Vehicle parts (stock)	254.60
11/18/2025	1-504990-41	103945159	Other Mat & Supplies,Veh Maint	Kimball Midwest	Vehicle parts (stock)	466.53
11/18/2025	1-504990-42	10902401	Other Mat&Suppl, Non-Veh Maint	Brady Industries	Janitorial supplies	552.23
11/18/2025	1-504990-41	41376207	Other Mat & Supplies,Veh Maint	Gillig LLC	Vehicle parts (Bus 180)	110.81
11/19/2025	1-505000-10	11/2025	Utilities, Operations	Pacific Gas & Electric	November gas & electric	12.41
11/19/2025	1-505000-60	11/2025	Utilities, Admin	Pacific Gas & Electric	November gas & electric	6.20
11/19/2025	1-504990-41	15778936	Other Mat & Supplies,Veh Maint	Pape Kenworth	Vehicle parts (Bus 412)	4,246.88
11/19/2025	1-504990-41	Z1-251181482	Other Mat & Supplies,Veh Maint	Cummins Sales & Service	Vehicle parts (Bus 166)	46.77
11/20/2025	1-503000-10	11/2025	Outside Services, Operations	T-Mobile	Plan charges for 20 IOT connected devices	672.00
11/20/2025	1-503000-41	25-26983	Outside Service, Vehicle Maint	Olivers Tow	Towing service (#46)	460.69
11/20/2025	1-503000-41	25-26989	Outside Service, Vehicle Maint	Olivers Tow	Towing service (Bus 602)	928.01
11/20/2025	1-504990-41	41377262	Other Mat & Supplies,Veh Maint	Gillig LLC	Vehicle parts (Bus 409)	331.52
11/20/2025	1-503000-42	85439468	Outside Service, Non-Veh Maint	Western Exterminator Co.	November pest control	222.73
11/20/2025	1-504990-41	Z1-251181555	Other Mat & Supplies,Veh Maint	Cummins Sales & Service	Vehicle parts (Bus 166)	1,257.99
11/21/2025	1-503000-10	11/2025	Outside Services, Operations	T-MOBILE	November phones & DAR tablets	2,003.83
11/24/2025	1-504990-41	4250994825	Other Mat & Supplies,Veh Maint	Cintas Corporation	November uniforms	290.55
11/24/2025	1-503000-42	59577	Outside Service, Non-Veh Maint	Armor Locksmith Services	Drop vault malfunction	260.00

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Post Date	Account Number	Payable Number	Account Name	Vendor Name	Description (Item)	Amount
11/25/2025	1-504990-42	10934677	Other Mat&Suppl, Non-Veh Maint	Brady Industries	Drain cleaner	1,192.46
11/25/2025	1-503000-41	25-27061	Outside Service, Vehicle Maint	Olivers Tow	Towing service (#46)	803.10
11/25/2025	1-503000-41	25-27070	Outside Service, Vehicle Maint	Olivers Tow	Towing service (#49)	827.00
11/25/2025	1-504012-10	863945	Diesel	Western States Oil Co.	Diesel	28,660.09
11/25/2025	1-503000-60	C50089.00-08	Outside Services, Admin	EKI Environment & Water, Inc	October litigation support	3,654.56
11/26/2025	1-503000-42	22511796	Outside Service, Non-Veh Maint	R&S Erection of Richmond, Inc.	Diagnose front swing gates	295.00
11/26/2025	1-504990-41	41379272	Other Mat & Supplies,Veh Maint	Gillig LLC	Vehicle parts (Bus 180)	117.02
11/26/2025	1-504990-41	41379273	Other Mat & Supplies,Veh Maint	Gillig LLC	Vehicle parts (Bus 408)	917.56
11/26/2025	1-503000-41	I500-01298472	Outside Service, Vehicle Maint	Asbury Environmental Services	Waste removal	95.00
11/26/2025	1-509030-60	I500-01298472	Fees, Admin	Asbury Environmental Services	Admin fee	8.00
11/27/2025	1-504990-41	84064589	Other Mat & Supplies,Veh Maint	The Aftermarket Parts Company, LLC dba NFI Parts	Vehicle parts (Bus 211)	432.12
11/28/2025	1-504990-41	145700	Other Mat & Supplies,Veh Maint	Chuck's Brake & Wheel	Maintenance supplies (oil spill cleaner)	56.19
11/28/2025	1-504990-41	145700	Other Mat & Supplies,Veh Maint	Chuck's Brake & Wheel	Vehicle parts	867.44
11/28/2025	1-503000-42	256036	Outside Service, Non-Veh Maint	ECO-CHEK Compliance, Inc.	November inspection	125.00
11/29/2025	1-504013-10	492531	Lubricants	Lim Automotive Supply Inc.	Synthetic oil	102.96
11/29/2025	1-504990-41	492531	Other Mat & Supplies,Veh Maint	Lim Automotive Supply Inc.	Vehicle parts	5,938.27
11/30/2025	1-505000-10	0851-155684436	Utilities, Operations	Republic Services #851	November garbage	869.40
11/30/2025	1-505000-60	0851-155684436	Utilities, Admin	Republic Services #851	November garbage	434.70
11/30/2025	1-506000-10	11/2025	Insurance, Operations	MV Transportation	November liability insurance	15,809.04
11/30/2025	1-508000-10	11/2025	Purchased Transportation, Oper	MV Transportation	Less: November estimate	-784,785.99
11/30/2025	1-508000-10	11/2025	Purchased Transportation, Oper	MV Transportation	Less: CR for road sups	-2,485.94
11/30/2025	1-508000-10	11/2025	Purchased Transportation, Oper	MV Transportation	November service	707,071.60
11/30/2025	1-508000-10	11/2025	Purchased Transportation, Oper	MV Transportation	Less: CR for Operations Manager position	-7,700.00
11/30/2025	1-508000-41	11/2025	Purchased Transp, Veh Maint	MV Transportation	November maintenance	98,839.17
11/30/2025	1-509030-10	AR040704	Clipper/Online Sales/mtot fees, Ops	Metropolitan Transportation Commission	July - Sept Clipper fee (RTC)	2,253.25
11/30/2025	1-503000-10	INV0000002086	Outside Services, Operations	TransTrack Systems, Inc.	December maintenance & support	5,484.75
11/30/2025	1-505010-10	INV-20460-112025	Telephone, Operations	STREAMS	November phone service	785.07

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11/30/2025	1-505010-60	INV-20460-112025	Telephone, Admin	STREAMS	November phone service	392.53
12/01/2025	1-505010-10	001003047807	Telephone, Operations	Comcast Business	December fiber network	1,320.69
12/01/2025	1-505010-60	001003047807	Telephone, Admin	Comcast Business	December fiber network	660.35
12/01/2025	1-503000-42	147472	Outside Service, Non-Veh Maint	Vanguard Cleaning Systems	December cleaning service	3,300.00
12/01/2025	1-504020-10	176471	Tires & Tubes	J & O's Commercial Tire Center	December tires	3,701.32
12/01/2025	1-504990-41	1LML-DNR9-VPTR	Other Mat & Supplies,Veh Maint	Amazon Capital Services, Inc.	Maintenance supplies (brake/clutch bleeding kit)	213.01
12/01/2025	1-504990-41	1LML-DNR9-VPTR	Other Mat & Supplies,Veh Maint	Amazon Capital Services, Inc.	Maintenance supplies (jumper box, jumper cables)	269.28
12/01/2025	1-504990-41	1LML-DNR9-VPTR	Other Mat & Supplies,Veh Maint	Amazon Capital Services, Inc.	Maintenance supplies (parts room bins, labels)	1,075.39
12/01/2025	1-504990-42	1LML-DNR9-VPTR	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Product return (foldable conference tables)	-2,119.70
12/01/2025	1-504990-42	1LML-DNR9-VPTR	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Facilities supplies (see invoice for descriptions)	43.86
12/01/2025	1-504990-42	1LML-DNR9-VPTR	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Facilities supplies (Jeremy's PPE)	71.38
12/01/2025	1-504990-42	1LML-DNR9-VPTR	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Janitorial supplies (urinal mats)	155.58
12/01/2025	1-504990-42	1LML-DNR9-VPTR	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Facilities supplies (snake)	289.90
12/01/2025	1-504990-42	1LML-DNR9-VPTR	Other Mat&Suppl, Non-Veh Maint	Amazon Capital Services, Inc.	Facilities supplies (folding chairs, chair rack)	666.17
12/01/2025	1-504990-43	1LML-DNR9-VPTR	OtherMat&Sup-Non-Veh, Computer	Amazon Capital Services, Inc.	IT supplies (ethernet cables)	30.18
12/01/2025	1-509030-60	1LML-DNR9-VPTR	Fees, Admin	Amazon Capital Services, Inc.	Shipping/handling & taxes	70.60
12/01/2025	1-503000-41	25-27198	Outside Service, Vehicle Maint	Olivers Tow	Towing service (Bus 602)	1,342.24
12/01/2025	1-504013-10	25-528683	Lubricants	Flyers Energy, LLC	DEF	1,196.31
12/01/2025	1-503000-42	4214163	Outside Service, Non-Veh Maint	Pacific Site Management	December landscaping	591.34
12/01/2025	1-504990-41	4251563962	Other Mat & Supplies,Veh Maint	Cintas Corporation	December uniforms	378.73
12/01/2025	1-503000-43	51657	O/S Service, Non-Veh, Computer	R-Computer	December IT services	3,980.00
12/01/2025	1-201200	FY2021-22	Refund Due MTC	Contra Costa Auditor Controller	FY21-22 TDA Funds	1,000,000.00
12/01/2025	1-503000-10	Stmt 11/4 - 12/1/25	Outside Services, Operations	Bank of America Commerical CC	Language Line: Interpreter services	138.25
12/01/2025	1-503000-42	Stmt 11/4 - 12/1/25	Outside Service, Non-Veh Maint	Bank of America Commerical CC	Contra Costa Transfer: Yard waste disposal	87.00
12/01/2025	1-503000-43	Stmt 11/4 - 12/1/25	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	Microsoft: Office 365 monthly license fee	35.49

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12/01/2025	1-503000-43	Stmt 11/4 - 12/1/25	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	Sage: Recurring monthly charge	194.60
12/01/2025	1-503000-43	Stmt 11/4 - 12/1/25	O/S Service, Non-Veh, Computer	Bank of America Commerical CC	Grammarly: Grammar and spell check	75.00
12/01/2025	1-504100-10	Stmt 11/4 - 12/1/25	Postage, Operations	Bank of America Commerical CC	Stamps.com: Recurring monthly service charge	20.66
12/01/2025	1-504100-10	Stmt 11/4 - 12/1/25	Postage, Operations	Bank of America Commerical CC	Stamps.com: November stamps	33.33
12/01/2025	1-504100-60	Stmt 11/4 - 12/1/25	Postage, Admin	Bank of America Commerical CC	Stamps.com: Recurring monthly service charge	10.33
12/01/2025	1-504100-60	Stmt 11/4 - 12/1/25	Postage, Admin	Bank of America Commerical CC	Stamps.com: November stamps	16.67
12/01/2025	1-504990-42	Stmt 11/4 - 12/1/25	Other Mat&Suppl, Non-Veh Maint	Bank of America Commerical CC	Rubenstein Supply: Facilities supplies (drains)	87.55
12/01/2025	1-504990-42	Stmt 11/4 - 12/1/25	Other Mat&Suppl, Non-Veh Maint	Bank of America Commerical CC	COLEPARMERINSTRUMT: Beaker for water testing	134.24
12/01/2025	1-509080-10	Stmt 11/4 - 12/1/25	Marketing & Advertising, Oper	Bank of America Commerical CC	Twilio: Emergency messaging for ridership	455.33
12/01/2025	1-509080-10	Stmt 11/4 - 12/1/25	Marketing & Advertising, Oper	Bank of America Commerical CC	Upwork: Social media marketing	210.00
12/01/2025	1-509080-10	Stmt 11/4 - 12/1/25	Marketing & Advertising, Oper	Bank of America Commerical CC	GetStreamline: DocAccess for website accessibility	150.00
12/01/2025	1-509990-60	Stmt 11/4 - 12/1/25	Miscellaneous Exp, Admin	Bank of America Commerical CC	Urban Plates: CFO Regional Luncheon	29.76
12/01/2025	1-509990-60	Stmt 11/4 - 12/1/25	Miscellaneous Exp, Admin	Bank of America Commerical CC	Bear Claw Bakery: Staff appreciation	34.68
12/02/2025	1-202000	17901	Accrued Payroll Liabilities	BCC	December supplemental life	247.06
12/02/2025	1-502150-60	17901	Fringe Benefits, Admin	BCC	December LTD	629.06
12/03/2025	1-508000-10	136472	Purchased Transportation, Oper	MV Transportation	Estimated December service	840,677.14
12/03/2025	1-503000-41	25-25722	Outside Service, Vehicle Maint	Olivers Tow	Towing service (Bus 601 7/17/25)	1,154.13
12/04/2025	1-509080-10	2541	Marketing & Advertising, Oper	Rico Visuals	Website maintenance & updates (7/3 - 11/14/25)	1,980.00
12/04/2025	1-504990-41	3936618	Other Mat & Supplies,Veh Maint	Muncie Reclamation and Supply Company	Vehicle parts (Bus 180 & stock)	230.25
12/04/2025	1-504990-41	3936881	Other Mat & Supplies,Veh Maint	Muncie Reclamation and Supply Company	Vehicle parts (stock)	460.40
12/04/2025	1-503000-10	42835	Outside Services, Operations	Precision Wireless Service	Airtime (Oct - Dec 2025)	983.25
12/04/2025	1-503000-42	552076351	Outside Service, Non-Veh Maint	Castleworks Home Services	Thermostats monitoring	856.00
12/04/2025	1-504990-42	552076351	Other Mat&Suppl, Non-Veh Maint	Castleworks Home Services	Smart sensors for thermostats	313.00
12/04/2025	1-111040	87814	Facility Repairs	CleanSweep Services Inc.	Pressure wash bus lot	9,500.00
12/05/2025	1-504990-41	15806755	Other Mat & Supplies,Veh Maint	Pape Kenworth	Vehicle parts (Bus 603)	4,942.24

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12/05/2025	1-504020-10	176569	Tires & Tubes	J & O's Commercial Tire Center	December tires	3,063.39
12/05/2025	1-503000-42	22511942	Outside Service, Non-Veh Maint	R&S Erection of Richmond, Inc.	Front swing gate repair	324.50
12/07/2025	1-512000-60	593473709	Rentals & Leases, Admin	Pacific Office Automation	December copier (12/1 - 12/31/25)	334.39
12/08/2025	1-504990-41	103998891	Other Mat & Supplies,Veh Maint	Kimball Midwest	Vehicle parts	442.79
12/08/2025	1-504013-10	25-534207	Lubricants	Flyers Energy, LLC	Anti-freeze	291.66
12/08/2025	1-504990-41	41382289	Other Mat & Supplies,Veh Maint	Gillig LLC	Vehicle parts (stock)	3,518.97
12/08/2025	1-504990-41	4252314666	Other Mat & Supplies,Veh Maint	Cintas Corporation	December uniforms	290.55
12/08/2025	1-504012-10	864214	Diesel	Western States Oil Co.	Diesel	27,734.16
12/09/2025	1-504990-41	41382937	Other Mat & Supplies,Veh Maint	Gillig LLC	Vehicle parts (stock)	255.74
12/10/2025	1-503000-60	11/2025	Outside Services, Admin	Politico Group, Inc.	November consulting services	2,500.00
12/10/2025	1-503000-41	12/2025	Outside Service, Vehicle Maint	Robert Engkvist	MCI S&S Vehicle Repair (Bus 602) Inv#251201-000694	2,227.50
12/10/2025	1-504990-41	12/2025	Other Mat & Supplies,Veh Maint	Robert Engkvist	MCI S&S Vehicle Parts (Bus 602) Inv#251201-000694	768.28
12/10/2025	1-503000-41	14051	Outside Service, Vehicle Maint	MCI Sales and Service Inc.	Vehicle repair (Bus 603)	3,690.00
12/10/2025	1-504990-41	14051	Other Mat & Supplies,Veh Maint	MCI Sales and Service Inc.	Vehicle parts (Bus 603)	1,181.68
12/10/2025	1-102040	14-2025-November	A/R Accrual - MV Liability Ins	CalTIP	November insurance & admin fees	22,142.12
12/10/2025	1-503000-60	1543099	Outside Services, Admin	Hanson Bridgett LLP	November legal services	1,400.00
12/10/2025	1-503000-10	22673818	Outside Services, Operations	Bay Alarm Company	Permit charges	441.33
12/10/2025	1-503000-60	22673818	Outside Services, Admin	Bay Alarm Company	Permit charges	220.67
12/10/2025	1-502150-42	374452	Fringe Benefits, Non-Veh Maint	Health Care Dental	January dental insurance	167.57
12/10/2025	1-502150-60	374452	Fringe Benefits, Admin	Health Care Dental	January dental insurance	706.46
12/10/2025	1-504990-41	41383401	Other Mat & Supplies,Veh Maint	Gillig LLC	Vehicle parts (Buses 415 & 416)	557.47
12/10/2025	1-503000-41	8282	Outside Service, Vehicle Maint	MCI Sales and Service Inc.	Vehicle repair (Bus 601)	5,112.00
12/10/2025	1-504990-41	8282	Other Mat & Supplies,Veh Maint	MCI Sales and Service Inc.	Vehicle parts (Bus 601)	1,371.55
12/10/2025	1-504990-41	84082886	Other Mat & Supplies,Veh Maint	The Aftermarket Parts Company, LLC dba NFI Parts	Vehicle parts (Bus 200)	668.41
12/11/2025	1-509010-60	21836-Rec	Dues & Subscriptions, Admin	WCCTAC	FY25/26 Dues - reconciling balance	393.00
12/12/2025	1-502150-42	1/2026	Fringe Benefits, Non-Veh Maint	Kaiser Foundation Health Plan, Inc.	January medical insurance	3,104.17

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12/12/2025	1-502150-60	1/2026	Fringe Benefits, Admin	Kaiser Foundation Health Plan, Inc.	January medical insurance	12,676.74
12/12/2025	1-504990-41	15814468	Other Mat & Supplies,Veh Maint	Pape Kenworth	Vehicle parts (Bus 404)	103.59
12/12/2025	1-509030-60	I500-01304288	Fees, Admin	Asbury Environmental Services	Admin fees	8.00
12/12/2025	1-504990-42	Stmt 12/12/25	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	Rotary hammer with 3 batteries/charger	535.18
12/12/2025	1-504990-42	Stmt 12/12/25	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	Facilities supplies (see receipt for description)	39.62
12/12/2025	1-504990-42	Stmt 12/12/25	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	Facilities supplies (see receipt for description)	11.27
12/12/2025	1-504990-42	Stmt 12/12/25	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	Facilities supplies (see receipt for description)	90.51
12/12/2025	1-504990-42	Stmt 12/12/25	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	Facilities supplies (drain cleaner)	157.15
12/12/2025	1-504990-42	Stmt 12/12/25	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	Fac. supplies (bus wash chlorine,circuit finder)	144.37
12/12/2025	1-504990-42	Stmt 12/12/25	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	Facilities supplies (see receipt for description)	78.23
12/12/2025	1-504990-42	Stmt 12/12/25	Other Mat&Suppl, Non-Veh Maint	Home Depot Credit Services	Facilities supplies (see receipt for description)	62.50
12/13/2025	1-505010-10	000024524459	Telephone, Operations	AT&T	Nov - Dec phone service	121.11
12/13/2025	1-505010-60	000024524459	Telephone, Admin	AT&T	Nov - Dec phone service	60.56
12/14/2025	1-505010-10	40005663999	Telephone, Operations	Nextiva, Inc.	Phone service (11/14 - 12/13/25)	16.85
12/14/2025	1-505010-60	40005663999	Telephone, Admin	Nextiva, Inc.	Phone service (11/14 - 12/13/25)	8.42
12/15/2025	1-504990-41	15814722	Other Mat & Supplies,Veh Maint	Pape Kenworth	Vehicle parts (Bus 167)	14,159.49
12/15/2025	1-504013-10	25-539515	Lubricants	Flyers Energy, LLC	Mobil Delvac, DEF	3,045.04
12/15/2025	1-504990-41	4253017754	Other Mat & Supplies,Veh Maint	Cintas Corporation	December uniforms	290.55
12/15/2025	1-503000-10	89826182	Outside Services, Operations	Western Exterminator Co.	December pest control	148.49
12/15/2025	1-503000-42	89826182	Outside Service, Non-Veh Maint	Western Exterminator Co.	December pest control	74.24
12/15/2025	1-512000-10	ARO0002703	Rentals & Leases, Operations	AC Transit District	Oct - Dec TC bus bay rental	24,297.00
12/16/2025	1-503000-41	03752455	Outside Service, Vehicle Maint	COAST COUNTIES TRUCK & EQUIPMENT CO.	DPF Cleaning (Bus 413)	250.00
12/16/2025	1-504990-41	03752455	Other Mat & Supplies,Veh Maint	COAST COUNTIES TRUCK & EQUIPMENT CO.	Vehicle parts (Bus 413)	7,681.65
12/16/2025	1-509010-60	17384	Dues & Subscriptions, Admin	California Transit Association	Annual membership dues (1/1 - 12/31/26)	8,000.00
12/16/2025	1-503000-41	I500-01305236	Outside Service, Vehicle Maint	Asbury Environmental Services	Waste removal	95.00

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12/16/2025	1-509030-60	I500-01305236	Fees, Admin	Asbury Environmental Services	Admin fees	8.00
12/17/2025	1-505000-10	12/2025	Utilities, Operations	PG & E	December gas & electric	3,362.39
12/17/2025	1-505000-60	12/2025	Utilities, Admin	PG & E	December gas & electric	1,681.20
12/18/2025	1-504990-43	252533	OtherMat&Sup-Non-Veh, Computer	R-Computer	Sonicwall 3YR (12/5/25 - 12/5/28)	2,818.38
12/18/2025	1-504990-41	41386664	Other Mat & Supplies,Veh Maint	Gillig LLC	Vehicle parts (stock)	393.81
12/18/2025	1-504012-10	864460	Diesel	Western States Oil Co.	Diesel	24,396.25
12/19/2025	1-505000-10	12/2025	Utilities, Operations	Pacific Gas & Electric	December gas & electric	12.42
12/19/2025	1-505000-60	12/2025	Utilities, Admin	Pacific Gas & Electric	December gas & electric	6.21
12/19/2025	1-504020-10	176820	Tires & Tubes	J & O's Commercial Tire Center	December tires	4,253.59
12/20/2025	1-503000-10	12/2025	Outside Services, Operations	T-Mobile	Plan charges for 20 IOT connected devices	672.00
12/21/2025	1-503000-10	12/2025	Outside Services, Operations	T-MOBILE	December phones & DAR tablets	2,003.83
12/22/2025	1-504013-10	25-543840	Lubricants	Flyers Energy, LLC	Anti-freeze	203.95
12/22/2025	1-504990-41	4253841179	Other Mat & Supplies,Veh Maint	Cintas Corporation	December uniforms	380.49
12/22/2025	1-503000-60	54591	Outside Services, Admin	Maze & Associates Accountancy Corp.	FY24/25 Single Audit Report	5,650.00
12/23/2025	1-503000-41	25-27378	Outside Service, Vehicle Maint	Olivers Tow	Lockout service (DAR# 47)	99.75
12/23/2025	1-508000-10	26062	Purchased Transportation, Oper	Central Contra Costa Transit Authority	July One Seat	3,052.96
12/23/2025	1-508000-10	26065	Purchased Transportation, Oper	Central Contra Costa Transit Authority	August One Seat	2,489.29
12/23/2025	1-508000-10	26068	Purchased Transportation, Oper	Central Contra Costa Transit Authority	September One Seat	3,290.84
12/24/2025	1-503000-42	256492	Outside Service, Non-Veh Maint	ECO-CHEK Compliance, Inc.	December inspection	125.00
12/24/2025	1-504990-41	9352472362	Other Mat & Supplies,Veh Maint	Cintas Corporation	December uniforms	-44.09
12/25/2025	1-504990-60	7008164655	Other Mat & Supplies, Admin	Staples	Office supplies	101.26
12/27/2025	1-504013-10	493776	Lubricants	Lim Automotive Supply Inc.	Synthetic oil	221.00
12/27/2025	1-504990-41	493776	Other Mat & Supplies,Veh Maint	Lim Automotive Supply Inc.	Maintenance supplies	149.70
12/27/2025	1-504990-41	493776	Other Mat & Supplies,Veh Maint	Lim Automotive Supply Inc.	Vehicle parts (#11 & Stock)	4,354.24
12/29/2025	1-504990-41	145830	Other Mat & Supplies,Veh Maint	Chuck's Brake & Wheel	CHP log books	39.51
12/29/2025	1-504990-41	145830	Other Mat & Supplies,Veh Maint	Chuck's Brake & Wheel	Vehicle parts	1,036.40
12/29/2025	1-504990-41	145830	Other Mat & Supplies,Veh Maint	Chuck's Brake & Wheel	Maintenance supplies (gloves)	307.30

Expense Approval Report

Payable Dates: 11/1/2025 - 12/31/2025 Post Dates: 11/1/2025 - 12/31/2025

Post Date	Account Number	Payable Number	Account Name	Vendor Name	Description (Item)	Amount
12/29/2025	1-504013-10	25-547026	Lubricants	Flyers Energy, LLC	MOBIL DELVAC & DEF	2,841.40
12/29/2025	1-504013-10	25-547027	Lubricants	Flyers Energy, LLC	MOBIL DELVAC ATF	3,045.18
12/29/2025	1-504990-41	382554	Other Mat & Supplies,Veh Maint	Hilltop Ford	Vehicle parts (#6)	102.62
12/29/2025	1-504990-41	41388995	Other Mat & Supplies,Veh Maint	Gillig LLC	Vehicle parts (Bus 175)	5,627.27
12/29/2025	1-504990-41	4254554023	Other Mat & Supplies,Veh Maint	Cintas Corporation	December uniforms	290.55
12/29/2025	1-504990-41	84104502	Other Mat & Supplies,Veh Maint	The Aftermarket Parts Company, LLC dba NFI Parts	Vehicle parts (Bus 602)	238.15
12/30/2025	1-504990-42	11070425	Other Mat&Suppl, Non-Veh Maint	Brady Industries	Janitorial supplies	181.90
12/30/2025	1-504990-41	2037	Other Mat & Supplies,Veh Maint	Armor Locksmith Services	Vehicle parts (#6)	129.37
12/30/2025	1-503000-10	2512F96	Outside Services, Operations	McC Campbell Analytical Services	Water analysis	163.00
12/30/2025	1-504012-10	864701	Diesel	Western States Oil Co.	Diesel	25,508.18
12/31/2025	1-505000-10	0851-155834442	Utilities, Operations	Republic Services #851	December garbage	869.40
12/31/2025	1-505000-60	0851-155834442	Utilities, Admin	Republic Services #851	December garbage	434.70
12/31/2025	1-506000-10	12/2025	Insurance, Operations	MV Transportation	December liability insurance	18,746.07
12/31/2025	1-508000-10	12/2025	Purchased Transportation, Oper	MV Transportation	Less: December estimate	-840,677.14
12/31/2025	1-508000-10	12/2025	Purchased Transportation, Oper	MV Transportation	December service	796,900.83
12/31/2025	1-508000-10	12/2025	Purchased Transportation, Oper	MV Transportation	Less: CR for road sups	-2,192.78
12/31/2025	1-508000-10	12/2025	Purchased Transportation, Oper	MV Transportation	Less: CR for Operations Manager position	-7,453.00
12/31/2025	1-508000-41	12/2025	Purchased Transp, Veh Maint	MV Transportation	December maintenance	98,839.17
12/31/2025	1-504990-41	41389904	Other Mat & Supplies,Veh Maint	Gillig LLC	Vehicle parts (Bus 414)	193.87
12/31/2025	1-505000-10	529260 12/25	Utilities, Operations	East Bay Municipal Utility District	Water service (10/22 - 12/22/25)	754.72
12/31/2025	1-505000-60	529260 12/25	Utilities, Admin	East Bay Municipal Utility District	Water service (10/22 - 12/22/25)	377.36
12/31/2025	1-505000-10	529339 12/25	Utilities, Operations	East Bay Municipal Utility District	Water service (10/22 - 12/22/25)	611.60
12/31/2025	1-505000-60	529339 12/25	Utilities, Admin	East Bay Municipal Utility District	Water service (10/22 - 12/22/25)	305.80
12/31/2025	1-505010-10	INV-20460-122025	Telephone, Operations	STREAMS	December phone service	820.67
12/31/2025	1-505010-60	INV-20460-122025	Telephone, Admin	STREAMS	December phone service	410.33
Fund 1 - FUND 1 Total:						3,269,679.23
Grand Total:						3,269,679.23

Report Summary

Fund Summary

Fund	Payment Amount
1 - FUND 1	3,269,679.23
Grand Total:	3,269,679.23

Account Summary

Account Number	Account Name	Payment Amount
1-102040	A/R Accrual - MV Liability..	43,928.58
1-111040	Facility Repairs	9,500.00
1-201200	Refund Due MTC	1,000,000.00
1-202000	Accrued Payroll Liabilities	494.12
1-502150-42	Fringe Benefits, Non-Veh...	6,260.45
1-502150-60	Fringe Benefits, Admin	29,277.57
1-503000-10	Outside Services, Operat...	18,383.59
1-503000-41	Outside Service, Vehicle...	17,924.42
1-503000-42	Outside Service, Non-Ve...	11,336.15
1-503000-43	O/S Service, Non-Veh, C...	8,594.93
1-503000-60	Outside Services, Admin	33,056.73
1-504012-10	Diesel	164,548.46
1-504013-10	Lubricants	18,952.95
1-504020-10	Tires & Tubes	13,327.21
1-504100-10	Postage, Operations	207.99
1-504100-60	Postage, Admin	103.99
1-504990-41	Other Mat & Supplies,V...	96,419.02
1-504990-42	Other Mat&Suppl, Non-...	6,718.87
1-504990-43	OtherMat&Sup-Non-Veh...	2,975.90
1-504990-60	Other Mat & Supplies, A...	281.90
1-505000-10	Utilities, Operations	9,174.63
1-505000-60	Utilities, Admin	4,587.31
1-505010-10	Telephone, Operations	5,592.57
1-505010-60	Telephone, Admin	2,796.28
1-506000-10	Insurance, Operations	34,555.11
1-508000-10	Purchased Transportatio...	1,492,973.80
1-508000-41	Purchased Transp, Veh ...	197,678.34
1-509010-60	Dues & Subscriptions, A...	8,393.00
1-509020-60	Travel Expense, Admin	335.57
1-509030-10	Clipper/Online Sales/mt...	2,393.25
1-509030-60	Fees, Admin	195.00
1-509080-10	Marketing & Advertising,...	3,681.32
1-509990-60	Miscellaneous Exp, Adm...	64.44
1-512000-10	Rentals & Leases, Operat...	24,297.00
1-512000-60	Rentals & Leases, Admin	668.78

Account Summary		
Account Number	Account Name	Payment Amount
1-512000-60	Rentals & Leases, Admin	
Grand Total:		3,269,679.23

Project Account Summary		
Project Account Key		Payment Amount
None		3,269,679.23
Grand Total:		3,269,679.23



Monthly Management Report Summary

September, FY 25/26

System & Program Summary

	September FY 25/26	September FY 24/25	% Change	Year-To-Date FY 25/26	Year-To-Date FY 24/25	% Change
System Total						
Total Passengers	67,518	61,842	9.2	182,005	172,820	5.3
Revenue Passengers	47,851	58,526	-18.2	157,318	163,347	-3.7
Weekday Total Passengers	63,746	57,201	11.4	169,944	159,425	6.6
Saturday Total Passengers	2,221	2,328	-4.6	7,193	7,808	-7.9
Sunday Total Passengers	1,551	2,313	-32.9	4,868	5,587	-12.9
Weekday Average Passengers	3,036	2,860	6.2	2,655	2,491	6.6
Saturday Average Passengers	555	582	-4.6	553	601	-8.0
Sunday Average Passengers	310	386	-19.7	325	372	-12.6
Vehicle Revenue Hours	6,609.46	6,429.90	2.8	20,433.98	20,241.94	0.9
Total Vehicle Hours	6,979.96	6,902.28	1.1	21,609.43	21,634.80	-0.1
Revenue Vehicle Miles	110,313.2	112,762.0	-2.2	340,241.1	356,611.6	-4.6
Total Miles	135,529.0	136,320.0	-0.6	417,374.9	426,267.0	-2.1
Dial-A-Ride Program						
Number of Weekdays	21	20	5.0	64	64	0.0
Number of Saturdays	4	4	0.0	13	13	0.0
Total Passengers	1,574	1,592	-1.1	4,896	5,007	-2.2
Revenue Passengers	1,511	1,479	2.2	4,675	4,746	-1.5
Weekday Total Passengers	1,441	1,429	0.8	4,440	4,533	-2.1
Saturday Total Passengers	133	163	-18.4	456	474	-3.8
Weekday Average Passengers	69	71	-2.8	69	71	-2.8
Saturday Average Passengers	33	41	-19.5	35	36	-2.8
Vehicle Revenue Hours	822.08	868.94	-5.4	2,633.91	2,702.58	-2.5
Total Vehicle Hours	875.18	900.76	-2.8	2,798.00	2,810.57	-0.4
Productivity	1.91	1.83	4.4	1.86	1.85	0.5
Revenue Vehicle Miles	7,853.2	7,579.0	3.6	24,004.6	24,040.3	-0.1
Total Miles	8,600.0	8,396.4	2.4	26,608.4	26,735.7	-0.5
Express Routes Program						
Number of Weekdays	21	20	5.0	64	64	0.0
Number of Saturdays	4	4	0.0	13	13	0.0
Number of Sundays	5	6	-16.7	15	15	0.0
Total Passengers	25,917	28,804	-10.0	72,806	77,920	-6.6
Revenue Passengers	24,712	27,655	-10.6	69,490	74,680	-6.9
Weekday Total Passengers	22,709	24,751	-8.3	62,526	66,270	-5.6
Saturday Total Passengers	1,657	1,740	-4.8	5,412	6,063	-10.7
Sunday Total Passengers	1,551	2,313	-32.9	4,868	5,587	-12.9
Weekday Average Passengers	1,081	1,238	-12.7	977	1,035	-5.6
Saturday Average Passengers	414	435	-4.8	416	466	-10.7
Sunday Average Passengers	310	386	-19.7	325	372	-12.6
Vehicle Revenue Hours	2,352.44	2,345.71	0.3	7,297.51	7,265.03	0.4
Total Vehicle Hours	2,480.30	2,524.23	-1.7	7,713.81	7,773.01	-0.8
Productivity	11.02	12.28	-10.3	9.98	10.73	-7.0
Revenue Vehicle Miles	36,148.7	40,331.9	-10.4	112,954.9	125,611.8	-10.1
Total Miles	38,575.4	44,783.9	-13.9	120,947.9	139,067.8	-13.0



Monthly Management Report Summary

September, FY 25/26

System & Program Summary

	September FY 25/26	September FY 24/25	% Change	Year-To-Date FY 25/26	Year-To-Date FY 24/25	% Change
Local Fixed Routes Program						
Number of Weekdays	21	20	5.0	64	64	0.0
Number of Saturdays	4	4	0.0	13	13	0.0
Total Passengers	19,712	19,105	3.2	49,097	48,199	1.9
Revenue Passengers	18,163	17,364	4.6	45,217	43,226	4.6
Weekday Total Passengers	19,281	18,680	3.2	47,772	46,928	1.8
Saturday Total Passengers	431	425	1.4	1,325	1,271	4.2
Weekday Average Passengers	918	934	-1.7	746	733	1.8
Saturday Average Passengers	108	106	1.9	102	98	4.1
Vehicle Revenue Hours	2,236.24	2,114.27	5.8	6,861.81	6,766.76	1.4
Total Vehicle Hours	2,330.23	2,273.31	2.5	7,156.43	7,214.05	-0.8
Productivity	8.81	9.04	-2.5	7.16	7.12	0.6
Revenue Vehicle Miles	34,259.0	34,480.9	-0.6	105,478.0	109,665.2	-3.8
Total Miles	35,863.6	36,980.9	-3.0	110,515.2	116,958.8	-5.5
Transbay Lynx Program						
Number of Weekdays	21	20	5.0	64	64	0.0
Total Passengers	20,315	12,341	64.6	55,206	41,694	32.4
Revenue Passengers	3,465	12,028	-71.2	37,936	40,695	-6.8
Weekday Total Passengers	20,315	12,341	64.6	55,206	41,694	32.4
Weekday Average Passengers	967	617	56.7	863	651	32.6
Vehicle Revenue Hours	1,198.70	1,100.98	8.9	3,640.75	3,507.57	3.8
Total Vehicle Hours	1,294.25	1,203.98	7.5	3,941.19	3,837.17	2.7
Productivity	16.95	11.21	51.2	15.16	11.89	27.5
Revenue Vehicle Miles	32,052.3	30,370.2	5.5	97,803.6	97,294.2	0.5
Total Miles	34,089.3	32,068.2	6.3	104,585.6	102,727.8	1.8

**Preventable Accidents per Miles Driven in 12 Month
Period**

September-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	
Current	Last Year	Current	Last Year	Current	Last Year	Current	Last Year
FR 2	0	5	5	1	4	9	3
DAR 1	0	1	1	0	0	1	4



Passenger & Productivity Statistical Report

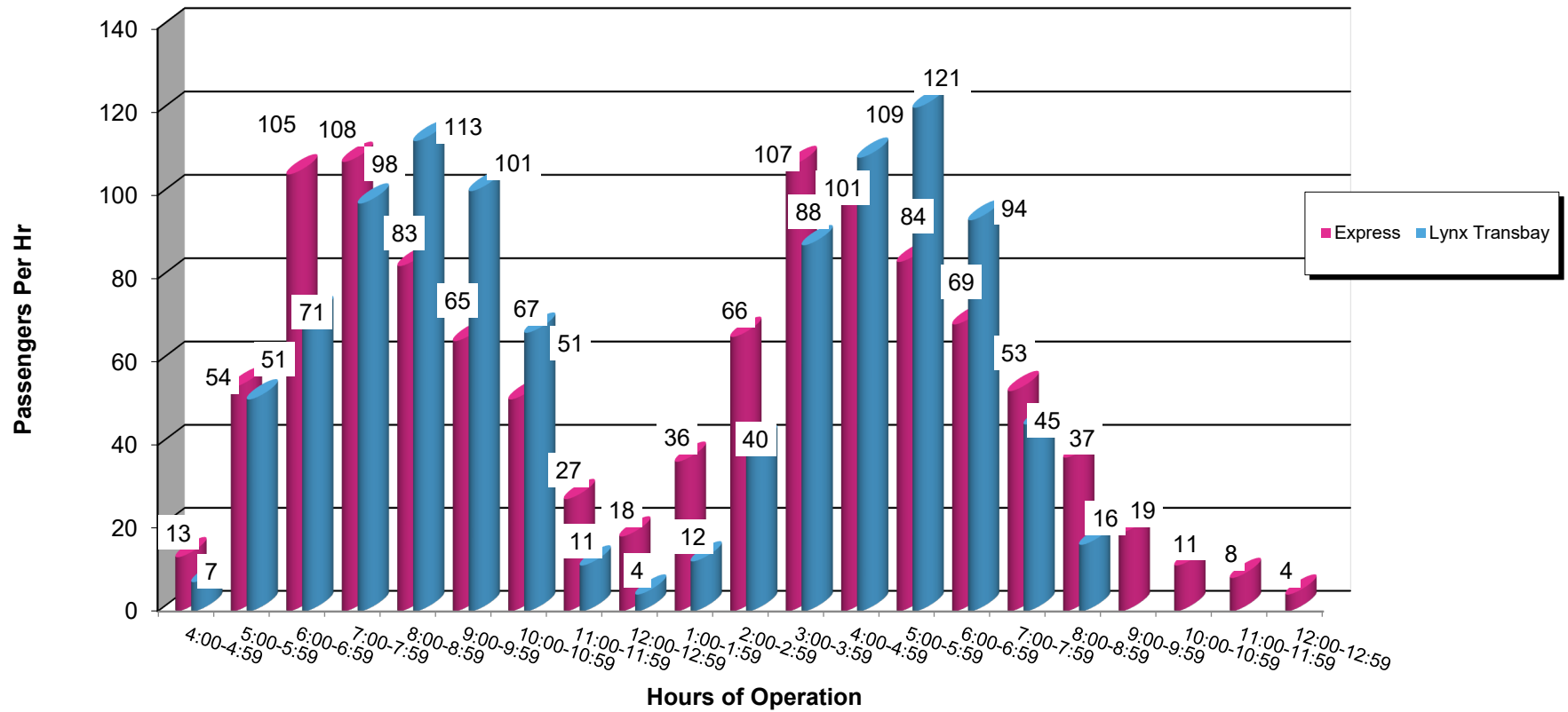
September, FY 25/26

System

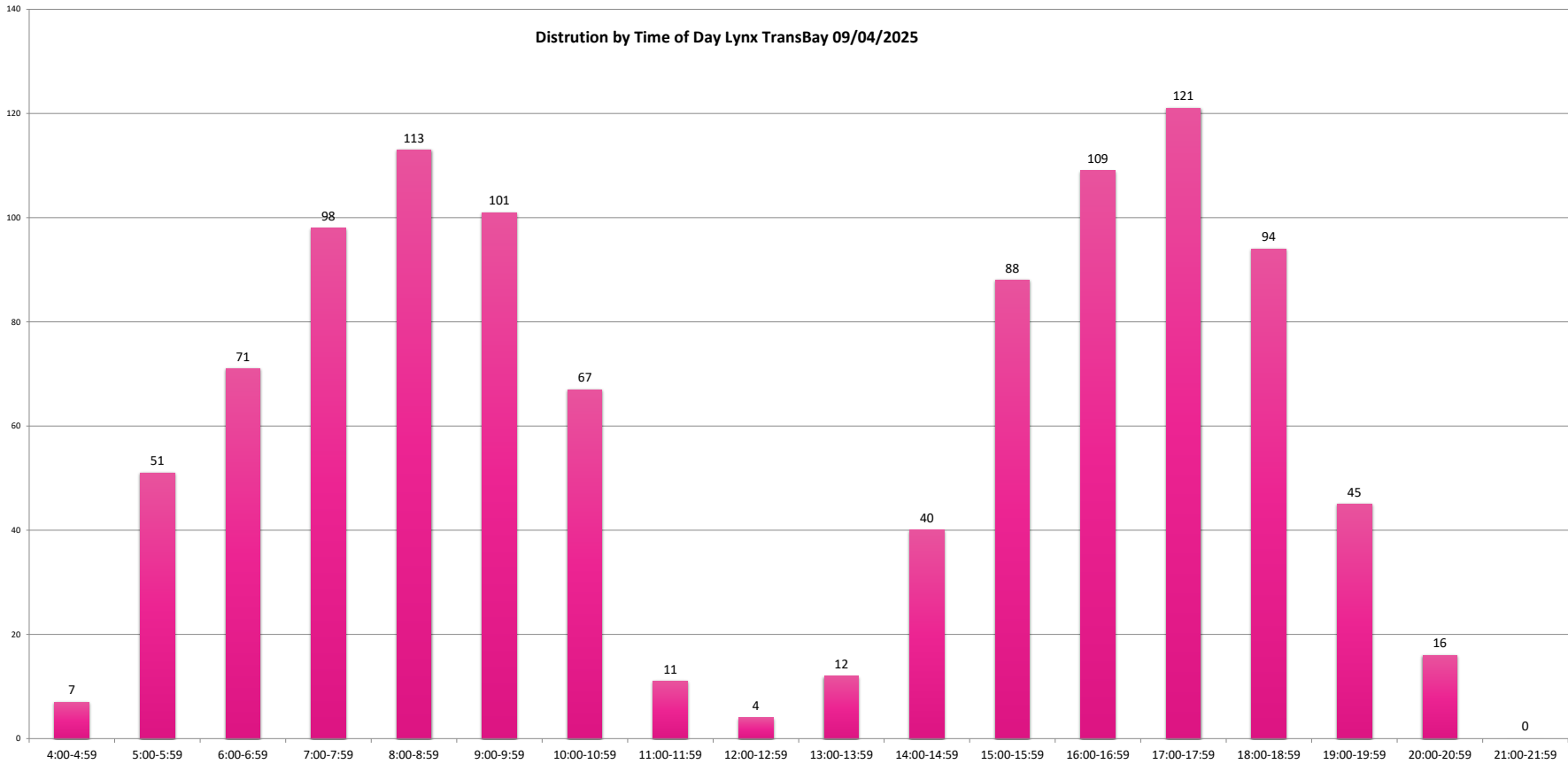
All Routes

Route by Day Type & System	Passengers						Passengers Per Revenue Hour					
	September			Fiscal Year To Date			September			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	1,370	1,987	45.0	3,454	3,838	11.1	10.2	12.5	22.2	7.7	7.9	2.0
Route 11 Weekday	2,757	2,838	2.9	6,766	7,147	5.6	11.2	10.8	-3.6	8.6	8.8	2.6
Route 11 Saturday	232	237	2.2	637	725	13.8	4.6	5.1	10.9	3.9	4.8	23.3
Route 11 Total	2,989	3,075	2.9	7,403	7,872	6.3	10.1	9.9	-1.3	7.8	8.2	5.2
Route 12 Weekday	1,839	1,935	5.2	4,338	4,199	-3.2	10.8	12.2	13.8	8.8	8.1	-8.1
Route 15 Weekday	1,437	1,175	-18.2	3,864	3,201	-17.2	9.4	6.3	-33.1	8.0	5.8	-27.6
Route 16 Weekday	4,685	4,685	0.0	11,421	11,949	4.6	8.3	8.0	-3.4	6.3	6.7	6.0
Route 19 Saturday	193	194	0.5	634	600	-5.4	3.9	3.8	-3.0	4.0	3.6	-9.5
Route 30Z Weekday	1,106	1,378	24.6	3,504	3,781	7.9	4.4	5.4	21.7	4.4	4.9	10.9
Route C3 Weekday	5,486	5,283	-3.7	13,581	13,657	0.6	11.1	10.0	-10.2	8.4	8.5	1.4
Route DAR Weekday	1,429	1,441	0.8	4,533	4,440	-2.1	1.8	1.9	5.6	1.8	1.8	-0.1
Route DAR Saturday	163	133	-18.4	474	456	-3.8	2.1	2.0	-4.9	2.0	2.1	5.0
Route DAR Total	1,592	1,574	-1.1	5,007	4,896	-2.2	1.8	1.9	4.5	1.9	1.9	0.3
Route J Weekday	16,158	13,034	-19.3	39,674	37,059	-6.6	15.9	12.4	-22.4	12.5	11.7	-6.8
Route J Saturday	1,740	1,657	-4.8	6,063	5,412	-10.7	10.7	10.2	-5.3	11.5	8.3	-27.7
Route J Sunday	2,313	1,551	-32.9	5,587	4,868	-12.9	9.5	7.6	-20.4	9.2	7.9	-13.5
Route J Total	20,211	16,242	-19.6	51,324	47,339	-7.8	14.2	11.4	-19.8	11.9	10.7	-10.6
Route JPX Weekday	6,475	7,397	14.2	20,462	19,163	-6.3	10.4	11.9	14.2	10.3	10.0	-3.2
Route JX Weekday	2,118	2,278	7.6	6,134	6,304	2.8	6.9	7.4	6.3	6.3	6.7	7.1
Route LYNX Weekday	12,341	20,315	64.6	41,694	55,206	32.4	11.2	16.9	51.2	11.9	15.2	27.6
Total System-Wide	61,842	67,518	9.2	172,820	182,005	5.3	9.6	10.2	6.2	8.5	8.9	4.3

**Express Routes (J, JX, JPX), and Lynx Transbay
Ridership by Time of Day
Date:09/04/2025**

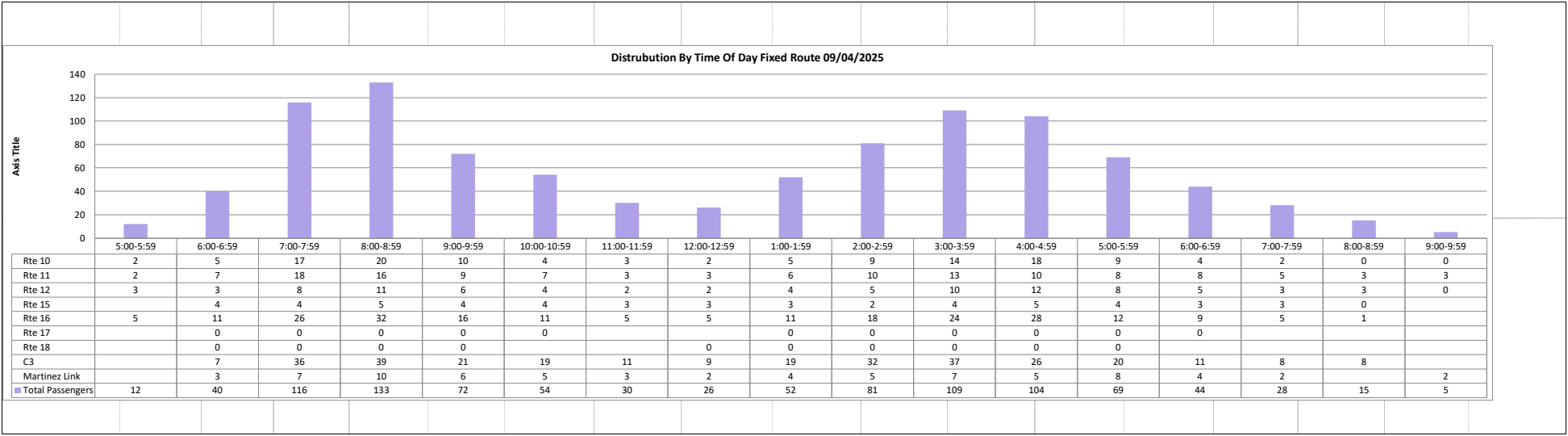


Distrution by Time of Day Lynx TransBay 09/04/2025



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AGENDA ITEM 1.3**WestCAT Monthly Passenger & Auxiliary Revenue Reconciliation****cont.****Month & Fiscal Year- July 2025**

Cash Fares for Deposit	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
Cash Fare - General Public	\$ 8,355.25	\$ 8,355.25		\$ 2,834.00	\$ 5,521.25
Cash Fare - Senior & Disabled	\$ 2,815.50	\$ 2,815.50	\$ 756.25	\$ 646.25	\$ 1,413.00
Cash Fare - Transfers	\$ 455.39	\$ 455.39	\$ 13.00	\$ 90.75	\$ 351.64
Cash Fare - Regional Paratransit	\$ 189.00	\$ 189.00	\$ 189.00		
Cash Fare - Local Day Pass Sales	\$ 1,869.50	\$ 1,869.50		\$ 14.50	\$ 1,855.00
Total Estimated Cash (a)	\$ 13,684.64	\$ 13,684.64	\$ 958.25	\$ 3,585.50	\$ 9,140.89
Over/(Short) Cash Count	\$ 5.88	\$ 5.88	\$ 1.63	\$ 2.28	\$ 1.97
Bank Deposit Corrections	\$ -	\$ -	\$ -	\$ -	
Subtotal Cash Fare Deposit	\$ 13,690.52	\$ 13,690.52	\$ 959.88	\$ 3,587.78	\$ 9,142.86
Prepaid Sales Deposit	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
Ticket Books	\$ 780.00	\$ 780.00	\$ 780.00		
Summer Youth Pass (SYP)	\$ -	\$ -			
Clipper Sales	\$ 218.00	\$ 218.00		\$ 133.00	\$ 85.00
Lynx 31-Day Pass Sales - GP	\$ 840.00	\$ 840.00		\$ 840.00	
Lynx 31-Day Pass Sales - SNR/DSBLD	\$ 280.00	\$ 280.00		\$ 280.00	
Lynx Stored Ride Pass Sales	\$ 170.00	\$ 170.00		\$ 170.00	
Local 31-Day Pass Sales - GP	\$ 440.00	\$ 440.00			\$ 440.00
Local 31-Day Pass Sales -SNR/DSBLD	\$ 220.00	\$ 220.00			\$ 220.00
Local Stored Value Pass Sales	\$ -	\$ -			
Local Day Pass Sales (Prepaid)	\$ 40.00	\$ 40.00			\$ 40.00
Shopify (Shipping Fees)	\$ 25.00	\$ 25.00	\$ 10.00	\$ 7.00	\$ 8.00
Over payment	\$ -	\$ -			
Returned Checks	\$ -	\$ -	\$ -	\$ -	\$ -
Refunds Issued from Ticket / Pass Sales	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Prepaid Sales Deposit	\$ 3,013.00	\$ 3,013.00	\$ 790.00	\$ 1,430.00	\$ 793.00
Billings Issued	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
CCC Nutrition Tickets	\$ 155.00	\$ 155.00	\$ 155.00		
Wage Works - Local GP 31-Day Pass	\$ 40.00	\$ 40.00			\$ 40.00
Wage Works - Local SNR/DSBLD -31-Day Pass	\$ -	\$ -			
Wage Works - Lynx GP 31-Day Pass	\$ 1,120.00	\$ 1,120.00		\$ 1,120.00	
Wage Works - Lynx SNR/DSBLD 31-Day Pass	\$ -	\$ -			
Wage Works - Lynx 10 Ride Pass	\$ 50.00	\$ 50.00		\$ 50.00	
Wage Works - Local Stored Value Pass	\$ -	\$ -			
Capital Corridor Vouchers (Annually)	\$ -	\$ -			
10 Ride LYNX Promo	\$ -	\$ -			
511 CC Summer Youth Pass	\$ -	\$ -			
WCCUSD (\$37.00 SBPP)	\$ -	\$ -			
HTC Parking / BART Disc. Fare	\$ -	\$ -			
CCTA Summer Youth Pass	\$ -	\$ -			
CCTA LIFE Program	\$ -	\$ -			
Clipper	\$ 89,107.71	\$ 89,107.71		\$ 63,032.88	\$ 26,074.83
CCC Health Services	\$ -	\$ -			
CCC Employee & Human Services	\$ -	\$ -			
Contra Costa College	\$ -	\$ -			
Pass 2 Class Program	\$ 14,280.00	\$ 14,280.00			\$ 14,280.00
*Other	\$ -	\$ -			
Subtotal Billings	\$ 104,752.71	\$ 104,752.71	\$ 155.00	\$ 64,202.88	\$ 40,394.83
Total Passenger Revenue	\$ 121,456.23	\$ 121,456.23	\$ 1,904.88	\$ 69,220.66	\$ 50,330.69

	Monthly System Total	CYTD
Total Passenger Revenue Last Year	\$ 105,959.74	\$ 105,959.74

WestCAT Monthly Passenger & Auxiliary Revenue Reconciliation

Month & Fiscal Year- August 2025

Cash Fares for Deposit	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
Cash Fare - General Public	\$ 11,558.36	\$ 19,913.61		\$ 3,349.25	\$ 8,209.11
Cash Fare - Senior & Disabled	\$ 2,998.00	\$ 5,813.50	\$ 711.25	\$ 619.50	\$ 1,667.25
Cash Fare - Transfers	\$ 366.75	\$ 822.14	\$ 22.50	\$ 8.25	\$ 336.00
Cash Fare - Regional Paratransit	\$ 132.00	\$ 321.00	\$ 132.00		
Cash Fare - Local Day Pass Sales	\$ 1,971.00	\$ 3,840.50		\$ 12.50	\$ 1,958.50
Total Estimated Cash (a)	\$ 17,026.11	\$ 30,710.75	\$ 865.75	\$ 3,989.50	\$ 12,170.86
Over/(Short) Cash Count	\$ 3.26	\$ 9.14	\$ (0.54)	\$ 2.53	\$ 1.27
Bank Deposit Corrections	\$ 42.53	\$ 42.53			\$ 42.53
Subtotal Cash Fare Deposit	\$ 17,071.90	\$ 30,762.42	\$ 865.21	\$ 3,992.03	\$ 12,214.66
Prepaid Sales Deposit	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
Ticket Books	\$ 770.00	\$ 1,550.00	\$ 770.00		
Summer Youth Psass (SYP)	\$ -	\$ -			
Clipper Sales	\$ 170.00	\$ 388.00			\$ 170.00
Lynx 31-Day Pass Sales - GP	\$ 560.00	\$ 1,400.00		\$ 560.00	
Lynx 31-Day Pass Sales - SNR/DSBLD	\$ -	\$ 280.00			
Lynx Stored Ride Pass Sales	\$ -	\$ 170.00			
Local 31-Day Pass Sales - GP	\$ 1,000.00	\$ 1,440.00			\$ 1,000.00
Local 31-Day Pass Sales -SNR/DSBLD	\$ 180.00	\$ 400.00			\$ 180.00
Local Stored Value Pass Sales	\$ -	\$ -			
Local Day Pass Sales (Prepaid)	\$ 232.50	\$ 272.50			\$ 232.50
Shopify (Shipping Fees)	\$ 36.00	\$ 61.00	\$ 11.00	\$ 11.00	\$ 14.00
Over payment	\$ -	\$ -			
Returned Checks	\$ -	\$ -			
Refunds Issued from Ticket / Pass Sales	\$ -	\$ -			
Subtotal Prepaid Sales Deposit	\$ 2,948.50	\$ 5,961.50	\$ 781.00	\$ 571.00	\$ 1,596.50
Billings Issued	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
CCC Nutrition Tickets	\$ 95.00	\$ 250.00	\$ 95.00		
Wage Works - Local GP 31-Day Pass	\$ 40.00	\$ 80.00			\$ 40.00
Wage Works - Local SNR/DSBLD -31-Day Pass	\$ -	\$ -			
Wage Works - Lynx GP 31-Day Pass	\$ 1,260.00	\$ 2,380.00		\$ 1,260.00	
Wage Works - Lynx SNR/DSBLD 31-Day Pass	\$ -	\$ -			
Wage Works - Lynx 10 Ride Pass	\$ -	\$ 50.00			
Wage Works - Local Stored Value Pass	\$ -	\$ -			
Capital Corridor Vouchers (Annually)	\$ -	\$ -			
511 Contra Costa (BOGO LYNX)	\$ -	\$ -			
10 Ride LYNX Promo	\$ -	\$ -			
511 CC Summer Youth Pass	\$ -	\$ -			
WCCUSD (\$37.00 SBPP)	\$ 16,650.00	\$ 16,650.00			\$ 16,650.00
HTC Parking / BART Disc. Fare	\$ -	\$ -			
CCTA Summer Youth Pass	\$ -	\$ -			
CCTA LIFE Program	\$ -	\$ -			
Clipper	\$ 85,979.53	\$ 175,087.24		58,173.42	\$ 27,806.11
CCC Health Services	\$ -	\$ -			
CCC Employee & Human Services	\$ -	\$ -			
Contra Costa College	\$ -	\$ -			
Pass 2 Class Program	\$ -	\$ 14,280.00			
*Other	\$ -	\$ -			
Subtotal Billings	\$ 104,024.53	\$ 208,777.24	\$ 95.00	\$ 59,433.42	\$ 44,496.11
Total Passenger Revenue	\$ 124,044.93	\$ 245,501.16	\$ 1,741.21	\$ 63,996.45	\$ 58,307.27

	Monthly System Total	CYTD
Total Passenger Revenue Last Year	\$ 113,498.82	\$ 219,458.56

WestCAT Monthly Passenger & Auxiliary Revenue Reconciliation

Month & Fiscal Year- September 2025

Cash Fares for Deposit	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
Cash Fare - General Public	\$ 9,259.10	\$ 29,172.71		\$ 126.75	\$ 9,132.35
Cash Fare - Senior & Disabled	\$ 2,275.50	\$ 8,089.00	\$ 668.75	\$ 28.00	\$ 1,578.75
Cash Fare - Transfers	\$ 285.50	\$ 1,107.64	\$ 10.00		\$ 275.50
Cash Fare - Regional Paratransit	\$ 183.00	\$ 504.00	\$ 183.00		
Cash Fare - Local Day Pass Sales	\$ 1,973.50	\$ 5,814.00			\$ 1,973.50
Total Estimated Cash (a)	\$ 13,976.60	\$ 44,687.35	\$ 861.75	\$ 154.75	\$ 12,960.10
Over/(Short) Cash Count	\$ 3.18	\$ 12.32	\$ (0.31)		\$ 3.49
Bank Deposit Corrections	\$ -	\$ 42.53			
Subtotal Cash Fare Deposit	\$ 13,979.78	\$ 44,742.20	\$ 861.44	\$ 154.75	\$ 12,963.59
Prepaid Sales Deposit	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
Ticket Books	\$ 690.00	\$ 2,240.00	\$ 690.00		
Summer Youth Pass (SYP)	\$ -	\$ -			
Clipper Sales	\$ 786.00	\$ 1,174.00		\$ 140.00	\$ 646.00
Lynx 31-Day Pass Sales - GP	\$ 560.00	\$ 1,960.00		\$ 560.00	
Lynx 31-Day Pass Sales - SNR/DSBLD	\$ 140.00	\$ 420.00		\$ 140.00	
Lynx Stored Ride Pass Sales	\$ -	\$ 170.00			
Local 31-Day Pass Sales - GP	\$ 1,240.00	\$ 2,680.00			\$ 1,240.00
Local 31-Day Pass Sales -SNR/DSBLD	\$ 440.00	\$ 840.00			\$ 440.00
Local Stored Value Pass Sales	\$ -	\$ -			
Local Day Pass Sales (Prepaid)	\$ 132.50	\$ 405.00			\$ 132.50
Shopify (Shipping Fees)	\$ 37.00	\$ 98.00	\$ 10.00	\$ 10.00	\$ 17.00
Over payment	\$ -	\$ -			
Returned Checks	\$ -	\$ -			
Refunds Issued from Ticket / Pass Sales	\$ -	\$ -			
Subtotal Prepaid Sales Deposit	\$ 4,025.50	\$ 9,987.00	\$ 700.00	\$ 850.00	\$ 2,475.50
Billings Issued	Monthly System Total	CYTD	Dial-A-Ride	Transbay-Lynx	Fixed Route
CCC Nutrition Tickets	\$ 109.00	\$ 359.00	\$ 109.00		
Wage Works - Local GP 31-Day Pass	\$ 40.00	\$ 120.00			\$ 40.00
Wage Works - Local SNR/DSBLD -31-Day Pass	\$ -	\$ -			
Wage Works - Lynx GP 31-Day Pass	\$ 980.00	\$ 3,360.00		\$ 980.00	
Wage Works - Lynx SNR/DSBLD 31-Day Pass	\$ -	\$ -			
Wage Works - Lynx 10 Ride Pass	\$ -	\$ 50.00			
Wage Works - Local Stored Value Pass	\$ -	\$ -			
Capital Corridor Vouchers (Annually)	\$ -	\$ -			
10 Ride LYNX Promo	\$ 850.00	\$ 850.00		\$ 850.00	
511 CC Summer Youth Pass	\$ -	\$ -			
WCCUSD (\$37.00 SBPP)	\$ -	\$ 16,650.00			
HTC Parking / BART Disc. Fare	\$ 611.02	\$ 611.02			\$ 611.02
CCTA Summer Youth Pass	\$ -	\$ -			
CCTA Life Program	\$ 9,600.00	\$ 9,600.00	\$ 9,600.00		
Clipper	\$ 41,584.66	\$ 216,671.90		\$ 2,835.19	\$ 38,749.47
CCC Health Services	\$ -	\$ -			
CCC Employee & Human Services	\$ -	\$ -			
Contra Costa College	\$ -	\$ -			
Clipper Start - MTC	\$ -	\$ -			
Pass 2 Class Program	\$ -	\$ 14,280.00			
*Other	\$ -	\$ -			
Subtotal Billings	\$ 53,774.68	\$ 262,551.92	\$ 9,709.00	\$ 4,665.19	\$ 39,400.49
Total Passenger Revenue	\$ 71,779.96	\$ 317,281.12	\$ 11,270.44	\$ 5,669.94	\$ 54,839.58

	Monthly System Total	CYTD
Total Passenger Revenue Last Year	\$ 161,654.16	\$ 381,112.72

Staff Report – Agenda Item 1.4

WCCTA Annual Statement of Investment Policy

This standard document is presented to the Board annually for Adoption, as one of the requirements of filling applications for numerous funding sources. This document contains no changes or updates from previously approved versions.

This document also contains the basic premise that It is the policy of Western Contra Costa Transit Authority to invest public funds in a manner that will provide the greatest security with the maximum investment return while meeting the daily cash flow demands of the entity and conforming to all state and local statutes governing the investment of public funds. The authority governing investments for municipal governments is set forth in the California Government Code, Section 53600 et seq.

Recommended Action – Adoption of WCCTA Annual Statement of Investment Policy

WESTERN CONTRA COSTA TRANSIT AUTHORITY

Statement of Investment Policy

Western Contra Costa Transit operates solely from the receipt of public funding. The basic premise underlying Western Contra Costa Transit Authority's investment philosophy is to ensure that money is always available when needed while maximizing interest in a secure account.

It is the policy of Western Contra Costa Transit Authority to invest public funds in a manner that will provide the greatest security with the maximum investment return while meeting the daily cash flow demands of the entity and conforming to all state and local statutes governing the investment of public funds. The authority governing investments for municipal governments is set forth in the California Government Code, Section 53600 et seq.

The safety of principal is the foremost objective of the investment program. Investments of Western Contra Costa Transit Authority shall be undertaken in a manner that seeks to ensure the preservation of operating funds.

Western Contra Costa Transit Authority's investments will remain sufficiently liquid to enable Western Contra Costa Transit Authority to meet all operating and capital requirements that might be reasonably anticipated.

It is intended that this Investment Policy provide guidelines for all funds and investment activities under the direct authority of the Western Contra Costa Transit Authority.

Because of limitations in the amount of available funding and the need for flexibility during each quarter of WCCTA's fiscal year, funds available for investing are to be held exclusively in the State Treasurer's Local Agency Investment Fund (LAIF).

Farebox receipts are held in an interest-bearing savings account. Savings accounts must be insured by FDIC and will not exceed \$250,000 per account.

Authority to manage Western Contra Costa Transit Authority's investment program is provided by formal action of the Board of Directors as required by State law and will be reauthorized by Resolution annually as required by law. On April 14, 2004, the Board of Directors delegated responsibility for the investment program to the General Manager or his/her designee, who shall establish written procedures for the operation of the investment program consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the General Manager. The General Manager shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate staff. Any new investments (excluding the LAIF transactions) will be reviewed and approved by Western Contra Costa Transit Authority Manager. Annually, the Board of Directors will review and adopt by resolution the updated Investment Policy, in which the Board of Directors will delegate responsibility for the investment program to the General Manager.

Agenda Item 1.4

Western Contra Costa Transit Authority's investments shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles, commensurate with Western Contra Costa Transit Authority's investment risk constraints and the cash flow characteristics of the funding.

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the General Manager any material interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of Western Contra Costa Transit Authority.

Any security type or structure not specifically approved by this policy is hereby specifically prohibited. Specifically, derivatives are not eligible investment instruments. A derivative is defined as any security where the value is linked to, or derived from, an underlying asset or benchmark. Western Contra Costa Transit Authority will not use such derivatives as range notes, dual index notes, inverse floating-rate notes, deleveraged notes, or notes linked to lagging indices or to long-term indices, nor will Western Contra Costa Transit Authority invest in interest-only strips that are derived from a pool of mortgages, or any security that could result in zero interest accrual if held to maturity. This policy does not preclude the use of callable securities, as they do not fall within the definition of a derivative as described herein. Investments such as stocks are also prohibited.

Western Contra Costa Transit Authority currently only uses the Local Agency Investment Fund (LAIF) that was established by the State to enable local agency treasurers to place funds in a pool for investments. The investigation of any pool shall include the following:

- A description of eligible investment securities, and a written statement of investment policy and objectives.
- A description of interest calculations and how interest is distributed, and how gains and losses are treated.
- A description of how the securities are safeguarded (including the settlement processes), and how often the securities are priced and the program audited.
- A description of who may invest in the program, how often, and what size deposits or withdrawals are allowed.
- A schedule for receiving statements.
- A description of how reserves, retained earnings, etc. are utilized by the pool.
- A fee schedule, and when and how they are assessed.
- The eligibility or acceptance of the deposit of bond proceeds.

Protections for investment to the LAIF pool are as follows:

There is no insurance applied to the LAIF pool on individual securities, sectors of the portfolio, or the portfolio in general. However, due to the characteristics of the portfolio, credit risk is minimal. Often insurance is considered a less expensive way of maintaining credit quality, i.e. ensuring a single A bond to bring it to a AAA rating is less expensive than buying the AAA bond outright. Certain provisions regarding trigger mechanisms for policies to become effective are judged to be improbable. One such provision is the requirement that all investment earnings be exhausted before insurance coverage becomes effective.

Agenda Item 1.4

The State is self-insured. Any claim against the portfolio would go to the Board of Control. Any fraud assertions would be heard by the Attorney General's office. Any judgment awarded would be appropriated by the Legislature. Risk management controls at third-party designated depositories provide insurance coverage through a combination of blanket bonds and all-risk policies. Since by custom all Pooled Money Investment Accounts (PMIA) investments are domiciled at third-party depositories, losses on these securities due to fraudulent acts or lack of fidelity by officers or employees of these institutions are insured. Risk management controls cover losses ranging up to \$500 million, depending on the incident.

LAIF's Program Description and LAIF Statutes are attached and made a part of this policy.

PASSED AND ADOPTED, by the Board of Directors of the Western Contra Costa Transit Authority, on the _____ day of _____ 2026.

AYES:

NOES:

ABSTAIN:

ATTEST:

Tiffany Grimsley
Chair, Western Contra Costa Transit Authority
Board of Directors

Rob Thompson
Secretary to the Board
of Directors

Date: _____

Date: _____

WestCAT Evolution

Marketing Plan

DRAFT

Draft for Board Review

February 4, 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, **the 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:

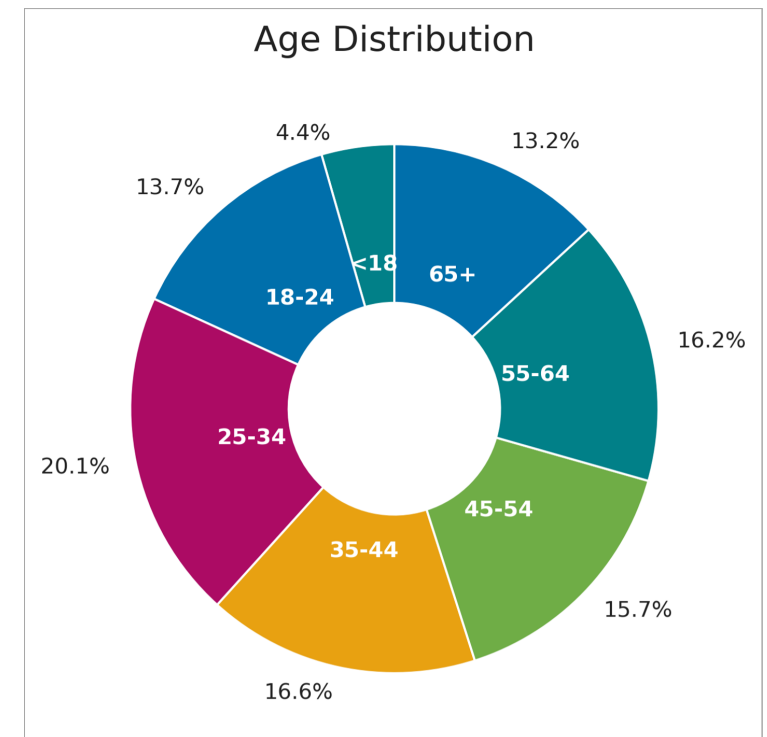
- Updating and distributing core passenger information materials, both in print and on the website
- Maintaining WestCAT's website as a primary source of service information, service alerts, news, trip planning, and special promotions
- Communicating service changes and disruptions through several varying 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.

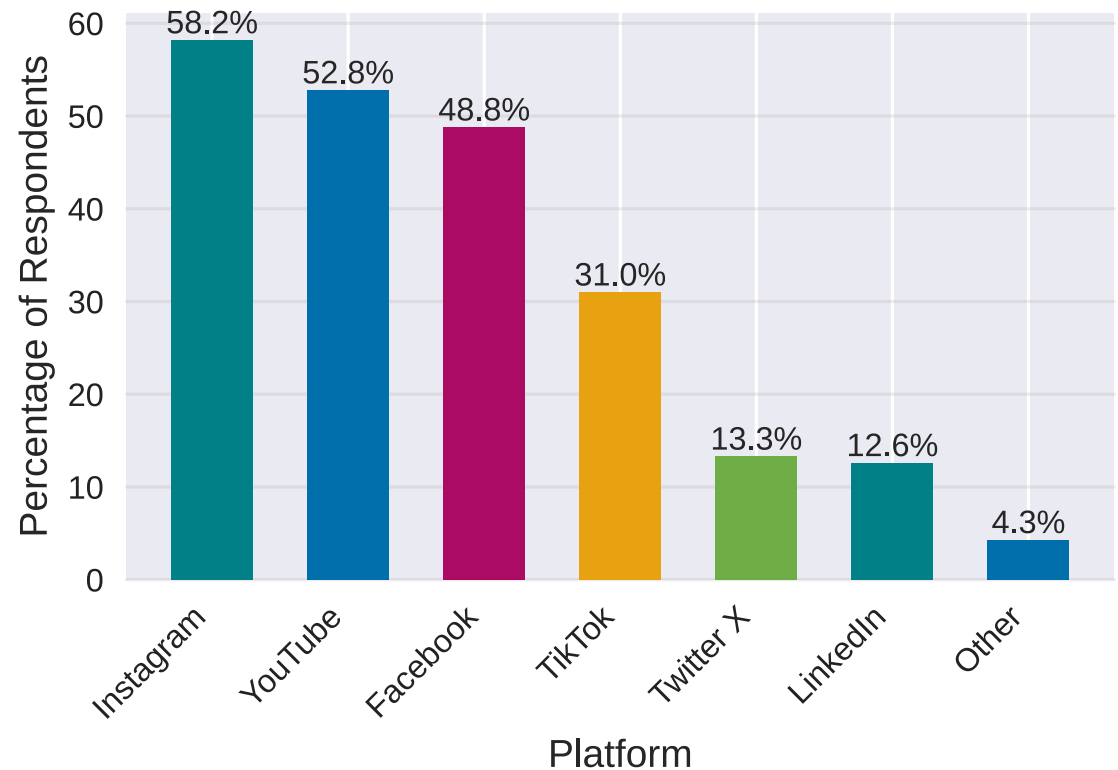
An important finding, especially related to marketing strategy, is that many WestCAT riders choose transit even when other options are available. More than half of surveyed passengers reported that they could have driven or gotten a ride instead of taking the bus. This suggests that affordability, convenience, 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

Social Media Platform Usage



Onboard Passenger Survey - Usage of Social Media Platforms Chart

in weekend or evening service. Some respondents 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. 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.



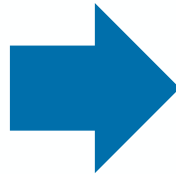
Marketing Strategies

Recommended for Achieving Marketing Objectives

1st Overarching Marketing Strategy

Marketing Objective

Support Implementation of
WestCAT Evolution Service
Changes



Overarching Marketing Strategy

**1. Marketing of WestCAT
Evolution Service
Changes**

Marketing WestCAT Evolution Service Changes

Messaging & Passenger Information

Create Simple, Clear Messaging about the Service Changes & Why they are Happening

- Create simple, clear messaging about why the changes are happening
- Messages should focus on the positive outcomes of the proposed changes (*more on this later*)

Update the System Guide

- Prior to launch, update the printed system guide to include:
 - Full color system map
 - Map and schedule for each route
 - Rider information

Enhance WestCAT Evolution Website

- Update and enhance the WestCAT Evolution website (westcatevolution.com) as marketing media and tools become available

Marketing WestCAT Evolution Service Changes

Promote the Service Changes

Implement a Multi-Channel Campaign for Service Changes

- Implement a multi-channel outreach campaign to the WestCAT service area and major transit hubs.
- Target current and potential passengers with the messaging about the changes

Offer and Advertise Free Fares for an Initial Launch Period

- Offer free fares for a set period beginning at launch
- Advertise the free fares to encourage riders to try out the new system
- Creates less tension when riders are asked to make adjustments to their commutes
- Speeds up the boarding process

Marketing WestCAT Evolution Service Changes

During Service Change Launch

Monitor & Mitigate Modified Route Segments

- During the first weeks, monitor segments that are modified to look for riders to explain the changes and drive them to the nearest place where they could complete their trip

Conduct Outreach in the Field

- Deploy staff ambassadors into the field, before and after the launch, at major transit stops, onboard the bus, and where service is changing
- Provide bus drivers with a brief customer service training involving the specific service changes and the primary messaging

Marketing WestCAT Evolution Service Changes

Engage Community Messengers Early

Board Members & Elected Officials

- Invite Board Members to serve as champions of the new service changes
- Reach out to key elected officials prior to the changes inviting them to assist with outreach
- Provide essential talking points and materials

Engage Partners & Community Gatekeepers

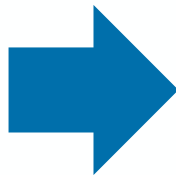
- Beginning with the WestCAT Evolution Stakeholders list, reach out about the upcoming service changes and why they are happening
 - Request their assistance with outreach
 - Ask for referrals to other people and organizations
- Track and follow up as needed

2nd Overarching Marketing Strategy

Marketing Objectives:

Support Implementation of
WestCAT Evolution Service
Changes

Increase Community
Awareness & Support



Overarching Marketing Strategies

1. Marketing of WestCAT
Evolution Service Changes
2. **Improve Community
Awareness and Support**

Improve Community Awareness and Support

Build Awareness

Refresh Branding

- Standardize branding and reduce colors to increase consistency
- Create a Logo Kit/ Branding Guide to aid conformity

Develop Promotional Messaging

- Identify key information to portray, benefits, and image for target audiences
- Develop clear and concise messages, along with relevant images

Improve Community Awareness and Support

News & Campaigns

Create a News & Campaign Calendar

- Create a news release calendar to identify newsworthy activities or events to promote in the future, including:
 - New information tools
 - Local events where WestCAT will be
 - Promotional activities, such as ride-free days
 - Milestones

Market Using In-House Channels

- News releases
- Website posts
- Email blasts
- Digital newsletter
- Social Media - post a diversity of content types and media to social media outlets and tag relevant local partners

Market Using Paid Communication Channels

- Direct Mailers
- Transit Advertising
- Newspapers
- Posters at key locations
- Event Participation and/or Hosting
- Gatekeeper sales outlets
- Specialized fare media - e.g., semester passes

Improve Community Awareness and Support

Improve Passenger information

Refresh Website

- Tighten up the branding consistency of the website, including colors and fonts
- Add an interactive system map with clickable routes

Distribute System Guide Widely & Consistently

- As part of stakeholder outreach and partner relationship building, expand the number of locations where system maps are distributed

Promote Realtime Information

- Increase overall awareness and understanding of how passengers can access realtime information through the current methods available
- Work with the region to expand the availability of realtime information at major transit hubs

Improve Community Awareness and Support

Build Community Support

Build & Maintain Partner Relationships

- Build relationships and educate local “gatekeepers” who can pass the information on to potential riders
- Follow partners on their socials, engage with their posts, offer services to their clients, attend their events
- Keep track of when they last received promotional or passenger informational materials

School & College Marketing & Outreach

- Establish a point of contact for each school
- Attend school events
- Create school-specific transit information media
- Provide information and links on school websites

Highlight Wins & Testimonials

- Establish a process for collecting wins and testimonials from the community so that WestCAT can market them
- Testimonials from real passengers are especially effective for building trust in transit and humanizing the system

Agenda Item 2.2

Staff Report on Public Transportation Agency Safety Plan

Background

On July 19, 2018, the Federal Transit Administration (FTA) published the Public Transportation Agency Safety Plan (PTASP) Final Rule (49 CFR Part 673), which required operators of public transportation systems that receive federal funds under FTA's Urbanized Area Formula Grants to develop safety plans that include the processes and procedures to implement Safety Management Systems (SMS).

The PTASP rule became effective on July 19, 2019. Transit operators were originally required to certify they had a safety plan in place meeting the requirements of the rule by July 20, 2020, but due to the COVID-19 pandemic, FTA extended the compliance deadline to July 20, 2021.

On November 15, 2021 President Biden signed into law the Bipartisan Infrastructure Law which amended FTA's safety program at 49 U.S.C. § 5329(d) by adding to the PTASP requirements.

FTA published the first major update to the PTASP regulation incorporating Bipartisan Infrastructure Law requirements to make transit safer for both transit workers and passengers. The updated PTASP final rule became effective on May 13, 2024 and amended the PTASP regulation at 49 CFR Part 673.

Discussion

WestCAT's Public Transportation Agency Safety Plan must be reviewed, updated as needed, and certified annually. The 2026 Public Transportation Agency Safety Plan is compliant with 49 CFR Part 673.

The updates include the following:

- FY26 safety performance targets were set by the Safety Committee based on a review of WestCAT's National Transit Database (NTD) data for fiscal year 2023, 2024 and 2025. The safety performance targets represent WestCAT's safety performance goals for the upcoming fiscal year.
- The contact person to receive safety performance target data at Metropolitan Transportation Commission was updated.
- The safety meeting and safety committee meeting schedule were changed from bi-monthly to monthly meetings.

The regulation requires WestCAT's Safety Committee to approve the Public Transportation Agency Safety Plan prior to approval by the Board of Directors. WestCAT's Safety Committee approved the Public Transportation Agency Safety Plan on January 26, 2026.

WestCAT is required to communicate the Safety Management Policy Statement throughout the organization and to the Board of Directors.

WestCAT's Safety Management Policy Statement:

Safety is WestCAT's first priority. To support this priority, WestCAT has a Safety Management System (SMS) that encourages open sharing of information on all safety issues. WestCAT's Public Transportation Agency Safety Plan documents the details of the Agency's SMS.

Safety Objective

WestCAT's overall safety objective is to proactively manage hazards and their associated risk to ensure the safety of our transportation system. Monitoring safety performance against our annual safety performance targets helps us measure the overall effectiveness of our processes and activities to ensure we meet our safety objective. We

will review our Public Transportation Agency Safety Plan, including our safety performance targets, annually to identify how well we met our safety performance targets.

Safety Accountability and Responsibility

We will develop and embed a safety culture in all our activities that recognize the importance and value of effective safety management and acknowledges at all times that safety is paramount. All levels of management and all transit workers are accountable for the highest level of our safety performance. Each manager is responsible for implementing the SMS in their area of responsibility and accountable for performing SMS activities. All transit workers support safety performance by identifying and reporting safety concerns.

Safety Communication

The Safety Management Policy statement is communicated throughout WestCAT. Communication systems are in place to promote safety communication up, down, and across the organization, including bulletin boards and safety meetings.

Safety Committee

We have established a joint labor-management safety committee consisting of an equal number of management and frontline transit workers. The frontline transit workers represented by a labor organization are selected by the labor organization representing the plurality of the frontline workforce.

Transit Worker Safety Reporting Program

We have established and implemented a process that allows transit workers to report safety concerns, including assaults on transit workers, near-misses, and unsafe acts and conditions to senior management, that includes protections for transit workers who report and a description of transit worker behaviors that may result in disciplinary action.

We appreciate everyone's contributions to enhance the safety of our transit workers, riders, and the public.

Requested Action

Staff recommends approval of Western Contra Costa Transit Authority's 2026 Public Transportation Agency Safety Plan.

Attachment

1. 2026 Public Transportation Agency Safety Plan
2. Resolution 2026-01



Western Contra Costa Transit Authority
Public Transportation Agency Safety Plan
(PTASP)

Revised, January 2026


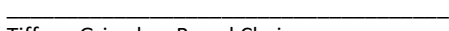
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1 Transit Agency Information

Transit Agency Name	Western Contra Costa Transit Authority (WestCAT)		
Transit Agency Address	601 Walter Avenue, Pinole, CA 94564		
Name and Title of Accountable Executive	Rob Thompson, General Manager		
Name of Chief Safety Officer	Denise Williams, Safety Manager (Contractor)		
Mode(s) of Service Covered by This Plan	Fixed Route Bus, Non-Fixed Route Bus (paratransit)	List All FTA Funding Types (e.g., 5307, 5310, 5311)	5307, 5339
Large Urbanized Area	WestCAT is a small transit operator located in the San Francisco-Oakland UZA.		
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Fixed Route Bus, Non-Fixed Route Bus (paratransit)		
Does the agency provide transit services on behalf of another transit agency or entity?	Yes	No x	Description of Arrangement(s)
Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided			

2 Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan	Western Contra Costa Transit Authority (WestCAT)	
Signature by the Accountable Executive	Signature of Accountable Executive	Date of Signature
	 Rob Thompson, General Manager	1/22/2026
Approval by the Safety Committee	Name of Entity That Approved This Plan Safety Committee	Date of Approval 1/26/2026
Approval by the Board of Directors	Name of Individual/Entity That Approved This Plan	Date of Approval
	 Tiffany Grimsley, Board Chair	2/12/2026
	Relevant Documentation (title and location)	
	A copy of the approved Public Transportation Agency Safety Plan and relevant documents will be electronically maintained by the Accountable Executive on the WestCAT Share Drive. Relevant documents include: January 26, 2026 Safety Committee Agenda and Minutes; February 12, 2026 Board Agenda and Minutes.	
Certification of Compliance	Name of Individual/Entity That Certified This Plan	Date of Certification
	Rob Thompson, General Manager	6/3/2025
	Relevant Documentation (title and location)	
	FTA Certifications and Assurances - TrAMS WestCAT Certification Letter- WestCAT Share Drive.	

Version Number and Updates			
Version Number	Section/Pages Affected	Reason for Change	Date Issued
001	N/A	N/A - Initial Draft	11/12/2020
002	Agency Information	New Accountable Executive	8/11/2022

003	All sections	Updated plan for PTASP Final Rule effective 5/13/2024	3/13/2025
004	Section 2,3,5,7,8,10, organizational chart	Updated Safety Performance Targets, additional minor changes made to the plan	1/26/2026

Annual Review and Update of the Public Transportation Agency Safety Plan

Describe the process and timeline for conducting an annual review and update of the Public Transportation Agency Safety Plan.

WestCAT's Public Transportation Agency Safety Plan will be reviewed by the Safety Committee:

- Annually in January (or prior to the June meeting of the Board of Directors).
- When information, processes or activities required under Part 673 undergo significant changes.
- And when the Agency:
 - Determines its approach to mitigating safety deficiencies is ineffective;
 - Makes significant changes to service delivery;
 - Introduces new processes or procedures that may impact safety;
 - Changes or re-prioritizes resources available to support Safety Management Systems; and/or
 - Significantly changes its organizational structure.

Additionally, the Agency will annually evaluate and update its safety performance targets (SPTs) during the annual review of the PTASP.

The Accountable Executive has the responsibility for signing WestCAT's Public Transportation Agency Safety Plan prior to the Safety Committee approving the plan. The Accountable Executive signs the PTASP, but it is the responsibility of the Safety Committee to review and approve the PTASP. After approval by the Safety Committee, the PTASP is then presented to the Board of Directors for approval. Amendments to the PTASP will be communicated to staff per the *Safety Management Policy Communication* outlined in this plan.

3 Safety Performance Targets

WestCAT's Safety Committee sets safety performance targets for fixed route bus and non-fixed route bus based on the safety performance measures established under FTA's National Public Transportation Safety Plan. Safety performance targets are reviewed and updated annually at the review of WestCAT's Public Transportation Agency Safety Plan based on data entered into the NTD. The safety performance targets represent WestCAT's safety performance goals for the fiscal year.

For safety performance targets in the Safety Risk Reduction Program, the safety committee will set safety performance targets that reflect an annual reduction in safety risk, therefore the safety performance targets are set below the three-year rolling average of data reported to FTA's National Transit Database (NTD).

In reviewing WestCAT's safety performance target data, WestCAT maintained the same 3-year average baseline for both fixed route and non-fixed route bus service. WestCAT missed the FY25 safety performance target for fixed route major events, bus collisions, and the collisions rate per 100,000 vehicle revenue miles as those targets were set at 0 and WestCAT had 1 reportable fixed route major event and 1 reportable bus collision for FY25. The reportable fixed route major event and bus collision were due to a non-preventable collision. WestCAT met the FY25 safety performance targets for non-fixed route bus.

Per the requirement to allocate WestCAT's safety set-aside in the following federal fiscal year to safety-related projects eligible under 49 U.S.C.5307 that are reasonably likely to assist WestCAT in meeting the missed safety risk reduction safety performance target for fixed route major events, bus collisions, and collisions rate, WestCAT will allocate the safety set-aside for safety technology designed to improve driver safety, reduce collisions, and manage risk more effectively.

3.1 General Annual Safety Performance Targets <i>Specify general annual safety performance targets based on the safety performance measures established under the National Public Transportation Safety Plan.</i>					
Mode of Transit Service: Fixed Route Bus		Safety Performance Measure	Description	Baseline 3-year Average (FY23-25)	Target FY26
		Relevant Documentation: NTD data. VRM= Vehicle Revenue Miles		3-year Average Total Vehicle Revenue Miles 1,290,768 Rate= per 100,000 VRM	Based on Estimated FY26 Total Vehicle Revenue Miles of 1,325,000 Rate= per 100,000 VRM
	1	Measure 1a – Major Events	This includes all safety and security major events as defined by the NTD.	.67	0
	2	Measure 1b- Major Event Rate Per 100,000 Vehicle Revenue Miles	This includes all safety and security major events as defined by the NTD, divided by VRM.	.05 (.67/1,290,768 VRM x 100,000)	0 0/1,325,000 VRM x 100,000)

	3	Measure 1.1- Collision Rate Per 100,000 Vehicle Revenue Miles	This includes all collisions reported to the NTD, divided by VRM.	.05 (.67/1,290,768 VRM x 100,000)	0 (0/1,325,000 VRM x 100,000)
	4	Measure 1.1.1- Pedestrian Collision Rate Per 100,000 Vehicle Revenue Miles	This includes all collisions "with a person," as defined by the NTD, divided by VRM.	0 (0/1,290,768 VRM x 100,000)	0 (0/1,325,000 VRM x 100,000)
	5	Measure 1.1.2-Vehicular Collision Rate Per 100,000 Vehicle Revenue Miles	This includes all collisions "with a motor vehicle," as defined by the NTD, divided by VRM.	.05 (.67/1,290,768 VRM x 100,000)	≤.07 (1/1,325,000 VRM x 100,000)
	6	Measure 2a- Fatalities	This includes all fatalities as defined by the NTD.	0	0
	7	Measure 2b- Fatality Rate Per 100,000 Vehicle Revenue Miles	This includes all fatalities as defined by the NTD, divided by VRM.	0 (0/1,290,768 VRM x 100,000)	0 (0/1,325,000 VRM x 100,000)
	8	Measure 2.1- Transit Worker Fatality Rate Per 100,000 Vehicle Revenue Miles	This includes all transit worker fatalities as defined by the NTD, including the categories "Transit Employee/Contractor," "Transit Vehicle Operator," and "Other Transit Staff," divided by VRM.	0 (0/1,290,768 VRM x 100,000)	0 (0/1,325,000 VRM x 100,000)
	9	Measure 3a- Injuries	This includes all injuries as defined by the NTD.	.67	0
	10	Measure 3b- Injury Rate Per 100,000 Vehicle Revenue Miles	This includes all injuries as defined by the NTD, divided by VRM.	.05 (.67/1,290,768 VRM x 100,000)	0 (0/1,325,000 VRM x 100,000)
	11	Measure 3.1- Transit Worker Injury Rate Per 100,000 Vehicle Revenue Miles	This includes all transit worker injuries as defined by the NTD, including the categories "Transit Employee/Contractor," "Transit Vehicle Operator," and "Other Transit Staff," divided by VRM.	0* (0/1,290,768 VRM x 100,000)	0*
	12	Measure 4a- Assaults on Transit Workers	This includes all assaults on transit workers as defined by the NTD*.	2*	≤1*
	13	Measure 4b- Rate of Assaults on Transit Workers Per 100,000 Vehicle Revenue Miles	This includes all assaults on transit workers as defined by the NTD*, divided by VRM.	.15* (2/1,290,768 VRM x 100,000)	≤.07* (1/1,325,000 VRM x 100,000)
	14	Measure 5b- System Reliability	This is the mean distance between major mechanical system failures as defined by the NTD.	176,093.86 VRM (1,290,768 VRM /7.33)	220,833.33 VRM (1,325,000 VRM /6)
Mode of Transit Service: Non-Fixed Route Bus	Safety Performance Measure		Description	Baseline 3-year Average (FY23-25)	Target FY26
	Relevant Documentation: NTD data. VRM= Vehicle Revenue Miles			3-year Average Total Vehicle Revenue Miles 98,732 Rate= per 10,000 VRM	Based on Estimated FY26 Total Vehicle Revenue Miles of 98,000 Rate= per 10,000 VRM

1	Measure 1a – Major Events	This includes all safety and security major events as defined by the NTD.	0	0
2	Measure 1b- Major Event Rate Per 100,000 Vehicle Revenue Miles	This includes all safety and security major events as defined by the NTD, divided by VRM.	0 (=0/98,732 VRM x 10,000)	0 (=0/98,000 VRM x 10,000)
3	Measure 1.1- Collision Rate Per 100,000 Vehicle Revenue Miles	This includes all collisions reported to the NTD, divided by VRM.	0 (=0/98,732 VRM x 10,000)	0 (=0 /98,000 VRM x 10,000)
4	Measure 1.1.1- Pedestrian Collision Rate Per 100,000 Vehicle Revenue Miles	This includes all collisions “with a person,” as defined by the NTD, divided by VRM.	0 (=0/98,732 VRM x 10,000)	0 (=0 /98,000 VRM x 10,000)
5	Measure 1.1.2-Vehicular Collision Rate Per 100,000 Vehicle Revenue Miles	This includes all collisions “with a motor vehicle,” as defined by the NTD, divided by VRM.	0 (=0/98,732 VRM x 10,000)	0 (=0/98,000 VRM x 10,000)
6	Measure 2a- Fatalities	This includes all fatalities as defined by the NTD.	0	0
7	Measure 2b- Fatality Rate Per 100,000 Vehicle Revenue Miles	This includes all fatalities as defined by the NTD, divided by VRM.	0 (=0/98,732 VRM x 10,000)	0 (=0 /98,000 VRM x 10,000)
8	Measure 2.1- Transit Worker Fatality Rate Per 100,000 Vehicle Revenue Miles	This includes all transit worker fatalities as defined by the NTD, including the categories “Transit Employee/Contractor,” “Transit Vehicle Operator,” and “Other Transit Staff,” divided by VRM.	0 (=0/98,732 VRM x 10,000)	0 (=0 /98,000 VRM x 10,000)
9	Measure 3a- Injuries	This includes all injuries as defined by the NTD.	0	0
10	Measure 3b- Injury Rate Per 100,000 Vehicle Revenue Miles	This includes all injuries as defined by the NTD, divided by VRM.	0 (=0/98,732 VRM x 10,000)	0 (=0/98,000 VRM x 10,000)
11	Measure 3.1- Transit Worker Injury Rate Per 100,000 Vehicle Revenue Miles	This includes all transit worker injuries as defined by the NTD, including the categories “Transit Employee/Contractor,” “Transit Vehicle Operator,” and “Other Transit Staff,” divided by VRM.	0* (=0/98,732 VRM x 10,000)	0* (=0/98,000 VRM x 10,000)
12	Measure 4a- Assaults on Transit Workers	This includes all assaults on transit workers as defined by the NTD*.	0*	0*
13	Measure 4b- Rate of Assaults on Transit Workers Per 100,000 Vehicle Revenue Miles	This includes all assaults on transit workers as defined by the NTD*, divided by VRM.	0* (=0/98,732 VRM x 10,000)	0* (=0 /98,000 VRM x 10,000)
14	Measure 5b- System Reliability	This is the mean distance between major mechanical system failures as defined by the NTD.	98,732 VRM (98,732/0)	98,000 VRM (98,000/0)

	3.2 Safety Risk Reduction Program Annual Safety Performance Targets				
	Specify annual safety performance targets for the safety risk reduction program based on the safety risk reduction program performance measures established under the National Public Transportation Safety Plan.				
Mode of Transit Service: Fixed Route Bus		Safety Risk Reduction Program Safety Performance Measure	Description	Baseline 3-year Average (FY23-25)	Target FY26
		Relevant Documentation: NTD data. VRM= Vehicle Revenue Miles		3-year Average Total Vehicle Revenue Miles 1,290,768 Rate= per 100,000 VRM	Based on Estimated FY26 Total Vehicle Revenue Miles of 1,325,000 Rate= per 100,000 VRM
	1	Major Events	This includes all safety and security major events as defined by the NTD.	.67	0
	2	Major Event Rate Per 100,000 Vehicle Revenue Miles	This includes all safety and security major events as defined by the NTD, divided by VRM.	.05 (.67/1,290,768 VRM x 100,000)	0 (0/1,325,000 VRM x 100,000)
	3	Collisions	This includes all collisions reported to the NTD.	.67	0
	4	Collision Rate Per 100,000 Vehicle Revenue Miles	This includes all collisions reported to the NTD, divided by VRM.	.05 (.67/1,290,768 VRM x 100,000)	0 (0/1,325,000 VRM x 100,000)
	5	Injuries	This includes all injuries as defined by the NTD.	.67	0
	6	Injury Rate Per 100,000 Vehicle Revenue Miles	This includes all injuries as defined by the NTD, divided by VRM.	.05 (.67/1,290,768 VRM x 100,000)	0 (0/1,325,000 VRM x 100,000)
	7	Assaults on Transit Workers	This includes all assaults on transit workers as defined by the NTD*	2*	≤1*
	8	Rate of Assaults on Transit Workers Per 100,000 Vehicle Revenue Miles	This includes all assaults on transit workers as defined by the NTD*, divided by VRM.	.15* (2/1,290,768 VRM x 100,000)	≤.07* (1/1,325,000 VRM x 100,000)

Mode of Transit Service: Non-Fixed Route Bus	Safety Risk Reduction Program Safety Performance Measure		Description	Baseline 3-year Average (FY23-25)	Target FY26
	Relevant Documentation: NTD data. VRM= Vehicle Revenue Miles			3-year Average Total Vehicle Revenue Miles 98,732 Rate= per 10,000 VRM	Based on Estimated FY26 Total Vehicle Revenue Miles of 98,000 Rate= per 10,000 VRM
	1	Major Events	This includes all safety and security major events as defined by the NTD.	0	0
	2	Major Event Rate Per 100,000 Vehicle Revenue Miles	This includes all safety and security major events as defined by the NTD, divided by VRM.	0 (=0/98,732 VRM x 10,000)	0 (=0/98,000 VRM x 10,000)
	3	Collisions	This includes all collisions reported to the NTD.	0	0
	4	Collision Rate Per 100,000 Vehicle Revenue Miles	This includes all collisions reported to the NTD, divided by VRM.	0 (=0/98,732 VRM x 10,000)	0 (=0/98,000 VRM x 10,000)
	5	Injuries	This includes all injuries as defined by the NTD.	0	0
	6	Injury Rate Per 100,000 Vehicle Revenue Miles	This includes all injuries as defined by the NTD, divided by VRM.	0 (=0/98,732 VRM x 10,000)	0 (=0/98,000 VRM x 10,000)
	7	Assaults on Transit Workers	This includes all assaults on transit workers as defined by the NTD*.	0*	0*
	8	Rate of Assaults on Transit Workers Per 100,000 Vehicle Revenue Miles	This includes all assaults on transit workers as defined by the NTD*, divided by VRM.	0* (=0/98,732 VRM x 10,000)	0* (=0/98,000 VRM x 10,000)

*Historically, assaults on transit workers were not collected in the NTD as a separate category from other assaults and were not reported if they did not result in a fatality, injury, or other major event threshold. Additionally, the term transit worker previously only included paid employees and contractors and excluded volunteers. On February 23, 2023, FTA finalized new NTD reporting requirements that collect data on all assaults on all transit workers, regardless of injury. Some of these reporting requirements took effect in calendar year 2023, while others took effect in NTD report year 2023. Due to this new reporting requirement, WestCAT will not have assault on transit worker data or transit worker injury data for a 3-year rolling average until the end of fiscal year 2026. Per the regulation, a safety performance target is not required to be set until the agency has been required to report three years of data to the NTD.

3.3 Coordination with Metropolitan Planning Organization and State

Specify performance targets based on the safety performance measures established under the National Public Transportation Safety Plan.

WestCAT's Grants and Compliance Manager shares WestCAT's PTASP, including safety performance targets, with the Metropolitan Transportation Commission (MTC) and CalTrans each year after formal adoption by the Board of Directors to aid in the planning process. WestCAT's personnel are available to coordinate with CalTrans and MTC in the selection of CalTrans and MTC safety performance targets to the maximum extent practicable.

Safety Performance Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	CalTrans Safety Management Systems Brian Travis: brian.travis@dot.ca.gov	Approved PTASP and safety performance targets will be transmitted annually by March 31
Safety Performance Targets Transmitted to the Metropolitan Planning Organization	Metropolitan Planning Organization Name	Date Targets Transmitted
	Metropolitan Transportation Commission (MTC) Brian Xi: bxi@bayareametro.gov	Approved PTASP and safety performance targets will be transmitted annually by March 31

4 Safety Risk Reduction Program

Safety Risk Reduction Program

This section addresses the safety risk reduction program using SMS processes, which addresses safety risk reduction program requirements associated with safety risk mitigation and safety risk reduction program requirements associated with continuous improvement.

WestCAT 's comprehensive Safety Risk Reduction Program to improve safety and assist with mitigation of accidents, injuries, and assaults on transit workers includes reviewing information submitted through various reporting programs to identify, assess, and mitigate hazards associated with accidents, injuries, and transit worker assaults, and reporting transit worker assaults according to reporting requirements in FTA's National Transit Database. When a hazard related to accidents, injuries, and assaults on transit workers is identified through the reporting process, the hazard will be recorded in the Safety Risk Register maintained by the Chief Safety Officer and assessed following the Safety Risk Management process.

The reporting programs also assist WestCAT in identifying visibility impairments for bus operators and mitigating visibility impairments. If a visibility impairment is reported, the impairment will be recorded in the Safety Risk Register maintained by the Chief Safety Officer and assessed following the Safety Risk Management process.

The Safety Committee will monitor safety performance against annual safety risk reduction program safety performance targets set by the Safety Committee. If WestCAT does not meet an established annual safety performance target set by the Safety Committee for the safety risk reduction program, the Safety Committee will follow the requirements established in 49 CFR Part 673 for Public Transportation Agency Safety Plans:

- Assess associated safety risk using the methods or processes established under §673.25(c);
- Mitigate associated safety risk based on the results of a safety risk assessment using the methods or processes established under §673.25(d) and include the mitigations in the PTASP; and
- Allocate WestCAT's safety set-aside in the following federal fiscal year to safety-related projects eligible under 49 U.S.C.5307 that are reasonably likely to assist WestCAT in meeting the safety risk reduction safety performance target in the future.

Consistent with §673.25(d)(3) and §673.11(a)(7)(i), when identifying safety risk mitigations for the safety risk reduction program related to vehicular and pedestrian safety events involving transit vehicles, including to address a missed safety risk reduction program safety performance target set by the Safety Committee under §673.19(d)(2), the Safety Committee will consider mitigations to reduce visibility impairments for transit vehicle operators that contribute to accidents, including retrofits to vehicles in revenue service and specifications for future procurements that reduce visibility impairments.

Consistent with §673.25(d)(4) and §673.11(a)(7)(ii), when identifying safety risk mitigations for the safety risk reduction program related to assaults on transit workers, including to address a missed safety risk reduction program safety performance target set by the Safety Committee under §673.19(d)(2), the Safety Committee will consider deployment of assault mitigation infrastructure and technology on transit vehicles and in transit facilities. Assault mitigation infrastructure and technology includes barriers to restrict the unwanted entry of individuals and objects into the workstations of bus operators.

Consistent with §673.25(d)(5) and §673.11(a)(7)(iv), when the Safety Committee identifies and recommends under §673.19(c)(6) safety risk mitigations, including mitigations relating to vehicular and pedestrian safety events involving transit vehicles or assaults on transit workers, based on a safety risk assessment conducted under §673.25(c), WestCAT will include or incorporate by reference these safety risk mitigations in the ASP.

When the Safety Committee recommends a safety risk mitigation unrelated to the safety risk reduction program, and the Accountable Executive decides not to implement the safety risk mitigation, the Accountable Executive will prepare a written statement explaining their decision, pursuant to recordkeeping requirements at §673.31. The Accountable Executive will submit and present this explanation to the Safety Committee and Board of Directors.

5 Safety Committee Establishment, Membership, and Procedures

Safety Committee

This section addresses the establishment of the Safety Committee, membership, and procedures.

WestCAT's Safety Committee is a joint labor-management safety committee comprised of an equal number of management and frontline transit workers, and each is a voting member.

The organizational structure, size, and composition of the Safety Committee and how it will be chaired:

The Chief Safety Officer facilitates the Safety Committee meetings. Membership includes 5 management and 5 frontline transit workers:

Management

- Division General Manager- Contractor (alternate: Operations Manager- Contractor)
- Road Supervisor- Contractor (alternate: Road Supervisor- Contractor)
- Classroom Trainer- Contractor
- Maintenance Manager- Contractor
- Grants & Compliance Manager- WestCAT (alternate: Operations Manager- WestCAT)

Frontline Transit Workers

- 5 Bus Operators- Contractor (alternate: 5 Bus Operators- Contractor)- selected by the labor organization representing Bus Operators

How Safety Committee meeting agendas and notices will be developed and shared, and how meeting minutes will be recorded and maintained:

Safety Committee meetings are scheduled to be held monthly. Additional meetings will be held if deemed necessary. Advance notice will be provided if a Safety Committee meeting is re-scheduled.

Meeting information is shared electronically with Safety Committee members who have a company email address and posted on the employee bulletin board in the operations hallway near maintenance.

The Chief Safety Officer develops the meeting agendas. Topics include accident trend review, injury trend review, Motive camera footage review, safety risks identified, and upcoming safety events/campaigns.

The Chief Safety Officer records the meeting minutes and posts the meeting minutes on the employee safety bulletin board in the operations hallway near maintenance. A printed or electronic copy of the meeting minutes is distributed to each Safety Committee member. The Chief Safety Officer places the meeting minutes in a Safety Committee meeting minutes binder located in the Chief Safety Officer's office.

Required training for Safety Committee members related to the ASP and the processes, activities, and tools used to support the agency's SMS:

There is currently no specific designated training required of Safety Committee members. If the Chief Safety Officer identifies a need for training, then a training course will be provided.

The compensation policy established by the agency for participation in Safety Committee meetings:

WestCAT and contractor salaried transit workers are not provided any additional compensation for participating in Safety Committee meetings. Supervisors and operators are paid their regular hourly wage for participating in Safety Committee meetings.

How the Safety Committee will access technical experts, including other transit workers, to serve in an advisory capacity, as needed, to support deliberations:

If a technical expert is needed to assist with Safety Committee deliberations, the Chief Safety Officer will discuss the need with the Accountable Executive.

How the Safety Committee will access transit agency information, resources, and tools to support deliberations:

The Chief Safety Officer will work with Safety Committee members to provide any transit agency information, resources, or tools needed to assist in safety risk assessment of hazards or as requested by Safety Committee members.

How the Safety Committee will access submissions to the transit worker safety reporting program to support its deliberations:

The Chief Safety Officer maintains a log of the transit worker safety reporting program submissions that will be made available and shared at Safety Committee meetings to support deliberations.

How the Safety Committee will reach and record decisions:

Discussion is open for each agenda item. Items requiring action are voted on by Safety Committee members. The alternate serves in a voting capacity in the event of a representative voting member absence. The Chief Safety Officer records and distributes the meeting minutes.

How the Safety Committee will coordinate and communicate with the transit agency's Board of Directors and the Accountable Executive.

The Chief Safety Officer communicates with the Accountable Executive regarding Safety Committee deliberations, decisions and recommendations after each Safety Committee meeting, as needed. The Grants & Compliance Manager communicates with the Board of Directors at the annual review of the Public Transportation Agency Safety Plan and on an as needed basis.

How the Safety Committee will manage disputes to ensure it carries out its operations.

If there is a dispute or tie-vote among Safety Committee members, the Chief Safety Officer will share the information with the Chief Financial Officer who will act as a neutral third party and make a final decision.

How the Safety Committee will carry out its responsibilities:

The Safety Committee is a key element to ensure the safety of transit workers, customers and the public. The Safety Committee carries out the responsibilities outlined below during Safety Committee meetings. The Safety Committee is responsible for:

- Reviewing and approving the Public Transportation Agency Safety Plan and any updates to the Public Transportation Agency Safety Plan prior to approval by the Board of Directors.
- Setting annual safety performance targets for WestCAT's safety risk reduction program using a three-year rolling average of the data submitted to the National Transit Database (NTD). The safety performance targets are monitored and discussed during the annual review of the Public Transportation Agency Safety Plan and approved by the Safety Committee as part of the Public Transportation Agency Safety Plan approval process.

- Identifying and recommending safety risk mitigations necessary to reduce the likelihood and severity of potential consequences identified through safety risk assessment, including safety risk mitigations associated with any instance where WestCAT did not meet an annual safety risk reduction program safety performance target. Each identified hazard is an agenda item discussed by the Safety Committee. The Safety Committee performs a safety risk assessment for each identified hazard.
- Identifying safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended, including safety risk mitigations associated with any instance where WestCAT did not meet an annual safety risk reduction program safety performance target. The Safety Committee discusses this during the Safety Assurance agenda item, or at the annual safety plan review for safety performance targets.
- Identifying safety deficiencies for purposes of continuous improvement, including any instance where WestCAT did not meet an annual safety risk reduction program safety performance target.
- Communicating follow up information on identified hazards reported through the transit worker safety reporting program and results of actions taken by the Safety Committee is done through posted Safety Committee meeting minutes. If the reporting transit worker provided their name during the reporting process, the Chief Safety Officer or designee also follows up directly with the transit worker when WestCAT determines whether or not to take action and after any mitigations are implemented.

As part of the safety risk reduction program, the Safety Committee is responsible for assisting with safety risk mitigation of measures to reduce visibility impairments for bus operators that contribute to accidents, including retrofits to vehicles in revenue service and specifications for future procurements that reduce visibility impairments.

The Safety Committee is also responsible for assisting with safety risk mitigation of assaults on transit workers by performing a safety risk assessment on the deployment of assault mitigation infrastructure and technology in transit facilities.

WestCAT has implemented the following measures to protect transit workers from assault:

- Driver Barriers
- Radios
- Video and Audio Surveillance
- Automatic Vehicle Location
- Emergency Operations Procedures
- Communication Protocols
- De-escalation Training
- Workplace Violence Prevention Plan and Training
- Emergency Alarms
- Adequate Lighting (in and around facility)
- Secure Areas Where Workers Work
- Providing Resources for Victims of Assaults
- Providing Law Enforcement With Data/Video Surveillance

6 Safety Management System

Safety Management System

The public transportation agency safety plan specifies establishment and implementation of an SMS, is appropriately scaled, and includes Safety Management Policy, Safety Risk Management, Safety Assurance, and Safety Promotion.

Western Contra Costa Transit Authority (WestCAT) is a small transit agency that has established and implements a Safety Management System (SMS). The SMS is appropriately scaled to the size, scope, and complexity of our transit system. WestCAT's Public Transportation Agency Safety Plan documents the details of the Agency's SMS. The Public Transportation Agency Safety Plan addresses all applicable requirements and standards as set forth in 49 CFR Part 673.

- Section 7 of this Public Transportation Agency Safety Plan describes WestCAT's Safety Management Policy as is required in §673.23.
- Section 8 describes Safety Risk Management as is required in §673.25.
- Section 9 describes Safety Assurance as is required in §673.27.
- Section 10 describes Safety Promotion as is required in §673.29.

7 Safety Management Policy

7.1 Safety Management Policy Statement

Include the written statement of safety management policy, incorporating safety objectives.

Safety is WestCAT's first priority. To support this priority, WestCAT has a Safety Management System (SMS) that encourages open sharing of information on all safety issues. WestCAT's Public Transportation Agency Safety Plan documents the details of the Agency's SMS.

Safety Objective

WestCAT's overall safety objective is to proactively manage hazards and their associated risk to ensure the safety of our transportation system. Monitoring safety performance against our annual safety performance targets helps us measure the overall effectiveness of our processes and activities to ensure we meet our safety objective. We will review our Public Transportation Agency Safety Plan, including our safety performance targets, annually to identify how well we met our safety performance targets.

Safety Accountability and Responsibility

We will develop and embed a safety culture in all our activities that recognize the importance and value of effective safety management and acknowledges at all times that safety is paramount. All levels of management and all transit workers are accountable for the highest level of our safety performance. Each manager is responsible for implementing the SMS in their area of responsibility and accountable for performing SMS activities. All transit workers support safety performance by identifying and reporting safety concerns.

Safety Communication

The Safety Management Policy statement is communicated throughout WestCAT. Communication systems are in place to promote safety communication up, down, and across the organization, including bulletin boards and safety meetings.

Safety Committee

We have established a joint labor-management safety committee consisting of an equal number of management and frontline transit workers. The frontline transit workers represented by a labor organization are selected by the labor organization representing the plurality of the frontline workforce.

Transit Worker Safety Reporting Program

We have established and implemented a process that allows transit workers to report safety concerns, including assaults on transit workers, near-misses, and unsafe acts and conditions to senior management, that includes protections for transit workers who report and a description of transit worker behaviors that may result in disciplinary action.

We appreciate everyone's contributions to enhance the safety of our transit workers, riders, and the public.

7.2 Safety Management Policy Communication

Describe how the safety management policy is communicated throughout the agency's organization. Include dates where applicable.

WestCAT's Safety Management Policy Statement is communicated to all transit workers and the Board of Directors. The statement is posted in common/shared WestCAT work areas (Administration office lobby and employee bulletin board in the operations hallway near maintenance). The statement is communicated to the Board of Directors after the annual review of the Safety Plan, when any changes are made to the plan.

The Safety Management Policy Statement will be communicated to the Board of Directors at the February 12, 2026 Board meeting and communicated to transit workers after approval of the Public Transportation Agency Safety Plan at the February 12, 2026 Board meeting.

7.3 Authorities, Accountabilities, and Responsibilities for Management of Safety

Describe the authorities, accountabilities, and responsibilities of the following individuals for the development and management of the transit agency's Safety Management System (SMS).

Accountable Executive	<p>The Accountable Executive meets all the requirements in §673.5 and §673.23(d)(1)(i)(ii) in that this position is ultimately responsible for:</p> <ul style="list-style-type: none">• Carrying out the Public Transportation Agency Safety Plan and the Transit Asset Management (TAM) Plan.• Controlling or directing the human and capital resources needed to develop and maintain the Public Transportation Agency Safety Plan and the TAM Plan.• Ensuring that WestCAT's SMS is effectively implemented, and action is taken, as necessary, to address substandard performance in WestCAT's SMS.• Implementing safety risk mitigations for the safety risk reduction program that are included in the Public Transportation Agency Safety Plan under §673.11(a)(7)(iv).• Receives and considers all other safety risk mitigations recommended by the safety committee, consistent with requirements in §673.19(d) and §673.25(d)(6). <p>Roles include:</p> <ul style="list-style-type: none">• Decision-making about resources to support asset management, SMS activities, and capital investments• Annually certifying SMS compliance with 49 C.F.R. Part 673• Endorsing SMS implementation team and SMS processes• Providing guidance to the Safety Committee on recommended SMS actions/SMS decision making <p>The Accountable Executive may delegate specific responsibilities, but the ultimate accountability for WestCAT's safety performance cannot be delegated and always rests with the Accountable Executive.</p>
Chief Safety Officer	<p>The Chief Safety Officer (Contractor) is designated by the Accountable Executive and has the authority and responsibility for day-to-day implementation and operation of the Agency's SMS. The Chief Safety Officer has a direct line of reporting to the Accountable Executive. The Chief Safety Officer is trained and has responsibility for safety. The Chief Safety Officer's duties include, but are not limited to:</p> <ul style="list-style-type: none">• Developing and maintaining SMS documentation• Directing hazard identification and safety risk assessment• Overseeing day-to-day implementation and operation of WestCAT's SMS• Monitoring safety risk mitigation activities• Maintaining Safety Risk Register (Appendix B)• Providing periodic reports on safety performance

	<ul style="list-style-type: none"> • Briefing the Accountable Executive on SMS implementation progress • Planning safety management training • Facilitating Safety Committee meetings • Providing accident data and investigation results
Agency Leadership and Executive Management	<p>Other members of WestCAT's leadership and executive management with authorities and responsibilities for day-to-day implementation and operation of the agency's SMS include:</p> <p>Grants & Compliance Manager:</p> <ul style="list-style-type: none"> • Assisting with identification of safety concerns and hazards • Assessment and mitigation of safety risk through safety risk management • Overseeing updates to the Public Transportation Agency Safety Plan and implementation of the Public Transportation Agency Safety Plan • Presenting the Public Transportation Agency Safety Plan to the Board of Directors for approval and communicating with the Board of Directors as needed <p>Maintenance Manager (Contractor):</p> <ul style="list-style-type: none"> • Providing maintenance data, as needed • Assisting with identification of safety concerns and hazards • Assessment and mitigation of safety risk through safety risk management <p>Division General Manager (Contractor):</p> <ul style="list-style-type: none"> • Ensuring that appropriate safety training is provided to contracted transit workers • Assisting with identification of safety concerns and hazards • Assessment and mitigation of safety risk through safety risk management • Promoting operational safety and adhering to policies and procedures
Key Staff	<p>Trainers/Supervisors (Contractor):</p> <ul style="list-style-type: none"> • Providing necessary training to ensure transit workers are trained to proficiency in accordance with performance standards • Providing driver evaluations • Providing road observations and identifying potential safety hazards with recommended solutions <p>All Transit workers:</p> <ul style="list-style-type: none"> • Assisting with identification of safety concerns and hazards • Reporting safety hazards through the Agency prescribed Safety Reporting Program <p>Safety Committee:</p> <ul style="list-style-type: none"> • Reviewing and approving the Public Transportation Agency Safety Plan and any updates before approval by the Board of Directors • Setting annual safety performance targets for the safety risk reduction program

	<ul style="list-style-type: none">• Identifying and recommending safety risk mitigations necessary to reduce the likelihood and severity of potential consequences identified through the Agency’s safety risk assessment, including safety risk mitigations associated with any instance where the Agency did not meet an annual safety performance target in the safety risk reduction program• Identifying safety deficiencies for the purposes of continuous improvement, including instances where the Agency did not meet an annual safety performance target in the safety risk reduction program
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7.4 Transit Worker Safety Reporting Program

Describe the process and protections for transit workers to report safety conditions to senior management. Describe transit worker behaviors that may result in disciplinary action (and therefore, are excluded from protection).

The purpose of WestCAT's Transit Worker Safety Reporting Program is to ensure that all safety hazards (real and potential), near-misses, assaults on transit workers, unsafe acts, and conditions are reported, recorded, investigated, and communicated to senior management. Reporting and sharing information with relevant parties creates an opportunity to prevent an incident from occurring or to answer the questions of *what* happened and *why* and then to use this insight to determine *how* to prevent re-occurrence. Following the steps outlined in this program will:

- Promote an open, learning culture in regard to safety and accident prevention;
- Employ a systematic approach for all administration, maintenance, and operations transit workers to report hazards and safety concerns;
- Encourage an opportunity to gain understanding and insight from an incident or situation's analysis;
- Utilize knowledge gained to prevent or reduce future safety risk of reoccurrence; and
- Support management's goal of establishing a reporting culture with an aim to identify hazards, reduce safety risk, and prevent harmful incidents.

Scope

This program applies to all transit workers of WestCAT, who, regardless of level, location, or job description, all have a role in creating and maintaining a safe workplace. While the Management of WestCAT acknowledges responsibility for implementing and managing health and safety for the workplace as a whole, transit workers must also recognize and accept responsibility for their decisions and actions, which can, and will, affect their own personal safety as well as the personal safety of others.

Procedure for Reporting a Hazard or Potential Hazard

The reporting system is non-punitive and, if desired by the person reporting, anonymous. A transit worker who identifies a hazard (real or potential) may report it through the **SMS Hazard/Risk Report Form (Appendix A)**. The SMS Hazard/Risk Report Form is submitted to the Chief Safety Officer or a supervisor.

- 1) If the hazard requires immediate attention, dispatch is notified immediately. If immediate attention is not required, the transit worker is encouraged to submit the SMS Hazard/Risk Report Form to the Chief Safety Officer or a supervisor by the end of their workday.
- 2) The Chief Safety Officer reviews the report, meets with the transit worker if necessary, and has the authority to take immediate and appropriate action to correct the hazardous conditions or unsafe work practices and procedures, and to establish rules of safety as soon as they are identified.

The Chief Safety Officer documents identified hazards in the Safety Risk Register. The Chief Safety Officer, supported by the Safety Committee, will review and address each transit worker safety report, ensuring that hazards and their potential consequences are appropriately identified and resolved through WestCAT's Safety Risk Management process and that reported deficiencies and non-compliance with rules or procedures are managed through WestCAT's Safety Assurance process.

The Chief Safety Officer discusses actions taken to address reported hazards during the weekly Operations Roundtable and at the monthly safety committee meeting. Additionally, if the reporting transit worker provided their name during the reporting process, the Chief Safety Officer or designee follows up directly with the transit worker when WestCAT determines whether or not to take action and after any mitigations are implemented.

Communication

Safety Risk Management results of identified hazards will be communicated to transit workers in at least one of the following venues:

- Management discussion with transit workers;
- Bulletin board postings; and/or
- Monthly Safety Meetings.

Non-Punitive Exemptions

Hazard reporting is non-punitive and transit workers will not be subject to progressive disciplinary measures unless their behavior coincides with one of the following serious offences:

- Willful breach of professional codes;
- Acts of gross negligence;
- Acts of gross misconduct (e.g. possession of alcohol, illicit narcotics or non-prescribed pharmaceuticals while on company property, or use thereof while operating WestCAT equipment);
- Repeated unreported violations;
- Malicious activities (including malicious reporting of untrue allegations against a colleague);
- Workplace violence, including but not limited to fighting, assault, harassment or possession of a weapon.
- Record falsification

8 Safety Risk Management

Safety Risk Management Process

Describe the Safety Risk Management process, including:

- *Safety Hazard Identification: The methods or processes to identify hazards and consequences of the hazards.*
- *Safety Risk Assessment: The methods or processes to assess the safety risks associated with identified safety hazards.*
- *Safety Risk Mitigation: The methods or processes to identify mitigations or strategies necessary as a result of safety risk assessment.*

8.1 Hazard Identification

WestCAT is committed to identifying and correcting hazards before they have potential consequences. WestCAT and Contractor staff participate in monthly safety meetings and staff have the opportunity to report hazards at the safety meeting or at any time a hazard is identified.

For purposes of this plan, a hazard is defined as a real or potential condition that is NOT an event that can cause a potential consequence. WestCAT's sources for Identifying hazards include:

- Information provided by an oversight authority, including, but not limited to FTA and the State.
 - a. FTA data and information
 - Bulletins
 - General Directives
 - Notices
 - b. NTSB/Oversight Authority information
- Data and information regarding exposure to infectious diseases provided by the Centers for Disease Control and Prevention (CDC) or a State health authority
- Transit worker safety reports
- Passenger feedback and complaints
- Internal investigations, reviews, and audits
- Industry data
- Operational data/observations
- Dispatch logs
- Maintenance records
- On board video data
- Claims and occupational injury reports
- Safety concerns identified through Safety Assurance activities

Inspections are an important source of information about hazards. Results from these inspections also help us identify areas where mitigations designed and adopted to manage safety risk are not being carried out as required. Inspections include personnel, vehicles, facilities, and data that identify potential safety concerns or hazards. Inspections focus on:

- Rules compliance checks, which may identify:
 - Non-compliance with safety rules;
 - Challenges in complying with safety rules; and
 - Emerging practices
- Operations personnel fitness-for-duty checks, which may identify:
 - Impairment;
 - Fatigue;
 - Absence of corrective lenses;
 - Apparent injuries; and
 - Uniform or equipment issues
- Radio or digital communication checks, which may identify radio failures, dead spots, and areas of high interference
- CDL and operator citations checks, which may identify operator's non-compliance with driving regulations and requirements
- Pre-trip inspections, which may identify instances of a bus beginning revenue service after failing a pre-trip inspection
- Vehicle inspection, which may identify a series of defects in components and parts with the potential to impact the safety performance of the vehicle
- Facilities inspections, which may identify conditions with the potential to impact safety
- Safety events (including near misses)

When a hazard is identified by a manager or transit worker, it is reported to the Chief Safety Officer. In following up on identified hazards, the Chief Safety Officer may:

- Reach out to the reporting party, if available, to gather all known information about the reported hazard;
- Conduct a walkthrough of the affected area, assessing the possible hazardous condition, generating visual documentation (photographs and/or video), and taking any measurements deemed necessary;
- Conduct interviews with transit workers in the area to gather potentially relevant information on the reported hazard;
- Review any documentation associated with the hazard (records, reports, procedures, inspections, technical documents, etc.);
- Contact other departments that may have association with or technical knowledge relevant to the reported hazard;
- Review any past reported hazards of a similar nature; and
- Evaluate tasks and/or processes associated with the reported hazard.

Any identified hazard that poses a real and immediate threat to life, property, or the environment must immediately be brought to the attention of the Accountable Executive and addressed through the SRM process for safety risk assessment and mitigation. Otherwise, the Chief Safety Officer will prioritize hazards for further SRM activity.

8.2 Safety Risk Assessment

Once a hazard has been identified and investigated by the Chief Safety Officer, it must be assessed by the Safety Committee. WestCAT assesses safety risk associated with identified safety hazards with an assessment of the likelihood and severity of the potential consequences of hazards, taking into account existing mitigations, and prioritizing safety risk mitigation based on safety risk assessment.

The Chief Safety Officer leads the Safety Committee through the Safety Risk Assessment process and assesses prioritized hazards using WestCAT's Safety Risk Matrix. This matrix expresses assessed safety risk as a combination of severity and likelihood levels. This matrix also categorizes combined safety risks into levels, High, Medium, or Low, based on the likelihood of occurrence and severity of the outcome.

After the Safety Committee has completed the Safety Risk Assessment and the assessment determines that safety risk mitigation is necessary, safety risk mitigations are prioritized by the Safety Committee, and after approval of safety risk mitigation is received from the Accountable Executive, the safety risk mitigation is implemented by an assigned manager, then the safety risk index is reviewed. The Chief Safety Officer will document the safety risk assessment, including hazard rating and safety risk mitigations for each assessed safety hazard in the Safety Risk Register. The Chief Safety Officer will maintain completed Safety Risk Register sections for a period of three years from the date of generation.

Safety Risk Likelihood:

The likelihood that the potential consequence of the hazard might occur, considering the worst foreseeable- but credible- condition. Determination of safety risk likelihood must take into account existing safety risk mitigations. Safety risk likelihood is ranked as follows:

- A) Frequent-** the event will occur frequently; occurrence description is continuously experienced
- B) Probable-** the event will occur several times; occurrence description is will likely occur
- C) Occasional-** the event is likely to occur sometimes; occurrence description is will occur several times
- D) Remote-** the event is unlikely but possible to occur; occurrence description is unlikely, but can be expected to occur
- E) Improbable-** the event is so unlikely, occurrence may not be experienced; occurrence description is unlikely to occur, but possible

The chart below ranks safety risk likelihood in the descending order of A) Frequent, B) Probable, C) Occasional, D) Remote, E) Improbable based on the categories of "Likelihood of event in specific item" and "Occurrence description".

Likelihood Level	Likelihood of event in specific item	Occurrence Description
a Frequent	Will occur frequently	Continuously Experienced
b Probable	Will occur several times	Will likely occur
c Occasional	Likely to occur sometimes	Will occur several times
d Remote	Unlikely but possible to occur	Unlikely, but can be expected to occur
e Improbable	So unlikely, occurrence may not be experienced	Unlikely to occur, but possible

Safety Risk Severity:

The anticipated effects of a potential consequence of the hazard, considering the worst foreseeable- but credible- condition. Determination of safety risk severity must take into account existing safety risk mitigations. Safety risk severity is categorized as follows:

- 1) **Catastrophic**
- 2) **Critical**
- 3) **Marginal**
- 4) **Negligible**

The chart below ranks safety risk severity in the descending order of 1) Catastrophic, 2) Critical, 3) Marginal, 4) Negligible based on the categories of System Disruption, Service/Operation, Financial, Environment, Injury, Health.

Severity	1. Catastrophic	2. Critical	3. Marginal	4. Negligible
System Disruption	> 24 hrs	12 - 24 hrs	4 – 12 hrs	< 4 hrs
Service/ Operation	Substantial or total loss of operation	Partial shutdown of operation	Brief disruption to operation	No disruption
Financial	> \$ 100,000	> \$10,000 but less than \$100,000	< \$ 10,000	No monetary loss
Environment	Permanent impact; affects a whole region; highly sensitive environment	Lasting months; impact on an extended area, area with some environmental sensitivity	Lasting weeks; reduced area, no environmentally sensitive surroundings	Lasting days or less; limited to small area, low significance/ sensitivity
Injury	Death (not include suicides or by natural causes)	Fracture, Severe Bleeding, Brain injury, Dismemberment	Bruising, Abrasions, Bleeding (Ambulance transport)	Bruising, Abrasions, Sprains (No Ambulance transport)
Health	Exposure with irreversible impacts with loss of quality of life of a numerous group/ population or multiple fatalities	Exposure with irreversible impact on health with loss of quality of life or single fatality	Exposure with reversible impact on health or permanent change with no disability or loss of quality of life	Exposure to health hazard resulting in symptoms requiring medical intervention, with full recovery

Safety Risk Assessment Matrix

The Safety Risk Assessment Matrix assesses the safety risk level based on the safety risk likelihood and safety risk severity analysis. The safety risk assessment allows the Safety Committee to evaluate the acceptability of the safety risk as follows:

- 1) **High**
- 2) **Medium**
- 3) **Low**

The chart below is used to assess the safety risk level based on safety risk likelihood and safety risk severity. Likelihood is on the vertical axis listed in order of Frequent(A), Probable(B), Occasional(C), Remote(D), Improbable(E). Severity is on the horizontal axis in the order of Catastrophic(1), Critical(2), Marginal(3), Negligible(4).

SAFETY RISK ASSESSMENT MATRIX				
Severity Likelihood	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent (A)	High (1A)	High (2A)	High (3A)	Medium (4A)
Probable (B)	High (1B)	High (2B)	Medium (3B)	Medium (4B)
Occasional (C)	High (1C)	Medium (2C)	Medium (3C)	Low (4C)
Remote (D)	Medium (1D)	Medium (2D)	Low (3D)	Low (4D)
Improbable (E)	Medium (1E)	Low (2E)	Low (3E)	Low (4E)

Resolution Requirements

After the Safety Risk Assessment is complete, resolution requirements indicate if the safety risk level is:

- 1) **High- Unacceptable** and correction required
- 2) **Medium- Undesirable** and correction may be required, decision by management required
- 3) **Low- Acceptable with review** and requires review and documentation by management

The chart below indicates the color red for safety risk High- Unacceptable, the color yellow for safety risk Medium-Undesirable, and the color green for safety risk Low- Acceptable with Review.

Resolution Requirements		
High	Unacceptable	correction required
Medium	Undesirable	correction may be required, decision by management
Low	Acceptable w/ review	with review and documentation by management

Reduction of safety risk in the High safety risk category in the Safety Risk Assessment Matrix (High: 1A, 1B, 1C, 2A, 2B, 3A) occurs until the safety risk is in a lower safety risk category. Reduction of safety risk in the Medium safety risk category in the Safety Risk Assessment Matrix (Medium: 1D, 1E, 2C, 2D, 3B, 3C, 4A, 4B) occurs when correction is required by management and the safety risk is reduced to the Low safety risk category in the Safety Risk Assessment Matrix (Low: 2E, 3D, 3E, 4C, 4D, 4E), if possible, with the safety risk acceptable with review and documentation by management.

8.1 Safety Risk Mitigation

Following the Safety Risk Assessment, if the safety risk associated with an identified hazard requires mitigation, the Safety Committee will determine safety risk mitigation strategies. Safety risk mitigation reduces the likelihood and/or severity of potential consequences of the hazard. If safety risk mitigation is recommended, WestCAT follows a hierarchy of controls method to eliminate or reduce the safety risk associated with the hazard:



Source: NIOSH.

The goal should always be to eliminate the hazard completely if possible. However, when a hazard cannot be eliminated, the associated safety risk will be reduced as low as reasonably practicable.

Prioritization of safety risk mitigations is based on the results of the safety risk assessment. Safety risk mitigations will be developed and applied whenever a safety risk is identified as High and the Safety Committee determines that mitigation is necessary. Safety risks deemed to be Medium or Low will be reviewed by the Safety Committee, Chief Safety Officer and the Accountable Executive and mitigations developed at their discretion. Input will be obtained from subject matter experts from different departments to ensure that the selected safety risk mitigation is appropriate for the identified safety risk. Guidance provided by FTA or another oversight authority will be considered as a source for safety risk mitigations. Guidelines to prevent or control exposure to infectious diseases provided by the CDC or a State health authority will also be considered as a source for safety risk mitigations. Safety risk mitigations will be applied only when approved by the Accountable Executive. When the Safety Committee recommends a safety risk mitigation unrelated to the safety risk reduction program and the Accountable Executive decides not to implement the safety risk mitigation, the Accountable Executive prepares a written statement explaining their decision and submits and presents it to WestCAT's Safety Committee and Board of Directors. The Chief Safety Officer tracks and updates safety risk mitigation information in the Safety Risk Register. Safety Assurance activities will be conducted to determine whether mitigations are having the intended effect.

9 Safety Assurance

9.1 Safety Performance Monitoring and Measurement

Describe activities to monitor the system for compliance with procedures for operations and maintenance.

WestCAT monitors the system for compliance with, and sufficiency of, the Agency's procedures for operations and maintenance utilizing the following activities:

- Safety audits,
- Informal inspections, road observations, and evaluations,
- Regular review of on-board camera footage to assess drivers and specific incidents,
- Safety surveys,
- Transit worker safety reporting program,
- Investigation of safety occurrences,
- Safety review prior to the launch or modification of any facet of service,
- Daily data gathering and monitoring of data relating to the delivery of service,
- Regular vehicle inspections and preventative maintenance, and
- Continuous feedback loop between leadership and all levels of the Agency.

Describe activities to monitor operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.

All safety risk mitigations implemented by staff will be monitored by the Safety Committee and the Chief Safety Officer to ensure they are effective, appropriate and working as intended. This will be accomplished through the collection, analysis, and assessment of relevant information and data, including but not limited to:

- Reviewing results from safety event investigations
- Measures of safety risk mitigation outcomes / available statistics
- Monitoring transit worker safety reporting,
- Reviewing results of internal safety audits and inspections,
- Direct observation by staff,
- Analysis of operational and safety trends to identify emerging safety concerns, and
- Subject matter expertise of staff.

The Agency's safety assurance activities are designed to:

- Ensure that safety risk mitigation procedures are in place and are effective
- Identify potential, or further, safety issues
- Make sure safety objectives/desired outcomes are being achieved

The Safety Committee's role in safety risk mitigation monitoring:

The Safety Committee and Chief Safety Officer will review the outcome of safety risk mitigations and evaluate their effectiveness. The Chief Safety Officer maintains a list of safety risk mitigations in the Safety Risk Register.

If a safety risk mitigation is not implemented or performing as intended, the Safety Committee will perform additional safety risk assessment and propose a course of action to modify the safety risk mitigation or take other action to manage the safety risk.

Describe activities to conduct investigations of safety events to identify causal factors.

A safety event means an unexpected outcome resulting in injury or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

To ensure proper steps will be taken to prevent recurrence, we will identify all causal factors of the safety event, including latent organizational factors that may have contributed to a safety event. This includes examining the following factors:

- **Organizational factors** (the elements of the Agency's management, policies, and procedures that contributed to the safety event)
- **Equipment and infrastructure factors** (the failures in functioning of vehicles or other technological components of the transit system that contributed to the safety event)
- **Environmental factors** (the characteristics of the environment in which the people and vehicles were operating that contributed to the safety event)
- **Outside factors** (the larger context in which the transit agency is operating, where factors outside the control of the Agency contributed to the safety event)
- **Human factors** (the errors, rule violations, and characteristics of the people involved in the safety event)

Additional procedures established to conduct investigations of safety events to identify causal factors are identified in WestCAT's System Safety Program Plan (SSPP), "Section 7, Incident Management." This document in its entirety is available for review and is located in the WestCAT Administrative Office located at 601 Walter Avenue, Pinole, CA.

Describe activities to monitor information reported through internal safety reporting programs.

Safety Committee and Transit Worker Safety Reporting Program:

The Chief Safety officer and Safety Committee periodically review and evaluate accumulated information received from its internal safety reporting system as well as other safety communication channels. The collective reports provide an important source of safety data and help identify trends, an analysis of which may lead to the identification of hazards that can be addressed through Safety Risk Management. The Safety Committee considers all safety reports from the Transit Worker Safety Reporting Program as well as relevant background knowledge about the hazard. The members of the Safety Committee will provide their input and collective subject matter expertise to complete the Safety Risk Assessment.

The Safety Committee will 1) periodically review and evaluate accumulated Transit Worker Safety Reports, 2) Identify possible or previously missed safety deficiencies, and 3) make recommendations to management concerning the continuation, modification, or elimination of procedures, behavior, or environmental situations that may contribute to an unsafe situation/event. The Chief Safety Officer discusses relevant safety issues and concerns with the Accountable Executive and executive management, and follows up with the Safety Committee and documents the results of these reviews.

9.2 Continuous Improvement

Describe the process to assess safety performance annually and the plan to address any deficiencies identified through the safety performance assessment.

At the annual review of the Public Transportation Agency Safety Plan, WestCAT will assess its safety performance based on data from safety performance targets. The Chief Safety Officer will work with the Safety Committee and Accountable Executive to address and correct any identified deficiencies.

The Safety Committee plays a key role in continuous improvement and has the responsibility for:

- Annually identifying deficiencies in the Agency's SMS, including the processes and procedures defined by the Agency to carry out its SMS. This will be done by the Safety Committee reviewing the Public Transportation Agency Safety Plan components at the annual review of the plan. If any components of the plan are identified as not being implemented or not being implemented correctly, WestCAT will address and correct the identified deficiencies.
- Annually monitoring safety performance against annual safety performance targets set by the Safety Committee for the safety risk reduction program and identifying deficiencies in the Agency's performance against annual safety performance targets set by the Safety Committee for the safety risk reduction program. This will be done by the Safety Committee annually reviewing safety performance targets for the safety risk reduction program with data from NTD. If the Agency does not meet an established annual safety performance target for the safety risk reduction program, the Safety Committee will:
 - Assess associated safety risk using the methods or processes established under §673.25(c);
 - Mitigate associated safety risk based on the results of a safety risk assessment using the methods or processes established under §673.25(d); and
 - Allocate WestCAT's safety set-aside in the following federal fiscal year to safety-related projects eligible under 49 U.S.C.5307 that are reasonably likely to assist WestCAT in meeting the safety risk reduction safety performance target in the future.

WestCAT will include or incorporate by reference in the ASP, the safety risk mitigations developed when the Agency does not meet a safety risk reduction program safety performance target.

If the Safety Committee identifies deficiencies through the safety performance assessment process, the Chief Safety Officer will brief the Accountable Executive on the identified deficiencies. The Chief Safety Officer will share the assessment results and any recommended mitigations developed by the Safety Committee with the Accountable Executive. Under the direction of the Accountable Executive, the Chief Safety Officer will develop a corrective action plan. The corrective action plan will include the mitigations developed by the Safety Committee, including any mitigations developed when the Agency does not meet a safety risk reduction program safety performance target. The Safety Committee will review the corrective action plan prior to implementation of the plan.

10 Safety Promotion

10.1 Competencies and Training

Describe the safety training program for all agency transit workers directly responsible for safety.

WestCAT's safety training program applies to all WestCAT and Contractor transit workers directly responsible for safety. This includes but is not limited to:

- Vehicle operators,
- Dispatchers,
- Mechanics,
- Managers and supervisors,
- Agency Leadership and Executive Management,
- Chief Safety Officer, and
- Accountable Executive.

WestCAT requires transit workers, including the Chief Safety Officer, to complete training to be able to fulfill their safety-related roles and responsibilities. Ongoing training programs target the Agency's safety events as well as the need to comply with applicable regulations. Training includes de-escalation training and safety concern identification and reporting training.

Transit workers responsible for safety receive initial training at hire/assignment, and refresher training is provided as necessary, when behaviors indicate a need, and/or there are changes to the PTASP, operations, procedures, organizational structure, and when new hazards are identified, and safety risk mitigation measures are developed.

WestCAT's training program, including frequencies and refresher training, is described in detail within the Agency System Safety Program Plan (SSPP). This document in its entirety is available for review and is located in the WestCAT Administrative Office located at 601 Walter Avenue, Pinole, CA.

WestCAT's Contractor provides job-specific training programs to enhance safety skills necessary for safe, secure, and reliable service. This includes training for operators, trainers, supervisors, maintenance staff, operations, and management personnel. All new hires will undergo new-hire training based upon type of service and experience level. Mastery is verified through evaluations prior to being released for service.

All Contractor operators will receive refresher or remedial training as necessary throughout their employment. This can include, but is not limited to, defensive driving techniques, ADA and Wheelchair Securement activities, Fatigue Management, Pedestrian and Bicyclist Awareness, as well as hands-on training. This training provides a procedure for evaluation of job skills and determining subsequent retraining needs of transit workers who are returning to work after extended leave, transit workers who have been involved in an accident, and refresher skill training.

Training, retraining, proficiency checks, and safety meeting attendance will be recorded and documented. Contractor's training records are kept by the department supervisors and managers and will include:

- Date of training
- Transit worker names
- Copies of training materials
- Training subject
- Location of training
- Name of trainer
- Signature of trainer and trainee

Operations safety-related skill training includes the following:

- New-hire bus vehicle operator classroom and hands-on skill training,
- Bus vehicle operator refresher training,
- Bus vehicle operator retraining (recertification or return to work),
- Classroom and on-the-job training for dispatchers,
- Classroom and on-the-job training for operations supervisors and managers, and
- Accident investigation training for operations supervisors and managers.

Vehicle maintenance safety-related skill training includes the following:

- Ongoing skill training for mechanics,
- Ongoing skill training for mechanic supervisors,
- Accident investigation training for mechanic supervisors,
- Ongoing hazardous material training for mechanics and supervisors, and
- Training provided by vendors.

TSA Security Training for Surface Transportation Transit Workers

Operations staff performing security-sensitive functions will receive TSA-approved security training. The training curriculum will teach staff how to observe, assess, and respond to terrorist-related threats and/or incidents.

- **Security Enhancement Through Assessment (SETA)**
WestCAT participates in the no-cost, voluntary program designed to evaluate and improve security through a three phased approach of initial assessment, training and reassessment. Tactical level assessment scenarios include vehicle inspection procedures, suspicious and unattended bag response, suspicious individual procedures, etc.

10.2 Safety Communication

Describe processes and activities to communicate safety and safety performance information throughout the organization.

Safety and Safety Performance information may be communicated throughout the Agency in the following ways:

- Discussion at mandatory safety meetings. Safety communication content includes safety-related hazards, discussion, training videos, and safety messaging.
- Memos
- Safety Committee meetings
- E-mail communications
- New hire orientation training
- Bulletin board postings
- Safety Management Policy Statement posted in the Administration office lobby and employee safety bulletin board in the operations hallway near maintenance

At initial training and during ongoing training, information is communicated on hazards and safety risk relevant to transit worker's roles and responsibilities.

Safety Committee meeting minutes are posted on the employee safety bulletin board in the operations hallway near maintenance and in a Safety Committee meeting minutes binder located in the Chief Safety Officer's office. Communication of follow up information on identified hazards reported through the transit worker safety reporting program and results of actions taken by the Safety Committee are documented in the meeting minutes.

11 Additional Information

Supporting Documentation

Include or reference documentation used to implement and carry out the Safety Plan that are not included elsewhere in this Plan.

Pursuant to 49 CFR Part 673.31, WestCAT maintains records related to this Safety Plan and SMS implementation for a minimum of three years. These documents include but are not limited to the results from SMS processes and activities. WestCAT will make these documents available to FTA, Caltrans, and other Federal and state agencies upon request.

Documentation used to implement and carry out the Public Transportation Agency Safety Plan that are not included elsewhere in this Plan include:

- MV Transportation Injury and Illness Prevention Plan: Assists with communicating safety and safety performance information
- WestCAT System Safety Program Plan (SSPP): Assists with communicating safety processes and procedures throughout the organization

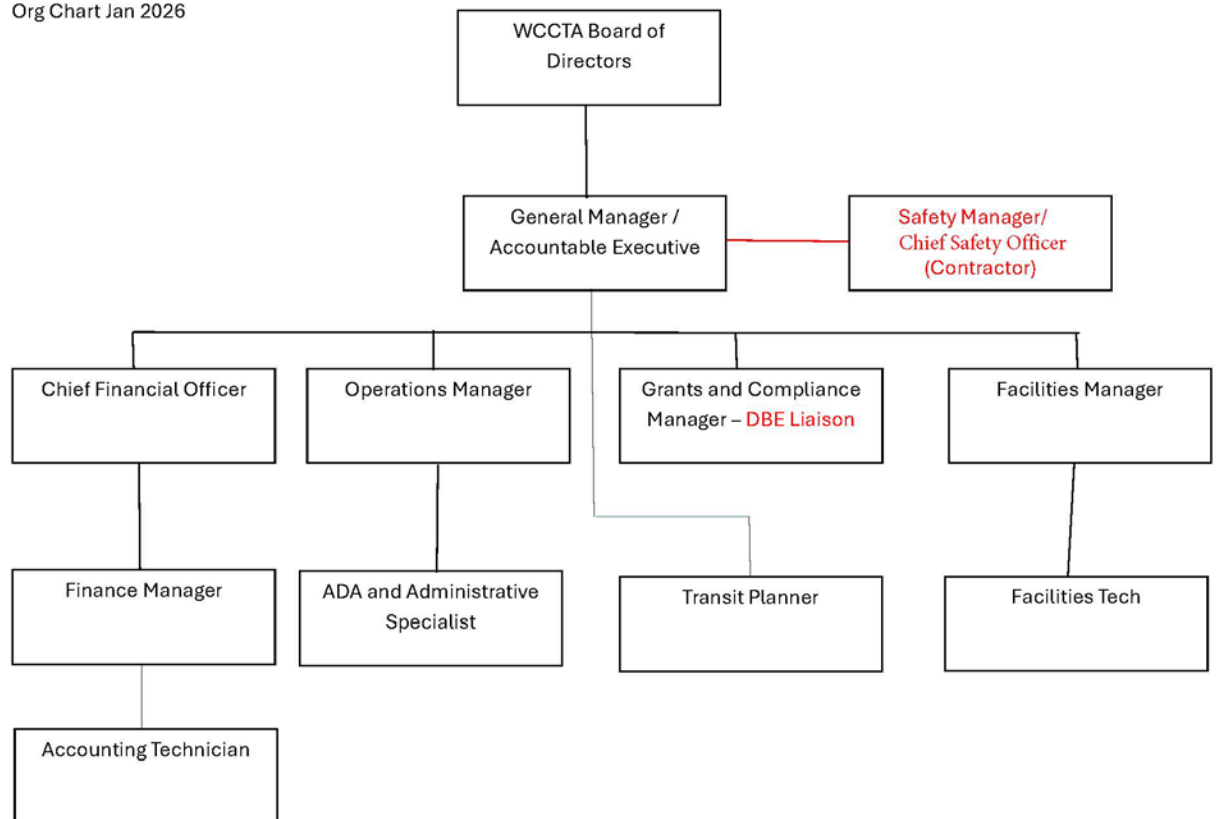
12 Glossary of Terms

Term	Definition
Accountable Executive	<p>§ 673.5 Definitions – Accountable Executive means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a transit agency; responsibility for carrying out the transit agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the transit agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the transit agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326.</p> <p>§ 673.23(d)(1) – The transit agency must identify an Accountable Executive. The Accountable Executive is accountable for ensuring that the transit agency's SMS is effectively implemented throughout the transit agency's public transportation system. The Accountable Executive is accountable for ensuring action is taken, as necessary, to address substandard performance in the transit agency's SMS. The Accountable Executive may delegate specific responsibilities, but the ultimate accountability for the transit agency's safety performance cannot be delegated and always rests with the Accountable Executive.</p> <p>(i) The Accountable Executive of a large urbanized area provider must implement safety risk mitigations for the safety risk reduction program that are included in the Agency Safety Plan under § 673.11(a)(7)(iv).</p> <p>(ii) The Accountable Executive of a large urbanized area provider receives and must consider all other safety risk mitigations recommended by the Safety Committee, consistent with requirements in §§ 673.19(d) and 673.25(d)(6).</p>
Chief Safety Officer/SMS Executive	<p>§ 673.5 Definitions – Chief Safety Officer means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.</p> <p>SMS Executive means a Chief Safety Officer or an equivalent.</p> <p>§ 673.23(d)(2) – The Accountable Executive must designate a Chief Safety Officer or SMS Executive who has the authority and responsibility for day-to-day implementation and operation of a transit agency's SMS. The Chief Safety Officer or SMS Executive must hold a direct line of reporting to the Accountable Executive. A transit agency may allow the Accountable Executive to also serve as the Chief Safety Officer or SMS Executive.</p>
Assault on a Transit Worker	<p>Assault on a Transit Worker means a circumstance in which an individual knowingly, without lawful authority or permission, and with intent to endanger the safety of any individual, or with a reckless disregard for the safety of human life, interferes with, disables, or incapacitates a transit worker while the transit worker is performing the duties of the transit worker. (per § 673.5)</p>

Term	Definition
Hazard	Hazard means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment. (per § 673.5)
Injury	Injury means any harm to persons as a result of an event that requires immediate medical attention away from the scene. (per § 673.5)
Potential Consequence	Potential Consequence means the effect of a hazard. (per § 673.5)
Safety Event	Safety Event means an unexpected outcome resulting in injury or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment. (per § 673.5)
Safety Management System (SMS)	Safety Management System means the formal, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systemic procedures, practices and policies for managing hazards and safety risk. (per § 673.5)
Safety Performance Target	Safety Performance Target means a quantifiable level of performance or condition, expressed as a value for the measure, related to safety management activities, to be achieved within a specified time period. (per § 673.5)
Safety Risk	Safety Risk means the composite of predicted severity and likelihood of a potential consequence of a hazard. (per § 673.5)
Safety Set-Aside	Safety Set-Aside means The allocation of not less than 0.75 percent of assistance received by a large urbanized area provider under 49 U.S.C. 5307 to safety-related projects eligible under 49 U.S.C. 5307. (per § 673.5)
Transit Worker	Transit worker means any employee, contractor, or volunteer working on behalf of the transit agency. (per § 673.5)

13 Organizational Chart

Org Chart Jan 2026



14 NTD Safety & Security Quick Reference Guide

2026 NTD Safety & Security Quick Reference Guide – Non-Rail Mode Reporting

Reportable Event: A safety or security event occurring on transit right-of-way or infrastructure, at a transit revenue facility, at a maintenance facility, during a transit related maintenance activity, or involving a transit revenue vehicle. *Excluded from this event-reporting requirement are: events that occur off transit property where affected persons, vehicles, or objects come to rest on transit property after the event, OSHA events in administrative buildings, deaths that are a result of illness or other natural causes, other events (assault, robbery, non-transit vehicle collisions, etc.) occurring at bus stops or shelters that are not on transit-owned property (unless boarding/alighting at the time), collisions that occur while traveling to or from a transit-related maintenance activity, collisions involving a supervisor car, or other transit service vehicle operating on public roads.*

S&S-40 Major Event Report	S&S-50 Non-Major Monthly Summary
MAJOR THRESHOLDS An event meeting the reportable event definition AND meeting <u>one or more</u> of the following reporting thresholds: <ul style="list-style-type: none"> • A fatality confirmed within 30 days (including suicide) • An injury requiring transport away from the scene for medical attention for one or more persons (partial exception in the case of Other Safety Events) • Estimated property damage equal to or exceeding \$25,000 • An evacuation for life safety reasons • Collisions involving transit roadway revenue vehicles that require towing away of a transit roadway vehicle or other non-transit roadway vehicle due to disabling damage. <p><i>Reports are due within 30 days of the date of the event.</i></p>	NON-MAJOR THRESHOLDS Assault on a transit worker with no injury. Other Safety single-injury incidents meeting the reportable event definition that ARE NOT a result of a collision, derailment, evacuation, major security event, hazmat spill, Act of God; or non-major fire. <p>Non-Major Assaults on Transit Workers:</p> <ul style="list-style-type: none"> • Non-injury (no transport) • Intent to endanger the safety of any individual • With reckless disregard for the safety of human life. <p>Other Safety Incidents:</p> <ul style="list-style-type: none"> • Single injury event requiring transport away from the scene for medical attention. <p>Fire:</p> <ul style="list-style-type: none"> • Required suppression but does not meet a major incident reporting threshold. <p><i>Reports due by the end of the following month</i></p>
Event Types Safety Events <ul style="list-style-type: none"> • Collision (including suicide/attempted suicide/assault involving transit vehicle contact) • Fire • Hazardous material spill (requires <i>specialized</i> clean-up) • Acts of God (nature) • Other Safety Occurrences Not Otherwise Classified (two injuries and/or another threshold) <ul style="list-style-type: none"> ◦ Miscellaneous events that meet a threshold System Security Events <ul style="list-style-type: none"> • Arson • Bomb threat/bombing • Burglary / Vandalism • Chemical/biological/radiological/nuclear release • Cyber security event • Hijacking • Sabotage • Suspicious package • Other security event (shots fired, projectiles, etc.) Personal Security Events <ul style="list-style-type: none"> • Assault (no transit vehicle contact) • Homicide (no transit vehicle contact) • Suicide or Attempted Suicide (no transit vehicle contact) • Robbery • Larceny/theft • Motor vehicle theft • Rape • Other personal security events (e.g., perpetrator tased) 	Event Types/Examples Non-Major Assaults on Transit Workers <i>Includes both Physical and Non-Physical Assaults</i> <ul style="list-style-type: none"> • Threat of violence • Verbal assault/harassment • Spitting or striking • Interference with transit workers' duties Other Safety Incident Single Injury due to: <ul style="list-style-type: none"> • Slip/Trip • Fall <ul style="list-style-type: none"> ◦ Including people making contact with a non-moving transit vehicle ◦ Excludes individuals injured at bus stops unless boarding or alighting a transit vehicle at the time of the event • Injury to maintenance worker • Boarding/alighting • Abrupt or evasive transit vehicle maneuvers • Mobility device (e.g., wheelchair) securement issues Excludes individuals transported for mental health evaluation unrelated to a reportable event due to declarations of self-harm, solely for intoxication, drug overdose or exposure to the elements. <p>Fire:</p> <ul style="list-style-type: none"> • Required suppression but no major threshold is met. <ul style="list-style-type: none"> ◦ Small fire on in transit station ◦ Small engine fire on transit vehicle

15 Appendix A: Transit Worker Safety Reporting Program

MV Transportation SMS Hazard/Risk Report Form	
This report concerns:	<input type="checkbox"/> Hazard <input type="checkbox"/> Risk <input type="checkbox"/> Near Miss <input type="checkbox"/> Other
Hazard Type:	<input type="checkbox"/> Policy/Procedure <input type="checkbox"/> Operational <input type="checkbox"/> Environmental <input type="checkbox"/> Equipment/Design <input type="checkbox"/> Training
REPORTED BY:	<input type="checkbox"/> Employee <input type="checkbox"/> Customer/Passenger <input type="checkbox"/> Other: <small>ie: PD or FD</small>
NAME:	LOCATION:
Description of Safety Concern:	
PHOTOS:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Hazard Analysis: <small>According to Hazard Severity Matrix</small>	<input type="checkbox"/> 1 Catastrophic <input type="checkbox"/> 2 Critical <input type="checkbox"/> 3 Marginal <input type="checkbox"/> 4 Negligible
Recommended Safety Risk Mitigation:	
Supervisor/Safety Manager Comments/Actions:	
Supervisor/Safety Manager:	

(Page 1 of SMS Hazard/Risk Report Form)

Hazard/Risk Resolution			
Is Hazard/Risk corrected "On the Spot"?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If the answer is "No" then proceed with the steps below:	
This report must be forwarded to the SAFETY DEPARTMENT; report is assigned to specific department(s) for hazard rectification; report is assigned a priority			
Priority:	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low		
Hazard/Risk/ Near Miss deficiency corrected?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date closed if "Yes"	Date
If answer is NO, notify Safety department to begin continuing action for resolution, and send to the Safety Team or Staff for recommendations.			
List how the Hazard/Risk/Near Miss was resolved			
Date Resolved		Date	

(Page 2 of SMS Hazard/Risk Report Form)

16 Appendix B: Sample Safety Risk Register

Sample Safety Assessment Register															
	Hazard	Identification Date	Identification Source	Analysis Date	Worst Possible, Worst Credible, or Most Common Potential Consequence(s)	Existing Mitigation(s)	Severity of Consequences	Likelihood of Consequences	Safety Risk Index	Further Mitigation Action	Revised Safety Risk Index	Revised Safety Risk Index Date	Department Responsible for Mitigation	Estimated Implementation Date	Contact Person
WestCAT Sample 1	90 degree narrow turns into entrance of bus yard on Walter Ave.	3/9/2020	Employee safety reporting	3/12/2020	Bus turning right into yard colliding with smaller vehicles as they exit/turn left at intersection.	1. Operator training.	3 (Marginal)	C (Occasional)	3C (Undesirable. Corrective action may be required; decision by management)	1) Post bulletin with pictures of intersection in drivers' room. 2) Post "watch for exiting vehicles" sign on Walter Ave. at intersection. 3) Install security mirror at intersection allowing drivers to see around the corner.	3D (Acceptable based on mitigations)	3/15/2020	1. Operations 2. Maintenance	6/1/2020	Denise Williams James Grimes
Sample 2	Buses misaligned over service pits.	Date	Employee safety reporting	Date	Bus falling into pit resulting in worker fatality.	1. Training in aligning the bus properly over pit. 2. SOP and rule book provided with training.	1 (Catastrophic)	C (Occasional)	1C (Unacceptable corrective action required)	1. Revise SOP and Rulebook to require a second worker to watch and signal for bus placement. 2. Establish speed restrictions moving in and out of shop. 3. Stripe lines around pits with high visibility fluorescent paint. 4. Revise SOPs to ensure pit is not occupied during bus movements over pit. 5. Install bus tire guides on pit edge.	1D (Acceptable based upon mitigations)	Date	Bus Vehicle Maintenance	Date	Name
Sample 3	Inspection panels in XYZ model buses difficult to access by maintenance.	Date	Employee safety reporting	Date	Inspection panels in XYZ model buses difficult to access by maintenance personnel.	1. Maintenance training. 2. SOP and rule book provided with training.	3 (Negligible)	B (Probable)	3B (Acceptable based upon mitigations)	N/A	N/A	N/A	N/A	N/A	N/A

Sample Safety Risk Mitigation Register						
Potential Consequence(s)			Timeframe and Mitigation(s) to be Implemented		Mitigation Monitoring Activities and Responsible Department	
Hazard	Worst Possible, Worst Credible, or Most Common Potential Consequence(s)	Safety Performance Target	Mitigations	Timeframe	Monitoring Means	Department Responsible for Monitoring Mitigation Effectiveness
90 degree narrow turn into entrance of bus yard on Walter Ave	Bus turning right into yard from Walter Ave. colliding with smaller vehicles as they exit/turn left onto Walter Ave.	Reduce the likelihood of bus turning right into yard when vehicles are exiting yard.	1) Post bulletin with pictures of intersection in drivers' room	90 Days	1. Workplace observations. 2. Employee safety	Safety Department
			2) Post "watch for exiting vehicles" at intersection	90 Days	1. Workplace observations. 2. Employee safety	Safety Department
			3) Install security mirror at intersection allowing drivers to see around the corner.	90 Days	1. Workplace observations. 2. Employee safety reporting	Safety Department
Buses misaligned over service pits.	Bus falling into service pit resulting in worker fatality.	Reduce the number events of bus misalignment over pit per [time unit] by [%] by [date].	1. Revised SOP and Rulebook to require a second worker to watch and signal for bus	180 Days	1. Workplace observations. 2. Employee safety reporting	Safety Department
			2. Establish speed restrictions moving in and out of shop.	180 Days	1. Workplace observations. 2. Employee safety reporting	Safety Department
			3. Stripe lines around pits with high visibility fluorescent paint.	180 Days	1. Workplace observations. 2. Employee safety	Safety Department
			4. Revise SOPs to ensure pit is not occupied during bus movements over pit.	180 Days	1. Workplace observations. 2. Employee safety reporting	Safety Department
			5. Install bus tire guides on pit edge.	180 Days	1. Workplace observations. 2. Employee safety	Safety Department
Placement of XYZ model buses inspection panels.	Inspection panels in XYZ model buses difficult to access by maintenance personnel.	N/A	N/A	N/A	N/A	N/A

17 Certification Letter



Western Contra Costa Transit Authority (WestCAT)

Public Transit Agency Safety Plan (PTASP)

CERTIFICATION

The Western Contra Costa Transit Authority (WestCAT) complies with all sections of the Federal Transit Administration's (FTA) 49 C.F.R Part 673. WestCAT has established and implements a Safety Management System (SMS). The Safety Management System (SMS) works in conjunction with the SMS developed by the Contractor, MV Transportation. It is appropriately scaled to the size, scope, and complexity of our transit system and includes the following elements:

- **Safety Management Policy** as described in 673.23
- **Safety Risk Management** as described in 673.25
- **Safety Assurance** as described in 673.27
- **Safety Promotion** as described in 673.29

WestCAT identifies the General Manager as the Accountable Executive as defined by 673.23 (d)(1) and is responsible for ensuring that SMS is effectively implemented throughout the agency. As defined in 673.23 (d)(2) the General Manager designates MV Transportation's Safety Manager as the Chief Safety Officer.

Tiffany Grimsley
Board Chair

2/12/2026

Rob Thompson
General Manager and Accountable Executive

2/12/2026

Resolution 2026-01

A RESOLUTION OF THE WESTERN CONTRA COSTA TRANSIT AUTHORITY TO APPROVE THE PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

WHEREAS, In accordance with the Federal Transit Administration's (FTA) Public Transportation Agency Safety Plan (PTASP) Final Rule (49 CFR Part 673) effective July 19, 2019; and

WHEREAS, November 15, 2021 President Biden signed into law the Bipartisan Infrastructure Law amending FTA's safety program at 49 U.S.C. § 5329(d) by adding to the PTASP requirements; and

WHEREAS, May 13, 2024 FTA amended 49 CFR Part 673 with new requirements that implemented statutory changes in the Bipartisan Infrastructure Law to make transit safer for both transit workers and passengers; and

WHEREAS, Western Contra Costa Transit Authority's Public Transportation Agency Safety Plan is annually reviewed and compliant with 49 CFR Part 673; and

WHEREAS, Western Contra Costa Transit Authority's Safety Committee set fiscal year 2026 safety performance targets by reviewing National Transit Database (NTD) data based on a three-year rolling average for fiscal year 2023, 2024 and 2025; and

WHEREAS, The Safety Committee approved the 2026 Public Transportation Agency Safety Plan on January 26, 2026, and be it finally

RESOLVED, Western Contra Costa Transit Authority identifies the General Manager as the Accountable Executive responsible for ensuring that SMS is effectively implemented throughout the agency and the General Manager designates the Safety Manager as the Chief Safety Officer.

I hereby certify that the foregoing resolution is a full, true, and correct copy of a resolution passed by Western Contra Costa Transit Authority Board of Directors.

Passed this 12th day of February 2026, by the following vote:

AYES:

NOES:

ABSTAIN:

AGENCY BOARD DESIGNEE:

February 12, 2026

BY: Tiffany Grimsley, Chair
WestCAT Board of Directors

Date

Agenda Item 2.3

Staff Report on MTC WestCAT Fall 2025 Onboard Survey (Discussion Item Only)

Background

Between September and November 2025, WestCAT and the Metropolitan Transportation Commission (MTC) contracted with Corey, Canapary & Galanis (CC&G) to conduct a survey of passengers on WestCAT's fixed-route buses. This survey was conducted to ensure compliance with Title VI data collection requirements for Federal Transit Administration (FTA) recipients, as well as to support future local and regional transit planning efforts.

Discussion

CC&G collected 322 weekday surveys and 27 weekend surveys for a total of 349 surveys all together. This quantity far exceeds the sampling plan's goal of collecting surveys from 7.5% of weekday passengers on surveyed routes, and it provides a margin of error of +/- 6.7% for those passengers at the 95% confidence interval. Survey questions focused on key characteristics of respondents and their trips, such as origin and destination details. Data from the survey has been adjusted based on average weekly ridership during the survey collection period.

Key findings from the survey include the following:

- 92% of respondents give WestCAT's service a rating of "Good" or better, with 52% of riders rating the service as "Excellent" – passengers give WestCAT an average rating of 4.4 out of 5.
- 45% of respondents use WestCAT's service 5 or more days per week, with an additional 33% of respondents using the service 3 to 4 days per week.
- Many trips include transfers with BART and/or other agencies like AC Transit and San Francisco Muni; for example, around 13% of respondents used BART to get to WestCAT, and around 14% of respondents use WestCAT to get to BART.
- 72% of respondents paid their fare using either cash or the cash value function on their Clipper card.
- 74% of respondents live in a household with access to at least one vehicle and are riding with WestCAT instead of using that vehicle.

Requested Action

No action is requested; item is discussion-only.



WestCAT Onboard Survey

Fall 2025

Summary Report

January 2026

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Project Overview

Metropolitan Transportation Commission (MTC) and WestCAT contracted with Corey, Canapary & Galanis (CC&G) to conduct an onboard survey of WestCAT passengers. The primary goals of this survey were to:

1. Collect data used to support future local and regional transit planning efforts, with a focus on origin/destination details;
2. Fulfill data collection requirements stipulated by Circular 4702.1B of the Title VI Requirements and Guidelines for Federal Transit Administration Recipients; and
3. Provide other key characteristics of both the respondent and the trip.

While the primary mode of onboard data collection was via tablet, those who did not complete the survey onboard were able to do so by providing their name and phone number via postcard so they could complete the survey by phone.

The sampling plan was developed to collect completed surveys from about 7.5% of weekday passengers on surveyed WestCAT bus routes (e.g. at least 213 surveys), as well as some weekend passengers on surveyed WestCAT bus routes. This sampling provides a margin of error of +/- 6.7% among weekday passengers at the 95% confidence level.

CC&G conducted surveying from September 16, 2025, through November 14, 2025. CC&G collected 349 surveys total during Fall 2025, of which 322 were weekday and 27 were weekend.

Surveying was conducted in English, Spanish, and Chinese. Of the 349 surveys collected, 340 were in English, 7 in Spanish, and 2 in Chinese.

Data was weighted and amplified to the average weekly ridership during the survey fieldwork period. **The Total columns in the Detailed Results section represent the findings amplified based on average weekly ridership.**

Executive Summary

Riders

- About three-quarters of respondents (74%) are choice riders, in that they have access to a vehicle but use WestCAT instead.
- The average rider is 42 years old, lives in a household earning \$84,857 annually, and commutes four days a week. They live in a household of three people, two of whom work.
- Riders are generally very satisfied with WestCat service, with 52% rating the service a “5” (on a scale of 1-5 with 5 being the highest or Excellent), and another 40% rating the service a “4” out of 5.

Travel/Usage Patterns

- The average rider rides WestCAT four days a week and has been riding for over five years.
- Riders are most likely to walk or take transit to get to or from their bus.
- Of those who used another transit vehicle besides the surveyed bus, most either transferred to/from another WestCAT bus, BART, AC Transit, or San Francisco Muni.
- Over those who used a bicycle on their trip, all (100%) used a personal bike. Half of these riders (52%) used an e-bike for their trip, while 48% used a manual pedal bike
- Trip purpose
 - Riders are most likely to be coming from home (55%), work (24%), or a social/recreational location (5%).
 - Riders are most likely to be traveling to home (40%), work (31%), or a shopping destination (6%).
- Three-quarters (72%) of all respondents paid their fare using cash, either in the farebox or on Clipper.
- Respondents are satisfied with WestCAT with most (92%) rating their experience excellent or good and an overall rating of 4.40 out of 5.00.

Detailed Results

Most respondents surveyed were beginning their trip at home, work, or a social/recreational location.

Most respondents were ending their trip at home, work, or a shopping destination.

Origin

WHAT TYPE OF PLACE ARE YOU COMING FROM (THE START OF YOUR ONE-WAY TRIP)?

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Your home	55%
Your usual workplace	24%
Social or recreational	5%
College or University (student only)	5%
School (K-12) (student only)	4%
Shopping	3%
Personal business	2%
Work related	1%
Escorting others (children, elderly)	1%
Friend/Relative's Home	1%
Dining/coffee	<1%
Medical/dental	<1%

Destination

AND, WHAT TYPE OF PLACE ARE YOU GOING TO (THE END PLACE FOR YOUR ONE-WAY TRIP)?

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Your home	40%
Your usual workplace	31%
Shopping	6%
Social or recreational	6%
College or University (student only)	5%
Personal business	4%
School (K-12) (student only)	3%
Dining/coffee	2%
Medical/dental	1%
Work related	1%
Escorting others (children, elderly)	<1%

Getting To and From WestCAT

Most respondents walked from their origin or their last transit vehicle to reach their boarding stop for the surveyed trip and will walk from their alighting stop or their last transit vehicle to reach their destination.

Getting from Origin to WestCAT (Multiple Responses Accepted)

HOW DID YOU GET FROM YOUR STARTING POINT TO THE STOP WHERE YOU BOARDED THIS BUS?

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Walked	78%
Bus/Train/Ferry	34%
Drove alone and parked	10%
Dropped off by someone - not a service	5%
Bike	4%
Uber. Lyft, or a similar service	1%
Drove or rode with others and parked	1%
Private Shuttle (Company/University Shuttle)	1%
Taxi	<1%
Other (Unspecified)	<1%

Getting from WestCAT to Destination (Multiple Responses Accepted)

HOW WILL YOU GET FROM THE STOP WHERE YOU GET OFF THIS BUS TO YOUR FINAL DESTINATION?

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Walked	82%
Bus/Train/Ferry	35%
Drive alone in vehicle parked nearby	8%
Bike	4%
Picked up by someone (NOT a service)	3%
Uber. Lyft, or a similar service	2%
ParaTransit	<1%
Drive or ride with others in vehicle parked nearby	<1%
Other (Unspecified)	<1%

Transit Users – Getting to WestCAT

Of those who used another transit vehicle to get to their surveyed WestCAT bus, three-quarters (77%) used only one other transit vehicle for their trip. Most of these respondents used either another WestCAT bus (44%), BART (39%), or San Francisco Muni (15%). Most (94%) of these respondents walked to their first transit stop.

Number of Transit Vehicles Used to Get to WestCAT

HOW MANY BUSES OR FERRIES DID YOU USE TO GET FROM YOUR STARTING POINT TO THE STOP WHERE YOU BOARDED THIS BUS?

	Total*
BASE – USED TRANSIT TO GET FROM ORIGIN TO SURVEYED BUS (AMPLIFIED WEEKLY RIDERSHIP)	5,216
One	77%
Two	22%
Three	1%
Average Number of Transit Vehicles	1.24

Transit Systems Used to Get to WestCAT (Multiple Responses Accepted)*

WHICH TRANSIT SYSTEMS DID YOU USE TO GET FROM YOUR STARTING POINT TO THE STOP WHERE YOU BOARDED THIS BUS?

	Total*
BASE – USED TRANSIT TO GET FROM ORIGIN TO SURVEYED BUS (AMPLIFIED WEEKLY RIDERSHIP)	5,216
Another WestCAT bus	44%
BART	39%
San Francisco Muni	15%
AC Transit	14%
County Connection	3%

Getting from First Transit System to WestCAT

HOW DID YOU GET TO YOUR FIRST BUS OR FERRY?*

	Total*
BASE – USED TRANSIT TO GET FROM ORIGIN TO SURVEYED BUS (AMPLIFIED WEEKLY RIDERSHIP)	5,216
Walk all the way	94%
Dropped off by someone (NOT a service)	2%
Company/University Shuttle	2%

* Responses shown were cited by 2% or greater of respondents overall. See cross-tabulated tables for complete list.

Transit Users – Getting to Destination

Of those who used another transit vehicle to get from their surveyed WestCAT bus to their destination, three-quarters (77%) used only one other transit vehicle for their trip. Most of these respondents used either another WestCAT bus (41%), BART (40%), or AC Transit (16%). Most (97%) of these respondents walked to their destination.

Number of Transit Vehicles Used to Get from WestCAT to Destination

HOW MANY BUSES OR FERRIES DID YOU USE TO GET FROM THIS BUS TO YOUR DESTINATION?

	Total*
BASE – USED TRANSIT TO GET FROM SURVEYED BUS TO DESTINATION (AMPLIFIED WEEKLY RIDERSHIP)	5,274
One	77%
Two	22%
Three	2%
Average Number of Transit Vehicles	1.25

Transit Systems Used to Get from WestCAT to Destination (Multiple Responses Accepted)*

WHICH TRANSIT SYSTEMS DID YOU USE TO GET FROM THIS BUS TO YOUR DESTINATION?

	Total*
BASE – USED TRANSIT TO GET FROM SURVEYED BUS TO DESTINATION (AMPLIFIED WEEKLY RIDERSHIP)	5,274
Another WestCAT bus	41%
BART	40%
AC Transit	16%
San Francisco Muni	14%
County Connection	2%
SolTrans (Solano County Transit)	2%

Getting from First Transit System to WestCAT*

HOW WILL YOU GET FROM YOUR LAST BUS OR FERRY TO YOUR DESTINATION?)

	Total*
BASE – USED TRANSIT TO GET FROM SURVEYED BUS TO DESTINATION (AMPLIFIED WEEKLY RIDERSHIP)	5,274
Walk all the way	97%
Bike	3%

* Responses shown were cited by 2% or greater of respondents overall. See cross-tabulated tables for complete list.

Bicycle Riders

Of those who used a bicycle to another transit vehicle to either get to their surveyed WestCAT bus or from their surveyed bus to their destination, all used a personal bike (100%). Half of these riders (52%) used an e-bike for their trip, while 48% used a personal bike.

Bicycle Ownership

DID YOU USE A PERSONAL BIKE OR A BIKESHARE BIKE TO GET FROM YOUR STARTING POINT TO THE STOP WHERE YOU BOARDED THIS BUS/ WILL YOU USE A PERSONAL BIKE OR A BIKESHARE BIKE TO GET YOUR DESTINATION FROM THIS BUS?

	Total*
BASE – USED A BICYCLE TO GET FROM ORIGIN TO SURVEYED BUS OR FROM SURVEYED BUS TO DESTINATION (AMPLIFIED WEEKLY RIDERSHIP)	608
Personal bike	100%
Rideshare bike	-

Bicycle Type

WAS THIS BIKE A MANUAL PEDAL BIKE OR AN E-BIKE?

	Total*
BASE – USED A BICYCLE TO GET FROM ORIGIN TO SURVEYED BUS OR FROM SURVEYED BUS TO DESTINATION (AMPLIFIED WEEKLY RIDERSHIP)	608
E-Bike	52%
Manual pedal bike	48%

Fare Medium

HOW DID YOU PAY FOR THIS ONE-WAY TRIP?

Three-quarters (72%) of all respondents paid their fare using cash, either in the farebox or on Clipper.

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Clipper – cash value	59%
Cash	13%
Clipper (monthly pass, 10-ride pass, day pass, etc.)	12%
Lynx 20 Year Anniversary Free Fare Promotion	9%
Paper (monthly pass, 10-ride pass, day pass, etc.)	3%
Clipper paid by school/Employer	2%
Clipper Start	1%
Transfer fare (from another system)	1%

Fare Category

WHAT TYPE OF FARE DID YOU PAY?

Three-quarters of respondents (78%) paid an Adult fare.

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Adult	78%
Senior	13%
Youth	5%
Disabled/Medicare Card Holder (RTC)	4%

Rating of WestCAT Services

HOW WOULD YOU RATE YOUR OVERALL EXPERIENCE RIDING THIS ROUTE? WOULD YOU SAY?

Respondents are satisfied with WestCAT with most (92%) rating their experience excellent or good and an overall rating of 4.40 out of 5.00.

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Category (number rating)	%
Excellent (5)	52%
Good (4)	40%
Neutral (3)	5%
Only Fair (2)	3%
Poor (1)	<1%
Mean Rating (Out of 5.0)	4.40

*Total surveys have been weighted/amplified to reflect the average weekly ridership during the fieldwork period. Please see page 3 for more details.

Frequency

HOW OFTEN DO YOU TYPICALLY USE THIS SERVICE?

Nearly half (45%) of riders use WestCAT 5 days a week or more. Overall, respondents ride about 4 days a week.

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Category [Midpoint average]	%
6 to 7 days a week [6.5 days/week]	12%
5 days a week [5 days/week]	33%
3 to 4 days a week [3.5 days/week]	33%
1 to 2 days a week [1.5 days/week]	15%
1 to 3 days a month [0.25 days/week]	4%
Less than once a month [0.1 days/week]	2%
This is my first time on the bus [0 days/week]	1%
Mean Frequency (In Days)	3.85

Tenure

HOW LONG HAVE YOU BEEN USING THIS SERVICE?

While one-fourth of riders (26%) have been using WestCAT for less than one year, riders overall have been riding for an average of five years (5.42).

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Category [Midpoint average]	%
This is my first time [0 years]	2%
Less than 6 months [0.25 years]	13%
6 months to 12 months [0.75 years]	11%
1 to 2 years [1.5 years]	18%
3 to 5 years [4 years]	22%
6 to 10 years [8 years]	14%
More than 10 years [15 years]	19%
Mean Tenure (In Years)	5.42

Household Size

INCLUDING YOU, HOW MANY PEOPLE LIVE IN YOUR HOUSEHOLD?

The average household size among respondents is about three people.

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
One Person (just you)	18%
Two People	20%
Three to Four People	41%
Five or More People	21%
Average Number of People/HH	3.17

Workers in Household

INCLUDING YOU, HOW MANY ADULTS (AGE 16 AND OLDER) ARE EMPLOYED FULL OR PART TIME AND LIVE IN YOUR HOUSEHOLD?

The average respondent has two adults working in their household.

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
No Workers	11%
One Person	27%
Two People	33%
Three to Four People	27%
Five or More People	2%
Average Number of Workers/HH	1.99

Vehicles in Household

HOW MANY VEHICLES (CARS, TRUCKS, OR MOTORCYCLES) ARE AVAILABLE TO YOUR HOUSEHOLD?

Nearly three-quarters (74%) of respondents are choice riders, in that they have access to a vehicle but use WestCAT instead. Respondents averaged nearly two vehicles per household.

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Zero vehicles	26%
One vehicle	26%
Two vehicles	26%
Three or More vehicles	22%
Average Number of Vehicles/HH	1.55

Respondent Work Status

ARE YOU CURRENTLY EMPLOYED FULL-TIME OR PART-TIME?

Three-quarters (80%) of respondents work full or part time.

	Total*
BASE – ONE OR MORE WORKERS IN HOUSEHOLD (AMPLIFIED WEEKLY RIDERSHIP)	13,243
Employed full-time (paid, working 35+ hours per week)	56%
Employed part-time (paid, working less than 35 hours per week)	24%
Not employed	20%

Commute Frequency

HOW MANY DAYS PER WEEK DO YOU COMMUTE TO WORK (WORK OUTSIDE THE HOME)?

Half (50%) of respondents commute five or more days per week. The average respondent commutes four days per week.

	Total*
BASE – RESPONDENT IS EMPLOYED EITHER FULL OR PART TIME (AMPLIFIED WEEKLY RIDERSHIP)	13,243
Category [Midpoint average]	%
0 [0 days/week]	2%
1 [1 day/week]	1%
2 [2 days/week]	12%
3 [3 days/week]	17%
4 [4 days/week]	17%
5 or more [5.1 days/week]	50%
Average Number of Days per Week	4.00

Age

AGE (BASED ON ASKED QUESTION, WHAT YEAR WERE YOU BORN?)

The average respondent is 42 years old.

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
13-18	10%
19-24	14%
25-34	14%
35-44	19%
45-54	14%
55-64	15%
65 or older	13%
Average Age	41.85

Household Income

WHICH OF THE FOLLOWING BEST DESCRIBES YOUR TOTAL ANNUAL HOUSEHOLD INCOME IN 2025 BEFORE TAXES?

The average respondent makes about \$84,857 per year

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Category [Midpoint average]	%
Below \$15,000 [\$7500]	16%
\$15,000 to \$29,999 [\$22,499.5]	11%
\$30,000-\$39,999 [\$34,999.5]	8%
\$40,000-\$49,999 [\$44,999.5]	6%
\$50,000 to \$74,999 [\$62,499.5]	16%
\$75,000 to \$99,999[\$87,499.5]	11%
\$100,000 - \$149,999 [\$124,999.5]	13%
\$200,000 or more [\$250,000]	8%
Average Income	\$84,857

Race/Ethnicity

One-third (38%) of respondents were of Asian ethnicity.

[RACE/ETHNICITY] ARE YOU . . . (MULTIPLE RESPONSES ACCEPTED)

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Asian	38%
Black/African American	26%
White/Caucasian	21%
Hispanic	20%
Native Hawaiian/Pacific Islander	4%
American Indian/Alaska Native	2%

Primary Household Language

WHAT LANGUAGE DO YOU PRIMARILY SPEAK IN YOUR HOUSEHOLD?

English, Tagalog, or Spanish are spoken by most respondents at home.

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
English	82%
Spanish	8%
Tagalog	4%
Chinese	2%
Nepali	2%
Portuguese	1%
Punjabi	1%
Tibetan	<1%
Farsi	<1%
Russian	<1%
Thai	<1%

English Proficiency[^]

HOW WELL DO YOU SPEAK ENGLISH?

Among those who speak a language other than English at home, three-quarter (74%) speak English at least well.

	Total*
BASE- RESPONDENTS WHO PRIMARILY SPEAK A LANGUAGE OTHER THAN ENGLISH IN THEIR HOUSEHOLD (AMPLIFIED WEEKLY RIDERSHIP)	2,704
Category (number rating)	%
Very well (4)	31%
Well (3)	42%
Not well (2)	19%
Not at all (1)	7%
Mean Proficiency (Out of 4.0)	2.98

[^]This table includes only those respondents who said they spoke a language other than English at home. Respondents who said they only spoke English at home are not included.

Gender

By observation or asked

	Total*
BASE – ALL RESPONDENTS (AMPLIFIED WEEKLY RIDERSHIP)	15,122
Male	52%
Female	46%
Non-Binary	2%

*Total surveys have been weighted/amplified to reflect the average weekly ridership during the fieldwork period. Please see page 3 for more details.