Date: March 25, 2026
W.I.: 1514
Referred By: PAC
Revised: 08/26/26-C

ABSTRACT

Resolution No. 4743, Revised

This resolution adopts MTC's FY2025-26 Productivity Improvement Program (PIP).

This resolution includes the following attachment:

- Attachment A: Productivity Improvement Program for Large and Small Transit Operators

Attachment A of this resolution was revised on August 26, 2026 to adopt additional PIP projects for AC Transit, BART, Caltrain, and SFMTA.

Further discussion of this action is contained in the Programming and Allocations Committee Summary Sheets for March 11, 2026 and August 12, 2026.

Date: March 25, 2026
W.I.: 1514
Referred By: PAC

Re: MTC Productivity Improvement Program

METROPOLITAN TRANSPORTATION COMMISSION
RESOLUTION NO. 4743

WHEREAS, Public Utilities Code (PUC) section 99244 provides that each transportation planning agency shall annually identify, analyze, and recommend potential productivity improvements which could lower the operating costs of transit operators within the area under its jurisdiction; and

WHEREAS, as provided for in Government Code sections 66500 et seq., the Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the San Francisco Bay Area; and

WHEREAS, PUC section 99244 provides that recommendations for improvements and productivity shall include, but not be limited to, those recommendations related to productivity made in the triennial performance audits of transit operators conducted pursuant to PUC section 99246; and

WHEREAS, in accordance with PUC section 99244, MTC is required each fiscal year, to make a finding that a transit operator has made a reasonable effort in implementing productivity improvement recommendations prior to approving the allocation of Transportation Development Act (TDA) funds in an amount greater than was allocated to the operator in the preceding fiscal year; and

WHEREAS, in accordance with PUC section 99314.7, MTC is required each fiscal year, to make a finding that a transit operator has made reasonable effort in implementing productivity improvements pursuant to PUC section 99244, prior to approving the allocation of State Transit Assistance (STA) funds to the operator for operating purposes; and

WHEREAS, in accordance with PUC section 99233.2, MTC may support the regional transportation planning process by providing technical assistance funding to transit operators or other entities to implement transit productivity improvements; now, therefore, be it

RESOLVED, that MTC adopts the productivity improvement projects set forth in Attachment A to this resolution, and incorporated herein by reference; and

RESOLVED, that MTC finds that all transit operators identified in Attachment A have made reasonable effort in implementing productivity improvements and are eligible for allocations of TDA and STA funds next fiscal year in accordance with PUC sections 99244 and 99314.7.

METROPOLITAN TRANSPORTATION COMMISSION

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Sue Noack, Chair

The above resolution was entered into by
the Metropolitan Transportation Commission
at a regular meeting of the Commission held
in San Francisco, California and at other
remote locations on March 25, 2026.

Fiscal Year 2025-26 Productivity Improvement Program

All Operators

Transit Operator: All Bay Area Transit Operators

Project Title: Active Participation in Advancement of Regional Initiatives

Project Goal: Improve passenger experience and enhance transit efficiency

Project Description: The Blue Ribbon Transit Recovery Task Force was convened by MTC to guide the future of the Bay Area's public transportation network as the region adjusted to new conditions created by the COVID-19 pandemic. In 2021, the Commission adopted the Transit Transformation Action Plan, leveraging this group's recommendations to document a series of near-term actions needed to begin transforming the region's transit network into a more connected, efficient, and user-focused system. In 2023, the Regional Network Management framework, including the RNM Council, was established to guide regional transit network management activities. All Bay Area transit operators will support the implementation of efforts identified in the Transit Transformation Action Plan and in the RNM Council's Work Plan, across the themes of Fares and Payment (including transit fare policy and integration pilots); Customer Information (including regional mapping and wayfinding initiatives); Transit Network Efficiency; Accessibility (including paratransit streamlining and county-based mobility management efforts); and Funding.

Appendix 1, Regional Initiative Participation Checklist, enumerates expectations for satisfactory implementation of this project.

Estimated Completion Date: Ongoing

Large Operators

Transit Operator: Alameda-Contra Costa Transit District (AC Transit)

Project Title: Trunk Line Incentive Program

Project Goal: Increase the amount of service operated on AC Transit trunk lines

Project Description: AC Transit bus operators will receive $2 per hour incentive pay on operator runs on trunk lines. These are the 13 routes in AC Transit' service network that have the highest frequency and carry the most riders at each operating division. This incentive will help ensure that there is less missed service on these routes by encouraging operators to have less absenteeism.

Estimated Completion Date: August 2026

Transit Operator: Alameda-Contra Costa Transit District (AC Transit)

Project Title: Realign Service Adjustment

Project Goal: Design the new fixed-route bus network to improve frequency, equity and reliability

Project Description: Realign created some routes and schedules that were more reliable for the operators to operate. AC Transit implemented an adjustment to Realign in February 2026 that further improves schedules and runtimes for both the operator and the customer. The early results from the February adjustment show an uptick in service reliability as measured by on-time performance. Improved reliability and more realistic schedules should translate to less operator absenteeism and a commensurate increase in service operated.

Estimated Completion Date: February 2026

Transit Operator: Alameda-Contra Costa Transit District (AC Transit)

Project Title: Improve Fare Compliance and Enforcement

Project Goal: Enhance Revenues (FER Phase I EAS)

Project Description: AC Transit has seen a significant drop in fare compliance in recent years. AC Transit adopted the following Early Action Strategy to improve fare compliance and enforcement:

- Conduct a fare compliance and enforcement study to better understand the extent of and reasons for fare non-compliance; identify staffing, technology, and administrative resources required to improve fare

compliance (e.g., installation of fare validators on both sides of rear and middle doors, faster mobile fare validators, enforcement officers and administrative staff for processing); and develop a funding and implementation plan.

Estimated Completion Date: June 2029

Transit Operator: Alameda-Contra Costa Transit District (AC Transit)

Project Title: Evaluate Zero-Emission Bus (ZEB) Transition Program for Cost Efficiency

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: Resulting longer-term actions may include adjusting the current fleet mix and/or renegotiating legislative requirements with the applicable state agencies. AC Transit adopted the following Early Action Strategy to evaluate the zero-emission bus (ZEB) transition program for cost efficiency:

- Coordinate with peer agencies in the Bay Area to seek deferral of the ZEB transition requirements.

Estimated Completion Date: June 2029

Transit Operator: Alameda-Contra Costa Transit District (AC Transit)

Project Title: Offer Incentives to Improve Attendance

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: Incentivize attendance and reduce absenteeism to improve reliability. AC Transit has been doing so on high-frequency routes with great success and is considering further strategies to continue to strengthen day-to-day service reliability. AC Transit adopted the following Early Action Strategy to offer incentives to improve attendance:

- Extend incentives for attendance to other high-priority routes such as school trippers and transbay bus routes.

Estimated Completion Date: June 2029

Transit Operator: Alameda-Contra Costa Transit District (AC Transit)

Project Title: Improve Speed and Reliability of Service

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: AC Transit has an extensive service network. Delays on bus routes accumulate, affecting overall performance and operating cost. AC Transit can take several steps toward improving bus speed and reliability, including by adopting any of the following early action strategies. AC Transit adopted the following Early Action Strategies to evaluate zero-emission bus transition program for cost efficiency:

- Develop a bus speed and reliability vision in partnership with roadway owners to identify where buses and customers experience slow or unreliable service, identify opportunities for bus priority measures; quantify the benefits of bus priority measures; and develop a funding and implementation plan.
- Conduct a study to evaluate the costs, benefits, and need to expand all-door boarding pilots to additional routes. Identify staffing, technology (e.g., fare validators, retrofitting of bus door controls), benefits, risks, costs, and potential funding sources to expand all-door boarding.
- Conduct a bus stop optimization study to identify where stop spacing or location contributes to slow or unreliable service, identify opportunities to improve bus stop spacing; quantify the benefits of optimizing bus stop location and spacing; and develop a funding and implementation plan.

Estimated Completion Date: June 2029

Transit Operator: Alameda-Contra Costa Transit District (AC Transit)

Project Title: Expand EasyPass to more institutions and employers

Project Goal: Increase Ridership & Enhance Experience (FER Phase I EAS)

Project Description: This is a low-cost approach to growing ridership by making transit easier and more affordable. AC Transit adopted the following Early Action Strategy to expand EasyPass to more institutions and employers:

- Identify internal resource requirements and supportive policies required or desired to expand EasyPass to more institutions and employers.

Estimated Completion Date: June 2029

Transit Operator: Bay Area Rapid Transit District (BART)

Project Title: Improve fare compliance and enforcement

Project Goal: Enhance Revenues (FER Phase I EAS)

Project Description: With installation of new fare gates completed in 2025, BART is well positioned to monitor their effectiveness and identify potential performance improvement opportunities. Early indications suggest reduction in fare evasion and higher revenues. BART adopted the following Early Action Strategy to improve fare compliance and enforcement:

- Optimize fare gate performance to further reduce fare evasion and continue with station hardening program.

Estimated Completion Date: June 2029

Transit Operator: Bay Area Rapid Transit District (BART)

Project Title: Enhance parking revenue

Project Goal: Enhance Revenues (FER Phase I EAS)

Project Description: Demand for parking exceeds supply at several stations. By implementing demand-based pricing, BART can better capture the value of a scarce asset and better manage demand across its network, e.g., incentivizing people to switch to underutilized stations or to access stations without a personal car. BART adopted the following Early Action Strategy to enhance parking revenue:

- Enhance parking revenue through measures like expanded days or hours of paid parking, rate adjustments, increased enforcement, and leasing or permitting parking at under-utilized facilities.

Estimated Completion Date: June 2029

Transit Operator: Bay Area Rapid Transit District (BART)

Project Title: Lease fiber and communications assets

Project Goal: Enhance Revenues (FER Phase I EAS)

Project Description: BART has a comprehensive telecommunications agreement and has installed more than 8,000 strands of additional fiber optic cable, constructed several new cellular towers, and recently enabled station Wi-

Fi. Work is underway to identify more revenue opportunities and customers for BART's telecommunications assets. BART adopted the following Early Action Strategy to lease fiber and communications assets:

- Further monetize fiber and other communications assets, primarily through additional leasing opportunities.

Estimated Completion Date: June 2029

Transit Operator: Bay Area Rapid Transit District (BART)

Project Title: Expand retail and/or amenity partnerships

Project Goal: Enhance Revenues (FER Phase I EAS)

Project Description: BART can increase revenue and enhance customer experience through greater activation and more and higher quality amenities. BART should identify and address barriers to new partnerships to provide retail services and amenities at stations. BART adopted the following Early Action Strategy to expand retail and/or amenity partnerships:

- Conduct a study to assess benefits, challenges, and opportunities to expanding retail and/or amenity partnerships.

Estimated Completion Date: June 2029

Transit Operator: Bay Area Rapid Transit District (BART)

Project Title: Improve speed and reliability of service

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: BART is providing more reliable and evenly spaced trips to the East Bay by changing operations at Daly City BART station. BART adopted the following Early Action Strategy to improve speed and reliability of service:

- Identify additional opportunities to improve transit travel time and reliability through changes to scheduling, operations, and/or investment in new systems or capital projects.

Estimated Completion Date: June 2029

Transit Operator: Bay Area Rapid Transit District (BART)

Project Title: Right-size fleet to serve demand

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: BART began using shorter trains to match demand in September 2023 and realized $12 million in annual cost savings. BART adopted the following Early Action Strategy to right-size fleet to serve demand:

- Run shorter trains during lower-demand periods to better match the cost of delivering service to the fare revenue generated at different times of day and days of week.

Estimated Completion Date: June 2029

Transit Operator: Bay Area Rapid Transit District (BART)

Project Title: Examine contracts for opportunities to reduce costs

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: BART adopted the following Early Action Strategies to examine contracts for opportunities to reduce costs:

- Explore terms of the SFO lease payment for negotiation such that the lease more accurately reflects the benefits, costs, incentives, and risks to both parties of BART service to the airport.
- Identify opportunities to negotiate contracts such as insurance and paratransit to improve contracting flexibility, to achieve one-off and/or long-term cost savings.

Estimated Completion Date: June 2029

Transit Operator: Bay Area Rapid Transit District (BART)

Project Title: Expand Clipper BayPass to more institutions and employers

Project Goal: Increase Ridership & Enhance Experience (FER Phase I EAS)

Project Description: This is a low-cost approach to growing ridership by making transit easier and more affordable. BART adopted the following Early Action Strategy to expand Clipper BayPass to more institutions and employers:

- In consultation with MTC, identify internal resource requirements and supportive policies required or desired to expand Clipper BayPass to more institutions and employers.

Estimated Completion Date: June 2029

Transit Operator: Peninsula Corridor Joint Powers Board (Caltrain)

Project Title: Enhance parking revenue

Project Goal: Enhance Revenues (FER Phase I EAS)

Project Description: Demand for parking varies across the system. Caltrain can more fully capture the value of its parking facilities through pricing, enforcement, or seeking additional active, revenue-generating uses at lots where parking occupancy is low. Caltrain adopted the following Early Action Strategy to enhance parking revenue:

- Enhance parking revenue through measures like expanded days or hours of paid parking, rate adjustments, increased enforcement, and leasing or permitting parking at under-utilized facilities.

Estimated Completion Date: June 2029

Transit Operator: Peninsula Corridor Joint Powers Board (Caltrain)

Project Title: Lease fiber and communications assets

Project Goal: Enhance Revenues (FER Phase I EAS)

Project Description: Caltrain has been exploring this opportunity for the past year and could generate stable non-fare revenue to support Caltrain operations. Caltrain adopted the following Early Action Strategy to lease fiber and communications assets:

- Further monetize fiber and other communications assets, primarily through additional leasing opportunities.

Estimated Completion Date: June 2029

Transit Operator: Peninsula Corridor Joint Powers Board (Caltrain)

Project Title: Expand retail and/or amenity partnerships

Project Goal: Enhance Revenues (FER Phase I EAS)

Project Description: Caltrain can increase revenue and enhance customer experience through greater activation and more and higher quality amenities. Caltrain should identify and address barriers to new partnerships to provide retail services and amenities at stations. Caltrain adopted the following Early Action Strategy to expand retail and/or amenity partnerships:

- Conduct a study to assess benefits, challenges, and opportunities to expanding retail and/or amenity partnerships.

Estimated Completion Date: June 2029

Transit Operator: Peninsula Corridor Joint Powers Board (Caltrain)

Project Title: Examine contracts for opportunities to reduce costs

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: Explore efficiencies when procuring and negotiating the upcoming extension to the Caltrain operator contract, which has an annual value in the range of $100-150 million. While Caltrain is negotiating a short-term contract extension with its current operator, Transit America Services, Inc. (TASI), there are opportunities to increase efficiency at this and future procurement stages. Caltrain adopted the following Early Action to examine contracts for opportunities to reduce costs:

- Conduct a study identifying areas where contract administration, work practices, or other processes could be improved without compromising safety, reliability, or compliance.

Estimated Completion Date: June 2029

Transit Operator: Peninsula Corridor Joint Powers Board (Caltrain)

Project Title: Explore feasibility of energy storage project

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: Caltrain Electric Multiple Units (EMUs) are returning significant amounts of electricity to the grid that could be stored and used during peak demand periods and generate cost efficiencies. Caltrain adopted the following Early Action to explore the feasibility of an energy storage project:

- Conduct a study about the feasibility of energy storage to identify the value of energy that could be collected, how it could be collected, and an analysis of costs, benefits, and other externalities.

Estimated Completion Date: June 2029

Transit Operator: Peninsula Corridor Joint Powers Board (Caltrain)

Project Title: Expand Clipper BayPass and/or GoPass with more institutions and employers

Project Goal: Increase Ridership & Enhance Experience (FER Phase I EAS)

Project Description: This is a low-cost approach to growing ridership by making transit easier and more affordable. Caltrain adopted the following Early Action Strategy to expand Clipper BayPass and/or GoPass with more institutions and employers:

- In consultation with MTC, identify internal resource requirements and supportive policies required or desired to expand Clipper BayPass or GoPass to more institutions and employers.

Estimated Completion Date: June 2029

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: SFMTA Operator Training Plan

Project Goal: The goal of the enhanced training plan is to strengthen the operator's training program by addressing identified gaps, focusing on key improvement areas, and ensuring that training outcomes aligned with the department's expectations. The purpose of the training plan is to ensure that all Transit Operators receive the ongoing training, certification, and requalification necessary to safely perform their duties. Training is continuous and adaptive, and the program needs to evolve based on changes in laws, operational policies, technology, equipment, incident trends, and industry standards.

Project Description: To strengthen operator safety and reduce preventable accidents, the program enhanced defensive-driving training with a targeted focus on the following areas:

- Managing blind spots and wide-turn hazards to ensure operators maintain full awareness of surrounding traffic and vulnerable road users.
- Anticipating pedestrian and cyclist behavior, particularly in dense urban environments and high-activity corridors.
- Speed control in mixed-traffic and congested areas, emphasizing safe operating speeds, situational awareness, and adherence to posted limits.
- Refresher training following incidents or near-miss events, not limited to collisions, to reinforce safe practices and address identified risk patterns.

- Fatigue awareness and management, including reinforcement of rest policies and strategies to recognize and mitigate fatigue-related risks.

The training plan included two specific topics that tackle the reduction of preventable incidents:

1. *Remedial Training for Incidents/Collisions*: Targeted interventions following preventable incidents, unsafe behaviors, or rule violations. Includes skills assessments, corrective coaching, and competency-based retraining
2. *Preventable Accident Reporting Training*: Instruction in agency procedures for reporting, documenting, and reviewing preventable accidents to support a culture of accountability and continuous learning.

Estimated Completion Date: Ongoing

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: Bus Midlife Overhaul

Project Goal: Improve vehicle reliability by replacing and overhauling key systems

Project Description: This project involves the replacement and overhauling of major components, such as engines, traction motors, and ESS units. The project is broken into phases, each including several hundred vehicles.

Estimated Completion Date: Phase 1 is scheduled to be completed in March 2026. Phase 2 will conclude in December 2028.

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: Light Rail Vehicle (LRV) Replacement

Project Goal: Replace Breda light rail vehicles with new Siemens vehicles

Project Description: This project involves the replacement of SFMTA's Breda LRV fleet with new Siemens vehicles. Siemens vehicles are three to four times more reliable than Breda vehicles. All Breda vehicles have now been retired from revenue service, and 209 of the 219 ordered Siemens vehicles have been delivered.

Estimated Completion Date: October 2026

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: LRV4 Brake Overhaul

Project Goal: Improve vehicle reliability for Siemens LRVs

Project Description: Some of the new Siemens light rail vehicles are now six years old and are having their brakes overhauled. The first phase of the project will overhaul the brakes on 68 of the new Siemens vehicles that were delivered seven years ago at the beginning of the contract.

Estimated Completion Date: June 2027

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: Improve fare compliance and enforcement

Project Goal: Enhance Revenues (FER Phase I EAS)

Project Description: SFMTA has seen an increase in real or perceived fare evasion in recent years. SFMTA recently announced plans to hire more fare enforcement officers. SFMTA adopted the following Early Action Strategy to improve fare compliance and enforcement:

- Conduct a fare compliance and enforcement study to measure fare compliance; understand reasons for non-compliance; identify staffing, technology, and administrative resources required to improve fare compliance (e.g., installation of fare validators on both sides of rear and middle doors, faster mobile fare validators, enforcement officers and administrative staff for processing); and develop a funding and implementation plan.

Estimated Completion Date: June 2029

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: Enhance parking revenue

Project Goal: Enhance Revenues (FER Phase I EAS)

Project Description: As part of the City and County of San Francisco, SFMTA is partially funded by a larger parking portfolio than other transit agencies. SFMTA adopted the following Early Action Strategy to enhance parking revenue:

- Enhance parking revenue through measures like expanded days or hours of paid parking, rate adjustments, increased enforcement, and leasing or permitting parking at under-utilized facilities.

Estimated Completion Date: June 2029

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: Evaluate zero-emission bus (ZEB) transition program for cost efficiency

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: Resulting longer-term actions may include adjusting the current fleet mix and/or renegotiating legislative requirements with the applicable state agencies. SFMTA adopted the following Early Action Strategy to evaluate the zero-emission bus (ZEB) transition program for cost efficiency:

- Coordinate with peer agencies in the Bay Area to seek deferral of the ZEB transition requirements.

Estimated Completion Date: June 2029

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: Examine schedules for efficiencies

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: SFMTA adopted the following Early Action Strategy to examine schedules for efficiencies:

- Identify and enact scheduling efficiencies that do not impact service to the rider. These may include, but are not necessarily limited to, adjusting how operator shifts are structured and/or balancing scheduling practices to maintain reliability while controlling operating costs.

Estimated Completion Date: June 2029

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: Offer incentives to improve attendance

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: Incentivize attendance and reduce absenteeism to improve reliability. SFMTA adopted the following Early Action Strategy to offer incentives to improve attendance:

- Offer incentives for attendance for high-priority routes.

Estimated Completion Date: June 2029

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: Improve speed and reliability of service

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: SFMTA is delivering a comprehensive program of transit priority treatments, explicitly capturing the time and cost savings that they yield, and identifying opportunities to reinvest in service or other system and rider improvements. SFMTA offers all-door boarding and has a robust bus priority program. SFMTA adopted the following Early Action Strategies to improve speed and reliability of service:

- Conduct a bus stop optimization study to identify where stop spacing or location contributes to slow or unreliable service, identify opportunities to improve bus stop spacing; quantify the benefits of optimizing bus stop location and spacing; and develop a funding and implementation plan.
- Continue to reinvest savings from transit priority treatments back into service.

Estimated Completion Date: June 2029

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: Right-size fleet to match demand

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: SFMTA is currently running one-car trains on the K and is also running them on the M during weekends and evaluating other time periods as well. SFMTA adopted the following Early Action Strategy to right-size fleet to match demand:

- Identify more opportunities to run shorter trains during lower-demand periods to better match the cost of delivering service to the fare revenue generated at different periods.

Estimated Completion Date: June 2029

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: Identify and capture cost savings in larger contract renewals

Project Goal: Contain Costs (FER Phase I EAS)

Project Description: SFMTA has already implemented short extensions for several expiring contracts to allow time for a thorough review ahead of reissuing multi-year procurements. SFMTA adopted the following Early Action Strategy to identify and capture cost savings in larger contract renewals:

- Conduct a review of high-spend contracts to determine whether the services can be provided at lower costs.

Estimated Completion Date: June 2029

Transit Operator: San Francisco Municipal Transportation Agency (SFMTA)

Project Title: Expand Clipper BayPass with more institutions and employers

Project Goal: Increase Ridership & Enhance Experience (FER Phase I EAS)

Project Description: This is a low-cost approach to growing ridership by making transit easier and more affordable. SFMTA adopted the following Early Action Strategy to expand Clipper BayPass with more institutions and employers:

- In consultation with MTC, identify internal resource requirements and supportive policies required or desired to adopt or expand pass programs like Clipper BayPass to more institutions and employers.

Estimated Completion Date: June 2029

Transit Operator: Santa Clara Valley Transportation Authority (VTA)

Project Title: Bus Revenue Fleet Replacement

Project Goal: Procure 204 diesel hybrid and battery electric transit buses

Project Description: In alignment with VTA's goal in providing safe and reliable revenue service, this project will procure 204 transit buses in three phases to replace vehicles in the agency's existing bus revenue fleet that have exceeded the end of their useful life. The new buses will be ADA compliant and equipped with ADA compliant ramps to safely board and deboard riders during revenue service.

- Phase 1: 40' Diesel Hybrid (96 Buses) to replace aging fleet procured in 2000, 2001, and 2002
- Phase 2: 40' Battery Electric (35 Buses) and 40' Diesel Hybrid (35 Buses) to replace aging fleet procured in 2002 and 2010
- Phase 3: 40' Battery Electric (22 Buses) and 40' Diesel Hybrid (16 Buses) to replace aging fleet procured in 2010 and 2011

The new buses are modern fully electric and diesel hybrid buses with start/stop technology and well as geo-fencing capabilities, which will improve service reliability, reduce maintenance downtime, and lower operating and fuel costs, as well as have the added benefit of lowering emissions, which supports VTA's sustainability goals.

This project is designed to enhance the Microgrid Electrification project at VTA's Cerone Division.

Estimated Completion Date: December 2025 (Phase 1)
December 2026 (Phase 2)
June 2029 (Phase 3)

Transit Operator: Santa Clara Valley Transportation Authority (VTA)

Project Title: ACCESS Paratransit Revenue Fleet Replacement

Project Goal: Procure up to 76 wheelchair accessible paratransit vehicles

Project Description: In alignment with VTA's goal in providing safe and reliable revenue service for VTA's Paratransit ridership, this project will procure up to 76 wheelchair accessible vehicles in three phases to replace vehicles in the agency's existing paratransit fleet that have reached or are nearing the end of their useful life. The new vehicles will be ADA compliant and equipped with ADA compliant ramps or lifts to safely board and deboard riders during revenue service. The ramps and lifts will have a max load capacity of 1,000 pounds.

- Phase 1: 30 wheelchair accessible hybrid minivans
- Phase 2: 24 wheelchair accessible ProMaster 3500 vans
- Phase 3: 22 wheelchair accessible cutaways

The new ProMaster 3500 vans will have a floor plan that supports up to one (1) wheelchair slot and up to four (4) ambulatory seating capacity. The new cutaways will be designed to allow for up to ten (10) occupants, including the vehicle operator. The cutaway floor plan will allow for up to three (3) to four (4) wheelchair slots and up to five (5) to (6) ambulatory seating for passengers. These new cutaways will be nearly identical to the existing aging cutaways within the current paratransit fleet, except for an improved suspension system and modern technology such as a rearview camera.

The new vehicles will improve service reliability, reduce service disruptions, and lower operating, fuel, and maintenance costs, as well as

have the added benefit of lowering emissions, which supports VTA's sustainability goals.

Estimated Completion Date: December 2025 (Phase 1)
April 2026 (Phase 2)
August 2027 (Phase 3)

Transit Operator: Santa Clara Valley Transportation Authority (VTA)

Project Title: Workers' Compensation Claims Performance

Project Goal: Track the number of lost workdays (TTD days) due to industrial injuries.

Project Description: Accurate tracking of number of lost workdays (TTD days) due to industrial injuries will provide valuable information to Claims Supervisor and Managers to proactively resolve claims through evaluation of cost, benefit, and risk.

Estimated Completion Date: December 2027

Transit Operator: Santa Clara Valley Transportation Authority (VTA)

Project Title: Transitional Work Program (TWP) Coordination and Monitoring

Project Goal: Proactively track and monitor Transitional Work Program (TWP) efforts per claimant to reduce the number of lost workdays.

Project Description: Track TWP days per injured worker per calendar year. Record start & end date for each TWP assignment.

Estimated Completion Date: December 2027

Small Operators

Alameda County

Transit Operator: Livermore Amador Valley Transportation Authority (LAVTA)

Project Title: Improve Schedule Adherence

Project Goal: Increase on-time performance for bus service

Project Description: Although LAVTA's on-time performance remains above its established 85 percent target, there was a steady decline in schedule adherence. As recommended in LAVTA's 2025 TDA Performance Audit, LAVTA should develop and implement further strategies to reverse the trend and improve schedule adherence on the bus service.

Estimated Completion Date: Ongoing

Transit Operator: Livermore Amador Valley Transportation Authority (LAVTA)

Project Title: Improve Mechanical Reliability

Project Goal: Reduce the mean distance between failures

Project Description: As recommended in LAVTA's 2025 TDA Performance Audit, LAVTA should continue examining maintenance activities and developing targeted strategies to address increasing mechanical failure rates.

Estimated Completion Date: Ongoing

Transit Operator: Livermore Amador Valley Transportation Authority (LAVTA)

Project Title: Reduce Preventable Bus Accidents

Project Goal: Reduce the rates of preventable accidents

Project Description: As recommended in LAVTA's 2025 TDA Performance Audit, LAVTA and its operating contractor should include additional strategies to improve operator training, identify external environmental hazards and enhance monitoring activities to ensure that safety issues are identified and corrected.

Estimated Completion Date: Ongoing

Transit Operator: City of Union City

Project Title: Battery Electric Bus Procurement

Project Goal: Procurement of new electric transit vehicles to replace aging vehicles in the existing revenue fleet

Project Description: The City of Union City is procuring eight (8) heavy-duty 35-foot battery electric buses (BEBs) to replace eight (8) of its aging compressed natural gas (CNG) buses that have met or exceeded their useful lives. The new buses will reduce service interruptions, lower maintenance costs, reduce emissions, and improve customer experience. This procurement represents a major milestone in Union City Transit's transition to a fully electric revenue fleet by 2040.

Estimated Completion Date: April 2026

Transit Operator: City of Union City

Project Title: Compressed Natural Gas (CNG) Bus Procurement

Project Goal: Procurement of new CNG transit vehicles to replace aging vehicles in the existing revenue fleet

Project Description: The City of Union City is procuring seven (7) heavy-duty 35-foot CNG buses to replace seven (7) of its aging CNG buses that have met or exceeded their useful lives. The new buses will reduce service interruptions, lower maintenance costs, reduce emissions, and improve customer experience.

Estimated Completion Date: June 2028

Contra Costa County

Transit Operator: Western Contra Costa Transit Authority (WestCAT)

Project Title: Improve Reliability of On-Time Performance Tracking

Project Goal: Prevent future issues with collecting and reporting on-time performance data

Project Description: In WestCAT's 2024 TDA Performance Audit, it was unable to provide on-time performance data for motor bus and commuter bus services. Since the audit, WestCAT has resolved the issue with its Automatic Vehicle Location (AVL) vendor. As recommended in the audit, WestCAT should continue efforts to develop and implement strategies to ensure that similar

issues do not recur and that a system is in place to maintain vehicle location and schedule adherence tracking capability in the future.

Estimated Completion Date: Ongoing

Transit Operator: Western Contra Costa Transit Authority (WestCAT)

Project Title: Improve Mechanical Reliability

Project Goal: Reduce the mean distance between major failures and all failures

Project Description: As recommended in WestCAT's 2024 TDA Performance Audit, WestCAT should examine the causes of the decline in miles between mechanical failures on the bus services and take appropriate steps to improve performance and/or data collection accuracy.

Estimated Completion Date: December 2026

Napa County

Transit Operator: Napa Valley Transportation Authority (NVTA)

Project Title: Improve Schedule Adherence

Project Goal: Increase on-time performance for bus service

Project Description: Despite various post-pandemic technology and schedule improvements, on-time performance decreased during the audit period of NVTA's 2024 TDA Performance Audit. As recommended in the audit, NVTA should continue to monitor schedule adherence on the bus service and develop strategies for improvement. NVTA will work closely with their new CAD/AVL provider who should be active starting in August 2026 to improve schedule adherence.

Estimated Completion Date: June 2027

Transit Operator: Napa Valley Transportation Authority (NVTA)

Project Title: Improve Mechanical Reliability

Project Goal: Reduce the mean distance between major failures and all failures

Project Description: NVTA has experienced significant increases in mechanical failures in its aging bus and paratransit fleets. As recommended in NVTA's 2024 TDA Performance Audit, NVTA should take steps to improve mechanical

reliability on NVTA's bus and paratransit services. While delays in purchasing new vehicles are beyond NVTA's control, efforts should be made such as strategies to improve mechanic training, increased staffing as necessary, and enhanced monitoring activities to ensure that mechanical issues are identified and corrected. NVTA received four new paratransit vehicles in 2025 and expects to receive four additional vehicles in 2026 which will improve reliability.

Estimated Completion Date: December 2026

Solano County

Transit Operator: City of Fairfield (FAST)

Project Title: Improve Cost Efficiency

Project Goal: Reduce or limit increase in cost per vehicle service hour and cost per passenger

Project Description: As recommended in FAST's 2025 TDA Performance Audit, this project will develop, evaluate, and implement options to improve cost efficiency and effectiveness of the motor bus service.

Estimated Completion Date: Ongoing

Transit Operator: City of Rio Vista

Project Title: Improve Service Productivity

Project Goal: Increase passengers per hour and passengers per mile

Project Description: As recommended in Rio Vista's 2024 TDA Performance Audit, Rio Vista should continue to evaluate service delivery strategies to address the falling performance in passenger productivity and service efficiency observed during the prior and current audit periods.

Estimated Completion Date: Ongoing

Transit Operator: City of Rio Vista

Project Title: Improve Farebox Recovery

Project Goal: Increase farebox recovery ratio (i.e., passenger fares/operating costs)

Project Description: Rio Vista's farebox recovery remains far below its pre-pandemic levels. As recommended in Rio Vista's 2024 TDA Performance Audit, Rio Vista should continue to examine strategies to address the declining performance in the farebox recovery ratio by increasing passenger fare revenue, through an increase in fares and/or passenger trips.

Estimated Completion Date: Ongoing

Sonoma County

Transit Operator: City of Santa Rosa (CityBus)

Project Title: Develop & Implement Steps to Reduce Mechanical Failures on Bus Service

Project Goal: Attempt to reduce the increasing mechanical failures in the bus fleet

Project Description: As identified in Santa Rosa's 2024 TDA Performance Audit, mean distance between major failures and all failures declined during the audit period. They were previously higher and should be brought back up to a higher standard. Newer vehicles and retention of qualified maintenance staff at the contractor will be enacted to assist in bringing these distances to a higher level.

Estimated Completion Date: December 2026

Appendix 1: Regional Initiative Participation Checklist

Instructions: To assess satisfaction of the FY 2025-26 Productivity Improvement Program project related to support for regional initiatives, agency should note their advancement of each activity in the checklist below during FY 2025-26.

Mark Yes, No, or N/A for each row, and provide context in the Comments field. For Question 12, elaborate on any other initiatives that the agency undertook in FY 2025-26 to support Regional Network Management or implementation of the Transit Transformation Action Plan.

Activity	Yes	No	N/A	Comments
RNM Council				
1. Active participation in RNM Council meetings				
Fare Coordination and Integration				
2. Participation in Clipper BayPass pilot program				
3. Participation in Clipper START pilot program				
4. Active participation in staff working groups to advance regional transit fare coordination and integration				
Customer Information				
5. Active participation in staff working group(s) to develop Regional Mapping & Wayfinding Standards				
6. Active participation in efforts to improve real-time transit information				
7. Active participation in efforts to improve public communications				
8. Active participation in efforts to coordinate on customer satisfaction surveys				
Transit Network				
9. Active participation in staff working group(s) to coordinate on transit priority initiatives				
10. Active participation in subregional integration efforts				
Accessibility				
11. Active participation in staff working group(s) to coordinate on the Access & Mobility work plan				

Other Regional Network Management Involvement
12. Please describe other activities related to Regional Network Management or Transit Transformation Action Plan initiatives that the agency actively participated in during Fiscal Year 2025-26.
MTC Comments
For MTC staff to fill out. Please leave blank.