CALAVERAS TRANSIT AGENCY

March 4, 2026
5:30 PM
Regular Meeting - Agenda

THIS MEETING WILL BE HELD IN THE BOARD OF SUPERVISORS CHAMBERS
891 MOUNTAIN RANCH RD. SAN ANDREAS, CA 95249

To view or participate in the meeting online, please use the following link:

https://us06web.zoom.us/j/82680781078?pwd=kjsIAHcDauGkqiDYYTHJr43Pes8B2c.1

To provide public comment by phone, dial 1 (669) 444-9171 or 1 (346) 248-7799; Access Code 826 8078 1078; Passcode: 261085. Please mute your phones once connected.

If you would like additional information or have questions on how to view or participate in the meeting online, please contact Anne Dell'Orto at adellorto@calacog.org or at (209) 754-2094 or visit the CCOG website at: www.calacog.org/virtual-meeting-information/.

THE CALAVERAS TRANSIT AGENCY WILL CONVENE IMMEDIATELY FOLLOWING THE CALAVERAS COUNCIL OF GOVERNMENTS MEETING OR AS DEEMED CONVENIENT BY THE PRESIDING OFFICER.

CALL TO ORDER

CONSENT AGENDA

Consent Agenda Items are expected to be routine and non-controversial, and will be acted upon by the Council at one time without discussion. Any Council Member, Staff Member, or interested parties, may request that an item be removed from the Consent Agenda for further discussion.

1. Approval of the Calaveras Transit Agency Regular Meeting Minutes for February 4, 2026

2. Calaveras Connect Monthly Performance Report: January 2026

3. Minute Order Adopting the Final FY 2025/26 Short Range Transit Plan Update

REGULAR AGENDA

4. Public Comment – Five (5) minutes per person. Comments shall be limited to items that are within the subject matter jurisdiction of the Council and not on the posted Agenda; Government Code Section 54954.3(a).

5. Minute Order Approving the FY 2026/27 Draft Operations Budget

6. Update on the Innovated Clean Transit Exemptions With Direction to Staff

7. Paratransit Services - Operations Contractor Report

8. Staff Reports-Verbal Report, No Supplemental Materials Included

9. **<u>ADJOURNMENT</u>** - The next scheduled meeting of the CTA is **April 1, 2026 5:30 P.M.**

If requested, this agenda can be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the Americans with Disabilities Act of 1900 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact Anne Dell'Orto at 209-754-2094 for further information. In addition, a person with a disability who requires a modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting, should telephone or otherwise contact CTA as soon as possible.

CALAVERAS TRANSIT AGENCY

CALAVERAS connect

February 4, 2026
5:30 PM
Regular Meeting Minutes

Board of Supervisors Chambers
891 Mountain Ranch Road
San Andreas CA 95249
TEL:(209)754-2094

To view or participate in the meeting online, please use the following link:

https://us06web.zoom.us/j/84418645833?pwd=1FnjDNSpPsibaPddZ46SjMEyvaDTjM.1

To provide public comment by phone, dial 1 (669) 444-9171 or 1 (346) 248-7799; Access Code 844 1864 5833; Passcode: 420420. Please mute your phones once connected.

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THE CALAVERAS TRANSIT AGENCY WILL CONVENE IMMEDIATELY FOLLOWING THE CALAVERAS COUNCIL OF GOVERNMENTS MEETING OR AS DEEMED CONVENIENT BY THE PRESIDING OFFICER.

CALL TO ORDER

Attendee Name	Title	Status
Amanda Folendorf	Board of Supervisors	Present
Tim Muetterties	Citizen Member	Present
Trevor Wittke	Citizen Member	Present
Gary Tofanelli	Board of Supervisors	Present
Scott Behiel	City Council Member	Present
Michael Chimente	City Council Member	Present
Pat Bettinger	Citizen Member	Present

CONSENT AGENDA

1. Approval of the Calaveras Transit Agency Regular Meeting Minutes for December 3, 2025

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Pat Bettinger, Citizen Member
SECONDER:	Scott Behiel, City Council Member
AYES:	Amanda Folendorf, Tim Muetterties, Trevor Wittke, Gary Tofanelli, Scott

	Behiel, Michael Chimente, Pat Bettinger

2. Calaveras Connect Monthly Performance Report: December 2025

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Pat Bettinger, Citizen Member
SECONDER:	Scott Behiel, City Council Member
AYES:	Amanda Folendorf, Tim Muetterties, Trevor Wittke, Gary Tofanelli, Scott Behiel, Michael Chimente, Pat Bettinger

3. FY 2025/26 Mid-Year Financial Report and Budget to Actuals

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Pat Bettinger, Citizen Member
SECONDER:	Scott Behiel, City Council Member
AYES:	Amanda Folendorf, Tim Muetterties, Trevor Wittke, Gary Tofanelli, Scott Behiel, Michael Chimente, Pat Bettinger

4. FY 2025/26 Mid-Year Performance Report

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Pat Bettinger, Citizen Member
SECONDER:	Scott Behiel, City Council Member
AYES:	Amanda Folendorf, Tim Muetterties, Trevor Wittke, Gary Tofanelli, Scott Behiel, Michael Chimente, Pat Bettinger

5. Correspondence
    a. FTA 5310 Program of Projects List - January 2026

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Pat Bettinger, Citizen Member
SECONDER:	Scott Behiel, City Council Member
AYES:	Amanda Folendorf, Tim Muetterties, Trevor Wittke, Gary Tofanelli, Scott Behiel, Michael Chimente, Pat Bettinger

REGULAR AGENDA

6. Public Comment – Five (5) minutes per person. Comments shall be limited to items that are within the subject matter jurisdiction of the Council and not on the posted Agenda; Government Code Section 54954.3(a).

    No public comment.

7. Paratransit Services - Operations Contractor Report

    Cynthia Lawrence, Paratransit Services, provided a report on current transit activities and events. No questions or comments.

8. Staff Reports-Verbal Report
    a. Transit Facility Update

Melissa Raggio presented the item.
Supervisor Tofanelli asked a question.
Melissa Raggio provided an answer.

9. <u>ADJOURNMENT</u> - The next scheduled meeting of the CTA is March 4, 2026 5:30 P.M.

Calaveras Connect
Monthly Summary Report

2/23/2026

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	ANNUAL
OPERATING DAYS													
Weekday	22	21	21	23	17	20	20						144
Weekend	4	5	4	4	1								18
TOTAL OPERATING DAYS	**26**	**26**	**25**	**27**	**18**	**20**	**20**	**-**	**-**	**-**	**-**	**-**	**162**
RIDERSHIP BY ROUTE													
Fixed Route													
Red Line (M-F)	2,259	2,685	3,013	3,234	2,344	2,471	2,631						18,637
Saturday Hopper (Sat)	38	103	85	124	56	-	-						406
Columbia (M-F)	193	176	624	639	470	221	415						2,738
Dial-A-Ride - Countywide (M-F)													
Valley Springs, San Andreas	264	284	296	319	256	270	263						1,952
Saturday Hopper (Murphys to Arnold)	-	-	-	-	-	-	-						-
Dial-A-Ride - Out-of-County													
San Andreas, Jackson (M-F)	275	292	272	292	213	264	218						1,826
West Point, Wilseyville & Jackson (Wed)	36	31	23	32	22	23	-						167
Copper, Angels, Sonora (Frid)	4	10	4	4	6	-	-						28
ROUTE RIDERSHIP	**3,069**	**3,581**	**4,317**	**4,644**	**3,367**	**3,249**	**3,527**	**-**	**-**	**-**	**-**	**-**	25,754
Special Services													
Community Services (Gov., OES, Etc.)	-	-	-	-	-	-	-						-
Special Events	-	-	-	-	-	-	-						-
TOTAL RIDERSHIP	**3,069**	**3,581**	**4,317**	**4,644**	**3,367**	**3,249**	**3,527**	**-**	**-**	**-**	**-**	**-**	**25,754**
AVERAGE RIDERSHIP PER DAY													
Weekday	138	166	202	197	195	162	176						176
Weekend	10	21	21	31	56	-	-						20
VEHICLE REVENUE MILES													
Fixed Route Revenue	26,382	25,506	27,011	29,920	21,830	24,480	25,771						180,900
Fixed Route Deadhead	2,073	2,550	3,021	3,300	2,401	2,615	2,775						18,735
Dial-A-Ride	6,941	6,965	6,673	7,487	5,940	7,338	5,299						46,643
TOTAL VEHICLE MILES	**35,396**	**35,021**	**36,705**	**40,707**	**30,171**	**34,433**	**33,845**	**-**	**-**	**-**	**-**	**-**	**246,278**
VEHICLE REVENUE HOURS													
Fixed Route Revenue	880	873	937	1,024	742	833	856						6,145
Fixed Route Deadhead	211	225	245	272	199	227	226						1,605
Dial-A-Ride	437	418	419	464	354	395	384						2,871
TOTAL VEHICLE HOURS	**1,528**	**1,516**	**1,601**	**1,761**	**1,295**	**1,455**	**1,466**	**-**	**-**	**-**	**-**	**-**	**10,622**
ON TIME PERFORMANCE	97%	96%	98%	98%	99%	99%	99%						**98.07%**
SAFETY AND SECURITY													
Non-Preventable Accidents	-	-	-	1	-	-	-						1
Preventable Accident	-	-	1	-	-	-	-						1
TOTAL Accidents	-	-	1	1	-	-	-	-	-	-	-	-	**2**
Major Incidents	-	-	-	-	-	-	-						-
REVENUE													
Sales (Tickets and Passes)	$995.00	$1,375.00	$2,125.00	$11,245.00	$1,030.00	$1,090.00	$1,305.00						$ 19,165.00
Cash (Fares)	$3,398.14	$4,477.56	$4,290.33	$4,904.47	$3,266.98	$3,867.68	$3,947.04						$ 28,152.20
TOTAL Revenue	**$4,393.14**	**$5,852.56**	**$6,415.33**	**$16,149.47**	**$4,296.98**	**$4,957.68**	**$5,252.04**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$ 47,317.20**

CALAVERAS connect

CALAVERAS TRANSIT AGENCY AGENDA SUBMITTAL

Presented by:	Board Meeting Date	Agenda Number
Melissa Raggio, Executive Director	March 4, 2026	**3**
Minute Order Adopting the Final FY 2025/26 Short Range Transit Plan Update		
Published Notice Required? No **Public Hearing Required?** No		**Estimated Time:** 15
Type of Document: Minute Order **PowerPoint Presentation Included?** Yes		

Recommendation:
Staff recommends the Calaveras Transit Agency adopt the Final Short Range Transit Plan.

Background:
The Short Range Transit Plan (SRTP) is a five-year strategic planning document required by California Public Utilities Code (PUC) 99246 (Transportation Development Act-TDA) to guide local transit operations, capital investments, and service improvements. An SRTP evaluates current service performance, identifies community needs and provides a framework for aligning transit services with financial and policy realities.

The purpose of the SRTP is to guide the development of public transportation services for Calaveras residents and visitors over the next five years, from 2026 to 2030. More specifically, the SRTP;

- Provides opportunities for public input regarding transportation needs and how Calaveras Connect might effectively address them
- Conducts market research to determine who is riding Calaveras Connect, how they are using the system, how satisfied they are with the service provided, and priorities for improvements
- Evaluates the recent performance of existing services
- Provides priorities for service plan and fare recommendations over the next five (5) years
- Establishes a detailed operation and capital financial plan
- Update on zero emission bus requirements

A presentation of the Draft FY 2025/26 Short Range Transit Plan was presented at the February 4, 2026 CCOG Meeting. The FY 2025/26 Draft SRTP was also presented to the Social Services Technical Advisory Council (SSTAC) for review and comment. A copy of the Draft plan can be viewed on our CCOG website, https://calacog.org/project/short-range-transit-plan/

Discussion:
A Public Draft was presented at the February 4th CCOG Board meeting and released for public review and comment. Staff recommends the Council approve the adoption of the Final FY 2025/26 SRTP.

Fiscal Impact:
None.

ATTACHMENT(S):
CTA M.O. Final SRTP.pdf
CTA SRTP - Final with Appendices.pdf

CALAVERAS COUNTY
STATE OF CALIFORNIA

MINUTE ORDER
March 4, 2026

A Motion was made Adopting the Final FY 2025/26 Short Range Transit Plan Update.

RESULT:
MOVER:
SECONDER:
AYES:

ATTEST

Anne Dell'Orto, Clerk to the Council
Calaveras Transit Agency

Tim Muetterties, Chair
Calaveras Transit Agency

Calaveras County

February 20, 2026

2025 Short Range Transit Plan

Calaveras Council of Governments

Final

LSC Transportation Consultants, Inc.

Calaveras County
2025
Short Range Transit Plan

Final

Prepared for the

Calaveras Council of Governments
44 E. Charles St.
San Andreas, CA 95249

Prepared by

LSC Transportation Consultants, Inc.
2690 Lake Forest Road, Ste. C
Tahoe City, CA 96145
530-583-4053

February 20, 2026

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EXECUTIVE SUMMARY

SHORT RANGE TRANSIT PLAN PURPOSE

A Short Range Transit Plan (SRTP) is a business plan for transit over a five-year period. The Calaveras County SRTP will provide guidance for the Calaveras Council of Governments (CCOG), the Calaveras Transit Agency (CTA), and decision-makers on how to improve the efficiency of the transit system and better meet the needs of Calaveras County residents and visitors over the next five years.

POPULATION AND DEMOGRAPHICS OF CALAVERAS COUNTY

The total population of Calaveras County was 45,995 in 2023 (per the American Community Survey 2023 5-Year Estimates) and has remained relatively unchanged over the past 20 years. The total population is projected to decline by 9 percent by 2040, with a significant 183 percent increase in the older senior population (85 and older). This age group is the most likely to become transit-dependent and require demand-response, paratransit, and non-emergency medical transportation options.

A higher percentage of the Calaveras County total population are seniors, people living with a disability, and those living below the federal poverty level than the State of California as a whole. Categorized as transit-dependent populations, these individuals are considered more likely than the general public to rely on transit and are particularly important to consider in transit planning.

EXISTING CALAVERAS CONNECT SERVICES AND PERFORMANCE

Like many other transit agencies, Calaveras Connect operations were significantly impacted by the COVID-19 pandemic, a fact that is reflected in ridership data and service quantities. Simultaneously, CTA rebranded its transit services to Calaveras Connect (in 2019) and then significantly redesigned Calaveras Connect services between late 2020 and January 2022, replacing several fixed routes with on-demand DAR, branded Direct Connect, and introducing a new route: the Columbia College Shuttle.

Existing Services

Calaveras Connect operates three deviated fixed routes and Direct Connect Dial-A-Ride, a general public demand response service (Figure E1).

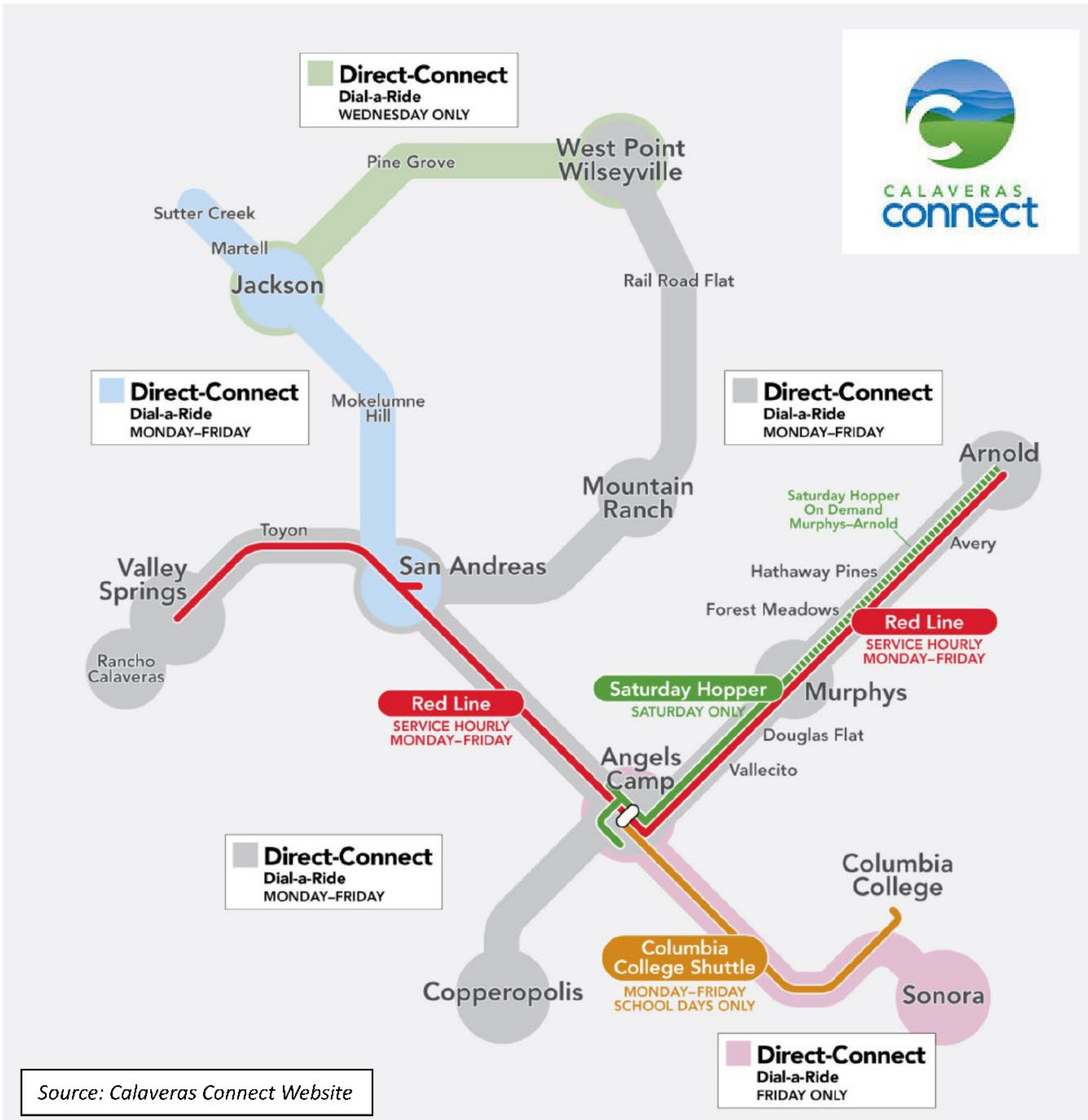
Red Line – This deviated fixed route connects the communities of Valley Springs and Arnold Monday – Friday year-round, making stops in San Andreas, Angels Camp, Douglas Flat, Murphys, and Avery.

Saturday Hopper – This deviated fixed route connects the communities of San Andreas and Murphys on Saturdays between March and November, extending to Arnold on-demand.

Columbia College Shuttle – This deviated fixed route connects Angels Camp and Columbia College in Sonora, Monday-Friday during the academic school year.

Direct Connect Dial-A-Ride – The Dial-A-Ride (DAR) service is available to the general public for destinations in Calaveras County and to communities outside the county. Passengers must call in advance to make a ride reservation. Communities within Calaveras County served Monday through Friday include the State Route (SR) 12 corridor between San Andreas and Jenny Lind, the Mountain Ranch Road/Railroad Flat Road corridor between San Andreas and West Point, the SR 49 corridor between San Andreas and Angels Camp, and the SR 4 corridor between Copperopolis and Arnold. DAR services to out-of-county destinations include the SR 49 corridor between San Andreas and Sutter Creek (weekdays), the SR 88/26 corridor between Jackson and West Point (Wednesdays only), and the SR 49 corridor between Angels Camp and Sonora (Fridays only).

Figure E1
Calaveras Connect Services



Source: Calaveras Connect Website

Service Performance

Ridership

While the COVID-19 pandemic had a swift negative impact on Calaveras Connect systemwide ridership, ridership recovery, coupled with the impacts of significant service changes, has led to a positive trend in annual ridership growth since FY 2020-21. It is important to note that many peer transit agencies have not experienced the same recovery in ridership.

Systemwide ridership has grown by 58 percent between FY 2022-23 and FY 2024-25, after services were transitioned to the current model. Since the seven-year low in FY 2020-21, ridership has increased by 182 percent. Systemwide ridership for FY 2024-25 was 44,829, or 16 percent above FY 2018-19 ridership pre-pandemic.

Direct Connect DAR ridership overall (including both in-county and out-of-county zones) increased by 52 percent between FY 2022-23 and FY 2024-25; however, ridership decreased by 2 percent between FY 2023-24 and FY 2024-25.

Service Levels

Similar to ridership, Calaveras Connect service levels have been impacted by service interruptions in recent years due to the pandemic. In the last seven years, service levels were highest in FY 2024-25. Calaveras Connect operated 34 percent fewer vehicle service miles (VSM) and 4 percent fewer vehicle service hours (VSH) in FY 2020-21 compared to FY 2018-19 due to widespread schedule reductions during the peak of the COVID-19 pandemic. Between FY 2020-21 and FY 2024-25, service levels systemwide increased significantly, with a 44 percent increase in VSM and a 42 percent increase in VSH. In FY 2024-25, fixed routes operated almost four times the VSM of DAR services (311,388 vs. 80,605), but only about double the VSH (10,552 vs. 4,999). This is due to the longer route distances and continuous service of fixed routes that operate regardless of passenger demand.

Financial Performance

CTA operating expenses totaled $1,692,565 in the FY 2024-25 final budget. The operations contract for Calaveras Connect accounted for 12 percent of total operating expenses. Similar to other peer transit agencies, the operations contract cost increased 15 percent between FY 2024-25 and FY 2025-26 (Budget Amendment No. 4), reflecting increased vehicle insurance costs. While this level of cost increase is not expected to continue in subsequent years, it is important to note that increases in operating costs are rapidly outpacing increases in revenues.

FY 2025-26 also represents the last year in which Covid-19 relief funds are included in the CTA operating budget as available revenue. These funding sources, including the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and American Rescue Plan Act (ARPA), acted as vital funding sources for CTA operations for several years.

SUMMARY OF PUBLIC OUTREACH

Public outreach conducted as part of the SRTP effort consisted of an onboard passenger survey to engage with Calaveras Connect riders, an online community survey to understand the needs of both riders and those who do not use Calaveras Connect, and two public workshops (one in-person and one virtual). Key findings of outreach efforts that informed service changes and improvements included:

- The most common fixed route origin-destination pairings were Angels Camp to San Andreas and Valley Springs to Valley Springs. The most common Direct Connect trips were between San Andreas and Jackson and between San Andreas and Angels Camp.
- Boarding activity on fixed routes (as recorded by reported time of boarding) fluctuated throughout the day with peaks during the hours of 8 AM, 11 AM, 1 PM, and 3 PM. Boarding activity on Direct Connect was concentrated in the hours of 8 AM and 9 AM, with another smaller peak in activity between 3 PM and 5 PM.
- For both onboard survey and online community survey respondents, the most requested service improvement were Saturday Red Line service.
- The vast majority of online community survey respondents do not use Calaveras Connect, with the most common reason being that the bus does not go where they need to travel, followed by bus schedule/frequency not matching needs, and the service being too far to walk to access.
- The community workshops highlighted the need for expanded transportation options for seniors without vehicles to access essential services within and outside of the County.

SERVICE ALTERNATIVES

An important part of the transit planning process is to study the potential impacts of a variety of service changes. Service alternatives were based on the existing conditions review, as well as input received through community outreach and discussions with staff. Ridership and cost impacts were analyzed for each alternative and compared to status quo performance. The highest performing alternatives were brought forth were considered in the development of three scenarios.

Alternatives Not Included in Scenarios

The Study Team evaluated additional options which were not considered high performing and were not included in one of the three service scenarios. Those are:

- Provide 30-minute Service Frequency on Red Line (San Andreas to Angels Camp only) 7:57 AM - 5:14 PM.
- Eliminate Saturday Hopper and Add Hourly Red Line Saturday Service.
- Add One Afternoon Roundtrip to Columbia College Shuttle.
- Implement Direct Connect Microtransit Service.
- Reduce Blue Zone Service to Monday, Wednesday, and Friday.

SCENARIOS

The final step in the transit plan process was to package the alternatives into three scenarios. Each scenario includes a financial plan. Within each scenario, two LTF revenue options are presented in the Financial Plan tables: 1) CTA Base LTF Claim and 2) Max Allowable LTF Claim for Operations. The CTA Base LTF Claim is $626,000 (as per the CTA budget) with no escalator for inflation. The following is a summary of each scenario:

Scenario One – This strategy employs a cost-neutral approach by eliminating or modifying low-performance services while increasing options for Red Line passengers (the highest performing route). One notable change is to change the Blue Zone DAR from a demand-response to a deviated fixed route.

This scenario is anticipated to increase ridership by 2,210 passenger-trips annually over the status quo while saving $35,000 in operating costs annually.

Scenario Two – This strategy aims to provide cost savings through minor service reductions and replacing low-efficiency services with higher-performing options. This scenario is anticipated to reduce ridership by 2,930 passenger-trips annually from the status quo while saving $218,400 in operating costs annually.

Scenario Three – This strategy aims to provide significant cost savings through major service reductions, including the elimination of Direct Connect DAR, and replacing low-efficiency services with higher-performing options. This scenario is anticipated to reduce ridership by 5,130 passenger-trips annually from the status quo while saving $338,000 in operating costs annually.

Details of all three Scenarios are presented in Chapter 12.

INITIAL RECOMMENDATIONS

Scenario One is the recommended service plan due to being cost-neutral, fiscally constrained in the short-range planning period (through FY 2030-31) if CTA claims its maximum allowable amount of Local Transportation Funds (LTF), and improving service performance and efficiency.

The recommended Scenario One service plan elements are:

- Expand Columbia College Shuttle to Year-Round Service.
- Earlier Westbound Service on Red Line (Angels Camp to San Andreas).
- Eliminate Saturday Hopper and Add Saturday Red Line Service Every 3 Hours (10:30 AM - 5:13 PM).
- Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day).
- Eliminate Direct Connect Service to Murphys/Arnold.

SHORT AND LONG RANGE FINANCIAL PLAN

CTA receives funding through various FTA and state programs. There is considerable uncertainty in funding levels beyond FY 2025-26 with the expiration of the Bipartisan Infrastructure Law (BIL) and Infrastructure Investment and Jobs Act (IIJA). This plan takes a conservative approach and assumes that, while FTA and state funding will remain available for transit, state funding levels will mirror the projected change in County population[1] and FTA funding will increase at a marginal rate of one percent per year. It is possible, however, that actual funding levels will exceed these projections.

Under Scenario One (the recommended scenario), CTA will operate with a surplus through FY 2027-28; however, CTA will begin experiencing an operating deficit in FY 2028-29 of $165,225, with a five-year deficit total of $313,644, if CTA continues to claim around $626,000 in LTF annually. If, however, CTA claims its max allowable LTF for operations, the Scenario One five-year plan is fiscally constrained, and

[1] According to Department of Finance population projections for Calaveras County, total County population will decrease by 0.8 percent annually for the short-term and by 0.55 percent annually for the long-term planning period.

CTA will operate with a surplus through FY 2031-32. The Financial Plans for Scenario Two and Three provide increasingly significant cost savings for CTA; however, they each come with service reductions and eliminations.

CAPITAL PLANNING

Capital Plan elements consist of vehicle replacement over the short- and long-range planning period and the construction of the CCOG/CTA Administrative and Operations Facility.

CTA will be required to purchase five vehicles in the short-range plan period and 14 vehicles over the ten-year plan period. Annual vehicle replacement costs increase significantly in the long range, mainly due to the requirement to purchase battery electric vehicles beginning in 2033. Vehicle replacement costs will total approximately $1.3 million over the next five years and $5.4 million over the next ten years.

CCOG and CTA are in the process of designing, engineering, and building a new administrative and operations facility. The total cost of this facility is estimated at $14 million. It is assumed in the capital plan that this facility will be completed in FY 2027-28. Even with SB 125 funds being allocated to this project over the first two years, a deficit of $4.2 million exists in both FY 2026-27 and FY 2027-28. CCOG has applied for grant funding to cover a portion of the construction costs; however, this funding has not been secured yet.

Chapter 1
INTRODUCTION

INTRODUCTION

Mobility is an essential issue influencing the economy, environment, and overall well-being across a region. Calaveras County is large, mountainous, rural, and sparsely populated, making mobility a distinct challenge for local residents. Public transit plays a significant role in helping residents and visitors travel throughout the county. The Calaveras Transit Agency (CTA) is the primary public transit provider serving Calaveras County, operating both intercity fixed routes and demand response services.

The Calaveras Council of Governments (CCOG) has retained LSC Transportation Consultants, Inc., to prepare an update to the Calaveras County Short Range Transit Plan (SRTP). The SRTP is a business plan for the transit agency, providing guidance for CCOG, CTA, and decision-makers on how to improve the efficiency of the transit system and better meet the needs of Calaveras County residents and visitors over the next five years.

The following SRTP document is organized as follows:

- In Chapters 1-5, factors influencing transit demand in the County are reviewed, including current and future demographic conditions, the recent operating history of Calaveras Connect, and a summary of public outreach efforts.
- In Chapter 6, a peer review compares Calaveras Connect performance to that of similar transit agencies.
- In Chapter 7, the SRTP presents a vehicle replacement schedule and zero-emission bus (ZEB) plan update.
- Chapter 8 reviews and updates CTA's goals and performance standards.
- Chapter 9 presents a marketing plan and opportunities to raise awareness and encourage ridership, as well as marketing strategies used by peer agencies.
- Chapter 10 evaluates a variety of service alternatives that have the potential to improve efficiency, reduce costs, increase ridership, and/or better meet the needs of the community.
- Chapter 11 discusses potential fare changes and technology.
- Chapter 12 presents a five- and ten-year SRTP, which consists of service, capital, and financial plans. Three separate service and financial plan scenarios are developed and presented to meet differing levels of funding.

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Chapter 2
STUDY AREA CHARACTERISTICS

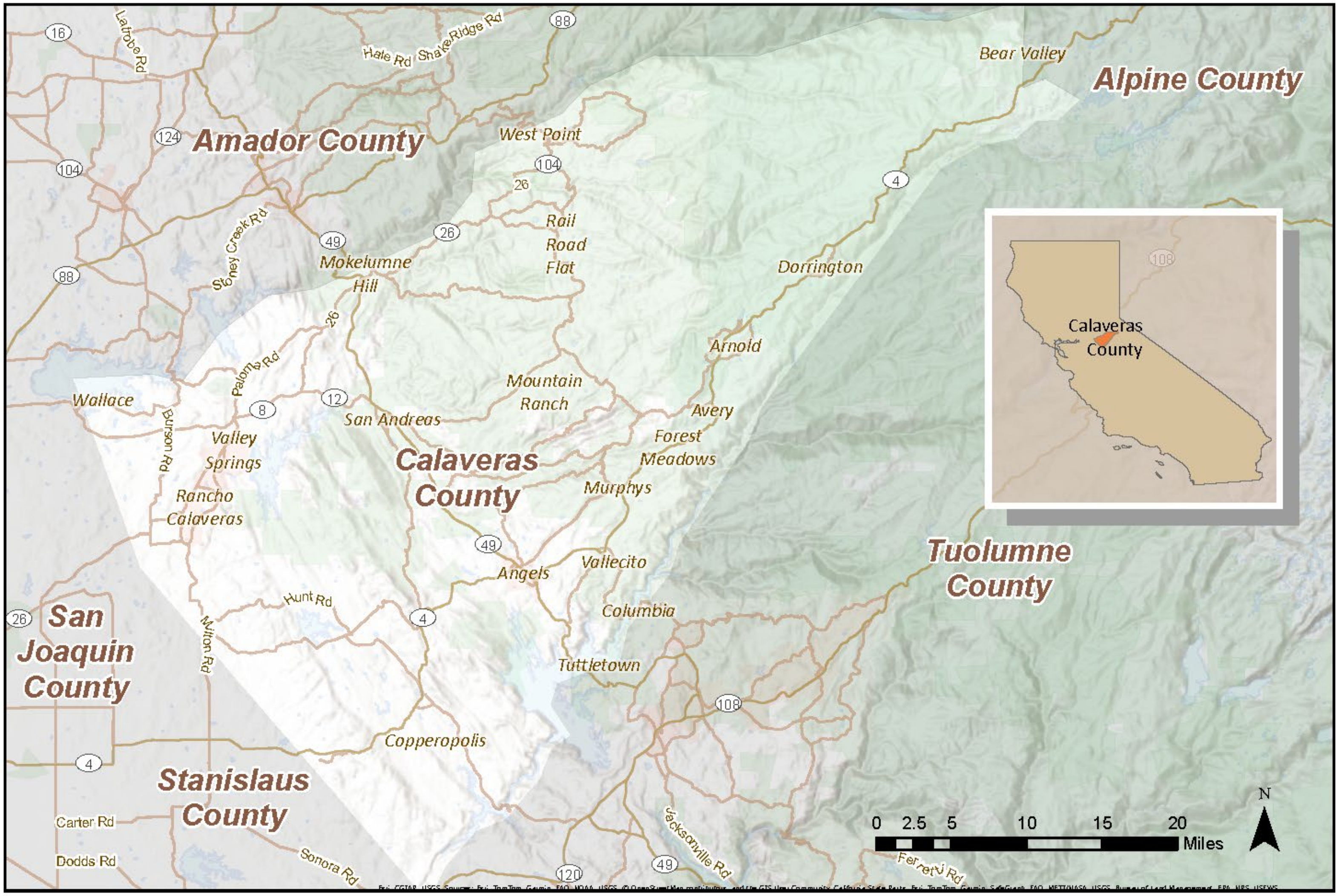
STUDY AREA

Calaveras County lies in the heart of California's Gold Country, bordered by Amador County to the north, Alpine County to the east, Tuolumne County to the south, and San Joaquin and Stanislaus County to the west. Calaveras County lies along the western slope of the Sierra Nevada range, stretching from the Central Valley to the west to almost the Sierra Crest to the east. It is known for outdoor recreation, wineries, and a rich mining history. The tourism sector represents a large portion of local economic activity, along with the agriculture and services sectors. While expansive in size at 1,020 square miles, Calaveras County is home to 44,722 residents, per the Department of Finance 2025 estimates. This results in a population density of only 44 people per square mile.

There is one incorporated city in Calaveras County, the City of Angels (Angels Camp), and 23 census-designated places (CDPs). Rancho Calaveras, located in the western portion of the county near the border with San Joaquin County, is the largest community and is home to about 14.4 percent of the county population. San Andreas, near the center of the county, is the county seat and the base for Calaveras Connect services. There is one federally registered tribal nation within Calaveras County: the California Valley Miwok Tribe, aka Sheep Ranch Rancheria of Me-Wuk Indians of California, whose tribal lands are located near the center of the county, north of Murphys.

Figure 1 shows the study area and important roadways. State Route (SR) 49 is the major north-south roadway for the region, connecting Calaveras County to Tuolumne County, including the City of Sonora to the south, and Amador County, including the City of Jackson, to the north. SR 4 in the south of the county and SR 26 in the north of the county are the major east-west roadways for the region, connecting to San Joaquin County, including the City of Stockton, to the west. In the east, SR 4 connects to Bear Valley Resort, a major regional employer just over the county line in neighboring Alpine County, although this roadway is closed just past the resort most years between November and June due to snow over the high mountain pass.

Figure 1
Calaveras County Map



POPULATION CHARACTERISTICS

Historic and Projected Population

It is important when planning transit services to not only consider current characteristics of the population living in the service area but also how the population will likely change with time. Historical population information for Calaveras County, sourced from the American Community Survey (ACS), is shown in Table 1. From 2010 to 2023, the Calaveras County population has remained constant. This trend is similar to the State of California, which saw a population growth of 0.4 percent per year over the 13-year period. Some CDPs within the county, including Mokelumne Hill, Rail Road Flat, and Vallecito, have experienced population growth in recent years, while some, including Avery and Valley Springs, have experienced population decline.

Population projections by age category for Calaveras County, based on data from the US Census Bureau and the California Department of Finance (DOF), show that while Calaveras County's overall population is expected to decline in upcoming decades, the average age of residents is predicted to increase. (Table 2).

Highlights of projected changes expected between 2020 and 2040 include:

- Calaveras County's population is expected to decline by 9 percent.
- The number of children under the age of 18 is expected to decrease by 7 percent.
- The number of college-aged adults (18 to 24) is expected to increase by 11 percent.
- The number of traditional working-age adults (25 to 64) is expected to decrease by 21 percent.
- The largest expected decrease (-43 percent) is in young retirees (65 to 74).
- The number of mature retirees (75-84) is expected to increase by 46 percent.
- The older senior population (85 and older) will experience significant growth, with an expected increase of 183 percent. This growth will result in the population of older seniors living in Calaveras County in 2040 being more than two times that in 2020. This age group will be the most likely to become transit-dependent.

Overall, the population forecast for Calaveras County reveals how the population will age in the coming years. While the total number of those 65 and older is expected to increase slightly (8 percent) between 2020 and 2040, the significant increase in those 85 and older is likely to result in increased demand for public transit. New or expanded transit services should focus on meeting the needs of the growing senior population. Examples of transit services popular among seniors are demand-response, paratransit, or non-emergency medical transportation programs. To complicate matters, Calaveras County has limited healthcare services, and many transit-dependent individuals will require transit to healthcare services outside of the County.

Table 1: Historic and Current Population

	2010		2015		2020		2023	
	Population	Annual Change	Population	Annual Change	Population	Annual Change	Population	Annual Change
Calaveras County	**45,994**	**--**	**44,767**	**-0.5%**	**45,828**	**0.5%**	**45,995**	**0.1%**
Angels Camp	3,790	--	3,753	-0.2%	3,889	0.7%	3,721	-1.5%
Arnold	3,439	--	2,554	-5.8%	2,099	-3.8%	2,276	2.7%
Avery	381	--	622	10.3%	444	-6.5%	199	-23.5%
Campo Seco[1]	--	--	--	--	--	--	0	--
Copperopolis	4,021	--	4,396	1.8%	3566	-4.1%	4644	9.2%
Dorrington	574	--	286	-13.0%	407	7.3%	512	8.0%
Douglas Flat[1]	--	--	--	--	--	--	187	--
Forest Meadows	1,551	--	1,568	0.2%	1,324	-3.3%	1,485	3.9%
Glencoe[1]	--	--	--	--	--	--	333	--
Hathaway Pines[1]	--	--	--	--	--	--	204	--
Mokelumne Hill	736	--	719	-0.5%	484	-7.6%	1,049	29.4%
Mountain Ranch	1,462	--	1,378	-1.2%	318	-25.4%	310	-0.8%
Murphys	2,325	--	2091	-2.1%	1944	-1.4%	1,821	-2.2%
Paloma[1]	--	--	--	--	--	--	448	--
Rail Road Flat	292	--	349	3.6%	97	-22.6%	696	92.9%
Rancho Calaveras	6,191	--	6,023	-0.5%	6,310	0.9%	6,619	1.6%
San Andreas	2,708	--	2,706	0.0%	3729	6.6%	2,884	-8.2%
Sheep Ranch[1]	538	--	--	--	--	--	0	--
Vallecito	538	--	482	-2.2%	132	-22.8%	535	59.4%
Valley Springs	4,031	--	3,321	-3.8%	3,890	3.2%	972	-37.0%
Wallace	160	--	877	40.5%	721	-3.8%	743	1.0%
West Point	852	--	628	-5.9%	640	0.4%	642	0.1%
Wilseyville[1]	--	--	--	--	--	--	696	--
Balance of the County	12,405	--	13,014	1.0%	15,834	4.0%	15,019	-1.1%
State of California	**37,253,956**	**--**	**38,865,532**	**0.9%**	**39,538,223**	**0.3%**	**39,242,785**	**-0.2%**

Source: American Community Survey: S0101 2023 5 Year Estimates

Note 1: Established as a Census Designated Place in 2023

Table 2: Population Projections by Age Category

Year	Total (All Ages)	Preschool (0-4 years)	School Age to Young Adult (5-17 years)	College Age (18-24 years)	Working Age (25-64 years)	Young Retirees (65-74 years)	Mature Retirees (75-84 years)	Older Seniors (85 or older)
2010	45,994	1,886	7,313	2,898	24,607	5,427	2,576	1,242
2020	45,828	1,904	5,714	2,843	22,527	7,650	3,834	1,356
2030	43,485	1,827	5,424	3,353	17,793	6,934	6,020	2,134
2040	41,901	2,003	5,118	3,147	17,827	4,363	5,600	3,843
2010 to 2020 Change								
Number	-166	18	-1,599	-55	-2,080	2,223	1,258	114
Percent	-0.4%	1.0%	-21.9%	-1.9%	-8.5%	41.0%	48.9%	9.2%
2020 to 2030 Change								
Number	-2,343	-77	-290	510	-4,734	-716	2,186	778
Percent	-5.1%	-4.0%	-5.1%	17.9%	-21.0%	-9.4%	57.0%	57.4%
2030 to 2040 Change								
Number	-1,584	176	-306	-206	34	-2,571	-420	1,709
Percent	-3.6%	9.6%	-5.6%	-6.1%	0.2%	-37.1%	-7.0%	80.1%

Sources: American Community Survey, California Department of Finance. Report P-2B: Population Projections by Individual Year of Age, 2020-2060, California Counties

Transit-Dependent Population

Transit services are often designed to best meet the needs of those most reliant on public transit. Potentially transit-dependent people within a region are typically considered to be youths, senior adults, people living with a disability, low-income people, and people who live in households with no vehicle available. These groups are all less likely to be able to drive their own personal vehicles and, therefore, more likely to rely on transit to get where they need to go.

Demographic data about where potentially transit-dependent people live within Calaveras County is shown in Table 3 at the census tract level, with detailed figures depicting this data included in Appendix A. It should be noted that the demographic groups considered to be transit-dependent are not exclusive from each other, and some people may fall into more than one category. Despite some double-counting, the data is still valuable in showing where larger concentrations of transit-dependent residents live.

Highlights from Table 3 include:

- About one in five Calaveras County residents (17 percent or 7,768 people) are estimated to be youth (children younger than 18), which is slightly below that of California (22 percent). Valley Springs and South Camanche Shore have the highest concentration of youth, with 16.2 percent of County youth living in Census Tract 2.21 (6,607 children). Milton and Rancho Calaveras (Census Tract 2.2) are a close second, with 14.1 percent of the County youth (1,092 people).

- **Seniors** over the age of 65 represent 29 percent of the total Calaveras County population (13,220 people), which is a greater proportion than the State of California (15 percent). Census Tract 2.21 (including Valley Springs and South Camanche Shore) has the largest senior population with 16.2 percent of seniors in the County (1,260 people).

- It is estimated that **people living with a disability** account for 21 percent of Calaveras County residents (9,621 people) based on the definition used by the US Census Bureau. This is a significantly higher percentage than the State of California (11 percent). Census Tract 2.21, including Valley Springs and South Camanche Shore, is home to the highest proportion of the County's disabled population (17.3 percent or 1,664 people).

- As defined by the US Census Bureau, 13 percent of Calaveras County residents are **people with incomes below the federal poverty level** (6,083 people). This is a slightly higher rate than the State of California (12 percent). Rail Road Flat, West Point, and Wilseyville (Census Tract 4) have the highest proportion of low-income people in the County (18.3 percent or 1,111 people). Census Tract 3.1 (San Andreas, Mokelumne Hill, and Happy Valley) also has a high proportion of low-income individuals (15.2 percent or 924 people).

The US Census Bureau estimates that only 2 percent, or 389 households in Calaveras County, are **zero-vehicle households**. This is much lower than California as a whole (7 percent). According to the data, 38.6 percent (150 households) of the 389 zero-vehicle households in the County are located in Census Tracts 1.21 and 1.22, which include Altaville, Angels Camp, Murphys, Vallecito, and Douglas Flat. This may be due in part that these communities are along the Red Line, Calaveras Connect's primary fixed route.

Table 3: Calaveras County Demographic Characteristics

Census Tract	Communities	Total Persons	Youth (Under 18) #	Youth (Under 18) %	Senior Adults (65+) #	Senior Adults (65+) %	Persons with a Disability #	Persons with a Disability %	Persons Below Poverty Level #	Persons Below Poverty Level %	Total Households #	Total Households %	Zero-Vehicle Households #	Zero-Vehicle Households %
1.21	Altaville, Angels Camp	4,534	1,056	13.6%	1,354	10.2%	849	8.8%	502	8.3%	1,869	11%	69	17.7%
1.22	Murphys, Vallecito, Douglas Flat	3,176	360	4.6%	1,169	8.8%	777	8.1%	315	5.2%	1,553	9%	**81**	**20.8%**
1.23	Copper Cove Subdivision	3,323	610	7.9%	677	5.1%	401	4.2%	85	1.4%	1,177	7%	32	8.2%
1.24	Milton, Copperopolis, Copper Cove Village	2,006	324	4.2%	743	5.6%	353	3.7%	217	3.6%	838	5%	27	6.9%
2.2	Milton, Rancho Calaveras	5,811	1,092	14.1%	1,046	7.9%	914	9.5%	878	14.4%	1,938	11%	25	6.4%
2.21	Valley Springs, South Camanche Shore	6,607	**1,260**	**16.2%**	**1,833**	**13.9%**	**1,664**	**17.3%**	682	11.2%	2,187	**13%**	21	5.4%
2.22	Rancho Calaveras, Mother Lode Acres	3,593	603	7.8%	860	6.5%	715	7.4%	169	2.8%	1,405	8%	7	1.8%
3.01	San Andreas, Mokelumne Hill, Happy Valley	4,420	872	11.2%	1,397	10.6%	1,053	10.9%	924	15.2%	1,854	11%	15	3.9%
3.02	Oak Park Estates, Calaveritas, Mountain Ranch, Sheep Ranch	3,265	269	3.5%	1,202	9.1%	945	9.8%	756	12.4%	1,159	7%	0	0.0%
4	Rail Road Flat, West Point, Wilseyville	4,319	655	8.4%	1,052	8.0%	1,231	12.8%	**1,111**	**18.3%**	1,570	9%	57	14.7%
5.01	Ponderosa Park, Sunset Point, Hathaway Pines, Hathaway Mountain Pines, Avery, Ebbetts Pass Highlands, Lakemont Pines, Meadowmont, Arnold, Forest Meadows, Red Apple, Indian Hills	2,822	426	5.5%	985	7.5%	356	3.7%	245	4.0%	1,282	7%	0	0.0%
5.04	White Pines, Arnold, Dorrington, Cottage Springs, Tamarack, Tamarack Springs, Sky High	625	42	0.5%	253	1.9%	168	1.7%	61	1.0%	309	2%	25	6.4%
5.05	Arnold	965	121	1.6%	443	3.4%	148	1.5%	125	2.1%	480	3%	17	4.4%
5.06	Pinebrook, Mountain Retreat, Blue Lake Springs, Lakeside Terrace, Avery, Fly-In Acres, McKay	529	78	1.0%	206	1.6%	47	0.5%	13	0.2%	276	2%	13	3.3%
County Total		**45,995**	**7,768**	**17%**	**13,220**	**29%**	**9,621**	**21%**	**6,083**	**13%**	**17,198**	**-**	**389**	**2%**
California		39,242,785	8,729,012	22%	5,994,486	15%	4,364,431	11%	4,610,600	12%	13,434,847	-	939,021	7%

Source: American Community Survey 2023 5-Year Estimates

X% = (bolded) tracts with the highest percentage of population type.

Transit Needs Index

The purpose of the Transit Needs Index (TNI) is to calculate which communities in Calaveras County have the greatest comparative need for transit services when all five potentially transit-dependent groups are considered. The TNI provides a high-level overview of how transit-dependent residents (the subgroups discussed above) are distributed across Calaveras County and where additional or expanded transportation services may be most warranted. The Calaveras County TNI is shown in Table 4 and Figure 2.

To develop the TNI, the first step was to calculate the concentration of each transit-dependent population in each census tract. For example, youths per square mile in Altaville/Angels Camp. Next, these concentration values were divided into quintiles by transit-dependent population type and census tract. These concentration values were ranked on a scale of 1 (very low need) to 5 (very high need). The rank scores for each transit-dependent population were added together for each census tract to determine an overall transit needs index score. These overall scores represent the respective TNI values for each community.

The two communities with the highest TNI ranks, and therefore the greatest assumed need for transportation services, are the communities within Census Tract 5.05 and Census Tract 1.23. These areas include the communities of Arnold and Copper Cove Subdivision. Other communities that the TNI suggests have moderate to high need for transit services include Avery, Lakemont Pines, Lilac Park, Grizzly Ridge, Blue Lake Junction, Meadowmont, Ebbetts Pass Highlands, Valley Springs, South Camanche Shore, Ponderosa Park, Sunset Point, Hathaway Pines, Hathaway Mountain Pines, Avery, Forest Meadows, Red Apple, and Indian Hills.

It is important to note, however, that the total number of transit-dependent people presented in Table 3 also needs to be considered when determining areas of high transit need, as most of a census tract's population resides in concentrated community centers. The study team amended the size of each census tract to remove the approximate area covered by forest or water for the purposes of TNI calculation, as these areas are not habitable; however, this does not account for all agricultural land.

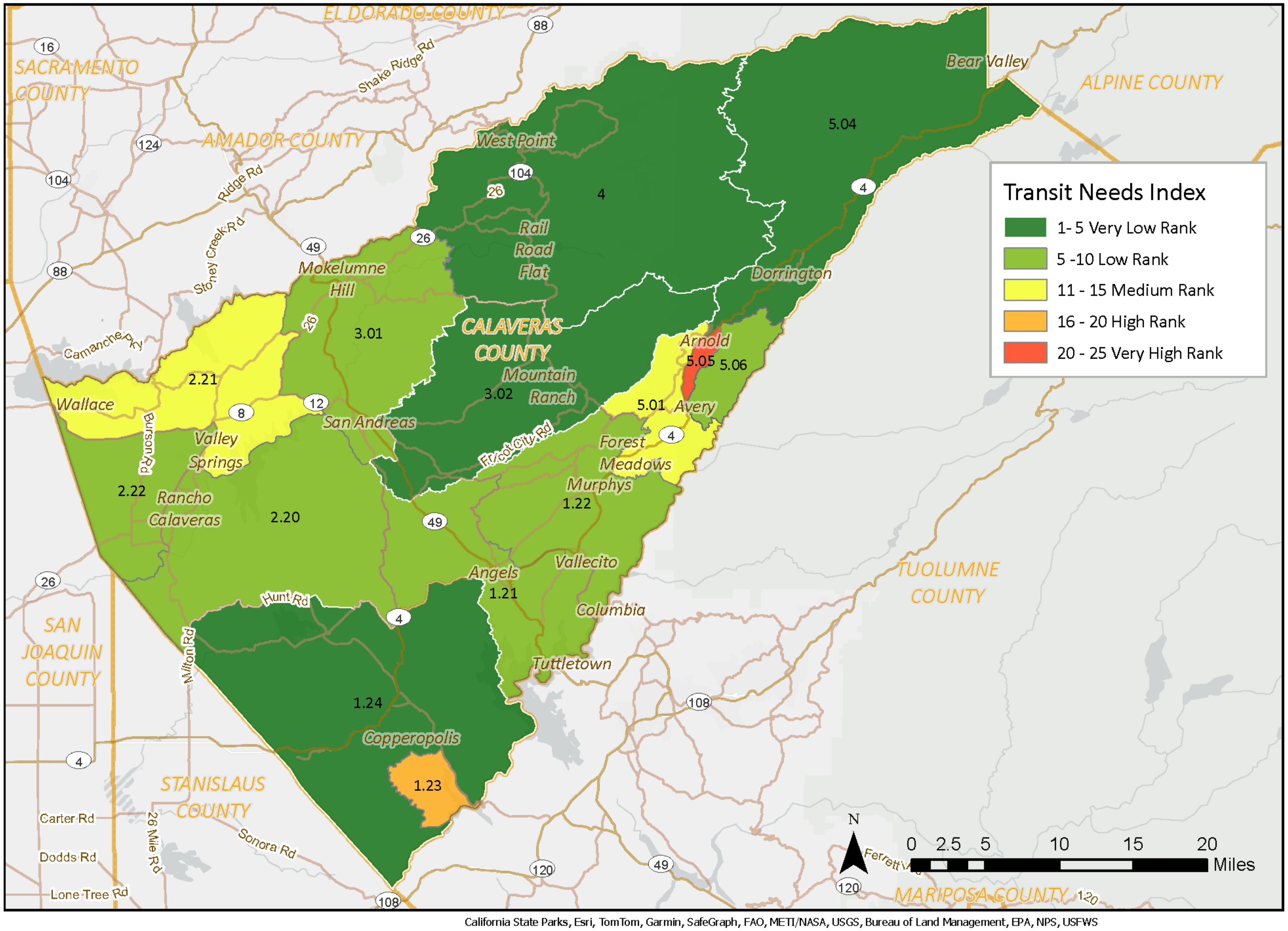
Table 4: Calaveras County Transit Needs Index

Legend	
1	Very Low Rank
2	Low Rank
3	Medium Rank
4	High Rank
5	Very High Rank

Census Tract	Communities	Rank					
		Youth (Under 18 Years)	Senior Adults (65+)	Persons with a Disability	Persons Below Poverty Level	Zero-Vehicle Households	Overall Transit Needs Index Rank
1.21	Altaville, Angels Camp	2	1	2	2	2	9
1.22	Murphys, Vallecito, Douglas Flat	1	1	2	1	2	7
1.23	Copper Cove Subdivision	5	3	5	2	4	19
1.24	Milton, Copperopolis, Copper Cove Village	1	1	1	1	1	5
2.2	Milton, Rancho Calaveras	1	1	1	2	1	6
2.21	Valley Springs, South Camanche Shore	2	2	4	2	1	11
2.22	Rancho Calaveras, Mother Lode Acres	2	1	2	1	1	7
3.01	San Andreas, Mokelumne Hill, Happy Valley	1	1	2	2	1	7
3.02	Oak Park Estates, Calaveritas, Mountain Ranch, Sheep Ranch	1	1	1	1	1	5
4	Rail Road Flat, West Point, Wilseyville	1	1	1	1	1	5
5.01	Ponderosa Park, Sunset Point, Hathaway Pines, Hathaway Mountain Pines, Avery, Ebbetts Pass Highlands, Lakemont Pines, Meadowmont, Arnold, Forest Meadows, Red Apple, Indian Hills	3	3	3	3	1	13
5.04	White Pines, Arnold, Dorrington, Cottage Springs, Tamarack, Tamarack Springs, Sky High	1	1	1	1	1	5
5.05	Arnold	3	5	5	5	5	23
5.06	Pinebrook, Mountain Retreat, Blue Lake Springs, Lakeside Terrace, Avery, Fly-In Acres, McKay	1	1	1	1	2	6

Source: LSC Transportation Consultants, Inc.

Figure 2
Transit Needs Index



EMPLOYMENT AND ECONOMY

For many systems, some of the most regular transit riders are those who rely on the bus for commuting to and from work.

Top Employers

Calaveras County's largest employers, according to the California Employment Development Department (2024), are shown in Table 5. As shown, the highest concentration of jobs within Calaveras County are in the communities of San Andreas and Angels Camp.

Table 5: Major Employers in the Calaveras Region

Employer	Location	Industry	# Employed
Bear Valley Mountain Resort	Bear Valley	Skiing Centers & Resorts	250-499 Employees
Forestry & Fire Protection	San Andreas	State Government-Land/Mineral/Wildlife/Forest	250-499 Employees
Mark Twain Medical Center	San Andreas	Hospitals	250-499 Employees
Avalon Training Center	San Andreas	Nursing & Convalescent Homes	100-249 Employees
Bret Harte High School	Angels Camp	Schools	100-249 Employees
Calaveras County	San Andreas	Government Offices-County	100-249 Employees
Rite of Passage Inc.	San Andreas	Residential Care Homes	100-249 Employees
Big Trees Market	Arnold	Grocers-Retail	50-99 Employees
Calaveras County Human Svc.	San Andreas	Government Offices-County	50-99 Employees
Calaveras County Sheriff	San Andreas	Government Offices-County	50-99 Employees
Calaveras County Surveyor	San Andreas	Government Offices-County	50-99 Employees
Calaveras County Water Dist.	San Andreas	Utility Contractors	50-99 Employees
Calaveras High School	San Andreas	Schools	50-99 Employees
Calaveras Public Works Dept.	San Andreas	Government Offices-County	50-99 Employees
California Pavement Mntnc Co.	Murphys	Pavement Marking	50-99 Employees
Foothill Village Senior Living	Angels Camp	Retirement Communities & Homes	50-99 Employees
Ironstone Vineyards	Murphys	Vineyards	50-99 Employees
Jenny Lind Elementary School	Valley Springs	Schools	50-99 Employees
UPS Customer Center	Angels Camp	Mailing & Shipping Services	50-99 Employees
Worldmark Angels Camp	Angels Camp	Resorts	50-99 Employees
John Vierra High School	Vallecito	Schools	50-99 Employees
Mar-Val Food Stores	Valley Springs	Grocers-Retail	50-99 Employees

Source: Employment Development Department, www.labormarketinfo.edd.ca.gov. Accessed May 2025.

Commute Patterns

Table 6 shows where Calaveras County residents work and where those employed in Calaveras County live, according to the US Census Bureau Longitudinal Employer-Household Dynamics (LEHD) Database for 2022. The majority of Calaveras County jobs are held by county residents (50.1 percent), with most jobs being held by people who live in Rancho Calaveras (7.5 percent). The top out-of-county locations Calaveras County workers are commuting from are Tuolumne (10.8 percent) and San Joaquin Counties (6.2 percent). Roughly 20 percent of Calaveras County residents also hold jobs within the county. San

Andreas is the top place where work is found, along with Stockton in neighboring San Joaquin County, each employing 5 percent of Calaveras County working residents.

This dataset does not indicate whether or not a job is held by a remote worker. Despite the data not clarifying who works in-person or remotely, most of this information can be logically assumed. For instance, most of Calaveras County residents holding jobs that are technically located in Alameda or Contra Costa County are likely working remotely or in a hybrid format. Even with these caveats, the LEHD data still provides useful information about common commute patterns that could potentially be served by transit. According to the 2023 American Community Survey 5-Year Estimates, less than one percent of Calaveras County residents utilize public transportation to access employment, with 74 percent of residents driving alone to work and 7 percent carpooling. This indicates that new transit services or robust transit marketing would likely be needed to encourage workers to choose transit for commuting.

Table 6: Calaveras County Local and Regional Commute Patterns
2022

Where Employees In Calaveras County Commute From

Counties	# of Jobs	% of Total	Cities/Towns	# of Jobs	% of Total
Calaveras County	5,105	50.1%	**Rancho Calaveras, CA**	760	7.5%
Tuolumne County	776	7.6%	**Copperopolis, CA**	70	0.7%
San Joaquin County	628	6.2%	**Angels Camp, CA**	60	0.6%
Amador County	522	5.1%	**Murphys, CA**	50	0.5%
Sacramento County	476	4.7%	**Arnold, CA**	35	0.3%
Stanislaus County	576	5.7%	**San Andreas, CA**	32	0.3%
El Dorado County	251	2.5%	Stockton, CA	29	0.3%
Placer County	190	1.9%	**Forest Meadows, CA**	28	0.3%
All Other Locations	1,668	16.4%	All Other Locations	9,128	89.6%
Total Number of Jobs	**10,192**		**Total Number of Jobs**	**10,192**	

Where Calaveras County Residents Work and Commute to

Counties	# of Jobs	% of Total	Cities and Towns	# of Jobs	% of Total
Calaveras County	5,105	20.8%	**San Andreas, CA**	1,221	5.0%
San Joaquin County	2,638	10.8%	Stockton, CA	1,217	5.0%
Sacramento County	2,120	8.7%	Sacramento, CA	866	3.5%
Alameda County	1,762	7.2%	**Angels Camp, CA**	762	3.1%
Santa Clara County	1,559	6.4%	San Jose CA	740	3.0%
Stanislaus County	1,075	4.4%	San Francisco, CA	676	2.8%
Contra Costa County	1,061	4.3%	Modesto, CA	444	1.8%
Amador County	883	3.6%	**Murphys, CA**	411	1.7%
All Other Locations	8,301	33.9%	All Other Locations	18,167	74.1%
Total Number of Jobs	**24,504**		**Total Number of Jobs**	**24,504**	

Source: US Census Bureau LEHD Database, 2022

Note: **Bold text** indicates locations within Calaveras County.

SCHOOL TRANSPORTATION

Calaveras County is served by four public school districts. Transitional kindergarten through 12th grade students in the northern parts of the county are served by Calaveras Unified School District. In the southern portion of the county, transitional kindergarten through 8th grade students are served by either Mark Twain Union Elementary School District or Vallecito Union School District, with the district boundary located between Angels Camp and Vallecito. Bret Harte Union High School District serves 8th through 12th grade students in the southern portion of the county.

Like many areas, Calaveras County's public school districts are increasingly challenged by bus driver shortages and financial constraints, leading to reductions in student transportation services. At the start of the 2024–25 academic year, Calaveras Unified School District faced both financial limitations and a shortage of drivers, resulting in the cancellation of three school bus routes in September 2024. Parents and students were forced to find alternative transportation, and some turned to Calaveras Connect services. While "yellow bus" service has since been restored in most areas, some high school students continue to rely on Calaveras Connect, and ongoing driver shortages continue to threaten school bus service.

The Calaveras Coordinated Public Transit–Human Service Transportation Plan (2024) identified student transportation as a gap in service and recommended increased coordination between Calaveras Connect and Calaveras Unified School District as a strategy to address this need.

RECENT PLANNING STUDIES

Recently completed plans related to the SRTP effort include local studies related to land use such as the *Calaveras County General Plan*, *Calaveras County Housing Element*, and transportation-specific plans, including the previous *Calaveras County SRTP* (2021), *Calaveras County Triennial Performance Audit* (TPA) (2024), *Calaveras County Coordinated Transportation Plan* (CTP) (2024*), Calaveras Regional Transportation Plan* (RTP) (anticipated completion: 2025), and *Calaveras Transit Agency (CTA) Zero Emission Bus (ZEB) Rollout Plan (2023)*. These studies were reviewed while updating the SRTP to ensure the final five-year plan aligns with the work of these other studies. A review of relevant planning documents is provided in Appendix B.

Chapter 3
OVERVIEW OF EXISTING TRANSIT SERVICES

INTRODUCTION

This chapter provides a brief overview of existing transportation services in Calaveras County, focusing primarily on the one public transit provider, the Calaveras Transit Agency.

CALAVERAS TRANSIT AGENCY

Administration and Management

The Calaveras Transit Agency (CTA) is the result of a Joint Powers Agreement (JPA) between the County of Calaveras and the City of Angels Camp in 2018. Previously, Calaveras Transit, CTA transit services were rebranded as Calaveras Connect in 2019. CTA shares a board and staff with Calaveras Council of Governments (CCOG), the latter defined by a contract agreement for transit staff services. A private transportation company, Paratransit Services, is contracted to provide all the drivers, dispatchers, mechanics, and other staff necessary for the operation and management of Calaveras Connect. CTA is the sole public transportation provider serving Calaveras County.

CALAVERAS
connect

Calaveras Connect Fixed Routes

Calaveras Connect operates three deviated fixed routes within the County (Figure 3), with one route connecting to Tuolumne County. Figure 4 shows a detail of fixed route services and popular activity centers in San Andreas and Angels Camp. Table 7 provides a summary of Calaveras Connect offerings, including fixed route services. A more detailed list of activity centers throughout the County is provided in Appendix C.

Red Line

This deviated fixed route connects the communities of Valley Springs and Arnold, making stops in San Andreas, Angels Camp, Douglas Flat, Murphys, and Avery, with pick-up/drop-off stops allowed by request up to three-quarters of a mile off the route. Deviation requests must be made at least two hours in advance. Flag stops are also allowed anywhere deemed safe by the driver along the Red Line route. Passengers are encouraged to call in advance if they are boarding at a flag stop. The Red Line operates Monday-Friday between the hours of 6:10 AM and 8:13 PM. Three buses are typically in service at one time to keep headways for any given stop between an hour and an hour and twenty minutes.

Saturday Hopper

This deviated fixed route connects the communities of San Andreas and Murphys with Arnold on-demand, making stops in Angels Camp and Murphys, with pick-up/drop-offs allowed by request up to three-quarters of a mile off the route. Deviation requests must be made at least two hours in advance. The Saturday Hopper operates only on Saturdays between March and November between 9:45 AM and 6:25 PM.

Figure 3
Calaveras Connect Services and County Activity Centers

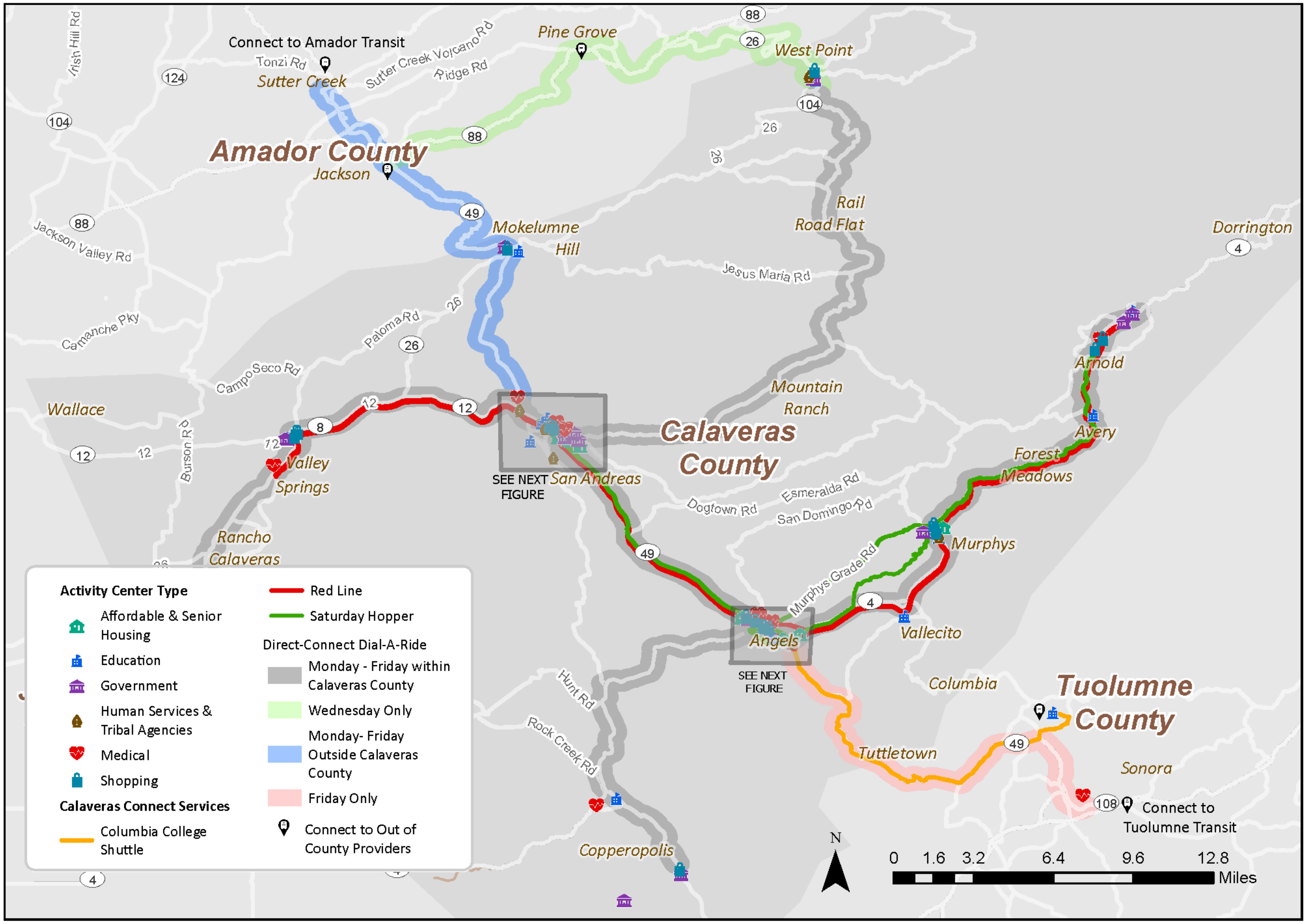


Figure 4
Activity Centers - San Andreas and Angels Camp

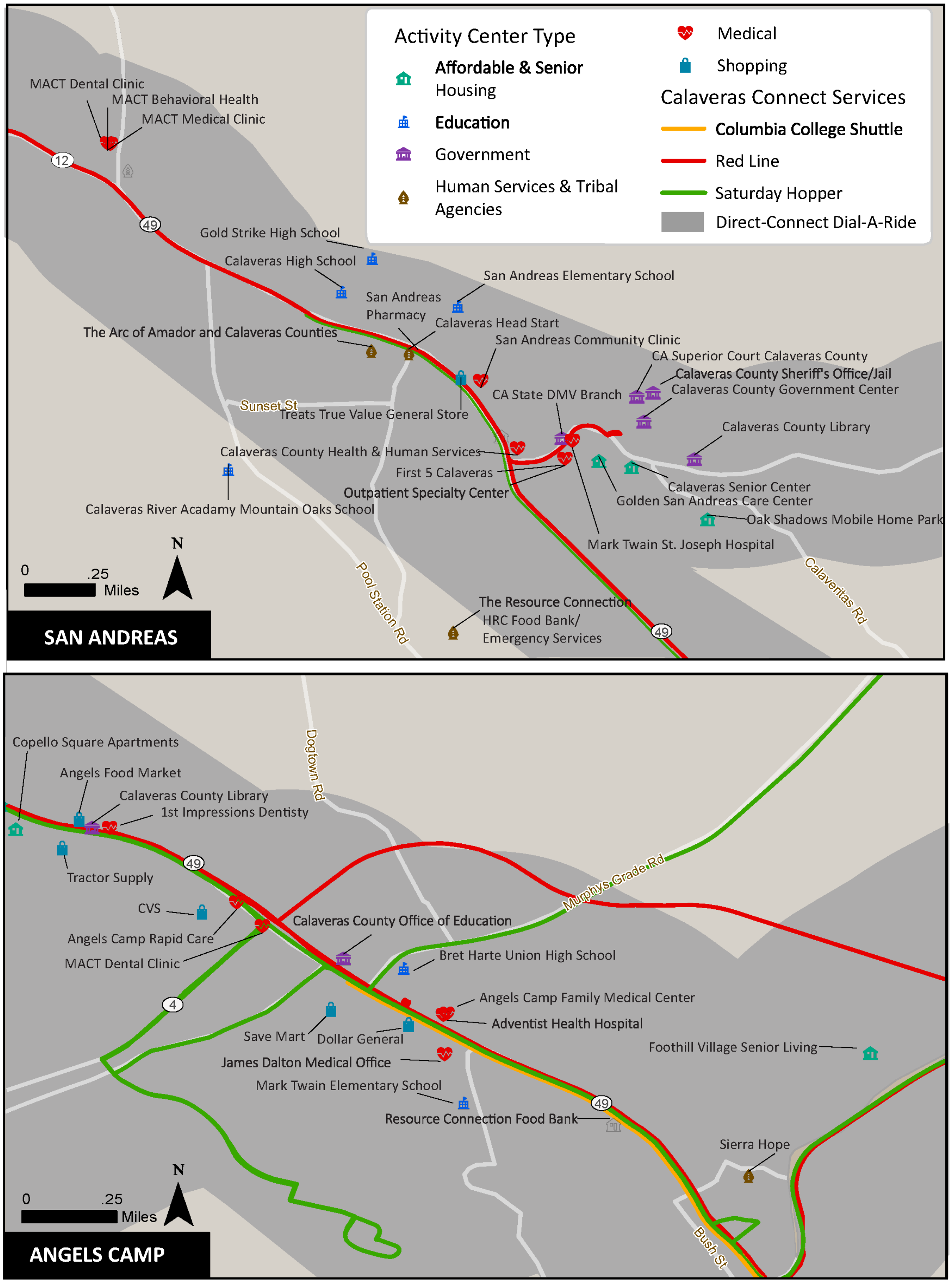


Table 7: Summary of Calaveras Connect Services and Frequency

	Service Hours [1]				Start & End Locations		Weekday Service Frequency (Minutes)
	Weekday Service		Saturday Service				
	Start	End	Start	End	Start	End	
Bus: Fixed Route[2]							
Red Line[3] *Mondays - Fridays*	6:10 AM	8:13 PM	No Service	No Service	Valley Springs - Vista Del Lago Dr.	Arnold Library	60
Columbia College Shuttle *Mondays - Fridays*	8:15 AM	6:35 AM	No Service	No Service	Angels Camp - Save Mart	Columbia College	5 Round Trips per Day
Saturday Hopper *Saturdays Only*	No Service	No Service	9:45 AM	6:25 PM	San Andreas - Post Office	Murphys[4]	60
DAR: Direct Connect[5]							
Grey Zone *Countywide in Calaveras County* *Mondays - Fridays*	8:00 AM	5:00 PM	No Service	No Service	Not Applicable	Not Applicable	Not Applicable
Green Zone *West Point & Wilseyville to Jackson[6]* *Wednesdays Only*	8:00 AM	5:00 PM	No Service	No Service	Not Applicable	Not Applicable	Not Applicable
Blue Zone *San Andreas to Sutter Creek[6]* *Mondays - Fridays*	8:00 AM	5:00 PM	No Service	No Service	Not Applicable	Not Applicable	Not Applicable
Pink Zone *Angels Camp to Sonora[6]* *Fridays Only*	8:00 AM	5:00 PM	No Service	No Service	Not Applicable	Not Applicable	Not Applicable

Note 1: Summary accurate as of May, 2025. No service on New Year's Eve, New Year's Day, Martin Luther King Jr. Day, President's Day, Memorial Day, Independence Day, Labor Day, Veterans Day, Thanksgiving, the day after Thanksgiving, Christmas Eve, and Christmas Day. No Sunday service.

Note 2: Red Line is only year-round fixed route service. Columbia College operates only during the academic year. Saturday Hopper only operates between March and November.

Note 3: On the Red Line only, flag stops are allowed anywhere it's safe to do so. Deviations within 3/4 mile off of the main road are available.

Note 4: Forest Meadows, Hathaway Pines, Avery, and Arnold pickups must be scheduled in advance with transit agency staff.

Note 5: All Direct Connect service by reservation only.

Note 6: Service is available outside of Calaveras County on Direct Connect by reservation only and only on specific days.

Source: Calaveras Connect

Columbia College Shuttle

This deviated fixed route serves Angels Camp and Columbia College, with pick-up/drop-offs allowed by request up to three-quarters of a mile off the route. Deviation requests must be made at least two hours in advance. The Columbia Connect Shuttle operates Monday-Friday when school is in session from 8:15 AM to 6:35 PM. This route enables transfers to Tuolumne County Transit services at Columbia College. Transfers between Direct Connect DAR and the Red Line are possible as well.

Direct Connect Dial-A-Ride

Dial-A-Ride (DAR) service is available to the general public for destinations in Calaveras County and to communities outside the county under the branding of Direct Connect Dial-A-Ride. Communities within Calaveras County are served Monday through Friday between 8:00 AM and 5:00 PM, and include:

- The SR 12 corridor between San Andreas and Jenny Lind,
- The Mountain Ranch Road/Railroad Flat Road corridor between San Andreas and West Point,
- The SR 49 corridor between San Andreas and Angels Camp, and
- The SR 4 corridor between Copperopolis and Arnold.

DAR services to out-of-county destinations between 8:00 AM and 5:00 PM include:

- The SR 49 corridor between San Andreas and Sutter Creek, served Monday through Friday,
- The SR 88/26 corridor between Jackson and West Point, served Wednesdays only, and
- The SR 49 corridor between Angels Camp and Sonora served Fridays only.

Direct Connect Dial-A-Ride reservations can be made by calling Calaveras Connect. Reservations must be made prior to 3:00 PM the day before a passenger wishes to travel, with the option to reserve a ride up to seven days in advance.

Fares

As described in Table 8, the fare structure for Calaveras Connect varies based on service type (Fixed Route, DAR, or Saturday Hopper) and fare category (Regular, Discounted, Students, Youth, and Children). Riders can pay cash for fares onboard buses or purchase tickets through the Token Transit app using digital methods, such as credit cards. Ticket books and monthly passes are available on Fixed Routes (Red Line and Columbia College Shuttle). Those over the age of 65 years old, people with disabilities, and veterans are eligible for discounted fares. Columbia College students ride Calaveras Connect for free through the College's free fare agreement with CTA.

Table 8: Summary of Calaveras Connect Fares

Fixed Route Fares *(excluding Saturday Hopper)*	Regular	Discounted [1]	Students	Youth (7-12 years)	Children (0-6 years) [2]
1-Way Trip	$1.50	$1.00	-	$0.50	Free
Ticket Book (15 Rides) [3]	$20.00	$15.00	-	-	-
Monthly Pass [4]	$40.00	$30.00	$35.00	-	-

Direct Connect Dial-A-Ride	Regular	Discounted	Students	Youth (7-12 years)	Children (0-6 years)
1-Way Trip	$3.00	$2.00	-	$1.00	Free

Saturday Hopper *(March - November on Saturdays Only)*	Regular	Discounted	Students	Youth (7-12 years)	Children (0-6 years)
1-Way Trip	$3.00	$1.50	-	$0.50	Free

Note 1: Discounted fares are included for seniors (65+ years), persons with disabilities, and military veterans. To qualify for this fare, the passenger must present proof of eligibility to bus driver when boarding the bus.

Note 2: Children (0-6 years) are free with fare paying adult.

Note 3: Calaveras Connect offers Ticket Books. Riders may purchase a Ticket Book using the Token Transit app on their smartphone.

Note 4: Each Monthly Pass is valid for unlimited trips on fixed routes within the area(s) indicated on the pass within a calendar month and expire at midnight on the last day of that month. Riders may purchase a Monthly Pass using the Token Transit app on their smartphone.

Source: https://calaverasconnect.org/fares/

CTA CAPITAL ASSETS

Facilities and Maintenance

CTA shares its administrative offices with CCOG, located at 444 East St. Charles Street/Highway 49 in San Andreas. The Calaveras Connect operations, maintenance, and vehicle storage facility is located nearby at 750 Industrial Way in San Andreas. CTA leases the operations facility and provides it for the exclusive use of the transit contractor, Paratransit Services.

CTA and CCOG recently purchased property in San Andreas to be the future site of the CCOG/CTA administrative and operations facility. This project, which likely will be completed during this planning period, will be partially funded with Senate Bill (SB) 125 funds.

Fleet Inventory

The CTA has a fleet of twelve revenue vehicles as of June 2025 (Table 9). Vehicles range in capacity from five-passenger vans to 26-passenger cutaways. All vehicles are wheelchair accessible. Three of the twelve vehicles are beyond their useful life, and two more are due for replacement in the next year. CTA has plans to replace eight vehicles over the five-year planning period, utilizing a combination of Federal Transit Administration (FTA), State of Good Repair (SGR), and Low Carbon Transit Operations Program (LCTOP) funds at an estimated cost of $1.5 million. One of those vehicles will be a battery electric cutaway.

The California Air Resources Board's Innovative Clean Transit (ICT) regulation will come into effect during this planning period. Beginning in 2026, the ICT regulation will require that 25 percent of vehicles purchased each year by small transit agencies, such as the CTA, be zero-emission vehicles (ZEVs). By 2029, all new vehicles purchased will need to be ZEVs. The ICT rule allows for exceptions in the case of financial hardship or other circumstances, such as when daily mileage or gradability needs cannot be met with existing technology. The *Calaveras Transit Agency ZEB Rollout and Implementation Plan*, completed in April 2023, indicates that under current technology, 100 percent conversion to a ZEV fleet is not feasible. Due to the remoteness and length of Calaveras Connect routes, which traverse rugged terrain, currently in-county DAR service is feasible to be served by battery electric buses (BEBs). Battery technology and/or availability of hydrogen fuel will need to improve before all Calaveras Connect services can be operated with ZEVs. Currently, CTA's fleet is composed of two diesel-fueled vehicles, seven gas vehicles, two battery electric buses (BEB), and one gas and electric hybrid van.

Table 9: Calaveras Connect Vehicle Fleet

Agency ID	Make	Model	Year	Mileage	Capacity	Wheelchair Capacity	Fuel	Est. Vehicle Replacement Date[2]
65	GLAVAL	LEGACY	2013	374,788	26	2	Diesel	2022
66	GLAVAL	LEGACY	2013	384,523	26	2	Diesel	2022
69	EL DORADO	AEROTECH 240	2015	378,086	21	2	Gas	2021
73	FORD	GLAVAL	2019	249,987	17	2	Gas	2025
74	FORD	GLAVAL	2019	224,636	17	2	Gas	2025
75	FORD	GLAVAL	2024	44,688	12	2	Gas	2030
76	FORD	GLAVAL	2024	33,945	12	2	Gas	2030
77	FORD	GLAVAL	2024	28,318	14	2	Gas	2030
78	FORD	GLAVAL	2024	35,318	14	2	Gas	2030
V03	FORD	NOR CAL VAN	2022	13,917	8	2	Electric	2029
V04	FORD	NOR CAL VAN	2023	1,478	5	1	Electric	2030
V05	TOYOTA	SIENNA	2023	9,097	6	1	Hybrid	2031

Source: CTA

Note 1: Information accurate as of June, 2025.

Note 2: Est. Vehicle Replacement Data based on in-service date and TAM Plan useful life.

Passenger Amenities

Passenger amenities include features such as benches and shelters that enhance a person's experience while waiting for the bus. Benches, shelters, bus schedules, and signage are located at most stops served by Calaveras Connect. The last formal bus stop amenity inventory was completed by CTA in September 2022; the system has faced some major changes since then, and some of the inventoried stops are no longer served by fixed routes. Calaveras Connect does not have a formal transit center, but connections between all routes are possible at the Save Mart stop in Angels Camp, where a shelter, bench, system map, schedule, and signage are available to passengers.

OTHER REGIONAL PUBLIC TRANSPORTATION

As a rural county, it is typical that people move within and beyond the county limits in need of various services. The following provides a brief description of other adjacent public transportation services.

Tuolumne County Transit

Tuolumne County Transit operates three fixed routes Monday through Friday between 6:25 AM and 7:26 PM. Dial-A-Ride services are available Monday through Saturday, requiring reservations at least one day in advance. Those traveling between Calaveras County and Tuolumne County may use the Calaveras Connect Columbia College Shuttle and connect to Route 2 at Columbia College. Calaveras Direct Connect also provides DAR services between Angels Camp and Sonora on Fridays.

Amador County Transit

Amador County Transit (AT) operates five fixed routes Monday through Friday between 6:00 AM and 6:30 PM, depending on the route. Those wishing to travel between Calaveras County and Amador County would need to use Calaveras Direct Connect between San Andreas and Sutter Creek (Monday through Friday) to transfer to Route 5 Sutter Creek-Jackson Shuttle A or B in Jackson. DAR services are also available Monday through Friday between 6:30 AM and 5:30 PM in Jackson, Sutter Creek, and Upcountry, with services being provided between 9:00 AM and 2:00 PM in Plymouth and Ione. To reserve a ride, a 24-hour notice is required.

HUMAN SERVICE AND NONPROFIT PROVIDERS

Calaveras County is served by a variety of human service and non-profit transportation providers in varying capacities. While some agencies have historically provided funding for transportation services, others facilitate the distribution of Calaveras Connect bus passes to their clients.

Area 12 Agency on Aging was established in 1987 as a five-county Joint Powers Agreement and provides services to 52,000 senior adults annually. The organization funds various community senior services, including information assistance, in-home support, and formerly local transportation providers such as Common Ground's Silver Streak, which closed its doors in June 2024, leaving a gap in non-emergency medical transportation (NEMT) services.

Other human service agencies, such as ARC of Amador/Calaveras Counties, Calaveras County Health and Human Services, Mark Twain Health Center, and Valley Mountain Regional Center, purchase Calaveras Connect passes and directly provide them to their clientele. ARC of Amador/Calaveras Counties and Valley Mountain Regional Center both serve Calaveras County residents living with disabilities. Calaveras County Health and Human Services will additionally try to coordinate transportation for their clients using their vehicles, but this is on a case-by-case basis. Mark Twain Health Center provides information and coordination in obtaining transportation to and from their location at 68 Mountain Ranch Rd, San Andreas.

PRIVATE PROVIDERS

Both Blue Mountain Transit and Murphys Taxi offer shuttle and taxi services seven days a week with reservations. Blue Mountain Transit is a private charter company located in Jackson, in neighboring Amador County. Blue Mountain Transit provides service in Calaveras County but focuses its business on wedding shuttles and wine tours. Murphys Taxi is a private taxi service based out of Murphys. The service operates Monday through Saturday and offers service as far as San Francisco. Modivcare, formerly LogistiCare, provides non-emergency medical transportation for those with eligible insurance coverage.

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Chapter 4
RECENT TRANSIT OPERATIONS AND PERFORMANCE

INTRODUCTION

In this chapter, recent operational and financial statistics for Calaveras Connect are discussed before operations data is used to conduct a performance assessment of Calaveras Connect as a whole and by service.

CALAVERAS CONNECT OPERATIONS

Like many other transit agencies, Calaveras Connect operations were significantly impacted by the COVID-19 pandemic, a fact that is reflected in ridership data and service quantities shown below for the previous seven years. Simultaneously, CTA rebranded its transit services to Calaveras Connect (in 2019) and then significantly redesigned Calaveras Connect services between late 2020 and January 2022, replacing several fixed routes with on-demand DAR, branded Direct Connect, and introducing a new route: the Columbia College Shuttle.

Ridership

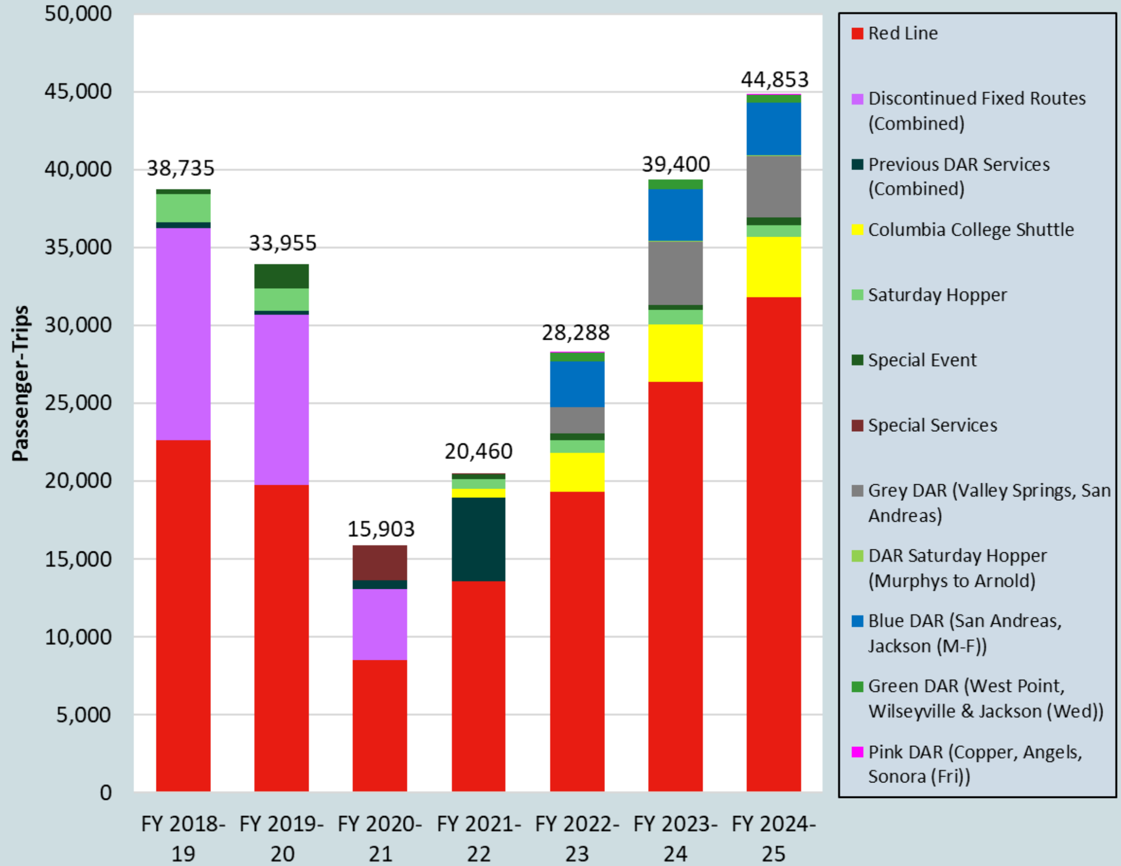
Annual Ridership

Figure 5 shows Calaveras Connect systemwide ridership for Fiscal Year (FY) 2018-19 through FY 2024-25 in total passenger-trips. The COVID-19 pandemic clearly had a swift negative impact on systemwide ridership; however, strong ridership recovery from the pandemic, coupled with the impacts of significant service changes, has led to an extremely positive trend in annual ridership. It is important to note that many peer transit agencies have not experienced the same recovery in ridership.

As shown, systemwide ridership has grown by 58 percent between FY 2022-23 and FY 2024-25, after services were transitioned to the current model. Since the seven-year low in FY 2020-21, ridership has increased by 182 percent. Systemwide ridership for FY 2024-25 was 44,829, or 16 percent above FY 2018-19 ridership pre-pandemic.

Passenger-trips by route/service are also shown in Figure 5. Since FY 2022-23 (when service changes were completed), notable ridership growth has occurred on the Red Line (+65 percent), Columbia College Shuttle (+54 percent), in the Gray DAR zone (+133 percent), and Blue DAR zone (+18 percent). The Red Line acts as the core fixed route of the system and accounts for over 50 percent of systemwide ridership across all years and about 70 percent in FY 2023-24 and FY 2024-25.

DAR ridership overall (including both in-county and out-of-county zones) increased by 52 percent between FY 2022-23 and FY 2024-25; however, ridership decreased by 2 percent between FY 2023-24 and FY 2024-25. Saturday Hopper service has been the slowest to recover from the pandemic, with FY 2024-25 ridership still 58 percent lower than FY 2018-19 pre-pandemic levels.



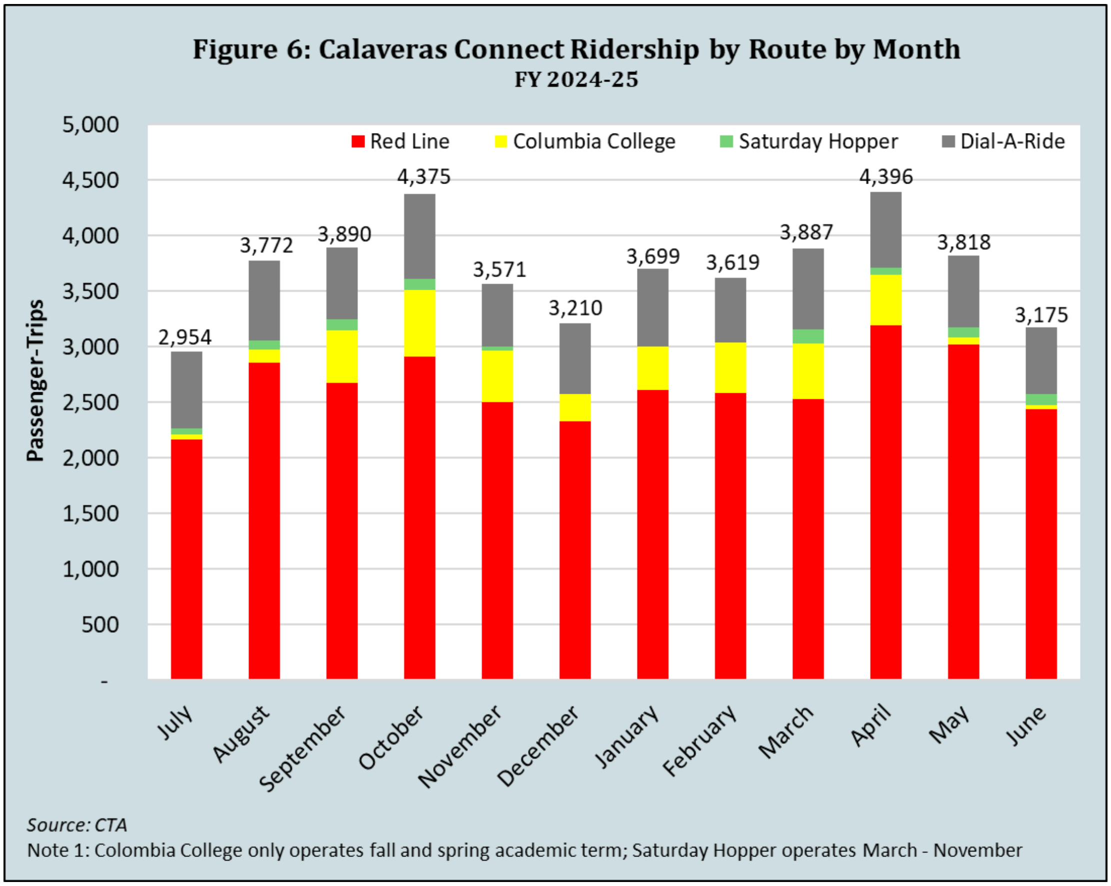
Note 1 : Blue, Purple, Copper, and Green Routes discontinued in March 2020 and replaced by DAR; Colombia College Shuttle introduced in FY 2021-22.
Source: CTA

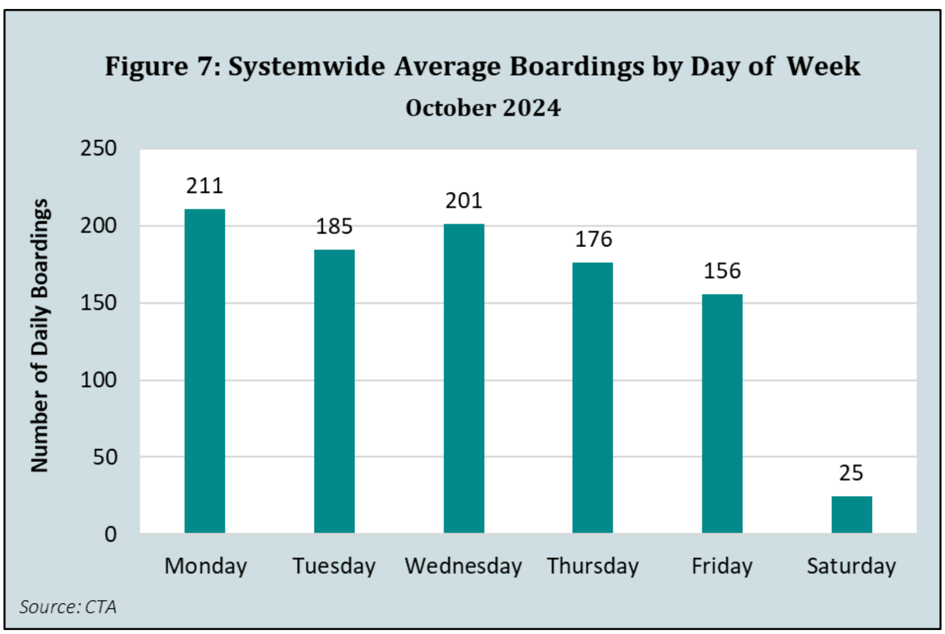
Ridership by Month

Many transit systems experience seasonal fluctuations in ridership throughout the year. Figure 6 depicts Calaveras Connect's monthly ridership by service type for FY 2024-25. Systemwide monthly passenger trips were highest in October and April, with slightly lower ridership in June, July, and December. One factor that may contribute to this is the lack of student ridership due to school breaks: the lack of Columbia College student ridership on the Shuttle and K-12 ridership on the Red Line and DAR. It is important to note that the Columbia College Shuttle only operates when classes are in session (late August-mid December and mid-January-early June). The Saturday Hopper does not operate from December through February when less events take place, and there are fewer visitors to the region.

Boardings by Day of Week

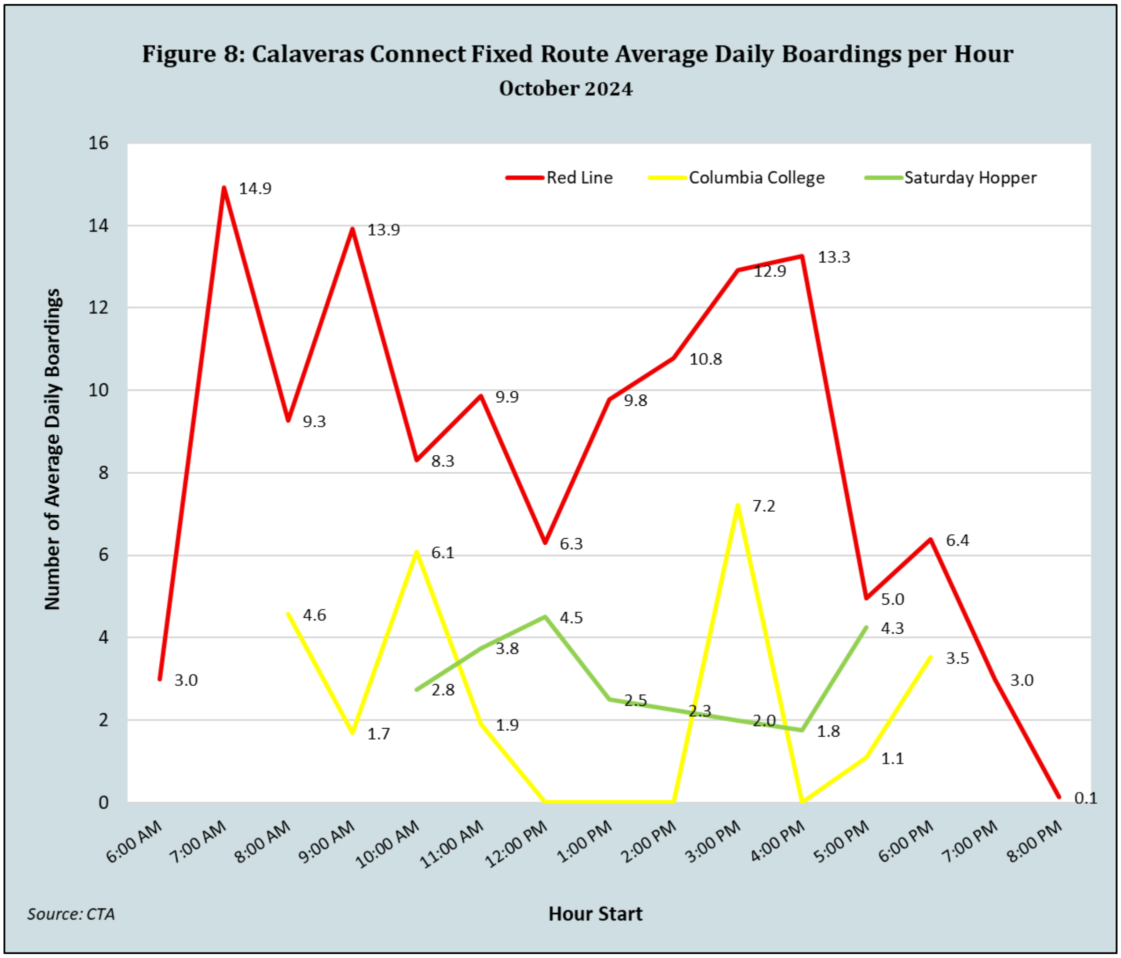
Figure 7 shows average systemwide boardings by day of week for October 2024. As shown, Monday and Wednesday have the highest average boardings (211 and 201, respectively), while Friday saw the fewest average boardings among weekdays (156). Saturdays generally have the fewest boardings of Calaveras Connect’s service days, with 25 average boardings per Saturday in October of 2024. This is likely due to reduced demand on weekends, and only the Saturday Hopper route is in service.





Fixed Route Boardings by Hour

Figure 8 shows average boardings by hour for October 2024 by fixed route. As shown, there are significant differences in peak hours between routes, which reflect both the varying purposes for which people ride each route and the different operating hours of each service.



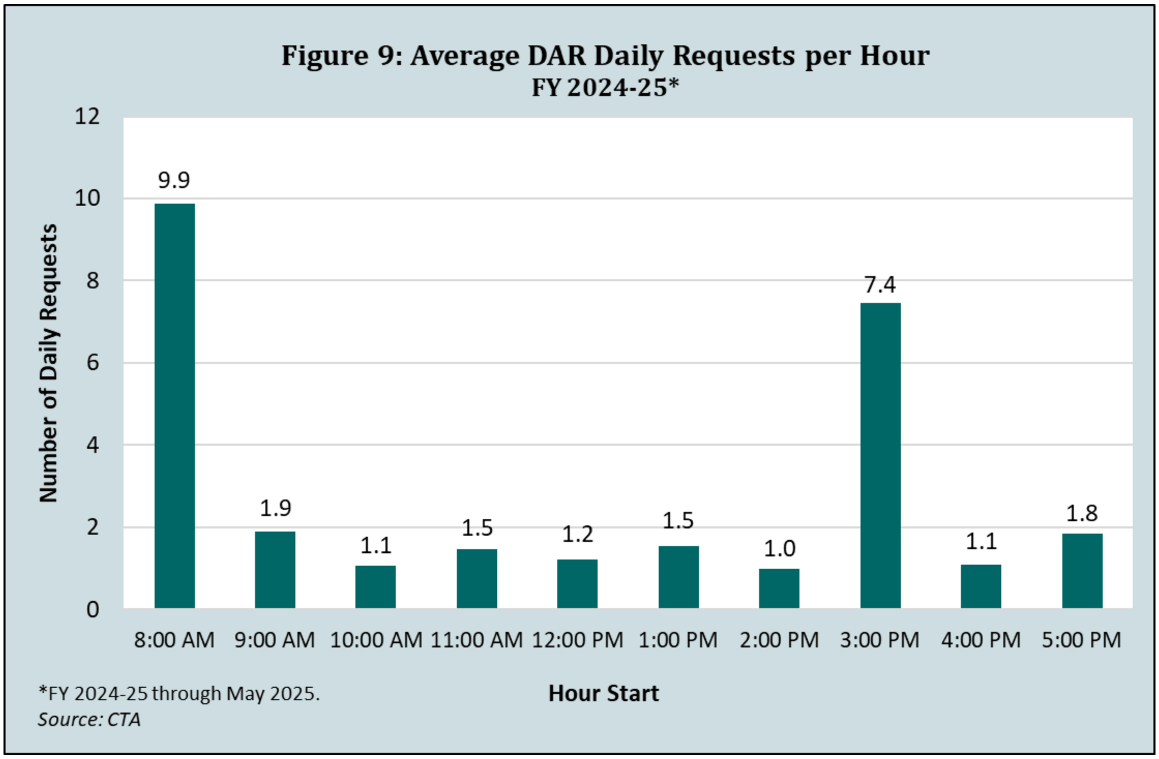
The Red Line operates continuously Monday through Friday between 6:10 AM and 8:13 PM, serving most of the major communities in the county. Boardings are relatively consistent between 7:00 AM and 5:00 PM, with noticeable peaks during the 7:00 AM–8:00 AM and 2:00 PM–5:00 PM hours. The 7:00 AM–8:00 AM hour saw the highest average daily boardings (15 boardings), while the 6:00 AM–7:00 AM and 7:00 PM–8:00 PM hours had the fewest (3 boardings).

The Columbia College Shuttle makes three round trips in the morning between 8:20 AM to 11:30 AM, then breaks before resuming for two afternoon round trips from 3:10 PM to 6:02 PM. Morning boardings peak during the 8:00 AM–9:00 AM and 10:00 AM–11:00 AM hours, which align with the first and third outbound trips of the day. In the afternoon, peak boardings occur during the 3:00 PM–4:00 PM and 6:00 PM–7:00 PM hours, corresponding with the inbound departures from Columbia College. This data suggests that the outbound 10:25 AM trip from Angels Camp to Columbia College and the inbound 3:45 PM trip from Columbia College to Angels Camp are the most utilized by student commuters.

The Saturday Hopper begins service at 9:45 AM and operates continuously until 6:25 PM. As shown, ridership is much lower than on weekday fixed routes and is spread throughout the day, with notable peaks during the 12:00 PM–1:00 PM and 6:00 PM–7:00 PM hours. This route caters primarily to recreational riders, serving popular destinations such as downtown Murphys, the Worldmark Resort, and Ironstone Vineyards; travel patterns that reflect their recreational focus.

DAR Requests by Hour

Direct Connect DAR requests for rides that were completed for FY 2024-25 (through May) are shown by hour in Figure 9. As shown, there are notable peaks in daily ride requests during the 8:00 AM-9:00 AM and 3:00 PM-4:00 PM hours.

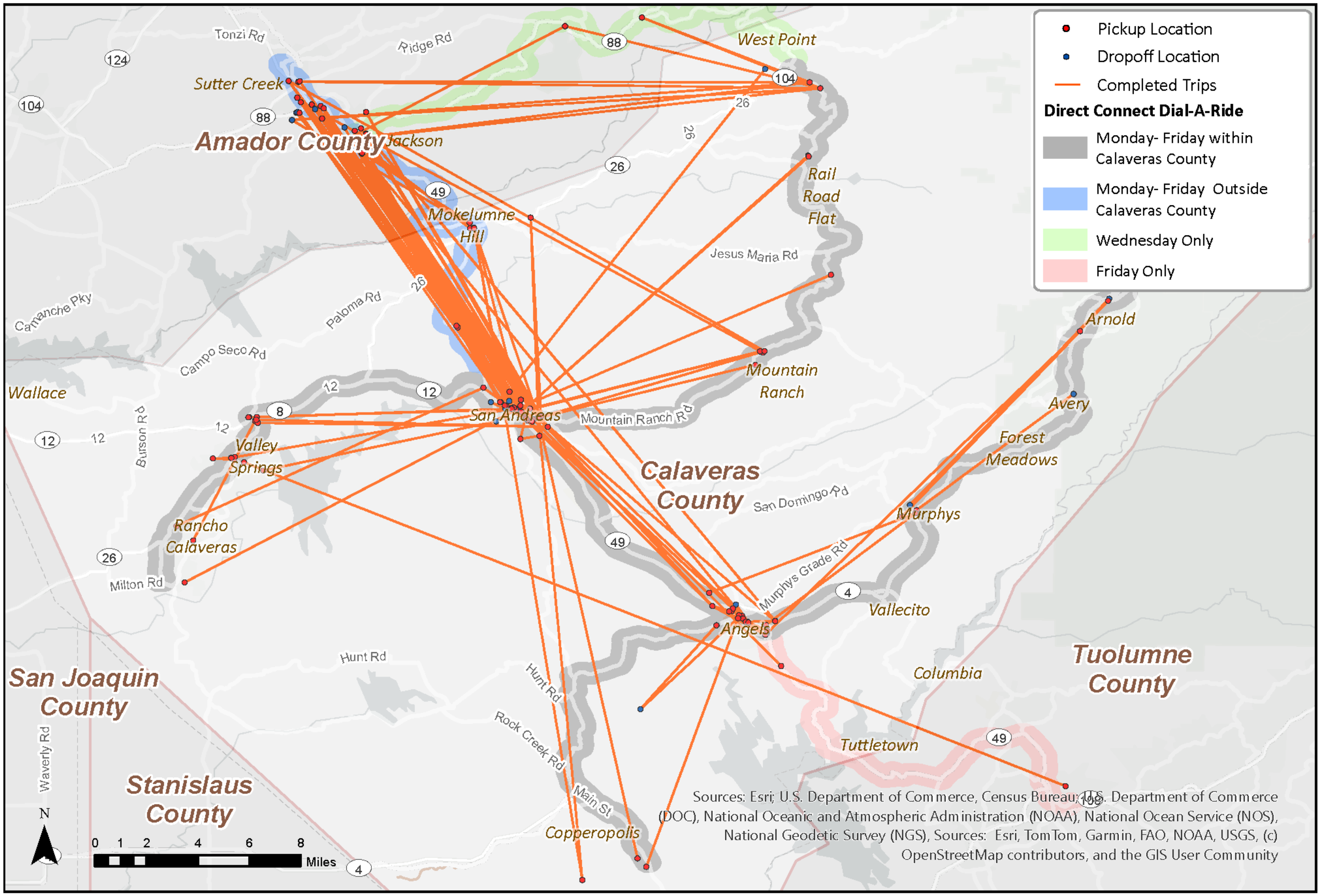


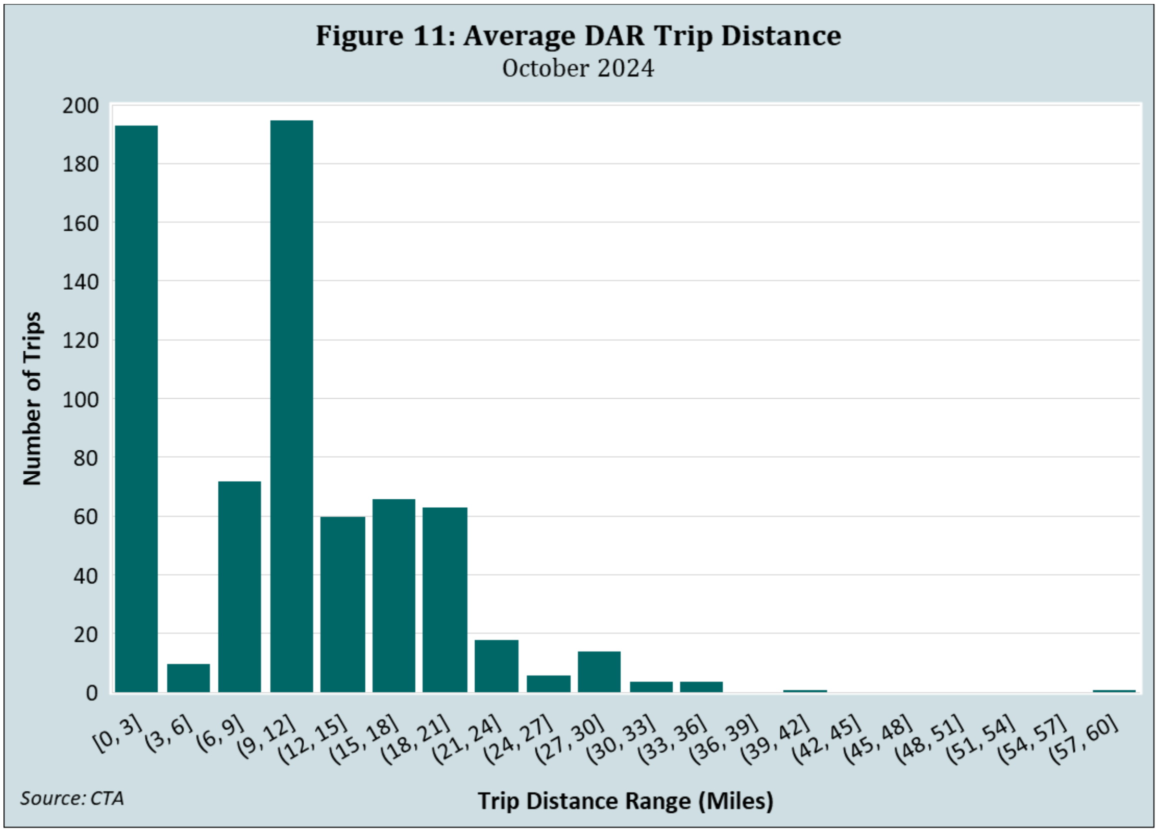
DAR Trip Patterns

Figure 10 shows origin/destinations pairings for completed Direct Connect rides in October 2024. The lines do not show the actual route traveled; rather, they represent pickup and drop-off points for a single trip. As shown, the most common trip pattern is the connection between Sutter Creek/Jackson and San Andreas. Other frequently linked locations include the West Point area and Jackson and San Andreas, and Angels Camp.

Figure 11 shows trip distance (shown as in-vehicle miles) for all trips completed in October 2024. The most common trip distances were those under 3 miles and between 9 and 12 miles. The average trip distance for completed trips was 10.2 miles.

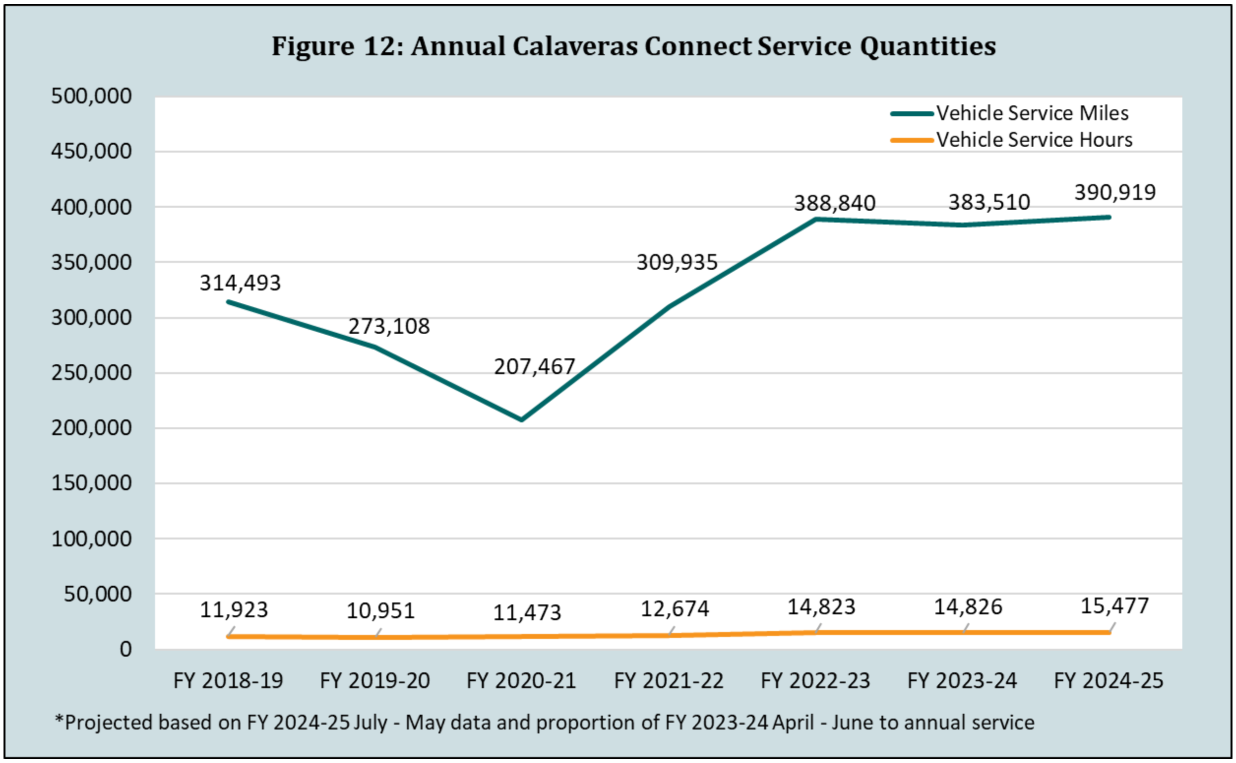
Figure 10
Direct Connect Origin/ Destination Pairs (October 2024)





Vehicle Service Miles and Hours

Similar to ridership, Calaveras Connect service levels have been impacted by service interruptions in recent years due to the pandemic. In the last seven years, service levels were highest in FY 2024-25 (Figure 12). Calaveras Connect operated 34 percent fewer vehicle service miles (VSM) and 4 percent fewer vehicle service hours (VSH) in FY 2020-21 compared to FY 2018-19 due to widespread schedule reductions during the peak of the COVID-19 pandemic. Between FY 2020-21 and FY 2024-25, service levels systemwide increased significantly, with a 44 percent increase in VSM and a 42 percent increase in VSH. In FY 2024-25, fixed routes operated almost four times the VSM of DAR services (311,388 vs. 80,605), but only about double the VSH (10,552 vs. 4,999). This is due to the longer route distances and continuous service of fixed routes that operate regardless of passenger demand.



CTA FINANCIAL REVIEW

The sustainability of transit services is dependent on the balance between revenues and costs. CTA's adopted FY 2024-25 amended budget is reviewed in this section and then used to develop a cost model to analyze transit performance by route. Where appropriate, a comparison is made to FY 2023-24 actual revenues and expenditures.

Operating Revenue

CTA's transit operating revenue stems from several sources (Table 10). Local revenue sources include farebox revenue, advertising revenue, and interest. Only 1 percent of CTA's total revenue is expected to come from fares in FY 2024-25.

State transit funding in California is primarily derived from two sources outlined in the Transportation Development Act (TDA): the Local Transportation Fund (LTF) (sales tax) and State Transit Assistance (STA) funds (fuel tax). State funding (specifically in the form of LTF) has decreased over the past three fiscal years, a trend across many rural counties in California.

The majority of CTA's operating revenue comes from state sources (64 percent of revenue in FY 2024-25), primarily from TDA sources, like LTF and STA. As the only transit operator in Calaveras County, CTA receives almost all the TDA money available in the county. Additional state revenue sources include State of Good Repair (SGR) funding and state bond revenue.

CTA also received about 19 percent of its operating revenue from federal sources in FY 2024-25. About 38 percent of that federal funding was Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) 5311 funds, which is not a long-term funding source. FTA 5311 also served as a federal funding source.

Table 10: CTA Operating Revenues	
CTA Revenues	FY 2024-25 Final Budget
Operating Revenue	**$75,000**
Farebox Revenue	$45,000
Pass Sales	$30,000
Other Local Revenue	**$469,260**
Interest	$40,000
Advertising	$35,000
Transit Reserve Fund	$96,943
Fund Balance	$297,317
State Revenue	**$2,098,915**
Local Transportation Fund (LTF)	$1,110,847
State Transit Assistance (STA)	$601,767
Low Carbon Transportation (LCTOP)	$25,684
State of Good Repair Reserve (SGR)	$285,885
State Bond Revenue	$74,732
Federal Revenue	**$621,936**
FTA 5311	$386,936
CRRSAA 5311	$235,000
Total Revenue	**$3,265,111**
Source: CTA Actual Expenditures (FY 2023-24) and Adopted FY 2024-25 (Amendment No. 3)	

Operating Expenses

CTA's budgeted operating expenses totaled $1,692,565 in FY 2024-25 (Table 11). This represents a 9 percent increase over actual expenditures in FY 2023-24. The largest line-item increase occurred in purchased transportation, which includes operations contractor expenses, which increased by 14 percent from $1,028,349 to $1,177,090, and CCOG administrative services, which increased by 19 percent from $56,535 to $67,315.

The top annual expense for CTA is purchased transportation, which includes salaries and benefits for transit contractor staff (e.g., drivers and dispatchers) and vehicle insurance and represents 42 percent of the annual operating budget. The operations contract with Paratransit Services was recently amended to reflect an increase of $116,467 for FY 2024-25 due to rising vehicle insurance costs.

Table 11: CTA Operating Expenses

CTA Expenses	FY 2024-25 Final Budget
Technology	**$45,600**
Software Subscriptions (Trilium, and Spare)	$41,600
Communications (Driver Tablets and Data Tracking Software)	$4,000
Maintenance and Fuel	**$317,000**
Gas and Oil (Fuel)	$212,000
Maintenance	$105,000
Administrative	**$152,875**
Professional and Specialized Services (Legal, Technical, Design) (1)	$25,000
CCOG Services	$67,315
Rents and Leases	$46,800
Office Expense (Printing and Marketing)	$5,000
Contingencies	$5,000
Special Department Expense	$1,750
Legal Notices	$1,000
Memberships (CalACT)	$1,000
Bank Charges	$10
Operations	**$1,177,090**
Professional and Specialized Services (Purchased Transportation)	$1,177,090
Total Operating Requirements	**$1,692,565**

Source: CTA Actual Expenditures (FY 2023-24) and Adopted FY 2024-25 (Amendment No. 3)
Note 1: Excludes design contract for new transit facility (FY 2024/25 Budget Amendment No. 1)

Cost Allocation

A cost model was developed to reflect FY 2024-25 final budgeted operating costs (Table 12). To develop a cost model, each CTA operating expense was allocated to the service quantity (VSH or VSM) upon which it is most dependent. For example, fuel costs are allocated to vehicle miles, and driver wages are allocated to vehicle hours. Costs not dependent on service levels, such as legal services or marketing, were designated as fixed costs. Purchased transportation costs were allocated based on the costs detailed in the service contract. The model divided the sum of these costs allocated to VSH and VSM by the respective annual service quantity level for FY 2024-25.

FY 2024-25 CTA Operating Cost Model =

$39.44 x vehicle service hours + $0.81 x vehicle service miles + $765,087 in fixed costs

The cost model is used to calculate the marginal and fully allocated operating costs of each CTA service in Table 13.

Table 12: CTA FY 2024-25 Cost Model				
		Variable		
Expense Category	FY 24-25	Hour	Mile	Fixed
Software Subscriptions (Trilium, and Spare)	$41,600			$41,600
Communications(Driver Tablets and Data Tracking Software)	$4,000			$4,000
Gas and Oil (Fuel)	$212,000		$212,000	
Maintenance	$105,000		$105,000	
Professional and Specialized Services (Legal, Technical, Design)	$25,000			$25,000
CCOG Services	$67,315			$67,315
Rents and Leases	$46,800			$46,800
Office Expense (Printing and Marketing)	$5,000			$5,000
Contingencies	$5,000			$5,000
Special Department Expense	$1,750			$1,750
Legal Notices	$1,000			$1,000
Memberships (CalACT)	$1,000			$1,000
Bank Charges	$10			
Professional and Specialized Services (Purchased Transportation)*	$1,177,090	$610,468		$566,622
Total	**$1,692,565**	**$610,468**	**$317,000**	**$765,087**
Annual Service Quantity (FY 2024-25)		15,477	390,919	--
Cost per Unit by Variable (Cost Model)		**$39.44**	**$0.81**	**$765,087**

Source: CTA FY 2024-25 Final Adopted Budget (Amendment No. 3)

*Fixed costs calculated based on Paratransit Services operations contract Amendment No. 2.

CALAVERAS CONNECT PERFORMANCE ANALYSIS

The FY 2024-25 cost model was applied to operations data to calculate standard performance metrics such as passenger-trips per hour and operating cost per passenger-trip. This analysis helps to identify potential changes to CTA transit service. The service parameters used in the performance analysis are summarized in Table 13.

The FY 2024-25 performance analysis looks at the Calaveras Connect system as a whole, two service categories (fixed route and DAR), and each specific service. The performance analysis is shown in Table 13 and Figures 13 through 18.

Passenger-Trips per Hour

The relative productivity of transit service can be assessed by calculating the average number of passenger-trips completed per vehicle service hour. Based on this metric, the most productive Calaveras Connect service (excluding Special Events) is the Red Line, a core fixed-route service that carried 3.6 passenger-trips per hour on average in FY 2024-25 (Figure 13). The DAR zone with the highest passenger-trips per hour was Countywide DAR, operating within Calaveras County (1.9 passenger-trips per hour). Special Event transit services had the highest passenger-trips per hour overall (5.9); however, this is not indicative of overall transit service performance, as these services cater to a very specific event, which results in unusually good performance.

Table 13: Calaveras Connect Service Parameters and Performance
FY 2024-25

Routes	Passenger-Trips	Service Hours[1]	Service Miles[1]	Fully Allocated Operating Cost	Marginal Operating Cost	Fare Revenue[2]
	Service Parameters					
Fixed Routes	**36,449**	**10,479**	**310,339**	**$1,183,003**	**$664,986**	**$56,430**
Red Line	31,825	8,870	270,571	$1,007,792	$569,291	$45,349
Columbia College	3,865	1,274	31,627	$138,920	$75,917	$10,000
Saturday Hopper	759	334	7,513	$35,781	$19,268	$1,082
DAR Services	**7,869**	**4,920**	**79,951**	**$502,075**	**$258,880**	**$16,352**
Countywide DAR [3]	3,982	2,112	31,423	$213,183	$108,782	$8,275
Green DAR	468	378	5,575	$38,087	$19,417	$973
Blue DAR	3,419	2,430	42,954	$250,805	$130,680	$7,105
Special Events [4]	**461**	**78**	**629**	**$7,477**	**$3,602**	**$0**
Systemwide Total	**44,779**	**15,477**	**390,919**	**$1,692,555**	**$927,468**	**$78,364**

	Service Performance					
	Passengers per...		Total Operating Cost per Passenger-Trip	Total Operating Subsidy per Passenger-Trip	Total Operating Cost per Service Hour	Farebox Ratio[5]
	Hour	Mile				
Fixed Routes	**3.5**	**0.12**	**$32.46**	**$30.91**	**$112.89**	**4.8%**
Red Line	3.6	0.12	$31.67	$30.24	$113.61	4.5%
Columbia College	3.0	0.12	$35.94	$33.36	$109.00	7.2%
Saturday Hopper	2.3	0.10	$47.14	$45.72	$107.11	3.0%
DAR Services	**1.6**	**0.10**	**$63.80**	**$61.73**	**$102.06**	**3.3%**
Countywide DAR	1.9	0.13	$53.54	$51.46	$100.94	3.9%
Green DAR	1.2	0.08	$81.38	$79.30	$100.85	2.6%
Blue DAR	1.4	0.08	$73.36	$71.28	$103.21	2.8%
Special Events	**5.9**	**0.73**	**$16.20**	**$16.20**	**$95.38**	**0.0%**
Systemwide Average	**2.9**	**0.11**	**$37.80**	**$36.05**	**$109.36**	**4.6%**

Source: CTA FY 2024-25 and FY 2023-24 operating data, FY 2024-25 Cost Model.

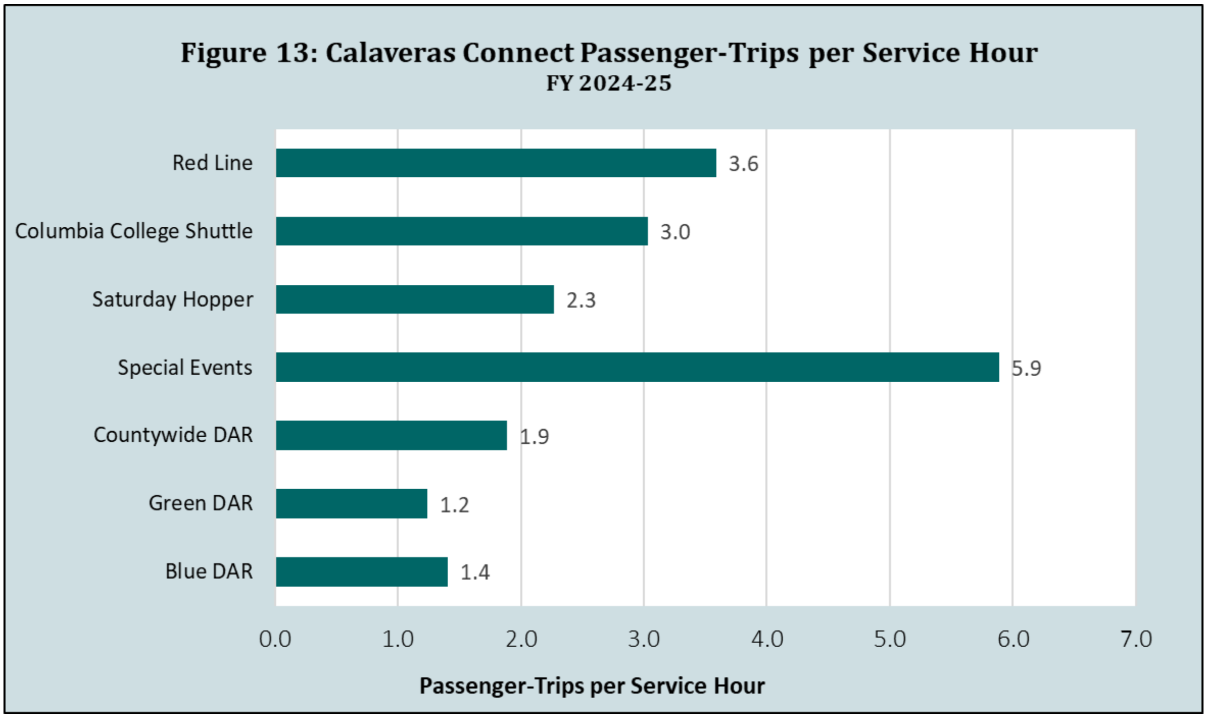
Note 1: Service hours and miles by route/DAR zone are calculated based on FY 2023-24 proportions.

Note 2: Fare revenue broken down by service is estimated based on it's percent of total hours of that service type (Fixed Route, DAR), assuming that Columbia College annual contribution of $10,000 represents total fares paid on CC Shuttle route. Breakdown based on FY 2023-24 data while systemwide total is FY 2024-25.

Note 3: Includes Pink DAR Zone.

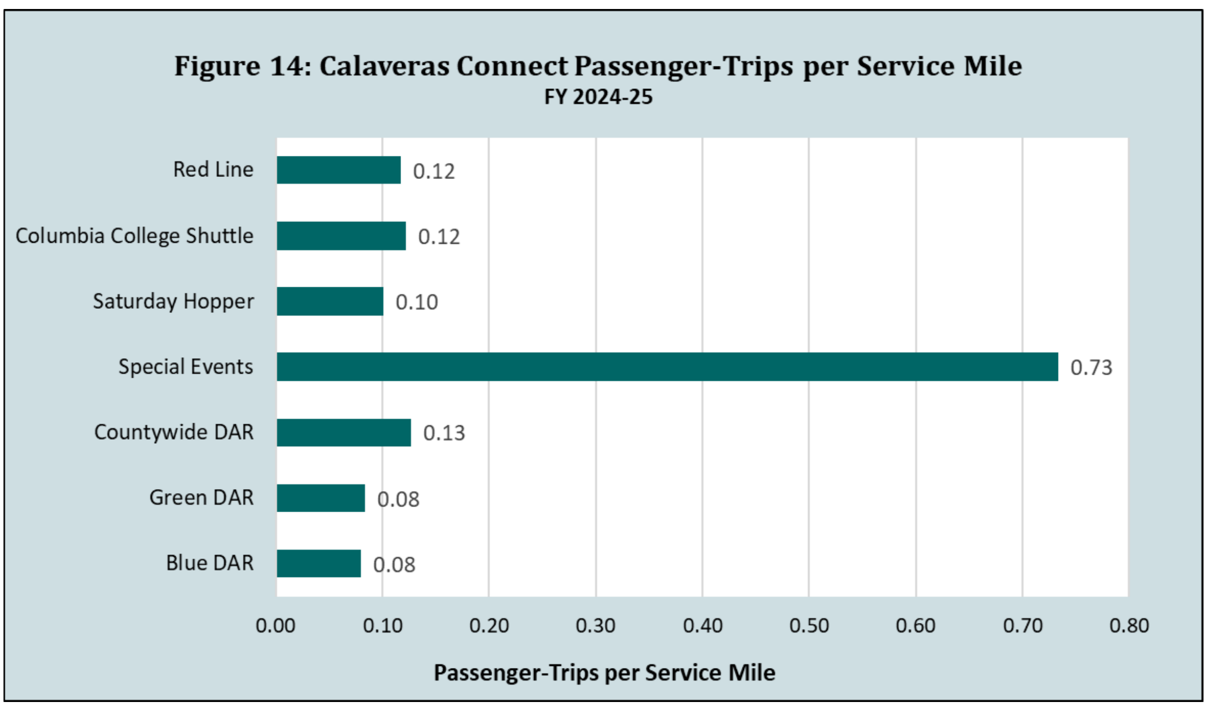
Note 4: Allocates no fare revenue to Special Events.

Note 5: Not official calculation to determine TDA eligibility.



Passenger-Trips per Mile

The number of passenger-trips carried per vehicle service mile is another indicator of transit performance. On average, fixed route services carried 0.12 passengers per mile, and DAR carried 0.10 passengers per mile. While it is slightly unusual that fixed route and DAR services have similar performance in this regard, all Calaveras Connect services cover significant mileage in a very rural County (Figure 14).



Total Operating Cost per Passenger-Trip

Operating cost per passenger-trip (Figure 15) includes not only direct operating costs such as driver salaries and fuel, but also the other fixed costs included in Table 12, such as marketing, computer supplies, legal counsel, etc. Fixed costs are allocated to each route based on the proportion of the total systemwide vehicle service hours operated by said service.

Systemwide, the operating cost per passenger-trip in FY 2024-25 was $37.80. The lowest average operating cost per passenger-trip was seen on Special Events ($16.20), followed by the Red Line ($31.67), while the highest was seen for the Green DAR ($81.38). This trend is largely due to the lower ridership on DAR compared to fixed routes.

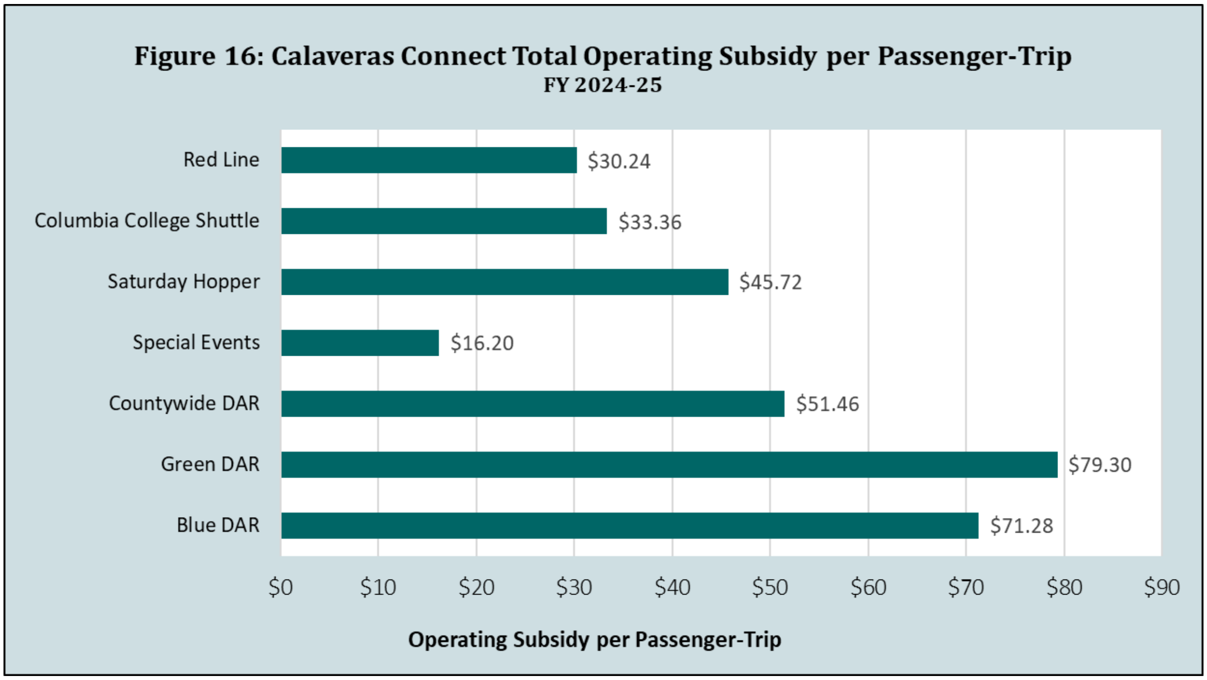
Figure 15: Calaveras Connect Total Operating Cost per Passenger-Trip
FY 2024-25

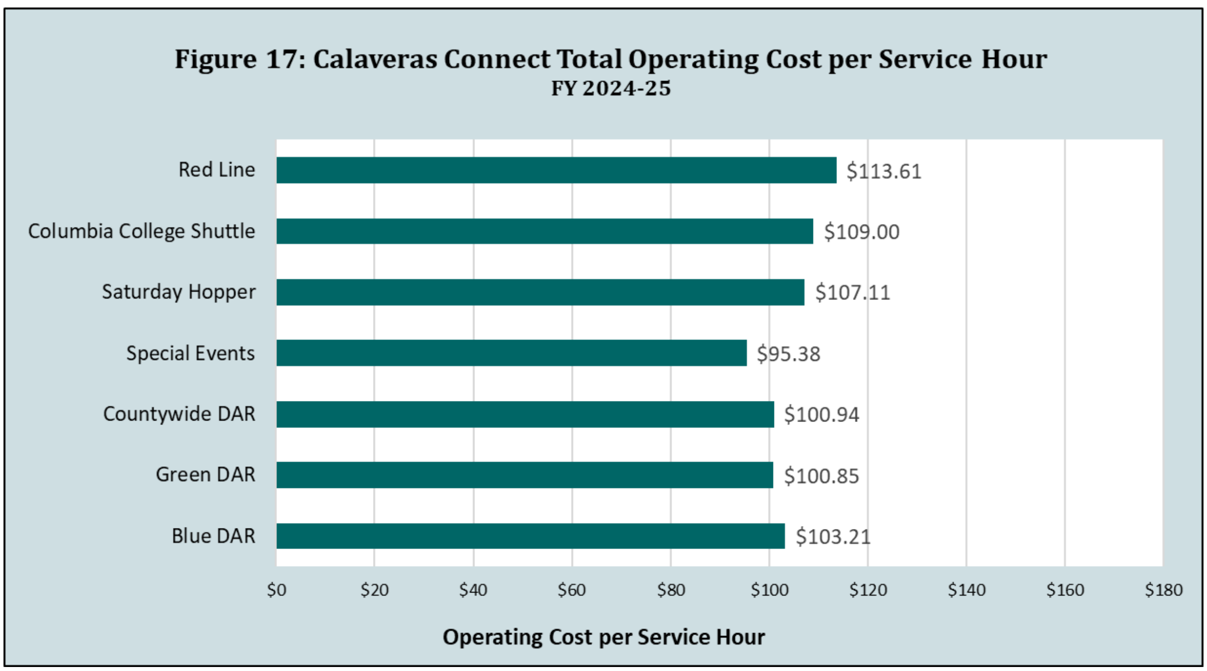
Total Operating Subsidy per Passenger-Trip

The operating subsidy (operating costs minus fare revenue) per passenger-trip represents the amount of taxpayer subsidy per passenger-trip required to operate the transit system and is an excellent measure of cost efficiency. Fare revenue was allocated to each service based on the proportion of passenger trips. Calaveras Connect averaged an operating subsidy of $36.05 per passenger-trip in FY 2024-25 (Figure 16). Special Events and the Red Line saw the lowest operating subsidy per passenger-trip ($16.20 and $30.24, respectively).

Total Operating Cost per Hour

Another metric traditionally monitored by transit agencies is the total operating cost per vehicle service hour (Figure 17). The operating cost per vehicle service hour was lowest for Special Events ($95.38) and the highest for Red Line ($113.61). Systemwide, the operating cost per service hour was $109.36 for FY 2024-25.





Farebox Ratio

The farebox ratio represents the proportion of operating costs paid for by fare revenues. Before the COVID-19 pandemic, the California Transportation Development Act (TDA) required rural transit agencies (such as Calaveras County) to maintain a farebox ratio of at least 10 percent (or to make up the difference using local support). If the 10-percent farebox ratio were not attained, the difference between the amount of actual fare revenue collected and the required amount of fare revenue needed to meet the 10 percent ratio would be assessed as a penalty. One grace year was allowed per TDA.

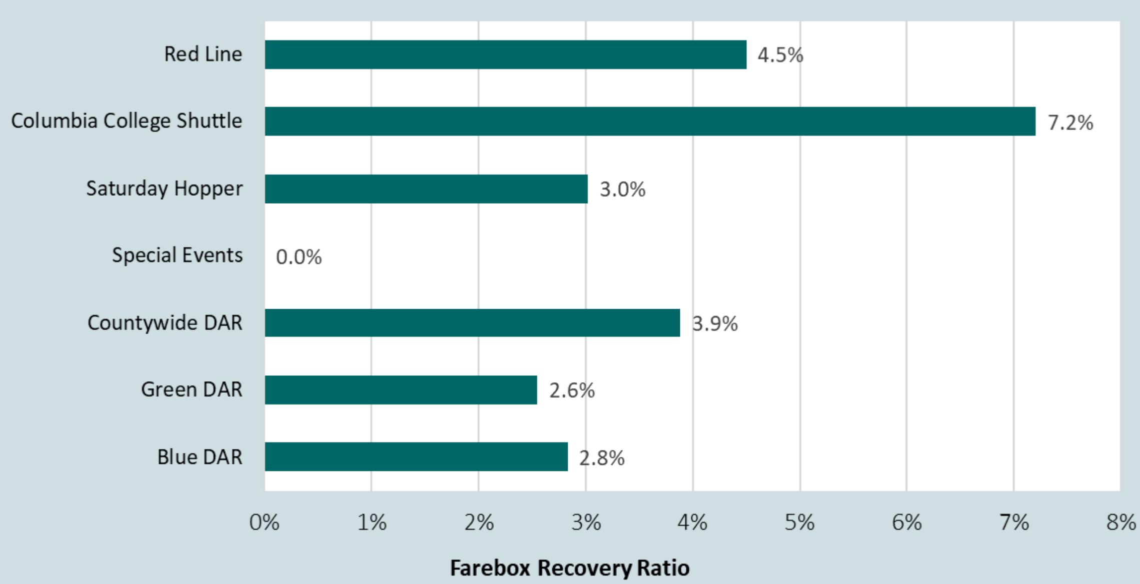
During the COVID-19 pandemic, in FY 2019-20 and FY 2020-21, transit operators who did not meet the required minimum farebox recovery ratio requirement could not be penalized (per Assembly Bill 90). This temporary relief was extended through FY 2025-26, per Assembly Bill (AB) 149 and Senate Bill 125.

Per AB 149 in FY 2021-22, the TDA definition of local support was expanded to include "any nonstate grant funds or other revenues generated by, earned by, or distributed to an operator." Examples include advertising revenue, lease revenue, or funds provided by a local agency. As such, federal grant funds utilized for operating purposes can now be classified as local support and used to calculate the farebox ratio.

While a review of official farebox calculation for the purposes of TDA eligibility shows that Calaveras Connect far exceeds the 10-percent minimum[1], the farebox ratio herein was calculated strictly based on fare revenue and operating costs. This was done to enable a comparison across services for performance purposes and does not reflect an official calculation for TDA.

Calaveras Connect systemwide farebox ratio (not accounting for local support) in FY 2024-25 was 4.6 percent (Table 13). The fixed routes maintained a ratio of 4.8 percent, while DAR was 3.3 percent. On a route level, the Columbia College Shuttle maintained the highest farebox ratio of 7.2 percent (Figure 18) due to an agreement between CTA and Columbia College in which the college provides $10,000 in annual funding to support the route.

Figure 18: Calaveras Connect Farebox Recovery Ratio
FY 2024-25



[1] The official TDA farebox recovery ratio for Calaveras Connect in FY 2023-24 (as calculated by the Fiscal and Compliance Auditor) was 51.48 percent.

FINDINGS AND TAKEAWAYS

Key findings from the analysis of Calaveras County operations and performance include:

- Calaveras Connect has seen significant ridership recovery post-pandemic, with FY 2024-25 ridership 182 percent above that in FY 2020-21. FY 2024-25 ridership is 16 percent higher than pre-pandemic (FY 2018-19). This indicates that service changes to a more demand-response type model after the pandemic has been successful so far. It should be noted that many peer agencies have not seen the same trend in ridership recovery and growth.
- Excluding special events services, Red Line is the highest performing service across numerous performance standards.
- The highest demand for transit services occurs during typical school and work commute hours on weekdays; evening and Saturday ridership is much lower.
- Key alternative and regional transportation providers like Common Ground (for senior transportation services in Calaveras County), Greyhound (serving adjacent Tuolumne County and enabling intercity connections to urban centers), and Amador Transit service to Sacramento have been eliminated. These changes leave gaps in the regional public transportation network for Calaveras County residents.

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Chapter 5
PUBLIC AND STAKEHOLDER OUTREACH

ONBOARD PASSENGER SURVEYS

The onboard passenger survey for the 2025 Calaveras County Short Range Transit Plan (SRTP) was conducted during the beginning of August 2025. The survey was administered on Calaveras Connect Red Line and the equivalent of one full-service day of Direct Connect by trained surveyors. In addition, the survey was distributed by bus drivers on the remaining fixed routes, and a flyer with a QR code was posted at bus stops and online on social media sites. The survey instrument included 17 questions. The survey received a total of 102 responses.

A complete and detailed summary of results is provided in Appendix D. A brief overview of notable findings is presented below:

- Almost half of fixed route respondents were employed either full or part-time (a combined 48 percent), compared to only 31 percent for Direct Connect. High school students, retired, and disabled riders made up higher percentages of Direct Connect responses than fixed route.
- The most common fixed route origin-destination pairings were Angels Camp to San Andreas and Valley Springs to Valley Springs. The most common Direct Connect trips were between San Andreas and Jackson and between San Andreas and Angels Camp.
- Boarding activity on fixed routes (as recorded by reported time of boarding) fluctuated throughout the day with peaks during the 8 AM, 11 AM, 1 PM, and 3 PM hours. Boarding activity on Direct Connect was concentrated in the 8 AM and 9 AM hours, with another smaller peak in activity between 3 PM and 5 PM.
- Overall, riders are happy with Calaveras Connect services, with two-thirds of respondents ranking Overall Service as Excellent. Over 83 percent of respondents ranked the Friendliness of the Driver as Excellent.
- The two most requested service improvements were Saturday Red Line service and Sunday Red Line service.

ONLINE COMMUNITY SURVEY

The online community survey for the 2025 Calaveras County SRTP was conducted over several weeks in July and August 2025. The survey instrument included 23 questions and was made available online in English and Spanish. To inform the public of the survey effort, posts advertising the survey were emailed to stakeholders, including social service agencies, the Social Services Transportation Advisory Council (SSTAC), and key community members, posted on Facebook and Nextdoor, and were also posted as a public notice in local news sources, including Calaveras Enterprise and Valley Spring News. The survey was targeted at all residents of the Calaveras County region, including those who do not use public transit on a regular basis. The survey received a total of 36 responses, 35 of which were in English and one in Spanish.

A complete and detailed summary of responses is included in Appendix E. A brief overview of these responses are presented below:

- Most responses came from those between the ages of 25 and 75, with 43 percent of responses coming from those aged 41-64.
- Over half of respondents (60 percent) indicated that someone within their household had a disability.
- For the 72 percent of respondents who do not use Calaveras Connect, the most common reason is that the bus does not go where they need to travel (54 percent), followed by bus schedule/frequency not matching needs (33 percent), and the service being too far to walk to access (33 percent).
- For those respondents who do use Calaveras Connect, 86 percent use the Red Line, followed by Direct Connect (71 percent).
- The most desired service improvement is Saturday Red Line service (71 percent of respondents).
- When asked if respondents use other regional transit systems, a small percentage indicated they use SacRT and Amador County Transit (8 percent each).

COMMUNITY WORKSHOP SUMMARY

On August 7, 2025, a community workshop was held in San Andreas with the objective of presenting existing demographic and transit conditions in Calaveras County and gathering input on gaps and opportunities for improvement in Calaveras Connect services. A total of six individuals attended, including representatives of social service and County agencies and the school district. After a short presentation by the consultant, the workshop then opened up to a group discussion. During the workshop, the following major themes were discussed:

- The need for expanded transportation options for seniors without vehicles to access essential services within the County and outside of the County.
- The shortage of school bus drivers to provide full yellow school bus transportation throughout the school districts.
- Opportunities and challenges in providing transit services focused on recreation, tourism destinations, and special events.

PEER REVIEW

INTRODUCTION

A “peer analysis” is a useful tool in measuring the relative efficiency and effectiveness of a transit system against systems that are similar in size, service profile, or community demographics. This discussion first presents a summary of the peer agencies selected for comparison, followed by an analysis of FY 2023-24 operating metrics.

PEER TRANSIT AGENCIES

The following agencies were selected due to their similarities in geographic service area, county population, and service levels and type. A short description of services offered and similarities and differences to those offered by CTA are provided below.

Amador Transit Agency (AT)

Amador Transit (AT) serves Amador County, located just north of Calaveras County. Although Amador has a slightly smaller population (41,029)[2], it offers a similar range of transit services. AT operates five in-county fixed routes and formerly operated a commuter route between Sutter Creek and Sacramento, which was discontinued in June 2025. The agency also provides Dial-A-Ride (DAR) service for Americans with Disabilities Act (ADA)-eligible individuals in most major communities across the county. All services operate Monday through Friday, excluding major holidays. Additionally, AT administers Amador Rides, a volunteer driver program; however, data for this service was excluded from the peer review since CTA does not offer a comparable program.

Tuolumne County Transit Agency (TCTA)

Tuolumne County Transit Agency (TCTA) provides public transportation services throughout Tuolumne County, located south of Calaveras County. With a population of 54,873, Tuolumne County has a larger population than Calaveras. TCTA operates five fixed routes, including a commuter route from Groveland to Sonora, and a seasonal Saturday route during the summer months that focuses on recreational travel—similar to Calaveras Connect’s Saturday Hopper. DAR service is available to both ADA-qualified individuals and the general public in northern communities, including Columbia, Sonora, Jamestown, Soulsbyville, Twain Harte, and Sierra Village. Fixed routes (except for the summer Saturday route) generally operate on weekdays, while DAR service is offered Monday through Saturday. No services are provided on Sundays or on major holidays. TCTA also administers Tuolumne Trip, a volunteer driver program; however, data for this program was excluded from the peer review, as CTA does not offer a comparable service.

Lassen Transit Service Agency (LTSA)

Lassen Transit Service Agency (LTSA) provides public transportation throughout Lassen County under the Lassen Rural Bus brand. With a population of 31,177, Lassen County’s population is significantly smaller than Calaveras County's. LTSA operates six fixed routes, including a local city route and an express route within Susanville, two intercity routes serving outlying communities, a commuter route serving the

[2] All peer agency population data sourced from 2023 American Community Survey (ACS) 5-Year Estimates.

southern part of the county, and a seasonal Saturday route to Eagle Lake during the summer. The agency also provides DAR service for ADA-qualified individuals within the Susanville area. Most services operate Monday through Saturday, with reduced hours on Saturdays and no service on major holidays.

Lake Transit Authority (LTA)

Lake Transit Authority (LTA) provides public transportation in Lake County under the Lake Transit brand. With a population of 68,163, Lake County's population is larger than that of Calaveras County. LTA operates nine fixed routes, primarily serving the Clear Lake area, including two long-distance routes that extend out of the county—one to Ukiah in Mendocino County and another to Deer Park in Napa County. The agency also offers a general public DAR service, with priority given to ADA-qualified passengers. Most services operate Monday through Saturday, excluding major holidays. In addition, LTA offers two specialized programs: Lake Links, a volunteer driver program, and Medi-Links, a non-emergency medical transportation (NMET) service providing out-of-county trips. Data for these programs was excluded from the peer review, as CTA does not offer comparable services.

SYSTEMWIDE PEER ANALYSIS

As shown in Table 14, Calaveras Transit Agency (CTA) ranks last among its peers for several performance measures systemwide, including vehicle service hours per capita, ridership per capita, passenger-trips per vehicle service hour, and passenger-trips per vehicle service mile. However, CTA ranks second for operating costs per hour.

Table 14: CTA Systemwide Peer Analysis FY 2023-24

		Input Data				
Transit System	Vehicle Type Operated	Annual Ridership	Vehicle Service Hours	Vehicle Service Miles	Service County Population	Total Annual Operating Costs
Calaveras Transit Agency (CTA)(1)	**Cutaway, Van, Mini-Van**	**39,086**	**14,826**	**383,510**	**45,995**	**$1,545,805**
Amador Transit (AT)	Cutaway, Van	40,155	14,775	285,372	41,029	$2,020,791
Tuolumne County Transit Agency (TCTA)(2)	Trolly, Cutaway, Van, Mini-Van	74,527	17,973	248,003	54,873	$2,831,463
Lassen Transit Service Agency (LTSA)	Bus, Cutaway	86,371	10,739	227,372	31,177	$1,749,245
Lake Transit Authority (LTA)(3)	Cutaway, Van	227,966	37,443	822,218	68,163	$3,541,600
Peer Average		**107,255**	**20,232**	**395,741**	**48,811**	**$2,535,775**
CTA Rank (1 = Best)		**5**	**3**	**2**	**3**	**5**

	Performance Measures					
	Annual Vehicle Service Hours per Capita	Annual Ridership per Capita	Passengers per Vehicle-Hour	Passengers per Mile	Operating Cost per Hour	Total Cost per Psgr-Trip
Calaveras Transit Agency (CTA)(1)	**0.32**	**0.85**	**2.6**	**0.10**	**$104.26**	**$39.55**
Amador Transit (AT)	0.36	0.98	2.7	0.14	$136.77	$50.32
Tuolumne County Transit Agency (TCTA)(2)	0.33	1.36	4.1	0.30	$157.54	$37.99
Lassen Transit Service Agency (LTSA)	0.34	2.77	8.0	0.38	$162.88	$20.25
Lake Transit Authority (LTA)(3)	0.55	3.34	6.1	0.28	$94.59	$15.54
Peer Average	**0.40**	**2.11**	**5.25**	**0.27**	**$137.94**	**$31.03**
CTA Percent of Peer Average	**-18%**	**-60%**	**-50%**	**-63%**	**-24%**	**27%**
CTA Rank (1 = Best)	**5**	**5**	**5**	**5**	**2**	**4**

Source: CTA, State Controllers Office Transit Operators Database, TCTA, LTSA, LTA, ACS 2023 5 Year Estimates

Note 1: Special services operating statistics excluded.

Note 2: Tuolumne Trip operating data for volunteer driver program excluded.

Note 3: Lake Links volunteer driver program and out-of-county Non-Emergency Medical Transportation program operating data excluded.

Key highlights and takeaways from the systemwide peer review of ratio-based performance measures at the bottom of the table include:

- **Lowest vehicle service hours and ridership per capita**: CTA provides the fewest vehicle service hours per capita (0.32) and has the lowest annual ridership per capita (0.85), both well below the peer average. This could be indicative of how geographically dispersed Calaveras communities are or that CTA services are not reaching as high a percentage of the County population as peer agencies.
- **Lowest passenger-trips per service hour**: CTA has the lowest systemwide productivity (passenger-trips per service hour) of the peers reviewed (2.6). This is likely a combined result of lower relative fixed route utilization and a high percentage of the CTA service being DAR, which naturally has a lower productivity than fixed route service.
- **Low operating cost per hour, but higher cost per trip**: While CTA's operating cost per hour ($104.26) is 24 percent lower than the peer average (indicating a low contract rate), its total cost per passenger trip ($39.55) is 27 percent higher (indicating lower than average cost-effectiveness). The latter is a reflection of CTA's lower ridership and productivity.

FIXED ROUTE PEER ANALYSIS

As shown in Table 15, Calaveras Transit Agency (CTA) fares slightly better among its peers when looking only at fixed route service performance measures. It should be noted that both LTSA and Lake Transit serve a city which is relatively compact and easy to serve with fixed route bus service (Susanville and Clearlake). This contributes to the higher ridership per capita and lower cost per trip for both of these counties. Lake County also operates significantly higher levels of fixed route service than CTA. Key highlights and takeaways from the peer review for the fixed route only include:

- **Low fixed route vehicle service hours per capita**: CTA provides fewer fixed route service hours per capita (0.22) than most peers, ranking fourth overall. However, it is only slightly behind Amador Transit (0.24) and ahead of Tuolumne County Transit Agency (0.15), CTA's neighboring agencies.
- **Low fixed route ridership per capita and productivity**: CTA ranks below average in ridership per capita (0.67) and passenger-trips per vehicle hour (productivity) (3.1), ahead of only Amador Transit in both metrics.
- **Excellent fixed route cost efficiency per hour**: CTA has the lowest operating cost per hour ($104.26) of the peers reviewed, at 28 percent below the peer average of $145.60. This indicates efficient service delivery from a cost perspective.
- **Above average cost per passenger-trip:** Despite a low operating cost per vehicle hour, CTA's cost per passenger-trip ($33.73) is 13 percent above the peer average ($29.73), ranking fourth. This is largely due to its low ridership.

Table 15: CTA Fixed Route Peer Analysis FY 2023-24

Transit System	County	Input Data: Annual Ridership	Vehicle Service Hours	Vehicle Service Miles	Service County Population	Total Annual Operating Costs
Calaveras Transit Agency (CTA)(1)	**Calaveras**	**30,985**	**10,025**	**314,755**	**45,995**	**$1,045,238**
Amador Transit (AT)(1)	Amador	26,583	9,678	201,803	41,029	$1,323,669
Tuolumne County Transit Agency (TCTA)	Tuolumne	42,335	8,000	140,696	54,873	$1,402,810
Lassen Transit Service Agency (LTSA)	Lassen	63,559	8,410	208,982	31,177	$1,386,754
Lake Transit Authority (LTA)(1)	Lake	224,521	33,604	795,641	68,163	$3,178,522
Peer Average		**89,250**	**14,923**	**336,781**	**48,811**	**$1,822,939**
CTA Rank		**4**	**2**	**2**	**3**	**5**

	Performance Measures: Annual Vehicle Service Hours per Capita	Annual Ridership per Capita	Passengers per Vehicle-Hour	Passengers per Mile	Operating Cost per Hour	Cost per Psgr-Trip
Calaveras Transit Agency (CTA)(1)	**0.22**	**0.67**	**3.1**	**0.10**	**$104.26**	**$33.73**
Amador Transit (AT)(1)	0.24	0.65	2.7	0.13	$136.77	$49.79
Tuolumne County Transit Agency (TCTA)	0.15	0.77	5.3	0.30	$175.35	$33.14
Lassen Transit Service Agency (LTSA)	0.27	2.04	7.6	0.30	$164.90	$21.82
Lake Transit Authority (LTA)(1)	0.49	3.29	6.7	0.28	$105.39	$14.16
Peer Average	**0.29**	**1.69**	**5.57**	**0.25**	**$145.60**	**$29.73**
CTA Percent of Peer Average	**-24%**	**-60%**	**-45%**	**-61%**	**-28%**	**13%**
CTA Rank (1 = Best)	**4**	**4**	**4**	**5**	**1**	**4**

Source: CTA, State Controllers Office Transit Operators Database, TCTA, LTSA, LTA, ACS 2023 5 Year Estimates

Note 1: Operating costs allocated based on proportion of service hours.

DEMAND-RESPONSE PEER ANALYSIS

As shown in Table 16, Calaveras Transit Agency (CTA) also fares below average when the performance measures for demand-response services (Dial-A-Ride) only are compared. It is important to note that there are some significant differences in DAR service characteristics between peer agencies. TCTA's DAR service is most similar to CTA's DAR service, which both operate in an expansive rural service area and are open to the general public. LTSA and LTA's DAR service areas are confined to smaller, more developed parts of the county, and both AT and LTSA have eligibility restrictions.

Key highlights and takeaways from the peer review of DAR performance measures include:

- **Comparable DAR vehicle service hours per capita**: CTA provides nearly the same number of vehicle service hours per capita (0.10) as the peer average (0.11), trailing only Amador Transit and TCTA.
- **Below average DAR ridership per capita and productivity**: CTA ranks fourth in DAR ridership per capita (0.18) and passengers per vehicle service hour (1.7), ahead of only LTA in both measures. Without eligibility restrictions and a large service area, it is possible that CTA could improve its ridership per capita. However, a large and rural service area is going to result in lower than average productivity.

- **Lowest DAR passenger-trips per mile**: CTA serves the fewest passenger-trips per mile (0.12) of any peer (74 percent below the peer average of 0.46). This is likely due to CTA's DAR service focusing on comprehensive coverage for the outlying areas of the county, thus covering a large geographic area.
- **Good DAR cost efficiency per hour**: CTA's operating cost per hour ($104.26) is 21 percent below the peer average and is second only to Lake Transit ($94.59) for the lowest cost per hour.
- **High DAR cost per trip**: CTA's cost per DAR passenger trip ($61.79) exceeds the peer average by 14 percent and is the second highest among peers—higher than all except Lake Transit. This is primarily due to low ridership and low service productivity.

Table 16: CTA DAR Peer Analysis FY 2023-24

		Input Data				
Transit System	County	Annual Ridership	Vehicle Service Hours	Vehicle Service Miles	Service County Population	Total Annual Operating Costs
Calaveras Transit Agency (CTA)[1]	**Calaveras**	**8,101**	**4,801**	**68,755**	**45,995**	**$500,567**
Amador Transit (AT)[1]	Amador	13,572	5,097	83,569	41,029	$697,122
Tuolumne County Transit Agency (TCTA)	Tuolumne	32,192	9,973	107,307	54,873	$1,428,653
Lassen Transit Service Agency (LTSA)	Lassen	22,812	2,330	18,390	31,177	$358,131
Lake Transit Authority (LTA)[1]	Lake	3,445	3,839	26,577	68,163	$363,077
Peer Average		**18,005**	**5,310**	**58,961**	**48,811**	**$711,746**
CTA Rank		**4**	**3**	**3**	**3**	**3**

	Performance Measures					
	Annual Vehicle Service Hours per Capita	Annual Ridership per Capita	Passengers per Vehicle-Hour	Passengers per Mile	Operating Cost per Hour	Cost per Psgr-Trip
Calaveras Transit Agency (CTA)[1,2]	**0.10**	**0.18**	**1.7**	**0.12**	**$104.26**	**$61.79**
Amador Transit (AT)[1,3]	0.12	0.33	2.7	0.16	$136.77	$51.36
Tuolumne County Transit Agency (TCTA)[2]	0.18	0.59	3.2	0.30	$143.25	$44.38
Lassen Transit Service Agency (LTSA)[3]	0.07	0.73	9.8	1.24	$153.71	$15.70
Lake Transit Authority (LTA)[1,2]	0.06	0.05	0.9	0.13	$94.59	$105.39
Peer Average	**0.11**	**0.42**	**4.14**	**0.46**	**$132.08**	**$54.21**
CTA Percent of Peer Average	**-4%**	**-59%**	**-59%**	**-74%**	**-21%**	**14%**
CTA Rank (1 = Best)	**3**	**4**	**4**	**5**	**2**	**4**

Source: CTA, State Controllers Office Transit Operators Database, TCTA, LTSA, LTA, ACS 2023 5 Year Estimates

Note 1: Operating costs allocated based on proportion of service hours.

Note 2: DAR available to general public.

Note 3: DAR available to ADA-qualified individuals or seniors only.

PEER REVIEW CONCLUSION

Overall, the peer review shows that CTA has a low operating cost per hour, ranking among the most cost-efficient systems per vehicle service hour in the peer group. However, CTA consistently performs below the peer average for performance measures that are linked to ridership. These include annual ridership per capita, passenger-trips per hour and mile, and operating cost per passenger-trip. This can largely be attributed to the county's low population density, dispersed communities, and that CTA services span a large portion of the county. Without eliminating service to some of the more remote communities in the County, the largest opportunity for improvement lies in attracting more riders to boost service productivity. Continued marketing and outreach efforts (discussed further in Chapter 10) and adjustments to service (evaluated later in the SRTP planning process) could positively impact ridership-related performance measures.

Chapter 7
ZEB PLAN UPDATE

INTRODUCTION

The California Air Resources Board (CARB) Innovative Clean Transit (ICT) regulation requires public transit agencies across the state to begin planning for and transitioning their fleets to zero-emission buses (ZEBs) in support of statewide greenhouse gas (GHG) reduction goals. Under the current ICT timeline, between January 1, 2026, and December 31, 2028, at least 25 percent of new transit vehicle purchases each calendar year must be ZEBs.[3] Beginning in 2029, 100 percent of new transit vehicle purchases must be zero-emission.

Transit agencies may request exemptions from CARB if specific conditions are met—such as the unavailability of required vehicle types, inability to meet range requirements or gradeability needs, delays in constructing fueling or charging infrastructure, or if a financial emergency is declared.

It's also important to note that vehicles with a Gross Vehicle Weight Rating (GVWR) under 14,000 pounds are excluded from the mandate and do not count towards the annual purchase requirements unless the transit agency opts into the Zero-Emission Mobility Option.[4] This chapter assumes that CTA will not explore this option over the next five-year period.

CTA ZEB STRATEGY REPORT TAKEAWAYS

The *CTA ZEB Rollout and Implementation Plan* was completed in March 2023. Key findings include:

- Calaveras County's topography is rugged and steep. Some routes, like the Saturday Hopper, face road grades as steep as 18.3 percent.
- Only 17 percent of vehicles can be successfully electrified at a one-to-one replacement ratio given current battery-electric bus (BEB) specifications due to the topography, mileage, and climate control requirements of CTA routes.
- In-County DAR (Grey) is the only current CTA service that could be served by a single BEB cutaway. Other services would require a restructuring of driver shifts to allow for mid-day charging and an expanded fleet of vehicles to facilitate midday vehicle swaps while maintaining an appropriate spare ratio.
- Fleet size will have to increase by two vehicles to maintain the existing level of service with a BEB fleet.

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[3] According to CARB guidance, in instances where purchase percentage requirements equal part of a bus, it is allowable to round to the nearest integer (with 50 percent of a bus rounding down). Therefore, CTA can purchase two conventional diesel/gas vehicles in a year without being required to purchase a ZEB, or between 3 and 6 vehicles in a year, with only one vehicle required to be a ZEB.

[4] To exercise the Zero-Emission Mobility Option, a small transit agency (such as CTA) is required to track and achieve at least 180,000 passenger miles per year total across all zero-emission vehicles with a GVWR under 14,000 pounds. This threshold earns the transit agency one "mobility credit" for the following calendar year, amounting to one ZEB vehicle for the purposes of ICT ZEB purchasing requirements.

- As required by CARB ICT regulations, the goal is to fully transition the CTA fleet to ZEBs by 2040.

RECOMMENDED STRATEGY

A careful review of the *CTA ZEB Rollout and Implementation Plan* and CARB ICT regulation, limitations of existing ZEB technology to operate CTA services, and consideration of a new operations facility in the near future contribute to the following recommended ZEB strategy for the short-range planning period.

- CTA should plan to purchase ZEBs at the minimum required purchase ratio and replace as many internal combustion engine (ICE) vehicles as possible in the short term by replacing vehicles over 14,000 GVWR as soon as they surpass their FTA minimum life[5].
- CTA should plan for the immediate installation of charging infrastructure at the new operations facility and should not invest in expanded charging infrastructure at its current leased facility.
- Should ZEB technology not improve by 2032 to provide current CTA services with ZEBs, or should completion of the new CTA facility be delayed, CTA should consider filing an exemption with CARB.

In combination, this recommended strategy aims to promote the transition to a ZEB fleet in the most fiscally constrained and efficient manner while complying with the CARB ICT regulation.

RECOMMENDED REPLACEMENT SCHEDULE

CTA currently has an active fleet of 12 vehicles, which is comprised of two diesel cutaways, seven gas cutaways, two electric vans, and one small hybrid van. Currently, five of CTA's vehicles (#65, #66, #69, #73, and #74) are beyond their FTA minimum life and mileage requirements. Additionally, vehicles #65, #66, and #69 are beyond their FTA Useful Life Benchmark (ULB[6]), when the FTA estimates maintenance costs begin to exceed the cost of replacing the vehicle.

Table 17 proposes a ten-year vehicle replacement schedule by calendar year, broken into short and long range plan periods. This vehicle replacement schedule complies with CARB ICT mandates, builds from the *CTA ZEB Rollout and Implementation Plan*, and prioritizes replacement of vehicles based on FTA guidelines as well as their projected mileage.

Following current CARB guidance, CTA can purchase gas/diesel vehicles through 2028 and be compliant with the CARB ICT regulation. Beginning in 2029, CTA will begin purchasing only ZEBs. As CTA plans for bus purchases by fiscal year, it is recommended that CTA "front-load" purchase orders in the fiscal year as much as possible. In other words, issue the purchase orders before December 31 of each fiscal year, due to CARB ICT vehicle purchase requirements being based on the calendar year. Most importantly, CTA should secure purchase orders for the three ICE vehicles scheduled in 2028 before June 30, 2028, if funding has been secured. If the purchase orders for these three vehicles cannot be issued by June 30, 2028, due to funding or budget constraints, it may be important to issue purchase orders as early as

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[5] FTA *minimum life* is the minimum number of years or miles (whichever comes first) that transit vehicles purchased with federal funds must be in service before they can be retired without financial penalty. FTA Report No. FTA VA-26-7229-07.1 (2007).

[6] FTA *Useful Life Benchmark* (ULB) is typically defined as the age after which a vehicle is no longer fit for use and should be replaced. After this point, it is common for agencies to see higher maintenance costs and breakdowns. FTA National Transit Database 2024 Policy Manual (2024).

possible after July 2028 to manage any unforeseen delays and to avoid being part of a potential glut of purchase orders received by vendors at the end of 2028.

Starting January 1, 2029, the purchase of ICE vehicles will not be allowed without an exception from CARB. By planning for the purchase of these vehicles in FY 2027-28, CTA has a full fiscal year to secure purchase orders, instead of six months.

Short Range Vehicle Replacement Schedule

The short range vehicle replacement schedule is based on FTA's minimum life. Five vehicles have already or will surpass their FTA minimum life age and mileage during the 5-year planning period. The five vehicles that are recommended for replacement are:

- Vehicles #65 and #66 are beyond their minimum life age and mileage and are recommended for replacement in 2026 with similar 26-passenger diesel cutaways.
- Vehicles #69 and #73 are beyond their minimum life age and mileage and are recommended for replacement in 2027 with similar 17 to 21-passenger gas cutaways.
- Vehicle #74 is beyond its minimum life age and mileage and is recommended for replacement in 2028 with a similar 17 to 21-passenger gas cutaway.

The total cost to replace five vehicles between 2026 and 2030 will be approximately $1.2 million to maintain the status quo. This schedule assumes no change to fleet size during this 5-year planning period, either due to service expansion/reduction resulting from this transit plan or necessitated due to a higher replacement ratio when replacing ICE vehicles with BEBs.

Long Range Vehicle Replacement Schedule

The long range vehicle replacement schedule is based on FTA ULB. Seven more vehicles are recommended for replacement during the long range (6-10 year) planning period. Two additional vehicles are added to support a ZEB CTA fleet and operational needs per the *CTA ZEB Rollout and Implementation Plan*. The long-range fleet replacement schedule is:

- In 2033, Vehicle #V03 will have surpassed ULB age and is recommended for replacement with a similar electric van. Two additional BEB cutaway vehicles are planned for purchase to meet the fleet expansion needs outlined in the ZEB plan.
- In 2034, Vehicle #V05 will have surpassed its ULB age and is recommended for replacement with a similar electric van. Vehicles #75, #76, #77, and #78 will have surpassed their ULB age and are recommended for replacement with BEB Cutaways.
- In 2035, Vehicle #V04 will have surpassed its ULB age and is recommended for replacement with a similar electric van.

Cutaway vehicles that are being replaced in the short range period (#65, #66, # 69, #73, and #74) may need replacement near the end of the long range planning period if they operate high annual mileage and maintenance costs are ballooning. These vehicles are expected to be past or approaching 300,000 miles in 2035 prior to reaching their ULB age. As exact annual mileage is unknown and fleet expansion planned for 2033 may reduce mileage demands on these vehicles, replacements are not included in the fleet replacement table.

Cumulatively, over a ten-year period between 2026 and 2035, CTA will be required to replace 12 vehicles and expand its fleet by two vehicles for a total cost of approximately $5.4 million.

CHARGING INFRASTRUCTURE REQUIREMENTS

The proposed vehicle replacement plan aligns with the charging infrastructure plan outlined in the 2023 *CTA ZEB Rollout and Implementation Plan.* The *CTA ZEB Rollout and Implementation Plan* plans for charging capacity for 4 vehicles between 2025 and 2028, 8 vehicles between 2029 and 2031, and 10 vehicles for 2032 onward. CTA currently has one Type 2 charger installed at the CTA operations facility capable of supporting the existing fleet of ZEVs, but does not have existing infrastructure to support an expansion of CTA's BEB vehicle fleet.

CTA will be relocating its operations facility to a soon-to-be-constructed facility at 967 Highway 49 in San Andreas that will house both the CTA operations and CCOG offices. The project is in the design phase as of June 2025, and it is expected that CTA operations will move to the new facility in 2027, if remaining funding can be secured. CCOG plans to fund about half of the project with SB 125 funds and is in the process of securing additional funds for construction. CCOG recently applied for FTA 5339 competitive grant funding in July 2025. Ideally, CTA would not have to install new charging infrastructure at the old facility.

Although the CTA Vehicle Replacement Schedule does not plan for the addition of any ZEBs to the CTA fleet within the next five years, CTA should continue to plan for fleet transition with ZEB purchases beginning in 2033. By 2038, CTA could expect to have fully transitioned its fleet to BEB's requiring charging infrastructure in place for up to 14 BEBs.

Table 17: CTA Vehicle Replacement Schedule (by Calendar Year)

Estimated FY 2025/26 Cost of Vehicles[1]	
Gas - Vans	$154,600
Electric - Vans	$285,300
Gas - Cutaways	$243,500
Electric - Cutaways	$384,000
Diesel- Cutaways	$228,500

	Short Range Plan Period (by Calendar Year) (3,4,5,6)					*Long Range Plan Period (by Calendar Year)* (4,5,7,8)						
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	5-Year Plan Total	10-Year Plan Total
Vehicles Under 14,000 GVWR[3]												
Number of Buses (Gas Vans)	0	0	0	0	0	0	0	0	0	0	**0**	**0**
Number of Buses (Electric Vans)	0	0	0	0	0	0	0	1	1	1	**0**	**3**
Vehicles Over 14,000 GVWR[3]												**0**
Number of Buses (Gas Cutaways)	0	2	1	0	0	0	0	0	0	0	**3**	**3**
Number of Buses (Electric Cutaways)	0	0	0	0	0	0	0	2	4	0	**0**	**6**
Number of Buses (Diesel Cutaways)	2	0	0	0	0	0	0	0	0	0	**2**	**2**
Total Number of Vehicles	**2**	**2**	**1**	**0**	**0**	**0**	**0**	**3**	**5**	**1**	**5**	**14**
CARB ICT Compliant	**YES**	**YES**	**YES**	**YES**	**YES**	**YES**	**YES**	**YES**	**YES**	**YES**	**Yes**	**Yes**
Total Cost[2]	**$457,000**	**$505,510**	**$262,360**	**$0**	**$0**	**$0**	**$0**	**$1,367,520**	**$2,454,480**	**$399,100**	**$1,224,870**	**$5,445,970**
Total Fleet Size	**12**	**12**	**12**	**12**	**12**	**12**	**12**	**14**	**14**	**14**		

Source: LSC Transportation Consultants, Inc.

Note 1: Base vehicle prices sourced from the California Association for Coordinated Transportation (CALACT) cooperative purchasing portal increased by 30 percent for vehicle options (e.g., wheelchair lift), sales tax, and CALACT fees. CALACT Purchase Portal pricing is updated in September each year. FY 2025-26 costs reflect expected September 2025 pricing, assuming a 3.8 percent annual inflation according to the Producer Price Index (PPI).

Note 2: All costs increased by 3.8 percent annually in alignment with the past two years of the Producer Price Index (PPI) which is utilized by CALACT to dictate annual price increases for transit vehicles purchased through the cooperative purchasing platform used by many California transit agencies.

Note 3: For January 1, 2026 through December 31, 2028, 25% of new vehicle purchases with GVWR greater than 14,000 must be ZEBs, unless an exception is provided by CARB. According to CARB guidance, in instances where purchase percentage requirements equal part of a bus, round to the nearest integer (with 50% of a bus rounding down). Therefore, CTA can purchase 2 ICE vehicles in a year without being required to purchase a ZEB, or between 3 and 6 vehicles in a year with only one vehicle required to be a ZEB.

Note 4: Starting January 1, 2029, 100% of new vehicle purchases with GVWR greater than 14,000 must be ZEBs, unless an exception is requested by CTA and approved by CARB.

Note 5: Represents year of purchase order.

Note 6: Anticipated vehicle replacement schedule based on FTA minimum life, as identified in FTA Report No. FTA VA-26-7229-07.1 (2007). FTA has not yet defined minimum life for electric vehicles.

Note 7: Anticipated vehicle replacement schedule based on FTA ULB, as identified in FTA National Transit Database 2024 Policy Manual (2024). FTA has not yet defined minimum life for electric vehicles.

Note 8: Fleet expanded by 2 vehicles in 2033 to align with fleet expansion requirements identified in the ZEB Plan.

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Chapter 8
GOALS AND PERFORMANCE STANDARDS

INTRODUCTION

CTA has a formally adopted mission statement and set of overarching goals to guide the agency's direction, established with the August 2024 update to its Policies and Procedures Manual. CTA has not yet adopted formal performance standards to measure progress or evaluate the effectiveness of its services.

CTA MISSION STATEMENT

CTA's adopted mission statement is:

> *"To provide safe and cost-effective public transportation services throughout Calaveras County to serve the mobility needs of residents and visitors who need public transportation."*

No Recommended Update: This mission statement is an effective description of CTA's mission.

CTA GOALS

CTA's adopted goals are:

- Provide an effective level of service in response to demonstrated community transit market needs.
- Provide public transportation services that are financially sustainable within existing local, state, and federal funding programs in a cost-efficient manner.
- Ensure that all transit programs can be provided at a high quality of service.
- Provide safe and convenient transportation services to the residents of Calaveras County by the most cost-effective mobility mode.

No Recommended Update: These goals effectively capture CTA's organizational priorities. The agency has demonstrated its commitment to these goals by maintaining a cost per service hour well below that of its peers and by recently shifting from fixed route service to Dial-A-Ride in outlying areas—resulting in both improved service quality and greater cost-efficiency.

CTA PERFORMANCE STANDARDS

CTA currently does not have an established set of operational performance standards. It is recommended that the agency formally adopt such standards as part of this SRTP to enable the quantification and tracking of system performance and to support informed operational decision-making moving forward. Table 18 presents five proposed performance standards focused on service effectiveness and cost efficiency for FY 2025-26. These metrics were chosen due to being either directly required to be calculated by the TDA or included in the contract with Paratransit Services. For each metric, the table presents FY 2024-25 performance data, a minimum threshold, and a target level that would indicate operational improvement. In general, the minimum threshold represents current performance levels. As such, any potential change to service must be equal to or better than baseline performance to meet standards. Minimum financial standards are adjusted from FY 2024 -25 levels for three percent inflation. Passenger-trips per hour target level performance is based on peer review performance, while financial target standards are set equal to FY 2024-25 values, or in other terms, beating inflation. To ensure financial performance metrics remain current and meaningful over time, they should be adjusted for inflation using the California Consumer Price Index (CPI) calculator provided by the California Department of Industrial Relations, with June 2025 as the base date.

Table 18: Performance Standards for Calaveras Connect

Passenger-trips Per Vehicle Service Hour

Service Type	FY 24-25 Values	Recommended Minimum	Recommended Target
Red Line	3.6	3.6	4.0
Columbia College Shuttle	3.0	3.0	3.3
Saturday Hopper	2.3	2.3	2.6
Dial-a-Ride	1.6	1.6	2.0
Systemwide	**2.9**	**2.9**	**3.4**

Total Operating Cost Per Vehicle Service Hour(1)

Service Type	FY 24-25 Values	Recommended Minimum	Recommended Target
Red Line	$113.61	$117.02	$113.61
Columbia College Shuttle	$109.00	$112.27	$109.00
Saturday Hopper	$107.11	$110.33	$107.11
Dial-a-Ride	$102.06	$105.12	$102.06
Systemwide	**$109.36**	**$112.64**	**$109.36**

Total Operating Cost Per Passenger-Trip(1)

Service Type	FY 24-25 Values	Recommended Minimum	Recommended Target
Red Line	$31.67	$32.62	$31.67
Columbia College Shuttle	$35.94	$37.02	$35.94
Saturday Hopper	$47.14	$48.56	$47.14
Dial-a-Ride	$63.80	$65.72	$63.80
Systemwide	**$37.80**	**$38.93**	**$37.80**

Marginal Operating Cost Per Passenger Trip(1)

Service Type	FY 24-25 Values	Recommended Minimum	Recommended Target
Red Line	$17.89	$18.42	$17.89
Columbia College Shuttle	$19.64	$20.23	$19.64
Saturday Hopper	$25.39	$26.15	$25.39
Dial-a-Ride	$32.90	$33.89	$32.90
Systemwide	**$20.71**	**$21.33**	**$20.71**

On-Time Performance

Service Type	FY 24-25 Values	Recommended Minimum	Recommended Target
Red Line	--	95.00%	100.00%
Columbia College Shuttle	--	95.00%	100.00%
Saturday Hopper	--	95.00%	100.00%
Dial-a-Ride	--	95.00%	100.00%
Systemwide	**98.53%**	**95.00%**	**100.00%**

Source: CTA, LSC

Note 1: Cost control standards should be adjusted according to the California Consumer Price Index (CPI) with June 2025 as the beginning month and year (https://www.dir.ca.gov/oprl/CPI/CPICalculator/CpiCalculator.aspx).

Passenger-trips per Vehicle Service Hour – commonly referred to as "productivity"- indicates how well-utilized transit services are. Standards are recommended for each service type and systemwide. The above peer review identified productivity as an operational weakness for CTA compared to its peers. Strategies to improve this metric include improved marketing and the elimination of under-utilized trips or services. The recommended systemwide minimum standard for passenger-trips per hour is 2.9, and the target is 3.4.

Total Operating Cost per Vehicle Service Hour is a common measure of cost efficiency. Standards are recommended for each service type and systemwide. The above peer review identified cost per service hour as an area in which CTA performs better than its peers. CTA should continue to strive to maintain its cost efficiency. The recommended systemwide minimum standard is $112.64 cost per service hour, and the target is $109.36.

Total Operating Cost per Passenger-Trip is a standard measure of cost effectiveness that reflects the average cost to provide a single passenger-trip. It accounts for both total operating expenses (fixed and variable) and ridership levels, offering insight into how well resources are being used to meet demand. Standards are recommended for each service type and systemwide. The peer review identified cost per passenger-trip as an area where CTA underperformed compared to many of its peers. CTA should continue efforts to improve ridership and maintain effective cost controls to maintain or enhance performance in this metric. The recommended systemwide minimum standard for cost per passenger trip is $38.93, and the target is $37.80.

Marginal Operating Cost per Passenger Trip is a useful measure of cost effectiveness that reflects how cost-effective transit services can be provided from an operational standpoint. This metric differs from the above total operating costs by not including fixed costs like building leases and administrative costs. Marginal operating costs only include variable costs like purchased transportation and fuel costs. This metric was not assessed in the peer review; however, it is used to evaluate the impacts of service alternatives in Chapter 10. The benefit of using marginal operating costs to evaluate the performance of alternatives is that fixed costs typically do not increase if service levels are increased. This process allows the Study Team to evaluate the net impact of increasing or decreasing transit service. The recommended systemwide minimum standard for marginal cost per passenger trip is $21.33, and the target is $20.71.

On-Time Performance is a standard measure of how reliable transit services are for passengers who expect the bus to arrive and get them to their destination at the scheduled time. The transit operator is required to meet a 95-percent on-time performance standard per the current contract. For fixed-route service, "on-time" is defined as the bus not departing a stop early and departing no more than 5 minutes and 59 seconds past the scheduled time. For DAR, "on-time" is defined as picking up a passenger within a window of 15 minutes before to 15 minutes after the scheduled pick-up time. On-time performance issues relating to severe weather, road construction, or other issues out of the transit operator's control are documented and not held against the operator.

Currently, CTA receives systemwide on-time performance statistics from the transit contractor. It could be beneficial to track on-time performance by route, particularly if issues or concerns arise. The recommended systemwide minimum standard for on-time performance is 95 percent, and the target is 100 percent.

SAFETY AND RELIABILITY STANDARDS

The safety and reliability of a transit system are very important to the ongoing success of an agency. By adopting measurable standards relating to vehicle maintenance and safe driving practices, long-term performance can be tracked, and issues can be more easily identified and addressed. Table 19 presents two proposed standards focused on safety and service reliability.

Service Miles Between Road Calls – It is stipulated in CTA's operations contract that the operations contractor will maintain operable, clean, and roadworthy buses. "Roadworthy" is defined as meeting all safety requirements of regulatory agencies. It is recommended that CTA adopt a quantifiable performance standard relating to vehicle maintenance. Many other agencies have adopted a standard relating to service miles between road calls that ensures vehicle maintenance does not impact transit services. It is recommended that CTA adopt a minimum standard of achieving 12,500 service miles between road calls and a target of 25,000 service miles between road calls. "Road call" is generally defined as any mechanical issue that results in a delay of service greater than 5 minutes.

Service Miles Between Preventable Accidents – It is stipulated in CTA's operations contract that the contractor will operate a safe service, which is quantified by less than one preventable accident per 30,000 vehicle service miles. It is recommended that CTA formally adopt this as a minimum standard and set a target standard of less than one preventable accident per 100,000 service miles. Many other agencies have adopted a standard for service miles between preventable accidents. The minimum standard adopted by other transit agencies is generally higher than that stipulated in the CTA operations contract. Other agencies have adopted minimums of 100,000 service miles between preventable accidents or one preventable accident per 100,000 service miles.

Table 19: Safety and Reliability Standards for Calaveras Connect

Measure	Recommended Standards	
	Minimum	Target
Service Miles Between Road Calls[1]	12,500	25,000
Service Miles Between Preventable Vehicle Accidents	30,000	100,000

Note 1: Road Calls refer to incidents where service is interrupted longer than 5 minutes due to mechanical failure.
Source: CTA, LSC

Chapter 9
MARKETING PLAN

INTRODUCTION

Effective marketing can improve current passenger satisfaction as well as attract new riders to the transit system. This section evaluates CTA's current marketing tools and provides recommendations for improvements to CTA's marketing.

ONLINE MATERIALS

Calaveras Connect Website

The Calaveras Connect website has information on its entire system. The main page shows a map of all Calaveras Connect routes, including Direct Connect DAR services. The site includes a trip planner tool; however, it can only be used for fixed route services. Google Maps does not currently support General Transit Feed Specifications (GTFS)-Flex data, which can be used to incorporate demand-response services in trip planning tools; however, this technology has not yet been widely adopted by transit agencies. Calaveras Connect service alerts are prominently located in the header of the home page. Each fixed route and Direct Connect DAR has its own page with a route map, fare, and schedule information. Links to download the Token Transit app are provided, which allows passengers to purchase single-ride, multi-ride, and monthly passes for fixed route services, and single-ride passes for Direct Connect DAR.

The Calaveras Connect website has other pages with information on fares, accessibility, service alerts, and connecting services. There is a page with contact information and a contact form so that users can sign up for email or text notifications about service alerts. There are also pages about CTA board meetings, agency documents, employment opportunities, and Request for Proposals. The website is overall informative and generally easy to navigate.

Recommendations:

- Continue to keep the website up to date and monitor GTFS-Flex or similar software developments that enable comingled fixed route and demand-response trip planning.
- Remove reference to the Spare app from the Calaveras Connect website, as passengers are not currently able to utilize this software for Direct Connect ride reservations.

Calaveras County Website

The Calaveras County website has information on a variety of public services available within the county, but no information on public transportation services or links to the Calaveras Connect website.

Recommendation:

- Work with Calaveras County to include a link to the Calaveras Connect website on the County webpage.

Tourism-Focused Websites

Multiple organizations and businesses across Calaveras County promote Calaveras Connect services.

The Calaveras Visitor Bureau website is a resource for visitors to Calaveras County that promotes tourism to the region and includes lots of information on lodging, restaurants, and activities in the region. The site search feature can be used to locate a page promoting Calaveras Connect services, which is dated February 2, 2012, but includes up-to-date information on Calaveras Connect services. It directs people to call the agency or book a ride through the Spare app. While there is a Calaveras Connect app developed by Spare, this technology feature has been “paused” by CTA staff as discussed below. The site also promotes the use of Calaveras Connect alongside private transportation services when promoting major regional events like the Spring Wine Weekend.

The Murphys Business Association website has a transportation page under its directory drop-down menu; however, the link to the page is broken. A search of the site does enable users to find several pages promoting Calaveras Connect services, some of which contain outdated information. The most recent page is dated 2019.

Recommendations:

- Work with local tourism partners to encourage updates to their transportation resources pages.
    - Ask partners to take down outdated pages.
    - Provide updated service information whenever long-term service changes take place.
    - Highlight the Saturday Hopper route, as visitor transportation is a focus of the route.
    - Work with Saturday Hopper destination businesses, like Ironstone Vineyards, to promote the route as an alternative means of transportation.

PRINT MATERIALS

Printed route guides and service information are very important for passengers without devices that can access the internet. Calaveras Connect has a “pocket-sized” printed Transit Guide with route and schedules, fares and payment options, and general information. It is available on board buses and is distributed to various social service agencies and destinations throughout the County.

Recommendation:

- Periodically ensure that the Transit Guide reflects the most up-to-date service information and available software applications.

PHONE INFORMATION

Passengers with limited internet access can also get transit information by phone. The Calaveras Connect dispatch number is clearly listed in various places on the website and in the printed guide.

Direct Connect DAR reservations are made by calling the dispatch phone. Reservations can be made up to 7 days in advance, and passengers must reserve their ride by 3 PM the day before they wish to travel.

SOCIAL MEDIA

Social media has become an important tool for transit outreach for many agencies. Platforms such as Instagram and Facebook can be used to share information on real-time service updates, public input opportunities, upcoming promotional events, and future schedule changes.

Calaveras Connect maintains an active Facebook page with 823 followers, which provides service alerts, promotional messages that encourage transit use, and transit or weather-related safety tips. This is Calaveras Connect's only social media presence, but it is appropriate as it is among the most widely used social media platforms across demographics.

Recommendations:

- Expand social media presence to reach a wider audience.

Instagram is generally used by a younger demographic than Facebook and can be easily linked to the existing Facebook account, making posting across platforms seamless. TCTA has a larger following on Instagram than on Facebook, indicating regional adoption of the platform. A 2024 Pew Research Center report titled *Americans' Social Media Use*[7] found that 78 percent of young adults (aged 18-29) had used Instagram, while only 67 percent had used Facebook.

CALAVERAS CONNECT APP

The use of a downloadable software application for smartphones and tablets is common among transit agencies that offer general public DAR services like Direct Connect. Passengers can reserve rides and be kept up-to-date on service alerts via the app. For the transit agency, a software app built for DAR services uses an algorithm to schedule rides and group ride requests if possible. The use of an app can enable same-day ride reservations, reduce administrative workload on dispatchers, and more efficiently group rides.

CTA maintains a contract with Spare for the Calaveras Connect app. The app was originally set up to allow users to make Direct Connect reservations and to perform DAR scheduling and reservations; however, the ability to directly book reservations via the app has been paused by CTA operations staff due to routing issues. The rural nature of the county has made it challenging for the software mapping system to accurately route DAR vehicles to/from pick-up/drop-off locations. CTA staff indicated that the software does not recognize roads that are, in fact, impassable for DAR buses. Additionally, there are many locations within the DAR service area that lack cell service, rendering the routing feature unreliable. Staff still utilize Spare to schedule and track DAR services and provide reports as needed.

Due to its limited functionality, CTA has not maintained an up-to-date Calaveras Connect app, which creates confusion for users who attempt to access it.

Recommendations:

- Remove reference to the Spare app as a ride-booking platform from the Direct Connect webpage.
- Work with Spare to improve the functionality of software-based routing capabilities.
- Research potential alternatives to Spare that are used by peer transit agencies that could potentially provide more functional benefit to CTA as a comprehensive DAR ride scheduling and dispatching software.

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[7]Gottfried, J. (2024, January 31). *Americans' social media use*. Pew Research Center. https://www.pewresearch.org/internet/2024/01/31/americans-social-media-use/

OUTREACH ACTIVITIES AND EVENTS

CTA regularly participates in promotional events, such as the annual free fair shuttle to the County Fair and Frog Jumping Jubilee each May. In October 2024, Calaveras Connect offered a similar service during the Mark Twain Wild West Fest held in Angels Camp. In the past, Calaveras Connect has also participated in community events like the County Fair and Community Health Fair to spread awareness about transit services, worked with the Calaveras Office of Emergency Services and Public Health to provide transportation to emergency heating and cooling centers, and temporarily added service to the Government Center during voting days.

Recommendations:

- Continue to be proactive and engaged in providing transportation during local events.
- Actively work with Columbia College to promote Calaveras Connect services to students during New Student Week each year.

Marketing to Students and Youth

CTA employs two unique marketing strategies focused on developing more ridership and providing transportation services to students and youth. It partners with Columbia College to offer free student bus passes to its students and operates a route specifically focused on getting students to class. CTA also offers a heavily discounted fare rate to youth passengers (ages 7- 12), which is priced at one-third of regular price fares. Programs like these that target younger passengers can be an important investment in creating lifelong transit riders who will continue to use CTA services even after they age out of program eligibility or graduate from Columbia College.

MARKETING PEER ANALYSIS

A review of marketing and outreach strategies conducted by peer transit agencies is provided in Table 20 and summarized below.

Amador Transit (AT)

AT's website is similar to CTA's in terms of passenger information, a Google Trip Planner, service alerts, and contact details, though it appears more outdated visually. The Amador Council of Tourism's website also includes a dedicated transportation page that prominently features AT's contact information and website. AT provides both a regular and toll-free phone number for rider information and ADA Dial-A-Ride reservations. AT's social media presence is wider than CTA's, with Facebook (782 followers), Instagram (138), and X (252) accounts. Facebook is the most frequently updated, featuring service alerts, promotions, staff highlights, and community events. One notable AT marketing strategy is its Summer Youth Bus Pass, which offers unlimited fixed-route rides during summer break for $40—half the price of a standard monthly youth pass. AT's FY 2024-25 marketing budget was $17,262, which is lower than that of other peer agencies but higher than CTA.

Tuolumne County Transit Agency (TCTA)

TCTA's website is up to date, easy to navigate, and features an interactive system map. Regional tourism websites do not mention TCTA directly, instead highlighting the Yosemite Area Regional Transportation System (YARTS). TCTA offers multiple contact options, including a main and non-English phone number, email, and a webmail form. Its social media presence is stronger than CTA's, with Facebook

Table 20: CTA Marketing Peer Analysis

Agency	Agency Website	Regional Tourist Information Websites	Contact Information	Active Social Media Accounts[1]	Passenger App	Outreach Activities	Unique Marketing Strategies	FY 2024-25 Marketing Budget
Calaveras Transit Agency (CTA)	**Appearance and Information up to date, easy to navigate**	**Pages dedicated to Transportation difficult to find, some information listed out of date**	**Website Email Form, Phone Number (Hours not provided)**	**Facebook (823)**	**Agency Branded Spare app for DAR reservations provided but not user friendly**	**Shuttles and Outreach at Major Community Events**	**Partnership with Columbia College to provide free student bus passes. Heavily discounted student and youth fares**	**$5,000 [2]**
Amador Transit (AT)	Contemporary appearance, content up to date, easy to navigate, some broken links	Easy to locate Transportation page, limited information but provides contact and website information	Phone (5:30 AM - 6:30 PM Mon- Fri) Webmail customer feedback form. Unmet Transit Needs Form Linked	Facebook (782) Instagram (138) X (252)	N/A	Free Fare Days, Shuttles and Outreach at Major Community Events	Heavily Discounted Youth Summer Bus Pass	$17,262
Tuolumne County Transit Agency (TCTA)	Appearance and Information up to date, easy to navigate, interactive system map	Page dedicated to Transportation does not include any information about TCTA, but does include information about Yosemite Area Regional Transportation System (YARTS)	Phone and Non-English Phone(No Hours Provided), Email, Webmail Form, Unmet Transit Needs Form	Facebook (968) Instagram (1,220)	Branded Via app, Enables on-demand DAR reservations. Phone call and address verification (to ensure transit vehicle serviceability) required to set up an account	Transit Vehicle "floats" in community parades, Free Shuttles for Major Community Events	Fare Free System, Promotion on Local Television Programing	$50,000 [3]
Lassen Transit Service Agency (LTSA)	Appearance and Information up to date, easy to navigate, interactive system map with real time bus tracking for fixed routes	No Transportation Information on Tourism Information Website, Forest Service promotes shuttles between trailheads in informational brochures	Adress, Phone (No Hours), and Webmail Form	Facebook (996)	LTSA utilizes the ETA Spot App which enables passengers to track the real time location of fixed route busses, and time of departure from stops	Partnership with Lassen Life Skills a community organization serving those with developmental disabilities, Staff participate in Wear R.E.D. Fridays in support of Deployed Military Personnel	Often provides extended hours and service focused on combating impaired driving during community events, for example New Years Eve	$43,053 [4]
Lake Transit Authority (LTA)[1]	Appearance and Information up to date, easy to navigate. Fixed Route Maps, No DAR zone maps	No Transportation Information on County Tourism Information Website, City of Lakeport has a visitors drop down menu which includes a link to the LTA website	Adress, Phone, and Non-English Phone (No Hours), Email for dispatch, and comments and complaints provided	Facebook (446) Link not provided on LTA website	N/A	No information about outreach efforts available	Partners with several local businesses to offer transit passes for purchase. Recently implemented contactless fare payment alongside a $1.00 promotional fare for contactless payments	$21,400 [5]

Source: Agency Websites

Note 1: (Number) represents the number of account followers.

Note 2: CTA marketing budget includes printing expenses.

Note 3: Represents FY 2023-24 budget.

Note 4: LTSA marketing budget includes Spot ETA app subscription, rider's guide printing expenses and general marketing.

Note 5: LTA marketing budget includes printing, promotional materials, advertising and website expenses, promotional campaigns and translation expenses.

(968 followers) and Instagram (1,220). Instagram appears to be the most active platform. TCTA has recently launched the Via app for DAR reservations, but the account setup process is cumbersome and requires a phone call to dispatch to set up an account. TCTA attracts ridership through its fare-free system and markets transit through promotional appearances on local television to highlight major milestones like the new rider app. TCTA's FY 2023-24 marketing budget was $50,000—the highest among the peer agencies reviewed.

Lassen Transit Services Agency (LTSA)

LTSA's website is current, easy to navigate, and features real-time bus tracking and route maps for fixed routes via the ETA Spot app. Unlike other peers, transportation information is not included on local tourism websites; however, the U.S. Forest Service promotes shuttle connections in printed brochures with information about the Bizz Johnson Historical Trail. LTSA provides phone and webmail contact options, but no posted hours. It maintains a single active Facebook account (996 followers), which is updated regularly. Notable outreach includes having a booth at Farmer's Markets, extended service hours during holidays like New Year's Eve, and partnerships with local organizations such as Lassen Life Skills. Many staff members participate in the Wear R.E.D. Friday's military support initiative. LTSA's FY 2024–25 marketing budget was $43,053, falling in the upper end of the range for peer agencies, which supports app subscriptions, printed rider guides, and general marketing expenses.

Lake Transit Authority (LTA)

LTA's website is up to date and user-friendly, offering fixed-route maps but no DAR zone maps. Transportation information is largely absent from regional tourism websites, though the City of Lakeport provides a link to the LTA site. LTA lists contact information, including phone, non-English phone, email, and a dispatch contact, although service hours are not posted. LTA's social media presence is limited to a single Facebook page (446 followers), which is not linked from the agency's website. LTA partners with local businesses to sell transit passes in their storefront locations around the county, and LTA recently introduced contactless fare payment with a promotional $1.00 fare. LTA's FY 2024–25 marketing budget was $21,400, placing it in the mid-range among peer agencies.

Marketing Peer Analysis Takeaways

Key highlights and takeaways from the peer review of marketing programs include:

- CTA's website is a modern and effective resource for passenger information comparable to its peers.
- CTA, as well as most peer agencies, struggles to ensure that unaffiliated visitor information websites maintain up-to-date service information, an avenue to promote transit services to visitors to the region.
- CTA has a comparable social media presence and following to peer agencies; however, some agencies utilize multiple social media platforms.
- CTA's passenger app does not include enough guidance for users to access its basic functionality, while other peer agencies also struggle to provide an effective passenger app.
- CTA's annual marketing budget is much lower than that of its peer agencies.

Chapter 10
SERVICE ALTERNATIVES

INTRODUCTION

This chapter presents potential service changes to Calaveras Connect which better meet the mobility needs of Calaveras County residents or improve efficiency. The service elements presented in this chapter are designed “a la carte”; each alternative is evaluated as a stand-alone option, though when combined, the overall impacts may vary.

The service alternatives discussed in this chapter and presented in Table 21a and Table 21b are organized roughly by service type. First, alternatives impacting fixed routes are discussed in Table 21a. This is followed by an evaluation of potential options for Direct Connect services in Table 21b.

For each service alternative, the likely impacts on Calaveras Connect ridership and operating costs are estimated. Ridership and cost estimates are based on the following parameters:

1. To estimate net impacts on operating costs, a cost model for FY 2026-27 was developed. Final Calaveras Connect budgeted expenses for FY 2025-26 were used and escalated for 3 percent annual inflation, with the one exception being Software Subscriptions (where an inflation escalator was applied to FY 2024-25 budgeted costs). Purchased Transportation costs were broken down into fixed and variable costs based on calculations in the operations contract for FY 2025-26 (as of October 2025). The resulting equation to assess FY 2026-27 operating cost impacts is as follows:

   Change in Marginal Operating Cost = $50.68 X Change in Vehicle Hours
   + $0.86 X Change in Vehicle Miles

   Annual fixed costs are projected at $984,461.

2. Service days are based on FY 24-25 and include 249 days for Red Line, 201 for Columbia College Shuttle, 36 for Saturday Hopper, 249 for countywide Direct Connect, 52 for Green DAR, 249 days for Blue DAR, and 52 for Pink DAR.

3. Ridership estimates were based on FY 2024-25 Calaveras Connect ridership, data from peer systems, and standard transit demand elasticity factors, depending on the alternative.

CHALLENGES AND CONSIDERATIONS

CTA serves a very rural county with limited financial resources beyond the standard federal and state funding sources. Generally speaking, Calaveras Connect effectively provides a variety of transit services in a financially constrained manner. Notably, Calaveras Connect has seen robust ridership recovery post-pandemic, coinciding with significant systemwide service changes and rebranding (completed in 2022). However, with consistently rising operating costs of transit and the uncertainty of future funding, it is even more important to review the cost-effectiveness of each service and weigh the benefits provided to Calaveras County with the costs to provide them. This SRTP, in particular, acts as an opportunity to review the cost-effectiveness and efficiency of the services rolled out in 2022. Now that the services are established and ridership has recovered post-COVID, this is an opportunity to consider service changes to improve cost-efficiency or better serve the needs of the community.

Table 21a: Calaveras Connect Service Alternatives Summary

FY 2026-27

	Change In Annual Service							
	Ridership	Service Hours	Service Miles	Marginal Operating Cost	Fare Revenues [3]	Operating Subsidy	Additional Bus Needed	Additional Driver Needed
Status Quo[1]								
Red Line	36,400	8,900	270,600	$682,800	$50,600	$632,200	--	--
Columbia College Shuttle	4,400	1,300	31,600	$92,900	$11,400	$81,500	--	--
Saturday Hopper	800	300	7,500	$21,600	$2,300	$19,300	--	--
Direct Connect DAR	7,900	4,900	80,000	$316,800	$16,400	$300,400	--	--
Special Events	500	80	600	$4,600	$0	$4,600	--	--
Total	50,000	15,480	390,300	$1,114,100	$80,700	$1,038,000	--	--
Fixed Route Service Alternatives - Change from Status Quo[2]								
Red Line								
Provide 30-minute Service Frequency on Red Line (San Andreas to Angels Camp only) 7:57 AM - 5:14 PM	2,100	2,200	56,000	$159,500	$2,900	$156,600	1	1
Earlier Westbound Service on Red Line (Angels Camp to San Andreas)	1,300	200	5,600	$14,900	$1,800	$13,100	--	--
Eliminate Red Line Service Past 6:00 PM	-2,600	-1,800	-46,300	-$130,900	-$3,600	-$127,300	--	--
Red Line and Saturday Hopper								
Eliminate Saturday Hopper and Add Hourly Red Line Saturday Service								
Eliminate Saturday Hopper	-800	-300	-7,500	-$21,600	-$2,300	-$19,300	--	-1
Add Hourly Red Line Saturday Service (10:30 AM - 5:13 PM)	1,800	800	22,400	$59,700	$2,500	$57,200	--	3
Net Impact	*1,000*	*500*	*14,900*	*$38,100*	*$200*	*$37,900*	--	*2*
Eliminate Saturday Hopper and Add Saturday Red Line Service Every 3 Hours								
Eliminate Saturday Hopper	-800	-300	-7,500	-$21,600	-$2,300	-$19,300	--	-1
Add Saturday Red Line Service Every 3 Hours (10:30 AM - 5:13 PM)	1,300	300	9,200	$23,100	$1,800	$21,300	--	1
Net Impact	*500*	*0*	*1,700*	*$1,500*	*-$500*	*$2,000*	--	*0*
Saturday Hopper								
Eliminate Saturday Hopper and Expand Special Event Services								
Eliminate Saturday Hopper	-800	-300	-7,500	-$21,600	-$2,300	-$19,300	--	-1
Serve Two Additional Special Events per Year	130	20	150	$1,100	$0	$1,100	--	1
Net Impact	*-700*	*-300*	*-7,400*	*-$20,500*	*-$2,300*	*-$18,200*	--	*0*
Columbia College Shuttle								
Add One Afternoon Roundtrip to Columbia College Shuttle	400	200	6,600	$15,800	$200	$15,600	--	--
Expand Columbia College Shuttle to Year-Round Service	600	400	9,500	$28,400	$230	$28,200	--	--

Table 21b: Calaveras Connect Service Alternatives Summary

FY 2026-27

	Change In Annual Service							
	Ridership	Service Hours	Service Miles	Marginal Operating Cost	Fare Revenues [3]	Operating Subsidy	Additional Bus Needed	Additional Driver Needed
Status Quo[1]								
Red Line	36,400	8,900	270,600	$682,800	$50,600	$632,200	--	--
Columbia College Shuttle	4,400	1,300	31,600	$92,900	$11,400	$81,500	--	--
Saturday Hopper	800	300	7,500	$21,600	$2,300	$19,300	--	--
Direct Connect DAR	7,900	4,900	80,000	$316,800	$16,400	$300,400	--	--
Special Events	500	80	600	$4,600	$0	$4,600	--	--
Total	50,000	15,480	390,300	$1,114,100	$80,700	$1,038,000	--	--
Direct Connect Service Alternatives - Change from Status Quo[2]								
Implement Direct Connect Microtransit Service	600	0	4,900	$4,200	$1,200	$3,000	0	0
Reduce Blue Zone Service to Monday, Wednesday, Friday	-700	-1,000	-17,200	-$65,400	-$2,800	-$62,600	0	0
Eliminate Blue Zone & Implement San Andreas-Jackson Fixed Route Service								
Eliminate Blue Zone Direct Connect	-3,400	-2,400	-43,000	-$158,500	-$7,100	-$151,400	-1	-1
Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day)	3,400	1,100	38,800	$89,000	$4,700	$84,300	1	1
Net Impact	*0*	*-1,300*	*-4,200*	*-$69,500*	*-$2,400*	*-$67,100*	*0*	*0*
Eliminate Green Zone Service	-470	-380	-5,600	-$24,100	-$970	-$23,100	0	0
Eliminate Direct Connect Service to Murphys/Arnold	-190	-160	-2,600	-$10,300	-$400	-$9,900	0	0
Eliminate Pink Zone Service	-60	-20	-860	-$1,800	-$100	-$1,700	0	0
Eliminate In-County Direct Connect	-1,900	-2,100	-31,400	-$133,300	-$3,900	-$129,400	-1	-1
Change Service Along Mountain Ranch Rd and SR 88 Corridor from Demand-Response to Lifeline Service								
Eliminate In-County West Point Leg	-150	-70	-1,900	-$5,200	-$300	-$4,900	0	0
Eliminate Green Zone Service	-470	-380	-5,600	-$24,100	-$970	-$23,100	-1	-1
Add Deviated Fixed Route Service (San Andreas, West Point, Jackson) (1 round trip 1 day/week)	580	180	5,400	$13,700	$1,200	$12,500	1	1
Net Impact	*-40*	*-270*	*-2,100*	*-$15,600*	*-$70*	*-$15,500*	0	0
Other Mobility Options - Change from Status Quo[2]								
Out-of-County Non-Emergency Medical Transportation[4]	130	800	9,900	$49,000	$800	$48,200	1	1

Note 1: Status Quo operations are based on 2024-25 operating parameters and the FY 2026-27 cost model.

Note 2: Parameters and costs represent change over existing services. Estimates represent marginal costs and do not include fixed costs.

Note 3: Assumes an average fare per boarding of $1.39 per passenger on Red Line, $2.59 on Columbia College Shuttle, $2.85 on Saturday Hopper, and $2.08 on DAR. Based on FY 2024-25 data.

Note 4: Assumes a one-way fare of $6 for all out-of-county destinations.

FIXED ROUTE SERVICE ALTERNATIVES

Red Line

The Red Line deviated fixed route is the core route of Calaveras Connect. Operating Monday-Friday year-round, this route connects outlying communities to the major communities of San Andreas and Angels Camp. The Red Line carried 70 percent of systemwide ridership in FY 2024-25 and had the highest productivity of any service (excluding Special Events). As the backbone of Calaveras Connect, it is important to retain and encourage a continued increase in ridership. This section provides two alternatives that expand Red Line service: first, one to increase service frequency; the second, to begin westbound service earlier in the morning. One alternative to reduce service during the least productive evening hours and provide cost savings is also provided.

Provide 30-minute Service Frequency on the Red Line between San Andreas and Angels Camp (7:57 AM – 5:14 PM)

The Red Line currently operates on hourly headways, serving each stop every 60 minutes. Three buses are in operation during maximum service. Trip data recorded during a typical day in August 2025 showed that around 25 percent of trips connected San Andreas and Angels Camp. This alternative considers increasing service frequency to every 30 minutes along the central portion of the Red Line between San Andreas and Angels Camp. Under this alternative, the bus would start eastbound service in San Andreas (Post Office) and serve all existing Red Line stops up until the Angels Camp (Downtown) stop. The bus would loop around to begin westbound service at the Angels Camp (Transfer/Bret Harte High School) stop before continuing on to San Andreas (Treats General Store). Here, the bus would turn around again to serve the Post Office stop (eastbound). A new Red Line schedule is shown in Tables 22 and 23. Given that this alternative could be served with a separate vehicle, this route could be branded differently as the Red Line Alternate but included seamlessly in the Red Line schedule online.

It is expected that this alternative would result in 2,100 more passenger-trips annually. Ridership impact was calculated by applying the proportion of daily trips within this corridor to total trips between 8 AM and 5 PM and a standard elasticity factor. Vehicle service hours would increase by 2,200, as would vehicle service miles (+56,000). This results in a marginal cost increase of $159,500. Roughly $2,900 more in fare revenue would be collected, resulting in a marginal operating subsidy increase of $156,600. This alternative would require one additional bus and driver.

Pros:

- Significantly increases service frequency on the most-used portion of the Red Line.
- Increases Red Line ridership by 5 percent.
- Could be operated by a separate vehicle and driver, integrating with the existing Red Line schedule.

Cons:

- Increases marginal operating costs.
- Requires one additional driver and vehicle.

Table 22: Red Line Alternate Schedule: Eastbound

Valley Springs	Valley Springs	San Andreas	San Andreas	San Andreas	Angels Camp	Angels Camp	Angels Camp	Douglas Flat	Murphys	Avery	Arnold	Arnold
Vista Del Lago	Daphne St	Post Office	Government Center	Government Center	Transfer Stop/Savemart	Transfer Stop/Savemart	Downtown	Douglas Flat	Tom Bell Rd	Hotel Rd	Big Tress Market	Arnold Library
			Arrive	Depart	Arrive	Depart						
6:10 AM	6:15 AM	6:27 AM	6:33 AM	6:35 AM	6:53 AM	6:55 AM	6:57 AM	7:06 AM	7:11 AM	7:24 AM	7:28 AM	7:33 AM
7:10 AM	7:15 AM	7:27 AM	7:33 AM	7:35 AM	7:53 AM	7:55 AM	7:57 AM	8:06 AM	8:11 AM	8:24 AM	8:28 AM	8:33 AM
--	--	7:57 AM	8:03 AM	8:05 AM	8:23 AM	8:25 AM	8:27 AM	--	--	--	--	--
8:10 AM	8:15 AM	8:27 AM	8:33 AM	8:35 AM	8:53 AM	8:55 AM	8:57 AM	9:06 AM	9:11 AM	9:24 AM	9:28 AM	9:33 AM
--	--	8:57 AM	9:03 AM	9:05 AM	9:23 AM	9:25 AM	9:27 AM	--	--	--	--	--
9:30 AM	9:35 AM	9:47 AM	9:53 AM	9:55 AM	10:13 AM	10:15 AM	10:17 AM	10:26 AM	10:31 AM	10:44 AM	10:48 AM	10:53 AM
--	--	10:17 AM	10:23 AM	10:25 AM	10:43 AM	10:45 AM	10:47 AM	--	--	--	--	--
10:30 AM	10:35 AM	10:47 AM	10:53 AM	10:55 AM	11:13 AM	11:15 AM	11:17 AM	11:26 AM	11:31 AM	11:44 AM	11:48 AM	11:53 AM
--	--	11:17 AM	11:23 AM	11:25 AM	11:43 AM	11:45 AM	11:47 AM	--	--	--	--	--
11:30 AM	11:35 AM	11:47 AM	11:53 AM	11:55 AM	12:13 PM	12:15 PM	12:17 PM	12:26 PM	12:31 PM	12:44 PM	12:48 PM	12:53 PM
--	--	12:17 PM	12:23 PM	12:25 PM	12:43 PM	12:45 PM	12:47 PM	--	--	--	--	--
12:30 PM	12:35 PM	12:47 PM	12:53 PM	12:55 PM	1:13 PM	1:15 PM	1:17 PM	1:26 PM	1:31 PM	1:44 PM	1:48 PM	1:53 PM
--	--	1:17 PM	1:23 PM	1:25 PM	1:43 PM	1:45 PM	1:47 PM	--	--	--	--	--
1:30 PM	1:35 PM	1:47 PM	1:53 PM	1:55 PM	2:13 PM	2:15 PM	2:17 PM	2:26 PM	2:31 PM	2:44 PM	2:48 PM	2:53 PM
--	--	2:17 PM	2:23 PM	2:25 PM	2:43 PM	2:45 PM	2:47 PM	--	--	--	--	--
2:30 PM	2:35 PM	2:47 PM	2:53 PM	2:55 PM	3:13 PM	3:15 PM	3:17 PM	3:26 PM	3:31 PM	3:44 PM	3:48 PM	3:53 PM
--	--	3:17 PM	3:23 PM	3:25 PM	3:43 PM	3:45 PM	3:47 PM	--	--	--	--	--
3:30 PM	3:35 PM	3:47 PM	3:53 PM	3:55 PM	4:13 PM	4:15 PM	4:17 PM	4:26 PM	4:31 PM	4:44 PM	4:48 PM	4:53 PM
--	--	4:17 PM	4:23 PM	4:25 PM	4:43 PM	4:45 PM	4:47 PM	--	--	--	--	--
4:50 PM	4:55 PM	5:07 PM	5:13 PM	5:15 PM	5:33 PM	5:35 PM	5:37 PM	5:46 PM	5:51 PM	6:04 PM	6:08 PM	6:13 PM
5:50 PM	5:55 PM	6:07 PM	6:13 PM	6:15 PM	6:33 PM	6:35 PM	6:37 PM	6:46 PM	6:51 PM	7:04 PM	7:08 PM	7:13 PM
6:50 PM	6:55 PM	7:07 PM	7:13 PM	7:15 PM								
7:50 PM	7:55 PM	8:07 PM	8:13 PM									

Represents additional runs implemented under this service alternative.

Table 23: Red Line Alternate Schedule: Westbound

Arnold Arnold Library	Arnold Big Tress Market	Avery Hotel Rd	Murphys Murphys Suites	Douglas Flat Douglas Flat	Angels Camp Stop/Bret Harte High School	Angels Camp Stop/Bret Harte High School	San Andreas Government Center	San Andreas Government Center	San Andreas General Store	Valley Springs Ace Hardware	Valley Springs Vista Del Lago
					Arrive	Depart	Arrive	Depart			
7:35 AM	7:39 AM	7:43 AM	7:56 AM	8:00 AM	8:14 AM	8:18 AM	8:32 AM	8:33 AM	8:39 AM	8:52 AM	8:58 AM
8:35 AM	8:39 AM	8:43 AM	8:56 AM	9:00 AM	9:14 AM	9:18 AM	9:32 AM	9:33 AM	9:39 AM	9:52 AM	9:58 AM
--	--	--	--	--	8:31 AM	8:33 AM	8:47 AM	8:48 AM	8:54 AM	--	--
9:35 AM	9:39 AM	9:43 AM	9:56 AM	10:00 AM	10:14 AM	10:18 AM	10:32 AM	10:33 AM	10:39 AM	10:52 AM	10:58 AM
--	--	--	--	--	9:31 AM	9:33 AM	9:47 AM	9:48 AM	9:54 AM	--	--
10:55 AM	10:59 AM	11:03 AM	11:16 AM	11:20 AM	11:34 AM	11:38 AM	11:52 AM	11:53 AM	11:59 AM	12:12 PM	12:18 PM
--	--	--	--	--	10:51 AM	10:53 AM	11:07 AM	11:08 AM	11:14 AM	--	--
11:55 AM	11:59 AM	12:03 PM	12:16 PM	12:20 PM	12:34 PM	12:38 PM	12:52 PM	12:53 PM	12:59 PM	1:12 PM	1:18 PM
--	--	--	--	--	11:51 AM	11:53 AM	12:07 PM	12:08 PM	12:14 PM	--	--
12:55 PM	12:59 PM	1:03 PM	1:16 PM	1:20 PM	1:34 PM	1:38 PM	1:52 PM	1:53 PM	1:59 PM	2:12 PM	2:18 PM
--	--	--	--	--	12:51 PM	12:53 PM	1:07 PM	1:08 PM	1:14 PM	--	--
1:55 PM	1:59 PM	2:03 PM	2:16 PM	2:20 PM	2:34 PM	2:38 PM	2:52 PM	2:53 PM	2:59 PM	3:12 PM	3:18 PM
--	--	--	--	--	1:51 PM	1:53 PM	2:07 PM	2:08 PM	2:14 PM	--	--
2:55 PM	2:59 PM	3:03 PM	3:16 PM	3:20 PM	3:34 PM	3:38 PM	3:52 PM	3:53 PM	3:59 PM	4:12 PM	4:18 PM
--	--	--	--	--	2:51 PM	2:53 PM	3:07 PM	3:08 PM	3:14 PM	--	--
3:55 PM	3:59 PM	4:03 PM	4:16 PM	4:20 PM	4:34 PM	4:38 PM	4:52 PM	4:53 PM	4:59 PM	5:12 PM	5:18 PM
--	--	--	--	--	3:51 PM	3:53 PM	4:07 PM	4:08 PM	4:14 PM	--	--
4:55 PM	4:59 PM	5:03 PM	5:16 PM	5:20 PM	5:34 PM	5:38 PM	5:52 PM	5:53 PM	5:59 PM	6:12 PM	6:18 PM
--	--	--	--	--	4:51 PM	4:53 PM	5:07 PM	5:08 PM	5:14 PM	--	--
6:15 PM	6:19 PM	6:23 PM	6:36 PM	6:40 PM	6:54 PM	6:58 PM	7:12 PM	7:13 PM	7:19 PM	7:32 PM	7:38 PM
7:15 PM	7:19 PM	7:23 PM	7:36 PM	7:40 PM	7:54 PM	7:58 PM	8:12 PM				

Represents additional runs implemented under this service alternative.

Earlier Westbound Service on Red Line (Angels Camp to San Andreas)

Currently, the first westbound Red Line run of the day departs Arnold at 7:35 AM, heading westbound and arriving in Angels Camp at 8:14 AM and San Andreas Government Center at 8:32 AM. For many employed persons, especially government workers in San Andreas, the typical workday begins at 8:00 AM. This alternative considers the addition of a partial westbound run that would serve Angels Camp and arrive in San Andreas prior to 8:00 AM.

Under this alternative, the bus would deadhead to Angels Camp and depart there at 7:18 AM, arriving at San Andreas Government Center at 7:32 AM. This vehicle would then continue on to serve the remaining westbound stops on the route, connecting to the existing departure from Valley Springs at 8:10 AM.

Ridership impacts were estimated based on the number of passenger-trips that occurred on the Red Line between 7 AM and 8 AM, increased by the proportion of westbound boardings that occurred in Angels Camp during the onboard survey effort. It is expected that this alternative would result in 1,300 more passenger-trips annually. Vehicle service hours would increase by 200, as would vehicle service miles (+5,600). This results in a marginal cost increase of $14,900. Roughly $1,800 more in fare revenue would be collected, resulting in a marginal operating subsidy increase of $13,100.

Pros:

- Provide earlier transit service from Angels Camp to San Andreas, which allows for commute trips.
- Improves productivity and cost-effectiveness standards.

Cons:

- Increases marginal operating costs.

Eliminate Red Line Service Past 6:00 PM

Currently, the Red Line operates until approximately 8:15 PM. According to boarding-by-hour data collected during October 2024, there is a notable drop in ridership after 5:00 PM. One alternative to reduce operating costs and increase productivity on the Red Line would be to reduce service by approximately two hours in the evening.

Under this alternative, the last eastbound run would terminate in Angels Camp (Downtown) at 5:37 PM, and the last westbound run would terminate in San Andreas (Treats General Store) at 5:59 PM. While this change would undoubtedly impact some riders who rely on evening service, employed residents who end work at 5:00 PM would still be able to get home on the Red Line.

It is expected that this alternative would result in 2,600 fewer passenger-trips annually. Vehicle service hours would decrease by 1,800, as would vehicle service miles (-46,300). This results in a marginal cost savings of $130,900. Approximately $3,600 in fare revenue would be lost.

Pros:

- Provides cost savings for CTA.
- Improves the productivity of Red Line.

Cons:

- Eliminates Red Line service past 6:00 PM.

Eliminate Saturday Hopper and Add Hourly Red Line Saturday Service (10:30 AM – 5:13 PM)

The Saturday Hopper is currently the worst-performing fixed-route offered by CTA (carrying 2.3 passenger-trips per vehicle service hour in FY 2024-25), although it is the only route operated on the weekend, which typically has a lower productivity than weekday services. It has also not seen similar levels of ridership recovery post-COVID as the Red Line and the Columbia College Shuttle.

The Saturday Hopper operates along a similar route alignment as the Red Line between Angels Camp and Arnold, focusing on serving more tourist destinations (e.g., wineries) than the Red Line. However, on-board surveys indicate that the majority of passengers riding the Saturday Hopper are more consistent Calaveras Connect riders and not one-time visitors to the area.

This alternative evaluates eliminating the Saturday Hopper and adding reduced Saturday Red Line service in its place. The reduced Red Line service would operate on hourly headways between 10:30 AM and 5:13 PM year-round. Adding Saturday Red Line service would meet the top service improvement identified in the online community survey and onboard passenger surveys. Tables 24 and 25 provide a Saturday Red Line schedule as proposed under this alternative.

Ridership projections on Saturday Red Line service were based on the proportion of Saturday to weekday average ridership on comparable routes offered by a peer transit agency. It is expected that Saturday Red Line service would carry around 1,800 passenger-trips annually, would operate 800 vehicle service hours and 22,400 service miles, resulting in a marginal operating cost of $59,700.

The net impact of this alternative (accounting for the new Saturday Red Line service and the elimination of Saturday Hopper) would be an increase in 1,000 passenger-trips annually. Vehicle service hours would increase by 500, as would vehicle service miles (+14,900), resulting in a net marginal cost increase of $38,100. It is anticipated that $200 would be lost in fare revenue. Thus, the net marginal operating subsidy increase would total $37,900.

Pros:

- Provides Saturday service along the core Red Line fixed route.
- Provides year-round Saturday service.
- Addresses the desired service improvement of community members.

Cons:

- Eliminates service to key tourist destinations. However, surveys indicate that more ridership is generated by Calaveras County residents than visitors.

Table 24: Hourly Saturday Red Line Schedule: Eastbound

Valley Springs	Valley Springs	San Andreas	San Andreas	San Andreas	Angels Camp	Angels Camp	Angels Camp	Douglas Flat	Murphys	Avery	Arnold	Arnold
Vista Del Lago	Daphne St	Post Office	Government Center	Government Center	Transfer Stop/Savemart	Transfer Stop/Savemart	Downtown	Douglas Flat	Tom Bell Rd	Hotel Rd	Big Tress Market	Arnold Library
			Arrive	Depart	Arrive	Depart						
10:30 AM	10:35 AM	10:47 AM	10:53 AM	10:55 AM	11:13 AM	11:15 AM	11:17 AM	11:26 AM	11:31 AM	11:44 AM	11:48 AM	11:53 AM
11:30 AM	11:35 AM	11:47 AM	11:53 AM	11:55 AM	12:13 PM	12:15 PM	12:17 PM	12:26 PM	12:31 PM	12:44 PM	12:48 PM	12:53 PM
12:30 PM	12:35 PM	12:47 PM	12:53 PM	12:55 PM	1:13 PM	1:15 PM	1:17 PM	1:26 PM	1:31 PM	1:44 PM	1:48 PM	1:53 PM
1:30 PM	1:35 PM	1:47 PM	1:53 PM	1:55 PM	2:13 PM	2:15 PM	2:17 PM	2:26 PM	2:31 PM	2:44 PM	2:48 PM	2:53 PM
2:30 PM	2:35 PM	2:47 PM	2:53 PM	2:55 PM	3:13 PM	3:15 PM	3:17 PM	3:26 PM	3:31 PM	3:44 PM	3:48 PM	3:53 PM
3:30 PM	3:35 PM	3:47 PM	3:53 PM	--	--	--	--	--	--	--	--	--
4:50 PM	4:55 PM	5:07 PM	5:13 PM	--	--	--	--	--	--	--	--	--

Table 25: Hourly Saturday Red Line Schedule: Westbound

Arnold	Arnold	Avery	Murphys	Douglas Flat	Angels Camp	Angels Camp	San Andreas	San Andreas	San Andreas	Valley Springs	Valley Springs
Arnold Library	Big Tress Market	Hotel Rd	Murphys Suites	Douglas Flat	Transfer Stop/Bret Harte	Transfer Stop/Bret Harte	Government Center	Government Center	Treats General	Ace Hardware	Vista Del Lago
					Arrive	Depart	Arrive	Depart			
11:55 AM	11:59 AM	12:03 PM	12:16 PM	12:20 PM	12:34 PM	12:35 PM	12:52 PM	12:53 PM	12:59 PM	1:12 PM	1:18 PM
12:55 PM	12:59 PM	1:03 PM	1:16 PM	1:20 PM	1:34 PM	1:35 PM	1:52 PM	1:53 PM	1:59 PM	2:12 PM	2:18 PM
1:55 PM	1:59 PM	2:03 PM	2:16 PM	2:20 PM	2:34 PM	2:35 PM	2:52 PM	2:53 PM	2:59 PM	3:12 PM	3:18 PM
2:55 PM	2:59 PM	3:03 PM	3:16 PM	3:20 PM	3:34 PM	3:35 PM	3:52 PM	3:53 PM	3:59 PM	4:12 PM	4:18 PM
3:55 PM	3:59 PM	4:03 PM	4:16 PM	4:20 PM	4:34 PM	4:35 PM	4:52 PM	--	--	--	--

Eliminate Saturday Hopper and Add Saturday Red Line Service Every 3 Hours (10:30 AM – 5:13 PM)

Similar to the prior alternative, this alternative evaluates eliminating the Saturday Hopper and adding reduced Saturday Red Line service in its place. Under this alternative, however, Red Line service would be significantly reduced compared to weekdays and only offered every three hours between 10:30 AM and 5:13 PM year-round. This essentially equates to three round-trips each day, with the final run terminating early in San Andreas. This represents a short time span, which could be operated with one bus and driver. Tables 26 and 27 provide a reduced Saturday Red Line schedule as proposed under this alternative.

It is expected that Saturday Red Line service, as proposed under this alternative, would carry around 1,300 passenger-trips annually, would operate 300 vehicle service hours and 9,200 service miles, resulting in a marginal operating cost of $23,100.

The net impact of this alternative (accounting for the new Saturday Red Line service and the elimination of Saturday Hopper) would be an increase of 500 passenger-trips annually. There would be no net increase in vehicle service hours, and vehicle service miles would increase by 1,700, resulting in a net marginal cost increase of $1,500. It is anticipated that $500 would be lost in fare revenue. Thus, the net marginal operating subsidy increase would total $2,000.

Pros:

- Provides limited Saturday service along the core Red Line fixed route.
- Addresses the desired service improvement of community members.
- Relatively cost-neutral service alternative.
- Exceeds productivity and cost-effectiveness standards.

Cons:

- Eliminates service to key tourist destinations. However, surveys indicate that more ridership is generated by Calaveras County residents than by visitors.

Table 26: Reduced Saturday Red Line Schedule: Eastbound

Valley Springs Vista Del Lago	Valley Springs Daphne St	San Andreas Post Office	San Andreas Government Center Arrive	San Andreas Government Center Depart	Angels Camp Transfer Stop/Savemart Arrive	Angels Camp Transfer Stop/Savemart Depart	Angels Camp Downtown	Douglas Flat Douglas Flat	Murphys Tom Bell Rd	Avery Hotel Rd	Arnold Big Tress Market	Arnold Arnold Library
10:30 AM	10:35 AM	10:47 AM	10:53 AM	10:55 AM	11:13 AM	11:15 AM	11:17 AM	11:26 AM	11:31 AM	11:44 AM	11:48 AM	11:53 AM
1:30 PM	1:35 PM	1:47 PM	1:53 PM	1:55 PM	2:13 PM	2:15 PM	2:17 PM	2:26 PM	2:31 PM	2:44 PM	2:48 PM	2:53 PM
4:50 PM	4:55 PM	5:07 PM	5:13 PM	--	--	--	--	--	--	--	--	--

Table 27: Reduced Saturday Red Line Schedule: Westbound

Arnold Arnold Library	Arnold Big Tress Market	Avery Hotel Rd	Murphys Murphys Suites	Douglas Flat Douglas Flat	Angels Camp Transfer Stop/Bret Harte Arrive	Angels Camp Transfer Stop/Bret Harte Depart	San Andreas Government Center Arrive	San Andreas Government Center Depart	San Andreas Treats General	Valley Springs Ace Hardware	Valley Springs Vista Del Lago
11:55 AM	11:59 AM	12:03 PM	12:16 PM	12:20 PM	12:34 PM	12:35 PM	12:52 PM	12:53 PM	12:59 PM	1:12 PM	1:18 PM
2:55 PM	2:59 PM	3:03 PM	3:16 PM	3:20 PM	3:34 PM	3:35 PM	3:52 PM	3:53 PM	3:59 PM	4:12 PM	4:18 PM

Eliminate Saturday Hopper and Expand Special Event Services

Currently, Calaveras Connect provides transit services to several special events throughout the county each year, such as the Jumping Frog Jubilee. Many of these events occur on the weekends, including on Saturdays, and Special Event Services have high productivity resulting from many riders over the course of only a few service hours.

This alternative evaluates eliminating the Saturday Hopper and expanding the number of special events that are served by Calaveras Connect annually. As with any special event service, it would be important for CTA to market these services widely to raise awareness and encourage ridership. It would be critically important that CTA continue to adhere to Federal Transit Administration (FTA) regulations governing the provision of Charter Services for any additional special events that are served by CTA by ensuring that the service is open to the general public and not for the exclusive use of one party.[8] The current policy of offering free fares and widely advertising the schedule of these special event services allows CTA to legally provide these services as part of Calaveras Connect.

Given that several major special events are already served each year, it is estimated that two additional special events would be served under this alternative.

The net impact of this alternative (accounting for the elimination of Saturday Hopper and the addition of service to two events annually) would be a decrease in 700 passenger-trips. Vehicle service hours would decrease (-300), as would vehicle service miles (-7,400), resulting in a net marginal cost savings of $20,500. Given that Special Events are fare-free, $2,300 would be lost in fare revenue, resulting in a net marginal operating subsidy savings of $18,200.

Pros:

- Provides operational cost savings.
- Exceeds productivity standard.

Cons:

- Eliminates consistent service to key tourist destinations.

Columbia College Shuttle

While the Columbia College Shuttle is open to the general public, this deviated fixed route is focused on serving Columbia College in Sonora. By extending from Angels Camp to Sonora, it provides a transit connection to the Tuolumne County Transit Agency (TCTA) at Columbia College. Currently, the route provides five round-trips per service day (three in the morning and two in the afternoon) and only operates during the academic school year when school is in session. In exchange for Columbia College students riding for free on all Calaveras Connect services, the College pays CTA a fixed amount each year. This section discusses three alternatives, two of which expand the Columbia College Shuttle service.

[8] If Special Event transportation is determined to be Charter Service, the service must be advertised to private industry operators so that they may bid to provide the service, and the process generally becomes too cumbersome for small transit systems to administer.

Adjust Schedule to Improve Connection with Tuolumne County Transit Route 2

Calaveras Connect Columbia College Shuttle serves the College 8:47 AM/8:50 AM (arrival/departure), 9:52 AM/9:55 AM, 10:57 AM/11:00 AM, 3:42 PM/3:45 PM, and 6:02 PM/6:05 PM. TCTA Route 2 (Sierra Village-Sonora-Columbia) operates four round-trips each weekday. Route 2 serves Columbia College at 7:45 AM/7:55 AM (arrival/departure), 10:50 AM/11:22 AM, 2:20 PM/2:30 PM, and 5:23 PM/6:00 PM. For passengers transferring from Calaveras Connect to TCTA, layover time ranges from 25 minutes to 2 hours and 18 minutes. For passengers transferring from TCTA to Calaveras Connect, layover time ranges from 10 minutes to 1 hour and 25 minutes.

The Study Team reviewed options to adjust the Columbia College Shuttle schedule to improve connections with TCTA Route 2. It was found that while adjusting the 10:25 AM run would reduce layover time for southbound passengers, layover time would be extended for northbound passengers. Thus, the benefits of this alternative are negated. In conclusion, it is not recommended to consider this alternative further.

Lastly, Direct Connect provides another, and potentially well-timed, transfer opportunity at Columbia College once per week.

Add One Afternoon Round-trip to Columbia College Shuttle

Currently, there is a 3-hour 40-minute break in service between 11:30 AM and 3:10 PM (arrival/departure in Angels Camp). However, classes at Columbia College start and end within this time frame, suggesting that students would utilize an additional early afternoon round-trip. Several comments received during the onboard survey effort further suggest that a midday run would be helpful for current route users.

CTA could add one round-trip during the early afternoon to expand midday service on the route. The bus would leave Angels Camp at 2:05 PM and arrive at Columbia College at 2:37 PM, returning to Angels Camp at 3:10 PM to connect with the existing 3:10 PM departure. This alternative would expand daytime service to Columbia College and have the benefit of providing a well-timed transfer opportunity with TCTA Route 2, allowing non-students to travel to Sonora. Students finishing classes between 11:15 AM and 2:30 PM would now be able to catch the 2:40 PM Shuttle without waiting for the 3:45 PM northbound run. Passengers transferring from TCTA Route 2 would have a 20-minute layover.

Ridership impacts were estimated by applying a standard elasticity factor to the additional round-trip. It is expected that this alternative would result in 400 more passenger-trips annually or approximately 1.7 new passenger-trips per service day. Vehicle service hours would increase by 200, as would vehicle service miles (+6,600). This results in a marginal cost increase of $15,800. It is estimated that only $200 more will be collected in fare revenue from non-student passengers, resulting in an operating subsidy increase of $15,600.

No additional driver or vehicle would be required, as a 2.5-hour break in service still exists in the schedule under this alternative.

Pros:

- Expands midday transit service for students and intercounty travel for non-students.
- Provides a high-quality midday transfer between Calaveras Connect and TCTA Route 2.
- Increases Columbia College ridership by 8 percent.

Cons:

- Increases marginal operating costs.

Expand Columbia College Shuttle to Year-Round Service

During FY 2024-25, the Columbia College Shuttle operated 201 service days, correlating with the Columbia College academic calendar. Implementing year-round service on the Columbia College Shuttle would expand service options for summer Columbia College students, those traveling to Sonora, and/or looking to connect to TCTA services in Tuolumne County. This alternative assumes that the Shuttle would operate Monday-Friday, excluding holidays.

Ridership impact was based on the proportion of summer to fall classes offered by a peer college, as well as the proportion of non-student ridership on the Columbia College Shuttle during the onboard survey effort. It is expected that this alternative would result in 600 more passenger-trips annually. Vehicle service hours would increase by 400, as would vehicle service miles (+9,500). This results in a marginal cost increase of $28,400. It is estimated that $230 more would be collected in fare revenue, resulting in an operating subsidy increase of $28,200.

Pros:

- Improves service consistency by providing year-round service.
- Increases Columbia College ridership by 13 percent.

Cons:

- Increases marginal operating costs, which are likely paid in full by CTA (as this increase in service would not directly benefit Columbia College, it should not be assumed that additional funding would come from the College).

DIRECT CONNECT SERVICE ALTERNATIVES

Direct Connect DAR (as it is operating today) was initiated as a pilot program and then implemented more permanently in early 2022 in alignment with the recommendations of the prior SRTP. The 2020 SRTP five-year recommended service plan assumed that this new general public DAR would serve those going to work or school, as well as acting as the ADA paratransit service. Analysis of Direct Connect reservation data for October 2024 shows that, in reality, very few rides are being completed by the general public. The vast majority are the clientele of one local human service agency. While this provides a critical transportation need within the community, scheduling capacity constraints have led to non-subscription rides being regularly turned down, according to CTA staff. As discussed throughout the following section, it is also important to note that productivity (passenger-trips per hour) across all Direct Connect services is relatively low at 1.6 passenger-trips per vehicle hour.

This section provides several service alternatives that change the way Direct Connect is operated, eliminate poorly performing service, or replace DAR with fixed route service. All of the options provided are intended to increase the productivity and cost-effectiveness of Calaveras Connect.

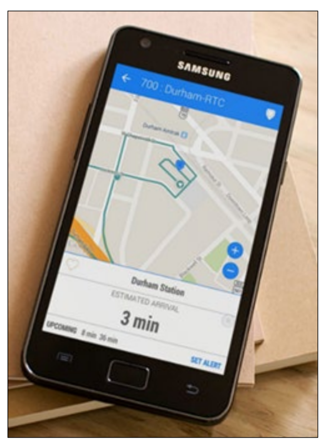
Implement Direct Connect Microtransit Service

This alternative reintroduces the concept of microtransit, an increasingly popular service option that utilizes software to improve the efficiency of general public DAR services (such as Direct Connect). Discussed in the 2020 SRTP, microtransit has been found to be a particularly effective service option in areas with high demand for short trips, such as San Andreas and Angels Camp, and warrants another discussion in this SRTP.

Microtransit applies app-based technology developed for transportation network companies (such as Uber and Lyft) to provide real-time, on-demand service. Most microtransit passengers typically request rides and pay their fares through an app downloaded on their smartphone. Once a ride is requested, a routing algorithm assigns the ride request to a specific driver/vehicle, and the passenger is provided with an estimated wait time. Microtransit is a shared-ride service; therefore, multiple passengers may ride at the same time.

CTA already has the ability to provide microtransit service through its contract with Spare; however, operations staff have identified prohibitive challenges to utilizing the routing options available in Spare. Routing software has sent vehicles down roads that are not passable with buses. Thus, the ability for passengers to request rides through the Spare App has been disabled. Currently, ride requests are received over the phone only, and dispatchers manually enter ride reservations into the Spare scheduling software, which are then communicated to the driver. Although this undoubtedly provides a high level of service for passengers, utilization of a ride reservation app enables last-minute reservations, which can attract new riders (particularly those comfortable with smartphones) and improve efficiency, leading to higher productivity (passenger-trips per hour). The primary difference between an on-demand microtransit service and existing Direct Connect from the perspective of the passenger is that rides would not need to be scheduled in advance and could be scheduled through a mobile device. For operations staff, the primary functional difference is reduced staff time spent receiving ride requests via phone and manually scheduling rides.

If the microtransit model is fully implemented in Calaveras County, fundamental characteristics of Direct Connect would be retained to ensure equitable accommodation. Microtransit rides could still be requested directly over the phone instead of through the app. Microtransit could continue to operate as a "comingled" service, with the general public and paratransit passengers sharing rides in the same vehicles. This strategy meets the requirements of the Americans with Disabilities Act (ADA) by ensuring enough accessible vehicles are available to serve those who need them.



CTA already budgets for software that can be utilized for microtransit. In FY 2024-25, CTA spent $41,500 on software (including Spare). CTA's contract with Spare expires at the end of 2025; however, it is anticipated that CTA will continue to contract with a similar software application during the planning period. While individual software costs vary and would be determined through any subsequent RFP process, it's estimated that the annual per-vehicle license fee is around $4,500. If CTA were to change software providers, initial costs to procure software and associated hardware may cost around $50,000.

Upgrading the current Direct Connect service to full microtransit would provide a new transit option that utilizes app-based technology to expand the current service offered. Given that CTA already contracts with a microtransit software provider, upgrading Direct Connect to microtransit would not result in additional annual operating costs.

Placer County recently switched its general public DAR services to an on-demand microtransit service. Placer County Transit data indicates that the change to an on-demand service increased ridership by around seven percent. Applying this ridership impact to Calaveras Direct Connect, the result is an annual increase of 700 passenger-trips, which equates to roughly 2.8 new trips per day. Assuming no additional vehicles in max service, the increase in demand from switching to full microtransit could likely be accommodated.

No additional vehicle service hours are expected as the vehicles are already in service during this time; however, service miles will increase by 5,700 per year due to the increase in ridership. This results in a marginal operating cost increase of $4,900. After additional fare revenue is taken into account ($1,500), the increase in operating subsidy required is $3,400.

Reduce Blue Zone Service to Monday, Wednesday, and Friday

Currently, the Blue Zone (serving San Andreas and Jackson) operates Monday – Friday. With a productivity of 1.4 passenger-trips per hour, this service productivity falls below the 3 passenger-trips per hour DAR standard for many peer transit agencies. The Blue Zone is also the only Direct Connect zone that extends out-of-county and operates five days per week.

This alternative considers reducing service to operate only on Monday, Wednesday, and Friday. Under this new schedule, passengers could still connect to the Wednesday-only Green Zone DAR (Jackson to West Point) and to the in-county DAR (which operates Monday-Friday).

Ridership is expected to decrease by 700 passenger-trips annually. Although not accounted for in the ridership impact, it is possible that productivity will increase with this alternative as rides are concentrated on Monday, Wednesday, and Friday instead of being spread out over five weekdays. Vehicle service hours would decrease by 1,000, as would vehicle service miles (-17,200). This results in a marginal cost savings of $65,400. It is estimated that $2,800 would be lost in fare revenue, resulting in an operating subsidy savings of $62,600.

Pros:

- Provides cost savings for CTA.
- Improves both the productivity and cost-effectiveness standards.

Cons:

- Reduces service for residents living in Jackson and along the SR 49 corridor between Jackson and San Andreas.

Eliminate Blue Zone Direct Connect and Implement Monday-Friday Fixed Route Service: San Andreas – Jackson (3 Roundtrips per Day)

As stated previously, the productivity of the existing Blue Zone Direct Connect service (1.4 passenger-trips per hour) falls below industry standards for a productive DAR service. Prior to the rollout of Direct Connect in 2022, the Purple Line fixed route connected Jackson/Sutter Creek in Amador County to San Andreas, as well as serving other outlying communities, such as Railroad Flat. Prior to COVID (during FY 2018-19), the Purple Line carried slightly more passengers per hour than the current Blue Zone DAR (at 2.0 passenger-trips per hour). Farther back in history, the Purple Line (under yet another schedule and route variation) carried 3-4 passengers per hour in FY 2012-13.

This alternative considers the elimination of the Blue Zone DAR and the implementation of an abbreviated fixed route (similar to the historic Purple Line). The new Purple Line would extend from San Andreas to Martell, operating three round-trips per day Monday-Friday. Figure 19 shows the proposed route alignment of the new Purple Line. The bus would depart Government Center in San Andreas at 7:45 AM, 11:45 AM, and 4:45 PM, serve Staples in Martell at this northern terminus, and return to San Andreas. Table 28 provides a complete schedule. The time between runs could be used for in-county DAR trips in San Andreas. In order to meet ADA requirements, three-quarter-mile deviations would be allowed for ADA-eligible passengers.

Under this new fixed route schedule, passengers would be able to reliably access services in San Andreas or Jackson/Martell daily at a known time without needing to make a reservation or run up against capacity constraints. Connections to Amador Transit are possible at Staples in Martell, Sutter Hospital, and Raley's in Jackson, and connections are still possible to the Green DAR zone in Jackson.

Using historic Purple Line ridership as a basis for projection, it is estimated that the new Purple Line would carry 3,400 passenger-trips per year in this scenario. When accounting for the elimination of Blue Zone DAR, this is a net zero change in passenger-trips per year. The Purple Line will operate around 1,100 vehicle service hours and 38,800 vehicle service miles annually. When considering the elimination of Blue Zone DAR, this is a net decrease in hours (-1,300) and miles (-4,200). This results in net marginal operating cost savings of $69,500 per year. It is expected that approximately $2,400 less will be collected in fare revenue on the fixed route, resulting in a net operating subsidy savings of $67,100.

Pros:

- Provides more dependable and consistent fixed route service between San Andreas and Jackson.
- Provides more reliable connections with Amador Transit in Jackson.
- Improves productivity and cost-efficiency standards.

Cons:

- Eliminates door-to-door service for general public riders.

Figure 19
Proposed Purple Line

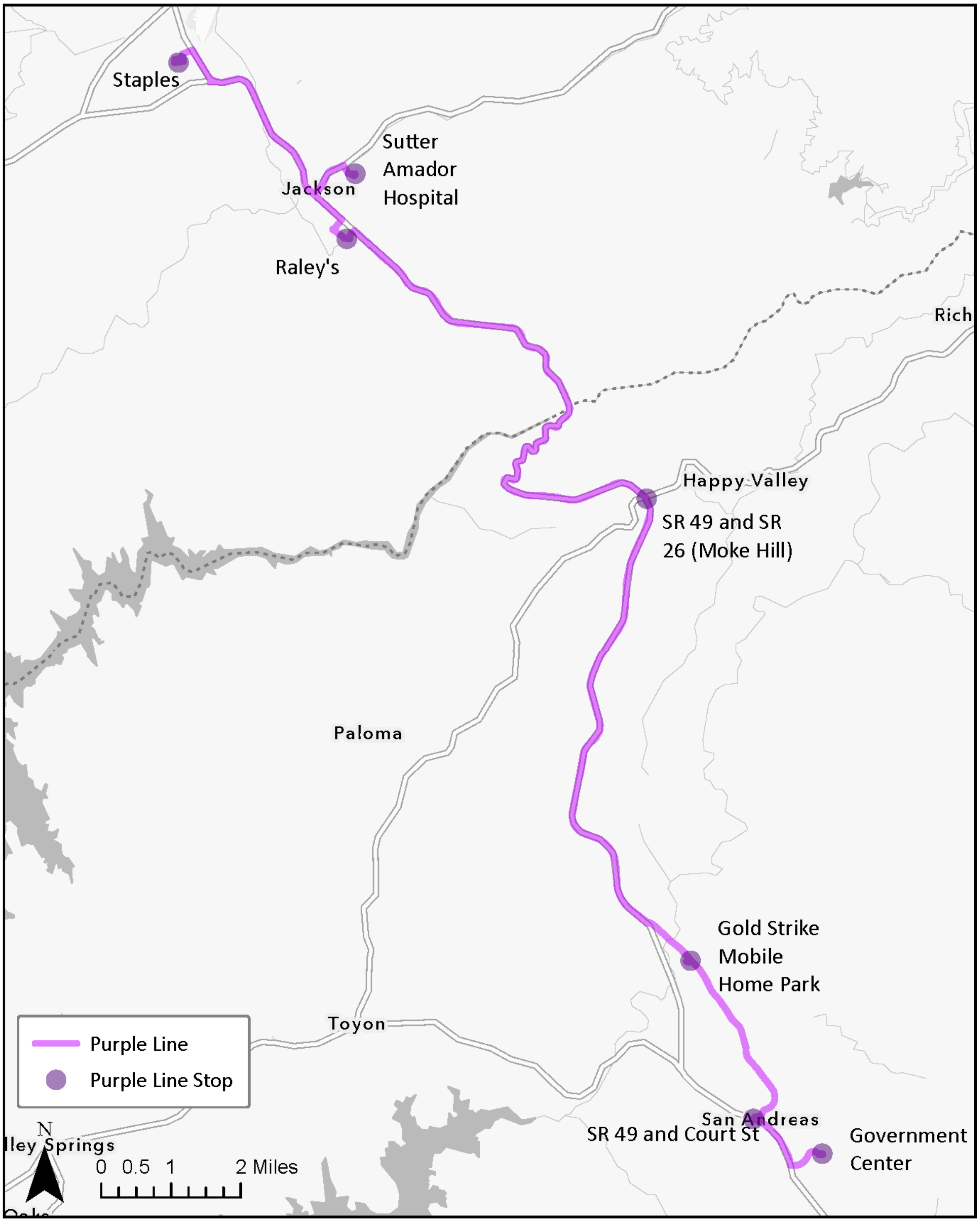


Table 28: Proposed Purple Line

Stop	Morning	Midday	Afternoon
San Andreas Government Center (depart)**	7:45 AM	11:45 AM	4:45 PM
SR 49 and Court St	7:50 AM	11:50 AM	4:50 PM
Gold Strike Mobile Home Park	7:50 AM	11:50 AM	4:50 PM
SR 49 and SR 26 (Moke Hill)	7:58 AM	11:58 AM	4:58 PM
Raley's*	8:13 AM	12:13 PM	5:13 PM
Sutter Amador Hospital*	8:18 AM	12:18 PM	5:18 PM
Martell Staples (arrive)*	8:28 AM	12:25 PM	5:25 PM
Martell Staples (depart)*	8:30 AM	12:30 PM	5:30 PM
Sutter Amador Hospital*	8:40 AM	12:40 PM	5:40 PM
Raley's*	8:45 AM	12:45 PM	5:45 PM
SR 49 and SR 26 (Moke Hill)	9:00 AM	1:00 PM	6:00 PM
Gold Strike Mobile Home Park	9:07 AM	1:07 PM	6:07 PM
SR 49 and Court St	9:12 AM	1:12 PM	6:12 PM
San Andreas Government Center (arrive)**	9:15 AM	1:15 PM	6:15 PM

* denotes connection to Amador Transit

** denotes connection to Calaveras Connect Red Line

Eliminate Green Zone Direct Connect Service

The Green Zone Direct Connect connects Jackson to Wilseyville and West Point on Wednesday only. In FY 2024-25, it was the worst-performing service, carrying only 1.2 passenger-trips per hour. Elimination of the Green Zone would provide modest cost savings to CTA. Residents in West Point would still have access to the In-County DAR that operates Monday-Friday and connects riders to services in San Andreas and Angels Camp. The majority of service area along the SR 88 corridor that would be impacted is located in Amador County and is served by Amador Transit. However, West Point residents would lose their connection to Jackson, where there are larger commercial businesses.

The elimination of Green Zone service would result in 470 fewer passenger-trips per year. CTA would operate 380 fewer vehicle service hours and 5,600 fewer vehicle service miles per year, resulting in a marginal cost savings of $24,100. Approximately $970 less in fare revenue would be collected, resulting in an operating subsidy savings of $23,100 per year.

Pros:

- Provides modest cost savings with minimal impact to Calaveras County residents.

Cons:

- Eliminates the connection between West Point and services in Jackson.

Eliminate Direct Connect Service to Murphys/Arnold

In-County Direct Connect currently serves the SR 4 corridor between Angels Camp and Arnold, Monday-Friday from 8 AM to 5 PM. The Red Line also serves this corridor Monday-Friday on regular headways between 7 AM and 7 PM, with deviations allowed. In October 2024, 16 Direct Connect passenger-trips originated or ended at destinations along this corridor. If we extrapolate this to a full year, an estimated

192 trips begin or end along this corridor. This equates to only 5 percent of total annual In-County Direct Connect trips.

This alternative considers eliminating Direct Connect service east of Angels Camp along the SR 4 corridor to reduce duplication of service, increase capacity for rides in other portions of the county on In-County Direct Connect, and promote fixed route ridership.

It is estimated that 190 passenger-trips would be lost per year on Direct Connect as a result of this alternative. However, it is assumed that all of these trips would be taken on the Red Line in the future. Approximately 160 fewer vehicle hours and 2,600 fewer vehicle miles would be operated annually, equating to a marginal cost savings of $10,300. It is important to consider that these operational and financial savings would likely be zeroed out as this vehicle would be freed up to provide more service within the remaining In-County service area. However, given that the average miles per trip for trips in this corridor is higher than the overall average Direct Connect miles per trip in October 2024 (13.75 v. 10.2), shifting resources will likely result in increased productivity for In-County Direct Connect.

Pros:

- Eliminate the poorer performing Direct Connect service area.
- Shift limited resources (vehicle availability) to a higher productivity service area.
- Reduce redundancy in service along the SR 4 corridor.
- Encourage an increase in Red Line ridership.
- Improve productivity and cost-efficiency standards.

Cons:

- Eliminate Direct Connect service along the SR 4 corridor.

Eliminate Pink Zone Direct Connect Service

The Pink Zone Direct Connect connects Angels Camp to Sonora on Fridays only. In FY 2024-25, it carried 55 passenger-trips (equating to an estimated 2.6 passenger-trips per hour). Eliminating Pink Zone service would negatively impact the connection between Calaveras County and Tuolumne County in that: 1) passengers would be required to use the Columbia College Shuttle, which terminates at the College, and transfer to TCTA services to reach Sonora, 2) the Columbia College Shuttle only operates during the academic year, thus access to Sonora is limited. However, terminating Pink Zone Direct Connect would provide modest cost savings to CTA.

It is estimated that 60 passenger-trips would be lost per year on Direct Connect as a result of this alternative. Approximately 42 of the 55 trips completed in FY 2024-25 were to/from one address in Angel's Camp (Pickled Porch Café) and one address in Sonora (Aegis Treatment Center, methadone clinic). This analysis assumes that all pink zone passengers would find another way to get to their destination in Sonora. Approximately 20 fewer vehicle hours and 860 fewer vehicle miles would be operated annually, equating to a marginal cost savings of $1,800.

Pros:

- Reduces operating costs.

Cons:

- Eliminates Calaveras Connect service to Sonora.

Eliminate In-County Direct Connect Service

CTA could eliminate all in-county Direct Connect service as a way to significantly reduce operating costs. This option would eliminate all transit service to Mountain Ranch, Rail Road Flat, West Point, Wilseyville, and Copperopolis. This would eliminate transit access for these communities to services in San Andreas.

It is expected that this alternative would result in 1,900 fewer passenger-trips annually (or 3.5 percent of projected systemwide ridership). Vehicle service hours would decrease by 2,100, as would vehicle service miles (-31,400). This results in a marginal cost savings of $133,300. It is estimated that $3,900 would be lost in fare revenue, resulting in an operating subsidy savings of $129,400.

Pros:

- Provides significant cost savings to CTA.

Cons:

- Eliminates or reduces transit service for numerous residents throughout Calaveras County.
- Significantly reduces Calaveras Connect ridership systemwide (-7.3 percent).

Change Service Along Mountain Ranch Rd and SR 88 Corridor from Demand-Response to Lifeline Service (1 Round Trip, 1 Day/Week)

CTA currently operates in-county Direct Connect along Mountain Ranch Road between San Andreas and West Point, serving the communities of Mountain Ranch, Rail Road Flat, and Wilseyville on weekdays. It also provides Green Zone Direct Connect service on Wednesdays between West Point/Wilseyville and Jackson, serving Pine Grove and providing important connections to services. One option would be to replace both of these Direct Connect service zones with a deviated fixed route service one day per week (on Wednesday). Under this alternative, the vehicle could depart San Andreas at 10:00 AM, serving the Mountain Ranch Road corridor to West Point, before continuing west to terminate in Jackson and Martell (Table 29). The bus would provide drop-offs and pickups within a set zone encompassing Jackson and Martell before having a scheduled departure from Martell (Staples) at 2:00 PM to make the return trip along this corridor, ending in San Andreas at 3:45 PM.

Table 29: Proposed Mountain Ranch Rd & SR 88 Lifeline Service

Stop	Wednesdays
San Andreas Government Center (depart)**	10:00 AM
Mountain Ranch (@ Washington St)	10:15 AM
Rail Road Flat (@ Town Hall)	10:40 AM
Wilseyville (@ Blizzard Mine Rd)	10:50 AM
West Point (@ Library)	10:55 AM
Red Corral (@ Kamps Propane) *	11:10 AM
Pine Grove (@ Town Hall) *	11:15 AM
Sutter Amador Hospital*	11:30 AM
Raley's*	11:35 AM
Martell Staples (arrive)*	11:45 AM
Martell Staples (depart)*	2:00 PM
Raley's*	2:10 PM
Sutter Amador Hospital*	2:15 PM
Pine Grove (@ Town Hall) *	2:30 PM
Red Corral (@ Kamps Propane) *	2:35 PM
West Point (@ Library)	2:50 PM
Wilseyville (@ Blizzard Mine Rd)	2:55 PM
Rail Road Flat (@ Town Hall)	3:05 PM
Mountain Ranch (@ Washington St)	3:30 PM
San Andreas Government Center (arrive)**	3:45 PM

* denotes connection to Amador Transit

** denotes connection to Calaveras Connect Red Line

It is expected that this alternative would result in a net loss of 40 passenger-trips annually. Net vehicle service hours would decrease by 270, as would vehicle service miles (-2,100). This results in a marginal cost savings of $15,600. It is estimated that $70 would be lost in fare revenue, resulting in an operating subsidy savings of $15,500. Prior to implementation, CTA staff should ground truth the route to ensure schedule accuracy beyond what is proposed here. Additionally, passenger surveys should be conducted to determine the best day of the week to offer the service.

Pros:

- Provides cost savings to CTA.
- Maintains lifeline service along the Mountain Ranch Road and SR 88 corridors.
- Improves reliability of service by replacing Direct Connect with a deviated fixed route.

Cons:

- Reduces service for Mountain Ranch, Rail Road Flat, Wilseyville, and West Point from 5 days/week to 1 day/week.
- Limits flexibility for residents with fixed route service.

OTHER MOBILITY ALTERNATIVES

Out-of-County Non-Emergency Medical Transportation

Non-Emergency Medical Transportation (NEMT) services provide essential transportation specifically for non-emergency medical appointments. These programs often fill gaps in public transit service, and rides commonly extend out-of-county. As is common in many rural counties, Calaveras County residents must travel to medical facilities concentrated in Angels Camp and San Andreas, as well as farther away destinations, such as Modesto, Stockton, and Sacramento. The recent closing of Common Ground has left a gap in NEMT service for out-of-county medical appointments. Aligning with Strategy 2.2 of the *2024 Calaveras Coordinated Transportation Plan*, one alternative to consider is for CTA to implement NEMT service for medical trips to out-of-county destinations.

The trip's purpose should be limited to medical appointments. Under this alternative, NEMT service would be offered two days per week to out-of-county destinations. For the purpose of this analysis, it is assumed that the vehicle would make one trip to Stockton and one to Modesto each week, as these two destinations are the closest cities with various medical services. At least 48-hour advance reservations should be required, with the option to make a reservation up to two weeks in advance. CTA could designate pick-up locations to improve the efficiency of the service.

For Modesto, morning pickups could occur between 8:00 AM and 9:00 AM before departing Angels Camp at 9:00 AM. The van would arrive in Modesto around 10:30 AM and drop off passengers at their medical appointments. The driver would layover in Modesto and begin picking up passengers for the return trip at 2:30 PM. Passengers could be back in Angels Camp by 4:00 PM or other destinations in the county by 5:00 PM. This schedule would allow passengers to connect with Direct Connect DAR, Red Line, and Columbia College Shuttle (when in operation).

For Stockton, morning pickups would follow a similar schedule, with the van departing San Andreas at 9:00 AM. Passengers could be picked up in Valley Springs/Rancho Calaveras or along the SR 26 corridor.

The van would arrive in Stockton between 10:00 AM and 10:30 AM. The driver would layover in Stockton and begin picking up passengers for the return trip at 2:00 PM. Passengers could be back in San Andreas by 3:00 PM or other destinations in the county by 4:00 PM. This schedule would allow passengers to connect with the Direct Connect DAR and Red Line.

Based on one-way fares charged by peer agencies that operate NEMT services, it is recommended that CTA charge $6 per one-way trip. Ridership was based on trips per capita for a similar out-of-county NEMT service operated in El Dorado County. It is estimated that this service would carry 130 passenger-trips per year or 2.5 passenger-trips per week. Assuming that the vehicle travels to both Modesto and Stockton each week, this service would operate 800 vehicle service hours and 9,900 vehicle service miles annually. The marginal operating cost to implement this alternative is estimated at $49,900 annually. An estimated $800 will be collected in fare revenue.

One additional driver and designated vehicle would be required for implementation. If the NEMT service were focused on transportation for seniors and disabled residents, CTA/CCOG could pursue FTA 5310 funding for both the purchase of vehicles and operations funding to provide NEMT services.

Mileage Reimbursement Program

Another option for transit agencies, such as the CTA, that are tasked with meeting the mobility needs of very rural counties is a mileage reimbursement program (identified as Strategy 2.1 of the *2024 Calaveras Coordinated Transportation Plan*). This type of program provides mileage reimbursement to eligible individuals who have unmet transportation needs and receive a ride from a friend or family member. The general guidelines of the program could be as follows:

- The person needing the trip recruits his or her own driver.
- The driver is then reimbursed for mileage at the IRS mileage reimbursement rate, up to a certain mileage cap, which is paid to the rider, who in turn pays the driver.
- There are eligibility requirements regarding who may receive these reimbursements. Some agencies only allow reimbursement for non-emergency medical needs, while others allow transportation for any purpose. CTA could tailor the program parameters to both remain fiscally constrained and meet the needs of residents.
- CTA or CCOG would administer the program; however, there would be no liability as the rider is providing their own volunteer driver.
- Geographic parameters should be established. CTA could limit the mileage that could be reimbursed or require that reimbursements over a specified threshold get prior approval.
- This program could be funded with a small amount of LTF funds, beginning on the order of $10,000 annually.

Although they do require administrative hours on the part of the transit agency, mileage reimbursement programs expand access to medical services for residents who rely on friends or family for transportation without additional agency driver or fleet needs. If services such as the Green DAR are eliminated, a mileage reimbursement program is a way to help transit-dependent West Point residents with a “ride of last resort”. It is estimated that the program would initially require 20-30 hours of staff time to design parameters for the program and create an application process. After program implementation, roughly 5 hours per month would be needed to administer the program.

ALTERNATIVES PERFORMANCE ANALYSIS

Relative performance and key impacts of each alternative were compared, identifying the relative benefits of the various alternatives. The performance analysis considers impacts on ridership, marginal operating cost, passenger-trips per vehicle hour, and marginal operating cost per passenger-trip.

Comparison of Service Alternatives

Table 30 and Figures 20 through 22 show the relative performance of the service alternatives considered for Calaveras Connect. The bottom portion of Table 30 shows recommended productivity and cost-efficiency standards, as presented in Table 18 in Chapter 9, adjusted for inflation to reflect FY 2026-27.

In terms of ridership, implementing 30-minute service frequency on the Red Line between San Andreas and Angels Camp is anticipated to increase ridership more than any other alternative; however, it comes with a significant marginal cost increase of around $159,500 annually and does not improve productivity and cost-efficiency standards. Three of the alternatives considered would benefit productivity by increasing service. Eight would benefit productivity by reducing service. In terms of cost-efficiency, some would improve the marginal cost per passenger-trip performance metric by eliminating low-efficiency service (in the case of evening Red Line service), while others replace an existing service with one that is more efficient (such as replacing Blue Zone Direct Connect with fixed route service).

The following service options would improve relative performance by expanding service:

- Provide earlier westbound service on the Red Line from Angels Camp to San Andreas.
- Eliminate Saturday Hopper and add Saturday Red Line service every 3 hours.
- Implement Direct Connect Microtransit service.

The following service options would improve relative performance by reducing service:

- Eliminate Red Line service past 6 PM.
- Eliminate Saturday Hopper and expand Special Event Services.
- Reduce Blue zone service to Monday, Wednesday, and Friday only.
- Eliminate Blue Zone and implement Monday-Friday fixed route service between San Andreas and Jackson (3 Round-trips/Day).
- Eliminate Green Direct Connect service.
- Eliminate the Direct Connect service to Murphys/Arnold.
- Eliminate Pink Zone Service.
- Eliminate In-County Direct Connect.
- Change Service Along Mountain Ranch Rd and SR 88 Corridor from Demand-Response to Lifeline Service.

Additionally, implementation of Non-Emergency Medical Transportation (NEMT) service and a Mileage Reimbursement Program warrant further consideration, as these would provide an essential service to rural transit-dependent residents and those without a vehicle.

Table 30: Comparison of Service Alternatives
FY 2026-27

Service Alternatives	Annual Impacts: Ridership	Vehicle Service Hours	Marginal Operating Cost [1]	Passenger-trips per Veh-Hour	Marginal Operating Cost per Passenger-Trip
	Increase in Service - Alternatives Improving Standard Shown in Green				
	Decrease in Service - Alternatives Improving Standard Shown in Blue				
Red Line					
Provide 30-minute Service Frequency on Red Line (San Andreas to Angels Camp) 7:57 AM-5:14 PM	2,100	2,200	$159,500	1.0	$75.95
Earlier Westbound Service on Red Line (Angels Camp to San Andreas)	1,300	200	$14,900	6.5	$11.46
Eliminate Red Line Service Past 6:00 PM	-2,600	-1,800	-$130,900	1.4	$50.35
Red Line and Saturday Hopper					
Eliminate Saturday Hopper and Add Hourly Red Line Saturday Service (10:30 AM - 5:13 PM)	1,000	500	$38,100	2.0	$38.10
Eliminate Saturday Hopper and Add Saturday Red Line Service Every 3 Hours (10:30 AM - 5:13 PM)	500	0	$1,500	--	$3.00
Saturday Hopper					
Eliminate Saturday Hopper and Expand Special Event Services	-700	-300	-$20,500	2.3	$29.29
Columbia College Shuttle					
Add One Afternoon Roundtrip to Columbia College Shuttle	400	200	$15,800	2.0	$39.50
Expand Columbia College Shuttle to Year-Round Service	600	400	$28,400	1.5	$47.33
Direct Connect					
Implement Direct Connect Microtransit Service	600	0	$4,200	--	$7.00
Reduce Blue Zone Service to Monday, Wednesday, Friday	-700	-1,000	-$65,400	0.7	$93.43
Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day)	0	-1,300	-$69,500	0.0	--
Eliminate Green Zone Service	-470	-380	-$24,100	1.2	$51.28
Eliminate Direct Connect Service to Murphys/Arnold	-190	-160	-$10,300	1.2	$54.21
Eliminate Pink Zone Service	-60	-20	-$1,800	3.0	$30.00
Eliminate In-County Direct Connect	-1,900	-2,100	-$133,300	0.9	$70.16
Change Service Along Mountain Ranch Rd and SR 88 Corridor from Demand-Response to Lifeline Service	-40	-270	-$15,600	0.1	$390.00
Other Mobility Options					
Out-of-County Non-Emergency Medical Transportation	130	800	$49,000	0.2	$376.92

Recommended Minimum Performance Standards FY 2026-27>			
	Red Line	3.6	$18.98
	Columbia College Shuttle	3.0	$20.84
	Saturday Hopper	2.3	$26.93
	Direct Connect Dial-A-Ride	1.6	$34.90

Note 1: Does not include fixed costs

Figure 20: Change in Passenger-Trips per Hour of Service Alternatives

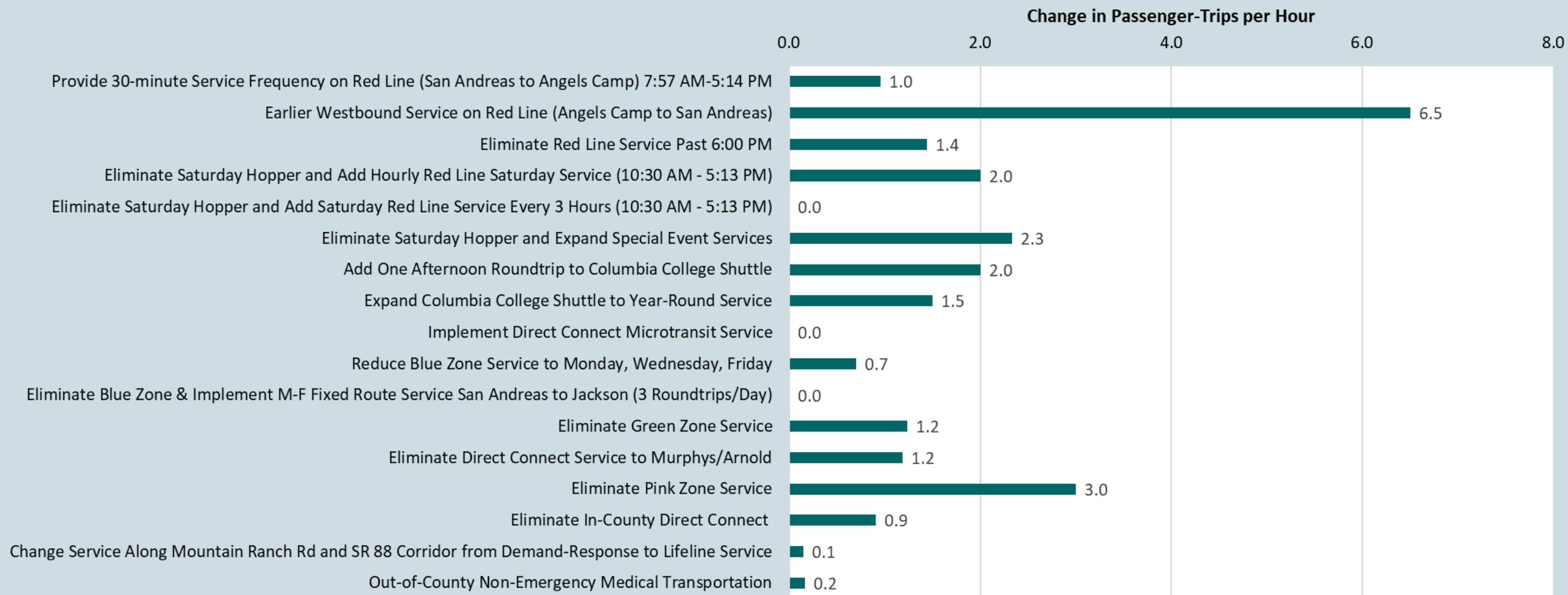


Figure 21: Change in Marginal Operating Cost per Passenger-Trip of Service Alternatives

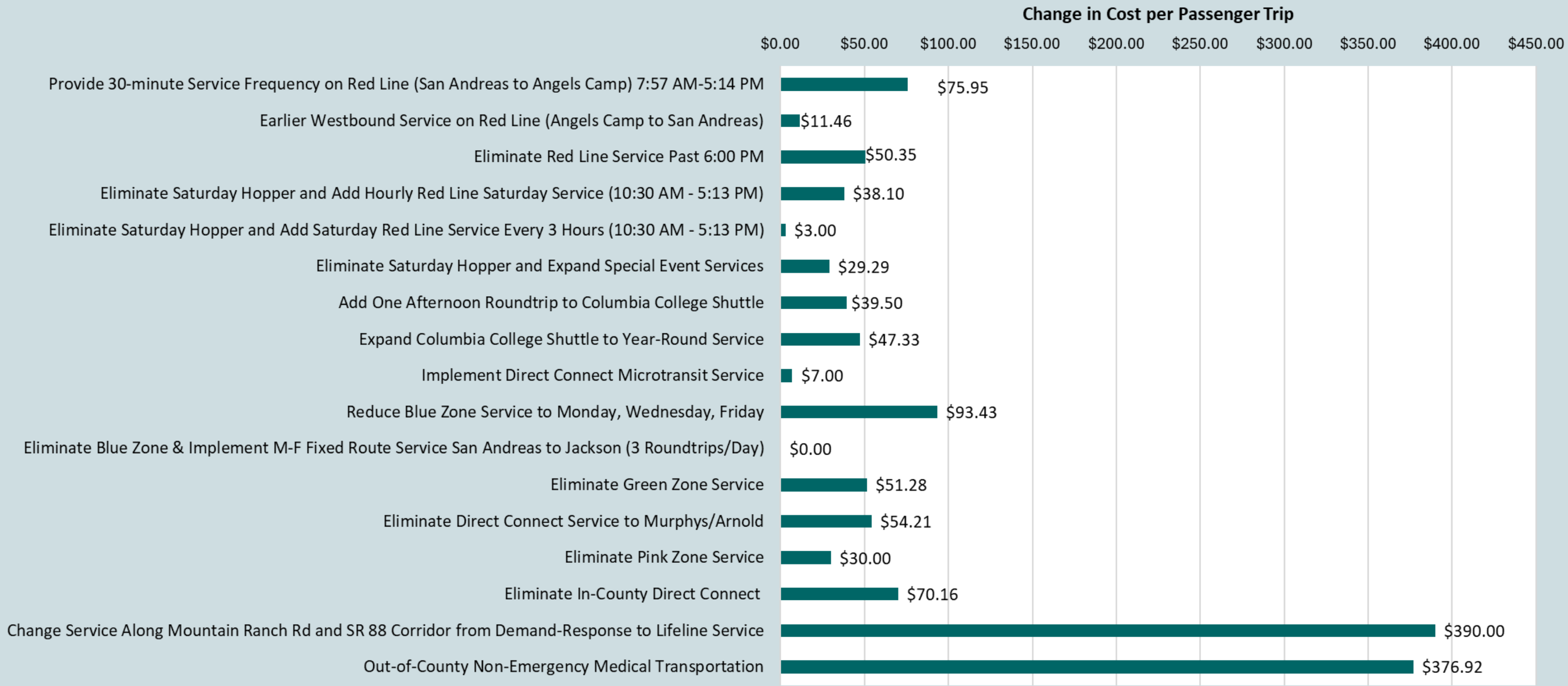
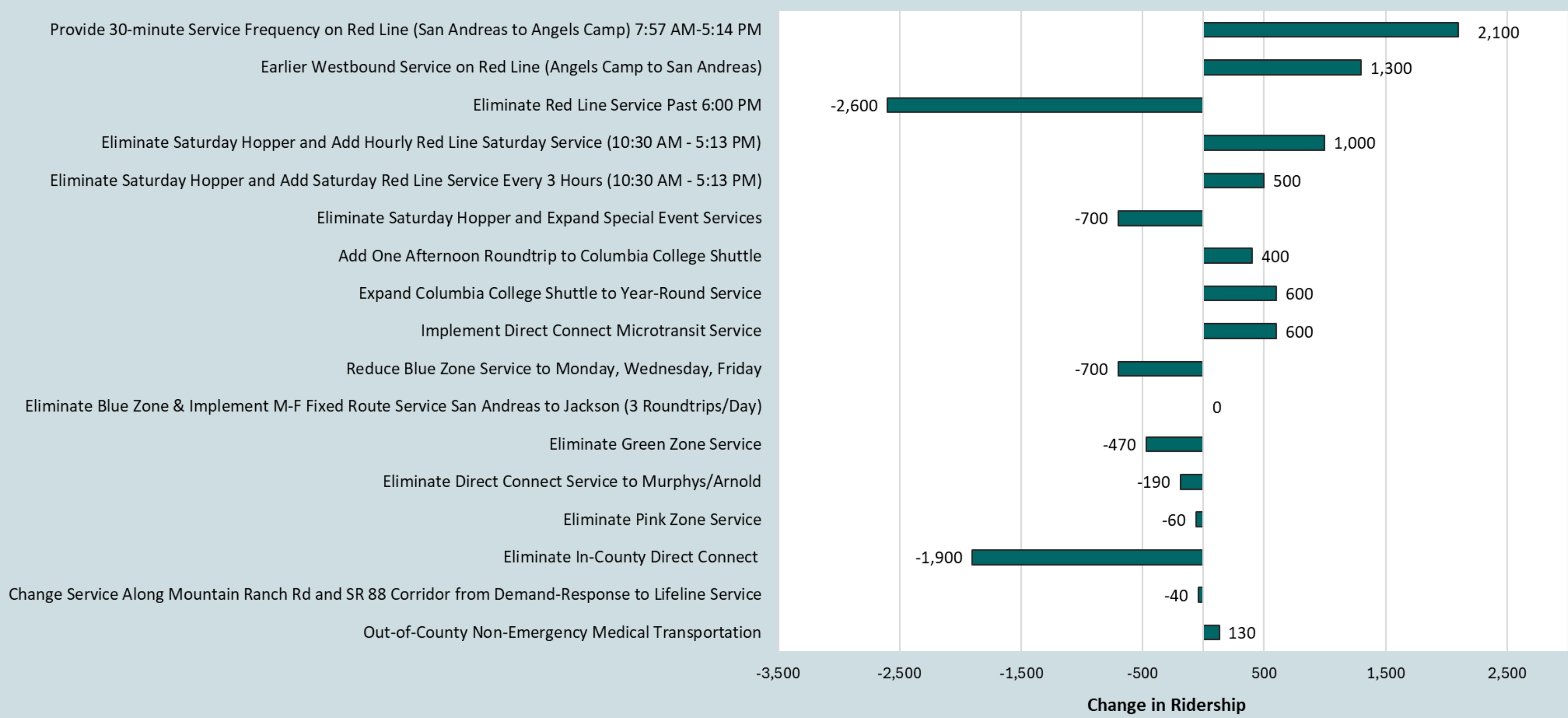


Figure 22: Change in Ridership of Service Alternatives



Chapter 11
FARE ALTERNATIVES

INTRODUCTION

The current Calaveras Connect fare structure is shown in Table 8 in Chapter 3. As shown in the table, CTA has several fare categories that vary based on the type of service and rider classification. Fixed route fares for the Red Line and Columbia College Shuttle are lower ($1.50 for regular riders) than Direct Connect DAR fares and Saturday Hopper fares. Additionally, fifteen ride pass booklets and monthly pass options are available for the Red Line and Columbia College Shuttle, which offer discounts for frequent riders. Ticket books and monthly passes are not accepted on Direct Connect DAR or Saturday Hopper, which only offer single-ride tickets.

Table 31 shows the systemwide boardings by fare type in FY 2023-24 and FY 2024-25. The following trends are apparent when comparing year-over-year data in Table 30:

- More passengers paying a regular fare rode in FY 2024-25 than in FY 2023-24.
- Passengers utilized 15-ride ticket books and monthly passes at higher rates in FY 2024-25 than in FY 2023-24.
- Youth cash fares are significantly down while student monthly pass use is up, indicating that youth riders are riding more frequently.
- Discount fare riders are increasingly paying cash fares for one-way trips, and discount pass use is significantly down. It is likely that more discount riders are increasingly utilizing Direct Connect DAR services for which monthly fixed route passes are not accepted, potentially indicating the need for a DAR monthly pass.

FARE ALTERNATIVES

The relatively simple existing fare structure of Calaveras Connect, coupled with the data shown in Table 31, suggests that no major changes to the fare structure should be considered at this time. If, however, major service changes are implemented in the future, CTA could consider offering more pass options, including a fixed route day pass and a Direct Connect monthly pass.

A fixed route day pass could become advantageous for passengers making at least 3-4 one-way trips per day, but who were not already using a monthly pass. This type of pass may appeal to tourists and infrequent riders. A fixed route day pass may also be cost-effective if CTA implements additional fixed routes in the future and fixed route transfers become more common.

A monthly Direct Connect pass would offer savings to those frequent riders who represent a large portion of Direct Connect riders and could help streamline the collaboration between CTA and social service agencies, who currently buy ticket books for clients.

A large percentage of Direct Connect passengers are frequent riders: during October 2024, there were 88 unique passengers who completed 868 rides (an average of 10 rides per person). Most of these frequent riders are already provided passes through Arc, a social service agency that serves disabled individuals in Calaveras County and beyond. As this partnership appears to work well for all parties, it is not recommended that CTA pursue a Direct Connect Monthly Pass at this time. If, however, there is a significant increase in general public ridership on Direct Connect in the future or the existing arrangement becomes administratively burdensome, CTA could explore a monthly pass option.

Table 31: Boardings By Fare Type

Fare Type	Passenger Type	Boardings by Fare Type FY 2023-24	Boardings by Fare Type FY 2024-25[1]	FY 2023-24 to FY 2024-25 Change
Cash	Regular	13,066	16,783	3,717
	% of Total Annual Boardings	34.3%	37.5%	28.4%
	Youth	380	183	-197
	% of Total Annual Boardings	1.0%	0.4%	-51.8%
	Discount	4,793	6,047	1,254
	% of Total Annual Boardings	12.6%	13.5%	26.2%
Ticket (1)	Regular	2,796	5,583	2,787
	% of Total Annual Boardings	7%	12%	99.7%
	Discount	534	567	33
	% of Total Annual Boardings	1.4%	1.3%	6.2%
Monthly Pass (2)	Regular Monthly Pass	4,884	7,401	2,517
	% of Total Annual Boardings	13%	17%	52%
	Student Monthly Pass	5,075	6,150	1,075
	% of Total Annual Boardings	13%	14%	21%
	Discount Monthly Pass	1,740	546	-1,194
	% of Total Annual Boardings	4.6%	1.2%	-68.6%
Free	Promotional	4,109	839	-3,270
	% of Total Annual Boardings	11%	2%	-80%
	Personal Care Attendant	17	30	13
	% of Total Annual Boardings	0.0%	0.1%	76.5%
	Transfer	358	569	211
	% of Total Annual Boardings	0.9%	1.3%	58.9%
	Children Under 6	358	112	-246
	% of Total Annual Boardings	0.9%	0.2%	-68.7%
Total Annual Boardings		**38,110**	**44,810**	**6,700** **17.6%**

Note 1: Ticket refers to 15-ride ticket books.
Note 2: Monthly pass only usable on Red Line and Columbia College Shuttle.
Source: CTA

FARE TECHNOLOGY

Currently, CTA collects exact cash fares on board all Calaveras Connect services. Alternatively, fare cards for fifteen fixed route rides and monthly passes can be purchased at the CTA office. Fifteen ride passes are punched by the driver as the passenger boards, and monthly passes are good for the calendar month, expiring at midnight on the final day of the month. CTA also utilizes the Token Transit app to enable passengers to purchase all fare mediums digitally.

Online Reservations and Payment

Enabling online reservations and fare payment for Direct Connect DAR would be a relatively simple way to expand access to service by providing an alternative means to reserve rides, allowing on-demand reservations, and accepting digital forms of payment (e.g., credit cards). Providing an online payment option would reduce cash collection onboard buses, simplifying the boarding and fare collection process for drivers and reducing the administrative burden on CTA operations staff who currently handle all reservations via phone. It may also increase ridership by making it easier to reserve and pay for rides. The operational impact of transitioning to Microtransit service is evaluated in Chapter 10.

CTA currently employs Spare for its DAR reservation software and has an agency-branded online app that was established to enable passengers to self-reserve rides. The technology included in the app has the ability to efficiently route trips, combine rides, and decline rides which cannot be served due to capacity issues. Due to concerns about the ability to serve many private residences throughout the county, due to the condition of side streets and driveways that do not allow for the safe operation of transit vehicles, the ability to reserve rides through the Calaveras Connect online app has been disabled by agency staff.

Tuolumne County Transit Agency (TCTA) has a similar app and encountered similar issues with concerns about some roadways and driveways being able to be served safely by transit vehicles. Tuolumne County's solution to this issue was to require passengers to contact the agency prior to setting up an account to verify that their residential address could be served. This is a viable option for CTA to explore. This does require staff time to verify addresses, which in some cases is as simple as using satellite or street view imagery. In other cases, this may require a staff member to travel to the address for assessment and determination.

CTA should consider enhancing its app functionality to improve the passenger experience by enabling app-based passenger booking. It could improve the passenger experience, reduce the workload of CTA dispatch staff, and improve performance by filling more gaps between rides and comingling more rides.

Contactless Payment Technology

A more technology-intensive and expensive option would be to implement a contactless fare payment system. It is becoming increasingly common among transit agencies, and research has found that agencies that accept contactless payments often see ridership increase and administrative expenses decrease. Cal-ITP is helping transit agencies procure contactless payment technology capable of accepting agency-specific passes, contactless bank card payments, and digital wallets. In order to implement contactless payment technology, CTA would be required to invest in new fareboxes, supporting software, such as driver tablets, and extensive public and staff training. A major benefit to passengers of implementing this technology is that, when coupled with real-time GTFS (RT-GTFS), it can be used to provide automated 'fare capping'. Fare capping allows frequent riders the ability to ride the bus freely and access the benefits of transit passes with reduced up-front costs. Once the passenger boards the bus, the designated amount of tips and the 'cap' is reached, the passenger is no longer charged for a fare. This eliminates the need to sell separate fare payment types, such as day or monthly passes. Contactless payment options also eliminate the need for passengers to carry a physical bus pass or make trips to the operations facility to purchase those passes.

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Chapter 12

CALAVERAS SHORT RANGE TRANSIT PLAN

INTRODUCTION

This chapter presents three scenarios for the Calaveras Short Range Transit Plan (SRTP), which consist of service, capital, and financial plans. As presented, the Calaveras SRTP is a fiscally constrained five-year plan that will improve the efficiency of transit services, and a ten-year fiscally unconstrained plan. The SRTP scenarios were developed based on reviews of Calaveras County demographics and recent Calaveras Connect transit operations, multiple rounds of public and stakeholder input, and a detailed analysis of individual potential service alternatives (Chapter 10). The reader is encouraged to refer to prior chapters for additional background on the plan elements.

The three scenarios present three service plan "packages" (and the associated net impacts on cost, ridership, and fare revenue) that provide increasing levels of cost savings to CTA. These do not represent the only three service plan packages possible, however. As needs and funding levels change, CTA is encouraged to consider other individual service plan elements as evaluated in Chapter 10.

ASSUMPTIONS

The service, financial, and capital plans include the following assumptions:

- Status Quo operating costs were based upon the FY 2025-26 Amended Budget and the Paratransit operations contract (Amendment No. 4). It was assumed that operating costs not associated with the operations contract would increase by 3 percent annually. Given that higher labor rates will be required over the short term to attract employees, the operations contract cost is assumed to increase by 5 percent in FY 2026-27 and by 3 percent going forward, except in FY 2029-30 when the contract is up for renewal, and a higher increase of 5 percent is anticipated.
- Base case ridership will increase by 14 percent by FY 2026-27 over actual FY 2024-25 totals to reflect average ridership growth over the past two years as the transit system recovers from COVID impacts. Growth will slow to 2 percent annually for the remaining fiscal years of the planning period.
- Base case fare revenue represents projected base case ridership for FY 2026-27 and the actual average fare by route from FY 2024-25.
- It is assumed that year-round Columbia College Shuttle service will be implemented in FY 2025-26 due to the recent commitment of CTA to this service change. This service alternative, as evaluated in Chapter 10, is assumed to remain operating throughout the short- and long-range planning period.

FINANCIAL PLANNING

For each scenario, a Financial Plan is presented. As discussed in previous chapters, CTA receives funding through various FTA and state programs. There is considerable uncertainty in funding levels beyond FY 2025-26 with the expiration of the Bipartisan Infrastructure Law (BIL) and Infrastructure Investment and Jobs Act (IIJA). This plan takes a conservative approach and assumes that, while FTA and state funding will remain available for transit, state funding levels will mirror the projected change in County population,[9] and FTA funding will increase at a rate of one percent per year. It is possible, however, that actual funding levels will exceed these projections.

LTF revenues, which are derived from state sales tax receipts, are primarily intended for public transportation. In rural counties with populations less than 500,000, LTF funds not needed for public transit can be used for streets and roads purposes. However, CCOG must make a determination that there are no unmet transit needs reasonable to meet (discussed in further detail in Appendix B). Historically, CTA has received around 1.6 million in LTF revenues for both operating and capital purposes. Roughly $3 million has been claimed by the City and County for streets and roads over the past few years under Article 8 of the TDA. It is reasonable to assume that a similar level of **total** LTF funding will be available for allocation by CCOG during this planning period.

Within each scenario described below, two LTF revenue options are presented in the Financial Plan: 1) CTA Base LTF Claim and 2) Max Allowable LTF Claim for Operations. The CTA Base LTF Claim is $626,000 (as per the CTA budget) with no escalator for inflation. Therefore, the Base Claim of $626,000 represents a significant reduction in funding for the public transit system (down 39 percent from the $1.6 million claimed in FY 2023-24). The Max Allowable LTF Claim represents the Study Team's estimate of what CTA could claim for transit purposes, given the assumed service levels for each scenario. Under the Max Allowable LTF Claim options, less LTF revenue would be left over for streets and roads purposes.

SCENARIO ONE – COST NEUTRAL

Scenario One presents a cost-neutral option for service and financial planning for the short-term (5-year) and long-term (10-year) planning periods. Building off the service alternatives analysis presented in Chapter 10, Scenario One increases cost-effectiveness and productivity. FY 2026-27 impacts include:

- Ridership will increase by 2,210 passenger-trips (+4.4%).
- Fare Revenue will decrease by $1,270 (-1.6%).
- Marginal Operating Cost will decrease by $35,000 (-1.6%).

Service Plan

The recommended Scenario One service plan elements, described in greater detail below and presented in Figure 23, are:

- Expand Columbia College Shuttle to Year-Round Service.
- Earlier Westbound Service on Red Line (Angels Camp to San Andreas).
- Eliminate Saturday Hopper and Add Saturday Red Line Service Every 3 Hours (10:30 AM - 5:13 PM).
- Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day).
- Eliminate Direct Connect Service to Murphys/Arnold.

[9] According to DOF population projections for Calaveras County, total County population will decrease by 0.8 percent annually for the short-term and by 0.55 percent annually for the long-term planning period.

Figure 23
SRTP Scenario One

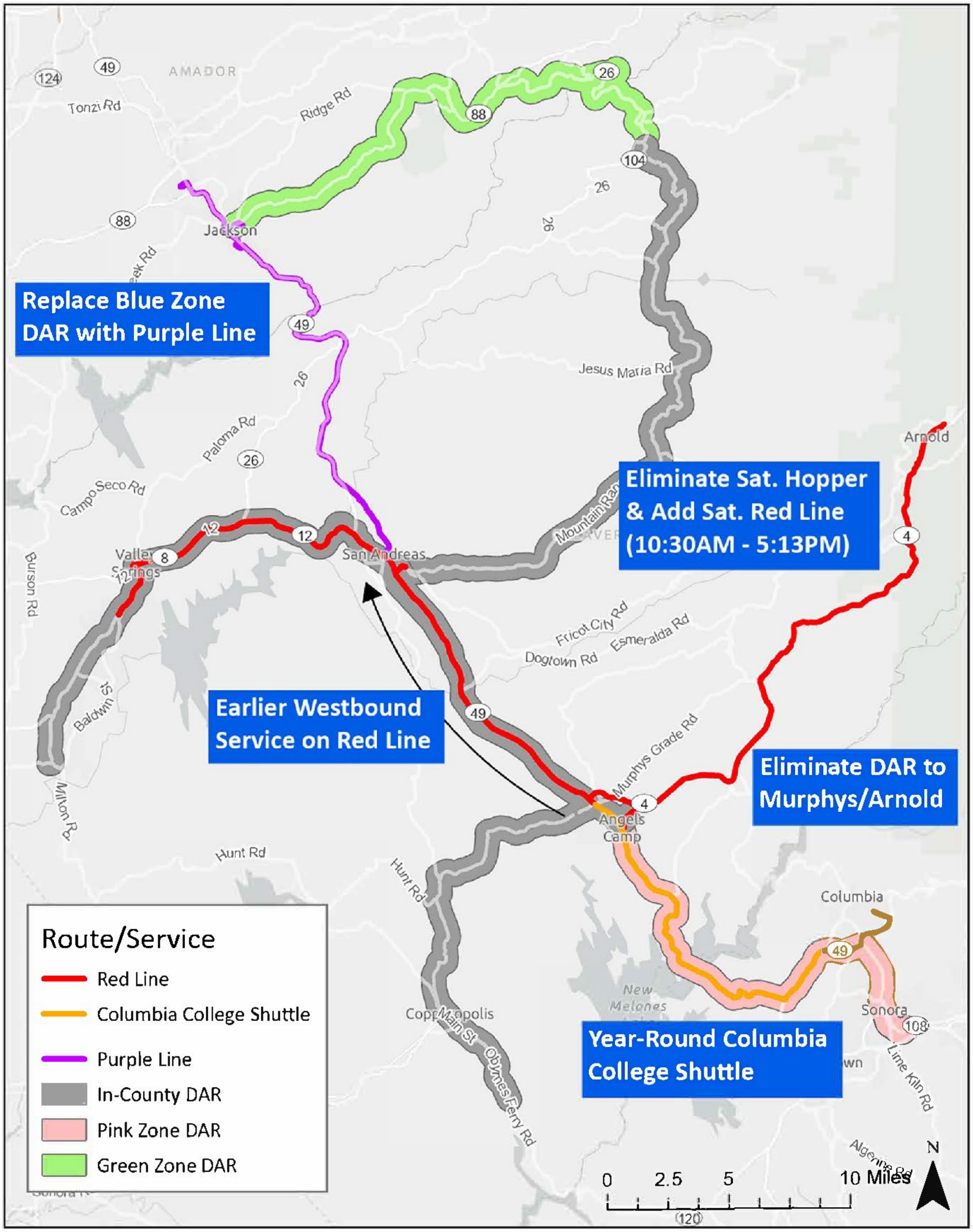

Table 32 shows the estimated operating cost of the Scenario One service plan over the next ten fiscal years, beginning with FY 2026-27. Table 33 shows the anticipated ridership impacts, and Table 34 shows the anticipated impacts to fare revenue under this scenario.

When considering existing revenue sources and the CTA Base LTF Claim of $626,000, CTA will operate with a surplus through FY 2027-28 only. In FY 2028-29, CTA will begin experiencing an operating deficit of $165,225, with a five-year deficit total of $313,644. If the max allowable LTF claim is made for operations, the Scenario One 5-year plan is fiscally constrained with CTA operating with a surplus through FY 2031-32.

Expand Columbia College Shuttle to Year-Round Service

During FY 2024-25, the Columbia College Shuttle operated 201 service days, correlating with the Columbia College academic calendar. Implementing year-round service on the Columbia College Shuttle would expand service options for summer Columbia College students, those traveling to Sonora, and/or looking to connect to TCTA services in Tuolumne County. It is assumed that the Shuttle would operate Monday-Friday, excluding holidays. Scenario One (as well as Scenarios Two and Three) recommends expanding the Shuttle to Year-Round service to meet the needs of Columbia College students and honor CTA's recent commitment to this service expansion. Columbia College contributes $10,000 annually to CTA in exchange for their students riding fare-free.

Due to summer usage by students and non-student riders, ridership is expected to increase by 600 passenger-trips annually, and $230 more would be collected in fare revenue from non-student riders. Due to an increase in service levels, this year-round service will cost an additional $28,200 in annual operating subsidy beginning in FY 2026-27.

Earlier Westbound Service on Red Line (Angels Camp to San Andreas)

Currently, the first westbound Red Line run of the day departs Arnold at 7:35 AM, heading westbound and arriving in Angels Camp at 8:14 AM and San Andreas Government Center at 8:32 AM. For many employed persons, especially government workers in San Andreas, the typical workday begins at 8:00 AM. Scenario One recommends the addition of a partial westbound run that would pick up passengers in Angels Camp and arrive in San Andreas prior to 8:00 AM. The bus would depart Angels Camp at 7:18 AM, arriving at San Andreas Government Center at 7:32 AM. This vehicle would then continue to serve the remaining westbound stops on the route, connecting to the existing departure from Valley Springs at 8:10 AM. Ridership is expected to increase by 1,300 passenger-trips annually, and $1,800 more would be collected in fare revenue. Due to an increase in service levels, this additional service will cost an additional $13,100 in annual operating subsidy beginning in FY 2026-27.

Table 32: Calaveras Short Range Transit Plan Operating Costs - Scenario One

Plan Element	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36
Base Case Operating Cost [1]										
Marginal Operating Costs	*$1,119,135*	*$1,152,710*	*$1,187,291*	*$1,281,055*	*$1,319,487*	*$1,359,072*	*$1,399,844*	*$1,441,839*	*$1,485,094*	*$1,529,647*
Fixed Costs	*$984,461*	*$1,013,995*	*$1,044,415*	*$1,089,326*	*$1,113,291*	*$1,137,784*	*$1,162,815*	*$1,188,397*	*$1,214,542*	*$1,241,261*
Total	$2,103,596	$2,166,704	$2,231,705	$2,370,381	$2,432,778	$2,496,855	$2,562,659	$2,630,236	$2,699,636	$2,770,908
Short Range Transit Plan Element Costs										
Earlier Westbound Service on Red Line (Angels Camp to San Andreas	$14,900	$15,300	$15,800	$16,300	$16,800	$17,300	$17,800	$18,300	$18,900	$19,400
Eliminate Saturday Hopper and Add Saturday Red Line Service Every 3 Hours (10:30 AM - 5:13 PM)	$1,500	$1,500	$1,600	$1,600	$1,700	$1,700	$1,800	$1,800	$1,900	$2,000
Expand Columbia College Shuttle to Year-Round Service	$28,400	$29,300	$30,100	$31,000	$32,000	$32,900	$33,900	$34,900	$36,000	$37,100
Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3	-$69,500	-$71,600	-$73,700	-$75,900	-$78,200	-$80,600	-$83,000	-$85,500	-$88,000	-$90,700
Eliminate Direct Connect Service to Murphys/Arnold	-$10,300	-$10,600	-$10,900	-$11,300	-$11,600	-$11,900	-$12,300	-$12,700	-$13,000	-$13,400
Total Service Plan Costs	-$35,000	-$36,100	-$37,100	-$38,300	-$39,300	-$40,600	-$41,800	-$43,200	-$44,200	-$45,600
Total SRTP Operating Cost	**$2,068,596**	**$2,130,604**	**$2,194,605**	**$2,332,081**	**$2,393,478**	**$2,456,255**	**$2,520,859**	**$2,587,036**	**$2,655,436**	**$2,725,308**

Note 1: Base Case costs based upon FY 2025-26 Adopted Budget and FY 2024-25 service levels, excluding capital. Assumes 3%-5% annual inflation rate. For FY 2029-30, 5% has been added to contract costs to reflect a new service contract.

Source: LSC Transportation Consultants, Inc.

Table 33: Calaveras SRTP Ridership - Scenario One

	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36
Annual Ridership										
Base Case	50,000	51,000	52,000	53,100	54,100	55,200	56,300	57,400	58,600	59,800
SRTP Service Plan Elements										
Earlier Westbound Service on Red Line (Angels Camp to San Andreas	1,300	1,300	1,400	1,400	1,400	1,400	1,500	1,500	1,500	1,600
Eliminate Saturday Hopper and Add Saturday Red Line Service Every 3 Hours (10:30 AM - 5:13 PM)	500	500	500	500	500	600	600	600	600	600
Expand Columbia College Shuttle to Year-Round Service	600	600	600	600	600	700	700	700	700	700
Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day)	0	0	0	0	0	0	0	0	0	0
Eliminate Direct Connect Service to Murphys/Arnold	-190	-200	-200	-200	-200	-200	-200	-200	-200	-200
Subtotal Impact of Plan Service Elements	*2,210*	*2,200*	*2,300*	*2,300*	*2,300*	*2,500*	*2,600*	*2,600*	*2,600*	*2,700*
Total Annual Ridership	**52,210**	**53,200**	**54,300**	**55,400**	**56,400**	**57,700**	**58,900**	**60,000**	**61,200**	**62,500**
Change from Base Case	***2,210***	***2,200***	***2,300***	***2,300***	***2,300***	***2,500***	***2,600***	***2,600***	***2,600***	***2,700***

Source: LSC Transportation Consultants, Inc.

Table 34: Calaveras SRTP Fare Revenue - Scenario One

	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36
Fare Revenue (Passenger Revenues)										
Base Case	$80,700	$82,300	$84,000	$85,600	$87,400	$89,100	$90,900	$92,700	$94,600	$96,400
SRTP Service Plan Elements										
Earlier Westbound Service on Red Line (Angels Camp to San Andreas	$1,800	$1,800	$1,840	$1,870	$1,910	$1,950	$1,990	$2,030	$2,070	$2,110
Eliminate Saturday Hopper and Add Saturday Red Line Service Every 3 Hours (10:30 AM - 5:13 PM)	-$500	-$500	-$510	-$520	-$530	-$540	-$550	-$560	-$570	-$590
Expand Columbia College Shuttle to Year-Round Service	$230	$230	$230	$240	$240	$250	$250	$260	$260	$270
Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3	-$2,400	-$2,400	-$2,450	-$2,500	-$2,550	-$2,600	-$2,650	-$2,700	-$2,760	-$2,810
Eliminate Direct Connect Service to Murphys/Arnold	-$400	-$400	-$410	-$420	-$420	-$430	-$440	-$450	-$460	-$470
Subtotal Impact of Plan Service Elements	*-$1,270*	*-$1,270*	*-$1,300*	*-$1,330*	*-$1,350*	*-$1,370*	*-$1,400*	*-$1,420*	*-$1,460*	*-$1,490*
Total Annual Fare Revenue	**$79,430**	**$81,030**	**$82,700**	**$84,270**	**$86,050**	**$87,730**	**$89,500**	**$91,280**	**$93,140**	**$94,910**
Change from Base Case	***-$1,270***	***-$1,270***	***-$1,300***	***-$1,330***	***-$1,350***	***-$1,370***	***-$1,400***	***-$1,420***	***-$1,460***	***-$1,490***

Source: LSC Transportation Consultants, Inc.

Eliminate Saturday Hopper and Add Saturday Red Line Service Every 3 Hours (10:30 AM - 5:13 PM)

The Saturday Hopper is currently the worst-performing fixed-route offered by CTA (carrying 2.3 passenger-trips per vehicle service hour in FY 2024-25), although it is the only route operated on the weekend, which typically has a lower productivity than weekday services. It has also not seen similar levels of ridership recovery post-COVID as the Red Line and the Columbia College Shuttle. The Saturday Hopper operates along a similar route alignment as the Red Line between Angels Camp and Arnold, focusing on serving more tourist destinations (e.g., wineries) than the Red Line. However, on-board surveys indicate that the majority of passengers riding the Saturday Hopper are more consistent weekday Calaveras Connect riders and not one-time visitors to the area. Surveys also indicated that Saturday service was a top-priority request for passengers.

Scenario One recommends eliminating the Saturday Hopper and adding reduced Saturday Red Line service in its place: offered every three hours between 10:30 AM and 5:13 PM year-round. This essentially equates to three round-trips each day, with the final run terminating early in San Andreas.

With the implementation of this plan element, ridership is expected to increase by 500 passenger-trips annually (accounting for the new Saturday Red Line service and the elimination of Saturday Hopper); however, $500 would be lost in fare revenue due to the difference in route pricing. This service change will cost an additional $2,000 in annual operating subsidy beginning in FY 2026-27.

Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day)

Currently, Blue Zone Direct Connect (connecting San Andreas and Jackson) operates Monday – Friday. With a productivity of 1.4 passenger-trips per hour, this service productivity falls below the 3 passenger-trips per hour DAR standard for many peer transit agencies. Prior to the rollout of Direct Connect in 2022, the Purple Line fixed route connected Jackson/Sutter Creek in Amador County to San Andreas, as well as serving other outlying communities, such as Railroad Flat. Prior to COVID (during FY 2018-19), the Purple Line carried slightly more passengers per hour than the current Blue Zone DAR (at 2.0 passenger-trips per hour). Farther back in history, the Purple Line (under yet another schedule and route variation) carried 3-4 passengers per hour in FY 2012-13.

Scenario One recommends the elimination of Blue Zone Direct Connect and the implementation of an abbreviated fixed route (similar to the historic Purple Line). The new Purple Line would extend from San Andreas to Martell, operating three round-trips per day Monday-Friday. The bus would depart Government Center in San Andreas at 7:45 AM, 11:45 AM, and 4:45 PM, serve Staples in Martell at this northern terminus, and return to San Andreas. In order to meet ADA requirements, three-quarter-mile deviations would be allowed for ADA-eligible passengers.

There would be a net zero impact of this service change on ridership; however, $2,400 would be lost in fare revenue due to the difference in service pricing. This service change will save CTA $67,100 in annual operating subsidy beginning in FY 2026-27.

Eliminate Direct Connect Service to Murphys/Arnold

In-County Direct Connect currently serves the SR 4 corridor between Angels Camp and Arnold, Monday-Friday from 8 AM to 5 PM. The Red Line also serves this corridor Monday-Friday on regular headways between 7 AM and 7 PM, with deviations allowed. In October 2024, 16 Direct Connect passenger-trips originated or ended at destinations along this corridor. If we extrapolate this to a full year, an estimated 192 Direct Connect trips begin or end along this corridor (5 percent of total annual In-County Direct Connect trips).

Scenario One recommends eliminating Direct Connect service east of Angels Camp along the SR 4 corridor to reduce duplication of service, increase capacity for rides in other portions of the county on In-County Direct Connect, and promote fixed route ridership.

Ridership is expected to decrease by 190 passenger-trips annually; however, it can be assumed that these trips will be taken on the Red Line in the future. Roughly, $400 would be lost in fare revenue. However, this service change will save CTA $9,900 in annual operating subsidy beginning in FY 2026-27.

CTA has some flexibility to allocate the State of Good Repair[10] and/or LCTOP[11] funds for operating instead of capital expenditures. This is not recommended, however, as these funds are necessary for vehicle replacement as discussed in the capital plan.

Financial Plan

Table 35 presents the 10-Year Financial Plan for CTA under Scenario One.

When considering existing revenue sources and a CTA Base LTF Claim, CTA will operate with a surplus through FY 2027-28; however, CTA will begin experiencing an operating deficit in FY 2028-29 of $165,225, with a five-year deficit total of $313,644. If the max allowable LTF claim is made for operations, the Scenario One 5-year plan is fiscally constrained with CTA operating with a surplus through FY 2031-32.

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[10] In accordance with PUC Section 99212.1(c), eligible projects for SGR funding include "transit capital projects or services to maintain or repair a transit operator's existing transit vehicle fleet or transit facilities, including the rehabilitation and/or modernization of the existing vehicles or facilities." This includes transit preventative maintenance to maintain existing vehicles in a state of good repair that goes beyond normal maintenance such as oil changes. California Department of Transportation 2024 State of Good Repair Program Guidelines.

[11] LCTOP funds can be used for operating or capital assistance to reduce greenhouse gas emissions and to improve mobility. In accordance with Public Resource Code 75230(f)(1-3), eligible projects for LCTOP funds include "expenditures that directly enhance or expand transit service by supporting new or expanded bus services…and may include equipment acquisition, fueling, and maintenance, and other costs to operate those services or facilities, operational expenditures that include transit mode share, and expenditures related to the purchase of zero-emission buses, including electric buses, and the installation of the necessary equipment and infrastructure to operate and support these zero-emission buses." Caltrans FY 2023-24 LCTOP Operations Program Guidelines.

Table 35: CTA SRTP Financial Plan - Operating - Scenario One

	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36	5-Year Plan Revenues/Costs	10-Year Plan Revenues/ Costs
OPERATING REVENUE												
Fare Revenues (Passenger Revenues) (1)	$79,430	$81,030	$82,700	$84,270	$86,050	$87,730	$89,500	$91,280	$93,140	$94,910	$413,480	$870,040
Interest (2)	$25,250	$25,503	$25,758	$26,015	$26,275	$26,538	$26,803	$27,071	$27,342	$27,616	$128,800	$264,171
Advertising (3)	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$175,000	$350,000
Local Transportation Fund (LTF) - CTA Base LTF Claim (4)	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$3,130,465	$6,260,930
Local Transportation Fund (LTF) - Additional Available to Claim (4)	$451,300	$468,280	$459,525	$450,840	$442,224	$436,348	$430,505	$424,694	$418,914	$413,167	$2,272,167	$4,395,796
State Transit Assistance (STA) (4)	$452,320	$448,702	$445,112	$441,551	$438,019	$435,610	$433,214	$430,831	$428,462	$426,105	$2,225,704	$4,379,925
FTA 5311 (2)	$399,204	$403,196	$407,228	$411,300	$415,413	$419,567	$423,763	$428,000	$432,280	$436,603	$2,036,339	$4,176,552
TOTAL OPERATING REVENUE (CTA Base LTF Claim)	**$1,617,297**	**$1,619,523**	**$1,621,890**	**$1,624,229**	**$1,626,850**	**$1,630,538**	**$1,634,373**	**$1,638,276**	**$1,642,317**	**$1,646,327**	**$8,109,788**	**$16,301,618**
TOTAL OPERATING REVENUE (Max Allowable LTF Claim for Operatic	**$2,068,596**	**$2,087,802**	**$2,081,415**	**$2,075,069**	**$2,069,074**	**$2,066,886**	**$2,064,878**	**$2,062,969**	**$2,061,231**	**$2,059,493**	**$10,381,956**	**$20,697,414**
Transit Reserve Fund/Carryover (CTA Base LTF Claim)	$1,369,871	$918,572	$407,490	$0	$0	$0	$0	$0	$0	$0	$2,695,933	$2,695,933
Transit Reserve Fund/Carryover (Max Allowable LTF Claim for Operations)	$1,369,871	$1,369,871	$1,327,069	$1,213,878	$956,866	$632,462	$243,092	$0	$0	$0	$6,237,555	$7,113,109
TOTAL SRTP OPERATING COSTS - Scenario One (Table 32)	**$2,068,596**	**$2,130,604**	**$2,194,605**	**$2,332,081**	**$2,393,478**	**$2,456,255**	**$2,520,859**	**$2,587,036**	**$2,655,436**	**$2,725,308**	**$11,119,366**	**$24,064,259**
Net Balance Operating (CTA Base LTF Claim)	*$918,572*	*$407,490*	*-$165,225*	*-$707,852*	*-$766,628*	*-$825,718*	*-$886,486*	*-$948,760*	*-$1,013,119*	*-$1,078,982*	*-$313,644*	*-$5,066,708*
Net Balance Operating (Max Allowable LTF Claim for Operations)	*$1,369,871*	*$1,327,069*	*$1,213,878*	*$956,866*	*$632,462*	*$243,092*	*-$212,888*	*-$524,066*	*-$594,204*	*-$665,815*	*$3,227,978*	*-$649,532*
LTF Available for Streets and Roads (CTA Base LTF Claim)	$477,105	$468,280	$459,525	$450,840	$442,224	$436,348	$430,505	$424,694	$418,914	$413,167	$2,297,973	$4,421,601
LTF Available for Streets and Roads (Max Allowable LTF Claim for Operations)	$25,805	$0	$0	$0	$0	$0	$0	$0	$0	$0	$25,805	$25,805

Note 1: Reflects service enhancements, 2% annual increase in ridership.

Note 2: Assumes 1% increase annually.

Note 3: Assumes no change in advertising revenue.

Note 4: Assumes total LTF allocation to CCOG and STA revenue changes annually based on projected County population change.

SCENARIO TWO – MINOR SERVICE AND COST REDUCTION

Scenario Two presents a minor service and cost reduction option for service and financial planning for the short-term (5-year) and long-term (10-year) planning periods. This scenario provides cost savings through service reduction and adjustments to reduce duplication of services and improve cost-efficiency. Scenario Two is financially constrained through FY 2028-29, assuming a Base LTF Claim amount of $626,093 and fiscally constrained through FY 2034-35 (beyond the short-range planning period), assuming the max allowable LTF claim for operations. FY 2026-27 impacts include:

- Ridership will decrease by 2,860 passenger-trips (-5.7%).
- Fare Revenue will decrease by $8,470 (-10.5%).
- Marginal Operating Cost will decrease by $218,400 (-10%).

Service Plan

The recommended Scenario Two service plan elements described in greater detail below and presented in Figure 24 are:

- Expand Columbia College Shuttle to Year-Round Service.
- Eliminate Red Line Service Past 6:00 PM.
- Eliminate Saturday Hopper and Expand Special Event Services.
- Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day).
- Eliminate Direct Connect Service to Murphys/Arnold.
- Change Service Along Mountain Ranch Rd and SR 88 Corridor from Demand-Response to Lifeline Service (1 Round Trip, 1 Day/Week).

For those service plan elements not already discussed under Scenario One, a summary is provided below. Table 36 shows the estimated operating cost of the Scenario Two service plan over the next ten fiscal years, beginning with FY 2026-27. Table 37 shows the anticipated ridership impacts, and Table 38 shows the anticipated impacts to fare revenue under this scenario.

Eliminate Red Line Service Past 6:00 PM

Currently, the Red Line operates until around 8:15 PM. According to boarding-by-hour data collected during October 2024, there is a notable drop in ridership after 5:00 PM. In order to reduce operating costs and increase Red Line productivity, Scenario Two recommends reducing service by approximately two hours in the evening. As a result, the last eastbound run would end in Angels Camp (Downtown) at 5:37 PM, and the last westbound run would end in San Andreas (Treats General Store) at 5:59 PM. While this change would impact some riders who rely on evening service, many employed residents who end work at 5:00 PM would still be able to get home on the Red Line.

Ridership is expected to decrease by 2,600 passenger-trips annually, and $3,600 would be lost in fare revenue. Due to a reduction in service levels, CTA will save $127,300 in annual operating subsidy beginning in FY 2026-27.

Figure 24
SRTP Scenario Two

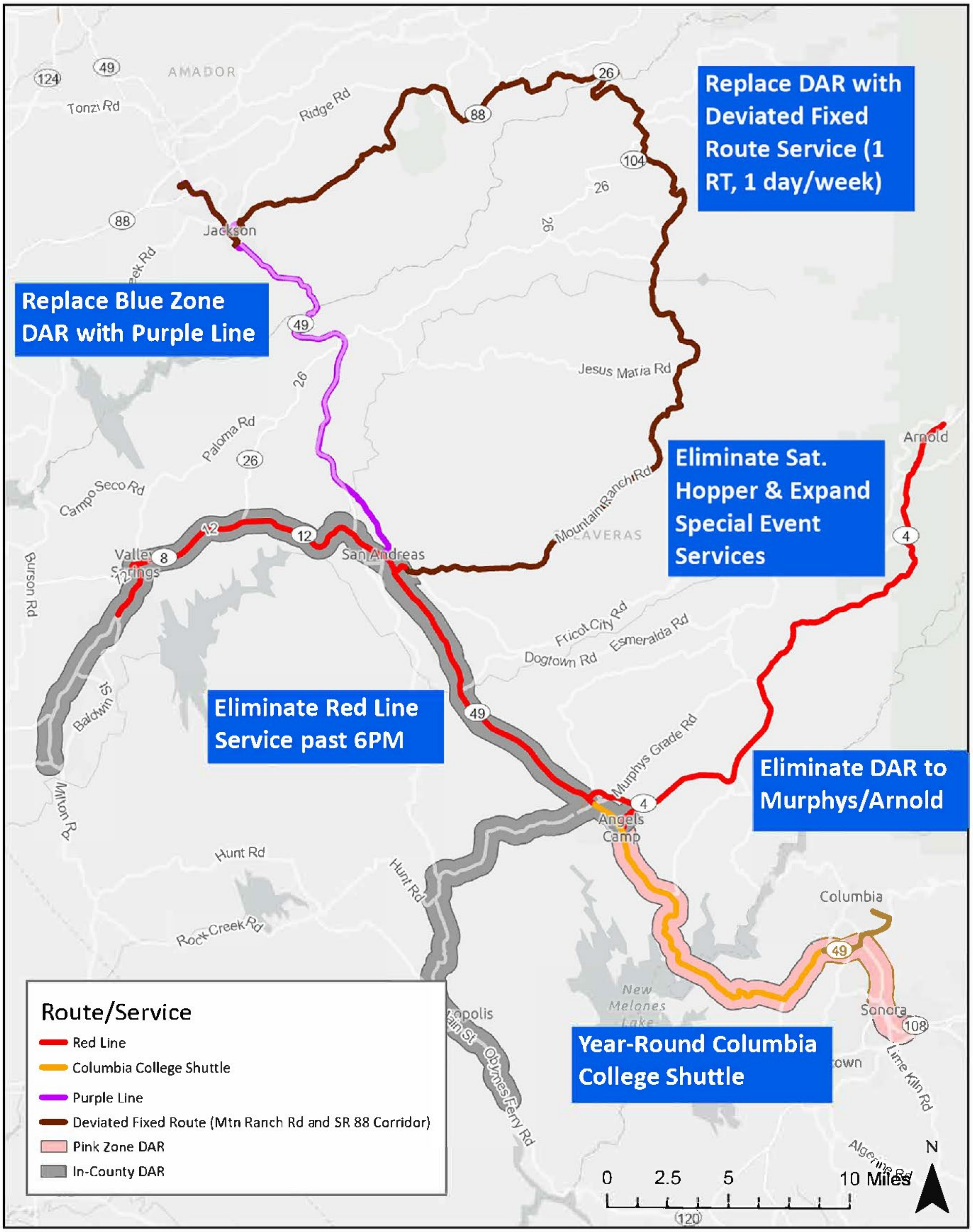


Table 36: Calaveras Short Range Transit Plan Operating Costs - Scenario Two

Plan Element	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36
Base Case Operating Cost [1]										
Marginal Operating Costs	*$1,119,135*	*$1,152,710*	*$1,187,291*	*$1,281,055*	*$1,319,487*	*$1,359,072*	*$1,399,844*	*$1,441,839*	*$1,485,094*	*$1,529,647*
Fixed Costs	*$984,461*	*$1,013,995*	*$1,044,415*	*$1,089,326*	*$1,113,291*	*$1,137,784*	*$1,162,815*	*$1,188,397*	*$1,214,542*	*$1,241,261*
Total	$2,103,596	$2,166,704	$2,231,705	$2,370,381	$2,432,778	$2,496,855	$2,562,659	$2,630,236	$2,699,636	$2,770,908
Short Range Transit Plan Element Costs										
Eliminate Red Line Service Past 6:00PM	-$130,900	-$134,800	-$138,900	-$143,000	-$147,300	-$151,700	-$156,300	-$161,000	-$165,800	-$170,800
Eliminate Saturday Hopper and Expand Special Event Services	-$20,500	-$21,100	-$21,700	-$22,400	-$23,100	-$23,800	-$24,500	-$25,200	-$26,000	-$26,700
Expand Columbia College Shuttle to Year-Round Service	$28,400	$29,300	$30,100	$31,000	$32,000	$32,900	$33,900	$34,900	$36,000	$37,100
Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day)	-$69,500	-$71,600	-$73,700	-$75,900	-$78,200	-$80,600	-$83,000	-$85,500	-$88,000	-$90,700
Eliminate Direct Connect Service to Murphys/Arnold	-$10,300	-$10,600	-$10,900	-$11,300	-$11,600	-$11,900	-$12,300	-$12,700	-$13,000	-$13,400
Change Service Along Mountain Ranch Rd and SR 88 Corridor from Demand-Response to Lifeline Service (1 Round Trip, 1 Day/Week)	-$15,600	-$16,100	-$16,600	-$17,000	-$17,600	-$18,100	-$18,600	-$19,200	-$19,800	-$20,400
Total Service Plan Costs	-$218,400	-$224,900	-$231,700	-$238,600	-$245,800	-$253,200	-$260,800	-$268,700	-$276,600	-$284,900
Total SRTP Operating Cost	**$1,885,196**	**$1,941,804**	**$2,000,005**	**$2,131,781**	**$2,186,978**	**$2,243,655**	**$2,301,859**	**$2,361,536**	**$2,423,036**	**$2,486,008**

Note 1: Base Case costs based upon FY 2025-26 Adopted Budget and FY 2024-25 service levels, excluding capital. Assumes 3%-5% annual inflation rate. For FY 2029-30, 5% has been added to contract costs to reflect a new service contract.

Source: LSC Transportation Consultants, Inc.

Table 37: Calaveras SRTP Ridership - Scenario Two

	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36
Annual Ridership										
Base Case	50,000	51,000	52,000	53,100	54,100	55,200	56,300	57,400	58,600	59,800
SRTP Service Plan Elements										
Eliminate Red Line Service Past 6:00 PM	-2,600	-2,700	-2,700	-2,800	-2,800	-2,900	-2,900	-3,000	-3,000	-3,100
Eliminate Saturday Hopper and Expand Special Event Services	-700	-700	-700	-700	-800	-800	-800	-800	-800	-800
Expand Columbia College Shuttle to Year-Round Service	600	600	600	600	600	700	700	700	700	700
Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day)	0	0	0	0	0	0	0	0	0	0
Eliminate Direct Connect Service to Murphys/Arnold	-190	-200	-200	-200	-200	-200	-200	-200	-200	-200
Change Service Along Mountain Ranch Rd and SR 88 Corridor from Demand-Response to Lifeline Service (1 Round Trip, 1 Day/Week)	-40	-40	-40	-40	-40	-40	-50	-50	-50	-50
Subtotal Impact of Plan Service Elements	*-2,930*	*-3,040*	*-3,040*	*-3,140*	*-3,240*	*-3,240*	*-3,250*	*-3,350*	*-3,350*	*-3,450*
Total Annual Ridership	**47,070**	**47,960**	**48,960**	**49,960**	**50,860**	**51,960**	**53,050**	**54,050**	**55,250**	**56,350**
Change from Base Case	***-2,930***	***-3,040***	***-3,040***	***-3,140***	***-3,240***	***-3,240***	***-3,250***	***-3,350***	***-3,350***	***-3,450***

Source: LSC Transportation Consultants, Inc.

Table 38: Calaveras SRTP Fare Revenue - Scenario Two

	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36
Fare Revenue (Passenger Revenues)										
Base Case	$80,700	$82,300	$84,000	$85,600	$87,400	$89,100	$90,900	$92,700	$94,600	$96,400
SRTP Service Plan Elements										
Eliminate Red Line Service Past 6:00PM	-$3,600	-$3,600	-$3,670	-$3,750	-$3,820	-$3,900	-$3,970	-$4,050	-$4,140	-$4,220
Eliminate Saturday Hopper and Expand Special Event Services	-$2,300	-$2,300	-$2,350	-$2,390	-$2,440	-$2,490	-$2,540	-$2,590	-$2,640	-$2,690
Expand Columbia College Shuttle to Year-Round Service	$230	$230	$230	$240	$240	$250	$250	$260	$260	$270
Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day)	-$2,400	-$2,400	-$2,450	-$2,500	-$2,550	-$2,600	-$2,650	-$2,700	-$2,760	-$2,810
Eliminate Direct Connect Service to Murphys/Arnold	-$400	-$400	-$410	-$420	-$420	-$430	-$440	-$450	-$460	-$470
Change Service Along Mountain Ranch Rd and SR 88 Corridor from Demand-Response to Lifeline Service (1 Round Trip, 1 Day/Week)	-$70	-$70	-$70	-$70	-$70	-$80	-$80	-$80	-$80	-$80
Subtotal Impact of Plan Service Elements	*-$8,540*	*-$8,540*	*-$8,720*	*-$8,890*	*-$9,060*	*-$9,250*	*-$9,430*	*-$9,610*	*-$9,820*	*-$10,000*
Total Annual Fare Revenue	**$72,160**	**$73,760**	**$75,280**	**$76,710**	**$78,340**	**$79,850**	**$81,470**	**$83,090**	**$84,780**	**$86,400**
Change from Base Case	***-$8,540***	***-$8,540***	***-$8,720***	***-$8,890***	***-$9,060***	***-$9,250***	***-$9,430***	***-$9,610***	***-$9,820***	***-$10,000***

Source: LSC Transportation Consultants, Inc.

Eliminate Saturday Hopper and Expand Special Event Services

Currently, Calaveras Connect provides transit services to several special events throughout the county each year, such as the Jumping Frog Jubilee. Many of these events occur on weekends, including on Saturdays, and Special Event Services have high productivity resulting from many riders during only a few service hours. Scenario Two recommends eliminating the Saturday Hopper and expanding the number of special events that are served by Calaveras Connect annually by two each year.

Ridership is expected to decrease by 670 passenger-trips annually, and $2,300 would be lost in fare revenue. CTA will save $18,200 in annual operating subsidy beginning in FY 2026-27.

Change Service Along Mountain Ranch Rd and SR 88 Corridor from Demand-Response to Lifeline Service (1 Round Trip, 1 Day/Week)

CTA currently operates Direct Connect on weekdays along Mountain Ranch Road between San Andreas and West Point, serving Mountain Ranch, Rail Road Flat, and Wilseyville. Green Zone Direct Connect service is also available on Wednesdays between West Point/Wilseyville and Jackson, serving Pine Grove and providing important connections. Scenario Two recommends replacing both these Direct Connect zones with one deviated fixed route operating one round trip, one day per week (on Wednesday). The bus would depart San Andreas at 10:00 AM, serving the Mountain Ranch Road corridor to West Point, before continuing west to terminate in Jackson and Martell. The bus would provide drop-offs and pickups within a set zone encompassing Jackson and Martell before having a scheduled departure from Martell (Staples) at 2:00 PM to make the return trip along this corridor, ending in San Andreas at 3:45 PM.

Ridership is expected to decrease by 40 net passenger-trips annually, and $70 would be lost in fare revenue. CTA will save $15,500 in annual operating subsidy beginning in FY 2026-27.

Financial Plan

Table 39 presents the 10-Year Financial Plan for CTA under Scenario Two.

When considering existing revenue sources and a CTA Base LTF Claim, CTA will operate with a surplus through FY 2028-29; however, CTA will begin experiencing an operating deficit in FY 2029-30 of $135,218, with a five-year deficit total of $1,536,900. If the max allowable LTF claim is made for operations, the Scenario Two 5-year plan is fiscally constrained with CTA operating with a surplus through FY 2034-35.

Table 39: CTA SRTP Financial Plan - Operating - Scenario Two

	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36	5-Year Plan Revenues/ Costs	10-Year Plan Revenues/ Costs
OPERATING REVENUE												
Fare Revenues (Passenger Revenues) (1)	$72,160	$73,760	$75,280	$76,710	$78,340	$79,850	$81,470	$83,090	$84,780	$86,400	$376,250	$791,840
Interest (2)	$25,250	$25,503	$25,758	$26,015	$26,275	$26,538	$26,803	$27,071	$27,342	$27,616	$128,800	$264,171
Advertising (3)	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$175,000	$350,000
Local Transportation Fund (LTF) - CTA Base LTF Claim (4)	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$3,130,465	$6,260,930
Local Transportation Fund (LTF) - Additional Available to Claim (4)	$275,170	$329,552	$385,535	$450,840	$442,224	$436,348	$430,505	$424,694	$418,914	$413,167	$1,883,320	$4,006,949
State Transit Assistance (STA) (4)	$452,320	$448,702	$445,112	$441,551	$438,019	$435,610	$433,214	$430,831	$428,462	$426,105	$2,225,704	$4,379,925
FTA 5311 (2)	$399,204	$403,196	$407,228	$411,300	$415,413	$419,567	$423,763	$428,000	$432,280	$436,603	$2,036,339	$4,176,552
TOTAL OPERATING REVENUE (CTA Base LTF Claim)	**$1,610,027**	**$1,612,253**	**$1,614,470**	**$1,616,669**	**$1,619,140**	**$1,622,658**	**$1,626,343**	**$1,630,086**	**$1,633,957**	**$1,637,817**	**$8,072,558**	**$16,223,418**
TOTAL OPERATING REVENUE (Max Allowable LTF Claim for Operations)	**$1,885,196**	**$1,941,804**	**$2,000,005**	**$2,067,509**	**$2,061,364**	**$2,059,006**	**$2,056,848**	**$2,054,779**	**$2,052,871**	**$2,050,983**	**$9,955,879**	**$20,230,367**
Transit Reserve Fund/Carryover (CTA Base LTF Claim)	$1,369,871	$1,094,702	$765,150	$379,615	$0	$0	$0	$0	$0	$0	$3,609,337	$3,609,337
Transit Reserve Fund/Carryover (Max Allowable LTF Claim for Operations)	$1,369,871	$1,369,871	$1,369,871	$1,369,871	$1,305,598	$1,179,984	$995,335	$750,324	$443,568	$73,404	$6,785,083	$10,227,698
TOTAL SRTP OPERATING COSTS - Scenario One (Table32)	**$1,885,196**	**$1,941,804**	**$2,000,005**	**$2,131,781**	**$2,186,978**	**$2,243,655**	**$2,301,859**	**$2,361,536**	**$2,423,036**	**$2,486,008**	**$10,145,766**	**$21,961,859**
Net Balance Operating (CTA Base LTF Claim)	*$1,094,702*	*$765,150*	*$379,615*	*-$135,498*	*-$567,838*	*-$620,998*	*-$675,516*	*-$731,450*	*-$789,079*	*-$848,192*	*$1,536,130*	*-$2,129,104*
Net Balance Operating (Max Allowable LTF Claim for Operations)	*$1,369,871*	*$1,369,871*	*$1,369,871*	*$1,305,598*	*$1,179,984*	*$995,335*	*$750,324*	*$443,568*	*$73,404*	*-$361,621*	*$4,711,876*	*$4,489,257*
LTF Available for Streets and Roads (CTA Base LTF Claim)	$477,105	$468,280	$459,525	$450,840	$442,224	$436,348	$430,505	$424,694	$418,914	$413,167	$2,297,973	$4,421,601
LTF Available for Streets and Roads (Max Allowable LTF Claim for Operations)	$201,935	$138,728	$73,989	$0	$0	$0	$0	$0	$0	$0	$414,653	$414,653

Note 1: Reflects service enhancements, 2% annual increase in ridership.

Note 2: Assumes 1% increase annually.

Note 3: Assumes no change in advertising revenue.

Note 4: Assumes total LTF allocation to CCOG and STA revenue changes annually based on projected County population change.

SCENARIO THREE – SIGNIFICANT SERVICE AND COST REDUCTION

Scenario Three presents a significant service and cost reduction option for service and financial planning for the short-term (5-year) and long-term (10-year) planning periods. This scenario provides significant cost savings through service reduction, eliminates the need for Direct Connect software, and has a negative impact on those who rely on Direct Connect. FY 2026-27 impacts include:

- Ridership will decrease by 5,130 passenger-trips (-10%).
- Fare Revenue will decrease by $13,040 (-16.2%).
- Marginal Operating Cost will decrease by $338,000 (-16%).

Service Plan

The recommended Scenario Three service plan elements described in greater detail below and presented in Figure 25 are:

- Expand Columbia College Shuttle to Year-Round Service.
- Eliminate Red Line Service Past 6:00 PM.
- Eliminate Saturday Hopper and Expand Special Event Services.
- Eliminate Direct Connect.
    - Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day).
    - Eliminate Green Zone Direct Connect.
    - Eliminate Pink Zone Direct Connect.
    - Eliminate In-County Direct Connect.
    - Add Deviated Fixed Route Service (San Andreas, West Point, Jackson) (1 round trip 1 day/week).

For those service plan elements not already discussed under Scenario One or Two, a summary is provided below. Table 40 shows the estimated operating cost of the Scenario Three service plan over the next ten fiscal years, beginning with FY 2026-27. Table 41 shows the anticipated ridership impacts, and Table 42 shows the anticipated impacts to fare revenue under this scenario.

Figure 25
SRTP Scenario Three

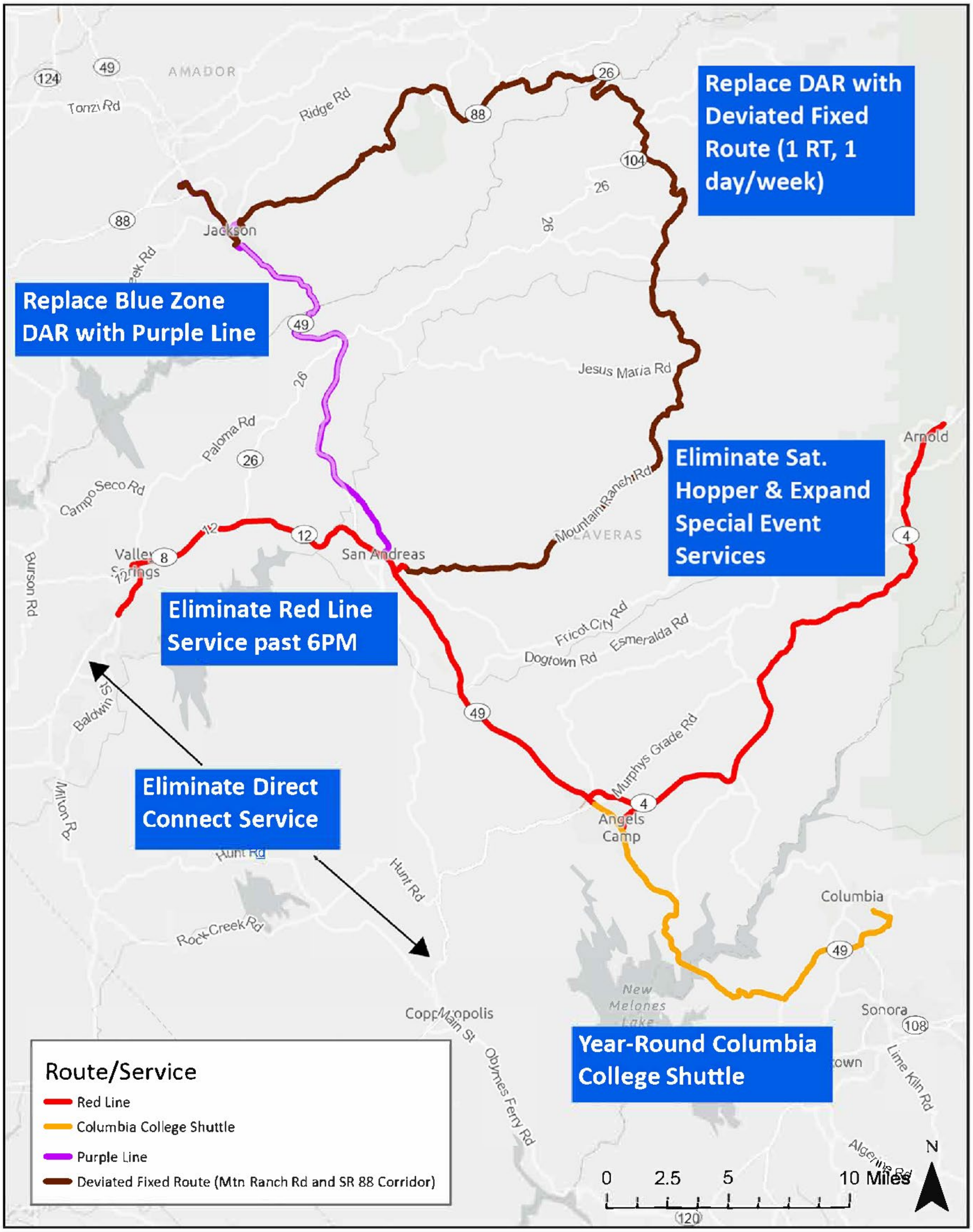


Table 40: Calaveras Short Range Transit Plan Operating Costs - Scenario Three

Plan Element	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36
Base Case Operating Cost [1]										
Marginal Operating Costs	$1,119,135	$1,152,710	$1,187,291	$1,281,055	$1,319,487	$1,359,072	$1,399,844	$1,441,839	$1,485,094	$1,529,647
Fixed Costs	$984,461	$1,013,995	$1,044,415	$1,089,326	$1,113,291	$1,137,784	$1,162,815	$1,188,397	$1,214,542	$1,241,261
Total	$2,103,596	$2,166,704	$2,231,705	$2,370,381	$2,432,778	$2,496,855	$2,562,659	$2,630,236	$2,699,636	$2,770,908
Short Range Transit Plan Element Costs										
Eliminate Red Line Service Past 6:00PM	-$130,900	-$134,800	-$138,900	-$143,000	-$147,300	-$151,700	-$156,300	-$161,000	-$165,800	-$170,800
Eliminate Saturday Hopper and Expand Special Event Services	-$20,500	-$21,100	-$21,700	-$22,400	-$23,100	-$23,800	-$24,500	-$25,200	-$26,000	-$26,700
Expand Columbia College Shuttle to Year-Round Service	$28,400	$29,300	$30,100	$31,000	$32,000	$32,900	$33,900	$34,900	$36,000	$37,100
Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day)	-$69,500	-$71,600	-$73,700	-$75,900	-$78,200	-$80,600	-$83,000	-$85,500	-$88,000	-$90,700
Eliminate Green Zone Service	-$24,100	-$24,800	-$25,600	-$26,300	-$27,100	-$27,900	-$28,800	-$29,600	-$30,500	-$31,400
Eliminate Pink Zone Direct Connect	-$1,800	-$1,900	-$1,900	-$2,000	-$2,000	-$2,100	-$2,100	-$2,200	-$2,300	-$2,300
Eliminate In-County Direct Connect	-$133,300	-$137,300	-$141,400	-$145,700	-$150,000	-$154,500	-$159,200	-$163,900	-$168,900	-$173,900
Add Deviated Fixed Route Service (San Andreas, West Point, Jackson) (1 round trip 1 day/week)	$13,700	$14,100	$14,500	$15,000	$15,400	$15,900	$16,400	$16,800	$17,400	$17,900
Total Service Plan Costs	-$338,000	-$348,100	-$358,600	-$369,300	-$380,300	-$391,800	-$403,600	-$415,700	-$428,100	-$440,800
Total SRTP Operating Cost	**$1,765,596**	**$1,818,604**	**$1,873,105**	**$2,001,081**	**$2,052,478**	**$2,105,055**	**$2,159,059**	**$2,214,536**	**$2,271,536**	**$2,330,108**

Note 1: Base Case costs based upon FY 2025-26 Adopted Budget and FY 2024-25 service levels, excluding capital. Assumes 3%-5% annual inflation rate. For FY 2029-30, 5% has been added to contract costs to reflect a new service contract.

Source: LSC Transportation Consultants, Inc.

Table 41: Calaveras SRTP Ridership - Scenario Three

	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36
Annual Ridership										
Base Case	50,000	51,000	52,000	53,100	54,100	55,200	56,300	57,400	58,600	59,800
SRTP Service Plan Elements										
Earlier Westbound Service on Red Line (Angels Camp to San Andreas	0	0	0	0	0	0	0	0	0	0
Eliminate Red Line Service Past 6:00PM	-2,600	-2,700	-2,700	-2,800	-2,800	-2,900	-2,900	-3,000	-3,000	-3,100
Eliminate Saturday Hopper and Expand Special Event Services	-700	-700	-700	-700	-800	-800	-800	-800	-800	-800
Expand Columbia College Shuttle to Year-Round Service	600	600	600	600	600	700	700	700	700	700
Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day)	0	0	0	0	0	0	0	0	0	0
Eliminate Pink Zone Direct Connect	-60	-100	-100	-100	-100	-100	-100	-100	-100	-100
Eliminate In-County Direct Connect	-1,900	-1,900	-2,000	-2,000	-2,100	-2,100	-2,100	-2,200	-2,200	-2,300
Add Deviated Fixed Route Service (San Andreas, West Point, Jackson) (1 round trip 1 day/week)	580	590	600	620	630	640	650	670	680	690
Subtotal Impact of Plan Service Elements	*-5,130*	*-5,300*	*-5,400*	*-5,500*	*-5,700*	*-5,700*	*-5,700*	*-5,900*	*-6,000*	*-6,200*
Total Annual Ridership	**44,870**	**45,700**	**46,600**	**47,600**	**48,400**	**49,500**	**50,600**	**51,500**	**52,600**	**53,600**
Change from Base Case	***-5,130***	***-5,300***	***-5,400***	***-5,500***	***-5,700***	***-5,700***	***-5,700***	***-5,900***	***-6,000***	***-6,200***

Source: LSC Transportation Consultants, Inc.

Table 42: Calaveras SRTP Fare Revenue - Scenario Three

	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36
Fare Revenue (Passenger Revenues)										
Base Case	$80,700	$82,300	$84,000	$85,600	$87,400	$89,100	$90,900	$92,700	$94,600	$96,400
SRTP Service Plan Elements										
Eliminate Red Line Service Past 6:00PM	-$3,600	-$3,600	-$3,670	-$3,750	-$3,820	-$3,900	-$3,970	-$4,050	-$4,140	-$4,220
Eliminate Saturday Hopper and Expand Special Event Services	-$2,300	-$2,300	-$2,350	-$2,390	-$2,440	-$2,490	-$2,540	-$2,590	-$2,640	-$2,690
Expand Columbia College Shuttle to Year-Round Service	$230	$230	$230	$240	$240	$250	$250	$260	$260	$270
Eliminate Blue Zone & Implement M-F Fixed Route Service San Andreas to Jackson (3 Roundtrips/Day)	-$2,400	-$2,400	-$2,450	-$2,500	-$2,550	-$2,600	-$2,650	-$2,700	-$2,760	-$2,810
Eliminate Green Zone Service	-$970	-$970	-$990	-$1,010	-$1,030	-$1,050	-$1,070	-$1,090	-$1,110	-$1,140
Eliminate Pink Zone Direct Connect	-$100	-$100	-$100	-$100	-$110	-$110	-$110	-$110	-$110	-$120
Eliminate In-County Direct Connect	-$3,900	-$3,900	-$4,000	-$4,100	-$4,100	-$4,200	-$4,300	-$4,400	-$4,500	-$4,600
Add Deviated Fixed Route Service (San Andreas, West Point, Jackson) (1 round trip 1 day/week)	$1,200	$1,200	$1,220	$1,250	$1,270	$1,300	$1,320	$1,350	$1,380	$1,410
Subtotal Impact of Plan Service Elements	*-$13,040*	*-$13,040*	*-$13,330*	*-$13,610*	*-$13,810*	*-$14,100*	*-$14,390*	*-$14,680*	*-$15,000*	*-$15,310*
Total Annual Fare Revenue	**$67,660**	**$69,260**	**$70,670**	**$71,990**	**$73,590**	**$75,000**	**$76,510**	**$78,020**	**$79,600**	**$81,090**
Change from Base Case	***-$13,040***	***-$13,040***	***-$13,330***	***-$13,610***	***-$13,810***	***-$14,100***	***-$14,390***	***-$14,680***	***-$15,000***	***-$15,310***

Source: LSC Transportation Consultants, Inc.

Eliminate Direct Connect and Implement Purple Line and Lifeline Service Along Mountain Ranch Rd and SR 88 Corridor

Direct Connect (as it is operating today) was initiated as a pilot program and then implemented more permanently in early 2022 in alignment with the recommendations of the prior SRTP. The 2020 SRTP five-year recommended service plan assumed that this new general public DAR would serve those going to work or school, as well as acting as the ADA paratransit service. Analysis of Direct Connect reservation data for October 2024 shows that, in reality, very few rides are being completed by the general public. The vast majority are the clientele of one local human service agency. While this provides a critical transportation need within the community, scheduling capacity constraints have led to non-subscription rides being regularly turned down, according to CTA staff. Productivity across all Direct Connect services is low at 1.6 passenger-trips per vehicle hour. Scenario Three recommends eliminating all Direct Connect service and implementing two new services in the areas of the highest demand to partly replace transit services being lost. The first replacement was discussed in Scenario One: replacing Blue Zone Direct Connect with a Purple fixed route. The second replacement was discussed in Scenario Two: implementing lifeline service one day per week along the Mountain Ranch Road and SR 88 corridor.

The net impact of eliminating all Direct Connect service and implementing a Purple fixed route and a lifeline service along the Mountain Ranch Road and SR 88 corridor is a decrease in ridership of 1,300 passenger-trips annually. Approximately $5,100 would be lost in fare revenue. Due to a reduction in service levels, CTA will save $184,000 in annual operating subsidy beginning in FY 2026-27.

Financial Plan

Table 43 presents the 10-Year Financial Plan for CTA under Scenario Three. When considering existing revenue sources and a CTA Base LTF Claim, CTA will operate with a surplus through FY 2029-30; however, CTA will begin experiencing an operating deficit in FY 2030-31 of $91,516. If the max allowable LTF claim is made for operations, the Scenario Three 5-year and ten-year plan is fiscally constrained with CTA operating with a surplus through the long-range planning period.

Table 43: CTA SRTP Financial Plan - Operating - Scenario Three

	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36	5-Year Plan Revenues/ Costs	10-Year Plan Revenues/ Costs
OPERATING REVENUE												
Fare Revenues (Passenger Revenues) (1)	$67,660	$69,260	$70,670	$71,990	$73,590	$75,000	$76,510	$78,020	$79,600	$81,090	$353,170	$743,390
Interest (2)	$25,250	$25,503	$25,758	$26,015	$26,275	$26,538	$26,803	$27,071	$27,342	$27,616	$128,800	$264,171
Advertising (3)	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$175,000	$350,000
Local Transportation Fund (LTF) - CTA Base LTF Claim (4)	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$626,093	$3,130,465	$6,260,930
Local Transportation Fund (LTF) - Additional Available to Claim (4)	$160,070	$210,852	$263,245	$389,132	$438,088	$436,348	$430,505	$424,694	$418,914	$413,167	$1,461,387	$3,585,015
State Transit Assistance (STA) (4)	$452,320	$448,702	$445,112	$441,551	$438,019	$435,610	$433,214	$430,831	$428,462	$426,105	$2,225,704	$4,379,925
FTA 5311 (2)	$399,204	$403,196	$407,228	$411,300	$415,413	$419,567	$423,763	$428,000	$432,280	$436,603	$2,036,339	$4,176,552
TOTAL OPERATING REVENUE (CTA Base LTF Claim)	**$1,605,527**	**$1,607,753**	**$1,609,860**	**$1,611,949**	**$1,614,390**	**$1,617,808**	**$1,621,383**	**$1,625,016**	**$1,628,777**	**$1,632,507**	**$8,049,478**	**$16,174,968**
TOTAL OPERATING REVENUE (Max Allowable LTF Claim for Operations)	**$1,765,596**	**$1,818,604**	**$1,873,105**	**$2,001,081**	**$2,052,478**	**$2,054,156**	**$2,051,888**	**$2,049,709**	**$2,047,691**	**$2,045,673**	**$9,510,866**	**$19,759,983**
Transit Reserve Fund/Carryover (CTA Base LTF Claim)	$1,369,871	$1,209,802	$998,950	$735,705	$346,572	$0	$0	$0	$0	$0	$4,660,900	$4,660,900
Transit Reserve Fund/Carryover (Max Allowable LTF Claim for Operations)	$1,369,871	$1,369,871	$1,369,871	$1,369,871	$1,369,871	$1,369,871	$1,318,972	$1,211,801	$1,046,975	$823,130	$6,849,356	$12,620,105
TOTAL SRTP OPERATING COSTS - Scenario One (Table 32)	**$1,765,596**	**$1,818,604**	**$1,873,105**	**$2,001,081**	**$2,052,478**	**$2,105,055**	**$2,159,059**	**$2,214,536**	**$2,271,536**	**$2,330,108**	**$9,510,866**	**$20,591,159**
Net Balance Operating (CTA Base LTF Claim)	*$1,209,802*	*$998,950*	*$735,705*	*$346,572*	*-$91,516*	*-$487,248*	*-$537,676*	*-$589,520*	*-$642,759*	*-$697,602*	*$3,199,513*	*$244,709*
Net Balance Operating (Max Allowable LTF Claim for Operations)	*$1,369,871*	*$1,369,871*	*$1,369,871*	*$1,369,871*	*$1,369,871*	*$1,318,972*	*$1,211,801*	*$1,046,975*	*$823,130*	*$538,695*	*$5,387,969*	*$8,203,914*
LTF Available for Streets and Roads (CTA Base LTF Claim)	$477,105	$468,280	$459,525	$450,840	$442,224	$436,348	$430,505	$424,694	$418,914	$413,167	$2,297,973	$3,944,496
LTF Available for Streets and Roads (Max Allowable LTF Claim for Operations)	$317,035	$257,428	$196,279	$61,707	$4,136	$0	$0	$0	$0	$0	$836,586	$519,550

Note 1: Reflects service enhancements, 2% annual increase in ridership.

Note 2: Assumes 1% increase annually.

Note 3: Assumes no change in advertising revenue.

Note 4: Assumes total LTF allocation to CCOG and STA revenue changes annually based on projected County population change.

IMPLEMENT MILEAGE REIMBURSEMENT PROGRAM

Regardless of the service scenario pursued by CTA, it is recommended that CTA implement a mileage reimbursement program. This type of program provides mileage reimbursement to eligible individuals who have unmet transportation needs and receive a ride from a friend or family member. A mileage reimbursement program is a way to support transit-dependent residents with a "ride of last resort". The general guidelines of the program could be as follows:

- The person needing the trip recruits his or her own driver.
- The driver is then reimbursed for mileage at the IRS mileage reimbursement rate, up to a certain mileage cap, which is paid to the rider, who in turn pays the driver.
- There are eligibility requirements regarding who may receive these reimbursements. Some agencies only allow reimbursement for non-emergency medical needs, while others allow transportation for any purpose. CTA could tailor the program parameters to both remain fiscally constrained and meet the needs of residents.
- CTA/CCOG would administer it, but there is no liability as the rider finds their own driver.
- Geographic parameters should be established. CTA could limit the mileage that could be reimbursed or require that reimbursements over a specified threshold get prior approval.
- This program could be funded with LTF funds, beginning with the order of $10,000 annually.
- It is estimated that the program would initially require 20-30 hours of staff time to design program parameters and create an application process. After program implementation, roughly 5 hours per month would be needed to administer the program.

SERVICE CONSIDERATIONS

The following considerations should be taken into account when evaluating the benefits and impacts of the above scenarios:

- The legal priority of TDA LTF funds is to fund public transit before revenue is made available for streets and roads purposes.
- CTA applied for an FTA 5339 grant in late 2025 to operate an NEMT service five days per week between 8 AM and 5 PM within Calaveras County. If funding is secured, this service would duplicate Direct Connect in many regards by providing on-demand door-to-door services on weekdays; however, an NEMT service would only serve eligible individuals for limited trip purposes (medical). On board surveys conducted in August 2025 show that the primary trip purposes for Direct Connect passengers were work and K-12 school (25 percent each), followed by personal errands (20 percent).
- Arc client ridership represented roughly 40 percent of Direct Connect trips in FY 2024-25. If Scenario Three is pursued, CTA should work closely with Arc staff to determine how fixed route Red Line service can best meet the needs of ARC clients.
- Public outreach should be conducted prior to implementing any major service changes, particularly those proposed under Scenario Three. A short survey could be distributed to better identify passenger needs and further refine service changes.

- A fourth scenario that would be beneficial if Direct Connect is eliminated (as under Scenario Three) includes the alternative "Eliminate Saturday Hopper and Add Saturday Red Line Service Every 3 Hours (10:30 AM - 5:13 PM)". Saturday Red Line service was the top service improvement request during the onboard passenger surveys. This alternative did not fit into Scenario Three (as it does not provide a cost savings); however, it would provide a new sought-after service in the face of Scenario Three reductions.

INITIAL SERVICE PLAN RECOMMENDATION

Scenario One is the initial recommended service plan due to being cost-neutral, fiscally constrained in the short-range planning period (through FY 2030-31) if CTA claims its maximum allowable amount of Local Transportation Funds (LTF), and improving service performance and efficiency. Scenario One increases ridership (4 percent) while providing annual cost savings ($35,000 or 2 percent in FY 2026-27).

CAPITAL PLAN

The Calaveras SRTP capital plan consists of purchasing new vehicles and constructing the new CCOG/CTA Administrative and Operations Facility. Capital revenue and capital plan costs for both the short and long-term planning periods are identified in Table 44.

CTA uses both SGR and LCTOP funds for capital expenses. This plan assumes that remains the case for the duration of the ten-year planning period. As mentioned previously, however, CTA does have the flexibility to use these revenue sources for operating. Given that costs for large capital projects and transit vehicles can increase quickly, it is recommended that CTA maintain a capital reserve fund.

Vehicle Replacement

CTA will be required to purchase five vehicles in the short-range plan period and 14 vehicles over the ten-year plan period. Annual vehicle replacement costs increase significantly in the long range, mainly due to the need to purchase battery electric vehicles beginning in 2033 per CARB regulations. Vehicle replacement costs will total approximately $1.3 million over the next five years and $5.4 million over the next ten years. A detailed description of vehicle replacement requirements and vehicle costs is provided in Table 17 in Chapter 7.

The capital plan does not assume FTA 5339 grant funding for vehicle replacement in FY 2026-27; however, it does for the remaining years in which vehicles are scheduled for replacement.

CCOG/CTA Administrative and Operations Facility

CCOG and CTA are in the process of designing, engineering, and building a new administrative and operations facility. The total cost of this facility is estimated at $14 million. It is assumed in the capital plan that this facility will be completed in FY 2027-28. Even with SB 125 funds being allocated to this project over the first two years, a deficit of $4.2 million exists in both FY 2026-27 and FY 2027-28. CCOG has applied for grant funding to cover a portion of the construction costs; however, this funding has not been secured yet.

Table 44: CTA SRTP Financial Plan - Capital

	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36	5-Year Plan Revenues/Costs	10-Year Plan Revenues/ Costs
CAPITAL REVENUE												
CTA Capital Reserve Fund - Starting Balance/Carryover	$341,825	$0	$0	$48,858	$149,377	$249,092	$348,258	$446,879	$271,454	$0	--	
FTA 5339 (Low-No Bus/ Infrastructure) (1)	$0	$404,408	$209,888	$0	$0	$0	$0	$1,094,016	$1,963,584	$319,280	$614,296	$3,991,176
State of Good Repair - Capital (2)	$77,492	$76,872	$76,257	$75,647	$75,042	$74,629	$74,219	$73,811	$73,405	$73,001	$381,310	$750,374
LCTOP (2)	$25,479	$25,275	$25,073	$24,872	$24,673	$24,537	$24,402	$24,268	$24,135	$24,002	$125,371	$246,715
SB 125 (3)	$2,182,408	$2,182,408	$0	$0	$0	$0	$0	$0	$0	$0	$4,364,817	$4,364,817
TOTAL CAPITAL REVENUE	**$2,627,204**	**$2,688,963**	**$311,218**	**$149,377**	**$249,092**	**$348,258**	**$446,879**	**$1,638,974**	**$2,332,577**	**$416,283**	**$5,485,794**	**$9,353,082**
CAPITAL PLAN COSTS												
Vehicle Replacement Costs (Table 17)	$457,000	$505,510	$262,360	$0	$0	$0	$0	$1,367,520	$2,454,480	$399,100	$1,224,870	$5,445,970
CCOG/CTA Administrative and Operations Facility (4)	$6,427,914	$6,427,914	$0	$0	$0	$0	$0	$0	$0	$0	$12,855,828	$12,855,828
TOTAL CAPITAL COSTS	**$6,884,914**	**$6,933,424**	**$262,360**	**$0**	**$0**	**$0**	**$0**	**$1,367,520**	**$2,454,480**	**$399,100**	**$14,080,698**	**$18,301,798**
Net Balance Capital (5)	*-$4,257,710*	*-$4,244,461*	*$48,858*	*$149,377*	*$249,092*	*$348,258*	*$446,879*	*$271,454*	*-$121,903*	*$17,183*		

Note 1: Assumes 80 percent of vehicle replacement costs.

Note 2: Annual change based on projected County population change.

Note 3: Assumes all SB 125 funds are spent on Admin and Ops Facility during FY 25-26 through FY 2027-28. This revenue source a flexible funding source (i.e., year spent, operating/capital)

Note 4: Assumes a total cost of $14 million between FY 2025-26 and FY 2027-28.

Note 5: Deficit in FY 2026-27 and FY 2027-28 represents need for discretionary grant funding for CCOG/CTA administrative and operations facility.

ADMINISTRATIVE SUPPORT

In order to successfully implement the recommended service and capital plan presented in this chapter, CTA staff will be required to apply for grant funding, meet rigorous reporting requirements, review and update the vehicle replacement schedule, and expand administrative duties to oversee a mileage reimbursement program.

While it does not seem necessary at this time to hire another full-time staff member, CCOG/CTA could explore procuring on-call services from an outside consultant to perform some administrative tasks, including:

- Completion of FTA 5339 applications for vehicle replacement and regularly required reporting documents.
- Research new competitive funding sources that may arise at the state or federal level.
- Administration of a mileage reimbursement program, including eligibility verification and monthly performance tracking.

This on-call contract could be limited to around $30,000 per year (equating to 10-15 hours per month on average). This is significantly less of a financial burden than hiring an additional staff member to meet these needs. Expanding the administrative capacity of CTA through an on-call contract could have a significant net benefit if CTA does not currently have the staff capacity to secure additional funding sources (such as FTA 5339).

Appendix A
DEMOGRAPHIC MAPS

DETAILED DEMOGRAPHIC MAPS

A large proportion of transit riders belong to what is known as the transit-dependent population. The following demographic maps provide additional context about where transit-dependent persons live in Calaveras County, building on the discussion presented in Chapter Two of this Short Range Transit Plan (SRTP). The subpopulations reviewed in this Appendix include:

- Figure A-1, Youths under 18 years of age – most children are unable to drive or do not have a parent/guardian to give them a ride, yet still have commitments outside of the home. Those who can drive may not have a car available.
- Figure A-2, Senior population ages 65 and older – senior adults need to travel to attend medical appointments, go grocery shopping, or do other errands, but many are either not comfortable driving or not able to drive anymore.
- Figure A-3, Individuals with a disability – disabled persons may be unable to drive due to medical concerns.
- Figure A-4, The population living below the poverty level – there are many financial barriers preventing people from owning a private vehicle. The low-income population is defined by factors such as household income and the number of dependent children.
- Figure A-5, Households without a vehicle available – public transit may be the best alternative for traveling longer distances for those who live in homes without vehicles.

Figure A-1
Concentration of Youth Population by Census Tract

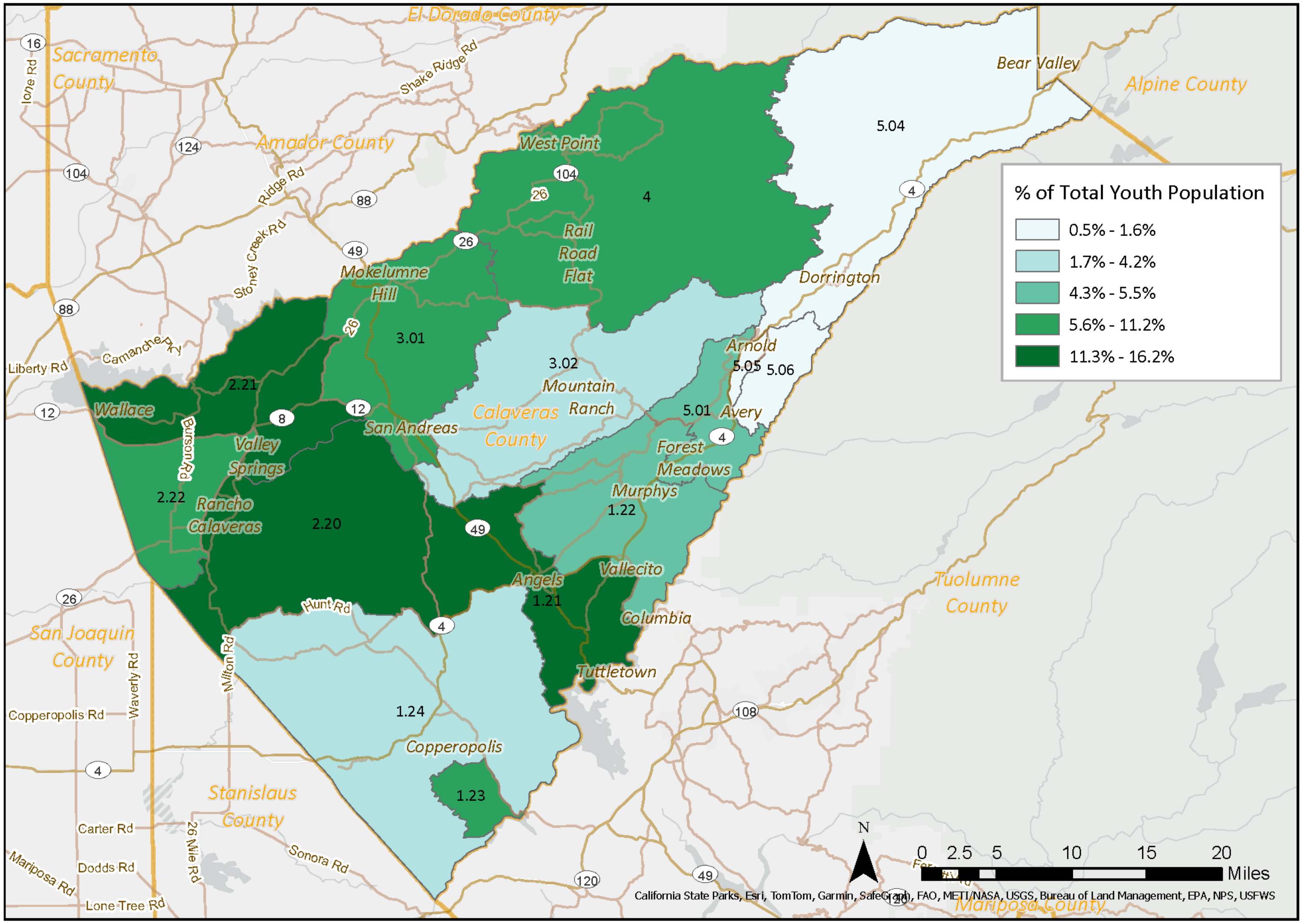


Figure A-2
Concentration of Seniors (65 and Over) by Census Tract

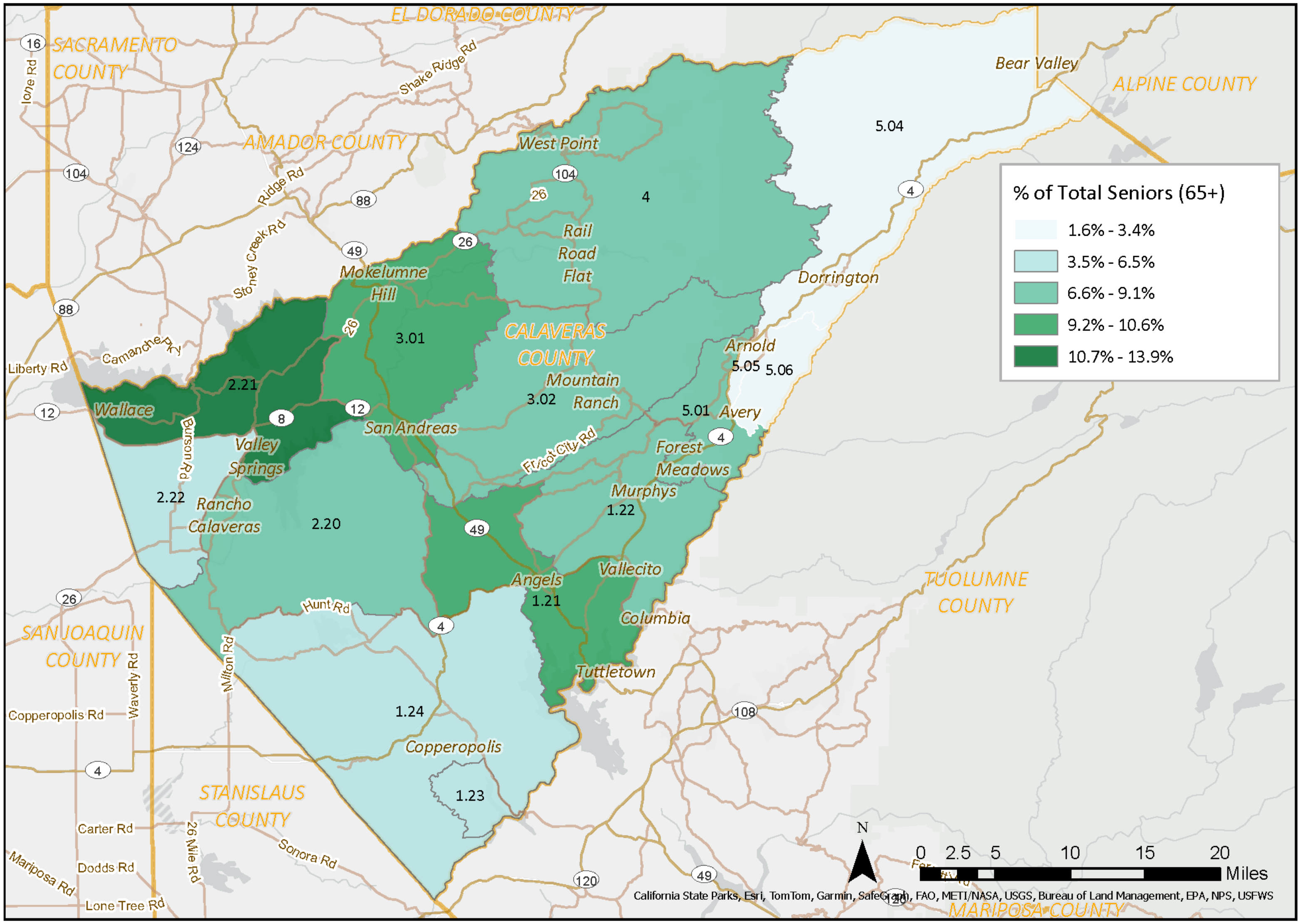


Figure A-3
Concentration of Persons with a Disability by Census Tract

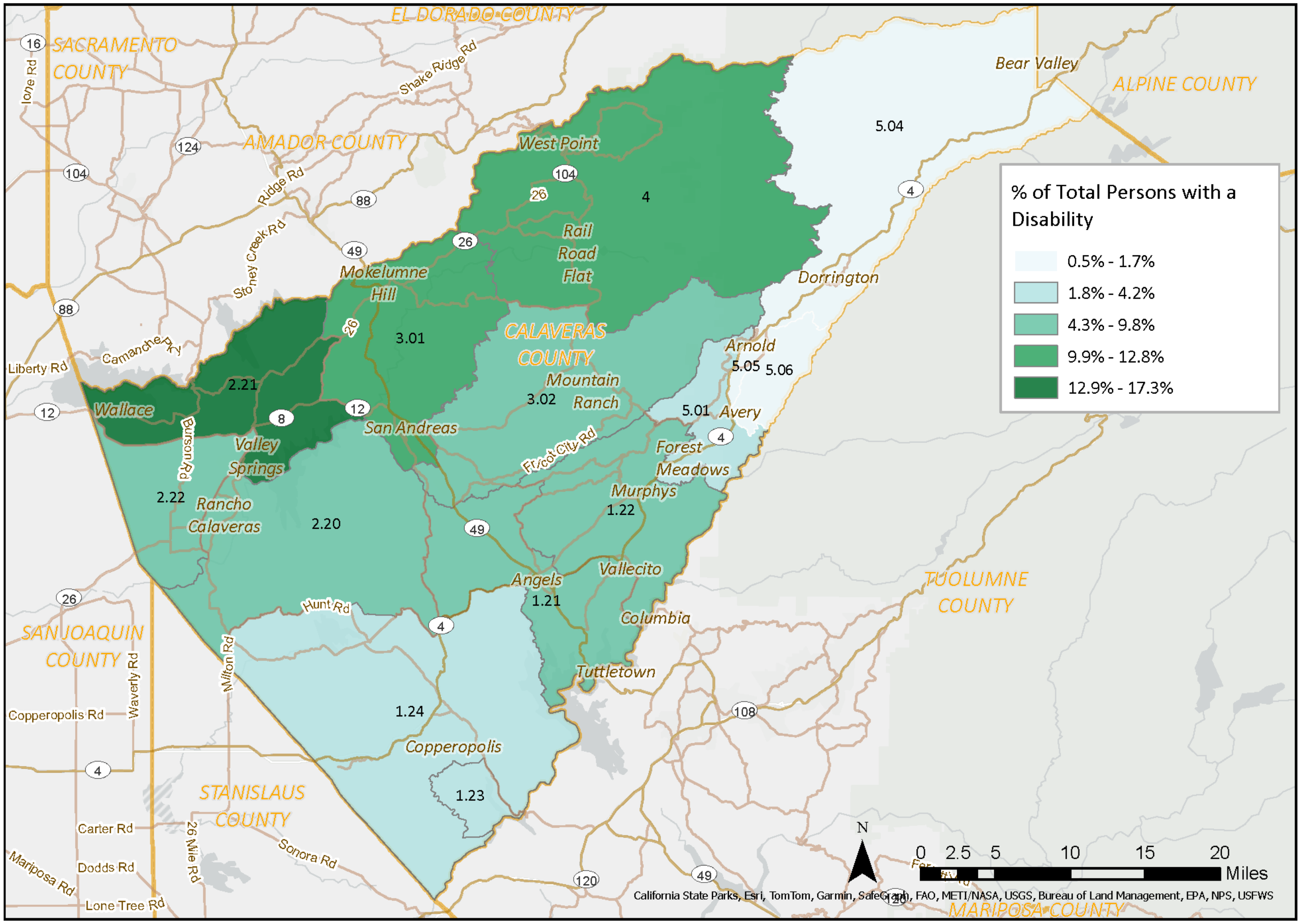


Figure A-4
Concentration of Persons Living Below the Poverty Level

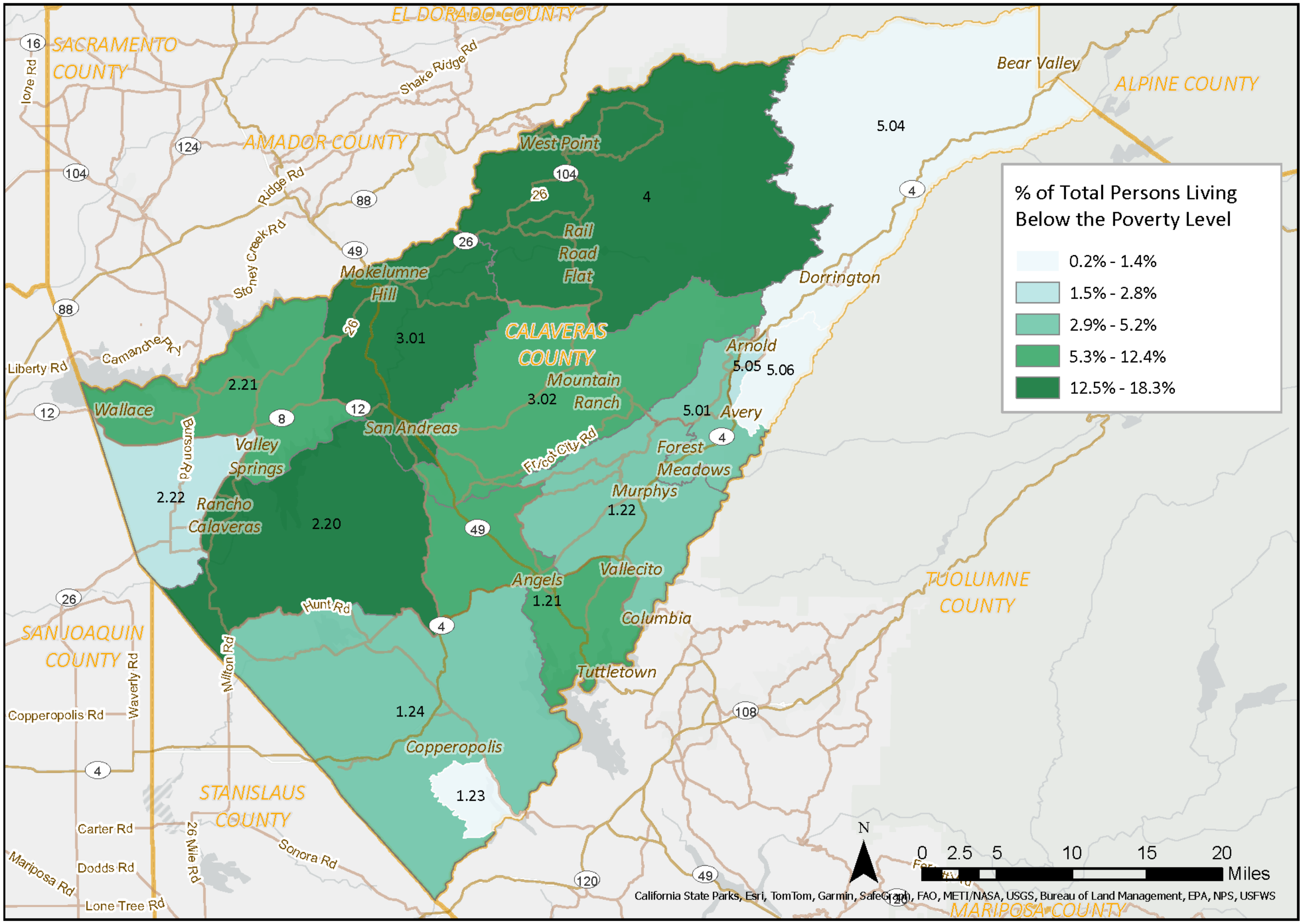
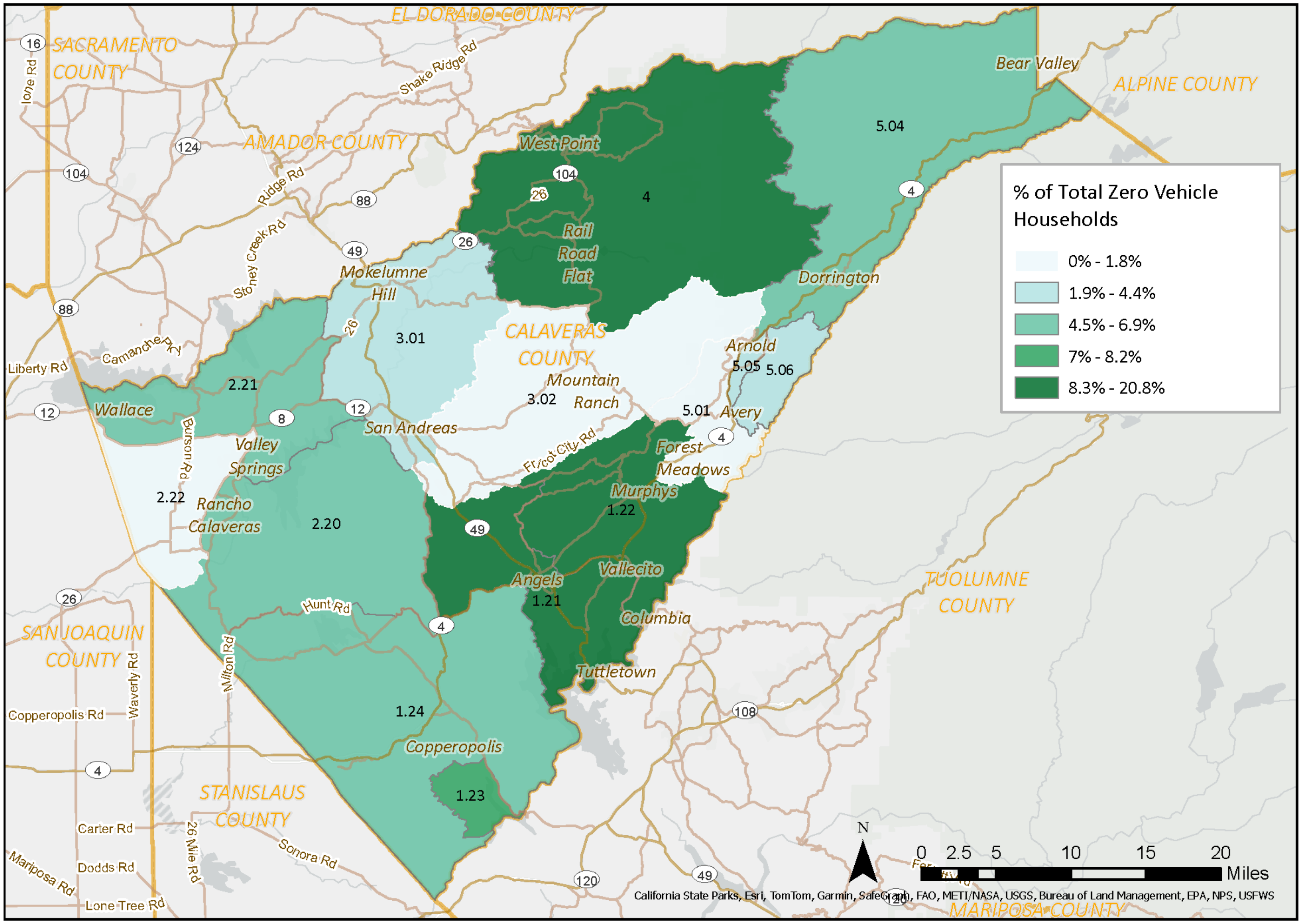


Figure A-5
Concentration of Zero-Vehicle Households by Census Tract



Appendix B
REVIEW OF EXISTING PLANNING DOCUMENTS

INTRODUCTION

There are multiple regional studies that have been adopted in recent years which are relevant to the Calaveras County Short Range Transit Plan. The components of these existing plans, most pertinent to public transit and transportation services, are summarized below.

UNMET TRANSIT NEEDS

The California Transportation Development Act (TDA) and Regional Transportation Planning Agencies (RTPAs) are required to hold an annual hearing to determine unmet transit needs in the region. TDA funding must be spent on any unmet transit needs deemed through the hearing process to be reasonable to meet before the RTPA can allocate any leftover funds to other types of transportation projects. TDA funds are administered by the Calaveras Council of Governments (CCOG), as the designated RTPA. Within this area lie three eligible claimants: Calaveras County, City of Angels Camp (the only incorporated city in Calaveras County), and Calaveras Transit Agency (transit operator). In Calaveras, the CTA is the transit operator and files a transit claim for LTF and STA funds.

Definitions of Unmet Transit Needs and Reasonable to Meet

CCOG has adopted the following definitions of unmet transit needs and those that are reasonable to meet:

Unmet Transit Need

Public transit or specialized transportation services not currently provided for persons within Calaveras County who have no reliable, affordable, or accessible transportation for necessary trips. Necessary trips are defined as those trips which are required for the maintenance of life, education, access to social service programs, health, physical and mental well-being, including trips which serve employment purposes. The size and location of the group must be such that a service to meet their needs is feasible within the definition of "reasonable to meet" as set forth below. Unmet transit needs may include those identified through the annual unmet transit needs process or by the Social Services Transportation Advisory Council (SSTAC) which are not yet implemented or funded. The consideration of unmet transit needs is not limited to the abovementioned methods. It is the practice of the CCOG to consider input relative to transit needs from any group or member of the public wishing to express such needs.

The definition excludes:

1. *Minor operational improvements or changes, involving issues such as bus stops, schedules, and minor route changes which are being addressed by routine or normal planning process,*
2. *Improvements funded or scheduled for implementation in the fiscal year following the Unmet Transit Needs Hearing, and*
3. *Future transportation needs.*

Reasonable to Meet

A. *Financial Feasibility. 1) The proposed transit service, if implemented or funded, would not cause the responsible operator or service claimant to incur expenses in excess of the maximum allocation of Transportation Development Act (TDA) funds, State Transit Assistance, FTA 5311 funds, and other transit specific monies as may become available. 2) The proposed service, if implemented or funded, would not affect the responsible operator or service claimant's ability to meet the required system-wide farebox revenue-to-operating cost ratio of 10%. 3) Proposed transit system expansion must be monitored and evaluated after 6 months of operation (or other approved period of review) by the CCOG board.*
B. *Cost Effectiveness. Supporting data demonstrates sufficient ridership and revenue potential exists for the new, expanded or revised transit service to meet or exceed the required farebox revenue-to-operating cost ratios on a stand-alone basis; except in case of an extension of service determined to be a necessary lifeline service for transit-dependent populations. Furthermore, cost-per-passenger is reasonable when compared to the level of service provided, benefit accrued to the community and to existing service cost-per-passenger.*
C. *Community Acceptance. There is sufficient public support for the proposed transit service, as indicated through the annual public hearing process.*
D. *Equity. The proposed transit service would benefit either the general public or the elderly and disabled population as a whole. Transit Service will not be provided favoring one group at the exclusion of any other.*
E. *System Impact. It has been demonstrated to the CCOG Board that the proposed transit service combined with existing service will allow the system to meet or exceed performance standards such as the cost-per-passenger trip, cost-per-service-hour, passenger trips-per-service hour, passenger trip-per-service mile, on time performance and vehicle service hours-per-employee. The proposed service does not duplicate transit services currently provided either publicly or privately. The proposed service is in response to an existing rather than a future need.*
F. *Operational Feasibility. There are adequate roadways and turnouts to safely accommodate transit vehicles.*
G. *Availability of Services Provided. A qualified contractor is available to implement the service.*

2023/24, 2024/25, and 2025/26 Unmet Transit Needs Finding Reports

Over the last three fiscal years, 8 comments have been provided by the public. However there have been no unmet transit needs that are reasonable to meet identified through the unmet transit needs process.

PLANNING DOCUMENTS

2024 Calaveras County Coordinated Public Transit Human Services Transportation Plan

The goal of the Coordinated Public Transit Human Services Transportation Plan for Calaveras County (Coordinated Plan) is to improve mobility in Calaveras County by enhancing coordination among public, non-profit, and for-profit transportation providers. Goals and strategies identified in the Coordinated plan include:

- Goal 1: Provide a Sustainable Public Transit System
    - Strategy 1.1—Continue to increase efficiencies on Calaveras Connect routes.
    - Continue coordinating Calaveras Connect services with community stakeholders and services providers.
    - Strategy 1.3—Improve schedule coordination with routes in Amador and Tuolumne counties.
- Goal 2: Sustainable Responses for Isolated Communities and Out-of-County Trips
    - Strategy 2.1—Pilot a mileage reimbursement program, similar to Tuolumne County's TRIP program, to subsidize cost-effective lifeline transport.
    - Strategy 2.2—Implement a non-emergency medical transportation (NEMT) pilot program, to help meet out-of-county medical transportation needs using FTA Section 5310 funds for capital and operations expenses along with other discretionary grant fund sources.
- Goal 3: Integrated Transportation Information Network
    - Strategy 3.1—Actively promote connections to Calaveras Connect and to human service transportation providers via contracted boots-on the ground transportation liaison persons associated with community organizations.
    - Strategy 3.2—Continue to ensure information tools exist for public transit and key human service transportation programs that clearly and specifically define services available, service areas, trips allowed, fares and how to access.
    - Strategy 3.3—Establish and participate in coordination meetings among Calaveras, Amador, and Tuolumne County transit agencies, with respective SSTACs and key transportation and social service providers, to jointly promote transit and undertake activities of mutual interest, including new grant funding opportunities.
- Goal 4: Housing and Transportation Coordination: Coordinate affordable housing development with transit, supporting locations near existing transit to improve the quality of life for low-income residents and ensure access to essential services of health care, education, and employment.
    - Strategy 4.1—Encourage County and City policy that recognizes transit access as an important dimension of affordable housing in this low-density, rural county. The region should locate new housing facilities near existing transit routes to the greatest extent possible.
    - Strategy 4.2—Ensure that the transit operator has input to housing and development initiatives during the coming years. Continue to educate policymakers and planners on the Calaveras Connect transit corridor and Direct Connect service areas, so that new development has good transit access.
- Goal 5: Emergency Services Coordination: Collaborate around local emergency transportation initiatives to support Coordinated Plan target group members during times of emergency.
    - Strategy 5.1—Identify the human service programs and transportation providers that could be resources and develop strategies for response, particularly in the evacuation of

vulnerable populations.

    - Strategy 5.2—Expand and ensure the participation of key human service stakeholders and human service transportation providers in tabletop exercises and other regional emergency planning activities to strengthen coordination.

- Goal 6: Addressing Infrastructure Needs: Promote infrastructure and capital improvements that support mobility, including public transit use and active transportation use by pedestrians and bicyclists.
    - Strategy 6.1—Promote and seek funding for Complete Street-type initiatives that support safe bicycle and pedestrian trips, as first-mile/last-mile strategies for travel on Calaveras Connect.
    - Strategy 6.2—Continue integrating bicycle and pedestrian information into transit information.
    - Strategy 6.3—Ensure that highway corridor planning will address the needs of pedestrians, bicyclists, and transit riders.

2024 Calaveras County Regional Transportation Improvement Program

The goal of a Regional Transportation Improvement Program (RTIP) is to develop a prioritized program of regional transportation programs required by the California Transportation Commission (CTC) that the Regional Transportation Planning Agency must submit to CTC. When the CTC adopted the 2024 State Transportation Improvement Program (STIP), $1,117,000 were allocated to Calaveras County Region for a 5-year programming period for projects. The bulk of the funding is programmed for the Wagon Trail Eastern Segment at a total of $1,042,000. The rest of the funding is allocated to planning, programming, and monitoring, at an amount of $75,000.

2023 Calaveras Transit Agency ZEB Rollout and Implementation Plan

The goal of the ZEB (Zero Emission Bus) Rollout and Implementation Plan is to outline the recommended steps in transitioning the CTA fleet to ZEBs to comply with California Air Resources Board (CARB) Innovative Clean Transit (ICT) mandates. The plan covers the fleet replacement and infrastructure requirements. High level findings include:

- The climate, terrain, and route distances in Calaveras County make ZEB implementation challenging.
- The transit fleet will need to be expanded from 9 cutaways and 2 vans to 11 cutaways and 3 vans to offer the same level of service with battery electric buses (BEBs).
- As the CTA's current yard is leased by CTA, the landlord will need to be consulted prior to constructing the necessary charging infrastructure at this location.
- Fleet costs are expected to be 37 percent higher than a combustion engine vehicle fleet due to the higher cost of vehicles and charging infrastructure buildout costs.

2021 Calaveras County Regional Transportation Plan

The Calaveras County 2021 Regional Transportation Plan (RTP) outlined a comprehensive 20-year vision for enhancing the transportation network to effectively facilitate the movement of goods and people within the region. Mandated by California law, the Calaveras County Council of Governments, as the Regional Transportation Planning Agency, is responsible for developing, adopting, and submitting the RTP to the California Transportation Commission every four years. The development of the RTP involves collaboration with various stakeholders and must align with existing local plans, such as general plans and public transit strategies. Public input was actively sought through surveys and workshops, helping to shape the Policy Element and Project Lists.

The RTP found that although there is limited funding available for public transit in Calaveras County, the need for transit was demonstrated. Continuing to improve public transit service by replacing aged vehicles and improvements to passenger facilities would make the transit system more visible and thereby encourage non-regular riders or visitors to utilize the bus system. The RTP emphasizes public transit infrastructure improvements and vehicle replacements, focusing on enhancing the first-mile/last-mile connectivity for Calaveras Connect riders, including adding sidewalks and crosswalks. It advocates for future state highway upgrades to accommodate public transit users. As Valley Springs expands, increasing transit service in that area will be essential. In the long term, there may be a reconsideration of intercity public transportation to Stockton, although past pilot services were discontinued due to low ridership. With population growth, revisiting intercity service feasibility could be beneficial.

CCOG oversees Calaveras Connect (formerly Calaveras Transit), which currently operates contracted services with Paratransit Services. Before the pandemic, Calaveras Connect offered five deviated fixed routes and allowed for deviations for seniors and those with disabilities. At the time of the RTP's adoption, services were available Monday through Friday, with only the Red Line operating as a fixed route. Other communities previously served by fixed routes shifted to on-demand transit.

The Regional Transportation Plan (RTP) for Calaveras County identifies improvements for various transportation modes, categorized into financially constrained and unconstrained projects. Constrained projects have secured funding for both short- and long-term implementation, while unconstrained projects are aspirational and unlikely to receive funding in the next 20 years unless new sources are found. Proposed projects of the 2021 RTP align with the Interregional Transportation Improvement Program (ITIP), Federal Transportation Improvement Program (FTIP), and the 2020 Regional Transportation Improvement Program (RTIP). These projects include infrastructure and vehicle replacement needs for public transit, including improvements to first-mile/last-mile connections (like sidewalks and crosswalks), consideration of public transit in state highway upgrades, and replacing aging vehicles.

Below are the Goals, Objectives, and Policies outlined in the RTP that relate to transit in Calaveras County.

Goal 2: Emergency Access/Climate Resilience—Provide a transportation system that allows for safe and efficient evacuation and is adaptable to future changes in weather patterns.

- Objective 2D: Facilitate collaboration between public transit, human service agencies, and emergency services to support low-income, elderly, and other disadvantaged groups during times of emergency.
    - *Policy 2.9—Implement Emergency Services Coordination Strategies of the Coordinated Public Transit Human Services Transportation Plan.*

Goal 3: Infrastructure—Maintain a high-quality transportation system.

- Objective 3C: Maintain a safe and effective public transit system.
    - *Policy 3.4—Work with Calaveras Transit Agency and other state and federal agencies to both support and advocate for an ongoing funding source that funds fleet replacement and maintains a safe fleet within established useful life standards.*
    - *Policy 3.5—Program transit capital improvement projects that result in a decrease in ongoing and long-term maintenance costs and improve safety.*

Goal 4: Quality of Life/Public Health—Enable vibrant and healthy communities.

- Objective 4A: Promote pedestrian and bicycle travel mode share so as to increase overall public health.
    - *Policy 4.1—Support land use patterns that provide for infill, are transit-oriented, bicycle and pedestrian-friendly, and provide for efficient use of underdeveloped land, and existing and planned transportation resources.*
    - *Policy 4.3—Provide safe and convenient non-motorized access to existing and future transit stops and facilities within Calaveras County.*

Goal 5: Environment—Enhance environmental health and reduce negative transportation impacts.

- *Objective 5A: Reduce the demand for travel by single-occupant vehicles through transportation demand management and transportation system management techniques.*
    - *Policy 5.1—Increase the mode share for public transit and non-motorized travel through operational improvements and construction of bicycle, pedestrian, and park-and-ride facilities.*
    - *Policy 5.2—Support public awareness of Calaveras Transit and bicycle and pedestrian options among residents and visitors through media and promotional events.*
    - *Policy 5.5—Encourage compact development patterns to minimize construction of roads and impacts to agricultural operations and open space.*
    - *Policy 5.6—Encourage local jurisdictions to seek a balance of housing and employment land uses to improve the jobs/housing balance and encourage the use of transit and/or active modes for daily trips.*
    - *Policy 5.7—Encourage local land use planning and community design, which minimizes dependence on long-distance, single-occupant vehicle commute trips. Objective 5B: Promote transportation policies and projects that support a sustainable environment and positively contribute to meeting statewide global warming emissions targets set in the Global Warming Solutions Act of 2006 (AB 32).*
    - *Policy 5.8—Coordinate with federal and state agencies and local air management*

districts on matters related to the air quality conformity process specified in the latest federal clean air requirements and legislation for transportation projects (transportation-related).

   - *Policy 5.9—Consider alternative transportation technologies, such as micro-transit and electric car or bike share programs.*
   - *Policy 5.10—Coordinate with local and neighboring jurisdictions to identify mutually beneficial programs, projects, or partnership opportunities aimed at reducing or offsetting regionally produced mobile source GHG emissions.*

- Objective 5C: Support and program projects to expand Electric Vehicle (EV) Infrastructure.
   - *Policy 5.11—Support projects listed in the Central Sierra EV Plan.*
   - *Policy 5.12—Support and program projects listed in the Calaveras Transit Agency Zero-Emission Bus Rollout Plan.*

Goal 6: Mobility/Accessibility/Equity—Provide a high degree of mobility and reliability for people and goods in Calaveras County using multimodal solutions, which provide accessibility to goods and services for all residents and preserve the rural character of the region.

- Objective 6A: Provide a regional transportation system that is safe and accessible to all types of users regardless of income level, race, and age.
   - *Policy 6.1—Encourage the development of mobility improvement projects to equitably support disadvantaged communities and ensure that community values and regional character are protected and enhanced.*
   - *Policy 6.2—Coordinate with local jurisdictions to provide effective transportation choices for a diverse population including aging, youth, and persons with disabilities.*
   - *Policy 6.3—Coordinate with Calaveras Transit Agency, neighboring transit systems, and non-profit and social service agencies to support transit trips into and out of Calaveras County for employment, education, medical, tourism, and recreation travel purposes.*
   - *Policy 6.4—Work with local jurisdictions to encourage development of active transportation facilities that provide access to transit stops and other multi-modal facilities.*
   - *Policy 6.5—Work with local jurisdictions to consider transit accessibility for projects and investments. Policy 6.6—Encourage the transit operator to utilize developments in technology, such as mobile device applications and other intelligent transportation systems, to inform transit users of available service and monitor transit vehicles in order to optimize routes where feasible.*
   - *Policy 6.7—Market the availability of transit service information to likely transit users including educational, commercial, recreational, and employment.*
   - *Objective 6C: Promote a transit system that is responsive to the needs of the transit-dependent persons.*
   - *Policy 6.13—Update and implement the strategies identified in the Coordinated Public Transit-Human Services Transportation Plan in coordination with Calaveras Transit Agency.*

- *Policy 6.14—Work with transit providers and social service transportation providers to improve or increase transit services to rural and remote areas.*
- *Policy 6.15—Support pilot transit programs and promote coordination opportunities with local private or non-profit organizations, school district, and adjacent counties to meet the needs of transit-dependent populations in locations not adequately or appropriately served by public transit.*
- *Policy 6.16—Coordinate with senior living facilities, healthcare clinics, and other transportation providers and services of seniors and people with disabilities.*

Calaveras County Housing Element 2019-2027

The Calaveras County Housing Element is a document published by Calaveras County that takes inventory of current housing for all income levels and makes plans for future development

Goals and policies that pertain to transit in Calaveras County:

- Goal H-3 - Adequate housing for County residents with special needs, including seniors, large families, single parents, farmworkers, persons in need of emergency shelter, and persons with physical or developmental disabilities.
  - *H3.3 Encourage the development of housing for seniors on land within or contiguous to community centers, served by public water and sewer, and near public transit routes and medical facilities.*

Financial sources for housing that encourage transit use:

- Transit-Oriented Development Housing Program (Proposition 1C) - Provides grants and/or loans for the development and construction of mixed-use and rental housing development projects, homeownership mortgage assistance, and infrastructure necessary for the development of housing near transit stations. (Note: this program applies to specific transit stations in particular cities.)

Calaveras Transportation Element 2021

The Transportation and Circulation chapter of the Calaveras County General Plan – Environmental Impact Report evaluates key circulation systems within Calaveras County and analyzes future traffic conditions associated with the buildout of the Draft General Plan.

The EIR document considered what impact the General Plan may have on existing plans and programs regarding public transit and active transportation and found the impact to be less than significant, so no mitigation is required. The draft plan includes the following goals and policies for public transit and active transportation in Calaveras County:

- Policy C 3.1—Maintain a county transit system and strive to increase service efficiency, availability, and convenience for all residents, employees, and visitors to the degree feasible with available resources. (IM C-3B)
- Policy C 3.2—Encourage the expansion of public transit services to nearby urban areas in order to reduce automotive dependency, access intercity transportation services, and improve mobility for County residents. (IM C-3A, C-3B)

- Policy C 3.3—Strive to develop new attractive, well-maintained, and pedestrian-friendly bus stops, with benches and shelters where warranted, located in high-visibility and heavily used areas. (IM C-3C)
- Policy C 3.4—Encourage the use of public transit, as well as ridesharing, and vanpools. (IM C-3A and C-3C)
- Policy C 3.5—Ensure that new developments incorporate measures into project design that promote the use of alternative modes of transportation. (IM C-3C)
- Policy C 3.6—Coordinate with the City of Angels Camp and adjacent counties to develop the most cost-effective transit program. (IM C-3B)
- Policy C 5.1—Incorporate safe and convenient bicycle and pedestrian access, where feasible, in all transportation improvement projects. (IM C-1A, C-1B and COS-7B)
- Policy C 5.2—Bicycle and pedestrian access and circulation shall be designed into new development projects where applicable to enhance internal circulation and interconnectivity with surrounding land uses and to implement any adopted bicycle and/or pedestrian plan. (IM C-1A and COS-7B)
- Policy C 5.3—Safe routes to schools shall be incorporated into new residential projects where appropriate. (IM C-1A and COS 7B)
- IM C-1A—Complete Streets – Review the County Municipal Code and Public Works Department Development Manual and incorporate, as appropriate, complete streets design principles such as the following:
    - Balanced design to accommodate walking, cycling, transit, driving, parking, accessibility, drainage, storm water management, emergency vehicle access, snow removal, and deliveries.
    - Safe access to public transportation and other non-motorized uses through the construction of dedicated paths where appropriate and where right-of-way is available.
    - Safe road crossings at major intersections.
    - Interconnect roadway networks to expand travel route options and allow short trips to be completed off arterial roadways.
    - Pedestrian and bicycling facilities where appropriate to promote safety and maximize access, including construction of bicycle parking facilities where feasible.
- IM C-1B—Greenhouse Gasses – When preparing capital improvement plans and reviewing development proposals, the County shall favorably consider projects which minimize greenhouse gas impacts and are appropriate to the rural nature of Calaveras County, including, but not limited to, transit programs, ridesharing programs, bicycle and pedestrian improvements, and maintenance of existing roadways to reduce vehicle emissions.
- IM C-1C—Transportation Alternatives in Impact Fees – Consider transit capital improvements and non-auto travel improvements necessary to serve new development in impact fee programs to fund public transportation infrastructure, park-and-ride lots, and bicycle and pedestrian facilities associated with the new development.

- IM C-2B—Transportation Impact Study Guidelines – Develop and adopt transportation impact study (TIS) guidelines that consider all modes of travel and define, at a minimum, the need for transportation impact studies, analysis methodology, and CEQA significance criteria.
- IM C-3A—Park-and-Ride Facilities – As funding allows, designate and implement appropriate "Park and Ride" facilities, and promote ridesharing programs.
- IM C-3B—Transit Planning – Work with the Calaveras County Council of Governments and City of Angels Camp to update the annual Unmet Transit Needs Report and to periodically review and update the short-range transit plan.
- IM C-3C—Transit Stops – Coordinate with Calaveras Transit when reviewing development projects to determine if transit stops or other public transit facilities should be incorporated into the design of the project.
- IM C-5A—Bicycle and Pedestrian Plans – Update the bicycle and pedestrian master plan and implement the priority projects in those documents as funding allows. The County shall pursue available federal, state, and local funding for construction and maintenance of non-motorized transportation facilities.

2019 Central Sierra Zero Emission Vehicle (ZEV) Readiness Plan

The 2019 Central Sierra ZEV Plan was completed to support California goals to reduce greenhouse gas emissions from vehicles. The Plan included recommendations for Alpine, Amador, Calaveras, and Tuolumne Counties and included the following: 1) Evaluations of the current state of the ZEV market; 2) Study and analysis of site locations needed for ZEV infrastructure deployment; 3) Evaluations of opportunities to streamline ZEV permitting, installation, and inspection to facilitate the timely approval and construction of ZEV infrastructure; 4) Analysis of the feasibility of ZEV adoption in municipal fleets; 5) Stakeholder coordination and input; 6) Funding sources for an implementation program.

2020-2025 Calaveras County Short Range Transit Plan

The purpose of the Short Range Transit Plan (SRTP) is to guide the development of public transportation services for Calaveras County residents and visitors over the next five years from FY 2020-21 to FY 2024-25. The following are the key initiatives for transit in Calaveras County since the last Short Range Transit Plan:

- Formed a new organization (Calaveras Connect)
- **Rebranding campaign**: The new Calaveras Transit Agency organization undertook a branding project to create a new look for the new organization. Its specific purposes included: a) create a new identity and Brand for Calaveras Transit; b) enhance resident and tourist awareness and perception of service; c) create awareness, relationships, and coordination with events, attractions, and key destinations throughout Calaveras County; and d) develop collateral specific for different target markets and services.
- **Token Transit for Fare Payment**: Paying fares on Calaveras Connect has become more convenient due to the implementation of a smart phone application called Token Transit. By

downloading the app, riders can purchase, and store passes and tickets on their phone in advance of their ride or even as they are boarding the bus.

- **Columbia College Free Fare Program**: Columbia College is an important destination or the two-county area, Calaveras and Tuolumne Counties. Calaveras Connect established during 2019 a free-fare opportunity using Low Carbon Transit Program (LCTOP) funding to off-set the lost fare revenue and with contributions from Columbia College and associated organizations including the Columbia College Foundation and Associated Students of Columbia College.

The following recommendations were made as a result of the SRTP:

- Red Line between Valley Springs and Arnold operating Monday to Friday every 60 minutes.
- Columbia College Shuttle between Angels Camp and Columbia three times in the morning and three times in the afternoon on days that Columbia College is in operation.
- Improved general public dial-a-ride service five days a week for trip origins and destinations within Calaveras County that are currently being served with public transportation.
- Individuals who work or go to school can make a recurring subscription trip on dial-a-ride, for example from Copperopolis to a job in San Andreas, as long as the working hours are between 7 am and 7 pm Monday to Friday. Along the Red Line corridor, the route deviation or Direct Connect service would be discontinued, and trips with an origin or destination within ¾ mile of the route would be served with the general public dial-a-ride, including ADA eligible trips. This will enable the 60-minute service on the Red Line to maintain excellent on-time performance.
- For out-of-county trips, Direct-Connect service on select days would be provided between eligible Calaveras County origins and out of county destinations. The three Direct-Connect services are:
    - San Andreas-Mokelumne Hill-Jackson-Sutter Creek
    - Wilseyville-West Point-Pine Grove-Jackson
    - Angel’s Camp-Sonora
- Saturday Hopper would be maintained and improved as market conditions dictate. During the community outreach, there was the desire to have the Saturday Hopper extended to the new hotel that is just about to open in Copperopolis Town Square.

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Appendix C
CALAVERAS COUNTY ACTIVITY CENTERS

Table C-1 provides a detailed list of activity centers by community in Calaveras County that are likely to generate transit demand. This list is not all-inclusive, but it paints a picture of where essential services and community resources are concentrated. This table was used in the development of Figure 3 and Figure 4 of *Chapter 3*.

Table C-1: Major Transit Activity Centers in Calaveras County

	Human Services & Tribal Agencies	Government	Affordable & Senior Housing	Shopping	Education	Medical
Angels Camp	Sierra Hope Resource Connection Food Bank[1]	Calaveras County Library Calaveras County Office of Education	Habitat for Humanity Calaveras Foothill Village Senior Living Copello Square Apartments	Save Mart Angels Food Market CVS Dollar General Tractor Supply	Columbia College Mark Twain Elementary School Bret Harte Union High School Vallecito High School	Angels Camp Family Medical Center James Dalton Medical Office Angels Camp Rapid Care Sonora Regional Medical Center Adventist Health Hospital MACT Dental Clinic 1st Impressions Dentistry
Arnold/Avery		Calaveras County Library		Big Trees Market Dollar General	Hazel Fischer Elementary School Avery Middle School	Arnold Family Medical Center
Copperopolis		Copper Valley Community Services District Calaveras County Library	Young's Payless Market IGA		Copperopolis Elementary School	Dignity Health Family Medical Center
Dorrington		Independence Hall Community Center		Camp Connell General Store		
Forest Meadows/ Murphys	The Resource Connection - Childcare Resource & Referral Services California Valley Miwok Tribe	Calaveras County Library	CBM Murphys Senior Center Murphys Senior Center Murphys Diggins Mobile Home Park	Murphy's Market Sierra Hills Natural Food	Albert Michelson Elementary School	
Mokelumne Hill	The Resource Connection - Childcare Resource & Referral Services	Calaveras County Library		Moke Hill Market	Mokelumne Hill Elementary School	
Rancho Calaveras/ Valley Springs		Calaveras Veterans Service Calaveras County Library		Mar-Val Food Stores CVS Dollar General	Valley Springs Elementary School	Valley Springs Health & Wellness
San Andreas	HRC Food Bank/Emergency Services Calaveras Head Start The Resource Connection The Arc of Amador and Calaveras Counties First 5 Calaveras	Calaveras County Government Center CA State DMV Branch Calaveras County Library CA Superior Court Calaveras County Calaveras County Sheriff's Office/Jail	Calaveras Senior Center Golden San Andreas Care Center Oak Shadows Mobile Home Park	San Andreas Pharmacy Treats True Value General Store County Feed and More	San Andreas Elementary School Calaveras High School Gold Strike High School Calaveras River Acadamy Mountain Oaks School	Calaveras County Health & Human Services Mark Twain St. Joseph Hospital San Andreas Community Clinic Outpatient Specialty Center MACT Medical Clinic MACT Dental Clinic MACT Behavioral Health
West Point	Blue Mountain Community Services	Calaveras County Library		Dollar General	West Point Elementary School	
Out-of-County Locations			Stockton, Sacramento, San Francisco, Tuolumne County, Amador County			

Source: LSC Transportation Consultants, Inc.

Note 1: The Resource Connection facilitiates several programs in Calaveras County, including Calaveras Children's Advocacy Center, Calaveras Crisis Center, Early Childhood Programs, the Food Bank of Calaveras County, WIC of Amador & Calaveras Counties

ONBOARD PASSENGER SURVEY SUMMARY

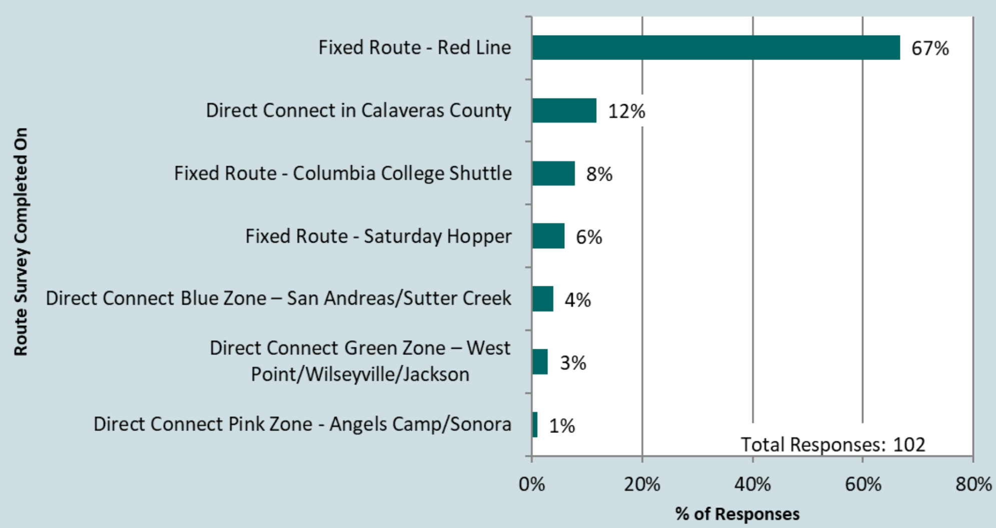
INTRODUCTION

The onboard passenger survey for the 2025 Calaveras County Short Range Transit Plan (SRTP) was conducted at the beginning of August 2025. The survey was administered on Calaveras Connect Red Line and the equivalent of one full-service day of Direct Connect by trained surveyors. Additionally, the survey was distributed by bus drivers on the remaining fixed routes, and a flyer with a QR code was posted at bus stops and online on social media sites. The survey instrument included 17 questions. The survey received a total of 102 responses.

ROUTES SURVEYED

Participants of the survey were asked what route they were riding when they took the survey. Figure D-1 shows that a combined total of 80 percent of respondents were using a fixed route, including the Red Line (67 percent of respondents), the Columbia College Shuttle (8 percent), and the Saturday Hopper (6 percent). Those riding on Direct Connect accounted for a combined total of 20 percent of respondents, with the highest number using the In-County Direct Connect (12 percent), followed by Blue Zone – San Andreas/Sutter Creek (4 percent), Green Zone – West Point/Wilseyville/Jackson (3 percent), and Pink Zone-Angels Camp/Sonora (1 percent).

Figure D-1: Route Surveyed

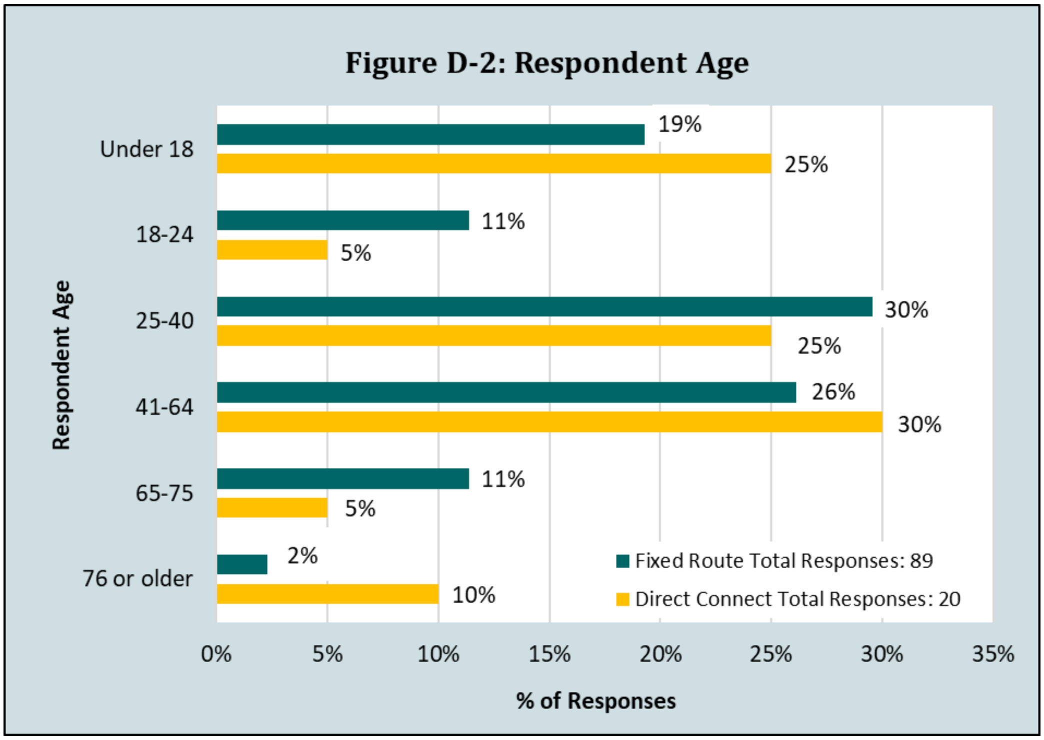


DEMOGRAPHICS

Age

Participants were asked to provide their age (Figure D-2). The age distribution of respondents shows notable differences between Fixed Route and Direct Connect services. Almost two-thirds of Fixed Route respondents were aged 40 or under (60 percent), with 19 percent of respondents being under 18 years of age, 11 percent between ages 18–24, and 30 percent between ages 25–40. Those aged 41-64 years accounted for 26 percent of responses. Only 11 percent were ages 65-75, and 2 percent of fixed route respondents were aged 76 or older.

About half of Direct Connect respondents (55 percent) are aged 40 and under, with 25 percent under 18, 5 percent between ages 18–24, and 25 percent between ages 25–40. A little less than a third of Direct Connect respondents were aged 41-64 (30 percent), while those aged 65 and older made up a combined 15 percent of responses.



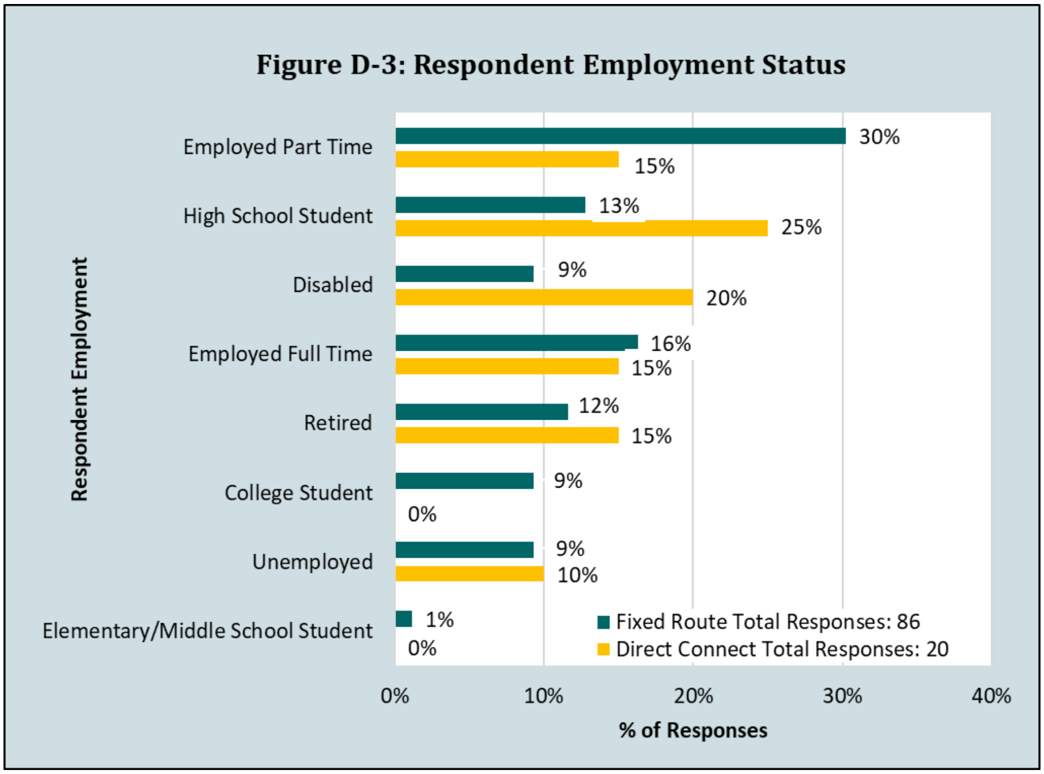
Disabled Persons in Respondents' Households

Participants were asked whether anyone in their household had a disability that limited their mobility. Those who answered "Yes, a member of their household has a mobility-limiting disability" accounted for 14 percent of Fixed Route and 11 percent of Direct Connect respondents. Those in households that had no members with a mobility-limiting disability accounted for 86 percent of Fixed Route respondents and 89 percent of Direct Connect respondents. A total of 78 responses were received from Fixed Route participants, and 18 responses were received from Direct Connect participants.

Employment Status

Participants were asked about their employment status (Figure D-3). For Fixed Route riders, the largest share (30 percent) was employed part-time, followed by those employed full-time (16 percent) and high school students (13 percent). Retirees accounted for 12 percent of responses, while college students accounted for 9 percent of responses. Other responses included 9 percent who were unemployed and 9 percent who identified as disabled. Only a small share (1 percent) were elementary or middle school students.

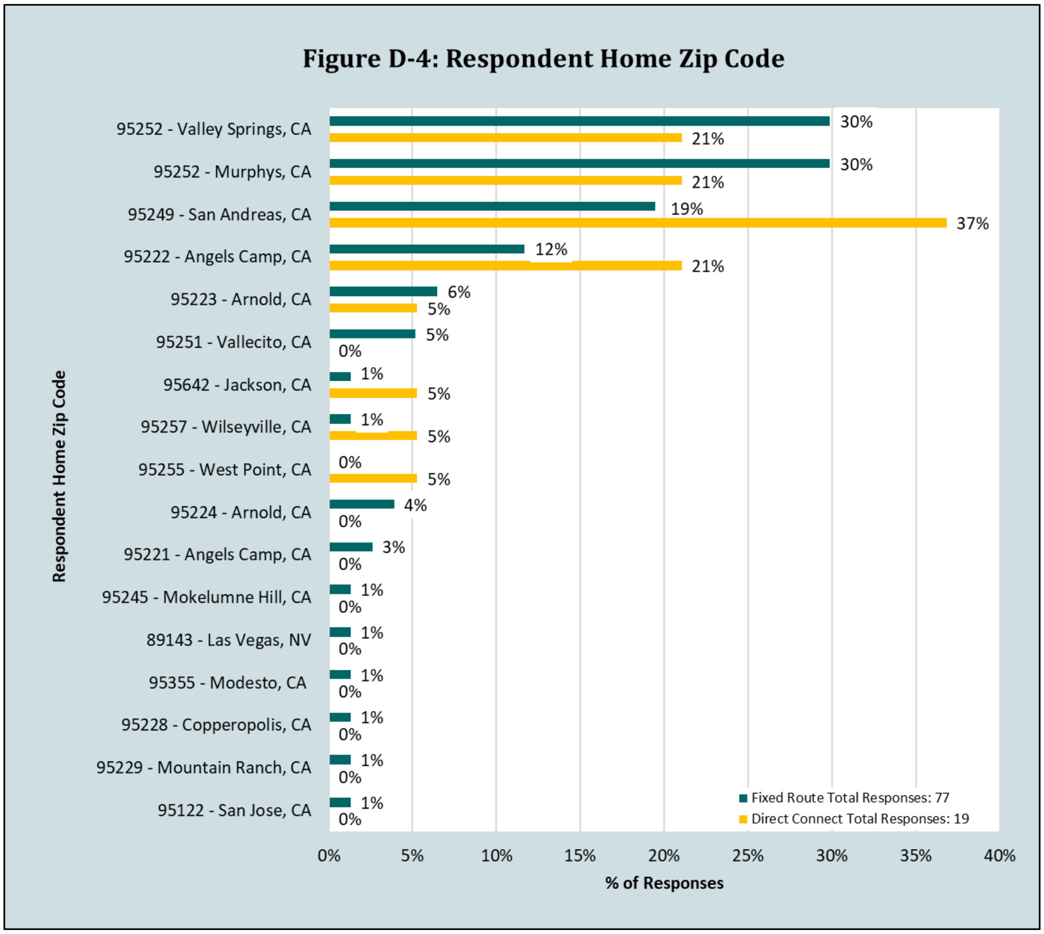
High school students made up the largest share of Direct Connect responses (25 percent). Disabled riders represented a significant proportion of respondents (20 percent). Retired, full-time employed, and part-time employed riders each accounted for 15 percent of responses. Smaller shares include unemployed riders (10 percent of Direct Connect responses).



Home Zip Code

Participants were asked what their home zip code was (Figure D-4). Fixed Route respondents were concentrated in a few key communities. The largest shares come from Murphys (30%), Valley Springs (30%), and San Andreas (19%), followed by Angels Camp (12%). Smaller numbers were reported from Arnold (6%), Vallecito (5%), and other communities, including Mountain Ranch, Copperopolis, Modesto, Wilseyville, Jackson, Mokelumne Hill, and even out-of-area locations such as San Jose and Las Vegas (each with 1%). This aligned with communities served by fixed routes, particularly Murphys, Valley Springs, and San Andreas.

Direct Connect respondent home zip codes have less diversity, with more than one-third coming from San Andreas (37%) and another 21% each from Angels Camp, Murphys, and Valley Springs. Smaller shares are spread across Arnold, Wilseyville, Jackson, and West Point (each 5%).



TRIP DETAILS

Trip Origin and Destination Pairs

Table D-1 shows the trip origin-destination pairs reported by respondents who took the survey on a Fixed Route. On the origin side, Angels Camp generated the highest number of trips (23), with San Andreas (13) and Valley Springs next (15). Arnold (6), Columbia (5), Murphys (4), and Vallecito (3) show moderate trip generation, while all other origins account for just one or two trips. The most common destination is San Andreas (24 trips), followed by Angels Camp (16), Valley Springs (14), Arnold (8), and Murphys (8). Other destinations had very limited activity, with only one or two trips.

Table D-2 shows Direct Connect origin-destination pairs reported by respondents. San Andreas stands out as the primary origin, generating 8 trips to a variety of destinations, including Jackson, Angels Camp, Mokelumne Hill, and Valley Springs. Smaller volumes of trips originated in Angels Camp, Arnold, and Valley Springs (2 each), while single trips were recorded from West Point, Jackson, Oak Shadows, and Wilseyville.

Table D-1: Calaveras County Fixed Route Trip Origin/Destination Pairs

	Trip Destination										
Origin	Angels Camp	Arnold	Avery	Columbia	Douglas Flat	Mt. Ranch	Murphys	San Andreas	Sonora	Valley Springs	**Origin Total**
Angels Camp	1	4	1	1	1	0	4	10	0	1	**23**
Arnold	1	1	0	0	0	0	1	3	0	0	**6**
Avery	0	0	0	0	0	0	1	0	0	0	**1**
Big Trees	0	1	0	0	0	0	0	0	0	0	**1**
Columbia	3	0	0	0	0	0	0	1	0	1	**5**
Douglas Flat	1	0	0	0	0	0	1	0	0	0	**2**
Murphys	2	0	1	0	0	0	0	0	0	1	**4**
San Andreas	5	1	0	0	0	1	0	2	0	4	**13**
Vallecito	2	0	0	0	0	0	1	0	0	0	**3**
Valley Springs	1	0	0	0	0	0	0	5	2	7	**15**
Wilseyville	0	0	0	0	0	0	0	1	0	0	**1**
Oak Shade	0	0	0	0	0	0	0	1	0	0	**1**
Mokelumne Hill	0	0	0	0	0	0	0	1	0	0	**1**
Destination Total	**16**	**7**	**2**	**1**	**1**	**1**	**8**	**24**	**2**	**14**	**76**

Table D-2: Calaveras County Direct Connect Trip Origin/Destination Pairs

	Trip Destination								
Origin	Angels Camp	Copperopolis	Jackson	Mokelumne Hill	San Andreas	Sonora	Valley Springs	West Point	**Origin Total**
Angels Camp	1	0	0	0	1	0	0	0	**2**
Arnold	1	1	0	0	0	0	0	0	**2**
Jackson	0	0	0	0	1	0	0	0	**1**
Oak Shadows	0	0	0	0	1	0	0	0	**1**
San Andreas	2	0	3	1	1	0	1	0	**8**
Valley Springs	0	0	0	0	0	1	1	0	**2**
West Point	0	0	0	0	0	0	0	1	**1**
Wilseyville	0	0	1	0	0	0	0	0	**1**
Destination Total	**4**	**1**	**4**	**1**	**4**	**1**	**2**	**1**	**18**

On the destination side, the most common Direct Connect endpoints were Angels Camp and Jackson, each receiving four trips, followed by San Andreas with three. Other destinations such as Valley Springs, Copperopolis, Mokelumne Hill, Sonora, and West Point saw one to two trips each.

Time Respondent Boarded Bus

Participants were asked what time they boarded the bus (Table D-3). For the Fixed Route service, boarding times were spread fairly evenly across the day, with the largest shares occurring between 8:00–8:59 AM (18 percent), 11:00–11:59 AM (12 percent), 1:00–1:59 PM (12 percent), and 3:00–3:59 PM (12 percent). Midday usage was strong overall, while very early morning (7:00–7:59 AM, 7 percent) and evening hours after 5:00 PM saw lighter ridership, each at 6 percent or less. Late evening trips after 6:00 PM were rare, with only two boardings reported.

For Direct Connect, boardings were more concentrated in the morning, with 8:00–8:59 AM (26 percent) and 9:00–9:59 AM (26 percent) together accounting for half of all trips. Afternoon ridership was more modest, with a peak between 3:00 PM–4:59 PM (22 percent combined). Very few trips occurred at midday, and none were reported after 5:00 PM.

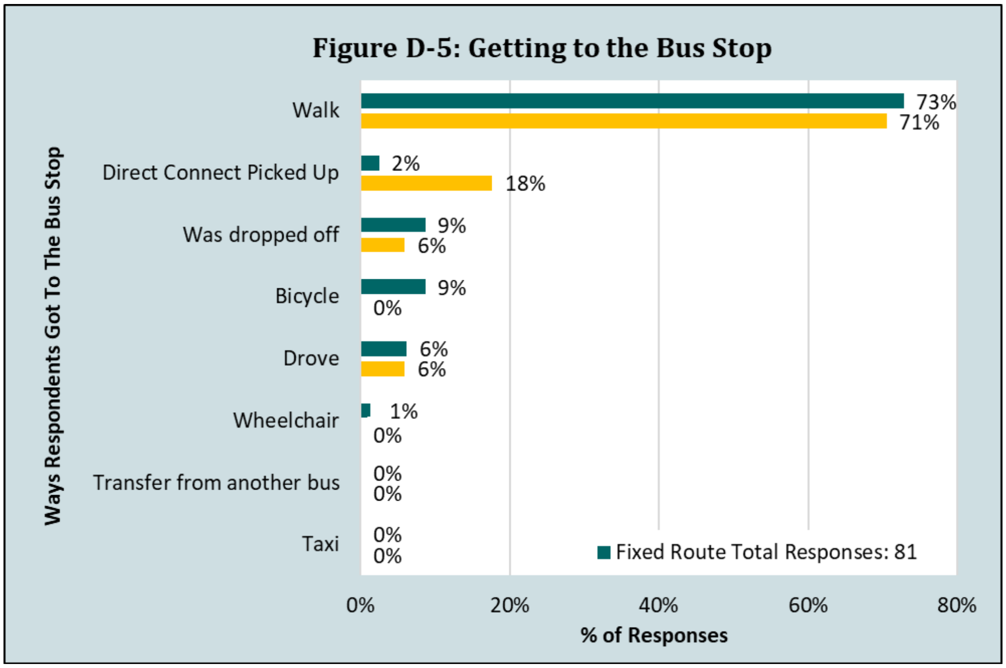
Table D-3: Time Respondent Boarded Bus

	Fixed Route			Direct Connect	
	#	%		#	%
7:00 AM - 7:59 AM	6	7%	7:00 AM - 7:59 AM	1	5%
8:00 AM - 8:59 AM	15	18%	8:00 AM - 8:59 AM	5	26%
9:00 AM - 9:59 AM	8	9%	9:00 AM - 9:59 AM	5	26%
10:00 AM - 10:59 AM	2	2%	10:00 AM - 10:59 AM	0	0%
11:00 AM - 11:59 AM	10	12%	11:00 AM - 11:59 AM	1	5%
12:00 PM - 12:59 PM	5	6%	12:00 PM - 12:59 PM	1	5%
1:00 PM - 1:59 PM	10	12%	1:00 PM - 1:59 PM	1	5%
2:00 PM - 2:59 PM	6	7%	2:00 PM - 2:59 PM	1	5%
3:00 PM - 3:59 PM	10	12%	3:00 PM - 3:59 PM	2	11%
4:00 PM - 4:59 PM	6	7%	4:00 PM - 4:59 PM	2	11%
5:00 PM - 5:59 PM	5	6%	5:00 PM - 5:59 PM	0	0%
6:00 PM - 6:59 PM	1	1%	6:00 PM - 6:59 PM	0	0%
7:00 PM - 7:59 PM	1	1%	7:00 PM - 7:59 PM	0	0%
Total Responses	85		Total Responses	19	

Modes of Transportation Used

Respondents were asked how they got to the bus stop to board the bus (Figure D-5). For Fixed Route service, the overwhelming majority of riders walked to the bus stop (73 percent), making it by far the most common access mode. Smaller shares arrived by being dropped off (9 percent), riding a bicycle (9 percent), or driving themselves (6 percent). Very few reported a Direct Connect pickup (2 percent) or a wheelchair (1 percent), and none reported using a taxi or transferring from another bus.

For Direct Connect, the results were similar, with 71 percent of riders walking to meet the vehicle. A notable difference is that 18 percent were directly picked up by the service, a feature unique to Direct Connect. The remaining riders either drove (6 percent) or were dropped off (6 percent).



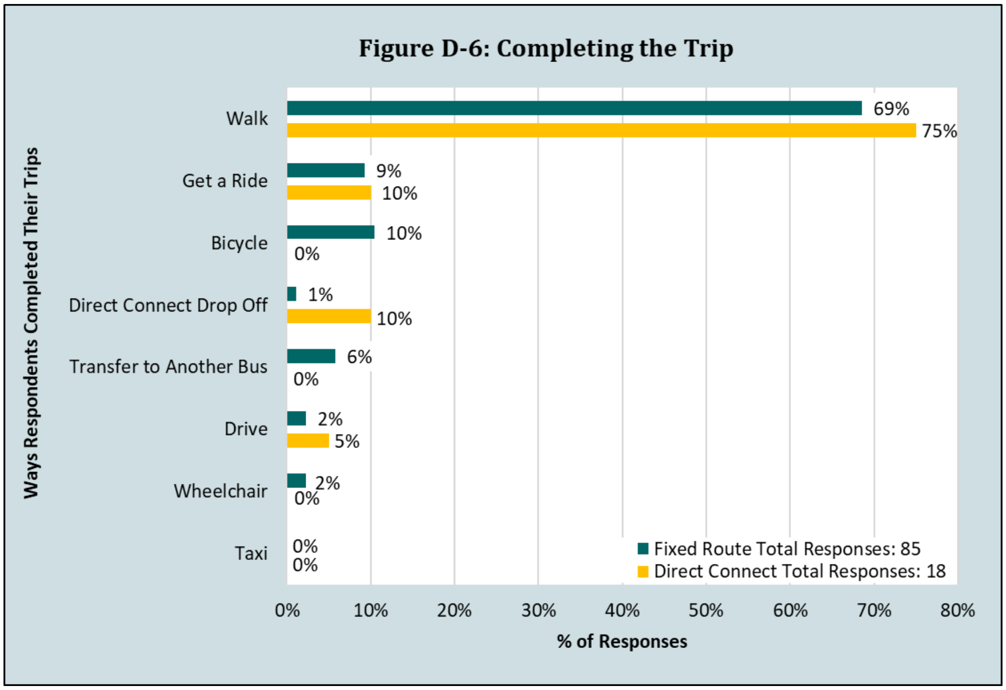
Respondents were also asked how they would complete their trip once they got off the bus (Figure D-6). For Fixed Route service, most riders completed their trips by walking to their final destination (69 percent), while smaller groups used a bicycle (11 percent) or got a ride (9 percent). Transfers to another bus accounted for 6 percent of responses, and very few completed their trip by wheelchair (2 percent), driving themselves (2 percent), or being dropped off by Direct Connect (1 percent).

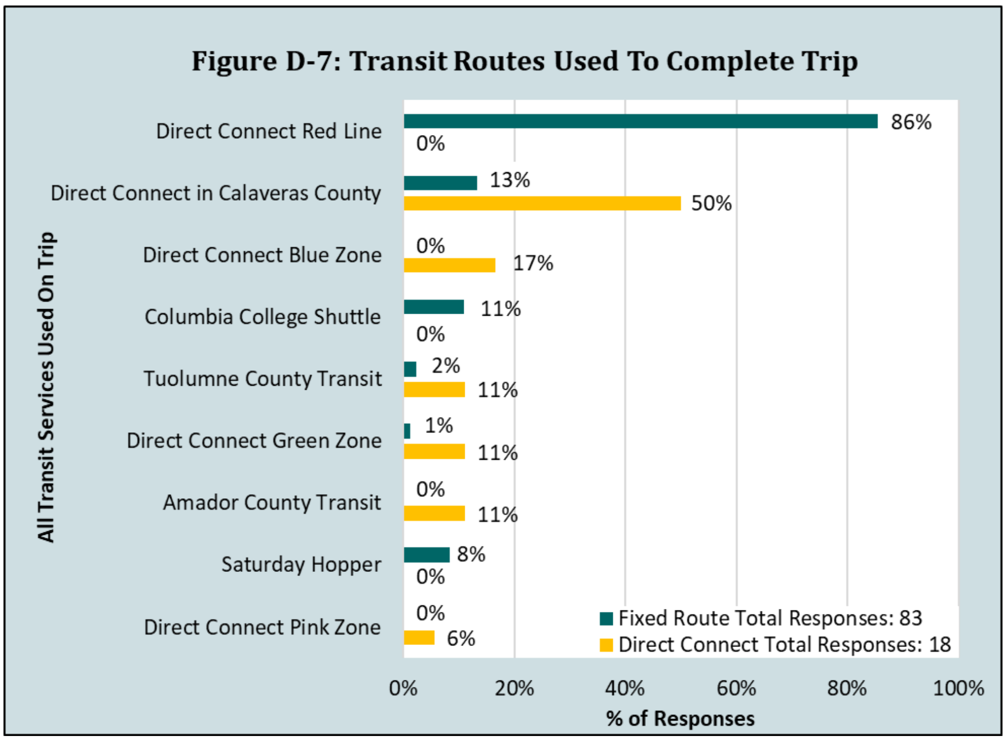
For Direct Connect, the majority also walked to their final destination (75 percent), followed by those who got a ride (10 percent) or were dropped off directly by the service (10 percent). A small share (5 percent) drove themselves, while no respondents reported using bicycles, wheelchairs, or bus transfers.

Other Transit Services Used to Complete the Trip

Participants were asked what other transit routes would be used to complete their trip (Figure D-7). For the Fixed Routes, nearly all respondents indicated they would ride the Red Line (86 percent). Other notable services included the In-County Direct Connect (13 percent), the Columbia College Shuttle (11 percent), and the Saturday Hopper (8 percent). Smaller shares connected with Tuolumne County Transit (2 percent) and the Direct Connect Green Zone (1 percent). No Fixed Route riders reported transferring to Direct Connect Blue Zone, Direct Connect Pink Zone, or Amador County Transit.

For Direct Connect, half (50 percent) reported also using In-County Direct Connect, while others connected with Direct Connect Blue Zone (17 percent), Amador County Transit (11 percent), Direct Connect Green Zone (11 percent), or Tuolumne County Transit (11 percent). A small share (6 percent) reported using the Direct Connect Pink Zone.

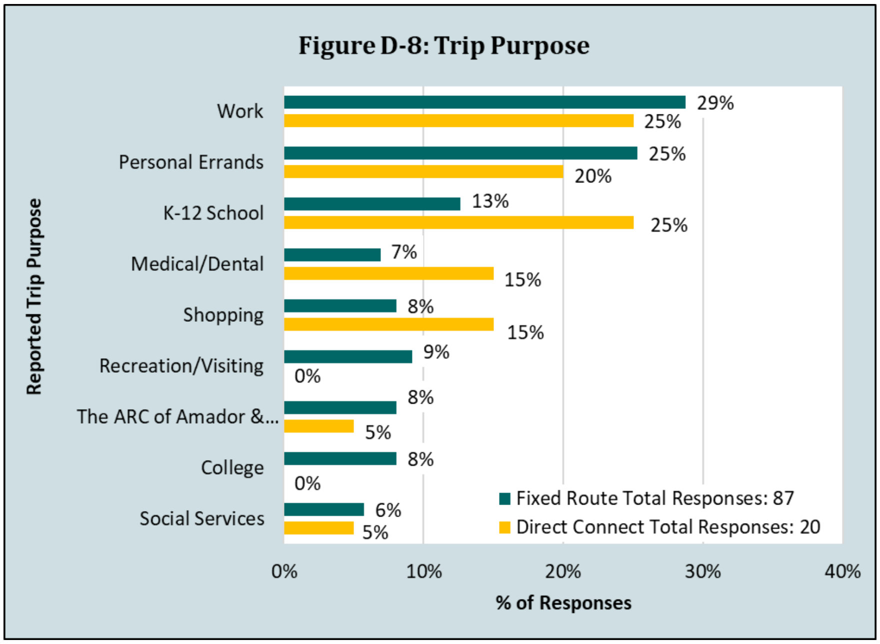




Trip Purpose

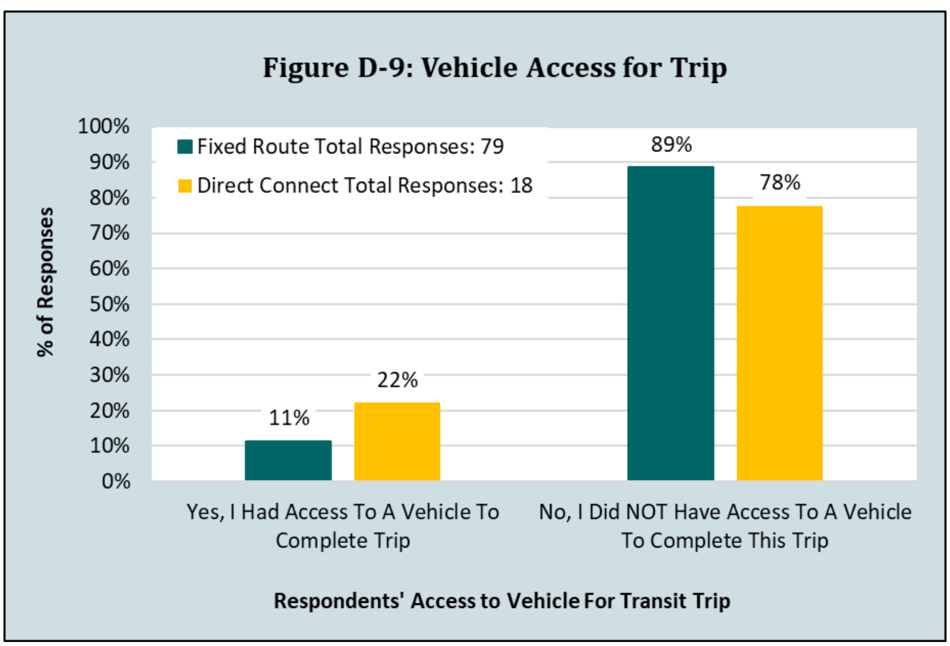
Participants were asked what the purpose of their transit trip was (Figure D-8). For Fixed Route riders, the most common trip purpose was work (29 percent), followed by personal errands (25 percent), and K–12 school (13 percent). Smaller shares of respondents used the service for recreation or visiting (9 percent), shopping (8 percent), college (8 percent), the Arc of Amador and Calaveras Counties (8 percent), and medical or dental appointments (7 percent). Social services represented 6 percent of trips.

For Direct Connect riders, the leading trip purposes were K–12 school and work (both 25 percent), followed by personal errands (20 percent). Shopping and medical or dental trips each accounted for 15 percent, while 5 percent of respondents were accessing social services or going to the Arc of Amador and Calaveras Counties. No Direct Connect trips were reported for college or recreation.



Alternative Vehicle Available for Trip

Participants were asked whether they had an alternative vehicle available to them to complete their trip. A majority of Fixed Route respondents reported that they did not have a vehicle available to them (89 percent of Fixed Route). Similarly, a majority of participants who were riding the Direct Connect Service reported that they also did not have a vehicle to complete the trip (78 percent of Direct Connect respondents).



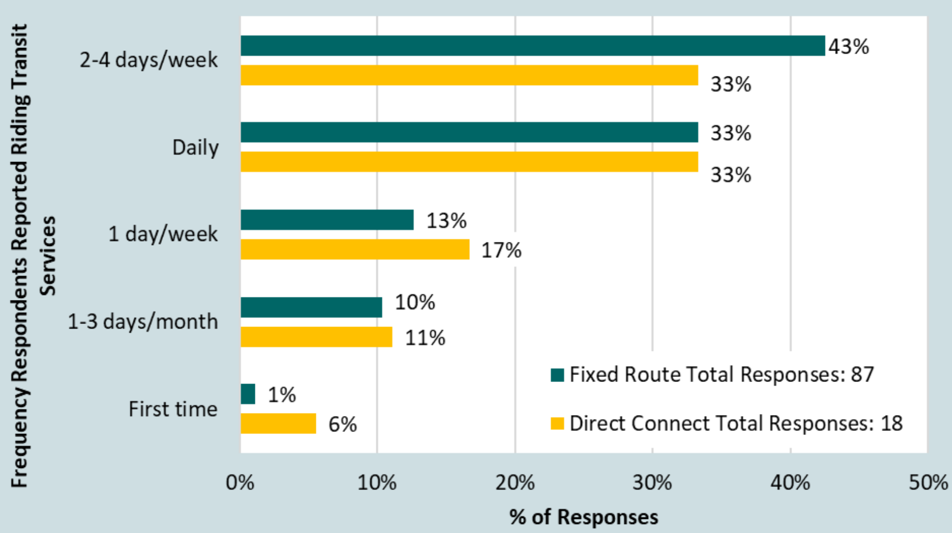
TRANSIT USE

Frequency of Transit Use

Participants were asked how often they use Calaveras Connect public transit services (Figure D-10). For Fixed Route riders, the majority use the service frequently, with 43 percent riding two to four days per week and 33 percent riding daily. Another 13 percent use it once per week, while 10 percent ride one to three days per month. Only 1 percent were first-time riders.

For Direct Connect riders, usage is more evenly distributed. Those riding 2-4 days per week accounted for 33 percent of responses, and 33 percent ride daily. Another 17 percent use it once per week, while 11 percent ride one to three days per month. Six percent of riders were first-time users.

Figure D-10: Frequency Riding Transit Services



Respondent's Rating of Service Categories

Survey participants were asked to rank a list of Calaveras Connect service categories on a scale of 1 (Very Poor) to 5 (Excellent) (Table D-4). Survey results show that both Fixed Route and Direct Connect services were rated positively across all categories, with most weighted averages above 4.0 (out of 5). For Fixed Route, the highest rating was Friendliness of Driver (4.8), followed by Overall Service (4.52) and On-Time Performance (4.38). The lowest score was for Bus Stops (3.94).

Direct Connect received consistently strong ratings, with Friendliness of Driver (4.58), Overall Service (4.56), On-Time Performance (4.45), and Availability of Information (4.44) standing out. The lowest rating was again for Bus Stops (4.11).

Table D-4: Calaveras Connect Service Category Weighted Average

	On-Time Performance	Hours of Operation	Frequency of Service	Where Services Go	Bus Stops
Fixed Route	4.38	4.06	4.28	4.22	3.94
Direct Connect	4.45	4.16	4.32	4.29	4.11

	Connecting to Other Services	Availability of Info	Friendliness of Driver	Overall Service	Total # of Responses
Fixed Route	4.16	4.33	4.80	4.52	**87**
Direct Connect	4.29	4.44	4.58	4.56	**20**

Note: Survey respondents were asked to rate the service categories mentioned about on a scale of 1 (very poor) to 5 (Excellent). A weighted average was then calculated to show the how each category scored overall.

Desired Improvements

Participants were asked what improvements they would like to see for Calaveras Connect (Figure D-11). The survey results show that the highest priorities for Fixed Route riders are expanding weekend service and extending service hours. Saturday Red Line Service (39 percent) and Sunday Red Line Service (38 percent) are the top requests, followed by Later Fixed Route Service (33 percent). Other frequently chosen improvements include bus stop enhancements (25 percent), Earlier Fixed Route Service (20 percent), and the addition of new routes (20 percent). Riders also expressed interest in more Columbia College shuttle options, such as year-round service (18 percent), Saturday service (12 percent), and Sunday service (9 percent). A smaller share of respondents requested more frequent service (1 percent) or Sunday Hopper Service (1 percent).

Respondents on the Fixed Route expressed a strong desire for improved bus stop amenities across Calaveras County. The most common requests focused on adding shade structures and shelters, as well as benches to make waiting more comfortable, especially at high-use locations like Big Trees, Bret Harte High School, Rancho Calaveras, and Circle X. Several respondents also mentioned the need for trash and recycling bins and clean, well-maintained stops. In terms of stop placement, participants suggested adding new stops in Angels Camp (near McDonald’s to better connect downtown and the upper plaza), Rancho Calaveras, Hathaway Pines, and near CCCE. Riders also noted that some existing stops are not clearly marked, recommending better signage so passengers know where to wait.

For Direct Connect riders, commonly suggested improvements focus on expanded service hours and additional days of service. Later Fixed Route Service (29 percent) was the top priority, followed by New Routes (24 percent), Earlier Fixed Route Service (24 percent), and Saturday Red Line Service (24 percent). Riders also called for bus stop improvements (18 percent), along with Sunday Columbia College service (12 percent) and year-round service (12 percent). Smaller shares of Direct Connect respondents noted a need for a student discount (6 percent) or Saturday shuttle service (6 percent). Overall, both groups highlighted the importance of longer operating hours, weekend coverage, and better connections to key destinations.

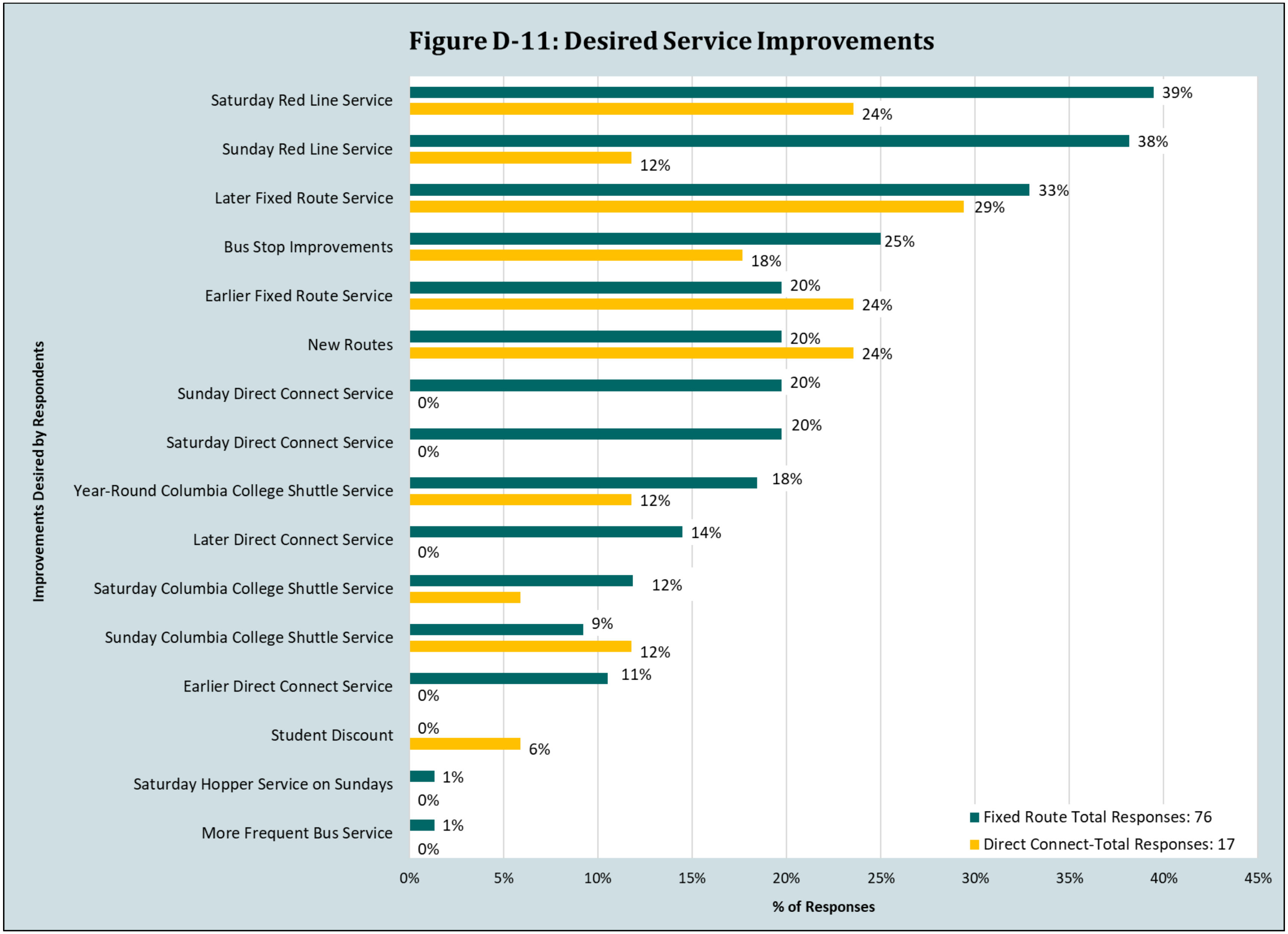


Figure D-11: Desired Service Improvements
Saturday Red Line Service
39%
24%
Sunday Red Line Service
38%
12%
Later Fixed Route Service
33%
29%
Bus Stop Improvements
25%
18%
Earlier Fixed Route Service
20%
24%
New Routes
20%
24%
Sunday Direct Connect Service
20%
0%
Saturday Direct Connect Service
20%
0%
Year-Round Columbia College Shuttle Service
18%
12%
Later Direct Connect Service
14%
0%
Saturday Columbia College Shuttle Service
12%
Sunday Columbia College Shuttle Service
9%
12%
Earlier Direct Connect Service
11%
0%
Student Discount
0%
6%
Saturday Hopper Service on Sundays
1%
0%
More Frequent Bus Service
1%
0%
Improvements Desired by Respondents
0%
5%
10%
15%
20%
25%
30%
35%
40%
45%
% of Responses
Fixed Route Total Responses: 76
Direct Connect-Total Responses: 17

Respondents from Direct Connect suggested several service improvements, including adding benches and clearer signs at stops and expanding service to new destinations such as Lodi, Stockton, Sacramento, Jackson, Sonora, Lake Hogan, Red Apple, Tanwood, and Copperopolis. Other requests included a student discount and considerations for riders with mobility challenges, such as difficulty using stairs.

Open-Ended Comments

Survey participants were given the opportunity to leave open-ended feedback or comments at the end of the survey (Table D-5). A total of 24 respondents left comments. The comments reflect strong appreciation for drivers, with several riders praising their friendliness, professionalism, and knowledge of the routes. Many riders expressed gratitude for the convenience of service and noted that everyone does a great job. At the same time, there were calls for drivers to receive better pay, benefits, and retention incentives to maintain service quality.

Service-related feedback centered on improving schedules, stops, and reliability. Riders asked for more bus stop locations and shelters (such as at Bret Hart School, California Burrito, and Frogtown), better alignment of the Columbia College Shuttle with midday and evening class times, and more frequent service to reduce long gaps in availability. Requests included bigger buses for after-school service, later shuttles for evening activities, and clearer scheduling to avoid confusion. Some noted challenges with traffic delays, digital system accuracy (geo-location services), and route cancellations, such as the Copperopolis line. While riders acknowledged the small population limits frequency, the overall message was a desire for modest service adjustments that would significantly improve accessibility.

Table D-5: Open-Ended Comments or Feedback Left by Respondents

I would like to say David is one of the best drivers and persons I've ever met on Transit Rides
You should consider having a late shuttle people enjoy evening dinners, etc. Uber isn't available here. Your Saturday Driver between 3-6 PM is very nice and a good driver.
Need bus stops in Angels at Bret Hart School and California Burrito - No shelter or bus stop.
I would like for the Columbia College Shuttle to stop at the college between 12:00pm - 2:00 pm. A stop between those times would really help me get home faster and improve my experience overall.
I only need the bus 1-2 times a week, and you didn't have enough people for the Copperopolis Route
Some college classes start around 8 am, which I usually miss out on. There are also some classes that do go into later in the night like 7 or so, so I think it would be beneficial if the college and County talked about the bus schedule. Normal routes are fine, its just so weird having the bus go all morning, stop at 11 am, and then the next bus being available being at 3 or so. I can understand having a lunch break, but that still a big gap.
Scheduling confusion/mix-up has caused slight issues for me before.
Keep us going.
We like you a lot!
It's perfect. Bigger buses for after school.
I appreciate the convenience of the bus.
All good. Bus stop at the end of 49 and Frogtown ?
All drivers are extremely good and are very knowledgeable about the bus routes.
The SACS or CRM (the digital system) needs to have it's GEO Location Services improved and how the system set ride times for driver and passenger Should localize the GEO system. Maybe get local outreach to help.
Thanks for your services
Thank you.
Drive bigger busses for after school.
Friendly drivers
Bus drivers - better pay + full benefits. If they stay with the company 5+ years, like a dollar a year. Max out at $30 an hour.
Could be more frequent, but with the small population of my area, I get it.
Thank you.
Traffic and debris can delay trips
Everybody does a great job!
Real nice drivers

Appendix E
ONLINE COMMUNITY SURVEY SUMMARY

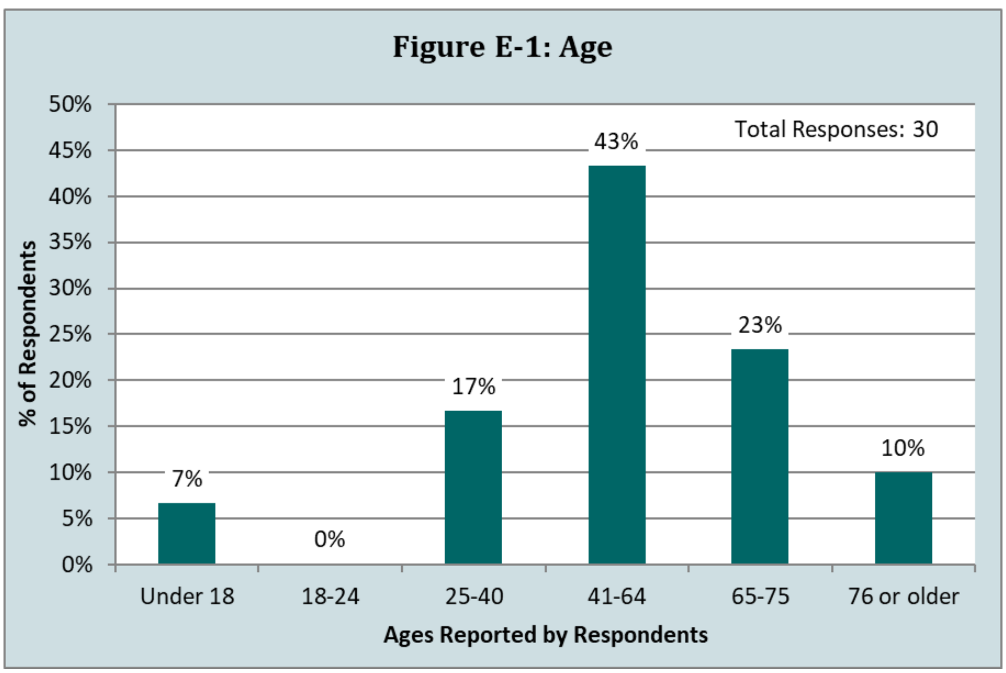
INTRODUCTION

The online community survey for the 2025 Calaveras County Short Range Transit Plan (SRTP) was conducted over several weeks in July and August 2025. The survey instrument included 23 questions and was made available online in English and Spanish. To inform the public of the survey effort, posts advertising the survey were emailed to stakeholders, including social service agencies, the Social Services Transportation Advisory Council (SSTAC), and key community members, posted on Facebook and Nextdoor, and was also posted as a public notice in local news sources, including Calaveras Enterprise and Valley Spring News. The survey was targeted at all residents of the Calaveras County region, including those who do not use public transit on a regular basis. The survey received a total of 36 responses, 35 of which were in English and one in Spanish.

DEMOGRAPHICS

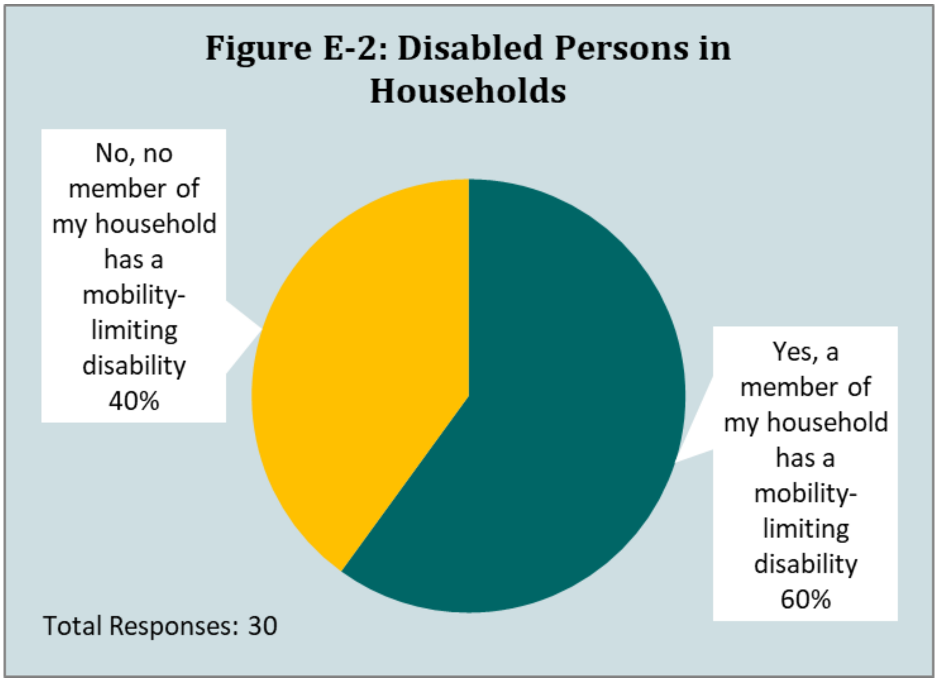
Age

Participants were asked to provide their age (Figure E-1). Only 7 percent of survey responses were from individuals under 25 years old, and 10 percent from respondents 76 years of age and above. A combined 83 percent of responses were from those 25-75 years old, with those 41-64 years of age accounting for 43 percent of survey responses.



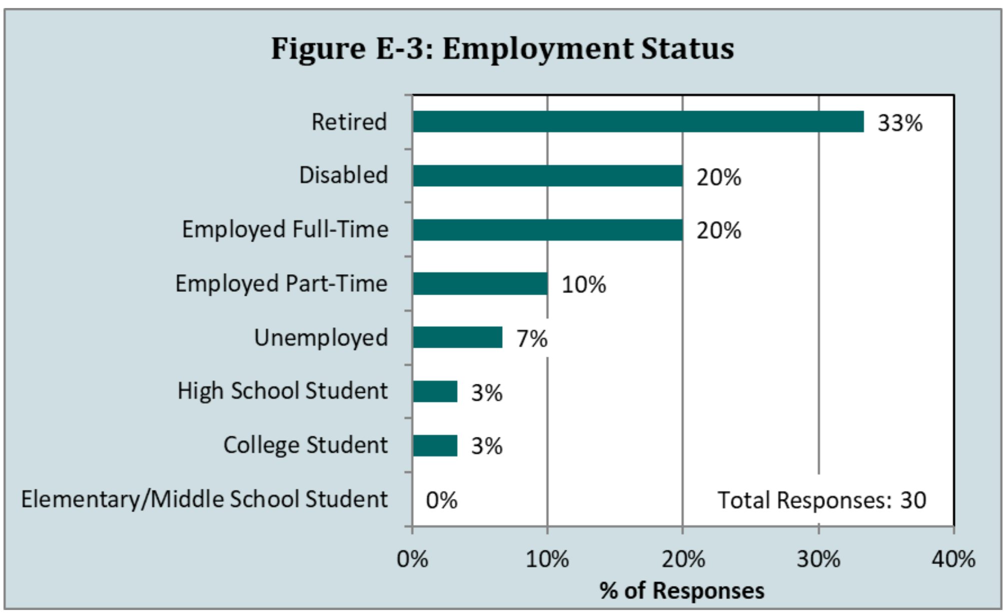
Disabled Persons in Households

Participants were asked whether anyone in their household had a disability that limited their mobility (Figure E-2). Those who answered “Yes, a member of their household has a mobility-limiting disability” accounted for 60 percent of respondents. Those in households that had no member with a mobility-limiting disability accounted for 40 percent of respondents.



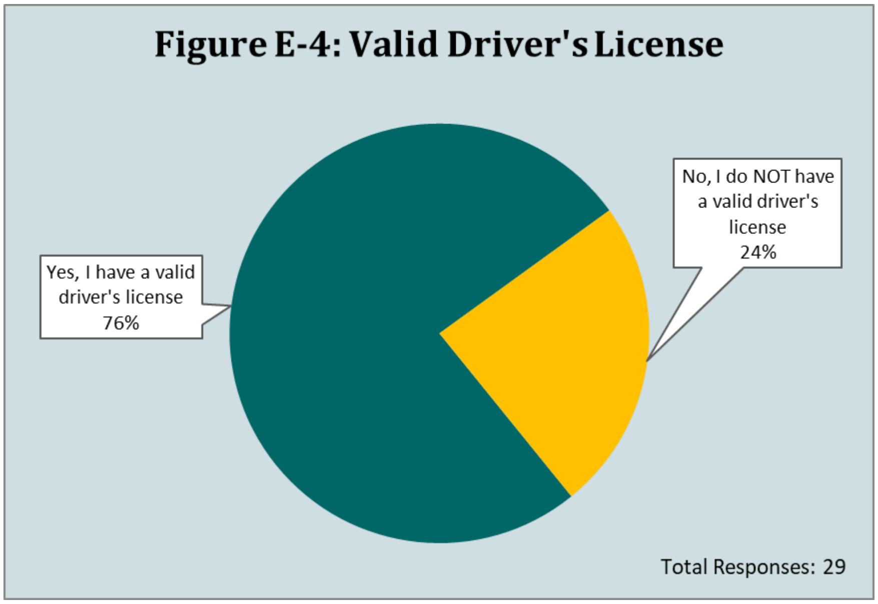
Employment Status

Respondents were asked to identify their employment status (Figure E-3). The largest share of respondents reported that they were retired (33%), followed by those who were disabled (20%) and those who were employed full-time (20%). Smaller groups reported being employed part-time (10%), unemployed (7%), or students, with 3 percent reporting being in college and 3 percent reporting attending high school. No respondents identified as elementary or middle school students.



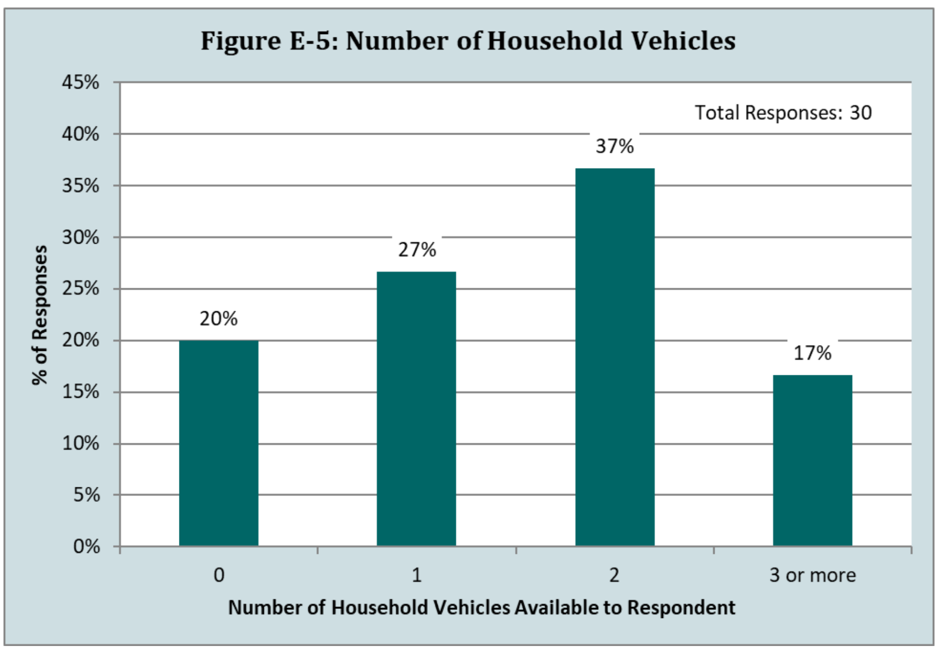
Valid Driver's License

Respondents were asked whether they had a valid driver's license (Figure E-4). Those who have a valid driver's license accounted for 76 percent of respondents, and those who did *not* have a driver's license accounted for 24 percent of respondents.



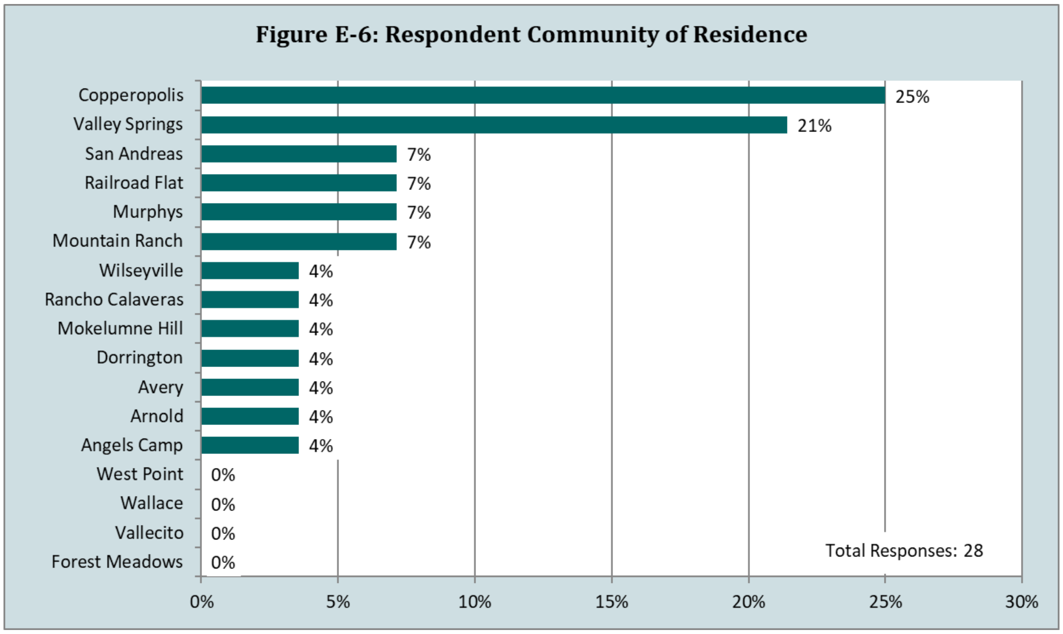
Total Number of Household Vehicles

Respondents were asked how many vehicles were available to their household (Figure E-5). Those who live in a household with no access to a vehicle accounted for 20 percent of respondents. Those with access to at least one vehicle in their households accounted for 80 percent of respondents.



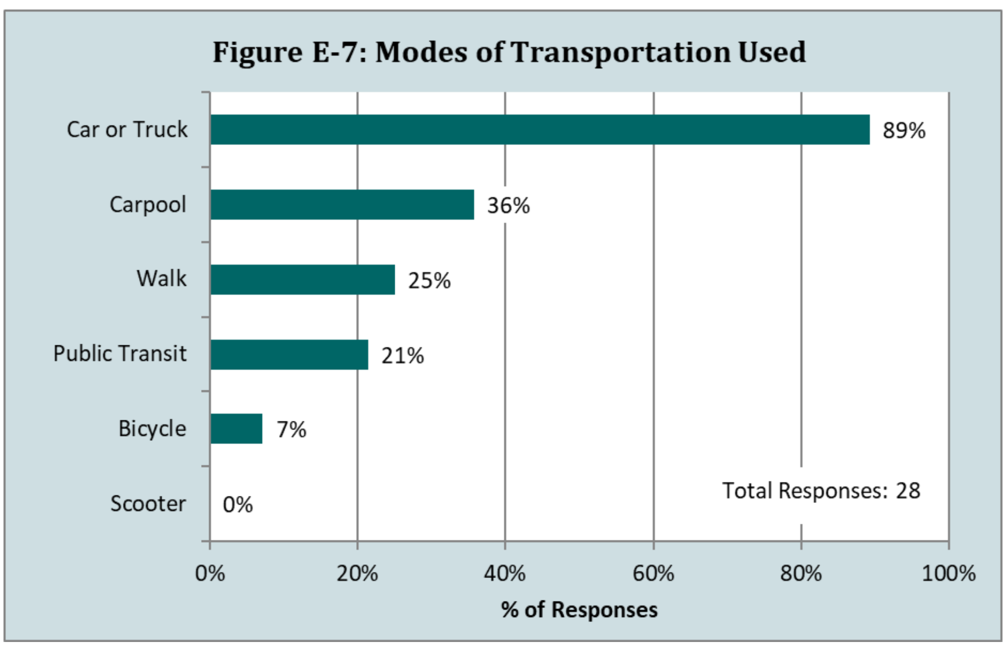
Community of Residence

Participants were asked in what general area of Calaveras County they lived (Figure E-6). The largest shares of respondents reported living in Copperopolis (25 percent) and Valley Springs (21 percent). A smaller group of respondents reported living in Mountain Ranch, Murphys, Railroad Flat, and San Andreas (7% each). A group of communities, including Angels Camp, Arnold, Avery, Dorrington, Mokelumne Hill, Rancho Calaveras, and Wilseyville, each accounted for 4 percent of responses. No respondents identified living in Forest Meadows, Vallecito, Wallace, or West Point.



Modes of Transportation Used

Participants were asked what mode of transportation they used (Figure E-7). Most respondents rely on a car or truck (89 percent), while a smaller portion uses carpooling (36 percent). Active transportation modes are less common, with walking (25 percent) and bicycling (7 percent) reported. A share of respondents also use public transit (21 percent), while scooter use was not reported (0 percent).



TRANSIT USE

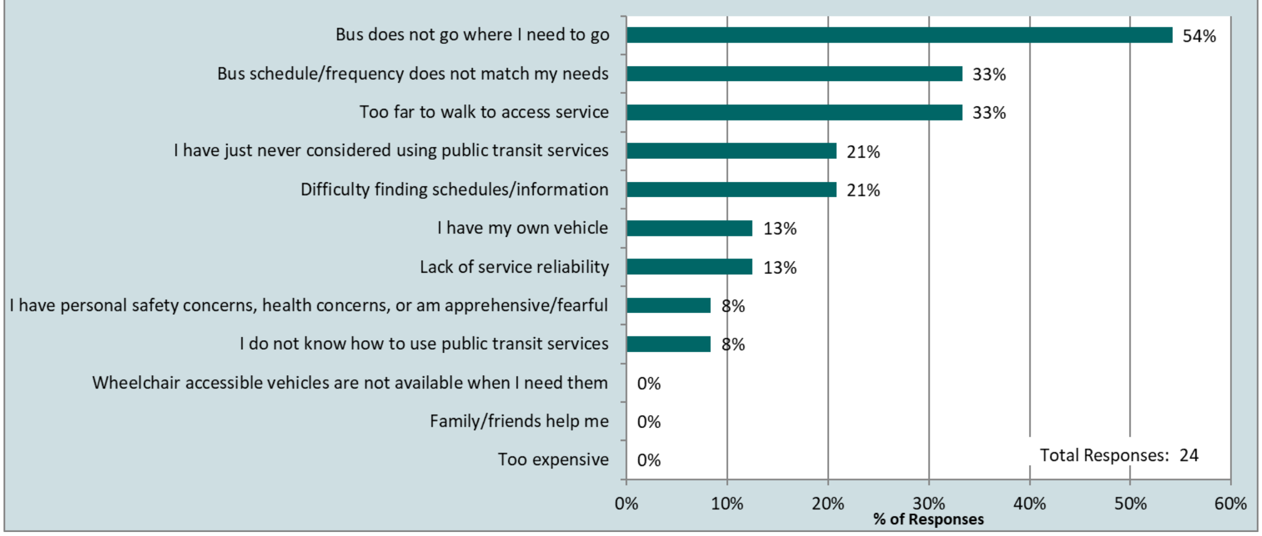
Calaveras Connect Usage

Participants were asked if they use Calaveras Connect. Over a quarter of respondents (28 percent) reported using Calaveras Connect, while 72 percent of participants indicated that they did not use these services.

Respondent Reasons Not to Use Public Transit

Respondents who answered no to using Calaveras Connect were asked why they do not use the service (Figure E-8). The leading reason respondents do not use Calaveras Connect is that the bus does not go where they need to travel (54 percent). Other major barriers include the bus schedule/frequency not matching needs (33 percent) and the service being too far to walk to access (33 percent). A smaller share cited difficulty finding schedules or information (21 percent) or that they have never considered using transit (21 percent). Additional reasons included lack of reliability (13 percent), having a personal vehicle (13 percent), personal safety or health concerns (8 percent), or not knowing how to use public transit services (8 percent). Cost, reliance on family/friends, and lack of wheelchair-accessible vehicles were not reported as barriers.

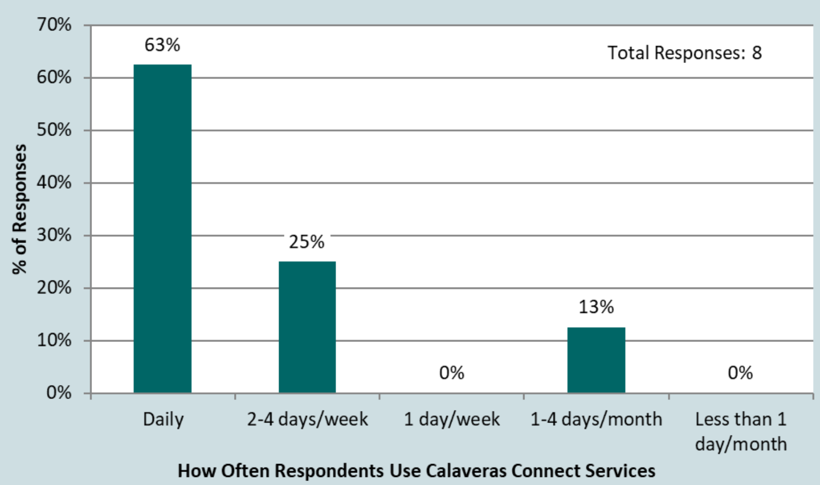
Figure E-8: Reasons Respondents Do Not Use Transit



Frequency of Transit Use

Participants who indicated that they use Calaveras Connect were asked about how frequently they use it (Figure E-9). Most reported using Calaveras Connect daily (63 percent), while 25 percent use it 2–4 days per week. A smaller share (13%) uses it 1–4 days per month.

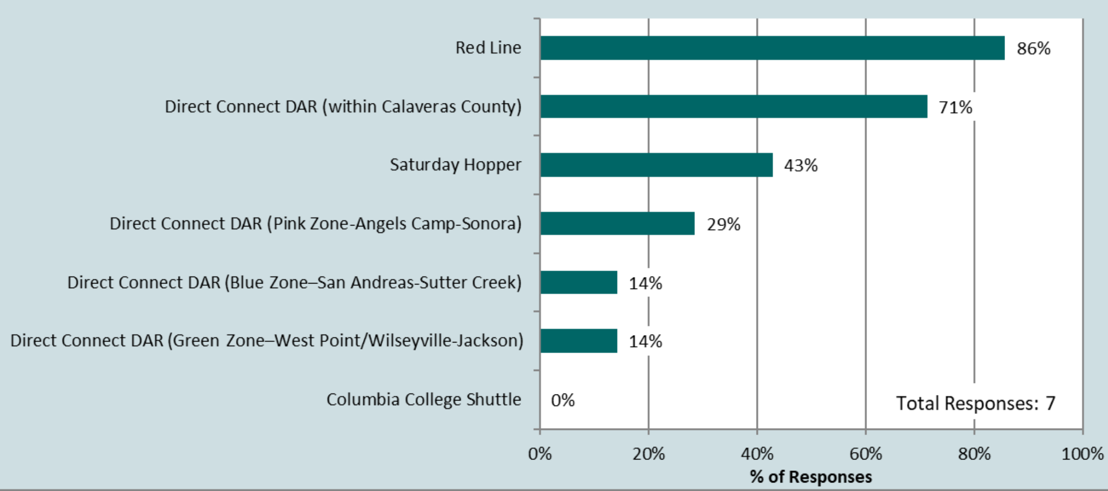
Figure E-9: Frequency Using Calaveras Connect



Calaveras Connect Transit Services Used

Participants who indicated that they use Calaveras Connect transit services were asked to identify which services they use and were allowed to select multiple services (Figure E-10). The most commonly used Calaveras Connect service among respondents is the Red Line (86 percent), followed by Direct Connect Dial-A-Ride within Calaveras County (71 percent). Other services with notable use include the Saturday Hopper (43 percent) and the Pink Zone Dial-A-Ride (29 percent). Smaller shares reported using the Green Zone (14 percent) and Blue Zone (14 percent) Dial-A-Ride services. No respondents reported using the Columbia College Shuttle.

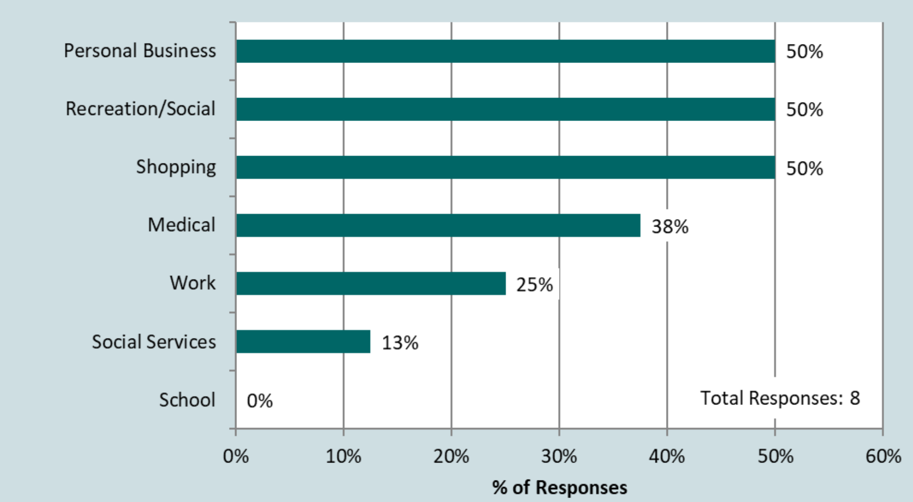
Figure E-10: Calaveras Connect Transit Services Used



Reasons for Using Calaveras Connect

Participants who answered yes to using Calaveras Connect transit services were asked the purpose of their trip while using public transit (Figure E-11) and could select multiple choices. Respondents reported that they most often use Calaveras Connect for shopping, recreation/social activities, and personal business (50% each). Medical trips are also a significant purpose (38 percent), followed by work (25 percent) and social services (13 percent). No respondents reported using the service for school.

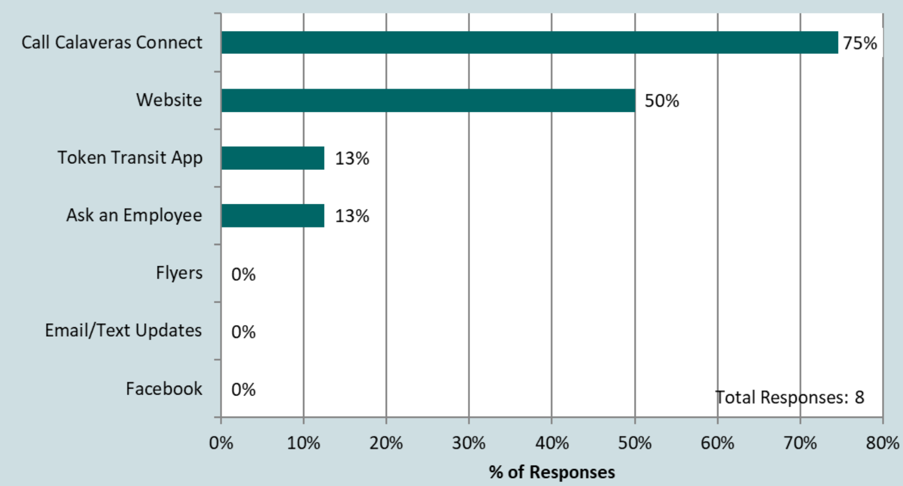
Figure E-11: Calaveras Connect Trip Purposes



Sources of Information Regarding Transit Services

Participants who answered yes to using Calaveras Connect transit services were asked where they got information about their local public transit services (Figure E-12). Most respondents got information about Calaveras Connect by calling the agency directly (75 percent) or using the website (50 percent). Smaller shares relied on the Token Transit app (13 percent) or asking an employee of the transit service (13 percent). No respondents reported using Facebook, email/text updates, or flyers for information.

Figure E-12: Transit Services Information Sources



OPINION ON TRANSIT SERVICES

Impact of Calaveras Connect Service Changes

Participants who answered yes to using Calaveras Connect transit services were asked if the changes implemented to Calaveras Connect services in the last five years have been an improvement in their experience. A total of seven answered the question. Those whose experience has NOT been improved by the changes accounted for 71 percent of respondents, while 14 percent of respondents indicated that the changes have improved their experience.

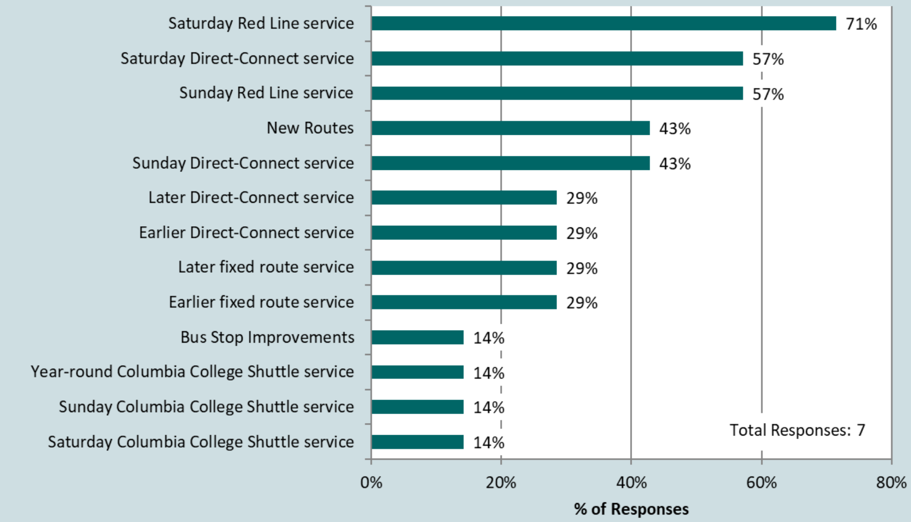
Importance of Public Transit in Calaveras County

Participants who answered yes to using Calaveras Connect transit services were asked to rate how important public transit service is as a community service in Calaveras County. All respondents view public transit as an important community service in Calaveras County, with 86 percent strongly agreeing and the remaining 14 percent somewhat agreeing.

DESIRED CALAVERAS CONNECT SERVICE CHANGES

Participants who answered yes to using Calaveras Connect transit services were asked to identify their desired service improvements for Calaveras Connect (Figure E-13). More than one option could be selected. The majority of respondents are interested in Saturday Red Line service (71%), followed by Saturday Direct Connect (57%) and Sunday Red Line service (57%).

Figure E-13: Desired Improvements for Calaveras Connect



Open-Ended Suggestions to Improve Calaveras Connect Services

Participants were given the option to provide open-ended feedback and suggestions on how to improve Calaveras Connect transit services. A total of 4 respondents completed this question, and they suggested expanding service days and hours, including Saturday service, earlier/later operating times, and routes that run in both directions. Several emphasized the need for better rural coverage, particularly to communities like Wilseyville and Railroad Flat, where residents lack reliable transportation to larger towns for work, food, and necessities. Other ideas included stronger connections to neighboring county transit services, more designated bus stops in isolated areas, and dedicated space on buses for groceries.

Unserved Destinations Desired by Respondents

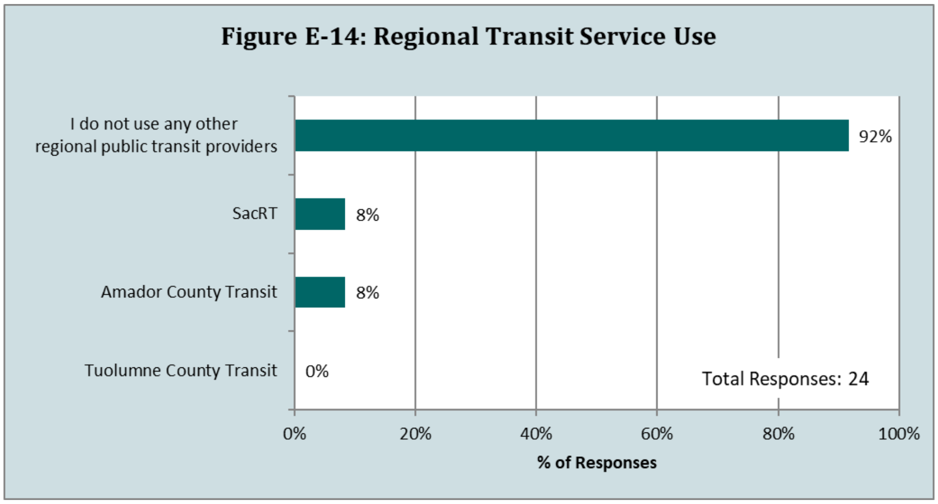
Participants were asked where they would like to go that they cannot access using public transit. The question was answered by three respondents. The responses included:

- Sonora
- El Dorado County
- Sacramento
- Angles Camp (Weekend Service)
- San Andreas (Weekend Service)
- Railroad Flats

REGIONAL PUBLIC TRANSIT USE

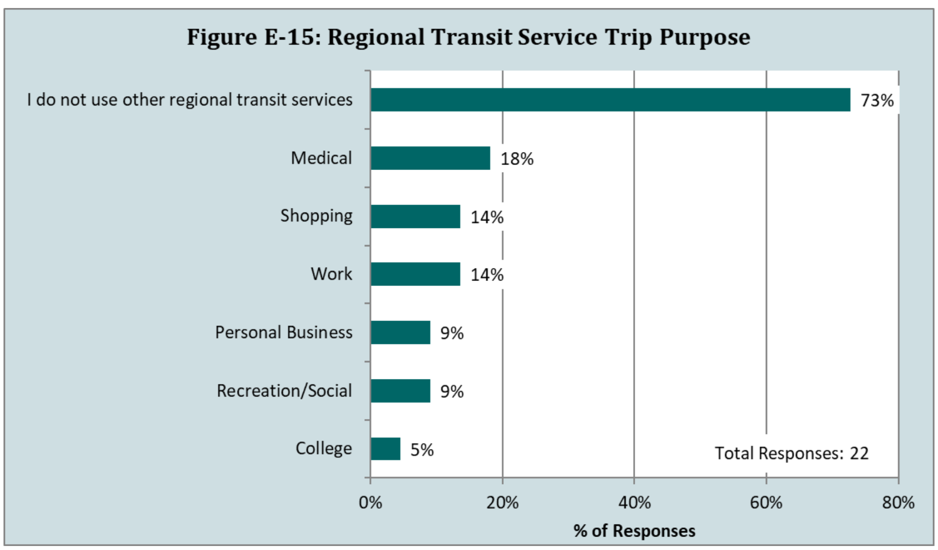
Regional Public Transit Service Use

Participants were asked which, if any, other regional transit services they used (Figure E-14). Those who did not use any regional public transit services accounted for 92 percent of the respondents. Those who used SacRT or Amador County Transit accounted for 8 percent of the respondents. No respondents reported using Tuolumne County Transit.



Regional Transit Trip Purposes

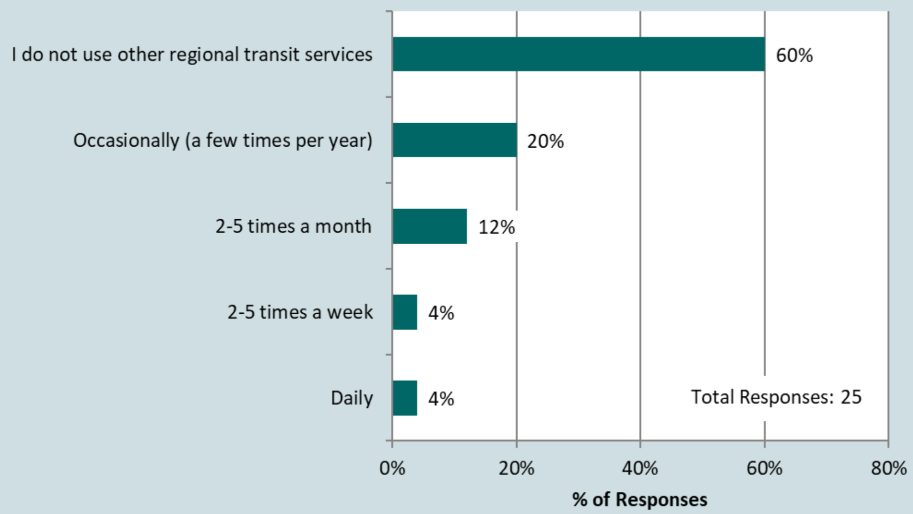
Participants were asked why they were using other regional transit services (Figure E-15). Those respondents who indicated that they did not use other transit services accounted for 73 percent of the responses. Among those who do, the most common reasons are medical trips (18 percent), followed by work and shopping (14% each). Smaller shares of riders use regional transit for personal business (9 percent), recreation/social trips (9 percent), or college (5 percent).



Frequency of Trips on Other Regional Transit Services

Participants were asked how often they rode other regional transit services (Figure E-16). A majority of respondents (60 percent) indicated they do not use other regional transit services. Among those who do, 20 percent indicated they do occasionally, followed by two to five times per month (12 percent). Smaller shares reported riding daily (four percent) or two to five times a week (4 percent).

Figure E-16: Frequency of Regional Transit Use



CALAVERAS
connect

CALAVERAS TRANSIT AGENCY AGENDA SUBMITTAL

Presented by: ***Melissa Raggio, Executive Director***	**Board Meeting Date** March 4, 2026	**Agenda Number** **5**
Minute Order Approving the FY 2026/27 Draft Operations Budget		
Published Notice Required? No **Public Hearing Required?** No		**Estimated Time:** 0-5
Type of Document: Minute Order **PowerPoint Presentation Included?** No		

Recommendation:
Staff recommends the Board approve the FY 2026/27 Draft Operations Budget.

Background:
The Public Transportation System is primarily funded by California Transportation Development Act (TDA) funds, Federal Transit Administration (FTA) Section 5311 Operation Assistance grant funds, and fare revenue. Below is a breakdown and description of the FY 2026/27 Draft Operations Budget.

Revenues

State of Good Repair (SGR) is a program under SB 1 and is funded from a portion of a new Transportation Improvement Fee on vehicle registrations due on or after January 1, 2018. A portion of this fee will be transferred to the State Controller's Office for the SGR Program. In collaboration with the State Controller's Office, the California Department of Transportation (Department) is tasked with the management and administration of the SGR Program. These funds will be allocated under the State Transit Assistance (STA) Program formula to eligible agencies pursuant to Public Utilities Code (PUC) section 99312.1. Half of the funds are allocated by population and half according to transit operator revenues. The FY 2026/27 allocation is estimated at $80,641, the current balance of the SGR Fund is $24,466.45.

State Transit Assistance Funding (STA) is administered and controlled by guidelines set forth in the TDA. Funds for the program are derived from the statewide sales tax on gasoline and diesel fuel. These funds are apportioned to the Secretary of the Business, Transportation and Housing Agency for allocation by formula to each regional transportation planning agency. STA is anticipated to be $411,506 in FY 2026/27 based on the preliminary estimate received by the State Controller's Office. A final estimate should be received in August or September.

Low Carbon Transit Operation Program (LCTOP) was established by California Senate Bill 862 to provide funding, on a formula basis, for operational or capital expansion projects to reduce greenhouse gas emissions and improve mobility, with a priority on serving disadvantaged communities. The funds are derived from California's Cap-and-Trade Program and are the result of quarterly auctions of emission credits for greenhouse gas emitters regulated under AB 32, California's Global Warming Solutions Act of 2006. The FY 2025/26 apportionment provided by the State Controller's Office totaled $75,573. This apportionment will go towards fleet replacement.

Local Transportation Funds (LTF) are derived from ¼ of one cent of the retail sales tax collected statewide. The ¼ cent is returned by the State Board of Equalization to each region according to the amount of tax collected in the region. LTF is a major revenue source for the Public Transportation System. Based on future estimates on sales tax received from the state, the County Auditor-Controller's estimate for FY 2026/27 is $1,491,000 an increase of 1% from FY 2025/26 ($1,490,486).

Federal Transit Administration (FTA) Section 5311 Operating Assistance Funding are formula funds and have been fairly reliable and consistent over the years. As with STA, final apportionment figures are not typically received until the fall of each year, after the adoption of the final budget. Funding for FY 2026/27 is estimated to be $350,000 and requires a 44.67% match.

Fare Revenue/Ticket Sales Staff budgeted ticket sales for FY 2026/27 based on the current fiscal year fare revenues that have been collected. Staff will continue to evaluate services to better meet the needs of our community.

Advertising Revenue CTA receives revenue from advertising on buses. FY 2026/27 is budgeted at $35,000 based on the current fiscal year revenues.

<u>Expenses</u>
Communications – Verizon service for the Bus Driver iPads for spare/zoom software and maintenance.

Maintenance of Equipment – Maintenance of buses by Paratransit Services.

Office Expense – Printing Services, advertising, public notices, and general office supplies.

Professional and Specialized Services – This line item is the general service contracts with the County Auditor-Controller and Treasurer, Payroll services from Tribble and Ayala, Technical Support services from Computer Fireman, Legal Counsel services and the Aspen Street Contract for Architectural and Engineering Services for the design of the new Transit Facility.

Professional and Specialized Services- Spec Purpose – This line item is contracted Transit Operations with Paratransit Services that was approved by the CTA Board in August 2025.

Reimbursement to CCOG for Services – Calaveras Transit Agency staff is provided by the CCOG through an agreement for Staff Services. A revenue transfer will be processed for staff time dedicated to the management of the Public Transit System.

Rents & Leases – Transit Facility Lease budgeted at $49,644 with an increase of $1,440 due to lease agreement Addendum No. 1 with BNN, LLC approved at the April 2024 CTA Board Meeting.

Special Department Expense – Board member stipend - $25 per member for 10 board meetings.

Gas and Oil – Budgeted FY 2026/27 at $230,000 based on current fiscal year costs and services. This will be updated as needed based on actuals.

Contingencies – Budgeted $20,000.

Discussion:

Staff is recommending the Board approve the FY 2026/27 Draft Operations Budget totaling $2,241,973. The Draft operations budget reflects a decrease of $524,118 compared to FY 2025/26 Amendment No. 1 totaling $2,766,091 (shown in the attachment).

The decrease reflected in the FY 2026/27 Draft Operations budget is attributed to:

- Line Item 5271, Prof and Specialized Services decreased $434,753 due to work completed on the design phase of the new transit facility.
- Line Item 5272, Prof and Specialized Services-Spec Purpose decreased $91,050 due to not including Dial-a-ride services in the Draft Operations budget

Fiscal Impact:
Fiscal Year 2026/27 Draft Operations budget totals $2,241,973. With COVID-related Federal funding now fully expended, staff will evaluate and pursue all eligible revenue sources and funding opportunities that are available to minimize the use of LTF funding.

ATTACHMENT(S):
CTA M.O. Draft Operations Budget.pdf
CTA FY 2026-27 CTA Draft Budget.pdf

CALAVERAS CONNECT

CALAVERAS COUNTY
STATE OF CALIFORNIA

MINUTE ORDER
March 4, 2026

A Motion was made to approve the FY 2026/27 Draft Operations Budgets as presented.

RESULT:
MOVER:
SECONDER:
AYES:

ATTEST

____
Anne Dell'Orto, Clerk to the Council
Calaveras Transit Agency

____
Tim Muetterties, Chair
Calaveras Transit Agency

Calaveras Transit Agency
FY 2026/27
Draft Operations Budget

Line Item	Description	Adopted Final 2025/26	Adopted Amend. No. 1 2025/26	Proposed Draft 2026/27	Change	Notes
4300	Interest	$ 25,000	$ 25,000	$ 25,000	$ -	Interest
4327	SB1 State of Good Repair (SGR)	$ -	$ -	$ -	$ -	Estimate from SCO $80,641
4411	State Transit Assistance (STA)	$ 461,345	$ 455,968	$ 411,506	$ (44,462)	Estimate from SCO $411,506
4455	State Grants (LCTOP)	$ -	$ -	$ -	$ -	
4468	State 1/4 Cent Sales Tax (LTF)	$ 825,311	$ 626,093	$ 873,654	$ 247,561	Operations $873,654
4506	Federal Transit Administration (FTA)	$ 714,069	$ 714,069	$ 350,000	$ (364,069)	FTA 5311 $350,000 (Estimate)
4692	Transit Ticket Sales	$ 30,000	$ 30,000	$ 30,000	$ -	
4694	Transit Fixed Route	$ 35,000	$ 35,000	$ 40,000	$ 5,000	
4713	Misc Revenue	$ 35,000	$ 35,000	$ 35,000	$ -	Advertising
	Fund Balance	$ 940,756	$ 844,961	$ 476,813	$ (368,148)	Aspen St. Arch. Design contract balance FY 2025/26
	Total Revenue	**$ 3,066,481**	**$ 2,766,091**	**$ 2,241,973**	**$ (524,118)**	
5121	Communications	$ 4,000	$ 4,000	$ 4,000	$ -	Bus Driver Ipads for Spare / Zoom Software and Maintenance
5181	Maint. of Equipment	$ 95,000	$ 95,000	$ 95,000	$ -	Maintenance of Buses- based on mileage
5200	Software Subscriptions	$ -	$ -	$ -	$ -	
5221	Memberships	$ 1,000	$ 1,000	$ 1,000	$ -	
5241	Office Expense	$ 5,000	$ 5,000	$ 5,000	$ -	Printing Services & Marketing
5257	Office Expense - Small Equipment	$ -	$ 5,600	$ -	$ (5,600)	
5271	Prof and Specialized Services	$ 1,256,496	$ 933,002	$ 498,249	$ (434,753)	County Auditor & TTC, Tech. Srvcs, Accounting, Legal Counsel, Design
5272	Prof and Specialized Services-Spec Purpose	$ 1,322,518	$ 1,356,535	$ 1,265,485	$ (91,050)	Ops Contract $1,265,485
5301	Reimbursement to CCOG for Services	$ 81,513	$ 65,000	$ 70,845	$ 5,845	Based on CCOG staff time
5381	Legal Notices	$ 1,000	$ 1,000	$ 1,000	$ -	Legal notices
5392	Rents & Leases	$ 48,204	$ 48,204	$ 49,644	$ 1,440	Transit Center Lease FY 26/27 - $4,137/mo
5411	Special Department Expense	$ 1,750	$ 1,750	$ 1,750	$ -	Board Member Stipend $25/meeting
5480	Gas and Oil Expense	$ 230,000	$ 230,000	$ 230,000	$ -	Fuel Costs & Paratransit EV Van Charging
5701	Capital Asset - Equipment	$ -	$ -	$ -	$ -	
5990	Contingencies	$ 20,000	$ 20,000	$ 20,000	$ -	Contingencies
	Total Expenditures	**$ 3,066,481**	**$ 2,766,091**	**$ 2,241,973**	**$ (524,118)**	

-

CALAVERAS TRANSIT AGENCY AGENDA SUBMITTAL

Presented by: ***John Franklin, Transportation Planner***	**Board Meeting Date** March 4, 2026	**Agenda Number** **6**
Update on the Innovated Clean Transit Exemptions With Direction to Staff		
Published Notice Required? No **Public Hearing Required?** No		**Estimated Time:** 0-5
Type of Document: Informational **PowerPoint Presentation Included?** No		

Recommendation:
Staff is seeking direction from the Board on submitting an Innovative Clean Exemption (ICT) for future fleet vehicles.

Background:
California Air Resources Board adopted Innovative Clean Transit regulations in 2018, requiring transit agencies to transition to a Zero Emissions Bus (ZEB) fleet. As a small transit agency, CTA was required to complete a ZEB rollout plan and submit it to CARB by July 1, 2023. On May 26, 2023 Calaveras Transit Agency (CTA) was notified CARB accepted our ZEB rollout plan. The ZEB rollout plan (attached) had indicated that by 2026, 25% of our fleet should be ZEBs and all new purchases would need to be a ZEB unless an exemption is granted by CARB.

Discussion:
CTA Staff participated in a California Air Resources Board (CARB) webinar detailing how to prepare an Innovative Clean Transit Exemption Request. Materials and templets were provided for exemption requests as well as criteria for exemptions. There are five current exemption categories;

- When delay in bus delivery is caused by setback of construction of infrastructure needed for the zero-emission bus
- When available zero-emission buses cannot meet a transit agency's daily mileage needs
- When available zero-emission buses do not have adequate gradeability performance to meet the transit agency's daily needs for any bus in its fleet
- When a required zero-emission bus type for the applicable weight class based on gross vehicle weight rating (GVWR) is unavailable for purchase
- Financial Hardship

There is an annual deadline for exemption filing of November 30th each year, with CARB recommending submitting 6 months prior to the Calendar year of the purchase. Exemptions are filed one per vehicle in the year anticipated to purchase, CARB does not want multiple exemptions per vehicle. Different exemptions for different vehicles is allowed, for example, if Calaveras Connect had one service line that gradeability is an issue we can use that exemption for the vehicle proposed to service that route. Another common issue small public transit agencies face is most electric buses do not meet the daily service miles. Currently most electric Type B Cutaway buses have a estimated range of 130 miles to 150 miles, which would not adequately meet the average milage demands of our service routes.

CARB noted there were no planned sunset dates in the regulations for exemption requests and the 2026-28 phase will be streamlined. All non ZEBs we acquire can be used past 2040 for their natural service life based on the CTA.

Fiscal Impact:
None at this time.

ATTACHMENT(S):
CTA_ZEB_Plan_pg91-92.pdf

16.0 PHASING AND IMPLEMENTATION

Table 21 provides an overview of the phasing plan for CTA's ZEB rollout strategy. Note that expenses are in the year of cost incurred, while the fleet quantity columns show when vehicles are delivered, which is offset from the purchase year.

Table 21: ZEB Implementation Phasing Plan, FY2023-2040

Year	Charging Equipment Installation	ZEB Fleet Procurements	ZEB Fleet Adoption as Percentage of Procurement	Training: Operators, Maintenance staff, Technicians	Training - Other	Capital Expenses (2022$)	Operating Expenses (2022$)	Total Expenses (2022$)
FY2023		1 van	33%	Original equipment manufacturer (OEM) training	OEM training for all other staff	$378,000	$266,000	$644,000
FY2024		0	0%	Annual refreshers	Coordination with local fire and emergency response department for ZE technology for emergency responses	$196,000	$252,000	$448,000
FY2025	2 chargers with dual dispenser	0	0%	OEM training	No activity	$815,000	$236,000	$1,051,000
FY2026		1 van	50%	Annual refreshers	Local fire and emergency response department refreshers	$253,000	$222,000	$475,000
FY2027		1 cutaway	50%	OEM training	OEM training for all other staff	$265,000	$199,000	$464,000
FY2028		0	No procurement	Annual refreshers	Local fire and emergency response department refreshers	$0	$189,000	$189,000
FY2029	2 chargers with dual dispenser	2 cutaways	100%	OEM training	No activity	$822,000	$158,000	$980,000
FY2030		1 cutaway	100%	Annual refreshers	Local fire and emergency response department refreshers	$157,000	$141,000	$298,000

Year	Charging Equipment Installation	ZEB Fleet Procurements	ZEB Fleet Adoption as Percentage of Procurement	Training: Operators, Maintenance staff, Technicians	Training - Other	Capital Expenses (2022$)	Operating Expenses (2022$)	Total Expenses (2022$)
FY2031		2 cutaways 1 van	100%	OEM training	OEM training for all other staff	$416,000	$120,000	$536,000
FY2032	1 charger with dual dispenser	2 cutaways	100%	Annual refreshers	Local fire and emergency response department refreshers	$483,000	$113,000	$596,000
FY2033		1 cutaway	100%	OEM training	No activity	$135,000	$98,000	$233,000
FY2034		1 cutaway 1 van	100%	Annual refreshers	Local fire and emergency response department refreshers	$230,000	$83,000	$313,000
FY2035		1 cutaway	100%	OEM training	OEM training for all other staff	$122,000	$87,000	$209,000
FY2036		1 cutaway	100%	Annual refreshers	Local fire and emergency response department refreshers	$116,000	$88,000	$204,000
FY2037		1 cutaway	100%	OEM training	No activity	$111,000	$83,000	$194,000
FY2038		0	No procurement	Annual refreshers	Local fire and emergency response department refreshers	$0	$77,000	$77,000
FY2039		2 cutaways 1 van	100%	OEM training	OEM training for all other staff	$280,000	$74,000	$354,000
FY2040		1 cutaway	100%	Annual refreshers	Local fire and emergency response department refreshers	$95,000	$69,000	$164,000