



PARATRANSIT, INC. BOARD OF DIRECTORS' MEETING

Meeting Date and Time:

June 8, 2026 at 11:00 a.m.

Meeting Location:

Ron Brown Conference Center
2501 Florin Road
Sacramento, CA 95822

If you need a disability-related modification or accommodation to participate in this meeting, please contact by Voice: (916) 429-2009. Requests must be made as early as possible.

Members of the public may submit public comments via eComment by email at publiccomment@paratransit.org.

Paratransit's Mission: To expand mobility and accessibility by providing innovative programs and services to the Community.

AGENDA

1. Call to Order & Roll Call: (2 minutes)

Directors: Alves, Black, Dawson Rawlings, Heidt, McCleary,
Mulvaney, Tucker

2. Pledge of Allegiance (3 minutes)

3. Public Comment: (10 minutes)

Each person will be allowed three minutes, or less if a large number of requests are received on a particular subject. After ten minutes of testimony, the Chair may choose to hear any additional testimony following the Discussion Items.

Please note, under the provisions of the California Government Code, the Board is prohibited from discussing or taking action on any item that is not on the agenda. The Board cannot take action on non-agendized items raised under “Public Comment” until the matter has been specifically included on the agenda. Those audience members who wish to address a specific agendized item are encouraged to offer their public comments during consideration of that item.

4. Staff Reports (15 minutes)

- A. CEO Report
 - a. Update on Activities and Contracts

- B. CFO Report
 - a. Monthly Financial Report

5. Presentation (15 minutes)

- A. Information Systems Department Informational Report

6. Consent Calendar (5 minutes)

- A. Approve the Minutes of the April 10, 2026, Board of Directors' Meeting

- B. Adopt Resolution 05-26 Authorizing the President and CEO to prepare, submit and execute Agreements for various upcoming grant programs from the Sacramento Area Council of Governments, the State of California, the Federal Transit Administration, and assorted local programs

- C. Adopt Resolution 06-26 Authorizing the President and CEO and Chief Financial Officer to Negotiate an Agreement with Five Star Bank to secure Credit Services (Secured Loan/Line of Credit/Secured Line of Credit) and to Execute all Agreements necessary to complete these financial transactions

7. Announce Adjournment to Closed Session (10 minutes)

- A. Conference with Legal Counsel – Anticipated Litigation
Initiation of litigation pursuant to § 54956.9(d)(4): (1 case)

8. Reconvene to Open Session and Report Action, if any taken (5 minutes)

9. Action Items (45 minutes)

- A. Adopt Resolution 07-26 Approving Policy Requiring the Implementation of Hybrid Meetings and Addressing Disruption of Telephonic or Internet Services During Meetings in Accordance with SB707 and Cal. Gov't. Code Section 54953.4
- B. Adopt Resolution 08-26 Approving Policy for Allowing Board Members to Participate Remotely as a Reasonable Accommodation Under the Americans with Disabilities Act in Accordance with SB707 and Cal. Gov't. Code Section 54953.8
- C. Adopt Resolution 09-26 Adopting the Paratransit, Inc. Fiscal Year 2026-27 Operating and Capital Budget
- D. Adopt Resolution 10-26 Approving the FY 27-31 Business Development and Strategic Plan
- E. Discussion of Agenda Items for the August 2026 Board Retreat and Staff Appreciation BBQ

10. Board Member Ideas and Comments (10 minutes)

11. Adjourn (1 minute)

The next regularly-scheduled meeting of the
Paratransit Board of Directors will be held on

August 10, 2026
11:00 a.m.

Paratransit, Inc.
Ron Brown Conference Center
2501 Florin Road
Sacramento, CA 95822

*Staff Reports are subject to change without prior notice.

ADA COMPLIANCE

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 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact the Chief Administrative Officer at (916) 429-2009 for further information.



Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 4A

AGENDA TITLE: President and CEO's Report

MEETING DATE: June 8, 2026

PREPARED BY: Tiffani M. Scott, President and CEO

PARTNERSHIPS AND OPPORTUNITIES:

I will provide an overview of our on-going partnerships, grants, contracts and new programs and upcoming opportunities during my oral report and PowerPoint presentation at the Board meeting.

As always, I remain available for any questions.



**Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 4Ba**

AGENDA TITLE: CHIEF FINANCIAL OFFICER'S REPORT

MEETING DATE: JUNE 8, 2026

PREPARED BY: LISA M CAPPELLARI, CHIEF FINANCIAL OFFICER

RECOMMENDED ACTION:

Receive and file the Chief Financial Officer's Report

BACKGROUND AND DISCUSSION:

Financial data are from July 2025 to April 2026 and operating data are from July 2025 to May 2026.

- CTSA partner agency trips continue to grow, and are now at 253,260 from July 2025 through May 2026. CTSA agency trips are approximately 70% of ADA trips, and we expect them to keep increasing.
- The CTSA program, where Paratransit, Inc. partners with local social service agencies, continues providing support with vehicle insurance reimbursement, maintenance and fleet management services, fuel reimbursement, buses, facility and parking space, and driver support and training.
- Contracted transportation trips have fallen over the last two years as Paratransit diversifies its transportation services. There were on average 1,860 contracted monthly billable hours from July 2025 through May 2026. In addition, Paratransit provided 6,991 hours of general public shuttle services, trips on behalf of St. John's Program for Real Change, various group trips, and food delivery for the Sacramento Food Bank, where we have delivered 36,900 meals in FY26 so far.
- The Sacramento Mobility Management program successfully travel trained 58 elderly/disabled passengers and 154 youth so far this fiscal year.
- Year to date Paratransit's maintenance department completed 2,597 work orders: 89 of them for CTSA partners, 874 for Paratransit vehicles, 1,067 for SacRT Go vehicles, and 567 for outside agencies.

- Year to date revenue from Measure A came in 9.2% below budget and Transportation Development Act (TDA) revenue came in 3% above budget.
- The SacRT Go contract revenue is right on budget with the exception of fuel purchases.
- Grant revenue is coming in slower than budgeted because we have not obtained several grant agreements yet so most likely those funds will advance into next fiscal year.
- Contracted services revenue is running slower than budgeted, primarily because of the driver shortage, which also causes personnel expense to be lower than budgeted.
- Paratransit's maintenance fees and diversified services revenues are running near budget however fuel sales are about 13% below budget due to lower fuel prices. Since this is a reimbursable expense, it does not affect net income.
- On the expense side, personnel expense, which includes wages, payroll taxes, benefits, and workers compensation, is under budget by \$922,000, due mostly to the driver shortage.
- Fleet operations expense (fuel, vehicle insurance, and vehicle maintenance parts) is under budget by \$525,000, largely because fuel prices have stabilized and vehicle insurance rates came in lower than expected. Nonpersonnel expense (services, office expense, utilities, travel) is \$242,000 lower than budget, due to fiscal tightening in nearly every area. Overall, Paratransit's net income for the first ten months of the fiscal year is \$381,000.

If you have any questions or comments about this Performance Report please contact me at 916-429-2009 ext.7234 or LisaC@paratransit.org.

FISCAL IMPACT:

None

ATTACHMENTS:

June 2026 CFO Report
April 2026 Income Statement
April 2026 Balance Sheet

PARATRANSIT, INC.

FINANCIAL REPORT



June 2026

Consolidated Transportation Services Agency

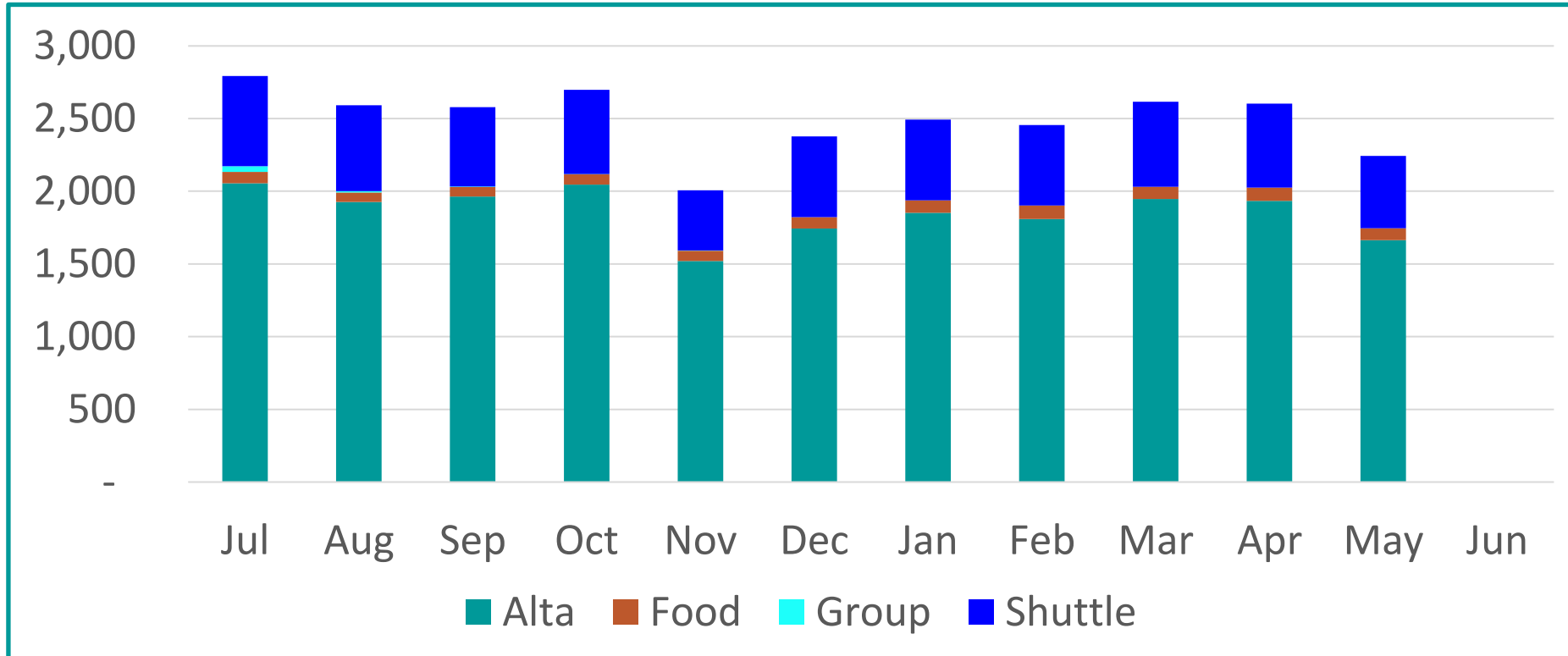
CTSA Trips Provided

July 2025 – May 2026

Agency	Trips	% of Trips
ACC	26,381	10%
Elk Grove Adult Community Training	59,843	23%
Easter Seals Society	15,095	7%
St. John's Program for Real Change	4,024	2%
Sutter Senior Care	51,587	20%
UCP of Sacramento & Northern CA	96,329	38%
Total CTSA Trips	253,260	100%



Total Hours: Alta, Food, Shuttle, Misc. July 2025 through May 2026



Sacramento Mobility Management

July 2025 – May 2026

- Travel Training for Seniors & Persons with Disabilities
 - Successful trainees: FY26: 58 trainees
- Travel Training for Youth
 - Successful trainees: FY26: 154 trainees



Vehicle Maintenance Operations

July 2025 to May 2026

FY26 Maintenance Operations	Quarter 1 Jul-Sep	Quarter 2 Oct-Dec	Quarter 3 Jan-Mar	Quarter 3 YTD Apr-May	FY26 Total YTD
Work Orders	702	718	690	487	2,597
Labor Hours	2,164	2,072	1,719	1,181	7,136
Parts Cost	\$101,342	\$100,549	\$91,696	\$71,740	\$365,327
Total Cost	\$492,585	\$506,220	\$453,501	\$304,881	\$1,757,187



FY26 Maintenance Work Orders and Labor Hours



Work Orders: July 2025 – May 2026

Vehicle Type	FY26 Work Orders
Paratransit	874
SacRT Go Paratransit Services	1,067
Outside Agencies	567
CTSA Partners	89
Total Work Orders	2,597



FY26 Revenue: Budget versus Actuals

April 2026 (thousands of dollars)

FY26 Revenue	YTD Budget	YTD Actual	\$ Difference	% Difference
Measure A	\$2,082	\$1,889	-\$192	-9.2%
TDA	1,066	1,096	30	3%
Grants	1,285	492	-793	-62%
Contract Transp.	2,312	1,727	-585	-25%
SacRT Go Contract	1,468	1,400	-68	-5%
Maintenance/Fuel	1,191	1,066	-125	-11%
Other Revenue	489	483	-6	-1%
Capital Revenue	0	361	361	-
Total Revenue	\$9,893	\$8,515	-\$1,378	-14%



FY26 Expense: Budget versus Actuals

April 2026 (thousands of dollars)

FY26 Expense	YTD Budget	YTD Actual	\$ Difference	% Difference
Personnel	\$5,746	\$4,824	-\$922	-16%
Fleet Operations	2,306	1,781	-525	-23%
Non Personnel	1,341	1,099	-242	-18%
Capital Projects	100	430	330	330%
Total Expense	\$9,493	\$8,134	-\$1,359	-14%
Net Income		\$381		



Thank You!



PARATRANSIT, INC. - CONSOLIDATED
STATEMENT OF OPERATING REVENUE AND EXPENSE AS AT 4/30/2026

	MONTHLY BUDGET	MONTHLY ACTUAL	MONTHLY VARIANCE	YEARLY BUDGET	Y-T-D BUDGET	Y-T-D ACTUAL	Y-T-D \$ VARIANCE	Y-T-D % VARIANCE
REVENUE								

OPERATING REVENUE:								
Measure A Elderly & Disabled Transportat	199,785	-	(199,785)	2,279,360	1,916,115	1,725,267	(190,848)	-10.0%
Measure A Neighborhood Shuttle	17,249	16,400	(849)	196,800	165,437	164,000	(1,437)	-0.9%
TDA 4.5	111,147	87,497	(23,650)	1,268,087	1,066,001	1,095,897	29,895	2.8%
SacRT Go Facility & Parking	6,626	6,300	(326)	75,600	63,552	63,000	(552)	-0.9%
SacRT Go Maintenance	85,496	80,703	(4,793)	975,432	819,984	807,026	(12,958)	-1.6%
SacRT Go Fueling	60,956	68,003	7,047	695,453	584,624	530,455	(54,169)	-9.3%
FY24 SACOG TDM Mode Shift	8,765	-	(8,765)	100,000	84,064	1,959	(82,105)	-97.7%
FY25 SACOG - Mobility Management	29,167	-	(29,167)	350,000	291,667	83,933	(207,733)	-71.2%
FY25 SACOG - Shuttle operating revenue	37,500	-	(37,500)	450,000	375,000	262,500	(112,500)	-30.0%
FY25 SACOG - Preventive Maintenance	16,667	-	(16,667)	200,000	166,667	116,667	(50,000)	-30.0%
SACOG - AoPP	8,765	-	(8,765)	100,000	84,064	-	(84,064)	-100.0%
ICAM Grant	11,780	-	(11,780)	134,400	112,982	-	(112,982)	-100.0%
Farmers' Market Shuttle	651	-	(651)	7,427	6,244	27,393	21,150	338.7%
State and Local Grants	17,135	-	(17,135)	195,500	164,345	-	(164,345)	-100.0%
Contracted Services	241,036	185,801	(55,235)	2,750,000	2,311,753	1,726,869	(584,884)	-25.3%
Maintenance Fees	61,830	49,902	(11,929)	705,429	593,010	563,826	(29,184)	-4.9%
Fuel Sales	62,366	71,001	8,634	711,543	598,150	502,038	(96,112)	-16.1%
East Bay Paratransit	25,453	24,200	(1,253)	290,400	244,121	242,000	(2,121)	-0.9%
Solano Transportation Authority Eligibility	17,727	16,854	(873)	202,245	170,015	168,538	(1,477)	-0.9%
Travel Training Revenue	977	1,667	690	11,143	9,367	15,394	6,028	64.3%
Diversified Services	3,708	9,570	5,863	72,301	65,560	57,186	(8,374)	-12.8%
Applied to Capital Projects	(52,969)	-	52,969	(604,329)	(508,022)	(90,446)	417,576	-82.2%
TOTAL OPERATING REVENUE	971,817	617,897	(353,920)	11,166,791	9,384,699	8,063,503	(1,321,197)	-14.1%
CAPITAL REVENUE:								
SACOG - Mob. Options Vehicles	-	-	-	160,000	-	-	-	0.0%
SACOG - Cameras	-	-	-	370,000	-	-	-	0.0%
SACOG - Bus Stops	-	-	-	100,000	-	-	-	0.0%
Abound Food Recovery Grant	-	-	-	-	-	341,546	341,546	0.0%
5310 Grant - 15 Buses	-	-	-	2,250,000	-	-	-	0.0%
Applied Operating Revenue	52,969	-	(52,969)	604,329	508,022	90,446	(417,576)	-82.2%
Gain/(Loss) on Sale of Assets	-	-	-	-	-	19,605	19,605	0.0%
TOTAL CAPITAL REVENUE	52,969	-	(52,969)	3,484,329	508,022	451,597	(56,425)	-11.1%
TOTAL REVENUE	1,024,786	617,897	(406,889)	14,651,120	9,892,721	8,515,100	(1,377,621)	-13.9%
OPERATING EXPENSES								

PERSONNEL:								
Transportation Operations:								
Vehicle Operators	87,340	62,485	(24,855)	996,472	837,671	635,812	(201,859)	-24.1%
Training Center	5,818	-	(5,818)	66,375	55,797	3,562	(52,235)	-93.6%
Operations Administration	29,517	32,043	2,526	336,762	283,095	288,607	5,512	1.9%
Dispatch Center	37,028	29,121	(7,907)	422,459	355,135	335,100	(20,035)	-5.6%
Maintenance Operations	84,220	76,330	(7,890)	960,877	807,749	780,589	(27,160)	-3.4%
Administration	82,140	78,955	(3,185)	937,138	787,793	807,877	20,084	2.5%
Information Technology	18,778	16,091	(2,687)	214,242	180,100	155,798	(24,302)	-13.5%
Mobility Management	51,163	26,205	(24,958)	583,720	490,697	308,588	(182,108)	-37.1%
Fringe Benefits	185,341	126,257	(59,084)	2,114,577	1,777,593	1,366,520	(411,072)	-23.1%
Workers' Compensation	15,468	13,204	(2,264)	201,081	170,145	141,264	(28,881)	-17.0%
TOTAL PERSONNEL	596,813	460,690	(136,123)	6,833,701	5,745,774	4,823,717	(922,057)	-16.0%
FLEET OPERATIONS:								
Fuel - Gasoline	124,949	-	(124,949)	1,425,555	1,198,375	871,253	(327,122)	-27.3%
Fuel - CNG	31,983	21,762	(10,222)	364,901	306,749	254,933	(51,817)	-16.9%
Insurance	51,943	43,515	(8,428)	592,622	498,180	384,796	(113,384)	-22.8%
Cost of Parts & Sublet Service	31,552	2,155	(29,397)	359,976	302,609	270,170	(32,439)	-10.7%
TOTAL FLEET OPERATIONS	240,427	67,432	(172,995)	2,743,054	2,305,914	1,781,152	(524,761)	-22.8%
NONPERSONNEL:								
Professional Services	47,109	9,336	(37,773)	537,466	451,814	369,739	(82,075)	-18.2%
Contracted Staffing	4,733	-	(4,733)	54,000	45,394	10,991	(34,404)	-75.8%
Outside Services	20,759	18,194	(2,565)	236,840	199,097	158,550	(40,546)	-20.4%
Rent/Repair	5,520	3,224	(2,296)	62,975	52,940	35,006	(17,934)	-33.9%
Office Expense	11,464	5,561	(5,903)	160,026	139,061	151,617	12,556	9.0%
Interest Expense	5,215	5,215	-	62,649	52,477	52,813	337	0.6%
Telephone/Utilities	27,492	17,234	(10,258)	313,657	263,672	199,972	(63,700)	-24.2%
Tax/License/Dues/Permits	8,846	4,543	(4,304)	100,928	84,844	63,382	(21,462)	-25.3%
Travel	1,403	1,276	(126)	16,003	13,452	15,342	1,890	14.0%
Professional Development	3,987	-	(3,987)	45,492	38,243	41,868	3,626	9.5%
Land Donation Expense	-	-	-	-	-	-	-	0.0%
TOTAL NONPERSONNEL	136,527	64,583	(71,944)	1,590,036	1,340,993	1,099,279	(241,714)	-18.0%
TOTAL OPERATIONS EXPENSE	973,767	592,704	(381,063)	11,166,791	9,392,681	7,704,149	(1,688,532)	-18.0%
CAPITAL PROJECTS:								
Florin Road Facility	9,537	-	(9,537)	114,377	95,045	85,508	(9,537)	-10.0%
Vehicle Acquisition Project	-	-	-	-	-	-	-	0.0%
Abound Food Recovery Grant	-	-	-	-	-	339,223	339,223	0.0%
SACOG - Mob. Options Vehicles	-	-	-	200,000	-	-	-	0.0%
SACOG - Cameras	-	-	-	500,000	-	-	-	0.0%
SACOG - Bus Stops	-	-	-	100,000	-	-	-	0.0%
5310 Grant - 15 Buses	-	-	-	2,250,000	-	-	-	0.0%
Sign on Front of Building	-	-	-	15,000	-	-	-	0.0%
Facility Reserve	-	-	-	256,952	-	-	-	0.0%
Office Furniture & Equipment	-	-	-	25,000	-	-	-	0.0%
Network & Telecommunications	-	-	-	10,000	3,912	3,912	-	0.0%
Maintenance Equipment	-	-	-	13,000	1,026	1,026	-	0.0%
Miscellaneous Capital Projects	-	-	-	-	-	-	-	0.0%
TOTAL CAPITAL PROJECTS	9,537	-	(9,537)	3,484,329	99,983	429,669	329,686	329.7%
TOTAL OPERATING AND CAPITAL EXP	983,304	592,704	(390,600)	14,651,120	9,492,664	8,133,817	(1,358,846)	-14.3%
NET INCOME (LOSS)	41,482	25,193	(16,289)	0	400,057	381,282	(18,775)	-4.7%

PARATRANSIT, INC.
 COMBINED BALANCE SHEET
 4/30/2026
 UNAUDITED

ASSETS

CURRENT ASSETS:

Cash	665,133
Accounts Receivable	664,962
Grants Receivable	985,626
Inventory	331,835
Deposits and Prepaid Expenses	<u>364,411</u>
TOTAL CURRENT ASSETS	<u>3,011,966</u>

CAPITAL ASSETS:

Land Assets	600,000
Grant Equipment	9,803,176
Non-Grant Equipment	6,786,962
SBITA Asset	<u>217,954</u>
TOTAL COST	17,408,092
Less Accumulated Depreciation	(13,764,606)
Less SBITA Accumulated Amortization	<u>(87,182)</u>
Net Capital Assets	<u>3,556,305</u>

TOTAL ASSETS	<u><u>6,568,271</u></u>
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LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES

Accounts Payable	673,835
Accrued Payroll & Benefits	127,444
Sales Tax Payable	2,734
Lease/Notes Payable	166,892
SBITA Short Term Debt	43,076
Deferred Revenue	227,203
Other Payables	<u>(21,792)</u>
TOTAL CURRENT LIABILITIES	1,219,392

LONG-TERM LIABILITIES:

Long Term Liabilities	2,546,186
SBITA Liability	<u>97,440</u>
TOTAL LONG TERM LIABILITIES	2,643,626

TOTAL LIABILITIES	3,863,018
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FUND EQUITY

Contributed Capital	378,569
Restricted for grant administration	13,003
Retained Earnings (Loss)	<u>2,313,682</u>
TOTAL FUND EQUITY	2,705,253

TOTAL LIABILITIES AND FUND BALANCE	<u><u>6,568,271</u></u>
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**Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 6A**

AGENDA TITLE: Approve the Minutes of the April 10, 2026, Meeting of the Board of Directors

MEETING DATE: June 8, 2026

PREPARED BY: Chris M. Brown, SHRM-SCP, SPHR, Assistant Secretary of the Board of Directors

Recommended Action:

Approve the Minutes of the April 10, 2026, Meeting of the Board of Directors.

Minutes

April 10, 2026

11:00 a.m.

Ron Brown Conference Center

2501 Florin Road Sacramento, CA 95822

Board Members Present

Jim Alves

Brandon Black

April Dawson Rawlings

Robert Heidt

Katie McCleary

Patrick Mulvaney

Kim Tucker

Board Members Absent

None

Public Present

None

Staff Present

Tiffani Scott, President and Chief Executive Officer

Lisa Cappellari, PhD, Chief Financial Officer

Gary Vickers, Chief Operating Officer

Chris Brown, SHRM-SCP, SPHR, Chief Administrative Officer

Jesse Isaacson, Director of Information Technology

Alicia Brown, Director of Strategic Initiatives and Mobility

Yetzi Ramirez, Grants Analyst I

Pam Stephens, Vehicle Operator

Osman Mufti, Legal Counsel

Call to Order/Roll Call

Director Tucker called the meeting to order at 11:12 a.m.

Directors: Alves, Black, Dawson Rawlings, Heidt, McCleary, Mulvaney, Tucker

Pledge of Allegiance

Director Alves led the Pledge of Allegiance.

Public Comment

None

Staff Reports

A. CEO Report

a. Update on Activities and Contracts

Chief Executive Officer Tiffani Scott welcomed new employees Communications Dispatcher Bryan Tyler and Grants Analyst I Yetzi Ramirez. She shared an update on Cap-to-Cap, her peaking engagements at CSUS, recognition by the A's as the Non-profit Partner of the Game on April 14, 2026, partnering again this June with Sacramento Splash and YLF, and delivering food for an updated version of Family Meal. CEO Scott also shared news about the launch of the Abound food recovery program and Senator Ashby's support in getting tenants and coordinating services for the Kind South housing project.

A. CFO Report

a. Monthly Financial Report

Chief Financial Officer Lisa Cappellari reviewed financial data from July 2025 through February 2026, and operations data from July 2025 through March 2026. CFO Cappellari explained the CTSA program and trips, the hours for Alta, food delivery, shuttles and other transportation, as well as Mobility Management and Maintenance services.

Presentation

A. Driver Recognition – CalACT Rodeo

Chief operating Officer Gary Vickers explained the components of a rodeo, and recognized Vehicle Operators Pam Stephens and Danielle Jones who placed third as a team and Danielle for individual first place in passenger securement.

B. Mobility Department Informational Report

Director of strategic Initiatives Alicia Garcia presented an overview of the mobility programs, including travel training, transportation literacy for youth, MetroHub, and paratransit ADA eligibility services. She shared the plans to expand MetroHub to serve the local business community.

Consent Calendar

The Consent Calendar was approved upon motion by Director Black, seconded by Director Mulvaney. The motion passed.

- A. Approve the Minutes of the February 12, 2026, Meeting of the Board of Directors

The Minutes were approved as presented.

- B. Approve Resolutions 03-26 Authorizing the President and CEO to Submit the Transportation Development Act (TDA) Claim for Fiscal Year 2026-27 and Authorizing Submittal of Subsequent Claims if Funding Revisions are Issued

The resolution was approved as presented.

- C. Approve Resolution 04-26 Authorizing Sole Source Procurement for Agency Legal Services with Folsom Jackson O'Malley LLP and Authorizing the President and CEO to execute all contract documents

The resolution was approved as presented.

AYES: Alves, Black, Dawson Rawlings, Heidt, McCleary, Mulvaney, Tucker

NOES: None

ABSTENTIONS: None

ABSENT: None

Closed Session

The Board adjourned to closed session at 12:16 p.m.

Reconvene to Open Session

The Board reconvened to open session at 1:18 p.m. Director Tucker reported no action was taken.

Board Comments/Reports/Future Agenda Items

Director Tucker shared that she, Director Alves and CEO Scott met with SacRT leadership on Monday and it was a productive meeting. CEO Scott offered to assist with meeting at Cap-to-Cap because transportation has gaps in its schedule. Also, CEO Scott shared her appreciation for Senator Ashby visiting our housing project and posting about it on her socials.

Adjournment

Director Black moved to adjourn the meeting. Director Tucker announced the meeting adjourned at 1:20 p.m.

Chris M. Brown, SHRM-SCP, SPHR
Chief Administrative Officer/Secretary

6/8/2026

Date



**Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 6B**

AGENDA TITLE: Adopt Resolution 05-26 Authorizing the President and CEO to prepare, submit and execute Agreements for various upcoming grant programs from the Sacramento Area Council of Governments, the State of California, the Federal Transit Administration, and assorted local programs

MEETING DATE: June 8, 2026

PREPARED BY: Tiffani M. Scott, President and CEO
Lisa M. Cappellari, Chief Financial Officer

RECOMMENDED ACTION:

Adopt Resolution 05-26 Authorizing the President and CEO to prepare, submit and execute Agreements for various upcoming grant programs from the Sacramento Area Council of Governments, the State of California, the Federal Transit Administration, and assorted local programs.

BACKGROUND AND DISCUSSION:

Paratransit, Inc. routinely applies for numerous calls for project funding applications for funding to operate our services. Many of the programs are on two-year cycles which are soon going to open. In addition, with the passage of the Bi-Partisan Infrastructure Bill and the Build Back Better bills, staff is requesting authority to pursue funding advantageous to continuation and expanding our programs.

FISCAL IMPACT:

The current year fiscal budget is built upon already awarded funds. Any funding awarded would be included in future budgets.

ATTACHMENTS:

1. Resolution 05-26



RESOLUTION NO. 05-26

AUTHORIZING THE PRESIDENT AND CEO TO PREPARE, SUBMIT AND EXECUTE AGREEMENTS FOR VARIOUS UPCOMING GRANT PROGRAMS FROM THE SACRAMENTO AREA COUNCIL OF GOVERNMENTS, THE STATE OF CALIFORNIA, THE FEDERAL TRANSIT ADMINISTRATION AND ASSORTED LOCAL PROGRAMS

WHEREAS, Congress recently passed the Bi-Partisan Infrastructure Bill and SACOG is entering into their upcoming funding cycles; and

WHEREAS, as a transit and social service provider, Paratransit, Inc. is considered an essential business delivering critical infrastructure and needs to continue providing essential public services; and

WHEREAS, many of the programs and services Paratransit provides are eligible for these funding programs.

NOW, THEREFORE BE IT RESOLVED, that the Board of Directors of Paratransit, Inc. hereby authorizes the President and CEO to prepare, submit and execute Agreements for various upcoming grant programs from the Sacramento Area Council of Governments, the State of California, the Federal Transit Administration, and assorted local programs.

Kim Tucker, Chair of the Board
Paratransit, Inc. Board of Directors
Dated: June 8, 2026



**Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 6C**

AGENDA TITLE: Adopt Resolution 06-26 Authorizing the President and CEO and Chief Financial Officer to Negotiate an Agreement with Five Star Bank to secure Credit Services (Secured Loan/Line of Credit/Secured Line of Credit) and to Execute all Agreements necessary to complete these financial transactions

MEETING DATE: June 8, 2026

PREPARED BY: Tiffani M. Scott, President and CEO

RECOMMENDED ACTION:

Adopt Resolution 06-26 Authorizing the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) to negotiate an Agreement with Five Star Bank to secure Credit Services (Secured Loan/Line of Credit/Secured Line of Credit) and to execute all Agreements necessary to complete these financial transactions.

BACKGROUND AND DISCUSSION:

Paratransit, Inc. currently receives our banking services from Five Star Bank. Due to delays in accessing federal funding reimbursements in a timely manner, Paratransit no longer has an unsecured line of credit. In order to manage the ebb and flow of unpredictable grant payments, Paratransit has engaged in conversations with Five Star Bank regarding accessing a secured Line of Credit of Secured Loan, backed by our property. Staff is requesting authorization to work with Five Star Bank to secure the most advantageous credit instrument to meet our needs and execute all agreements. Additionally, once grants are received and reserves are restored, staff is requesting to re-negotiate the agreement with Five Star to transition back to an unsecured line of credit and the authority

to execute the changes necessary to facilitate it. This flexibility will allow the President and CEO to manage our credit resources in the best capacity, through changing conditions and external market changes.

FISCAL IMPACT:

Securing a line of credit/loan will allow Paratransit more stability through the transition of funding sources, while we await federal grant reimbursements. Any/all interest costs are accounted for in the budgeted expenses included in the FY 27 Financial Budget.

ATTACHMENTS:

1. Resolution 06-26



RESOLUTION NO. 06-26

AUTHORIZING THE PRESIDENT AND CEO AND CHIEF FINANCIAL OFFICER TO NEGOTIATE AN AGREEMENT WITH FIVE STAR BANK TO SECURE CREDIT SERVICES (SECURED LOAN/LINE OF CREDIT/SECURED LINE OF CREDIT) AND TO EXECUTE ALL AGREEMENTS NECESSARY TO COMPLETE THESE FINANCIAL TRANSACTIONS

WHEREAS, Paratransit, Inc.'s current banking services are provided by Five Star Bank; and

WHEREAS, due to delays in reimbursement of federal grants Five Star Bank is not offering Paratransit an unsecured Line of Credit at this time; and

WHEREAS, Five Star Bank is a locally owned and operated bank serving many of the regions civic and non-profit organizations; and

WHEREAS, Five Star Bank is committed to the programs and services provided by Paratransit and understands our role in the Community; and

WHEREAS, staff has approached Five Star Bank for consideration of a property backed Secured Line of Credit or Loan with the intent to convert it to an unsecured instrument after full replenishment of the reserves.

NOW, THEREFORE BE IT RESOLVED, that the Board of Directors of Paratransit, Inc. adopts Resolution 06-26 the President and CEO to negotiate an Agreement with Five Star Bank to secure Credit Services (Secured Loan/Line of Credit/Secured Line of Credit) and to execute all agreements necessary to complete these financial transactions.

Kim Tucker, Chair of the Board
Paratransit, Inc. Board of Directors
Dated: June 8, 2026



Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 9A

AGENDA TITLE: Adopt Resolution 07-26 Approving the Policy Governing Hybrid Board Meetings and Addressing Disruption of Telephonic or Internet Services During Board Meetings in Accordance with SB 707 and Cal. Gov't. Code Section 54953.4

MEETING DATE: June 8, 2026

PREPARED BY: Chris M. Brown, SHRM-SCP, SPHR
Chief Administrative Officer

RECOMMENDED ACTION:

Adopt Resolution 07-26 Approving the Policy Governing Hybrid Board Meetings and Addressing Disruption of Telephonic or Internet Services During Board Meetings in Accordance with SB 707 and Cal. Gov't. Code Section 54953.4.

BACKGROUND AND DISCUSSION:

On October 3, 2025, Governor Newsom approved revisions to the Brown Act designed to increase transparency in the operation of public boards. Specifically, Cal. Gov't. Code §54953.4 requires public boards to establish a policy where the public may participate via two-way telephonic or two-way audiovisual platforms for all open meetings. Members of the public must be provided with the opportunity to listen, view and comment during the meeting to the same extent as a member of public who attends the open meeting in person. In addition, this policy must address how it will handle a service disruption during an open meeting that results in the loss of access to the telephonic or audiovisual connections that are available to the public. These requirements are effective from July 1, 2026 through January 1, 2030, and the policy must be adopted no later than July 1, 2026.

FISCAL IMPACT:

None

ATTACHMENTS:

1. Resolution 07-26
2. Paratransit, Inc. Policy Governing Hybrid Board Meetings and Addressing Service Disruption of Telephonic or Internet Services During Board Meetings in Accordance with SB 707 and Cal. Gov't. Code Section 54953.4



RESOLUTION NO. 07-26

**APPROVING THE POLICY GOVERNING HYBRID BOARD MEETINGS
AND ADDRESSING DISRUPTION OF TELEPHONIC OR INTERNET
SERVICES DURING BOARD MEETINGS IN ACCORDANCE
WITH SB 707 AND CAL. GOV'T. CODE SECTION 54953.4**

WHEREAS, Paratransit, Inc. is a public agency subject to the Brown Act;
and

WHEREAS, SB 707 revises provisions of the Brown Act to increase the
transparency in the operation of public boards; and

WHEREAS, Paratransit, Inc. must comply with the requirements of SB 707
and Cal. Gov't. Code §54953.4; and

WHEREAS, these requirements are effective from July 1, 2026 through
January 1, 2030;

NOW, THEREFORE BE IT RESOLVED that the Board of Directors of
Paratransit, Inc. adopts Resolution 07-26 Approving the Policy Governing
Hybrid Board Meetings and Addressing Disruption of Telephonic or Internet
Services During Board Meetings in Accordance with SB 707 and Cal. Gov't.
Code Section 54953.4.

Kim Tucker, Chair of the Board
Paratransit, Inc. Board of Directors
Dated: June 8, 2026



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Paratransit, Inc. Policy Governing Hybrid Board Meetings and Addressing Service Disruption of Telephonic or Internet Services During Board Meetings in Accordance with SB 707 and Cal. Gov't Code Section 54953.4

Paratransit, Inc. is a public agency required to comply with the Brown Act. On October 3, 2025, Governor Newsom approved SB 707 which revised the Brown Act and requires adoption of a policy allowing the public to participate in Board Meetings via two-way telephonic or two-way audiovisual platforms. Additionally, the policy addresses how Paratransit will respond to any service disruptions during the meetings. This policy will be effective from July 1, 2026 through January 1, 2030, and applies to all open and public meetings of the Board of Directors as required by the Brown Act. Revisions to this policy must be made by the Board taking action in open session during an authorized meeting.

Hybrid Meeting Requirements

In accordance with Cal. Gov't. Code §54953.4, Paratransit must provide the public the ability to participate in any open public meeting of the Board of Directors via two-way telephonic or audiovisual platforms. The public must be able to observe and address the Board in real-time and be provided the same level of access to public participation as a member of the public attending in person, including the ability to participate and provide public comments virtually, with the same time allotment as an in-person participant. If there is a disruption of telephonic or internet service that prevents the public from participating in the meeting via remote access services, the procedures outlined below will be followed.

The Board of Directors' Meeting Agenda must include clear instructions for the public to join the meeting remotely and participate during public comment.

Procedures for Disruption of Remote Access Service

If the Board Chair, Chief Administrative Officer or Director of Information Systems becomes aware of a disruption in Paratransit's remote access services which prevents members of the public from participating in or observing the meeting remotely, the following steps will be taken:

1. The Board Chair or Chief Administrative Officer will immediately announce the disruption to the public.

2. The Board Chair may call for a recess of the open session or adjourn the Board to a closed session, in accordance with the Brown Act.
3. The Director of Information Systems will attempt to diagnose the cause of the outage and restore service.
4. The meeting shall remain in recess or closed session, as applicable, for at least one hour or until service is restored, whichever is sooner. If restoration efforts are progressing, the Board Chair may extend the recess period beyond one hour.
5. The Director of Information Systems will make good faith efforts to restore service, including but not limited to, troubleshooting applicable software, resetting audiovisual equipment, attempting alternate connection methods and switching to back-up equipment or platforms, if available.
6. The Chief Administrative Officer will be the timekeeper and will document all restoration efforts.

Reconvening to Open Session

The Board will reconvene to open session after one hour or service has been restored, whichever occurs first. If service is restored within one hour, the meeting will continue as scheduled. If service has not been restored within one hour, the Board may reconvene and:

1. Adjourn the meeting; or
2. Continue the meeting in open session by adopting a motion, by roll call vote, of the following or substantially similar language:

“Paratransit staff has made good faith efforts to restore telephonic and audiovisual platform service in accordance with Paratransit, Inc. Board of Directors adopted policy, and the public interest in continuing the meeting outweighs the public interest in remote access to the meeting.”

The Chief Administrative Officer will enter a statement into the minutes including the time and nature of the disruption, efforts taken to restore access, the time the meeting was reconvened or adjourned as a result of the service disruption, and any other relevant information.



**Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 9B**

AGENDA TITLE: Adopt Resolution 08-26 Approving the Policy for Remote Participation by Paratransit, Inc. Board Members as a Reasonable Accommodation in Accordance with the Americans with Disabilities Act of 1990, SB 707 and Cal. Gov't. Code Section 54953.8

MEETING DATE: June 8, 2026

PREPARED BY: Chris M. Brown, SHRM-SCP, SPHR
Chief Administrative Officer

RECOMMENDED ACTION:

Adopt Resolution 08-26 Approving the Policy for Remote Participation by Paratransit, Inc. Board Members as a Reasonable Accommodation in Accordance with the Americans with Disabilities Act, SB 707 and Cal. Gov't. Code Section 54953.8.

BACKGROUND AND DISCUSSION:

On October 3, 2025, Governor Newsom approved revisions to the Brown Act. One of the changes required by this legislation is the requirement that public agency boards adopt a policy providing for remote participation of Board Members in an open meeting as a reasonable accommodation in accordance with the ADA, SB 707 and Cal. Gov't. Code §54953.8.

The attached policy establishes a procedure for Board Members to request remote participation as a reasonable accommodation in accordance with the ADA. The policy sets forth the requirements requesting an accommodation, the timeline for a response to a request, the criteria used to make a determination and confidentiality of information provided. If the accommodation request is approved, the Board Member will be required to remain visible and audible to the public for the duration of the meeting. These requirements are effective from July 1, 2026 through January 1, 2030, and the policy must be adopted no later than July 1, 2026.

FISCAL IMPACT:

None

ATTACHMENTS:

1. Resolution 08-26
2. Paratransit, Inc. Policy for Remote Participation by Paratransit, Inc. Board Members as a Reasonable Accommodation in Accordance with the Americans with Disabilities Act, SB 707 and Cal. Gov't. Code Section 54953.8



RESOLUTION NO. 08-26

**APPROVING THE POLICY FOR REMOTE PARTICIPATION BY
PARATRANSIT, INC. BOARD MEMBERS AS A REASONABLE
ACCOMMODATION IN ACCORDANCE WITH THE AMERICANS WITH
DISABILITIES ACT, SB 707 AND CAL. GOV'T. CODE SECTION 54953.8**

WHEREAS, Paratransit, Inc. is a public agency subject to the Brown Act;
and

WHEREAS, SB 707 revises provisions of the Brown Act to allow remote
participation by Board Members in open meetings as a reasonable
accommodation in accordance with the Americans with Disabilities Act; and

WHEREAS, Paratransit, Inc. must comply with the requirements of the
Americans with Disabilities Act, SB 707 and Cal. Gov't. Code §54953.8; and

WHEREAS, these requirements are effective from July 1, 2026 through
January 1, 2030;

NOW, THEREFORE BE IT RESOLVED that the Board of Directors of
Paratransit, Inc. adopts Resolution 07826 Approving the Policy for Remote
Participation by Paratransit, Inc. Board Members as a Reasonable
Accommodation in Accordance with the Americans with Disabilities Act, SB
707 and Cal. Gov't. Code Section 54953.8.

Kim Tucker, Chair of the Board
Paratransit, Inc. Board of Directors
Dated: June 8, 2026



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Paratransit, Inc. Policy for Remote Participation by Paratransit, Inc. Board Members as a Reasonable Accommodation in Accordance with the Americans with Disabilities Act, SB 707 and Cal. Gov't Code Section 54953.8

Paratransit, Inc. is a public agency required to comply with the Brown Act. On October 3, 2025, Governor Newsom approved SB 707 which revised the Brown Act and requires adoption of a policy outlining the process and agency will use upon receipt of a request from a Board Member to remotely attend an open meeting of the Board of Directors as a reasonable accommodation in accordance with the Americans with Disabilities Act of 1990 (42 U.S.C. §12132) (ADA). This policy will be effective from July 1, 2026 through January 1, 2030, and applies to all open and public meetings of the Board of Directors as required by the Brown Act. This policy will be updated as necessary to comply with applicable state and federal laws.

Policy Statement

This policy establishes the process for a Paratransit, Inc. Board Member to request remote participation at open meetings of the Board of Directors as a reasonable accommodation consistent with the ADA and Cal. Gov't. Code §54953.8. To be eligible to request this accommodation, a Board Member must have a disability within the meaning of the ADA, which is a physical or mental impairment that substantially limits one or more major life activities. Any doubt regarding the sufficiency of a request or the applicability of this policy will be resolved in favor of accessibility. Approval of remote participation under this policy does not alter the Board's obligation to comply with all provisions, including quorum requirements, of the Brown Act.

Reasonable Accommodation Request and Evaluation Procedures

Requests for a reasonable accommodation must be submitted in writing, including email, to the Board Chair. If the Chair is requesting an accommodation, the request shall be sent to the Vice Chair. The Chief Administrative Officer must be copied on all requests to facilitate the evaluation process. Requests must include: 1) a brief description of the functional limitations that necessitate remote participation (a diagnosis is not required); 2) a statement the limitation is due to physical or mental impairment (a brief statement from a licensed healthcare provider is preferable but not required unless the

connection between the functional limitation and the need to participate in the meeting remotely are not self-evident); 3) the duration of the accommodation (i.e. permanent, indefinitely, or an estimated end date); and 4) any specific technical or logistical accommodations needed for remote participation.

For the purposes of a reasonable accommodation request, requests related to a permanent or ongoing condition will be approved for 12 months and may be renewed by submitting a renewal request. New medical documentation will not be required unless the Chair has reason to believe the Board Member's condition has substantially changed and the accommodation request needs to be revisited. Approval for an accommodation for a temporary condition will remain in effect for the stated duration or until the Board Member notified the Chair their condition has resolved, whichever occurs first. If the Board Member's condition or circumstances significantly change, they must notify the Board Chair who will review and reevaluate the accommodation as appropriate.

Reasonable accommodation request renewal forms are available for Board Member convenience, but are not required.

All reasonable accommodation requests will be reviewed by the Chair within five business days of receipt. Accommodation requests will be approved if the Chair has a reasonable belief the Board Member has a disability as defined by the ADA and remote participation in meetings is a reasonable accommodation for that disability. Any doubt will be resolved in favor of the Board Member and the request will be approved.

If the Chair requires additional information to appropriately evaluate the accommodation request, the Chair will request the minimum amount of additional information necessary from the requesting Board Member in order to make a determination. The Chair will not request a specific diagnosis or medical records from the Board Member. Only the information reasonably necessary to make a determination will be requested.

Once the Chair makes a determination, the decision must be provided to the Board Member and the Chief Administrative Officer in writing. If the request for a reasonable accommodation is approved, the Board Member must participate so they remain visible and audible to the public for the duration of the meeting.

Confidentiality

All information provided with a request for a reasonable accommodation or a request for renewal of an approved accommodation is confidential. This information will only be disclosed on a need-to-know basis for the purposes of implementing the approved accommodation. This information will not be disclosed publicly or included in the minutes with the exception of a notation that remote participation was approved.



**Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 9C**

AGENDA TITLE: Adopt Resolution 09-26 Adopting the Paratransit, Inc. Fiscal Year 2026-27 Operating and Capital Budget

MEETING DATE: June 8, 2026

PREPARED BY: Tiffani M. Scott, President and CEO
Dr. Lisa Cappellari, Chief Financial Officer

RECOMMENDED ACTION:

Adopt Resolution 09-26 adopting the Paratransit, Inc. Fiscal Year 2026-27 Operating and Capital Budget.

BACKGROUND AND DISCUSSION:

Paratransit, Inc. presents for consideration the draft Fiscal Year 2026-27 Operating and Capital Budget. This budget reflects the organizational changes that have occurred with the expansion of our Mobility Management and Fixed Route Community Based Shuttles for Food Access and Healthcare. All revenues for TDA and STA reflect the funding split that was adopted which allocates 30% of the LTF funds for CTSA's to Paratransit, Inc. and 30% of the Measure A funds for Senior and Disabled Services to Paratransit, Inc. In addition, we continue to utilize an enhancement of Measure A Neighborhood Services funding, increased funding from Federal Transit Administration Section 5307 and Discretionary programs and expect our operations to continue to grow during this fiscal year.

It is to note that unlike traditional transit agencies who are still experiencing significant fiscal cliff forecasts, our revenue forecasts for our major sources of income remain balanced without the use of funding such as SB125.

Staff will continue to monitor the financial projections as the fiscal year unfolds and will provide updates during the fiscal year. It is to note that there are still some outstanding grant applications and proposals under consideration. None of those potential revenues are included in this budget.

FISCAL IMPACT:

These revenues are included as part of the Fiscal Year 2026-27 Budget and will be used to fund activities of the CTSA.

ATTACHMENTS:

1. Resolution 09-26
2. Fiscal Year 2026-27 Operating and Capital Budget



**RESOLUTION NO. 09-26
RESOLUTION ADOPTING THE PARATRANSIT, INC.
FISCAL YEAR 2026-27 OPERATING AND CAPITAL BUDGET**

WHEREAS, the final draft of the Fiscal Year 2026-27 Operating Budget for Paratransit, Inc. as prepared by Paratransit, Inc. staff has been determined to be in the best interest of the Corporation by its duly constituted Board of Directors, and

WHEREAS, the Board of Directors considered the recommendation to adopt the final draft of the Fiscal Year 2026-27 Operating and Capital Budget after full consideration at the June 8, 2025 Meeting of the Board of Directors,

NOW, THEREFORE BE IT RESOLVED that the Board of Directors of Paratransit, Inc. does hereby adopt the Paratransit, Inc. Fiscal Year 2026-27 Operating and Capital Budget as presented.

Kim Tucker, Chair of the Board
Paratransit, Inc. Board of Directors
Dated: June 8, 2026



*MOVING PEOPLE.
SUPPORTING LIVES.
STRENGTHENING COMMUNITY.*

Fiscal Year 2027 Budget



*PEOPLE.
PURPOSE.
COMMUNITY.*

At Paratransit, Inc., we're proud to provide safe, reliable, and dignified transportation for the people we serve. Our FY27 budget supports today's needs while planning for a strong and sustainable tomorrow.



Mission:

To expand mobility and accessibility by providing innovative programs and services to the Community.

Vision:

A Sacramento region connected by seamless mobility and reliable services that, by design, make life better.

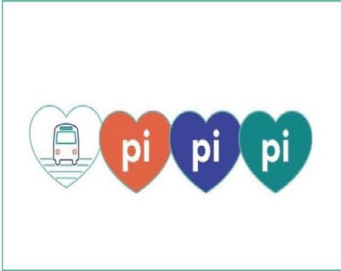
Values:

- 1. Foster Innovation**
- 2. Inspire and Celebrate our staff**
- 3. Collaborate with our partners**
- 4. Connect with our Community**
- 5. Ensure Trust Through our Actions**

Table of Contents

Paratransit, Inc. FY 27 Budget

Program Chart.....	1
Overview.....	2
Board of Directors... ..	3
Executive Staff.....	4
Organizational Chart... ..	5
Employer of Choice.....	6-8
2025/26 Accomplishments.....	9-11
2026/27 Agency Goals and Objectives.....	12
Revenues.....	13-22
Expenses.....	23-32
Grant Funding.....	33
FY 25/26 vs 26/27 Comparison... ..	34-38
5 Year Financial Plan.....	39-40
Departments: Agency Administration.....	41-49
Departments: Grants Management & System Performance... ..	50-54
Departments: Mobility Services... ..	55-61
Departments: Financial Management.....	62-66
Departments: Operations Management... ..	67-75



Who is Paratransit, Inc.?

As a Consolidated Transportation Services Agency (CTSA) for Sacramento County (and the first ever in CA) and Mobility Management Agency for the SACOG region, we offer a host of transportation services to individuals and organizations including:

- ADA Eligibility
- Travel Training Services
- Shared Vehicles
- Contract Transportation
- Community Based Fixed Route Shuttles



- Driver Training
- Vehicle Maintenance/ Taxi Inspections
- Food Delivery and Coordination Services
- Shared Bike and Scooter Instruction
- Mobility Management Consulting Services

BOARD OF DIRECTORS

Kim Tucker



Chair of the Board

Jim Alves



Vice Chair of the Board

Patrick Mulvaney



Secretary/Treasurer
of the Board

Brandon Black



April Dawson Rawlings



Robert Heidt



Katie McCleary



EXECUTIVE STAFF

Tiffani M. Scott



President and CEO

Dr. Lisa Cappellari



Deputy Director/
CFO/Treasurer

Christine Brown



Chief Administrative
Officer/ Secretary

Gary Vickers



Chief Operating
Officer

Alicia Garcia



Director of Strategic
Initiatives and Mobility
Options

Jesse Isaacson



Director of Information
Technology

Jamila Lee



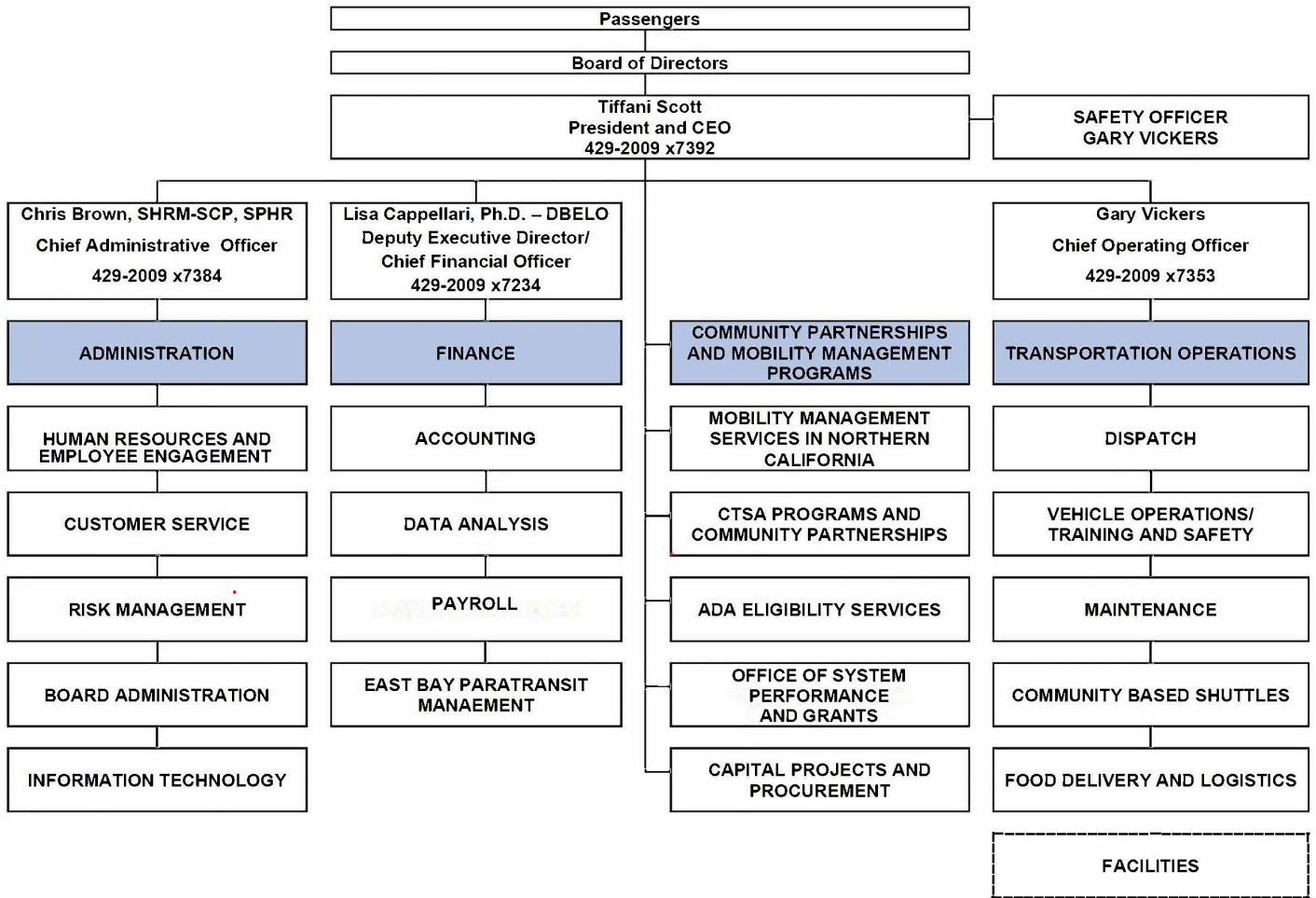
Director of Human
Resources

Amy Parkin



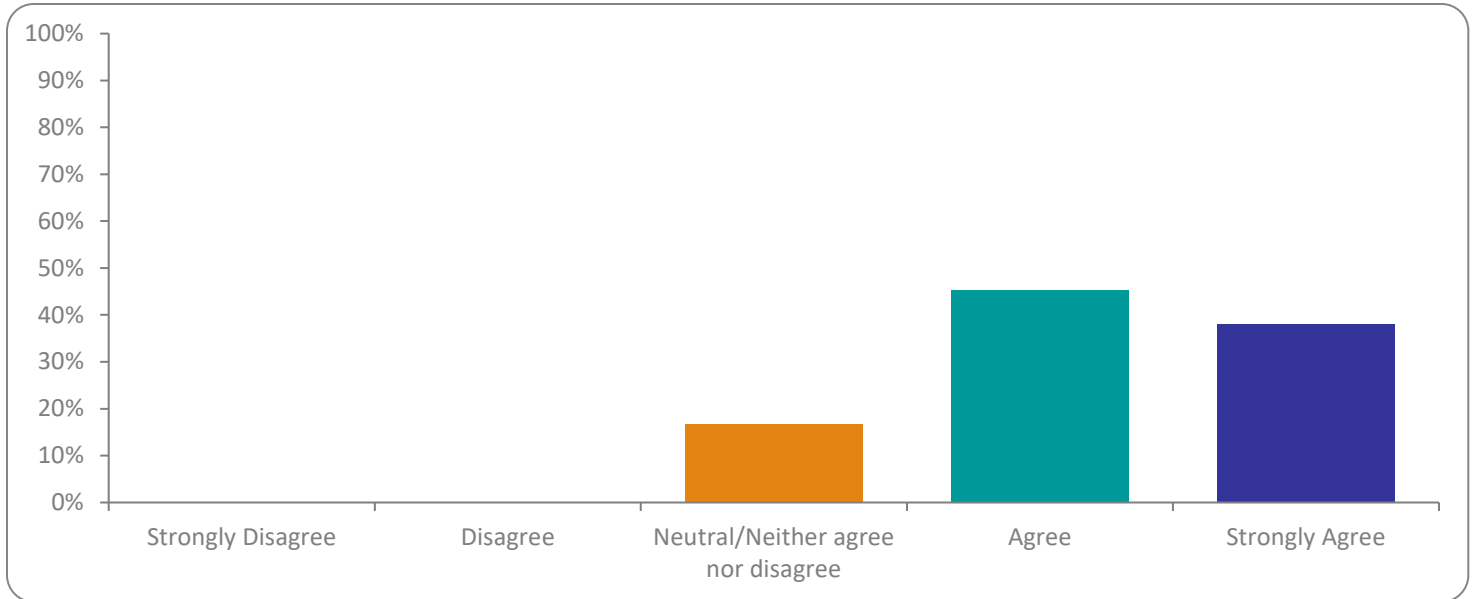
Director of System
Performance

**FY 2026/27
PARATRANSIT, INC. ORGANIZATIONAL CHART**

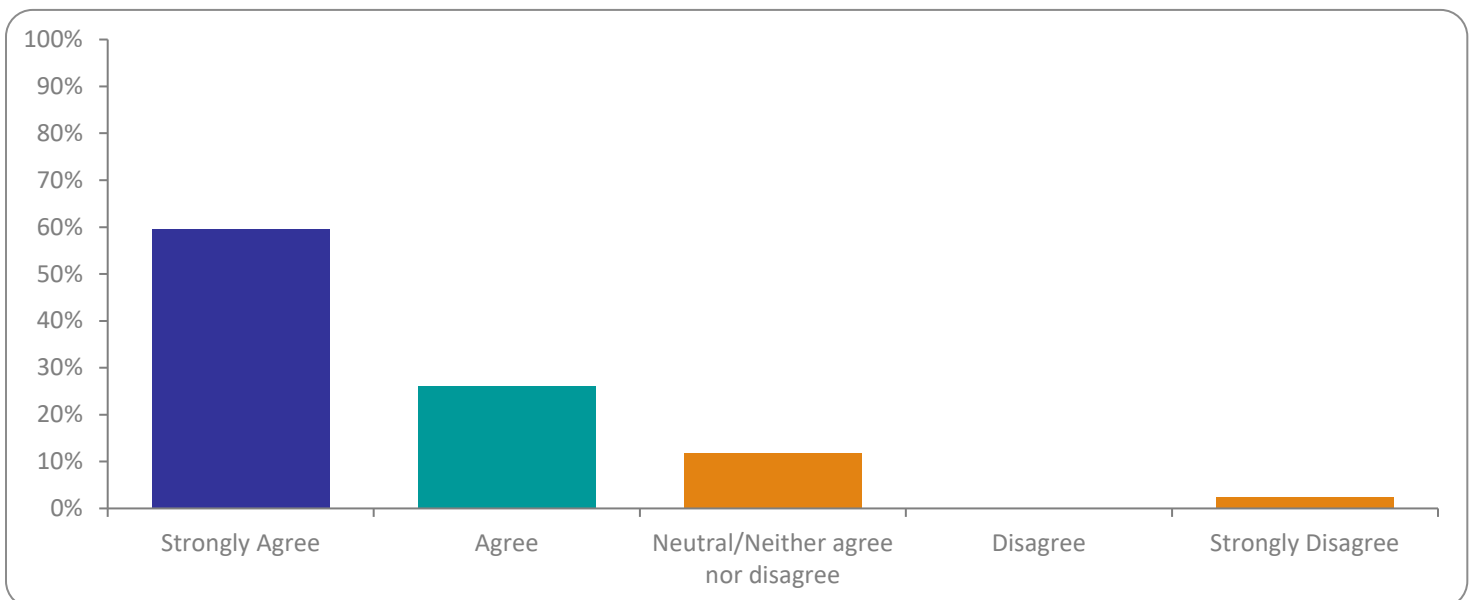


Taking care of the
Community starts with
taking care of your
employees....

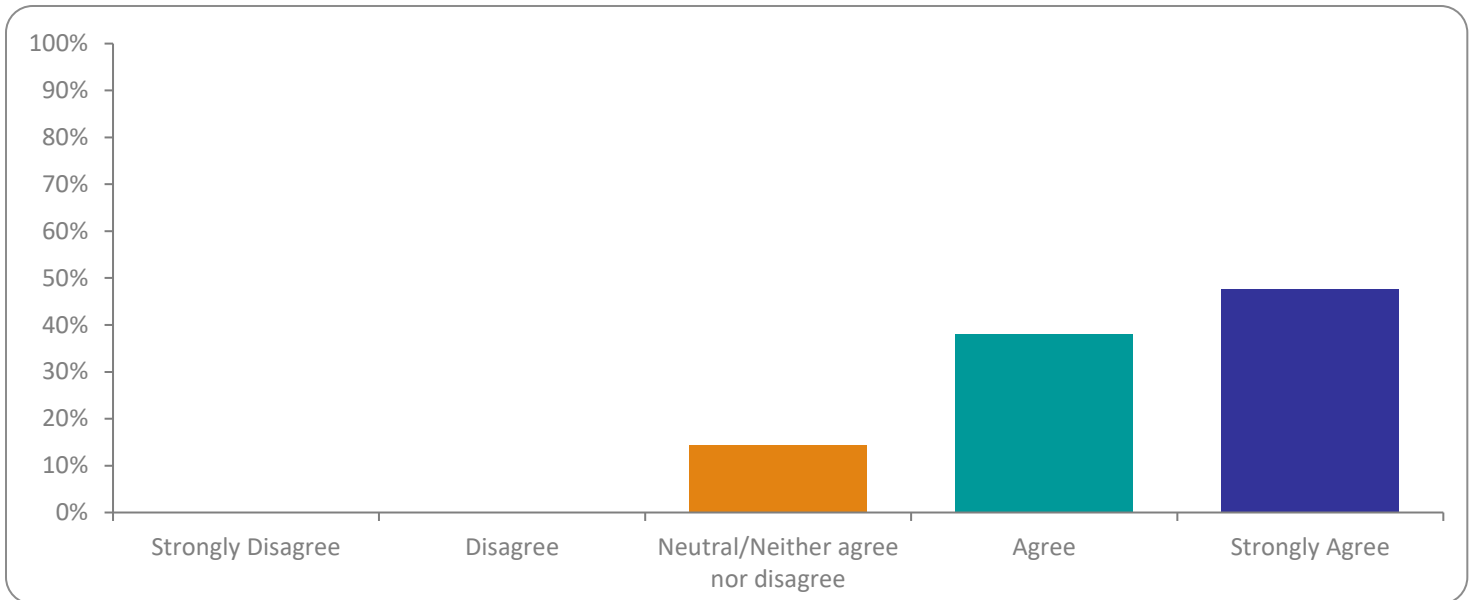
Question: I believe Paratransit operates in a socially responsible manner.



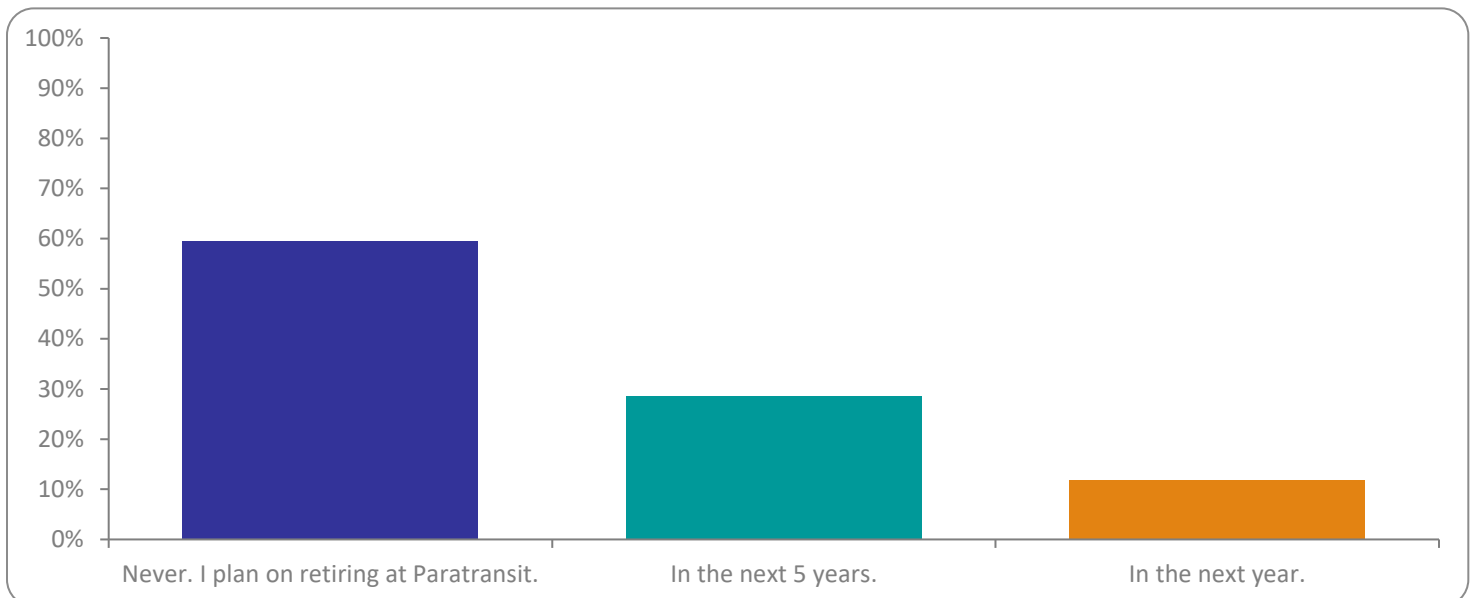
Question: I believe Paratransit's work positively impacts people's lives.



Question: Do you feel completely involved in your work.



Question: How likely are you to leave Paratransit?



2025/26 Accomplishments

- Strengthened role of the Agency in the community by increasing transparency, staff reporting, and setting policies, processes and procedures. Strengthened existing relationships and significantly expanded and redefined relationships with key community officials, elected officials and agencies by expanding our footprint of services provided.
- Provided accessible transportation to the California Capital Airshow. Invited to return in 2026. We also provided services to YLF and numerous civic groups, as well as 4 weeks of service to Sacramento Splash.
- Developed and implemented transparent and comprehensive budgets for FY 2025 and 26.
- Worked closely with the Federal Transit Administration to secure a finding that for the funding of Section 5307 FTA funds, Paratransit is considered a public entity and eligible to receive and use 5307 funds for all purposes allowed by law, not just mobility management
- Worked with SACOG, FTA and SacRT, and after months of discussions, was able to be designated eligible to be a Direct Recipient of 5307 funds by the SacRT Board.
- Began the process of becoming an official FTA grantee
- Expanded new branding and marketing materials for Paratransit to strong community acceptance and continued facility upgrades, signage and access improvements. Kicked off a new emphasis on growth of our maintenance services (Fall 2025).
- Hired our first ever Public Affairs Manager.
- Served as Speakers at numerous institutional events at Sac State, UC Davis and Aggie Square.
- Representation on the Board of Directors for the Sacramento Metro Chamber. President and CEO Appointed by the Metro Chamber Executive Committee to co-Chair the 2025 Transportation Team for Cap to Cap and just appointed Transportation Team chair for 2026. President and CEO served as vice chair of the SACOG TCC Committee.
- Continue to optimize the volume of service provided to ALTA Regional Center and oversaw the implementation of VDDP certifications for all drivers and supervisors.

- Continue to deliver meals to seniors served by the Sacramento Food Bank and Family Services.
- Completed construction and began leasing on a first of its kind innovative housing solutions project with the City of Sacramento, Fulcrum Properties, Urban Elements and 8 local non-profits to deliver 108 housing units on the site.
- Participated in the Metro Chamber Study Mission trip in Boston and helped plan and organize the transit scavenger hunt showing off our mobility management practice.
- Secured 60 community tickets for two Athletics Games for staff and Board members as part of the on-going staff engagement services.
- Implemented a smart banking option for staff and added access to Pet Health Insurance as part of our employer of choice increased offerings.
- Secured a 0.6% increase in healthcare premiums for Calendar Year 2026, an unheard of rate.
- Attended Food Frontier to participate in understanding access needs for one of the region's largest employment sectors. The relationship has already resulted in new funding.
- Awarded \$650,000 in funding from the Capital Area Food Access program to create a food recovery "CTSA" style coordinated vehicle and logistics program for 9 operators in Sacramento. Working with Abound and Valley Vision on additional ways to expand our services.
- Expanded the public image of Paratransit through increased media relationships, expanded social media and traditional marketing practices and enhanced partnerships.
- Secured \$20,000 in funding and have begun to build, package and deliver 2,500 gift boxes for this year's Winter Wish List. Total gifts by end of 2025 exceeded 17,500
- Hosted the packet pickup for Run to Feed the Hungry.
- Joined the GSEC Competitiveness Council and travelled to Germany in Dec 2025 to meet with leaders in mobility industries, with a focus on how our services can improve access for current and future employees and help with retainment.
- Participated in the SACOG Transit Funding working group to develop a new 10 year funding MOU and consideration of SACOG as our new designated recipient.
- Facilitated a board retreat on steps to enhance and build Board Engagement
- Attended the Trapeze Conference in Kansas City, MO and participated in the Executive Summit with other CEO's from across the County on emerging trends

- Negotiated and settled a class-action lawsuit at the lower-end of my authorized limit by the Board
- Launched the Mobility Hub website with an interactive chat feature
- Began work on AOPP by securing a partnership with Dr. Janine Bera at WellSpace to be our Community Health Partner on the program
- Worked on facility needs and oversaw the transition of space needs related to UCP

2026/27 Agency Goals and Objectives

The continued focus of all goals and objectives undertaken will be monitored by the impact to the agency, the impact to our passengers, the effect on our employees and the long-term financial stability of Paratransit. With traditional transit agencies struggling, Paratransit is continuing to lean into our expanded and innovative transportation options and this diversification has kept Paratransit from facing the fiscal cliff challenges many other agencies are facing. In addition to the financial security, it is a pleasure to implement cutting edge programs and services to meet the needs of this region in both the short and long term.

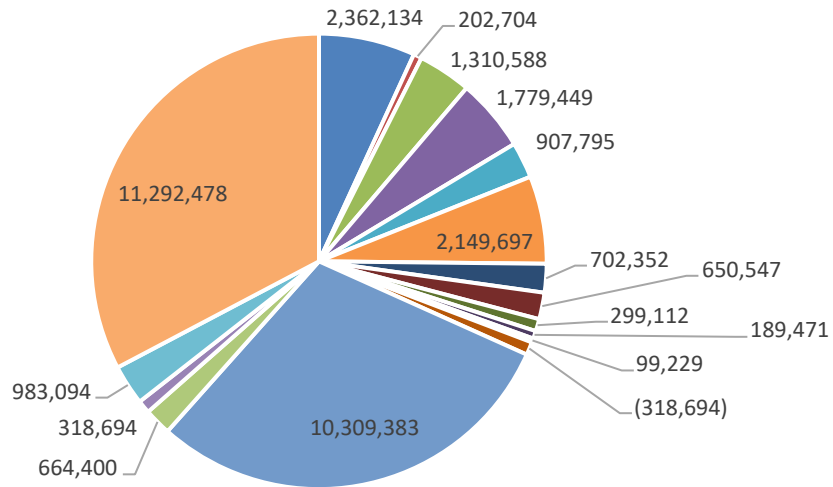
It is with these in mind that the following goals are presented for your consideration:

- Continue to roll-out new branding and messaging asserting Paratransit's role in the Community and highlighting key accomplishments. This will be expanded in 2026 with a re-imaging of our website
- Continue to advocate for long-term funding for CTSA activities for non-profits
- Complete the TDA financial audit with no findings
- Continue work on the AOPP grant to become a leader in healthcare to mobility for the region
- Implement the ICAM grant
- Prepare and present a fiscally constrained, balanced budget that meets the needs of the agency and the community
- Continue to work to strengthen our relationships with our regional agencies and increase our agency profile
- Continue the implementation of our expanded programming and nurture it into permanent operational status
- Continue to grow our maintenance service offerings and launch a new strategic marketing program aimed at potential maintenance clients

ALL AGENCY COMBINED REVENUES**OPERATING REVENUE****FY 2027**

Measure A Elderly & Disabled Transportation	2,362,134
Measure A Neighborhood Shuttle	202,704
TDA 4.5	1,310,588
SacRT Go Contracts	1,779,449
Grants	907,795
Contracted Services	2,149,697
Maintenance Fees	702,352
Fuel Sales	650,547
East Bay Paratransit (AC Transit/BART)	299,112
Solano Transportation Authority Eligibility	189,471
Diversified Services	99,229
Op Revenue Applied to Capital	(318,694)
TOTAL OPERATING REVENUE	10,334,383
CAPITAL REVENUE	
Grant Capital Revenue	664,400
Applied Operating Revenue	318,694
TOTAL CAPITAL REVENUE	983,094
TOTAL REVENUE	11,317,478

ALL AGENCY COMBINED REVENUE FY 2027

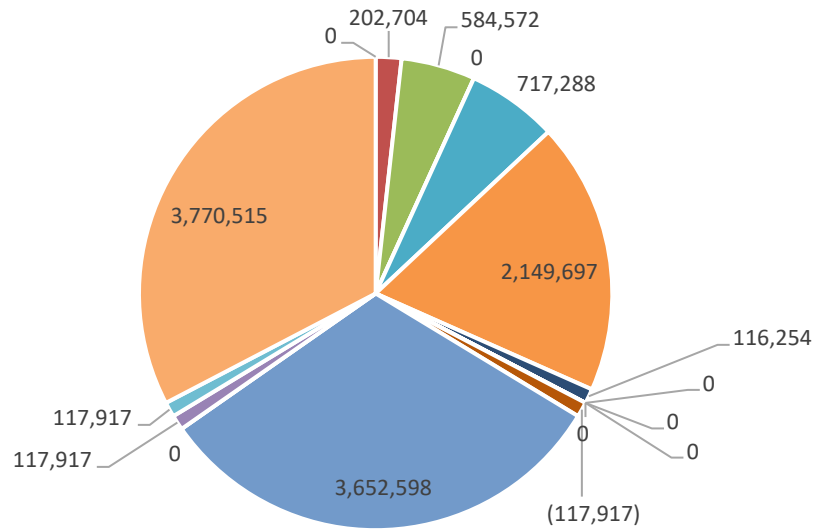


- Measure A Elderly & Disabled Transportation
- Measure A Neighborhood Shuttle
- TDA 4.5
- SacRT Go Contracts
- Grants
- Contracted Services
- Maintenance Fees
- Fuel Sales
- East Bay Paratransit (AC Transit/BART)
- Solano Transportation Authority Eligibility
- Diversified Services
- Op Revenue Applied to Capital
- TOTAL OPERATING REVENUE
- CAPITAL REVENUE
- Grant Capital Revenue
- Applied Operating Revenue
- TOTAL CAPITAL REVENUE
- TOTAL REVENUE

OPERATIONS REVENUES**OPERATING REVENUE****FY 2027**

Measure A Elderly & Disabled Transportation	0
Measure A Neighborhood Shuttle	202,704
TDA 4.5	584,572
SacRT Go Contracts	0
Grants	717,288
Contracted Services	2,149,697
Maintenance Fees	116,254
Fuel Sales	0
East Bay Paratransit (AC Transit/BART)	0
Solano Transportation Authority Eligibility	0
Diversified Services	0
Op Revenue Applied to Capital	(117,917)
TOTAL OPERATING REVENUE	3,652,598
CAPITAL REVENUE	
Grant Capital Revenue	0
Applied Operating Revenue	117,917
TOTAL CAPITAL REVENUE	117,917
TOTAL REVENUE	3,770,515

OPERATIONS REVENUES FY 2027

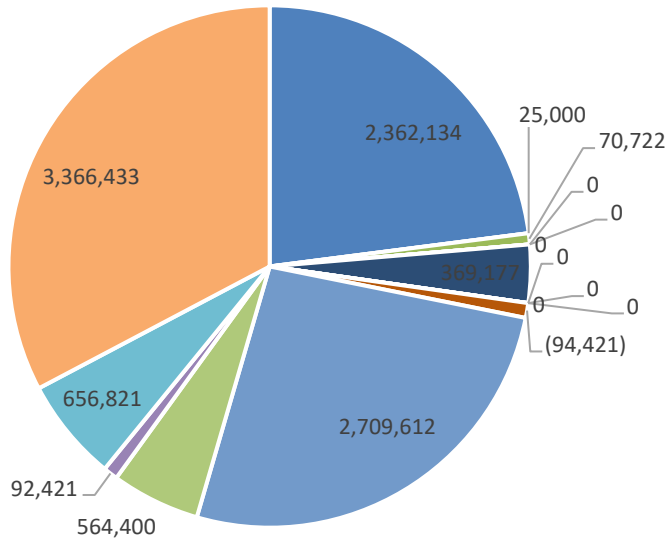


- Measure A Elderly & Disabled Transportation
- Measure A Neighborhood Shuttle
- TDA 4.5
- Grants
- Maintenance Fees
- East Bay Paratransit (AC Transit/BART)
- Diversified Services
- TOTAL OPERATING REVENUE
- Grant Capital Revenue
- TOTAL CAPITAL REVENUE
- SacRT Go Contracts
- Contracted Services
- Fuel Sales
- Solano Transportation Authority Eligibility
- Op Revenue Applied to Capital
- CAPITAL REVENUE
- Applied Operating Revenue
- TOTAL REVENUE

CTSA REVENUES**OPERATING REVENUE****FY 2027**

Measure A Elderly & Disabled Transportation	2,362,134
Measure A Neighborhood Shuttle	0
TDA 4.5	70,722
SacRT Go Contracts	0
Grants	25,000
Contracted Services	0
Maintenance Fees	369,177
Fuel Sales	0
East Bay Paratransit (AC Transit/BART)	0
Solano Transportation Authority Eligibility	0
Diversified Services	0
Op Revenue Applied to Capital	(94,421)
TOTAL OPERATING REVENUE	2,734,612
CAPITAL REVENUE	
Grant Capital Revenue	564,400
Applied Operating Revenue	92,421
TOTAL CAPITAL REVENUE	656,821
TOTAL REVENUE	3,391,433

CTSA REVENUES FY 2027

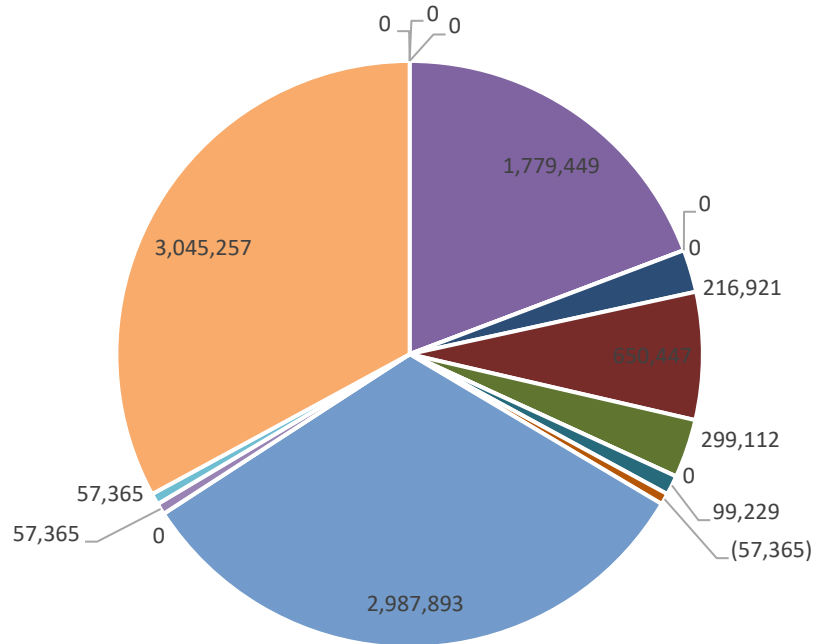


- Measure A Elderly & Disabled Transportation
- Measure A Neighborhood Shuttle
- TDA 4.5
- SacRT Go Contracts
- Grants
- Contracted Services
- Maintenance Fees
- Fuel Sales
- East Bay Paratransit (AC Transit/BART)
- Solano Transportation Authority Eligibility
- Diversified Services
- Op Revenue Applied to Capital
- TOTAL OPERATING REVENUE
- CAPITAL REVENUE
- Grant Capital Revenue
- Applied Operating Revenue
- TOTAL CAPITAL REVENUE
- TOTAL REVENUE

MAINTENANCE REVENUES**OPERATING REVENUE****FY 2027**

Measure A Elderly & Disabled Transportation	0
Measure A Neighborhood Shuttle	0
TDA 4.5	0
SacRT Go Contracts	1,779,449
Grants	0
Contracted Services	0
Maintenance Fees	216,921
Fuel Sales	650,447
East Bay Paratransit (AC Transit/BART)	299,112
Solano Transportation Authority Eligibility	0
Diversified Services	99,229
Op Revenue Applied to Capital	(57,365)
TOTAL OPERATING REVENUE	2,987,893
CAPITAL REVENUE	
Grant Capital Revenue	0
Applied Operating Revenue	57,365
TOTAL CAPITAL REVENUE	57,365
TOTAL REVENUE	3,045,257

MAINTENANCE REVENUES FY 2027

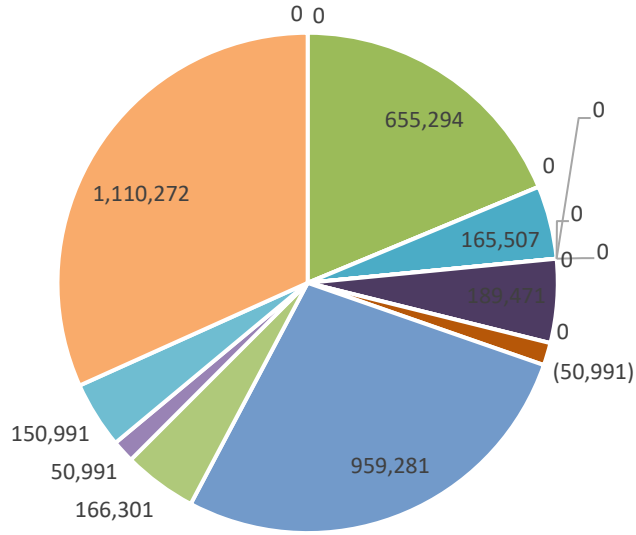


- Measure A Elderly & Disabled Transportation
- Measure A Neighborhood Shuttle
- TDA 4.5
- SacRT Go Contracts
- Grants
- Contracted Services
- Maintenance Fees
- Fuel Sales
- East Bay Paratransit (AC Transit/BART)
- Solano Transportation Authority Eligibility
- Diversified Services
- Op Revenue Applied to Capital
- TOTAL OPERATING REVENUE
- CAPITAL REVENUE
- Grant Capital Revenue
- Applied Operating Revenue
- TOTAL CAPITAL REVENUE
- TOTAL REVENUE

MOBILITY MANAGEMENT REVENUES**OPERATING REVENUE****FY 2027**

Measure A Elderly & Disabled Transportation	0
Measure A Neighborhood Shuttle	0
TDA 4.5	655,294
SacRT Go Contracts	0
Grants	165,507
Contracted Services	0
Maintenance Fees	0
Fuel Sales	0
East Bay Paratransit (AC Transit/BART)	0
Solano Transportation Authority Eligibility	189,471
Diversified Services	0
Op Revenue Applied to Capital	(50,991)
TOTAL OPERATING REVENUE	959,281
CAPITAL REVENUE	
Grant Capital Revenue	166,301
Applied Operating Revenue	50,991
TOTAL CAPITAL REVENUE	150,991
TOTAL REVENUE	1,110,272

MOBILITY MANAGEMENT REVENUES FY 2027

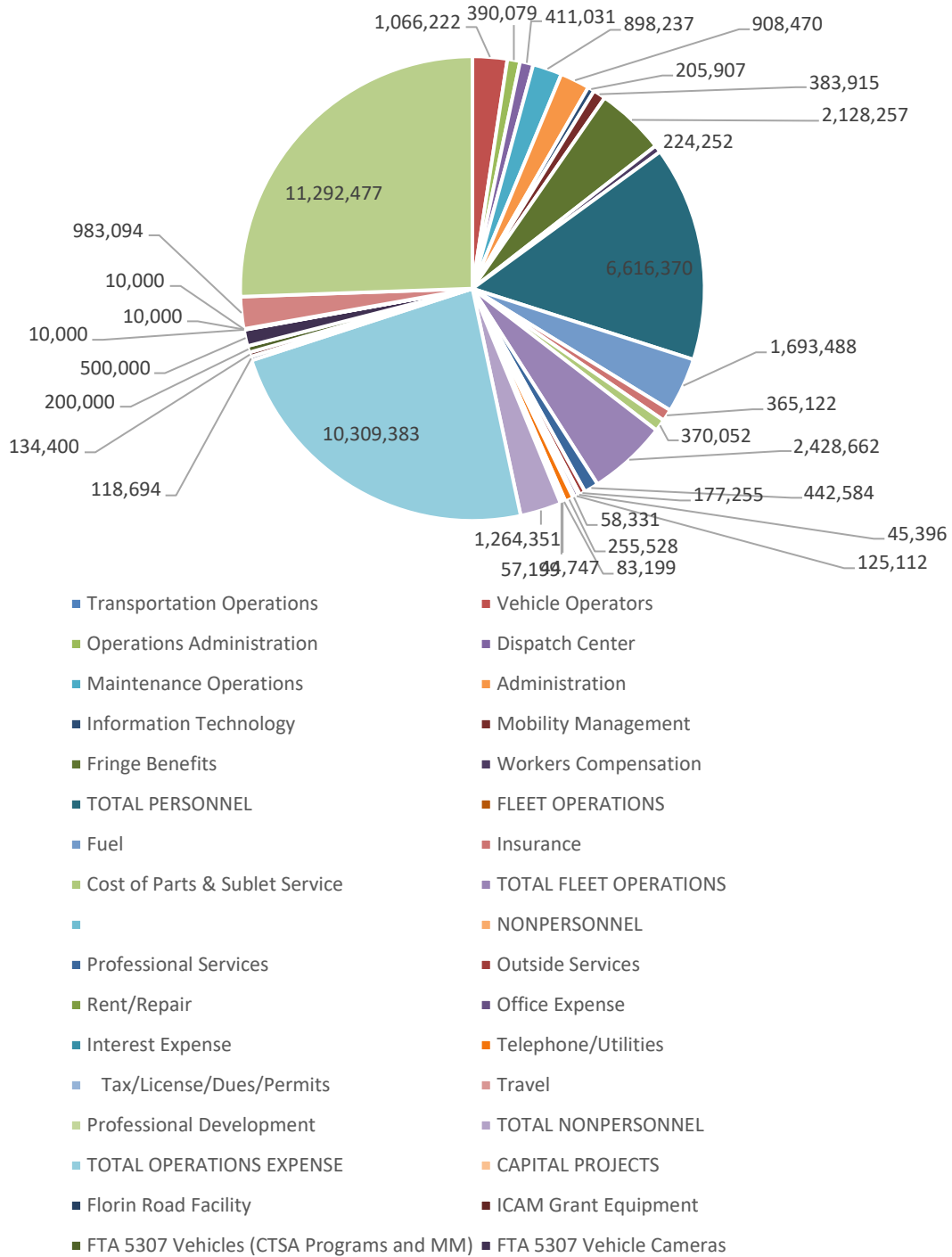


- Measure A Elderly & Disabled Transportation
- Measure A Neighborhood Shuttle
- TDA 4.5
- SacRT Go Contracts
- Grants
- Contracted Services
- Maintenance Fees
- Fuel Sales
- East Bay Paratransit (AC Transit/BART)
- Solano Transportation Authority Eligibility
- Diversified Services
- Op Revenue Applied to Capital
- TOTAL OPERATING REVENUE
- CAPITAL REVENUE
- Grant Capital Revenue
- Applied Operating Revenue
- TOTAL CAPITAL REVENUE
- TOTAL REVENUE

**All Agency Combined Expense
Detail**
OPERATING EXPENSES

PERSONNEL	FY 2027
Transportation Operations	
Vehicle Operators	1,066,222
Operations Administration	390,079
Dispatch Center	411,031
Maintenance Operations	898,237
Administration	908,470
Information Technology	205,907
Mobility Management	383,915
Fringe Benefits	2,128,257
Workers Compensation	224,252
TOTAL PERSONNEL	6,616,370
FLEET OPERATIONS	
Fuel	1,693,488
Insurance	365,122
Cost of Parts & Sublet Service	370,052
TOTAL FLEET OPERATIONS	2,428,662
NONPERSONNEL	
Professional Services	442,584
Outside Services	177,255
Rent/Repair	45,396
Office Expense	125,112
Interest Expense	58,331
Telephone/Utilities	255,528
Tax/License/Dues/Permits	83,199
Travel	44,747
Professional Development	57,199
TOTAL NONPERSONNEL	1,289,351
TOTAL OPERATIONS EXPENSE	10,334,383
CAPITAL PROJECTS	
Florin Road Facility	118,694
ICAM Grant Equipment	134,400
FTA 5307 Vehicles (CTSA Programs and MM)	200,000
FTA 5307 Vehicle Cameras	500,000
Office Furniture and Equipment	10,000
Network and Telecommunications	10,000
Maintenance Equipment	10,000
TOTAL CAPITAL PROJECTS	983,094
TOTAL OPERATING AND CAPITAL EXPENSE	11,317,477
NET INCOME (LOSS)	0

All Agency Combined Operating Expenses FY 2027



Operations Expense Detail

OPERATING EXPENSES

PERSONNEL

FY 2027

Transportation Operations	
Vehicle Operators	565,098
Operations Administration	206,742
Dispatch Center	217,846
Maintenance Operations	270,228
Administration	369,409
Information Technology	83,728
Mobility Management	0
Fringe Benefits	837,036
Workers Compensation	102,836
TOTAL PERSONNEL	2,652,923

FLEET OPERATIONS

Fuel	325,015
Insurance	146,049
Cost of Parts & Sublet Service	11,102
TOTAL FLEET OPERATIONS	482,166

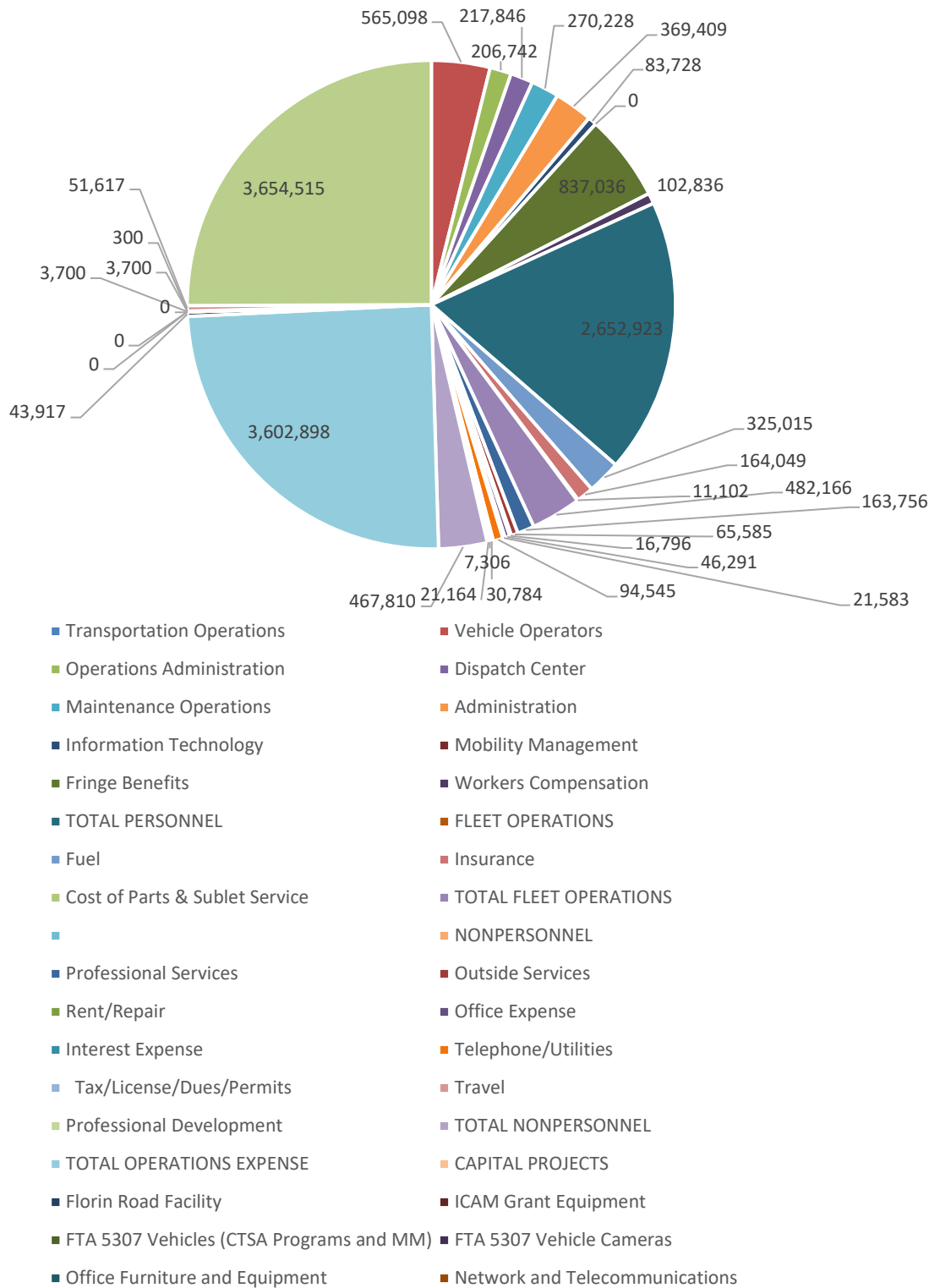
NONPERSONNEL

Professional Services	163,756
Outside Services	65,585
Rent/Repair	16,796
Office Expense	46,291
Interest Expense	21,583
Telephone/Utilities	94,545
Tax/License/Dues/Permits	30,784
Travel	7,306
Professional Development	21,164
TOTAL NONPERSONNEL	467,810
TOTAL OPERATIONS EXPENSE	3,602,898

CAPITAL PROJECTS

Florin Road Facility	43,917
ICAM Grant Equipment	0
FTA 5307 Vehicles (CTSA Programs and MM)	0
FTA 5307 Vehicle Cameras	0
Office Furniture and Equipment	3,700
Network and Telecommunications	3,700
Maintenance Equipment	300
TOTAL CAPITAL PROJECTS	51,617
TOTAL OPERATING AND CAPITAL EXPENSE	3,654,515
NET INCOME (LOSS)	0

Operations Expense Detail Operating Expenses FY 2027

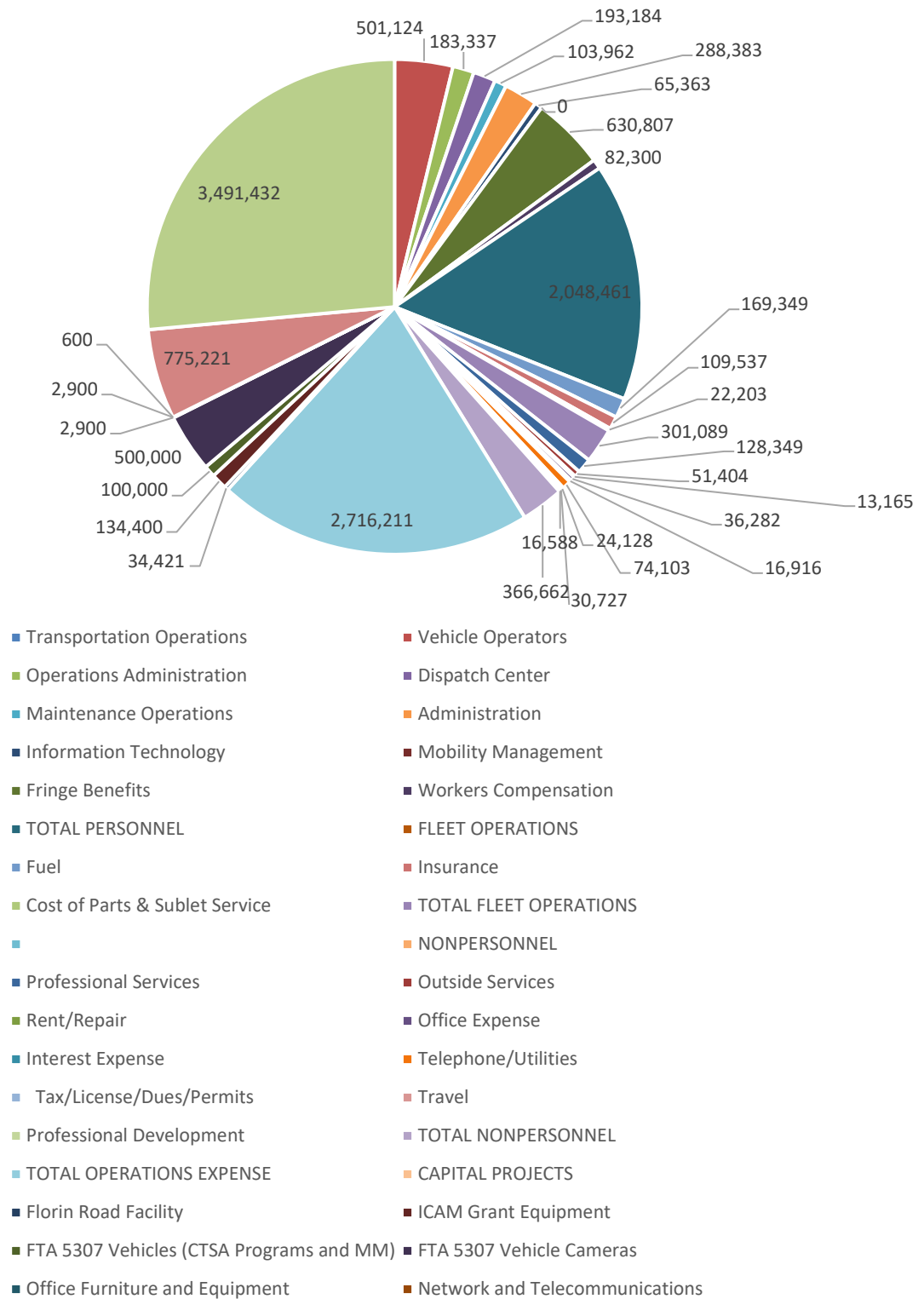


CTSA Programs Expense Detail

OPERATING EXPENSES

PERSONNEL	FY 2027
Transportation Operations	
Vehicle Operators	501,124
Operations Administration	183,337
Dispatch Center	193,184
Maintenance Operations	103,962
Administration	288,383
Information Technology	65,363
Mobility Management	0
Fringe Benefits	630,807
Workers Compensation	82,300
TOTAL PERSONNEL	2,048,461
FLEET OPERATIONS	
Fuel	169,349
Insurance	109,537
Cost of Parts & Sublet Service	22,203
TOTAL FLEET OPERATIONS	301,089
NONPERSONNEL	
Professional Services	128,349
Outside Services	51,404
Rent/Repair	13,165
Office Expense	36,282
Interest Expense	16,916
Telephone/Utilities	74,103
Tax/License/Dues/Permits	24,128
Travel	30,727
Professional Development	16,588
TOTAL NONPERSONNEL	366,662
TOTAL OPERATIONS EXPENSE	2,716,211
CAPITAL PROJECTS	
Florin Road Facility	34,421
ICAM Grant Equipment	134,400
FTA 5307 Vehicles (CTSA Programs and MM)	100,000
FTA 5307 Vehicle Cameras	500,000
Office Furniture and Equipment	2,900
Network and Telecommunications	2,900
Maintenance Equipment	600
TOTAL CAPITAL PROJECTS	775,221
TOTAL OPERATING AND CAPITAL EXPENSE	3,491,432
NET INCOME (LOSS)	0

CTSA Programs Expense Detail Operating Expenses FY 2027

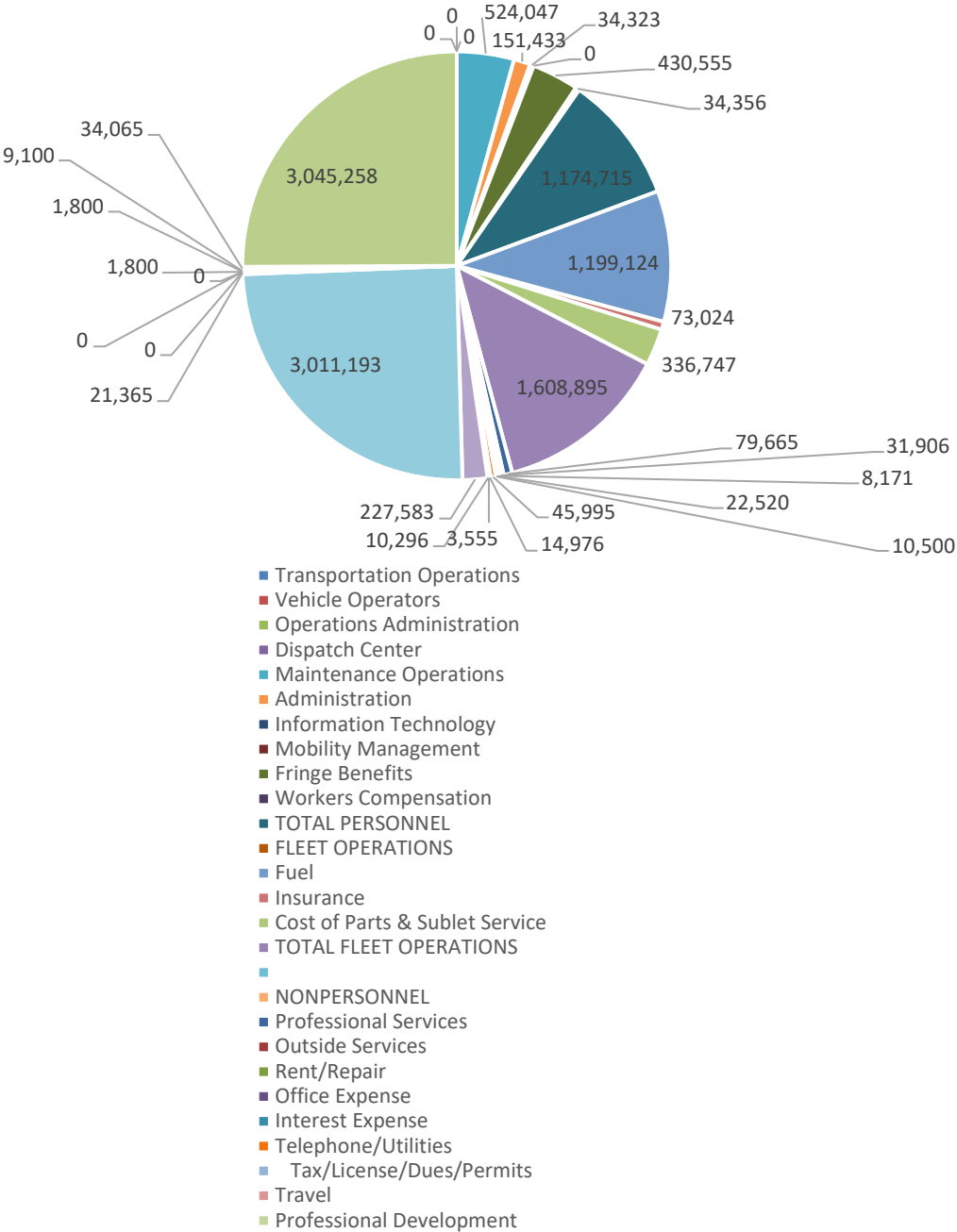


Maintenance Expense Detail

OPERATING EXPENSES

PERSONNEL	FY 2027
Transportation Operations	
Vehicle Operators	0
Operations Administration	0
Dispatch Center	0
Maintenance Operations	524,047
Administration	151,433
Information Technology	34,323
Mobility Management	0
Fringe Benefits	430,555
Workers Compensation	34,356
TOTAL PERSONNEL	1,174,715
FLEET OPERATIONS	
Fuel	1,199,124
Insurance	73,024
Cost of Parts & Sublet Service	336,747
TOTAL FLEET OPERATIONS	1,608,895
NONPERSONNEL	
Professional Services	79,665
Outside Services	31,906
Rent/Repair	8,171
Office Expense	22,520
Interest Expense	10,500
Telephone/Utilities	45,995
Tax/License/Dues/Permits	14,976
Travel	3,555
Professional Development	10,296
TOTAL NONPERSONNEL	227,583
TOTAL OPERATIONS EXPENSE	3,011,193
CAPITAL PROJECTS	
Florin Road Facility	21,365
ICAM Grant Equipment	0
FTA 5307 Vehicles (CTSA Programs and MM)	0
FTA 5307 Vehicle Cameras	0
Office Furniture and Equipment	1,800
Network and Telecommunications	1,800
Maintenance Equipment	9,100
TOTAL CAPITAL PROJECTS	34,065
TOTAL OPERATING AND CAPITAL EXPENSE	3,045,258
NET INCOME (LOSS)	0

Maintenance Expense Detail Operating Expenses FY 2027



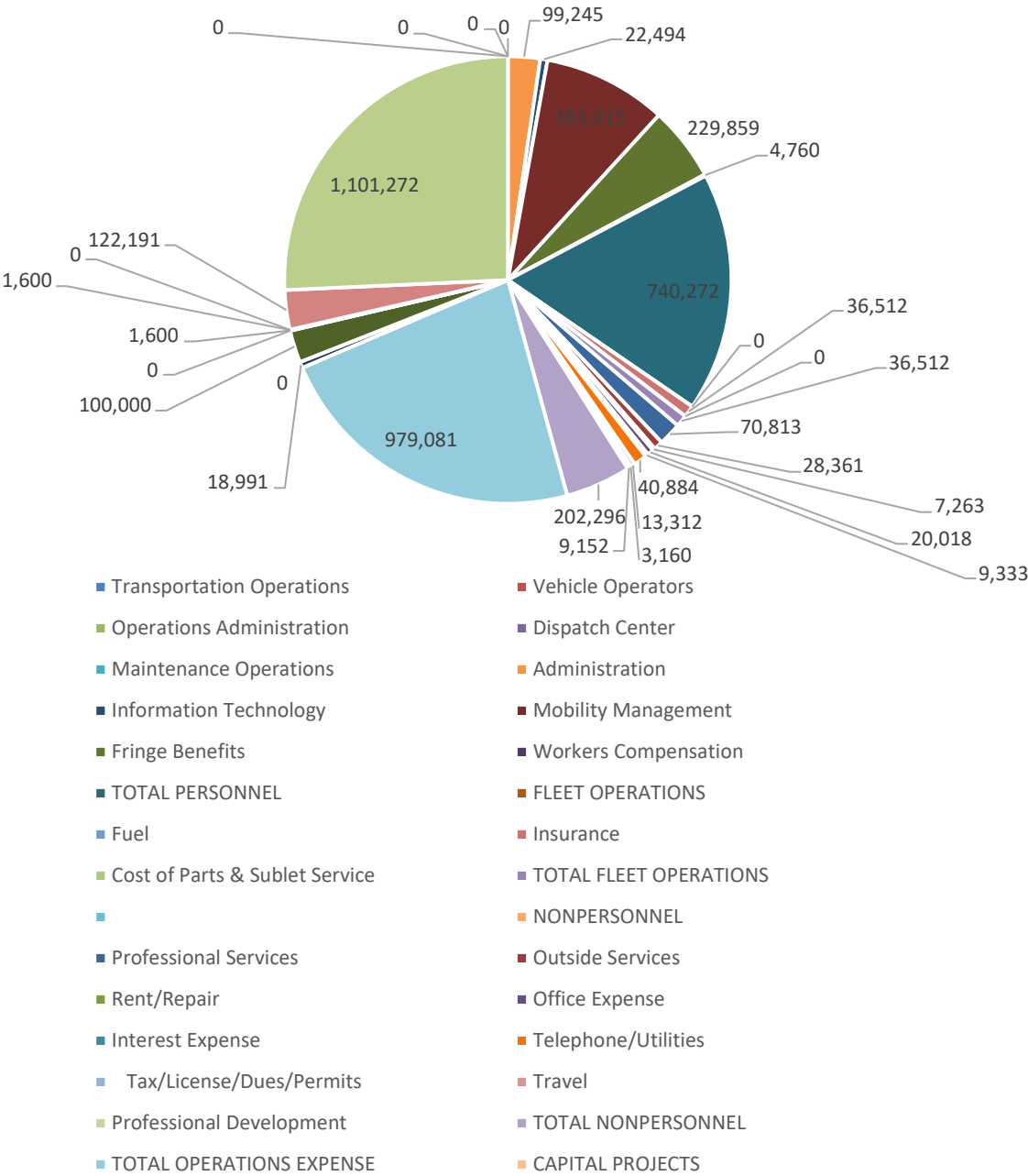
Mobility Management Expense

Detail

OPERATING EXPENSES

PERSONNEL	FY 2027
Transportation Operations	
Vehicle Operators	0
Operations Administration	0
Dispatch Center	0
Maintenance Operations	0
Administration	99,245
Information Technology	22,494
Mobility Management	383,915
Fringe Benefits	229,859
Workers Compensation	4,760
TOTAL PERSONNEL	740,272
FLEET OPERATIONS	
Fuel	0
Insurance	36,512
Cost of Parts & Sublet Service	0
TOTAL FLEET OPERATIONS	36,512
NONPERSONNEL	
Professional Services	70,813
Outside Services	28,361
Rent/Repair	7,263
Office Expense	20,018
Interest Expense	9,333
Telephone/Utilities	40,884
Tax/License/Dues/Permits	13,312
Travel	3,160
Professional Development	9,152
TOTAL NONPERSONNEL	202,296
TOTAL OPERATIONS EXPENSE	979,081
CAPITAL PROJECTS	
Florin Road Facility	18,991
ICAM Grant Equipment	0
FTA 5307 Vehicles (CTSA Programs and MM)	100,000
FTA 5307 Vehicle Cameras	0
Office Furniture and Equipment	1,600
Network and Telecommunications	1,600
Maintenance Equipment	0
TOTAL CAPITAL PROJECTS	122,191
TOTAL OPERATING AND CAPITAL EXPENSE	1,101,272
NET INCOME (LOSS)	0

Mobility Management Expense Detail Operating Expenses FY 2027



Grant Funding

Federal Funds	Purpose	FY27
Fiscal Year 2022/23 Section 5307	8 Vehicles for Mobility Management and Operations	\$160,000
Fiscal Year 2022/23 Section 5307	Purchase and Installation of New Camera Systems for Operating and Mobility Management Vehicles	\$370,000
Fiscal Year 2024/25 Section 5307	Mobility Management	\$165,294
Fiscal Year 2024/25 Section 5307	Operating	\$9,706
Fiscal Year 2026 Section 5307	Operating	\$350,000
FTA Areas of Persistent Poverty Grant	AOPP Planning and Service Delivery	\$100,000
FTA Innovative Coordinated Access and Mobility Grant	CTSA Equipment and Technology Transfer	\$134,400
Total Federal Grants		\$1,289,400
Local Grants		
Abound Food Recovery Grant	CTSA Food Hub Collaborative Project	\$257,795
City of Sacramento Stockton Blvd Shuttle Grant	Community Shuttles on Stockton Blvd	\$25,000
Total Capital Grants		\$282,795

Paratransit, Inc. FY 25/26 vs. FY26/27 Budget Comparison Combined

REVENUE

	FY26 Budget	FY27 Budget	Percent Change
OPERATING REVENUE			
Measure A Elderly & Disabled Transportation	2,279,360	2,362,134	3.6%
Measure A Neighborhood Shuttle	196,800	202,704	3.0%
TDA 4.5	1,268,087	1,310,588	3.4%
SacRT Go Contracts	1,746,484	1,779,449	1.9%
Grants	1,537,327	907,795	-40.9%
Contracted Services	2,750,000	2,149,697	-21.8%
Maintenance Fees	705,429	702,352	-0.4%
Fuel Sales	711,543	650,547	-8.6%
East Bay Paratransit (AC Transit/BART)	290,400	299,112	3.0%
Solano Transportation Authority Eligibility	202,245	189,471	-6.3%
Diversified Services	83,444	99,229	18.9%
Op Revenue Applied to Capital	(604,329)	(318,694)	-47.3%
TOTAL OPERATING REVENUE	11,166,791	10,334,384	-7.5%
CAPITAL REVENUE			
Grant Capital Revenue	2,880,000	664,400	-76.9%
Applied Operating Revenue	604,329	318,694	-47.3%
TOTAL CAPITAL REVENUE	3,484,329	983,094	-71.8%
TOTAL REVENUE	14,651,120	11,317,478	-22.8%

Paratransit, Inc. FY 25/26 vs. FY26/27 Budget Comparison Combined

OPERATING EXPENSES

	FY26 Budget	FY27 Budget	Percent Change
PERSONNEL			
Transportation Operations			
Vehicle Operators	996,472	1,066,222	7.0%
Operations Administration	403,136	390,079	-3.2%
Dispatch Center	422,459	411,031	-2.7%
Maintenance Operations	960,877	898,237	-6.5%
Administration	937,138	908,470	-3.1%
Information Technology	214,242	205,907	-3.9%
Mobility Management	583,720	383,915	-34.2%
Fringe Benefits	2,114,577	2,128,257	0.6%
Workers' Compensation	201,081	224,252	11.5%
TOTAL PERSONNEL	6,833,701	6,616,370	-3.2%
FLEET OPERATIONS			
Fuel	1,790,456	1,693,488	-5.4%
Insurance	592,622	365,122	-38.4%
Cost of Parts & Sublet Service	359,976	370,052	2.8%
TOTAL FLEET OPERATIONS	2,743,054	2,428,662	-11.5%
NONPERSONNEL			
Professional Services	591,466	442,584	-25.2%
Outside Services	236,840	177,255	-25.2%
Rent/Repair	62,975	45,396	-27.9%
Office Expense	160,026	125,112	-21.8%
Interest Expense	62,649	58,331	-6.9%
Telephone/Utilities	313,657	255,528	-18.5%
Tax/License/Dues/Permits	100,928	83,199	-17.6%
Travel	16,003	44,747	179.6%
Professional Development	45,492	57,199	25.7%
TOTAL NONPERSONNEL	1,590,036	1,289,351	-18.9%
TOTAL OPERATIONS EXPENSE	11,166,791	10,334,383	-7.5%
CAPITAL PROJECTS			
Florin Road Facility	114,377	118,694	3.8%
ICAM Grant Equipment		134,400	-
SACOG - Mob. Options Vehicles	200,000	200,000	0.0%
SACOG - Cameras	500,000	500,000	0.0%
SACOG - Bus Stops	100,000		-100.0%
5310 Grant - 15 Buses	2,250,000		-100.0%
Sign on Front of Building	15,000		-100.0%
Facility Reserve	256,952		-100.0%
Office Furniture & Equipment	25,000	10,000	-60.0%
Network & Telecommunications	10,000	10,000	0.0%
Maintenance Equipment	13,000	10,000	-23.1%
TOTAL CAPITAL PROJECTS	3,484,329	983,094	-71.8%
TOTAL OPERATING AND CAPITAL EXPENSE	14,651,120	11,317,477	-22.8%
NET INCOME (LOSS)	(0)	-	-

Paratransit, Inc. FY 25/26 vs. FY26/27 Budget Comparison Detail

REVENUE

	Transportation Operations			CTSA Programs		
	FY26 Budget	FY27 Budget	Percent Change	FY26 Budget	FY27 Budget	Percent Change
OPERATING REVENUE						
Measure A Elderly & Disabled Transportation	-			2,279,360	2,362,134	3.6%
Measure A Neighborhood Shuttle	196,800	202,704	3.0%			
TDA 4.5	-	584,572	0.0%	1,268,087	70,722	-94.4%
SacRT Go Contracts	771,053		-100.0%			
Grants	457,427	717,288	56.8%	134,400	25,000	-81.4%
Contracted Services	2,750,000	2,149,697	-21.8%			
Maintenance Fees		116,254	-	48,682	369,177	658.3%
Fuel Sales	174,311		-100.0%	38,749		-100.0%
East Bay Paratransit (AC Transit/BART)						
Solano Transportation Authority Eligibility						
Diversified Services	72,301		-100.0%			
Op Revenue Applied to Capital	(228,038)	(117,917)	-48.3%	(175,586)	(92,421)	-47.4%
TOTAL OPERATING REVENUE	4,193,855	3,652,598	-12.9%	3,593,692	2,734,612	-23.9%
CAPITAL REVENUE						
Grant Capital Revenue	2,720,000	384,000	-85.9%		89,399	-
Applied Operating Revenue	228,038	117,917	-48.3%	175,586	92,421	-47.4%
TOTAL CAPITAL REVENUE	2,948,038	501,917	-83.0%	175,586	181,820	3.6%
TOTAL REVENUE	7,141,893	4,154,515	-41.8%	3,769,278	2,916,432	-22.6%

	Outside Maintenance			Mobility Management			Total		
	FY26 Budget	FY27 Budget	Percent Change	FY26 Budget	FY27 Budget	Percent Change	FY26 Budget	FY27 Budget	Percent Change
OPERATING REVENUE									
Measure A Elderly & Disabled Transportation							2,279,360	2,362,134	3.6%
Measure A Neighborhood Shuttle							196,800	202,704	3.0%
TDA 4.5					655,294	-	1,268,087	1,310,588	3.4%
SacRT Go Contracts	975,432	1,779,449	82.4%				1,746,484	1,779,449	1.9%
Grants	200,000		-100.0%	745,500	165,507	-77.8%	1,537,327	907,795	-40.9%
Contracted Services							2,750,000	2,149,697	-21.8%
Maintenance Fees	656,747	216,921	-67.0%				705,429	702,352	-0.4%
Fuel Sales	41,775	650,547	1457.3%	456,708		-100.0%	711,543	650,547	-8.6%
East Bay Paratransit (AC Transit/BART)		299,112	-	290,400		-100.0%	290,400	299,112	3.0%
Solano Transportation Authority Eligibility				202,245	189,471	-6.3%	202,245	189,471	-6.3%
Diversified Services		99,229	-	11,143		-100.0%	83,444	99,229	18.9%
Op Revenue Applied to Capital	(109,294)	(57,365)	-47.5%	(91,411)	(50,991)	-44.2%	(604,329)	(318,694)	-47.3%
TOTAL OPERATING REVENUE	1,764,660	2,987,893	69.3%	1,614,585	959,281	-40.6%	11,166,791	10,334,383	-7.5%
CAPITAL REVENUE									
Grant Capital Revenue				160,000	191,000	19.4%	2,880,000	664,399	-76.9%
Applied Operating Revenue	109,294	57,365	-47.5%	91,411	50,991	-44.2%	604,329	318,694	-47.3%
TOTAL CAPITAL REVENUE	109,294	57,365	-47.5%	251,411	241,991	-3.7%	3,484,329	983,093	-71.8%
TOTAL REVENUE	1,873,954	3,045,258	62.5%	1,865,996	1,201,272	-35.6%	14,651,120	11,317,477	-22.8%

Paratransit, Inc. FY 25/26 vs. FY26/27 Budget Comparison Detail

OPERATING EXPENSES

	Transportation Operations			CTSA Programs		
	FY26 Budget	FY27 Budget	Percent Change	FY26 Budget	FY27 Budget	Percent Change
PERSONNEL						
Transportation Operations						
Vehicle Operators	528,130	565,098	7.0%	468,342	501,124	7.0%
Operations Administration	213,662	206,742	-3.2%	189,474	183,337	-3.2%
Dispatch Center	223,903	217,846	-2.7%	198,556	193,184	-2.7%
Maintenance Operations	272,437	270,228	-0.8%	97,602	103,962	6.5%
Administration	353,620	369,409	4.5%	272,283	288,383	5.9%
Information Technology	80,842	83,728	3.6%	62,248	65,363	5.0%
Mobility Management						
Fringe Benefits	780,625	837,036	7.2%	583,117	630,807	8.2%
Workers' Compensation	89,931	102,836	14.4%	71,366	82,300	15.3%
TOTAL PERSONNEL	2,543,150	2,652,923	4.3%	1,942,987	2,048,461	5.4%
FLEET OPERATIONS						
Fuel	948,942	325,015	-65.7%	841,514	169,349	-79.9%
Insurance	314,090	146,049	-53.5%	278,532	109,537	-60.7%
Cost of Parts & Sublet Service	102,064	11,102	-89.1%	36,565	22,203	-39.3%
TOTAL FLEET OPERATIONS	1,365,096	482,166	-64.7%	1,156,611	301,089	-74.0%
NONPERSONNEL						
Professional Services	223,184	163,756	-26.6%	171,849	128,349	-25.3%
Outside Services	89,369	65,585	-26.6%	68,813	51,404	-25.3%
Rent/Repair	23,763	16,796	-29.3%	18,297	13,165	-28.0%
Office Expense	60,384	46,291	-23.3%	46,495	36,282	-22.0%
Interest Expense	23,640	21,583	-8.7%	18,202	16,916	-7.1%
Telephone/Utilities	118,356	94,545	-20.1%	91,132	74,103	-18.7%
Tax/License/Dues/Permits	38,084	30,784	-19.2%	29,324	24,128	-17.7%
Travel	6,038	7,306	21.0%	4,650	30,727	560.8%
Professional Development	17,166	21,164	23.3%	13,218	16,588	25.5%
TOTAL NONPERSONNEL	599,984	467,810	-22.0%	461,980	391,662	-15.2%
TOTAL OPERATIONS EXPENSE	4,508,230	3,602,898	-20.1%	3,561,578	2,741,211	-23.0%
CAPITAL PROJECTS						
Florin Road Facility	43,159	43,917	1.8%	33,232	34,421	3.6%
ICAM Grant Equipment					134,400	-
SACOG - Mob. Options Vehicles	106,000		-100.0%	94,000		-100.0%
SACOG - Cameras		500,000	-			
SACOG - Bus Stops	100,000		-100.0%			
5310 Grant - 15 Buses	2,250,000		-100.0%			
Sign on Front of Building	15,000		-100.0%			
Facility Reserve	96,958		-100.0%	74,657		-100.0%
Office Furniture & Equipment	18,773	3,700	-80.3%	2,905	2,900	-0.2%
Network & Telecommunications	3,773	3,700	-1.9%	2,905	2,900	-0.2%
Maintenance Equipment		300	-		600	-
TOTAL CAPITAL PROJECTS	2,633,663	551,617	-79.1%	207,699	175,221	-15.6%
TOTAL OPERATING AND CAPITAL EXPENSE	7,141,893	4,154,515	-41.8%	3,769,277	2,916,432	-22.6%
NET INCOME (LOSS)	(0)	(0)		0	(25,000)	

OPERATING EXPENSES

	Outside Maintenance			Mobility Management			Total		
	FY26 Budget	FY27 Budget	Percent Change	FY26 Budget	FY27 Budget	Percent Change	FY26 Budget	FY27 Budget	Percent Change
PERSONNEL									
Transportation Operations									
Vehicle Operators							996,472	1,066,222	7.0%
Operations Administration							403,136	390,079	-3.2%
Dispatch Center							422,459	411,031	-2.7%
Maintenance Operations	590,838	524,047	-11.3%				960,877	898,237	-6.5%
Administration	169,483	151,433	-10.6%	141,752	99,245	-30.0%	937,138	908,470	-3.1%
Information Technology	38,746	34,323	-11.4%	32,406	22,494	-30.6%	214,242	205,907	-3.9%
Mobility Management	-	-		583,720	383,915	-34.2%	583,720	383,915	-34.2%
Fringe Benefits	447,807	430,555	-3.9%	303,028	229,859	-24.1%	2,114,577	2,128,257	0.6%
Workers' Compensation	34,401	34,356	-0.1%	5,383	4,760	-11.6%	201,081	224,252	11.5%
TOTAL PERSONNEL	1,281,275	1,174,715	-8.3%	1,066,289	740,272	-30.6%	6,833,701	6,616,370	-3.2%
FLEET OPERATIONS									
Fuel		1,199,124	-				1,790,456	1,693,488	-5.4%
Insurance	-	73,024	-		36,512	-	592,622	365,122	-38.4%
Cost of Parts & Sublet Service	221,347	336,747	52.1%				359,976	370,052	2.8%
TOTAL FLEET OPERATIONS	221,347	1,608,895	626.9%	-	36,512	-	2,743,054	2,428,662	-11.5%
NONPERSONNEL									
Professional Services	106,967	79,665	-25.5%	89,466	70,813	-20.8%	591,466	442,584	-25.2%
Outside Services	42,833	31,906	-25.5%	35,825	28,361	-20.8%	236,840	177,255	-25.2%
Rent/Repair	11,389	8,171	-28.3%	9,526	7,263	-23.8%	62,975	45,396	-27.9%
Office Expense	28,941	22,520	-22.2%	24,206	20,018	-17.3%	160,026	125,112	-21.8%
Interest Expense	11,330	10,500	-7.3%	9,477	9,333	-1.5%	62,649	58,331	-6.9%
Telephone/Utilities	56,725	45,995	-18.9%	47,444	40,884	-13.8%	313,657	255,528	-18.5%
Tax/License/Dues/Permits	18,253	14,976	-18.0%	15,267	13,312	-12.8%	100,928	83,199	-17.6%
Travel	2,894	3,555	22.8%	2,421	3,160	30.5%	16,003	44,748	179.6%
Professional Development	8,227	10,296	25.1%	6,881	9,152	33.0%	45,492	57,199	25.7%
TOTAL NONPERSONNEL	287,559	227,583	-20.9%	240,513	202,296	-15.9%	1,590,036	1,289,351	-18.9%
TOTAL OPERATIONS EXPENSE	1,790,181	3,011,193	68.2%	1,306,802	979,081	-25.1%	11,166,791	10,334,383	-7.5%
CAPITAL PROJECTS									
Florin Road Facility	20,685	21,365	-	17,301	18,991	9.8%	114,377	118,694	3.8%
ICAM Grant Equipment							-	134,400	-
SACOG - Mob. Options Vehicles					200,000	-	200,000	200,000	0.0%
SACOG - Cameras				500,000		-100.0%	500,000	500,000	0.0%
SACOG - Bus Stops							100,000	-	-100.0%
5310 Grant - 15 Buses							2,250,000	-	-100.0%
Sign on Front of Building							15,000	-	-100.0%
Facility Reserve	46,470		-100.0%	38,867		-100.0%	256,952	-	-100.0%
Office Furniture & Equipment	1,809	1,800	-0.5%	1,513	1,600	5.8%	25,000	10,000	-60.0%
Network & Telecommunications	1,809	1,800	-0.5%	1,513	1,600	5.8%	10,000	10,000	0.0%
Maintenance Equipment	13,000	9,100	-30.0%				13,000	10,000	-23.1%
TOTAL CAPITAL PROJECTS	83,773	34,065	-59.3%	559,194	222,191	-60.3%	3,484,329	983,094	-71.8%
TOTAL OPERATING AND CAPITAL EXPENSE	1,873,954	3,045,258	62.5%	1,865,996	1,201,272	-35.6%	14,651,120	11,317,478	-22.8%
NET INCOME (LOSS)	(0)	(0)		(0)	0		(0)	(25,001)	

Paratransit, Inc. 5-Year Plan

REVENUE

OPERATING REVENUE	FY27 Budget	FY28 Projection	FY29 Projection	FY28 Projection	FY29 Projection	Total 5-Year Plan
Measure A Elderly & Disabled Transportation	2,362,134	2,429,084	2,492,472	2,551,618	2,605,840	12,441,149
Measure A Neighborhood Shuttle	202,704	208,785	215,049	221,500	228,145	1,076,183
TDA 4.5	1,310,588	1,347,734	1,382,904	1,415,720	1,445,804	6,902,750
SacRT Go Contracts	1,779,449	1,832,832	1,887,817	1,944,452	2,002,785	9,447,335
Grants	907,795	607,944	506,985	410,901	320,677	2,754,302
Contracted Services	2,149,697	2,214,188	2,280,613	2,349,032	2,419,503	11,413,032
Maintenance Fees	702,352	723,423	745,126	767,479	790,504	3,728,884
Fuel Sales	650,547	670,063	690,165	710,870	732,196	3,453,841
East Bay Paratransit (AC Transit/BART)	299,112	308,085	317,328	326,848	336,653	1,588,026
Solano Transportation Authority Eligibility	189,471	195,155	201,010	207,040	213,251	1,005,926
Diversified Services	99,229	102,206	105,272	108,431	111,683	526,822
Op Revenue Applied to Capital	(318,694)	(153,028)	(157,619)	(162,348)	(167,218)	(958,908)
TOTAL OPERATING REVENUE	10,334,383	10,486,471	10,667,122	10,851,542	11,039,824	53,379,343
CAPITAL REVENUE						
Grant Capital Revenue	664,400	-	-	-	-	664,400
Applied Operating Revenue	318,694	153,028	157,619	162,348	167,218	958,908
TOTAL CAPITAL REVENUE	983,094	153,028	157,619	162,348	167,218	1,623,308
TOTAL REVENUE	11,317,478	10,639,500	10,824,741	11,013,890	11,207,042	55,002,651

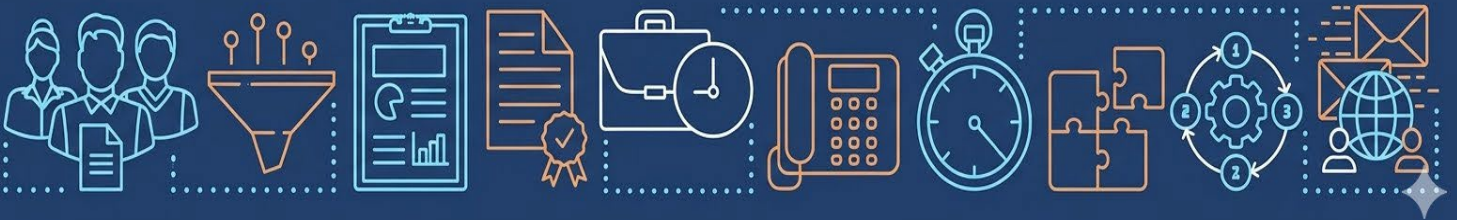
Paratransit, Inc. 5-Year Plan

OPERATING EXPENSES

PERSONNEL	FY27 Budget	FY28 Projection	FY29 Projection	FY28 Projection	FY29 Projection	Total 5-Year Plan
PERSONNEL						
Transportation Operations						
Vehicle Operators	1,066,222	1,076,884	1,087,653	1,098,530	1,109,515	5,438,804
Operations Administration	390,079	393,980	397,919	401,899	405,918	1,989,794
Dispatch Center	411,031	415,141	419,292	423,485	427,720	2,096,669
Maintenance Operations	898,237	907,219	916,292	925,454	934,709	4,581,912
Administration	908,470	917,555	926,731	935,998	945,358	4,634,112
Information Technology	205,907	207,966	210,046	212,147	214,268	1,050,335
Mobility Management	383,915	387,754	391,632	395,548	399,503	1,958,352
Fringe Benefits	2,128,257	2,192,105	2,257,868	2,325,604	2,395,372	11,299,208
Workers' Compensation	224,252	226,494	228,759	231,047	233,357	1,143,910
TOTAL PERSONNEL	6,616,370	6,725,099	6,836,192	6,949,712	7,065,721	34,193,094
FLEET OPERATIONS						
Fuel	1,693,488	1,727,357	1,761,905	1,797,143	1,833,086	8,812,978
Insurance	365,122	372,425	379,873	387,471	395,220	1,900,110
Cost of Parts & Sublet Service	370,052	377,453	385,002	392,702	400,556	1,925,765
TOTAL FLEET OPERATIONS	2,428,662	2,477,235	2,526,780	2,577,315	2,628,862	12,638,853
NONPERSONNEL						
Professional Services	442,584	451,435	460,464	469,673	479,067	2,303,223
Outside Services	177,255	180,801	184,417	188,105	191,867	922,444
Rent/Repair	45,396	46,304	47,230	48,174	49,138	236,241
Office Expense	125,112	127,614	130,166	132,770	135,425	651,087
Interest Expense	58,331	53,997	49,207	44,383	39,376	245,294
Telephone/Utilities	255,528	260,638	265,851	271,168	276,591	1,329,776
Tax/License/Dues/Permits	83,199	84,863	86,560	88,291	90,057	432,969
Travel	44,747	20,142	20,545	20,956	21,375	127,764
Professional Development	57,199	58,343	59,510	60,701	61,915	297,668
TOTAL NONPERSONNEL	1,289,351	1,284,137	1,303,950	1,324,220	1,344,810	6,546,467
TOTAL OPERATIONS EXPENSE	10,334,383	10,486,471	10,666,922	10,851,247	11,039,392	53,378,415
CAPITAL PROJECTS						
Florin Road Facility	118,694	123,028	127,818	132,643	137,650	639,834
ICAM Grant Equipment	134,400	-	-	-	-	134,400
SACOG - Mob. Options Vehicles	200,000	-	-	-	-	200,000
SACOG - Cameras	500,000	-	-	-	-	500,000
Office Furniture & Equipment	10,000	10,000	10,000	10,000	10,000	50,000
Network & Telecommunications	10,000	10,000	10,000	10,000	10,000	50,000
Maintenance Equipment	10,000	10,000	10,000	10,000	10,000	50,000
TOTAL CAPITAL PROJECTS	983,094	153,028	157,818	162,643	167,650	1,624,234
TOTAL OPERATING AND CAPITAL EXPENSE	11,317,477	10,639,500	10,824,740	11,013,890	11,207,042	55,002,649
NET INCOME (LOSS)	-	-	-	-	-	-



AGENCY ADMINISTRATION



Board Administration
Risk Management
Human Resources and Employee
Engagement
Information Technology



Administration is also responsible for preparing Board packets and documents, scheduling and preparing for Board meetings and additional Committee meetings of the Board of Directors, preparing minutes, follow-up with Board members for a variety of purposes and adhering to the rules and regulations of the Brown Act.

Administration is responsible for maintaining the conflict of interest code, form 700 filings for specified staff and the Board of Directors and follow up.

Position Title	# of FTE's
Chief Administrative Officer	0.25



Administration also oversees Risk Management which monitors and reports any insurance claims filed against Paratransit, Inc. and follows the timelines required for follow up on claims. It also processes all insurance renewals for policies in Sacramento, and our remote locations, including securing renewal certifications and certifications for new contracts.

Administration also provides Credit card administration, check signing authority, and updates and maintains a variety of licenses and bonds for various entities in all departments and offices, and participates in the development of the Collective Bargaining Agreement with union employees.

Position Title	# of FTE's
Chief Administrative Officer	0.25

Accomplishments for FY 26:

- Worked with our broker and Kaiser representative on metrics to position the agency to receive a lower rate increase on the 2026 premiums. Worked with our broker to obtain and implement a lower cost dental plan with Mutual of Omaha who is also our voluntary benefit provider allowing the employees to a single access point for multiple benefits.
- Coordinated booth coverage for Run to Feed the Hungry packet pick-up where staff promoted the People to Produce and Home to Healthcare shuttles.
- Created new job descriptions and redesigned existing ones for changes necessary to meet organizational needs. The new and redesigned positions were then assigned to appropriate pay bands in the agency's compensation structure.
- Oversaw a thorough inventory of office supplies and redirected usage of excess supplies to create budget savings.
- Facilitated meetings with management, IT and maintenance staff to review current processes and design and implement automated processes using EAM to increase operational efficiencies.

Goals for FY 27:

- Develop a RFP for a new HRIS/payroll system, then select and implement a new system. This will include coordinating with IT for the transfer of data and set-up of the new system and training for all personnel from practitioner to user levels.
- Create comprehensive training program for supervisors and managers with topics ranging from policy compliance to effective documentation to performance management, including mentoring skills and how to have a difficult conversation.
- Review job classifications and pay bands and make adjustments to reflect current market rates.
- Facilitate team meetings to identify areas of improvement and develop strategic goals for the upcoming labor negotiations.
- Oversee and assist with the re-design of Paratransit's website to reflect updated branding and current services.



The Human Resources and Employee Engagement Division is responsible for all activities and functions in the employee lifecycle for both bargaining and non-bargaining units. We focus on recruiting qualified candidates for available positions, handling the onboarding process, benefits administration, assisting divisions with employee development and performance management. We also manage all leaves of absence, the workers' compensation program, the interactive process for assessing reasonable accommodation requests, drug and alcohol testing program for safety-sensitive employees and the unemployment claims process. In addition, the division is responsible for policy development and implementation, supervisory training and administration of the Collective Bargaining Agreement, including the grievance and arbitration process.

Additionally, this department heads up our Employee Engagement Activities, and our focus on being an employer of choice. In addition to exploring new benefit offerings, this department focuses on the social experiences for our staff, which has routinely ranked as one of their preferred offerings. From outings to soccer and baseball games, to potlucks and birthdays, to the annual Winter Wish List, this department brings the fun to work.

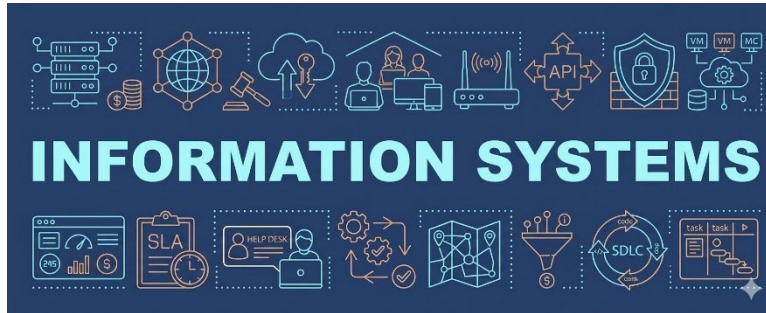
Position Title	# of FTE's
Chief Administrative Officer	0.5
Director of Human Resources	1
Senior Human Resource Analyst	1

Accomplishments for FY 26:

- Coordinated with CHP, Scheduling and Operations staff to ensure all driving personnel became VDDP certified by scheduling appointments, assisting employees with required paperwork, and helping gather necessary documentation.
- Coordinated the Winter Wish List program, including ordering items, organizing volunteer teams, setting up auditorium, and working with Amy to schedule delivery of gift boxes.
- Reduced overall employee turnover by 17.28%, decreasing from 62.67% to 45.39%, and reduced voluntary resignations by 6.72%.
- Maintained an average Vehicle Operator time-to-hire to under 30 days over the past two years, keeping the hiring process below the 30-day target from application to hire. FY26 we averaged 24.5 days from application date to hire.
- Successfully hired 21 employees, including 13 new Vehicle Operators, 1 dispatcher, 2 Service assistants and 2 Mechanics. Helping to support operational and maintenance staffing needs.

Goals for FY 27:

- Reduce overall employee turnover by an additional 5%.
- Maintain an average Vehicle Operator time-to-hire of less than 25 days. Work with Maintenance and Mobility to reduce time to hire.
- Increase employee engagement through recognition and wellness initiatives. Such as helping with the maintenance recognition program you mentioned during our maintenance meeting.
- Reduce the amount of Workers Compensation Claims. Although we only had 4 in the last year. I feel some could've been prevented through training.
- Continue to support compliance, training, and certification requirements for all employees.



The Information Systems department performs a myriad of tasks for Paratransit, Inc., both locally in Sacramento and in all of our field offices; almost everything with a plug is within the bailiwick of the team. The department is split into two functional areas: technical and programming. The technicians are responsible for maintenance of the Shoretel phone system, Trapeze scheduling software, FileMaker Data Management System (DMS), Sonitrol security system, ADP time clocks, SAGE accounting servers, GroupWise email systems, in-vehicle technology, all workstations, and many others. They plan repair schedules, upgrade servers, maintain mobile equipment, track hundreds of tickets in the ticketing system and keep everything running smoothly behind the scenes.

The programmers are responsible for creating new software technologies, adapting existing programs, creating and modifying reports and general maintenance of any home-grown applications. They build new web pages and database queries to expand and simplify Paratransit’s operations. Most of all, the employees of the Information Systems department work as a team to support almost every aspect of the company, from gigantic projects to everyday tweaks. The team must categorize, prioritize and schedule tasks from every department to help Paratransit better function smoothly and efficiently.

Position Title	# of FTE's
Director of Information Technology	1
Senior Information Systems Technician	1
Information Systems Technician	1

Accomplishments for FY 26:

- **EAM System Upgrade & Expanded Deployment** - Successfully upgraded our Enterprise Asset Management (EAM) system to the latest version and led the research and rollout of several powerful tools within the platform. Key improvements included the automated generation of Work Orders, implementation of mechanic scheduling, and a parts requisition workflow built directly into the system. As a result, mechanics now always have a clear queue of tasks and can request parts without leaving the platform - significantly reducing idle time and improving overall efficiency.
- **Primary Storage Server Recovery & Rebuild** - Upgraded and repaired our primary storage infrastructure, which runs on a Ceph distributed storage system. An unforeseen single point of failure caused a significant system outage that impacted operations for several days. Through quick thinking and creative problem-solving, the team was able to restore full functionality and use the experience to strengthen our understanding of the system's architecture going forward.
- **Mezzanine Reorganization** - Undertook a long-overdue cleanout and full reorganization of the mezzanine storage area, which had accumulated years of unsorted and unlabeled materials. The team sorted, categorized, and labeled everything into properly organized containers, resulting in a dramatically more efficient space that reduces the time and effort required to locate parts and supplies.
- **Fleet Tablet Refresh** - Replaced aging tablets across the vehicle fleet with new, larger, and faster devices better suited to daily operational demands. The project included sourcing and installing new mounting hardware in each vehicle and providing hands-on training to drivers on the updated equipment.
- **Refrigerated Van Camera System Installation** - Planned and supported the installation of TSI camera systems across the six new Abound Food delivery refrigerated vans. This involved coordinating with vendors, ensuring proper placement, and getting systems fully operational across the new fleet additions.
- **MDM Platform Migration (SureMDM → HexNode)** - Transitioned our Mobile Device Management solution from SureMDM to HexNode, achieving both cost savings and a more streamlined management experience on the IT side. The new platform is more intuitive to administer and better suited to our current device environment.

Goals for FY 27:

- **New Public-Facing Website** - Design and launch a fully rebuilt company website that better represents the organization and improves the experience for the public, partners, and prospective employees. The project will involve planning, design, development, and testing to ensure a polished and professional end result.

- **Network Infrastructure Overhaul** - Procure and deploy an entirely new network infrastructure, including updated switches, next-generation firewalls, and modern wireless access points. This is a significant investment in the reliability, security, and performance of our internal network.
- **Fleet Vehicle Tracker Replacement** - Replace the current vehicle tracking system with a newer solution that integrates directly with each vehicle's OBD port for more accurate and automated data collection. The replacement system offers a better user interface, improved data reporting, and a lower overall cost.
- **Expanded EAM Toolset** - Continue building out our EAM capabilities by implementing vendor contract management to reduce the workload on parts clerks, adding time-based (rather than purely date-based) maintenance scheduling, and rolling out tablet access for mechanics to interact with the system directly from the floor.
- **AI-Assisted Development of DMS 2.0 (Mobility Management Platform)** - Restart and complete the long-delayed Mobility Management System (DMS 2.0) using AI-assisted development tools to compensate for the loss of our previous developer. This modern, web-based replacement for the legacy FileMaker system will offer a more intuitive interface and expanded functionality - and leveraging AI brings this goal within realistic reach.



GRANTS MANAGEMENT AND SYSTEM PERFORMANCE



System Performance and Scheduling

Grants Management



Grants Management

The Chief Executive Officer, working with the Director of Service Performance and Grants Analyst, is responsible for the preparation, oversight and reporting for all grants received by Paratransit, Inc. Included in this work is the development and updates of the Agency’s Capital Improvement Program. Grants Management duties include the preparation of grant applications to funding agencies, preparation of grant applications in TrAMS, preparation of ECHO drawdown requests (which are submitted for review to the Finance Department and drawdown by the Finance staff under supervision of the Chief Financial Officer), submittal of all NTD data and reporting, submittal of all grant reports and grant reconciliation for the budget monthly, in conjunction with Finance.

Position Title	# of FTE's
Director of Grants and Service Performance	0.5
Grants Analyst I	1

Accomplishments for FY 26:

- Took over NTD reporting of safety and ridership data in March
- Took over processing and reporting CTSA data from partner agencies in April
- Orientation and training of new Grants Analyst in March
- Grants Analyst completed a procurement class from Westgate Center of University of the Pacific in May
- Participated in site visit to Abound grant partner agency South Sacramento Interfaith Partnership's food pantry in May
- Prepared TDA claim for FY 2027
- Prepared TDA revision for FY 2026

Goals for FY 27:

- Director of Service Performance and Grants Analyst will attend Transit Grants and Funding, Levels 1 and 2 in September
- Grants Analyst continues to go through the FTA Contractor Manual with a fine-toothed comb, asking appropriate staff when questions come up, to further her understanding of the ins and outs of our federal grants.
- Train System Performance Coordinator as backup for CTSA and NTD data reporting
- Work with CTSA partners to get data to Paratransit timely and report current mileage more frequently
- Prepare TDA claim, plus revision as needed
- Continue learning about our local and federal funding by participating in SACOG, TCC, and STA meetings
- Continue learning about preparing grant claims, grant regulations, and funding to pursue



System Performance and Technology Centers

Responsible for proofreading and editing routes to create effective, efficient schedules each day under extreme time constraints using Trapeze software. Creates and maintains template routes/schedules and daily routes/schedules, update and maintain daily driver assignments, adjusting and editing routes for drivers' time off for sick leave, vacation, floating holidays, leaves governed by law, jury duty, FMLA, workers comp appointments, etc. Ensures route start/end times, breaks, lunches, out of services, etc. conform to the CBA contract between Paratransit, Inc. and the Amalgamated Transit Union. Maintains driver overtime list, prepares, creates, and oversees the driver vacation and shift bid process every four months. Creates and maintains the Trapeze test environment to ensure that we utilize the software in the most efficient and effective way possible.

Position Title	# of FTE's
Director of Grants and Service Performance	0.5
Mobility & System Performance Coordinator II	0.5
System Performance Coordinator II	1

Accomplishments for FY 26:

- Scheduled Winter Wishlist deliveries in December
- Scheduled shuttles for, YLF in July, Josh's Heart in August, ACC in Sept/Oct/Nov, Splash in June
- Throughout the year, scheduled Sacramento Food Bank deliveries to fit in the otherwise slack time midday, adjusting around holidays and low staffing days, and coordinating with Food Bank monthly on updates and stock of boxes.
- Provided backup assistance for Dispatch, especially during incidents and technology breakdowns, as well as coverage for Dispatcher planned time off.
- Assisted with training for Dispatch as needed
- Created new Natomas fixed route shuttle F to replace route 5
- Updated all fixed route shuttles to adjust around RT bus stops and offer stops at Wellspace on two routes
- Scheduled United Way Family Meal deliveries in April, May, and June

Goals for FY 27:

- Schedule shuttles for YLF in July
- Schedule shuttles for Capital Air Show in October
- Schedule Splash shuttles for June
- Streamline communication to and from Operations about how many supervisors are available/needed for training and driving each week
- Remain flexible creative to make the schedules as efficient and balanced as possible with the ebb and flow of available driving staff for each day, ensuring drivers' schedules comply with labor code and bargaining agreement



MOBILITY SERVICES



**Together We Feed Food Collaborative
Mobility Options
Community Partnerships
CTSA Agency Partners
STA (Solano) Countywide ADA Eligibility
MetroHub**

Mobility Management Services represents the resources dedicated directly to oversight and support of our field offices, Sacramento's Travel Training program and new the start-ups and special projects within the Mobility Management Division. This includes general guidance regarding program management, start-up services, and other planning and administrative support. In addition, maintaining client relationships and contract negotiations are included in this budget area as well as occasional consulting services.

Mobility Options: Sacramento Travel Training

The core service of the Mobility Options Department is our Travel Training Program. Since 1982 Paratransit has been providing one on one and small group trainings in the safe and effective use of fixed route public transit. To date, over 15 thousand people with disabilities, seniors, low income, homeless, and those individual's with limited English proficiency, have successfully completed training. This service has resulted in millions of dollars in savings or cost avoidance to our local fixed route transit providers.

In September of 2018, we entered the third year of our contract with The City of Roseville to provide travel training and "Learn to Ride the Bus" workshops for the City Parks and Recreation Department. These classes take place 4 times per year, on a weekly basis, for three consecutive weeks. These classes and have generated referrals for additional one on one training for those that would like to experience more routes or to venture out using other transit options. All evaluations on the class from the participants have been extremely positive.

This Department is also responsible for the majority of our outreach to the community participating in dozens of health/resource fairs, presentations to service organizations, support groups, schools, and senior living facilities. These events allow us the opportunity to provide vital information on transit options and to answer question and address misconceptions of the Paratransit eligibility requirements as well as provide referrals for our travel-training program. Staff also offers "Train the Trainer" workshops across the United States. The workshops offer a 3-5 day classroom and field experience to give agencies and transit districts the basic knowledge to institute a travel training program in their community. This training is on a fee for service basis under an MOU agreement.

Roseville contract:

We continue to provide a high quality of service to ensure the option of year 5 of a possible 5-year contract to provide travel training to individuals in the Placer County region. Prior to our providing service, Roseville relied on a travel Ambassador Program and Bus Buddies. After the first year of our contact, Roseville has drastically reduced the other programs and found that our travel trainers have delivered a much more in depth

approach to accessing public transit in a safe and effective program. As of February 2019, Roseville has now agreed to pay Paratransit the current hourly rate to teach the “Learn to Ride the Bus” Class generating additional revenue for the program.

Mobility Training:

Sacramento’s Travel Training program will continue its 37-year tradition of providing travel training and mobility options to those needing services in the six county region. The Mobility Options Department continues to broaden our service delivery to not only include seniors and those individuals with disabilities, but to those recently arriving in the United States with limited English proficiencies, the LGBT community, those of low income and transit dependency, and students transitioning from school to independent living and job placement opportunities. We deliver our training in a one-on-one setting, small groups of up to five individuals, or field trips for those clubs or organizations wishing to have an “Introduction to public transit” experience. Those completing the introduction field trip are then offered individual “person centered” training to anyone that may be interested in specific routes or services that may assist them with their transportation needs

Reliable Rider:



Reliable Rider, Paratransit, Inc.’s Mobility Mentor program allows people with disabilities and seniors to gain more independence and expand their quality of life using public transportation. Individuals that need someone to help make them feel more comfortable with riding the city bus will be able to have a helping hand and feel more confident with their transportation options. Learning to ride the city bus can be overwhelming and intimidating for some people. Reliable Rider volunteers will offer encouragement, training and exposure to all that public transit offers, allowing these individuals access to activities outside of their home.

Connections:



Paratransit Inc.’s Volunteer Driver Program provides mileage reimbursement to individuals who are unable to drive or use public transit and need door-through-door assistance. Eligible participants select a volunteer driver, usually a friend, family member or neighbor, to drive them to destinations such as medical appointments, grocery stores, and social activities. Each month, participants will receive \$0.575 per mile to reimburse their volunteer driver. This program was created for individuals who are unable to drive or utilize public transportation.

Accomplishments for FY 26

- Re-connected with Sac Job Corps for travel training workshops
- Increased our attendance at outreach events
- Provided excellent service to our Solano eligibility contract, as they have asked us to extend
- MetroHub received 1016 calls in FY 26
- Started to provide travel training outreach and presentation services for the City of Roseville/Placer County

Goals for FY 27

- Re-connect with the local high schools for travel training workshops
- Continue to gain exposure for MetroHub in combination with Travel Training and our Bus Shuttles through outreach events
- Continue to provide excellent service to our eligibility contract
- Pursue new potential contracts for eligibility and other mobility services
- Engage with the public through social media

Position Title	# of FTE's
Director of Strategic Initiatives & Mobility	1
Transportation Coordinator	1
Mobility Specialist II	1
Mobility Specialist I	1
Mobility Navigator II	1
Mobility Navigator I	1
Mobility & System Performance Coordinator II	0.5



Easter Seals offers help, hope and answers to children and adults with disabilities and their families in the United States and Australia, and through our global partners in Puerto Rico, Canada and Mexico. We are the leading non-profit provider of services for individuals with autism, developmental disabilities, physical and mental disabilities, and other special needs. Easter Seals also provides critical community-based supports and services to military service members, veterans, their families and families of the fallen.



United Cerebral Palsy provide services such as housing, physical therapy, assistive technology training, early intervention services, individual and family support, social and recreational programs, community living, state and local referrals, employment, employment assistance and advocacy



Developmental Disabilities Service Organization

From two sites in Sacramento and one site in Stockton, Developmental Disabilities Service Organization is an award-winning nonprofit that annually provides 400 adults with disabilities the opportunity to experience independence, job training, employment, physical education, visual and performing arts, life skill building, social interaction, active participation in the community, nurturing relationships and more.



Sutter Senior Care PACE is a non-profit health plan exclusively for frail older adults. Sutter Senior Care's model of care is known as the "Program of All-Inclusive Care for the Elderly" or PACE. The PACE model has been recognized as the most appropriate model of comprehensive care for the frail elderly population.



The mission of the Elk Grove Adult Community Training program is to provide for the equality, dignity, and fulfillment of rights of all program participants through a community based program providing opportunities for individual choice in community and employment environments Elk Grove Adult Community Training, Inc. (EGACT) is a non-profit organization that provides education and training for adults with developmental disabilities.



Saint John's is for the woman who wants to make the leap. Who will fight the pervasive influence of homelessness, poverty, and abuse. Who will make an empowered decision to rise up and become a productive community member. Who understands, unequivocally, that the decision to create a better life – for herself and for her family – rests entirely on her.



ACC promotes the general welfare and enhances the quality of life of older adults by providing a comprehensive array of culturally appropriate health and social services. ACC owns and operates ACC Care Center, a 99-bed skilled nursing facility, ACC Greenhaven Terrace, a 146 apartment independent living and 27 apartment assisted living apartments, ACC Programs, where ACC Rides provides 4,000 one-way rides each month in Sacramento County, and Meals on Wheels by ACC, the Sacramento home delivered and congregate meal program for seniors.



Sacramento Food Bank & Family Services (SFBFS) is the largest nonprofit provider of basic human needs in Sacramento County. SFBFS has evolved from a food pantry to a provider of services for lifelong Sacramento residents-as well as immigrants and refugees who have chosen to make Sacramento their home. Each client we serve comes to us with a unique set of circumstances. Each also comes with a collective hope: a step out of poverty and into a future that allows them to flourish.



Since 2010, Meals on Wheels by ACC has provided millions of nutritious meals to seniors aged 60 years of age or better in Sacramento County. They offer home-delivered meals to seniors who have difficulty leaving their homes or preparing food for themselves.

They serve about two thousand Sacramento County seniors every week, and with the help of hundreds of volunteers and supporters, their program also provides friendly visits, status checks, and other safety-net services on top of home-delivered meals.



River City Food Bank's (RCFB) mission is to alleviate hunger in Sacramento County by providing healthy, emergency food and other assistance, offering referrals and promoting self-sufficiency through a variety of support services. RCFB helps people avoid

a crisis and work toward self-reliance by providing a short-term food supply when they are unable to meet basic living expenses.



Accounting

Statistics

East Bay Paratransit Management

Accounting and Administration

The objective of the Accounting Division is to create an accurate financial picture of the agency. This is accomplished when Accounts Payable, Accounts Receivable and Payroll personnel adhere to the generally accepted accounting principles (GAAP). An accurate financial picture helps managers make decisions; it aids the Board of Directors in prescribing strategic guidance; and it gives external agencies a transparent view on how Paratransit spends its funds. The general Administrative personnel and expense associated with the management of the Finance Department are also included.

Data Analysis and Statistics

The objective of the statistics division is to ensure correct reporting of operating data such as trips, miles and hours. These data are used by internal managers, external agencies who provide Paratransit with funding, as well as state and federal agencies. Since these data are used as a mechanism both to determine funds received by Paratransit as well as funds received by the Sacramento area as a whole, employees processing operating data must be detail-oriented, accurate, and have the ability to spot inconsistencies.

Position Title	# of FTE's
Chief Financial Officer	1
Senior Data Analyst	1
Administrative Technician	1
Accounting Analyst II	1
Route Reconciliation Technician	1

Accomplishments for FY26

- Completed TDA Fiscal Audit with no findings, material weaknesses, etc.
- Maintained constant communication with managers, staff, and vendors regarding invoice payments despite cash flow problems
- Retrained all finance staff on new tasks following department restructuring
- Trained an additional staff member to process payroll, ensuring continuity
- Negotiated new line of credit with Five Star Bank

Goals for FY27

- Work each month and at the end of the fiscal year to ensure a smooth TDA Fiscal Audit
- Collaborate with grants department to compile accurate and timely grant billing and recording
- Help get 7141 Woodbine Apartments (The Kind Project South) fully tenanted
- Negotiate fiscally responsible contract with the Amalgamated Transit Union (ATU)
- Restructure retirement plan for better longevity

East Bay Paratransit Management Services

East Bay Paratransit is a public transit service for people who are unable to use regular buses or trains, like those operated by AC Transit and BART, because of a disability or a disabling health condition. East Bay Paratransit was established by AC Transit and BART to meet requirements of the Americans with Disabilities Act (ADA). East Bay Paratransit's dispatch, reservations, eligibility, and customer service functions are performed by TransDev. TransDev works with 3 service providers who drive the buses: A-ParaTransit, MV Transit, and First Transit.

Paratransit, Inc.'s role as Paratransit Coordinator is to work as a liaison between AC Transit, BART, and TransDev by facilitating weekly staff meetings and Service Review Advisory Committee meetings every other month. Paratransit, Inc. monitors the contract between AC Transit/BART and TransDev as well as the contracts between TransDev and the 3 service providers. In addition, Paratransit, Inc. completes the monthly operations report which provides management with operations statistics, financial data, on-time performance and scheduling data, as well as information on complaints, commendations, accidents, road calls, and eligibility certification.

Paratransit, Inc. also prepares the annual expense budget for East Bay Paratransit, completes applications for revenue sources such as Sales Tax Measures B, BB, and J, and assists in Request for Proposal creation. When East Bay Paratransit needs a 3rd party for escalated customer service situations, Paratransit, Inc. provides this technical support as well. Paratransit, Inc. appreciates the work we are able to do with AC Transit, BART, TransDev and all the East Bay Paratransit staff!

Accomplishments for FY 26:

- Assisted with the procurement for the Broker RFP
- Assisted with the launch of new scheduling software
- Assisted with the Tri-Annual review
- Assisted with the launch of their new travel training program

Goals for FY 27:

- Assist with recruitment for new EBPC members
- Assist with cost savings analysis
- Assist with the launch of the new website
- Assist with monitoring new scheduling software and service providers' productivity



Facilities

Driving and Training

CTSA Maintenance Contract

Maintenance

Dispatch

Food Delivery and Logistics

Community Based Shuttles

Driving Operations, Dispatch and Service Assistants

The Vehicle Operators, Safety and Training Division is responsible for the day to day operations to include training, vehicle safety, and the supervision of approximately 30 Vehicle Operators. We provide pull-out, pull-in, spot check and formal yearly ride-a-long evaluations for all Operators. Key staff within the Division are certified by the California Department of Motor Vehicles to certify the commercial drive test and administers the test for all vehicle operators. The Division also provides 24 hour on-call response to incidents and/or accidents and investigation services. In addition to the training of our Vehicle Operators, the training staff within the Division provides vehicle and safety training to our 9 CTSA partner agencies on a variety of topics from lift deployment to wheelchair securement to pre-trip inspection.

We are also committed to select, evaluate and train a Team of 2 to 4 Vehicle Operators to compete in the annual CalAct Bus Roadeo which, depending on placement may result in the competition at the National Bus Roadeo.

Service Assistants

Service Assistants are responsible for fueling the buses, checking the fluid levels at the time of fueling, cleaning the buses in the inside, along with staging the buses for the early morning drivers.

CNG Fueling: All service assistants trained to fuel CNG vehicles in September 2019.

Washing Vehicles: Service Assistants will continue to assist the bus washing of buses to ensure Paratransit remains in compliance with the required Stormwater Regulations of the State Water Board.

Position Title	# of FTE's
Chief Operating Officer	0.75
Communications Dispatcher	2
Transportation Operations Manager	1
Transportation Operations Supervisor II	1
Transportation Operations Supervisor I	2
Vehicle Operator	23

Operations Accomplishments For FY 26

- Attended CalAct Roadeo 2026 – 3rd place team, 1st place w/c securement
- Reduced training department staffing
- Eliminated or reduced training time by 3-4 weeks per class
- Procured 6 vehicles and trained approximately 10 individuals for Food Collaboration
- Conducted driver staff and safety meetings and monthly tailgate meetings for drivers

Goals for FY 27

- Attend and win CalAct Roadeo 2027
- Continue to reduce training costs
- Reduce vehicular accidents through improved training methods
- Reduce driver turnover
- Negotiate new union contract

Safety Accomplishments for FY 26

- Received Non-Profits Safety award for 2025/2026
- Completed required fire/safety drills
- Conducted all CalOSHA training requirements October and as hired
- Conducted driver staff and safety meetings
- Conducted refresher training timely for operator who had preventable accidents

Goals for FY 27

- Reduce Workman's Comp
- Reduce vehicular accidents
- More informative safety guidelines for all staff (postings)
- Replace faulty carpet in main building
- Receive Non-Profits Safety award for 2026/2027



The Facilities Maintenance functions are responsible for the oversight, maintenance and repair of the buildings at 2501 Florin Road, as well as all fueling equipment, both traditional gasoline and CNG. This includes review and oversight of OSHA compliance, stormwater monitoring and reporting, hazardous materials storage, and building repair.

Day Porters

The Day Porter's primary task is to keep the facility clean by vacuuming, dusting, taking the garbage out, washing floors, etc.

Position	# FTE's
Chief Operating Officer	0.25
Day Porter	2

Facilities Accomplishments for FY 26

- Certified the above ground fuel tank (20 year certification)
- Improved existing landscaping
- Replaced broken garbage disposal
- Cleared storage and rearranged mezzanine capacity
- Reduced costs for Vestis supplies and materials

Goals for FY 27

- Replace faulty carpet
- Resurface parking lot
- Replace worn roof
- Repair all sprinklers
- Replace A/C 14



Our Department operates based on daily vehicle maintenance schedules, vehicle break downs, and customer request. We also assist the Transportation Department to have the largest amount of vehicles available for their daily routes, assist with road calls, assist drivers over the phone to trouble shoot the lift and interlock systems, and dispatch the tow truck, if needed. We assist CTSA partners in a similar way.

- Body shop estimates, reviewing estimates and scheduling body shop repairs
- Schedule Dealership warranty, recall and repair work. Review body shop and dealership invoices, and inspect quality of workmanship. Perform quality control on work performed.
- Perform preventive safety maintenance every 5,000 miles or 60 days whichever comes first. This includes a detailed inspection of our units.
- Perform around 1200 preventative maintenance services which includes transmission services, wheel bearing services every 30,000 miles. Perform 23,000 repairs.
- Perform minor and major engine repairs.
- Perform In-house minor body work repairs, such as lower body fender reinforcement and driver door skin reset. These jobs require minimum paint or none at times.
- Vehicle Body reseal to prevent water leaks inside the bus interior.
- Transmission minor repairs and overhauls done in-house to reduce cost of replacement of units.
- Maintain our service in compliance by running a variety daily reports, daily updated vehicle mileage and keeping data updated during the day.
- Keep records updated and properly file to comply with CHP, and SacRT annual vehicle and documentation inspections, as well with Cal Trans Inspection (every 2 years) .
- Maintenance facility is CNG compliant.
- Our Maintenance Department also performs Taxi inspections to taxi associations every two years as required by City of Sacramento.
- Taxi inspections and brake and lamp inspections

CTSA

- We follow up with CTSA partner agencies to help them to maintain their service in compliance
- Advise customers via email and by phone monthly on their vehicles due for service based on due date or mileages whichever comes first

- Assist agencies scheduling their inspections, write ups and other services needed
- Pickup and deliver vehicles as per CTSA agreement when needed
- Invoices are processed weekly and billed to CTSA agencies for jobs performed
- Update mileage as vehicles come for service or fuel
- We are projecting performing around 200 preventative maintenance services and around 1400 repairs

Partner Agencies

1. ACC Senior Services
2. DDSO
3. Elk Grove Adult Community Training
4. Meals on Wheels by ACC
5. Sutter Senior Care I and II
6. St Johns
7. UCP
8. Easter Seals
9. Sacramento Foodbank and Family Services
10. River City Foodbank
11. YMCA
12. Salvation Army

Outside Agencies (not CTSA) that we perform services and repairs.

1. A Family Affair
2. ACC Senior Services
3. Meals on Wheels by ACC
4. Easter Seals – Increased their fleet this year with new buses.
5. Sutter Senior Care I and II – Increased their fleet this year with new buses.
6. The Commons of Elk Grove
7. UCP
8. SPCA

Position Title	# of FTE's
Director of Maintenance	1
Maintenance Supervisor	1
Service Writer	1
Utility Worker	7
Senior Maintenance Coordinator	1
Senior Maintenance Analyst	1
Inventory Control Clerk	1
Mechanic A	3
Mechanic B	2
Mechanic C	1

Accomplishments For FY 26

- Began major implementation of EAM
- Reduced Hazardous Waste containers
- Met with Bureau of Automotive Repair for SMOG certification of eligible fleet
- Met with Sacramento County CUPA for Hazardous Waste inspection
- Saw major improvement in mechanic utilization

Goals for FY 27

- Hire Maintenance Director
- Increase growth of clients for maintenance activities
- Increase profit margin for maintenance
- Increase maintenance mechanic staffing
- Increase productivity of shop



**Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 9D**

AGENDA TITLE: Adopt Resolution 10-26 Approving the FY 27-31 Business Development and Strategic Plan

MEETING DATE: June 8, 2026

PREPARED BY: Tiffani M. Scott, President and CEO

RECOMMENDED ACTION:

Adopt Resolution 10-26 Approving the FY 27-31 Business Development and Strategic Plan.

BACKGROUND AND DISCUSSION:

In September 2020, the Board of Directors adopted the first Business Development Plan, and in June 2021, the Board adopted the first update. Each year the Paratransit, Inc. Board of Directors adopts the agency's annual operating budget and an annual update to the Business Development Plan. At the April 2022 Board meeting, the Board participated in a facilitated discussion of the Board goals which included a robust discussion and confirmation of the current goals as presented and subsequent updates were adopted each June thereafter. The action before the Board tonight is to adopt the update for FY 2027. The Business Development Plan, as adopted, is comprised of two parts: the shorter term (Years 1-2) Operational Work Plan portion and the longer term (Years 3-5) Strategic Plan portion. As each year progresses, the goals from the out years move forward and a new year 5 review is added.

Attached to this staff report is a copy of the Business Development and Strategic Plan that will be presented at the June 2026 meeting. It outlines our current fiscal year programs and projects and the longer term (3-5 year)

program growth areas based on our current core competencies, growth opportunities and strategic initiatives.

FISCAL IMPACT:

All current activities are included within the proposed budget. Cost for future expanded services such as providing services and maintenance would be offset by secured revenues prior to service implementation.

Attachments:

1. Resolution 10-26
2. FY 27-31 Business Development and Strategic Plan



**RESOLUTION NO. 10-26
APPROVING THE FY 27-31 BUSINESS DEVELOPMENT AND
STRATEGIC PLAN**

WHEREAS, annually the Paratransit, Inc. Board of Directors approves the annual budget document where serves as the business plan for the next fiscal year; and

WHEREAS, Paratransit is a nationally recognized leader in transportation and mobility management and a business development plan provides direction to staff on priorities from growth and expansion; and

WHEREAS, the business development plan is a vital link to the board governance and to ensure a representation that meets the current needs of the Agency, annual review is necessary to coincide with Board terms.

NOW, THEREFORE BE IT RESOLVED, that the Board of Directors of Paratransit, Inc. adopts Resolution 10-26 approving the FY 27-31 Business Development and Strategic Plan.

Kim Tucker, Chair of the Board
Paratransit, Inc. Board of Directors
Dated: June 8, 2026



PARATRANSIT, INC.

*MOVING PEOPLE.
SUPPORTING LIVES.
STRENGTHENING COMMUNITY.*

FY 27-31 Strategic Plan



*PEOPLE.
PURPOSE.
COMMUNITY.*

At Paratransit, Inc., we're proud to provide safe, reliable, and dignified transportation for the people we serve. Our FY27-31 Strategic Plan supports today's needs while planning for a strong and sustainable tomorrow.



Message from Leadership

Paratransit, Inc. has entered a new phase of growth and opportunity. Building on more than four decades of service, this strategic plan establishes a roadmap for strengthening mobility, expanding community impact, diversifying revenue, and advancing innovative transportation solutions throughout the Sacramento region and beyond.

Mission:

**To expand mobility and accessibility by providing
innovative programs and services to the
Community.**

Vision:

**A Sacramento region connected by seamless
mobility and reliable services that, by design, make
life better.**

Values:

- 1. Foster Innovation**
- 2. Inspire and Celebrate our staff**
- 3. Collaborate with our partners**
- 4. Connect with our Community**
- 5. Ensure Trust Through our Actions**

Historical Development and Organizational Growth

Founded in 1978 as the Senior and Disabled Services Agency, Paratransit, Inc. became California's first Consolidated Transportation Services Agency (CTSA) in 1981. Following ADA implementation, the organization became a key provider of paratransit services. Beginning in 2008, diversification efforts expanded services, grant activity, and earned-income opportunities. In 2020, the organization became fully independent from Sacramento Regional Transit and adopted a comprehensive Business Development and Strategic Planning framework, building upon our core competencies as the CTSA and a national transit innovation leader.

Paratransit, Inc. has evolved from a transportation provider focused on seniors and individuals with disabilities into a diversified mobility, transportation, and community services organization. This plan integrates organizational history, current programs, funding strategies, and future opportunities into a comprehensive framework for growth through 2030.

Current Services and Programs

Paratransit, Inc. provides mobility management, ADA eligibility, transportation operations, travel training, maintenance services, food access transportation, healthcare access transportation, volunteer driver programs, community shuttles, and MetroHub services. Regional contracts include partnerships with Solano Transportation Authority, Sacramento Regional Transit, Roseville Transit, AC Transit, and BART.

Demand for mobility services continues to grow due to demographic changes, healthcare access needs, and transportation equity challenges. Organizational strengths include an established reputation, diverse service portfolio, and strong partnerships. Opportunities include housing integration, technology adoption, and regional expansion, while challenges include workforce recruitment, inflationary pressures, and funding uncertainty.

The Paratransit, Inc. 2027-2031 Strategic Business Goals are:

Strategic Goal 1: Financial Sustainability

Expand diversified revenue streams, pursue direct FTA recipient status, strengthen grant development capacity, and increase earned-income opportunities through contracts, consulting, maintenance, and technology services.

Strategic Goal 2: Transportation and Mobility Expansion

Expand food access transportation, healthcare transportation, community shuttles, travel training, mobility management programs, and regional transportation coordination services.

Strategic Goal 3: Community Partnerships and Impact

Strengthen relationships with healthcare providers, social service agencies, transit operators, housing developers, and community organizations to improve access and mobility outcomes.

Strategic Goal 4: Housing and Supportive Services

Support successful implementation of the Woodbine Housing development and establish transportation support models that can be replicated for future housing projects.

Strategic Goal 5: Infrastructure and Sustainability

Expand maintenance and fueling operations, modernize facilities, improve operational infrastructure, and continue transitioning toward alternative-fuel vehicle technologies.

Strategic Goal 6: Organizational Excellence

Evaluate governance structures, strengthen leadership development, expand staff training, and establish a national transit training and technical assistance program.

Focus Areas in the Next Two Fiscal Years are:

Strengthening Community Partnerships

Strong partnerships with Alta California Regional Center, healthcare providers, food banks, disability service organizations, local governments, and community nonprofits support the organization's ability to provide integrated mobility and access solutions throughout the region.

Continuing to Pursue Diversified Funding Strategy

The organization maintains a balanced portfolio of funding sources including Transportation Development Act revenues, Measure A funding, Federal Transit Administration grants, state and local grants, competitive contracts, maintenance agreements, lease revenues, vendorized services, and alternative-fuel partnerships. This strategy reduces reliance on any single source and improves long-term sustainability.

Implementation Framework

Strategic initiatives will be assigned to executive leadership and monitored through annual work plans. Performance reviews will evaluate progress using service metrics, financial outcomes, customer satisfaction, partnership development, and organizational capacity indicators.

Key Performance Indicators

Revenue diversification ratio; grant funding secured; passenger trips delivered; mobility management engagements; customer satisfaction; community partnerships; housing transportation participants served; fleet sustainability metrics; employee retention and training completion rates.

Five-Year Roadmap

Years 1–2 will focus on food access, healthcare access, housing development, technology implementation, and service expansion. Years 3–4 will focus on governance review, national training initiatives, and business development and Year 5 will emphasize facility modernization, alternative-fuel fleet expansion, and housing transportation services.

Conclusion

Paratransit, Inc. is well positioned to continue its legacy of innovation, accessibility, and community impact. Through disciplined implementation of this strategic plan, the organization will strengthen mobility, expand opportunity, and ensure long-term sustainability for the communities it serves.