Progress with Purpose

Sangamon Mass Transit District Five Year Plan

Updated September 4, 2025

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EXECUTIVE SUMMARY

Steve Schoeffel, Managing Director

Since 2019, SMTD has utilized an annual Directors' Retreat and Leadership Team Retreat to meet off-site, evaluate the previous year's activities, discuss ongoing policies and projects, and plan for the coming year. The culmination of these discussions is the SMTD Five-Year Plan. The plan is intended to be all-encompassing and includes personnel changes to employee benefits to technology upgrades to building maintenance to vehicle purchases.

The priorities here-in drive policy through our Weekly Director's Briefing and Monthly Leadership Team Agenda as well as outside documents such as the annual Springfield- Sangamon Regional Planning Commission Transportation Improvement Program. While typical planning documents include service planning improvements, land acquisition, facility projects, and vehicle purchases, this five-year plan also includes financial analysis of operations and capital spending, under which everything else must flow. Further, SMTD so values employee involvement and training, that items such as refresher training, mental health counseling, professional development, and employee engagement also appear as items in this plan.

The financial foundation on which SMTD operates is detailed further in "Budget & Finance", but an overview of funding sources is included here to highlight the importance of the state and federal apportionments SMTD receives. On average, SMTD receives a sixty-five percent (65%) reimbursement of eligible operating expenses from the State of Illinois Department of Transportation, approximately twenty-percent (20%) funding from federal apportionments, four percent (4%) from local property tax revenue, just under five percent (5%) from farebox revenue, and the rest from other sources like revenue contracts, advertising, and investment income.

As this plan is being written, SMTD has learned our federal apportionment for the coming year will increase. However, the future of the Downstate Operating Funding is still in question as the legislative session ended without action on how downstate transit is funded and, within a year, drawdowns on appropriations will outpace the regular revenue injections into the fund. Beyond operations funding, capital projects are funded through a combination of federal and state capital grants and some local funds as well.

This funding provides the financial support for SMTD to carry out its mission "to provide safe, affordable, and accessible public transportation utilizing a well-maintained fleet and a team of dedicated employees who provide excellent customer service." With that mission in mind, SMTD continues to evaluate and improve service, upgrade technology, maintain facilities and a fleet in "state of good repair", and meet the growing demand for paratransit services. The ultimate goal is SMTD's

MISSION

To provide safe, affordable, and accessible public transportation utilizing a well-maintained fleet and a team of dedicated employees who provide excellent customer service.

VISION

A modern transit agency providing responsive services for our community.

vision of "a modern transit agency providing responsive services for our community".

Projects include implementing mental health response training for frontline employees, completing the expansion of night service routes to more user-friendly and bi-directional patterns, improving communication regarding detour information to passengers, completely overhauling SMTD's website, purchasing property for a permanent secondary transfer hub, and upgrading bus stop shelters throughout the system.

Several items, such as a route system re-design, will be affected by or dependent upon the completion of the Springfield Rail Improvement Project, currently scheduled for completion in August of 2027. At the completion of that project, the 3rd Street rail corridor will be permanently moved to the 10th Street corridor, eliminating all at-grade rail crossings along 3rd Street that currently restrict east-west travel throughout downtown. Such a large change to overall transportation in Springfield will likely lead to improvements in SMTD routes, on-time performance, and the service choices available to passengers.

Beyond some of these typical transit-related projects, an innovative concept SMTD is exploring is "microtransit" service. Microtransit is a hybrid, first/last mile concept connecting passengers in more remote locations or "service holes" to fixed-route service by means of a demand response service. While not door-to-door service, microtransit can utilize microtransit stops in more remote locations to connect passengers currently without public transportation to SMTD's fixed route service. Areas like Chatham, Riverton, Rochester, and Sherman, which once had fixed route service, could see microtransit as an option, as well as areas such as neighborhoods near Abraham Lincoln Capital Airport, areas around Lake Springfield, and areas northeast of Springfield east of Dirksen Parkway where SMTD receives requests for service that are currently unable to be granted.

A new service will require significant planning related to operators, software, and vehicles, necessitating the inclusion in this five-year plan. In fact, future versions of this plan could see more specific projects broken out separately once program planning and implementation begins.

Table 1.1 shows the current progress of the five-year plan, and the breakdown of exactly where in the process specific items are. Ninety-four percent (94%) of projects are either complete, underway, scheduled, or on-going activities. Twenty-five (25) projects are currently underway, and another forty-three (43) projects are scheduled or have been rescheduled for a total of sixty-eight (68) projects expected to be completed in the next few years.

Near-term projects include the yard expansion project onto the former Norfolk-Southern property, continued fleet replacement, audio/visual system improvements to SMTD's main meeting and training room, and building improvements to our base of operations to continue to provide a desirable, functional workplace for all SMTD employees.

In addition to the capital and operation projects, this plan also includes community involvement efforts ranging from support of local sports teams to sponsorships of local events like Levitt Amp Concert Series to appearances around the holidays by "Holly", SMTD's holiday lights bus. These events

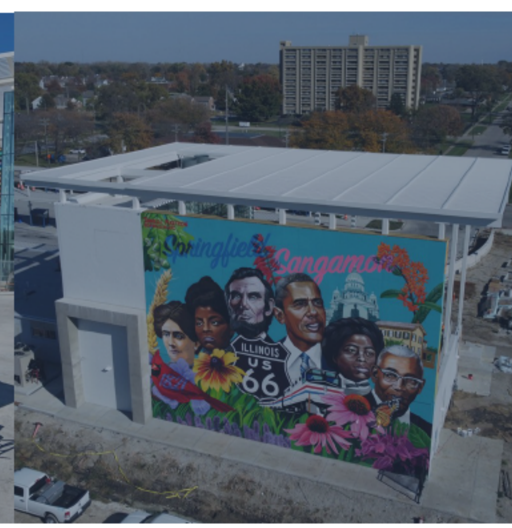


TABLE 1.1

CATEGORY	DESCRIPTION	NUMBER OF PROJECTS
Complete	Project is 100% Complete	15
Ongoing	Project requires continuous effort & review	34
In Process	Project is underway	25
Scheduled	Project is scheduled but not underway	38
Delayed	Project is rescheduled	5
Cancelled	Project will not be scheduled	2
	TOTAL	119

keep SMTD deeply involved in local activities and provide opportunities for employees to celebrate community accomplishments or volunteer time and resources for the betterment of the Springfield area.

As we continue to progress toward our goals, we constantly evaluate operations, processes, facilities, and equipment and how to best provide the quality public transportation our community expects with the resources available to us. It is SMTD's hope that this five-year plan presents a transparent look into what we do, why we do it, and what to expect in the coming months and years.

PERSONNEL

The District shall maintain a fair and well-compensated workforce competitive with outside employers.

#	OBJECTIVE	STATUS
1	Explore further systems automation in areas such as payroll, accounting, project management, etc.	Ongoing
2	Establish and maintain a wellness program for employees	Ongoing
3	Fill unoccupied positions as needed	Ongoing
4	Encourage employee engagement through Community Awareness events, appreciation events, etc.	Ongoing
5	Evaluate need for additional Maintenance IT Technicians due to technology improvements	Ongoing
6	Review benefits annually for both active employees and retirees	Ongoing
7	Review options for Human Resources technology and platforms annually to streamline hiring, collection of employee demographic information, and various tracking necessary for taxes, benefits, and reporting	Ongoing
8	Consider Data/Planning Staff Position to assist Planning Manager in publishing route information, updates, and schedules as well as an acting back-up for Information Systems	FY 2026
9	Develop and implement a performance review system for administrative, management, and selected operations personnel.	FY 2027
10	Consider Grants and Procurement Specialist position	Cancelled
C1	Hire Customer Service and Maintenance Personnel for SSCTC	FY 2025
C2	Hire Mechanic(s) for Paint and Body Shop	FY 2024
C3	Hire Additional Maintenance IT Technician for additional SSCTC workload	FY 2024

TRAINING

The District shall provide trainings and certifications to equip employees with the knowledge and skills needed to not only perform duties but also excel in the field.

#	OBJECTIVE	STATUS
11	Provide employees with opportunities to participate in administrative certifications and continuing education courses	Ongoing
12	Provide employees with opportunities to earn operations certifications for CNG, UST, ADA, CDL, safety, etc.	Ongoing
13	Provide training focused on job specific industry standards i.e. service planning, project management, grants, procurement, etc.	Ongoing
14	Provide customer service, de-escalation, and mental health training during orientation and annual refresher courses for operators, dispatch, and road supervisors	Ongoing
15	Hold monthly new employee training/orientation that provides clear guidelines on expectations, CBA highlights, and company policies	Ongoing
16	Maintain and distribute a schedule of conferences, seminars, and webinars to all appropriate employees	Ongoing
17	Provide training for all employees supervising others that addresses do's and don'ts of HR, conflict resolution, the CBA, basic labor relations/negotiations (where appropriate), discipline, District policies, reasonable suspicion, etc.	Ongoing
18	Provide leadership training for all employees supervising others or who may be supervising others in a future role	Ongoing
19	Review and update the ADA application	FY 2025
20	Create a succession plan for the next five to ten years as many management and long-time employees are approaching retirement age.	FY 2026
21	Provide additional on-site Avail Training for employees	FY 2026
22	Determine options available to make Bus Training Simulator more functional or determine alternate use of that space	FY 2026
23	Provide a Train the Trainer course for the Bus Training Simulator	FY 2026
24	Update material for the reasonable suspicion required training and schedule sessions to comply with regulations	FY 2026
25	Work with ATU or outside facilitator to institute an employee mentoring program	FY 2026
26	Determine topics for 5339 workforce development and provide related training for maintenance team	FY 2030
C4	Develop Board Member Orientation Packet	FY 2024
C5	Provide labor management training for applicable management staff	FY 2024
C6	Develop and implement Customer Service training program for SSCTC	FY 2025
C7	Evaluate and update employee orientation program and related policies	FY 2025

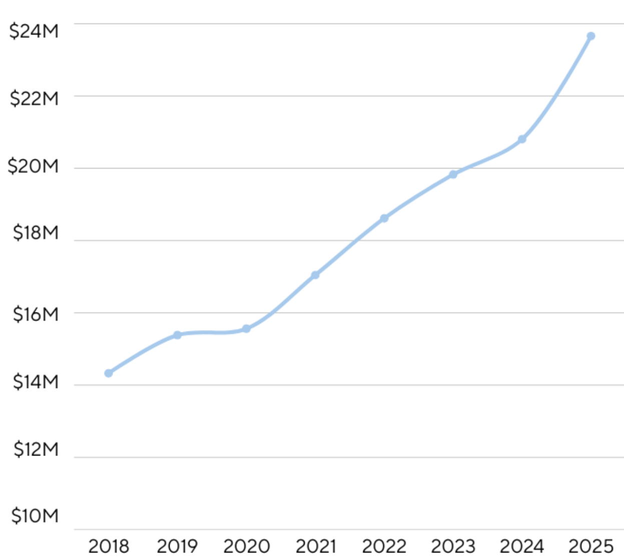
BUDGET & FINANCE

Under the Illinois Municipal Budget Law, SMTD adopts an annual budget ordinance before the fiscal year begins to ensure proactive financial planning. The budget must be balanced, with expenditures not exceeding estimated revenues. This pattern of compliance and attention to detail was rewarded during the most recent audit when SMTD earned the designation of "low-risk auditee." To be classified as low-risk, SMTD demonstrated strong compliance and internal controls for the preceding two audit periods. As a result, the amount of federal funds that must be tested are cut in half, simplifying the audit process in the future. SMTD has the appropriate procedures and staffing to maintain this good standing.

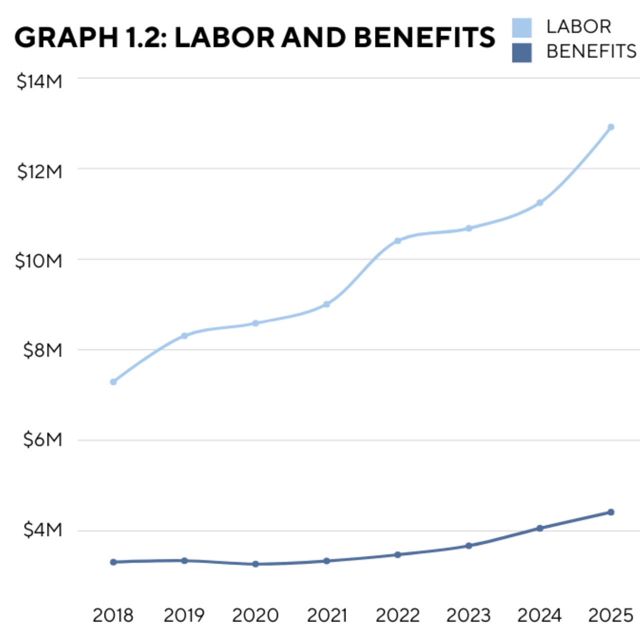
In addition to the typical increases year-over-year due to inflation, SMTD has experienced an increase in operating expenses (Graph 1.1) due to the opening of the Autobody Shop and Transfer Center. The creation of new positions to operate and maintain these new buildings as well as the numerous new technology systems has lead to an increase in labor costs and employee benefits (Graph 1.2). Health insurance is the highest employee benefit with roughly 60% of the total cost of employee benefits going towards group insurance.

The cost of commercial insurance is also increasing (Graph 1.3). This is due in part to the addition of two new buildings as well as the rising cost of buses. A 2025 hybrid diesel– electric bus costs over $1.06 million while diesel buses cost just $416,127 in 2018. While those are two different propulsion types, CNG buses have also increased from $465,301 in 2018 to $759,951 in 2025.

GRAPH 1.1: OPERATING EXPENSES



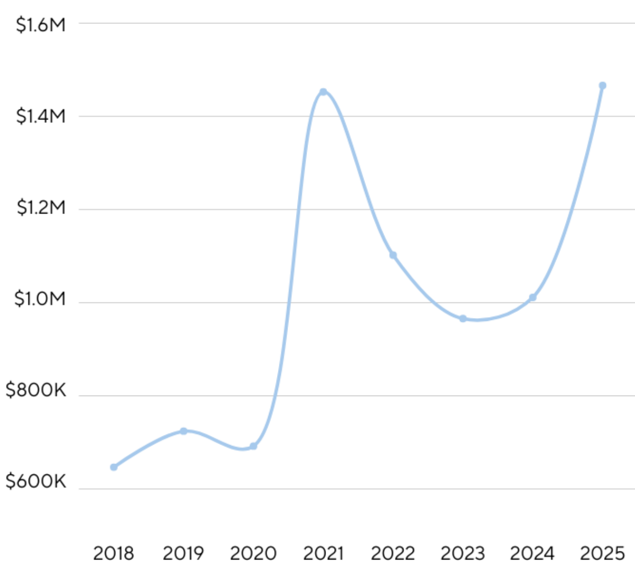
GRAPH 1.2: LABOR AND BENEFITS



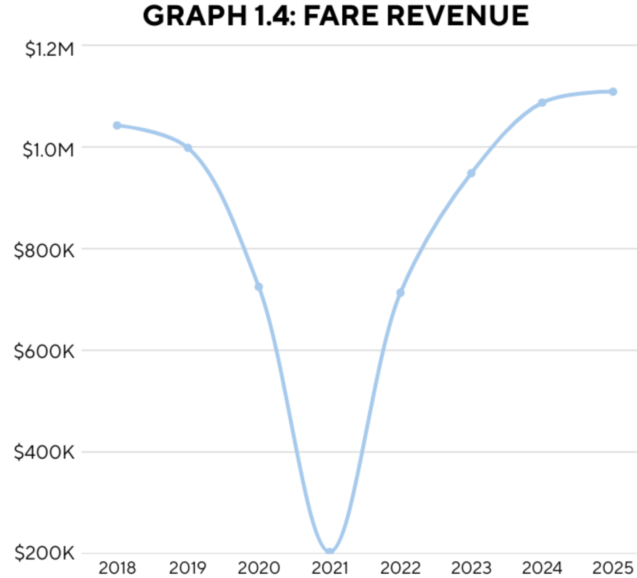
Fortunately, SMTD is in a solid financial position to address these rising costs. The largest funding source for SMTD is the Downstate Operating Assistance Program through the Illinois Department of Transportation, which pays up to 65% of eligible expenses. To receive this funding, SMTD completes an annual application for their apportionment. SMTD receives an annual federal apportionment based on statutory formulas as well. Locally, SMTD may levy a tax on property within the district at a rate not exceeding 0.25% on the assessed value of such property, unless submitted to voters.

Revenue is comprised of fares, advertising, interest earned on investments, concessions, and other non-transportation sources. As seen in Graph 1.4, farebox revenue plummeted during the 2020 COVID pandemic. Now, five years out, ridership is increasing along with farebox revenue.

GRAPH 1.3: COMMERICAL INSURANCE



GRAPH 1.4: FARE REVENUE



BUDGET & FINANCE

The District shall maintain a strong financial standing with special attention paid to generating revenue and cost savings.

#	OBJECTIVE	STATUS
29	Hold annual budget review meetings in March to provide departments with an understanding of their budget for the latter half of the year	Ongoing
30	Consider debt service as a viable source for capital project budgeting	Ongoing
31	Review investments monthly with the Managing Director and Director of Finance	Ongoing
32	Implement a standardized, transparent budgeting process to assist in both long-term and short-term planning	Ongoing
33	Identify and implement a standard process to determine useful life of new projects and include the determination in the project management and planning of every project	Ongoing
34	Develop a revenue contract with the University of Illinois- Springfield	FY 2029
35	Consider fare increases to mitigate growing operation costs	Delayed

PLANNING & SERVICE IMPROVEMENTS

The District shall continue to provide time and cost-effective transportation to the community while adapting to the proposed infrastructure changes in the Springfield area.

#	OBJECTIVE	STATUS
36	Integrate departmental cycles (audit, budget, NTD, TIP, benefit choice, run-bids, inventory, etc.) into all planning initiatives	Ongoing
37	Evaluate the fixed route system annually	Ongoing
38	Monitor discussions regarding state implementation of universal fare or any integrations	Ongoing
39	Redesign night service to improve ease of use on the east side of town	FY 2025
40	Develop and execute a passenger survey in partnership with the Planning Commission and analyze results; including demographics, ridership patterns, system strengths, system weaknesses, and passenger comments and suggestions	FY 2025
41	Convert the Urbanized Area Fixed-Route service vehicles to micro-transit services	FY 2026
42	Determine goals (increased ridership vs. improved coverage, incorporating supplemental routes/loops, etc.) for micro-transit services and develop plan for implementation	FY 2026
43	Select Architecture and Design Firm to provide design and construction management services on upcoming projects	FY 2026
44	Consider jobs-oriented morning supplemental routes to accommodate the growing industrial areas in Springfield	FY 2026
45	Develop route system re-design utilizing the new Springfield area road system following the 3rd Street Corridor Renovation and ridership data collected via Genfare, Clever, etc.	FY 2027
46	Coordinate with the City of Springfield for improvements at bus stops i.e. benches, concrete pads, sidewalks, etc. on McArthur Blvd	FY 2027
47	Complete an internal study on the demand for Saturday night and Sunday service and take appropriate action	FY 2028

TECHNOLOGY

The District shall continue to identify and implement technology systems to increase the convenience of using public transportation as well as generating data to assist in planning new routes and connections.

#	OBJECTIVE	STATUS
48	Replace equipment or initiate upgrades as useful life of existing technology and related equipment is reached; including desktops, vehicle tablets, CAD/AVL hardware, etc.	Ongoing
49	Evaluate NTD reporting features available on Avail and Clever and determine the benefits of using those features or using an additional platform	Ongoing
50	Integrate Clever Devices, CleverCAD, Office 365, and other available tools into daily operations to improve outdated processes and eliminate paper records and their physical storage	Ongoing
51	Determine if off-site backup [redacted] would be a more cost-effective way to store data	FY 2025
52	Utilize the cloud-based project management software for projects involving more than one department	FY 2025
53	Identify and implement Human Resource tools to provide better access and communication of benefits to employees	FY 2025
54	Identify and implement a disruption management system and scheduling software	FY 2025
55	Redesign website to promote better public interaction	FY 2026
56	Upgrade Boardroom and Training Room AV equipment for improved streaming and virtual meetings	FY 2026
57	Purchase and implement Pedestrian Detection System	FY 2027
58	Develop and implement an INTRAnet for communication with employees and retirees regarding benefits, community awareness, and other pertinent information	FY 2028
C8	Purchase and install digital displays and technology for passenger information at the SSCTC	FY 2025
C9	Purchase and install ticket vending machines at SSCTC	FY 2025

MARKETING

The District will continue to engage in the community as well as support local media outlets with advertising in order to educate the public on services offered by the District.

#	OBJECTIVE	STATUS
59	Maintain an active presence on social media (Facebook, X) with weekly or more frequent content	Ongoing
60	Complete regular passenger surveys to gauge customer satisfaction, potential improvements or changes, etc.	Ongoing
61	Publish a hard copy of "What's New" and a digital version on the website identifying route changes at run-bid	Ongoing
62	Participate in community events (Earth Awareness Day, Zoolie Ghoulie, etc.) to maintain brand awareness	Ongoing
63	Support community partner events (Lucky Horseshoes Baseball, Junior Blues Hockey, Holiday Walks, etc.) to maintain brand awareness	Ongoing
64	Consider providing a shuttle service for community events to showcase the fleet and any improvements	Ongoing
65	Develop and publish a video series on frequently asked questions or important information for passengers (subscription services, snow routes, detours, fare options, etc.	FY 2025
66	Develop and publish a series of passenger safety videos	FY 2025
67	Collaborate with Houck to develop an advertising package for digital displays and kiosks at the Transfer Center	FY 2025
68	Develop an annual marketing report for the Board of Trustees that details campaign specific costs for the past fiscal year	FY 2026
69	Develop and implement a long-term marketing budget to clarify goals, objectives, and budget needs	FY 2026

VEHICLES

The District shall maintain a fleet in good repair; including fixed route, paratransit, and support vehicles.

#	OBJECTIVE	STATUS
70	Purchase an Administration vehicle (SUV) for travel to conferences, workshops, meetings, and community events	FY 2026
71	Expand Paratransit fleet with 4 additional vehicles	FY 2026
72	Purchase a vehicle for Maintenance IT	FY 2026
73	Replace Road Supervisor vans #43-45	FY 2027
74	Replace #1301-1305; 5 hybrid	FY 2027
75	Replace #1306-1312; 7 CNG	FY 2027
76	Replace Paratransit vehicles #159, 170-174	FY 2028
77	Replace Paratransit vehicles #160, 168, and RMC	FY 2028
78	Replace ARBOC #169, 175, 176, 177, 178	FY 2028
79	Replace Paratransit vehicles #180-184	FY 2028
80	Replace #1401-1407; 3 hybrid and 4 CNG	FY 2028
81	Replace #1701 and 1702; 2 hybrid	FY 2029
82	Replace maintenance/body shop van #167B	FY 2029
83	Purchase 4 expansion buses for Fixed Route service	FY 2030
C10	Replace 1102-1106 and 1108-1110; 8 hybrid	FY 2025
C11	Procure 4 Road Supervisor vans (2 replacement, 2 expansion)	FY 2025
C12	Replace 158 and 167	FY 2025
C13	Replace Paratransit vehicles #161-166	FY 2025

FACILITIES & EQUIPMENT

The District shall maintain all properties, technology, and equipment in a status of good repair.

#	OBJECTIVE	STATUS
84	Maintain a state of good repair for all facilities through annual property reviews	Ongoing
85	Monitor real estate in the vicinity of the District's facilities and analyze the property usefulness to operations. This is a placeholder to reserve the capital funds for potential properties that are expected to become available in the near future.	Ongoing
86	Complete construction on the SSCTC and open the building to the public	FY 2025
87	Procure two additional sets of portable lifts nearing the end of their useful life	FY 2025
88	Complete feasibility studies of zero-emission options, on-site solar energy production, and removal of the underground fuel tank	FY 2025
89	Replace the on-board video surveillance system with an upgraded system	FY 2025
90	Upgrade camera system at the Base	FY 2025
91	Replace faulty exterior doors in the maintenance building	FY 2025
92	Replace bus wash	FY 2026
93	Replace bus vacuum system	FY 2026
94	Create additional parking for revenue vehicles in the East Yard for Phase I of development	FY 2026
95	Procure and install WiFi access points in transfer center bus bays in collaboration with SCIS	Delayed
96	Solicit proposals for the design of the Secondary Hub Remodel and on-call A&E services	FY 2026
97	Paint and tuckpoint the exterior of the administrative offices	FY 2026
98	Replace emergency generators (2)	FY 2026
99	Acquire land near the Junction Circle Transfer Point for an off-street Secondary Transfer Hub	FY 2026
100	Identify property for an employee parking lot and begin the procurement process for land acquisition	FY 2026
101	Identify routes with high ridership and improve bus stop amenities (solar power lighting, message displays, advertising, ADA pads, etc.) or add additional stops on those routes	FY 2027
102	Replace paper flyers with on-board digital messaging system to inform passengers of changes, planned service interruptions, etc	FY 2027
103	Remodel reception area, breakrooms, and dispatch offices; [redacted]	FY 2027
104	Solicit bids for the construction of the Secondary Hub	FY 2028
105	Replace CNG station, lines, and asphalt	FY 2029
106	Add canopies to fueling lanes with solar power capabilities	FY 2030
107	Add cameras to high-traffic bus stops and Secondary Transfer Hub	FY 2030
C14	Complete the construction of a paint and body shop, reskinning of building, and addition of solar power panels	FY 2025
C15	Install USB charging ports on all buses	FY 2024

ILLUSTRATIVE

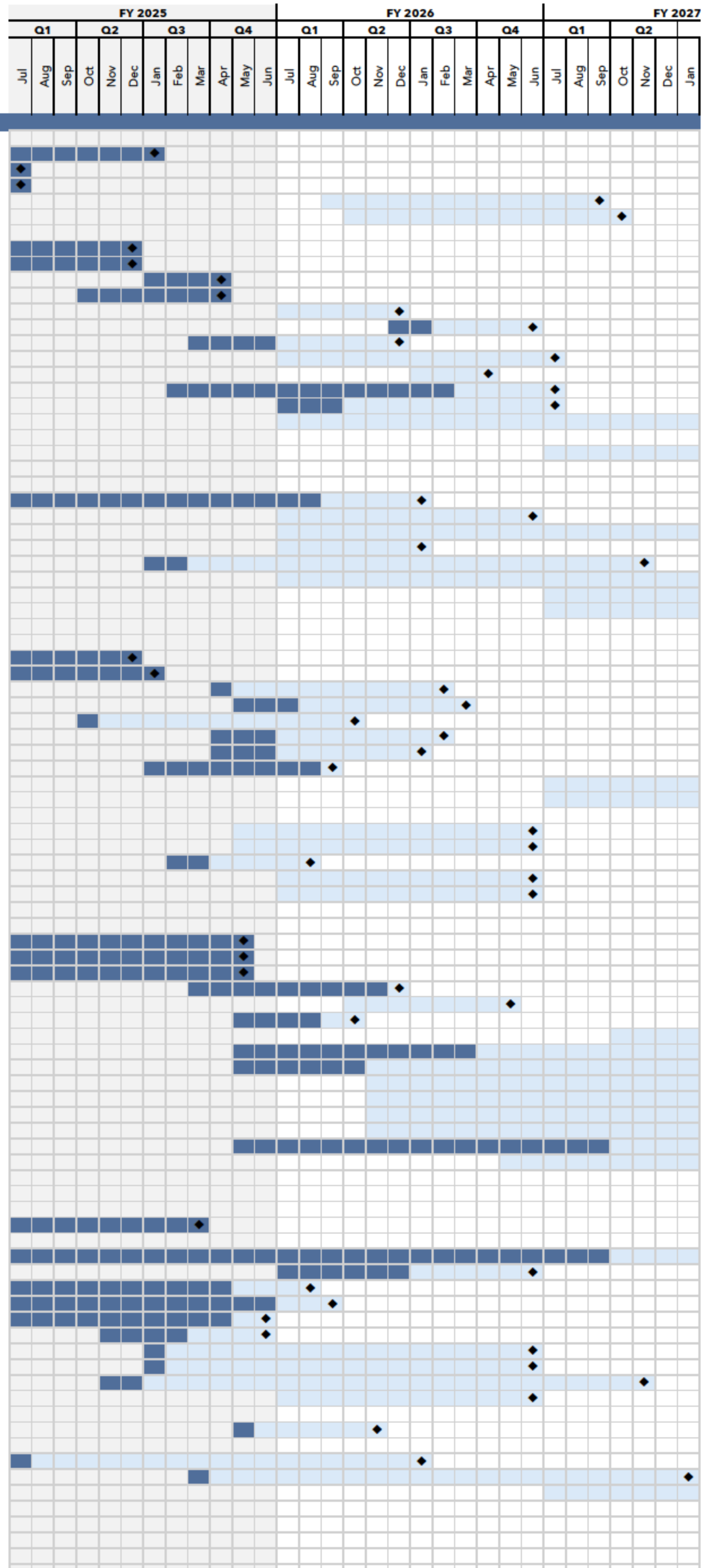
Illustrative projects allow the District to plan for projects that are beyond the scope of this plan, don't have a clear timeline, or are dependent on what funding is available.

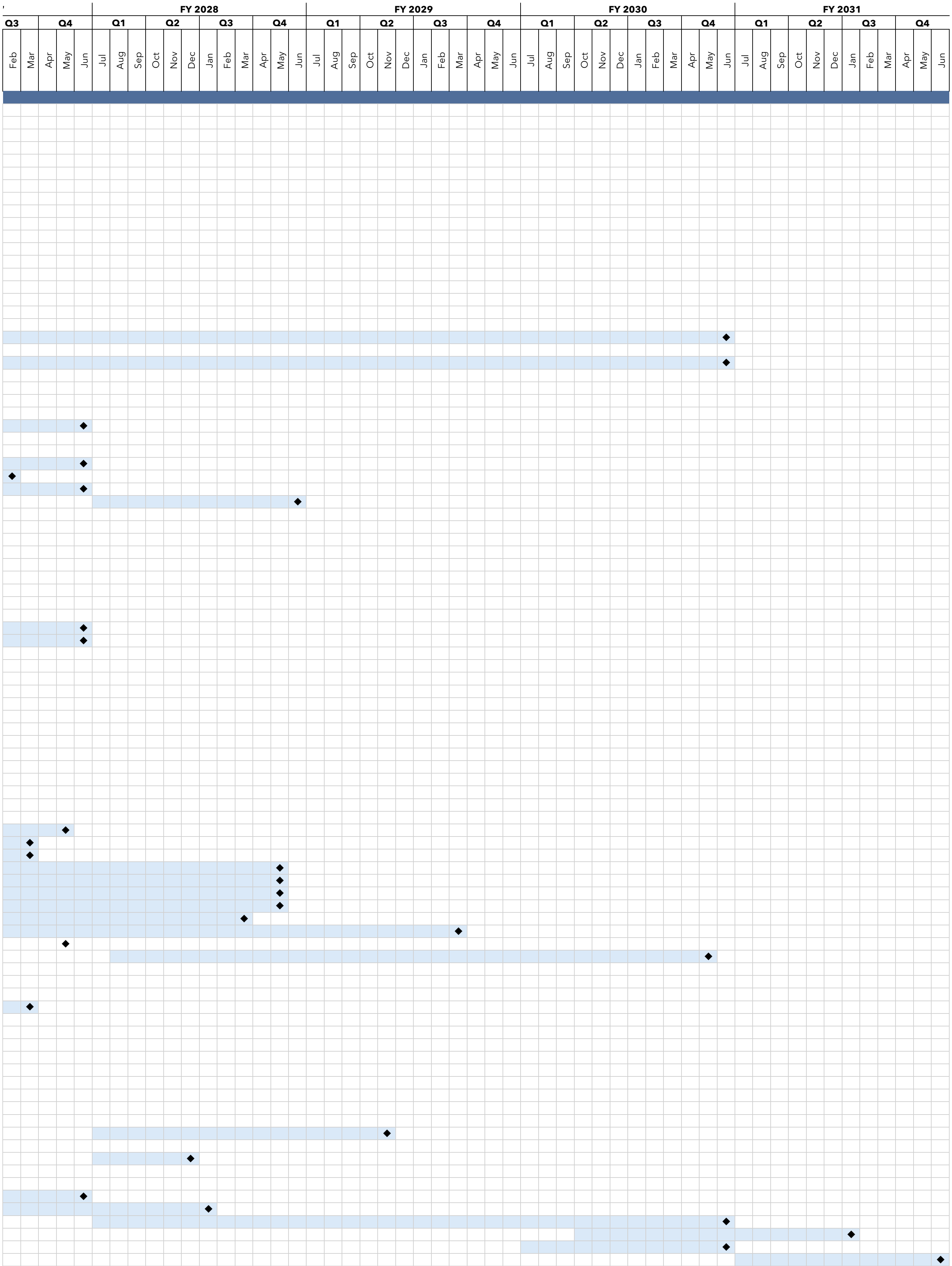
#	OBJECTIVE	STATUS
107	Replace portable lifts as useful life is reached/exceeded	Ongoing
108	Replace 1801-1806; 6 hybrid	FY 2030
109	Replace 1807-1812; 2 hybrid and 4 CNG	FY 2031
110	Replace 1813-1817; 5 CNG	FY 2032
111	Complete the second-floor addition to SSCTC	TBD
112	Transition to low-/no-emission vehicles for paratransit and micro transit	TBD
113	Comply with the mandated conversion of diesel fleet to zero-emissions or electric hybrid	TBD
114	Identify and implement alternative fuel infrastructure to accommodate zero-emission fleet	TBD
115	Identify and implement the maintenance infrastructure to accommodate zero-emission fleet.	TBD
116	Implement priority signaling at Iles & Veterans, Washington & 11th, Washington & Amos	TBD
117	Repair leaking roof and mitigate the accompanying rust in the storage garage.	TBD
118	Replace the driver board in the driver prep area with appropriate software and digital display.	TBD
119	Update the Property Information Sign at Base.	TBD
120	Replace 2 maintenance trucks	TBD
121	Phase II Maintenance/Storage Garage Expansion	TBD
122	Phase III Maintenance/Storage Garage Expansion	TBD

TIMELINE

Start Date: Jul 2024 Updated: Sep 2025

#	Project	Start	End	Status	% Done
PERSONNEL					
C1	SSCTC Customer Service and Maintenance	Jun 2022	Jan 2025	Complete	100%
C2	Paint and Body Shop Mechanics	Jun 2023	Jul 2024	Complete	100%
C3	Maintenance IT	Jun 2023	Jul 2024	Complete	100%
8	Data/Planning Staff Position	Sep 2025	Sep 2026	Not Started	
9	Performance Review System	Oct 2025	Oct 2026	Not Started	
TRAINING					
C4	Board Member Orientation Packet	Jul 2024	Dec 2024	Complete	100%
C5	Labor Management Training	Jul 2024	Dec 2024	Complete	100%
C6	SSCTC Customer Service Training	Jan 2025	Apr 2025	Complete	100%
C7	Update Employee Orientation	Oct 2024	Apr 2025	Complete	100%
19	ADA Application Update	Jul 2025	Dec 2025	Not Started	
20	Succession Plan	Dec 2025	Jun 2026	In Progress	25%
21	Avail Training	Mar 2025	Dec 2025	In Progress	40%
22	Bus Simulator	Jul 2025	Jul 2026	Not Started	
23	Train the Trainer for Bus Simulator	Jan 2026	Apr 2026	Not Started	
24	Reasonable Suspicion Training Update	Feb 2025	Jul 2026	In Progress	75%
25	Employee Mentoring Program	Jul 2025	Jul 2026	In Progress	25%
26	5339 Workforce Development	Jul 2025	Jun 2030	Not Started	
BUDGET & FINANCE					
34	UIS Revenue Contract	Jul 2026	Jun 2030	Not Started	
35	Fare Increases			Stalled	
PLANNING & SERVICE IMPROVEMENTS					
39	Redesign Night Service	Jul 2024	Jan 2026	In Progress	75%
40	Passenger Survey	Jul 2025	Jun 2026	Not Started	
41	Microtransit Vehicle Conversion	Jul 2025	Jun 2027	Not Started	
42	Microtransit Action Plan	Jul 2025	Jan 2026	Not Started	
43	On-Call A&E Services	Jan 2025	Nov 2026	In Progress	5%
44	Jobs-Oriented Supplemental Routes	Jul 2025	Jun 2027	Not Started	
45	3rd St Corridor Route Redesign	Jul 2026	Feb 2027	Stalled	
46	McArthur Boulevard Bus Stops	Jul 2026	Jun 2027	Not Started	
47	Service Expansion Study	Jul 2027	Jun 2028	Not Started	
TECHNOLOGY					
C8	Digital Displays	Jun 2022	Dec 2024	Complete	100%
C9	Ticket Vending Machines	Oct 2020	Jan 2025	Complete	100%
51	Off-Site Back-up	Apr 2025	Feb 2026	In Progress	5%
52	Project Management Software	May 2025	Mar 2026	In Progress	25%
53	HR Tools and Software	Oct 2024	Oct 2025	In Progress	5%
54	Disruption Management and Scheduling Software	Apr 2025	Feb 2026	In Progress	25%
55	Website Redesign	Apr 2025	Jan 2026	In Progress	25%
56	Training Room AV Refresh	Jan 2025	Sep 2025	In Progress	90%
57	Pedestrian Detection System	Jul 2026	Jun 2027	Not Started	
58	Employee IntraNet	Jul 2026	Jun 2027	Not Started	
MARKETING					
65	FAQ Videos	May 2025	Jun 2026	Not Started	
66	Safety Videos	May 2025	Jun 2026	Not Started	
67	Digital Display Advertising	Feb 2025	Aug 2025	In Progress	25%
68	Annual Marketing Report	Jul 2025	Jun 2026	Not Started	
69	Develop Long Term Marketing Goals	Jul 2025	Jun 2026	Not Started	
VEHICLES					
C10	Replace 1102-1106, 1108-1110	Mar 2022	May 2024	Complete	100%
C11	Replace 2 and Expand 2 Road Supervisor Vans	Jun 2024	May 2025	Complete	100%
C12	Replace 158 and 167	May 2022	May 2025	Complete	100%
C13	Expand Paratranist Fleet	May 2022	May 2025	Complete	100%
70	Admin Vehicle	Mar 2025	Dec 2025	In Progress	90%
71	Expand Paratranist Fleet	Oct 2025	May 2026	Not Started	
72	Maintenance IT Vehicle	May 2025	Oct 2025	In Progress	75%
73	Replace Road Supervisor Vans 43-45	Oct 2026	May 2027	Not Started	
74	Replace 1301-1305	May 2025	Mar 2027	In Progress	50%
75	Replace 1306-1312	May 2025	Mar 2027	In Progress	25%
76	Replace 159, 170-174	Nov 2025	May 2028	Not Started	
77	Replace 160, 168, and RMC	Nov 2025	May 2028	Not Started	
78	Replace 169, 175-178	Nov 2025	May 2028	Not Started	
79	Replace 180-184	Nov 2025	May 2028	Not Started	
80	Replace 1401-1407	May 2025	Mar 2028	In Progress	50%
81	Replace 1701 and 1702	May 2026	Mar 2029	Not Started	
82	Replace 167B	Oct 2028	May 2027	Not Started	
83	Expand Fixed Route Fleet	Aug 2027	May 2030	Not Started	
FACILITIES & EQUIPMENT					
C14	Paint and Body Shop	Jun 2022	Mar 2025	Complete	100%
C15	Install USB Ports on all Buses			Complete	100%
86	Complete and Open SSCTC to Public	Jun 2022	Mar 2027	In Progress	90%
87	Portable Lifts Replacement	Jul 2025	Jun 2026	In Progress	50%
88	COA	Jan 2024	Aug 2025	In Progress	80%
89	On-Board Video Surveillence System	Jul 2024	Sep 2025	In Progress	80%
90	Update Base Camera System	Mar 2024	Jun 2025	In Progress	90%
91	Door Replacements	Nov 2024	Jun 2025	In Progress	50%
92	Replace Bus Wash System	Jan 2025	Jun 2026	In Progress	5%
93	Replace Bus Vacuum System	Jan 2025	Jun 2026	In Progress	5%
94	East Yard Phase I	Nov 2024	Nov 2026	In Progress	5%
95	WiFi Access Points at SSCTC Bus Bays	Jul 2025	Jun 2026	Stalled	
96	Remodel Front Office	Jul 2027	Nov 2028	Not Started	
97	Paint and Tuckpoint Admin Office	May 2025	Nov 2025	In Progress	5%
98	Replace 2 Emergency Generators	Jul 2027	Dec 2027	Not Started	
99	Secondary Transfer Hub Land Acquisition	Jul 2024	Jan 2026	In Progress	5%
100	Employee Parking Lot	Mar 2025	Jan 2027	In Progress	1%
101	Bus Stop Improvements and Expansion	Jul 2026	Jun 2027	Not Started	
102	On-Board Digital Messaging System	Feb 2027	Jan 2028	Not Started	
103	Secondary Transfer Hub Construction	Jul 2027	Jun 2030	Not Started	
104	Replace CNG station	Oct 2029	Jan 2031	Not Started	
105	Fueling Lane Canopies	Jul 2029	Jun 2030	Not Started	
106	Cameras at Bus Stops & Secondary Transfer Hub	Jul 2030	Jun 2031	Not Started	




FY 2028
FY 2029
FY 2030
FY 2031
Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun